20 Laporan Tahunan
25 Annual Report
PT Indosat Tbk



Menciptakan Nilai melalui Teknologi dan Pemberdayaan

Creating Value Through Technology and Empowerment

Sanggahan
Disclaimer

Laporan Tahunan ini adalah untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan disusun sesuai dengan Peraturan OJK. Dalam Laporan Tahunan ini, kata "Indosat Ooredoo Hutchison", "IOH", "Perseroan", dan "kami" merujuk kepada PT Indosat Tbk dan anak-anak perusahaan yang dikonsolidasikan. Sedangkan kata "Indonesia" merujuk kepada Republik Indonesia. "Pemerintah" adalah Pemerintah Indonesia. "Rupiah" atau "Rp" adalah mata uang resmi Indonesia dan "Dolar AS" atau "USD" adalah mata uang resmi Amerika Serikat. Beberapa angka tertentu (termasuk persentase) telah dibulatkan untuk mempermudah sehingga angka, perhitungan, persentase, dan rasio yang diberikan dengan yang sesungguhnya dapat berbeda. Kecuali jika disebutkan, semua informasi keuangan yang berhubungan dengan kami disajikan dalam rupiah sesuai dengan Standar Akuntansi Keuangan Indonesia.

Laporan Tahunan ini mencantumkan beberapa informasi keuangan dan hasil-hasil usaha tertentu, serta mungkin juga mencantumkan beberapa proyeksi, rencana, strategi, dan tujuan tertentu dari IOH, yang bukan merupakan pernyataan fakta historis, yang akan dianggap sebagai pernyataan pandangan ke depan (*forward-looking statement*) dalam batasan ketentuan hukum yang berlaku. Pernyataan-pernyataan yang bersifat pandangan ke depan bergantung kepada risiko dan ketidakpastian yang dapat menyebabkan kejadian-kejadian nyata dan hasil-hasil masa depan IOH yang secara material berbeda dengan yang diharapkan atau ditunjukkan oleh pernyataan-pernyataan yang demikian. Tidak ada jaminan bahwa hasil hasil yang diantisipasi, atau ditunjukkan oleh setiap pernyataan yang bersifat pandangan ke depan, akan dicapai. Tidak ada informasi apapun yang terdapat di dalamnya yang boleh direproduksi tanpa izin tertulis dari Perseroan. Untuk informasi termutakhir, silakan menghubungi kami di Jl. Medan Merdeka Barat No.21, Jakarta 10110, Indonesia. Tel. (+62 21) 3000 3001 ext. 8803/8804 atau Investor Relations Tel. +62 858-8563-9250 atau e-mail: investor@ioh.co.id.

Kami berkomitmen untuk berkomunikasi secara terbuka dengan setiap pemangku kepentingan. Semua pemegang kepentingan dipersilakan mengunjungi website kami di www.ioh.co.id untuk informasi lebih lanjut tentang Indosat Ooredoo Hutchison. Versi online dari dokumen ini juga tersedia di www.ioh.co.id.

This is the Annual Report for the year ending 31 December 2025, prepared in accordance with OJK Regulations. In this Annual Report, references to "Indosat Ooredoo Hutchison", "IOH", "the Company", "we", "us", and "our" are to PT Indosat Tbk and its consolidated subsidiaries. All references to "Indonesia" are references to the Republic of Indonesia. All references to the "Government" herein are references to the Government of Indonesia. References to "Rupiah" or "Rp" are to the lawful currency of Indonesia, and references to "U.S. dollars" or "USD" are to the lawful currency of the United States of America. Certain figures (including percentages) have been rounded for convenience and therefore indicated, and actual sums, calculation, percentages, and ratios may differ. Unless stated otherwise, all financial information with respect to us has been presented in Rupiah following Indonesian GAAP.

This Annual Report contains certain financial information and results of operations. It may also contain certain projections, plans, strategies, and objectives of IOH that are not statements of historical fact, which would be treated as forward-looking statements within the meaning of applicable law. Forward-looking statements are subject to risks and uncertainties that may cause actual events and the Company's future results to be materially different than expected or indicated by such statements. There can be no assurance that any forward-looking statements will produce the expected results. No information herein should be reproduced without the Company's express written permission. For the latest information, please contact us at Jl. Medan Merdeka Barat No. 21, Jakarta 10110, Indonesia. Tel. (+62 21) 3000 3001 ext. 8803/8804 or Investor Relations Tel. +62 858-8563-9250 or E-mail: investor@ioh.co.id.

We are committed to communicating openly with each of our stakeholders. All stakeholders can visit our website at www.ioh.co.id for more information about Indosat Ooredoo Hutchison. An online version of this document is also available at www.ioh.co.id.

Memasuki tahun 2025, Indosat Ooredoo Hutchison melangkah semakin progresif dalam memperkuat perannya sebagai perusahaan telekomunikasi digital berbasis teknologi dan kecerdasan buatan. Transformasi yang dijalankan tidak lagi sebatas penguatan konektivitas, tetapi berkembang menuju integrasi AI di seluruh rantai nilai, mulai dari optimalisasi jaringan, peningkatan pengalaman pelanggan, hingga pengembangan solusi digital yang relevan.

Langkah tersebut berjalan selaras dengan arah pembangunan nasional menuju Visi Indonesia Emas 2045, di mana konektivitas digital, adopsi AI, dan peningkatan produktivitas berbasis teknologi menjadi pilar utama transformasi ekonomi. Perluasan jaringan ke wilayah non-metropolitan, pengembangan infrastruktur AI yang aman dan berdaulat, serta penguatan kolaborasi ekosistem menjadi bagian dari kontribusi Perseroan dalam memperluas akses, meningkatkan kapabilitas talenta, dan memperkuat daya saing nasional. IOH tidak hanya menciptakan nilai bagi pemegang saham dan pemangku kepentingan, tetapi juga berperan aktif dalam membangun fondasi ekonomi digital Indonesia yang inklusif, tangguh, dan berkelanjutan.



In 2025, Indosat Ooredoo Hutchison advances its transformation journey by further embedding technology and artificial intelligence at the core of its business. The Company's evolution extends beyond strengthening connectivity toward integrating AI across its value chain, from network optimization and customer experience enhancement to the development of relevant digital solutions.

These initiatives align closely with Indonesia's Golden Vision 2045, where digital connectivity, AI adoption, and technology-driven productivity serve as key pillars of national economic transformation. By expanding connectivity beyond metropolitan areas, developing secure and sovereign AI infrastructure, and strengthening ecosystem collaboration, the Company contributes to widening access, enhancing talent capabilities, and reinforcing national competitiveness. IOH not only creates long-term value for shareholders and stakeholders, but also plays an active role in building a resilient and inclusive digital economy for Indonesia.

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01.

Ikhtisar 2025

2025 Highlights

Ikhtisar Keuangan
Financial Highlights

Laporan Laba (Rugi) Konsolidasian (Rp miliar) Consolidated Statement of Profit (Loss) (Rp billion)	**2025**	**2024**	**2023**
Pendapatan Revenue	56,518.1	55,886.9	51,228.8
Beban Expenses	(45,243.2)	(45,049.0)	(40,801.1)
Laba Operasi Operating Profit	11,274.9	10,837.9	10,427.7
Beban Lain-lain – Bersih Other Expenses-Net	(3,990.3)	(4,105.4)	(4,496.1)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	7,284.6	6,732.5	5,931.6
Beban Pajak Penghasilan – Bersih Income Tax Expense - Net	(1,467.1)	(1,460.1)	(1,155.9)
Laba Tahun Berjalan Profit for the Year	5,817.5	5,272.4	4,775.7
Jumlah Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	5,831.2	5,278.5	4,735.9
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Profit for The Year Attributable to Owners of the Parent	5,509.7	4,910.8	4,506.4
Laba Tahun Berjalan yang Dapat Diatribusikan kepada Kepentingan Non–pengendali Profit for The Year Attributable to Noncontrolling Interest	307.8	361.6	269.3
Jumlah Penghasilan komprehensif yang dapat diatribusikan kepada pemilik entitas induk Total Comprehensive income attributable to owners of the parent entity	5,524.4	4,916.3	4,464.5
Jumlah Penghasilan komprehensif yang dapat diatribusikan kepada kepentingan non Pengendali Total Comprehensive income attributable to non-controlling interests.	306.8	362.2	271.4
Jumlah Saham Beredar* (dalam jutaan lembar saham) Shares Outstanding* (in million of shares)	32,250.8	32,250.8	32,250.8
Laba per Saham Dasar dan Dilusian yang Dapat Diatribusikan Kepada Pemilik Entitas Induk* (dalam Rupiah, jumlah penuh) Basic and Diluted Earnings per Share Attributable to Owners of the Parent* (in Rp full amount)	170.8	152.3	139.7
EBITDA EBITDA	26,597.3	26,375.1	23,938.0

* Dihitung berdasarkan jumlah saham setelah *stock split* yang berlaku efektif pada 14 Oktober 2024.
* Calculated based on number of shares after stock split that is effective as of 14 October 2024.



Laporan Posisi Keuangan Konsolidasian (Rp miliar) Consolidated Statement of Financial Position (Rp billion)	**2025**	**2024**	**2023**
Jumlah Aset Total Assets	118,629.9	114,386.7	114,722.2
Aset Tetap–Bersih Property and Equipment-Net	75,099.5	74,143.1	72,860.8
Modal Kerja Working Capital	(11,495.4)	(16,131.4)	(18,654.7)
Jumlah Liabilitas Total Liabilities	79,120.8	77,734.9	81,013.4
Kepentingan Non-pengendali (sebelumnya hak minoritas) Non-controlling Interest (previously minority interest)	3,188.9	3,153.4	2,962.9
Jumlah Ekuitas Total Equity	**39,509.1**	**36,651.8**	**33,708.8**

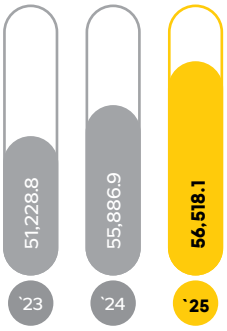
Rasio Operasional (%) Operating Ratios (%)	**2025**	**2024**	**2023**
Laba Operasi terhadap Pendapatan Operating Profit to Revenue	19.9	19.4	20.4
Laba Operasi terhadap Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Operating Profit to Equity Attributable to Owners of the Parent	31.0	32.4	33.9
Laba Operasi terhadap Jumlah Aset Operating Profit to Total Assets	9.5	9.5	9.1
Marjin EBITDA EBITDA Margin	47.1	47.2	46.7
Marjin Laba Bersih yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Net Profit Margin Attributable to Owners of the Parent	9.7	8.8	8.8
Pengembalian Modal yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Return on Equity Attributable to Owners of the Parent	15.2	14.7	14.7
Pengembalian Aset yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Return on Assets Attributable to Owners of the Parent	4.6	4.3	3.9

Rasio Finansial Financial Ratios	**2025**	**2024**	**2023**
Rasio Lancar Current Ratio	0.6x	0.5x	0.5x
Rasio Utang Bersih terhadap Ekuitas Net Debt to Equity Ratio	0.3x	0.3x	0.3x
Rasio Utang Bersih terhadap EBITDA Net Debt to EBITDA	0.4x	0.4x	0.4x
Jumlah Liabilitas terhadap Jumlah Aset Total Liabilities to Total Assets	0.7x	0.7x	0.7x
Rasio laba terhadap jumlah asset Profit to Total Assets Ratio	9.5%	9.5%	9.1%

Rasio Finansial Financial Ratios	**2025**	**2024**	**2023**
Rasio laba terhadap ekuitas Profit to Equity Ratio	28.5%	29.6%	30.9%
Rasio laba terhadap penjualan Profit to Sales Ratio	19.9%	19.4%	20.4%
Rasio liabilitas terhadap ekuitas Liabilities to Equity Ratio	2.0x	2.1x	2.4x

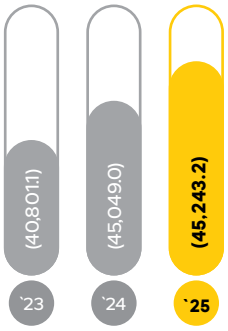
Dividen per Saham Dividend Per Share	**2025**	**2024**	**2023**
Final Final	83.8	268.4	255.7
Tanggal Pembayaran Payment Date	2 Juli | July 2025	21 Juni | June 2024	15 Juni | June 2023

Pendapatan
Revenue



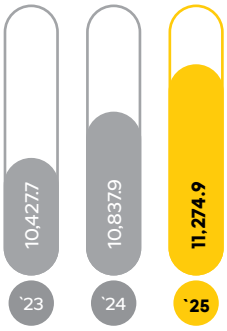
Rp miliar | billion

Beban
Expenses



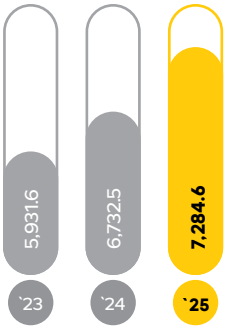
Rp miliar | billion

Laba Operasi
Operating Profit



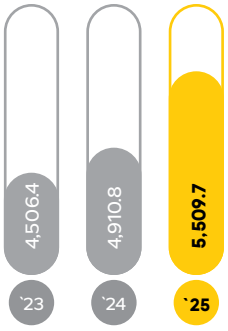
Rp miliar | billion

Laba Sebelum Pajak Penghasilan
Profit Before Income Tax



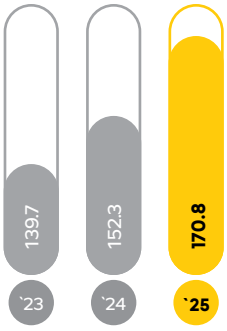
Rp miliar | billion

Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk
Profit for The Year Attributable to Owners of the Parent



Rp miliar | billion

Laba per Saham Dasar dan Dilusian yang Dapat Diatribusikan kepada Pemilik Entitas Induk*
Basic and Diluted Earnings per Share Attributable to Owners of the Parent*



Rp miliar | billion

* Dihitung berdasarkan jumlah saham setelah *stock split* yang berlaku efektif pada 14 Oktober 2024.
* Calculated based on number of shares after stock split that is effective as of 14 October 2024.

Ikhtisar Operasional
Operational Highlights

Selular Cellular	**Unit**	**2025**	**Pertumbuhan (%)** Growth	**2024**	**Pertumbuhan (%)** Growth
Pelanggan Prabayar Prepaid Subscribers	Juta pelanggan million customers	91.9	(1.4)	93.2	(4.1)
Pelanggan Pascabayar Postpaid Subscribers	Juta pelanggan million customers	1.8	19.7	1.5	(2.4)
Total Pelanggan Total Subscribers	Juta pelanggan million customers	93.7	(1.0)	94.7	(4.1)
ARPU Prabayar ARPU Prepaid	Rp ribu Rp thousand	39.5	6.4	37.1	6.1
ARPU Pascabayar ARPU Postpaid	Rp ribu Rp thousand	92.9	(1.7)	94.6	27.1
ARPU Gabungan ARPU Blended	Rp ribu Rp thousand	40.4	6.4	38.0	6.6

MIDI	**Unit**	**2025**	**Pertumbuhan (%)** Growth	**2024**	**Pertumbuhan (%)** Growth
Sambungan Tetap Fixed Connectivity	Rp miliar Rp billion	2,959.5	(8.8)	3,244.5	10.4
Internet Tetap Fixed Internet	Rp miliar Rp billion	2,412.0	(5.2)	2,543.3	57.4
Jasa TI dan Pembayaran Elektronik IT Services and Electronic Payment	Rp miliar Rp billion	2,973.4	35.2	2,198.7	14.6
Jumlah Total	**Rp miliar** Rp billion	**8,344.9**	**4.5**	**7,986.5**	**23.4**

Base Transceiver Stations (BTS)	**2025**	**Pertumbuhan (%)** Growth	**2024**	**Pertumbuhan (%)** Growth
2G	57,403	6.6	53,862	7.0
4G	213,898	8.9	196,348	9.6
5G	6,872	6,322.4	107	18.9

Keterangan Description	**Unit**	**2025**	**Pertumbuhan (%)** Growth	**2024**	**Pertumbuhan (%)** Growth
Trafik Data (PB) Data Traffic (PB)		17,655	9.2	16,170	12.2
Karyawan (tetap dan tidak tetap termasuk karyawan anak Perusahaan) Employees (permanent and non-permanent incl. subsidiaries' employees)		4,202	2.6	4,097	1.4

Komposisi Pelanggan Selular
Cellular Subscriber Composition

Rp juta
million



- **91.9** Prabayar / Prepaid
- **1.8** Pascabayar / Postpaid



- **93.2** Prabayar / Prepaid
- **1.5** Pascabayar / Postpaid

ARPU Selular
ARPU Cellular

Rp ribu
thousands



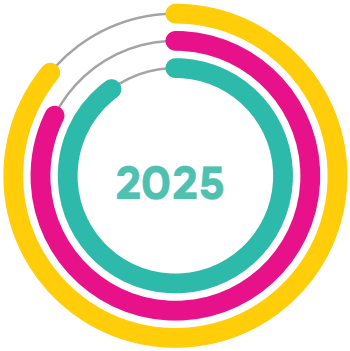
- **39.5** ARPU Prabayar / ARPU Prepaid
- **40.4** ARPU Gabungan / ARPU Blended
- **92.9** ARPU Pascabayar / ARPU Postpaid



- **37.1** ARPU Prabayar / ARPU Prepaid
- **38.0** ARPU Gabungan / ARPU Blended
- **94.6** ARPU Pascabayar / ARPU Postpaid

MIDI

Rp miliar
billion



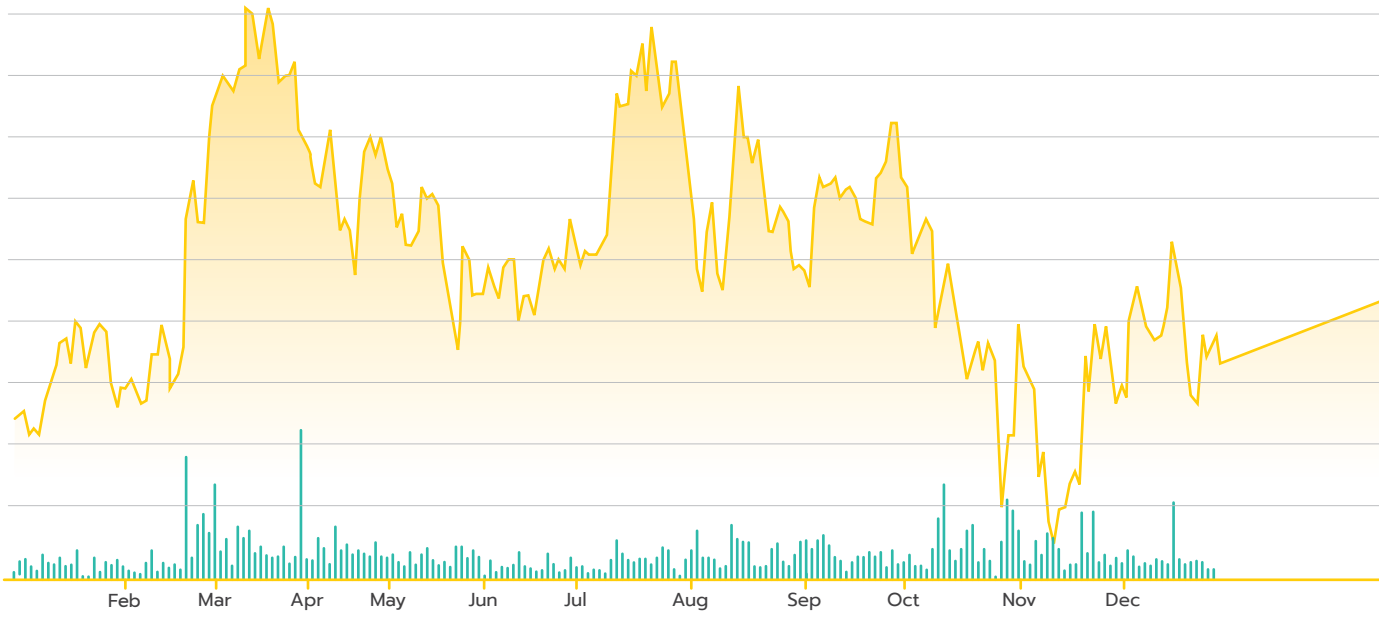
- **2,959.5** Sambungan Tetap / Fixed Connectivity
- **2,412.0** Internet Tetap / Fixed Internet
- **2,973.4** Jasa TI dan Pembayaran Elektronik / IT Services and Electronic Payment



- **3,244.5** Sambungan Tetap / Fixed Connectivity
- **2,543.3** Internet Tetap / Fixed Internet
- **2,198.7** Jasa TI dan Pembayaran Elektronik / IT Services and Electronic Payment



Ikhtisar Saham
Stocks Highlights

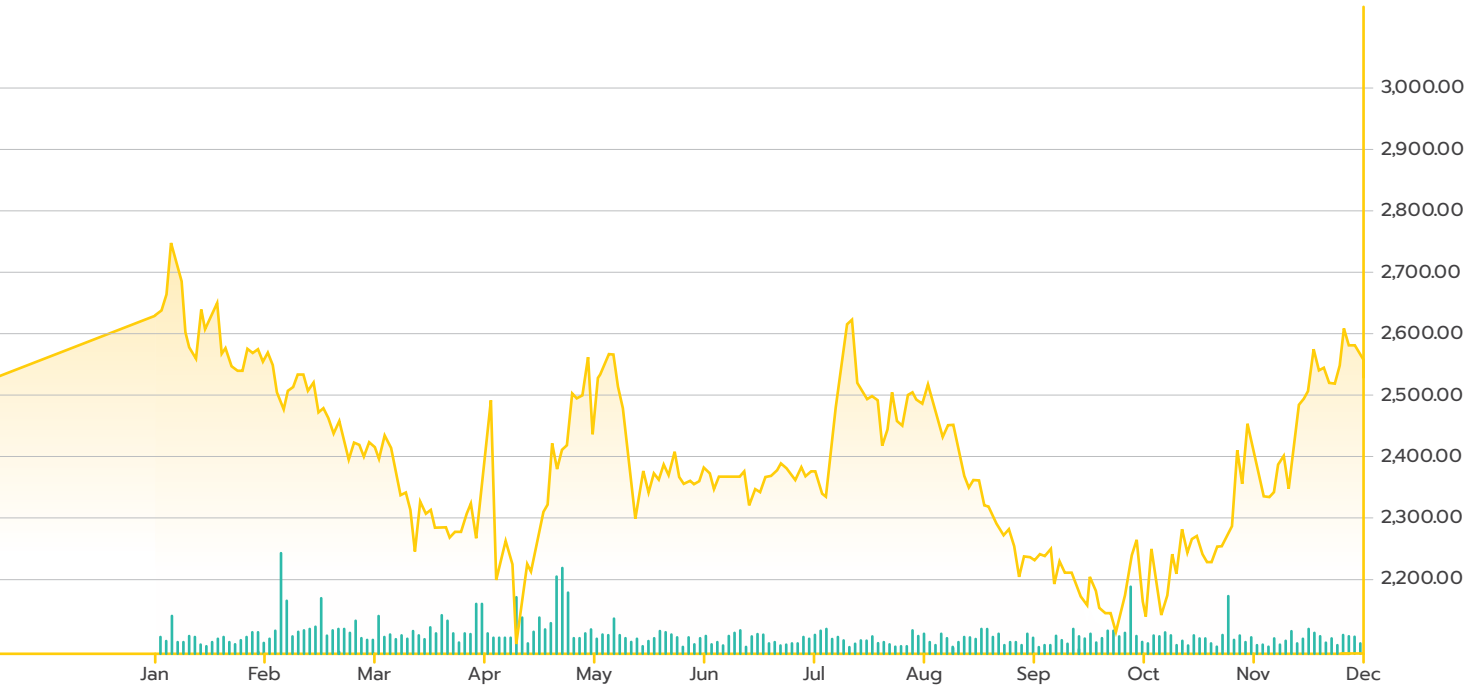


2024

Harga Saham Per Triwulan di BEI 2024
Quarterly Stock Price on the IDX 2024

Periode Period	**Jumlah Saham Beredar** Shares Outstanding	**Kapitalisasi Pasar (dalam jutaan Rp)** Market Capitalization (in million Rp)	**Harga Saham (Rp)** Share Price (Rp)			**Jumlah Perdagangan (Ribu lembar)** Trading Volume (thousand shares)
			Tertinggi Highest	**Terendah** Lowest	**Penutupan** Closing	
Triwulan Pertama 2024 First Quarter 2024	8,062,702,740	90,180,766	12,050	9,275	11,75	283,375
Triwulan Kedua 2024 Second Quarter 2024	8,062,702,740	86,270,919	11,250	9,800	10,700	204,492
Triwulan Ketiga 2024 Third Quarter 2024	8,062,702,740	88,302,720	11,950	10,200	10,950	301,123
Triwulan Keempat 2024* Fourth Quarter 2024*	32,250,810,957	83,529,600	2,725	2,140	2,480	1,245,389

* Rapat Umum Pemegang Saham Luar Biasa Perseroan tanggal 24 September 2024 menyetujui pelaksanaan pemecahan saham Perseroan dengan rasio 1:4 atas seluruh saham seri B Perseroan, sehingga nilai nominal per saham seri B berubah dari Rp100 menjadi Rp25
* Extraordinary General Meeting of Shareholders dated 24 September 2024 approved the implementation of the Company's stock split with the ratio 1:4 for all of series B shares of the Company, resulting in a change of nominal value for each of series B share from Rp100 to become Rp25



2025

Harga Saham Per Triwulan di BEI 2025
Quarterly Stock Price on the IDX 2025

Periode Period	**Jumlah Saham Beredar** Shares Outstanding	**Kapitalisasi Pasar (dalam jutaan Rp)** Market Capitalization (in million Rp)	**Harga Saham (Rp)** Share Price (Rp)			**Jumlah Perdagangan (Ribu lembar)** Trading Volume (thousand shares)
			Tertinggi Highest	**Terendah** Lowest	**Penutupan** Closing	
Triwulan Pertama 2025 First Quarter 2025	32,250,810,957	46,924,930	2,390	1,335	1,455	1,217,912
Triwulan Kedua 2025 Second Quarter 2025	32,250,810,957	67,404,195	2,150	1,255	2,090	1,404,163
Triwulan Ketiga 2025 Third Quarter 2025	32,250,810,957	56,438,919	2,460	1,710	1,750	854,093
Triwulan Keempat 2025 Fourth Quarter 2025	32,250,810,957	74,821,881	2,470	1,645	2,320	1,201,492

Ikhtisar Obligasi
Bond Highlights

Deskripsi Description	**Tanggal Efektif** Effective Date	**Bursa** Exchange	**Jumlah** Total	**Suku Bunga** Interest Rate	**Jatuh Tempo** Maturity
PUB I Tahap IV SR I Phase IV	4 Desember 2014 4 December 2014	Bursa Efek Indonesia Indonesia Stock Exchange	Seri E: Rp201 miliar Series E: Rp201 billion	Seri E: 9,15% Series E: 9.15%	Seri E: 2 September 2026 Series E: 2 September 2026
PUB II Tahap I SR II Phase I	23 Mei 2017 23 May 2017	Bursa Efek Indonesia Indonesia Stock Exchange	Seri E: Rp538 miliar Series E: Rp538 billion	Seri E: 9,25% Series E: 9.25%	Seri E: 31 Mei 2027 Series E: 31 May 2027
PUB II Tahap II SR II Phase II	23 Mei 2017 23 May 2017	Bursa Efek Indonesia Indonesia Stock Exchange	Seri E: Rp511 miliar Series E: Rp511 billion	Seri E: 8,65% Series E: 8.65%	Seri E: 9 November 2027 Series E: 9 November 2027
PUB II Tahap III SR II Phase III	23 Mei 2017 23 May 2017	Bursa Efek Indonesia Indonesia Stock Exchange	Seri E: Rp516 miliar Series E: Rp516 billion	Seri E: 8,70% Series E: 8.70%	Seri E: 3 Mei 2028 Series E: 3 May 2028
PUB III Tahap I SR III Phase I	20 Februari 2019 20 February 2019	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp45 miliar Seri E: Rp47 miliar Series D: Rp45 billion Series E: Rp47 billion	Seri D: 10,10% Seri E: 10,35% Series D: 10.10% Series E: 10.35%	Seri D: 5 Maret 2026 Seri E: 5 Maret 2029 Series D: 5 March 2026 Series E: 5 March 2029
PUB III Tahap II SR III Phase II	20 Februari 2019 20 February 2019	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp75 miliar Series D: Rp75 billion	Seri D: 10,00% Series D: 10.00%	Seri D: 23 Juli 2029 Series D: 23 July 2029
PUB IV Tahap I SR IV Phase I	14 Oktober 2022 14 October 2022	Bursa Efek Indonesia Indonesia Stock Exchange	Seri B: Rp875 miliar Series B: Rp875 billion	Seri B: 7,70% Series B: 7.70%	Seri B: 26 Oktober 2027 Series B: 26 October 2027

Ikhtisar Sukuk
Sukuk Highlights



Deskripsi Description	**Tanggal Efektif** Effective Date	**Bursa** Exchange	**Jumlah** Total	**Imbalan Ijarah** Ijarah Return	**Jatuh Tempo** Maturity
PUB Ijarah I Tahap IV SR Sharia I Phase IV	4 Desember 2014 4 December 2014	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp54 miliar Series D: Rp54 billion	Seri D: Rp4,941 miliar Series D: Rp4.941 billion	Seri D: 2 September 2026 Series D: 2 September 2026
PUB Ijarah II Tahap I SR Sharia II Phase I	23 Mei 2017 23 May 2017	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp63 miliar Series D: Rp63 billion	Seri D: Rp5,828 miliar Series D: Rp5.828 billion	Seri D: 31 Mei 2027 Series D: 31 May 2027
PUB Ijarah II Tahap II SR Sharia II Phase II	23 Mei 2017 23 May 2017	Bursa Efek Indonesia Indonesia Stock Exchange	Seri E: Rp193 miliar Series E: Rp193 billion	Seri E: Rp16,695 miliar Series E: Rp16.695 billion	Seri E: 9 November 2027 Series E: 9 November 2027
PUB Ijarah III Tahap I SR Sharia III Phase I	20 Februari 2019 20 February 2019	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp11 miliar Seri E: Rp21 miliar Series D: Rp11 billion Series E: Rp21 billion	Seri D: Rp1,111 miliar Seri E: Rp2,174 miliar Series D: Rp1.111 billion Series E: Rp2.174 billion	Seri D: 5 Maret 2026 Seri E: 5 Maret 2029 Series D: 5 March 2026 Series E: 5 March 2029
PUB Ijarah III Tahap II SR Sharia III Phase II	20 Februari 2019 20 February 2019	Bursa Efek Indonesia Indonesia Stock Exchange	Seri D: Rp20 miliar Series D: Rp20 billion	Seri D: Rp2 miliar Series D: Rp2 billion	Seri D: 23 Juli 2029 Series D: 23 July 2029
PUB Ijarah IV Tahap I SR Sharia IV Phase I	14 Oktober 2022 14 October 2022	Bursa Efek Indonesia Indonesia Stock Exchange	Seri B: Rp375 miliar Series B: Rp375 billion	Seri B: Rp28,875 miliar Series B: Rp28.875 billion	Seri B: 26 Oktober 2027 Series B: 26 October 2027

Peristiwa Penting 2025
2025 Significant Events



27 Januari I January

Indosat Ooredoo Hutchison dan AIonOS Bersinergi untuk Mendorong Transformasi AI di Indonesia

Indosat Ooredoo Hutchison and AIonOS Join Forces to Drive AI Transformation in Indonesia

IOH dan AIonOS telah menandatangani Nota Kesepahaman (MoU) untuk mentransformasi ekosistem Kecerdasan Artifisial (AI) di Indonesia. AIonOS, *joint venture* antara InterGlobe dan Assago Group, berfokus pada transformasi bisnis lewat teknologi AI, sementara IOH berkomitmen memberdayakan masyarakat Indonesia. Kolaborasi ini melahirkan inisiatif AI³ (Indonesia India Indosat), yang menggabungkan keahlian IOH dan teknologi AIonOS untuk mengembangkan solusi AI di tiga sektor utama: pariwisata, ekonomi berbasis pengetahuan, dan ketahanan pangan berkelanjutan.

IOH and AIonOS have signed a Memorandum of Understanding (MoU) to transform Indonesia's Artificial Intelligence (AI) ecosystem. AIonOS, a joint venture between InterGlobe and the Assago Group, focuses on business transformation through AI technology, while IOH is committed to empowering the Indonesian people. This collaboration has given rise to the AI³ (Indonesia India Indosat) initiative, which combines IOH expertise and AIonOS's technology to develop AI solutions across three key sectors: tourism, the knowledge-based economy, and sustainable food security.



30 Januari I January

Indosat Ooredoo Hutchison dan Wadhwani Foundation Hadirkan Pelatihan AI untuk Berdayakan Talenta Digital dan Pengusaha Indonesia

Indosat Ooredoo Hutchison and Wadhwani Foundation Introduce AI Training to Empower Indonesia's Digital Talent and Entrepreneurs

IOH dan Wadhwani Foundation menjalin kemitraan strategis melalui Nota Kesepahaman (MoU) untuk mendukung Visi Indonesia Emas 2045, dengan investasi Rp3,5 triliun selama tiga tahun. Kemitraan ini bertujuan memberdayakan satu juta talenta digital dan 100 ribu wirausahawan Indonesia melalui pelatihan keterampilan digital. Melalui platform AI dari Wadhwani Foundation, dengan dua program utama: "*Job Ready*" untuk meningkatkan keterampilan soft skill talenta digital, dan "*Ignite*" untuk menumbuhkan pola pikir kewirausahaan serta mencetak pemimpin bisnis masa depan, mendukung pertumbuhan ekonomi Indonesia.

IOH and the Wadhwani Foundation have entered into a strategic partnership through a Memorandum of Understanding (MoU) to support Indonesia's Golden Vision 2045, with an investment of IDR 3.5 trillion over three years. The partnership aims to empower one million digital talents and 100 thousand Indonesian entrepreneurs through digital skills training. Through the Wadhwani Foundation's AI platform, two main programmes are delivered: "Job Ready" to enhance soft skills among digital talents, and "Ignite" to foster an entrepreneurial mindset and develop future business leaders, thereby supporting Indonesia's economic growth.



5 Februari I February

Lanjutkan Program GenSi, Indosat Ooredoo Hutchison dan BPPTIK Komdigi Bekali Anak Muda Maumere dengan Keterampilan Digital

Continuing the GenSi Programme, Indosat Ooredoo Hutchison and BPPTIK Komdigi Equip Youth in Maumere with Digital Skills

IOH bersama Bisnis Indonesia dan BPPTIK Komdigi memperluas program Generasi Terkoneksi (GenSi) di Indonesia Timur, dengan tema "Saatnya GenSi Beraksi" yang diselenggarakan di Universitas Nusa Nipa Maumere, NTT. Program ini bertujuan untuk meningkatkan kesadaran tentang keamanan digital serta mengembangkan keterampilan digital dan keamanan siber di kalangan generasi muda.

IOH, together with Bisnis Indonesia and BPPTIK Komdigi, expanded the Generasi Terkoneksi (GenSi) programme in Eastern Indonesia under the theme "Saatnya GenSi Beraksi", held at Universitas Nusa Nipa Maumere, NTT. The programme aims to raise awareness of digital safety while developing digital and cybersecurity skills among the younger generation.



19 Februari I February

Jelajahi Era Digital, Layanan 'Digital Hub' dari Indosat Ooredoo Hutchison Siap Penuhi Kebutuhan Digital Masa Kini

Exploring the Digital Era, Indosat Ooredoo Hutchison's "Digital Hub" Ready to Meet Today's Digital Needs

IOH menghadirkan Digital Hub, fitur yang tersedia di aplikasi myIM3 dan bima+, untuk mempermudah akses ke berbagai kebutuhan digital dalam satu aplikasi. Dengan Digital Hub, pengguna bisa menikmati layanan seperti *streaming* musik, belanja *online*, hingga akses ke pusat kebugaran. Dengan lebih dari 50 juta pelanggan aktif bulanan, Digital Hub menjadi platform utama penyedia layanan digital.

IOH introduced Digital Hub, a feature available on the myIM3 and bima+ applications, to simplify access to various digital needs within a single app. Through Digital Hub, users can enjoy services such as music streaming, online shopping, and access to fitness centres. With more than 50 million monthly active users, Digital Hub has become a key digital services platform.



5 Maret I March

Indosat Ooredoo Hutchison Jadi yang Pertama Terapkan AI-RAN di Asia Tenggara Bersama Nokia dan NVIDIA

Indosat Ooredoo Hutchison Becomes the First in Southeast Asia to Implement AI-RAN with Nokia and NVIDIA

IOH mengumumkan kemitraan strategis dengan Nokia dan NVIDIA untuk menghadirkan *Artificial Intelligence Radio Access Network* (AI-RAN) di Indonesia. Kolaborasi ini menggabungkan *5G Cloud RAN* dari Nokia dengan platform AI Aerial dari NVIDIA, menciptakan infrastruktur komputasi canggih yang mengoperasikan AI dan RAN bersamaan. IOH menjadi operator pertama di Asia Tenggara dan ketiga di dunia yang mengintegrasikan AI dalam jaringan RAN, meningkatkan performa dan efisiensi serta membuka peluang inovasi lintas industri. Ketiga pihak telah menyepakati Memorandum of Understanding (MoU) untuk pengembangan, pengujian, dan implementasi optimasi inferensi AI.

IOH announced a strategic partnership with Nokia and NVIDIA to introduce Artificial Intelligence Radio Access Network (AI-RAN) in Indonesia. This collaboration combines Nokia's 5G Cloud RAN with NVIDIA's AI Aerial platform, creating an advanced computing infrastructure that runs AI and RAN simultaneously. IOH becomes the first operator in Southeast Asia and the third in the world to integrate AI into RAN networks, enhancing performance and efficiency while opening up cross-industry innovation opportunities. The three parties have signed a Memorandum of Understanding (MoU) for the development, testing, and implementation of AI inference optimisation.



10 Maret I March

Sukses Transformasikan HR dengan AI, Indosat Ooredoo Hutchison Menangkan Asian Telecom Awards 2025

Successfully Transforming HR with AI, Indosat Ooredoo Hutchison Wins Asian Telecom Awards 2025

IOH mengokohkan transformasinya menjadi perusahaan AI TechCo dengan meraih penghargaan internasional *Asian Telecom Awards* 2025 kategori *Human Resource* (HR) *Initiative of the Year*. Penghargaan ini mengakui keberhasilan implementasi AI secara menyeluruh, dimulai dari Departemen HR, diterapkan pada karyawan IOH, dan diperluas ke universitas, komunitas, serta profesional.

IOH reinforced its transformation into an AI TechCo by winning the international Asian Telecom Awards 2025 in the Human Resource (HR) Initiative of the Year category. The award recognises the successful, comprehensive implementation of AI, starting from the HR Department, applied to IOH employees, and extended to universities, communities, and professionals.



11 Maret I March

Perkuat Konektivitas Sepanjang Jalur Mudik, Indosat Ooredoo Hutchison Gelar Ekspedisi Jaringan Andal

Strengthening Connectivity Along Homecoming Routes, Indosat Ooredoo Hutchison Launches Reliable Network Expedition

IOH berkomitmen mendukung kelancaran komunikasi pelanggan selama Ramadan dan Idulfitri 1446H dengan menghadirkan konektivitas yang andal. Untuk mewujudkan hal ini, IOH meluncurkan Ekspedisi Jaringan Andal untuk memantau performa jaringan dan meningkatkan kapasitas serta cakupan layanan di area keramaian. Ekspedisi ini mencakup dua rute utama: Jakarta–Lampung–Palembang dan Jakarta–Jogja–Malang, guna memastikan kesiapan jaringan di jalur mudik yang strategis.

IOH is committed to supporting smooth customer communications during Ramadan and Eid al-Fitr 1446H by providing reliable connectivity. To achieve this, IOH launched the Reliable Network Expedition to monitor network performance and enhance capacity and coverage in high-traffic areas. The expedition covers two main routes: Jakarta–Lampung–Palembang and Jakarta–Yogyakarta–Malang, to ensure network readiness along strategic homecoming routes.



24 April

IOH Selenggarakan "Indonesia AI Day for Mining Industry", Dorong Transformasi Sektor Pertambangan Dalam Negeri

IOH Hosts "Indonesia AI Day for Mining Industry", Driving Transformation of the Domestic Mining Sector

IOH menggelar Indonesia AI Day for Mining Industry untuk mendorong adopsi teknologi AI di sektor pertambangan. Bertema "Navigating the Future of Indonesia's Mining Industry", acara ini dihadiri ratusan peserta dari industri, regulator, dan mitra teknologi global. Kegiatan ini menjadi wadah kolaborasi lintas sektor untuk memanfaatkan AI dan *Internet of Things* (IoT) dalam mempercepat digitalisasi, meningkatkan efisiensi, keberlanjutan, keselamatan, serta daya saing industri pertambangan Indonesia.

IOH organised Indonesia AI Day for Mining Industry to encourage the adoption of AI technology in the mining sector. The event, themed "Navigating the Future of Indonesia's Mining Industry", was attended by hundreds of participants from industry, regulators, and global technology partners. It serves as a cross-sector collaboration platform to leverage AI and Internet of Things (IoT) to accelerate digitalisation, improve efficiency, sustainability, safety, and the competitiveness of Indonesia's mining industry.



28 April

Lima Tahun Mendorong Pemberdayaan Perempuan: IOH dan UN Women Rilis Laporan SheHacks

Five Years of Driving Women's Empowerment: IOH and UN Women Release SheHacks Report

IOH, bekerja sama dengan UN Women, merilis *Impact Report: Empowering Women in Tech* yang mengungkap dampak inisiatif SheHacks dalam pemberdayaan perempuan di bidang teknologi dan kewirausahaan. Selama lima tahun, SheHacks telah membantu mengatasi tantangan yang dihadapi perempuan, seperti kesenjangan pendanaan, akses pelatihan, dan keterbatasan jejaring. Laporan ini mengutip data dari IFC 2021 yang menunjukkan 70% Usaha Mikro, Kecil, dan Menengah (UMKM) yang dimiliki perempuan di Indonesia kesulitan mengakses pembiayaan.

IOH, in collaboration with UN Women, released the Impact Report: Empowering Women in Tech, highlighting the impact of the SheHacks initiative in empowering women in technology and entrepreneurship. Over five years, SheHacks has helped address challenges faced by women, such as funding gaps, limited access to training, and networking constraints. The report cites IFC 2021 data showing that 70% of women-owned Micro, Small, and Medium Enterprises (MSMEs) in Indonesia face difficulties accessing financing.



15 Mei I May

IOH Perkuat Inklusivitas Digital Lewat SheHacks 2025: Gerakan UnlockingShe untuk Pemberdayaan Perempuan

IOH Strengthens Digital Inclusivity Through SheHacks 2025: The #UnlockingShe Movement for Women's Empowerment

IOH menginisiasi SheHacks, yang setelah lima tahun berkembang kini bertransformasi menjadi gerakan nasional yang inklusif, berkelanjutan, dan kolaboratif. Transformasi tersebut ditandai dengan hadirnya SheHacks 2025, yang mengusung kampanye #UnlockingShe, sebagai simbol semangat untuk membuka potensi, akses, dan kesempatan perempuan Indonesia agar dapat tumbuh dan berdampak di ekosistem digital.

IOH initiated SheHacks, which after five years of growth has now transformed into an inclusive, sustainable, and collaborative national movement. This transformation is marked by the launch of SheHacks 2025, carrying the #UnlockingShe campaign as a symbol of the spirit to unlock the potential, access, and opportunities for Indonesian women to grow and create impact within the digital ecosystem.



21 Mei I May

Indosat Ooredoo Hutchison Resmikan AI Experience Center di Jayapura, Hadirkan Manfaat Nyata AI bagi Masyarakat Indonesia Timur

Indosat Ooredoo Hutchison Inaugurates AI Experience Center in Jayapura, Bringing Tangible AI Benefits to Eastern Indonesia

IOH meresmikan AI Experience Center (AIEC) di Jayapura, Papua, sebagai bagian dari komitmennya menghadirkan teknologi AI di kawasan timur Indonesia. Peresmian dilakukan pada momen Hari Kebangkitan Nasional. AIEC Jayapura fokus pada sektor pendidikan dan kesehatan, dengan AI yang memungkinkan pembelajaran lebih personal dan dapat diakses oleh pelajar di wilayah prioritas, serta diagnosa penyakit lebih tepat dan responsif di fasilitas kesehatan dengan keterbatasan akses.

IOH inaugurated the AI Experience Center (AIEC) in Jayapura, Papua, as part of its commitment to bringing AI technology to Eastern Indonesia. The inauguration coincided with National Awakening Day. AIEC Jayapura focuses on the education and healthcare sectors, enabling more personalised learning accessible to students in priority regions, as well as more accurate and responsive disease diagnosis in healthcare facilities with limited access.



2 Juni I June

Sahabat-AI Semakin Canggih: IOH Luncurkan Model 70 Miliar Parameter dengan Layanan Chat Multibahasa

Sahabat-AI Gets Smarter: IOH Launch 70-Billion-Parameter Model with Multilingual Chat Service

IOH meluncurkan Sahabat-AI, terobosan terbaru dalam ekosistem *Large Language Model* (LLM) *open-source* Indonesia, dengan kapasitas 70 miliar parameter dan layanan chat multibahasa dengan keterlibatan PT GoTo Gojek Tokopedia dalam tahap pengembangannya. Dengan akurasi lebih tinggi, Sahabat-AI menawarkan layanan chat yang dapat diakses melalui sahabat-ai.com, yang memudahkan pengguna mendapatkan jawaban informatif dengan dukungan dari berbagai bahasa, seperti Indonesia, Inggris, dan bahasa daerah (Batak, Sunda, Jawa, dan Bali).

IOH launched Sahabat-AI, the latest breakthrough in Indonesia's open-source Large Language Model (LLM) ecosystem, featuring 70 billion parameters and multilingual chat service with the involvement of PT GoTo Gojek Tokopedia in its development phase. With higher accuracy, Sahabat-AI offers chat services accessible via sahabat-ai.com, making it easier for users to obtain informative answers with support for multiple languages, including Indonesian, English, and regional languages (Batak, Sundanese, Javanese, and Balinese).



28 Juni I June

Berhasil Berdayakan AI, Indosat Ooredoo Hutchison Raih HR Asia Awards ke-6 Kalinya

Successfully Empowering AI, Indosat Ooredoo Hutchison Wins HR Asia Awards for the 6th Time

IOH kembali dinobatkan sebagai *Best Companies to Work* for untuk keenam kalinya pada *HR Asia Awards* di Jakarta. IOH juga meraih *Tech Empowerment Award* berkat pemanfaatan AI untuk mendukung pekerjaan dan pengembangan karir karyawan. Pencapaian ini menunjukkan komitmen perusahaan tidak hanya pada inovasi teknologi, tetapi juga kesejahteraan dan pengembangan karyawan, dengan terus menciptakan lingkungan kerja yang mendukung produktivitas dan pertumbuhan karir.

IOH was once again named Best Companies to Work For for the sixth time at the HR Asia Awards in Jakarta. IOH also received the Tech Empowerment Award for its use of AI to support work processes and employee career development. This achievement demonstrates the Company's commitment not only to technological innovation but also to employee welfare and development, by continuously creating a work environment that supports productivity and career growth.



11 Juli I July

Komdigi Prakarsai AI Center of Excellence Bersama IOH, Cisco, dan NVIDIA untuk Perkuat Daya Saing AI Nasional

Komdigi Initiates AI Center of Excellence with IOH, Cisco, and NVIDIA to Strengthen National AI Competitiveness

Kementerian memprakarsai *Indonesia's AI Center of Excellence* bersama IOH, Cisco, dan NVIDIA untuk meningkatkan daya saing Indonesia di bidang AI. Dengan dukungan teknologi terkini, pusat ini bertujuan memperkuat kapasitas nasional dan menyediakan akses AI yang merata. Inisiatif ini mencakup enam pilar utama: *AI Sandbox*, pelatihan dan sertifikasi AI, akselerator untuk *startup*, *enterprise hub*, pengembangan *Large Language Model*, dan forum *think-tank* untuk kebijakan AI yang etis.

The Ministry initiated Indonesia's AI Center of Excellence together with IOH, Cisco, and NVIDIA to enhance Indonesia's competitiveness in AI. Supported by cutting-edge technology, the centre aims to strengthen national capacity and provide equitable access to AI. The initiative covers six main pillars: AI Sandbox, AI training and certification, a startup accelerator, an enterprise hub, Large Language Model development, and a think-tank forum for ethical AI policy.



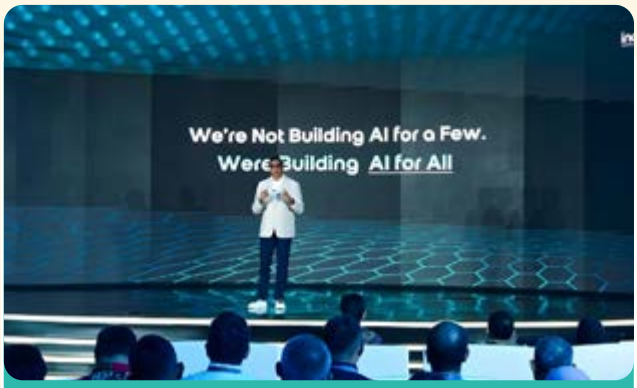
24 Juli I July

IOH Raih Penghargaan Great Place To Work, Bukti Keseriusan Bangun Budaya Kerja Sehat

IOH Wins Great Place To Work Award, Demonstrating Commitment to Building a Healthy Work Culture

IOH meraih *Best Workplace* 2025 kategori *Large Enterprise* dan sertifikasi "*Great Place to Work* 2025" dari *Great Place to Work Institute*, berkat keberhasilannya menciptakan lingkungan kerja yang sehat, mendukung, dan memotivasi karyawan. Survei menunjukkan 95% karyawan merasa IOH adalah tempat kerja terbaik, jauh di atas rata-rata global yang hanya 59%.

IOH won the Best Workplace 2025 award in the Large Enterprise category and received the "Great Place to Work 2025" certification from the Great Place to Work Institute, thanks to its success in creating a healthy, supportive, and motivating work environment. The survey showed that 95% of employees consider IOH a great place to work, far above the global average of only 59%.



7 Agustus I August

Indosat Ooredoo Hutchison Manfaatkan AI untuk Hadang Spam dan Scam, Lindungi Ratusan Juta Masyarakat Indonesia

Indosat Ooredoo Hutchison Utilises AI to Block Spam and Scams, Protecting Hundreds of Millions of Indonesians

IOH meluncurkan fitur *Anti-Spam* dan *Anti-Scam* bekerja sama dengan Komdigi untuk memperkuat perlindungan digital masyarakat. Menggunakan AI, fitur ini mendeteksi dan menyaring ancaman penipuan digital seperti pesan *phishing* dan tawaran kerja palsu. Ditenagai oleh Aivolusi5G, fitur ini bekerja otomatis dan real-time tanpa memerlukan perangkat canggih, menjadikannya mudah diakses oleh semua kalangan, di mana pun mereka berada.

IOH launched Anti-Spam and Anti-Scam features in collaboration with Komdigi to strengthen public digital protection. Powered by AI, these features detect and filter digital fraud threats such as phishing messages and fake job offers. Powered by Aivolusi5G, the features operate automatically and in real time without requiring advanced devices, making them easily accessible to everyone, anywhere.



27 Agustus I August

Indosat Ooredoo Hutchison dan Cisco Luncurkan Sovereign Security Operations Center, Perkuat Keamanan dan Ketahanan Digital Indonesia

Indosat Ooredoo Hutchison and Cisco Launch Sovereign Security Operations Center, Strengthening Indonesia's Digital Security and Resilience

IOH, bekerja sama dengan Cisco, meluncurkan *Indonesia Sovereign Security Operations Center* (SOC) untuk melindungi infrastruktur digital Indonesia. Sovereign SOC adalah yang pertama di Indonesia mengadopsi *Splunk Cloud Platform* dan *Splunk Enterprise Security*. Dengan deteksi ancaman real-time berbasis AI dan pemantauan sistem *hybrid* serta *multi-cloud*, *platform* ini memastikan perlindungan data nasional sesuai dengan regulasi kedaulatan data Indonesia.

IOH, in collaboration with Cisco, launched Indonesia's Sovereign Security Operations Center (SOC) to protect the country's digital infrastructure. The Sovereign SOC is the first in Indonesia to adopt the Splunk Cloud Platform and Splunk Enterprise Security. With AI-based real-time threat detection and hybrid and multi-cloud system monitoring, the platform ensures national data protection in line with Indonesia's data sovereignty regulations.



20 September

IOH, ITA, dan Tsinghua University Berkolaborasi Bentuk AI Application Cooperation Center untuk Perkuat Ekosistem AI Indonesia

IOH, ITA, and Tsinghua University Collaborate to Establish AI Application Cooperation Center to Strengthen Indonesia's AI Ecosystem

IOH, Indonesia Technology Alliance (ITA), dan Tsinghua University Wuxi Research Institute of Applied Technologies menandatangani MoU untuk mendirikan *AI Application Cooperation Center* di Indonesia. Kolaborasi ini disaksikan oleh Parulian George Andreas Silalahi, Wakil Duta Besar RI untuk Tiongkok, menandai langkah penting Indonesia memasuki era kecerdasan buatan. Kesepakatan ini dicapai pada *China–ASEAN AI Ministerial Roundtable 2025*.

IOH, Indonesia Technology Alliance (ITA), and Tsinghua University Wuxi Research Institute of Applied Technologies signed an MoU to establish the AI Application Cooperation Center in Indonesia. The collaboration, witnessed by Parulian George Andreas Silalahi, Deputy Ambassador of the Republic of Indonesia to China, marks an important step for Indonesia in entering the AI era. The agreement was reached at the China–ASEAN AI Ministerial Roundtable 2025.



24 September

IOH Luncurkan IDCamp 2025, Awali Target Melatih 2 Juta Talenta AI

IOH Launches IDCamp 2025, Kicking Off the Target to Train 2 Million AI Talents

IOH meluncurkan IDCamp 2025, program beasiswa *coding* yang telah menjangkau 380.000 peserta dan mencetak 120.000 lulusan sejak 7 tahun lalu. Program ini fokus pada peningkatan keahlian di bidang AI untuk memenuhi kebutuhan 9 juta talenta digital pada 2030, seiring dengan proyeksi pasar AI Indonesia yang mencapai USD 2,4 miliar pada 2025.

IOH launched IDCamp 2025, a coding scholarship programme that has reached 380,000 participants and produced 120,000 graduates over the past seven years. The programme focuses on enhancing AI-related skills to meet the demand for 9 million digital talents by 2030, in line with projections that Indonesia's AI market will reach USD 2.4 billion in 2025.



8 Oktober I October

Percepat Transformasi Ekosistem Ritel Indonesia, IOH Hadirkan Indonesia AI Day for Retail Industry

Accelerating Indonesia's Retail Ecosystem Transformation, IOH Presents Indonesia AI Day for Retail Industry

IOH melalui Indosat Business menggelar Indonesia AI Day for Retail Industry untuk mendorong transformasi digital di sektor ritel dengan mengadopsi AI, IoT, dan konektivitas *real-time*. Mengusung tema "*Empowering Retail Indonesia's Digital Transformation*", acara ini mempertemukan pemimpin industri ritel untuk membahas penerapan teknologi yang dapat memperkuat daya saing ritel Indonesia. IOH memperkenalkan solusi *end-to-end*, mulai dari kampanye pemasaran personal, katalog digital, hingga sistem pembayaran terintegrasi, semuanya terhubung dalam satu *platform*.

Through Indosat Business, IOH organised Indonesia AI Day for Retail Industry to drive digital transformation in the retail sector through the adoption of AI, IoT, and real-time connectivity. Carrying the theme "Empowering Retail Indonesia's Digital Transformation", the event brought together retail industry leaders to discuss the application of technologies that can strengthen Indonesia's retail competitiveness. IOH introduced end-to-end solutions, ranging from personalised marketing campaigns and digital catalogues to integrated payment systems, all connected within a single platform.



27 Oktober I October

Empowering Indonesia Report 2025: AI Berdaulat Jadi Fondasi Pertumbuhan Menuju Indonesia Emas 2045

Empowering Indonesia Report 2025: Sovereign AI as the Foundation for Growth Towards Golden Indonesia 2045

IOH bersama Twimbit meluncurkan *Empowering Indonesia Report 2025* bertema "*Building Bridges of Tomorrow*", yang menegaskan pentingnya *sovereign AI* untuk pertumbuhan ekonomi digital Indonesia. Laporan ini menguraikan lima pilar menuju kedaulatan AI: infrastruktur digital andal, tenaga kerja berkelanjutan, industri AI yang berkembang, riset dan pengembangan, serta regulasi dan etika. Adopsi AI berdaulat dapat menambah USD 140 miliar terhadap PDB Indonesia pada 2030, mempercepat pencapaian status negara berpenghasilan tinggi, dan meningkatkan produktivitas sektor jasa hingga 18%, manufaktur 15–20%, dan pertanian 5–8%, memperkuat daya saing dan efisiensi nasional.

IOH, together with Twimbit, launched the Empowering Indonesia Report 2025 themed "Building Bridges of Tomorrow", which underscores the importance of sovereign AI for Indonesia's digital economic growth. The report outlines five pillars towards AI sovereignty: reliable digital infrastructure, a sustainable workforce, a growing AI industry, research and development, and regulation and ethics. The adoption of sovereign AI could add USD 140 billion to Indonesia's GDP by 2030, accelerate the achievement of high-income country status, and boost productivity in the services sector by up to 18%, manufacturing by 15–20%, and agriculture by 5–8%, thereby strengthening national competitiveness and efficiency.



7 November

Tiga Bulan Sejak Diluncurkan, Fitur Anti-Spam dan Anti-Scam IOH Cegah Ratusan Juta Upaya Penipuan Digital

Three Months After Launch, IOH's Anti-Spam and Anti-Scam Features Prevent Hundreds of Millions of Digital Fraud Attempts

IOH memperkuat perlindungan pelanggan melalui teknologi AI di jaringannya. Sejak diluncurkan pada 7 Agustus 2025 fi tur *Anti-Spam* dan *Anti-Scam* telah memblokir lebih dari 200 juta panggilan berisiko dan memberikan peringatan pada lebih dari 90 juta pesan mencurigakan sehingga melindungi rata-rata 11,5 juta pelanggan per bulan dari potensi penipuan digital. Inovasi ini merupakan bagian dari inisiatif AIvolusi5G IOH yang mengintegrasikan AI dan jaringan 5G untuk menghadirkan pengalaman digital yang aman dan inklusif. Sistem ini bekerja otomatis di tingkat jaringan tanpa memerlukan aplikasi tambahan atau perangkat khusus.

IOH has strengthened customer protection through AI-powered technology across its network. Since their launch on 7 August 2025, the Anti-Spam and Anti-Scam features have blocked more than 200 million high-risk calls and issued warnings for over 90 million suspicious messages, thereby protecting an average of 11.5 million customers per month from potential digital fraud. This innovation forms part of IOH's AIvolusi5G initiative, which integrates AI and 5G networks to deliver a secure and inclusive digital experience. The system operates automatically at the network level, without requiring additional applications or specialised devices.



12 November

IOH, Nokia, dan NVIDIA Resmikan 5G AI RAN Lab, Dorong Inovasi Mobile AI dan Pertumbuhan Digital Indonesia

IOH, Nokia, and NVIDIA Inaugurate 5G AI RAN Lab, Driving Mobile AI Innovation and Indonesia's Digital Growth

IOH bersama Nokia dan NVIDIA meresmikan 5G AI RAN Lab di Surabaya, pusat pengembangan jaringan *Radio Access Network* (RAN) berbasis AI. Inisiatif ini merupakan fase pertama dari kemitraan strategis yang diumumkan pada MWC 2025 di Barcelona. Kolaborasi ini menggabungkan teknologi RAN Nokia, platform komputasi akselerasi NVIDIA, serta jaringan komersial IOH untuk mengintegrasikan AI ke dalam jaringan telekomunikasi nasional. Pusat ini menjadi yang pertama di Asia sekaligus menegaskan peran Indonesia sebagai pelopor jaringan berbasis AI sejalan dengan visi Indonesia Emas 2045.

IOH, together with Nokia and NVIDIA, inaugurated the 5G AI RAN Lab in Surabaya, a hub for the development of AI-based Radio Access Network (RAN) technology. This initiative represents the first phase of a strategic partnership announced at MWC 2025 in Barcelona. The collaboration combines Nokia's RAN technology, NVIDIA's accelerated computing platforms, and IOH's commercial network to integrate AI into Indonesia's national telecommunications infrastructure. The centre is the first of its kind in Asia and underscores Indonesia's role as a pioneer in AI-based networks, in line with the vision of Indonesia Emas 2045.



27 November

Indosat Ooredoo Hutchison Gelar Indonesia AI Day for Financial Industry, Dorong Transformasi AI di Industri Keuangan

Indosat Ooredoo Hutchison Hosts Indonesia AI Day for the Financial Industry, Accelerating AI Transformation in Financial Services

IOH melalui *Indosat Business* menggelar Indonesia *AI Day for Financial Industry*, forum kolaborasi yang mendorong pemahaman dan adopsi teknologi AI di sektor jasa keuangan. Kegiatan ini mencerminkan komitmen IOH sebagai AI TechCo yang menghadirkan solusi AI yang inklusif dan relevan. Inisiatif ini sejalan dengan *Empowering Indonesia Report 2025* yang memproyeksikan AI dapat menambah hingga USD 140 miliar terhadap PDB Indonesia pada 2030, dengan sektor keuangan dan asuransi sebagai kontributor utama. Adopsi AI diharapkan mampu meningkatkan produktivitas, efi siensi, dan kualitas layanan di industri finansial.

Through Indosat Business, IOH hosted Indonesia AI Day for the Financial Industry, a collaborative forum aimed at advancing understanding and adoption of AI technology in the financial services sector. The event reflects IOH's commitment as an AI TechCo to delivering inclusive and relevant AI solutions. This initiative aligns with the Empowering Indonesia Report 2025, which projects that AI could add up to USD 140 billion to Indonesia's GDP by 2030, with the financial and insurance sectors as key contributors. AI adoption is expected to enhance productivity, efficiency, and service quality across the financial industry.



3 Desember I December

Indosat Ooredoo Hutchison Percepat Pemulihan Jaringan dan Salurkan Bantuan bagi Warga Terdampak Banjir di Sumatera

Indosat Ooredoo Hutchison Accelerates Network Recovery and Delivers Aid to Flood-Affected Communities in Sumatra

IOH bergerak cepat memulihkan jaringan telekomunikasi dan menyalurkan bantuan kemanusiaan bagi masyarakat terdampak banjir dan longsor di Aceh, Sumatra Utara, dan Sumatra Barat. Sejak awal bencana, IOH berupaya meminimalisir dampak gangguan layanan telekomunikasi agar masyarakat tetap bisa terhubung dengan keluarga dan memperoleh informasi penting selama masa darurat. Upaya ini sejalan dengan komitmen IOH untuk menghadirkan layanan yang andal, termasuk pada saat masyarakat menghadapi situasi paling menantang.

IOH moved swiftly to restore telecommunications networks and provide humanitarian assistance to communities affected by floods and landslides in Aceh, North Sumatra, and West Sumatra. From the outset of the disaster, IOH sought to minimise service disruptions so that communities could remain connected with their families and access critical information during the emergency period. These efforts reflect IOH's commitment to delivering reliable services, including when communities face their most challenging circumstances.



19 Desember I December

Sambut Natal dan Tahun Baru Bersama Jaringan Andal IOH, Ada Nyata di Setiap Langkah

Welcoming Christmas and the New Year with IOH's Reliable Network, Present at Every Step

IOH memastikan kesiapan jaringan untuk menghadirkan pengalaman digital yang andal bagi seluruh pelanggan di tengah meningkatnya kebutuhan komunikasi. Komitmen ini sejalan dengan semangat IOH ANDAL: Ada Nyata di Setiap Langkah, yang diwujudkan melalui kehadiran jaringan yang kuat dan responsif bagi masyarakat di mana pun mereka berada. Optimalisasi jaringan juga dilakukan di lebih dari 500 titik aktivitas utama, serta di 55 rute perjalanan seperti jalan tol, jalan dalam kota, dan jalur kereta api. Upaya ini memastikan konektivitas tetap stabil dan andal di seluruh pergerakan pelanggan sepanjang periode akhir tahun.

IOH ensured network readiness to deliver a reliable digital experience for all customers amid increased communication demand. This commitment aligns with the spirit of IOH ANDAL: *Ada Nyata di Setiap Langkah* (Present at Every Step), realised through the presence of a strong and responsive network wherever communities are located. Network optimisation was carried out at more than 500 key activity points, as well as along 55 travel routes such as toll roads, urban roads, and railway lines. These efforts ensured stable and reliable connectivity throughout customers' movements during the year-end period.



23 Desember I December

IOH, Arsari Group, dan Northstar Group Bentuk Platform Serat Optik Digital Independen untuk Perkuat Tulang Punggung Digital Indonesia

IOH, Arsari Group, and Northstar Group Establish an Independent Digital Fibre Platform to Strengthen Indonesia's Digital Backbone

IOH bersama konsorsium yang terdiri dari Arsari Group dan Northstar Group ("Konsorsium") menandatangani perjanjian investasi pembentukan perusahaan patungan (*joint venture*) untuk membangun sebuah *platform* serat optik digital terkemuka di Indonesia ("FiberCo"). Kemitraan strategis ini menjadi tonggak penting dalam upaya bersama memperkuat tulang punggung digital nasional, di saat ekosistem digital Indonesia tengah memasuki fase pertumbuhan yang krusial. Melalui kemitraan ini, seluruh pihak menegaskan komitmen bersama untuk memperkuat konektivitas nasional, menghadirkan layanan digital berstandar global, serta mendukung percepatan transformasi digital Indonesia secara berkelanjutan.

IOH, together with a consortium comprising Arsari Group and Northstar Group (the "Consortium"), signed an investment agreement to establish a joint venture to develop a leading digital fibre-optic platform in Indonesia ("FiberCo"). This strategic partnership marks an important milestone in the collective effort to strengthen the national digital backbone, as Indonesia's digital ecosystem enters a critical phase of growth. Through this partnership, all parties reaffirm their shared commitment to enhancing national connectivity, delivering world-class digital services, and supporting the acceleration of Indonesia's digital transformation in a sustainable manner.



Penghargaan 2025
2025 Awards

Januari January

Asian Telecom Awards
Kategori/Category:
HR Initiative of the Year

Mei May

- **Selular Award 2025**
  Selular Media Network
  Kategori/Category:
  » Best AI Telco Integrated for IM3
  » Best Social Movement in Women Empowering for SheHacks
- **Marcomm Corcomm Dream Team 2025**
  MIX Marcomm
  Kategori/Category:
  Indonesia CorComm Dream Team 2025 – Very Good

Juni June

HR Asia Awards 2025
Kategori/Category:
» Best Companies to Work For in Asia
» Tech Empowerment Awards

Juni June

Great Place to Work
Kategori/Category:
Indonesian Best Workplaces

Agustus August

- **18th Indonesia PR Program of The Year 2025**
  MIX Marcomm
  Kategori/Category:

  Board of Judges Assessment
  » Creative Corporate Reputation
  » Program: Unparalleled Network Services Guaranteed
  » ESG Campaign Program – Sampah jadi Pulsa
  » ESG Campaign Program – Mudahnya Kebaikan Sedekah Kuota (Tri Indonesia)

  Journalists' Choice
  » Corporate Communication Team In Telecommunication & Utility Industry
  » Media Relations Program – The Best Press Release
  » The Best Corporate Website
  » The Best Corporate Social Media Management

  Engagement Index
  » Creative Corporate Reputation – Program: Unparalleled Network Services Guaranteed
  » ESG Campaign Program – Sampah jadi Pulsa

- **SWA**
  Kategori/Category:
  Indonesia Best Employee Engagement

September

- **The 16th IICD CG Conference and Award**
  Indonesian Institute for Corporate Directorship (IICD)
  Kategori/Category:
  Best Non-Financial Sector in the Big Cap category

- **Fortune Indonesia 100**
  Kategori/Category:
  19th Largest Companies in Indonesia Based on Financial Performance

Oktober October

- **2025 InvestorTrust ESG Awards, Sectoral Champion Awards, Infrastructure.**
  Kategori/Category:
  Sectoral Champion Awards, Infrastructure

- **NEXT Awards 2025 by MARKETECH APAC**
  Marketeers
  Kategori/Category:
  » Most Innovative Use of AdTech in a Campaign
  » Most Innovative Martech Tea, of the Year

- **Penghargaan Sistem Manajemen Keselamatan dan Kesehatan Kerja 2025**
  Kategori/Category:
  Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) – Pada lokasi Bandung, Makassar, Medan, Palembang dan Semarang.

- **Marketing Interactive Awards 2025**
  Kategori/Category:
  Brand Awareness for "Simpelnya IM3, Temukan Makna untuk Bersama"

November

- **Jakarta Invesment Award 2025**
  Kategori/Category:
  Biggest Contributor to Invesment Realization in 2024, Transportation, Building, and Telecommunication (Foreign Investment)

- **Indonesia Sustainable Synergy Awards 2025**
  Kategori/Category:
  Human Employement Practices, Inclusive Literacy, and Education Programs – Telecommunication Category

- **Indonesia ESG Leadership Awards 2025**
  Kategori/Category:
  Leadership AA – Excellence in ESG Transparency

- **Stevie Awards for Great Employers**
  Kategori/Category:
  Employer of The Year - Telecommunications

- **2025 ESG Initiative Awards**
  Kategori/Category:
  - Best ESG Woman Leader – Diamond Stars
  - Best Human Capital Officer – Gold Stars
  - Best Employee Wellbeing & Development Strategy – Silver Stars
  - Best Community Empowerment Initiative – Gold Stars

Desember December

- **Fortune 100 Best Companies to Work For – Southeast Asia**
  Fortune Asia



Sertifikasi 2025
2025 Certifications

Kebijakan K3 dan Lingkungan

PT Indosat Tbk mempunyai komitmen terhadap penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja sesuai PP No. 50 tahun 2012, ISO 45001:2018 dan Sistem Manajemen Lingkungan sesuai ISO 14001:2015 dengan menetapkan kebijakan K3 dan Lingkungan sebagai berikut:

1. Menyediakan kondisi kerja yang aman dan sehat untuk pencegahan cedera dan penyakit akibat kerja.
2. Menghilangkan bahaya dan mengurangi risiko K3, memastikan perlindungan lingkungan dan pencegahan pencemaran lingkungan.
3. Melakukan penghematan sumber daya alam.
4. Melakukan konsultasi dan partisipasi pekerja.
5. Mematuhi persyaratan undang–undang dan persyaratan lain terkait keselamatan dan kesehatan kerja dan perlindungan lingkungan.
6. Melakukan peningkatan secara terus–menerus terhadap kinerja keselamatan dan kesehatan kerja, lingkungan, serta efektivitas penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja serta Sistem Manajemen Lingkungan.

Occupational Safety, Health, and Environmental (OHS & Environment) Policy

PT Indosat Tbk is committed to implementing the Occupational Safety and Health Management System in accordance with Government Regulation No. 50 of 2012, ISO 45001:2018, and the Environmental Management System in accordance with ISO 14001:2015 by establishing the following OHS and Environmental Policy:

1. Providing safe and healthy working conditions to prevent work-related injuries and illnesses.
2. Eliminating hazards and reducing OHS risks, ensuring environmental protection and preventing environmental pollution.
3. Conserving natural resources.
4. Conducting consultation and encouraging worker participation.
5. Complying with applicable laws and regulations and other requirements related to occupational safety and health and environmental protection.
6. Continuously improving occupational safety and health and environmental performance, as well as the effectiveness of the implementation of the Occupational Safety and Health Management System and the Environmental Management System.

Sertifikasi di tingkat Perusahaan

Certification at Company Level

Sertifikasi Certification		Tahun Perolehan Year Acquired	Habis Berlaku Expiry Date	Penerbit Issuer
ISO 14001	Sistem Manajemen Lingkungan Environmental Management System	2012	2027	TSI Certification IAF
SMK3 PP.50 /2012	Sistem Manajemen Keselamatan & Kesehatan Kerja Occupational Health & Safety Management System	2013	2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
ISO 45001	Sistem Manajemen Keselamatan & Kesehatan Kerja Occupational Health & Safety Management System	2012	2027	TSI Certification IAF
ISO 27001:2022 Customer Data Management Within National Coverage Area for IM3 and 3	Sistem Manajemen Keamanan Informasi Information Security Management Systems	2023	2026	British Standard Institution (BSI)
ISO 27001:2022 Connectivity IP Based Services, Physical and Facility Management for Data Center and Disaster Recovery Center	Sistem Manajemen Keamanan Informasi Information Security Management Systems	2016	2028	British Standard Institution (BSI)
ISO 9001:2015	Sistem Manajemen Mutu Quality Management Systems	1997	2029	SGS
ISO 37001:2016	Anti Bribery Management Systems	2023	2026	CBQA Global

Sertifikasi Certification		Tahun Perolehan Year Acquired	Habis Berlaku Expiry Date	Penerbit Issuer
ISO 22301:2019	Sistem Manajemen Kelangsungan Usaha Business Continuity Management System	2024	2027	TUV SUD
Green Building	Greenship Existing Building Ver 1.1	2025	2028	Green Building Council Indonesia (GBCI)

Sertifikasi per Lokasi

Certification per Location

SMK3 PP 50/2012

Sistem Manajemen Keselamatan & Kesehatan Kerja
Occupational Health & Safety Management System

Lokasi Site	Tahun Perolehan Year Acquired	Habis Berlaku Expiry Date	Penerbit Issuer
Kantor Pusat PT Indosat (KPPTI)	April 2013	Juni | June 2026	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Balikpapan	Mei | May 2016	Juni | June 2026	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Bandung	Juli | July 2017	Oktober | October 2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Makassar	Juli | July 2017	Oktober | October 2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Medan	Juli | July 2017	Oktober | October 2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Palembang	April 2021	Oktober | October 2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia
Semarang	Juli | July 2017	Oktober | October 2028	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia

ISO 45001

Sistem Manajemen Keselamatan & Kesehatan Kerja
Occupational Health & Safety Management System

Lokasi Site	Tahun Perolehan Year Acquired	Sertifikat Saat Ini Current Certificate	Habis Berlaku Expiry Date	Penerbit Issuer
KPPTI, Ancol	November 2012	Desember I December 2024	Desember I December 2027	TSI Certification IAF
Palembang	November 2020	Januari I January 2025	Januari I January 2028	TSI Certification IAF
Surabaya	Desember I December 2021	Februari I February 2025	Februari I February 2028	TSI Certification IAF

ISO 14001

Sistem Manajemen Lingkungan
Environmental Management System

Lokasi Site	Tahun Perolehan Year Acquired	Sertifikat Saat Ini Current Certificate	Habis Berlaku Expiry Date	Penerbit Issuer
KPPTI, Ancol	November 2012	Desember I December 2024	Desember I December 2027	TSI Certification IAF
Palembang	November 2020	Januari I January 2025	Januari I January 2028	TSI Certification IAF
Surabaya	Desember I December 2021	Februari I February 2025	Februari I February 2028	TSI Certification IAF

ISO 22301:2019

Sistem Manajemen Kelangsungan Usaha
Business Continuity Management System

Lokasi Site	Tahun Perolehan Year Acquired	Sertifikat Saat Ini Current Certificate	Habis Berlaku Expiry Date	Penerbit Issuer
Jabodetabek	Februari | February 2024		Februari | February 2027	TUV SUD

Green Building

Greenship Bangunan Eksisting Ver 1.1
Greenship Existing Building Ver 1.1

Lokasi Site	Tahun Perolehan Year Acquired	Sertifikat Saat Ini Current Certificate	Habis Berlaku Expiry Date	Penerbit Issuer
KPPTI	Januari | January 2025		Januari | January 2028	Green Building Council Indonesia (GBCI)







02.

Laporan Manajemen

Management Report

Laporan Dewan Komisaris
Board of Commissioners' Report



Di tengah dinamika industri telekomunikasi yang semakin kompleks, Dewan Komisaris menilai Perseroan menunjukkan ketahanan dan disiplin strategis, menjaga keseimbangan antara pertumbuhan, profitabilitas, dan investasi masa depan dengan tata kelola yang kuat dan transformasi berbasis AI.

Amid an increasingly complex telecommunications landscape, the Board of Commissioners considers that the Company demonstrated resilience and strategic discipline, balancing growth, profitability, and future investments with strong governance and AI-driven transformation.

Nezar Patria
Komisaris Utama
President Commissioner

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Atas nama Dewan Komisaris, kami menyampaikan apresiasi atas kinerja yang dicapai oleh PT Indosat Tbk (IOH atau Perseroan) sepanjang tahun 2025. Di tengah dinamika industri telekomunikasi dan digital yang semakin kompleks, Perseroan mampu menunjukkan ketahanan, menjaga momentum pertumbuhan, serta melanjutkan kemajuan menuju sasaran strategis jangka panjang.

Sejalan dengan mandat pengawasan kami, Dewan Komisaris dengan ini menyampaikan laporan mengenai kinerja Direksi, pelaksanaan tugas pengawasan, serta pandangan kami terhadap prospek dan praktik tata kelola Perusahaan. Sepanjang tahun 2025, kami menjalankan fungsi pengawasan dengan penekanan kuat pada pemastian keselarasan strategis, akuntabilitas, dan penciptaan nilai yang berkelanjutan bagi para pemegang saham dan pemangku kepentingan.

Penilaian atas Kinerja Direksi

Dewan Komisaris menilai kinerja Direksi sepanjang tahun 2025 sangat memuaskan dan selaras dengan tujuan strategis serta target kinerja Perseroan. Penilaian ini dilakukan melalui kerangka evaluasi yang terstruktur dan komprehensif, yang mencakup aspek pelaksanaan strategi, kinerja keuangan, efektivitas operasional, manajemen risiko, kepatuhan terhadap tata kelola, serta responsivitas terhadap kepentingan para pemangku kepentingan.

Dari sisi keuangan, Dewan Komisaris mencatat bahwa Direksi menunjukkan disiplin yang kuat dalam mengelola pertumbuhan dan profitabilitas Perseroan. Pada tahun 2025, Perseroan membukukan pendapatan sebesar Rp56.518,1 miliar, meningkat dibandingkan capaian tahun sebelumnya dan secara umum sejalan dengan target yang ditetapkan dalam rencana kerja Perseroan. EBITDA Perseroan tercatat sebesar Rp26.597,3 miliar, dengan tingkat margin yang tetap terjaga dan sesuai dengan aspirasi profitabilitas manajemen. Dewan Komisaris memandang pencapaian ini sebagai cerminan dari efektivitas pengendalian biaya, peningkatan efisiensi operasional, serta penerapan alokasi modal yang prudent, khususnya dalam menyeimbangkan kebutuhan investasi pada ekspansi jaringan, kapabilitas digital, dan infrastruktur AI dengan keberlanjutan profitabilitas dan arus kas.

Esteemed Shareholders and Stakeholders,

On behalf of the Board of Commissioners, we extend our gratitude for the performance achieved by PT Indosat Tbk (IOH or the Company) throughout 2025. Amid an increasingly dynamic telecommunications and digital landscape, the Company was able to demonstrate resilience, maintain positive momentum, and continue progressing toward its long-term strategic aspirations.

In accordance with our supervisory mandate, the Board of Commissioners hereby presents its report on the performance of the Board of Directors, the execution of supervisory duties, and our views on the Company's prospects and governance practices. Throughout 2025, we carried out our oversight function with a strong emphasis on ensuring strategic alignment, accountability, and sustainable value creation for shareholders and stakeholders.

Assessment of the Board of Directors' Performance

The Board of Commissioners assessed the performance of the Board of Directors throughout 2025 as highly satisfactory and aligned with the Company's strategic objectives and performance targets. This assessment was conducted through a structured and comprehensive evaluation framework covering strategic execution, financial performance, operational effectiveness, risk management, governance compliance, and responsiveness to stakeholder expectations.

From a financial perspective, the Board of Commissioners noted that the Board of Directors demonstrated strong discipline in managing growth and profitability. In 2025, the Company recorded revenues of Rp56,518.1 billion, reflecting an improvement compared to the previous year and broadly in line with the targets set in the business plan. EBITDA reached Rp26,597.3 billion, with margins remaining resilient and aligned with management's profitability aspirations. The Board of Commissioners views this achievement as evidence of effective cost management, operational efficiency, and prudent capital allocation, particularly in balancing ongoing investments in network expansion, digital capabilities, and AI infrastructure with the need to sustain profitability and cash flow.

Selain capaian keuangan, Dewan Komisaris juga mengapresiasi keberhasilan Direksi dalam merealisasikan berbagai tonggak strategis sepanjang tahun 2025. Pencapaian tersebut antara lain kemajuan Perseroan menuju posisi sebagai perusahaan telekomunikasi digital pilihan di Indonesia, peluncuran inisiatif berbasis AI seperti *AI-RAN Research Center* dan *AI Experience Center*, serta percepatan transformasi digital di segmen konsumen dan enterprise. Hal ini menunjukkan kemampuan Direksi dalam menerjemahkan visi strategis jangka panjang ke dalam hasil yang nyata dan terukur.

Dewan Komisaris juga mencatat bahwa Direksi menunjukkan kepemimpinan, transparansi, dan akuntabilitas yang tinggi dalam menjalankan tugasnya. Mekanisme pelaporan yang rutin, rapat bersama yang diselenggarakan sekurang-kurangnya enam kali dalam setahun, rapat-rapat komite di bawah Dewan Komisaris, serta *monthly shareholders performance review* memungkinkan pengawasan yang efektif, pengambilan keputusan yang tepat waktu, dan komunikasi yang konstruktif antara Dewan Komisaris dan Direksi.

Di samping itu, Direksi menerapkan pendekatan yang proaktif dan prudent dalam manajemen risiko, dengan mengidentifikasi potensi risiko sejak dini, baik yang terkait dengan volatilitas pasar, transformasi teknologi, maupun perkembangan regulasi, serta menerapkan langkah mitigasi untuk menjaga keberlangsungan usaha. Komitmen Direksi terhadap inovasi, digitalisasi, dan pendekatan yang berfokus pada pelanggan turut memperkuat posisi kompetitif Perseroan dan prospek pertumbuhan jangka panjang.

Berdasarkan keseluruhan aspek tersebut, Dewan Komisaris menyimpulkan bahwa Direksi telah menunjukkan kinerja yang patut diapresiasi sepanjang tahun 2025, ditandai oleh capaian keuangan yang seimbang, pelaksanaan strategi yang efektif, serta kontribusi yang berkelanjutan dalam meningkatkan nilai bagi pemegang saham dan kepercayaan para pemangku kepentingan.

Beyond financial outcomes, the Board of Commissioners recognised the Board of Directors' success in delivering key strategic milestones during 2025. These included progress toward becoming the most preferred digital telecommunications company in Indonesia, the launch of AI-driven initiatives such as the AI-RAN Research Center and AI Experience Center, and the continued advancement of digital transformation across both consumer and enterprise segments. These achievements reflect the Board of Directors' ability to translate long-term strategic vision into concrete and measurable results.

The Board of Commissioners also observed a high standard of leadership, transparency, and accountability demonstrated by the Board of Directors. Regular reporting, joint meetings held at least six times during the year, meetings of the Committees under the Board of Commissioners, and monthly shareholders' performance reviews enabled effective oversight, timely decision-making, and constructive dialogue between the two Boards.

In addition, the Board of Directors showed a proactive and prudent approach to risk management, identifying emerging risks related to market volatility, technology transformation, and regulatory developments, and implementing mitigation measures to safeguard business continuity. Their commitment to innovation, digitalisation, and customer-centric initiatives further strengthened the Company's competitive position and long-term growth prospects.

Overall, the Board of Commissioners concludes that the Board of Directors delivered a commendable performance in 2025, marked by balanced financial results, effective execution of strategy, and consistent progress in strengthening shareholder value and stakeholder trust.

Pelaksanaan Tugas Pengawasan Dewan Komisaris

Sepanjang tahun 2025, Dewan Komisaris menjalankan fungsi pengawasan secara terstruktur, konsisten, dan akuntabel untuk memastikan bahwa Direksi merumuskan dan melaksanakan strategi Perseroan sejalan dengan visi jangka panjang dan tujuan strategis Perseroan. Fokus pengawasan Dewan Komisaris mencakup kualitas perumusan strategi serta efektivitas pelaksanaannya, dengan tetap memperhatikan pengelolaan risiko dan penerapan prinsip tata kelola yang baik.

Pengawasan terhadap perumusan strategi dilakukan melalui keterlibatan aktif dalam pembahasan peta jalan strategis Perseroan, termasuk transformasi digital, integrasi AI, keunggulan jaringan, dan inisiatif peningkatan pengalaman pelanggan. Dewan Komisaris menilai apakah strategi yang diusulkan didukung oleh asumsi yang kuat, selaras dengan dinamika pasar, serta konsisten dengan aspirasi Perseroan untuk menjadi perusahaan telekomunikasi digital terdepan. Dalam proses ini, Dewan Komisaris memberikan pandangan strategis, masukan, dan arahan konstruktif guna memperkuat kualitas perencanaan sebelum strategi dijalankan.

Dalam mengawasi pelaksanaan strategi, Dewan Komisaris menerapkan pendekatan pemantauan berkelanjutan, terutama melalui *monthly shareholders performance review*, rapat Dewan Komisaris secara berkala termasuk di dalamnya membahas mengenai proyek-proyek signifikan Perseroan dan keputusan investasi strategis, serta diskusi khusus terkait pengadaan, dan teknologi. Forum-forum tersebut memungkinkan Dewan Komisaris untuk menilai kemajuan pencapaian target strategis, mengevaluasi efektivitas pelaksanaan di seluruh unit bisnis, serta mengidentifikasi kebutuhan penyesuaian secara tepat waktu.

Board of Commissioners' Supervisory Role

Throughout 2025, the Board of Commissioners carried out its supervisory function in a structured, consistent, and accountable manner to ensure that the Board of Directors formulated and implemented strategies in alignment with the Company's long-term vision and strategic objectives. The Board of Commissioners focused its oversight on both the quality of strategic decision-making and the effectiveness of execution, while ensuring that risks were managed prudently and governance principles were upheld.

Supervision over strategy formulation was conducted through active engagement in discussions on the Company's strategic roadmap, including digital transformation, AI integration, network excellence, and customer experience initiatives. The Board of Commissioners assessed whether proposed strategies were supported by sound assumptions, aligned with market dynamics, and consistent with Indosat's aspiration to become a leading digital telecommunications company. Through this process, the Board of Commissioners provided strategic perspectives, constructive challenges, and recommendations to strengthen the robustness of strategic plans before execution.

In overseeing strategy implementation, the Board of Commissioners adopted a continuous monitoring approach, primarily through monthly shareholders' performance reviews, regular Board of Commissioners' meetings including discussions on the Company's significant projects and strategic investment decisions, and targeted discussions on procurement, and technology. These forums enabled the Board of Commissioners to evaluate progress against strategic milestones, assess the effectiveness of execution across business units, and identify areas requiring corrective actions in a timely manner.

Dewan Komisaris juga memberikan perhatian khusus terhadap ketangkasan dan inovasi yang ditunjukkan Direksi dalam merespons tantangan industri, termasuk percepatan digitalisasi, adopsi AI, dan meningkatnya persaingan. Berdasarkan hasil pengawasan, Dewan Komisaris mencatat bahwa Direksi menunjukkan visi dan antisipasi yang kuat dengan memposisikan digital dan AI bukan sekadar sebagai inisiatif, melainkan sebagai transformasi mendasar atas model bisnis Perseroan. Hal ini tercermin dari penerapan prinsip-prinsip yang jelas, penguatan tata kelola, pengembangan ekosistem kemitraan, investasi pada pengembangan talenta, serta inovasi yang berorientasi pada kebutuhan pelanggan.

Apabila diperlukan, Dewan Komisaris menyampaikan arahan dan rekomendasi spesifik kepada Direksi, khususnya terkait penguatan posisi kompetitif, peningkatan efisiensi operasional, pengelolaan risiko dan kepatuhan, serta percepatan pelaksanaan inisiatif strategis. Dewan Komisaris juga memantau secara aktif tindak lanjut yang dilakukan oleh Direksi, termasuk penyusunan rencana aksi, pelaporan perkembangan secara berkala, serta penyesuaian strategi pelaksanaan. Dengan demikian, masukan pengawasan dapat diterjemahkan menjadi perbaikan yang nyata dan terukur.

Pandangan terhadap Prospek Bisnis

Dewan Komisaris memandang prospek usaha IOH dalam jangka panjang tetap positif dan berkelanjutan, sejalan dengan kuatnya prospek pertumbuhan struktural Indonesia serta peran yang semakin strategis dari digitalisasi dan AI dalam pembangunan ekonomi nasional. Visi Indonesia Emas 2045 yang menargetkan Indonesia menjadi negara berpendapatan tinggi menempatkan konektivitas digital, adopsi AI, dan peningkatan produktivitas berbasis teknologi sebagai pilar utama pertumbuhan di masa depan, sehingga membuka peluang yang signifikan bagi industri telekomunikasi dan layanan digital.

Dari sudut pandang pengawasan, Dewan Komisaris menilai bahwa Perseroan berada pada posisi yang strategis untuk memanfaatkan peluang tersebut dengan mengandalkan skala usaha, jaringan nasional yang kuat, serta komitmen strategis terhadap pemanfaatan AI. Fokus Perseroan pada integrasi AI ke dalam konektivitas, *platform*, dan layanan memperkuat kemampuan Perseroan dalam menghadirkan nilai tambah yang terdiferensiasi, meningkatkan efisiensi, serta menjawab kebutuhan pelanggan dan segmen *enterprise* yang terus berkembang. Dengan demikian, Perseroan tidak hanya berperan sebagai penyedia konektivitas, tetapi juga sebagai bagian penting dari ekosistem digital nasional.

The Board of Commissioners also placed strong emphasis on assessing the agility and innovation demonstrated by the Board of Directors in responding to industry challenges, including rapid digitalisation, AI adoption, and intensifying competition. Based on its supervision, the Board of Commissioners observed that the Board of Directors exhibited early strategic foresight in positioning digital and AI not merely as initiatives, but as a fundamental transformation of the business. This was reflected in the establishment of clear guiding principles, robust governance frameworks, ecosystem partnerships, investment in talent development, and customer-centric innovation.

Where necessary, the Board of Commissioners provided specific directions and recommendations to the Board of Directors, particularly in areas related to strengthening competitive positioning, enhancing operational efficiency, improving risk management and compliance, and accelerating strategic initiatives. The Board of Commissioners closely monitored the follow-up actions taken by the Board of Directors, including the development of action plans, periodic progress reporting, and adjustments to execution strategies. This ensured that supervisory feedback was translated into concrete improvements and measurable outcomes.

Views on Business Prospects

The Board of Commissioners views IOH's long-term business prospects as positive and sustainable, underpinned by Indonesia's strong structural growth outlook and the increasingly central role of digitalisation and AI in national economic development. Indonesia's ambition to achieve high-income status under the Indonesia Emas 2045 vision places digital connectivity, AI adoption, and technology-driven productivity at the core of future growth, creating significant opportunities for the telecommunications and digital services industry.

From a supervisory perspective, the Board of Commissioners believes that the Company is well positioned to capture these opportunities by leveraging its scale, nationwide network, and strategic commitment to AI enablement. The Company's focus on integrating AI across connectivity, platforms, and services strengthens its ability to deliver differentiated value, improve efficiency, and respond to evolving customer and enterprise needs. This positions the Company not only as a connectivity provider, but also as a key contributor to Indonesia's broader digital ecosystem.

Dewan Komisaris juga mencermati bahwa pertumbuhan ke depan akan semakin ditopang oleh bisnis inti konektivitas dan bisnis berbasis Teknologi Informasi dan Komunikasi, yang diperkuat oleh solusi digital dan berbasis AI. Perluasan cakupan dan peningkatan kualitas jaringan, khususnya di wilayah non-metropolitan, tetap menjadi faktor kunci dalam mengurangi kesenjangan digital dan mendukung pertumbuhan ekonomi yang inklusif. Di sisi lain, pengembangan personalisasi berbasis AI, solusi keamanan digital, serta use case spesifik industri diharapkan dapat meningkatkan pengalaman pelanggan dan membuka sumber pertumbuhan baru di segmen konsumen, *enterprise*, dan sektor publik.

Dalam menilai faktor eksternal, Dewan Komisaris menegaskan bahwa kemajuan teknologi, pengembangan AI, dan pertumbuhan ekonomi digital perlu didukung oleh infrastruktur yang memadai, kesiapan talenta, serta kerangka kebijakan nasional yang jelas. Oleh karena itu, Dewan Komisaris menekankan pentingnya kolaborasi lintas pemangku kepentingan agar transformasi digital dapat berlangsung secara bertanggung jawab, inklusif, dan berkelanjutan.

Untuk memperkuat daya saing dan memastikan pertumbuhan jangka panjang, Dewan Komisaris mendorong Perseroan untuk terus berfokus pada perluasan konektivitas, penyesuaian produk dan layanan sesuai kebutuhan pasar lokal, serta penguatan kemitraan ekosistem.

Pandangan atas Penerapan Tata Kelola Perusahaan

Dewan Komisaris memandang penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) di IOH sepanjang tahun 2025 berjalan secara efektif, konsisten, dan terus mengalami penguatan, sehingga menjadi fondasi yang kokoh dalam mendukung transformasi strategis dan keberlanjutan usaha Perseroan. Dewan Komisaris meyakini bahwa tata kelola yang kuat tidak hanya diperlukan untuk memastikan kepatuhan, tetapi juga untuk menjaga kepercayaan pemangku kepentingan serta mengarahkan pertumbuhan yang bertanggung jawab, khususnya di tengah percepatan digitalisasi dan pemanfaatan AI.

The Board of Commissioners also recognises that future growth will increasingly be driven by core connectivity and Information Communication Technology – based businesses, supported by digital and AI-enabled solutions. Continued expansion of network coverage and quality, particularly in non-metropolitan areas, remains essential to reducing the digital divide and supporting inclusive economic growth. At the same time, the development of AI-driven personalisation, digital security solutions, and industry-specific use cases is expected to enhance customer experience and unlock new growth avenues across consumer, enterprise, and public sector segments.

In assessing external factors, the Board of Commissioners notes that technological advancement, AI development, and digital economy expansion must be supported by robust infrastructure, talent readiness, and a clear national policy framework. The Board therefore emphasises the importance of collaboration among stakeholders to ensure that digital transformation progresses in a responsible, inclusive, and sustainable manner.

To strengthen competitiveness and ensure long-term growth, the Board of Commissioners encourages continued focus on expanding connectivity, tailoring products and services to local market needs, and reinforcing ecosystem partnerships.

Views on Corporate Governance Implementation

The Board of Commissioners views the implementation of Good Corporate Governance (GCG) at IOH throughout 2025 as effective, consistent, and progressively strengthening, providing a solid foundation to support the Company's strategic transformation and long-term sustainability. The Board of Commissioners believes that strong governance is essential not only to ensure compliance, but also to safeguard stakeholder trust and guide responsible growth, particularly in the context of rapid digitalisation and the increasing use of AI.

Sepanjang tahun pelaporan 2025, Dewan Komisaris mencermati bahwa Direksi menunjukkan komitmen yang jelas dalam menjunjung tinggi prinsip-prinsip GCG dalam proses pengambilan keputusan maupun pelaksanaan kegiatan usaha. Komitmen tersebut tercermin dalam penguatan sistem pengendalian internal, peningkatan praktik manajemen risiko, serta pengawasan yang lebih ketat terhadap kepatuhan terhadap peraturan perundang-undangan yang berlaku, termasuk terkait perlindungan data pribadi, keamanan siber, dan etika bisnis.

Throughout the year of 2025, the Board of Commissioners observed that the Board of Directors demonstrated a clear commitment to upholding governance principles across decision-making processes and business operations. This commitment was reflected in the strengthening of internal control systems, enhanced risk management practices, and closer oversight of compliance with applicable regulations, including those related to data protection, cybersecurity, and ethical conduct.

Dewan Komisaris juga mencatat adanya perbaikan berkelanjutan dalam praktik tata kelola yang bertujuan meningkatkan transparansi dan perilaku etis. Upaya tersebut antara lain dilakukan melalui penyempurnaan Kode Etik dan mekanisme pelaporan pelanggaran (*whistleblowing*), perluasan program pelatihan dan sosialisasi tata kelola, serta penguatan integrasi aspek risiko dan kepatuhan dalam pengambilan keputusan strategis dan operasional. Menurut penilaian Dewan Komisaris, inisiatif-inisiatif tersebut berkontribusi positif dalam menumbuhkan budaya integritas dan akuntabilitas di seluruh organisasi.

The Board of Commissioners also noted continuous improvements in governance practices aimed at reinforcing transparency and ethical behaviour. These included the refinement of the Code of Conduct and whistleblowing mechanisms, expanded governance awareness and training programmes, and stronger integration of risk and compliance considerations into operational and strategic decisions. In the Board of Commissioners' view, these initiatives contributed positively to building a culture of integrity and accountability across the organisation.

Komite-komite pendukung di bawah Dewan Komisaris, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, dan Komite Anggaran telah menjalankan perannya secara efektif dalam membantu Dewan Komisaris melaksanakan fungsi pengawasan. Melalui telaah yang mendalam, penilaian yang independen, serta rekomendasi yang konstruktif, komite-komite tersebut memperkuat kualitas pengawasan terhadap pelaporan keuangan, pengelolaan risiko, kinerja Direksi, serta disiplin pengelolaan anggaran.

Supporting committees under the Board of Commissioners, namely the Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, and Budget Committee, played an effective role in assisting the Board of Commissioners in fulfilling its oversight responsibilities. Through in-depth reviews, independent assessments, and well-considered recommendations, these committees strengthened the quality of oversight over financial reporting, risk management, executive performance, and budgetary discipline.

Dewan Komisaris juga menekankan pentingnya koordinasi dan sinergi yang efektif antara Dewan Komisaris dan Direksi dalam penerapan kerangka tata kelola. Mekanisme komunikasi yang terstruktur, rapat rutin, *monthly shareholders performance review*, serta pembahasan khusus atas isu strategis dan operasional memungkinkan pertukaran informasi yang tepat waktu dan memastikan bahwa rekomendasi Dewan Komisaris ditindaklanjuti secara memadai oleh Direksi.

The Board of Commissioners also emphasises the importance of effective coordination and synergy between the Board of Commissioners and the Board of Directors in implementing the governance framework. Structured communication channels, regular meetings, monthly shareholders' performance reviews, and targeted discussions on strategic and operational matters enabled timely information exchange and ensured that recommendations from the Board of Commissioners were followed up appropriately by the Board of Directors.

Ke depan, Dewan Komisaris mendorong Perseroan untuk terus menyempurnakan praktik tata kelola, khususnya terkait pemanfaatan AI secara etis, perlindungan data pribadi, serta pengelolaan risiko perusahaan di tengah kompleksitas lingkungan digital.

Looking forward, the Board of Commissioners encourages the continued enhancement of governance practices, particularly in relation to the ethical deployment of AI, data privacy protection, and enterprise risk management in an increasingly complex digital environment.

Penutup dan Apresiasi

Sebagai penutup, atas nama Dewan Komisaris, saya menyampaikan apresiasi kepada Direksi atas kepemimpinan dan dedikasi sepanjang tahun 2025. Saya juga menyampaikan terima kasih kepada seluruh karyawan atas komitmen dan kontribusinya bagi pencaaian Perseroan di sepanjang tahun.

Ucapan terima kasih juga saya sampaikan kepada pemerintah Indonesia, para pemegang saham, pelanggan, mitra usaha, dan seluruh pemangku kepentingan atas kepercayaan dan dukungan yang berkelanjutan. Dengan fondasi tata kelola yang kuat dan arah strategis yang jelas, kami optimistis Perseroan akan terus menciptakan nilai jangka panjang bagi Indonesia.

Acknowledgments and Appreciation

In closing, on behalf of the Board of Commissioners, I would like to express my appreciation to the Board of Directors for their leadership, dedication, and accountability throughout 2025. I also extend my gratitude to all employees for their commitment and contribution to the Company's achievements during the year.

My sincere thanks go to the government of Indonesia, shareholders, customers, partners, and all stakeholders for their continued trust and support. With strong governance, clear strategy, and collaborative execution, we are confident that the Company will continue to deliver sustainable value and play a meaningful role in advancing Indonesia's digital future.

Atas Nama Dewan Komisaris PT Indosat Tbk
On Behalf of the Board of Commissioners of PT Indosat Tbk



Nezar Patria
Komisaris Utama
President Commissioner

Dewan Komisaris
Board of Commissioners'



Nezar Patria
Komisaris Utama
President Commissioner



Fok Kin Ning, Canning
Wakil Komisaris Utama
Deputy President Commissioner



Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama
Deputy President Commissioner



Ahmad Abdulaziz A A Al-Neama
Komisaris
Commissioner



Sugito Walujo
Komisaris
Commissioner



Woo Chiu Man, Cliff
Komisaris
Commissioner



René Heinz Werner
Komisaris
Commissioner



Cheung Kwan Hoi
Komisaris
Commissioner



Efthymios Tsokanis
Komisaris
Commissioner



Achmad Syah Reza
Komisaris
Commissioner



Rudiantara
Komisaris
Independen
Independent
Commissioner



Ajay Bahri
Komisaris
Independen
Independent
Commissioner



Elisa Lumbantoruan
Komisaris
Independen
Independent
Commissioner



Wijayanto
Komisaris
Independen
Independent
Commissioner



Sidharta Prawira Oetama
Komisaris
Independen
Independent
Commissioner

Laporan Direksi
Board of Directors' Report



Melalui AI NorthStar sebagai kerangka strategis utama, kami memastikan integrasi AI, konektivitas, dan layanan digital berjalan selaras, mempercepat inovasi sekaligus menjaga disiplin finansial dan tata kelola.

Through AI NorthStar as the core strategic framework, we ensured the integration of AI, connectivity, and digital services in a cohesive manner, accelerating innovation while maintaining financial discipline and strong governance.

Vikram Sinha
Direktur Utama & Chief Executive Officer
President Director & Chief Executive Officer

Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Atas nama Direksi, sebagai Direktur Utama dan CEO PT Indosat Tbk (IOH atau Perseroan), saya menyampaikan Laporan Direksi untuk tahun buku 2025, yang menandai fase penting dalam perjalanan IOH menuju transformasi sebagai perusahaan telekomunikasi digital berbasis *Artificial Intelligence* (AI-native). Di tengah dinamika lingkungan global dan domestik yang semakin kompleks, Perseroan tetap berpegang teguh pada tujuan untuk menghubungkan dan memberdayakan seluruh masyarakat Indonesia, sekaligus memperkuat ketahanan operasional, kapabilitas teknologi, dan penciptaan nilai jangka panjang.

Menavigasi Tantangan dan Mengakselerasi Transformasi Digital dan AI di Indonesia

Pada tahun 2025, IOH beroperasi dalam lanskap bisnis yang ditentukan oleh dua arus besar yang bergerak bersamaan yakni volatilitas makroekonomi dan percepatan transformasi digital. Dari sisi makro, perekonomian Indonesia tetap *resilien*, dengan proyeksi IMF untuk pertumbuhan PDB riil sekitar 4,9% pada 2025, memberikan landasan yang cukup positif bagi konsumsi dan aktivitas korporasi, meskipun ketidakpastian global masih memengaruhi sentimen investasi dan dinamika nilai tukar. Pada saat yang sama, inflasi tetap terkendali dalam kisaran target 2,5% ± 1% Bank Indonesia, sehingga membantu menjaga daya beli dan memberikan stabilitas yang lebih baik bagi perencanaan bisnis.

Namun, *resilien* tidak berarti tanpa tantangan. Industri telekomunikasi menghadapi dinamika pasar yang semakin matang, di mana pertumbuhan semakin ditentukan oleh peningkatan utilisasi data, kualitas pengalaman pelanggan, serta penguatan monetisasi, bukan semata pertumbuhan jumlah pelanggan. Intensitas persaingan tetap tinggi, sementara pelanggan menjadi semakin selektif dimana mereka menuntut cakupan yang konsisten, kualitas yang andal, nilai yang transparan, serta layanan digital yang terasa personal dan relevan. Perubahan ini meningkatkan standar eksekusi, menjadikan kualitas jaringan, *customer experience*, dan disiplin komersial sebagai faktor kunci untuk menjaga basis pelanggan, menekan *churn*, dan mempertahankan pertumbuhan yang menguntungkan.

Distinguished Shareholders and Stakeholders,

On behalf of the Board of Directors, as President Director and CEO of PT Indosat Tbk (IOH or the Company), I present the Board of Directors' Report for the financial year 2025, a year that marked an important phase in IOH's journey to become a leading AI-native digital telecommunications company. Amid an increasingly complex global and domestic environment, the Company remained steadfast in its purpose to connect and empower every Indonesian, while continuously strengthening its operational resilience, technological capabilities, and long-term value creation.

Navigating Challenges While Accelerating Indonesia's Digital and AI Shift

In 2025, IOH operated in a business environment defined by two forces moving at once, macroeconomic volatility and accelerating digital transformation. On the macro side, Indonesia's economy remained resilient, with the IMF projecting real GDP growth of around 4.9% in 2025, a constructive base for consumption and enterprise activity, even as global uncertainty continued to influence investment sentiment and currency dynamics. At the same time, inflation stayed manageable and within Bank Indonesia's 2.5% ± 1% target corridor, helping sustain purchasing power and providing more stability for business planning.

However, resilience did not translate into simplicity. The telecom sector faced maturing market dynamics, where growth is increasingly driven by higher data usage, experience quality, and monetisation, rather than purely subscriber expansion. Competitive intensity remained high, and customers became more selective, in which they expect consistently strong coverage, reliable speeds, transparent value, and digital services that feel personal and relevant. These shifts raised the bar for execution, making network quality, customer experience, and commercial discipline essential to protect the base, reduce churn, and sustain profitable growth.

Di sisi lain, transformasi teknologi semakin cepat. Industri memasuki babak baru ketika konektivitas dan AI semakin saling memperkuat dimana AI dapat mengoptimalkan utilisasi jaringan, mengotomatisasi operasi, serta memungkinkan pengalaman pelanggan yang lebih personal; sementara konektivitas menyediakan skala dan jangkauan untuk penerapan layanan berbasis AI secara luas. Dalam konteks Asia-Pasifik, GSMA menyoroti percepatan transformasi digital kawasan serta kontribusi teknologi mobile terhadap penciptaan nilai ekonomi, yang mencerminkan besarnya peluang sekaligus cepatnya perubahan. Bagi industri telko, hal ini berarti keputusan investasi harus menyeimbangkan imbal hasil jangka pendek dengan kesiapan jangka panjang, terutama pada kapabilitas *cloud-native*, *platform* data, evolusi 5G, dan infrastruktur AI.

Terakhir, terdapat tantangan struktural yang tidak dapat diselesaikan hanya melalui teknologi, melainkan juga terkait kesiapan talenta dan kapabilitas organisasi. Seiring AI dan layanan digital tingkat lanjut bergerak dari tahap eksperimen menuju eksekusi, persaingan dalam memperoleh talenta spesialis—mulai dari data, keamanan, *cloud engineering, product design*, hingga riset AI—semakin ketat. Tantangan ini bukan semata agenda fungsi SDM, tetapi berpengaruh langsung terhadap kecepatan peluncuran ke pasar, keandalan layanan, serta kemampuan Perseroan dalam menskalakan lini bisnis digital baru.

Dengan memahami realitas tersebut, IOH memandang 2025 sebagai tahun untuk mengubah ketidakpastian menjadi akselerasi strategis yang memperkuat fundamental, mempertajam diferensiasi melalui pengalaman pelanggan, serta mengakselerasi AI NorthStar sebagai mesin eksekusi yang nyata untuk pertumbuhan berkelanjutan dan penciptaan nilai jangka panjang.

Strategi Bisnis Utama

Pada tahun 2025, IOH menjalankan strategi bisnis yang tidak hanya berorientasi pada respons terhadap perubahan pasar, tetapi juga secara aktif membentuk masa depan ekosistem digital Indonesia. Arah strategis Perseroan didasarkan pada keyakinan bahwa konvergensi antara konektivitas dan kecerdasan buatan (AI) merupakan titik balik struktural berikutnya bagi industri telekomunikasi. Oleh karena itu, Perseroan berfokus menerjemahkan visi jangka panjang ke dalam prioritas yang dapat dieksekusi secara nyata, menghasilkan kinerja jangka pendek sekaligus membangun keunggulan kompetitif yang berkelanjutan.

Technology transformation accelerated in parallel. The industry entered a new chapter where connectivity and AI increasingly reinforce each other, AI can optimise network utilisation, automate operations, and enable hyper-personalised customer engagement, while connectivity provides the scale and reach to deploy AI-enabled services widely. In the broader Asia-Pacific context, GSMA highlights the region's rapid digital transformation and the increasing role of mobile technologies in economic value creation, signalling the magnitude of opportunity, but also the pace of change. For telcos, this means investment decisions must balance near-term returns with long-term readiness, particularly in areas such as cloud-native capabilities, data platforms, 5G evolution, and AI infrastructure.

Finally, the industry faced a structural challenge that cannot be addressed by technology alone, but also require readiness in talent and organizational capability. As AI and advanced digital services move from experimentation to execution, competition for specialised skills —ranging from data, cybersecurity, cloud engineering, and product design to AI research—has become increasingly intense. These challenges are not merely an HR agenda; they have direct impact on speed-to-market, service reliability, and the Company's ability to scale new digital business lines.

In navigating these realities, IOH framed 2025 as a year to convert uncertainty into strategic acceleration, strengthening fundamentals, sharpening differentiation through customer experience, and advancing AI NorthStar as a practical engine for execution and sustainable value creation.

Key Business Strategies

In 2025, IOH advanced a set of business strategies designed not only to respond to market change, but to actively shape the future of Indonesia's digital ecosystem. The Company's strategic direction was anchored on a clear conviction that the convergence of connectivity and artificial intelligence represents the next structural inflection point for the telecommunications industry. Accordingly, IOH focused on translating its long-term vision into executable priorities that deliver near-term performance while building durable competitive advantage.

Fondasi utama strategi tersebut adalah *AI NorthStar*, yaitu kerangka strategis IOH untuk mengintegrasikan AI ke seluruh organisasi. *AI NorthStar* dijalankan melalui tiga dimensi yang saling memperkuat. Pertama, sebagai *AI-Native Telco*, IOH mengimplementasikan AI dalam operasi jaringan, interaksi pelanggan, dan proses internal guna meningkatkan efisiensi, keandalan, serta personalisasi layanan secara menyeluruh. Kedua, sebagai *AI TechCo*, Perseroan mengembangkan lini bisnis baru berbasis AI, termasuk *sovereign cloud*, *platform AI*, dan solusi digital untuk segmen enterprise, sehingga memperluas peran IOH melampaui penyedia konektivitas tradisional. Ketiga, sebagai *AI Nation Shaper*, IOH berkontribusi dalam membangun kapabilitas AI nasional melalui kolaborasi ekosistem, pengembangan *large-language model* lokal, serta inisiatif riset AI yang relevan dengan kebutuhan Indonesia.

At the core of this approach is AI NorthStar, IOH's strategic framework to embed AI across the entire organisation. AI NorthStar is executed through three mutually reinforcing dimensions. First, as an AI-Native Telco, IOH integrates AI into network operations, customer engagement, and internal processes to enhance efficiency, reliability, and personalisation at scale. Second, as an AI TechCo, the Company develops new AI-driven business lines, ranging from sovereign cloud and AI platforms to enterprise digital solutions, that extend IOH's role beyond traditional connectivity. Third, as an AI Nation Shaper, IOH contributes to building Indonesia's national AI capabilities through ecosystem collaboration, localised large-language models, and AI research initiatives, ensuring that AI development remains relevant, inclusive, and sovereign.

Untuk menjaga keseimbangan pertumbuhan, IOH tetap menjalankan empat pilar strategi bisnis dengan tujuan yang berbeda dan saling melengkapi. Ekspansi pertumbuhan ke luar wilayah *metropolitan* difokuskan pada perluasan jaringan dan kapasitas di luar wilayah *metropolitan*, didukung oleh penguatan layanan and poin distribusi guna meningkatkan jangkauan *last-mile*. Strategi ini memungkinkan Perseroan menangkap potensi permintaan baru, mengurangi kesenjangan digital, serta mendukung produktivitas ekonomi daerah, sekaligus menjaga kualitas pengalaman jaringan di wilayah berkembang.

To ensure balanced growth, IOH continued to execute four strategic business pillars with differentiated objectives. Growth Beyond Metropolitan Areas remained focused on expanding network coverage and capacity outside major cities, supported by strengthened service and distribution points to improve last-mile reach. This strategy enables IOH to unlock new demand, reduce digital disparity, and support local economic productivity, while reinforcing network experience in emerging regions.

Strategi *Home Broadband* dijalankan dengan penekanan pada kualitas layanan dan pengalaman pelanggan. Alih-alih mengejar skala semata, IOH menerapkan pendekatan pertumbuhan yang berkelanjutan dengan menjaga performa jaringan, memanfaatkan kemitraan strategis, dan mengoptimalkan model implementasi untuk menjawab rendahnya penetrasi broadband tetap di Indonesia. Pendekatan ini mendukung penciptaan nilai jangka panjang dengan disiplin pengelolaan modal.

The Home Broadband strategy progressed with an emphasis on service quality and customer experience. Rather than pursuing scale alone, IOH prioritised sustainable growth by maintaining network performance, leveraging partnerships, and optimising deployment to address Indonesia's underpenetrated fixed broadband market. This disciplined approach supports long-term value creation while preserving capital efficiency.

Melalui pilar *Securing the Nation*, IOH memperkuat posisinya di bidang keamanan digital dengan menyempurnakan solusi keamanan siber yang ditujukan bagi segmen enterprise dan institusi publik. Seiring meningkatnya adopsi digital, keamanan tidak lagi menjadi layanan pelengkap, melainkan fondasi utama. Penawaran terintegrasi Perseroan, yang mencakup konektivitas, keamanan, dan *cloud*, memberikan rasa aman bagi pelanggan dalam menghadapi lanskap ancaman yang semakin kompleks.

Through Securing the Nation pilar, IOH strengthened its position in digital security by refining cybersecurity solutions tailored for enterprises and public institutions. As digital adoption accelerates, security has become a foundational requirement rather than a complementary service. The Company's integrated offerings, spanning connectivity, security, and cloud, enable customers to operate with confidence in an increasingly complex threat environment.

Sementara itu, *Unlocking AI Potential* berperan sebagai penggerak inovasi di seluruh segmen konsumen dan enterprise. Peluncuran inisiatif seperti Sahabat.AI, *AI Center of Excellence*, serta riset AI-RAN mencerminkan komitmen IOH untuk mengoperasionalkan AI secara nyata, bukan sekadar sebagai konsep. Inisiatif-inisiatif ini dirancang untuk membuka sumber pendapatan baru, meningkatkan efektivitas operasional, serta memperkuat diferensiasi IOH sebagai digital *telco* berbasis AI.

Di seluruh pilar strategi tersebut, pelaksanaan pada tahun 2025 didukung oleh alokasi modal yang disiplin, kemitraan ekosistem yang kuat, serta fokus berkelanjutan pada relevansi pelanggan. Dengan menyelaraskan ekspansi konektivitas, layanan digital, dan inovasi AI dalam satu arsitektur strategi yang terpadu, Perseroan memposisikan diri untuk tumbuh melampaui batas industri telekomunikasi konvensional dan menciptakan nilai jangka panjang bagi pemegang saham dan pemangku kepentingan.

Memastikan Peran Direksi dalam Formulasi dan Pelaksanaan Strategi

Direksi menjalankan peran yang proaktif dan terstruktur dalam mengarahkan strategi Perseroan, memastikan bahwa visi jangka panjang IOH diterjemahkan ke dalam prioritas yang jelas, inisiatif yang dapat dieksekusi, serta capaian kinerja yang terukur. Tanggung jawab Direksi mencakup seluruh siklus strategi, mulai dari perumusan dan penyelarasan, hingga pemantauan pelaksanaan dan evaluasi hasil, guna memastikan strategi tetap relevan, adaptif, dan berorientasi pada penciptaan nilai.

Direksi secara aktif mengarahkan penyusunan peta jalan strategis Perseroan, dengan penekanan pada pelaksanaan *AI NorthStar* sebagai kerangka utama yang mengintegrasikan ekspansi konektivitas, pengembangan layanan digital, dan bisnis berbasis AI. Pembahasan strategis dilakukan dengan mempertimbangkan dinamika pasar, kebutuhan pelanggan, perkembangan teknologi, serta kesiapan internal, sehingga memungkinkan Direksi memberikan arahan yang tajam dan konstruktif kepada manajemen.

Finally, Unlocking AI Potential served as a catalyst for innovation across both consumer and enterprise segments. The launch of initiatives such as Sahabat.AI, the AI Center of Excellence, and AI-RAN research reflects IOH's commitment to operationalising AI, not merely experimenting with it. These initiatives are designed to generate new revenue streams, improve operational effectiveness, and reinforce IOH's differentiation as an AI-driven digital telco.

Across all strategic pillars, execution in 2025 was underpinned by disciplined capital allocation, ecosystem partnerships, and a strong focus on customer relevance. By aligning connectivity expansion, digital services, and AI innovation within a single strategic architecture, the Company positioned itself to grow beyond traditional telco boundaries and deliver sustainable value to shareholders and stakeholders alike.

Ensuring the Role of the Board of Directors in Strategy Formulation and Implementation

The Board of Directors played a central role in providing strategic stewardship to ensure that IOH's long-term direction was translated into clear priorities and executed consistently across the organisation. The Board of Directors' responsibilities covered the full strategic cycle, from formulation and alignment, to monitoring execution and evaluating outcomes, ensuring that strategy remained relevant, responsive, and value-driven.

The Board of Directors actively guided the development of the Company's strategic roadmap, with particular emphasis on the execution of AI NorthStar as the overarching framework integrating connectivity expansion, digital services, and AI-driven business development. Strategic discussions were informed by market trends, customer insights, technological developments, and internal readiness, allowing the Board of Directors to challenge assumptions and sharpen management's strategic focus.

Dalam mengawasi implementasi strategi, Direksi menetapkan ekspektasi kinerja yang jelas dan secara berkala meninjau pencapaian berdasarkan indikator kinerja utama (KPI) yang telah disepakati. Melalui rapat Direksi dan laporan manajemen, Direksi memantau kemajuan inisiatif strategis, termasuk perluasan jaringan, pengembangan AI, peningkatan pengalaman pelanggan, serta kinerja keuangan Perseroan. Mekanisme ini memungkinkan penyesuaian strategi dilakukan secara tepat waktu apabila diperlukan.

Dalam menjalankan perannya, Direksi menekankan pentingnya keselarasan dan akuntabilitas lintas direktorat, serta mendorong kolaborasi antarfungsi dan *shared ownership* atas capaian strategis.

Kinerja Tahun 2025

IOH mencatatkan kinerja yang resilien pada tahun 2025 di tengah persaingan industri dan dinamika bisnis yang terus berkembang. Evaluasi kinerja dilakukan tidak hanya dengan membandingkan capaian terhadap tahun sebelumnya, tetapi juga terhadap target yang telah ditetapkan dalam rencana kerja dan anggaran Perseroan tahun 2025.

Pendapatan Perseroan pada tahun 2025 tercatat sebesar Rp56.518,1 miliar, meningkat dibandingkan capaian tahun 2024 dan secara umum sejalan dengan target pertumbuhan yang ditetapkan. Kinerja ini didukung oleh permintaan layanan data yang berkelanjutan, peningkatan kualitas pengalaman jaringan, serta kontribusi yang lebih seimbang dari segmen *mobile*, *enterprise*, dan layanan digital. Pertumbuhan pendapatan tersebut dicapai dengan tetap menjaga disiplin komersial, sejalan dengan aspirasi Perseroan untuk tumbuh lebih baik dibandingkan pasar.

EBITDA Perseroan mencapai Rp26.597,3 miliar dengan margin EBITDA sebesar 47,1%, menunjukkan perbaikan dibandingkan tahun sebelumnya dan sesuai dengan target profitabilitas Perseroan. Pencapaian ini mencerminkan efektivitas pengelolaan biaya, peningkatan efisiensi operasional, serta kontribusi yang semakin besar dari layanan bernilai tambah. Perseroan memastikan bahwa pertumbuhan EBITDA dicapai secara selaras dengan pertumbuhan pendapatan, sehingga kualitas laba tetap terjaga.

To oversee implementation, the Board of Directors established clear performance expectations and regularly reviewed progress against agreed key performance indicators (KPIs). Through periodic Board of Directors meetings and management reports, the Board of Directors monitored strategic milestones such as network and capacity expansion, advancement of AI initiatives, customer experience improvements, and overall financial performance. This structured oversight enabled timely course correction where necessary and ensured disciplined execution across business units.

In carrying out its role, the Board of Directors emphasised alignment and accountability across directorates, encouraging cross-functional collaboration and shared ownership of strategic outcomes.

Performance in 2025

IOH delivered a resilient performance in 2025 amid a competitive and evolving industry landscape, reflecting disciplined execution of strategy and a continued focus on sustainable, profitable growth. Overall performance was assessed not only in comparison with the previous year's achievements, but also against the targets set in the Company's 2025 business plan.

The Company recorded revenue of Rp56,518.1 billion in 2025, representing an increase compared to the 2024 achievement and broadly in line with the growth trajectory targeted for the year. This performance was supported by sustained demand for data services, improved network experience, and a balanced contribution from mobile, enterprise, and digital services. Revenue growth was achieved while maintaining commercial discipline, in line with the Company's aspiration to grow better than the market.

EBITDA reached Rp26,597.3 billion, with an EBITDA margin of 47.1% reflecting an improvement compared to the previous year and aligned with the Company's profitability target. This outcome demonstrated the effectiveness of cost management, operational efficiency initiatives, and the increasing contribution of higher-value services. The Company remained focused on ensuring that EBITDA growth was achieved alongside revenue expansion, reinforcing the quality and sustainability of earnings.

Laba tahun berjalan tercatat sebesar Rp5.817,5 miliar, menunjukkan peningkatan dibandingkan tahun 2024 dan sejalan dengan ekspektasi manajemen atas pertumbuhan yang menguntungkan. Hasil ini merupakan refleksi dari pertumbuhan pendapatan yang berkelanjutan, pengendalian biaya yang disiplin, serta pengelolaan keuangan yang prudent. Belanja modal Perseroan berada pada kisaran Rp13,3 triliun, sesuai dengan panduan investasi, dan difokuskan pada peningkatan kualitas jaringan, ekspansi kapasitas, pengembangan kapabilitas AI, serta infrastruktur digital untuk mendukung daya saing jangka panjang.

Profit for the year amounted to Rp5,817.5 billion, marking a positive progression from 2024 and meeting management's expectations for profitable growth. This result reflected the combined impact of revenue growth, disciplined cost control, and prudent financial management. Capital expenditure was maintained at Rp13.3 trillion, in line with the Company's investment guidance, and was primarily directed toward network quality, capacity expansion, AI capabilities, and digital infrastructure to support long-term competitiveness.

Dari sisi operasional, peningkatan kinerja terlihat di berbagai lini bisnis utama. Keandalan jaringan dan pengalaman pelanggan terus membaik, sehingga mendukung retensi pelanggan dan optimalisasi monetisasi. Segmen *enterprise* dan digital juga menunjukkan perkembangan yang positif, mencerminkan peran Perseroan yang semakin luas dalam menyediakan solusi konektivitas dan digital yang aman dan terintegrasi.

From an operational perspective, performance improvements were evident across key business segments. Network reliability and customer experience continued to strengthen, supporting customer retention and monetisation. The enterprise and digital segments showed steady progress, reflecting Indosat's expanding role in providing secure connectivity and digital solutions beyond traditional telecommunications.

Secara keseluruhan, kinerja Perseroan pada tahun 2025 menunjukkan kemampuan untuk menjaga keseimbangan antara pertumbuhan, profitabilitas, dan disiplin investasi.

Overall, the 2025 performance demonstrated the Company's ability to balance growth, profitability, and investment discipline.

Penerapan Tata Kelola Perusahaan yang Baik

Implementation of Good Corporate Governance

Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) merupakan fondasi penting yang mendukung pelaksanaan strategi dan keberlanjutan usaha IOH. Sepanjang tahun 2025, Direksi memastikan bahwa prinsip-prinsip tata kelola yang baik diterapkan secara konsisten dalam seluruh aktivitas operasional dan proses pengambilan keputusan Perseroan.

Good Corporate Governance (GCG) remains a fundamental pillar supporting IOH's strategic execution and long-term sustainability. In 2025, the Board of Directors ensured that strong governance principles were consistently embedded across the Company's operations, decision-making processes, and stakeholder interactions.

Penguatan tata kelola dilakukan melalui kerangka yang komprehensif, mencakup kepatuhan terhadap regulasi, penerapan etika bisnis, sistem pengendalian internal, manajemen risiko, serta keterbukaan informasi. Direksi didukung oleh berbagai komite di bawah Direksi, antara lain Komite Manajemen Risiko Eksekutif, Komite Sumber Daya Manusia, *Pricing Committee*, Komite Pengeluaran, dan Komite Keterbukaan Informasi, yang berperan penting dalam menjaga akuntabilitas, kehati-hatian dalam pengambilan keputusan, serta pengelolaan risiko Perseroan.

Governance effectiveness was reinforced through a comprehensive framework encompassing regulatory compliance, ethical conduct, internal control, risk management, and transparency. The Board of Directors was supported by key committees, including the Executive Risk Management Committee, Human Resources Committee, Pricing Committee, Spend Committee, and Disclosure Committee, which played a vital role in strengthening accountability, ensuring prudent decision-making, and managing risks across the organisation.

Perhatian khusus diberikan pada pemenuhan ketentuan regulasi yang terus berkembang, termasuk perlindungan data pribadi dan keamanan siber. Perseroan terus memperkuat tata kelola privasi, sistem pengendalian internal, serta program peningkatan kesadaran keamanan untuk menjaga ketahanan operasional dan kepercayaan para pemangku kepentingan. Di samping itu, Direksi menumbuhkan budaya integritas melalui penerapan perilaku etis, mekanisme pelaporan pelanggaran (*whistleblowing*), serta kebijakan tanpa toleransi terhadap korupsi dan benturan kepentingan.

Particular attention was given to compliance with evolving regulations, including data protection and cybersecurity requirements. The Company continued to enhance its privacy governance, internal controls, and security awareness programmes to ensure operational resilience and safeguard stakeholder trust. In parallel, the Board of Directors fostered a culture of integrity through the promotion of ethical behaviour, effective whistleblowing mechanisms, and zero tolerance for corruption and conflicts of interest.

Untuk menjaga kualitas penerapan tata kelola dan efektivitas implementasinya, GCG secara berkala dievaluasi oleh pihak independen. Hasil evaluasi tersebut menjadi dasar bagi perbaikan berkelanjutan dan menegaskan komitmen Perseroan untuk menjalankan tata kelola yang kuat, transparan, dan bertanggung jawab.

To maintain governance quality and the effectiveness of its implementation, GCG is subject to periodic evaluation by independent party These assessments provided valuable insights for continuous improvement and reinforced the Company's commitment to upholding high standards of governance in support of sustainable and responsible growth.

Prospek Bisnis

Business Prospects

Ke depan, Direksi memandang prospek industri telekomunikasi dan digital Indonesia tetap positif dan menjanjikan dalam jangka panjang, didukung oleh pendorong pertumbuhan struktural serta percepatan adopsi teknologi digital. Ekonomi digital Indonesia terus berkembang pesat, menyediakan landasan yang luas bagi pertumbuhan masa depan di sektor konektivitas dan layanan digital. Di sektor telekomunikasi, pasar diperkirakan terus tumbuh secara stabil seiring peningkatan penggunaan data dan adopsi teknologi canggih.

Looking ahead, the Board of Directors remains confident in the long-term prospects of Indonesia's telecommunications and digital industries, underpinned by structural growth drivers and the accelerating adoption of digital technologies. Indonesia's digital economy continues to expand rapidly, offering a broad foundation for future growth in connectivity and digital services. In the telecommunications domain, the market is expected to grow steadily supported by rising data usage and adoption of advanced technologies.

Direksi memandang pemanfaatan AI sebagai faktor kunci yang akan membentuk arah industri pada tahun 2026 dan seterusnya. Seiring meningkatnya adopsi AI di berbagai sektor, kebutuhan terhadap konektivitas yang andal, infrastruktur *cloud*, pemrosesan data, serta *platform* digital cerdas diperkirakan akan terus meningkat. Dalam konteks ini, Perseroan berada pada posisi yang kuat melalui implementasi *AI NorthStar*, yang mendukung transformasi Perseroan menjadi *AI-Native Telco* dan *AI-Native TechCo*. Integrasi AI ke dalam jaringan, platform, dan layanan memungkinkan Perseroan meningkatkan efisiensi operasional, menghadirkan pengalaman pelanggan yang lebih personal, serta membuka sumber pendapatan baru.

The Board of Directors views AI enablement as a defining factor shaping the industry outlook in 2026 and beyond. As AI adoption expands across sectors, demand is expected to rise for secure, high-performance connectivity, cloud infrastructure, data processing, and intelligent digital platforms. Indosat is well positioned to capture this opportunity through its AI NorthStar roadmap, which supports the Company's transformation into an AI-Native Telco and AI-Native TechCo. By embedding AI across networks, platforms, and services, the Company is able to enhance operational efficiency, deliver personalised customer experiences, and unlock new revenue streams.

Pertumbuhan ke depan diproyeksikan akan ditopang oleh pengembangan layanan AI, *cloud*, keamanan siber, dan platform digital, khususnya pada segmen *enterprise* dan sektor publik. Pengembangan AI dan infrastruktur digital berdaulat juga diperkirakan akan semakin relevan, seiring meningkatnya perhatian pelanggan terhadap tata kelola

Future growth is expected to be driven by the expansion of AI, cloud, cybersecurity, and digital platform services, particularly in the enterprise and public sector segments. The development of sovereign AI and sovereign infrastructure is anticipated to become increasingly relevant as customers place greater emphasis on data governance,

data, kepatuhan regulasi, dan ketahanan digital nasional. Fokus Perseroan pada infrastruktur AI yang aman dan dikelola secara lokal memungkinkan Perseroan untuk mendukung agenda nasional sekaligus melayani kebutuhan bernilai tinggi seperti *Industry 4.0, smart city*, sektor keuangan, logistik, dan manufaktur.

Pada segmen konsumen dan konektivitas, peluang pertumbuhan tetap terbuka melalui peningkatan penggunaan data, optimalisasi monetisasi, serta penguatan penetrasi di wilayah *non-metropolitan* dan pasar berkembang. Investasi berkelanjutan pada kualitas jaringan, ekspansi kapasitas, dan penguatan distribusi diharapkan dapat mendorong permintaan, mengurangi kesenjangan digital, serta memperkuat posisi kompetitif Perseroan di berbagai segmen pasar.

Dari sisi model bisnis, Direksi memperkirakan terjadinya pergeseran bertahap dari pertumbuhan berbasis volume menuju pertumbuhan berbasis nilai, di mana solusi yang terdiferensiasi, kemitraan ekosistem, dan penawaran terintegrasi memainkan peran yang semakin penting. Konvergensi antara konektivitas, AI, *cloud*, dan keamanan siber memposisikan Perseroan untuk berpartisipasi di segmen ekonomi digital bernilai tinggi, sembari tetap menjaga disiplin alokasi modal dan ketahanan keuangan.

Dengan peta jalan strategis yang jelas, kapabilitas eksekusi yang kuat, serta ekosistem digital yang terus berkembang, Direksi meyakini bahwa Perseroan berada pada posisi yang solid untuk mengelola transformasi industri dan menciptakan nilai jangka panjang yang berkelanjutan bagi pemegang saham dan pemangku kepentingan.

regulatory compliance, and national digital resilience. Indosat's focus on secure, locally governed AI infrastructure enables the Company to support national priorities while serving high-value use cases such as Industry 4.0, smart cities, financial services, logistics, and manufacturing.

In the consumer and connectivity domain, opportunities remain in expanding data usage, improving monetisation, and strengthening engagement in non-metropolitan and emerging regions. Continued investment in network quality, capacity expansion, and distribution reach is expected to support demand growth, reduce digital disparity, and reinforce Indosat's competitive position across diverse market segments.

From a business model perspective, the Board anticipates a gradual evolution from volume-led growth toward value-led growth, where differentiated solutions, ecosystem partnerships, and integrated offerings play a greater role in performance. The convergence of connectivity, AI, cloud, and security positions the Company to participate in higher-value segments of the digital economy while maintaining disciplined capital allocation and financial resilience.

With a clear strategic roadmap, strong execution capabilities, and a growing digital ecosystem, the Board believes the Companys well positioned to navigate industry transformation and deliver sustainable, long-term value for shareholders and stakeholders.

Apresiasi dan Terima Kasih

Atas nama Direksi, saya menyampaikan apresiasi yang setinggi-tingginya kepada Dewan Komisaris atas arahan dan pengawasan yang konstruktif. Ucapan terima kasih juga saya sampaikan kepada seluruh karyawan atas dedikasi, ketangguhan, dan semangat kolaborasi yang menjadi pilar utama keberhasilan Perseroan.

Saya juga mengucapkan terima kasih kepada para pemegang saham, pelanggan, mitra, dan seluruh pemangku kepentingan atas kepercayaan dan dukungan yang berkelanjutan. Bersama-sama, kita akan terus membangun ekosistem digital yang terhubung, inklusif, dan berbasis AI untuk memberdayakan Indonesia.

Acknowledgement and Gratitude

On behalf of the Board of Directors, I would like to express my sincere appreciation to the Board of Commissioners for their guidance and constructive oversight. I also extend the deepest gratitude to all employees for their dedication, resilience, and collaborative spirit, which remain the foundation of Indosat's success.

Appreciation also goes to the shareholders, customers, partners, and all stakeholders for their continued trust and support. Together, we will continue to build a connected, inclusive, and AI-powered digital ecosystem that empowers every Indonesian.

Atas Nama Direksi PT Indosat Tbk
On Behalf of the Board of Directors of PT Indosat Tbk



Vikram Sinha
Direktur Utama & Chief Executive Officer
President Director & Chief Executive Officer

Direksi
Board of Directors



01 Vikram Sinha

Direktur Utama
dan Chief Executive Officer
President Director
and Chief Executive Officer

02 Ahmad Zulfikar

Direktur dan Chief Strategy
& Execution Officer
Director and Chief Strategy
& Execution Officer

03 Cheung Kwok Tung

Direktur dan
Chief Technology Officer
Director and
Chief Technology Officer



04 Muhammad Buldansyah

Direktur dan
Chief Business Officer
Director and
Chief Business Officer

05 Lee Chi Hung

Direktur dan
Chief Financial Officer
Director and
Chief Financial Officer

06 Irsyad Sahroni

Direktur dan Chief Human
Resources Officer
Direktur and Chief Human
Resources Officer

07 Syed Bilal Kazmi

Direktur dan
Chief Commercial Officer
Director and
Chief Commercial Officer

Surat Pernyataan Anggota Dewan Komisaris dan Anggota Direksi Tentang Tanggung Jawab atas Laporan Tahunan Tahun 2025 PT Indosat Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Indosat Tbk tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, April 2026

Direksi
Board of Directors



Vikram Sinha
Direktur Utama dan Chief Executive Officer



Lee Chi Hung
Direktur dan Chief Financial Officer
Director and Chief Financial Officer



Muhammad Buldansyah
Direktur dan Chief Business Officer
Director and Chief Business Officer



Irsyad Sahroni
Direktur dan Chief Human Resources Officer
Director and Chief Human Resources Officer



Ahmad Zulfikar
Direktur dan Chief Strategy & Execution Officer
Director and Chief Strategy & Execution Officer



Cheng Kwok Tung
Direktur dan Chief Technology Officer
Director and Chief Technology Officer



Syed Bilal Kazmi
Direktur dan Chief Commercial Officer
Director and Chief Commercial Officer

Statement Letter of Members of the Board of Commissioners and Members of the Board of Directors on Responsibility of PT Indosat Tbk's Year 2025 Annual Report

We the undersigned hereby declare that all information provided in the PT Indosat Tbk's year 2025 Annual Report has been comprehensively presented and that we assume full responsibility for the accuracy of the content of the Company's Annual Report.

This statement is made in all truthfulness.

Jakarta, April 2026

Dewan Komisaris
Board of Commissioners



Nezar Patria
Komisaris Utama
President Commissioner



Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama
Deputy President Commissioner



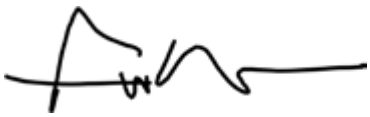
Fok Kin Ning, Canning
Wakil Komisaris Utama
Deputy President Commissioner



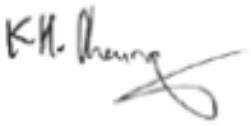
Ahmad Abdulaziz A A Al-Neama
Komisaris
Commissioner



René Heinz Werner
Komisaris
Commissioner



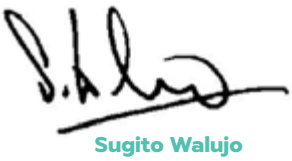
Woo Chiu Man, Cliff
Komisaris
Commissioner



Cheung Kwan Hoi
Komisaris
Commissioner



Efthymios Tsokanis
Komisaris
Commissioner



Sugito Walujo
Komisaris
Commissioner



Achmad Syah Reza
Komisaris
Commissioner



Elisa Lumbantoruan
Komisaris Independen
Independent Commissioner



Wijayanto
Komisaris Independen
Independent Commissioner



Ajay Bahri
Komisaris Independen
Independent Commissioner

Rudiantara
Komisaris Independen
Independent Commissioner



Sidharta Prawira Oetama
Komisaris Independen
Independent Commissioner





03.

Profil Perusahaan

Company Profile

Informasi Perusahaan
Information of the Company

Nama Perusahaan Name of the Company	**PT Indosat Tbk**
Informasi Perubahan Nama Perusahaan Information on the Company's Name Changes	Tidak terdapat perubahan nama Perseroan dari awal pendirian hingga akhir tahun 2025. There were no changes in the Company's name since its establishment until the end of 2025.
Nama Bursa Efek tempat saham Perusahaan dicatatkan Stock Exchange where the Company's shares are listed	Bursa Efek Indonesia (BEI) Indonesia Stock Exchange (IDX)
Kode Saham Ticker Code	**ISAT**
Informasi Kontak Contact Information	Pertanyaan pemegang saham dapat ditujukan kepada: Shareholders inquiries should be addressed to: Gedung Indosat Ooredoo Hutchison Jl. Medan Merdeka Barat No. 21 Jakarta 10110, Indonesia www.ioh.co.id Tel. : (+62 21) 3000 3001 ext. 8803 / 8804 Investor Relations : +62 858-8563-9250 Website : www.ioh.co.id Email Corporate Secretary : corporate.secretary@ioh.co.id Email Investor Communications : investor@ioh.co.id Pertanyaan media dapat ditujukan kepada: Media inquiries should be addressed to: **Group Corporate Communications** Email: Corporate.Communications@ioh.co.id
Kegiatan Usaha Line of Business	Menjalankan usaha-usaha di bidang Informatika dan Komunikasi, Perdagangan Besar, Aktivitas Ketenagakerjaan, dan Aktivitas Jasa Keuangan Lainnya. To perform and carry out activities in the Information and Communication, Wholesale Trading, Manpower Activities, and Other Financial Service Activities.
Wilayah Operasional Operational Area	

Modal Saham
(per 31 Desember 2025)
Capital Stock
(as of 31 December 2025)

Rp2.000.000.000.000

terdiri dari 79.999.999.997 saham yang terdiri dari 1 saham Seri A dengan nilai nominal sebesar Rp100 per saham dan 79.999.999.996 saham Seri B dengan nilai nominal sebesar Rp25 per saham.

Rp2,000,000,000,000

divided into 79,999,999,997 shares consisting of 1 Series A share with par value of Rp100 per share and 79,999,999,996 series B shares with par value of Rp25 per share.

Modal ditempatkan
dan disetor penuh
(per 31 Desember 2025)
Shares issued and fully paid
(as of 31 December 2025)

32.250.810.957 saham

yang terdiri dari 1 saham Seri A dan 32.250.810.956 saham Seri B dengan nilai nominal Rp806.270.274.000 yang dimiliki oleh:

- Negara Republik Indonesia (1 saham Seri A)
- Ooredoo Hutchison Asia Pte. Ltd. (21.170.843.008 saham Seri B)
- PT Perusahaan Pengelola Aset (3.106.499.996 saham Seri B)
- PT Tiga Telekomunikasi Indonesia (2.687.020.352 saham Seri B)
- Masyarakat (5.286.447.600 saham Seri B)

32,250,810,957 shares

comprised of 1 Series A share and 32,250,810,956 Series B shares with a nominal value of Rp806,270,274,000 owned by:

- Republic of Indonesia (1 Series A share)
- Ooredoo Hutchison Asia Pte. Ltd. (21,170,843,008 Series B shares)
- PT Perusahaan Pengelola Aset (3,106,499,996 Series B shares)
- PT Tiga Telekomunikasi Indonesia (2,687,020,352 Series B shares)
- Public (5,286,447,600 Series B shares)

Kepemilikan saham di atas 5%
(per 31 Desember 2025)
Share ownership above 5%
(as of 31 December 2025)



65.644%
Ooredoo Hutchison Asia Pte. Ltd.

9.632%
PT Perusahaan Pengelola Aset

8.332%
PT Tiga Telekomunikasi Indonesia

16.392%
Masyarakat/Public

0.000%
Negara Republik Indonesia 1 Saham Seri A
Republic of Indonesia 1 Serie A share

Sekilas Mengenai Perusahaan
Company In Brief

Didirikan pada tahun 1967, PT Indosat Tbk merupakan salah satu penyedia layanan telekomunikasi dan teknologi digital terdepan di Indonesia. Perseroan berperan penting dalam menghadirkan konektivitas yang memperkuat transformasi digital masyarakat dan perekonomian nasional.

Tonggak penting perjalanan Perseroan terjadi pada 4 Januari 2022 melalui penggabungan dengan PT Hutchison 3 Indonesia (H3I) yang melahirkan entitas baru dengan nama komersial Indosat Ooredoo Hutchison (IOH). Sinergi ini memperkuat skala bisnis, memperluas jaringan, dan meningkatkan kapabilitas digital untuk memberikan nilai tambah bagi pelanggan, pemegang saham, dan masyarakat luas.

Established in 1967, PT Indosat Tbk is one of Indonesia's leading telecommunications and digital technology providers. The Company plays an important role in providing connectivity that strengthens the digital transformation of society and the national economy.

A major milestone in the Company's journey occurred on January 4, 2022, through its merger with PT Hutchison 3 Indonesia (H3I), which gave birth to a new entity with commercial name Indosat Ooredoo Hutchison (IOH). This synergy strengthens the scale of the business, expands the network, and enhances digital capabilities to provide added value for customers, shareholders, and the wider community.

Dengan fondasi jaringan yang kuat dan fokus pada inovasi, IOH bertransformasi menjadi perusahaan telekomunikasi digital masa depan

With a strong network foundation and a focus on innovation, IOH is transforming into a future-oriented



Perseroan menyediakan berbagai layanan seluler, broadband nirkabel, serta layanan telekomunikasi tetap dan digital. Di segmen korporat, Perseroan menawarkan solusi Multimedia, Internet & Komunikasi Data (MIDI) termasuk *Internet Protocol Virtual Private Network* (IPVPN), penyewaan jalur, dan layanan internet yang mendukung transformasi digital bisnis di berbagai sektor.

Sebagai pelopor inovasi, Perseroan meluncurkan jaringan 5G di sejumlah kota besar dan layanan *fiber to the home* (FTTH) Indosat HiFi untuk menjawab kebutuhan konektivitas digital pelanggan.

Memasuki tahun 2025, IOH memperkuat perannya sebagai operator digital terkemuka dengan beberapa inisiatif strategis utama antara lain yaitu meluncurkan *Sovereign Security Operations Center* (SOC) bekerja sama dengan Cisco Systems yang menggunakan *platform Splunk* untuk deteksi ancaman *real-time* dan menjaga kedaulatan data nasional. Selain itu, IOH menjalin kerja sama dengan Tsinghua University dan Indonesia Technology Alliance untuk mendirikan AI Application Cooperation Center di Indonesia, yang memperkuat ekosistem kecerdasan buatan nasional. Pada tahun 2025, IOH juga bermitra dengan Nokia Corporation dan NVIDIA Corporation untuk menghadirkan *Artificial Intelligence Radio Access Network* (AI-RAN) pertama di Asia Tenggara, mengintegrasikan AI dan RAN guna meningkatkan efisiensi jaringan, spektrum serta membuka jalan menuju 6G.

Dengan fondasi jaringan yang kuat dan fokus pada inovasi, IOH bertransformasi menjadi perusahaan telekomunikasi digital masa depan, yang tidak hanya menyediakan layanan konektivitas, tetapi juga membangun ekosistem digital inklusif dan berkelanjutan bagi Indonesia.

Sebagai AI TechCo, kami terus meningkatkan skala lini bisnis berbasis AI, mulai dari sovereign cloud dan platform AI hingga solusi digital enterprise yang memperluas peran kami melampaui konektivitas tradisional. Pada tahun 2025, kami mendirikan AI Neo Cloud Platform, yang memperkuat infrastruktur digital berdaulat serta meningkatkan kapabilitas AI full-stack kami melalui kolaborasi dengan perusahaan AI global terkemuka. Kapasitas awal platform tersebut telah sepenuhnya terkontrak, dengan pendapatan sebesar USD28 juta yang dibukukan pada tahun 2025, sehingga menjadi fondasi yang kuat untuk percepatan pertumbuhan pada tahun 2026.

The Company provides a range of mobile, wireless broadband, and fixed and digital telecommunications services. In the corporate segment, the Company offers Multimedia, Internet & Data Communication (MIDI) solutions, including Internet Protocol Virtual Private Network (IPVPN), leased lines, and internet services that support the digital transformation of businesses in various sectors.

As a pioneer of innovation, the Company launched a 5G network in a number of major cities and Indosat HiFi fiber to the home (FTTH) services to meet customer digital connectivity needs.

Entering 2025, IOH is strengthening its role as a leading digital operator with several key strategic initiatives, including the launch of a Sovereign Security Operations Center (SOC) in collaboration with Cisco Systems, which uses the Splunk platform for real-time threat detection and to maintain national data sovereignty. In addition, IOH is collaborating with Tsinghua University and the Indonesia Technology Alliance to establish an AI Application Cooperation Center in Indonesia, which will strengthen the national artificial intelligence ecosystem. In 2025, IOH is also partnering with Nokia Corporation and NVIDIA Corporation to introduce the first Artificial Intelligence Radio Access Network (AI-RAN) in Southeast Asia, integrating AI and RAN to improve network and spectrum efficiency and pave the way for 6G.

With a strong network foundation and a focus on innovation, IOH is transforming into a future-oriented digital telecommunications company that not only provides connectivity services but also builds an inclusive and sustainable digital ecosystem for Indonesia.

As an AI TechCo, we continue to scale up its AI-driven business lines, from sovereign cloud and AI platforms to enterprise digital solutions that expand our role beyond traditional connectivity. In 2025, we established our AI Neo Cloud Platform, strengthening our sovereign digital infrastructure and enhancing our full-stack AI capabilities in collaboration with global AI giants. The platform's initial capacity is fully contracted, with USD28 million in revenue booked in 2025, laying a strong foundation for accelerated growth in 2026.

Perjalanan Kami
Our Journey

1967

PT Indosat Tbk didirikan di Indonesia pada tanggal 10 November 1967 sebagai perusahaan penanaman modal asing yang menyediakan layanan telekomunikasi internasional di Indonesia.
PT Indosat Tbk was established in Indonesia on 10 November 1967 as a foreign investment company to provide international telecommunications services in Indonesia.

1980

Indosat dinasionalisasi dan menjadi Badan Usaha Milik Negara.
Indosat was nationalized and became a State-Owned Enterprise.

1994

Menjadi perusahaan publik yang tercatat di Bursa Efek Indonesia dan New York Stock Exchange.
Became a public company listed on the Indonesia Stock Exchange and the New York Stock Exchange.

1995

Indosat mendirikan Telkomsel, perusahaan patungan bersama dengan PT Telkom.
Indosat established Telkomsel, a joint venture with PT Telkom

2001

Masuk di pasar seluler Indonesia melalui akuisisi mayoritas saham Satelindo dan pendirian PT Indosat Multi Media Mobile ("IM3").
Entered the Indonesian cellular market by acquiring the majority of Satelindo shares and establishing PT Indosat Multi Media Mobile ("IM3").

2001

Pemerintah Indonesia melakukan divestasi 517,5 juta saham, mewakili sekitar 50,0% dari saham Seri B pada saat itu, dalam dua tahap. Pada bulan Mei 2002, Pemerintah menjual 8,1% dari saham Indosat yang beredar melalui tender global yang dipercepat. Pada bulan Desember 2002, Pemerintah melakukan divestasi 41,9% saham Seri B kami kepada mantan anak perusahaan STT Communications Ltd. ("STT").
The Government divested 517.5 million shares, representing approximately 50.0% of our outstanding Series B shares at the time, in two stages. In May 2002, the Government sold 8.1% of Indosat's outstanding shares through an accelerated global tender. In December 2002, the Government divested 41.9% of our outstanding Series B shares to a former subsidiary of STT Communications Ltd. ("STT").

2003

Sejak memasuki pasar seluler Indonesia melalui pembelian Satelindo dan pendirian PT IM3 serta integrasi perusahaan tersebut ke dalam Perusahaan kami pada tahun 2003, layanan selular telah menjadi kontributor terbesar pendapatan usaha kami.
Since entering the Indonesian cellular market through the acquisition of Satelindo and establishment of PT IM3 and the subsequent integration of such companies into our Company in 2003, cellular services have become the largest contributor to our operating revenues.

2008

Ooredoo mengakuisisi kepemilikan STT di PT Indosat Tbk, yang memicu penawaran tender wajib. Ooredoo adalah perusahaan terbuka yang mayoritas sahamnya dimiliki oleh Negara Qatar dan entitas afiliasinya.
Ooredoo acquired STT's interest in PT Indosat Tbk, which was triggering a mandatory tender offer. Ooredoo is a publicly listed corporation which is majority owned by the State of Qatar and its affiliated entities.

2013

Secara sukarela menghapuskan pencatatan atas ADS dari Bursa Efek New York dan hanya tercatat di Bursa Efek Indonesia.
Voluntarily delisted trading of the ADSs from the New York Stock Exchange, to be solely listed on the Indonesia Stock Exchange

2014

Peluncuran Layanan Digital Indosat, unit bisnis yang berfokus pada penciptaan *platform* digital yang terkini dalam bidang keuangan, periklanan dan *e-commerce mobile* guna memberikan manfaat hidup yang nyaman bagi para pelanggan.
The launching of Indosat Digital Services, a business unit focused on creating scalable digital platforms in mobile finance, advertising, and e-commerce to deliver life-enriching benefits to consumers.

2015

Peluncuran identitas baru menjadi Indosat Ooredoo dan peluncuran layanan komersial 4G-LTE yang pertama di Indonesia.
Rebranded as Indosat Ooredoo and launched the first commercial 4G-LTE service in Indonesia.

2016

Merombak industri melalui penawaran yang sederhana dan transparan sehingga pelanggan dapat dengan leluasa menikmati pengalaman digital.
Revolutionized the industry with simple, transparent offerings designed to 'liberate' customers to freely experience digital

2017

Merayakan 50 tahun berinovasi bagi bangsa.
Celebrating 50 years of innovation towards building the nation.

2018

Seluruh jaringan nasional Indosat dilengkapi kapabilitas 4G LTE.
The entire Indosat network is 4G LTEenabled nationwide.

2019

Cakupan jaringan 4G Indosat di Indonesia, melonjak hingga ±90%, sejalan dengan strategi untuk menjadi Perusahaan Telco Digital Indonesia yang terkemuka.
Indosat's 4G population coverage across Indonesia leaped to ±90%, in line with the strategy to become Indonesia's Leading Digital Telco Company.

2020

Indosat diakui sebagai Global Rising Star dengan pengalaman jaringan yang paling meningkat, meraih peringkat #2 secara global dalam hal *Most Improved Video Experience* (55,8%), satu dari hanya tiga operator di dunia yang telah menggandakan *Download Speed Experience* (101,8%), dan *Most Improved Upload Speed Experience* (88,3%).
Indosat was recognized as the Global Rising Star with the most improved network experience, globally ranked #2 on Most Improved Video Experience (55.8%), one of only three globally with doubled Download Speed Experience (101.8%), and Most Improved Upload Speed Experience (88.3%).

2021

Menyusul keberhasilan peningkatan *brand value* sebesar 32% yang sangat positif, Indosat masuk ke dalam jajaran *Top 10 Indonesia's Most Valuable Brand* 2021 di Indonesia berdasarkan Laporan *Brand Finance Indonesia* 2021. Indosat adalah satu-satunya merek yang masuk dalam 10 besar yang meraih peningkatan *brand value*. Ooredoo Group dan CK Hutchison mengumumkan penandatanganan Perjanjian Penggabungan Bersyarat antara PT Indosat Tbk dan PT Hutchison 3 Indonesia. Di tahun yang sama, Indosat juga meluncurkan jaringan 5G di 5 kota: Solo, Jakarta, Surabaya, Makassar, dan Balikpapan.
Following an impressive 32% brand value increase, Indosat breaks into the Top 10 Indonesia's Most Valuable Brand this year by Brand Finance Indonesia 2021 Report. Indosat is the only brand in the top 10 to record a brand value growth. Ooredoo Group and CK Hutchison announced the signing of a Conditional Merger Agreement between PT Indosat Tbk and PT Hutchison 3 Indonesia. In the same year, Indosat also launched its 5G network in 5 cities: Solo, Jakarta, Surabaya, Makassar, and Balikpapan.

2022

IOH mencapai langkah besar dengan resmi melakukan merger bisnis dengan H3I, yang menggabungkan mereka menjadi IOH. Merger ini memungkinkan perusahaan gabungan untuk memiliki skala yang lebih besar, kemampuan keuangan yang lebih kuat, dan keahlian yang diperlukan untuk bersaing lebih efektif di pasar. Sebagai bagian dari inisiatif inovatifnya, IOH juga telah membentuk perusahaan patungan dengan BDx Indonesia, bertujuan untuk menyediakan pusat data dan layanan cloud generasi berikutnya bagi Hyperscaler dan perusahaan di Indonesia. Tahun ini juga ditandai dengan peluncuran layanan koneksi internet kabel optik (*fiber to the home*/FTTH) Indosat HiFi, serta peluncuran 5G di Denpasar. Pencapaian penting lainnya adalah pertumbuhan jumlah pelanggan seluler Perseroan yang pada bulan Desember 2022 telah mencapai lebih dari 100 juta pelanggan.

IOH made a significant milestone by officially merging its business with H3I, combining them into IOH. This merger allows the combined company to have greater scale, stronger financial capabilities and the expertise required to compete more effectively in the market. As part of its innovative initiatives, IOH has also formed a joint venture with BDx Indonesia, aiming to provide next generation data center and cloud services to Hyperscalers and enterprises in Indonesia. The year was also marked by the launch of Indosat HiFi's fiber to the home (FTTH) internet connection service, as well as the launch of 5G in Denpasar. Another important achievement was the growth in the number of the Company's mobile subscribers which by December 2022 had reached more than 100 million subscribers.

2023

IOH berhasil mencapai kemajuan signifikan dengan menyelesaikan integrasi jaringannya secara penuh menggunakan teknologi *Multi-Operator Core Network* (MOCN) di semua site di seluruh Indonesia. Proses integrasi yang rampung pada akhir Maret 2023 ini menghasilkan peningkatan yang nyata bagi pelanggan IOH, termasuk mereka yang menggunakan IM3 dan Tri, berupa cakupan jaringan yang lebih luas, kualitas layanan di dalam ruangan yang lebih baik, dan pengalaman internet dengan kecepatan hingga dua kali lipat dari sebelumnya. Selain itu, IOH juga melakukan kerja sama strategis dengan PT Dayamitra Telekomunikasi Tbk (Mitratel) dan PT dhost Telekomunikasi Nusantara (dhost), dimana telah ditandatanganinya perjanjian untuk menjual 1.630 menara telekomunikasi dan infrastuktur indoor serta menyewa kembali 1.527 menara telekomunikasi dan infrastruktur indoor. Tidak hanya itu, IOH mengukuhkan posisinya di pasar *home broadband* dengan resmi mengakuisisi sejumlah pelanggan dari MNC Play, yang berkontribusi pada peningkatan jumlah pelanggan FTTH IOH dan mengukuhkan arah masa depan bisnis *home broadband* mereka.

IOH made significant progress by completing its full network integration across Indonesia using Multi-Operator Core Network (MOCN) technology. The integration process, which was completed by the end of March 2023, resulted in noticeable improvements for IOH's customers, including those using IM3 and Tri, in the form of expanded network coverage, improved indoor service quality, and internet speeds up to twice as fast as before. IOH also entered into strategic collaboration with PT Dayamitra Telekomunikasi Tbk (Mitratel) and PT dhost Telekomunikasi Nusantara (dhost), where agreements to sell 1,630 telecommunication towers and indoor infrastructure and also lease back 1,527 telecommunication towers and indoor infrastructure. Moreover, IOH strengthened its position in the home broadband market by officially acquiring a number of customers from MNC Play, which contributed to IOH's increase in FTTH subscribers and solidified the future direction of their home broadband business.

2024

- IOH Group menjalin kolaborasi dengan NVIDIA untuk memajukan teknologi Indonesia dan menempatkannya di garis depan revolusi kecerdasan buatan (AI) global. Kemitraan ini diformalkan melalui Nota Kesepahaman (MoU) untuk membangun lanskap teknologi Indonesia, mendukung visi bersama menjadikan Indonesia pemimpin dalam komunitas AI Cloud global. Tonggak penting dalam transformasi digital IOH adalah peresmian *Digital Intelligence Operation Center* (DIOC), fasilitas canggih yang memanfaatkan AI untuk meningkatkan layanan kepada lebih dari 100 juta pelanggan. Selain itu, IOH bekerja sama dengan GoTo Group meluncurkan Sahabat-AI, ekosistem *Large Language Model* (LLM) *open source* untuk Bahasa Indonesia dan bahasa daerah, memperkuat kedaulatan digital, melestarikan budaya, dan menciptakan peluang baru bagi pertumbuhan sosial-ekonomi.
- IOH mengumumkan aksi korporasi *stock split* dengan rasio satu banding empat, yang telah disetujui dalam Rapat Umum Pemegang Saham Luar Biasa. Keputusan strategis ini bertujuan untuk meningkatkan volume transaksi dan likuiditas, serta memperluas akses terhadap saham Perseroan bagi investor ritel dari berbagai kalangan, terutama generasi muda.

- IOH Group forged a collaboration with NVIDIA to advance Indonesia's technology and position it at the forefront of the global artificial intelligence (AI) revolution. This partnership was formalized through a Memorandum of Understanding (MoU) aimed at building Indonesia's technological landscape and supporting the shared vision of making Indonesia a leader in the global AI Cloud community. A key milestone in IOH's digital transformation journey was the inauguration of the Digital Intelligence Operation Center (DIOC), a state-of-the-art facility leveraging AI to enhance services for over 100 million customers. Additionally, IOH partnered with the GoTo Group to launch Sahabat-AI, an open-source Large Language Model (LLM) ecosystem for the Indonesian language and regional dialects, strengthening digital sovereignty, preserves cultural heritage, and creates new opportunities for socioeconomic growth.
- IOH announced a corporate action of stock split with a ratio of one to four, which was approved in the Extraordinary General Meeting of Shareholders. This strategic decision aims to increase transaction volume and liquidity, as well as expand access to the Company's shares for retail investors from various backgrounds, especially the younger generation.

2025

- Peluncuran Indonesia *Sovereign Security Operations Center* (SOC) bersama Cisco, IOH menghadirkan pusat keamanan siber berstandar global pertama di Indonesia. Inisiatif ini menjadi tonggak penting dalam memperkuat ketahanan digital nasional, dengan kemampuan deteksi ancaman *real-time* berbasis AI serta komitmen untuk melatih satu juta talenta keamanan siber hingga 2030.
- IOH melakukan kerja sama dengan Tsinghua University dan Indonesia Technology Alliance dalam pendirian AI Application Cooperation Center. Kolaborasi ini memperkuat ekosistem kecerdasan buatan Indonesia dengan fokus pada penerapan AI di sektor pendidikan, kesehatan, dan ketahanan pangan, sekaligus menegaskan peran IOH dalam mewujudkan visi Indonesia Emas 2045.
- IOH menjalin kemitraan strategis dengan Nokia dan NVIDIA untuk menghadirkan *Artificial Intelligence Radio Access Network* (AI-RAN) pertama di Asia Tenggara. Integrasi AI dalam jaringan RAN ini meningkatkan efisiensi spektrum, mengurangi konsumsi energi, serta membuka jalan menuju jaringan 6G berbasis perangkat lunak di masa depan.

- Through the launch of the Indonesia Sovereign Security Operations Center (SOC) in collaboration with Cisco, IOH introduced the first globally compliant cybersecurity center in Indonesia. This initiative marks a significant milestone in strengthening the nation's digital resilience, featuring AI-powered real-time threat detection capabilities and a commitment to train one million cybersecurity talents by 2030.
- IOH forged a partnership with Tsinghua University and the Indonesia Technology Alliance to establish the AI Application Cooperation Center, reinforcing Indonesia's artificial intelligence ecosystem. The collaboration focuses on applying AI in key sectors such as education, healthcare, and food security, underscoring IOH's pivotal role in advancing Indonesia's Vision 2045 through innovation and inclusive digital transformation.
- IOH also entered a strategic partnership with Nokia and NVIDIA to develop the first Artificial Intelligence Radio Access Network (AI-RAN) in Southeast Asia. This groundbreaking integration of AI into the RAN network enhances spectrum efficiency, reduces energy consumption, and paves the way for next-generation, software-based 6G networks in the near future.



Visi, Misi, dan Nilai
Vision, Mission, and Values

Visi
Vision

Menjadi perusahaan telekomunikasi digital yang paling dipilih di Indonesia.

Become the most preferred digital telco of Indonesia.

Misi
Mission

Menghadirkan pengalaman digital kelas dunia, menghubungkan dan memberdayakan masyarakat Indonesia

Deliver world-class digital experiences, connecting and empowering every Indonesian.

Visi, Misi, dan Nilai Perseroan yang disajikan dalam Laporan Tahunan ini merupakan versi terbaru untuk tahun 2025. Perseroan secara berkala melakukan peninjauan dan penyempurnaan atas visi, misi, dan nilai-nilai perusahaan guna memastikan relevansi dan keselarasan dengan dinamika lingkungan bisnis, arah transformasi strategis, serta aspirasi para pemangku kepentingan.

The Vision, Mission, and Values presented in this Annual Report reflect the latest version for 2025. The Company periodically reviews and refines its vision, mission, and core values to ensure continued relevance and alignment with the evolving business environment, strategic transformation, and stakeholders' aspirations.

Nilai Inti Perusahaan
Company's Core Values



Sepenuh Hati Heart

Perusahaan yang tulus peduli dan membuat pilihan-pilihan berani demi menciptakan dunia yang lebih baik.

A company that genuinely cares and makes daring choices to create a better world.

Bersinar Radiance

Perusahaan yang menempatkan inspirasi sebagai pusat dari kepemimpinan yang kuat.

A company that puts inspiration at the center of its powerful leadership.

Bersama Lebih Baik Better Together

Perusahaan yang mendobrak batasan dan mempersatukan masyarakat.

A company that breaks down boundaries and brings people together.

Bidang Usaha
Line of Business

Berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan pada 28 Mei 2025, Pasal 3 Anggaran Dasar Perseroan terkait terkait Maksud dan Tujuan serta Kegiatan Usaha Perseroan. Berikut adalah kegiatan usaha Perseroan berdasarkan Anggaran Dasar terakhir:

Based on the decision of the Annual General Meeting of Shareholders (AGM) on May 28, 2025, Article 3 of the Company's Articles of Association relates to the Purpose and Objectives as well as the Business Activities of the Company. The following are the Company's business activities based on the latest Articles of Association:

No	**Kegiatan Usaha Berdasarkan Anggaran Dasar** Business Activities by Articles of Association	**Kegiatan Usaha yang Dijalankan pada Tahun Buku** Business Activities Carried Out in Reporting Year
	Kegiatan Usaha Utama Main Business Activities	
1	Menjalankan usaha-usaha di bidang Informasi dan Komunikasi, termasuk tetapi tidak terbatas terhadap: To perform and carry out activities in the Information and Communication sector, including but not limited to:	✓
	Menjalankan dan menyelenggarakan kegiatan di bidang jaringan telekomunikasi: • Aktivitas Telekomunikasi Dengan Kabel (KBLI 61100) • Aktivitas Telekomunikasi Tanpa Kabel (KBLI 61200) • Aktivitas Telekomunikasi Satelit (KBLI 61300) To perform and carry out activities in the telecommunications network sector: • Wired Telecommunication Activities (KBLI 61100) • Wireless Telecommunications Activities (KBLI 61200) • Satellite Telecommunications Activities (KBLI 61300)	✓
	Menjalankan dan menyelenggarakan kegiatan di bidang telekomunikasi khusus: • Aktivitas Telekomunikasi Khusus Untuk Keperluan Pertahanan Keamanan (KBLI 61993) To perform and carry out activity in the field of special telecommunications: • Special Telecommunications Activities for Defense and Security Needs (KBLI 61993)	✓
	Menjalankan usaha di bidang jasa telekomunikasi: • Jasa Sistem Komunikasi Data (KBLI 61922) • Jasa Internet Teleponi Untuk Keperluan Publik (ITKP) (KBLI 61913) • Jasa Interkoneksi Internet (NAP) (KBLI 61924) • *Internet Service Provider* (KBLI 61921) • Jasa Multimedia Lainnya (KBLI 61929) • Jasa Konten SMS Premium (KBLI 61912) To perform and carry out activity in the telecommunications services: • Data Communication System Services (KBLI 61922) • Internet Telephony Services for Public Purposes (ITKP) (KBLI 61913) • Internet Interconnection Services (NAP) (KBLI 61924) • Internet Service Provider (KBLI 61921) • Other Multimedia Services (KBLI 61929) • Premium SMS Content Services (KBLI 61912)	✓
	Menjalankan usaha di bidang jasa jual kembali jasa telekomunikasi: • Jasa Jual Kembali Jasa Telekomunikasi (KBLI 61994) To carry out business in the field of resale of telecommunications services: • Resale of Telecommunications Services (KBLI 61994)	✓

No	**Kegiatan Usaha Berdasarkan Anggaran Dasar** Business Activities by Articles of Association	**Kegiatan Usaha yang Dijalankan pada Tahun Buku** Business Activities Carried Out in Reporting Year
	Menjalankan usaha di bidang informatika dan komunikasi: • Penerbitan Piranti Lunak (*Software*) (KBLI 58200) • Aktivitas Pemrograman Komputer Lainnya (KBLI 62019) • Aktivitas Konsultasi Keamanan Informasi (KBLI 62021) • Aktivitas Konsultasi Komputer dan Manajemen Fasilitas Komputer Lainnya (KBLI 62029) • Aktivitas Teknologi Informasi dan Jasa Komputer Lainnya (KBLI 62090) • Aktivitas Pengolahan Data (KBLI 63111) • Aktivitas Hosting dan Yang Berhubungan Dengan Itu (KBLI 63112) • Portal Web dan/atau *Platform* Digital Dengan Tujuan Komersial (KBLI 63122) • Aktivitas Pemrograman Berbasis Kecerdasan Artifisial (KBLI 62015) • Aktivitas Konsultasi dan Perancangan *Internet of Things* (IoT) (KBLI 62024) To perform and carry out activity in the informatics and communication sector: • Software Publishing (KBLI 58200) • Other Computer Programming Activities (KBLI 62019) • Information Security Consulting Activities (KBLI 62021) • Computer Consultancy Activities and Other Facility Management Activities (KBLI 62029) • Other Information Technology and Computer Services Activities (KBLI 62090) • Data Processing Activities (KBLI 63111) • Hosting and Related Activities (KBLI 63112) • Web Portal and/or Digital Platform with Commercial Purposes Activities (KBLI 63122) • Artificial Intelligence Programming Activities (KBLI 62015) • Internet of Things (IoT) Consultation Design Activities (KBLI 62024)	✓
2	Menjalankan usaha-usaha di bidang Perdagangan Besar, termasuk tetapi tidak terbatas terhadap: • Perdagangan Besar Komputer Dan Perlengkapan Komputer (KBLI 46511) • Perdagangan Besar Piranti Lunak (KBLI 46512) • Perdagangan Besar Peralatan Telekomunikasi (KBLI 46523) To perform and carry out activities in the sector of Wholesale Trading, including but not limited to: • Computer and Computer Equipment Wholesale Trading (KBLI 46511) • Software Wholesale Trading (KBLI 46512) • Telecommunications Equipment Wholesale Trading (KBLI 46523)	✓
3	Menjalankan usaha-usaha di bidang Aktivitas Ketenagakerjaan, dan penunjang usaha lainnya, termasuk tetapi tidak terbatas terhadap: • Aktivitas Pusat Pelanggan (Call Center) (KBLI 82200) To perform and carry out activities in the sector of Manpower Activities, and other supporting business activities, including but not limited to: • Call Center Activities (KBLI 82200)	✓
4	Menjalankan usaha-usaha di bidang Aktivitas Jasa Keuangan dan aktivitas terkait lainnya Bukan Asuransi dan Dana Pensiun (KBLI 64999) To perform and carry out activities in the sector of Financial Services Activities and other related activities except for Insurance and Pension Funding (KBLI 64999)	✓
5	Menjalankan usaha-usaha di bidang Penyelenggara Penunjang Sistem Pembayaran (KBLI 66413) To carry out business in the field of Payment System Support Providers (KBLI 66413)	✓
6	Menjalankan usaha-usaha di bidang Periklanan dan Penelitian Pasar: • Periklanan (KBLI 73100) • Penelitian Pasar (KBLI 73201) To carry out business in the field of Advertising and Market Research: • Advertising (KBLI 73100) • Market Research (KBLI 73201)	✓

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities by Articles of Association	Kegiatan Usaha yang Dijalankan pada Tahun Buku Business Activities Carried Out in Reporting Year
	Kegiatan Usaha Penunjang Supporting Business Activities	
1	Merencanakan, mengadakan, merekayasa, membangun, menyediakan, mengembangkan dan mengoperasikan, menyewa, menyewakan, serta memelihara sarana/fasilitas termasuk sumber daya untuk mendukung usaha Perseroan dalam penyelenggaraan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi termasuk namun tidak terbatas pada: • Konstruksi Gedung Lainnya (KBLI 41019) • Konstruksi Bangunan Sipil Elektrikal (KBLI 42204) • Konstruksi Bangunan Sipil Telekomunikasi Untuk Prasarana Transportasi (KBLI 42205) • Konstruksi Gedung Perkantoran (KBLI 41012) • Konstruksi Gedung Industri (KBLI 41013) • Konstruksi Gedung Perbelanjaan (KBLI 41014) • Instalasi Listrik (KBLI 43211) • Instalasi Telekomunikasi (KBLI 43212) • Instalasi Elektronika (KBLI 43213) • Instalasi Sinyal dan Telekomunikasi Kereta Api (KBLI 43215) • Konstruksi Sentral Telekomunikasi (KBLI 42206) • Instalasi Pendingin dan Ventilasi Udara (KBLI 43224) • Aktivitas Penyewaan dan Sewa Guna Tanpa Hak Opsi Alat Alat Bantu Teknologi Digital (KBLI 77322) • Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Mesin Kantor dan Peralatannya (KBLI 77394) Plan, procure, modify, build, provide, develop, operate, lease, rent, maintain infrastructure/facilities including resources to support the Company's business in providing telecommunication networks, telecommunication services as well as informatics and/or convergence technology services, including but not limited to: • Other Building Construction (KBLI 41019) • Electrical Civil Building Construction (KBLI 42204) • Construction of Telecommunication Civil Buildings for Transportation Infrastructure (KBLI 42205) • Office Building Construction (KBLI 41012) • Industrial Building Construction (KBLI 41013) • Shopping Building Construction (KBLI 41014) • Electrical Installation (KBLI 43211) • Telecommunication Installation (KBLI 43212) • Electronic installation (KBLI 43213) • Railway Signaling and Telecommunications Installation (KBLI 43215) • Telecommunication Central Construction (KBLI 42206) • Air Conditioning and Ventilation Installation (KBLI 43224) • Leasing and Lease Activities Without Option Rights for Digital Technology Tools (KBLI 77322) • Leasing and Lease Activities without Option Right for Office Machinery and Equipment (KBLI 77394)	✓
2	Menjalankan usaha dan kegiatan pengoperasian (yang meliputi juga pengembangan, pemasaran serta penjualan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi yang diselenggarakan Perseroan), termasuk penelitian, layanan pelanggan, penyelenggaraan pendidikan dan latihan baik di dalam maupun di luar negeri To conduct business and operating activities (including marketing and telecommunications developing, sales of networks, telecommunications services as well as informatics and/or convergence technology services provided by the Company), including research, customer services, organizing education and courses both domestic and overseas	✓
3	Menyelenggarakan kegiatan-kegiatan lain yang diperlukan dalam mendukung dan/atau terkait dengan penyelenggaraan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi termasuk tetapi tidak terbatas pada transaksi elektronik dan penyediaan perangkat keras, perangkat lunak, konten serta jasa pengelolaan telekomunikasi. To conduct other activities necessary to support and/or related with the provision of telecommunications networks, telecommunications services as well as informatics and/or convergence technology services including but not limited to electronic transaction and supply of hardware, software, content as well as telecommunication management services.	✓

Layanan Pribadi Personal

IM3 berkomitmen untuk memperkuat posisinya sebagai salah satu merek telekomunikasi terdepan di Indonesia dengan menghadirkan produk dan layanan berkualitas tinggi yang disesuaikan dengan kebutuhan pelanggan, baik prabayar maupun pascabayar. Melalui penawaran yang mengutamakan keterjangkauan, kemudahan, dan transparansi, IM3 senantiasa memberikan pengalaman komunikasi yang lancar dan bebas khawatir, didukung oleh konektivitas yang andal serta inovasi yang berfokus pada kenyamanan pelanggan.

IM3 remains committed to strengthening its position as a leading telecommunications brand by delivering high-quality products and services tailored to the diverse needs of both prepaid and postpaid customers. The brand emphasises affordability, simplicity, and transparency across its offerings, ensuring that every customer enjoys a seamless, worry-free communication experience supported by reliable connectivity and customer-centred innovation.

IM3 Prabayar

Penyedia layanan prabayar terbaik dengan tarif yang simpel dan terjangkau. IM3 selalu berupaya menyediakan inovasi produk untuk memenuhi kebutuhan pelanggan dengan menyediakan berbagai paket Internet yang dapat dinikmati melalui *888#, aplikasi myIM3, WhatsApp resmi IM3 08551000185 ataupun mitra penjualan IM3 seperti *outlet, modern retail* ataupun *e-commerce*. Paket internet yang tersedia sebagai berikut:

- **Freedom Internet**
  Freedom Internet adalah paket internet yang simpel, jujur, dan transparan, memiliki 100% kuota utama 24 jam. Paket tersedia mulai dari masa aktif harian, mingguan, bulanan hingga masa aktif panjang sampai dengan 360 hari.

  Freedom Internet menawarkan promo paket kuota hingga 250 GB dengan tambahan bebas nelpon 5.000 menit ke IM3 dan Tri untuk semua paket bulanan dan juga ekstra akses berlangganan layanan Vidio dan VIU untuk paket tertentu.

- **Freedom 5G**
  Freedom 5G adalah paket internet terbaru dari IM3 yang memberikan pengalaman koneksi lebih cepat, stabil, dan optimal dengan dukungan jaringan 5G. Paket ini hadir dengan 100% kuota utama 24 jam yang dapat digunakan di semua jaringan (2G, 3G, 4G, hingga 5G), serta tambahan Kuota 5G khusus untuk menikmati kecepatan maksimal di area yang sudah mendukung jaringan 5G. Freedom 5G memungkinkan pelanggan merasakan pengalaman digital tanpa batas dengan jaringan IM3 yang kini semakin luas, stabli, dan cepat di seluruh Indonesia.

IM3 Prabayar

The best prepaid service provider with simple and affordable rates. IM3 consistently endeavors to deliver product innovation to cater to customer needs by offering a range of Internet packages that can be accessed through *888#, the myIM3 application, IM3's official WhatsApp at 08551000185, or IM3's sales partners including outlets, modern retail stores, or e-commerce platforms. The internet packages available are as follows:

- **Freedom Internet**
  Freedom Internet is a straightforward, honest, and transparent internet package with a 100% 24-hours main quota. Packages are available from daily, weekly, monthly, to long active periods of up to 360 days.

  Freedom Internet offers promo packages of up to 250 GB quota with additional free 5,000 minutes calls to IM3 and Tri for all monthly packages and also additional access to Vidio and VIU subscription service for certain packages.

- **Freedom 5G**
  Freedom 5G is IM3's latest internet package that delivers a faster, more stable, and more optimal connection experience with 5G network support. This package comes with 100% main quota available 24 hours a day, usable on all networks (2G, 3G, 4G, and 5G), along with additional 5G Quota specially for enjoying maximum speeds in areas already covered by the 5G network. Freedom 5G allows customers to experience limitless digital access with IM3's network, which is now broader, more stable, and faster across Indonesia.

- **Freedom U**
  Freedom U merupakan paket yang disediakan bagi pelanggan yang gemar mengakses aplikasi favorit tanpa mengurangi kuota utama. Bebas akses untuk *video streaming, social media, chatting, conference* dan akses aplikasi sehari-hari.

  Aplikasi yang tersedia antara lain: Youtube, Instagram, Netflix, TikTok, Snapchat, Zoom, WhatsApp, Ms Teams, dan aplikasi *conference* lainnya. Tak hanya itu pelanggan juga mendapatkan gratis nelpon 5.000 menit ke IM3 dan Tri. Paket Freedom U memberikan semua yang pelanggan butuhkan.

- **Freedom Combo**
  Freedom Combo adalah paket internet yang tersedia bagi pelanggan IM3, dengan kombinasi kuota utama dan kuota malam serta gratis nelpon ke semua operator.

- **Freedom Apps**
  Freedom Apps merupakan paket yang disediakan untuk pelanggan yang gemar mengakses aplikasi favorit seperti *video, streaming, gaming, chatting*, pembelajaran *online* hingga *conference* dengan harga terjangkau. Dengan Freedom Apps pelanggan akan tetap produktif sekaligus dapat memenuhi kebutuhan hiburannya. Paket ini bisa dikombinasikan bersamaan dengan paket internet lainnya seperti Freedom Internet.

- **Freedom Play**
  IM3 menghadirkan paket Freedom Play yang memiliki tambahan benefit kuota utama hingga 20GB, bebas telepon hingga 500 menit dan akses premium layanan sampai dengan 30 hari ke *content movies* dan *games*.

- **Paket Nelpon Obrol**
  IM3 juga menyediakan paket khusus telepon bagi pelanggan yang menginginkan kebutuhan telepon ke semua operator. Paket dengan nama Paket Nelpon Obrol memberikan layanan telepon sepuasnya baik ke sesama IM3 maupun ke semua operator lain.

- **eSIM**
  Tetap Terkoneksi Tanpa Kartu Fisik. eSIM adalah teknologi baru yang memungkinkan pelanggan IM3 untuk mengakses jaringan IOH ke perangkat tanpa menggunakan kartu SIM fisik. eSIM menyimpan nomor telepon, paket berlangganan, konfigurasi jaringan seperti halnya kartu SIM fisik. Untuk mendapatkan eSIM perdana IM3 dan *upgrade* kartu SIM IM3 menjadi eSIM IM3, pelanggan dapat mengunjungi aplikasi myIM3, myim3shop.com, dan Gerai IM3 terdekat.

- **Freedom U**
  Freedom U is a package available to customers who want to access their favorite applications without reducing their main quota. Free access to video streaming, social media, chatting, conferencing, and daily applications.

  Available applications include: Youtube, Instagram, Netflix, TikTok, Snapchat, Zoom, WhatsApp, Ms Teams, and other conference apps. In addition, customers also get free 5,000 minutes calls to IM3 and Tri. Freedom U package gives you everything you need.

- **Freedom Combo**
  Freedom Combo is an internet package available for IM3 customers, with a combination of main quota and night quota as well as free calls to all operators.

- **Freedom Apps**
  Freedom Apps is a package that allows customers to access their favorite applications such as video, streaming, gaming, chatting, online learning, and conferencing at affordable rates. Customers can use Freedom Apps to stay productive while fulfilling their entertainment needs. This package is compatible with other internet packages, such as Freedom Internet.

- **Freedom Play**
  IM3 presents the Freedom Play package which has additional benefits of a main quota of up to 20GB, free calls up to 500 minutes and premium access to movies and games for up to 30 days.

- **Nelpon Obrol Package**
  IM3 also provides special voice packages for customers who require voice calls to all operators. The package, called Paket Nelpon Obrol, provides unlimited voice calls to both IM3 and all other operators.

- **eSIM**
  Stay Connected Without a Physical Card. eSIM is a new technology that allows IM3 customers to connect to the IOH network using devices that do not require a physical SIM card. eSIM stores phone numbers, subscription packages, and network configurations in the same way that a physical SIM card does. Customers can obtain a Prime IM3 eSIM or upgrade an existing IM3 SIM Card to a IM3 eSIM by visiting myIM3, myim3shop. com, and the nearest IM3 Outlets.

IM3 Platinum Pascabayar

IM3 Platinum merupakan wujud komitmen perusahaan dalam memenuhi kebutuhan pelanggan dengan opsi pembayaran tagihan bulanan untuk pemakaian telekomunikasi (Pascabayar).

IM3 Platinum menyediakan paket terbaik dengan kuota internet besar sampai dengan 1.000 GB, prioritas jaringan yang bisa diandalkan dengan harga terjangkau mulai dari Rp 70.000/Bulan (+ppn), mudah digunakan, transparan dan bebas dari rasa khawatir tagihan membengkak. IM3 Platinum senantiasa memberikan layanan premium untuk pelanggan nya, tersedia dalam bentuk pSIM (*Physical SIM*) dan juga eSIM (*Embedded SIM*), Jaringan Platinum dengan teknologi 5G terkini, bantuan Platinum (layanan 24/7 yang selalu siap membantu dan tanpa dikenakan biaya tambahan), dan pengalaman data yang unggul, sisa kuota tidak akan hangus dengan fitur data *rollover*, dan layanan berlangganan yang di bundel dengan gawai terbaru yang dirancang untuk memberikan kenyamanan dan nilai tambah. Dapatkan kemudahan berlangganan IM3 Platinum melalui Gerai IM3 terdekat, mitra resmi penjualan IM3 Platinum atau melalui kanal *Online* (*im3.id/shop*).

IM3 Platinum Postpaid

IM3 Platinum is a manifestation of the company's commitment to meeting customer needs with monthly billing options for telecommunications usage (postpaid).

IM3 Platinum offers the best packages with large internet quotas of up to 1,000 GB, reliable network priority at affordable prices starting from IDR 70,000/month (+VAT), easy to use, transparent, and free from worries about inflated bills. IM3 Platinum consistently provides premium services to its customers, available in both pSIM (Physical SIM) and eSIM (Embedded SIM) formats. Platinum network with the latest 5G technology, Platinum assistance (24/7 service that is always ready to help and without additional charges), and superior data experience, remaining quota will not expire with the data rollover feature, and subscription services bundled with the latest devices designed to provide convenience and added value. Enjoy the convenience of subscribing to IM3 Platinum through the nearest IM3 Store, official IM3 Platinum sales partners, or through the online channel (im3.id/shop).

Layanan Pribadi Tri | Tri Personal Service

Tri sebagai penyedia layanan telekomunikasi terbaik dengan tarif yang hemat, transparan dan didukung oleh jaringan terintegrasi Indosat Ooredoo Hutchison, berupaya untuk terus memberikan pengalaman telekomunikasi digital terbaik bagi para pelanggan.

Tri strives to provide the best digital telecommunications experience for its customers as the leading telecommunications service provider with affordable, transparent rates and supported by Indosat Ooredoo Hutchison's integrated network.

Tri Prabayar

Sebagai penyedia layanan internet prabayar, Tri menawarkan tarif yang hemat dan terjangkau. Dengan fitur Pulsa Aman, pelanggan Tri dapat menikmati layanan internet tanpa khawatir akan biaya tambahan setelah paket mereka habis. Tri selalu menghadirkan produk-produk inovatif yang sesuai dengan kebutuhan pelanggan. Dengan fokus pada Generasi Z sebagai target pasar utama, Tri senantiasa berinovasi untuk tetap relevan. Kami menawarkan kuota utama yang sederhana dan transparan, yang cocok untuk berbagai aplikasi, *browsing*, dan kegiatan internet lainnya. Produk-produk Tri dapat diakses melalui kode *888#, aplikasi bima+, dan melalui jaringan mitra penjualan Tri yang luas di seluruh Indonesia, memastikan kemudahan akses untuk semua pelanggan.

Tri Prepaid

As a prepaid internet service provider, Tri provides economical and affordable rates. With the Pulsa Aman feature, Tri customers can enjoy internet services without worrying about incurring additional charges once their package expires. Tri always presents innovative products that meet the needs of its customers. Tri constantly innovates to stay relevant, with a focus on Generation Z as the primary target market. We provide a simple and transparent main quota that is suitable for a variety of applications, browsing, and other internet activities. Tri products are available through the *888# code, the bima+ application, and Tri's extensive network of sales partners throughout Indonesia, ensuring ease of access for all customers.

- **Happy**
  Layanan Happy tersedia dalam bentuk kartu perdana dan paket isi ulang. Paket Happy ditujukan untuk Gen Z yang membutuhkan kuota besar dengan harga terjangkau. Hadir dengan berbagai pilihan masa aktif mulai dari paket harian hingga tersedia paket bulanan. Paket internet Tri dapat digunakan 24 jam untuk semua aplikasi dan kebutuhan internet. Pelanggan Tri dapat juga menikmati kuota nelpon 3.000 menit ke semua nomor Tri dan IM3 untuk komunikasi yang lebih cepat dengan mengaktifkan Paket Happy Bulanan tertentu.

- **Happy 5G**
  Happy 5G adalah paket kuota data terbaru dari Tri (Indosat Ooredoo Hutchison/IOH) yang memberikan kuota utama dengan tambahan kuota khusus di jaringan 5G serta benefit Ekstra Nelpon. Tersedia dalam pilihan masa aktif harian hingga bulanan, Happy 5G menawarkan pengalaman internet cepat dan stabil sekaligus memenuhi kebutuhan komunikasi pelanggan secara lebih lengkap dan terjangkau.

- **For You Pack (FYP)**
  For You Pack (FYP) adalah paket kuota data internet terbaru dari Tri untuk pelanggan prabayar yang menawarkan kuota khusus aplikasi dengan harga terjangkau. Paket ini tersedia dalam beberapa varian sesuai kebutuhan pelanggan, yaitu FYP Socmed, FYP Gaming, FYP TikTok, FYP YouTube, FYP Shopping, dan FYP Midnight, sehingga memberikan fleksibilitas bagi pelanggan untuk memilih paket yang paling relevan dengan aktivitas digital mereka.

- **AlwaysOn**
  AlwaysOn merupakan paket internet dengan masa aktif yang panjang mengikuti masa aktif kartu pelanggan. Paket AlwaysON tersedia dengan harga terjangkau yang dapat dinikmati untuk berbagai kebutuhan internet. Dengan paket AlwaysON ini pelanggan Tri mendapatkan rasa tenang tanpa khawatir masa aktif paket akan berakhir.

- **Paket Nelpon**
  Paket Nelpon adalah produk paket panggilan suara/ telepon dari IOH untuk Pelanggan Layanan Prabayar Tri yang menawarkan *benefit* kuota telepon dengan harga terjangkau, yaitu Paket Tri Mania untuk nelpon sepuasnya ke nomor Tri dan IM3 serta Paket Bebas Bicara untuk nelpon ke operator lain. Layanan Telepon dari Tri juga sudah didukung oleh fitur VoLTE yang memungkinkan pelanggan untuk telepon dengan kualitas suara lebih jernih atau kualitas HD sambil internetan tanpa putus secara bersamaan.

- **Happy**
  The Happy service is available in the form of starter packs and top-up packages. Designed for Gen Z users who require large data quotas at affordable prices, the Happy packages offer various validity options, ranging from daily packages to monthly plans. Tri's internet packages can be used 24 hours for all applications and internet needs. Additionally, Tri customers can enjoy 3,000 minutes of call quotas to all Tri and IM3 numbers for faster communication by activating specific monthly Happy Packages.

- **Happy 5G**
  Happy 5G is the latest data quota package from Tri (Indosat Ooredoo Hutchison/IOH), offering a main data quota with additional quota specifically for the 5G network, as well as Extra Call benefits. Available with validity options ranging from daily to monthly, Happy 5G provides a fast and stable internet experience while meeting customers' communication needs more completely and affordably.

- **For You Pack (FYP)**
  For You Pack (FYP) is Tri's latest internet data quota package for prepaid customers, offering app-specific quotas at affordable prices. This package comes in several variants tailored to customer needs, including FYP Socmed, FYP Gaming, FYP TikTok, FYP YouTube, FYP Shopping, and FYP Midnight, providing customers with the flexibility to choose the package most relevant to their digital activities.

- **AlwaysOn**
  AlwaysOn is an internet package with a long validity period that matches the validity period of the customer's card. AlwaysON offers affordable internet packages that can be used for a variety of purposes. Tri customers get peace of mind with this AlwaysON package because they don't have to worry about the package's active period expiring.

- **Nelpon Package**
  Nelpon Package is a voice/telephone calling package product from IOH for Tri Prepaid Service Customers that provides voice quota benefits at affordable prices, including the Tri Mania Package for unlimited calls to Tri and IM3 numbers and the Free Talk Package for calls to other operators. Tri's phone service also includes the VoLTE feature, which enables customers to make calls with clearer voice quality or HD quality while surfing the internet without interruption.

- **eSIM**
  Tetap Terkoneksi Tanpa Kartu Fisik. eSIM adalah teknologi baru yang memungkinkan pelanggan Tri untuk mengakses jaringan IOH ke perangkat tanpa menggunakan kartu SIM fisik. eSIM menyimpan nomor telepon, paket berlangganan, konfigurasi jaringan seperti halnya kartu SIM fisik. Untuk mendapatkan eSIM perdana Tri dan upgrade kartu SIM Tri menjadi eSIM Tri, pelanggan dapat mengunjungi perdana.tri.co.id, 3Store atau outlet terdekat.

- **eSIM**
  Stay Connected Without a Physical Card. eSIM is a new technology that allows Tri customers to connect to the IOH network using devices that do not require a physical SIM card. eSIM stores phone numbers, subscription packages, and network configurations in the same way that a physical SIM card does. Customers can obtain a Prime Tri eSIM or upgrade an existing Tri SIM Card to a Tri eSIM by visiting perdana.tri.co.id, the nearest outlet, or 3Store.

Layanan Internasional International Services

Layanan Internasional IM3

SimpelRoam Satu Negara

Sebagai bentuk inovasi yang diberikan kepada pelanggan, IM3 menyediakan juga paket satu negara dengan kuota data hingga 200GB dengan masa aktif 1 hari sampai dengan 360 hari, serta tambahan benefit bebas nelpon ke nomor IM3 dan Tri di Indonesia mulai dari 10 menit/hari. Paket ini tersedia untuk 20 negara antara lain Singapura, Malaysia, Jepang, Korea Selatan, Cina, Thailand, Vietnam, Uni Emirat Arab, Qatar, USA, Maladewa, Australia, dan belasan negara lainnya.

SimpelRoam Umroh dan Haji

Pelanggan IM3 juga dimanjakan dengan hadirnya SimpelRoam Umroh & Haji, yang terdiri dari paket kuota internet Roaming, paket internet domestik yang dapat digunakan saat di Indonesia, telepon, dan SMS. Paket ini hadir untuk memastikan agar pelanggan dapat berkomunikasi dengan keluarganya di Indonesia serta dapat menggunakan aplikasi kebutuhan harian dengan lancar selama Umrah & Haji. IM3 menawarkan SimpelRoam Umroh & Haji dengan masa aktif paket mulai dari 10 hari sampai dengan 45 hari sesuai kebutuhan pelanggan. SimpelRoam Umrah & Haji juga dapat digunakan di negara timur tengah lainnya seperti Turki, Mesir, Qatar, Uni Emirat Arab, Palestina, dan Yordania serta negara-negara transit seperti Malaysia, Singapura, Oman, India, dan lainnya dengan tarif yang sama.

SimpelRoam Asia Australia, Eropa dan Global

IM3 menyediakan Roam Internet dengan jangkauan terluas yang dapat digunakan di hingga 108 negara. Paket Asia dan Australia dengan masa aktif 15 hari. Paket Eropa, dan Global juga tersedia dengan masa aktif hingga 30 hari.

IM3 International Services

SimpelRoam Satu Negara

As part of its commitment to customer innovation, IM3 offers a one-country package with a data quota of up to 200GB and an active period from 1 day to 360 days, as well as additional free call benefits to IM3 and Tri numbers in Indonesia beginning at 10 minutes per day. This package is available in 20 countries, including Singapore, Malaysia, Japan, South Korea, China, Thailand, Vietnam, United Arab Emirates, Qatar, the United States, the Maldives, Australia, and dozens more.

SimpelRoam Umroh and Hajj

IM3 customers are provided with the added benefit of SimpelRoam Umrah & Hajj, which consists of roaming internet data packages, domestic internet packages usable in Indonesia, as well as voice calls and SMS services. This package aims to facilitate customers in maintaining communication with their families in Indonesia and ensuring seamless usage of daily applications while performing Umrah & Hajj. IM3 provides SimpelRoam Umrah & Hajj services with a flexible duration of 10 to 45 days, tailored to meet the specific requirements of customers. SimpelRoam Umrah & Hajj can be utilized in additional Middle Eastern nations, including Türkiye, Egypt, Qatar, United Arab Emirates, Palestine, and Jordan, as well as transit countries like Malaysia, Singapore, Oman, India, and others, at the same tariff.

SimpelRoam Asia Australia, Europe, and Global

IM3 provides Roam Internet with the widest coverage, which can be used in up to 108 countries. Asia and Australia packages are valid for 15 days. Europe, and Global packages are also available, with validity periods of up to 30 days.

SimpelRoam Sky Cruise

Paket ini hadir untuk memudahkan pelanggan agar tetap terkoneksi selama penerbangan dan pelayaran di kapal pesiar. SimpelRoam Sky Cruise dapat dimanfaatkan di 19 maskapai internasional dan 27 kapal pesiar. Mulai dari 100 ribu, pelanggan dapat menikmati koneksi tanpa batas hingga 3 hari.

Sambungan Langsung Internasional

Layanan Sambungan Langsung Internasional tersedia dan ditawarkan melalui IM3 SLI-001, IM3 SLI-008, layanan jarak jauh IM3 FlatCall 01016, dan SMS Internasional. SLI-001 dan SLI-008 dipasarkan sebagai layanan premium dengan kualitas jernih dan koneksi terbaik, sementara FlatCall 01016 menawarkan tarif telepon lebih hemat.

Paket Nelpon Hemat ke 14 Negara

Tak hanya layanan Sambungan Langsung Internasional, IM3 menyediakan layanan Paket Telepon Internasional (01016) dengan tarif hemat dan terjangkau dengan jangkauan sampai dengan 14 negara favorit.

Paket Nelpon Internasional ke 12 Negara

IM3 juga menyediakan layanan Paket Telepon Internasional (001/008) dengan tarif hemat dan terjangkau dengan jangkauan sampai dengan 12 negara favorit.

Layanan Internasional Tri

Tri Ibadah

Tri Indonesia menyediakan Paket Tri Ibadah, sebuah paket *roaming* khusus bagi pelanggan prabayar dan pascabayar yang bepergian ke Arab Saudi dan negara timur tengah lainnya. Paket ini menawarkan beragam pilihan, termasuk paket dengan kuota internet tertentu, dan paket lengkap yang mencakup layanan internet, telepon, dan SMS.
Paket Tri Ibadah ini dirancang untuk memenuhi berbagai kebutuhan komunikasi pelanggan Tri selama berada di Arab Saudi dan di negara timur tengah lainnya seperti Turki, Oman, Mesir, Qatar, Uni Emirat Arab, Palestina, dan Yordania serta negara-negara transit seperti Malaysia, Singapura dan lainnya dengan tarif yang sama.

SimpelRoam Sky Cruise

This package is designed to enable customers to stay connected during flights and cruise ship journeys. SimpelRoam Sky Cruise can be used on 19 international airlines and 27 cruise ships. Starting from IDR 100,000, customers can enjoy unlimited connectivity for up to 3 days.

International Direct Dial

International Direct Dial services are available and offered through IM3 SLI-001, IM3 SLI-008, IM3 FlatCall 01016 long distance service, and International SMS. SLI-001 and SLI-008 are marketed as premium services with crystal clear quality and the best connections, while FlatCall 01016 offers more affordable calling rates.

Affordable Call Package to 14 Countries

In addition to International Direct Dial services, IM3 offers International Calling Package services (01016) at lower and more affordable rates, with a range of up to 14 favorite countries.

International Call Package to 12 Countries

IM3 also offers international call packages (001/008) with affordable rates and range of up to 12 favorite countries.

Tri International Services

Tri Ibadah

Tri Indonesia offers the Tri Ibadah Package, a prepaid and postpaid roaming package for customers traveling to Saudi Arabia and other Middle Eastern Nations. This package includes a variety of options, such as packages with a set internet quota, and complete packages that include internet, voice, and SMS services. This Tri Ibadah package is designed to meet Tri customers' various communication needs while in Saudi Arabia and other Middle Eastern Nations, including Türkiye, Oman, Egypt, Qatar, United Arab Emirates, Palestine, and Jordan, as well as transit countries like Malaysia and Singapore all at the same rate.

CounTri Roam Satu Negara

Pelanggan Tri dapat menikmati suatu penawaran inovasi dengan nama paket CounTri Roam Satu Negara dengan kuota data hingga 200GB dengan masa aktif hingga 360 hari serta tambahan *benefit* bebas telepon ke nomor Tri dan IM3 di Indonesia mulai dari 10 menit/hari. Paket ini tersedia untuk dua puluh negara antara lain Singapura, Malaysia, Jepang, Korea Selatan, Cina, Thailand, Vietnam, Uni Emirat Arab, Qatar, USA, Maladewa, Australia, dan berbagai negara lainnya.

CounTri Roam Asia Australia

Paket CounTri Roam Asia Australia adalah paket roaming dari Tri Indonesia untuk pelanggan layanan prabayar dan pascabayar yang dapat digunakan di Australia dan negara-negara pilihan di Asia. Paket ini memiliki kuota sebesar 5GB untuk masa aktif 15 hari.

CounTri Roam Amerika Eropa, Eropa dan Global

CounTri Roam Amerika Eropa adalah paket data roaming yang bisa digunakan di Amerika Serikat dan beberapa negara di Eropa di Jaringan mitra Tri Indonesia. Paket ini terdiri dari beberapa pilihan paket internet kuota yang bisa dinikmati di negara Amerika, Austria, Belanda, Denmark, Inggris, Irlandia, Italia, dan Swedia.

Khusus pelanggan yang akan bepergian ke Eropa, dapat menikmati CounTri Roam Eropa dengan masa aktif 30 hari. Sedangkan, bagi pelanggan yang akan keliling dunia, CounTri Roam Global memudahkan pelanggan dengan masa aktif 30 hari. Paket ini dapat digunakan di 108 negara dan selama penerbangan dengan 19 maskapai internasional.

Tri Roam Sky Cruise

Bagi mereka yang akan melakukan penerbangan atau pun pelayaran menggunakan kapal pesiar, tak perlu khawatir karena ada paket Tri Roam Sky Cruise. Paket ini dapat dimanfaatkan pada 19 penerbangan maskapai internasional dan 27 kapal pesiar. Dengan masa aktif hingga 3 hari, pelanggan dapat memanfaatkan paket ini mulai dari Rp100rb.

Paket Internet Luar Negeri

Paket Internet Luar Negeri adalah paket yang memiliki tarif hemat dan terjangkau dalam jaringan andal partner Tri yang tersambung secara otomatis tanpa repot melakukan pengaturan manual. Paket ini berlaku untuk pelanggan prabayar dan pascabayar yang tersedia dalam berbagai pilihan dari 1 hari sampai dengan 7 hari.

CounTri Roam Satu Negara

Tri customers can enjoy an innovative offering called the CounTri Roam Satu Negara package, with a data quota of up to 200GB with validity of up to 360 days, along with additional benefit of free calls to Tri and IM3 numbers in Indonesia starting at 10 minutes per day. This package is available in twenty countries, including Singapore, Malaysia, Japan, South Korea, China, Thailand, Vietnam, the United Arab Emirates, Qatar, the United States, the Maldives, Australia, and other countries.

CounTri Roam Asia Australia

CounTri Roam Asia Australia Package is a roaming package from Tri Indonesia for Prepaid and Postpaid customers that can be used in Australia and selected countries in Asia. This package offers a 5GB data quota with a validity period of 15 days.

CounTri Roam America Europe, Europe and Global

CounTri Roam America–Europe is a roaming data package that can be used in the United States and several European countries on Tri Indonesia's partner networks. This package offers various internet data quota options that can be enjoyed in the United States, Austria, the Netherlands, Denmark, the United Kingdom, Ireland, Italy, and Sweden.

For customers traveling specifically to Europe, CounTri Roam Europe is available with a 30-day validity period. Meanwhile, for customers planning to travel around the world, CounTri Roam Global provides greater convenience with a 30-day validity period. This package can be used in 108 countries and during flights on 19 international airlines.

Tri Roam Sky Cruise

For customers traveling by air or cruising on a cruise ship, there is no need to worry, as Tri Roam Sky Cruise is available. This package can be used on 19 international airlines and 27 cruise ships. With a validity period of up to 3 days, customers can enjoy this package starting from IDR 100,000.

Internet Luar Negeri Package

Internet Luar Negeri Package is a low-cost package with affordable tariffs on Tri's reliable network partners that connects automatically without the need for manual settings. This package is valid for prepaid and postpaid customers and is available in a variety of options ranging from 1 day to 7 days.

Paket WhatsApp Luar Negeri

Paket ini menawarkan tarif hemat dan terjangkau dalam jaringan andal partner Tri yang tersambung secara otomatis tanpa repot melakukan pengaturan manual. Paket berlaku untuk pelanggan prabayar dan pascabayar. Paket WhatsApp Luar Negeri tersedia dalam berbagai pilihan dari satu sampai dengan tujuh hari.

Sambungan Langsung Internasional

Tri Indonesia menawarkan layanan SLI-nya melalui Tri SLI-001, layanan jarak jauh Tri FlatCall 01016 dan SMS Internasional. SLI-001 dipasarkan sebagai layanan premium, sementara FlatCall 01016 ditujukan untuk segmen pasar yang paling peka terhadap harga, menawarkan tarif yang sangat kompetitif untuk negara-negara tujuan populer tertentu.

Paket Nelpon Internasional ke 12 Negara

Tak hanya layanan Sambungan Langsung Internasional, Tri juga menyediakan layanan Paket Telepon Internasional (001/008) dengan tarif lebih hemat dan terjangkau dengan jangkauan sampai dengan 12 negara favorit.

WhatsApp Luar Negeri Package

This package offers low-cost and affordable tariffs on Tri's reliable network partners that connect automatically without the need for manual settings. This package is available for both prepaid and postpaid customers. WhatsApp Luar Negeri package is available in various options from one to seven days.

International Direct Dial

Tri Indonesia offers IDD services via Tri IDD-001, long distance via Tri FlatCall 01016, and international SMS. IDD-001 is marketed as a premium service, whereas FlatCall 01016 is aimed at the most price-sensitive market segment, with rates that are remarkably affordable for certain popular destination countries.

International Call Package to 12 Countries

In addition to International Direct Call Services, Tri also offers international call packages (001/008) with affordable rates and range of up to 12 favorite countries.

Indosat *Business*

Perkembangan digital yang semakin pesat membutuhkan solusi digital yang dapat diandalkan sebagai kunci agar dapat kompetitif di tengah persaingan bisnis yang semakin ketat. Dengan misi menghadirkan pengalaman digital kelas dunia serta menghubungkan dan memberdayakan setiap orang Indonesia, Indosat *Business* membuka peluang bagi semua orang dengan menghadirkan beragam layanan digital yang lengkap, berkualitas, dan terpercaya.

Connectivity Business

Indosat *Business* menyediakan layanan konektivitas, internet, dan peering dengan infrastruktur *backbone* yang luas serta layanan *after-sales* yang andal untuk mendukung operasional bisnis perusahaan dan organisasi di era digital.

Kami menyediakan solusi konektivitas yang menghubungkan kantor pusat, cabang dan data center. Layanan ini ditunjang oleh infrastruktur jaringan domestik dan internasional dengan pilihan produk seperti Ethernet Link, IPVPN, SD-WAN dan *Hybrid Cloud Connectivity*.

The ever-increasing pace of digital development requires reliable digital solutions as the key to being competitive in an increasingly challenging business environment. With a mission to deliver a world-class digital experience and to connect and empower every Indonesian, Indosat Business opens opportunities for everyone by providing a comprehensive range of high-quality and reliable digital services.

Connectivity Business

Indosat Business provides connectivity, internet and peering services with extensive backbone infrastructure and reliable after-sales services to support the business operations of companies and organizations in the digital era.

We provide connectivity solutions that connect your head office, branches, and data centers. These services are supported by domestic and international network infrastructure with product options such as Ethernet Link, IPVPN, SD-WAN and Hybrid Cloud Connectivity.

Pelanggan juga dapat menikmati layanan Internet *Dedicated Access* dan IP Transit berperforma tinggi. Layanan ini didukung oleh jaringan Multi Upstream Global Partners Tier-1, dan Major Internet Exchange Indonesia, untuk memastikan kelancaran akses ke beragam konten.

Selain itu, layanan peering kami mencakup OTT *Peering* yang memungkinkan akses langsung ke penyedia konten dan aplikasi untuk pengguna IOH sehingga meningkatkan kualitas dan pengalaman pengguna. Selain itu dengan CDN Peering, pelanggan dapat menikmati akses cepat atau rendah latensi ke konten provider seperti Facebook, Google, dan Akamai.

Voice Business

Indosat *Business* memperkenalkan *Voice Business* yang merupakan layanan *fixed phone* berbasis kabel atau jalur serat optik yang dirancang untuk memenuhi kebutuhan komunikasi bisnis dengan jaminan kualitas suara yang jernih dan berkualitas tinggi. Layanan ini mendukung komunikasi lokal, Sambungan Langsung Jarak Jauh (SLJJ), seluler, hingga internasional, menjadikannya pilihan ideal bagi perusahaan yang ingin meningkatkan produktivitas dan efisiensi. *Voice Business* memungkinkan integrasi perangkat komunikasi yang akan meningkatkan fleksibilitas dalam komunikasi perusahaan menggunakan perangkat komunikasi yang telah ada.

Voice Platform melengkapi *layanan Voice Business* dengan SerVoice, layanan CPaaS berbasis cloud yang memungkinkan bisnis untuk berkomunikasi secara *realtime* dengan konsumen dalam bentuk suara, melalui aplikasi yang terintegrasi dengan API tanpa memerlukan infrastruktur *back-end*. Layanan ini mencakup *Voice Broadcast* untuk penyampaian informasi massal, *Voice Masking* untuk menjaga privasi, *Voice* DTMF untuk interaksi respons, dan *Voice* OTP untuk otentikasi pengguna yang aman, menawarkan efisiensi infrastruktur, penghematan waktu pemasaran, serta keamanan dan kenyamanan lebih bagi pengguna.

Untuk memperkuat komitmen kami, Indosat *Business* juga menghadirkan layanan *Business Toll Free* memungkinkan pelanggan menghubungi perusahaan tanpa biaya, meningkatkan kenyamanan dan citra positif perusahaan. Dengan dukungan *Interactive Virtual Receptionist* (IVR) dan opsi nomor khusus, layanan ini menciptakan pengalaman yang profesional bagi pelanggan. *Business Toll Free* menghadirkan solusi hemat biaya yang telah dipercaya oleh perusahaan di berbagai industri.

Kami hadir di berbagai kota besar di Indonesia dengan infrastruktur teknologi yang terbarukan sehingga mampu menghasilkan suara jernih berkualitas tinggi. Dengan

Customers will also benefit from high-performance Internet Dedicated Access and IP Transit services, supported by Multi Upstream Global Partners Tier-1 network, and Major Internet Exchange Indonesia, to ensure smooth access to various contents.

Furthermore, our peering services include OTT Peering, which enables direct access to content providers and applications for IOH users thereby improving quality and user experience. In addition with CDN Peering, customers can enjoy fast or low latency access to content providers such as Facebook, Google, and Akamai.

Voice Business

Indosat Business introduces Voice Business, a fixed phone service based on cable or fiber optic lines, specifically designed to meet the communication needs of businesses with a guarantee of crystal-clear, high-quality audio. This service supports local, long-distance (SLJJ), mobile, and international communications, making it an ideal choice for companies aiming to boost productivity and efficiency. Voice Business also enables the integration of communication devices, enhancing the flexibility of corporate communications by utilizing existing equipment.

The Voice Platform complements the Voice Business service with SerVoice, a cloud-based CPaaS solution that allows businesses to communicate with their customers in real-time through voice, using applications integrated via APIs without requiring back-end infrastructure. This service includes features such as Voice Broadcast for mass information delivery, Voice Masking to protect privacy, Voice DTMF for interactive responses, and Voice OTP for secure user authentication. These features provide infrastructure efficiency, marketing time savings, and enhanced security and convenience for users.

To strengthen our commitment, Indosat Business also presents the Business Toll-Free service, enabling customers to contact companies free of charge, thereby enhancing customer convenience and fostering a positive corporate image. Supported by an Interactive Virtual Receptionist (IVR) and dedicated number options, this service offers a professional customer experience. Business Toll-Free is a cost-effective solution trusted by companies across various industries.

We are operating in major cities across Indonesia, with state-of-the-art technological infrastructure, delivering clear, high quality voice services. Through this comprehensive range

rangkaian solusi komunikasi ini, Indosat *Business* terus berkomitmen untuk mendukung kebutuhan komunikasi bisnis yang efisien, aman, dan responsif guna memperkuat daya saing perusahaan di pasar yang semakin kompetitif.

Mobile Business

Indosat *Business* menghadirkan layanan seluler korporat untuk mendukung komunikasi, kolaborasi, dan digitalisasi operasional bisnis yang dapat meningkatkan produktivitas karyawan. Layanan yang dihadirkan meliputi:

1. Platinum Business, paket seluler dengan kuota besar dan telepon sepuasnya (hingga batas tertentu) ke nomor IM3 dan Tri untuk kelancaran komunikasi bisnis dan aktivitas digital sehari-hari.
2. Pro Freedom Apps, paket seluler dengan kuota khusus aplikasi bisnis, untuk memastikan kelancaran digitalisasi operasional bisnis.
3. *Mobile Device Bundling*, dengan beragam pilihan perangkat sesuai kebutuhan bisnis, pilihan pembayaran bulanan untuk kemudahan pembelian, serta solusi pendukung, seperti *Mobile Device Management* dan proteksi perangkat untuk memastikan penggunaan perangkat dan keamanan perangkat serta data di dalamnya.
4. Layanan Internasional dan *Roaming*, yang memungkinkan pengguna untuk melakukan panggilan internasional melalui saluran langsung dengan kualitas suara yang jernih, serta kuota tambahan untuk digunakan saat berada di luar negeri.
5. *Mobile Gift*, untuk diberikan kepada karyawan sebagai penunjang kegiatan operasional atau diberikan kepada pelanggan sebagai hadiah atau *loyalty*.

Layanan seluler Indosat *Business* juga dilengkapi dengan dashboard yang menawarkan kemudahan untuk melihat dan mengatur aset (nomor-nomor) seluler perusahaan, memberikan visibilitas yang lebih baik atas nomor-nomor tersebut.

Data Center

Indosat *Business* menghadirkan solusi data center yang andal untuk mendukung keberlanjutan bisnis Anda. Berkolaborasi dengan BDx Indonesia, kami menyediakan empat lokasi strategis di Jabodetabek yang bersertifikat Global Tier 3 dari Uptime Institute, dengan SLA 99,982% untuk ketersediaan sistem yang sangat tinggi—menjaga infrastruktur TI Anda tetap '*Always On*'.

Fasilitas lengkap kami mencakup *rack, secure cage, cold aisle containment*, serta layanan *carrier-neutral* untuk fleksibilitas

of communication solutions, Indosat Business remains committed to supporting efficient, secure, and responsive business communication needs, strengthening corporate competitiveness in an increasingly dynamic market.

Mobile Business

Indosat Business offers corporate mobile services to help with communication, collaboration, and digitization of business operations, which can boost employee productivity. Among the services offered are:

1. Platinum Business, a cellular package with large quotas and unlimited calls (to a certain limitation) to IM3 and Tri numbers for smooth business communication and daily digital activities.
2. Pro Freedom Apps, a mobile package with a special quota for business applications, to ensure smooth digitization of business operations.
3. Mobile Device Bundling, which includes a wide range of devices based on business requirements, monthly payment options for ease of purchase, and supporting solutions, such as Mobile Device Management and device protection to ensure device use and the security of devices and data on them.
4. International and Roaming Services, which allows users to make international calls via a direct line with clear voice quality, as well as additional quota for use while abroad.
5. Mobile Gift, to be given to employees to support operational activities or to customers as a gift or loyalty.

Indosat Business mobile services also include a dashboard that allows you to easily view and manage the company's mobile assets (numbers), ensuring that everything is under your control.

Data Center

Indosat Business offers reliable data center solutions to support your business continuity. In collaboration with BDx Indonesia, we provide four strategically located data centers in the Jabodetabek area, certified Global Tier 3 by Uptime Institute, with a 99.982% SLA for exceptional system availability—ensuring your IT infrastructure remains 'Always On'.

Our comprehensive facilities include racks, secure cages, cold aisle containment, and carrier-neutral services for

konektivitas. Kami juga menyediakan *smart hand dan working area* guna memenuhi beragam kebutuhan bisnis. Selain itu, pelanggan data center kami bisa mendapatkan pengalaman lebih baik dengan akses ke lebih dari 90 juta pengguna mobile Indosat, memperluas jangkauan digital dan *engagement* mereka.

Dipercaya oleh berbagai sektor, termasuk *hyperscaler*, perbankan, dan pemerintah, data center kami adalah pilihan ideal sebagai production site maupun *Disaster Recovery Center* (DRC). Dengan pengalaman luas, kami siap membantu Anda membangun dan mengelola infrastruktur TI yang kuat dan aman.

Cloud Service

Layanan infrastruktur IT berbasis *cloud* yang dirancang untuk membantu bisnis Anda dalam transisi ke era transformasi digital. Indosat *Business* menawarkan layanan *cloud* komprehensif, yang memungkinkan bisnis untuk mengoptimalkan operasi, mempercepat pertumbuhan, dan mendorong inovasi melalui skalabilitas yang ditingkatkan, agilitas yang lebih tinggi, dan efisiensi yang lebih baik.

Layanan ini didukung oleh penyedia layanan *cloud* kelas dunia, seperti Google Cloud Platform, Amazon Web Service, Huawei Cloud, Alibaba Cloud, dan Microsoft Azure. Kami juga menyediakan *managed services* untuk memudahkan pengoperasian layanan *cloud*, termasuk aktivitas pendukung seperti migrasi dan *backup* data. Selain itu, kami menawarkan layanan konsultasi dengan para ahli di bidang *cloud* untuk pengembangan layanan *cloud* Anda, memberikan dukungan penuh dalam setiap tahapan implementasi *cloud* di bisnis Anda.

Indosat *Digital Analytics* (IDA)

Indosat *Business* menyediakan solusi *data analytics* yang efektif untuk berbagai tantangan bisnis. Solusi ini menawarkan pengolahan data kompleks dan analisis bisnis yang mendalam, dirancang untuk memenuhi kebutuhan bisnis yang spesifik. Dalam layanan data *analytics* kami, kami menyediakan solusi meliputi:

1. *Smart Digital Advertising*: Sebuah *dashboard* digital yang memungkinkan pengiklan merencanakan, menjalankan, dan mengevaluasi promosi berbasis pemasaran digital mereka. Layanan Ini berdasarkan parameter target *audience* yang diolah melalui *big* data IOH dengan *fitur Scheduled campaign, Advanced Location Based Analytics* (ALBA), atau *Action & Event Triggered campaign*. Promosi digital ini memberikan opsi melalui SMS, WhatsApp, MMS ataupun *digital channel* lainnya seperti META, OEM dan lainnya.

connectivity flexibility. We also provide smart hand services and working areas to accommodate diverse business needs. Additionally, customers of our data centers can also benefit from exclusive access to Indosat's more than 90 million mobile users, enabling enhanced digital reach and engagement.

Trusted by various sectors, including hyperscalers, banking, and government institutions, our data centers serve as an ideal choice for production sites or Disaster Recovery Centers (DRC). Backed by extensive experience, we are committed to helping you build and manage robust and secure IT infrastructure tailored to your business requirements.

Cloud Service

Cloud-based IT infrastructure services designed to help your business transition into the era of digital transformation. Indosat Business provides comprehensive cloud solutions, enabling businesses to optimize operations, accelerate growth, and drive innovation through enhanced scalability, improved agility, and greater efficiency.

These services are supported by world-class cloud providers such as Google Cloud Platform, Amazon Web Services, Huawei Cloud, Alibaba Cloud, and Microsoft Azure. We also offer managed services to simplify cloud operations, including essential activities such as data migration and backup management. Additionally, we offer you consulting services with cloud industry experts to develop tailored cloud solutions for your business, providing full support at every stage of your cloud implementation journey.

Indosat Digital Analytics (IDA)

Indosat Business offers effective data analytics solutions tailored to address a wide range of business challenges. These solutions provide advanced data processing and indepth business analysis designed to meet specific needs. Our data analytics services include:

1. Smart Digital Advertising: A digital dashboard that enables advertisers to plan, execute, and evaluate their promotion based on the digital marketing campaigns. Leveraging IOH's big data, this service provides features such as scheduled campaigns, Advanced Location-Based Analytics (ALBA), or Action & Event Triggered campaign. Digital promotions can be delivered through SMS, WhatsApp, MMS, as well as other digital channels such as META, OEM, and others.

2. Layanan analitik berbasis dashboard ataupun *platform* untuk berbagai kebutuhan bisnis, layanannya termasuk Data *Analytics Sandbox, Telco Scoring, Market Insight & Location Optimizer*. Layanan ini menyediakan berbagai parameter wawasan data, analisis pemrosesan data, dan visualisasi pengolahan data yang dapat disesuaikan dengan kebutuhan bisnis pelanggan.
3. Layanan analitik berbasis API yang dapat dipakai sebagai layer perlindungan pelanggan secara *real-time* bagi perusahaan. Layanan ini fokus pada pencegahan penipuan, keamanan identitas, dan *fraud* management yang dapat berdampak tinggi bagi kredibilitas perusahaan. Solusi yang diberikan di area ini mencakup *Account Inquiry, IPiFication*, dan *Location Verification* yang sudah memiliki standar CAMARA dan standar *federation* ketiga telco di Indonesia.

Security Service

Indosat *Business* menghadirkan solusi keamanan untuk membantu melindungi bisnis perusahaan dengan portofolio produk dan layanan keamanan yang canggih dan terintegrasi. Dengan menyelaraskan strategi keamanan dengan bisnis perusahaan; solusi terintegrasi ini dirancang untuk melindungi pengguna digital, aset, dan data perusahaan.

Solusi *security service* dirancang sebagai layanan sistem keamanan TI terkelola, diatur dan dilindungi oleh *Managed Security Service Provider*. Layanan ini meliputi implementasi berbasis *cloud* maupun *on-premise* sehingga dapat menjamin aset digital perusahaan Anda aman serta dapat merespons secara aktif terhadap ancaman siber perusahaan.

Layanan yang dihadirkan meliputi:
1. Teknologi Anti DDoS melindungi jaringan internet, *website*, serta aplikasi dari *downtime* atau berhenti beroperasi.
2. iSOC (Solusi Security Operation Center) yang juga didukung dengan teknologi SIEM *(Security Information and Event Management),* memberikan informasi untuk setiap insiden keamanan sehingga dapat mengurangi kerugian yang berdampak pada bisnis, baik itu finansial atau non finansial.
3. *Platform Mobile Device Management* mengelola perangkat mobile yang dipergunakan karyawan untuk mengakses jaringan, data dan aplikasi perusahaan dengan menyediakan pengaturan keamanan, terhadap penyebaran aplikasi internal perusahaan dari jarak jauh (*remote*) dan juga terpusat serta memisahkan penggunaan aplikasi personal dan aplikasi perusahaan.

2. API- or platform-based analytics services designed to address various business needs, offering comprehensive solutions such as Data Analytics Sandbox, Telco Scoring, Market Insights, and Location Optimizer. These services provide various data insight parameters, data processing analysis, and visualization, all customizable to meet customers business needs.
3. An API-based analytics service that can be used as a real-time customer protection layer for enterprises. This service focuses on fraud prevention, identity security, and fraud management, which can have a significant impact on a company's credibility. The solutions offered in this area include Account Inquiry, IPiFication, and Location Verification, all of which comply with CAMARA standards and the federation standards of the three telecom operators in Indonesia.

Security Service

Indosat Business presents security solutions designed to help protect corporate businesses with advanced and integrated product and service portfolios. By aligning security strategies with corporate business objectives, these integrated solutions are designed to safeguard digital users, assets, and corporate data.

The security service solution is designed as a managed IT security system service, regulated and protected by a Managed Security Service Provider. This service includes both cloud-based and on-premise implementations, ensuring the security of your company's digital assets while actively responding to cyber threats.

Some of the services offered including:
1. Anti DDoS technology protects internet networks, websites, and applications from downtime or stop operating.
2. iSOC (Security Operation Center Solution) which is also supported by SIEM (Security Information and Event Management) technology, provides information for each security incident in order to reduce financial and non-financial business losses.
3. Mobile Device Management Platform manages mobile devices used by employees to access the company's network, data, and applications by providing security configurations, enabling remote and centralized deployment of internal corporate applications, and separating personal and corporate application usage.

4. *Endpoint Detection & Response* (EDR) memberikan layanan perlindungan perangkat seperti laptop, komputer, atau server dengan kemampuan *rollback*, dan dilengkapi dengan AI/ML untuk deteksi, respons, dan perbaikan dari serangan *ransomware*.

Internet of Things (IoT)

Indosat *Business* berkomitmen untuk mendukung transformasi digital perusahaan melalui solusi *Internet of Things* (IoT) yang komprehensif. Dengan ekosistem lengkap dan menyeluruh, kami menghadirkan konektivitas antar perangkat elektronik yang aman dan andal, memudahkan perusahaan untuk mengumpulkan, menganalisis, dan mengoptimalkan data secara *real-time*, guna meningkatkan efisiensi dan produktivitas operasional di berbagai sektor industri.

Layanan yang dihadirkan meliputi:

1. IoT *Connectivity*: Layanan konektivitas yang aman dan andal menggunakan jaringan privat serta SIM card *industrial-grade* yang lebih awet dan tahan panas, ideal untuk perangkat IoT. Kami memastikan bahwa konektivitas yang aman dan stabil menjadi fondasi utama dalam integrasi solusi IoT.
2. IoT *Managed Connectivity*: Dengan *platform* manajemen pintar, kami memberikan kemudahan dalam mengelola konektivitas perangkat IoT secara *seamless* dan terintegrasi, memungkinkan perusahaan untuk mengawasi, memantau, dan mengoptimalkan perangkat secara efisien melalui *interface* yang intuitif.
3. IoT Industry Solutions: Kami menyediakan berbagai solusi industri yang disesuaikan dengan kebutuhan spesifik, mulai dari *Smart Mobility* yang mengelola armada dan pelacakan aset secara efisien, hingga *Smart Manufacturing* yang mendukung inisiatif *Industry* 4.0 dengan pengelolaan energi, *maintenance* prediktif, dan pengawasan berbasis AI. Selain itu, kami menghadirkan *Smart Building* untuk memodernisasi kampus dan bangunan melalui sistem keamanan dan kontrol akses berbasis IoT.

Digital Apps

Indosat *Business* menghadirkan berbagai solusi untuk mendukung bisnis di berbagai rangkaian kegiatan bisnis dengan aplikasi digital yang andal. Layanan aplikasi digital yang dihadirkan meliputi:

1. *Collaboration Tools* sebuah solusi yang mendukung kolaborasi antar tim melalui optimalisasi *cloud collaboration tools* yang andal dan terintegrasi, bekerja sama dengan penyedia layanan *collaboration* berbasis *cloud* berkelas dunia, seperti Google Workspace, serta Microsoft Teams dan Office 365.

4. The Endpoint Detection & Response (EDR) service offers comprehensive protection for devices such as laptops, computers, or servers equipped with rollback capabilities and powered by AI/ML technology, to detect, respond, and recover from ransomware attacks.

Internet of Things (IoT)

Indosat Business is committed to support corporate digital transformation through comprehensive Internet of Things (IoT) solutions. With a robust and all-encompassing ecosystem, we deliver secure and reliable connectivity between electronic devices, enabling businesses to collect, analyze, and optimize data in real-time to enhance operational efficiency and productivity across various industrial sectors.

Some of the services offered including:

1. IoT Connectivity: Secure and reliable connectivity services are delivered through private networks and industrial-grade SIM cards, engineered for durability and heat resistance. These features make them ideal for IoT devices, ensuring secure and stable connectivity as the foundation for seamless IoT integration.
2. Managed IoT Connectivity: With our smart management platform, we make it easy to manage IoT device connectivity in a seamless and integrated manner, enabling enterprises to efficiently oversee, monitor, and optimize devices through an intuitive interface.
3. IoT Industry Solutions: We provide a range of industry solutions tailored to specific needs, from Smart Mobility that efficiently manages fleets and asset tracking, to Smart Manufacturing that supports Industry 4.0 initiatives with energy management, predictive maintenance, and AI-based surveillance. In addition, we deliver Smart Building to modernize campuses and buildings through IoT-based security and access control systems.

Digital Apps

Indosat Business offers a variety of solutions to assist businesses in a variety of business activities through reliable digital applications. Among the digital application services presented are:

1. Collaboration Tools is a solution that supports collaboration between teams through optimization of reliable and integrated cloud collaboration tools, in collaboration with world-class cloud service providers, such as Google Workspace, Microsoft Teams and Office 365.

2. *Business Apps* memberikan solusi *Software as a Services* (SaaS) untuk memantau aktivitas bisnis di berbagai fungsi organisasi meliputi fungsi sales, SDM, *inventory* & *asset management*, dan *workforce management*.
3. *Digital Engagement Platform* merupakan solusi untuk membantu bisnis meningkatkan penjualan dan kepuasan pelanggan dengan pengiriman konten digital atau informasi pelanggan lainnya serta menjadi jalur komunikasi ke berbagai pelanggan dalam satu *dashboard* yang berbasis WhatsApp Business. Solusi ini didukung juga dengan asisten virtual untuk percakapan berbasis AI dengan *Chatbot*.

Enterprise Private Network

Indosat *Business* menghadirkan layanan *Enterprise Private Network* dengan *dedicated coverage* untuk mendukung operasional bisnis di berbagai *critical mission area*. Layanan *Enterprise Private Network* yang kami hadirkan meliputi:

1. *Industrial Public* LTE/5G, menghadirkan *enterprise network* melalui *extended coverage* jaringan LTE atau 5G dengan akses publik, memberikan komunikasi andal dan latensi rendah.
2. *Private & Hybrid* LTE/5G, menghadirkan *dedicated infrastructure* dengan kombinasi jaringan public dan *private* dengan *full local breakout* sehingga menjamin komunikasi berkecepatan tinggi, rendah latensi, dan keamanan optimal.
3. *Compact Mobile* BTS LTE/5G memberikan cakupan jaringan seluler yang efisien dan konektivitas yang andal untuk implementasi sementara atau meningkatkan jangkauan jaringan yang sudah ada.

2. Business Apps provides Software as a Services (SaaS) solutions to monitor business activities in various organizational functions including sales, HR, inventory & asset management, and workforce management.
3. Digital Engagement Platform is a solution designed to help businesses increase sales and customer satisfaction by delivering digital content or other customer information and serving as a communication channel to various customers through a WhatsApp Business–based dashboard. This solution is also supported by a virtual assistant for AI–based conversations with a chatbot.

Enterprise Private Network

Indosat Business delivers Enterprise Private Network services with dedicated coverage to support business operations in various critical mission areas. Our Enterprise Private Network services include:

1. Industrial Public LTE/5G, delivering enterprise networks through extended coverage of LTE or 5G network with public access, providing reliable communication and low latency.
2. Private & Hybrid LTE/5G, delivering dedicated infrastructure with a combination of public and private networks with full local breakout to ensure high–speed, low–latency communications and optimal security.
3. Compact Mobile BTS LTE/5G provides efficient cellular network coverage and reliable connectivity for temporary implementations or enhancing existing network reach.

Digital

Lifestyle Hub

Perseroan terus memperkuat relevansinya di tengah kebutuhan pelanggan yang terus berkembang dengan memperluas jangkauan di luar konektivitas ke ekosistem digital yang komprehensif. Melalui aplikasi myIM3 dan bima+, pelanggan kini dapat menikmati akses tanpa hambatan ke berbagai layanan gaya hidup digital, termasuk podcast, streaming film, gaming, dan konten interaktif lainnya — menjadikan platform kami sebagai pusat interaksi harian bagi jutaan pengguna.

Lifestyle Hub

The Company continues to strengthen its relevance amid rapidly evolving customer needs by expanding beyond connectivity into a comprehensive digital ecosystem. Through the myIM3 and bima+ applications, customers now enjoy seamless access to a broad range of digital lifestyle services, including podcasts, movie streaming, gaming, and other interactive content –-positioning our platforms as daily engagement hubs for millions of users.

Di bidang gaming, Perseroan memperkuat kepemimpinannya sambil secara aktif mengembangkan talenta digital Indonesia melalui program H3RO eSport. Inisiatif ini memberdayakan komunitas gaming lokal melalui akademi terstruktur, tutorial, dan bimbingan dari pemain profesional, sekaligus membuka jalan bagi talenta terbaik untuk direkrut ke tim eSports profesional di Indonesia. Melalui inisiatif ini, Perseroan tidak hanya menangkap pertumbuhan di segmen hiburan digital tetapi juga berkontribusi secara berarti terhadap pengembangan ekonomi digital dan ekosistem industri kreatif Indonesia.

Platform Musik

IOH mengawali dengan layanan RBT (layanan telco tradisional dengan pengalaman industri lebih dari 20 tahun), guna memenuhi kebutuhan hiburan musik para pelanggan, yang kemudian ditingkatkan menjadi layanan *platform* musik terintegrasi dengan ekosistem musik secara keseluruhan seperti *music streaming*, video *music streaming*, dan portal artis lokal Indonesia yang menerbitkan berita-berita terbaru tentang artis favorit yang diakses dengan menggunakan kuota bonus.

Monetisasi Data

IOH memanfaatkan data telekomunikasi untuk menghadirkan berbagai solusi bisnis yang relevan di berbagai industri, seperti sektor keuangan, asuransi, kesehatan, ritel, digital, serta fast-moving consumer goods (FMCG). Portofolio solusi IOH mencakup solusi Periklanan, Analisis Pasar dan Mobilitas, Manajemen Risiko, Manajemen serta Tata Kelola Data, hingga layanan Autentikasi.

Pada solusi Periklanan, IOH menerapkan teknologi hyper-personalization dan memperluas jangkauan kampanye melalui kemitraan dengan kanal periklanan di luar ekosistem IOH, termasuk kanal digital dan kanal telekomunikasi lainnya. Solusi Analisis Pasar dan Mobilitas membantu perusahaan dalam menilai potensi pertumbuhan bisnis, memahami profil populasi, serta menganalisis pola mobilitas di area tertentu.

Dalam solusi Manajemen Risiko, IOH berperan sebagai kontributor data untuk memperkaya analisis bisnis dalam menilai kelayakan pelanggan maupun calon pelanggan. Melalui solusi Manajemen dan Tata Kelola Data, IOH menyediakan platform yang aman bagi pelaku bisnis untuk melakukan pengayaan, eksplorasi, serta pengelolaan data secara bertanggung jawab.

In gaming, the Company advances its leadership while actively nurturing Indonesia's digital talent pipeline via the H3RO eSport program. This initiative empowers the local gaming community through structured academies, tutorials, and mentorship from professional players, while creating a pathway for top talents to be scouted and recruited into professional eSports teams in Indonesia. Through these initiatives, the Company not only captures growth in the digital entertainment segment but also contributes meaningfully to the development of Indonesia's digital economy and creative industry ecosystem.

Music Platform

IOH started with RBT services (a traditional telco services with more than 20 years of industry experience), to meet the music entertainment needs of customers, which were then upgraded to integrated music platform services with the overall music ecosystem such as music streaming, video music streaming, and an Indonesian local artist portal that publishes the latest news about favorite artists accessed using bonus quota.

Data Monetization

IOH leverages telecommunications data to deliver a broad range of business solutions across multiple industries, including finance, insurance, healthcare, retail, digital services, and fast-moving consumer goods (FMCG). IOH's portfolio includes Advertising Solutions, Market and Mobility analytics, Risk Management, Data Management and Governance, as well as Authentication services.

For Advertising, IOH applies hyper-personalization technology and expands campaign reach through partnerships with external advertising channels beyond IOH's ecosystem, including digital platforms and other telecommunications networks. Market and Mobility Analytics support businesses in evaluating growth potential, understanding population profiles, and analyzing mobility patterns in targeted areas.

In Risk Management, IOH contributes data to enrich business assessments, supporting the evaluation of customer and prospective customer feasibility. Through its Data Management and Governance solutions, IOH provides a secure platform that enables businesses to enrich, explore, and manage their data responsibly.

Selain itu, IOH juga mengembangkan sistem Autentikasi dan menerapkan langkah-langkah keamanan yang kuat untuk melindungi data pribadi pelanggan sesuai dengan ketentuan Undang-Undang Perlindungan Data Pribadi.

Membangun Kanal Baru

IOH telah secara aktif menjalin kemitraan dengan OTT dan OEM untuk menargetkan pelanggan kami guna menjamin dibangunnya interaksi yang berkelanjutan dengan para pengguna melalui kanal pilihan mereka. Untuk mendorong hal ini, kami telah mengintegrasikan penawaran personal kami di Google MDP, *Voice Assistant*, dan Facebook Flex. IOH ingin menyediakan penawaran yang sesuai ketika para pengguna melakukan interaksi dengan kami. IOH juga mempunyai produk API, seperti *Digital Reward*, *Bulk Messaging*, DaaS and VAS *Digital bundling* yang bisa dimanfaatkan oleh mitra IOH secara cepat dan mudah untuk memperkaya pelayanan mereka ke para pelanggan selular perorangan maupun korporasi.

Digital Touchpoint

Pada tahun 2025, kami mempercepat transformasi myIM3 dan bima+ dari aplikasi self-care telekomunikasi tradisional menjadi platform gaya hidup digital yang sepenuhnya terintegrasi—mengokohkan posisi kami di pusat perjalanan digital harian pelanggan.

Transformasi ini dilakukan dengan adopsi dan keterlibatan yang kuat. Sepanjang tahun, kedua platform memperkenalkan inovasi yang berbeda dan berorientasi pada pelanggan, menjadi yang pertama di Indonesia, termasuk Anti Spam & Scam Plus dengan kemampuan aktivasi dalam aplikasi dan fitur pelatihan pengembangan karier yang didukung AI. Inisiatif ini memperkuat komitmen kami untuk menyediakan pengalaman digital yang aman, relevan, dan bernilai tambah di luar konektivitas.

Pada kuartal keempat 2025, bima+ diakui oleh Marketeers sebagai Platform Digital Gaya Hidup Berbasis AI Terbaik Tahun Ini, menyoroti kekuatan strategi inovasi berbasis AI kami. Kedua aplikasi juga mempertahankan standar kepuasan pelanggan yang tinggi, dengan peringkat 4,6 di Google Play.

Pada akhir 2025, ekosistem gabungan myIM3 dan bima+ mencatat 55,5 juta Pengguna Aktif Bulanan, mencerminkan keterlibatan yang kuat dan mengukuhkan pergeseran strategis kami dari penyedia konektivitas menjadi enabler gaya hidup digital berskala besar.

In addition, IOH develops Authentication systems and implements robust security measures to protect personal data in accordance with Indonesia's Personal Data Protection Law.

Developing New Channels

IOH has actively established partnerships with OTT and OEM players to target our customers, ensuring sustainable engagement with users through their preferred channels. To drive this, we have integrated our personalized offerings into platforms like Google MDP, Voice Assistant, and Facebook Flex. IOH aims to deliver tailored solutions whenever users interact with us. Additionally, IOH also has API products such as Digital Reward, Bulk Messaging, DaaS, and VAS Digital Bundling, enabling IOH partners to quickly and easily enhance their services for both individual and corporate mobile customers.

Digital Touchpoint

In 2025, we accelerated the transformation of myIM3 and bima+ from traditional telco self-care applications into fully integrated digital lifestyle platforms—strengthening our position at the center of our customers' daily digital journeys.

The evolution has been met with strong adoption and engagement. Throughout the year, both platforms introduced differentiated, customer-centric innovations that are among the first in Indonesia, including Anti Spam & Scam Plus with in-app activation capabilities and AI-powered Career Growth training features. These initiatives reinforce our commitment to delivering secure, relevant, and value-adding digital experiences beyond connectivity.

In the fourth quarter of 2025, bima+ was recognized by Marketeers as AI-Driven Lifestyle Digital Platform of the Year, underscoring the strength of our AI-led innovation strategy. Both applications also maintained a strong customer satisfaction benchmark, achieving a 4.6 rating on Google Play.

By the end of 2025, the combined ecosystem of myIM3 and bima+ recorded 55.5 million Monthly Active Users, reflecting robust engagement and affirming our strategic shift from a connectivity provider to a digital lifestyle enabler at scale.

Fiber-to-the Home (FTTH)

Indosat HiFi

Indosat HiFi adalah layanan internet rumah dari Indosat Ooredoo Hutchison yang dirancang untuk menjawab kebutuhan digital keluarga Indonesia yang semakin dinamis.

Di era di mana konektivitas menjadi bagian penting dari kehidupan sehari-hari, Indosat HiFi hadir bukan sekadar sebagai penyedia internet, tetapi sebagai partner digital yang menghadirkan kenyamanan, kemudahan, dan pengalaman yang dapat diandalkan.

Dengan pemahaman bahwa setiap rumah memiliki kebutuhan yang berbeda, Indosat HiFi menghadirkan solusi internet rumah yang fleksibel melalui dua teknologi utama: **Fiber to the Home (FTTH)** dan **Fixed Wireless Access (FWA)**.

Melalui **Indosat HiFi FTTH**, koneksi internet disalurkan menggunakan jaringan serat optik yang terhubung langsung ke rumah pelanggan. Teknologi ini memungkinkan kecepatan tinggi, latensi rendah, dan koneksi yang stabil untuk mendukung berbagai aktivitas digital, mulai dari bekerja dan belajar dari rumah, hingga menikmati hiburan digital tanpa gangguan. Dengan pilihan paket yang beragam, Indosat HiFi FTTH memberikan pengalaman internet yang konsisten dan nyaman bagi seluruh anggota keluarga.

Sementara itu, **Indosat HiFi Air** hadir sebagai solusi internet rumah berbasis Fixed Wireless Access yang didukung oleh jaringan **4G dan AiVolusi 5G Indosat** yang kuat dan luas di seluruh Indonesia. Dirancang untuk kemudahan dan efisiensi, Indosat HiFi Air menawarkan proses pemasangan yang cepat dan praktis, tanpa instalasi kabel yang rumit. Layanan ini menjadi pilihan ideal bagi rumah dan wilayah yang belum terjangkau jaringan serat optik, sekaligus memberikan pengalaman internet yang stabil dengan biaya yang lebih terjangkau.

Dengan menggabungkan keunggulan FTTH dan FWA, Indosat HiFi memperluas akses internet rumah yang berkualitas bagi lebih banyak keluarga Indonesia.

Karena bagi IOH, internet yang baik bukan hanya soal kecepatan, tetapi tentang menghadirkan konektivitas yang mudah, nyaman, dan relevan dengan kebutuhan nyata pelanggan.

Indosat HiFi, mendukung setiap aktivitas digital di rumah, hari ini dan di masa depan.

Fiber-to-the Home (FTTH)

Indosat HiFi

Indosat HiFi is a home internet service from Indosat Ooredoo Hutchison, designed to meet the increasingly dynamic digital needs of Indonesian families.

In an era where connectivity has become an essential part of everyday life, Indosat HiFi goes beyond being merely an internet provider, it serves as a digital partner that delivers comfort, convenience, and a reliable experience customers can trust.

Recognizing that every household has different needs, Indosat HiFi offers flexible home internet solutions through two main technologies: **Fiber to the Home (FTTH) and Fixed Wireless Access (FWA)**.

Through **Indosat HiFi FTTH**, internet connectivity is delivered via a fiber optic network directly connected to customers' homes. This technology enables high speeds, low latency, and stable connections to support a wide range of digital activities, from working and studying at home to enjoying uninterrupted digital entertainment. With a variety of package options, Indosat HiFi FTTH provides a consistent and comfortable internet experience for every member of the family.

Meanwhile, **Indosat HiFi Air** is a home internet solution based on Fixed Wireless Access, supported by Indosat's strong and extensive **4G and AI powered 5G (AiVolusi 5G)** networks across Indonesia. Designed for convenience and efficiency, Indosat HiFi Air offers a fast and practical setup process without the need for complex cable installations. This service is an ideal choice for homes and areas not yet covered by fiber optic networks, while still delivering a stable internet experience at a more affordable cost.

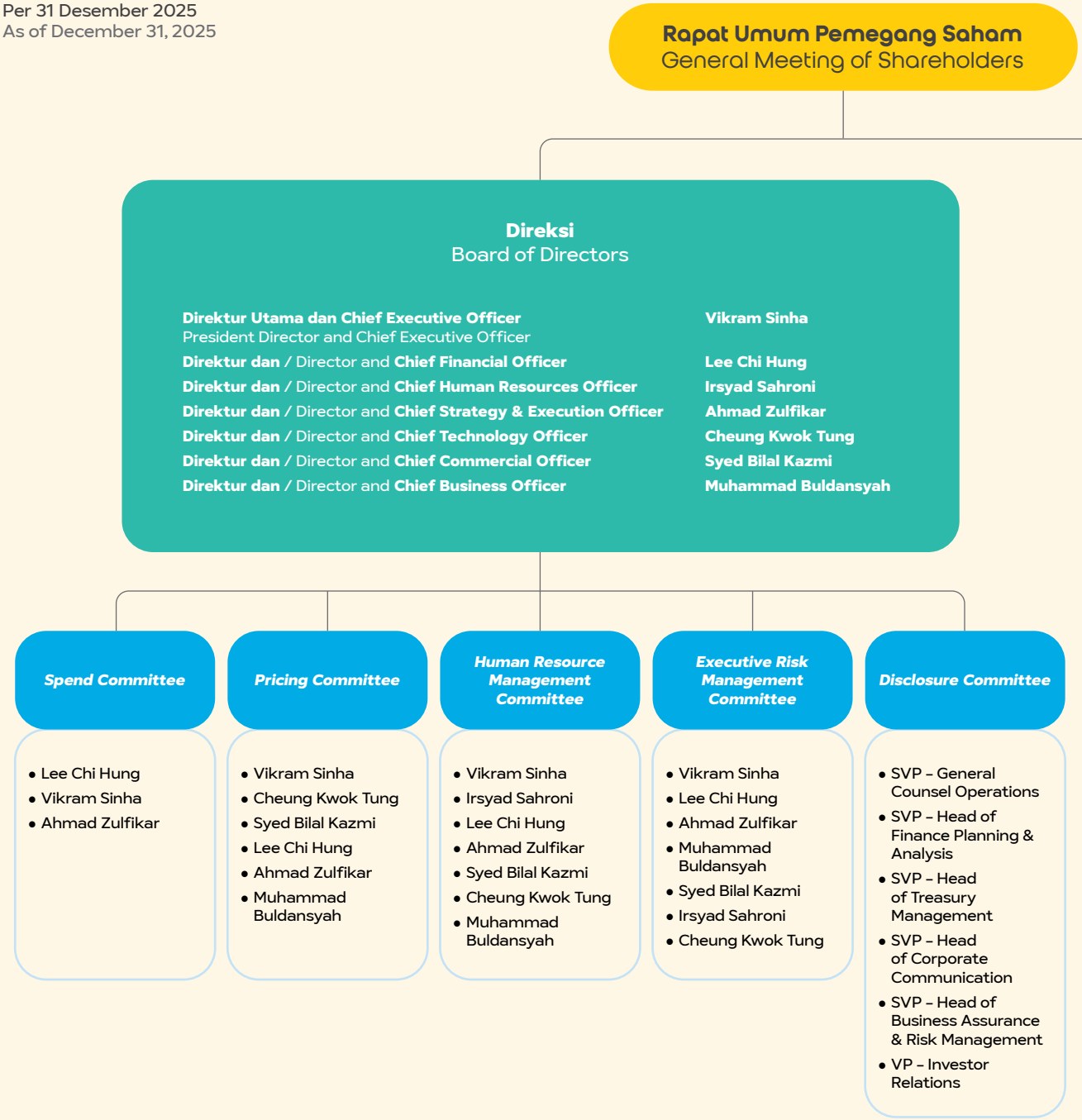
By combining the strengths of FTTH and FWA, Indosat HiFi expands access to quality home internet for more Indonesian families.

Because for IOH, good internet is not just about speed, it is about delivering connectivity that is easy, comfortable, and relevant to the real needs of customers.

Indosat HiFi, supporting every digital activity at home, today and in the future.

Struktur Organ Korporasi dan Komite-Komite
Structure of Corporate Organ and Committees

Per 31 Desember 2025
As of December 31, 2025



Dewan Komisaris
Board of Commissioners

Komisaris Utama/President Commissioner	**Nezar Patria**
Wakil Komisaris Utama/Deputy President Commissioner	**Aziz Ahmad M Aluthman Fakhroo**
Wakil Komisaris Utama/Deputy President Commissioner	**Fok Kin Ning, Canning**
Komisaris/Commissioner	**Ahmad Abdulaziz A A Al-Neama**
Komisaris/Commissioner	**René Heinz Werner**
Komisaris/Commissioner	**Woo Chiu Man, Cliff**
Komisaris/Commissioner	**Cheung Kwan Hoi**
Komisaris/Commissioner	**Efthymios Tsokanis**
Komisaris/Commissioner	**Sugito Walujo**
Komisaris/Commissioner	**Achmad Syah Reza**
Komisaris Independen/Independent Commissioner	**Elisa Lumbantoruan**
Komisaris Independen/Independent Commissioner	**Wijayanto**
Komisaris Independen/Independent Commissioner	**Ajay Bahri**
Komisaris Independen/Independent Commissioner	**Rudiantara**
Komisaris Independen/Independent Commissioner	**Sidharta Prawira Oetama**
Komisaris Utama/President Commissioner	**Halim Alamsyah** [1]
Komisaris/Commissioner	**Meirijal Nur** [2]
Komisaris Independen/Independent Commissioner	**Hernando** [3]

Komite Audit
Audit Committee

- Ajay Bahri[4]
- Sidharta Prawira Oetama[4]
- Elisa Lumbantoruan[4]
- Haryanto Sahari

Budget Committee

- Woo Chiu Man, Cliff[4]
- Aziz Ahmad M Aluthman Fakhroo[4]
- Cheung Kwan Hoi[4]
- Ahmad Abdulaziz A A Al-Neama[4]

Komite Nominasi & Remunerasi
Nomination & Remuneration Committee

- Elisa Lumbantoruan[4]
- Ahmad Abdulaziz A A Al-Neama[4]
- Woo Chiu Man, Cliff[4]
- Achmad Syah Reza[4]
- Sugito Walujo[4]

Risk Management Committee

- Woo Chiu Man, Cliff[4]
- Rene Heinz Werner[4]
- Efthymios Tsokanis[4]
- Cheung Kwan Hoi[4]

catatan/notes:
[1] Menjadi Komisaris Utama sampai 28 Mei 2025. | Served as President Commissioner until 28 May 2025.
[2] Menjadi anggota Dewan Komisaris sampai 28 Mei 2025. | Served as a member of the Board of Commissioners until 28 May 2025.
[3] Menjadi anggota Dewan Komisaris sampai 2 Oktober 2025. | Served as a member of the Board of Commissioners until 2 October 2025.
[4] Merupakan anggota Dewan Komisaris | represent member of the Board of Commissioners.

Struktur Organisasi
Organization Structure

Per 31 Desember 2025
As of December 31, 2025




Acting Chief Digital Officer
Sukhdeep Singh Gill
Group Digital Solution & Architecture
Group BE, Strategy & Planning
Group Digital Engineering and Transformation
Group Enterprise Security
Group Digital Service Operations
Chief Legal & Regulatory Officer
Reski Damayanti
Group Legal Commercial
Group Legal Operations
Group Legal M&A and Transactions
Group Regulatory & Government Affairs
Div. Data Privacy Officer
Chief Data & AI Officer
Chirag Sukhadia
Group Corporate Performance Management & AMO
Group Data Mgt. & Advanced Analytics
Group AI Native Telco COE
Div. Customer Experience Excellence
Chief Techco Transformation & Procurement Officer
Vishal Gupta
Group Facility Management & Sourcing Regional
Group Procurement Centre of Excellence
Group Procurement & Supply Chain Operations
Group Strategic Sourcing
Group Product & Offering Strategy
Group AI Product Implementation
Chief Internal Audit Officer
Mohammed Afzal Lodhi
Group Audit Finance and Operations
Div. Forensic & Investigation
Div. Quality Assurance & Remediation
Div. Technology Audit
Group Corporate Communications
Group Business Assurance & Risk Management
Group CEO Office



Perubahan Komposisi Dewan Komisaris dan Direksi

Changes in the Composition of the Board of Commissioners and Board of Directors

Sepanjang tahun 2025, terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan. Berdasarkan hasil Keputusan Rapat Umum Pemegang Saham ("RUPS") Tahunan tanggal 28 Mei 2025, Pemegang Saham menerima pengunduran diri Bapak Ritesh Kumar Singh sebagai Direktur Perseroan berlaku sejak 31 Juli 2025; mengangkat Bapak Syed Bilal Kazmi sebagai Direktur Perseroan menggantikan Bapak Ritesh Kumar Singh berlaku sejak 1 Agustus 2025; memberhentikan dengan hormat Bapak Halim Alamsyah sebagai Komisaris Utama Perseroan dan Bapak Meirijal Nur sebagai Komisaris Perseroan; serta mengangkat Bapak Nezar Patria sebagai Komisaris Utama untuk menggantikan Bapak Halim Alamsyah, dan mengangkat Bapak Achmad Syah Reza sebagai Komisaris Perseroan untuk menggantikan Bapak meirijal Nur. Selanjutnya, berdasarkan hasil Keputusan RUPS Luar Biasa tanggal 2 Oktober 2025, Pemegang Saham menerima pengunduran diri Bapak Hernando sebagai Komisaris Independen Perseroan dan mengangkat Bapak Sidharta Prawira Oetama sebagai Komisaris Independen menggantikan Bapak Hernando.

Throughout 2025, there were changes in the composition of the Company's Board of Commissioners and Board of Directors. Based on the results of the Annual General Meeting of Shareholders ("GMS") Resolution dated May 28, 2025, the Shareholders accepted the resignation of Mr. Ritesh Kumar Singh as Director of the Company effective July 31, 2025; appointed Mr. Syed Bilal Kazmi as Director of the Company to replace Mr. Ritesh Kumar Singh effective August 1, 2025; honorably dismissed Mr. Halim Alamsyah as President Commissioner of the Company and Mr. Meirijal Nur as Commissioner of the Company; and appointed Mr. Nezar Patria as President Commissioner to replace Mr. Halim Alamsyah, and appointed Mr. Achmad Syah Reza as Commissioner of the Company to replace Mr. Meirijal Nur. Furthermore, based on the results of the Extraordinary GMS on October 2, 2025, the Shareholders accepted the resignation of Mr. Hernando as Independent Commissioner of the Company and appointed Mr. Sidharta Prawira Oetama as Independent Commissioner to replace Mr. Hernando.

Berikut adalah perubahan komposisi Dewan Komisaris dan Direksi Perseroan:

The following are the changes in the composition of the Board of Commissioners and Board of Directors of the Company:

Per 1 Januari 2025 As of January 1, 2025		**Per 31 Desember 2025** As of December 31, 2025	
Dewan Komisaris Board of Commissioners			
Komisaris Utama President Commissioner	Halim Alamsyah	Komisaris Utama President Commissioner	Nezar Patria
Wakil Komisaris Utama Deputy President Commissioner	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama Deputy President Commissioner	Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	Fok Kin Ning, Canning
Komisaris Commissioner	Ahmad Abdulaziz A A Al-Neama	Komisaris Commissioner	Ahmad Abdulaziz A A Al-Neama
Komisaris Commissioner	René Heinz Werner	Komisaris Commissioner	René Heinz Werner
Komisaris Commissioner	Woo Chiu Man, Cliff	Komisaris Commissioner	Woo Chiu Man, Cliff
Komisaris Commissioner	Cheung Kwan Hoi	Komisaris Commissioner	Cheung Kwan Hoi
Komisaris Commissioner	Efthymios Tsokanis	Komisaris Commissioner	Efthymios Tsokanis
Komisaris Commissioner	Sugito Walujo	Komisaris Commissioner	Sugito Walujo
Komisaris Commissioner	Meirijal Nur	Komisaris Commissioner	Achmad Syah Reza

Per 1 Januari 2025 As of January 1, 2025		Per 31 Desember 2025 As of December 31, 2025	
Komisaris Independen Independent Commissioner	Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	Elisa Lumbantoruan
Komisaris Independen Independent Commissioner	Wijayanto	Komisaris Independen Independent Commissioner	Wijayanto
Komisaris Independen Independent Commissioner	Ajay Bahri	Komisaris Independen Independent Commissioner	Ajay Bahri
Komisaris Independen Independent Commissioner	Rudiantara	Komisaris Independen Independent Commissioner	Rudiantara
Komisaris Independen Independent Commissioner	Hernando	Komisaris Independen Independent Commissioner	Sidharta Prawira Oetama
Direksi Board of Directors			
Direktur Utama dan Chief Executive Officer President Director and Chief Executive Officer	Vikram Sinha	Direktur Utama dan Chief Executive Officer President Director and Chief Executive Officer	Vikram Sinha
Direktur dan Chief Financial Officer Director and Chief Financial Officer	Lee Chi Hung	Direktur dan Chief Financial Officer Director and Chief Financial Officer	Lee Chi Hung
Direktur dan Chief Business Officer Director and Chief Business Officer	Muhammad Buldansyah	Direktur dan Chief Business Officer Director and Chief Business Officer	Muhammad Buldansyah
Direktur dan Chief Human Resources Officer Director and Chief Human Resources Officer	Irsyad Sahroni	Direktur dan Chief Human Resources Officer Director and Chief Human Resources Officer	Irsyad Sahroni
Direktur dan Chief Strategy & Execution Officer Director and Chief Strategy & Execution Officer	Ahmad Zulfikar	Direktur dan Chief Strategy & Execution Officer Director and Chief Strategy & Execution Officer	Ahmad Zulfikar
Direktur dan Chief Technology Officer Director and Chief Technology Officer	Cheung Kwok Tung	Direktur dan Chief Technology Officer Director and Chief Technology Officer	Cheung Kwok Tung
Direktur dan Chief Commercial Officer Director and Chief Commercial Officer	Ritesh Kumar Singh	Direktur dan Chief Commercial Officer Director and Chief Commercial Officer	Syed Bilal Kazmi

Dari akhir tahun 2025 hingga tanggal penyampaian laporan ini, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan.

From the end of 2025 until the date of submission of this report, there have been no changes in the composition of the Board of Commissioners and Board of Directors of the Company.

Profil Dewan Komisaris
Profile of the Board of Commissioners



Nezar Patria

Komisaris Utama
President Commissioner

Periode Jabatan/Term of Office

28 Mei 2025 – RUPST 2026 (Periode Pertama)
28 May 2025 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

54 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Utama Perseroan berdasarkan Keputusan RUPST tanggal 28 Mei 2025, berlaku efektif tanggal 28 Mei 2025.
Appointed for the first time as the Company's President Commissioner based on AGMS Resolution dated 28 May 2025, effective on 28 May 2025.

Riwayat Pendidikan/Education

- Doctor (Cand), Dapartemen Ilmu Komunikasi, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gajah Mada, Yogyakarta
- Sekolah Bisnis dan Manajemen MBA, Institut Teknologi Bandung (2022)
- MBA ASEAN, Sekolah Pascasarjana Bisnis, Universiti Sains Malaysia (2022)
- Magister Sains (M.Sc.) dalam Sejarah Hubungan Internasional, London School of Economics and Political Science, Inggris (2007)
- Sarjana Filsafat, Universitas Gadjah Mada, Yogyakarta, Indonesia (1997)
- Doctor (Cand), Department of Communication Studies, Faculty of Social and Political Sciences, Universitas Gadjah Mada, Yogyakarta.
- MBA School of Business and Management, Institut Teknologi Bandung (2022)
- ASEAN MBA, Sekolah Pascasarjana Bisnis, Universiti Sains Malaysia (2022)
- M.Sc. in History of International Relations London School Economics and Political Science, UK (2007)
- Bachelor's Degree in Philosophy Universitas Gadjah Mada, Yogyakarta, Indonesia (1997)

Pengalaman Kerja/Work Experience

- Wakil Menteri Komunikasi dan Informatika (2023–2024)
- Staf Khusus Menteri Badan Usaha Milik Negara (2022–2023)
- Direktur Institutional Affairs, Pos Indonesia (2020–2022)
- Pemimpin Redaksi The Jakarta Post (2018–2020), Kepala Operasi Digital Jakarta Post (2015–2020)
- Wakil Pemimpin Redaksi, CNN Indonesia (2014 – 2015)
- Pendiri dan Eksekutif, Viva.co.id (2008 – 2014)
- Vice Minister of Communications and Informatics (2023 – 2024)
- Special Staff to the Minister of State-Owned Enterprises (2022 – 2023)
- Director of Institutional Affairs, Pos Indonesia (2020 – 2022)
- Editor in Chief The Jakarta Post (2018–2020), Chief of Digital Operation The Jakarta Post (2015–2020)
- Deputy Editor-In-Chief, CNN Indonesia (2014 – 2015)
- Co-founder and Executive, Viva.co.id (2008 – 2014)

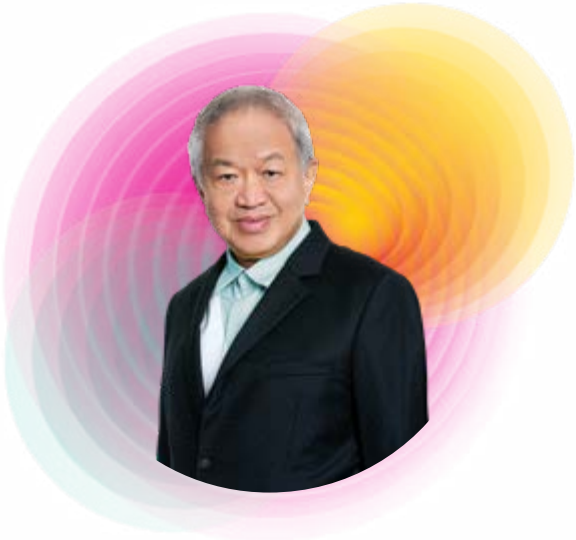
Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam perseroan.
There is no concurrent position inside the company.

Di luar Perseroan:
Outside the Company:
- Wakil Menteri Komunikasi dan Digital, Republik Indonesia (2024–sekarang)
- Vice Minister of Communication and Digital, Republic of Indonesia (2024–present)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Fok Kin Ning, Canning

Wakil Komisaris Utama
Deputy President Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

74 tahun/years old
Warga negara Inggris/British citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Wakil Komisaris Utama Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Deputy President Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Bachelor of Arts
- Diploma di bidang Manajemen Keuangan
- Anggota dari Chartered Accountants Australia and New Zealand
- Bachelor of Arts degree
- Diploma in Financial Management
- Fellow of Chartered Accountants Australia and New Zealand

Pengalaman Kerja/Work Experience

- Direktur Non-eksekutif CK Hutchison Holdings Limited ("CKHH") (Januari 2015-Juni 2015)
- Group Co-Managing Director CKHH (Juni 2015–Maret 2024)
- Direktur Cheung Kong (Holdings) Limited ("CKH") (1985-1993)
- Direktur Non-eksekutif CKH (1993-2015)
- Direktur Eksekutif Hutchison Whampoa Limited ("HWL") (1984-2015)
- Group Managing Director of HWL (1993-2015)
- Ketua Hutchison Telecommunications (Australia) Limited (kini dikenal sebagai Hutchison Telecommunications (Australia) Pty Limited) (1999-2023)
- Ketua Hutchison Port Holdings Management Pte. Limited sebagai manajer-trustee Hutchison Port Holdings Trust (2011-2024)
- Ketua Power Assets Holdings Limited (2005-2024)
- Direktur Cenovus Energy Inc. (2021-2023)
- Non-executive Director of CK Hutchison Holdings Limited ("CKHH") (January 2015-June 2015)
- Group Co-Managing Director of CKHH (June 2015–March 2024)
- Director of Cheung Kong (Holdings) Limited ("CKH") (1985-1993)
- Non-executive Director of CKH (1993-2015)
- Executive Director of Hutchison Whampoa Limited ("HWL") (1984-2015)
- Group Managing Director of HWL (1993-2015)
- Chairman of Hutchison Telecommunications (Australia) Limited (now known as Hutchison Telecommunications (Australia) Pty Limited) (1999-2023)
- Chairman of Hutchison Port Holdings Management Pte. Limited as the trustee-manager of Hutchison Port Holdings Trust (2011-2024)
- Chairman of Power Assets Holdings Limited (2005-2024)
- Director of Cenovus Energy Inc. (2021-2023)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam Perseroan.
There is no concurrent position inside the Company.

Di luar Perseroan:
Outside the Company:

- Direktur Eksekutif dan Wakil Ketua CKHH
- Ketua Hutchison Telecommunications Hong Kong Holdings Limited
- Ketua TPG Telecom Limited
- Ketua HK Electric Investments Manager Limited sebagai manajer- trustee HK Electric Investments
- Ketua HK Electric Investments Limited
- Ketua Eksekutif CK Hutchison Group Telecom Holdings Limited
- Wakil Ketua CK Infrastructure Holdings Limited
- Executive Director and Deputy Chairman of CKHH
- Chairman of Hutchison Telecommunications Hong Kong Holdings Limited
- Chairman of TPG Telecom Limited
- Chairman of HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments
- Chairman of HK Electric Investments Limited
- Executive Chairman of CK Hutchison Group Telecom Holdings Limited
- Deputy Chairman of CK Infrastructure Holdings Limited

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, pemegang saham utama, atau perusahaan pengendali, namun beliau memiliki hubungan afiliasi dengan salah satu pemilik manfaat utama dari Perseroan (IOH), berdasarkan rangkap jabatannya sebagai Direktur Eksekutif dan Deputy Chairman CKHH.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholder or the controlling company, but he has an affiliation with one of the ultimate beneficial owners of the Company (IOH), based on his concurrent position as Executive Director and Deputy Chairman of CKHH.



Aziz Ahmad M Aluthman Fakhroo

Wakil Komisaris Utama
Deputy President Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

48 tahun/years old
Warga negara Qatar/Qatari citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Wakil Komisaris Utama Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Deputy President Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana Administrasi Bisnis dari Universitas ESLSCA, Prancis (2001)
Bachelor of Business Administration from ESLSCA University, France (2001)

Pengalaman Kerja/Work Experience

- *Board Member* di Katara Hospitality (2021–2024)
- *Board of* Trustees Qatar Museum (2021–2024)
- Wakil Sekretaris Bidang Anggaran, Perbendaharaan, dan Keuangan Kementerian Keuangan Qatar (2017 –2020)
- *Board Member* di Accor SA (2015–2022)
- *Board Member* di Canary Wharf Group LLP (2015–2018)
- *Member of the Board of Directors* di CITIC Capital (2012–2015)
- *Member of the Board of Directors* di Chelsfield Advisers LLP (2012–2017)
- Anggota Dewan Penasihat AXA Development Venture III SCA (2011–2014)
- *Member of the Board of Directors* di Aspire Katara Investment (2011–2015)
- *Member of the Board of Directors* di United Arab Shipping Company Ltd (2010–2018)
- Direktur Merger dan Akuisisi Qatar Holding (2007–2013)
- *Member of the Board of Directors* di KinderCare Education (2010–2013)
- *Board Member* di Ooredoo Group (2011–2024)
- Board Member at Katara Hospitality (2021–2024)
- Board of Trustees at Qatar Museum (2021–2024)
- Deputy Under Secretary for Financial Affairs, Ministry of Finance, Qatar (2017–2020)
- Board Member at Accor SA (2015–2022)
- Board Member at Canary Wharf Group LLP (2015–2018)
- Member of the Board of Directors at CITIC Capital (2012–2015)
- Member of the Board of Directors at Chelsfield Advisers LLP (2012–2017)
- Member of the Advisory Committee at AXA Development Venture III SCA (2011–2014)
- Member of the Board of Directors at Aspire Katara Investment (2011–2015)
- Member of the Board of Directors at United Arab Shipping Company Ltd. (2010–2018)
- Directors Merger and Acquisitions at Qatar Holding (2007–2013)
- Member of the Board of Directors at KinderCare Education (2010–2013)
- Board Member of Ooredoo Group (2011–2024)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota *Budget Committee* PT Indosat Tbk (sejak 2022)
Member of the Budget Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:
- Group Chief Executive Officer Ooredoo Group
- Anggota Dewan GSMA Mobile for Development Foundation
- Group Chief Executive Officer of Ooredoo Group
- Member of the GSMA Mobile for Development Foundation Board

Hubungan Afiliasi/Affiliated Relationship

Tidak ada afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali, tetapi dia memiliki afiliasi dengan salah satu pemilik manfaat utama Perseroan (IOH), berdasarkan rangkap jabatannya sebagai Group Chief Executive Officer Ooredoo Group.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholder or the controlling company, but he has an affiliation with one of the ultimate beneficial owners of the Company (IOH), based on his concurrent position as Group Chief Executive Officer Ooredoo Group.



Ahmad Abdulaziz A A Al-Neama

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

45 tahun/years old
Warga negara Qatar/Qatari citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana Teknik Elektro & Elektronika dari Universitas Colorado, Amerika Serikat (2003)
Bachelor of Electrical and Electronics Engineering from the University of Colorado, Denver, USA (2003)

Pengalaman Kerja/Work Experience

- Ketua Direksi Ooredoo Algeria, Ooredoo Tunisia, Ooredoo Myanmar, dan Wakil Ketua Direksi Ooredoo Palestine (2022–sekarang)
- Dewan Komisaris di Indosat Ooredoo Hutchison (2022–sekarang)
- Group Regional CEO Ooredoo Group, mengelola enam Perusahaan Operator (OpCo), yaitu Indosat Ooredoo Hutchison, Ooredoo Myanmar, Ooredoo Aljazair, Ooredoo Tunisia, Ooredoo Maldives, dan Ooredoo Palestina
- Presiden Direktur & CEO Indosat Ooredoo (2019–2022)
- Dewan Komisaris di Indosat Ooredoo (2018–2019)
- Group Chief Technology Officer di Ooredoo Group (2017–2019)
- Chief Sales & Service Officer di Ooredoo Qatar (2015–2017)
- Chairman of the Board of Directors of Ooredoo Algeria, Ooredoo Tunisia, Ooredoo Myanmar, and Vice-Chairman of the Board of Ooredoo Palestine (2022–present)
- Board of Commissioners at Indosat Ooredoo Hutchison (2022–present)
- Group Regional CEO at Ooredoo Group, managing six Operator Companies (OpCp), namely Indosat Ooredoo Hutchison, Ooredoo Myanmar, Ooredoo Algeria, Ooredoo Tunisia, Ooredoo Maldives, and Ooredoo Palestine
- President Director & CEO at Indosat Ooredoo (2019–2022)
- Board of Commissioners at Indosat Ooredoo Group Regional CEO (2018–2019)
- Group Chief Technology Officer at Ooredoo Group (2017–2019)
- Chief Sales & Service Officer at Ooredoo Qatar (2015–2017)

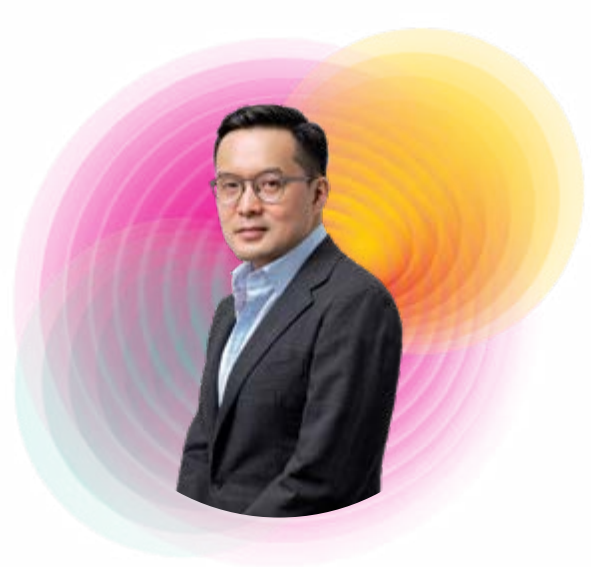
Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
- Anggota Komite Nominasi dan Remunerasi PT Indosat Tbk (sejak 2022)
- Anggota *Budget Committee* PT Indosat Tbk (sejak 2022)
- Member of the Nomination and Remuneration Committee of PT Indosat Tbk (since 2022)
- Member of the Budget Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:
- Ketua Direksi di Ooredoo Algeria, Ooredoo Tunisia (sejak 2022)
- Wakil Ketua Dewan di Ooredoo Palestine (sejak 2022)
- Direktur di Ooredoo Hutchison Asia, Asia Mobile Holding, StarHub Ltd., dan Shenington Investment Pte. Ltd.
- Chairman of the Board of Directors at Ooredoo Algeria, Ooredoo Tunisia (since 2022)
- Vice-Chairman of the Board at Ooredoo Palestine (since 2022)
- Director of Ooredoo Hutchison Asia, Asia Mobile Holding, StarHub Ltd., and Shenington Investment Pte. Ltd.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris lain dan anggota Direksi, namun memiliki afiliasi dengan Perusahaan Pengendali Ooredo Hutchison Asia ("OHA"), berdasarkan rangkap jabatannya sebagai Direktur OHA.
There is no affiliation with other members of the Board of Commissioners and Board of Directors, but has an affiliation with the controlling company Ooredo Hutchison Asia ("OHA"), based on his concurrent position as Director of OHA.



Sugito Walujo

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

50 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana Sains dalam bidang Riset Operasional dan Teknik Industri dari Cornell University, Amerika Serikat (1997)
Bachelor of Science in Operations Research and Industrial Engineering from Cornell University, USA (1997)

Pengalaman Kerja/Work Experience

- Direktur Utama PT Goto Gojek Tokopedia Tbk (2023–2025)
- Direktur PT Saham Anak Bangsa (2023–2025)
- Senior Vice President di Pacific Century Ventures, Ltd., Tokyo, Jepang (2000–2003)
- Goldman Sachs & Co. di London, Inggris, dan New York (1997–2000)
- CEO of PT Goto Gojek Tokopedia Tbk (July 2023–2025)
- Director of PT Saham Anak Bangsa (2023–2025)
- Senior Vice President at Pacific Century Ventures, Ltd., Tokyo, Japan (2000–2003)
- Goldman Sachs & Co. in London, UK, and New York (1997–2000)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota Komite Nominasi dan Remunerasi PT Indosat Tbk (sejak 2022)
Member of the Nomination and Remuneration Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Komisaris Utama PT Dompet Karya Anak Bangsa (sejak 2025)
- Komisaris PT Dompet Anak Bangsa (sejak 2024)
- Komisaris PT Tokopedia (sejak 2023)
- Anggota Dewan Komisaris PT Duta Intidaya Tbk (sejak 2016)
- Dewan Penasehat Council on Foreign Relations, New York, Amerika Serikat (sejak 2013)
- President Commissioner of PT Dompet Karya Anak Bangsa (since 2025)
- Commissioner of PT Dompet Anak Bangsa (since 2024)
- Commissioner of PT Tokopedia (since 2023)
- Member of Board Commissioners of PT Duta Intidaya Tbk (since 2016)
- Advisory Board of the Council on Foreign Relations, New York, USA (since 2013)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Woo Chiu Man, Cliff

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

71 tahun/years old
Warga negara Tiongkok/Chinese citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Gelar Sarjana di bidang Elektronika
- Diploma dalam Manajemen untuk Pengembangan Eksekutif
- Insinyur Terdaftar
- Anggota Institution of Engineering and Technology (UK) dan The Hong Kong Institution of Engineers
- Bachelor's degree in Electronics
- Diploma in Management for Executive Development
- Chartered Engineer
- Member of the Institution of Engineering and Technology (UK) and the Hong Kong Institution of Engineers

Pengalaman Kerja/Work Experience

- Direktur Hutchison Telecommunications (Australia) Limited (kini dikenal sebagai Hutchison Telecommunications (Australia) Pty Limited) (2016–2025)
- Wakil Ketua dan Direktur Non-eksekutif Hutchison Telecommunications Hong Kong Holdings Limited ("HTHKH") (2018–2024)
- Direktur Eksekutif dan Chief Executive Officer di HTHKH (2017- 2018)
- Wakil Managing Director di Hutchison Telecommunications (Hong Kong) Limited (2000–2004)
- Direktur Eksekutif di Hutchison Telecommunications International Limited (Maret 2005–Desember 2005)
- Chief Technology Officer di Vodafone Hutchison Australia Pty Limited (sekarang dikenal sebagai TPG Telecom Limited) (2012–2013)
- Director of Hutchison Telecommunications (Australia) Limited (now known as Hutchison Telecommunications (Australia) Pty Limited) (2016–2025)
- Co-Deputy Chairman and Non-executive Director of Hutchison Telecommunications Hong Kong Holdings Limited ("HTHKH") (2018–2024)
- Executive Director and Chief Executive Officer of HTHKH (2017- 2018)
- Deputy Managing Director of Hutchison Telecommunications (Hong Kong) Limited (2000–2004)
- Executive Director of Hutchison Telecommunications International Limited (March 2005–December 2005)
- Chief Technology Officer of Vodafone Hutchison Australia Pty Limited (now known as TPG Telecom Limited) (2012–2013)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota Komite Nominasi dan Remunerasi PT Indosat Tbk (sejak 2022)
- Ketua *Risk Management Committee* PT Indosat Tbk (sejak 2022)
- Ketua *Budget Committee* PT Indosat Tbk (sejak 2022)
- Member of the Nomination and Remuneration Committee of PT Indosat Tbk (since 2022)
- Chairman of the Risk Management Committee of PT Indosat Tbk (since 2022)
- Chairman of the Budget Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Wakil Ketua Non-Eksekutif di HTHKH
- Non-executive Deputy Chairman of HTHKH

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



René Heinz Werner

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

52 tahun/years old
Warga negara Jerman/German citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Gelar Master dalam bidang Teknik Industri, Karlsruher Institut fur Technologie, Jerman (1998)
- Gelar Master dalam bidang Administrasi Bisnis, University of Massachusetts, Dartmouth, Amerika Serikat (1997)
- Master's degree in industrial engineering from Karlsruher Institut fur Technologie, Germany (1998)
- Master's degree in Business Administration from the University of Massachusetts, Dartmouth, United States (1997)

Pengalaman Kerja/Work Experience

- Senior Direktur Pengalaman Pelanggan Global dan Managing Director Ebay Inc. (sejak 2019)
- Direktur, Chief Customer Service & Experience Officer, dan Group Chief Strategy Officer di Axiata Group & anak perusahaannya (2014–2019)
- Anggota Global Strategy Board GSMA (2014–2016)
- Senior Vice President Group Strategy (acting), Vice President M&A Strategy & Strategic Portfolio Management, Vice President Strategic Planning & Portfolio Management, dan Senior Manager Strategic Planning & Portfolio Management (2004–2014)
- Senior Director of Global Customer Experience and Managing Director of Ebay Inc. (since 2019)
- Director, Chief Customer Service & Experience Officer, and Group Chief Strategy Officer at Axiata Group & its subsidiaries (2014–2019)
- Member of the Global Strategy Board GSMA (2014–2016)
- Senior Vice President Group Strategy (acting), Vice President M&A Strategy & Strategic Portfolio Management, Vice President Strategic Planning & Portfolio Management (2004–2014)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota *Risk Management Committee* PT Indosat Tbk (sejak 2022)
Member of the RIsk Management Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:
Group Chief Strategy Officer Ooredoo Group (2021–sekarang)
Group Chief Strategy Officer Ooredoo Group (2021–present)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali, tetapi dia memiliki afiliasi dengan salah satu pemilik manfaat utama Perseroan (IOH), berdasarkan rangkap jabatannya sebagai Group Chief Strategy Officer Ooredoo Group.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholder or the controlling company, but he has an affiliation with one of the ultimate beneficial owners of the Company (IOH), based on his concurrent position as Group Chief Strategy Officer of Ooredoo Group.



Cheung Kwan Hoi

Komisaris
Commissioner

Periode Jabatan/Term of Office

18 September 2023 – RUPST 2026 (Periode Pertama)
18 September 2023 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

61 tahun/years old
Warga negara Inggris/British citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 18 September 2023, berlaku efektif tanggal 18 September 2023.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 18 September 2023, effective on 18 September 2023.

Riwayat Pendidikan/Education

- Gelar Magister Sains dalam Manajemen Sains
- Gelar Sarjana Sains dalam Matematika
- Anggota dari The Institute of Chartered Accountants in England and Wales
- Anggota dari The Hong Kong Institute of Certified Public Accountants
- Master of Science degree in Management Science
- Bachelor of Science degree in Mathematics
- Member of The Institute of Chartered Accountants in England and Wales
- Member of The Hong Kong Institute of Certified Public Accountants

Pengalaman Kerja/Work Experience

- Wakil Chief Financial Officer (CFO) Grup di CK Hutchison Holdings Limited ("CKHH") (Juni 2015– April 2024)
- Direktur Pengembangan Korporat Grup di CKHH (Januari 2023– April 2024)
- Wakil Chief Financial Officer (CFO) Grup di Hutchison Whampoa Limited (2011–2015)
- Group Deputy Chief Financial Officer of CK Hutchison Holdings Limited ("CKHH") (June 2015–April 2024)
- Group Corporate Development Director of CKHH (January 2023– April 2024)
- Group Deputy Chief Financial Officer of Hutchison Whampoa Limited (2011–2015)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Risk Management Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Budget Committee* PT Indosat Tbk (sejak 2023)
- Member of the Risk Management Committee of PT Indosat Tbk (since 2022)
- Member of the Budget Committee of PT Indosat Tbk (since 2023)

Di luar Perseroan:
Outside the Company:

- Chief Financial Officer Grup di CKHH
- Group Chief Financial Officer of CKHH

Hubungan Afiliasi/Affiliated Relationship

Tidak ada afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali. Namun, dia memiliki afiliasi dengan salah satu pemilik manfaat utama Perseroan (IOH), berdasarkan rangkap jabatannya sebagai Group Chief Financial Officer dari CKHH.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholder or the controlling company, but he has an affiliation with one of the ultimate beneficial owners of the Company (IOH), based on his concurrent position as Group Chief Financial Officer of CKHH.



Efthymios Tsokanis

Komisaris
Commissioner

Periode Jabatan/Term of Office

18 September 2023 – RUPST 2026
18 September 2023 – 2026 AGMS

Usia & Kewarganegaraan/Age & Citizenship

59 tahun/years old
Warga negara Yunani/Greek citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Ditunjuk sebagai Komisaris Indosat Ooredoo Hutchison berdasarkan keputusan RUPSLB tanggal 18 September 2023, berlaku efektif tanggal 18 September 2023.
Appointed as the Commissioner of Indosat Ooredoo Hutchison based on the EGMS Resolution dated 18 September 2023, effective on 18 September 2023.

Riwayat Pendidikan/Education

- M.Sc. in Chemical Engineering dari Worcester Polytechnic Institute – Massachusetts, Amerika Serikat (1990)
- Dipl. Eng., in Chemical Engineering dari National Technical University of Athens – Yunani (1988)
- M.Sc. in Engineering from Worcester Polytechnic Institute – Massachusetts, USA (1990)
- Dipl. Eng., in Engineering from National Technical University of Athens – Greece (1988)

Pengalaman Kerja/Work Experience

- Chief Technology Officer – Ooredoo Algeria (2019–2022)
- Senior Vice President of Engineering & Operations di ESW Capital (2018–2019)
- Chief Technology & Information Officer di Telekom Romania (2010–2017)
- Chief Operations Officer di Bulgarian Telecom (2008–2010)
- Chief Customer Service & Information Officer di Deutsche Telekom Bulgaria/Globul (2007–2008)
- Chief Information Officer di WIND/TELLAS Greece (2003–2007)
- Executive Director, IT di Verizon Mobile USA (2000–2003)
- Chief Technology Officer – Ooredoo Algeria (2019–2022)
- Senior Vice President of Engineering & Operations – ESW Capital (2018–2019)
- Chief Operations Officer at Bulgarian Telecom (2008–2010)
- Chief Customer Service & Information Officer at Deutsche Telekom Bulgaria/Globul (2007–2008)
- Chief Information Officer at WIND/TELLAS Greece (2003–2007)
- Executive Director, IT at Verizon Mobile USA (2000–2003)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Chief Technology & Information Officer di Ooredoo Group (2023–sekarang)
- Anggota Komite Manajemen Risiko PT Indosat Tbk
- Chief Technology & Information Officer at Ooredoo Group (2023–present)
- Member of the Risk Management Committee of PT Indosat Tbk

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada afiliasi dengan anggota lain dari Dewan Komisaris, Dewan Direksi, pemegang saham utama, atau perusahaan pengendali, tetapi dia memiliki afiliasi dengan salah satu pemilik manfaat utama Perseroan (IOH), berdasarkan rangkap jabatannya sebagai Chief Technology & Information Officer Ooredoo Group
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholder or the controlling company, but he has an affiliation with one of the ultimate beneficial owners of the Company (IOH), based on his concurrent position as Chief Technology & Information Officer of Ooredoo Group



Achmad Syah Reza

Komisaris
Commissioner

Periode Jabatan/Term of Office

1 Agustus 2025 – RUPST 2026 (Periode Pertama)
1 August 2025 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

40 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPST tanggal 28 Mei 2025, berlaku efektif tanggal 28 Mei 2025.
Appointed for the first time as the Company's Commissioner based on AGMS Resolution dated 28 May 2025, effective on 28 May 2025.

Riwayat Pendidikan/Education

Sarjana Statistika, Universitas Padjadjaran (2009)
Bachelor Degree in Statistics, Universitas Padjadjaran (2009)

Pengalaman Kerja/Work Experience

- Komisaris Independen PT Angkasa Pura Indonesia (2023–2025)
- Penasihat Strategis Inspire Consulting Indonesia (2021–2025)
- Penasihat Strategis PT Zuzu Kreasi Muda (2022–2025)
- Komisaris PT Strategi Ide Kreasi (2021–2025)
- Penasihat Teknis PT Field Force Indonesia (2021)
- Staf Ahli Kementerian Pariwisata dan Ekonomi Kreatif (2019–2020)
- Wakil Kepala PMO, Strategi & Arah Baru Pariwisata Nasional (2020)
- Deputy VP of Corporate Business Analyst NET (2014–2020)
- Independent Commissioner, PT Angkasa Pura Indonesia (2023–2025)
- Strategic Advisor, Inspire Consulting Indonesia (2021–2025)
- Strategic Advisor, PT Zuzu Kreasi Muda (2022–2025)
- Commissioner, PT Strategi Ide Kreasi (2021–2025)
- Technical Advisor, PT Field Force Indonesia (2021)
- Expert Staff, Ministry of Tourism and Creative Economy (2019–2020)
- Deputy Head of PMO, National Tourism Strategy & New Direction (2020)
- Deputy VP, Corporate Business Analyst, NET (2014–2020)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota Komite Nominasi dan Remunerasi PT Indosat Tbk
Member of the Nomination and Remuneration Committee PT Indosat Tbk

Di luar Perseroan:
Outside the Company:
Anggota Dewan Penasihat Program Studi Industri Kreatif (DKV), Universitas Sampoerna
Member, Advisory Board for the Creative Industry Program Studi DKV, Unversitas Sampoerna

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Rudiantara

Komisaris Independen
Independent Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

66 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Master of Business Administration dari Institut Pendidikan dan Pembinaan Manajemen (IPPM), Indonesia (1988)
- Sarjana di bidang Statistika dari Universitas Padjadjaran, Indonesia (1984)
- Master of Business Administration from the Institute of Management Education and Development (IPPM), Indonesia (1988)
- Bachelor in Statistics from Universitas Padjadjaran, Indonesia (1984)

Pengalaman Kerja/Work Experience

Menteri Komunikasi dan Informatika Republik Indonesia (2014–2019)
Minister of Communication and Information Technology of the Republic of Indonesia (2014–2019)

Rangkap Jabatan/Concurrent Position

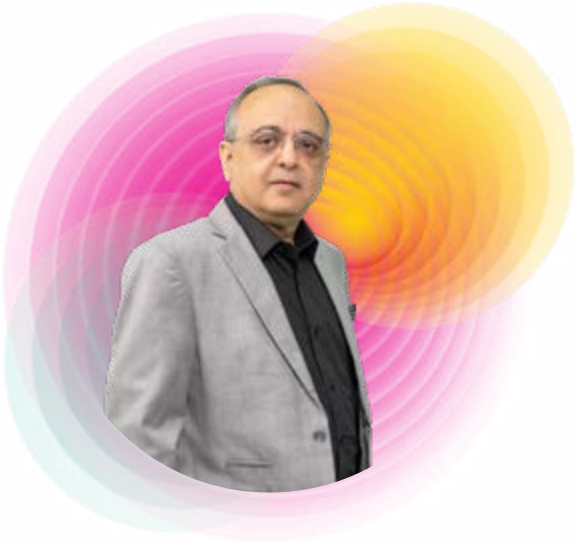
Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam perseroan.
There is no concurrent position inside the company.

Di luar Perseroan:
Outside the Company:

- Komisaris Utama PT Elang Andalan Nusantara (sejak 2024)
- Komisaris Utama PT Kita Bisa Indonesia (sejak 2023)
- Komisaris Utama PT Rukun Raharja Tbk (sejak 2022)
- Komisaris Utama PT Amartha Nusantara Raya (sejak 2021)
- Komisaris Independen PT Vale Indonesia Tbk (sejak 2020)
- President Commissioner of PT Elang Andalan Nusantara (since 2024)
- President Commissioner of PT Kita Bisa Indonesia (since 2023)
- President Commissioner of PT Rukun Raharja Tbk (since 2022)
- President Commissioner of PT Amartha Nusantara Raya (since 2021)
- Independent Commissioner of PT Vale Indonesia Tbk (since 2020)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Ajay Bahri

Komisaris Independen
Independent Commissioner

Periode Jabatan/Term of Office

21 Mei 2024 – RUPST 2026 (Periode Pertama)
21 May 2024 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

61 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPST tanggal 21 Mei 2024, berlaku efektif tanggal 21 Mei 2024.
Appointed for the first time as the Company's Independent Commissioner based on AGMS Resolution dated 21 May 2024, effective on 21 May 2024.

Riwayat Pendidikan/Education

- Magister teknik di bidang logistik dari Massachusetts Institute of Technology, Amerika Serikat (2002)
- Chartered Management Accountant, Inggris (1995)
- Chartered Accountant, India (1986)
- Bachelor of commerce dari Universitas Punjab, India (1983)
- Master of engineering in logistics from Massachusetts Institute of Technology, USA (2002)
- Chartered Management Accountant, UK (1995)
- Chartered Accountant, India (1986)
- Bachelor of commerce from Punjab University, India (1983)

Pengalaman Kerja/Work Experience

- Area President di Focus CFO (2023–sekarang)
- Penasihat *Group Managing Director* di Ooredoo (2021–2022)
- Group CFO di Ooredoo (2007–2021)
- Berbagai posisi di Ooredoo termasuk CFO Qatar Operations, Direktur Eksekutif Layanan Umum & Kepala Eksekutif Audit (2003–2007)
- Manajer Proyek di WR Grace (2002)
- Manajer Auditor Internal di Etisalat (1990–2000)
- Akuntan Senior di Ernst & Young (1987–1990)
- Area President at Focus CFO (2023–present)
- Advisor to Group Managing Director at Ooredoo (2021– 2022)
- Group CFO at Ooredoo (2007–2021)
- Various positions at Ooredoo including CFO Qatar Operations, Executive Director General Services & Chief Audit Executive (2003–2007)
- Project Manager at WR Grace (2002)
- Manager Internal Auditor at Etisalat (1990–2000)
- Senior Accountant at Ernst & Young (1987–1990)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Ketua Komite Audit PT Indosat Tbk (sejak 2024)
Chairman of the Audit Committee of PT Indosat Tbk (since 2024)

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Elisa Lumbantoruan

Komisaris Independen
Independent Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

65 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana di bidang Matematika dari Institut Teknologi Bandung, Indonesia (1985)
Bachelor's degree in mathematics from Institut Teknologi Bandung, Indonesia (1985)

Pengalaman Kerja/Work Experience

- Penasihat Eksekutif PT ISS Indonesia (2023–2024)
- President Direktur & CEO di PT ISS Indonesia (2015–2023)
- President Direktur & CEO di PT ISS Facility Services (2015– 2023)
- Komisaris Independen PT Garuda Indonesia Tbk (2020– 2021)
- EVP/Director bidang Sumber Daya Manusia, TI, dan Strategi PT Samora Usaha Makmur (2014–2015)
- Komisaris Utama PT Citilink Indonesia (2012–2013)
- Komisaris Utama PT Gapura Angkasa (2009–2013)
- Komisaris Independen PT XL Axiata Tbk (2008–2012)
- Presiden Direktur dan County TSG General Manager PT Hewlett-Packard Indonesia (2002–2007)
- Marketing and Sales Director, Finance Director/Group Director CFO, Corporate Strategy and IT Director, PT Garuda Indonesia Tbk (2007–2013)
- Executive Advisor of PT ISS Indonesia (2023–2024)
- President Director & CEO at PT ISS Indonesia (2015–2023)
- President Director & CEO at PT ISS Facility Services (2015– 2023)
- Independent Commissioner of PT Garuda Indonesia Tbk (2020–2021)
- EVP/Director of Human Resources, IT, and Strategy at PT Samora Usaha Makmur (2014–2015)
- President Commissioner of PT Citilink Indonesia (2012– 2013)
- President Commissioner of PT Gapura Angkasa (2009– 2013)
- Independent Commissioner of PT XL Axiata Tbk (2008– 2012)
- President Director and County TSG General Manager PT Hewlett-Packard Indonesia (2002–2007)
- Marketing and Sales Director, Finance Director/Group Director CFO, Corporate Strategy and IT Director, PT Garuda Indonesia Tbk (2007–2013)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota Komite Audit PT Indosat Tbk (sejak 2022)
- Ketua Komite Nominasi dan Remunerasi PT Indosat Tbk (sejak 2022)
- Member of the Audit Committee of PT Indosat Tbk (since 2022)
- Chairman of the Nomination and Remuneration Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:
Komisaris Utama PT Centrepark Citra Corpora (sejak Juli 2025)
President Commissioner of PT. Centrepark Citra Corpora (Since July 2025)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Wijayanto

Komisaris Independen
Independent Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

54 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Master di bidang Public Policy dari Georgetown University, Amerika Serikat (2007)
- Sarjana di bidang Teknik Sipil dari Universitas Gadjah Mada, Indonesia (1995)
- Master's degree in public policy from Georgetown University, USA (2007)
- Bachelor's degree in civil engineering from Universitas Gadjah Mada, Indonesia (1995)

Pengalaman Kerja/Work Experience

- Ketua Yayasan Paramadina dan pengajar di Universitas Paramadina (2021-sekarang)
- Penasihat Ekonomi Senior Gubernur DKI Jakarta (2019– 2022)
- Staf Khusus Wakil Presiden Republik Indonesia di bidang Ekonomi dan Keuangan (2014–2019)
- Pendiri dan Direktur Institut Kebijakan Publik Paramadina, Wakil Rektor Universitas Paramadina (2007–2015)
- Berbagai posisi di Farindo/Farallon Capital LLC, ABN AMRO Asia Securities, dan Makindo Securities (1995–2007)
- Chairman of the Paramadina Foundation and lecturer at Paramadina University (2021-present)
- Senior Economic Advisor to the Governor of DKI Jakarta (2019–2022)
- Special Staff to the Vice President of the Republic of Indonesia in the field of Economics and Finance (2014– 2019)
- Founder and Director of the Paramadina Public Policy Institute, Deputy Chancellor of Paramadina University (2007–2015)
- Various positions at Farindo/Farallon Capital LLC, ABN AMRO Asia Securities, and Makindo Securities (1995–2007)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam perseroan.
There is no concurrent position inside the company.

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Sidharta Prawira Oetama

Komisaris Independen
Independent Commissioner

Periode Jabatan/Term of Office

2 Oktober 2025 – RUPST 2026 (Periode Pertama)
2 October 2025 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

52 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 2 Oktober 2025.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 2 October 2025.

Riwayat Pendidikan/Education

- MBA di MIT Sloan School of Management, USA (2003)
- Magister Sains (M.Sc.) Engineering Economic Systems & Operations Research, Stanford University, USA (1997)
- Sarjana Sains (B.Sc.) Chemical Engineering, Cornell University, USA (1996)
- Sarjana Sains (B.Sc.) Operations Research & Engineering, Cornell University, USA (1996)
- MBA from MIT Sloan School of Management USA (2003)
- M.Sc. Engineering Economic Systems & Operations Research, Stanford University, USA (1997)
- B.Sc. Chemical Engineering, Cornell University, USA (1996)
- B.Sc. Operations Research & Engineering, Cornell University, USA (1996)

Pengalaman Kerja/Work Experience

- Presiden Direktur & CEO di PT Kino Indonesia Tbk (2022–2025)
- Direktur Pelaksana, Kepala Operasi Portofolio, dan Anggota Komite Investasi di The Northstar Group (2014–2022)
- General Manager, Bluescope Buildings Asia Tenggara di Bluescope Steel Ltd. (2012–2014)
- President Director & CEO at PT Kino Indonesia Tbk (2022–2025)
- Managing Director, Head of Portfolio Operations and Member of the Investment Committee at the Northstar Group (2014–2022)
- General Manager, Bluescope Buildings Southeast Asia at Bluescope Steel Ltd. (2012–2014)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota Komite Audit PT Indosat Tbk
Member of the Audit Committee of PT Indosat Tbk

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Halim Alamsyah*

Komisaris Utama
President Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

68 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Gelar Doktor dari Universitas Indonesia, Indonesia (2008)
- Gelar Master di bidang Development Economics dari Boston University, Amerika Serikat (1985)
- Sarjana Hukum Agraria dari Universitas Gadjah Mada (UGM), Indonesia (1981)
- Sarjana Ekonomi dari Universitas Islam Indonesia (UII), Indonesia (1980)
- Doctorate degree from the University of Indonesia (2008)
- Master's degree in development economics from Boston University, USA (1985)
- Bachelor's in agrarian law from the University of Gadjah Mada (UGM), Indonesia (1981)
- Bachelor's in economics from Indonesia Islamic University (UII), Indonesia (1980)

Pengalaman Kerja/Work Experience

- Ketua Dewan Komisioner Lembaga Penjamin Simpanan (LPS) (2015–2020)
- Anggota Dewan Komisaris OJK Ex Officio mewakili Bank Indonesia (2012–2015)
- Deputi Gubernur Bank Indonesia (2010–2015)
- Board of Commissioners Chairman of the Deposit Insurance Corporation (LPS) (2015–2020)
- Ex Officio Member of the OJK Board of Commissioners representing Bank Indonesia (2012–2015)
- Deputy Governor of the Central Bank of Indonesia (2010–2015)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam perseroan.
There is no concurrent position inside the company.

Di luar Perseroan:
Outside the Company:

- Wakil Komisaris Utama (Independen) PT Bank Danamon Indonesia Tbk
- Anggota Komite Audit PT Sinar Mas Multiartha Tbk
- Vice President Commissioner (Independent) of PT Bank Danamon Indonesia Tbk
- Member of the Audit Committee of PT Sinar Mas Multiartha Tbk

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.

* Diberhentikan dengan hormat sebagai Komisaris Utama Perseroan efektif setelah diterima oleh para pemegang saham Perseroan pada RUPS Tahunan 2025 yang diselenggarakan pada 28 Mei 2025. Profil di atas untuk Bapak Halim Alamsyah terakhir diperbarui pada 28 Mei 2025.
* Honorably discharged from his position as a Commissioner of the Company, effective upon approval by the Company's shareholders at the 2025 Annual GMS held on 28 May 2025. The above profile for Mr. Halim Alamsyah was last updated on 28 May 2025.



Meirijal Nur*

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Kedua)
4 January 2022 – AGMS 2026 (Second Period)

Usia & Kewarganegaraan/Age & Citizenship

57 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Master of Business Administration dari Nanzan University, Jepang (2001)
- Sarjana Ekonomi dari Program Ekonomi dan Pembangunan dari Universitas Andalas, Indonesia (1993)
- Master of Business Administration from Nanzan University, Japan (2001)
- Bachelor of Economics from the Economics and Development Program at Andalas University, Indonesia (1993)

Pengalaman Kerja/Work Experience

- Direktur Kekayaan Negara Dipisahkan, DJKN (sejak 2019)
- Komisaris PT Bahana Pembinaan Usaha Indonesia (2019–2021)
- Komisaris PT Trans-Pacific Petrochemical Indonesia (2015–2019)
- Direktur Penilaian DJKN (2014–2019)
- Kepala Kanwil DJKN Sumatra Selatan, Jambi, dan Bangka Belitung (2013–2014)
- Director of Separated State Wealth, DJKN (since 2019)
- Commissioner of PT Bahana Pembinaan Usaha Indonesia (2019–2021)
- Commissioner of PT Trans-Pacific Petrochemical Indotama (2015–2019)
- Director of Assessment DJKN (2014–2019)
- Head of Regional Office DJKN South Sumatra, Jambi, and Bangka Belitung (2013–2014)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Anggota Komite Nominasi dan Remunerasi PT Indosat Tbk
Member of the Nomination and Remunderation Committee of PT Indosat Tbk

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.

* Diberhentikan dengan hormat sebagai Komisaris Perseroan efektif setelah diterima oleh para pemegang saham Perseroan pada RUPS Tahunan 2025 yang diselenggarakan pada 28 Mei 2025. Profil di atas untuk Bapak Meirijal Nur terakhir diperbarui pada 28 Mei 2025.
* Honorably discharged from his position as a Commissioner of the Company, effective upon approval by the Company's shareholders at the 2025 Annual GMS held on 28 May 2025. The above profile for Mr. Meirijal Nur was last updated on 28 May 2025.



Hernando*

Komisaris
Commissioner

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2026 (Periode Pertama)
4 January 2022 – AGMS 2026 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

36 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Komisaris Independen Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Independent Commissioner based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Master di bidang Administrasi Publik program Economic Policy Management dari Columbia University, Amerika Serikat (2017)
- Sarjana di bidang Elektronik dari Institut Teknologi Bandung, Indonesia (2011)
- Master's in public administration in the Economic Policy Management program from Columbia University, USA (2017)
- Bachelor in electronics from Institut Teknologi Bandung, Indonesia (2011)

Pengalaman Kerja/Work Experience

- Tenaga Ahli di Kantor Eksekutif Presiden Republik Indonesia (2015–2016)
- Investment Analis untuk Nikko Securities Indonesia (2014–2015)
- Expert Staff at the Executive Office of the President of the Republic of Indonesia (2015–2016)
- Investment Analyst for Nikko Securities Indonesia (2014–2015)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:
Tidak memiliki rangkap jabatan di dalam perseroan.
There is no concurrent position inside the company.

Di luar Perseroan:
Outside the Company:
Komisaris dan anggota Komite Audit di PT Asuransi Jiwa Inhealth Indonesia (2020–sekarang)
Commissioner and member of the Audit Committee at PT Asuransi Jiwa Inhealth Indonesia (2020–present)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.

* Mengundurkan diri sebagai Komisaris Independen Perseroan efektif setelah diterima oleh para pemegang saham Perseroan pada RUPS Luar Biasa 2025 yang diselenggarakan pada 2 Oktober 2025. Profil di atas untuk Bapak Hernando terakhir diperbarui pada 2 Oktober 2025.
* Resigned as an Independent Commissioner of the Company, effective upon acceptance by the Company's shareholders at the 2025 Extraordinary GMS held on 2 October 2025. The above profile for Mr. Hernando was last updated on 2 October 2025.

Pernyataan Independensi Komisaris Independen

Penunjukan Komisaris Independen dilakukan dengan mempertimbangkan kualifikasi yang mencakup aspek independensi serta kebebasan dari pengaruh pihak mana pun guna menjaga objektivitas dalam pengawasan. IOH memaknai independensi sebagai kondisi di mana seseorang bebas dari ketergantungan dan tidak berada di bawah kendali atau pengaruh pihak eksternal. Seluruh Komisaris Independen IOH telah menyampaikan pernyataan resmi bahwa mereka memenuhi kriteria independensi sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.



Independence Statement of Independent Commissioners

The appointment of Independent Commissioners is made by considering qualifications that include independence and freedom from the influence of any party in order to maintain objectivity in supervision. IOH defines independence as a condition in which a person is free from dependence and is not under the control or influence of external parties. All IOH Independent Commissioners have submitted official statements that they meet the independence criteria in accordance with the provisions of the applicable laws and regulations.



Profil Direksi
Profile of The Board of Directors



Vikram Sinha

Direktur Utama dan Chief Executive Officer
President Director and Chief Executive Officer

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2027 (Periode Pertama)
4 January 2022 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

51 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur Utama dan Chief Executive Officer Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's President Director and Chief Executive Officer based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

- Gelar Pascasarjana dalam Manajemen Internasional dari International Management Institute (IMI), India (2002)
- Sarjana Administrasi Bisnis dalam Pemasaran dari Universitas Bangalore, India (1998)
- Postgraduate degree in International Management from the International Management Institute (IMI), India (2002)
- Bachelor of Business Administration in Marketing from Bangalore University, India (1998)

Pengalaman Kerja/Work Experience

- Direktur & Chief Operating Officer Indosat (2019–2022)
- Chief Executive Officer Ooredoo Myanmar (2017–2019)
- Chief Executive Officer Ooredoo Maldives (2014–2017)
- Chief Operating Officer Bharti Airtel Ltd, Congo (2014)
- Managing Director Bharti Airtel Ltd, Seychelles (2012–2013)
- Director & Chief Operating Officer Indosat (2019–2022)
- Chief Executive Officer Ooredoo Myanmar (2017–2019)
- Chief Executive Officer Ooredoo Maldives (2014–2017)
- Chief Operating Officer Bharti Airtel Ltd, Congo (2014)
- Managing Director Bharti Airtel Ltd, Seychelles (2012–2013)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Spend Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Pricing Committee* PT Indosat Tbk (sejak 2022)
- Ketua *Human Resource Management Committee* PT Indosat Tbk (sejak 2022)
- Ketua *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak 2022)
- Member of the Spend Committee of PT Indosat Tbk (since 2022)
- Member of the Pricing Committee of PT Indosat Tbk (since 2022)
- Chairman of the Human Resource Committee of PT Indosat Tbk (since 2022)
- Chairman of the Executive Risk Management Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Komisaris di PT Aplikanusa Lintasarta (sejak 2020)
- Anggota dewan di ISPL dan Ooredoo Maldives Pte Ltd (sejak 2021)
- Commissioner at PT Aplikanusa Lintasarta (since 2020)
- Board Member at ISPL and Ooredoo Maldives Pte Ltd (since 2021)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Ahmad Zulfikar

Direktur dan Chief Strategy & Execution Officer
Director and Chief Strategy & Execution Officer

Periode Jabatan/Term of Office

15 Mei 2023 – RUPST 2027 (Periode Pertama)
15 May 2023 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

49 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Strategy & Execution Officer Perseroan berdasarkan Keputusan RUPST tanggal 15 Mei 2023, berlaku efektif tanggal 15 Mei 2023.
Appointed for the first time as the Company's Director and Chief Strategy & Execution Officer based on AGMS Resolution dated 15 May 2023, effective on 15 May 2023.

Riwayat Pendidikan/Education

- Gelar Sarjana Sains dalam Administrasi Bisnis dari Universitas Duquesne, Amerika Serikat (1998)
- Gelar Magister Sains dalam Keuangan dan Layanan Keuangan dari Universitas New Haven, Amerika Serikat (2000)
- Bachelor of Science in Business Administration from Duquesne University, USA (1998)
- Master of Science in Finance and Financial Services from the University of New Haven, USA (2000)

Pengalaman Kerja/Work Experience

- Direktur Utama di PT Cakrawala Andalas Televisi (ANTV) (2019–2023)
- Direktur Keuangan di PT Intermedia Capital Tbk (2019– 2023)
- Direktur Keuangan dan Teknik di PT Cakrawala Andalas Televisi (ANTV) (2015–2019)
- Direktur Teknik di PT Cakrawala Andalas Televisi (ANTV) (2013–2015)
- Direktur Keuangan di PT Lativi Mediakarya (TVOne) (2009–2011)
- President Director of PT Cakrawala Andalas Televisi (ANTV) (2019–2023)
- Finance Director of PT Intermedia Capital Tbk (2019–2023)
- Finance and Technical Director of PT Cakrawala Andalas Televisi (ANTV) (2015–2019)
- Technical Director of PT Cakrawala Andalas Televisi (ANTV) (2013–2015)
- Finance Director of PT Lativi Media Karya (TVOne) (2009– 2011)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Spend Committee* PT Indosat Tbk (sejak 2023)
- Anggota *Pricing Committee* PT Indosat Tbk (sejak 2023)
- Anggota *Human Resource Management Committee* PT Indosat Tbk (sejak 2023)
- Anggota *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak 2023)
- Member of the Spend Committee of PT Indosat Tbk (since 2023)
- Member of the Pricing Committee of PT Indosat Tbk (since 2023)
- Member of the Human Resource Committee of PT Indosat Tbk (since 2023)
- Member of the Executive Risk Management Committee of PT Indosat Tbk (since 2023)

Di luar Perseroan:
Outside the Company:

- Komisaris PT Dafarri Satu Utama
- Bendahara Yayasan Bakti Sepakbola Indonesia (sejak 2023)
- Commissioner of PT Dafarri Satu Utama
- Treasurer of Yayasan Bakti Sepakbola Indonesia (since 2023)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Cheung Kwok Tung

Direktur dan Chief Technology Officer
Director and Chief Technology Officer

Periode Jabatan/Term of Office

15 Mei 2023 – RUPST 2027 (Periode Pertama)
15 May 2023 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

61 tahun/years old
Warga negara Tiongkok/Chinese citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Technology Officer Perseroan berdasarkan Keputusan RUPST tanggal 15 Mei 2023, berlaku efektif tanggal 15 Mei 2023.
Appointed for the first time as the Company's Director and Chief Technology Officer based on AGMS Resolution dated 15 May 2023, effective on 15 May 2023.

Riwayat Pendidikan/Education

Gelar kehormatan kelas satu di bidang Teknik Elektronika dari University of Warwick, Inggris
The first-class honors degree in Engineering Electronics from the University of Warwick, UK

Pengalaman Kerja/Work Experience

- Chief Technology Officer di Indosat Ooredoo Hutchison (2022–sekarang)
- Chief Technology Officer di PT Hutchison 3 Indonesia (2015–2021)
- Chief Technology Officer di Vietnamobile (2010–2015)
- Project Director di Hutchison Telecom International (2004–2010)
- Senior Management, Network Director di Hutchison Telecom HK United (1997–2004)
- Chief Technology Officer at Indosat Ooredoo Hutchison (2022–present)
- Chief Technology Officer at PT Hutchison 3 Indonesia (2015–2021)
- Chief Technology Officer at Vietnamobile (2010–2015)
- Project Director at Hutchison Telecom International (2004–2010)
- Senior Management, Network Director at Hutchison Telecom HK United (1997–2004)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Pricing Committee* PT Indosat Tbk (sejak 2023)
- Anggota *Human Resource Management Committee* PT Indosat Tbk (sejak 2023)
- Anggota *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak 2023)
- Member of the Pricing Committee of PT Indosat Tbk (since 2023)
- Member of the Human Resource Committee of PT Indosat Tbk (since 2023)
- Member of the Executive Risk Management Committee of PT Indosat Tbk (since 2023)

Di luar Perseroan:
Outside the Company:
Tidak memiliki rangkap jabatan di luar perseroan.
There is no concurrent position outside the company.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Irsyad Sahroni

Direktur dan Chief Human Resources Officer
Direktur and Chief Human Resources Officer

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2027 (Periode Pertama)
4 January 2022 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

52 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Human Resources Officer Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Director and Chief Human Resources Officer based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana Hukum di bidang Kegiatan Ekonomi dari Universitas Indonesia, Indonesia (1996)
Bachelor of Law in Commercial Activities from Universitas Indonesia, Indonesia (1996)

Pengalaman Kerja/Work Experience

- Chief Human Resources Officer di Indosat (April 2018–sekarang)
- HR Director di PT Nestle Indonesia (2016–Maret 2018)
- HR Director di PT Reckitt Benckiser Indonesia (2015–2016)
- Lead Business Partner di PT HM Sampoerna Tbk (2011–2014)
- HR, Legal & Communication Director di PT CEVA Logistics Indonesia (2010–2011)
- HR Director di Sanofi Aventis Group (2008–2010)
- Head of HR di PT Darya–Varia Laboratoria Tbk (2003–2008)
- PT Nestle Indonesia (1997–2003)
- Chief Human Resources Officer at Indosat (April 2018–present)
- HR Director at PT Nestle Indonesia (2016–March 2018)
- HR Director at PT Reckitt Benckiser Indonesia (2015–2016)
- Head Business Partner at PT HM Sampoerna Tbk (2011– 2014)
- HR, Legal & Communication Director at PT CEVA Logistics Indonesia (2010–2011)
- HR Director at Sanofi Aventis Group (2008–2010)
- Head of HR at PT Darya–Varia Laboratoria Tbk (2003– 2008)
- PT Nestle Indonesia (1997–2003)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Wakil Ketua *Human Resource Management Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak 2022)
- Deputy Chair of Human Resource Committee of PT Indosat Tbk (since 2022)
- Member of the Executive Risk Management Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Anggota Dewan Komisaris di PT Aplikanusa Lintasarta
- Anggota Dewan Komisaris di PT Infra Fiber Teknologi
- Member of the Board of Commissioners of PT Aplikanusa Lintasarta
- Member of the Board of Commissioners of PT Infra Fiber Teknologi

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Lee Chi Hung

Direktur dan Chief Financial Officer
Director and Chief Financial Officer

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2027 (Periode Pertama)
4 January 2022 – AGMS 2027 (First Period))

Usia & Kewarganegaraan/Age & Citizenship

55 tahun/years old
Warga negara Tiongkok/Chinese citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Financial Officer Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Director and Chief Financial Officer based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Bachelor of Arts di bidang Akuntansi
Bachelor of Arts in Accountancy

Pengalaman Kerja/Work Experience

- Chief Financial Officer di PT Hutchison 3 Indonesia
- Finance Head di Asia Telecommunications CK Hutchison Holdings Limited (Maret 2018–November 2020)
- Manager hingga Vice President of Group Finance di PCCW Limited
- Corporate Financial Controller di Hutchison Telecommunications International Ltd (Oktober 2006)
- Senior Financial and Operational Officer di bidang keuangan hingga kepatuhan dan tata kelola, serta di bidang penganggaran dan manajemen kinerja kegiatan operasional di berbagai negara di Asia
- Chief Financial Officer at PT Hutchison 3 Indonesia
- Finance Head of Asia Telecommunications CK Hutchison Holdings Limited (March 2018–November 2020)
- Manager to Vice President of Group Finance at PCCW Limited
- Corporate Financial Controller of Hutchison Telecommunications International Ltd. (October 2006)
- Senior financial and operational roles from across finance to compliance and governance, and in budgeting and performance management across operations in multiple countries in Asia

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Ketua *Spend Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Pricing Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Human Resource Management Committee* PT Indosat Tbk (sejak 2022)
- Wakil Ketua *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak 2022)
- Chairman of the Spend Committee of PT Indosat Tbk (since 2022)
- Member of the Pricing Committee of PT Indosat Tbk (since 2022)
- Member of the Human Resource Committee of PT Indosat Tbk (since 2022)
- Deputy Chair of Executive Risk Management Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Anggota Dewan Komisaris PT Aplikanusa Lintasarta
- Anggota Komite Investasi di SB ISAT Fund L.P.
- Member of the Board of Commissioners of PT Aplikanusa Lintasarta
- Member of Investment Committee at SB ISAT Fund L.P.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Muhammad Buldansyah

Direktur dan Chief Business Officer
Director and Chief Business Officer

Periode Jabatan/Term of Office

4 Januari 2022 – RUPST 2027 (Periode Pertama)
4 January 2022 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

62 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Business Officer Perseroan berdasarkan Keputusan RUPSLB tanggal 28 Desember 2021, berlaku efektif tanggal 4 Januari 2022.
Appointed for the first time as the Company's Director and Chief Business Officer based on EGMS Resolution dated 28 December 2021, effective on 4 January 2022.

Riwayat Pendidikan/Education

Sarjana Elektronika dari Institut Teknologi Bandung, Indonesia
Bachelor's degree in electronics from Institut Teknologi Bandung, Indonesia

Pengalaman Kerja/Work Experience

- Ketua Dewan Pengawas Asosiasi Telekomunikasi Indonesia (2018-2022)
- Chief Regulatory Officer di Indosat Ooredoo Hutchison (2022-2023)
- Wakil Presiden Direktur dan Chief Sales Officer, Corporate Sales, dan Corporate Affairs di PT Hutchison 3 Indonesia (2015–2021)
- Sekretaris Jenderal Asosiasi Telekomunikasi Indonesia
- Chief Technology Officer/Chief Information Officer PT Excelcom (sekarang XL Axiata)
- Wakil Presiden Direktur Bakrie Telecom
- Presiden Direktur PT Icon Plus
- Memegang beberapa posisi di AT&T International
- Chairman of the Supervisory Board of the Indonesian Telecommunication Association (2018-2022)
- Chief Regulatory Officer at Indosat Ooredoo Hutchison (2022-2023)
- Vice President Director and Chief Sales Officer, Corporate Sales, and Corporate Affairs at PT Hutchison 3 Indonesia (2015–2021)
- Secretary General of the Indonesian Telecommunication Association
- Chief Technology Officer/Chief Information Officer at PT Excelcom (now XL Axiata)
- Vice President Director at Bakrie Telecom
- President Director of PT Icon Plus
- Held various positions at AT&T International

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Pricing Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Human Resource Management Committee* PT Indosat Tbk (sejak 2022)
- Anggota *Executive Risk Management Committee* PT Indosat Tbk (sejak 2022)
- Member of the Pricing Committee of PT Indosat Tbk (since 2022)
- Member of the Human Resource Committee of PT Indosat Tbk (since 2022)
- Member of the Executive Risk Management Committee of PT Indosat Tbk (since 2022)

Di luar Perseroan:
Outside the Company:

- Anggota Dewan Komisaris pada PT Aplikanusa Lintasarta
- Direktur di Indosat Singapore Pte. Ltd.
- Commissioners at PT Aplikanusa Lintasarta
- Director at Indosat Singapore Pte. Ltd.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Syed Bilal Kazmi

Direktur dan Chief Commercial Officer
Director and Chief Commercial Officer

Periode Jabatan/Term of Office

1 Agustus 2025 – RUPST 2027 (Periode Pertama)
1 August 2025 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

55 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai Direktur dan Chief Commercial Officer Perseroan berdasarkan Keputusan RUPST tanggal 28 Mei 2025, berlaku efektif tanggal 1 Agustus 2025.
Appointed for the first time as the Company's Director and Chief Commercial Officer based on AGMS Resolution dated 28 May 2025, effective on 1 August 2025.

Riwayat Pendidikan/Education

- Magister Administrasi Bisnis (MBA), dengan predikat Cum Laude, dari Lancaster University Management School, Inggris.
- Sarjana Sains Teknik Mesin, dari Universitas Teknik dan Teknologi di Lahore, Pakistan
- Master in Business Administration (MBA), with Distinction, from Lancaster University Management School, UK
- Bachelor of Science in Mechanical Engineering, from University of Engineering & Technology in Lahore, Pakistan

Pengalaman Kerja/Work Experience

- Group Chief Consumer Officer, Ooredoo, 2021 - Juli 2025
- Direktur Eksekutif Penjualan, Ooredoo, 2019-2021
- Chief Commercial Officer, Telenor Pakistan, 2016-2019
- Wakil Presiden dan Kepala Bisnis Internasional, DTAC, 2014-2016
- Wakil Presiden Layanan Bersama, Sumber Daya Manusia, Kantor Telenor Asia Bangkok, 2013-2014
- Group Chief Consumer Officer, Ooredoo, 2021 - July 2025
- Executive Director Sales, Ooredoo, 2019-2021
- Chief Commercial Officer, Telenor Pakistan, 2016-2019
- Vice President and Head of International Business, DTAC, 2014-2016
- Shared Services Vice President, Human Resources, Telenor Asia Office Bangkok, 2013-2014

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Pricing Committee* PT Indosat Tbk (sejak Agustus 2025)
- Anggota *Human Resource Management Committee* PT Indosat Tbk (sejak Agustus 2025)
- Anggota *Risk Management Committee* Eksekutif PT Indosat Tbk (sejak Agustus 2025)
- Member of the Pricing Committee of PT Indosat Tbk (since August 2025)
- Member of the Human Resource Committee of PT Indosat Tbk (since August 2025)
- Member of the Executive Risk Management Committee of PTIndosat Tbk (since August 2025)

Di luar Perseroan:
Outside the Company:
Direktur di Indosat Singapore Pte. Ltd. (sejak 2025)
Director at Indosat Singapore Pte. Ltd. (since 2025)

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.



Ritesh Kumar Singh*

Direktur dan Chief Commercial Officer
Director and Chief Commercial Officer

Periode Jabatan/Term of Office

15 Mei 2023 – RUPST 2027 (Periode Pertama)
15 May 2023 – AGMS 2027 (First Period)

Usia & Kewarganegaraan/Age & Citizenship

50 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat pertama kali sebagai DIrektur dan Chief Commercial Officer Perseroan berdasarkan Keputusan RUPST tanggal 15 Mei 2023, berlaku efektif tanggal 15 Mei 2023.
Appointed for the first time as the Company's Director and Chief Commercial Officer based on AGMS Resolution dated 15 May 2023, effective on 15 May 2023.

Riwayat Pendidikan/Education

- Certificate in Brand Development & Marketing Strategy London School of Business, Inggris (2012)
- Diploma dalam Manajemen Pemasaran dari Narsee Monjee Institute of Management Studies, India (2000)
- Sarjana Teknik (Elektronika & Telekomunikasi) dari Universitas Amravati, Maharashtra, India (1996)
- Certificate in Brand Development & Marketing Strategy dari London School of Business, Inggris (2012)
- Diploma in Marketing Management dari Narsee Monjee Institute of Management Studies, India (2000)
- Bachelor of Engineering (Electronics & Telecom) dari Amravati University, Maharashtra, India (1996)

Pengalaman Kerja/Work Experience

- Chief Commercial Officer di Indosat Ooredoo Hutchison (2022–2025)
- Chief Marketing, Chief Commercial Officer di Indosat Ooredoo (2019–2021)
- Chief Commercial Officer di Veon Bangladesh Operations (2017–2019)
- EVP and Circle CEO di Bharti Airtel Limited, India (2016–2017)
- Head, Strategic Project Asia Region (2014–2016)
- Circle Business Head (CXO level) (2012–2014)
- Chief Commercial Officer at Indosat Ooredoo Hutchison (2022–2025)
- Chief Marketing, Chief Commercial Officer at Indosat Ooredoo (2019–2021)
- Chief Commercial Officer at Veon Bangladesh Operations (2017–2019)
- EVP and Circle CEO at Bharti Airtel Limited, India (2016–2017)
- Head, Strategic Project Asia Region (2014–2016)
- Circle Business Head (CXO level) (2012–2014)

Rangkap Jabatan/Concurrent Position

Di dalam Perseroan:
Inside the Company:

- Anggota *Pricing Committee* PT Indosat Tbk
- Anggota *Human Resource Management Committee* PT Indosat Tbk
- Anggota *Executive Risk Management Committee* PT Indosat Tbk
- Member of the Pricing Committee of PT Indosat Tbk
- Member of the Human Resource Committee of PT Indosat Tbk
- Member of the Executive Risk Management Committee of PT Indosat Tbk

Di luar Perseroan:
Outside the Company:
Direktur di Indosat Singapore Pte. Ltd.
Director at Indosat Singapore Pte. Ltd.

Hubungan Afiliasi/Affiliated Relationship

Tidak ada hubungan afiliasi dengan anggota lain dari Dewan Komisaris, anggota Direksi, pemegang saham utama, atau perusahaan pengendali.
There is no affiliation with other members of the Board of Commissioners, Board of Directors, major shareholders, or the controlling company.

* Mengundurkan diri sebagai Direktur Perseroan setelah diterima oleh para pemegang saham Perseroan pada RUPS Tahunan 2025 yang diselenggarakan pada tanggal 28 Mei 2025, berlaku efektif sejak tanggal 31 Juli 2025. Profil di atas untuk Bapak Ritesh Kumar Singh terakhir diperbarui pada 28 Mei 2025.
* Resigned as a Director of the Company after the resignation was accepted by the Company's shareholders at the 2025 Annual GMS held on 28 May 2025, effective as of 31 July 2025. The above profile for Mr. Ritesh Kumar Singh was last updated on 28 May 2025.

Profil Chief
Profile Chiefs



Reski Damayanti

Chief Legal & Regulatory Officer

Usia & Kewarganegaraan/Age & Citizenship

46 tahun/years old
Warga negara Indonesia/Indonesian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

- Diangkat sebagai Chief Legal & Regulatory Officer Indosat Ooredoo Hutchison sejak tanggal 15 Mei 2023.
- Diangkat sebagai Sekretaris Perusahaan sejak 1 Desember 2023 berdasarkan Keputusan Direksi No. 313/A0A-A0A/LGL/23.
- Appointed as the Chief Legal & Regulatory Officer of Indosat Ooredoo Hutchison from 15 May 2023.
- Appointed as the Corporate Secretary since 1 December 2023, based on Board of Directors Resolution No. 313/A0A-A0A/LGL/23

Riwayat Pendidikan/Education

- Magister Hukum dari Universitas Indonesia (2010)
- Sarjana Hukum dari Universitas Indonesia (2001)
- Master of Law from the University of Indonesia (2010)
- Bachelor of Law from the University of Indonesia (2001)

Pengalaman Kerja/Work Experience

- Legal Director (General Counsel) & Corporate Secretary di PT Unilever Indonesia Tbk (2016–2022)
- General Counsel di PT 3M Indonesia (2014–2015)
- General Counsel di PT Heinz ABC Indonesia (2010–2014)
- Legal Counsel di PT P&G Home Product Indonesia (2008–2009)
- Legal Counsel di PT Combiphar and Anugerah Corporation (2004–2007)
- Legal Director (General Counsel) & Corporate Secretary at PT Unilever Indonesia Tbk (2016–2022)
- General Counsel at PT 3M Indonesia (2014–2015)
- General Counsel at PT Heinz ABC Indonesia (2010–2014)
- Legal Counsel at PT P&G Home Product Indonesia (2008–2009)
- Legal Counsel at PT Combiphar and Anugerah Corporation (2004–2007)

Rangkap Jabatan/Concurrent Position

- Komisaris Utama di PT Infra Fiber Teknologi
- Ketua GASA Chapter Indonesia
- President Commissioner at PT Infra Fiber Teknologi
- Chair of GASA Indonesia chapter



Chirag Sukhadia

Chief Enterprise Data Analytics Officer

Usia & Kewarganegaraan/Age & Citizenship

51 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

- Diangkat sebagai Chief Enterprise Data Analytics Officer di Indosat Ooredoo Hutchison sejak tanggal 4 Januari 2022.
- Diangkat sebagai Chief Data & AI Officer di Indosat Ooredoo Hutchison sejak tanggal 1 Oktober 2025.
- Appointed as the Chief Enterprise Data Analytics Officer of Indosat Ooredoo Hutchison from 4 January 2022.
- Appointed as the Chief Data & AI Officer of Indosat Ooredoo Hutchison from 1 October 2025.

Riwayat Pendidikan/Education

- Gelar Master dalam Administrasi Bisnis dengan spesialisasi dalam Keuangan dari Prestige Institute of Management & Research, India (1996)
- Gelar Sarjana Sains dalam Matematika dari Maharaja Sayajirao University of Baroda (MSU), India (1994)
- Master's in Business Administration (MBA) degree with a specialization in Finance from Prestige Institute of Management & Research, India (1996)
- Bachelor of Science (BSc) degree in Mathematics major, from Maharaja Sayajirao University of Baroda (MSU), India (1994)

Pengalaman Kerja/Work Experience

- Wakil Presiden – Perencanaan Strategis di PT Hutchison 3 Indonesia (2011–2021)
- Manajer Umum Grup Perencanaan Analisis Bisnis di Maxis Berhad, Malaysia (2006–2011)
- Manajer Senior dibidang Analisis Bisnis di Bharti Airtel Limited, India (Feb 2006–Aug 2006)
- Manajer Perancangan Bisnis di Hutchison, India (sekarang Vodafone) (2000–2006)
- Asisten Manajer Kuangan di Ashima Textiles Limited, India (1997-1999)
- Vice President – Strategic Planning at PT Hutchison 3 Indonesia (2011–2021)
- General Manager Group Business Planning Analysis at Maxis Berhad, Malaysia (2006–2011)
- Senior Manager Business Analysis at Bharti Airtel Limited, India (Feb 2006–Aug 2006)
- Manager Business Planning at Hutchison, India (now Vodafone) (2000–2006)
- Assistant Manager Finance at Ashima Textiles Limited, India (1997–1999)



Mohammed Afzal Lodhi

Chief Internal Audit Officer

Usia & Kewarganegaraan/Age & Citizenship

56 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat sebagai Chief Internal Audit Officer Indosat Ooredoo Hutchison sejak tanggal 4 Januari 2022.
Appointed as the Chief Internal Audit Officer of Indosat Ooredoo Hutchison from 4 January 2022.

Riwayat Pendidikan/Education

Sarjana di bidang commerce, St. Xavier's College, India (1992)
Bachelor's degree in commerce, St. Xavier's College, India (1992)

Pengalaman Kerja/Work Experience

- Chief Internal Audit Officer di Indosat Ooredoo (2019 – 2021)
- Chief Audit Executive di Ooredoo Myanmar Ltd. (2015–2019)
- Chief Audit Executive di Zanzibar Telecom, Etisalat Group (2012–2015)
- Head-Internal Audit & Compliance (VP) & Company Secretary di Etisalat DB Telecom (2009–2012)
- Finance Head & CS di Mobily Infotech India Pvt. Ltd. (2007–2009)
- Chief Internal Audit Officer at Indosat Ooredoo (2019 – 2021)
- Chief Audit Executive at Ooredoo Myanmar Ltd. (2015–2019)
- Chief Audit Executive at Zanzibar Telecom, Etisalat Group (2012–2015)
- Head-Internal Audit & Compliance (VP) & Company Secretary at Etisalat DB Telecom (2009–2012)
- Finance Head & CS at Mobily Infotech India Pvt. Ltd. (2007–2009)



Vishal Gupta

Chief Techco Transformation & Procurement Officer

Usia & Kewarganegaraan/Age & Citizenship

55 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

- Diangkat sebagai Chief TechCo Transformation and Procurement Officer Indosat Ooredoo Hutchison sejak tanggal 7 Oktober 2025
- Diangkat sebagai Chief Procurement Officer Indosat Ooredoo Hutchison sejak tanggal 4 Januari 2022.
- Appointed as Chief TechCo Transformation and Procurement Officer of Indosat Ooredoo Hutchison since 7 October 2025
- Appointed as Chief Procurement Officer of Indosat Ooredoo Hutchison since 4 January 2022.

Riwayat Pendidikan/Education

- Master of Business Administration dari Institute of Management Studies, India
- Sarjana Teknik di bidang Elektronika dan Komunikasi dari Maulana Azad College of Technology, India
- Master of Business Administration from Institute of Management Studies, India
- Bachelor of Engineering in Electronics and Communications from Maulana Azad College of Technology, India

Pengalaman Kerja/Work Experience

- Chief Procurement Officer di Bharti Airtel International, Afrika
- SVP dan GM Operasional, Afrika di Mobileum Inc.
- Chief Procurement Officer at Bharti Airtel International, Africa
- SVP and GM Operations, Africa at Mobileum Inc.



Vivek Mehendiratta*

Chief Marketing Officer

Usia & Kewarganegaraan/Age & Citizenship

44 tahun/years old
Warga negara India/Indian citizen

Dasar Hukum Pengangkatan/Legal Basis of Appointment

Diangkat sebagai Chief Marketing Officer Indosat Ooredoo Hutchison sejak tanggal 1 Oktober 2024.
Appointed as Chief Marketing Officer of Indosat Ooredoo Hutchison since 1 October 2024.

Riwayat Pendidikan/Education

- Program Kepemimpinan Eksekutif – Strategi & Intrapreneurship, INSEAD, Fontainebleau, Paris
- Magister Administrasi Bisnis – Pemasaran & Manajemen Umum, Universitas Panjab, Chandigarh
- Sarjana Ekonomi, Universitas Panjab, Chandigarh
- Executive Leadership Program – Strategy & Intrapreneurship, INSEAD, Fontainebleau, Paris
- Master of Business Administration – Marketing & General Management, Panjab University, Chandigarh
- Bachelor of Commerce, Panjab University, Chandigarh

Pengalaman Kerja/Work Experience

- CEO Wilayah – Bharti Airtel di Karnataka (2022–2024)
- CEO Wilayah – Bharti Airtel di Mumbai (2020–2022)
- Wakil Presiden Senior & Kepala Pemasaran Konsumen di Bharti Airtel (2017–2020)
- General Manager & Kepala Pemasaran di Bharti Airtel Upper North (2014–2017)
- Circle CEO – Bharti Airtel at Karnataka (2022–2024)
- Circle CEO – Bharti Airtel at Mumbai (2020–2022)
- Senior Vice-President & Head Consumer Marketing at Bharti Airtel (2017–2020)
- General Manager & Head Marketing at Bharti Airtel Upper North (2014–2017)

* Mengundurkan diri sebagai Chief Marketing Officer, berlaku efektif sejak tanggal 31 Desember 2025. Profil di atas untuk Bapak Vivek Mehendiratta terakhir diperbarui pada 31 Desember 2025.
* Resigned as a Chief Marketing Officer, effective as of 31 December 2025. The above profile for Mr. Vivek Mehendiratta was last updated on 31 December 2025.



Karyawan
Employees



Berikut adalah demografi karyawan Perseroan dalam 3 (tiga) tahun terakhir yang tidak termasuk karyawan Entitas Anak. Informasi lainnya terkait Sumber Daya Manusia dapat dilihat pada bab Sumber Daya Manusia dalam laporan ini.

The following is the demographic of the Company's employees in the last 3 (three) years, excluding employees of Subsidiaries. Other information related to Human Resources can be found in the Human Resources section of this report.

Jenjang Pendidikan Education Level	2025	2024	2023
Pascasarjana | Postgraduate	349	339	349
Sarjana | Bachelor	2.474	2.379	2.302
Diploma | Diploma	199	222	256
SMA | High School	21	55	68
Jumlah | Total	**3.043**	**2.995**	**2.975**

Kelompok Umur Age Group	2025	2024	2023
< 25 tahun | < 25 years old	20	38	46
25–35 tahun | 25–35 years old	702	687	792
35–45 tahun | 35–45 years old	1.303	1.269	1.303
45–50 tahun | 45–50 years old	602	588	517
> 50 tahun | > 50 years old	416	413	317
Jumlah | Total	**3.043**	**2.995**	**2.975**

Jenis Kelamin Gender	2025	2024	2023
Laki-laki | Male	2.273	2.231	2.210
Perempuan | Female	770	764	765
Jumlah | Total	**3.043**	**2.995**	**2.975**

Status Ketenagakerjaan Employment Status	2025	2024	2023
Tetap | Permanent	2.767	2.788	2.699
Kontrak | Contract	276	207	276
Jumlah | Total	**3.043**	**2.995**	**2.975**

Tingkat Jabatan Position Level	2025	2024	2023
BoD & Chief | BoD & Chief	12	13	13
8	94	97	94
7	357	350	333
6	1.120	1.098	1.033
5	678	692	690
4	435	455	527
3	347	290	285
Jumlah | Total	**3.043**	**2.995**	**2.975**

Struktur dan Komposisi Pemegang Saham
Structure and Composition of Shareholders

Komposisi Pemegang Saham Perseroan
Composition of the Company's Shareholders

Nama Pemegang saham Name of Shareholder	1 Januari	January 2025	31 Desember 2025	December 2025
	Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
Saham Seri A Dwiwarna Series A Dwiwarna Shares				
Negara Republik Indonesia Republic of Indonesia	1	0.00	1	0.00
Saham Seri B Series B Shares				
Ooredoo Hutchison Asia Pte. Ltd.	21,170,843,008	65.644	21,170,843,008	65.644
Masyarakat Public	5,286,447,600	16.392	5,286,447,600	16.392
PT Perusahaan Pengelola Aset	3,106,499,996	9.632	3,106,499,996	9.632
PT Tiga Telekomunikasi Indonesia	2,687,020,352	8.332	2,687,020,352	8.332

Komposisi Pemegang Saham dengan Kepemilikan >5%
Composition of Shareholders with Ownership >5%

Nama Pemegang saham Name of Shareholder	1 Januari	January 2025	31 Desember 2025	December 2025
	Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
Ooredoo Hutchison Asia Pte. Ltd.	21,170,843,008	65.644	21,170,843,008	65.644
Masyarakat Public	5,286,447,600	16.392	5,286,447,600	16.392
PT Perusahaan Pengelola Aset	3,106,499,996	9.632	3,106,499,996	9.632
PT Tiga Telekomunikasi Indonesia	2,687,020,352	8.332	2,687,020,352	8.332

Komposisi Pemegang Saham dengan Kepemilikan <5%
Composition of Shareholders with Ownership <5%

Nama Pemegang saham Name of Shareholder	1 Januari	January 2025	31 Desember 2025	December 2025
	Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
Negara Republik Indonesia Republic of Indonesia	1 Saham Seri A Dwiwarna 1 Series A Dwiwarna Shares	0.00	1 Saham Seri A Dwiwarna 1 Series A Dwiwarna Shares	0.00

Kepemilikan Saham Direksi dan Dewan Komisaris
Share Ownership of the Board of Directors and Board of Commissioners

Per 1 Januari 2025
As of 1 January 2025

No.	Nama Name	Jabatan Position	Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
			Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
Dewan Komisaris Board of Commissioners						
1	Halim Alamsyah[1)]	Komisaris Utama President Commissioner	-	-	-	-
2	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
3	Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
4	Ahmad Abdulaziz A A Al-Neama	Komisaris Commissioner	-	-	-	-
5	René Heinz Werner	Komisaris Commissioner	-	-	-	-
6	Woo Chiu Man, Cliff	Komisaris Commissioner	-	-	-	-
7	Cheung Kwan Hoi	Komisaris Commissioner	-	-	-	-
8	Efthymios Tsokanis	Komisaris Commissioner	-	-	-	-
9	Sugito Walujo	Komisaris Commissioner	-	-	-	-
10	Meirijal Nur[2)]	Komisaris Commissioner	-	-	-	-
11	Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	-	-	-	-
12	Wijayanto	Komisaris Independen Independent Commissioner	-	-	-	-
13	Ajay Bahri	Komisaris Independen Independent Commissioner	-	-	-	-
14	Rudiantara	Komisaris Independen Independent Commissioner	-	-	-	-
15	Hernando[3)]	Komisaris Independen Independent Commissioner	-	-	-	-
Direksi Board of Directors						
1	Vikram Sinha	Direktur Utama dan Chief Executive Officer President Director and Chief Executive Officer	2,995,700	0.01	-	-
2	Lee Chi Hung	Direktur dan Chief Financial Officer Director and Chief Financial Officer	620,000	0.00	-	-
4	Muhammad Buldansyah	Direktur dan Chief Business Officer Director and Chief Business Officer	1,320,000	0.01	-	-

No.	Nama Name	Jabatan Position	Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
			Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
5	Irsyad Sahroni	Direktur dan Chief Human Resources Officer Director and Chief Human Resources Officer	-	-	-	-
3	Ahmad Zulfikar	Direktur dan Chief Strategy & Execution Officer Director and Chief Strategy & Execution Officer	-	-	-	-
6	Cheung Kwok Tung	Direktur dan Chief Technology Officer Director and Chief Technology Officer	-	-	-	-
7	Ritesh Kumar Singh[4)]	Direktur dan Chief Commercial Officer Director and Chief Commercial Officer	-	-	-	-

1) Diberhentikan dengan hormat dari jabatannya sebagai Komisaris Utama Perseroan, efektif setelah memperoleh persetujuan dalam Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada tanggal 28 Mei 2025
1) Honorably discharged from the position of President Commissioner of the Company, effective upon approval at the Annual General Meeting of Shareholders (GMS) held on 28 May 2025

2) Diberhentikan dengan hormat dari jabatannya sebagai Komisaris Perseroan, efektif setelah memperoleh persetujuan dalam RUPS Tahunan yang diselenggarakan pada tanggal 28 Mei 2025
2) Honorably discharged from the position of Commissioner of the Company, effective upon approval at the Annual GMS held on 28 May 2025.

3) Mengundurkan diri dari jabatannya sebagai Komisaris Independen Perseroan, efektif setelah memperoleh persetujuan dalam RUPS Luar Biasa yang diselenggarakan pada tanggal 2 Oktober 2025
3) Resigned from his position as an Independent Commissioner of the Company, effective upon approval at the Extraordinary GMS held on 2 October 2025.

4) Mengundurkan diri dari jabatannya sebagai Direktur Perseroan, efektif sejak 31 Juli 2025 setelah memperoleh persetujuan dalam RUPS Tahunan yang diselenggarakan pada tanggal 28 Mei 2025
4) Resigned from his position as an Independent Commissioner of the Company, effective as of 31 July 2025 following approval at the Annual GMS held on 28 May 2025

Per 31 Desember 2025
As of 31 December 2025

No.	Nama Name	Jabatan Position	Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
			Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
Dewan Komisaris Board of Commissioners						
1	Nezar Patria	Komisaris Utama President Commissioner	-	-	-	-
2	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
3	Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
4	Ahmad Abdulaziz A A Al-Neama	Komisaris Commissioner	-	-	-	-
5	René Heinz Werner	Komisaris Commissioner	-	-	-	-

No.	Nama Name	Jabatan Position	Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
			Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
6	Woo Chiu Man, Cliff	Komisaris Commissioner	-	-	-	-
7	Cheung Kwan Hoi	Komisaris Commissioner	-	-	-	-
8	Efthymios Tsokanis	Komisaris Commissioner	-	-	-	-
9	Sugito Walujo	Komisaris Commissioner	-	-	-	-
10	Achmad Syah Reza	Komisaris Commissioner	-	-	-	-
11	Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	-	-	-	-
12	Wijayanto	Komisaris Independen Independent Commissioner	-	-	-	-
13	Ajay Bahri	Komisaris Independen Independent Commissioner	-	-	-	-
14	Rudiantara	Komisaris Independen Independent Commissioner	-	-	-	-
15	Sidharta Prawira Oetama	Komisaris Independen Independent Commissioner	-	-	-	-
Direksi Board of Directors						
1	Vikram Sinha	Direktur Utama dan Chief Executive Officer President Director and Chief Executive Officer	11,170,700	0.04	-	-
2	Lee Chi Hung	Direktur dan Chief Financial Officer Director and Chief Financial Officer	1,170,000	0.00	-	-
3	Muhammad Buldansyah	Direktur dan Chief Business Officer Director and Chief Business Officer	1,480,000	0.01	-	-
4	Irsyad Sahroni	Direktur dan Chief Human Resources Officer Director and Chief Human Resources Officer	1,047,500	0.00	-	-
5	Ahmad Zulfikar	Direktur dan Chief Strategy & Execution Officer Director and Chief Strategy & Execution Officer	-	-	-	-
6	Cheung Kwok Tung	Direktur dan Chief Technology Officer Director and Chief Technology Officer	-	-	-	-
7	Syed Bilal Kazmi	Direktur dan Chief Commercial Officer Director and Chief Commercial Officer	-	-	-	-

Transaksi Saham Dewan Komisaris dan Direksi Tahun 2025

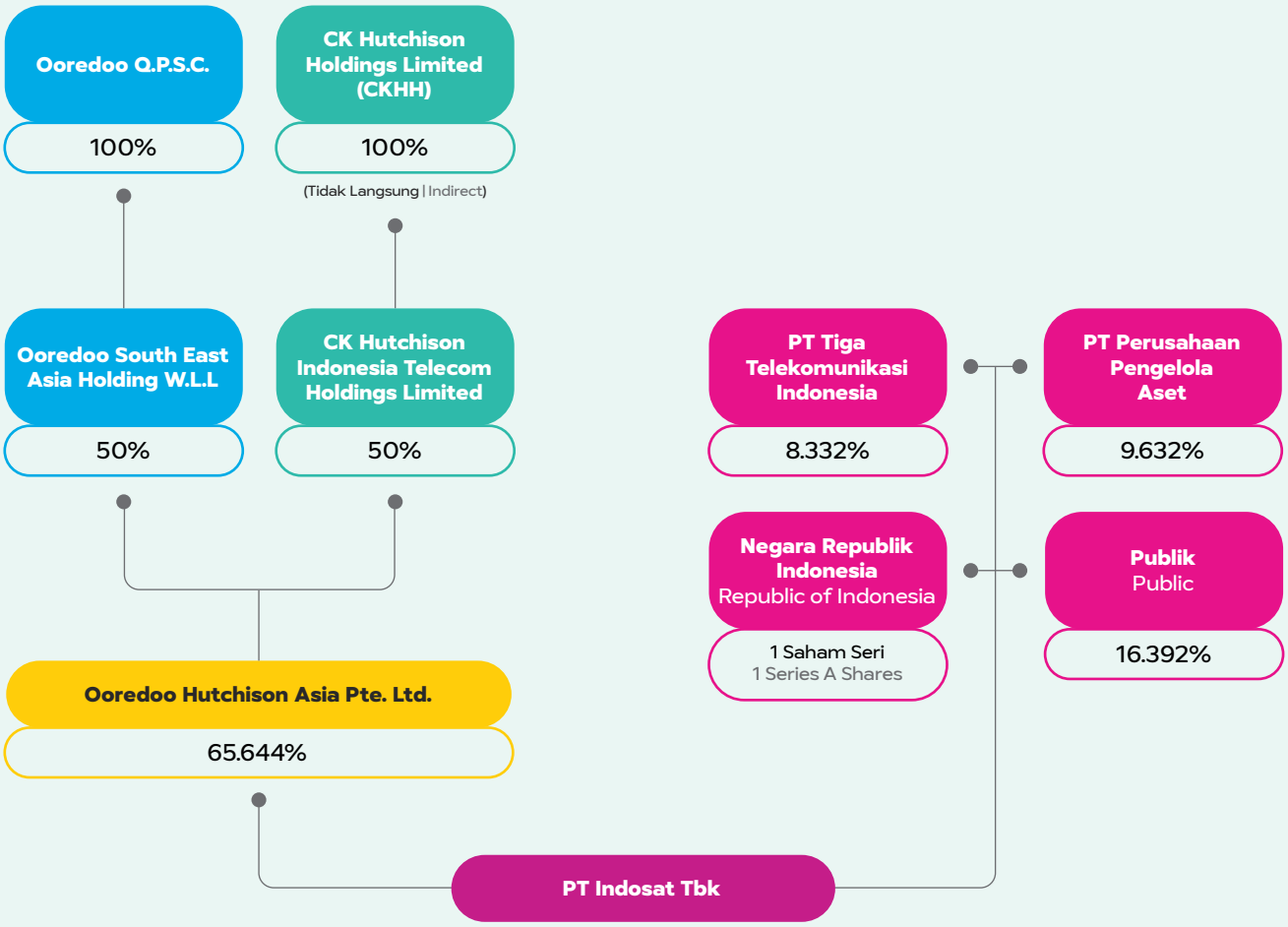
No.	Nama Name	Jabatan Position	Kepemilikan Shaam 1 Januari 2025 Share Ownership 1 January 2025	Jan	Feb	Mar
Dewan Komisaris Board of Commissioners						
1	Nezar Patria	Komisaris Utama President Commissioner	-	-	-	-
2	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
3	Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
4	Ahmad Abdulaziz A A Al-Neama	Komisaris | Commissioner	-	-	-	-
5	René Heinz Werner	Komisaris | Commissioner	-	-	-	-
6	Woo Chiu Man, Cliff	Komisaris | Commissioner	-	-	-	-
7	Cheung Kwan Hoi	Komisaris | Commissioner	-	-	-	-
8	Efthymios Tsokanis	Komisaris | Commissioner	-	-	-	-
9	Sugito Walujo	Komisaris | Commissioner	-	-	-	-
10	Achmad Syah Reza	Komisaris | Commissioner	-	-	-	-
11	Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	-	-	-	-
12	Wijayanto	Komisaris Independen Independent Commissioner	-	-	-	-
13	Ajay Bahri	Komisaris Independen Independent Commissioner	-	-	-	-
14	Rudiantara	Komisaris Independen Independent Commissioner	-	-	-	-
15	Sidharta Prawira Oetama	Komisaris Independen Independent Commissioner	-	-	-	-
Direksi Board of Directors						
1	Vikram Sinha	Direktur Utama dan Chief Executive Officer President Director and Chief Executive Officer	2,995,700	-	1.163.200	3.672.500
2	Lee Chi Hung	Direktur dan Chief Financial Officer Director and Chief Financial Officer	620,000	-	-	-
3	Muhammad Buldansyah	Direktur dan Chief Business Officer Director and Chief Business Officer	1,320,000	-	-	-
4	Irsyad Sahroni	Direktur dan Chief Human Resources Officer Director and Chief Human Resources Officer	-	-	-	-
5	Ahmad Zulfikar	Direktur dan Chief Strategy & Execution Officer Director and Chief Strategy & Execution Officer	-	-	-	-
6	Cheung Kwok Tung	Direktur dan Chief Technology Officer Director and Chief Technology Officer	-	-	-	-
7	Syed Bilal Kazmi	Direktur dan Chief Commercial Officer Director and Chief Commercial Officer	-	-	-	-

Share Transaction of the Baord of Commissioners and Directors in 2025

Pembelian dan Penjaulan Saham Tahun 2025 Share Buy and Sell in 2025									**Kepemilikan Shaam 31 Desember 2025** Share Ownership 31 December 2025
Apr	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	969.100	-	-	2.370.000	-	11.170.700
300.000	-	-	-	250.000	-	-	-	-	1.170.000
-	160.000	-	-	-	-	-	-	-	1.480.000
-	-	-	-	-	-	-	1.047.500	-	1.047.500
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-

Pemegang Saham Utama dan Pengendali
Main and Controlling Shareholder

Per 31 Desember 2025
As of 31 December 2025



Pemegang Saham utama dan pengendali Perseroan adalah Ooredoo Hutchison Asia Pte. Ltd. dengan pemilik manfaat akhir yakni Ooredoo Q.P.S.C. dan CK Hutchison Holdings Limited (CKHH).
The main and controlling shareholder of the Company is Ooredoo Hutchison Asia Pte. Ltd., with the ultimate beneficial owners being Ooredoo Q.P.S.C. and CK Hutchison Holdings Limited (CKHH).

Kepemilikan Saham Berdasarkan Klasifikasi Per 31 Desember 2025
Share Ownership based on Classification as of 31 December 2025

Status	Jumlah Saham Total Shares	%	Jumlah Investor Total Investor	Status
Perorangan Asing	4.828.700	0,01	55	Foreign Individuals
Perorangan Indonesia	150.420.339	0,47	13.714	Indonesian Individuals
Lembaga Asing	25.341.433.249	78,58	317	Foreign Institutions
Lembaga Indonesia	6.754.128.669	20,94	438	Indonesian Institutions
Jumlah	**32.250.810.957**	**100,00**	**14.524**	Total

Kronologi Pencatatan Saham
Chronology of Share Listing

Tanggal Pencatatan Listing Date	**Keterangan** Description	**Rasio saham lama: saham baru** Ratio of old shares: new shares	**Nilai Nominal** Par Value **(Rp)**	**Tambahan Saham** Additional Shares	**Jumlah Saham Beredar** Total Outstanding Shares
19 Oktober 1994 19 October 1994	Penawaran Saham Perdana Initial Public Offering	-	500	103,550,000	1,035,500,000
8 Maret 2004 8 March 2004	Pemecahan Saham Stock Split	1 to 5	100	4,142,000,000	5,177,500,000
1 Agustus 2004 1 August 2004	Program Opsi Saham Karyawan Employee Stock Option Program	-	100	107,808,500	5,285,308,500
1 Agustus 2005 1 August 2005	Program Opsi Saham Karyawan Employee Stock Option Program	-	100	70,866,000	5,356,174,500
5 Mei 2006 5 May 2006	Penjualan saham ke Indonesia Communications Pte Ltd dan masyarakat Sale of shares to Indonesia Communications Pte Ltd and public	-	100	77,759,000	5,433,933,500
4 Januari 2022 4 January 2022	Merger dengan H3I Merger with H3I	-	100	2,628,769,240	8,062,702,740
14 Oktober 2024 14 October 2024	Pemecahan Saham Stock Split	1 to 4	25	24,188,108,217	32,250,810,957

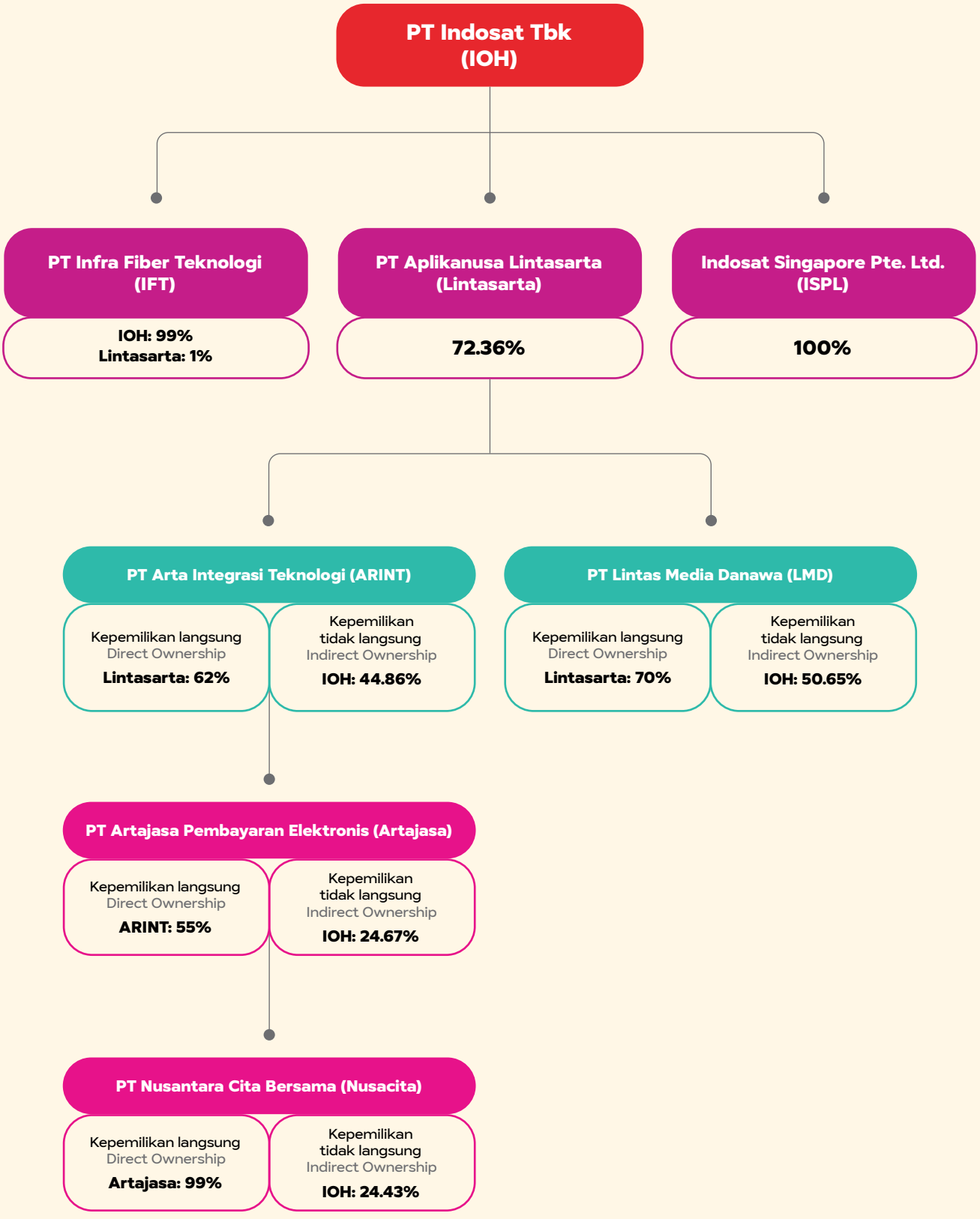
Kronologi Penerbitan dan Pencatatan Efek Lainnya
Chronology of Issuance and Listing of other Securities

Untuk kronologi penerbitan obligasi dan sukuk, silakan merujuk ke halaman 10 bagian Ikhtisar Obligasi dan Ikhtisar Sukuk.

For the chronology of bond and sukuk issuance, please refer to page 10 on Bonds Highlights and Sukuk Highlights.

Struktur Grup Perseroan dan Entitas Anak

Structure of the Company's Group and Subsidiaries



Entitas Anak
Subsidiaries

PT Aplikanusa Lintasarta ("Lintasarta")

Indosat Ooredoo Hutchison memiliki 72,36% saham di Lintasarta, yang menyediakan layanan komunikasi berkecepatan tinggi dan jaringan korporasi. Lintasarta, yang didirikan pada tahun 1988, menyediakan layanan sistem data telekomunikasi dan teknologi informasi, seperti *cloud computing*, layanan pusat data (*data center*), *security & collaboration*, analitik data, IT *Outsourcing* serta jasa profesional bagi pelanggan korporat.

Indosat Ooredoo Hutchison holds 72.36% of the shares in Lintasarta, which provides high-speed communication and corporate network services. Lintasarta, which was established in 1988, offers data communication services and information technology services, such as cloud computing, data center services, security & collaboration, data analytics, IT Outsourcing and professional services to corporate customers.

Alamat | Address	Gedung Menara Thamrin lt. 12, Jl. M.H. Thamrin Kav. 3, Jakarta 10250
Telepon | Telephone	+62 21 230 2345
Website	www.lintasarta.net
Kontak | Contact	Sekretaris perusahaan | Corporate Secretary
Email	corsec@lintasarta.co.id
Status Operasi Status of Operation	Beroperasi
Bidang Usaha |Line of Business	• Informasi dan komunikasi | Information and communication • Konstruksi | Construction • Perdagangan | Trade • Aktivitas profesional, ilmiah dan teknis | Professional, scientific and technical activities • Aktivitas penyewaan dan sewa guna usaha tanpa hak opsi dan ketenagakerjaan | Leasing and leasing activities without option and employment rights • Real estat | Real estate
Total Aset | Total Assets	Rp14,789,646 juta I million Per 31 Desember 2025 I As of 31 December 2025

Indosat Singapore Pte. Ltd. ("ISPL")

ISPL didirikan di Singapura pada tanggal 21 Desember 2005 dan sepenuhnya dimiliki oleh Indosat Ooredoo Hutchison. Perusahaan ini membangun ekosistem yang saling terkoneksi dengan portofolio layanan yang bervariasi, bekerja sama dengan berbagai *partner* dan *hyperscaler* internasional. ISPL menyediakan kemudahan akses layanan konten video dan *gaming* internasional.

ISPL was established in Singapore on 21 December 2005 and is wholly owned by Indosat Ooredoo Hutchison. The company builds an interconnected ecosystem with a diverse portfolio of services, collaborating with various international partners and hyperscalers. ISPL provides easy access to international video content and gaming services.

Alamat | Address	3 Anson Road, Springleaf Tower #31-01A/04, Singapore 079909
Telepon | Telephone	+65 6235 5155 +65 6337 4838
Website	
Kontak | Contact	Managing Director
Email	isplsales@indosatooredoo.com.sg
Status Operasi Status of Operation	Beroperasi I Operating
Bidang Usaha Line of Business	Penyedia layanan telekomunikasi dan IT | Telecommunications and IT service provider
Total Aset | Total Assets	Rp1,268,320 juta I million Per 31 Desember 2025 I As of 31 December 2025

PT Infra Fiber Teknologi ("IFT")

IFT didirikan di Jakarta pada 22 Desember 2025. Struktur kepemilikan Perseroan terdiri atas Indosat Ooredoo Hutchison sebagai pemegang saham mayoritas dengan kepemilikan 99% dan Lintasarta dengan kepemilikan 1%. Perseroan menjalankan kegiatan usaha di bidang telekomunikasi berbasis kabel.

IFT was established in Jakarta on 22 December 2025. The Company's shareholding structure comprises Indosat Ooredoo Hutchison as the majority shareholder with a 99% ownership interest and Lintasarta with a 1% ownership interest. The Company conducts its business activities in the cable-based telecommunications sector.

Alamat | Address	Gedung Kantor Pusat PT Indosat, Lantai 10, Jl Medan Merdeka Barat Jakarta 10110
Telepon | Telephone	-
Website	www.infrafiber.co.id
Kontak | Contact	Direktur | Director
Email	corporate@infrafiber.co.id
Status Operasi Status of Operation	Beroperasi I Operating
Bidang Usaha Line of Business	Penyedia layanan telekomunikasi dengan kabel | Telecommunications with cable
Total Aset | Total Assets	Rp68,400 juta I million Per 31 Desember 2025 I As of 31 December 2025

PT Lintas Media Danawa ("LMD")

LMD didirikan di Jakarta pada tanggal 8 Juli 2008 untuk menyediakan layanan pengalaman digital dan *managed services* dalam operasional TI. Indosat Ooredoo Hutchison secara tidak langsung memiliki 50,65% saham di LMD melalui Lintasarta.

LMD was established in Jakarta on 8 July 2008 to provide digital experience services and managed services in IT operations. Indosat Ooredoo Hutchison indirectly owns 50.65% of LMD shares through Lintasarta.

Alamat | Address	Jl. Lebak Bulus Raya No. 7, Lebak Bulus, Jakarta Selatan 12440
Telepon | Telephone	(+62 21) 77808075
Website	www.lintasmediadanawa.com
Kontak | Contact	Sekretaris Perusahaan | Corporate Secretary
Email	corsec@lmd.co.id
Status Operasi Status of Operation	Beroperasi | Operating
Bidang Usaha Line of Business	• Layanan RM & Omni-Channel | RM & Omni-Channel Services • Solusi AI | AI Solutions • Kustomisasi Pengembangan Aplikasi Web & Mobile | Customization of Web & Mobile Application Development • Layanan Terkelola Infrastruktur TI | IT Infrastructure Managed Services • Pengalihdayaan Proses Bisnis | Business Process Outsourcing
Total Aset | Total Assets	Rp22,315 juta I million Per 31 Desember 2025 I As of 31 December 2025

PT Arta Integrasi Teknologi ("ARINT")

ARINT adalah perusahaan holding pembayaran elektronik yang dimiliki oleh Lintasarta (62%) dan PT Perusahaan Pengelola Aset ("PPA") (38%), sehingga Indosat Ooredoo Hutchison secara tidak langsung memiliki 44,86% saham di ARINT. ARINT didirikan pada tahun 2022 dan saat ini merupakan pemegang 55% saham PT Artajasa Pembayaran Elektronis ("Artajasa"), suatu perusahaan penyelenggara infrastruktur pembayaran di Indonesia.

ARINT is an electronic payment holding company owned by Lintasarta (62%) and PT Perusahaan Pengelola Aset ("PPA") (38%), giving Indosat Ooredoo Hutchison an indirect ownership of 44.86% in ARINT. Established in 2022, ARINT currently holds a 55% stake in PT Artajasa Pembayaran Elektronis ("Artajasa"), a payment infrastructure provider in Indonesia.

Alamat | Address	Gedung Menara Thamrin lantai 12 Jl. M.H. Thamrin Kav. 3 Jakarta, 10250
Website	www.arint.id
Email	corporate.secretary@arint.id
Status Operasi Status of Operation	Beroperasi | Operating
Bidang Usaha Line of Business	Perusahaan holding | Holding companies Konsultasi manajemen lainnya | Other management consulting
Total Aset | Total Assets	Rp4,730,279 juta I million Per 31 Desember 2025 I As of 31 December 2025

PT Artajasa Pembayaran Elektronis ("Artajasa")

Artajasa adalah perusahaan Penyelenggara Infrastruktur Sistem Pembayaran (PIP) berbasis elektronis, baik kartu maupun non kartu, seperti penyediaan jaringan ATM dan pemrosesan pembayaran menggunakan QRIS di *merchant*. Selain itu Artajasa juga melayani pemrosesan transaksi tagihan dari beragam segmen industri seperti telekomunikasi, pembiayaan, asuransi, pendidikan, fasilitas umum, dan lainnya. Saat ini Artajasa telah terhubung dengan seluruh bank umum dan syariah di Indonesia, *fintech*, dan berbagai Lembaga non-bank. Untuk melengkapi layanan-layanan tersebut Artajasa juga menyelenggarakan layanan *manage service* guna memberikan kemudahan dan kecepatan mitra terhubung ke ekosistem pembayaran di dalam maupun Luar Negeri. ARINT memiliki kepemilikan langsung pada Artajasa sebesar 55% dan IOH memiliki kepemilikan tidak langsung pada Artajasa sebesar 24,67%.

Artajasa is a Payment System Infrastructure Provider (PIP) company offering electronic-based services, both card-based and non-card-based, such as providing ATM networks and processing payments using QRIS at merchants. Additionally, Artajasa processes billing transactions across various industry segments, including telecommunications, financing, insurance, education, public utilities, and more. Currently, Artajasa is connected to all commercial and sharia banks in Indonesia, fintech companies, and various non-bank institutions. To complement these services, Artajasa also provides managed services, enabling partners to connect seamlessly and efficiently to payment ecosystems both domestically and internationally. ARINT holds a direct ownership of 55% in Artajasa, and IOH holds an indirect ownership 24.67% in Artajasa.

Alamat | Address	Grha Artajasa Jl Letnan Sutopo B.1 / 3, Sektor Komersil III B, Serpong, Tangerang Selatan, Banten 15321 Indonesia
Telepon | Telephone	(+62 21) 29706789
Website	www.artajasa.co.id
Kontak | Contact	Sekretaris Perusahaan | Corporate Secretary
Email	corporate.secretary@artajasa.co.id
Status Operasi Status of Operation	Beroperasi | Operating
Bidang Usaha Line of Business	• Penyelenggara Infrastruktur Sistem Pembayaran (PIP) yang menyediakan layanan ATM Bersama, ATM Bersama Debit, dan ATM Bersama QR | Payment System Infrastructure Operator (PIP) that provides ATM Bersama, ATM Bersama Debit, and ATM Bersama QR services • Managed Services bagi kebutuhan sistem pembayaran perbankan maupun lembaga keuangan non-bank (LKNB) dan fintek | Managed Services for the payment system needs of banks and non-bank financial institutions (NBFIs) and fintech • Layanan biller aggregator untuk pembayaran tagihan | Biller aggregator services for bill payments
Total Aset | Total Assets	Rp2,497,936 juta I million Per 31 Desember 2025 I As of 31 December 2025

PT Nusantara Cita Bersama ("Nusacita")

Nusacita adalah anak perusahaan Artajasa yang didirikan pada tahun 2023 dan memiliki kegiatan usaha penyelenggara jasa pembayaran. Artajasa memiliki kepemilikan sebesar 99% pada Nusacita, sehingga kepemilikan tidak langsung IOH pada Nusacita adalah sebesar 24,43%.

Nusacita is a subsidiary of Artajasa, established in 2023 and engaged in payment services. Artajasa holds a 99% ownership stake in Nusacita, resulting in IOH's indirect ownership of 24.43% in the company.

Alamat | Address	Grha Artajasa Jl Letnan Sutopo B.1 / 3, Sektor Komersil III B, Serpong, Tangerang Selatan, Banten 15321 Indonesia
Telepon | Telephone	(+62 21) 29706969
Website	www.nusacita.co.id
Kontak | Contact	Direktur | Director
Email	info@nusacita.co.id
Status Operasi Status of Operation	Beroperasi (dalam persiapan untuk memperoleh izin Penyedia Jasa Sistem Pembayaran atau PJP). Operating (in preparation to obtain Payment System Service Provider or PJP license).
Bidang Usaha Line of Business	Penyedia Jasa Sistem Pembayaran (PJP) sebagai pengakuisisi transaksi | Payment System Service Provider (PJP) as transaction acquirer (payment initiation and/or acquiring service) Penerbit uang elektronik berbasis server (account issuance service) | Server-based electronic money issuer
Total Aset | Total Assets	Rp55,188 juta I million Per 31 Desember 2025 I As of 31 December 2025

Daftar Keanggotaan Asosiasi Industri
List of Industry Association Membership

Nama Asosiasi Association name	**Posisi** Position
Nasional National	
KADIN Kamar Dagang dan Industri Indonesian Chamber of Commerce and Industry	Anggota Member
ATSI Asosiasi Penyelenggara Telekomunikasi Seluruh Indonesia Indonesia Telecommunications Providers Association	Anggota Member
ASKITEL Asosiasi Kliring Interkoneksi Telekomunikasi Telecommunications Interconnection Clearing Association	Anggota Member
APJII Asosiasi Penyelenggara Jasa Internet Indonesia Indonesia Internet Services Provider Association	Anggota Member
ASKALSI Asosiasi Sistem Komunikasi Kabel Laut Seluruh Indonesia Indonesian Submarine Cable Communication System Association	Anggota Member
ASPI Asosiasi Sistem Pembayaran Indonesia Indonesia Payment System Association	Anggota Member
MASTEL Masyarakat Telematika Indonesia The Indonesian Telematics Society	Anggota Member
APJATEL Asosiasi Penyelenggara Jaringan Telekomunikasi Telecommunication Network Provider Association	Anggota Member
APPUI Asosiasi Penyelenggara Pengiriman Uang Indonesia Association of Money Transfer Providers in Indonesia	Anggota Member
ASIOTI Asosiasi Internet of Things Indonesia Association of the Internet of Things Indonesia	Anggota Member
AFTECH/FINTECH Asosiasi Fintech Indonesia Indonesia FinTech Association	Anggota Member
Internasional International	
GSMA Global System for Mobile Communications Association	Anggota Member
APNIC Asia-Pacific Network Information Centre	Anggota Member
RADb Routing Assets Database	Anggota Member
GASA Global Anti-Scam Alliance	Anggota Member

Akuntan Publik dan Kantor Akuntan Publik

Public Accountant and Public Accounting Firm

Nama Akuntan Publik Name of Public Accountant	**Buntoro Rianto, S.E., Ak., CPA**
Kantor Akuntan Publik Public Accounting Firm	KAP Rintis, Jumadi, Rianto & Rekan (a member firm of the PwC global network)
Alamat Address	WTC 3, Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920. Tel : +62 21 50992901 / 31192901 Fax : +62 21 52905555 / 52905050
Periode Penugasan Period of Assignment	1 Januari 2025 – 31 Desember 2025 January 1, 2025 – December 31, 2025
Jasa Audit Audit Services	Jasa Audit atas Laporan Keuangan Tahun Buku 2025 Audit Services on Financial Statements of 2025
Biaya Jasa Audit Audit Services Fee	Rp26,282 juta I million
Jasa Non Audit Non Audit Services	Jasa non-audit atas Prosedur yang Disepakati dan Jasa Lainnya. Non-audit services on Agreed Upon Procedures and Other Services.
Biaya Jasa Non Audit Non Audit Services Fee	Rp6,307 juta I million

Lembaga dan Profesi Penunjang
Supporting Institutions and Professions

Lembaga dan Profesi Penunjang Pasar Modal Capital Market Supporting Institutions and Professions		**Alamat** Address	**Jasa** Services	**Biaya 2025** Fee 2025	**Periode Penugasan** Term of Assignment
Biro Administrasi Efek Share Administration Bureau	PT EDI Indonesia	Wisma SMR, Lantai 10 Jl. Yos Sudarso Kav. 89, Jakarta 14360, Indonesia Tel. : +62 21 650 5829 ext 8222 atau 8221 Fax. : +62 21 651 5131, +62 21 650 5987, dan +62 21 651 9054	Pengelolaan Administrasi tahun ke 25 Administrative Services Year 25	Rp15,000,000	1 Januari – 31 Desember 2025 January 1, – December 31, 2025
			Registrasi RUPST 28 Mei 2025 AGMS Registration May 28, 2025	Rp4,000,000	
			Registrasi RUPSLB 2 Oktober 2025 EGMS Registration October 2, 2025	Rp4,000,000	
Wali Amanat Trustee	PT Bank Rakyat Indonesia (Persero) Tbk	TCS Business Team Trust & Corporate Services Department Investment Services Group Gedung BRI II, Lantai 6 Jl. Jend. Sudirman Kav.44-46, Jakarta 10210 Tel : (62 21) 575 8144	Wali Amanat *Trustee*	Rp590,000,000	
Kustodian Sentral Central Custodian	PT Kustodian Sentral Efek Indonesia	Gedung Bursa Efek Indonesia Tower 1, Lt. 5 Jl. Jend. Sudirman Kav. 52 - 53 Jakarta - 12190	RUPS Juli 2025 AGMS July 2025	Rp16,500,000	
			Agen Pembayaran Payment Agent	Rp513,692,580	
Agen Pemeringkat Credit Rating Agencies	PT Pemeringkat Efek Indonesia (PEFINDO)	Equity Tower, Lantai 30 Sudirman Central Business District Lot. 9 Jl. Jenderal Sudirman Kav. 52 – 53 Jakarta 12190	Pemeringkatan dan Pemantauan Pemeringkatan Kredit Credit Rating and Credit Rating Monitoring	Rp150,000,000	
	PT Fitch Ratings Indonesia	DBS Bank Tower Lantai 24, Suite 2403 Jl. Prof. Dr. Satrio Kav. 3-5 Jakarta 12940 www.fitchratings.com	Pemeringkatan dan Pemantauan Pemeringkatan Kredit Credit Rating and Credit Rating Monitoring	Rp140,000,000	
Notaris Notary	Buchari Hanafi, SH.	Jalan Wijaya I Ruko Blok Q/4 No. 381-L, Jakarta 12160 Tel: (62 21) 7278 0727, (62 21) 7233 803, (62) 812 9621 992	RUPS Tahunan Annual GMS	Rp34,000,000	
			RUPS Luar Biasa Extraordinary GMS	Rp16,500,000	





04.

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

Tinjauan Operasional
Operational Highlights

Segmen Selular
Cellular Segment



Industri selular Indonesia terus bertumbuh secara struktural dengan pergeseran kompetisi dari berbasis volume menuju penciptaan nilai, di mana kualitas pelanggan, pengalaman jaringan, dan monetisasi digital menjadi faktor kunci. Menjawab dinamika tersebut, Perseroan memfokuskan strategi 2025 pada penguatan network experience di wilayah stronghold, pemanfaatan AI untuk hyper-personalisation, serta tahap awal implementasi 5G guna menjaga pertumbuhan pelanggan yang sehat dan berkelanjutan. Didukung penguatan infrastruktur dan eksekusi komersial yang seimbang, Perseroan berhasil mempertahankan pertumbuhan Device Market Share (DMS) secara konsisten serta mencatatkan kenaikan pendapatan selular sebesar 0,7% secara tahunan.

Indonesia's cellular industry continues to demonstrate structural growth, marked by a shift from volume-driven competition toward value creation, where customer quality, network experience, and digital monetisation play a central role. In response, in 2025 the Company prioritised strengthening network experience in its stronghold areas, leveraging AI-driven hyper-personalisation, and initiating early-stage 5G deployment to support healthy and sustainable customer growth. Supported by infrastructure reinforcement and balanced commercial execution, the Company successfully maintained consistent DMS growth and recorded a 0.7% year-on-year increase in cellular revenue.

Industri telekomunikasi di Indonesia terus menunjukkan pertumbuhan struktural yang didorong oleh meningkatnya adopsi digital, penggunaan smartphone, serta semakin luasnya pemanfaatan aplikasi berbasis data dalam kehidupan sehari-hari. Seiring dengan mulai terjadinya rasionalisasi penetrasi SIM, dinamika pasar secara bertahap bergeser dari pendekatan berbasis volume menuju pendekatan yang lebih berorientasi pada nilai *(value)*, di mana kualitas pelanggan menjadi lebih penting dibandingkan sekadar pertumbuhan jumlah pelanggan. Hal ini tercermin dari meningkatnya penggunaan per pelanggan, pertumbuhan trafik data, penguatan monetisasi digital, serta pertumbuhan *Device Market Share* (DMS) Perseroan secara konsisten sepanjang tahun.

Masyarakat semakin banyak mengalokasikan waktunya untuk berbagai aktivitas digital, baik untuk hiburan, perdagangan, pendidikan, maupun layanan publik. Perubahan ini menegaskan bahwa kualitas pengalaman, konsistensi layanan, dan keandalan jaringan kini menjadi faktor penentu utama dalam kompetisi industri, seiring meningkatnya ekspektasi pelanggan terhadap performa jaringan.

The telecommunications industry in Indonesia continued to demonstrate structural growth, supported by sustained digital adoption, increasing smartphone usage, and the expanding role of data-based applications in everyday life. As SIM penetration began to undergo rationalisation, market dynamics gradually shifted from a volume-driven approach toward a more value-oriented strategy, where customer quality became more important than merely increasing the number of subscribers. This shift was reflected in higher usage per customer, growth in data traffic, stronger digital monetisation, and the Company's consistently improving Device Market Share (DMS) throughout the year.

Consumers are spending more time on digital activities across entertainment, commerce, education, and public services. This shift underscores that quality of experience, service consistency, and network reliability have now become the key competitive differentiators in the industry, in line with rising customer expectations regarding network performance.

Di sisi lain, meningkatnya ketergantungan terhadap layanan digital terus mendorong pemanfaatan konektivitas di berbagai sektor. Namun di tengah pertumbuhan tersebut, industri juga menghadapi tantangan berupa persaingan harga *(price war)* yang masih berlangsung, terutama dari operator yang agresif di segmen harga rendah, serta meningkatnya penetrasi Wi-Fi, termasuk jaringan Wi-Fi ilegal di wilayah sub-urban dan pedesaan, yang turut menekan potensi pertumbuhan pendapatan layanan selular. Dalam konteks ini, peran penyedia layanan telekomunikasi tidak hanya sebatas memperluas akses internet, tetapi juga memastikan bahwa pertumbuhan ekosistem digital nasional ditopang oleh infrastruktur jaringan yang andal, tangguh, dan siap berkembang. Pergeseran pasar menuju ekosistem pengguna yang lebih berkualitas menjadi fondasi penting bagi pertumbuhan industri yang lebih sehat dan berkelanjutan dalam jangka panjang.

Fokus Strategis 2025

Dalam merespons dinamika industri, Perseroan pada tahun 2025 menempatkan penguatan pengalaman jaringan *(network experience)* di wilayah basis utama *(stronghold)* sebagai prioritas strategis. Fokus ini menjadi landasan utama bagi strategi retensi dan perlindungan nilai *(value protection),* sekaligus untuk menjaga kualitas pertumbuhan pelanggan dan memperkuat posisi Perseroan sebagai operator dengan pertumbuhan yang sehat.

Sejalan dengan penguatan fondasi tersebut, Perseroan juga memajukan peta jalan teknologi melalui tahap awal implementasi 5G di sejumlah kota besar. Di saat yang sama, Perseroan secara aktif memperluas pemanfaatan teknologi kecerdasan buatan (AI) untuk mendukung strategi *hyper-personalisation,* termasuk melalui implementasi *Next Best Offer* (NBO), *segmentation at scale*, serta *churn prediction* & *retention*, sehingga memungkinkan penawaran produk yang lebih presisi, relevan, dan berdampak langsung terhadap peningkatan kualitas ARPU.

Selain inisiatif jaringan dan teknologi, Perseroan juga terus menyempurnakan eksekusi komersial melalui pendekatan yang seimbang antara cakupan layanan, strategi harga, dan kualitas pengalaman pelanggan. Pendekatan ini juga tercermin dari keberhasilan Perseroan dalam mempertahankan pertumbuhan DMS secara konsisten dan menjadi salah satu dari sedikit operator yang kembali mencatatkan pertumbuhan kinerja inti secara tahunan (YoY).

At the same time, the increasing dependence on digital services continues to drive the adoption of connectivity solutions across multiple sectors. However, amid this growth, the industry also continues to face challenges in the form of ongoing price competition, particularly from operators that are aggressive in the low-price segment, as well as increasing Wi-Fi penetration, including illegal Wi-Fi networks in suburban and rural areas, which has put further pressure on the growth potential of cellular service revenues. In this environment, telecommunications operators play a crucial role not only in expanding access to the internet, but also in ensuring that the growth of the digital ecosystem is supported by a resilient, scalable, and high-quality network foundation. The market's evolution toward a healthier and more sustainable quality-user economy provides a strong basis for long-term industry growth.

2025 Strategic Focus

In responding to the evolving industry landscape, the Company in 2025 placed a strong strategic emphasis on strengthening network experience in its core and stronghold areas. This focus serves as the cornerstone of the Company's retention and value protection strategy, while also safeguarding the quality of customer growth and reinforcing the Company's position as an operator with healthy and sustainable growth.

Building on this foundation, the Company advanced its technology roadmap through the initial deployment of 5G in selected high-potential urban cities. At the same time, the Company is actively expanding the use of artificial intelligence (AI) to support its hyper-personalisation strategy, including through the implementation of Next Best Offer (NBO), segmentation at scale, and churn prediction and retention. These initiatives enable more precise and relevant product offerings and have a direct impact on improving the quality of ARPU.

Alongside network and technology initiatives, the Company continued to refine its commercial execution through a balanced approach across coverage, pricing, and customer experience. This approach is also reflected in the Company's success in consistently sustaining DMS growth and becoming one of the few operators to return to recording year-on-year (YoY) core performance growth.

Penguatan Infrastruktur & Operasional Jaringan

Dalam mendukung kualitas layanan, Perseroan secara konsisten memperkuat infrastruktur jaringan melalui pendekatan perencanaan yang komprehensif *(comprehensive planning)* untuk mengidentifikasi kebutuhan cakupan dan kapasitas, yang kemudian diterjemahkan ke dalam desain jaringan yang terintegrasi. Implementasi dilakukan melalui pembangunan dan aktivasi infrastruktur radio yang memungkinkan BTS melayani trafik pelanggan secara optimal di seluruh wilayah layanan. Hingga akhir 2024, Perseroan mengoperasikan sekitar 250,3 ribu BTS dan meningkatkan jumlahnya menjadi sekitar 278,2 ribu BTS pada akhir 2025. Seluruh proses ini dilengkapi dengan pemantauan kinerja jaringan secara berkelanjutan serta program optimasi jaringan guna memastikan tingkat ketersediaan layanan *(network availability)* tetap terjaga pada level yang sangat tinggi.

Penawaran Produk Utama

Sebagai bagian dari upaya berkelanjutan untuk memperkuat kualitas jaringan, meningkatkan pengalaman pelanggan, dan mendorong pertumbuhan berbasis nilai, Perseroan secara konsisten menyempurnakan portofolio produk dan layanannya sesuai dengan perkembangan kebutuhan dan perilaku penggunaan pelanggan. Salah satu tonggak penting pada tahun 2025 adalah peluncuran IM3 Platinum, yang dirancang untuk menjawab meningkatnya kebutuhan akan layanan telekomunikasi yang lebih personal dan berkelas premium.

Melalui IM3 Platinum, pelanggan memperoleh akses ke Jaringan Platinum, yaitu jalur prioritas pada infrastruktur jaringan IOH yang luas dan andal untuk memastikan konektivitas yang lebih lancar dan konsisten. Layanan ini juga diperkuat dengan dukungan berbasis AI yang memungkinkan respons yang lebih cepat serta pengalaman layanan yang lebih proaktif dan cerdas.

Di sisi lain, Perseroan terus mengembangkan ekosistem digital melalui platform swakelola MyIM3 dan BIMA+. Seiring dengan penguatan kapabilitas digital tersebut, sekitar 27% dari total transaksi pelanggan telah dilakukan melalui kanal digital, mencerminkan keberhasilan transformasi digital dalam menggeser pola interaksi pelanggan ke kanal yang lebih efisien dan mandiri.

Strengthening Network Infrastructure and Operations

To support service quality, the Company consistently strengthens its network infrastructure through a comprehensive planning approach to identify coverage and capacity requirements, which are then translated into an integrated network design. Implementation is carried out through the construction and activation of radio access infrastructure, enabling base transceiver stations (BTS) to serve customer traffic optimally across the entire service area. As of the end of 2024, the Company operated approximately 250.3 thousand BTS and increase the number to around 278.2 thousand BTS by the end of 2025. This entire process is complemented by continuous network performance monitoring and ongoing network optimisation programmes to ensure that service availability (network availability) is maintained at a very high level.

Key Product Offerings

As part of its continued efforts to strengthen network quality, enhance customer experience, and drive value-based growth, the Company consistently refined its product and service portfolio in line with evolving customer needs and usage behaviour. One of the key milestones in 2025 was the launch of IM3 Platinum, designed to address the growing demand for more personalised and premium-grade telecommunications services.

Through IM3 Platinum, customers gain access to the Platinum Network, a priority lane on IOH extensive and reliable network infrastructure that ensures a smoother and more consistent connection experience. This offering is further supported by integrated AI-based service capabilities, enabling faster response times and a more intelligent and proactive service experience.

In addition, the Company continued to enhance its digital ecosystem through the development of its self-service applications, MyIM3 and BIMA+. In line with the strengthening of these digital capabilities, approximately 27% of total customer transactions were conducted through digital channels, reflecting the success of the Company's digital transformation in shifting customer interaction patterns toward more efficient and self-service channels.

Pendapatan Selular 2025

Pendapatan selular yang bersumber dari penggunaan pulsa dan panggilan roaming diakui sepanjang periode terjadinya layanan, berdasarkan durasi percakapan yang berhasil tersambung di jaringan Perseroan dan dicatat secara bruto. Pendapatan jasa nilai tambah dicatat secara bersih setelah dikurangi bagian bagi hasil kepada penyedia konten, dan diakui selama periode layanan berlangsung.

Pendapatan dari biaya koneksi tidak diperlakukan sebagai kewajiban pelaksanaan terpisah dan karenanya tidak dipisahkan dari pendapatan jasa utama. Untuk pelanggan pascabayar, pendapatan abonemen bulanan diakui secara proporsional sepanjang masa pemberian layanan. Penjualan voucher paket perdana atau isi ulang pada awalnya dicatat sebagai pendapatan diterima di muka, lalu diakui sebagai pendapatan seiring dengan pemakaian pulsa menggunakan pendekatan proxy masa aktif atau pada saat masa berlaku berakhir.

Pendapatan dari penjualan perangkat, seperti telepon genggam dan modem broadband, diakui pada satu titik waktu, yaitu ketika produk diserahkan kepada pelanggan. Sementara itu, pendapatan layanan data broadband nirkabel diakui sepanjang periode pemakaian berdasarkan durasi penggunaan atau tarif bulanan tetap, sesuai ketentuan dalam kontrak dengan pelanggan.

Untuk pendapatan sewa menara yang diklasifikasikan sebagai sewa operasi, pengakuan pendapatan dilakukan secara garis lurus selama jangka waktu sewa, sehingga mencerminkan pola manfaat ekonomi yang diperoleh penyewa sepanjang masa kontrak.

Pada tahun 2025, pendapatan dari jasa selular meningkat sebesar 0,7% dari Rp47.036,0 miliar pada tahun 2024 menjadi Rp47.355,6 miliar.

2025 Cellular Revenue

Cellular revenue derived from the use of airtime and roaming services is recognised over the period in which the services are rendered, based on the duration of successfully connected calls on the Company's network and recorded on a gross basis. Revenue from value-added services is recognised on a net basis, after deducting revenue sharing with content providers, and is recognised over the service period.

Revenue from connection fees is not treated as a separate performance obligation and therefore is not separated from the main service revenue. For postpaid customers, monthly subscription revenue is recognised proportionally over the service period. Sales of starter packs and top-up vouchers are initially recorded as deferred revenue and subsequently recognised as revenue as usage occurs, using either the proxy active period approach or upon expiry of the validity period.

Revenue from the sale of devices, such as mobile phones and broadband modems, is recognised at a point in time, namely when control of the product is transferred to the customer. Meanwhile, revenue from wireless broadband data services is recognised over the period of use, based on either usage duration or a fixed monthly charge, in accordance with contractual terms.

For tower leasing income classified as operating leases, revenue is recognised on a straight-line basis over the lease term, reflecting the pattern of economic benefits obtained by the lessee.

In 2025, revenue from cellular services increased by 0.7% from Rp47,036.0 billion in 2024 to Rp47,355.6 billion.

dalam miliar in billion	2025		2024		2023	
	Rp	%	Rp	%	Rp	%
Jasa Selular Cellular Services	47,355.6	0.7	47,036.0	7.5	43,749.9	8.7

Rencana dan Prioritas 2026

Pada tahun 2026, Perseroan akan melanjutkan fokus penguatan kinerja dan pengalaman pelanggan di wilayah basis utama *(stronghold)* sebagai fondasi utama pertumbuhan yang berkelanjutan. Dengan memastikan kualitas jaringan yang semakin andal dan konsisten di wilayah-wilayah kunci tersebut, Perseroan menargetkan peningkatan retensi pelanggan, penurunan churn, serta penguatan penciptaan nilai jangka panjang.

Di saat yang sama, Perseroan akan melanjutkan perluasan implementasi 5G di kota-kota besar, guna menghadirkan konektivitas yang lebih cepat, pengalaman digital yang lebih kaya, serta mendorong keterlibatan pelanggan bernilai tinggi. Pertumbuhan ke depan akan didorong melalui pendekatan akuisisi pelanggan yang lebih selektif dan berbasis nilai, dengan fokus pada penguatan kinerja *Visitor Location Register* (VLR) yang tetap disertai dengan progresi ARPU yang sehat.

Selain itu, Perseroan akan terus mengembangkan kapabilitas berbasis AI, termasuk solusi anti-spam dan anti-scam, sebagai pembeda utama di pasar untuk meningkatkan kepercayaan pelanggan dan keamanan pengalaman digital. Ekspansi jaringan dan peningkatan cakupan akan tetap dilakukan secara terarah dan berbasis pengalaman, dengan memprioritaskan wilayah-wilayah yang memiliki potensi penciptaan nilai jangka panjang tertinggi, sekaligus terus mengeksplorasi pengembangan layanan digital dan solusi komplementer lainnya guna mendiversifikasi sumber pendapatan Perseroan. Inisiatif ini juga diarahkan untuk menghadapi tantangan persaingan harga dan substitusi layanan selular oleh Wi-Fi, dengan memperkuat diferensiasi berbasis kualitas pengalaman, keamanan digital, dan nilai tambah layanan.

2026 Plans and Priorities

In 2026, the Company will continue to focus on strengthening performance and customer experience in its stronghold areas as the primary foundation for sustainable growth. By ensuring consistent and reliable network quality in these key markets, the Company aims to further improve customer retention, reduce churn, and support healthier value creation.

At the same time, the Company will continue the expansion of its 5G rollout in major urban centres, enabling faster connectivity, richer digital experiences, and higher-value customer engagement. Growth going forward will be driven by a disciplined approach to value-based acquisition, focusing on improving Visitor Location Register (VLR) performance while maintaining healthy ARPU progression.

In addition, the Company will further leverage AI-driven capabilities, including anti-spam and anti-scam solutions, as a key market differentiator to enhance customer trust and digital safety. Network expansion and coverage improvements will remain targeted and experience-led, prioritising areas with the highest potential for long-term value creation, while continuing to explore complementary digital and service-based opportunities to diversify revenue streams. This initiative is also directed at addressing the challenges of price competition and the substitution of cellular services by Wi-Fi, by strengthening differentiation based on quality of experience, digital security, and value-added services.

Segmen Multimedia, Interactive, Data Communication & Internet (MIDI)

Multimedia, Interactive, Data Communication & Internet (MIDI) Segment



Segmen MIDI mencatat pertumbuhan yang solid seiring percepatan transformasi digital nasional, didorong oleh meningkatnya kebutuhan konektivitas aman, cloud, pusat data siap AI, serta managed services dari segmen enterprise dan wholesale. Melalui Indosat Business, Perseroan memperkuat diferensiasi sebagai penyedia infrastruktur digital end-to-end berbasis konsep Secure Connectivity, didukung kemitraan strategis global dan kapabilitas jaringan nasional yang komprehensif. Strategi ini mendorong peningkatan pendapatan MIDI sebesar 4,5% secara tahunan pada 2025, mencerminkan peran Perseroan sebagai mitra strategis dalam transformasi digital lintas industri.

The MIDI segment recorded solid growth amid Indonesia's accelerating digital transformation, driven by rising demand for secure connectivity, cloud services, AI-ready data centres, and managed services from enterprise and wholesale customers. Through Indosat Business, the Company strengthened its positioning as an end-to-end digital infrastructure provider under the Secure Connectivity concept, supported by global technology partnerships and a comprehensive national network footprint. This strategy resulted in a 4.5% year-on-year increase in MIDI revenue in 2025, reinforcing the Company's role as a strategic partner in cross-industry digital transformation.

Tinjauan Pasar dan Strategi

Sepanjang 2024–2025, segmen MIDI menunjukkan pertumbuhan yang solid seiring meningkatnya percepatan transformasi digital di Indonesia. Permintaan dari segmen *enterprise* dan *wholesale* semakin menguat, ditopang oleh migrasi data ke sistem terpusat, adopsi *cloud* yang lebih agresif, serta meningkatnya kebutuhan terhadap konektivitas yang aman dan siap untuk mendukung beban kerja AI. Di sektor *enterprise*, modernisasi teknologi menjadi faktor kunci, di mana perbankan, ritel, dan jaringan F&B mempercepat integrasi *broadband* dan SD-WAN untuk mendukung cabang-cabang mereka yang semakin berbasis data. Industri berskala besar, khususnya sektor yang diatur ketat, meningkatkan penggunaan *hybrid cloud* dan memperbarui sistem *legacy* untuk menjawab kebutuhan operasional yang terus berkembang. Selain itu, lonjakan penggunaan AI dan GenAI memacu kebutuhan terhadap *edge computing*, konektivitas aman, dan proses berbasis GPU, sementara penegakan regulasi seperti UU PDP dan panduan *cloud* OJK mendorong perusahaan untuk memperkuat postur keamanan siber mereka. Kondisi ini semakin memperkuat permintaan terhadap layanan *managed services*, termasuk SD-WAN, *managed security*, dan perangkat jaringan terkelola yang membantu menyederhanakan kompleksitas teknologi bagi pelaku bisnis.

Market Overview and Strategy

Throughout 2024–2025, the MIDI segment recorded resilient growth as Indonesia's digital transformation continued to accelerate. Demand from both enterprise and wholesale markets strengthened significantly, driven by widespread migration to centralised systems, rapid expansion of cloud adoption, and rising demand for secure, AI-ready connectivity and digital infrastructure. In the enterprise segment, technology modernisation played a key role as banking, retail, and F&B networks intensified the integration of broadband and SD-WAN to support increasingly data-driven branch operations. Large enterprises, particularly those operating in regulated sectors, also advanced their hybrid-cloud strategies and modernised legacy systems to enhance operational agility. At the same time, the emergence of AI and GenAI workloads boosted the need for secure connectivity, edge computing, and GPU-based processing, while stricter enforcement of the PDP Law and OJK cloud guidelines prompted organisations to strengthen their cybersecurity posture. These developments, alongside escalating network complexity, led to a sharp increase in demand for managed services such as SD-WAN, managed security, and CPE solutions.

Pada segmen *wholesale*, pola pertumbuhan juga sangat dipengaruhi oleh ekspansi *hyperscaler* dan penyedia OTT global yang membutuhkan kapasitas *backbone* lebih besar, konektivitas lintas pulau, serta rute-rute berketersediaan tinggi seperti Jakarta–Singapura. Peningkatan aktivitas pemain *cloud* global turut menaikkan kebutuhan terhadap interkoneksi berlatensi rendah dan integrasi pusat data yang mampu mengakomodasi pertumbuhan *traffic* lintas *platform*. Banyak pelanggan juga mulai meninggalkan *leased line* tradisional dan beralih ke SD-WAN untuk mengurangi biaya operasional. Seiring dengan meningkatnya adopsi AI, kebutuhan terhadap infrastruktur yang siap menjalankan beban kerja AI, termasuk *GPU-as-a-Service, AI cloud*, dan *node edge* yang terdistribusi, turut memberikan momentum bagi pertumbuhan segmen *wholesale*.

Untuk menjawab dinamika tersebut, IOH melalui Indosat Business memperkuat diferensiasi layanan MIDI dengan memposisikan diri sebagai penyedia infrastruktur digital *end-to-end*. Pendekatan ini mengintegrasikan konektivitas nasional, ekosistem *cloud* publik dan *sovereign*, *data center* yang siap AI, serta layanan keamanan siber dalam satu solusi terpadu berbasis konsep *"Secure Connectivity"*. IOH tidak hanya menawarkan produk per bagian, tetapi menghadirkan ekosistem menyeluruh yang mendukung kebutuhan akses, penyimpanan, keamanan, dan pengolahan data bagi pelanggan. Keunggulan ini diperkuat oleh kemitraan strategis dengan penyedia teknologi global seperti Google Cloud, Cisco, dan Huawei, serta kemampuan untuk menghadirkan solusi yang disesuaikan bagi sektor-sektor seperti keuangan, pemerintahan, manufaktur, energi, pendidikan, dan ritel.

Pertumbuhan pendapatan Indosat Business pada periode ini terutama ditopang oleh sektor-sektor dengan tingkat digitalisasi yang tinggi dan kebutuhan infrastruktur yang kompleks. Layanan keuangan menjadi salah satu kontributor terbesar, didorong oleh kebutuhan konektivitas cabang yang aman, interkoneksi pusat data, layanan *data center*, M2M dan IoT, analitik data, serta keamanan siber. Pemerintah dan sektor publik meningkatkan permintaan untuk infrastruktur digital, solusi IoT, dan perlindungan jaringan, sementara rantai pasok yang melibatkan manufaktur, logistik, dan ritel mendorong penggunaan SD-WAN, M2M, IoT, serta layanan *corporate mobile* untuk mendukung efisiensi operasional. Sektor pendidikan menunjukkan permintaan yang kuat akan konektivitas berkapasitas tinggi dan akses *cloud* untuk riset, sedangkan sektor energi mengadopsi IoT untuk pengelolaan armada, AI vision, jaringan *privat enterprise*, dan solusi keamanan *cloud*. Secara keseluruhan, kombinasi tren teknologi dan kebutuhan industri yang kian berkembang memperkuat posisi IOH sebagai mitra strategis dalam transformasi digital nasional.

The wholesale segment also experienced sustained growth, largely influenced by the expansion of hyperscalers and global OTT providers that required greater backbone capacity, cross-island connectivity, and high-availability international routes including Jakarta–Singapore. The continued expansion of global cloud providers further increased the need for low-latency interconnects and highly integrated data centers capable of supporting multi-platform traffic. Many customers also shifted away from traditional leased lines toward cost-efficient SD-WAN solutions, reducing total cost of ownership. As AI adoption grows, wholesale customers are increasingly seeking infrastructure capable of supporting intensive AI workloads, including GPU-as-a-Service, AI cloud, and distributed edge nodes, creating additional momentum for the segment.

To capture these opportunities, IOH through Indosat Business strengthened the differentiation of its MIDI portfolio by positioning itself as a full-stack digital infrastructure partner. This positioning integrates nationwide connectivity, sovereign and public cloud ecosystems, AI-ready data centers, and comprehensive cybersecurity services under a unified "Secure Connectivity" framework. Rather than offering isolated technologies, IOH delivers a holistic digital ecosystem that supports customer needs across access, cloud, security, and data processing layers. This advantage is further reinforced by strategic partnerships with global technology leaders such as Google Cloud, Cisco, and Huawei, and by IOH's ability to provide industry-specific solutions tailored for financial services, government, manufacturing, energy, education, and retail.

Revenue growth during the period was primarily supported by industries undergoing deep and complex digital transformation. The financial services sector represented a major contributor, driven by demand for secure branch connectivity, data center interconnectivity, data center services, M2M and IoT deployments, data analytics, and cybersecurity enhancements. The government and public sector continued to expand their investment in digital infrastructure, IoT applications, and network protection, while supply-chain industries, including manufacturing, logistics, and retail, propelled demand for SD-WAN, M2M, IoT, and corporate mobile solutions. The education sector sought high-capacity Internet and cloud connectivity for research, whereas the energy sector accelerated the adoption of IoT for fleet management, AI vision, enterprise private networks, and cloud security. Collectively, these trends cemented IOH's role as a strategic partner for national digital transformation.

Operasional, Produksi, dan Kapasitas

Indosat Business mengoperasikan salah satu infrastruktur digital paling komprehensif di Indonesia, menghadirkan kapasitas dan jangkauan yang memungkinkan layanan konektivitas, *cloud*, dan pusat data tersampaikan secara konsisten ke berbagai wilayah. Dengan 196.348 BTS 4G pada akhir 2024 dan 213.898 BTS 4G pada akhir 2025, jaringan backbone serat optik nasional dan antarkota, serta pusat data bersertifikasi Tier-3 di KPPTI, Taman Tekno, TB Simatupang, dan Jatiluhur, yang dioperasikan melalui struktur kepemilikan *joint venture* dengan BDx Indonesia, memungkinkan ekspansi kapasitas secara lebih cepat dan efisien. Infrastruktur ini juga didukung oleh rute langsung ke *hyperscaler* global serta Tier-1 peering yang memfasilitasi konektivitas premium bagi pelanggan korporasi. Selain itu, kemampuan layanan terkelola nasional memungkinkan IOH untuk melakukan penyebaran perangkat CPE secara menyeluruh, menjadikan infrastruktur yang ada sebagai fondasi utama bagi layanan terintegrasi termasuk *cloud*, pusat data, dan layanan *fixed-data* di seluruh Indonesia.

Penyampaian layanan konektivitas enterprise dan pusat data dilakukan melalui proses end-to-end yang terstandarisasi untuk memastikan kualitas dan keandalan. Setelah solusi dirancang sesuai kebutuhan pelanggan, IOH melaksanakan pembangunan jaringan, instalasi perangkat, serta konfigurasi dan pengujian layanan. Ketika seluruh parameter memenuhi SLA, pelanggan menandatangani *Acceptance of Service* (AOS) sebagai dasar dimulainya penagihan.

Dalam hal keandalan jaringan, IOH terus menunjukkan peningkatan berkelanjutan melalui pemantauan, pemeliharaan preventif, dan proses restorasi yang lebih kuat. Sepanjang 2025, rata-rata *Mean Time to Repair* (MTTR) berhasil dijaga dalam batas kurang dari empat jam, mencerminkan komitmen terhadap kualitas layanan dan responsivitas terhadap gangguan jaringan. Ke depan, IOH menetapkan target untuk secara konsisten mempertahankan dan meningkatkan performa tersebut, memastikan MTTR tetap berada di bawah empat jam melalui optimasi sistem monitoring, peningkatan kapasitas tim operasional, serta adopsi teknologi prediktif yang mendukung pemulihan lebih cepat.

Operations, Production, and Capacity

Indosat Business continued to operate one of Indonesia's most extensive and advanced digital infrastructures, providing the scale and resilience needed to deliver seamless connectivity, cloud services, and data center integration nationwide. With a footprint of 196,348 4G BTS by the end of 2024 and 213,898 4G BTS by the end of 2025, a robust national and intercity fibre backbone, and multiple Tier-3 certified data centers located in KPPTI, Taman Tekno, TB Simatupang, and Jatiluhur, operated under a joint venture structure with BDx Indonesia, enabling scalable and efficient capacity expansion. These capabilities are further enhanced by direct routes to hyperscalers and Tier-1 peering, enabling low-latency access to global cloud ecosystems. Nationwide managed service capabilities also support large-scale deployment of enterprise CPE, forming a unified backbone for delivering integrated cloud, data center, and fixed-data services across Indonesia.

Enterprise connectivity and data centre services are delivered through a standardised end-to-end process to ensure quality and reliability. Once the solution is designed to meet customer needs, IOH carries out network build, device installation, and service configuration and testing. When all parameters meet the agreed SLA, the customer signs the Acceptance of Service (AOS), which triggers billing commencement.

In terms of reliability, IOH continued to demonstrate strong performance in 2025, maintaining its Mean Time to Repair (MTTR) within the strict threshold of under four hours. This achievement reflects the company's commitment to preventive maintenance, real-time monitoring, and efficient restoration processes. Looking ahead, IOH remains focused on consistently sustaining MTTR performance below four hours by further enhancing monitoring systems, strengthening operational teams, and adopting predictive technologies that enable faster incident detection and resolution.

Inovasi dan Solusi

Indosat Business terus memperkuat posisinya sebagai penyedia solusi digital dan teknologi terdepan melalui peluncuran berbagai inovasi berbasis digital dan AI. Pada layanan *fixed data*, Perseroan memperkenalkan Air Fiber, solusi *fixed wireless access* (FWA) generasi berikutnya yang dirancang untuk pelanggan enterprise yang memerlukan konektivitas berperforma tinggi tanpa harus menunggu ketersediaan jaringan fiber optik. Inovasi ini menjadi jawaban atas kebutuhan operasional yang menuntut kecepatan implementasi dan fleksibilitas jaringan di berbagai lokasi.

Dalam ruang lingkup keamanan siber, IOH menghadirkan IDIA *Clean Pipe*, layanan *dedicated internet access* yang dilengkapi fitur pencegahan ancaman secara bawaan, sekaligus meningkatkan kapabilitas *Smart Internet Secure* untuk segmen bisnis medium dan enterprise. Peningkatan ini diperkuat oleh pembaruan SOC *(Security Operations Center)* yang kini menggunakan deteksi anomali berbasis AI, serta layanan *Cyber Threat Intelligence* (CTI) yang memberikan peringatan dini terhadap ancaman siber yang relevan bagi pelanggan di wilayah tertentu. Sementara itu, pada bidang pusat data, IOH memperkenalkan infrastruktur AI-Ready *Data Center* yang menawarkan rak berkapasitas tinggi dan siap GPU, sehingga memungkinkan pelanggan menjalankan workload AI berskala besar dengan efisiensi dan stabilitas yang lebih baik.

Inovasi-inovasi tersebut secara langsung merespons berbagai tantangan utama yang dihadapi pelanggan enterprise di berbagai sektor. Melalui Air Fiber, IOH mengatasi keterbatasan ketersediaan fiber dan lamanya proses *provisioning*, sekaligus memberi solusi bagi lokasi-lokasi yang secara ekonomi atau geografis sulit dilakukan pembangunan jaringan fiber. Selain itu, solusi ini mengurangi risiko downtime yang dapat mengganggu sistem POS, CCTV, hingga aplikasi *cloud*. Pada sisi keamanan siber, pelanggan kini memperoleh visibilitas ancaman secara *real-time*, sekaligus perlindungan yang lebih kuat terhadap serangan DDoS dan *ransomware*. Inovasi ini juga membantu pelanggan memenuhi kepatuhan terhadap UU PDP dan standar ISO 27001, serta mengurangi ketergantungan pada tenaga ahli keamanan yang terbatas. Dengan manajemen yang lebih sederhana dan respons insiden yang lebih cepat, perusahaan dapat mengurangi kerumitan multi-vendor dan memperkuat postur keamanan secara menyeluruh. Sementara di layanan pusat data, solusi GPU-ready menghadirkan lingkungan yang stabil bagi workload AI, sekaligus mengatasi kendala terkait daya, pendinginan, dan pemenuhan standar kepatuhan yang semakin kompleks.

Innovation and Solutions

Indosat Business continued to advance its position as a leading provider of digital and technology-driven solutions through a series of innovations enabled by digital and AI capabilities. In the fixed data portfolio, the company introduced Air Fiber, a next-generation fixed wireless access (FWA) solution tailored for enterprise customers requiring high-performance connectivity without the need to wait for fibre infrastructure deployment. This solution offers a faster, more flexible alternative for businesses operating across diverse geographic conditions.

In the cybersecurity domain, IOH launched IDIA Clean Pipe, a dedicated internet access service equipped with built-in threat prevention functionalities, while also enhancing Smart Internet Secure for medium business and enterprise users. These improvements are further supported by upgrades to the Security Operations Center (SOC), which now leverages AI-based anomaly detection, and the Cyber Threat Intelligence (CTI) service that provides early warnings on region-specific cyber risks. Meanwhile, in the data center segment, the introduction of AI-Ready Data Center Infrastructure offers high-density GPU-ready racks designed to support large-scale AI workloads with improved reliability and efficiency.

These innovations directly address core pain points experienced by enterprise customers. Air Fiber helps overcome limited fibre availability and lengthy provisioning timelines, while also providing a practical solution for areas where fibre deployment is economically or geographically challenging. The solution also reduces operational risks associated with downtime that may impact POS systems, CCTV operations, and cloud applications. In cybersecurity, Indosat Business provides customers with improved visibility into real-time threats, protection against escalating DDoS and ransomware incidents, and support for compliance with regulations such as the PDP Law and ISO 27001. The enhanced security stack also reduces reliance on scarce in-house expertise and simplifies multi-vendor environments, while accelerating incident response time by up to 40 percent. On the data center side, GPU-ready solutions provide a robust environment for high-intensity AI workloads and help customers address challenges around power, cooling, and regulatory compliance.

Untuk memperkuat kapabilitas inovasi, Indosat Business terus menjalin kolaborasi strategis dengan berbagai pemimpin teknologi global. Kemitraan aktif dengan *hyperscaler* seperti Google, Huawei, dan Meta memungkinkan peningkatan integrasi layanan *cloud* dan AI. Di sisi keamanan, IOH bekerja sama dengan Cisco, Fortinet, SentinelOne, Cyfirma, dan Nexusguard untuk menghadirkan perlindungan keamanan siber yang lebih komprehensif. Kolaborasi dengan vendor perangkat seperti Cisco, Huawei, Fortinet, Ruijie, dan Aruba memastikan standarisasi dan performa perangkat CPE yang optimal. Sementara itu, kerja sama dengan BDx memperkuat kapasitas dan kapabilitas pusat data IOH.

Pendapatan MIDI 2025

Pendapatan dari jasa MIDI pada tahun 2025 naik 4,5% dari Rp7.986,5 miliar di tahun 2024 menjadi Rp8.344,9.

Pendapatan dari jasa berlangganan bulanan diakui secara bertahap selama periode layanan diberikan kepada pelanggan. Sementara itu, pendapatan berbasis pemakaian diakui sepanjang periode penggunaan, baik berdasarkan durasi akses internet maupun berdasarkan jumlah yang disepakati dalam kontrak, sesuai ketentuan perjanjian dengan pelanggan.

Imbalan atas jasa instalasi tidak diperlakukan sebagai kewajiban pelaksanaan tersendiri, sehingga tidak dipisahkan dari pendapatan atas jasa utama yang terkait. Pendapatan jasa TI yang umumnya mencakup penyediaan peralatan dan jasa pemasangan diakui sepanjang periode pemberian layanan. Untuk kontrak dengan harga tetap, pendapatan diukur berdasarkan porsi layanan yang telah benar-benar diberikan hingga akhir periode pelaporan, sebagai bagian dari total layanan yang akan diselesaikan.

To support continuous innovation, Indosat Business maintains strong strategic partnerships with leading global technology providers. Active collaborations with hyperscalers such as Google, Huawei, and Meta enable deeper integration of cloud and AI capabilities. Partnerships with cybersecurity leaders including Cisco, Fortinet, SentinelOne, Cyfirma, and Nexusguard strengthen IOH's network protection and threat intelligence capabilities. The company also works closely with CPE vendors such as Cisco, Huawei, Fortinet, Ruijie, and Aruba to ensure consistent and high-performing device deployments. Collaboration with BDx further enhances IOH's data center capacity and capabilities.

MIDI Revenue in 2025

Revenue from MIDI services in 2025 increased by 4.5% from Rp7,986.5 billion in 2024 to Rp8,344.9.

Revenue from monthly subscription services is recognised gradually over the period the service is provided to the customer. Meanwhile, usage-based revenue is recognised over the period of use, either based on the duration of internet access or based on the amount agreed in the contract, in accordance with the terms of the agreement with the customer.

Remuneration for installation services is not treated as a separate performance obligation, so it is not separated from the revenue for the related main service. IT service revenue which generally includes the provision of equipment and installation services is recognised over the period of service provision. For fixed-price contracts, revenue is measured based on the portion of the service that has been actually provided by the end of the reporting period, as part of the total service to be completed.

dalam miliar in billion	2025		2024		2023	
	Rp	%	Rp	%	Rp	%
Jasa MIDI MIDI Services	8,344.9	4.5	7,986.5	23.4	6,472.9	13.0

Profitabilitas 2025

Sepanjang tahun 2025, Bisnis MIDI menunjukan kinerja keuangan yang solid dengan pertumbuhan mencapai 4,5%. Hal ini disebabkan oleh kenaikan pada Layanan TI diimbangi oleh penurunan pada Konektivitas Tetap dan Internet Tetap.

Profitablity in 2025

Throughout 2025, MIDI Business showed solid financial performance with growth reaching 4.5%. This was driven by increase in IT Services offset by decrease in Fixed Connectivity and Fixed Internet.

Tantangan dan Prospek 2026

Indosat Business menghadapi sejumlah tantangan operasional dan regulasi di sepanjang tahun 2025. Dari sisi regulasi, segmen MIDI menghadapi dinamika pasar yang ditandai oleh kompetisi yang semakin agresif, terutama dari pemain regional dan global yang memperluas penawaran layanan berbasis *cloud*, keamanan siber, dan konektivitas berkecepatan tinggi.

Selain itu, konsolidasi teknologi di berbagai sektor industri mendorong peningkatan ekspektasi pelanggan terhadap kualitas layanan dan kecepatan inovasi.

Meskipun demikian, prospek pertumbuhan MIDI pada 2026 menunjukkan peluang yang sangat signifikan, terutama dengan berkembangnya pasar infrastruktur digital Indonesia. Pasar sistem kabel laut Indonesia diperkirakan melonjak dari USD81,2 juta pada 2019 menjadi USD220,5 juta pada 2027, dengan tingkat pertumbuhan tahunan sekitar 13,5%, menandakan peningkatan kebutuhan konektivitas antarwilayah dan rute internasional berkapasitas tinggi. Selain itu, pasar infrastruktur jaringan enterprise Indonesia, yang mencakup *router, switch*, serta infrastruktur WAN/LAN, diproyeksikan meningkat dari USD0,52 miliar pada 2024 menjadi USD0,88 miliar pada 2029, dengan CAGR sekitar 9,1%. Saat ini, perusahaan besar menguasai sekitar 61 persen pasar, namun segmen UKM diprediksi menjadi motor pertumbuhan baru dengan CAGR tertinggi hingga 2030, mencapai sekitar 5,9 persen untuk konektivitas fixed. Transisi digital UKM, pertumbuhan *e-commerce*, dan kebutuhan integrasi *hybrid cloud* menjadi peluang strategis bagi IOH untuk memperluas pangsa pasar.

Dalam merespons dinamika tersebut, Indosat Business telah menetapkan prioritas strategis dan peta jalan inovasi untuk 2026. Pada segmen *wholesale*, fokus diarahkan pada monetisasi kapasitas subsea dan *backbone* melalui akuisisi *carrier* regional dan *hyperscaler* baru untuk memperkuat interkoneksi internasional. Untuk segmen *enterprise*, Perseroan memperkuat pendekatan solusi yang terverticalisasi bagi sektor-sektor seperti layanan keuangan, ritel, manufaktur, dan pemerintah. Strateginya mencakup peningkatan penjualan silang untuk layanan tambahan seperti *upgrade* konektivitas maupun keamanan, serta memperkuat penetrasi akun bernilai tinggi melalui paket solusi terintegrasi. Selain itu, IOH berupaya mempercepat akuisisi pasar *mid-market* melalui kemitraan strategis yang memperluas jangkauan distribusi dan meningkatkan kemampuan deliver layanan di lebih banyak wilayah. Dengan kerangka strategi tersebut, Indosat Business siap memanfaatkan peluang pertumbuhan 2026 dan memperkuat transformasinya sebagai pemain TechCo yang semakin kompetitif.

Challenges and 2026 Outlook

Indosat Business faced a number of operational and regulatory challenges throughout 2025. From a regulatory perspective, the MIDI segment encountered market dynamics characterized by increasingly aggressive competition, particularly from regional and global players expanding their offerings in cloud-based services, cybersecurity, and high-speed connectivity.

In addition, technology consolidation across various industries has driven higher customer expectations regarding service quality and the speed of innovation.

Despite these obstacles, the 2026 outlook for MIDI growth remains highly promising, supported by robust developments in Indonesia's digital infrastructure landscape. The Indonesian subsea cable systems market is projected to rise from USD81.2 million in 2019 to USD220.5 million by 2027, reflecting a compound annual growth rate of about 13.5 percent—highlighting rising demand for inter-island and international high-capacity routes. Similarly, the country's enterprise network infrastructure market—including routers, switches, and WAN/LAN systems, is expected to grow from USD0.52 billion in 2024 to USD0.88 billion by 2029, with a CAGR of approximately 9.1%. While large enterprises currently hold around 61% market share, SMEs are expected to deliver the strongest growth momentum through 2030, with fixed connectivity demand projected to grow at around 5.9% annually. The acceleration of SME digitalisation, the rise of e-commerce ecosystems, and increasing adoption of hybrid cloud architectures position this segment as a strategic growth frontier for IOH.

To capture these opportunities, Indosat Business has outlined clear strategic priorities and an innovation roadmap for 2026. On the wholesale side, the focus will be on monetising subsea and backbone capacity through onboarding new regional carriers and hyperscalers to strengthen international interconnectivity. In the enterprise segment, IOH aims to deepen its verticalised approach by developing tailored connectivity solutions for financial services, retail, manufacturing, and government sectors. Key strategies include expanding cross-selling of connectivity upgrades and complementary security offerings, strengthening engagement with high-value named accounts through integrated solutions, and accelerating mid-market penetration through channel partners and strategic collaborations. With these priorities in place, Indosat Business is well positioned to capture the momentum of 2026 and advance its evolution as a future-ready TechCo.

Segmen Telekomunikasi Tetap
Fixed Telecommunications



Segmen Telekomunikasi Tetap terus berevolusi dari layanan utilitas tradisional menjadi fondasi strategis komunikasi enterprise yang terintegrasi, aman, dan berbasis cloud, mendukung solusi seperti SIP Trunk, Cloud PBX, Unified Communications, hingga AI Contact Center. Bagi IOH, segmen ini berperan sebagai Enterprise Gateway yang memperkuat penetrasi pasar bisnis sekaligus membuka peluang ekspansi ke layanan bernilai tambah berbasis AI dan managed services. Didukung kapabilitas operasional yang andal dan inovasi berkelanjutan, fixed telecommunication semakin mengukuhkan posisi IOH sebagai mitra solusi komunikasi end-to-end bagi pelanggan enterprise.

The Fixed Telecommunications segment has evolved from a traditional utility service into a strategic foundation for secure, integrated, and cloud-based enterprise communications, supporting solutions such as SIP Trunk, Cloud PBX, Unified Communications, and AI Contact Centres. For IOH, this segment serves as an Enterprise Gateway, strengthening penetration in the business market while enabling expansion into higher-value, AI-driven and managed services. Supported by robust operational capabilities and continuous innovation, fixed telecommunications further reinforces IOH's position as an end-to-end communications solutions partner for enterprise customers.

Tinjauan Pasar dan Strategi

Dalam beberapa tahun terakhir, pasar telekomunikasi *fixed* mengalami transformasi mendasar seiring bergesernya perilaku pelanggan menuju layanan *mobile* dan OTT. Jika sebelumnya layanan *fixed voice* diposisikan sebagai utilitas dasar untuk komunikasi suara, kini perannya berkembang menjadi enabler strategis bagi komunikasi bisnis yang lebih terintegrasi, aman, dan canggih. Nilai utama *fixed telecommunication* tidak lagi bertumpu pada fungsi PSTN tradisional, melainkan pada aplikasi dan platform tingkat lanjut yang didukungnya, mulai dari *Cloud* PBX, SIP *Trunking* untuk *contact center*, hingga integrasi *Unified Communications* (UC) yang mulus dengan solusi cloud-native seperti Microsoft Teams. Alih-alih bersaing dengan layanan mobile dan OTT, jaringan *fixed* kini berfungsi sebagai pelengkap penting yang memastikan stabilitas, kualitas suara, serta integrasi lintas perangkat melalui solusi seperti UC *Direct Routing* dan *Number Masking* yang memungkinkan pengalaman kerja *mobile-first* tanpa mengorbankan kontrol dan keamanan.

Market Overview and Strategy

In recent years, the fixed telecommunication market has undergone a profound transformation as customer behavior shifts toward mobile and OTT services. What was once considered a basic utility for voice communication has now evolved into a strategic enabler for robust, secure, and integrated business communications. The value proposition of fixed telecommunication is no longer confined to traditional PSTN lines; it now lies in the advanced applications it supports, such as Cloud PBX, SIP Trunking for contact centers, and seamless Unified Communications (UC) integrations with cloud-native platforms like Microsoft Teams. Instead of competing with mobile or OTT, fixed networks increasingly complement them, providing stability, voice quality, and cross-device integration through solutions such as UC Direct Routing and Number Masking that enable mobile-first workflows without compromising control or security.

Seiring meningkatnya ancaman digital dan tuntutan kepatuhan regulasi, layanan *fixed voice* juga memainkan peran krusial dalam menyediakan lapisan keamanan dan kendali yang lebih tinggi bagi perusahaan. Solusi *managed fixed voice* memungkinkan pemenuhan standar regulasi, termasuk ketentuan dari Komdigi, yang sering kali sulit dicapai oleh layanan OTT murni. Dengan demikian, pasar *fixed telecommunication* telah berevolusi menjadi fondasi penting bagi arsitektur komunikasi modern perusahaan, memberikan keandalan, kontrol, dan integrasi yang semakin dibutuhkan di era digital.

Dalam konteks strategi konektivitas IOH, segmen *Fixed Voice* menempati posisi sebagai salah satu pilar strategis yang memperkuat penetrasi Perseroan di pasar *enterprise*. Peran utamanya adalah menjadi *Enterprise Gateway*, yakni titik masuk utama untuk membangun hubungan jangka panjang dengan pelanggan bisnis. Ketika sebuah perusahaan mulai mengadopsi SIP Trunk IOH, kesempatan untuk memperluas layanan melalui penawaran nilai tambah, seperti *Cloud* PBX, *Unified Communications & Collaboration* (UC&C), hingga solusi AI *Contact Center*, menjadi semakin besar. Hal ini menjadikan *Fixed Voice* bukan hanya kanal penjualan awal, tetapi penghubung strategis menuju portofolio layanan yang lebih luas.

Segmen ini juga menjadi penggerak layanan bernilai tambah (VAS) yang memperkuat reposisi IOH dari penyedia konektivitas menjadi mitra solusi digital *end-to-end*. Layanan seperti *Managed* UC, Voice API, serta platform berbasis AI tidak hanya menawarkan *margin* yang lebih tinggi, tetapi juga menciptakan dependensi bisnis yang kuat dan sulit digantikan. Dengan fondasi *fixed voice* yang kokoh dan integratif, IOH semakin mampu menghadirkan solusi komunikasi yang holistik, aman, dan berkelanjutan bagi pelanggan *enterprise* di seluruh Indonesia.

Operasional, Produksi, dan Kapasitas

Sepanjang 2025, IOH terus memperkuat kapabilitas operasionalnya pada layanan *fixed telecommunication* sebagai bagian dari strategi memperluas konektivitas yang andal dan aman bagi pelanggan di seluruh Indonesia. Pada tahun tersebut, IOH mengoperasikan 1.021 kanal interkoneksi aktif yang mendukung trafik suara *fixed* secara nasional dan memastikan interoperabilitas yang lancar dengan operator domestik maupun internasional. Kapasitas ini diperkuat oleh peningkatan *backbone* dan kemampuan pengelolaan panggilan secara simultan melalui dua unit *Session Border Controller* (SBC), masing-

As digital security risks rise and regulatory demands tighten, fixed voice also plays a critical role in ensuring compliance and providing enhanced security layers that pure OTT services often cannot match. Managed fixed solutions enable organisations to meet regulatory requirements, including those set by Komdigi, while maintaining a high level of control over their communication infrastructure. This evolution positions fixed telecommunication as a foundational component of modern enterprise architecture, supporting reliability, regulatory adherence, and deeper integration across business systems.

Within IOH's broader connectivity strategy, the Fixed Voice segment serves as a strategic anchor that strengthens the company's presence in the enterprise market. One of its core functions is as an Enterprise Gateway, acting as the primary entry point for establishing long-term relationships with business clients. Once a customer adopts IOH's SIP Trunk, it naturally opens opportunities to introduce higher-value services such as Cloud PBX, Unified Communications & Collaboration (UC&C), and AI-powered Contact Center solutions. This positions Fixed Voice not only as a front-door offering but as a strategic enabler for broader enterprise solution expansion.

The segment also acts as a key driver of value-added services (VAS), enabling IOH to move beyond basic connectivity and reposition itself as an end-to-end digital solutions partner. Offerings such as Managed UC, Voice APIs, and AI-driven communication platforms provide higher margins and create long-term service stickiness that is difficult for competitors to replicate. With a strong and integrated fixed voice foundation, IOH is well placed to deliver secure, holistic, and future-ready communication solutions to enterprise customers across Indonesia.

Operations, Production, and Capacity

Throughout 2025, IOH strengthened its operational capabilities in fixed telecommunication services as part of its commitment to delivering reliable and secure connectivity nationwide. During the year, IOH operated 1,021 active interconnection channels, supporting nationwide fixed voice traffic and enabling seamless interoperability with both domestic and international operators. This was complemented by the expansion of backbone and concurrent call capacity, with two Session Border Controllers (SBCs) capable of handling 120,000 concurrent calls each, resulting in a combined capacity of 240,000 simultaneous

masing mampu menangani 120.000 *concurrent call rate* (CCR), sehingga total kapasitas layanan mencapai 240.000 panggilan bersamaan. Hal ini menunjukkan kesiapan IOH dalam melayani volume komunikasi yang besar, termasuk kebutuhan *enterprise*, layanan publik, dan konektivitas prioritas tinggi.

calls. This demonstrates IOH's readiness to support large-scale communication needs across enterprises, public services, and mission-critical environments.

Proses penyediaan layanan telekomunikasi *fixed* dilakukan melalui alur *end-to-end* yang memastikan keandalan, keamanan, dan kepatuhan terhadap regulasi. Untuk layanan interkoneksi seperti SIP Trunk atau *fixed line*, layanan dimulai dari onboarding pelanggan dan konfigurasi IP-PBX atau *router*, dilanjutkan dengan registrasi jaringan melalui *Session Border Controller* (SBC) untuk memastikan autentikasi dan keamanan. Setiap panggilan kemudian diarahkan melalui SBC ke jaringan IP/PSTN serta diteruskan ke operator terkait melalui interkoneksi resmi. Proses ini ditutup dengan pembuatan *Call Detail Record* (CDR) untuk kebutuhan *billing* dan analitik. Pada layanan *short code* seperti 140XY, proses dimulai dari pengajuan dan regulasi, diikuti *provisioning* nomor ke *platform* IOH dan pengaturan routing cerdas berdasarkan aturan tertentu seperti waktu panggilan atau lokasi penelepon. Sementara itu, untuk layanan darurat 112, sistem akan mengidentifikasi lokasi penelepon (bila memungkinkan) dan meneruskan panggilan ke *Public Safety Answering Point* (PSAP) sesuai yurisdiksi, memastikan *respons* cepat terhadap layanan kepolisian, pemadam kebakaran, atau medis, dengan seluruh proses tercatat untuk pemenuhan regulasi Komdigi dan pemerintah daerah.

The delivery of fixed telecommunication services follows a structured end-to-end process that ensures performance, security, and regulatory compliance. For interconnection services such as SIP Trunking or fixed lines, the process begins with customer onboarding and configuration of the customer's IP-PBX or router. The system then registers with IOH's Session Border Controller (SBC) for authentication and traffic control. Outbound calls are routed through the SBC to the IP/PSTN network and completed through licensed interconnections with other operators, with call detail records (CDRs) generated for billing and analytics. Short code services such as 140XY follow a regulated process starting from number application and approval, provisioning on IOH's platform, and intelligent routing based on preset rules like caller location or time-of-day, ensuring efficient delivery to the client's contact centre. Emergency services such as 112 utilise caller location data (when available) to route calls to the appropriate Public Safety Answering Point (PSAP), where operators assess and dispatch police, fire, or medical responders. All activities are logged to meet Ministry of Communication (Komdigi) and local government requirements.

Sepanjang periode tersebut, IOH juga memperkenalkan inovasi layanan baru yang meningkatkan kapabilitas komunikasi bisnis dari sekadar nomor akses menjadi *platform* solusi terpadu. AI *Voice Bot* diperkenalkan untuk mengotomasi penanganan panggilan masuk dan keluar dalam jumlah besar menggunakan bahasa Indonesia yang natural. Selain itu, AI *Contact Center* (AICC) mengintegrasikan kecerdasan buatan dengan agen manusia melalui predictive dialing dan pemrosesan data *real-time*, sehingga meningkatkan efektivitas setiap interaksi pelanggan. IOH juga meluncurkan *platform Unified Omnichannel Contact Centre*, yang menyatukan pengelolaan interaksi melalui suara, media sosial, dan *live chat* dalam satu sistem terpadu dengan fitur CRM, *ticketing*, hingga *chatbot* 24/7. Inovasi-inovasi ini menegaskan komitmen IOH dalam menghadirkan solusi komunikasi yang lebih cerdas, responsif, dan terintegrasi bagi seluruh pelanggannya.

During this period, IOH also launched several advanced solutions that elevate communications beyond simple access numbers into comprehensive customer engagement platforms. The AI Voice Bot automates high-volume inbound and outbound calls using natural Indonesian language processing, enabling faster and more efficient customer interactions. The AI Contact Center (AICC) blends AI and human agents, using predictive dialing and real-time insights to optimise every touchpoint. Additionally, the Unified Omnichannel Contact Centre consolidates voice, social media, and live chat channels into a single platform equipped with full CRM, ticketing, and a 24/7 chatbot system, delivering a seamless customer journey from start to finish. These innovations reinforce IOH's position as a provider of intelligent, integrated communication solutions for businesses across Indonesia.

Inovasi dan Solusi

IOH semakin memperkuat kapabilitas inovasinya dengan mengintegrasikan kecerdasan buatan (AI) secara mendalam ke dalam portofolio layanan suara dan komunikasi digital. Fokus utama Perseroan adalah meningkatkan efisiensi operasional sekaligus memberikan pengalaman layanan yang lebih cepat, cerdas, dan responsif bagi pelanggan. Salah satu penerapan utamanya adalah AI Voice Bot, sebuah teknologi Voice AI berkelas *enterprise* yang mampu menangani panggilan masuk berkala tinggi seperti layanan pelanggan, serta panggilan keluar untuk telemarketing, dalam bahasa Indonesia yang natural. Dengan otomatisasi ini, agen manusia dapat dialihkan untuk menangani kasus yang lebih kompleks dan membutuhkan sentuhan personal.

IOH juga memperkenalkan AI *Contact Center* (AICC), sebuah *platform* terpadu yang mengombinasikan agen AI dan tim manusia dalam satu sistem yang selaras. AICC memanfaatkan *predictive dialing* untuk kampanye *outbound* yang lebih efisien serta menyediakan analitik dan *monitoring real-time* untuk memastikan setiap interaksi baik melalui suara, WhatsApp, maupun kanal lainnya selalu optimal. Selain itu, platform omnichannel IOH kini dilengkapi dengan *chatbot* berteknologi AI yang memberikan respons otomatis terhadap pertanyaan umum selama 24/7, membantu pelanggan mendapatkan solusi lebih cepat sekaligus meningkatkan kapabilitas layanan mandiri.

Percepatan adopsi komunikasi berbasis *cloud* juga menjadi tren dominan yang mendorong inovasi layanan IOH. Banyak perusahaan mulai beralih ke *platform* komunikasi cloud karena kebutuhan fleksibilitas, kemampuan mendukung kerja jarak jauh, serta efisiensi biaya. Portofolio IOH, termasuk *Cloud* PBX dan *Cloud Call Center*, telah sepenuhnya *cloud-native* dan menjadi bagian dari perubahan besar ini. IOH berkomitmen untuk memperluas penawaran berbasis *cloud* guna memenuhi lonjakan permintaan dari perusahaan yang menginginkan komunikasi lebih modern, terukur, dan mudah diintegrasikan.

Untuk memperkukuh ekosistem solusi yang ditawarkan, IOH juga menjalin berbagai kemitraan strategis dengan penyedia teknologi global dan lokal. Kolaborasi ini mencakup kerja sama dengan AIRudder dan Voctic untuk penyediaan solusi *Voice* AI, serta dengan *Intellix Global Crossing* dalam menghadirkan *platform Omnichannel Contact Center* yang lebih lengkap.

Innovation and Solutions

IOH continued to advance its innovation agenda by integrating artificial intelligence (AI) deeply into its voice and digital communication portfolio. The overarching objective is to boost operational efficiency while delivering faster, smarter, and more personalised customer experiences. A key example is the deployment of an AI Voice Bot, an enterprise-grade Voice AI system capable of managing high-volume inbound calls, such as customer service requests, and outbound calls for telemarketing using natural Indonesian language. This automation enables human agents to focus on more complex interactions that require contextual understanding and emotional intelligence.

IOH has also launched the AI Contact Center (AICC), an all-in-one platform that seamlessly blends AI agents with human teams. The AICC leverages predictive dialing to enhance outbound campaign performance, while offering real-time analytics and monitoring to optimise customer engagement across voice, WhatsApp, and multiple digital channels. Within IOH's omnichannel ecosystem, an AI-powered chatbot further enhances service automation by providing 24/7 responses to frequently asked questions and guiding users toward the right support pathways.

Cloud-based communication solutions are experiencing rapid adoption, driven by the rising need for scalability, remote work flexibility, and operational efficiency. IOH's portfolio, including Cloud PBX and Cloud Call Center, is fully cloud-native and at the forefront of this market transition. The company is committed to expanding its cloud-led offerings to capture increasing demand from enterprises seeking modern, scalable, and cost-effective communication systems.

To enhance the depth and quality of its service ecosystem, IOH continues to pursue strategic partnerships with leading technology providers. These include collaborations with AIRudder and Voctic to power the AI Voice solutions, as well as Intellix Global Crossing for the development of a robust Omnichannel Contact Center platform.

Pendapatan Telekomunikasi Tetap 2025

Pendapatan telekomunikasi tetap dari panggilan internasional ke luar negeri diakui sepanjang periode layanan, berdasarkan volume pemakaian, dan disajikan dalam jumlah bruto. Pendapatan penggunaan telekomunikasi tetap dicatat berdasarkan durasi percakapan yang berhasil tersambung melalui jaringan telepon tetap Perseroan dalam periode tersebut.

Pendapatan atas layanan interkoneksi dengan penyelenggara telekomunikasi domestik maupun internasional diakui sejalan dengan lalu lintas komunikasi aktual yang tercatat di jaringan. Sementara itu, pendapatan dari jasa instalasi telepon tetap tidak diperlakukan sebagai kewajiban pelaksanaan tersendiri sehingga tidak diakui terpisah dari pendapatan jasa telekomunikasi yang terkait.

Pada tahun 2025, pendapatan dari jasa telekomunikasi turun sebesar 5,4% dari Rp864,4 miliar tahun 2024 menjadi Rp817,6.

2025 Fixed Telecommunications Revenue

Fixed telecommunications revenue from international calls abroad is recognised throughout the service period, based on usage volume, and presented in gross amounts. Fixed telecommunications usage revenue is recorded based on the duration of calls successfully connected through the Company's fixed telephone network during the period.

Revenue from interconnection services with domestic and international telecommunications operators is recognised in line with the actual communication traffic recorded on the network. Meanwhile, revenue from fixed telephone installation services is not treated as a separate performance obligation and is therefore not recognised separately from the related telecommunications service revenue.

In 2025, revenue from telecommunications services decreased by 5.4% from Rp864.4 billion in 2024 to Rp817.6.

dalam miliar in billion	2025		2024		2023	
	Rp	%	Rp	%	Rp	%
Telekomunikasi Tetap Fixed Telecommunication	817.6	(5.4)	864.4	(14.1)	1,006.0	28.4

Profitabilitas 2025

Sepanjang tahun 2025, penurunan pendapatan Jasa Telekomunikasi Tetap disebabkan oleh penurunan pendapatan telepon internasional yang dimbangi oleh kenaikan telepon jaringan tetap.

Profitability in 2025

Throughout 2025, Fixed Business revenue is decreased as was driven by a decrease in international call, offset by an increase in fixed line.

Tantangan dan Prospek 2026

Dalam menjalankan bisnis layanan fixed voice dan komunikasi digital, IOH terus beradaptasi dengan dinamika regulasi yang berkembang guna menciptakan ekosistem industri yang lebih tertib, transparan, dan berkelanjutan. Penerapan ketentuan perizinan yang lebih terstruktur, termasuk kewajiban bagi mitra seperti Business Process Outsourcing (BPO) dan call center untuk memiliki izin resmi dalam memasarkan kembali layanan SIP Trunk, menjadi bagian dari upaya memperkuat tata kelola industri. Seiring dengan penyesuaian tersebut, IOH secara proaktif mendukung mitra dalam proses pemenuhan regulasi agar tetap dapat menjalankan operasional secara optimal. Meskipun proses perizinan memerlukan waktu dan koordinasi yang lebih intensif, langkah ini pada akhirnya mendorong terciptanya standar layanan yang lebih andal, meningkatkan kualitas ekosistem distribusi, serta memperkuat fondasi pertumbuhan pasar yang sehat dan kompetitif ke depan.

Challenges and 2026 Outlook

In delivering its fixed voice and digital communication services, IOH continues to adapt to evolving regulatory developments aimed at fostering a more structured, transparent, and sustainable industry ecosystem. The implementation of more comprehensive licensing requirements, including the obligation for partners such as Business Process Outsourcing (BPO) providers and call centers to obtain their own official permits when reselling SIP Trunk services, forms part of broader efforts to strengthen industry governance. In response, IOH has taken a proactive approach in supporting its partners through the regulatory alignment process to ensure seamless business continuity. While the licensing process requires closer coordination and additional time, these enhancements ultimately contribute to higher service standards, a more resilient distribution ecosystem, and a stronger foundation for healthy and sustainable market growth in the years ahead.

Memasuki 2026, IOH menetapkan fokus inovasi yang diarahkan pada tiga pilar utama untuk memperkuat penetrasi pasar *enterprise* sekaligus memasuki segmen vertikal baru. Salah satunya adalah pengembangan *Native Masking* (*Caller* ID) pada tingkat jaringan untuk mengatasi tantangan meningkatnya penggunaan aplikasi pemblokir panggilan seperti *TrueCaller* dan *GetContact*. Teknologi ini akan membantu meningkatkan kepercayaan pelanggan dan rasio panggilan terjawab pada aktivitas *outbound* perusahaan. Pilar kedua adalah pengembangan solusi *Unified Communication* spesifik *vertical*, termasuk KiosK *Unified Communication*, yang dirancang untuk lingkungan terkontrol seperti lembaga pemasyarakatan atau sekolah berasrama. Solusi ini menyediakan endpoint komunikasi yang aman, dikelola, dan disesuaikan. Ketiga, IOH akan memperkenalkan *Session Border Controller as a Service* (SBCaaS), sebuah model berbasis opex yang memudahkan perusahaan mengamankan dan mengelola konektivitas SIP dan VoIP mereka, sekaligus mempercepat transisi ke layanan suara berbasis IP.

Looking ahead to 2026, IOH's innovation roadmap is anchored on three strategic pillars aimed at strengthening enterprise penetration and expanding into new verticals. The first pillar is the development of Native Masking (Caller ID) at the network level to address the growing challenge posed by call-blocking apps such as TrueCaller and GetContact. This feature is expected to enhance trust, improve answer rates, and unlock better customer engagement for enterprise outbound campaigns. The second pillar focuses on vertical-specific Unified Communication solutions, including KiosK Unified Communication, designed for controlled environments such as prisons and boarding schools, offering secure, managed, and purpose-built communication endpoints. The third pillar is the introduction of Session Border Controller as a Service (SBCaaS), providing enterprises with a flexible, opex-based model to secure and manage SIP trunking and VoIP connectivity, simplifying the transition toward IP-based voice systems.

Walaupun pasar *fixed voice* global diproyeksikan hanya tumbuh sekitar 1% dari 2025 ke 2026, IOH memproyeksikan pertumbuhan yang lebih kuat dan lebih menguntungkan melalui transformasi menjadi penyedia solusi yang komprehensif, bukan sekadar penyedia konektivitas. Strategi pertumbuhan 2026 berfokus pada tiga area utama. Pertama, monetisasi fitur-fitur lanjutan, di mana IOH tidak lagi bersaing berdasarkan harga SIP channel, tetapi melalui *bundling* dan *upselling* kemampuan bernilai tinggi seperti AI *Voice, Number Masking & Caller* ID, serta fitur kepatuhan yang ditingkatkan untuk meningkatkan *Average Revenue Per Account* (ARPA). Kedua, penguatan layanan bernilai tambah, termasuk AI *Contact Center* dan *Voice* AI *Bot* yang mengotomasi interaksi volume besar, *platform omnichannel* yang mendukung komunikasi lintas WhatsApp, media sosial, dan suara, serta *Unified Communication & Collaboration* seperti *Cloud* PBX dan *Teams Direct Routing* untuk mendukung model kerja *hybrid*. Terakhir, IOH akan memasuki sektor vertikal baru melalui solusi seperti KiosK *Unified Communication* untuk lingkungan terkontrol dan SBCaaS untuk kebutuhan keamanan *enterprise*, membuka aliran pendapatan baru yang lebih berkelanjutan. Dengan kombinasi strategi ini, IOH berada pada posisi yang kuat untuk meraih pertumbuhan yang lebih cepat dan profitabel di tahun 2026.

Although the global fixed voice market is expected to see modest growth of around 1% from 2025 to 2026, IOH is positioned to outperform the market through a shift toward solution-led offerings rather than pure connectivity. The 2026 growth strategy centers on three key areas. The first is the monetization of advanced features, with IOH moving beyond price-based competition on SIP channels and instead bundling premium capabilities such as AI Voice, Number Masking & Caller ID, and enhanced compliance functions to increase Average Revenue Per Account (ARPA). The second area is expanding value-added services, leveraging cloud-native and AI-driven platforms including the AI Contact Center (AICC) and Voice AI Bot for automation, the omnichannel platform for integrated customer engagement across WhatsApp, social media, and voice, and UC&C solutions such as Cloud PBX and Teams Direct Routing to support hybrid work. The third pillar is expansion into new verticals, with upcoming solutions like KiosK Unified Communication for controlled environments and SBCaaS for enterprise-grade security opening new revenue streams and market opportunities. With these strategies, IOH is well placed to capture stronger, more profitable growth in 2026.

Sumber Daya Manusia
Human Resources



Sumber Daya Manusia Perseroan berperan strategis dalam mempercepat transformasi IOH menuju AI-Native TechCo melalui penguatan kapabilitas digital dan AI serta penanaman budaya digital-first di seluruh organisasi. Upaya ini diperkuat melalui strategi pengelolaan talenta yang adaptif, penguatan employer branding, serta digitalisasi fungsi SDM berbasis AI untuk menghadirkan pengalaman kerja yang human-centered dan berorientasi pada pembelajaran berkelanjutan.

The Company's Human Resource plays a strategic role in accelerating IOH's transformation into an AI-Native TechCo by strengthening digital and AI capabilities and embedding a digital-first culture across the organisation. This is reinforced through adaptive talent management, strong employer branding, and AI-enabled digital HR initiatives that deliver a human-centred and continuous learning-driven employee experience.

Sumber Daya Manusia (SDM) Perseroan memegang peran strategis dalam mengakselerasi transformasi IOH menuju AI-Native TechCo. Visi SDM tidak hanya berfokus pada penguatan kapabilitas internal, tetapi juga mendorong perubahan budaya dengan menanamkan pola pikir berbasis AI dan prinsip *digital-first* di seluruh lapisan organisasi. Pendekatan ini diwujudkan melalui pengembangan keterampilan, pemanfaatan AI dalam aktivitas kerja sehari-hari, serta penyusunan strategi pengelolaan talenta yang adaptif terhadap dinamika teknologi yang terus berubah.

Dengan memperkuat kompetensi karyawan dalam digital dan AI, Perseroan membangun harmoni antara kekuatan manusia dan efisiensi teknologi. Dalam jangka panjang, SDM berperan sebagai penggerak utama terbentuknya tenaga kerja yang tangguh, inovatif, kolaboratif, serta berorientasi pada pembelajaran berkelanjutan. Sejalan dengan aspirasi menjadi *employer of choice* dan *talent factory*, Perseroan mengedepankan desain organisasi yang mendorong kolaborasi lintas fungsi, menarik talenta digital terbaik, serta menumbuhkan kepemimpinan di seluruh jenjang.

Perseroan juga berkomitmen menghadirkan pengalaman kerja terbaik, memastikan setiap individu memiliki ruang untuk berkembang, berinovasi, dan mewujudkan potensi maksimalnya dalam ekosistem kerja yang semakin terdigitalisasi.

Human Resources (HR) plays a strategic role in accelerating IOH's transformation into an AI-Native TechCo. The HR vision goes beyond strengthening internal capabilities; it aims to drive cultural transformation by instilling an AI-based mindset and digital-first principles across all levels of the organization. This direction is realised through continuous skill development, the integration of AI into daily work processes, and adaptive talent management strategies that are aligned with rapidly evolving technological dynamics.

By enhancing employees' digital and AI competencies, the Company seeks to create harmony between human capability and technological efficiency. In the long term, HR acts as a key enabler in shaping a resilient, innovative, collaborative, and continuously learning workforce. Aligned with the aspiration to become both an employer of choice and a talent factory, the Company prioritises an organisational design that encourages cross-functional collaboration, attracts top digital talent, and fosters leadership at every level.

Company is also committed to provide the best employee experience, ensuring that every individual has the space to grow, innovate, and realise their full potential within an increasingly digital work ecosystem.

Akuisisi Talenta dan *Branding* Perusahaan

Untuk memenuhi kebutuhan akan talenta unggul, Perseroan menggabungkan strategi pengembangan internal dan perekrutan eksternal guna menutup kesenjangan kompetensi. Upaya ini diperkuat melalui berbagai inisiatif *employer branding* yang memposisikan IOH sebagai AI-Native, *human-centered* TechCo. Selain penyelenggaraan Indonesia AI Day, Perseroan juga menerima berbagai penghargaan bergengsi tingkat nasional dan internasional, di antaranya:

- Fortune 100 – Best Companies to Work For in Southeast Asia,
- HR Asia Awards – Best Companies to Work For & Tech Empowerment Awards,
- Asian Telecom Awards – HR Initiative of the Year,
- Stevie Awards – Employer of The Year (Telecommunications),
- Great Place to Work – Indonesian Best Workplaces,
- SWA – Indonesia Best Employee Engagement.

Penghargaan tersebut menegaskan keberhasilan strategi Perseroan dalam membangun citra sebagai tempat kerja pilihan bagi talenta digital dan AI, sekaligus memperkuat daya saing Perseroan dalam menarik profesional terbaik di pasar.

Pengembangan Budaya Kinerja Tinggi

Pengembangan budaya kinerja tinggi merupakan salah satu fondasi strategis dalam transformasi Perseroan menuju AI-Native TechCo. Pilar ini tidak hanya menyasar peningkatan produktivitas, tetapi juga membangun pola pikir dan perilaku kerja yang mampu mendorong inovasi, kolaborasi, dan akuntabilitas pada setiap level organisasi. Untuk memastikan keselarasan antara sasaran bisnis dan pengembangan individu, Perseroan menerapkan kerangka kompetensi kepemimpinan yang terintegrasi ke seluruh siklus pengelolaan SDM, mulai dari rekrutmen, pengembangan kapabilitas, manajemen kinerja, hingga perencanaan suksesi. Kerangka ini berfungsi sebagai kompas perilaku yang menuntun setiap insan Perseroan dalam menghadapi dinamika bisnis yang cepat dan bertransformasi secara berkelanjutan.

Sebagai bagian dari upaya membangun talenta yang adaptif dan visioner, Perseroan memprioritaskan program pengembangan yang dirancang untuk memperkuat kompetensi digital, literasi AI, dan ketangkasan kepemimpinan. Program iLead, yang ditujukan bagi karyawan di seluruh jenjang organisasi, disusun untuk membekali para pemimpin dengan wawasan strategis,

Talent Acquisition and Employer Branding

To meet the growing demand for top talent, the Company combines internal talent development with strategic external recruitment to bridge existing competency gaps. These efforts are reinforced through a series of employer branding initiatives that position IOH as an AI-Native, human-centered TechCo. In addition to organising Indonesia AI Day, the Company also received numerous prestigious national and international recognitions, including:

- Fortune 100 – Best Companies to Work For in Southeast Asia,
- HR Asia Awards – Best Companies to Work For & Tech Empowerment Awards,
- Asian Telecom Awards – HR Initiative of the Year,
- Stevie Awards – Employer of The Year (Telecommunications),
- Great Place to Work – Indonesian Best Workplaces,
- SWA – Indonesia Best Employee Engagement.

These achievements reaffirm the success of the Company's talent strategy in establishing IOH as a workplace of choice for digital and AI professionals, while strengthening its competitive positioning in attracting the best talent in the market.

High-Performance Culture Development

Developing a high-performance culture is one of the Company's key strategic foundations in its transformation toward becoming an AI-Native TechCo. This pillar is not solely focused on enhancing productivity but also on fostering the mindsets and behaviours that drive innovation, collaboration, and accountability at every level of the organisation. To ensure alignment between business objectives and individual growth, the Company implements an integrated leadership competency framework across the entire HR lifecycle, from recruitment and capability development to performance management and succession planning. This framework serves as a behavioural compass that guides employees in navigating rapid business dynamics and continuous transformation.

As part of its efforts to build adaptive and visionary talent, the Company prioritises development programmes designed to strengthen digital capabilities, AI literacy, and leadership agility. The iLead programme, targeted at employee at all levels, equips them with strategic insights, data-driven decision-making skills, and the ability to lead change in an increasingly intelligent and technology-driven

kemampuan pengambilan keputusan berbasis data, serta keterampilan memimpin perubahan di era teknologi cerdas. Sementara itu, melalui *iAccelerate*, talenta muda berpotensi tinggi dipersiapkan untuk menjadi pemimpin masa depan melalui jalur percepatan yang mencakup rotasi peran, proyek strategis, mentoring, dan pengembangan kompetensi intensif.

Transformasi menuju budaya kinerja tinggi juga ditopang oleh rangkaian program pembelajaran digital seperti *Skill Hacks*, AI *Capability Excellence* (ACE), dan AI Immersion Program yang membantu karyawan mengembangkan kepercayaan diri dan kecakapan dalam memanfaatkan teknologi. Dengan lebih dari 2.000 karyawan yang telah mengikuti program ini, Perseroan mencatat peningkatan signifikan dalam literasi digital, di mana 87% karyawan menyatakan lebih percaya diri menggunakan alat dan aplikasi berbasis AI dalam pekerjaan mereka. Dampak ini menunjukkan bahwa budaya kinerja tinggi tidak hanya ditumbuhkan melalui struktur kebijakan, tetapi melalui pengalaman belajar yang relevan dan berkelanjutan.

Selain itu, Perseroan sedang membangun ekosistem karier berbasis data yang memungkinkan setiap individu merancang perjalanan karier yang lebih terarah, terpersonalisasi, dan sesuai dengan kekuatan serta aspirasi masing-masing. Sistem ini memberikan rekomendasi pengembangan melalui pembelajaran, rotasi, mentorship, atau keterlibatan dalam proyek-proyek strategis sehingga setiap karyawan dapat memiliki *"visibility"* atas kesiapan dan peluang karier mereka. Langkah ini menandai transformasi budaya kerja menjadi lebih transparan, meritokratis, dan progresif.

Di tengah penerapan budaya kinerja tinggi, Perseroan juga menanamkan prinsip kolaborasi dan inovasi sebagai inti dari cara kerja baru. Setiap karyawan didorong untuk membangun pola pikir *growth mindset*: berani bereksperimen, menguji pendekatan baru, dan belajar dari kegagalan sebagai bagian dari proses peningkatan kinerja. Pendekatan ini menciptakan lingkungan di mana kinerja bukan hanya diukur melalui hasil, tetapi juga melalui ketangguhan, kreativitas, dan kontribusi nyata terhadap keberlanjutan organisasi.

Inisiatif Digital dalam SDM

Digitalisasi menjadi fondasi transformasi SDM. Perseroan mengembangkan HiroHub, sebuah *platform* terintegrasi berbasis SAP *SuccessFactors* yang menyatukan seluruh proses SDM dalam satu ekosistem digital. Konsolidasi ini

environment. Meanwhile, iAccelerate prepares high-potential young talent for future leadership roles through accelerated pathways that include role rotations, strategic project exposure, mentoring, and intensive capability development.

The Company's transition toward a high-performance culture is further supported by a range of digital learning programmes such as Skill Hacks, AI Capability Excellence (ACE), and the AI Immersion Program, which empower employees to build confidence and proficiency in utilising technology. With more than 2,000 employees having participated, the Company has seen a significant uplift in digital literacy, highlighted by the fact that 87% of employees now feel more confident using AI tools and applications in their daily work. This demonstrates that a high-performance culture is cultivated not only through policies and frameworks but through meaningful, continuous learning experiences.

In addition, the Company is developing a data-driven career ecosystem that enables employees to design clearer, more personalised career journeys aligned with their strengths and aspirations. This system provides development recommendations through learning pathways, role rotations, mentorship, and involvement in strategic projects, giving each individual greater visibility into their career readiness and opportunities. This marks an important shift toward a more transparent, meritocratic, and progressive work culture.

Central to fostering a high-performance culture is the emphasis on collaboration and innovation as core elements of the Company's new way of working. Employees are encouraged to cultivate a growth mindset, embracing experimentation, exploring new approaches, and learning from setbacks as part of continuous performance improvement. This approach creates an environment where performance is measured not only by outcomes but also by resilience, creativity, and meaningful contributions to the organisation's long-term success.

Digital Inisiatives in HR

Digitalisation has become the foundation of the Company's HR transformation. IOH has developed HiroHub, an integrated platform powered by SAP SuccessFactors that consolidates all HR processes into a single digital ecosystem.

menyederhanakan pekerjaan administratif, mempercepat siklus pengelolaan SDM, serta meningkatkan pengalaman karyawan.

Narasi digitalisasi diperkaya dengan hadirnya ASTRID-AI, *chatbot* GPT internal yang menjadi *one-stop* HR digital companion. ASTRID-AI memungkinkan karyawan:

- mengakses kebijakan SDM
- mengajukan cuti
- menjadwalkan pemeriksaan kesehatan
- menerima pesan perawatan personal & pengingat otomatis
- mengakses layanan SDM secara cepat dan intuitif

ASTRID-AI terus dikembangkan untuk mencakup fitur *Learning Agent* yang memberikan rekomendasi pelatihan berbasis kesenjangan kompetensi, dan *Career Agent* yang membantu karyawan menavigasi jalur karier secara personal. Integrasi AI ini menciptakan pengalaman SDM yang lebih responsif, konsisten, dan *human-centered*.

Keterlibatan Karyawan

Komitmen Perseroan terhadap keterlibatan dan kesejahteraan karyawan diwujudkan melalui program yang menghubungkan karyawan dengan arah transformasi perusahaan. Kegiatan seperti pemecahan rekor MURI melalui pembuatan 5.000 puisi AI menggunakan Sahabat-AI menjadi simbol kuat partisipasi karyawan dalam gerakan AI nasional.

Selain itu, *Customer Love Challenge* mengajak seluruh karyawan turun langsung bertemu pelanggan, mitra, dan distributor untuk memahami pengalaman pengguna dan menemukan peluang perbaikan. Pendekatan ini memperkuat budaya *customer-centric* sekaligus menumbuhkan rasa kepemilikan terhadap perjalanan transformasi Perseroan.

Tantangan SDM 2025

Tantangan utama pada 2025 adalah membangun *mindset* digital dan AI yang merata di seluruh organisasi. Meskipun adopsi teknologi meningkat, tingkat kesiapan digital antar karyawan tidak homogen. Tantangan ini bukan hanya terkait kemampuan teknis, tetapi juga keberanian untuk bereksperimen, mengubah kebiasaan kerja lama, dan memahami bagaimana AI dapat meningkatkan produktivitas dan kualitas keputusan.

This centralised system streamlines administrative work, accelerates HR management cycles, and enhances the overall employee experience.

The digitalisation narrative is further strengthened by the introduction of ASTRID-AI, the Company's internal GPT-powered HR chatbot that serves as a one-stop digital companion. ASTRID-AI enables employees to:

- access HR policies
- submit leave requests
- schedule health check-ups
- receive personalised care messages and automated reminders
- access HR services quickly and intuitively

ASTRID-AI continues to evolve with the development of advanced features such as the Learning Agent, which provides training recommendations based on individual competency gaps, and the Career Agent, which helps employees navigate personalised career pathways. This AI integration enables a more responsive, consistent, and human-centered HR experience.

Employee Engagement

The Company's commitment to employee engagement and well-being is reflected through programmes that connect employees directly to the organisation's transformation journey. One of the highlights was the MURI record-breaking initiative, where employees created 5,000 AI-generated poems using Sahabat-AI, serving as a powerful symbol of employee participation in the national AI movement.

In addition, the Customer Love Challenge encouraged all employees to engage directly with customers, partners, and distributors to better understand user experiences and identify areas for improvement. This approach reinforces a customer-centric culture while fostering a stronger sense of ownership and connection to the Company's overall transformation agenda.

HR Challenges in 2025

The main challenge in 2025 was establishing a consistent digital and AI-ready mindset across the organisation. Although technology adoption continued to rise, the level of digital readiness among employees remained uneven. This challenge extended beyond technical capability, it also required the courage to experiment, let go of long-standing work habits, and understand how AI can enhance productivity and improve the quality of decision-making.

Prioritas SDM di 2026

Memasuki 2026, Perseroan memfokuskan strategi SDM pada pembangunan tenaga kerja yang berkinerja tinggi, adaptif, dan siap menghadapi transformasi AI-Native TechCo. Prioritas utama diarahkan pada penguatan kepemimpinan, peningkatan kapabilitas digital dan AI, serta pemanfaatan teknologi HR untuk menciptakan proses pengelolaan talenta yang lebih cepat, personal, dan *data-driven*.

Pengembangan kepemimpinan menjadi fokus awal, memastikan seluruh manajer dan pemimpin memiliki kompetensi strategis untuk memimpin tim di tengah perubahan teknologi. Program seperti iLead akan terus diperkuat agar para pemimpin mampu mengambil keputusan berbasis data, mendorong kolaborasi lintas fungsi, dan memimpin perubahan secara efektif.

Di sisi kapabilitas, program pembelajaran digital seperti *Skill Hacks*, AI Immersion Program, dan ACE akan diperluas agar seluruh karyawan mampu mengintegrasikan AI dalam pekerjaan sehari-hari, mulai dari otomatisasi tugas rutin hingga peningkatan kualitas keputusan. Langkah ini memastikan setiap individu dapat berkontribusi optimal dalam transformasi bisnis.

Pemanfaatan digital platforms seperti HiroHub dan ASTRID-AI juga menjadi prioritas, termasuk penyempurnaan fitur *Learning Agent* dan *Career Agent* untuk mendukung ekosistem karier yang lebih transparan dan terarah. Melalui pendekatan ini, setiap karyawan memperoleh jalur perkembangan yang jelas dan personal.

Di saat yang sama, Perseroan memperkuat budaya kinerja tinggi yang berorientasi *agility*, inovasi, dan hasil kerja. Sistem evaluasi, mekanisme *feedback*, serta penggunaan people *analytics* akan ditingkatkan untuk memastikan produktivitas yang lebih baik.

Secara keseluruhan, Prioritas SDM 2026 bertujuan memastikan seluruh insan Perseroan memiliki kompetensi, *mindset*, dan lingkungan kerja yang mendukung pertumbuhan, sehingga SDM menjadi keunggulan strategis dalam mendorong kesiapan Perseroan sebagai AI-Native TechCo.

HR Priorities in 2026

Entering 2026, the Company is focusing its HR strategy on building a high-performing, adaptive workforce that is fully prepared for the transformation toward becoming an AI-Native TechCo. The key priorities include strengthening leadership capabilities, enhancing digital and AI skills, and leveraging HR technology to create faster, more personalised, and data-driven talent management processes.

Leadership development remains a central focus, ensuring that all managers and leaders possess the strategic competencies required to guide their teams amid rapid technological change. Programmes such as iLead will continue to be expanded to equip leaders with data-driven decision-making skills, encourage cross-functional collaboration, and strengthen their ability to lead transformation effectively.

In terms of capability building, digital learning programmes such as Skill Hacks, the AI Immersion Program, and ACE will be scaled up to enable all employees to integrate AI into their daily work, from automating routine tasks to enhancing the quality of decision-making. This ensures that each individual can contribute optimally to the Company's business transformation.

The utilisation of digital platforms such as HiroHub and ASTRID-AI also remains a priority, including the enhancement of Learning Agent and Career Agent features to support a more transparent and guided career ecosystem. Through this approach, every employee gains clearer and more personalised development pathways.

At the same time, the Company is reinforcing a high-performance culture anchored in agility, innovation, and results. Performance evaluation systems, feedback mechanisms, and the use of people analytics will be strengthened to ensure greater productivity and organisational effectiveness.

Overall, the HR Priorities for 2026 aim to ensure that every employee possesses the competencies, mindset, and work environment needed to grow, positioning Human Resources as a strategic advantage in accelerating the Company's readiness as an AI-Native TechCo.

Teknologi
Technology



Ekonomi digital yang ditopang oleh investasi 5G, AI, dan cloud membuka peluang besar bagi operator telekomunikasi, sekaligus meningkatkan kompleksitas persaingan dan tuntutan kepatuhan regulasi. Menjawab dinamika tersebut, IOH menetapkan visi jangka panjang untuk bertransformasi menjadi AI-Native TechCo melalui modernisasi TI berbasis cloud-native, penguatan arsitektur data, serta transformasi jaringan yang lebih cerdas, otonom, dan aman. Pada tahun 2025, Perseroan menegaskan kepemimpinan inovasinya melalui konsolidasi pusat data dan modernisasi menyeluruh jaringan 4G dan 5G, yang secara signifikan meningkatkan kinerja layanan dan pengalaman pelanggan.

The digital economy, driven by sustained investment in 5G, AI, and cloud infrastructure, presents significant opportunities for telecommunications operators while intensifying competition and regulatory requirements. In response, IOH has set a long-term vision to transform into an AI-Native TechCo through cloud-native IT modernisation, a strengthened data architecture, and smarter, more autonomous, and secure network transformation. In 2025, the Company reaffirmed its innovation leadership through data centre consolidation and comprehensive 4G and 5G network modernisation, delivering significant improvements in service performance and customer experience.

Ekonomi digital telah muncul sebagai salah satu penggerak utama pertumbuhan nasional, didorong oleh investasi berkelanjutan pada teknologi 5G, *Artificial Intelligence* (AI), dan infrastruktur *cloud* di berbagai sektor. Didukung oleh tingkat literasi digital yang tinggi pada kelompok demografis usia muda serta penetrasi internet yang mendalam, operator telekomunikasi memiliki peluang signifikan untuk menghadirkan konektivitas berkecepatan tinggi yang andal serta pengalaman digital yang semakin kaya. Pada saat yang sama, industri ini tengah mengalami transformasi besar; kemunculan layanan internet berbasis satelit, konsolidasi operator, serta lelang spektrum baru telah meningkatkan intensitas persaingan dan menuntut perumusan strategi jangka panjang yang solid. Dari sisi regulasi, perkembangan standar terkait perlindungan data pribadi, tata kelola AI, dan keamanan siber mendorong operator untuk menyeimbangkan inovasi teknologi dengan kepatuhan yang ketat guna menjaga kepercayaan pelanggan dan daya saing. Sejalan dengan dinamika tersebut, IOH telah menetapkan visi jangka panjang untuk bertransformasi menjadi TechCo yang AI-Native, sepenuhnya terotomasi, dan berorientasi pada *cloud*. Strategi ini memanfaatkan AI sebagai fondasi operasional untuk meningkatkan kualitas layanan, mendorong pertumbuhan berkelanjutan, memodernisasi jaringan secara cerdas, serta membuka jalan bagi evolusi jaringan di masa depan.

The digital economy has emerged as a primary engine of national growth, driven by sustained investments in 5G technology, Artificial Intelligence (AI), and cloud infrastructure across various sectors. Supported by the high digital literacy of a younger demographic and deep internet penetration, telecommunications operators face significant opportunities to deliver high-speed, reliable connectivity and enriched digital experiences. Simultaneously, the industry is undergoing a profound transformation; the rise of satellite-based internet services, operator consolidation, and new spectrum auctions have intensified competition and necessitated robust long-term strategies. On the regulatory front, evolving standards for data privacy, AI governance, and cybersecurity compel operators to balance technological innovation with rigorous compliance to ensure customer trust and competitiveness. Aligned with these dynamics, IOH has established a long-term vision to become an AI-Native, fully automated, and cloud-centric TechCo. This strategy leverages AI as the operational foundation to enhance service quality, drive sustainable growth, modernize networks intelligently, and pave the way for future network evolution.

Membangun Fondasi: Modernisasi TI dan Arsitektur *Cloud-Native*

Perseroan mempercepat agenda transformasi digital melalui modernisasi menyeluruh atas sistem inti *Business Support Systems* (BSS) yang mencakup sistem *charging*, *billing*, katalog produk, dan manajemen pesanan. Migrasi menuju arsitektur *cloud-native*, dengan pemanfaatan *containerization* pada lapisan *middleware*, memastikan sistem yang lebih fleksibel, skalabel, dan siap mendukung inovasi berbasis AI. Transisi ini diperkuat dengan pengembangan *Unified Data Platform* berbasis *cloud* yang memfasilitasi integrasi AI, analitik lanjutan, serta kepatuhan terhadap regulasi tata kelola data. Selain itu, Perseroan mengadopsi arsitektur yang terbuka, dapat diprogram, dan berbasis data guna meningkatkan kelincahan serta efisiensi operasional. Pada segmen *Home Broadband*, FTTH tetap menjadi prioritas strategis; modernisasi sistem TI dan integrasi aset MNC *Play* telah memperkuat kualitas layanan dan daya saing di pasar. Untuk memitigasi peningkatan risiko siber, Perseroan memprioritaskan penerapan *Zero Trust Principle* dan solusi keamanan berbasis AI guna melindungi data pelanggan serta aset-aset kritikal.

Meningkatkan Konektivitas: Transformasi Jaringan dan Integrasi *Broadband*

Ekosistem TI modern membutuhkan jaringan yang tangguh untuk menghadirkan pengalaman digital yang optimal. IOH telah memperkuat jaringan inti di wilayah Jawa melalui penerapan redundansi berbasis klaster serta percepatan akses konten, sehingga memastikan stabilitas layanan di seluruh kawasan. Transformasi jaringan juga diperluas melalui peningkatan kapasitas *transport*, perluasan backbone, serta peningkatan pasokan daya di lokasi-lokasi strategis. Tonggak utama dalam transformasi ini meliputi:

1. Transformasi PS Core: Migrasi ke arsitektur *cloud* serta peningkatan kesiapan lanjutan untuk implementasi 5G Standalone.
2. Peningkatan Transport: Integrasi SRv6 dan SDN untuk meningkatkan fleksibilitas dan ketahanan jaringan.
3. Otomasi: Penerapan *Digital Twin* dan operasi multi-agen untuk pengelolaan jaringan yang lebih cerdas.
4. Solusi B2B: Pengembangan solusi jaringan privat 4G/5G guna mendukung transformasi digital pelanggan korporasi.
5. Desain CX: Implementasi prinsip *smart customer experience* (CX) untuk mendorong kinerja internet yang unggul dan kualitas jaringan yang optimal.

Building a Foundation: IT Modernization and Cloud-Native Architectures

The Company is accelerating its digital transformation agenda through a comprehensive modernization of its core Business Support Systems (BSS)—spanning charging, billing, product catalogs, and order management. A migration toward a cloud-native architecture, utilizing containerization at the middleware layer, ensures systems are flexible, scalable, and prepared for AI-driven innovation. This transition is anchored by the development of a cloud-based Unified Data Platform, which facilitates AI integration, advanced analytics, and compliance with data governance regulations. Furthermore, the Company is adopting open, programmable, and data-driven architectures to boost agility and operational efficiency. In the Home Broadband segment, FTTH remains a strategic priority; the modernization of IT systems and the integration of MNC Play's assets have strengthened service quality and market competitiveness. To mitigate rising cyber risks, the Company prioritizes a Zero Trust Principle and AI-driven security to safeguard customer data and critical assets.

Elevating Connectivity: Network Transformation and Broadband Integration

A modern IT ecosystem demands a resilient network to deliver an optimal digital experience. IOH has fortified its core network in Java through cluster-based redundancy and accelerated content access, ensuring stable service across the region. Network transformation has expanded via increased transport capacity, backbone extensions, and power upgrades at critical sites. Key milestones in this transformation include:

1. PS Core Transformation: Migration to cloud architecture and advanced readiness for 5G Standalone.
2. Transport Upgrades: Integration of SRv6 and SDN to enhance flexibility and resilience.
3. Automation: Deployment of Digital Twin and multi-agent operations for intelligent network management.
4. B2B Solutions: Advancement of 4G/5G private network solutions to support enterprise digital transformation.
5. CX Design: Implementation of smart CX principles to drive superior internet performance and network quality.

Menjadi Telco Berbasis AI: Strategi Terpadu di Seluruh TI dan Jaringan

IOH membayangkan transformasi menjadi TechCo yang AI-Native dengan mengintegrasikan AI ke seluruh lapisan operasional dan bisnis. Melampaui peran sebagai penyedia jaringan tradisional, Perseroan berperan sebagai orkestrator solusi digital dengan memadukan jaringan nasional yang luas dengan kapabilitas AI generatif, prediktif, dan agentic. Implementasi utama dalam strategi ini mencakup:

1. **Operasional:** Pemanfaatan analitik prediktif untuk optimasi jaringan, serta penerapan AI SmartCapex dan efisiensi energi berbasis AI.
2. **Komersial:** Penerapan *hyper-personalization* bagi pelanggan serta *hyper-localization* untuk distribusi dan penjualan.
3. **Jaringan:** Operasi jaringan otonom melalui pemanfaatan teknologi *Digital Twin* dan AIOps.
4. **Enabler Korporasi:** Implementasi AI Agents pada fungsi SDM, Legal, Audit, dan Keuangan, yang menegaskan komitmen adopsi AI secara menyeluruh di tingkat perusahaan.

Menghadapi Tantangan Melalui Kemitraan dan Kepatuhan

Sepanjang tahun 2025, industri menghadapi dinamika yang kompleks, termasuk lonjakan permintaan pelanggan, perubahan regulasi, serta persaingan non-tradisional dari raksasa teknologi global dan penyedia layanan satelit. Perseroan me*respons* tantangan infrastruktur dengan mempercepat peningkatan jaringan inti dan *transport* untuk mengantisipasi lonjakan trafik yang dipicu oleh aplikasi *cloud*, *video streaming*, dan AI generatif. Keamanan siber tetap menjadi fokus utama; Perseroan mengadopsi prinsip *Zero Trust* yang terintegrasi serta analitik keamanan prediktif guna menghadapi eskalasi ancaman dan persyaratan perlindungan data yang semakin ketat. Selain itu, integrasi teknis pascakonsolidasi industri menuntut orkestrasi lintas tim yang kompleks untuk menyelaraskan arsitektur TI dan memodernisasi pusat data tanpa mengganggu keberlangsungan layanan.

Pencapaian 2025

Di tengah berbagai tantangan sepanjang 2025, Perseroan kembali menegaskan posisinya sebagai pemimpin inovasi. Pencapaian utama meliputi penyelesaian konsolidasi pusat data serta modernisasi menyeluruh infrastruktur 4G dan 5G, yang secara signifikan meningkatkan kinerja layanan.

Perseroan berhasil memodernisasi seluruh site di wilayah Jabotabek dan Banten dalam waktu 10 bulan. Inisiatif

Becoming AI-Native: A Unified Strategy Across IT and Networks

IOH envisions a transformation into an AI-Native TechCo, embedding AI across all layers of operations and business. Moving beyond the role of a traditional network provider, the Company acts as an orchestrator of digital solutions by combining its nationwide network with generative, predictive, and agentic AI capabilities. Key deployments include:

1. **Operations:** Predictive analytics for network optimization, alongside AI SmartCapex and AI based energy efficiency.
2. **Commercial:** Hyper-personalization for customers and hyper-localization for distribution and sales.
3. **Network:** Autonomous Network Operations utilizing Digital Twin and AIOps technologies.
4. **Enterprise Enablers:** AI Agents deployed across HR, Legal, Audit, and Finance functions, underscoring an enterprise-wide commitment to AI adoption.

Overcoming Challenges Through Partnerships and Compliance

Throughout 2025, the industry faced complex dynamics, including surging customer demand, evolving regulations, and non-traditional competition from global tech giants and satellite providers. The Company addressed infrastructure challenges by accelerating upgrades to core and transport networks to handle traffic spikes driven by cloud applications, video streaming, and generative AI. Cybersecurity remained a critical focus; the Company adopted a unified Zero Trust principle and predictive security analytics to counter escalating threats and stricter data privacy requirements. Additionally, the technical integration following industry consolidation required complex multi-team orchestration to align IT architectures and modernize data centers without disrupting ongoing services.

2025 Achievements

Despite the challenges of 2025, the Company reaffirmed its status as an innovation leader. Key achievements include the completion of data center consolidation and extensive modernization of 4G and 5G infrastructure, significantly improving service performance.

The Company successfully modernized all sites in Jabotabek & Banten in 10 months. This strategic initiative established

strategis ini membangun jaringan 5G FDD *Massive* MIMO terbesar di Asia sambil menerapkan lapisan 5G tipis (thin layer) pada spektrum yang telah ada. Modernisasi tersebut menghasilkan peningkatan signifikan pada pengalaman pelanggan dan pertumbuhan trafik.

Salah satu pilar utama inovasi tahun ini adalah penerapan AI-RAN yang bersifat pionir. Melalui kemitraan dengan pemimpin teknologi global seperti Nokia dan NVIDIA, Perseroan menjadi salah satu operator pertama di dunia yang mengoperasikan AI-RAN secara komersial. Inisiatif ini merupakan lompatan besar menuju jaringan yang sepenuhnya otonom, dengan memanfaatkan pemrosesan AI secara *real-time* di *edge* untuk mengoptimalkan efisiensi spektrum dan kinerja jaringan secara dinamis.

Dari sisi operasional, adopsi *Digital Twin* dan AIOps menghasilkan peningkatan keandalan yang signifikan. Intervensi cerdas ini berhasil menurunkan downtime jaringan hampir sepertiga, sehingga secara nyata meningkatkan kontinuitas layanan. Selain itu, penerapan strategis optimasi *hyper-local* dan analitik prediktif memberikan hasil yang sangat positif dalam retensi pelanggan, dengan tingkat churn yang berhasil ditekan lebih dari setengahnya.

Melangkah ke 2026: Inovasi Berkelanjutan dan Peningkatan Layanan

Memasuki tahun 2026, Perseroan memulai fase transformasi baru dengan menjadikan AI sebagai fondasi utama dalam pengelolaan jaringan, operasional, dan pengalaman pelanggan. Fokus diarahkan pada percepatan otomasi *end-to-end* melalui Dark NOC dan AIOps, yang memungkinkan jaringan dipantau, didiagnosis, dan dioptimalkan secara otonom. Secara paralel, *Unified Data Platform* akan menjadi pusat personalisasi, memungkinkan penyediaan layanan digital yang proaktif dan prediktif. Ekspansi infrastruktur akan memprioritaskan peningkatan kapasitas *backbone*, baik pada jalur terestrial maupun bawah laut, dengan fokus khusus padaf Kalimantan Timur, Nusa Tenggara, serta Bangka Belitung guna memastikan pemerataan akses. Dari sisi teknis, Perseroan terus mempersiapkan evolusi jaringan masa depan, mengembangkan kapabilitas *edge computing*, serta memastikan jaringan tetap relevan dan kompetitif di tengah perkembangan teknologi global. Transformasi menuju TechCo akan semakin diwujudkan melalui AI-RAN *Research Center*, pengembangan jaringan privat, dan solusi *hyper-personalized*, yang menegaskan peran Perseroan sebagai *enabler* utama ekonomi digital Indonesia.

the largest FDD Massive MIMO 5G network in Asia, while deploying a thin 5G layer on existing spectrum. The modernization resulted in a significant uplift in customer experience and traffic growth.

A cornerstone of this year's innovation was the pioneering deployment of AI-RAN. In partnership with global technology leaders such as Nokia and NVIDIA, the Company became one of the first operators in the world to operate AI-RAN commercially. This initiative represents a major leap toward a fully autonomous network, leveraging real-time AI processing at the edge to dynamically optimize spectral efficiency and performance.

From an operational standpoint, the adoption of Digital Twin and AIOps delivered substantial reliability gains. These intelligent interventions reduced network downtime by nearly one-third, significantly enhancing service continuity. Furthermore, the strategic application of hyper-local optimization and predictive analytics yielded exceptional results in customer retention, with churn reduced by more than half.

Looking Ahead to 2026: Sustaining Momentum and Innovation

As we enter 2026, the Company initiates a new transformation phase, establishing AI as the core foundation of network management, operations, and customer experience. The focus is on accelerating end-to-end automation via Dark NOC and AIOps, allowing the network to be monitored, diagnosed, and optimized autonomously. Simultaneously, the Unified Data Platform will serve as the heart of personalization, enabling proactive, predictive digital services. Infrastructure expansion will prioritize backbone capacity in terrestrial and submarine routes, with a specific focus on East Kalimantan, Nusa Tenggara, and Bangka Belitung to ensure equitable access. Technically, the Company continues to prepare for future network evolution, develop edge computing capabilities, and ensure that the network remains relevant and competitive amid global technological advancements. The transition to a TechCo will be further realized through the AI-RAN Research Center, private networks, and hyper-personalized solutions, cementing the Company's role as the key enabler of Indonesia's digital economy.

Analisis Kinerja Keuangan
Financial Performance Analysis

Pada tahun 2025, laba tahun berjalan tumbuh sebesar 10,3% atau Rp545,1 miliar, dari Rp5.272,4 miliar di tahun 2024 menjadi Rp5.817,5 miliar yang didorong pertumbuhan pendapatan sebesar 1,1% atau Rp631,2 miliar, dari Rp55.886,9 miliar di tahun 2024 menjadi Rp56.518,1 miliar.

In 2025, profit for the year increased by 10.3% or Rp545.1 billion, from Rp5,272.4 billion in 2024 to Rp5,817.5 billion that is driven by the revenue growth by 1.1% or Rp631.2 billion, from Rp55,886.9 billion in 2024 to Rp56,518.1 billion.



Pembahasan mengenai kinerja keuangan Perseroan memiliki keterkaitan yang erat dengan data keuangan dan operasional, serta Laporan Keuangan Konsolidasian dan Catatan atas Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025, 2024, dan 2023. Laporan tersebut telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan (firma anggota jaringan global PwC) berdasarkan standar audit yang ditetapkan Institut Akuntan Publik Indonesia, dengan opini wajar tanpa modifikasian pada laporannya tertanggal 7 Februari 2026 yang ditandatangani oleh Buntoro Rianto, S.E., Ak., CPA.

The discussion of the Company's financial performance is closely related to financial and operational data, as well as the Consolidated Financial Statements and Notes to the Consolidated Financial Statements for the years ended 31 December 2025, 2024, and 2023. These reports have been audited by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners (a member firm of the global PwC network) based on the auditing standards established by the Indonesian Institute of Public Accountants, with an unmodified opinion in its report dated 7 February 2026 signed by Buntoro Rianto, S.E., Ak., CPA.

Laporan Posisi Keuangan Konsolidasian

Consolidated Statement of Financial Position

Dalam miliar Rupiah I In billion of Rupiah

Laporan Posisi Keuangan Konsolidasian Consolidated Statements of Financial Position	2025	2024	2023
Aset Lancar Current Assets	19,003.9	14,877.7	15,479.7
Aset Tidak Lancar Non-Current Assets	99,626.0	99,509.0	99.242,5
Jumlah Aset Total Assets	118,629.9	114,386.7	114,722.2
Liabilitas Jangka Pendek Current Liabilities	30,499.3	31,009.0	34,134.3
Liabilitas Jangka Panjang Non-Current Liabilities	48,621.5	46,725.9	46,879.1
Jumlah Liabilitas Total Liabilities	79,120.8	77,734.9	81,013.4
Jumlah Ekuitas Total Equity	39,509.1	36,651.8	33,708.8
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	118,629.9	114,386.7	114,722.2

Aset

Assets

Per 31 Desember 2025, Jumlah aset Perseroan meningkat 3,7% dari Rp114.386,7 miliar di tahun 2024 menjadi Rp118.629,9 miliar. Kenaikan tersebut disebabkan oleh kenaikan aset lancar dan tidak lancar.

As of 31 December 2025, the Company's total assets increased by 3,7% from Rp114,386.7 billion in 2024 to Rp118,629.9 billion. The increase was driven by increase in current and non-current assets.

Perseroan telah mencatat aset lancar pada tahun 2025 sebesar Rp19.003,9 miliar, meningkat 27,7% dari Rp14.877,7 miliar pada tahun sebelum, terutama disebabkan oleh kenaikan aset yang dimiliki untuk dijual, kas dan setara kas, piutang usaha dan bagian lancar dari beban dibayar dimuka.

The Company recorded current assets in 2025 amounting to Rp19,003.9 billion, an increase of 27.7% from Rp14,877.7 billion in the previous year, primarily driven by increase in assets classified as held for sale, cash and cash equivalent, trade receivables and current portion of prepayment.

Selain itu, aset tidak lancar mengalami peningkatan sebesar 0,1% menjadi Rp99.626,0 miliar dari tahun sebelumnya sebesar Rp99.509,0 miliar, terutama disebabkan oleh

In addition, non-current assets increased by 0.1% to Rp99,626.0 billion from Rp99,509.0 billion in the previous year, primarily driven by an increase in fixed assets and due

kenaikan aset tetap dan piutang kepada pihak berelasi yang sebagian dikompensasi oleh penurunan aset tidak berwujud lainnya, pembayaran di muka jangka panjang, serta aset pajak tangguhan.

from related parties, which was partially offset by decrease in other intangible assets, long-term prepayments, and deferred tax assets.

Liabilitas

Perseroan telah mencatat jumlah liabilitas Perseroan pada tahun 2025 sebesar Rp79.120,8 miliar, meningkat 1,8% dari tahun 2024 sebesar Rp77.734,9 miliar. Kenaikan tersebut disebabkan oleh kenaikan liabilitas jangka panjang yang diimbangi oleh penurunan liabilitas jangka pendek.

Liabilitas jangka pendek pada tahun 2025 mengalami penurunan sebesar 1,6% dari Rp31.009,0 miliar di tahun 2024 menjadi Rp30.499,3 miliar di tahun 2025 yang utamanya disebabkan oleh penurunan liabilitas imbalan kerja jangka pendek, liabilitas jangka pendek lainnya dan akrual, yang dikompensasi oleh kenaikan bagian lancar utang pengadaan, utang usaha, pendapatan diterima di muka dan utang pajak.

Sedangkan untuk jumlah liabilitas jangka panjang meningkat sebesar 4,1% menjadi Rp48.621,5 miliar dari tahun sebelumnya sebesar Rp46.725,9 miliar yang disebabkan oleh kenaikan pinjaman jangka panjang dan pendapatan dimuka jangka panjang, yang dikompensasi oleh penurunan liabilitas sewa jangka panjang dan utang obligasi.

Liabilities

The Company has recorded its liabilities in 2025 at Rp79,120.8 billion, representing an increase of 1.8% from Rp77,734.9 billion in 2024. The increase was driven by an increase in non-current liabilities offset by a decrease in current liabilities.

Current liabilities in 2025 was decrease by 1.6% from Rp31,009.0 billion in 2024 to Rp30,499.3 billion in 2025, primarily attributable to decrease in short-term employee benefit obligations, other current liabilities and accruals offset by an increase in current portion of procurement payable, trade payables, unearned revenue, and taxes payable.

Meanwhile, total non-current liabilities increased by 4.1% to Rp48,621.5 billion from Rp46,725.9 billion in the previous year, driven by increase in long-term loan and unearned revenue non-current portion offset by decrease in long-term lease liabilities and bonds payable.

Ekuitas

Pada tahun 2025, Perseroan telah mencatat jumlah Ekuitas sebesar Rp39.509,1 miliar, naik 7,8% jika dibandingkan dengan tahun sebelumnya sebesar Rp36.651,8 miliar. Kenaikan tersebut disebabkan oleh kenaikan saldo laba karena adanya laba tahun berjalan.

Equity

In 2025, the Company recorded equity of Rp39,509.1 billion, representing an increase of 7.8% compared to Rp36,651.8 billion in the previous year. The increase was driven by an increase in retained earnings due to the profit recorded for the year.

Laporan Laba Rugi Konsolidasian

Consolidated Statements of Profit or Loss

Dalam miliar Rupiah I In billion of Rupiah

Laporan Laba (Rugi) Konsolidasian Consolidated Statement of Profit (Loss)	2025	2024	2023
Pendapatan Revenue	56,518.1	55,886.9	51,228.8
Beban Expenses	(45,243.2)	(45,049.0)	(40,801.1)
Laba Operasi Operating Profit	11,274.9	10,837.9	10,427.7
Beban Lain-lain – Bersih Other Expenses-Net	(3,990.3)	(4,105.4)	(4,496.1)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	7,284.6	6,732.5	5,931.6

Dalam miliar Rupiah I In billion of Rupiah

Laporan Laba (Rugi) Konsolidasian Consolidated Statement of Profit (Loss)	2025	2024	2023
Beban Pajak Penghasilan Income Tax Expense	(1,467.1)	(1,460.1)	(1,155.9)
Laba Tahun Berjalan Profit for the Year	5,817.5	5,272.4	4,775.7
Laba Tahun Berjalan yang Dapat Diatribusikan kepada Kepentingan Non–Pengendali Profit for the Year Attributable to NonControlling Interests	307.8	361.6	269.3
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Profit for The Year Attributable to Owners of the Parent	5,509.7	4,910.8	4,506.4
Jumlah Saham Beredar* (dalam jutaan lembar saham) Shares Outstanding* (in millions of shares)	32,250.8	32,250.8	32,250.8
Laba per Saham Dasar dan Dilusian yang Dapat Diatribusikan Kepada Pemilik Entitas Induk* (dalam Rupiah, jumlah penuh) Basic and Diluted Earnings per Share Attributable to Owners of the Parent* (in Rp full amount)	170.8	152.3	139.7
EBITDA	26,597.3	26,375.1	23,938.0

* Dihitung berdasarkan jumlah saham setelah stock split yang berlaku efektif pada 14 Oktober 2024.
Calculated based on number of shares after stock split that is effective as of 14 October 2024.

Pendapatan

Perseroan mencatat pendapatan pada tahun 2025 sebesar Rp56.518,1 miliar, meningkat 1,1% dari Rp55.886,9 miliar pada 2024. Sumber utama pendapatan Perseroan berasal dari layanan selular, MIDI, dan telekomunikasi tetap, terutama layanan sambungan jarak jauh internasional.

Pendapatan Perseroan terutama disebabkan oleh jumlah pelanggan dan tingkat pemakaian layanan. Tingkat pemakaian ini, pada gilirannya, ditopang oleh pertumbuhan berkelanjutan permintaan jasa telekomunikasi di Indonesia, perkembangan positif perekonomian nasional, serta dinamika persaingan di industri.

Beban Usaha

Beban usaha utama Perseroan mencakup beban penyelenggaraan jasa, beban penyusutan dan amortisasi, beban karyawan, beban pemasaran, beban umum dan administrasi, serta pos penghasilan (beban) operasional lain-lain-bersih. Sebagian dari komponen biaya tersebut dicatat dalam denominasi Dolar AS maupun mata uang asing lainnya di luar Rupiah.

Revenue

The Company recorded revenue in 2025 of Rp56,518.1 billion, increase of 1.1% from Rp55,886.9 billion in 2024. The Company's main sources of revenue are cellular, MIDI, and fixed telecommunications services, particularly international long-distance services.

The Company's revenue is mainly driven by the number of subscribers and the level of service usage. This level of usage, in turn, is supported by the continued growth in demand for telecommunications services in Indonesia, positive developments in the national economy, and competitive dynamics in the industry.

Operating Expenses

The Company's main operating expenses include cost of service, depreciation and amortisation expenses, personnel expenses, marketing expenses, general and administrative expenses, and other operating income (expenses) – net. Some of these cost components are recorded in US dollars or other foreign currencies other than the Indonesian rupiah.

Beban dalam mata uang asing antara lain berasal dari penyelesaian interkoneksi internasional, sejumlah perjanjian pemeliharaan, serta biaya konsultasi tertentu. Struktur ini mencerminkan karakter operasi telekomunikasi yang terhubung secara global dan mengandalkan kerja sama lintas negara untuk mendukung kualitas jaringan dan layanan.

Expenses in foreign currencies include those arising from international interconnection settlements, a number of maintenance agreements, and certain consulting fees. This structure reflects the nature of telecommunications operations, which are globally connected and rely on cross-border cooperation to support network and service quality.

Pada tahun 2025, Beban usaha mengalami peningkatan 0,4% dari Rp45.049,0 miliar pada tahun 2024 menjadi Rp45.243,2 miliar, utamanya disebabkan oleh kenaikan beban penyelenggaraan jasa, penyusutan dan amortisasi, beban umum dan administrasi, yang diimbang dengan penurunan beban karyawan, beban pemasaran, dan kenaikan penghasilan (beban) operasional lain-lain-bersih.

In 2025, operating expenses increased by 0.4% from Rp45,049.0 billion in 2024 to Rp45,243.2 billion, mainly due to increases in cost of services, depreciation and amortization, and general and administrative, offset by decreases in personnel, marketing, and increase in other operating income (expense) - net.

Beban Pajak Penghasilan

Pada tahun 2025 Perseroan telah mencatat beban pajak penghasilan sebesar Rp1.467,1 miliar, naik Rp7 miliar dari tahun sebelumnya sebesar Rp1.460,1 miliar.

Beban pajak Perseroan terdiri atas pajak kini dan pajak tangguhan. Pajak penghasilan umumnya diakui dalam laporan laba rugi konsolidasian, kecuali apabila terkait dengan transaksi atau kejadian yang dicatat pada penghasilan komprehensif lain atau langsung pada ekuitas; dalam hal tersebut, dampak pajak diakui pada pos yang sama.

Beban pajak kini dihitung berdasarkan ketentuan perpajakan yang berlaku pada tanggal pelaporan keuangan. Manajemen secara berkala menelaah kembali posisi pajak yang disajikan dalam Surat Pemberitahuan Tahunan (SPT), khususnya pada area yang memerlukan penafsiran atas aturan perpajakan yang berlaku, dan jika diperlukan, membentuk provisi sebesar jumlah yang diperkirakan akan dibayarkan kepada otoritas pajak.

Pajak penghasilan tangguhan diakui dengan menerapkan metode kewajiban neraca (balance sheet liability method) atas seluruh perbedaan temporer antara dasar pengenaan pajak atas aset dan liabilitas dan nilai tercatatnya dalam laporan keuangan konsolidasian. Pajak tangguhan tersebut dihitung menggunakan tarif pajak yang telah berlaku, atau secara substantif telah ditetapkan, pada periode pelaporan dan yang diperkirakan akan digunakan ketika aset pajak tangguhan direalisasi atau liabilitas pajak tangguhan diselesaikan.

Income Tax Expenses

In 2025, the Company recorded income tax expenses of Rp1,467.1 billion, an increase of Rp7.0 billion from Rp1,460.1 billion in the previous year.

The Company's tax expense consists of current tax and deferred tax. Income tax is generally recognised in the consolidated income statement, except when it relates to transactions or events recorded in other comprehensive income or directly in equity; in such cases, the tax effect is recognised in the same item.

Current tax expense is calculated based on the tax provisions in effect at the reporting date. Management periodically reviews the tax position presented in the Annual Tax Return (SPT), particularly in areas that require interpretation of applicable tax rules, and, if necessary, establishes a provision for the estimated amount to be paid to the tax authorities.

Deferred income tax is recognised by applying the balance sheet liability method to all temporary differences between the tax base of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred tax is calculated using tax rates that have been enacted or substantively enacted by the reporting date and are expected to apply when the deferred tax asset is realised or the deferred tax liability is settled.

Aset pajak tangguhan diakui sejauh besar kemungkinan bahwa di masa mendatang akan tersedia laba kena pajak yang memadai untuk dikompensasikan dengan perbedaan temporer yang dapat dikurangkan maupun rugi fiskal yang masih dapat dimanfaatkan. Pajak penghasilan tangguhan juga diakui atas perbedaan temporer yang timbul dari investasi pada entitas anak dan entitas asosiasi, kecuali untuk liabilitas pajak tangguhan ketika waktu pembalikan perbedaan temporer tersebut berada dalam kendali Grup dan besar kemungkinan perbedaan temporer tersebut tidak akan dibalik di masa mendatang.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which deductible temporary differences or unused tax losses can be utilised. Deferred income tax is also recognised on temporary differences arising from investments in subsidiaries and associates, except for deferred tax liabilities where the timing of the reversal of the temporary difference is within the Group's control and it is probable that the temporary difference will not reverse in the foreseeable future.

Laba & Rugi

Pada tahun 2025, laba tahun berjalan Perseroan meningkat sebesar Rp545,1 miliar, dari Rp5.272,4 miliar di 2024 menjadi Rp5.817,5 miliar.

Laba yang dapat diatribusikan kepada pemilik entitas induk meningkat sebesar Rp598.9 miliar menjadi Rp5.509,7 dari Rp4.910,8 miliar di 2024. Hal ini terutama disebabkan kenaikan pendapatan, penurunan beban karyawan, pemasaran, beban lain-lain-bersih dan kenaikan penghasilan (beban) operasional lain-lain-bersih yang diimbangi oleh kenaikan beban penyelenggaraan jasa, umum, administrasi, penyusutan dan amortisasi.

Profit & Loss

In 2025, the Company's profit for the year increased by Rp545.1 billion, from Rp5,272.4 billion in 2024 to Rp5,817.5 billion.

Profit for the Year Attributable to Owners of the Parent increased by Rp598.9 billion to Rp5,509.7 billion from Rp4,910.8 billion in 2024. This was primarily due to increase in revenue, decrease in personnel, marketing, other expenses – net and increase in other operating income (expense) – net offset by increase in cost of services, general administrative, depreciation and amortization.

Laporan Arus Kas Konsolidasian

Consolidated Cash Flow Statement

Dalam miliar Rupiah | In billion of Rupiah

Laporan Arus Kas Konsolidasian Consolidated Cash Flow Statement	2025	2024	2023
Yang diperoleh dari aktivitas operasi Provided by operating activities	21,550.6	19,096.1	17,680.5
Yang digunakan untuk aktivitas investasi Used in investing activities	(12,097.4)	(12,464.8)	(10,771.2)
Yang digunakan untuk aktivitas pendanaan Used in financing activities	(8,861.6)	(7,380.4)	(11,111.0)
Dampak perubahan selisih kurs terhadap kas dan setara kas Net foreign exchange differences from cash and cash equivalents	29.6	13.6	(116.6)

Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi

Arus kas bersih yang diperoleh dari kegiatan usaha Perseroan pada tahun 2025 sebesar Rp21.550,6 miliar naik Rp2.454,5 miliar dari tahun sebelumnya sebesar Rp19.096,1 miliar. Hal ini disebabkan oleh kenaikan penerimaan dari pelanggan, diimbangi dengan kenaikan biaya regulator, operator lain, pemasok dan lain-lain.

Net Cash Flows Provided by Operating Activities

Net cash flows provided by the Company's operating activities in 2025 amounted to Rp21,550.6 billion, an increase of Rp2,454.5 billion from Rp19,096.1 billion in the previous year. This was driven by higher cash receipts from customers, offset by increased payments to regulators, other operators, suppliers and others.

Arus Kas Bersih yang digunakan untuk Aktivitas Investasi

Arus kas bersih yang digunakan untuk aktivitas investasi Perseroan pada tahun 2025 sebesar (Rp12.097,4) miliar, turun sebesar Rp367,4 miliar dari tahun 2024 sebesar (Rp12.464,8) miliar. Hal ini disebabkan oleh kenaikan pengeluaran untuk memperoleh aset tetap yang diimbangi dengan kenaikan penerimaan penjualan aset tetap dan aset keuangan.

Arus Kas Bersih yang Digunakan untuk Aktivitas Pendanaan

Pada tahun 2025, arus kas bersih yang digunakan untuk aktivitas pendanaan adalah sebesar (Rp8.861,6) miliar, meningkat sebesar Rp1.481.2 miliar dari tahun sebelumnya sebesar (Rp7.380,4) miliar. Hal ini disebabkan oleh kenaikan pembayaran atas pokok liabilitas sewa, obligasi dan sukuk.

Rasio Keuangan Utama

Rasio keuangan utama bagi Perseroan umumnya mencakup beberapa kelompok utama yang digunakan untuk menilai kesehatan dan kinerja keuangan secara menyeluruh. Berikut adalah rasio-rasio keuangan Perseroan tahun 2025, 2024, dan 2023:

Net Cash Flows Used in Investing Activities

The net cash flow used in the Company's investing activities in 2025 amounted to (Rp12,097.4) billion, a decrease of Rp367.4 billion from (Rp12,464.8) billion in 2024. This was primarily driven by increase in acquisition of property and equipment partially offset by increase in proceeds from sale of property, equipment and financial assets.

Net Cash Flows Used in Financing Activities

In 2025, net cash flow used in financing activities amounted to (Rp8,861.6) billion, an increase of Rp1,481.2 billion from (Rp7,380.4) billion in the previous year. This was primarily driven by increase in payment of principal on lease liabilities, obligations and sukuk.

Key Financial Ratios

Financial ratios are important for companies and generally cover several main groups that are used to assess overall financial health and performance. The following are the Company's financial ratios for 2025, 2024, and 2023:

Rasio Keuangan Financial Ratios	2025	2024	2023
Rasio Lancar Current Ratio	0.6x	0.5x	0.5x
Rasio Utang Bersih terhadap Ekuitas <2,5x Net Debt to Equity Ratio <2.5x	0.3x	0.3x	0.3x
Rasio Utang Bersih terhadap EBITDA <4,0x Net Debt to EBITDA <4.0x	0.4x	0.4x	0.4x
Jumlah Liabilitas terhadap Jumlah Aset Total Liabilities to Total Assets	0.7x	0.7x	0.7x

KEMAMPUAN MEMBAYAR UTANG

Likuiditas dan Solvabilitas

Kebutuhan likuiditas Perseroan terutama berasal dari kebutuhan pendanaan untuk investasi dan belanja modal dalam rangka ekspansi bisnis telekomunikasi. Kegiatan usaha telekomunikasi memerlukan porsi modal yang besar untuk pembangunan serta pengembangan infrastruktur jaringan bergerak dan data, khususnya pada fase pengembangan jaringan.

ABILITY TO PAY DEBTS

Liquidity and Solvency

The Company's liquidity requirements mainly stem from funding needs for investment and capital expenditure in the context of telecommunications business expansion. Telecommunications business activities require a large amount of capital for the construction and development of mobile and data network infrastructure, particularly in the network development phase.

Meskipun Perseroan telah memiliki basis infrastruktur jaringan yang luas, ke depan Perseroan masih akan mengalokasikan belanja modal tambahan, terutama untuk pengembangan jaringan seluler di wilayah wilayah yang diproyeksikan memiliki pertumbuhan tinggi, serta untuk peningkatan kualitas dan cakupan jaringan yang sudah beroperasi. Perseroan meyakini bahwa posisi kas dan setara kas saat ini, ditambah arus kas dari kegiatan operasi dan fasilitas pendanaan yang tersedia, memadai untuk memenuhi kebutuhan dana yang telah diperkirakan, termasuk kebutuhan modal kerja maupun belanja modal yang telah direncanakan di masa mendatang.

Although the Company already has an extensive network infrastructure base, going forward the Company will still allocate additional capital expenditure, particularly for the development of mobile networks in areas that are projected to experience high growth, as well as for improving the quality and coverage of existing networks. The Company believes that its current cash and cash equivalents position, combined with cash flows from operating activities and available financing facilities, are sufficient to meet its estimated funding requirements, including working capital and planned capital expenditure in the future.

Fasilitas Pinjaman yang Belum Digunakan

Per tanggal 31 Desember 2025, Perseroan memiliki fasilitas pinjaman dengan total sebesar Rp11.850,2 miliar dibandingkan dengan Rp9.050,0 miliar pada tahun 2024.

Tabel berikut menunjukan jumlah pinjaman yang belum dibayar (setelah dikurangi biaya transaksi yang belum diamortisasi) pada tanggal 31 Desember 2023 hingga 31 Desember 2025:

Unused Loan Facilities

As of 31 December 2025, the Company has loan facilities totalling Rp11,850.2 billion, compared to Rp9,050.0 billion in 2024.

The following table shows the amount of loans outstanding (after deducting unamortised transaction costs) from 31 December 2023 to 31 December 2025:

(dalam miliar Rupiah) (Rp in billions)	**2025**	**2024**	**2023**
Pinjaman jangka pendek Short-term loans	-	-	-
Pinjaman jangka panjang (bagian jangka panjang) Loans payable (non-current portion)	8,498.4	7,489.9	6,438.9
Utang Obligasi (bagian jangka panjang) Bonds payable (non-current portion)	2,559.6	2,804.4	4,530.6
Sukuk (bagian jangka panjang) Sharia Bonds (non-current portion)	671.3	735.9	1,325.6
Bagian jangka pendek dari pinjaman jangka Panjang Current maturities of loans payable	3,339.4	1,549.8	970.0
Bagian jangka pendek dari utang obligasi Current maturities of bonds payable	246	1,728.8	1,010.7
Bagian jangka pendek dari sukuk Current maturities of sharia bonds	65.0	590.6	505.8

Kenaikan pinjaman bagian jangka panjang (setelah dikurangi biaya transaksi yang belum diamortisasi dan bagian jangka pendek) menjadi Rp8.498,4 miliar pada 31 Desember 2025 dari Rp7.489,9 miliar pada 31 Desember 2024 terutama karena adanya penarikan pinjaman terkait fasilitas kredit yang dimiliki.

The increase in long-term loans (after deducting unamortised transaction costs and short-term loans) to Rp8,498.4 billion as of 31 December 2025, compared to Rp7,489.9 billion as of 31 December 2024, primarily due to the utilization of available credit facilities.

Kenaikan dari bagian jangka pendek dari pinjaman jangka panjang (setelah dikurangi biaya transaksi yang belum diamortisasi) menjadi Rp3.339,4 miliar pada tanggal 31 Desember 2025 dari Rp1.549,8 miliar pada tanggal 31 Desember 2024 terutama karena adanya utang jangka panjang yang akan segera jatuh tempo dalam setahun.

The increase in the current portion of long-term borrowings (net of unamortized transaction costs) to Rp3,339.4 billion as of 31 December 2025 from Rp1,549.8 billion as of 31 December 2024 was primarily due to long-term debt maturing within one year.

Penurunan bagian jangka pendek dari utang obligasi dan sukuk (setelah dikurangi biaya transaksi yang belum diamortisasi) menjadi Rp311,0 miliar pada 31 Desember 2025 dari Rp2.319,4 miliar pada 31 Desember 2024 terutama karena adanya pembayaran atas obligasi dan sukuk yang sudah jatuh tempo.

The decrease in the current portion of bonds and sukuk payable (net of unamortized transaction costs) to Rp311.0 billion as of 31 December 2025 from Rp2,319.4 billion as of 31 December 2024 was primarily due to the repayment of maturing bonds and sukuk.

Penurunan utang obligasi dan sukuk bagian jangka panjang (setelah dikurangi biaya transaksi yang belum diamotisasi dan bagian jangka pendek) menjadi Rp3,230.9 miliar pada 31 Desember 2025 dari Rp3.540,3 miliar pada 31 Desember 2024 karena adanya penambahan utang obligasi dan sukuk yang akan jatuh tempo dalam setahun yang harus dibayar.

The decrease in long-term bonds and sukuk payable (net of unamortized transaction costs and current portion) to Rp3.230,9 billion as of 31 December 2025 from Rp3,540.3 billion as of 31 December 2024 was due to the reclassification of bonds and sukuk maturing within one year to the current portion.

Perseroan telah mematuhi seluruh rasio keuangan yang diharuskan dalam perjanjian pinjaman fasilitas kredit terkait obligasi, sukuk dan pinjaman pada tahun 2025.

The Company has complied with all financial ratios required in the loan facility agreements related to bonds, sukuk and loans in 2025.

Tabel berikut adalah rangkuman utang jangka panjang (termasuk pinjaman jangka pendek) dan utang obligasi per tanggal 31 Desember 2025, 2024, dan 2023:

The following table summarises long-term debt (including short-term loans) and bond debt as of 31 December 2025, 2024 and 2023:

(dalam miliar Rupiah) (Rp in billions)	2025	2024	2023
Utang Obligasi Bonds Payable			
Obligasi Indosat Berkelanjutan I Tahap I Shelf Registration Indosat Bonds I Phase I	-	-	360.0
Obligasi Indosat Berkelanjutan I Tahap II Shelf Registration Indosat Bonds I Phase II	-	427.0	427.0
Obligasi Indosat Berkelanjutan I Tahap III Shelf Registration Indosat Bonds I Phase III	-	162.0	162.0
Obligasi Indosat Berkelanjutan I Tahap IV Shelf Registration Indosat Bonds I Phase IV	201.0	201.0	201.0
Obligasi Indosat Berkelanjutan II Tahap I Shelf Registration Indosat Bonds II Phase I	538.0	538.0	916.0
Obligasi Indosat Berkelanjutan II Tahap II Shelf Registration Indosat Bonds II Phase II	511.0	511.0	532.0
Obligasi Indosat Berkelanjutan II Tahap III Shelf Registration Indosat Bonds II Phase III	516.0	782.0	782.0
Obligasi Indosat Berkelanjutan III Tahap I Shelf Registration Indosat Bonds III Phase I	92.0	92.0	277.0
Obligasi Indosat Berkelanjutan III Tahap II Shelf Registration Indosat Bonds III Phase II	75.0	75.0	142.0
Obligasi Indosat Berkelanjutan IV Tahap I Shelf Registration Indosat Bonds IV Phase I	875.0	1,750.0	1,750.0

(dalam miliar Rupiah) (Rp in billions)	2025	2024	2023
Sub-total utang obligasi Sub-total bonds payable	2,808	4,538.0	5,549.0
Dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	(2.4)	(4.8)	(7.7)
Bagian jangka pendek dari utang obligasi Current maturities of bonds payable	(246.0)	(1,728.8)	(1,010.7)
Jumlah utang obligasi: bagian jangka Panjang Total bonds payable: non-current portion	2,559.6	2,804.4	4,530.6
Sukuk Bonds Payable			
Sukuk Ijarah Indosat Berkelanjutan I Tahap II Shelf Registration Indosat Sharia Bonds I Phase II	-	175.0	175.0
Sukuk Ijarah Indosat Berkelanjutan I Tahap III Shelf Registration Indosat Sharia Bonds I Phase III	-	41.0	41.0
Sukuk Ijarah Indosat Berkelanjutan I Tahap IV Shelf Registration Indosat Sharia Bonds I Phase IV	54.0	54.0	54.0
Sukuk Ijarah Indosat Berkelanjutan II Tahap I Shelf Registration Indosat Sharia Bonds II Phase I	63.0	63.0	123.0
Sukuk Ijarah Indosat Berkelanjutan II Tahap II Shelf Registration Indosat Sharia Bonds II Phase II	193.0	193.0	206.0
Sukuk Ijarah Indosat Berkelanjutan III Tahap I Shelf Registration Indosat Sharia Bonds III Phase I	32.0	32.0	61.0
Sukuk Ijarah Indosat Berkelanjutan III Tahap II Shelf Registration Indosat Sharia Bonds III Phase II	20.0	20.0	424.0
Sukuk Ijarah Indosat Berkelanjutan IV Tahap I Shelf Registration Indosat Sharia Bonds IV Phase I	375.0	750.0	750.0
Sub-total sukuk Ijarah Sub-total sharia bonds	737.0	1,328.0	1,834.0
Dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	(0.7)	(1.5)	(2.6)
Bagian jangka pendek dari sukuk Current maturities of sharia bonds	(65.0)	(590.6)	(505.8)
Jumlah sukuk: bagian jangka Panjang Total sharia bonds: non-current portion	671.3	735.9	1,325.6
Pinjaman (termasuk Pinjaman Jangka Pendek) Loans Payable (Including Short Term Loans)	-		-
Pihak Berelasi Related Party	5,050.2	6,100.0	4,820.0
Pihak Ketiga Third Party	6,800.0	2,950.0	2,600.0
Sub-total Pinjaman (termasuk pinjaman jangka pendek) Sub-total Loans payable (including short-term loans)	11,850.2	9,050.0	7,420.0
Dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	(12.4)	(10.3)	(11.1)
Dikurangi: pinjaman jangka pendek Less: short-term loans	-	-	-
Dikurangi: bagian jangka pendek dari pinjaman Less: current maturities of loans payable	(3,339.4)	(1,549.8)	(970.0)
Total pinjaman jangka panjang: bagian jangka Panjang Total loans payable: Non-current portion	8,498.4	7,489.9	6,438.9

Tabel berikut merupakan jadwal jatuh tempo liabilitas keuangan Perseroan berdasarkan pembayaran kontraktual yang tidak didiskonto (dalam tahun):

The following table shows the maturity schedule of the Company's financial liabilities based on undiscounted contractual payments (in years):

Deskripsi Descriptions	**<1**	**1-2**	**>2**	**Jumlah Arus Kas Kontraktual** Total Contractual Cash Flows	**Nilai Bunga Dan Biaya Transaksi yang Belum Diamortisasi** Interest Value & Unamortized Transaction Cost	**Nilai Tercatat** Carrying Amount
Utang usaha Trade payables	1,207.7	-	-	1,207.7	-	1,207.7
Utang Pengadaan Procurement payables	8,846.6	1.3	-	8,847.9	-	8,847.9
Akrual Accruals	3,393.0	-	-	3,393.0	-	3,393.0
Pinjaman Loans	4,366.1	5,117.0	4,248.5	13,731.6	1,893.8	11,837.8
Utang obligasi Bonds payable	477.9	2,096.5	671.0	3,245.4	439.8	2,805.6
Sukuk Sharia bonds	124.1	676.1	46.7	846.9	110.6	736.3
Liabilitas sewa Lease liabilities	9,217.1	7,759.8	35,026.2	52,003.1	12,467.6	39,535.5
Lain - lain (i) Others (i)	70.3	43.6	0	113.9	0	113.9
Jumlah Total	**27,702.8**	**15,694.3**	**39,992.4**	**83,389.5**	**14,911.8**	**68,477.7**

TINGKAT KOLEKTABILITAS PIUTANG

Sejalan dengan pertumbuhan aktivitas usaha pada tahun 2025, peningkatan penjualan kredit mendorong kenaikan saldo piutang usaha serta penyesuaian moderat rasio perputaran piutang sebesar 3% dibandingkan tahun sebelumnya, terutama akibat perbedaan waktu penagihan yang bersifat sementara. Perseroan tetap menjaga kualitas piutang secara disiplin.

RECEIVABLES COLLECTIBILITY

In line with the growth in business activities in 2025, higher credit sales led to an increase in trade receivables, along with a moderate adjustment in the receivables turnover ratio of 3% compared to the previous year, primarily due to temporary differences in collection timing. The Company continues to maintain disciplined receivables management to manage the quality of its receivables.

STRUKTUR MODAL

Kebijakan Manajemen atas Struktur Modal

Perseroan berupaya membentuk struktur permodalan yang optimal untuk mendukung pencapaian tujuan usaha, antara lain dengan menjaga rasio permodalan yang sehat, mempertahankan peringkat kredit yang kuat, dan memaksimalkan nilai bagi para pemegang saham. Sejumlah instrumen utang yang dimiliki Perseroan mensyaratkan pemenuhan rasio keuangan tertentu, sementara peringkat kredit dari lembaga pemeringkat internasional juga ditentukan oleh kemampuan Perseroan dalam mempertahankan tingkat leverage pada batas yang disepakati.

CAPITAL STRUCTURE

Management Policy on Capital Structure

The Company strives to establish an optimal capital structure to support the achievement of its business objectives, including by maintaining a healthy capital ratio, maintaining a strong credit rating, and maximising value for shareholders. A number of debt instruments owned by the Company require the fulfilment of certain financial ratios, while credit ratings from international rating agencies are also determined by the Company's ability to maintain leverage at agreed limits.

Seluruh ketentuan permodalan yang ditetapkan pihak eksternal telah dipenuhi oleh Perseroan. Guna mencapai tujuan tersebut, Manajemen meliputi Direksi dan Dewan Komisaris secara berkala melakukan peninjauan terhadap kesesuaian struktur modal dan utang dengan arah strategi dan profil risiko usaha. Pemantauan permodalan dilakukan antara lain melalui berbagai indikator leverage keuangan, termasuk rasio utang terhadap ekuitas.

All external capital requirements have been met by the Company. To achieve these objectives, the Management, including the Board of Directors and Board of Commissioners, periodically reviews the suitability of the capital and debt structure with the business strategy and risk profile. Capital monitoring is carried out through various financial leverage indicators, including the debt to equity ratio.

Struktur Modal

Per 31 Desember 2023 hingga 31 Desember 2025, Perseroan secara konsisten mempertahankan struktur permodalan yang relatif stabil sebagaimana berikut ini:

Capital Structure

From 31 December 2023 to 31 December 2025, the Company consistently maintained a relatively stable capital structure as follows:

dalam miliar Rupiah kecuali rasio Rp in billions except ratio	**2025**	**2024**	**2023**
Pinjaman Jangka Pendek Short-term loans	-	-	-
Pinjaman, utang obligasi dan sukuk Loans, bonds payable and sharia bonds	15,379.7	14,899.3	14,781.6
Jumlah utang Total debts	15,379.7	14,899.3	14,781.6
Jumlah ekuitas Total equity	39,509.1	36,651.8	33,708.8
Rasio utang bersih terhadap ekuitas Net Debt-to-equity-ratio	0.3x	0.3x	0.3x

Berikut merupakan penghitungan rasio keuangan Perseroan secara historis yang terdapat pada ketentuan keuangan berdasarkan SAK yang dipersyaratkan oleh perjanjian.

The following are the historical financial ratios of the Company as stated in the financial provisions based on the IFAS required by the agreement.

Untuk tahun yang berakhir tanggal 31 Desember, (dalam miliar Rupiah) As of and for the years ended 31 December, (Rp in billions)	**2025**	**2024**	**2023**
Data Posisi Keuangan dan Laba atau Rugi Financial Position and Profit or Loss Data			
Pinjaman Jangka Pendek Short term loans	-	-	-
dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	-	-	-
Jumlah Sub-total	-	-	-
Bagian Jangka Pendek Current maturities from			
Pinjaman Loans payable	3,339.8	1,549.8	970.0
Utang Obligasi Bonds payable	246.0	1,730.0	1,011.0
Sukuk Sharia Bonds	65.0	591.0	506.0
Dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	(0.5)	(1.6)	(0.5)

Untuk tahun yang berakhir tanggal 31 Desember, (dalam miliar Rupiah) As of and for the years ended 31 December, (Rp in billions)	2025	2024	2023
Jumlah Sub-total	3,650.3	3,869.2	2,486.5
Pinjaman- Setelah Dikurangi Bagian Jangka Pendek Loans payable-net of current maturities			
Pihak yang mempunyai hubungan relasi Loans payable – related parties	3,500.4	4,950.2	4,250.0
Pihak Ketiga Loans payable – third parties	5,010.0	2,550.0	2,200.0
Utang Obligasi- setelah dikurangi bagian jangka pendek Bonds payable-net of current maturities	2,562.0	2,808.0	4,538.0
Utang Sukuk – setelah dikurangi bagian jangka pendek Sharia Bonds-net of current maturities	672.0	737.0	1,328.0
Dikurangi: biaya transaksi yang belum diamortisasi Less: unamortized transaction cost	(15.0)	(15,1)	(20.9)
Jumlah Sub-total	11,729.4	11,030.1	12,295.1
Jumlah Utang[1] Total Debt[1]	15,379.7	14,899.3	14,781.6
Liabilitas Sewa[1] Lease liabilities[1]	39,535.5	39,966.9	39,089.4
Jumlah Aset Total Assets	118,629.9	114,386.7	114,722.2
Jumlah Kewajiban Total Liabilities	79,120.8	77,734.9	81,013.4
Jumlah Ekuitas[2] Total Equity[2]	39,509.1	36,651.8	33,708.8
Laba Operasi Operating Profit	11,274.9	10,837.9	10,427.7
Penyusutan dan amortisasi Depreciation and amortization	15,831.1	15,558.5	14,621.2
EBITDA[3] EBITDA[3]	26,597.3	26,375.1	23,938.0
Beban Bunga Interest Expense	4,201.3	1,195.2	1,433.9
Rasio Keuangan Financial Ratios			
Rasio Utang Bersih terhadap Ekuitas Net Debt to Equity Ratio	0.3x	0.3x	0.3x
Rasio Utang Bersih terhadap EBITDA Net Debt to EBITDA Ratio	0.4x	0.4x	0.4x
Rasio EBITDA terhadap Pembayaran Bunga EBITDA to Interest Payment ratio	23.6x	22.5x	14.4x

1. Perseroan mendefinisikan utang bersih sebagai total pinjaman, utang obligasi, dan sukuk (baik jangka pendek maupun jangka panjang), ditambah biaya emisi yang belum diamortisasi (atas pinjaman, obligasi, sukuk, dan notes), biaya *consent solicitation* yang belum diamortisasi (atas pinjaman, obligasi, dan sukuk), serta potongan yang belum diamortisasi (atas pinjaman dan notes), dikurangi kas dan setara kas. "Utang" dalam hal ini mencakup:
   a. Jumlah kewajiban pokok beserta premiumnya (jika ada) yang timbul atas utang suatu pihak terkait dana yang dipinjam, termasuk seluruh utang yang

1. The Company defines net debt as total loans, bond debt, and sukuk (both short-term and long-term), plus unamortised issue costs (on loans, bonds, sukuk, and notes), unamortised consent solicitation costs (on loans, bonds, and sukuk), and unamortised discounts (on loans and notes), less cash and cash equivalents. 'Debt' in this case includes:
   a. The principal amount of the obligation plus any premium (if any) arising from a party's debt related to borrowed funds, including all debts evidenced by

dibuktikan dalam notes, surat utang, obligasi, sukuk, atau instrumen serupa lain yang menimbulkan kewajiban pembayaran bunga.

b. Seluruh kewajiban kepada suatu pihak yang timbul dari utang pengadaan yang diklasifikasikan sebagai utang usaha kepada pemasok, yaitu: (a) kewajiban yang mengandung bunga; dan (b) yang memiliki jangka waktu jatuh tempo lebih dari 6 (enam) bulan sejak tanggal penerbitan invoice. Namun, untuk entitas dalam Perseroan, kewajiban ini tidak mencakup pinjaman yang diberikan oleh pemegang saham Perusahaan (baik langsung maupun tidak langsung) kepada anggota Perseroan yang kedudukannya disubordinasikan terhadap utang sebagaimana dimaksud pada butir (i) dan (ii) di atas.

2. "Ekuitas" dalam hal ini dapat diartikan sebagai selisih antara total aset dan total kewajiban, dengan pengecualian atas seluruh pinjaman yang berasal dari pemegang saham Perusahaan (baik secara langsung maupun tidak langsung) kepada entitas entitas dalam Perseroan yang memiliki peringkat subordinasi terhadap Utang.
3. "EBITDA" untuk suatu periode didefinisikan sebagai laba operasi yang dihitung sebelum beban pendanaan, pajak, pendapatan atau beban yang berasal dari aktivitas nonoperasional, serta pos pos bersifat luar biasa, kemudian ditambah kembali beban depresiasi dan amortisasi. Dalam rangka pengujian atau perhitungan rasio total pinjaman bersih terhadap EBITDA, angka EBITDA tersebut juga disesuaikan secara proforma untuk mencerminkan dampak akuisisi atau pengalihan material atas aset atau bisnis seolah olah transaksi tersebut telah terjadi sejak hari pertama periode yang bersangkutan.

KOMITMEN MATERIAL UNTUK INVESTASI BARANG MODAL

Tujuan dari Komitmen

Program belanja modal Perseroan saat ini diprioritaskan untuk mengoptimalkan serta meningkatkan kapasitas dan kualitas jaringan seluler, jaringan tetap, jaringan MIDI, dan infrastruktur telekomunikasi yang telah dimiliki. Pada tahun 2025, Perseroan mempunyai komitmen kontraktual atas pembelian barang modal sehubungan dengan pembelian peralatan telekomunikasi dan jasa terkait sebesar USD8.681 ribu dan Rp7.482.770 juta.

notes, debentures, bonds, sukuk, or other similar instruments that give rise to an obligation to pay interest.

b. All obligations to a party arising from procurement debts classified as trade payables to suppliers, namely: (a) obligations that bear interest; and (b) those with a maturity period of more than 6 (six) months from the date of invoice issuance. However, for entities within the Company, this obligation does not include loans provided by the Company's shareholders (either directly or indirectly) to members of the Company whose position is subordinated to the debts referred to in points (i) and (ii) above.

2. 'Equity' in this case can be interpreted as the difference between total assets and total liabilities, with the exception of all loans originating from the Company's shareholders (either directly or indirectly) to entities within the Company that have a subordinate ranking to the Debt.
3. "EBITDA" for a period is defined as operating profit calculated before financing expenses, taxes, income or expenses arising from non-operating activities, and extraordinary items, then added back depreciation and amortisation expenses. For the purpose of testing or calculating the total net debt to EBITDA ratio, the EBITDA figure is also adjusted pro forma to reflect the impact of material acquisitions or disposals of assets or businesses as if such transactions had occurred from the first day of the relevant period.

MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

Commitment Objectives

The Company's current capital expenditure programme prioritises optimising and improving the capacity and quality of its existing mobile network, fixed network, MIDI network, and telecommunications infrastructure. In 2025, the Company has contractual capital commitments related to purchase of telecommunication equipments and related services amounted to USD8,681 thousand and Rp7,482,770 million.

Realisasi pengeluaran kas aktual dapat berbeda dari rencana tersebut dan akan bergantung pada berbagai faktor, antara lain skema pembiayaan yang digunakan serta waktu penyelesaian pengiriman peralatan dan jasa yang dikontrakkan.

Realisasi Belanja Modal

Pada tahun 2025 Perseroan telah merealisasi belanja modal sebesar Rp13.280,3 milliar.

Sumber Dana dan Mata Uang

Secara historis, pengeluaran barang modal Perseroan dibiayai terutama dari sumber internal dan arus kas operasi, yang dilengkapi dengan pendanaan utang melalui fasilitas pinjaman perbankan maupun pasar modal. Perseroan berencana untuk tetap mengandalkan kombinasi sumber pendanaan tersebut dalam membiayai kebutuhan belanja modal ke depan.

Sebagian besar pinjaman, belanja modal, dan biaya operasional Perseroan dilakukan dalam mata uang Rupiah Indonesia. Jika diperlukan, Perseroan juga dapat menggunakan mata uang lain, terutama Dolar AS, yang sebagian memiliki risiko kursnya dan dikelola melalui mekanisme lindung nilai. Selain itu, sebagian pendapatan Perseroan diperoleh dalam mata uang asing, antara lain dari panggilan internasional yang masuk dari pelanggan operator luar negeri, layanan roaming pelanggan operator asing di Indonesia, serta pendapatan dari jasa MIDI dan operasi satelit, sehingga dapat memberikan lindung nilai atas sebagian eksposur valuta asing Perseroan.

Mitigasi Risiko Mata Uang

Utang pengadaan yang didenominasi dalam mata uang asing pada umumnya berasal dari kewajiban kepada pemasok dan kontraktor sehubungan dengan pengadaan, pembangunan, maupun pemasangan aset tetap, sementara sebagian besar piutang Perseroan merupakan tagihan dalam mata uang Rupiah Indonesia kepada penyelenggara telekomunikasi dalam negeri. Apabila nilai tukar Rupiah Indonesia mengalami pelemahan lebih lanjut, nilai kewajiban yang dinyatakan dalam mata uang asing akan meningkat jika dihitung dalam Rupiah, namun dampak tersebut terutama akan terkompensasi oleh kenaikan nilai deposito berjangka dan piutang dalam mata uang asing.

Actual cash expenditure realisation may differ from the plan and will depend on various factors, including the financing scheme used and the timing of delivery of contracted equipment and services.

Realized Capital Expenditure

In 2025, the Company has realised capital expenditure of Rp13,280.3 billion.

Sources of Funding and Currency Denomination

Historically, the Company's capital expenditure has been financed primarily from internal sources and operating cash flow, supplemented by debt financing through bank loan facilities and the capital market. The Company plans to continue to rely on this combination of funding sources to finance its future capital expenditure needs.

Most of the Company's loans, capital expenditure and operating expenses are denominated in Indonesian Rupiah. If necessary, the Company may also use other currencies, primarily the US Dollar, which are subject to exchange rate risks and are managed through hedging mechanisms. In addition, a portion of the Company's revenue is earned in foreign currencies, including from incoming international calls from foreign operators' customers, roaming services for foreign operators' customers in Indonesia, as well as revenue from MIDI services and satellite operations, thereby providing hedging for a portion of the Company's foreign currency exposure.

Currency Risk Mitigation

Procurement debts denominated in foreign currencies generally arise from obligations to suppliers and contractors in connection with the procurement, construction, and installation of fixed assets, while most of the Company's receivables are invoices in Indonesian Rupiah to domestic telecommunications operators. If the Indonesian Rupiah exchange rate weakens further, the value of liabilities denominated in foreign currencies will increase when calculated in Rupiah, but this impact will be largely offset by an increase in the value of time deposits and receivables in foreign currencies.

Dalam rangka mengelola risiko fluktuasi nilai tukar, Perseroan juga dapat melakukan lindung nilai melalui penggunaan kontrak forward, opsi valuta asing, maupun instrumen lain yang diperkenankan, apabila dinilai diperlukan.

REALISASI INVESTASI BARANG MODAL

Jenis Investasi Modal

Sebagian besar pengeluaran barang modal Perseroan pada tahun 2025 dialokasikan pada pengembangan jaringan seluler di wilayah wilayah yang diproyeksikan mengalami pertumbuhan trafik dan permintaan layanan yang tinggi. Selain itu, dana tersebut juga difokuskan untuk peningkatan kualitas dan perluasan jangkauan jaringan yang sudah beroperasi, guna memastikan layanan yang lebih andal bagi pelanggan.

Tujuan dari Investasi Modal

Tujuan utama dari investasi adalah untuk mendukung penyediaan layanan dan produk berbasis data yang mampu meningkatkan kualitas layanan video sehingga pelanggan memperoleh pengalaman penggunaan yang lebih optimal. Selain itu, investasi ini juga diarahkan untuk mengganti peralatan lama dengan teknologi yang lebih efisien, sehingga dapat menurunkan biaya operasional dan pemeliharaan.

Nilai dari Investasi Modal yang Dikeluarkan

Nilai dari Investasi modal yang telah dikeluarkan Perseroan pada tahun 2025 dan 2024, masing-masing sebesar Rp13.280,3 miliar dan Rp9.937,9 miliar. nilai tersebut merupakan modal aktual terkonsolidasi dan tidak termasuk aset hak guna.

Penyelenggaraan Off-Balance Sheet

Perseroan tidak memiliki kesepakatan off-balance sheet yang secara wajar diperkirakan dapat menimbulkan dampak untuk saat ini maupun di masa mendatang terhadap posisi keuangan, perubahan posisi keuangan, pendapatan atau beban, hasil usaha, likuiditas, belanja modal, maupun sumber pendanaan Perseroan yang bersifat material bagi investor.

In order to manage exchange rate fluctuation risks, the Company may also hedge through the use of forward contracts, foreign exchange options, or other permitted instruments, if deemed necessary.

REALISATION OF CAPITAL GOODS INVESTMENT

Type of Capital Investments

Most of the Company's capital expenditure in 2025 will be allocated to the development of mobile networks in areas that are projected to experience high traffic growth and service demand. In addition, these funds will also be focused on improving the quality and expanding the coverage of existing networks to ensure more reliable services for customers.

Capital Investment Objectives

The main objective of the investment is to support the provision of data-based services and products that can improve video service quality, thereby providing customers with an optimal user experience. In addition, this investment is also aimed at replacing old equipment with more efficient technology, thereby reducing operational and maintenance costs.

Value of Capital Investments Disbursed

The value of capital investments made by the Company in 2025 and 2024 amounted to Rp13,280.3 billion and Rp9,937.9 billion, respectively. These values represent actual consolidated capital and do not include right-of-use assets.

Off-Balance Sheet Arrangements

The Company does not have any off-balance sheet agreements that are reasonably expected to have an impact, either now or in the future, on the Company's financial position, changes in financial position, income or expenses, operating results, liquidity, capital expenditure, or sources of funding that are material to investors.

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

Pada tahun 2025, Perseroan tidak memiliki informasi dan fakta-fakta material yang terjadi setelah tanggal laporan akuntansi.

PROSPEK USAHA

Prospek industri telekomunikasi di tahun mendatang secara umum menunjukkan arah positif, dengan karakter pertumbuhan yang moderat di sisi nilai, tetapi kuat di sisi volume data dan peran strategis bagi ekonomi digital. Laporan Data Insight Market memproyeksikan nilai industri telekomunikasi Indonesia sekitar 14,42 miliar dolar AS pada 2026 dengan CAGR sekitar 4,95% hingga 2031.

layanan telekomunikasi akan menjadi salah satu infrastruktur utama sekaligus penggerak penting pertumbuhan ekonomi digital. Permintaan terhadap produk dan layanan data diperkirakan terus meningkat, perluasan 4G dan 5G, dan ekspansi ekonomi digital menjadikan 2026 sebagai fase konsolidasi sekaligus monetisasi lebih jauh atas investasi jaringan.

Pada 2026, Perseroan menargetkan strategi pertumbuhan yang lebih personal dengan mengandalkan pendekatan berbasis data untuk mengoptimalkan pendapatan rata-rata per pengguna (ARPU). Seiring dengan pasar seluler yang semakin jenuh dan persaingan tarif yang ketat, perusahaan memfokuskan pertumbuhan pada peningkatan nilai bagi pelanggan melalui penjualan paket data premium, bundling produk digital, serta mendorong pengalaman yang lebih baik dalam hal latensi, kecepatan, dan stabilitas koneksi. Perseroan memberikan perhatian khusus pada perluasan layanan di luar Jawa, terutama di wilayah Kalimantan, Sulawesi, Maluku, dan Papua karena kebutuhan akan konektivitas terus melonjak sementara penetrasi layanan di daerah tersebut dinilai masih sangat potensial untuk didorong.

Prospek usaha Perseroan tahun depan akan didorong oleh kombinasi peluang pertumbuhan dan kebutuhan disiplin dalam pengelolaan bisnis digital. Peluang datang dari pertumbuhan trafik data, ekspansi 5G dan IoT, serta transformasi AI, sementara dalam pengelolaannya diperlukan disiplin untuk mencapai capex tinggi, persaingan tarif, dan tekanan monetisasi. Perseroan secara konsisten mengeksekusi strategi sebagai AI TechCo berorientasi pelanggan, memperkuat jaringan di wilayah pertumbuhan baru, dan mengembangkan solusi B2B bernilai tambah

MATERIAL INFORMATION AND FACTS AFTER THE DATE OF THE ACCOUNTANT'S REPORT

As at 2025, the Company has no information and material facts that occurred after the accounting report date.

BUSINESS PROSPECTS

The outlook for the telecommunications industry in the coming year is generally positive, with moderate growth in value but strong growth in data volume and a strategic role for the digital economy. The Data Insight Market report projects the value of Indonesia's telecommunications industry to be around USD14.42 billion in 2026, with a CAGR of around 4.95% until 2031.

Telecommunications services will become one of the main infrastructures and an important driver of digital economic growth. Demand for data products and services is expected to continue to increase, with the expansion of 4G and increasingly as well 5G along with the growth of the digital economy making 2026 a phase of consolidation and further monetisation of network investments.

In 2026, the Company targets a more personalised growth strategy by relying on a data-driven approach to optimise average revenue per user (ARPU). As the mobile market becomes increasingly saturated and tariff competition intensifies, the company is focusing its growth on increasing value for customers through the sale of premium data packages, digital product bundling, and promoting a better experience in terms of latency, speed, and connection stability. The Company is paying particular attention to expanding services outside Java, especially in Kalimantan, Sulawesi, Maluku, and Papua, as the need for connectivity continues to surge while service penetration in these areas is still considered to have significant potential for growth.

The company's business prospects for next year will be driven by a combination of growth opportunities and the need for discipline in digital business management. Opportunities come from data traffic growth, 5G and IoT expansion, and AI transformation, while management requires discipline to achieve high capex, tariff competition, and monetisation pressure. The Company consistently executes its strategy as a customer-oriented AI TechCo, strengthening its network in new growth areas and developing value-added B2B solutions so that it can

sehingga dapat menjadi fase akselerasi kualitas pendapatan dan penguatan posisi sebagai salah satu penggerak utama ekonomi digital Indonesia.

accelerate revenue quality and strengthen its position as one of the main drivers of Indonesia's digital economy.

PERBANDINGAN TARGET DENGAN REALISASI TAHUN 2025, SERTA PROYEKSI 2026

Berikut merupakan perbandingan antara target dan realisasi kinerja Perseroan pada tahun 2025. Selain itu, terdapat proyeksi atas kinerja keuangan untuk tahun 2026.

COMPARISON OF TARGETS WITH REALISATION IN 2025, AND PROJECTIONS FOR 2026

The following is a comparison between the Company's targets and actual performance in 2025. In addition, there are projections of financial performance for 2026.

Indikator Keuangan Financial Indicator	**Target 2025** 2025 Target	**Realisasi 2025** 2025 Realization	**Proyeksi 2026** 2026 Projection
Pertumbuhan Pendapatan Revenue Growth	Melebihi pertumbuhan pasar Better than Market Growth	+1.1% YoY	Mid to high single digit
Pertumbuhan EBITDA EBITDA Growth	Melebihi pertumbuhan pendapatan Better than Revenue Growth	+0.8% YoY	Mid to high single digit
CAPEX	Sekitar Rp13 triliun Around Rp13 trillion	Rp13.3 triliun Rp13.3 trillion	Sekitar Rp13 triliun Around Rp13 trillion

ASPEK PEMASARAN

Dengan mengandalkan dua merek seluler utamanya, IM3 dan Tri, Perseroan menggarap segmen pasar yang berbeda secara lebih terarah, dengan fokus pada literasi digital, game, dan musik melalui strategi pemasaran yang lebih dinamis. Pendekatan ini menjadi salah satu peran utama dalam mewujudkan sasaran strategis Perseroan untuk memperkuat nilai merek, meningkatkan keterlibatan pelanggan, serta mendorong pertumbuhan pendapatan.

Pada merek IM3, Perseroan menjalin berbagai kolaborasi strategis di industri musik, antara lain melalui peluncuran inisiatif "Collabonation" yang dirancang untuk memperkaya pengalaman streaming musik pelanggan. Program tersebut menempatkan IM3 untuk memperluas jangkauan dan pengenalan merek hingga ke berbagai wilayah di Indonesia, termasuk area yang lebih terpencil. Identitas IM3 yang menekankan kesederhanaan, kejujuran, dan transparansi terbukti selaras dengan ekspektasi target pasarnya.

Secara paralel, merek Tri memusatkan perhatian pada pemberdayaan generasi muda, terutama di ranah digital dan game. Komitmen Tri terhadap pengembangan komunitas tercermin melalui berbagai program literasi digital yang menyasar sekolah sekolah serta inisiatif "Generasi Happy" yang mengedukasi anak muda atas

MARKETING ASPECTS

Relying on its two main mobile brands, IM3 and Tri, the Company targets different market segments in a more focused manner, with an emphasis on digital literacy, gaming, and music through a more dynamic marketing strategy. This approach plays a key role in achieving the Company's strategic objectives of strengthening brand value, increasing customer engagement, and driving revenue growth.

Under the IM3 brand, the Company has established various strategic collaborations in the music industry, including the launch of the 'Collabonation' initiative, which is designed to enrich the customer's music streaming experience. This programme has enabled IM3 to expand its reach and brand recognition to various regions in Indonesia, including more remote areas. IM3's identity, which emphasises simplicity, honesty, and transparency, has proven to be in line with the expectations of its target market.

In parallel, the Tri brand focuses on empowering the younger generation, especially in the digital and gaming spheres. Tri's commitment to community development is reflected in various digital literacy programmes targeting schools and the 'Generasi Happy' initiative, which educates young people on safe and responsible internet use. Through the

penggunaan internet yang aman dan bertanggung jawab. Melalui filosofi "Learn the Internet and See the World", rangkaian kegiatan ini menegaskan peran Perseroan dalam menyediakan konektivitas sekaligus memberdayakan pengguna agar mampu menjelajahi dunia digital secara positif dan terlindungi.

philosophy of 'Learn the Internet and See the World', this series of activities affirms the Company's role in providing connectivity while empowering users to explore the digital world in a positive and protected manner.

Kebijakan Dividen

PT Indosat Tbk ("Perseroan") membayar dividen kepada pemegang saham secara adil dan tepat waktu. Kebijakan Dividen Perseroan yang telah berlaku efektif pada 17 Desember 2024 menyatakan bahwa Perusahaan percaya pada kebijakan dividen yang berkelanjutan dan progresif. Perusahaan berencana untuk secara bertahap meningkatkan rasio pembayaran dividen hingga mencapai 70% dari laba bersih terkonsolidasi yang dinormalisasi (tidak termasuk kejadian luar biasa) yang dapat diatribusikan kepada pemilik induk pada tahun 2026 dan bertujuan untuk mempertahankan rasio pembayaran ini setelah tahun tersebut. Direksi, setelah mendapat persetujuan dari Dewan Komisaris, akan mengusulkan jumlah akhir dividen yang akan dibagikan pada Rapat Umum Pemegang Saham Tahunan (RUPST) untuk mendapatkan persetujuan. Usulan tersebut akan dipengaruhi oleh berbagai faktor, termasuk status keuangan Perusahaan, leverage, profitabilitas, dan dana yang diperlukan untuk operasi bisnis dan investasi. Pembayaran dividen di tahun 2021 sampai 2025 adalah sebagai berikut:

Dividend Policy

PT Indosat Tbk (the "Company") ensures the fair and timely distribution of dividends to its shareholders. The Company's Dividend Policy, which became effective on 17 December 2024, states that the Company believes in a sustainable and progressive dividend policy.The Company plans to progressively improve the dividend payout ratio to reach up to 70% of consolidated normalized net profit (excluding one-offs) attributable to the owners of the parent by 2026 and aims to sustain this payout ratio beyond that year. The Board of Directors, after approval from the Board of Commissioners, shall propose the final amount of dividends to be distributed in the Annual General Meeting of Shareholders (AGMS) to obtain approval. The proposal will be influenced by various factors, including the Company's financial status, leverage, profitability, and the necessary funds for business operations and investments. Dividend payments in 2021 to 2025 are as follows:

Dividen Tahun Buku Dividend for Year Book	**Tanggal Pengumuman** Announcement Date	**Tanggal Pencatatan** Recording Date	**Tanggal Pembayaran** Payment Date	**Dividen per Lembar Saham** Dividend per Share	**Jumlah Dividen** Total Dividend
Final 2024	2 Juni 2025 2 June 2025	13 Juni 2025 13 June 2025	2 July 2025 2 Juli 2025	Rp83.8	Rp2,702,617,958,197
Final 2023	22 Mei 2024 22 May 2024	4 Juni 2024 4 June 2024	21 Juni 2024 21 June 2024	Rp268.4	Rp2,164,029,415,416
Final 2022	15 Mei 2023 15 May 2023	26 Mei 2023 26 May 2023	15 Juni 2023 15 June 2023	Rp255.7	Rp2,061,627,746,488
Final 2021	18 Agustus 2022 18 August 2022	30 Agustus 2022 30 August 2022	21 September 2022	Rp248.06	Rp2,000,000,000,000
Interim 2021	23 November 2021	8 Desember 2021 8 December 2021	16 Desember 2021 16 December 2021	Rp920.14	Rp4,999,979,570,690

REALISASI DANA HASIL PENAWARAN UMUM

Perseroan tidak melakukan penawaran Umum Obligasi dan Sukuk pada tahun buku 2025 dan 2024.

INFORMASI MATERIAL TERKAIT INVESTASI, EKSPANSI, DIVESTASI, MERGER, AKUISISI, DAN RESTRUKTURISASI UTANG SERTA TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/ BERELASI

Perseroan tidak menjalankan transaksi atau aktivitas yang material terkait dengan investasi, ekspansi, divestasi, merger, akuisisi, atau restrukturisasi utang/modal, serta transaksi yang mengandung benturan kepentingan pada tahun 2025.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERDAMPAK PADA PERSEROAN

Efektif sejak 1 Januari 2025, tarif Pajak Pertambahan Nilai (PPN) meningkat dari 11% menjadi 12% sesuai dengan ketentuan peraturan perundang-undangan di bidang PPN. Peraturan Menteri Keuangan Nomor 131 Tahun 2024 selanjutnya mengatur perhitungan Dasar Pengenaan Pajak yang baru untuk sebagian besar barang dan jasa, sehingga menghasilkan tarif PPN efektif yang secara umum tetap sejalan dengan tarif sebelumnya sebesar 11%. Dengan demikian, manajemen tidak mengharapkan perubahan ini memberikan dampak terhadap Perseroan.

PERUBAHAN KEBIJAKAN AKUNTANSI

Standar akuntansi revisian berikut berlaku efektif sejak tanggal 1 Januari 2025 relevan untuk Grup, tetapi tidak memiliki pengaruh signifikan terhadap laporan keuangan konsolidasian Grup:

- Amandemen PSAK 221 "Pengaruh Ketertukaran/ Perubahan Kurs Valuta Asing": Kurs Valuta Asing terkait Kekurangan

Amandemen berikut yang relevan untuk Grup akan efektif untuk tahun buku yang dimulai pada:

REALISATION OF FUNDS FROM PUBLIC OFFERINGS

The Company did not conduct any public offerings of bonds and sukuk in the 2025 and 2024 financial years.

INFORMATION ON MATERIAL MATTERS RELATED TO INVESTMENTS, EXPANSIONS, DIVESTMENTS, MERGER, ACQUISITIONS, AND DEBT RESTRUCTURING, AS WELL AS TRANSACTIONS INVOLVING CONFLICTS OF INTERESTS AND/ OR TRANSACTIONS WITH AFFILIATED/ RELATED PARTIES

The Company did not engage in any material transactions or activities related to investment, expansion, divestment, merger, acquisition, or debt/capital restructuring, as well as transactions involving conflicts of interest in 2025.

CHANGES IN LEGISLATION AFFECTING THE COMPANY

Effective 1 January 2025, the statutory VAT rate increased from 11% to 12% in accordance with prevailing VAT legislation. Ministry of Finance Regulation No. 131 of 2024 subsequently introduced a revised tax base formula for most goods and services, resulting in an effective VAT rate that remains broadly consistent with the previous 11% rate. Accordingly, management does not expect this change to have a material impact on the Company.

CHANGES IN ACCOUNTING POLICY

Changes to the Statements of Financial Accounting Standards ("PSAK") The following revised accounting standards which are relevant to the Group, are effective from 1 January 2025, but do not result in significant impact to the Group's consolidated financial statements:

- Amendment of PSAK 221 "The Effect of Changes in Foreign Exchange Rates": Foreign Exchange Rates regarding Lack of Exchangeability

The following amendments which are relevant to the Group will be effective for the financial year beginning:

1 Januari 2026

- Amandemen PSAK 107 "Instrumen Keuangan: Pengungkapan: Klasifikasi dan Pengukuran Instrumen Keuangan"
- Amandemen PSAK 109 "Instrumen Keuangan: Klasifikasi dan Pengukuran Instrumen Keuangan"
- Amandemen PSAK 107 "Kontrak yang Mengacu pada Listrik Bergantung Alam"
- Amandemen PSAK 109 "Kontrak yang Mengacu pada Listrik Bergantung Alam"
- Penyesuaian Tahunan PSAK 107 "Instrumen Keuangan: Pengungkapan"
- Penyesuaian Tahunan PSAK 109 "Instrumen Keuangan"
- Penyesuaian Tahunan PSAK 110 "Laporan Keuangan Konsolidasian"
- Penyesuaian Tahunan PSAK 207 "Laporan Arus Kas"
- Amandemen PSAK 338 "Kombinasi Bisnis Entitas Sepengendali"

1 Januari 2027

- PSAK 118 "Penyajian dan Pengungkapan dalam Laporan Keuangan"
- PSAK 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan:"
- Amandemen PSAK 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan"

Pada tanggal pengesahan laporan keuangan konsolidasian, Grup sedang mempertimbangkan implikasi dari penerapan standar-standar tersebut terhadap laporan keuangan konsolidasian Grup.

1 January 2026

- Amendment of PSAK 107 "Financial Instruments: Disclosures: Classification and Measurement of Financial Instruments"
- Amendment of PSAK 109 "Financial Instruments. Classification and Measurement of Financial Instruments"
- Amendment of PSAK 107 "Contracts Referencing Nature-dependent Electricity"
- Amendment of PSAK 109 "Contracts Referencing Nature-dependent Electricity"
- Annual Improvement of PSAK 107 "Financial Instruments: Disclosures"
- Annual Improvement of PSAK 109 "Financial Instruments"
- Annual Improvement of PSAK 110 "Consolidated Financial Statements"
- Annual Improvement of PSAK 207 "Statement of Cash Flows"
- Amendment of PSAK 338 "Business Combination under Common Control"

1 January 2027

- PSAK 118 "Presentation and Disclosure in Financial Statements"
- PSAK 119 "Subsidiaries without Public Accountability: Disclosures"
- Amendment of PSAK 119 "Subsidiaries without Public Accountability: Disclosures"

As at the authorisation date of these consolidated financial statements, the Group is assessing the implication of the above standards to the Group's consolidated financial statements.



Transaksi Dengan Pihak Terafiliasi dan Pihak Terkait

Perseroan akan memastikan bahwa transaksi afiliasi dilakukan sesuai dengan praktik bisnis yang diterima secara umum, termasuk prinsip kewajaran.

Selain mengikuti Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Benturan Kepentingan Transaksi ("POJK 42"), untuk setiap transaksi afiliasi, Perseroan akan selalu mengikuti aturan internal berdasarkan Pasal 17 ayat 4.7 Anggaran Dasar Perseroan. Aturan tersebut menyatakan bahwa persetujuan dari Dewan Komisaris Perseroan harus diperoleh jika Perseroan atau salah satu anggota Grup (yaitu Perseroan dan entitas anaknya):

1. Perseroan atau setiap anggota Grup menandatangani, mengubah, melepaskan hak dan/atau kewajiban material, atau mengakhiri perjanjian apapun dengan:
   a. Direktur atau pejabat dari Pemegang Saham Mayoritas;
   b. Setiap komisaris, direktur atau pejabat Perusahaan atau setiap anggota Grup;
   c. Setiap Afiliasi atau pihak ketiga yang terkait dengan atau terasosiasi dengan direktur Pemegang Saham Mayoritas, atau komisaris atau direktur Perusahaan.
2. Perseroan atau setiap anggota Grup menandatangani, mengubah, melepaskan hak dan/atau kewajiban material, atau mengakhiri perjanjian apapun dengan Pemegang Saham Utama atau pemegang sahamnya, atau setiap Afiliasi dari pihak tersebut di mana:
   a. Jumlah yang harus dibayar atau piutang agregat Perusahaan atau anggota Grup lainnya berdasarkan perjanjian tersebut lebih dari USD2 juta (atau jumlah setara dalam mata uang lainnya);
   b. Perjanjian tersebut dibuat di luar kegiatan usaha umumnya dari Perusahaan atau anggota Grup lainnya;
   c. Perjanjian tersebut dibuat dengan persyaratan yang tidak wajar yang tidak menguntungkan Perusahaan atau anggota Grup lainnya; atau
   d. Perjanjian tersebut berkaitan dengan hal-hal terkait lisensi merek atau dukungan merek.

Transactions with Affiliated and Related Parties

The Company ensures that affiliated transactions are conducted in accordance with generally accepted business practices, including fairness principles.

In addition to complying with Financial Services Authority Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions ("POJK 42"), the Company adheres to internal regulations as stipulated in Article 17, paragraph 4.7 of its Articles of Association. These provisions state that approval from the Board of Commissioners must be obtained if the Company or any Group member (i.e., the Company and its subsidiaries):

1. The Company or any member of the Group enter into, amends, waive any material rights and/or obligations under or terminate any agreement with:
   a. Any directors or officers of the Majority Shareholder;
   b. Any commissioner, director, or officer of the Company or any other member of the Group;
   c. Any Affiliate or third party related to or associated with any such director of the Majority Shareholder, or commissioner or director of the Company.
2. "The Company or any member of the Group" in line with point 1 amend, waive any material rights and/or obligations under, or terminate any agreement with its Major Shareholder or its shareholders, or any Affiliate of such party where:
   a. The aggregate consideration payable or receivable by the Company or any other member of the Group under such agreement is more than USD2 million (or its equivalent in any other currency);
   b. Such agreement is entered into outside of the ordinary course of business of the Company or any other member of the Group;
   c. Such agreement is entered into on non-arm's' length terms that are unfavourable to the Company or any other member of the Group; or
   d. Such agreement relates to brand licensing or brand support matters.

Berdasarkan Anggaran Dasar Perusahaan:

- "Afiliasi" berarti, sehubungan dengan entitas mana pun, entitas kedua yang: (1) Mengendalikan entitas pertama; (2) berada di bawah Pengendalian entitas pertama; atau (3) berada di bawah Pengendalian entitas ketiga yang mengendalikan entitas pertama; dan
- "Kendali" berarti: (1) memiliki atau mengendalikan lebih dari 50% (lima puluh persen) dari modal saham dengan hak suara dari perusahaan terkait; (2) mampu mengarahkan pemilihan lebih dari 50% (lima puluh persen) dari suara yang dapat digunakan pada rapat umum dari perusahaan terkait semua, atau secara substansial semua hal; (3) memiliki hak untuk menunjuk atau memberhentikan direktur dari perusahaan terkait yang memegang mayoritas hak suara pada rapat direksi terkait semua, atau secara substansial semua hal; dan/atau (4) memiliki kekuasaan untuk menentukan pelaksanaan urusan bisnis suatu perusahaan (baik melalui kepemilikan saham atau kemitraan atau hak kepemilikan lainnya, berdasarkan kontrak atau sebaliknya); dan
- "Mengendalikan" mempunyai arti yang sama.
Untuk memenuhi ketentuan POJK 42, di bawah ini pengungkapan transaksi Perusahaan dengan afiliasi Perusahaan yang terjadi di tahun 2025 dimana transaksi tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan:

Based on the Company's Articles of Association:

- "Affiliate" means, in respect of any entity, a second entity that: (1) Controls the first entity; (2) is under the Control of the first entity; or (3) is under the Control of a third entity that Controls the first entity; and
- "Control" means: (1) owning or controlling more than 50 % (fifty percent). of the voting share capital of the relevant undertaking; (2) being able to direct the casting of more than 50 % (fifty percent) of the votes exercisable at general meetings of the relevant undertaking on all, or substantially all, matters; (3) having the right to appoint or remove directors of the relevant undertaking holding a majority of the voting rights at meetings of the board on all, or substantially all, matters; and/or (4) having the power to determine the conduct of business affairs of an undertaking (whether through ownership of equity interest or partnership or other ownership interests, by contract or otherwise); and
- "Controlling" shall have a corresponding meaning.
To comply with the provisions of POJK 42, the following is the disclosure of the Company's transactions with the Company's affiliates that occurred in 2025 where the transaction is a business activity carried out in order to generate business income and is carried out regularly, repeatedly, and/or continuously:

No	**Pihak Yang Bertransaksi*** Transacting Parties*	**Sifat hubungan afiliasi** Nature of the affiliate	**Jenis transaksi afiliasi** Type of affiliated transaction	**Nilai Transaksi** Transaction Value
1	Perseroan dan Hutchison International Limited (HIL) The Company and Hutchison International Limited	2 anggota dewan komisaris Perseroan menjabat posisi manajemen eksekutif di HIL. 2 members of the board of commissioners of the Company serve as executive management in HIL.	Perjanjian Kerahasiaan Non-dislosure agreement	Tidak ada nilai transaksi. There is no transaction value.
2	Perseroan dan Ooredoo Maldives PLC (Ooredoo Maldives) The Company and Ooredoo Maldives PLC (Ooredoo Maldives)	Salah satu anggota direksi Perseroan menjabat posisi direktur di Ooredoo Maldvies. One of the directors of the Company serves as a director at Ooredoo Maldives.	Kerja Sama dalam Penyediaan Layanan *WhatsApp Business* oleh Perusahaan kepada Ooredoo Maldives. Collaboration on the provision of WhatsApp Business services by the Company to Ooredoo Maldives.	USD108.000 per tahun. USD108,000 per year.
3	Perseroan, Hutchison Telephone Company Limited (HTCL) dan Hutchison Telephone (Macau) Company Limited (HTMCL) The Company, Hutchison Telephone Company Limited (HTCL) and Hutchison Telephone (Macau) Company Limited (HTMCL)	2 anggota dewan komisaris Perseroan menjabat posisi direktur di HTCL dan HTMCL. 2 members of the board of commissioners of the Company serve as director at HTCL and HTMCL.	Kerjasama pengaturan skema diskon yang berlaku timbal balik terkait dengan tarif *roaming*. Collaboration on the arrangement of a reciprocal discount scheme with respect to roaming charges.	USD60.000 per tahun. USD60,000 per year.

No	Pihak Yang Bertransaksi* Transacting Parties*	Sifat hubungan afiliasi Nature of the affiliate	Jenis transaksi afiliasi Type of affiliated transaction	Nilai Transaksi Transaction Value
4	Perseroan, PT Narindo Solusi Komunikasi (Narindo) dan PT Tokopedia (Tokopedia) The Company, PT Narindo Solusi Komunikasi (Narindo) and PT Tokopedia (Tokopedia)	Salah satu anggota dewan komisaris Perseroan menjabat posisi komisaris di Tokopedia. One members of the board of commissioners of the Company serves as a commissioner at Tokopedia.	Perseroan mengalihkan hak dan kewajibannya untuk mengelola halaman toko resmi di Tokopedia kepada Narindo. The Company is transferring all of its rights and obligations to manage the official store page at Tokopedia to Narindo.	Rp25.000.000 per bulan. IDR25,000,000 per month.
5	Perseroan dan PT Aplikanusa Lintasarta (Lintasarta) The Company and PT Aplikanusa Lintasarta (Lintasarta)	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company.	Kerjasama dalam hal pengadaan sewa VSAT LEO oleh Lintasarta di sites Perseroan. Collaboration on the procurement of VSAT LEO lease by Lintasarta at the Company sites.	Rp50.322.600.000 untuk 3 tahun. IDR50,322,600,000 for 3 years.
6	Perseroan dan PT Artajasa Pembayaran Elektronis (APE) The Company and PT Artajasa Pembayaran Elektronis (APE)	APE adalah entitas anak yang dikendalikan secara tidak langsung (melalui Lintasarta) oleh Perseroan. APE is a subsidiary entity indirectly controlled (through Lintasarta) by the Company.	Kerjasama dimana Perseroan dan APE akan menyediakan layanan kepada pelanggan melalui fasilitas penunjang dalam bentuk perangkat keras dan perangkat lunak, tenaga kerja dan ahli. APE and the Company will provide its services to the customers including the supporting facilities in the form of hardware and software, human resources, and experts.	Tidak ada nilai transaksi. There is no transaction value.
7	Perseroan dan Lintasarta The Company and Lintasarta	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company.	Lintasarta mendukung biaya sponsor untuk mendukung acara Perusahaan. Lintasarta supports sponsorship fee in support of the Company's event.	Rp200.000.000 IDR200,000,000
8	Perseroan dan Indosat Singapore Pte. Ltd. (ISPL) The Company and ISPL	ISPL adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. ISPL is a subsidiary directly controlled by the Company.	Kerjasama dimana ISPL menyediakan layanan dalam bentuk kolokasi pusat data. Collaboration on the provision of services in the form of data center colocation.	USD4.888.827 untuk 5 tahun. USD4,888,827 for 5 years.
9	Perseroan dan Lintasarta The Company and Lintasarta	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company.	Perusahaan dan Lintasarta sepakat untuk saling menyewa layanan kapasitas data. The Company and Lintasarta agree to lease the data capacity services from each other.	Rp24.000.000.000 untuk 5 tahun IDR24,000,000,000 for 5 years
10	Perseroan dan ISPL The Company and ISPL	ISPL adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. ISPL is a subsidiary directly controlled by the Company.	Kolaborasi dalam penyediaan layanan pemeliharaan oleh ISPL untuk Sistem Kabel Laut (SKKL) milik Perusahaan. Collaboration on the provision of maintenance service by ISPL for the Company's Sistem Kabel Laut (SKKL).	USD312.000 untuk 1 tahun USD312,000 for a year

No	Pihak Yang Bertransaksi* Transacting Parties*	Sifat hubungan afiliasi Nature of the affiliate	Jenis transaksi afiliasi Type of affiliated transaction	Nilai Transaksi Transaction Value
11	Perseroan dan APE The Company and APE	APE adalah entitas anak yang dikendalikan secara tidak langsung (melalui Lintasarta) oleh Perseroan. APE is a subsidiary entity indirectly controlled (through Lintasarta) by the Company.	Nota kesepahaman Memorandum of understanding	Tidak ada nilai transaksi. There is no transaction value.
12	Perseroan dan Lintasarta The Company and Lintasarta	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company.	Adendum ke sepuluh terhadap perjanjian kerangka dimana Lintasarta akan menyediakan SCC platform dan layanan kepada Perseroan. Tenth addendum to the frame contract which include provision of SCC platform and services by Lintasarta to the Company.	Rp113.890.680.000 IDR113,890,680,000
13	Perseroan dan APE The Company and APE	APE adalah entitas anak yang dikendalikan secara tidak langsung (melalui Lintasarta) oleh Perseroan. APE is a subsidiary entity indirectly controlled (through Lintasarta) by the Company.	Amandemen ketujuh atas Kerja Sama Layanan Platform Integrasi Pembayaran yang mencakup perubahan terhadap hak dan kewajiban para pihak, proses penyelesaian, serta penegasan kembali lampiran-lampiran pada perjanjian. Seventh addendum to the Payment Integration Platform Service Cooperation which include amendment to the rights and obligations of the parties, settlement process and restatement the schedules of the agreement.	Rp3.563.206.574 per tahun sampai dengan 31 Desember 2026 IDR3,563,206,574 per year until 31 December 2026
14	Perseroan dan Lintasarta The Company and Lintasarta	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company	Kerjasama dalam penyediaan layanan untuk memfasilitasi pelelangan aset oleh Perusahaan kepada Lintasarta Collaboration in the provision of services to facilitate the auction of the assets by the Company to Lintasarta	Rp5.943.060.000 untuk 3 tahun. IDR5,943,060,000 for 3 years
15	Perseroan dan Lintasarta The Company and Lintasarta	Lintasarta adalah entitas anak yang dikendalikan secara langsung oleh Perseroan. Lintasarta is a subsidiary directly controlled by the Company.	Dokumentasi untuk penetapan harga penyediaan produk AI. Documentation for the pricing determination of AI product provision.	Tidak ada nilai transaksi. There is no transaction value.

*Sesuai aturan akuntansi yang berlaku, transaksi afiliasi yang terjadi antar entitas dalam Grup Perseroan dieliminasi untuk keperluan laporan keuangan Konsolidasian Grup Perseroan.

*In accordance with prevailing accounting standard, affiliated transactions among entities within Indosat Group are eliminated for the purpose of consolidated financial reporting of Indosat Group.

Direksi menyatakan bahwa transaksi afiliasi di atas telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum.

Tidak terdapat pinjaman atau transaksi lain yang dilakukan dengan anggota Direksi dan Dewan Komisaris Perusahaan. Informasi rinci mengenai transaksi pihak berelasi lainnya dengan nilai material juga diungkapkan dalam laporan keuangan konsolidasi yang merupakan bagian dari Laporan Tahunan ini.

The Board of Directors affirms that the above-mentioned affiliated transactions have undergone appropriate procedures to ensure that they are conducted in accordance with generally accepted business practices.

There are no loans or other transactions conducted with members of the Board of Directors and the Board of Commissioners. Detailed information regarding other related-party transactions of material value is also disclosed in the consolidated financial statements, which form part of this Annual Report.







05.

Tata Kelola Perusahaan

Corporate Governance

Tata Kelola Perusahaan
Good Corporate Governance



IOH berkomitmen penuh untuk menerapkan prinsip Tata Kelola Perusahaan yang Baik (GCG) sebagai landasan penting dalam proses transformasi menuju perusahaan yang unggul dan bertumbuh secara berkelanjutan. Perseroan meyakini bahwa penerapan prinsip GCG, seperti transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran, di setiap aspek bisnis adalah kunci untuk memberikan nilai yang berkelanjutan bagi seluruh pemangku kepentingan. Melalui adopsi berbagai panduan, struktur, dan kebijakan yang mendukung praktik GCG yang efektif, serta validasi eksternal atas kualitas tata kelola, IOH memastikan standar dan integritas yang sejalan dengan tujuan pengembangan yang bertanggung jawab dan pertumbuhan jangka panjang.

IOH is fully committed to implement the principles of Good Corporate Governance (GCG) as an essential foundation in its transformation toward becoming an excellent and sustainably growing company. The Company believes that the application of GCG principles—such as transparency, accountability, responsibility, independence, and fairness—in every aspect of the business is key to delivering long-term value to all stakeholders. Through the adoption of various guidelines, structures, and policies that support effective GCG practices, as well as external validation of governance quality, IOH ensures standards and integrity that align with responsible development objectives and long-term growth.

Kebijakan, Panduan, dan Struktur GCG

GCG Policies, Guidelines, and Structure

Sebagai entitas yang tercatat di Bursa Efek Indonesia (BEI), IOH tidak hanya sekadar memenuhi regulasi pasar modal yang relevan, tetapi juga berupaya menerapkan praktik terbaik yang diadopsi oleh perusahaan-perusahaan global lainnya. Upaya ini menunjukkan komitmen kami untuk mematuhi standar lokal dan juga mencapai standar internasional. Selain itu, IOH telah secara konsisten menyampaikan laporan-laporan wajib lainnya sesuai dengan peraturan penyedia layanan telekomunikasi. Ini termasuk Regulatory Financial Report (RFR), Quality of Service (QoS), Tingkat Komponen Dalam Negeri (TKDN), dan Laporan Kinerja Operasional (LKO), yang semuanya disampaikan sesuai dengan parameter dan jadwal waktu yang telah ditetapkan, memastikan kepatuhan dan transparansi dalam semua operasi kami.

As an entity listed on the Indonesia Stock Exchange (IDX), IOH not only fulfils applicable capital market regulations but also strives to adopt best practices implemented by leading global companies. This effort reflects our commitment to comply with local standards while advancing toward international benchmarks. In addition, IOH consistently submits other mandatory reports in line with telecommunications service provider regulations, including the Regulatory Financial Report (RFR), Quality of Service (QoS), Domestic Component Level (TKDN), and Operational Performance Report (LKO). All of these are submitted according to the required parameters and timelines, ensuring compliance and transparency in our operations.

Kerangka GCG IOH mengacu pada lima prinsip tata kelola perusahaan berikut, yang diterbitkan oleh Organization for Economic Cooperation and Development (OECD) dan International Corporate Governance Network (ICGN), dengan hasil seperti di bawah ini:

The IOH GCG framework refers to five corporate governance principles issued by the Organization for Economic Cooperation and Development (OECD) and the International Corporate Governance Network (ICGN), as follows:

Hak Pemegang Saham

Kerangka kerja tata kelola perusahaan wajib melindungi dan memfasilitasi pelaksanaan hak-hak pemegang saham.

Rights of Shareholders

The corporate governance framework must protect and facilitate the exercise of shareholders' rights.

Perlakuan Yang Setara Bagi Pemegang Saham

Kerangka kerja tata kelola perusahaan wajib memastikan perlakuan yang setara bagi semua pemegang saham dan semua pemegang saham harus memiliki kesempatan untuk memperoleh ganti rugi yang efektif atas adanya pelanggaran hak mereka.

Equitable Treatment of Shareholders

The corporate governance framework must ensure equal treatment for all shareholders, and all shareholders must have the opportunity to obtain effective redress for the violation of their rights.

Peran Pemangku Kepentingan

Kerangka kerja tata kelola perusahaan wajib mengakui hak-hak pemangku kepentingan dan mendorong kerjasama aktif antara perusahaan dan pemangku kepentingan untuk menciptakan kesejahteraan, pekerjaan, dan keberlanjutan usaha yang sehat secara finansial.

Role of Stakeholders

The corporate governance framework must recognise stakeholders' rights and encourage active cooperation between the company and stakeholders to create wealth, employment, and financially sound business sustainability.

Keterbukaan Informasi dan Transparansi

Kerangka kerja tata kelola perusahaan wajib memastikan pengungkapan informasi yang tepat waktu dan akurat atas semua hal material mengenai perusahaan.

Disclosure and Transparency

The corporate governance framework must ensure timely and accurate disclosure of all material corporate information.

Tanggung Jawab Dewan Komisaris dan Direksi

Kerangka kerja tata kelola perusahaan wajib memastikan pedoman yang strategis bagi perusahaan, pemantauan manajemen yang efektif oleh Dewan Komisaris dan Direksi, dan akuntabilitas Dewan Komisaris dan Direksi terhadap perusahaan dan para pemegang saham.

Responsibilities of the Board of Commissioners and Board of Directors

The corporate governance framework must ensure strategic guidance for the company, effective oversight of management by the Board of Commissioners and Board of Directors, and accountability of both boards to the company and its shareholders.

Penilaian Internal
Internal Assessment

IOH melakukan penilaian secara berkala dengan merujuk kepada ASEAN Corporate Governance Scorecard (ACGS), suatu instrumen penilaian komprehensif yang telah diakui luas di tingkat internasional maupun regional.

Di tahun 2025, penilaian dilaksanakan secara internal dan dievaluasi oleh Indonesian Institute for Corporate Directorship (IICD) berdasarkan pada informasi publik, terutama Laporan Tahunan 2024 dan situs web Perseroan.

Berdasarkan evaluasi ini, nilai akhir Perseroan tercatat mencapai sebesar 103,82 poin, atau di atas rata-rata nilai (82,60) perusahaan publik yang masuk dalam kategori perusahaan dengan kapitalisasi pasar yang besar dan memiliki nilai di atas Rp100 triliun *(Big Cap)*. Nilai akhir ini meningkat sebesar 6,68 poin dari nilai yang dicapai IOH pada tahun 2024 yaitu 97,14 poin. Nilai akhir ini mengindikasikan kesadaran IOH yang sangat kuat dalam mengadopsi ACGS.

IOH conducts periodic assessments using the ASEAN Corporate Governance Scorecard (ACGS), a comprehensive evaluation instrument widely recognised at both international and regional levels.

In 2025, the assessment was carried out internally and evaluated by the Indonesian Institute for Corporate Directorship (IICD) based on publicly available information, particularly the 2024 Annual Report and the Company's website.

Based on this evaluation, the Company achieved a final score of 103.82 points, which is above the average score of 82.60 obtained by public companies in the large-capitalisation category with market capitalisation above Rp100 trillion (Big Cap). This final score increased by 6.68 points compared to the score achieved by IOH in 2024, which was 97.14 points. This final score indicates IOH's strong awareness and commitment in adopting the ACGS.

Nilai Komponen ACGS ACGS Component Score	**Kontribusi terhadap Skor** **Contribution to Total Score**
Hak-Hak dan Perlakuan Setara Terhadap Pemegang Saham Rights and Equitable Treatment of Shareholders	19.33
Keberlanjutan dan Ketangguhan Sustainability and Resilience	14.32
Pengungkapan dan Transparansi Disclosure and Transparency	22.79
Tanggung Jawab Dewan Responsibility of the Board	32.38
Bonus Bonus	15
Penalti Penalty	-
Jumlah Nilai Praktik GCG Total GCG Practices Score	**103,82**

Kepatuhan Terhadap Peraturan Tata Kelola

Compliance With Governance Regulations

Peraturan Otoritas Jasa Keuangan (OJK) No.21/POJK.04/2015 dan Surat Edaran OJK No.32/SEOJK.04/2015 menetapkan lima aspek, delapan prinsip, dan 25 rekomendasi tata kelola perusahaan yang baik. Sebagai perusahaan publik, IOH telah menerapkan aspek-aspek, prinsip-prinsip dan rekomendasi tersebut sebagai berikut:

Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 and OJK Circular Letter No. 32/SEOJK.04/2015 outline five aspects, eight principles, and 25 recommendations of good corporate governance. As a public company, IOH has implemented these aspects, principles, and recommendations as follows:

No.	Rekomendasi Recommendation	Keterangan Description	Status
Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham Aspect 1: The Relationship of Public Companies with Shareholders in Ensuring Shareholders Rights.			
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS Principle 1 Improving the Value of GMS			
1	Rekomendasi 1.1: Perusahaan memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Recommendation 1.1. The Company establishes either an open or closed voting method or procedure that promotes independence and the interest of shareholders.	Prosedur teknis pengumpulan suara (*voting*) tercantum dalam tata tertib RUPS. The technical procedure for voting is stated in the GMS procedures.	Terpenuhi Fulfilled
	Rekomendasi 1.2: Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan hadir dalam RUPS Tahunan. Recommendation 1.2: All members of the Board of Directors and Board of Commissioners are present at the Annual GMS.	Kehadiran anggota Direksi dan Dewan Komisaris sudah sesuai dengan Anggaran Dasar Perseroan. Attendance of the Board of Directors and Board of Commissioners was complied with the Company's Article of Association.	Terpenuhi Fulfilled
	Rekomendasi 1.3: Ringkasan risalah RUPS tersedia dalam situs web Perusahaan paling sedikit 1 tahun. Recommendation 1.3: Summary minutes of the GMS are available on the website of the Company for a minimum of 1 year.	Risalah RUPS tersedia dalam situs web Perusahaan sejak tahun 2007. Summary minutes of the GMS are available on the Company's website since 2007.	Terpenuhi Fulfilled
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Principle 2 Improving Communication Quality of Public Company with Shareholders or Investors			
2	Rekomendasi 2.1: Perusahaan memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. Recommendation 2.1: The Company has a communication policy with shareholders or investors.	Perseroan melakukan komunikasi dengan pemegang saham dan investor, termasuk namun tidak terbatas, melalui pengungkapan informasi melalui *website, public expose,* konferensi investor, pertemuan analis. The Company conducts communication with shareholders and investors, including but not limited, through disclosure information on the website, public expose, investor conferences, analyst meetings.	Terpenuhi Fulfilled
	Rekomendasi 2.2: Perusahaan mengungkapkan kebijakan komunikasi Perusahaan dengan pemegang saham atau investor dalam situs web. Recommendation 2.2: The Company discloses its Company communication policy with shareholders or investors in its website.	Materi presentasi Perseroan untuk pemegang saham atau investor tersedia dalam situs web Perseroan. The presentation materials of the Company for Shareholders or Investors are available on the Company's website.	Terpenuhi Fulfilled

No.	Rekomendasi Recommendation	Keterangan Description	Status
Aspek 2: Fungsi dan Peran Dewan Komisaris Aspect 2: Functions and Roles of Board of Commissioners			
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris Principle 3 Strengthening the Membership and Composition of Board of Commissioners			
3	Rekomendasi 3.1: Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. Recommendation 3.1: Determination of the number of Commissioners takes into account the condition of the Public Company.	Penentuan jumlah anggota Dewan Komisaris berpedoman pada peraturan yang berlaku dan mempertimbangkan kebutuhan perusahaan. The determination of the numbers of members of the Board of Commissioners complies with the prevailing regulations and takes into consideration the needs of the company.	Terpenuhi Fulfilled
	Rekomendasi 3.2: Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Recommendation 3.2: Determination of the composition of the Board of Commissioners takes into account the range of skills, knowledge and experience required.	Komposisi anggota Dewan Komisaris telah mewakili beragam keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. The composition of the Board of Commissioners represents a diverse range of required skills, knowledge and experience in line with the field of the Company.	Terpenuhi Fulfilled
Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Principle 4 Improving the Quality of Duties and Responsibilities of the Board of Commissioners.			
4	Rekomendasi 4.1: Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris. Recommendation 4.1: The Board of Commissioners has a self assessment policy to evaluate its performance.	Pada dasarnya penilaian kinerja Dewan Komisaris dilakukan melalui mekanisme Rapat Umum Pemegang Saham. The Board of Commissioners' performance is assessed through the mechanism of the General Shareholders Meetings.	Terpenuhi Fulfilled
	Rekomendasi 4.2: Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. Recommendation 4.2: The Board of Commissioners has a policy of resignation for any member involved in a financial crime.	Kode Etik Perseroan mewajibkan anggota Dewan Komisaris untuk mematuhi ketentuan peraturan dan perundang-undangan yang berlaku. Pemberhentian anggota Dewan Komisaris diatur dalam Piagam Organ Korporasi dan Anggaran Dasar Perseroan. The Company's Code of Ethics requires members of the Board of Commissioners to comply with the prevailing laws and regulations. The termination procedure for Board of Commissioners members is stated in the Charter of the Corporate Organs and the Company's Articles of Association.	Terpenuhi Fulfilled
	Rekomendasi 4.3: Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. Recommendation 4.3: The Board of Commissioners or a Committee that carries out the Nomination and Remuneration function formulates a succession policy in the Nomination process of members of the Board of Directors.	Pengaturan terkait aspek suksesi dalam proses nominasi anggota direksi mengacu pada ketentuan dalam Piagam Komite Nominasi dan Remunerasi. Piagam tersebut selain mengatur mengenai kualifikasi yang harus dipenuhi untuk dapat diangkat sebagai anggota Direksi Perseroan juga menyebutkan bahwa Komite Nominasi dan Remunerasi dapat menetapkan persyaratan lainnya bagi calon anggota Direksi Perseroan. Selanjutnya, Komite Nominasi dan Remunerasi memberikan rekomendasi kepada Dewan Komisaris mengenai calon anggota Direksi dan Dewan Komisaris akan meneruskan untuk diputuskan dalam Rapat Umum Pemegang Saham Perseroan. Arrangements related to succession aspects in the nomination process for members of the Board of Directors refer to the provisions set out in the Nomination and Remuneration Committee Charter. In addition to stipulating the qualifications that must be met to be appointed as a member of the Company's Board of Directors, the Charter also states that the Nomination and Remuneration Committee may determine additional requirements for prospective members of the Board of Directors. Furthermore, the Nomination and Remuneration Committee submits its recommendations regarding candidates for the Board of Directors to the Board of Commissioners, which will then forward them for decision at the Company's General Meeting of Shareholders.	Terpenuhi Fulfilled

No.	Rekomendasi Recommendation	Keterangan Description	Status
Aspek 3: Fungsi dan Peran Direksi Aspect 3: Function and Role of Board of Directors			
Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi Principle 5 Strengthening the Membership and Composition of Board of Directors			
5	Rekomendasi 5.1: Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan serta efektivitas dalam pengambilan keputusan. Recommendation 5.1: The determination of the number of members of the Board of Directors takes into consideration the condition of the Company and the decision making process effectiveness.	Penentuan jumlah anggota Direksi berpedoman pada peraturan yang berlaku dan mempertimbangkan kebutuhan Perseroan. The determination of the number of members of the Board of Directors complies with the prevailing regulations and takes into consideration the needs of the Company.	Terpenuhi Fulfilled
	Rekomendasi 5.2: Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perusahaan. Recommendation 5.2: The composition of the Board of Directors considers the diversity of required expertise, knowledge and experience in line with the business of the Company.	Komposisi anggota Direksi telah mewakili beragam keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. The composition of the Board of Directors represents a diverse range of required skills, knowledge and experience in line with the business of the Company.	Terpenuhi Fulfilled
	Rekomendasi 5.3: Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Recommendation 5.3: Members of the Board of Directors in charge of accounting or finance possess accounting expertise and/or knowledge.	Direktur yang membawahi bidang keuangan memiliki latar belakang pendidikan dan pengalaman di bidang akuntansi. The director in charge of finance possesses accounting education and experience.	Terpenuhi Fulfilled
Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of Board of Directors			
6	Rekomendasi 6.1: Direksi mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi. Recommendation 6.1: The Board of Directors has a self assessment policy to assess the performance of the Board of Directors.	Proses Penilaian Kinerja Direksi dinilai setiap tahun berdasarkan *Individual Performance Management* (IPM) yang ditetapkan oleh divisi *Strategy Execution* dengan persetujuan Dewan Komisaris. Sebagai bagian dari proses evaluasi 360 *degree Human Capital*, masing-masing anggota Direksi juga melakukan penilaian terhadap kinerja diri sendiri. The Board of Directors' performance is evaluated annually based on Individual Performance Management (IPM) established by the Strategy Execution division with the approval of the Board of Commissioners. As part of the 360 degree Human Capital evaluation process, each member of the Board of Directors self-assesses his/her own performance.	Terpenuhi Fulfilled
	Rekomendasi 6.2: Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Recommendation 6.2: The Board of Directors has a resignation policy for members involved in any financial crimes.	Kode Etik Perseroan mewajibkan anggota Direksi untuk mematuhi ketentuan peraturan dan perundang-undangan yang berlaku. Pemberhentian anggota Direksi diatur dalam Piagam Organ Korporasi dan Anggaran Dasar Perseroan. The Company's Code of Ethics requires members of the Board of Directors to comply with all prevailing laws and regulations. Termination procedure for members of the Board of Directors is stated in the Charter of the Corporate Organs and the Articles of Association of the Company.	Terpenuhi Fulfilled

No.	Rekomendasi Recommendation	Keterangan Description	Status
Aspek 4: Partisipasi Pemangku Kepentingan Aspect 4: Stakeholders Participation			
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan Principle 7 Improving Corporate Governance Aspect through Participation of Stakeholders			
7	Rekomendasi 7.1: Perusahaan memiliki kebijakan untuk mencegah terjadinya *insider trading*. Recommendation 7.1: The Company has policies to prevent insider trading.	Tercantum di dalam Panduan Transaksi Efek dan Kode Etik Perseroan. Stated in the Company's Securities Transaction Guideline and Code of Ethics.	Terpenuhi Fulfilled
	Rekomendasi 7.2: Perusahaan memiliki kebijakan anti korupsi dan anti *fraud*. Recommendation 7.2: The Company has anti corruption and anti fraud policies.	Tercantum di dalam Kode Etik dan kebijakan anti *fraud* Perseroan. Stated in the Company's Code of Ethics and anti fraud policy.	Terpenuhi Fulfilled
	Rekomendasi 7.3: Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok dan vendor. Recommendation 7.3: The Public Company has policies on vendor selection and capacity building.	Tercantum di dalam Kebijakan Pengadaan Perseroan. Stated in the Company's Procurement Policy.	Terpenuhi Fulfilled
	Rekomendasi 7.4: Perusahaan memiliki kebijakan tentang pemenuhan hak-hak kreditur. Recommendation 7.4: The Company has policies on the fulfillment of the rights of creditors.	Perseroan tidak memiliki kebijakan khusus terkait perlindungan hak kreditur, tetapi kami memastikan hak-hak mereka tercakup dalam perjanjian kredit yang kami tandatangani. Perjanjian ini mencakup aturan yang jelas untuk melindungi kreditur, seperti bagaimana dan kapan mereka dibayar kembali serta langkah-langkah yang akan diambil jika terjadi kendala. The Company does not have a specific policy regarding creditor rights protection, but we ensure that their rights are covered in the credit agreements we sign. These agreements include clear provisions to protect creditors, such as how and when they will be repaid as well as the steps to be taken in the event of any issues.	Terpenuhi Fulfilled
	Rekomendasi 7.5: Perusahaan memiliki kebijakan sistem *whistleblowing*. Recommendation 7.5: The Company has a Whistleblowing System Policy.	Perseroan memiliki kebijakan Sistem Pelaporan Pelanggaran. The Company has a Whistleblowing System Policy.	Terpenuhi Fulfilled
	Rekomendasi 7.6: Perusahaan memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. Recommendation 7.6: The Company has a policy on long term incentives for the Board of Directors and employees.	Perseroan memiliki program Insentif Jangka Panjang untuk Direksi dan Top Manajemen dengan mempertimbangkan kinerja individu, kinerja Perseroan dan harga saham Perseroan. The Company has a Long-Term Incentive program for the Board of Directors and Top Management, taking into account individual performance, the Company's performance, and the Company's share price.	Terpenuhi Fulfilled

No.	Rekomendasi Recommendation	Keterangan Description	Status
Aspek 5 : Keterbukaan Informasi Aspect 5: Disclosure of Information			
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. Principle 8 Improving the Implementation of Information Disclosure.			
8	Rekomendasi 8.1: Perusahaan memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. Recommendation 8.1: The Company makes broader utilization of information technology beyond websites as a channel for information disclosure.	Perusahaan memanfaatkan berbagai saluran komunikasi berbasis teknologi informasi selain situs web, termasuk media sosial, siaran pers, dan konferensi pers, untuk mendukung keterbukaan informasi yang transparan dan efektif. The Company utilizes various information technology–based communication channels beyond its website, including social media, press releases, and press conferences, to support transparent and effective information disclosure.	Terpenuhi Fulfilled
	Rekomendasi 8.2: Laporan Tahunan Perusahaan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan melalui Pemegang Saham Utama dan Pengendali. Recommendation 8.2: The Company's Annual Report discloses the ultimate beneficiaries who are shareowners of at least 5% in the Company as well as the ultimate beneficiary of the Company's shares through the Main and Controlling Shareholder.	Laporan Tahunan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan, serta Pemegang Saham Utama dan Pengendali. The Annual Report discloses the ultimate beneficiaries who are shareowners of in the Company as well as the Main and Controlling Shareholder.	Terpenuhi Fulfilled

Rapat Umum Pemegang Saham
General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) adalah organ Perseroan dengan kewenangan yang tidak didelegasikan kepada Dewan Komisaris atau Direksi sejauh diperkenankan oleh Peraturan Perundang-undangan yang berlaku dan/atau Anggaran Dasar Perusahaan. Forum RUPS terdiri RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB).

Dasar Penyelenggaraan RUPS

Dasar Penyelenggaraan RUPS perseroan berpedoman pada:
1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana diubah dari waktu ke waktu;
2. Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka ("POJK No. 15 Tahun 2020");
3. Peraturan OJK No. 16/ POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik ("POJK No.16 Tahun 2020");
4. Anggaran Dasar PT Indosat Tbk Pasal 10, 11, 12, 13, 14, dan 15.

Saham Perseroan

Saham-saham Perseroan adalah saham-saham atas nama dan dikeluarkan atas nama pemiliknya yang terdaftar dalam Daftar Pemegang Saham, yang terdiri dari saham seri A yang khusus hanya dapat dimiliki Pemerintah Negara Republik Indonesia yang memberikan hak-hak khusus kepada pemegangnya sebagaimana terdapat dalam Anggaran Dasar Perseroan dan saham seri B yang dapat dimiliki masyarakat yang merupakan saham biasa.

Realisasi Keputusan RUPST 2024

Seluruh keputusan RUPST yang diselenggarakan pada tahun 2024 telah direalisasikan pada tahun buku 2024.

RUPST tanggal 28 Mei 2025

Perseroan telah menyelenggarakan RUPST pada hari Rabu, 28 Mei 2025 pukul 14.21-15.58 Waktu Indonesia Barat (WIB) bertempat di Auditorium Lantai 4, Gedung Indosat Ooredoo Hutchison, Jl. Medan Merdeka Barat No.21, Jakarta 10110.

Rapat diadakan secara fisik dan elektronik melalui sistem yang terintegrasi dengan sistem eASY.KSEI. Seluruh peserta Rapat yang hadir secara fisik dan elektronik dapat mengikuti dan berpartisipasi aktif dalam Rapat.

The General Meeting of Shareholders (GMS) is a corporate organ with authority not delegated to the Board of Commissioners or the Board of Directors, insofar as permitted under applicable laws and/or the Company's Articles of Association. The GMS comprises the Annual GMS (AGMS) and the Extraordinary GMS (EGMS).

Basis for the Implementation of the GMS

The Company's GMS is held in accordance with:
1. Law No. 40 of 2007 on Limited Liability Companies as amended from time to time;
2. OJK Regulation No. 15/POJK.04/2020 on the Planning and Implementation of General Meetings of Shareholders of Public Companies ("POJK No. 15 of 2020");
3. OJK Regulation No. 16/POJK.04/2020 on the Implementation of General Meetings of Shareholders of Public Companies Electronically ("POJK No. 16 of 2020");
4. Articles 10, 11, 12, 13, 14, and 15 of the Articles of Association of PT Indosat Tbk.

Company Shares

The Company's shares are registered shares listed in the Shareholders Register, consisting of Series A shares, which may only be held by the Government of the Republic of Indonesia and carry special rights as stipulated in the Articles of Association and Series B shares, which may be held by the public and constitute ordinary shares.

Realisation of AGMS 2024 Resolutions

All resolutions of the AGMS held in 2024 were implemented within the 2024 financial year.

AGMS on 28 May 2025

The Company held its AGMS on Wednesday, 28 May 2025 at 14:21–15:58 WIB located at Auditorium, 4th Floor, Indosat Ooredoo Hutchison Building, Jl. Medan Merdeka Barat No. 21, Jakarta 10110.

The Meeting was held physically and electronically thorugh a system integrated with eASY.KSEI system. All Meeting's participants who attended physically and electronically can join and participate actively in the Meeting.

Pihak Independen Penghitung Suara

Perseroan menunjuk Notaris Buchari Hanafi, S.H. dan PT Electronic Data Interchange Indonesia (EDI Indonesia) sebagai pihak independen dalam menghitung, memvalidasi hasil pemungutan suara, dan memastikan bahwa RUPST telah diselenggarakan sesuai dengan hukum dan peraturan yang berlaku.

Independent Party for Counting the Voting

The Company has appointed independent parties, namely Notary Buchari Hanafi S.H. and PT Electronic Data Interchange Indonesia (EDI Indonesia) to carry out the counting and/or validation of the votes.

Kehadiran Dewan Komisaris dan Direksi Perseroan
Attendance of the Company's Board of Commissioners and Board of Directors

Dewan Komisaris Board of Commissioners		
Komisaris Utama President Commissioner	Halim Alamsyah	Kehadiran Secara Fisik Physical Attendance
Wakil Komisaris Utama Deputy President Commissioner	Aziz Ahmad M. Aluthman Fakhroo	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Ahmad Abdulaziz A A Al-Neama	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	René Heinz Werner	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Woo Chiu Man, Cliff	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Efthymios Tsokanis	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Meirijal Nur	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Sugito Walujo (Patrick Walujo)	Kehadiran Secara Fisik Physical Attendance
Komisaris Independen Independent Commissioner	Wijayanto (Wijayanto Samirin)	Kehadiran Secara Fisik Physical Attendance
Komisaris Independen Independent Commissioner	Rudiantara	Kehadiran Secara Fisik Physical Attendance
Komisaris Independen Independent Commissioner	Elisa Lumbantoruan	Kehadiran Secara Elektronik Electronic Attendance
Komisaris Independen Independent Commissioner	Ajay Bahri	Kehadiran Secara Elektronik Electronic Attendance
Direksi Board of Directors		
Direktur Utama President Director	Vikram Sinha	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Lee Chi Hung (Nicky Lee)	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Muhammad Buldansyah	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Ahmad Zulfikar	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Cheung Kwok Tung (Desmond Cheung)	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Irsyad Sahroni	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Ritesh Kumar Singh	Kehadiran Secara Fisik Physical Attendance

Kuorum Kehadiran Para Pemegang Saham

Pemegang saham Perseroan atau kuasanya yang sah yang hadir secara fisik maupun elektronik, yaitu sebanyak 1 (satu) saham seri A dan sebanyak 30.712.073.715 saham seri B atau mewakili 95,228842% dari seluruh jumlah saham Perseroan yang telah ditempatkan yaitu sebanyak 1 (satu) saham Seri A dan 32.250.810.956 saham Seri B, dengan memperhatikan Daftar Pemegang Saham Perseroan pada tanggal 28 April 2025 yang ditutup pada pukul 16.00 WIB.

Perseroan menetapkan EDI Indonesia sebagai Biro Administrasi Efek yang bertanggung jawab menyiapkan Daftar Pemegang Saham Perseroan.

Mata Acara Rapat

1. Persetujuan atas laporan tahunan, dan pengesahan laporan keuangan Perseroan untuk tahun buku yang berakhir pada 31 Desember 2024.
2. Persetujuan atas penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada 31 Desember 2024.
3. Persetujuan atas penetapan remunerasi Dewan Komisaris Perseroan untuk tahun 2025 dan pelimpahan wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Direksi tahun 2025.
4. Persetujuan atas penunjukan Akuntan Publik Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025.
5. Persetujuan atas perubahan susunan Direksi dan/atau Dewan Komisaris Perseroan.
6. Pembahasan atas laporan studi kelayakan yang disusun oleh Kantor Jasa Penilai Independen terkait dengan rencana penambahan kegiatan usaha Perseroan dalam rangka memenuhi ketentuan Peraturan Otoritas Jasa Keuangan ("OJK") No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.
7. Persetujuan atas perubahan ketentuan Pasal 3 Anggaran Dasar Perseroan tentang Maksud, Tujuan, dan Kegiatan Usaha Perseroan.

Pemenuhan Prosedur Hukum untuk Penyelenggaraan Rapat

Perseroan telah memenuhi prosedur hukum untuk menyelenggarakan RUPST dengan:

1. Menyampaikan pemberitahuan mengenai rencana dan mata acara RUPST kepada OJK pada tanggal 27 Maret 2025.

Shareholder Attendance Quorum

The shareholders of the Company or their legal proxies who were present physically and electronically, namely 1 Series A share and a total of 30,712,073,715 Series B shares or representing 95.228842% of the total number of shares of the Company which have valid voting rights that have been issued by the Company, namely 1 Series A share and 32,250,810,956 Series B shares, with due observance of the Company's Register of Shareholders on 28 April 2025, which was closed at 16.00 Western Indonesian Time.

The Company appointed EDI Indonesia as the Securities Administration Bureau responsible for preparing the Company's Shareholder Register.

Meeting Agenda

1. Approval of the annual report, and ratification of the financial statements of the Company for the financial year ended on 31 December 2024.
2. Approval of the use of the Company's net profit for the financial year ended on 31 December 2024.
3. Approval of the determination of the remuneration of the Company's Board of Commissioners for year 2025 and the delegation of authority to the Board of Commissioners for the determination of the Board of Directors' remuneration for year 2025.
4. Approval of the appointment of the Company's Public Accountant for the financial year ended on 31 December 2025.
5. Approval of the changes to the composition of the Company's Board of Directors and/or Board of Commissioners.
6. Discussion of the feasibility study report prepared by Independent Appraisal Service Office related to the plans of adding business activities of the Company to comply with Financial Service Authority ("OJK") Regulation No. 17/POJK.04/2020 regarding the Material Transaction and Alteration of Business Activities.
7. Approval of the amendment to the provision of Article 3 of the Company's Articles of Association regarding the Company's Purposes, Objectives, and Business Activities.

Compliance with Legal Procedures for Meeting Arrangements

The Company fulfilled all legal requirements for conducting the AGMS by:

1. Submitted notification regarding the plan and the agenda of the Meeting to the OJK on 27 March 2025.

2. Mengumumkan pengumuman RUPST pada tanggal 14 April 2025 dan bahan mata acara rapat telah tersedia di situs web resmi Perseroan sejak tanggal 29 April 2025.
3. Pemanggilan Rapat kepada Para Pemegang Saham pada tanggal 29 April 2025.

Keputusan Rapat

1. Mata Acara Pertama Rapat
   Dalam rapat dipaparkan mengenai ikhtisar kinerja Perseroan selama tahun 2024. Informasi lebih lanjut dapat dilihat dalam laporan tahunan dan laporan keuangan 2024.

   Hasil pemungutan suara sebagai berikut:
   a. sebanyak 435.347.682 saham atau mewakili 1,417513% menyatakan abstain.
   b. sebanyak 114.712.658 saham atau mewakili 0,3753510% menyatakan tidak setuju; dan
   c. sebanyak 30.162.013.376 saham atau mewakili 98,208977%, termasuk pemegang saham seri A, menyatakan setuju.

   Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 30.597.361.058 saham atau mewakili 99,626490% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat memutuskan:
   a. Menyetujui laporan tahunan Perseroan termasuk Laporan Pengawasan Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2024;
   b. Mengesahkan laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan berdasarkan laporan mereka tanggal 8 Februari 2025;
   c. Memberikan pembebasan dan pelunasan sepenuhnya kepada para anggota Dewan Komisaris dari tanggung jawab atas tindakan-tindakan pengawasan dan para anggota Direksi dari tanggung jawab atas tindakan-tindakan pengurusan Perseroan, sepanjang tindakan-tindakan tersebut tercermin dalam laporan tahunan dan laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 serta tidak bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku.

2. Mata Acara Kedua Rapat
   Dalam rapat dipaparkan mengenai laba bersih Perseroan dan usulan penggunaan laba bersih Perseroan tersebut.

2. Made an announcement of the Meeting on 14 April 2025 and the meeting materials have been made available on the Company's website since 29 April 2025.
3. The invitation of the meeting to the shareholders on 29 April 2025.

Meeting Decision

1. First Meeting Agenda
   The meeting presented an overview of the Company's performance during 2024. Further information as stated in the 2024 annual report and financial statements.

   The voting results are as follows:
   a. 453,347,682 shares or representing 1.417513% were abstain;
   b. 114,712,658 shares ore representing 0.3753510%, have declared their disapproval; and
   c. 30,162,013,376 shares or representing 98.208977%, including series A shareholder, have declared their approval.

   As the abstain vote are deemed to have cast the same vote as the votes of the the majority of shareholders who cast votes, therefore, the meeting with the majority votes as many of 30,596,361,058 shares or representing 99.626490% of all shares with valid voting rights present at the meeting decided to:
   a. Approving the annual report of the Company, including the Board of Commissioners Supervision Report, for the financial year which ended on 31 December 2024;
   b. Ratifying the financial statements of the Company for the financial year which ended on 31 December 2024 which have been audited by the Office of Public Accountant Rintis, Jumadi, Rianto & Partners based on their report dated 8 February 2025;
   c. Approving the full release and discharge of the members of the Board of Commissioners from their supervisory responsibilities and of the members of the Board of Directors from its managerial responsibilities in relation to the Company, to the extent that their actions are reflected in the annual report and financial statements of the Company for the financial year ended on 31 December 2024 and such actions do not conflict with or violate the prevailing laws and regulations.

2. Second Meeting Agenda
   The Meeting presented the Company's net profit and the proposed allocation of the net profit.

Hasil Pemungutan Suara:
a. Sebanyak 435.347.582 saham atau mewakili 1,417513% menyatakan abstain;
b. Sebanyak 979.700 saham atau mewakili 0,003190% menyatakan tidak setuju; dan
c. Sebanyak 30.275.746.434 saham atau mewakili 98,579297%, termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 30.711.094.016 saham atau mewakili 99,996810% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat memutuskan:

Menyetujui penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 untuk didistribusikan sebagai:
a. Dividen tunai dari laba bersih tahun buku yang berakhir pada tanggal 31 Desember 2024 sebagai dividen final untuk total nilai sebesar Rp2.702.617.958.197 atau setara dengan Rp83,8 per saham, yang akan dibayarkan paling lambat 30 hari setelah diumumkannya ringkasan risalah rapat;
b. Sisa laba bersih tahun buku 2024 sebesar Rp2.208.210.380.004 akan dialokasikan ke laba ditahan.

Jadwal dan tata cara pembagian dividen diumumkan kepada pemegang saham melalui pengumuman ringkasan risalah rapat sesuai dengan ketentuan yang berlaku.

3. Mata Acara Ketiga Rapat
Dalam rapat dipaparkan mengenai remunerasi Dewan Komisaris untuk tahun 2025 dan pelimpahan wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Direksi tahun 2025.

Hasil pemungutan suara:
a. Sebanyak 3.541.852.178 saham atau mewakili 11,532442% menyatakan abstain;
b. Sebanyak 1.606.600 saham atau mewakili 0,005231%, menyatakan tidak setuju; dan
c. Sebanyak 27.168.614.938 saham atau mewakili 88,462327%, termasuk pemegang saham Seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara

The voting results:
a. 453,347,682 shares or representing 1.417513% were abstain;
b. 979,700 shares ore representing 0.003190%, have declared their disapproval; and
c. 30,275,746,434 shares or representing 98.579297%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,711,094,016 shares or representing 99.996810% of all shares with valid voting rights present at the Meeting decided:

Approving the use of the entire net profit of the Company for the financial year ending on 31 December 2024 to be distributed as:
a. Cash dividend from the net profit for the financial year ended on 31 December 2024 as a final dividend for a total value of IDR2,702,617,958,197.00 or equivalent to IDR83.8 per share which will be paid at the latest 30 days after the summary of the minutes of Meeting is announced;
b. The remaining of the financial year 2024 net profit which is IDR2,208,210,380,004.00 will be allocated to retained earnings.

The schedule and procedure for dividend distribution shall be announced to shareholders through a summary of the meeting minutes in accordance with applicable regulations.

3. Third Meeting Agenda
The Meeting presented the remuneration of Board of Commissioners for 2025 and the delegation of authority to the Board of Commissioners for the determination of the Board of Directors' remuneration for year 2025.

The voting results are as follows:
a. 3,541,852,178 shares or representing 11.532442% were abstain;
b. 1,606,600 shares ore representing 0.005231%, have declared their disapproval; and
c. 27,168,614,938 shares or representing 88.462327%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority

terbanyak, yaitu sebanyak 30.710.467.116 saham atau mewakili 99,994769% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat memutuskan:

Menyetujui total remunerasi Dewan Komisaris Perseroan untuk tahun 2025 yaitu sebesar Rp61.769.728.840 sudah termasuk pajak penghasilan, dan menyetujui pelimpahan wewenang kepada Dewan Komisaris untuk menetapkan remunerasi Direksi tahun 2025.

votes as many of 30,710,467,116 shares or representing 99.994769% of all shares with valid voting rights present at the Meeting decided:

Approving the total remuneration of the Company's Board of Commissioners for the year 2025 in the amount of IDR61,769,728,840.00 including income tax, and approving the delegation of authority to the Board of Commissioners to determine the remuneration of the Board of Directors for year 2025.

4. Mata Acara Keempat Rapat
Dalam rapat dipaparkan mengenai Akuntan Publik Perseroan.

Hasil pemungutan suara:
a. Sebanyak 435.344.182 saham atau mewakili 1,417502%, menyatakan abstain;
b. Sebanyak 118.714.658 saham atau mewakili 0,386541%, menyatakan tidak setuju; dan
c. Sebanyak 30.158.014.876 saham atau mewakili 98,195958% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 30.593.359.058 saham atau mewakili 99,613460% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat memutuskan:
a. Menyetujui penunjukan: (i) Buntoro Rianto S.E., Ak., CPA sebagai Akuntan Publik Perseroan; dan (ii) KAP Rintis, Jumadi, Rianto & Rekan, yang merupakan firma anggota jaringan global PwC sebagai Kantor Akuntan Publik Perseroan, untuk melakukan audit atas laporan keuangan Perseroan untuk tahun buku 2025, sesuai dengan usulan dari Dewan Komisaris dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan syarat dan ketentuan penunjukannya;
b. Memberikan kewenangan kepada Dewan Komisaris untuk menunjuk pengganti dari pihak-pihak yang ditunjuk tersebut jika setiap dari mereka tidak dapat memenuhi atau melaksanakan tugasnya karena sebab apapun, termasuk menetapkan kondisi dan syarat-syarat penunjukan dari pihak-pihak baru tersebut.

4. Fourth meeting agenda
The Meeting presented the Public Accountant of the Company.

The voting results are as follows:
a. 435,344,182 shares or representing 1.417502% were abstain;
b. 118,714,658 shares ore representing 0.386541%, have declared their disapproval; and
c. 30,158,014,876 shares or representing 98.195958%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,593,359,058 shares or representing 99.613460% of all shares with valid voting rights present at the Meeting decided:
a. Approving the appointment of: Buntoro Rianto S.E, Ak., CPA as the Company's Public Accountant; and (ii) KAP Rintis, Jumadi, Rianto & Rekan, which is a member firm of the global PwC network, as the Public Accountant Office of the Company, to audit the Company's financial statements for the financial year ended on 31 December 2025, as proposed by the Board of Commissioners and to delegate the authority to the Board of Commissioners to determine the terms and conditions of such appointment;
b. Granting uthorization to the Board of Commissioners to appoint a replacement of such appointed parties, if any cannot fulfil or implement the task for any reason whatsoever, including the determination of the terms and conditions of such new appointees.

5. Mata Acara Kelima Rapat
Dalam rapat dipaparkan mengenai pengunduran diri Bapak Ritesh Kumar Singh sebagai Direktur Perseroan dan riwayat hidup Bapak Syed Bilal Kazmi selaku calon Direktur Perseroan.

5. Fifth meeting agenda
The Meeting presented the resignation of Mr. Ritesh Kumar Singh as Director of the Company and the curriculum vitae of Mr. Syed Bilal Kazmi as a candidate of Director of the Company.

Dipaparkan pula mengenai pemberhentian dengan hormat (i) Bapak Halim Alamsyah sebagai Komisaris Utama Perseroan; dan (ii) Bapak Meirijal Nur sebagai Komisaris Perseroan, dan riwayat hidup Bapak Nezar patria dan Bapak Achmad Syah Reza masing-masing selaku calon Komisaris Utama Perseroan dan Komisaris Perseroan.

Hasil pemungutan suara untuk mata acara kelima sub mata acara pertama yaitu persetujuan pengunduran diri Bapak Ritesh Kumar Singh selaku Direktur Perseroan:

a. Sebanyak 956.784.482 saham atau mewakili 3,115337% menyatakan abstain;
b. Sebanyak 2.676.804.801 saham atau mewakili 8,715806% menyatakan tidak setuju; dan
c. Sebanyak 27.078.484.433 saham atau mewakili 88,168857% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.268.915 saham atau mewakili 91,284194% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara pertama.

Hasil pemungutan suara untuk mata acara kelima sub mata acara kedua yaitu pengangkatan Bapak Syed Bilal Kazmi selaku Direktur Perseroan:

a. Sebanyak 956.789.782 saham atau mewakili 3,115354% menyatakan abstain;
b. Sebanyak 2.676.805.501 saham atau mewakili 8,715808% menyatakan tidak setuju; dan
c. Sebanyak 27.078.478.433 saham atau mewakili 88,168838% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.268.215 saham atau mewakili 91,284192% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara kedua.

Hasil pemungutan suara untuk mata acara kelima sub mata acara ketiga yaitu pemberhentian dengan hormat Bapak Halim Alamsyah selaku Komisaris Utama Perseroan dan Bapak Meirijal Nur selaku Komisaris Perseroan:

A presentation was also made regarding the honorable dismissal of (i) Mr. Halim Alamsyah as the President Commissioner of the Company; and (ii) Mr. Meirijal Nur as the Commissioner of the Company, as well as the curriculum vitae of Mr. Nezar Patria and Mr. Achmad Syah Reza as the respective candidates for President Commissioner and Commissioner of the Company.

The voting results of the fifth agenda for the first sub agenda, namely the approval of the resignation of Mr. Ritesh Kumar Singh as Director of the Company are as follows:

a. 956,784,482 shares or representing 3.115337% were abstain;
b. 2,676,804,801 shares or representing 8.715806%, have declared their disapproval; and
c. 27,078,484,433 shares or representing 88.168857%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,268,915 shares or representing 91.284194% of all shares with valid voting rights present at the Meeting, including the Series A shareholder of the Company decided to approve the fifth agenda for the first sub agenda.

The voting results of the fifth agenda for the second sub agenda, namely the appointment of Mr. Syed Bilal Kazmi as the Director of the Company are as follows:

a. 956,789,782 shares or representing 3.115354% were abstain;
b. 2,676,805,501 shares ore representing 8.715808%, have declared their disapproval; and
c. 27,078,478,433 shares or representing 88.168838%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,268,215 shares or representing 91.284192% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the second sub agenda.

The voting results of the fifth agenda for the third sub agenda, namely the honorable dismissal of Mr. Bapak Halim Alamsyah as the President Commissioner of the Company and Mr. Meirijal Nur as the Commissioner of the Company are as follows:

a. Sebanyak 956.790.718 saham atau mewakili 3,115357% menyatakan abstain;
b. Sebanyak 2.676.807.646 saham atau mewakili 8,715815% menyatakan tidak setuju; dan
c. Sebanyak 27.078.475.352 saham atau mewakili 88,168828% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.266.070 saham atau mewakili 91,284185% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara ketiga.

Hasil pemungutan suara untuk mata acara kelima sub mata acara keempat yaitu pengangkatan Bapak Nezar Patria sebagai Komisaris Utama dan Bapak Achmad Syah Reza sebagai Komisaris Perseroan:

a. Sebanyak 956.790.482 saham atau mewakili 3,115356% menyatakan abstain;
b. Sebanyak 2.676.806.301 saham atau mewakili 8,715811% menyatakan tidak setuju; dan
c. Sebanyak 27.078.476.933 saham atau mewakili 88,168833% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.267.415 saham atau mewakili 91,284189% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara keempat.

Hasil pemungutan suara untuk mata acara kelima sub mata acara kelima yaitu penegasan susunan Direksi Perseroan:
a. Sebanyak 956.781.582 saham atau mewakili 3,115327% menyatakan abstain;
b. Sebanyak 2.676.805.501 saham atau mewakili 8,715808% menyatakan tidak setuju; dan
c. Sebanyak 27.078.486.633 saham atau mewakili 88,168864% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.268.215 saham atau

a. 956,790,718 shares or representing 3.115357% were abstain;
b. 2,676,807,646 shares ore representing 8.715815%, have declared their disapproval; and
c. 27,078,475,352 shares or representing 88.168828%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,266,070 shares or representing 91.284185% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the third sub agenda.

The voting results of the fifth agenda for the fourth sub agenda, namely the the appointment of Mr. Nezar Patria as President Commissioner and and Mr. Achmad Syah Reza as the Commissioners of the Company are as follows:
a. 956,790,482 shares or representing 3.115356% were abstain;
b. 2,676,806,301 shares ore representing 8.715811%, have declared their disapproval; and
c. 27,078,476,933 shares or representing 88.168833% including Series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,267,415 shares or representing 91.284189% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the fourth sub agenda.

The voting results of the fifth agenda for the fifth sub agenda, namely confirmation of the composition of Board of Directors of the Company are as follows:
a. 956,781,582 shares or representing 3.115327% were abstain;
b. 2,676,805,501 shares ore representing 8.715808%, have declared their disapproval; and
c. 27,078,486,633 shares or representing 88.168864%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,268,215 shares or representing

mewakili 91,284191% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara kelima.

Hasil pemungutan suara untuk mata acara kelima sub mata acara keenam yaitu penegasan susunan Dewan Komisaris Perseroan:

a. Sebanyak 956.781.682 saham atau mewakili 3,115328% menyatakan abstain;
b. Sebanyak 2.676.806.101 saham atau mewakili 8,715810% menyatakan tidak setuju; dan
c. Sebanyak 27.078.485.933 saham atau mewakili 88,168862% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.267.615 saham atau mewakili 91,284190% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara keenam.

Hasil pemungutan suara untuk mata acara kelima sub mata acara ketujuh yaitu pemberian kuasa kepada Direkisi Perseroan dan/atau Sekretaris Perusahaan untuk menyatakan kembali keputusan berkenaan dengan penegasan susunan Direksi dan Dewan Komisaris Perseroan:

a. Sebanyak 956.788.581 saham atau mewakili 3,115350% menyatakan abstain;
b. Sebanyak 2.676.805.501 saham atau mewakili 8,715808% menyatakan tidak setuju; dan
c. Sebanyak 27.078.476.633 saham atau mewakili 88,168842% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 28.035.265.214 saham atau mewakili 91,284192% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat menyetujui mata acara kelima sub mata acara ketujuh.

Dengan demikian untuk mata acara kelima, rapat memutuskan:

a. Menerima pengunduran diri Bapak Ritesh Kumar Singh sebagai Direktur Perseroan berlaku sejak 31 Juli 2025 dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul

91.284191% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the fifth sub agenda.

The voting results of the fifth agenda for the sixth sub agenda, namely confirmation of the composition of Board of Commissioners of the Company are as follows:

a. 956,781,682 shares or representing 3.115328% were abstain;
b. 2,676,806,101 shares ore representing 8.715810%, have declared their disapproval; and
c. 27,078,485,933 shares or representing 88.168862%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,267,615 shares or representing 91.284190% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the sixth sub agenda.

The voting results of the fifth agenda for the seventh sub agenda, namely the granting authority to the Company's Board of Directors and/or the Corporate Secretary to restate the resolutions regarding the affirmation in the composition of the Company's Board of Directors and Board of Commissioners of the Company are as follows:

a. 956,788,581 shares or representing 3.115350% were abstain;
b. 2,676,805,501 shares ore representing 8.715808%, have declared their disapproval; and
c. 27,078,476,633 shares or representing 88.168842%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 28,035,268,215 shares or representing 91.284192% of all shares with valid voting rights present at the Meeting approved the fifth agenda for the seventh sub agenda.

Therefore, for the fifth agenda item, the Meeting decided:

a. Accepting resignation of Mr. Ritesh Kumar Singh as Director of the Company effective as of 31 July 2025 with appreciation and gratitude, and the release and discharge to him from his responsibilities arising from management actions taken during his term

dari tindakan-tindakan pengurusan yang telah diambil selama jangka waktu menjabat sampai dengan 31 Juli 2025, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/atau pengesahan dari Rapat Umum Pemegang Saham Tahunan Perseroan sejauh tindakan pengurusan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025 dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.

b. Menyetujui pengangkatan Bapak Syed Bilal Kazmi sebagai Direktur Perseroan untuk menggantikan Bapak Ritesh Kumar Singh, berlaku sejak 1 Agustus 2025 hingga ditutupnya Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan pada tahun 2027, dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikannya sewaktu-waktu.

c. Memberhentikan dengan hormat Bapak Halim Alamsyah sebagai Komisaris Utama Perseroan dan Bapak Meirijal Nur sebagai Komisaris Perseroan terhitung sejak ditutupnya Rapat dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul dari tindakan-tindakan pengawasan yang telah diambil selama jangka waktu menjabat sampai dengan ditutupnya Rapat, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/atau pengesahan dari Rapat Umum Pemegang Saham sejauh tindakan pengawasan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025 dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.

d. Mengacu kepada Anggaran Dasar Perseroan, menyetujui untuk (i) mengangkat Bapak Nezar Patria sebagai Komisaris Utama untuk menggantikan Bapak Halim Alamsyah; dan (ii) mengangkat Bapak Achmad Syah Reza ebagai Komisaris Perseroan untuk menggantikan Bapak Meirijal Nur, keduanya berlaku sejak ditutupnya Rapat hingga ditutupnya Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan pada tahun 2026, dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikannya sewaktu-waktu.

e. Menegaskan bahwa susunan Direksi Perseroan efektif sejak 1 Agustus 2025 sampai dengan Rapat Umum Pemegang Saham Tahunan yang akan diadakan pada tahun 2027 dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikannya sewaktu-waktu, adalah sebagai berikut:

of office until 31 July 2025 will be granted when the Company's annual report for 2025 fiscal year is approved and/or ratified by the Company's Annual General Meeting of Shareholders to the extent that such management actions are reflected in the annual report and financial statements of the Company for year 2025 and do not conflict with or violate any applicable laws and regulations.

b. Approving the appointment of Mr. Syed Bilal Kazmi as Director of the Company, replacing Mr. Ritesh Kumar Singh, effective as of 1 August 2025 until the closing of the Company's Annual General Meeting of Shareholders to be held in 2027, without prejudice to the right of the General Meeting of Shareholders of the Company to dismiss him at any time.

c. Respectfully dismiss Mr. Halim Alamsyah as President Commissioner of the Company and Mr. Meirijal Nur as Commissioner of the Company starting from the closing of the Meeting with appreciation and gratitude, and the release and discharge to him from his responsibilities arising from supervision actions taken during his term of office until the closing of the meeting will be granted when the Company's annual report for 2025 fiscal year is approved and/or ratified by the General Meeting of Shareholders to the extent that such supervision actions are reflected in the annual report and financial statements of the Company for year 2025 and do not conflict with or violate any applicable laws and regulations.

d. Referring to the Company's Articles of Association, it was approved (i) appointing Mr. Nezar Patria as President Commissioner replacing Mr. Halim Alamsyah; and (ii) appointing Mr. Achmad Syah Reza replacing Mr. Meirijal Nur as Commissioner of the Company, effective as of the closing of the Meeting until the closing of the Company's Annual General Meeting of Shareholders to be held in 2026, without prejudice to the right of the General Meeting of Shareholders of the Company to dismiss him at any time.

e. Confirming that the composition of the Board of Directors of the Company, effective as from 1 August 2025 until the closing of the Company's Annual General Meeting of Shareholders to be held in 2027 without prejudice to the right of the General Meeting of Shareholders of the Company to dismiss them at any time:

Direksi

Direktur Utama	: Vikram Sinha
Direktur	: Lee Chi Hung
Direktur	: Muhammad Buldansyah
Direktur	: Irsyad Sahroni
Direktur	: Ahmad Zulfikar
Direktur	: Cheung Kwok Tung
Direktur	: Syed Bilal Kazmi

f. Menegaskan bahwa susunan Dewan Komisaris Perseroan efektif sejak ditutupnya Rapat sampai dengan Rapat Umum Pemegang Saham Tahunan yang akan diadakan pada tahun 2026 dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikannya sewaktu-waktu, adalah sebagai berikut:

Dewan Komisaris

Komisaris Utama	: Nezar Patria
Wakil Komisaris Utama	: Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama	: Fok Kin Ning, Canning
Komisaris	: Ahmad Abdulaziz A A Al-Neama
Komisaris	: Rene Heinz Werner
Komisaris	: Woo Chiu Man, Cliff
Komisaris	: Cheung Kwan Hoi
Komisaris	: Efthymios Tsokanis
Komisaris	: Sugito Walujo
Komisaris	: Achmad Syah Reza
Komisaris Independen	: Elisa Lumbantoruan
Komisaris Independen	: Wijayanto
Komisaris Independen	: Hernando
Komisaris Independen	: Rudiantara
Komisaris Independen	: Ajay Bahri

g. Memberikan kuasa kepada anggota Direksi Perseroan dan/atau Sekretaris Perusahaan, baik bersama-sama maupun sendiri-sendiri untuk:

i) Menyatakan sebagian atau semua keputusan yang diambil untuk mata acara rapat dalam bentuk akta notaris baik dalam bahasa Indonesia dan/atau bahasa Inggris;

ii) Menyatakan kembali dan/atau menegaskan isi keputusan yang sama yang diambil untuk mata acara rapat.

Board of Directors

President Director	: Vikram Sinha
Director	: Lee Chi Hung
Director	: Muhammad Buldansyah
Director	: Irsyad Sahroni
Director	: Ahmad Zulfikar
Director	: Cheung Kwok Tung
Director	: Syed Bilal Kazmi

f. Confirming that the composition of the Board of Commissioners of the Company, effective from the closing of the Meeting until the closing of the Company's Annual General Meeting of Shareholders to be held in 2026 without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time:

Board of Commissioners

President Commissioner	: Nezar Patria
Deputy President Commissioner	: Aziz Ahmad M Aluthman Fakhroo
Deputy President Commissioner	: Fok Kin Ning, Canning
Commissioner	: Ahmad Abdulaziz A A Al Neama
Commissioner	: Rene Heinz Werner
Commissioner	: Woo Chiu Man, Cliff
Commissioner	: Cheung Kwan Hoi
Commissioner	: Efthymios Tsokanis
Commissioner	: Sugito Walujo
Commissioner	: Achmad Syah Reza
Independent Commissioner	: Elisa Lumbantoruan
Independent Commissioner	: Wijayanto
Independent Commissioner	: Hernando
Independent Commissioner	: Rudiantara
Independent Commissioner	: Ajay Bahri

g. Authorising the Company's Directors and/or Corporate Secretary either jointly or severally to:

i) Declare part or all of the decisions taken for the agenda of the Meeting in the form of notarial deed in Indonesian and/or English Languages;

ii) Restate and/or confirm the content of the same decisions taken for the agenda of the Meeting.

iii) Memberitahukan susunan anggota Direksi dan/atau Dewan Komisaris Perseroan sebagaimana diputuskan dalam mata acara rapat kepada Menteri Hukum Republik Indonesia dan membuat perubahan dan/atau penambahan jika disyaratkan pihak yang berwenang;
iv) Melakukan segala sesuatu yang diperlukan untuk maksud tersebut di atas, tanpa ada tindakan yang dikecualikan.

h. Kuasa ini diberikan dengan ketentuan sebagai berikut:
i) Kuasa ini diberikan dengan hak substitusi;
ii) Kuasa ini berlaku sejak ditutupnya rapat sampai dengan tercapainya tujuan pemberian kuasa; dan
iii) Rapat setuju untuk mengesahkan semua tindakan yang dilaksanakan oleh penerima kuasa berdasarkan kuasa ini.

6. Mata Acara Keenam Rapat
Dalam rapat dipaparkan mengenai pembahasan atas laporan studi kelayakan yang dibuat oleh Kantor Jasa Penilai Independen terkait rencana penambahan kegiatan usaha Perseroan dalam rangka memenuhi ketentuan Peraturan OJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.

Hasil pemungutan suara:
a. Sebanyak 435.348.682 saham atau mewakili 1,417516% menyatakan abstain;
b. Sebanyak 16.000 saham atau mewakili 0,000052%, menyatakan tidak setuju; dan
c. Sebanyak 30.276.709.034 saham atau mewakili 98,582432%, termasuk pemegang saham Seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, rapat dengan suara terbanyak, yaitu sebanyak 30.712.057.716 saham atau mewakili 99,999948% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat memutuskan:

Menerima dengan baik laporan studi kelayakan dari penilai independen yang ditunjuk oleh Perseroan terkait dengan rencana penambahan kegiatan usaha Perseroan sebagaimana telah disampaikan pada Keterbukaan Informasi.

7. Mata acara ketujuh
Dalam rapat dipaparkan mengenai perubahan ketentuan pasal 3 Anggaran Dasar Perseroan terkait Maksud dan Tujuan serta Kegiatan Usaha Perseroan.

iii) Notify the composition of the Board of Directors and/or Board of Commissioners of the Company as resolved in the Meeting to the Minister of Law of the Republic of Indonesia and to register in accordance with applicable laws and regulations and make changes and/or additions if required by the authorities;
iv) Conduct any necessary matters for the above purposes, without any exceptions.

h. This uthorization is granted with the following conditions:
i) This uthorization is granted with right of substitution;
ii) This uthorization is valid since the close of the Meeting until the scope of uthorization is completed; and
iii) The Meeting agrees to authorise all actions taken that is implemented by the authority under this authorisation.

6. Sixth Meeting Agenda
The Meeting presented discussion of the feasibility study report prepared by Independent Appraisal Service Office related to the plans of adding business activities of the Company to comply with OJK Regulation No. 17/POJK.04/2020 regarding the Material Transaction and Alteration of Business Activities.

Voting results:
a. 435,348,682 shares or representing 1.417516% were abstain;
b. 16,000 shares ore representing 0.000052%, have declared their disapproval; and
c. 30,276,709,034 shares or representing 98.582432%, including series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,712,057,716 shares or representing 99.999948% of all shares with valid voting rights present at the Meeting decided:

Duly accepting the feasibility study report from the independent appraiser appointed by the Company in relation to the Company's proposed addition to the business activities as previously disclosed in the Disclosure of Information.

7. Seventh Meeting Agenda
The Meeting presented the amendment to the provision of Article 3 of the Company's Article of Association regarding the Company's Purposes, Objectives and Business Activities.

Hasil pemungutan suara sebagai berikut:

a. sebanyak 435.361.682 saham atau mewakili 1,417559%, menyatakan abstain;
b. Tidak terdapat pemegang saham yang menyatakan tidak setuju; dan
c. Sebanyak 30.276.712.034 saham atau mewakili 98,276,712,034% termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka, Rapat dengan suara bulat, yaitu sebanyak 30.712.073.716 saham atau mewakili 100% dari seluruh saham dengan hak suara yang sah yang hadir dalam Rapat, termasuk pemegang saham seri A memutuskan:

a. Menyetujui perubahan ketentuan Pasal 3 Anggaran Dasar Perseroan terkait Maksud dan Tujuan serta Kegiatan Usaha Perseroan.
b. Memberikan kuasa kepada Direksi Perseroan dan/atau Sekretaris Perusahaan, baik bersama-sama maupun sendiri-sendiri untuk:
   i) Menyatakan sebagian atau semua keputusan yang diambil untuk mata acara Rapat dalam bentuk akta Notaris baik dalam bahasa Indonesia dan/atau bahasa Inggris.
   ii) Mengajukan permohonan persetujuan atas perubahan kegiatan usaha Perseroan sebagaimana diputuskan dalam mata acara Rapat kepada Menteri Hukum Republik Indonesia sesuai ketentuan perundang-undangan yang berlaku dan membuat perubahan dan/atau penambahan jika disyaratkan pihak yang berwenang.
   iii) Melakukan segala sesuatu yang diperlukan untuk maksud tersebut di atas, tanpa ada tindakan yang dikecualikan.

   Kuasa ini diberikan dengan ketentuan sebagai berikut:
   i) Kuasa ini diberikan dengan hak substitusi;
   ii) Kuasa ini berlaku sejak ditutupnya Rapat sampai dengan tercapainya tujuan pemberian kuasa; dan
   iii) Rapat setuju untuk mengesahkan semua tindakan yang dilaksanakan oleh penerima kuasa berdasarkan kuasa ini.

The voting results are as follows:

a. 435,361,682 shares or representing 1.417559%, were abstain;
b. There were no dissenting shareholders; and
c. 30,276,712,034 shares or representing 98.582441%, including Series A shareholder, have declared their approval.

As the abstain vote are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting, with unanimous votes totaling 30,712,073,716 shares or representing 100% of all shares with valid voting rights present at the Meeting, including Series A shareholder decided:

a. Approving the amendment to the provision of Article 3 of the Company's Article of Association regarding the Company's Purposes, Objectives and Business Activities.
b. Granting authorisation the Company's Directors and/or the Corporate Secretary either jointly or severally to:
   i) Declare part or all of the decisions taken for the agenda of the Meeting in the form of notarial deed in Indonesian and/or English Languages.
   ii) Apply for the approval for the amendment to the Company's business activities as decided in the agenda of the Meeting to the Minister of Law of the Republic of Indonesia in accordance with applicable laws and regulations and make changes and/or additions if required by the authorities.
   iii) Conduct any necessary matters for the above purposes, without any exceptions.

This authorisation is granted with the following conditions:

   i) This authorisation is granted with right of substitution;
   ii) This authorisation is valid since the close of the Meeting until the scope of authorisation is completed; and
   iii) The Meeting agrees to authorise all actions taken that is implemented by the authority under this authorisation.

Realisasi/ Tindak Lanjut Keputusan Rapat

Agenda RUPST telah direalisasikan pada tahun 2025.

RUPSLB tanggal 2 Oktober 2025

Perseroan telah menyelenggarakan RUPSLB pada hari Kamis, tanggal 2 Oktober 2025 pukul 14.07-14.33 WIB bertempat di Gedung Indosat Ooredoo Hutchison, Jl. Medan Merdeka Barat No.21, Jakarta 10110.

Rapat diadakan secara elektronik melalui aplikasi Electronic General Meeting System PT Kustodian Sentral Efek Indonesia ("KSEI") ("eASY.KSEI") dan dengan memperhatikan POJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, Dan Rapat Umum Pemegang Sukuk Secara Elektronik dengan pembatasan kehadiran fisik.

Pihak Independen Penghitung Suara

Perseroan telah menunjuk pihak independen yaitu Notaris Buchari Hanafi SH dan EDI Indonesia dalam melakukan perhitungan dan/atau memvalidasi suara.

Kehadiran Dewan Komisaris dan Direksi Perseroan

Rapat diselenggarakan dalam kondisi tertentu yang memungkinkan penyelenggaraan rapat tanpa kehadiran fisik pemegang saham, dengan memperhatikan ketentuan Pasal 9 POJK No. 16 Tahun 2020.

Rapat dipimpin oleh Bapak Nezar Patria selaku Komisaris Utama dan dihadiri oleh:

Realization/ Follow-Up of Meeting Resolutions

The AGM agenda was realised in 2025.

EGMS on 2 October 2025

The Company held an EGMS on Thursday, 2 October 2025, from 14:07 to 14:33 WIB at the Indosat Ooredoo Hutchison Building, Jl. Medan Merdeka Barat No.21, Jakarta 10110.

The Meeting was convened electronically through the Electronic General Meeting System of PT Kustodian Sentral Efek Indonesia ("KSEI") ("eASY.KSEI") application and with reference to Financial Services Authority Regulation No. 14 of 2025 on the Implementation of Electronic General Meeting of Shareholders, General Meeting of Bondholders, And General Meeting of Sukuk Holders with limited restrictions on physical attendance.

Independent Party for Counting the Voting

The Company has appointed independent party, namely Notary Buchari Hanafi, S.H., and EDI Indonesia to carry out the counting and/or validation of the votes.

Attendance of the Company's Board of Commissioners and Board of Directors

The meeting was conducted under specific conditions that permitted the arrangement of the meeting without the physical presence of shareholders, in compliance with the provisions of Article 9 of OJK Regulation No. 16 of 2020.

The meeting was chaired by Mr. Nezar Patria as President Commissioner and was attended by:

Dewan Komisaris Board of Commissioners		
Komisaris Utama President Commissioner	Nezar Patria	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Woo Chiu Man, Cliff	Kehadiran Secara Fisik Physical Attendance
Komisaris Independen Independent Commissioner	Elisa Lumbantoruan	Kehadiran Secara Fisik Physical Attendance
Komisaris Commissioner	Wijayanto	Kehadiran Secara Elektronik Electronic Attendance
Komisaris Commissioner	Achmad Syah Reza	Kehadiran Secara Elektronik Electronic Attendance
Komisaris Independen Independent Commissioner	Ajay Bahri	Kehadiran Secara Elektronik Electronic Attendance

Direksi Board of Directors		
Direktur Utama President Director	Vikram Sinha	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Lee Chi Hung (Nicky Lee)	Kehadiran Secara Fisik Physical Attendance
Direktur Director	Irsyad Sahroni	Kehadiran Secara Fisik Phsycal Attendance
Direktur Director	Syed Bilal Kazmi	Kehadiran Secara Elektronik Electronic Attendance
Direktur Director	Muhammad Buldansyah	Kehadiran Secara Elektronik Electronic Attendance
Direktur Director	Ahmad Zulfikar	Kehadiran Secara Elektronik Electronic Attendance
Direktur Director	Cheung Kwok Tung (Desmond Cheung)	Kehadiran Secara Elektronik Electronic Attendance

Kuorum Kehadiran Para Pemegang Saham

Pemegang saham Perseroan dan/ atau kuasanya yang sah yang hadir seluruhnya mewakili 1 (satu) saham Seri A dan sebanyak 30.075.435.886 saham seri B atau mewakili 93,25% dari seluruh jumlah saham Perseroan yang mempunyai hak suara yang sah yang telah dikeluarkan oleh Perseroan yaitu sebanyak 1 (satu) saham Seri A dan 32.250.810.956 saham Seri B, dengan memperhatikan Daftar Pemegang Saham Perseroan pada tanggal 2 September 2025 yang ditutup pada pukul 16.00 WIB.

Perseroan menetapkan EDI Indonesia sebagai Biro Administrasi Efek yang bertanggung jawab menyiapkan daftar pemegang saham Perseroan.

Mata Acara Rapat

Persetujuan atas perubahan susunan Dewan Komisaris Perseroan.

Pemenuhan Prosedur Hukum untuk Penyelenggaraan Rapat

Perseroan telah memenuhi prosedur hukum untuk menyelenggarakan RUPSLB dengan:

1. Menyampaikan pemberitahuan mengenai rencana dan mata acara RUPSLB kepada OJK pada tanggal 6 Agustus 2025.
2. Melakukan pengumuman RUPSLB pada tanggal 19 Agustus 2025 dan bahan mata acara rapat telah tersedia di situs web Resmi Perseroan sejak tanggal 3 September 2025.
3. Pemanggilan Rapat kepada Para Pemegang Saham pada tanggal 3 September 2025.

Shareholder Attendance Quorum

The shareholders of the Company and/or their legal proxies representing a total of 1 (one) Series A share and 30,075,435,886 Series B shares or representing 93.25% of the total shares of the Company with valid voting rights issued by the Company, namely 1 (one) Series A share and 32,250,810,956 Series B shares, with due observance of the Company's Register on 2 September 2025, which was closed at 04.00 PM Western Indonesian Time (WIB).

The Company has appointed EDI Indonesia as the Securities Administration Bureau responsible for preparing the Company's shareholder register.

Meeting Agenda

Approval of the change in the composition of the Board of Commissioners of the Company.

Compliance with Legal Procedures for Meeting Arrangements

The Company has fulfilled the legal procedures for holding an EGMS by:

1. Delivery of notification regarding the plan and the agenda of the Meeting to the OJK on 6 August 2025.
2. Made an announcement of the Meeting on 19 August 2025 and the meeting materials have been made available on the Company's website since 3 September 2025.
3. The Invitation of the Meeting to the shareholders on 3 September 2025.

Keputusan Rapat

Hasil pemungutan suara untuk mata acara rapat sub mata acara pertama yaitu persetujuan pengunduran diri Bapak Hernando selaku Komisaris Independen Perseroan adalah sebagai berikut:

1. Sebanyak 325.751.604 saham atau mewakili 1,08%, menyatakan abstain;
2. Sebanyak 20.674.832 saham atau mewakili 0,07%, menyatakan tidak setuju; dan
3. Sebanyak 29.729.009.450 saham atau mewakili 98,85%, termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka Rapat dengan suara terbanyak yaitu 30.054.761.054 saham atau mewakili 99,93% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat, termasuk pemegang saham Seri A Perseroan memutuskan untuk menyetujui keputusan mata acara Rapat sub mata acara pertama.

Hasil pemungutan suara untuk mata acara rapat sub mata acara kedua yaitu persetujuan pengangkatan Bapak Sidharta Prawira Oetama selaku Komisaris Independen Perseroan adalah sebagai berikut:

1. Sebanyak 325.746.404 saham atau mewakili 1,08%, menyatakan abstain;
2. Sebanyak 20.674.832 saham atau mewakili 0,07%, menyatakan tidak setuju; dan
3. Sebanyak 29.729.014.650 saham atau mewakili 98,85%, termasuk pemegang saham seri A, menyatakan setuju.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka rapat dengan suara terbanyak yaitu 30.054.761.054 saham atau mewakili 99,93% dari seluruh saham dengan hak suara yang sah yang hadir dalam Rapat, termasuk pemegang saham seri A Perseroan, memutuskan untuk menyetujui usulan keputusan mata acara Rapat sub mata acara kedua.

Hasil pemungutan suara untuk mata acara rapat sub mata acara ketiga yaitu penegasan susunan Dewan Komisaris Perseroan adalah sebagai berikut:

1. Sebanyak 325.816.204 saham atau mewakili 1,08%, menyatakan abstain;
2. Sebanyak 20.674.832 saham atau mewakili 0,07%, menyatakan tidak setuju; dan
3. Sebanyak 29.728.944.850 saham atau mewakili 98,85%, termasuk pemegang saham seri A, menyatakan setuju.

Meeting Decision

The voting results of the agenda for the first sub agenda, namely the approval of the resignation of Mr. Hernando as Independent Commissioner of the Company are as follows:

1. 325,751,604 shares or representing 1.08% were abstain;
2. 20,674,832 shares or representing 0.07% were dissenting shareholders; and
3. 29,729,009,450 shares or representing 98,85%, including series A shareholder, have declared their approval.

As the abstain votes are deemed to have casted the same vote as the votes of the the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,054,761,054 shares or representing 99.93% of all shares with valid voting rights present at the Meeting, including the holder of serie A share of the Company, has decided to approve the agenda for the first sub agenda.

The voting results of the agenda for the second sub agenda, namely the approval of the appointment of Mr. Sidharta Prawira Oetama as Independent Commissioner of the Company are as follows:

1. 325,746,404 shares or representing 1.08% were abstain;
2. 20,674,832 shares or representing 0.07% were dissenting shareholders; and
3. 29,729,014,650 shares or representing 98.85%, including series A shareholder, have declared their approval.

As the abstain votes are deemed to have casted the same vote as the votes of the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,054,761,054 shares or representing 99.93% of all shares with valid voting rights present at the Meeting, including the holder of serie A share of the Company, has decided to approve the agenda for the second sub agenda.

The voting results of the agenda for the third sub agenda, namely confirmation of the composition of Board of Commissioners of the Company are as follows:

1. 325,816,204 shares or representing 1.08% were abstain;
2. 20,674,832 shares or representing 0.07% were dissenting shareholders; and
3. 29,728,944,850 shares or representing 98.85%, including series A shareholder, have declared their approval.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka rapat dengan suara terbanyak yaitu 30.054.761.054 saham atau mewakili 99,93% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat, termasuk pemegang saham seri A Perseroan, memutuskan untuk menyetujui usulan keputusan mata acara Rapat sub mata acara ketiga.

As the abstain votes are deemed to have casted the same vote as the votes of the the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,054,761,054 shares or representing 99.93% of all shares with valid voting rights present at the Meeting, including the holder of serie A share of the Company, has decided to approve the agenda for the third sub agenda.

Hasil pemungutan suara untuk mata acara rapat sub mata acara keempat yaitu pemberian kuasa kepada Direksi dan/ atau Sekretaris Perusahaan untuk menyatakan kembali keputusan berkenaan dengan penegasan susunan Dewan Komisaris Perseroan adalah sebagai berikut:

1. Sebanyak 325.816.604 saham atau mewakili 1,08%, menyatakan abstain;
2. Sebanyak 20.674.832 saham atau mewakili 0,07%, menyatakan tidak setuju; dan
3. Sebanyak 29.728.944.450 saham atau mewakili 98,85%, termasuk pemegang saham seri A, menyatakan setuju.

The voting results of the agenda for the fourth sub agenda, namely the granting authority to the Company's Board of Directors and/ or the Corporate Secretary to restate the resolutions regarding the affirmation in the composition of the Company's Board of Commissioners of the Company are as follows:

1. 325,816,604 shares or representing 1.08% were abstain;
2. 20,674,832 shares or representing 0.07% were dissenting shareholders; and
3. 29,728,944,450 shares or representing 98.85%, including series A shareholder, have declared their approval.

Karena suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas pemegang saham yang mengeluarkan suara, maka rapat dengan suara terbanyak yaitu 30.054.761.054 saham atau mewakili 99,93% dari seluruh saham dengan hak suara yang sah yang hadir dalam rapat, termasuk pemegang saham seri A Perseroan, memutuskan untuk menyetujui usulan keputusan mata acara Rapat sub mata acara keempat.

As the abstain votes are deemed to have casted the same vote as the votes of the the majority of shareholders who cast votes, therefore, the Meeting with the majority votes as many of 30,054,761,054 shares or representing 99.93% of all shares with valid voting rights present at the Meeting, including the holder of serie A share of the Company, has decided to approve the agenda for the fourth sub agenda.

Dengan demikian Rapat memutuskan:

1. Menerima pengunduran diri Bapak Hernando sebagai anggota Komisaris Independen Perseroan berlaku sejak ditutupnya Rapat dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul dari tindakan-tindakan pengawasan yang telah diambil selama jangka waktu menjabat sampai dengan ditutupnya Rapat ini, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/atau pengesahan dari Rapat Umum Pemegang Saham Tahunan sejauh tindakan pengawasan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025 dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.
2. Menyetujui untuk mengangkat Bapak Sidharta Prawira Oetama sebagai Komisaris Independen Perseroan untuk menggantikan Bapak Hernando, berlaku sejak ditutupnya Rapat ini hingga ditutupnya Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan pada tahun 2026, dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikan beliau sewaktu-waktu.

Therefore, for the agenda item, the Meeting decided:

1. To accept resignation of Mr. Hernando as Independent Commissioner of the Company effective as from the closing of the Meeting with appreciation and gratitude, and the release and discharge to them from his responsibilities arising from supervisory actions taken during his term of office until the closing of this Meeting will be granted when the Company's annual report for 2025 fiscal year is approved and/or ratified by the Annual General Meeting of Shareholders to the extent that such supervisory actions are reflected in the annual report and financial statements of the Company for year 2025 and do not conflict with or violate any applicable laws and regulations.
2. To approve the appointment of Mr. Sidharta Prawira Oetama as Independent Commissioner of the Company, replacing Mr. Hernando, effective as of the closing of this meeting until the closing of the Company's Annual General Meeting of Shareholders to be held in 2026, without prejudice to the right of the General Meeting of Shareholders of the Company to dismiss the members of the Board of Commissioners at any time.

3. Menegaskan bahwa susunan Dewan Komisaris Perseroan berlaku sejak ditutupnya Rapat ini sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan pada tahun 2026 dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk memberhentikannya sewaktu-waktu, adalah sebagai berikut:

Komisaris Utama	: Nezar Patria
Wakil Komisaris Utama	: Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama	: Fok Kin Ning, Canning
Komisaris	: Ahmad Abdulaziz A A Al-Neama
Komisaris	: Rene Heinz Werner
Komisaris	: Woo Chiu Man, Cliff
Komisaris	: Cheung Kwan Hoi
Komisaris	: Efthymios Tsokanis
Komisaris	: Sugito Walujo
Komisaris	: Achmad Syah Reza
Komisaris Independen	: Elisa Lumbantoruan
Komisaris Independen	: Wijayanto
Komisaris Independen	: Ajay Bahri
Komisaris Independen	: Rudiantara
Komisaris Independen	: Sidharta Prawira Oetama

4. Memberikan kuasa kepada Direksi Perseroan dan/atau Sekretaris Perusahaan, baik bersama-sama maupun sendiri-sendiri untuk:
   a. Menyatakan sebagian atau semua keputusan yang diambil untuk mata acara Rapat dalam bentuk akta notaris baik dalam bahasa Indonesia dan/atau bahasa Inggris.
   b. Menyatakan kembali dan/atau menegaskan isi keputusan yang sama yang diambil untuk mata acara Rapat.
   c. Memberitahukan susunan Dewan Komisaris Perseroan sebagaimana diputuskan dalam mata acara Rapat kepada Menteri Hukum Republik Indonesia dan membuat perubahan dan/atau penambahan jika disyaratkan pihak yang berwenang.
   d. Melakukan segala sesuatu yang diperlukan untuk maksud tersebut di atas, tanpa ada tindakan yang dikecualikan.

Kuasa ini diberikan dengan ketentuan sebagai berikut:
1. Kuasa ini diberikan dengan hak substitusi;
2. Kuasa ini berlaku sejak ditutupnya Rapat sampai dengan tercapainya tujuan pemberian kuasa; dan
3. Rapat setuju untuk mengesahkan semua tindakan yang dilaksanakan oleh penerima kuasa berdasarkan kuasa ini.

Realisasi/ Tindak Lanjut Keputusan Rapat

Agenda RUPSLB telah direalisasikan pada tahun 2025.

3. To confirm that the composition of Board of Commissioners of the Company, effective from the closing of this meeting until the closing of the Company's Annual General Meeting of Shareholders to be held in 2026 without prejudice to the right of the General Meeting of Shareholders of the Company to dismiss the members of the Board of Commissioners at any time:

President Commissioner	: Nezar Patria
Deputy President Commissioner	: Aziz Ahmad M Aluthman Fakhroo
Deputy President Commissioner	: Fok Kin Ning, Canning
Commissioner	: Ahmad Abdulaziz A A Al-Neama
Commissioner	: Rene Heinz Werner
Commissioner	: Woo Chiu Man, Cliff
Commissioner	: Cheung Kwan Hoi
Commissioner	: Efthymios Tsokanis
Commissioner	: Sugito Walujo
Commissioner	: Achmad Syah Reza
Independent Commissioner	: Elisa Lumbantoruan
Independent Commissioner	: Wijayanto
Independent Commissioner	: Ajay Bahri
Independent Commissioner	: Rudiantara
Independent Commissioner	: Sidharta Prawira Oetama

4. To authorise the Company's Directors and/or Corporate Secretary either jointly or severally to:
   a. Declare part or all of the decisions taken for the agenda of the Meeting in the form of notarial deed in Indonesian and/or English Languages.
   b. Restate and/or confirm the content of the same decisions taken for the agenda of the Meeting.
   c. Notify the composition of the Board of Commissioners of the Company as resolved in the Meeting to the Minister of Law of the Republic of Indonesia and make changes and/or additions if required by the authorities.
   d. Conduct any necessary matters for the above purposes, without any exceptions.

This authorisation is granted with the following conditions:
1. This authorisation is granted with right of substitution;
2. This authorisation is valid as of the close of the Meeting until the scope of authorization is completed; and
3. The Meeting agrees to ratify all actions taken that is implemented by the attorney in fact under this power of attorney.

Realization/ Follow-Up of Meeting Resolutions

The EGMS agenda was realised in 2025.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perusahaan yang bertanggung jawab melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi dalam mengelola Perseroan. Selain memastikan bahwa strategi, kebijakan, dan tindakan yang diambil oleh Direksi sesuai dengan Anggaran Dasar, Kode Etik, serta peraturan perundang-undangan yang berlaku, Dewan Komisaris juga memiliki kewajiban untuk memantau dan memastikan penerapan tata kelola perusahaan yang baik berjalan secara efektif dan berkelanjutan di seluruh jenjang Perseroan.

Tugas dan Tanggung Jawab Dewan Komisaris

Seperti diatur dalam Anggaran Dasar Perseroan, Dewan Komisaris bertugas:
1. Melakukan pengawasan terhadap pengelolaan Perseroan termasuk rencana pengembangan Perseroan, pelaksanaan Rencana Kerja Tahunan dan Rencana Kerja Perseroan, sesuai dengan ketentuan-ketentuan Anggaran Dasar dan keputusan RUPS dan kebijakan internal Perseroan lainnya dan untuk memberikan nasihat kepada Direksi Perseroan.
2. Melakukan tugas, wewenang dan tanggung jawab sesuai dengan ketentuan-ketentuan dalam Anggaran Dasar dan kebijakan internal Perseroan lainnya, keputusan RUPS dan peraturan perundang-undangan yang berlaku.
3. Dalam melaksanakan pengawasan, Dewan Komisaris mewakili kepentingan Perseroan.
4. Dalam melaksanakan pengawasan, Dewan Komisaris bertanggung jawab kepada RUPS.

Dewan Komisaris berkewajiban:
1. Memberikan pendapat dan saran kepada RUPS mengenai laporan keuangan tahunan dan hal-hal penting lainnya.
2. Mengesahkan Rencana Kerja Tahunan Perseroan.
3. Mengesahkan Rencana Bisnis Perseroan.
4. Memberikan pendapat dan saran kepada RUPS mengenai setiap persoalan lainnya yang dianggap penting bagi pengelolaan Perseroan.
5. Mengusulkan penunjukan akuntan untuk melakukan pemeriksaan keadaan keuangan Perseroan guna dilaporkan kepada RUPS.
6. Melakukan tugas-tugas pengawasan lainnya sebagaimana ditentukan oleh RUPS.

Rincian dari tugas dan kewajiban Dewan Komisaris dapat dilihat pada Anggaran Dasar Perseroan yang sudah dipublikasikan pada situs web Perseroan (www.ioh.co.id).

The Board of Commissioners is the Company's organ responsible for carrying out the supervisory and advisory functions to the Board of Directors in managing the Company. In addition to ensuring that the strategies, policies, and actions taken by the Board of Directors are in accordance with the Articles of Association, Code of Ethics and prevailing laws and regulations, the Board of Commissioners is also tasked with monitoring and ensuring the effective and sustainable implementation of good corporate governance across all levels of the Company.

Duties and Responsibilities of the Board of Commissioners

As stipulated in the Company's Articles of Association, the Board of Commissioners is tasked with:
1. To supervise the management of the Company including the Company's development plan, the implementation of the Company's Annual Work Plan and Business Plan, in accordance with the provisions of the Articles of Association and resolutions of the GMS and other internal policies of the Company and to provide advice to the Board of Directors.
2. Perform duties, authorities and responsibilities in accordance with the provisions of the Articles of Association and other internal policies of the Company, resolutions of the GMS and prevailing laws and regulations.
3. In carrying out supervision, the Board of Commissioners represents the interests of the Company.
4. In carrying out supervision, the Board of Commissioners is responsible to the GMS

The Board of Commissioners shall be obliged to:
1. Provide opinions and advice to the GMS regarding the annual financial statements and other important matters.
2. To approve the Company's Annual Work Plan.
3. To approve the Company's Business Plan.
4. To provide opinions and advice to the GMS on any other matter deemed important for the management of the Company.
5. Propose the appointment of an accountant to conduct an examination of the Company's financial condition to be reported to the GMS.
6. Perform other supervisory duties as determined by the GMS.

Details of the duties and obligations of the Board of Commissioners can be found in the Company's Articles of Association which have been published on the Company's website (www.ioh.co.id).

Dewan Komisaris telah melaksanakan kegiatan utama sepanjang tahun buku 2025, sebagai berikut:

1. Menelaah dan menyetujui Rencana Kerja dan Anggaran Tahunan Perseroan untuk tahun 2025 yang diusulkan oleh Direksi sesuai dengan visi dan misi Perseroan;
2. Mengawasi dan memberi masukan terhadap kinerja Direksi dalam melaksanakan Rencana Kerja dan Anggaran Tahunan 2025 yang telah disetujui;
3. Menelaah dan menyetujui rencana pembiayaan utang oleh Perseroan;
4. Menelaah dan menyetujui remunerasi Direksi untuk tahun 2025 berdasarkan rekomendasi Komite Nominasi dan Remunerasi;
5. Mengusulkan kepada Rapat Umum Pemegang Saham Tahunan tahun 2025, mengenai penunjukan akuntan publik yang mengaudit laporan keuangan Perseroan; dan
6. Menelaah serta menyetujui laporan keuangan dan Laporan Tahunan untuk disampaikan kepada otoritas pasar modal yang relevan berdasarkan rekomendasi Komite Audit.

Tugas dan Tanggung Jawab Komisioner Utama

Komisaris Utama memiliki tugas sebagaimana yang telah diatur dalam Anggaran dasar, antara lain:

1. Memimpin jalannya RUPS
2. Memimpin rapat Dewan Komisaris
3. Menyampaikan pemanggilan rapat Dewan Komisaris kepada anggota Dewan Komisaris lainnya
4. Menandatangani surat saham kolektif
5. Menandatangani Sertifikat/konfirmasi atas saham dalam Penitipan Kolektif

Piagam Dewan Komisaris

Salah satu pedoman dalam menjalankan tugas dan perannya, Dewan Komisaris merujuk pada Piagam Organ Korporasi (Charter of the Corporate Organs) yang telah disusun berdasarkan Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik ("POJK 33/2014"). Piagam ini telah diunggah ke situs web Perseroan (www.ioh.co.id).

Dasar penyusunan Piagam Organ Korporasi adalah:

1. Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah dari waktu ke waktu;
2. Anggaran Dasar Perseroan;

The Board of Commissioners has carried out the main activities during the financial year 2024, as follows:

1. Reviewed and approved the Company's Annual Work Plan and Budget for 2024 proposed by the Board of Directors in accordance with the Company's vision and mission;
2. Supervised and provided advice on the performance of the Board of Directors in implementing the approved 2024 Annual Work Plan and Budget;
3. Reviewed and approved the Company's debt financing plan;
4. Reviewed and approved the remuneration of the Board of Directors for 2024 based on the recommendation of the Nomination and Remuneration Committee;
5. Proposed to the Annual General Meeting of Shareholders in 2024, regarding the appointment of a public accountant to audit the Company's financial statements; and
6. Reviewed and approved the financial statements and Annual Report to be submitted to the relevant capital market authorities based on the recommendation of the Audit Committee.

Roles and Responsibilities of the President Commissioner

As stipulated in the Articles of Association, the Chief Commissioner has the following duties:

1. Chairing the General Meeting of Shareholders
2. Chairing Board of Commissioners meetings
3. Issuing notices of Board of Commissioners meetings to other members of the Board of Commissioners
4. Signing collective share certificates
5. Signing certificates/confirmations for shares in collective custody

Board of Commissioners Charter

One of the guidelines for the Board of Commissioners in carrying out its duties and roles is the Charter of the Corporate Organs, which has been prepared based on Financial Services Authority Regulation No. 33/POJK.04/2014 on Boards of Directors and Boards of Commissioners of Issuers or Public Companies ("POJK 33/2014"). This charter has been uploaded to the Company's official website (www.ioh.co.id).

The basis for the Charter of the Corporate Organs includes:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, as amended from time to time;
2. The Company's Articles of Association;

3. Peraturan pasar modal, termasuk Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal sebagaimana telah diubah dari waktu ke waktu, POJK 33/2014.;
4. Prinsip Tata Kelola Perusahaan yang Baik; dan
5. Undang-Undang Ketenagakerjaan, termasuk Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, sebagaimana telah diubah oleh Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja atau perubahan lainnya dari waktu ke waktu.

Piagam Organ Korporasi mengatur beberapa hal mengenai Dewan Komisaris, antara lain:
1. Pengangkatan dan pengakhiran masa jabatan;
2. Tugas, wewenang, dan tanggung jawab;
3. Hak;
4. Benturan Kepentingan;
5. Komite yang dibentuk oleh Dewan Komisaris sebagaimana diwajibkan oleh Peraturan Pasar Modal;
6. Rapat; dan
7. Hubungan dengan Organ Korporasi lainnya.

Susunan Dewan Komisaris

Berdasarkan RUPST tanggal 28 Mei 2025, telah terjadi perubahan komposisi Dewan Komisaris Perseroan, di mana bapak Halim Alamsyah digantikan oleh bapak Nezar Patria sebagai Komisaris Utama Perseroan, serta bapak Meirijal Nur digantikan oleh bapak Achmad Syah Reza sebagai Komisaris Perseroan. Perubahan tersebut dilaksanakan berdasarkan usulan para pemegang saham dan keputusan RUPST tanggal 28 Mei 2025, serta berlaku efektif sejak tanggal tersebut.

Selanjutnya, pada RUPSLB tanggal 2 Oktober 2025, terdapat perubahan komposisi Dewan Komisaris Perseroan, di mana bapak Hernando mengundurkan diri dari jabatannya sebagai Komisaris Independen Perseroan. Pengunduran diri tersebut efektif setelah diterima oleh para pemegang saham. Selanjutnya, Perseroan mengangkat bapak Sidharta Prawira Oetama sebagai Komisaris Independen Perseroan berdasarkan keputusan RUPSLB tanggal 2 Oktober 2025 dan berlaku efektif sejak tanggal tersebut.

Berdasarkan keputusan RUPST tanggal 28 Mei 2025 dan RUPSLB tanggal 2 Oktober 2025, susunan Dewan Komisaris Perseroan adalah sebagai berikut:

3. Capital market regulations, including Law No. 8 of 1995 concerning Capital Markets, as amended from time to time, POJK 33/2014;
4. Principles of Good Corporate Governance; and
5. Labour Laws, including Law No. 13 of 2003 concerning Labour, as amended by Law No. 11 of 2020 concerning Job Creation or other amendments from time to time.

The Corporate Charter regulates several matters concerning the Board of Commissioners, including:
1. Appointment and termination of office;
2. Duties, authorities, and responsibilities;
3. Rights;
4. Conflicts of Interest;
5. Committees formed by the Board of Commissioners as required by Capital Market Regulations;
6. Meetings; and
7. Relationships with other Corporate Bodies

Composition of the Board of Commissioners

Based on the Annual General Meeting of Shareholders (AGMS) held on 28 May 2025, there were changes to the composition of the Company's Board of Commissioners, in which Mr. Halim Alamsyah was replaced by Mr. Nezar Patria as President Commissioner of the Company, and Mr. Meirijal Nur was replaced by Mr. Achmad Syah Reza as Commissioner of the Company. These changes were implemented based on proposals from the shareholders and the resolutions of the AGMS dated 28 May 2025, and became effective as of that date.

Furthermore, at the Extraordinary General Meeting of Shareholders (EGMS) held on 2 October 2025, there was a change in the composition of the Company's Board of Commissioners, in which Mr. Hernando resigned from his position as Independent Commissioner of the Company. The resignation became effective upon acceptance by the shareholders. Subsequently, the Company appointed Mr. Sidharta Prawira Oetama as Independent Commissioner of the Company based on the resolution of the EGMS dated 2 October 2025, and effective as of that date.

Based on the resolutions of the AGMS dated 28 May 2025 and the EGMS dated 2 October 2025, the composition of the Company's Board of Commissioners is as follows:

Jabatan Position	Nama Name
Komisaris Utama President Commissioner	Nezar Patria
Wakil Komisaris Utama Deputy President Commissioner	Aziz Ahmad M Aluthman Fakhroo
Wakil Komisaris Utama Deputy President Commissioner	Fok Kin Ning, Canning
Komisaris Commissioner	Ahmad Abdulaziz A A Al-Neama
Komisaris Commissioner	René Heinz Werner
Komisaris Commissioner	Woo Chiu Man, Cliff
Komisaris Commissioner	Cheung Kwan Hoi
Komisaris Commissioner	Efthymios Tsokanis
Komisaris Commissioner	Sugito Walujo (Patrick Walujo)
Komisaris Commissioner	Achmad Syah Reza
Komisaris Independen Independent Commissioner	Elisa Lumbantoruan
Komisaris Independen Independent Commissioner	Wijayanto, ST (Wijayanto Samirin)
Komisaris Independen Independent Commissioner	Sidharta Prawira Outama
Komisaris Independen Independent Commissioner	Rudiantara
Komisaris Independen Independent Commissioner	Ajay Bahri

Profil para anggota Dewan Komisaris tersedia di halaman 96-113 dari Laporan Tahunan ini.

Profiles of the members of the Board of Commissioners are available on page 96-113 of this Annual Report.

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Nama Name	Jabatan Position	Mulai From	Akhir To	Periode Period
Nezar Patria	Komisaris Utama President Commissioner	Periode Pertama: 28 Mei 2025 First Period: 28 May 2025	Sampai dengan ditutupnya RUPST tahun 2026 (sesuai dengan ketentuan Anggaran Dasar Perseroan) Until the closing of the AGMS in 2026 (in accordance with the Articles of Association of the Company)	1
Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022		1
Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022		1
Ahmad Abdulaziz A A Al Neama	Komisaris Commissioner	Periode Pertama: 17 Oktober 2018 First Period: 17 October 2018 Periode Kedua: 4 Januari 2022 Second Period: 4 January 2022		2
René Heinz Werner	Komisaris Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022		1

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Nama Name	Jabatan Position	Mulai From	Akhir To	Periode Period
Woo Chiu Man, Cliff	Komisaris Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022	Sampai dengan ditutupnya RUPST tahun 2026 (sesuai dengan ketentuan Anggaran Dasar Perseroan) Until the closing of the AGMS in 2026 (in accordance with the Articles of Association of the Company)	1
Sugito Walujo (Patrick Walujo)	Komisaris Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022		1
Achmad Syah Reza	Komisaris Commissioner	Periode Pertama: 28 Mei 2025 First Period: 28 May 2025		1
Efthymios Tsokanis	Komisaris Commissioner	Periode Pertama: 18 September 2023 First Period: 18 September 2023		1
Cheung Kwan Hoi	Komisaris Commissioner	Periode Pertama: 18 September 2023 First Period: 18 September 2023		1
Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	Periode Pertama: 10 Juni 2015 First Period: 10 June 2015 Periode Kedua: 2 Juni 2016 Second Period: 2 June 2016 Periode Ketiga: 20 Juli 2020 Third Period: 20 July 2020 Periode Keempat: 4 Januari 2022 Fourth Period: 4 January 2022		4
Wijayanto, ST (Wijayanto Samirin)	Komisaris Independen Independent Commissioner	Periode Pertama: 28 Januari 2015 First Period: 28 January 2015 Periode Kedua: 2 Juni 2016 Second Period: 2 June 2016 Periode Ketiga: 20 Juli 2020 Third Period: 20 July 2020 Periode Keempat: 4 Januari 2022 Fourth Period: 4 January 2022		4
Ajay Bahri	Komisaris Independen Independent Commissioner	Periode Pertama: 21 Mei 2024 First Period: 21 May 2024		1
Sidharta Prawira Oetama	Komisaris Independen Independent Commissioner	Periode Pertama: 2 Oktober 2025 First Period: 2 October 2025		1
Rudiantara	Komisaris Independen Independent Commissioner	Periode Pertama: 17 November 2012 First Period: 17 November 2012 Periode Kedua: 4 Januari 2022 Second Period: 4 January 2022		2
Halim Alamsyah*	Komisaris Utama President Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022	RUPST Perseroan 28 Mei 2025 AGMS of the Company on 28 May 2025	1
Meirijal Nur*	Komisaris Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022		1
Hernando**	Komisaris Independen Independent Commissioner	Periode Pertama: 4 Januari 2022 First Period: 4 January 2022	RUPSLB Perseroan 2 Oktober 2025 EGMS of the Company on 2 October 2025	1

*RUPST Perseroan tanggal 28 Mei 2025 memutuskan untuk memberhentikan dengan hormat Bapak Halim Alamsyah sebagai Komisaris Utama Perseroan dan Bapak Meirijal Nur sebagai anggota Dewan Komisaris Perseroan terhitung sejak ditutupnya Rapat dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul dari tindakan-tindakan pengawasan yang telah diambil selama jangka waktu menjabat sampai dengan ditutupnya Rapat, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/atau pengesahan dari Rapat Umum Pemegang Saham sejauh tindakan pengawasan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025, dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.
The Company's AGMS on 28 May 2025 resolved to respectfully dismiss Mr Halim Alamsyah as President Commissioner of the Company and Mr Meirijal Nur as a member of the Board of Commissioners of the Company, effective from the closing of the Meeting, with appreciation and gratitude, and to release and discharge the parties concerned from any liability arising from supervisory actions taken during their term of office until the closing of the Meeting, which will be granted when the Company's annual report for the 2025 financial year is approved and/or ratified by the General Meeting of Shareholders to the extent that such supervisory actions are reflected in the Company's 2025 annual report and financial statements, and do not conflict with or violate applicable laws and regulations.

**RUPSLB Perseroan tanggal 2 Oktober 2025 memutuskan untuk menerima pengunduran diri Bapak Hernando sebagai anggota Komisaris Independen Perseroan berlaku sejak ditutupnya Rapat dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul dari tindakan-tindakan pengawasan yang telah diambil selama jangka waktu menjabat sampaidengan ditutupnya Rapat, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/ atau pengesahan dari Rapat Umum Pemegang Saham sejauh Tindakan pengawasan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025, dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.
The Company's Extraordinary General Meeting of Shareholders on 2 October 2025 resolved to accept Mr Hernando's resignation as an Independent Commissioner of the Company, effective from the closing of the Meeting, with appreciation and gratitude, and to grant him release and discharge from any liability arising from supervisory actions taken during his term of office until the closing of the Meeting, which will be granted when the Company's annual report for the 2025 financial year is approved and/or ratified by the General Meeting of Shareholders to the extent that such supervisory actions are reflected in the Company's annual report and financial statements for 2025, and do not conflict with or violate applicable laws and regulations.

Komisaris Independen

Komisaris Independen ditunjuk berdasarkan kualifikasi, termasuk independensi dan kebebasan dari pengaruh luar demi mempertahankan sudut pandang objektif. IOH mendefinisikan 'independensi' sebagai kebebasan dari ketergantungan atau pengaruh pihak lain, dan tidak dikendalikan atau ditopang oleh pihak eksternal. Selain itu, seluruh Komisaris Independen wajib memenuhi kriteria yang diatur dalam POJK No.33/2014, yaitu:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi kegiatan Perseroan dalam waktu enam bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak mempunyai hubungan afiliasi dengan Perseroan, pemegang saham utama Perseroan, anggota Dewan Komisaris atau anggota Direksi Perseroan; dan
4. Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Seluruh Komisaris Independen IOH telah memenuhi kriteria di atas dan menandatangani pernyataan memenuhi kriteria independensi, sesuai dengan peraturan yang berlaku.

Rapat Dewan Komisaris

Selama tahun 2025, Dewan Komisaris IOH mengadakan total 10 rapat yang melibatkan Direksi, sebagai bagian dari tugas pengawasan dan pemantauan mereka terhadap pengelolaan Perseroan. Semua rapat ini telah direncanakan dan dijadwalkan sejak awal atau pada awal tahun. Materi dan dokumen terkait rapat disediakan kepada anggota Dewan Komisaris paling tidak lima hari kerja sebelum rapat, untuk memberikan kesempatan mengkaji materi tersebut. Selain itu, sebelum setiap rapat, Dewan Komisaris mengadakan sesi rapat tertutup terpisah tanpa kehadiran Direksi, guna membahas berbagai aspek pengawasan dan pemantauan pengelolaan perusahaan.

Agenda Rapat Dewan Komisaris 2025

Pembahasan agenda tetap dalam rapat Dewan Komisaris setiap tahunnya sebagai berikut:

1. Persetujuan dan/atau Pembaruan atas Proyek-Proyek Signifikan Perseroan;

Independent Commissioner

Independent Commissioners are appointed based on qualifications, including independence and freedom from external influence in order to maintain an objective perspective. IOH defines "independence" as freedom from dependence on or influence by other parties, and not being controlled or supported by external parties. In addition, all Independent Commissioners must meet the criteria set out in POJK No.33/2014, namely:

1. Not a person who works for or has the authority and responsibility to plan, lead, control or supervise the Company's activities within the last six months, except for reappointment as an Independent Commissioner;
2. Not owning shares, either directly or indirectly, in the Company;
3. Not having any affiliation with the Company, the Company's major shareholders, members of the Board of Commissioners or members of the Company's Board of Directors; and
4. Not having any business relationship, either directly or indirectly, related to the Company's business activities.

All Independent Commissioners of IOH have met the above criteria and signed a statement of compliance with the independence criteria, in accordance with applicable regulations.

Board of Commissioners Meetings

During 2025, the IOH Board of Commissioners held a total of 10 meetings involving the Board of Directors, as part of their supervisory and monitoring duties over the management of the Company. All of these meetings were planned and scheduled at the beginning of the year. Materials and documents related to the meetings were provided to members of the Board of Commissioners at least five working days prior to the meeting, to allow them time to review the materials. In addition, prior to each meeting, the Board of Commissioners held separate closed meetings without the presence of the Board of Directors, to discuss various aspects of the supervision and monitoring of the company's management.

Agenda for the Board of Commissioners' Meetings in 2025

The regular agenda items for the Board of Commissioners' meetings include:

1. Approval and/or updates on significant corporate projects;

2. Konfirmasi untuk memperoleh persetujuan atas Risalah Rapat Dewan Komisaris sebelumnya;
3. Laporan tindak lanjut dari Risalah Rapat Dewan Komisaris dan pembahasan isu yang belum terselesaikan dari Rapat Dewan Komisaris sebelumnya;
4. Laporan Manajemen; dan
5. Laporan Komite-Komite di tingkat Dewan Komisaris, yaitu Komite Audit dan/atau Komite Manajemen Risiko.

Rapat Dewan Komisaris juga membahas agenda lainnya selain agenda tetap tersebut di atas, di antaranya sebagai berikut:

2. Confirmation and approval of the minutes of the previous Board of Commissioners meeting;
3. Follow-up reports on the minutes of previous meetings and unresolved issues from earlier sessions;
4. Management reports; and
5. Reports from Board-level Committees, including the Audit Committee and/or the Risk Management Committee.

In addition to these regular agenda items, the Board of Commissioners' meetings also addressed other matters, including:

Agenda Rapat Gabungan Direksi dan Dewan Komisaris 2025
Agenda for the Joint Meeting of the Board of Directors and Board of Commissioners 2025

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat** Participants
6 Februari 2025 6 February 2025	Persetujuan atas Laporan Keuangan Tahun 2024 yang Telah Diaudit Approval of the Audited Financial Statements for the Financial Year 2024 Persetujuan atas Penunjukan Auditor Eksternal Independen untuk Tahun Buku 2025 Approval of the appointment of an Independent External Auditor for the Financial Year 2025	Seluruh anggota Dewan Komisaris All members of the Board of Commissioners
7 Maret 2025 7 March 2025	Agenda regular sebagaimana disebut di atas Regular agenda as mentioned above	
20 Maret 2025 20 March 2025	Persetujuan atas Rencana dan Agenda RUPST Perseroan Tahun 2025 Approval of the Plan and Agenda of the Company's 2025 AGMS Persetujuan atas Amandemen dari Anggaran Dasar (AoA) IOH untuk Mendukung Aktivitas Bisnis Approval of Amendment to the IOH Articles of Association (AoA) for Supporting Business Activities Persetujuan atas Penggunaan Laba Bersih 2024 dan Distribusi Dividen Final 2024 Approval of the Use of the 2024 Net Profit and the Distribution of the 2024 Final Dividend Persetujuan atas Laporan Manajemen & Pengawasan kepada Bank Indonesia Approval of the 2024 Management & Supervision Report to Bank Indonesia Persetujuan atas Laporan Tahunan dan Laporan Keberlanjutan Tahun 2024 Approval of the 2024 Annual Report and Sustainabillity Report	
29 April 2025 29 April 2025	Persetujuan atas Laporan Keuangan Q1 2025 Approval of Q1 2025 Financial Statement Persetujuan atas Laporan Kinerja Perusahaan, Direksi, dan CIAO Tahun 2025 Approval of 2025 Corporate, BoD, and CIAO Scorecard	
28 Mei 2025 28 May 2025	Persetujuan atas Perubahan Kebijakan Sistem Pelaporan Pelanggaran Approval of Amendment to Whistleblowing Policy	
29 Juli 2025 29 July 2025	Persetujuan atas Laporan Keuangan Q2 2025 Approval of Q2 2025 Financial Statements	
25 September 2025 25 September 2025	Persetujuan atas Penunjukan Perwakilan Perseroan di Anak Perusahaan Approval of the Nomination of the Company's Representatives in Subsidiary	Seluruh anggota Dewan Komisaris All members of the Board of Commissioners
16 Oktober 2025 16 October 2025	Persetujuan atas Rencana Operasional Tahunan (AOP) untuk Tahun 2026 & Rencana Bisnis untuk Tahun 2027-2030 dari Perseroan dan Anak Perusahaan Approval of the Annual Operating Plan (AOP) for year 2026 & Business Plan for Year 2027-2030 of the Company and Subsidiary	
28 Oktober 2025 28 October 2025	Persetujuan atas Laporan Keuangan Q3 2025 Approval of Q3 2025 Financial Statements	
22 Desember 2025 22 December 2025	Agenda regular sebagaimana disebut di atas Regular agenda as mentioned above	

Tingkat Kehadiran pada tahun 2025

Sepanjang tahun 2025, rapat Dewan Komisaris telah dilakukan sebanyak sepuluh kali dengan tingkat kehadiran sebagai berikut:

Attendance Rate in 2025

Throughout 2025, the Board of Commissioners held a total of ten meetings, with the following attendance record:

Jabatan Position	**Nama** Name	**Kehadiran/Jumlah Rapat** Attendance/Total Meeting	**Persentase Kehadiran** Percentage
Komisaris Utama President Commissioner	Nezar Patria[1)]	5/5	100%
Wakil Komisaris Utama Deputy President Commissioner	Aziz Ahmad M Aluthman Fakhroo	10/10	100%
Wakil Komisaris Utama Deputy President Commissioner	Fok Kin Ning, Canning	10/10	100%
Komisaris Commissioner	Ahmad Abdulaziz A A Al-Neama	10/10	100%
Komisaris Commissioner	René Heinz Werner	10/10	100%
Komisaris Commissioner	Cheung Kwan Hoi	10/10	100%
Komisaris Commissioner	Efthymios Tsokanis	10/10	100%
Komisaris Commissioner	Woo Chiu Man, Cliff	10/10	100%
Komisaris Commissioner	Sugito Walujo (Patrick Walujo)	10/10	100%
Komisaris Commissioner	Achmad Syah Reza[2)]	5/5	100%
Komisaris Independen Independent Commissioner	Elisa Lumbantoruan	10/10	100%
Komisaris Independen Independent Commissioner	Wijayanto, ST (Wijayanto Samirin)	10/10	100%
Komisaris Independen Independent Commissioner	Ajay Bahri	10/10	100%
Komisaris Independen Independent Commissioner	Sidharta Prawira Oetama[3)]	3/3	100%
Komisaris Independen Independent Commissioner	Rudiantara	10/10	100%
Komisaris Utama President Commissioner	Halim Alamsyah[4)]	5/5	100%
Komisaris Commissioner	Meirijal Nur[5)]	5/5	100%
Komisaris Independen Independent Commissioner	Hernando[6)]	7/7	100%

[1)]Menjadi Komisaris Utama sejak 28 Mei 2025. | Serving as President Commissioner since 28 May 2025.
[2)]Menjadi anggota Dewan Komisaris sejak 28 Mei 2025. | Serving as a member of the Board of Commissioners since 28 May 2025.
[3)]Menjadi anggota Dewan Komisaris sejak 2 Oktober 2025. | Serving as a member of the Board of Commissioners since 2 October 2025.
[4)]Menjadi Komisaris Utama sampai 28 Mei 2025. | Served as President Commissioner until 28 May 2025.
[5)]Menjadi anggota Dewan Komisaris sampai 28 Mei 2025. | Served as a member of the Board of Commissioners until 28 May 2025.
[6)]Menjadi anggota Dewan Komisaris sampai 2 Oktober 2025. | Served as a member of the Board of Commissioners until 2 October 2025.

Pelatihan untuk Dewan Komisaris

Kebijakan Pelatihan dan Peningkatan Kompetensi

Perseroan tidak memiliki kebijakan khusus mengenai pelatihan dan peningkatan kompetensi bagi Dewan Komisaris akan tetapi Piagam Komite Nominasi dan Remunerasi Perseroan menyebutkan bahwa salah satu tugas dari Komite Nominasi dan Remunerasi Perseroan adalah memberikan rekomendasi kepada Dewan Komisaris terkait program pengembangan untuk anggota Direksi dan Dewan Komisaris.

Pelatihan dan Peningkatan Kompetensi tahun 2025

Pada 25 September 2025, Dewan Komisaris mengikuti pelatihan "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" yang dibawakan oleh Google dan McKinsey, yang dilaksanakan secara hibrida di Kantor Pusat Perseroan.

Program Orientasi untuk Anggota Baru Dewan Komisaris

Sepanjang tahun 2025, Perseroan telah menyelenggarakan program orientasi bagi tiga anggota Dewan Komisaris yang diangkat pada tahun berjalan. Program orientasi ini bertujuan untuk memberikan pemahaman yang komprehensif mengenai profil Perseroan, struktur organisasi, tata kelola perusahaan, serta peran dan tanggung jawab Dewan Komisaris dalam menjalankan fungsi pengawasan.

Penilaian Kinerja Dewan Komisaris

Dalam mengevaluasi Dewan Komisaris, pemegang saham mempertimbangkan kinerja keseluruhan anggota Dewan, kinerja Perseroan, serta kontribusi individual dari setiap anggota Dewan.

Komite-Komite di Bawah Dewan Komisaris

Dewan Komisaris, dalam rangka menjalankan tugas dan tanggung jawabnya secara efektif, telah membentuk beberapa komite yang bertanggung jawab langsung kepada mereka. Komite-komite ini termasuk Komite Audit, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, serta *Budget Committee*, dan masing-masing telah memiliki piagam yang menjelaskan peran dan tanggung jawab mereka.

Training for the board of Commissioners

Policy on Training and Competency Enhancement

The Company does not have a specific policy regarding training and competency enhancement for the Board of Commissioners. However, the Charter of the Nomination and Remuneration Committee states that one of the Committee's duties is to provide recommendations to the Board of Commissioners regarding development programs for members of the Board of Directors and the Board of Commissioners.

Training and Competency Enhancement in 2025

On 25 September 2025, the Board of Commissioners participated in the "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" training, delivered by Google and McKinsey, which was conducted in a hybrid format at the Company's Head Office.

Orientation Program for New Members of the board of Commissioners

Throughout 2025, the Company conducted orientation programmes for three members of the Board of Commissioners appointed during the year. These orientation programmes were designed to provide a comprehensive understanding of the Company's profile, organisational structure, corporate governance framework, as well as the roles and responsibilities of the Board of Commissioners in carrying out its supervisory function.

Performance Evaluation of the Board of Commissioners

In evaluating the Board of Commissioners, shareholders take into account the overall performance of the Board members, the Company's achievements, and the individual contributions of each Board member.

Committees Under the Board of Commissioners

To effectively carry out its duties and responsibilities, the Board of Commissioners has established several committees directly accountable to them. These committees include the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Budget Committee, each governed by charters detailing their roles and responsibilities.

Komite-komite tersebut sebagian besar terdiri dari anggota Dewan Komisaris sehingga masa jabatannya sebagai anggota komite ditetapkan sama dengan masa jabatannya sebagai anggota Dewan Komisaris, kecuali Bapak Haryanto Sahari sebagai anggota Komite Audit yang bukan anggota Dewan Komisaris. Masa jabatan Bapak Haryanto Sahari sampai dengan tahun 2028.

Penilaian Komite-Komite di Bawah Dewan Komisaris

Sepanjang tahun, komite-komite ini telah melaksanakan tugasnya dengan efektif. Laporan kegiatan dari masing-masing komite akan disajikan di bagian akhir, mencakup berbagai aspek seperti dasar hukum pembentukan, pelaksanaan tugas dan tanggung jawab, susunan anggota, jumlah rapat yang diadakan dan tingkat kehadiran anggota komite dalam setiap rapat tersebut, serta rangkuman aktivitas yang dilakukan di tahun 2025.

Most of the members of these committees are drawn from the Board of Commissioners, and their tenure as committee members aligns with their term as Board members, except for Mr. Haryanto Sahari, a member of the Audit Committee who is not part of the Board of Commissioners. His tenure as a committee member extends until 2028.

Evaluation of Committees Under the Board of Commissioners

Throughout the year, these committees have effectively executed their duties. Activity reports from each committee will be presented in subsequent sections, covering aspects such as their legal foundation, execution of duties and responsibilities, membership composition, the number of meetings held and attendance rates of committee members, as well as a summary of activities conducted during 2025.

Tugas dan Tanggung Jawab

Berdasarkan pasal 16 Anggaran Dasar Perseroan, tugas pokok Direksi adalah memimpin dan mengurus perusahaan bagi kepentingan perusahaan dan sesuai dengan tujuan Perseroan dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Perseroan, untuk mengawasi operasional dan pengendalian internal Perseroan sehari-hari. serta menguasai, memelihara, dan mengurus aset Perseroan.

Direksi dalam pelaksanaan tugasnya wajib mematuhi ketentuan-ketentuan dalam hukum Perseroan, peraturan Pasar Modal yang berlaku, dan peraturan-peraturan lain terkait dengan kegiatan Perseroan.

Sesuai ketentuan Anggaran Dasar Perseroan, Direksi mewakili Perseroan di dalam dan di luar pengadilan dan melakukan segala tindakan dan perbuatan baik mengenai pengurusan maupun kepemilikan serta berwenang mengikat Perseroan dengan pihak lain, demikian dengan pembatasan-pembatasan yang ditetapkan dalam Anggaran Dasar Perseroan.

Piagam Direksi

Dalam menjalankan tugas dan tanggung jawabnya, Direksi merujuk pada pedoman dan tata tertib kerja sebagaimana yang tertuang dalam Piagam Organ Korporasi (The Charter of the Corporate Organs). Mohon merujuk pada halaman 228 mengenai penjelasan lebih lanjut atas Piagam Organ Korporasi.

Piagam Organ Korporasi mengatur beberapa hal mengenai Direksi, antara lain:

1. Pengangkatan dan pengakhiran masa jabatan;
2. Tugas, wewenang, dan tanggung jawab;
3. Hak;
4. Benturan Kepentingan;
5. Komite yang dibentuk oleh Direksi sebagaimana diwajibkan oleh Peraturan Pasar Modal;
6. Rapat; dan
7. Hubungan dengan Organ Korporasi lainnya;

Duties and Responsibilities

Under Article 16 of the Company's Articles of Association, the main duties of the Board of Directors are to lead and manage the Company in the best interest of the Company and in accordance with the objectives of the Company and to continuously try to improve the Company's efficiency and effectiveness, in line with its vision and mission, and to control, maintain, and manage the Company's assets.

In carrying out its duties, the Board of Directors must comply with the provisions of the Company's law, the relevant Capital Market regulations, and other regulations related to the Company's activities.

According to the provisions of the Company's Articles of Association, the Board of Directors represents the Company in legal and non-legal matters and is authorized to carry out all acts related to management and ownership. This includes binding the Company in agreements with third parties, subject to limitations specified in the Articles of Association.

The Charter of the Board of Directors

In carrying out its duties and responsibilities, the Board of Directors refers to the guidelines and work procedures as set out in the Charter of the Corporate Organs. Please refer to page 228 for further explanation of the Charter of the Corporate Organs.

The Charter contains various provisions relating to the Board of Directors, including:

1. Appointment and termination of office;
2. Duties, authorities, and responsibilities;
3. Rights;
4. Conflicts of interest;
5. Committee formed by the Board of Directors as required by Capital Market Regulations;
6. Meetings; and
7. Relations with other Corporate Organs;

Susunan Direksi

Berdasarkan Anggaran Dasar Perseroan, Direksi terdiri dari sekurang-kurangnya lima orang, yang satu orang di antaranya diangkat sebagai Direktur Utama. Pada RUPST 28 Mei 2025, terdapat perubahan komposisi Direksi yaitu Bapak Ritesh Kumar Singh digantikan oleh Bapak Syed Bilal Kazmi, Susunan Direksi Perseroan per 31 Desember 2025, adalah sebagaimana berikut:

Composition of the Board of Directors

Based on the Company's Articles of Association, the Board of Directors consists of at least five members, one of whom is appointed as President Director. At the AGM on 28 May 2025, there was a change in the composition of the Board of Directors, namely Mr Ritesh Kumar Singh was replaced by Mr Syed Bilal Kazmi. The composition of the Company's Board of Directors as at 31 December 2025 is as follows:

Jabatan Position	**Nama** Name
Direktur Utama & Chief Executive Officer President Director & Chief Executive Officer	Vikram Sinha
Direktur & Chief Financial Officer Director & Chief Financial Officer	Lee Chi Hung (Nicky Lee)
Direktur & Chief Business Officer Director & Chief Business Officer	Muhammad Buldansyah
Direktur & Chief Strategy & Execution Officer Director & Chief Strategy & Execution Officer	Ahmad Zulfikar
Direktur & Chief Human Resources Officer Director & Chief Human Resources Officer	Irsyad Sahroni
Direktur & Chief Commercial Officer Director & Chief Commercial Officer	Syed Bilal Kazmi
Direktur & Chief Technology Officer Director & Chief Technology Officer	Cheung Kwok Tung (Desmond Cheung)

Profil para anggota Direksi tersedia di halaman 116-123 dari Laporan Tahunan ini.
Profiles of the members of the Board of Directors are available on page 116-123 of this Annual Report.

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Nama Name	**Jabatan** Position	**Mulai** From	**Akhir** To	**Periode** Period
Vikram Sinha	Direktur Utama & Chief Executive Officer President Director & Chief Executive Officer	Periode pertama: 2 Mei 2019 First period: 2 May 2019 Periode kedua: 20 Juli 2020 Second period: 20 July 2020 Periode ketiga: 4 Januari 2022 Third period: 4 January 2022	Sampai dengan ditutupnya RUPST tahun 2027 (sesuai dengan ketentuan Anggaran Dasar Perseroan) Until the closing of the AGMS in 2027 (in accordance with the Articles of Association of the Company)	3
Lee Chi Hung (Nicky Lee)	Direktur & Chief Financial Officer Director & Chief Financial Officer	Periode pertama: 4 Januari 2022 First period: 4 January 2022	Sampai dengan ditutupnya RUPST tahun 2027 (sesuai dengan ketentuan Anggaran Dasar Perseroan) Until the closing of the AGMS in 2027 (in accordance with the Articles of Association of the Company)	1
Muhammad Buldansyah	Direktur & Chief Business Officer Director & Chief Business Officer	Periode pertama: 4 Januari 2022 First period: 4 January 2022		1
Irsyad Sahroni	Direktur & Chief Human Resources Officer Director & Chief Human Resources Officer	Periode pertama: 9 Mei 2018* First period: 9 May 2018* Periode kedua: 20 Juli 2020 Second period: 20 July 2020 Periode ketiga: 4 Januari 2022 Third period: 4 January 2022		3

Nama Name	Jabatan Position	Mulai From	Akhir To	Periode Period
Ahmad Zulfikar	Direktur & Chief Strategy & Execution Officer Director & Chief Strategy & Execution Officer	Periode pertama: 15 Mei 2023 First period: 15 May 2023	Sampai dengan ditutupnya RUPST tahun 2027 (sesuai dengan ketentuan Anggaran Dasar Perseroan) Until the closing of the AGMS in 2027 (in accordance with the Articles of Association of the Company)	1
Syed Bilal Kazmi	Direktur & Chief Commercial Officer Director & Chief Commercial Officer	Periode pertama: 28 Mei 2025 First period: 28 May 2025		1
Cheung Kwok Tung (Desmond Cheung)	Direktur & Chief Technology Officer Director & Chief Technology Officer	Periode pertama: 15 Mei 2023 First period: 15 May 2023		1
Ritesh Kumar Singh**	Direktur & Chief Commercial Officer Director & Chief Commercial Officer	Periode pertama: 15 Mei 2023 First period: 15 May 2023	RUPST Perseroan 28 Mei 2025 AGMS of the Company on 28 May 2025	1

* Pada tanggal 17 Oktober 2018, beliau ditetapkan sebagai Direktur Independen Perseoran

** RUPST Perseroan tanggal 28 Mei 2025 memutuskan untuk menerima pengunduran diri Bapak Ritesh Kumar Singh sebagai Direktur Perseroan berlaku sejak tanggal 31 Juli 2025 dengan penghargaan dan ucapan terima kasih, serta memberikan pembebasan dan pelunasan kepada yang bersangkutan dari tanggung jawab yang timbul dari tindakan-tindakan pengurusan yang telah diambil selama jangka waktu menjabat sampai dengan 31 Juli 2025, yang akan diberikan pada saat laporan tahunan Perseroan untuk tahun buku 2025 mendapat persetujuan dan/atau pengesahan dari Rapat Umum Pemegang Saham Tahunan Perseroan sejauh tindakan pengawasan tersebut tercermin di dalam laporan tahunan dan laporan keuangan Perseroan tahun 2025, dan tidak bertentangan atau melanggar peraturan perundang-undangan yang berlaku.

* On 17 October 2018, he was appointed as the Company's Independent Director

** The Company's AGM on 28 May 2025 resolved to accept the resignation of Mr Ritesh Kumar Singh as Director of the Company, effective from 31 July 2025, with appreciation and gratitude, and to release and discharge him from any liability arising from management actions taken during his term of office until 31 July 2025, which will be granted when the Company's annual report for the 2025 financial year is approved and/or ratified by the Company's Annual General Meeting of Shareholders to the extent that such supervisory actions are reflected in the Company's 2025 annual report and financial statements, and does not conflict with or violate applicable laws and regulations.

Rapat dan Kehadiran

Direksi telah mengikuti ketentuan POJK 33/2014 untuk mengadakan rapat minimal 12 kali dalam setahun. Selain itu, Direksi juga menghadiri rapat dengan Dewan Komisaris dan Komite-Komite. Pada tahun 2025, Direksi menghadiri delapan rapat dengan Dewan Komisaris dan Komite-Komite.

Meetings and Attendance

The Board of Directors has complied with the requirements of the Financial Services Authority Regulation No. 33/POJK.04/2014 to hold a minimum of 12 meetings annually. Additionally, the Board participated in meetings with the Board of Commissioners and Committees. In 2025, the Board of Directors attended eight joint meetings with the Board of Commissioners and Committees.

Agenda Rapat Direksi 2025

Direksi telah mengadakan rapat Direksi dengan agenda tetap yaitu Laporan tindak lanjut dari Risalah Rapat Direksi dan pembahasan isu yang belum terselesaikan dari Rapat Direksi sebelumnya dan agenda lainnya sebagai berikut:

Agenda of the Board of Directors' Meetings in 2025

The Board of Directors held a Board meeting with the following standing agenda items: follow-up report on the Minutes of the Board Meeting and discussion of unresolved issues from the previous Board Meeting, as well as other agenda items as follows:

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Participants
28 Februari 2025 28 February 2025	1. Persetujuan atas peluang tender Approval of tender opportunity 2. Persetujuan atas Perubahan Anggaran Dasar IOH untuk Mendukung Kegiatan Usaha Approval of Amendment to the IOH Articles of Association for Supporting Business Activities 3. Persetujuan atas Rencana dan Agenda Rapat Umum Pemegang Saham Tahunan (RUPST) Perseroan 2025 Approval of the Plan and Agenda of the Company's 2025 Annual General Meeting of Shareholders (AGMS) 4. Persetujuan atas Penggunaan Laba Bersih 2024 dan Pembagian Dividen Final 2024 Approval of the Use of the 2024 Net Profit and the Distribution of the 2024 Final Dividend 5. Persetujuan atas Laporan Pengelolaan & Pengawasan 2024 Approval of the 2024 Management & Supervision Report 6. Pembaruan mengenai Usulan Inisiatif Efisiensi Operasional (Untuk diskusi) Update on Proposed Operational Efficiency Initiative (For discussion)	Kehadiran Direksi memenuhi kuorum rapat Direksi. The attendance of the Board of Directors fulfills the quorum of the Board of Directors meeting.

Tanggal Date	**Agenda Rapat** Meeting Agenda	**Peserta Rapat** Participants
24 Maret 2025 24 March 2025	1. Persetujuan atas Perubahan ESG Spotlight Approval on Changes of ESG Spotlight 2. Persetujuan atas Perubahan Pedoman Business Continuity Management dan Crisis Management Plan Approval of Amendment of Business Continuity Management and Crisis Management Plan Guideline	
30 April 2025 30 April 2025	Persetujuan atas Nominasi Perwakilan Perusahaan di Anak Perusahaan dan Afiliasi Approval of Nominations for the Company's Representatives in Subsidiaries and Affiliates.	
26 Mei 2025 26 May 2025	Persetujuan atas Pembagian Dividen oleh Indosat Singapore Pte. Ltd. (ISPL) Approval on the Distribution of Dividend by Indosat Singapore Pte. Ltd. (ISPL)	
25 Juni 2025 25 June 2025	1. Persetujuan atas Posisi Perseroan dalam RUPST ISPL 2025 Approval of the Company's Position in the 2025 ISPL AGMS 2. Persetujuan atas Penjualan Saham PT Indosat Tbk di PT First Media Tbk Approval on the Sale of PT Indosat Tbk's Shares in PT First Media Tbk 3. Pembaruan mengenai Rencana Kerja Tahunan 2026 Update on 2026 Annual Operating Plan	
9 Juli 2025 9 July 2025	Persetujuan atas Nominasi Perwakilan Perusahaan di Anak Perusahaan dan Afiliasi. Approval of Nominations for the Company's Representatives in Subsidiaries and Affiliates	Kehadiran Direksi memenuhi kuorum rapat Direksi. The attendance of the Board of Directors fulfills the quorum of the Board of Directors meeting.
6 Agustus 2025 6 August 2025	1. Persetujuan atas Kebijakan Dividen Anak Perusahaan Approval of Subsidiary Dividend Policy 2. Persetujuan atas Nominasi Perwakilan Perusahaan di Anak Perusahaan dan Afiliasi Approval of Nominations for the Company's Representatives in Subsidiaries and Affiliates	
29 Agustus 2025 29 August 2025	Persetujuan atas Nominasi Perwakilan Perusahaan di Anak Perusahaan dan Afiliasi Approval of Nominations for the Company's Representatives in Subsidiaries and Affiliates	
26 September 2025 26 September 2025	Pembaruan dari CLRO: *Hurdle Board* Update from CLRO: Hurdle Board	
24 Oktober 2025 24 October 2025	1. Persetujuan atas Kebijakan Dividen Anak Perusahaan Approval of Subsidiary Dividend Policy 2. Pelatihan Data Privasi untuk Manajemen . Privacy Training for Management	
14 November 2025 14 November 2025	Persetujuan reserved matter Dewan Komisaris Approval of BoC reserved matter	
15 Desember 2025 15 December 2025	1. Pembaruan mengenai Proses Internal Perseroan Update on Internal Process of the Company 2. Pembaruan mengenai Kemajuan *Business Continuity Management* 2025 dan Rencana Kerja 2026 Update on 2025 Bussiness Continuity Management Progress and 2026 Workplan	

Catatan: Rapat Direksi pada 28 Februari 2025 diadakan untuk membahas agenda Januari 2025 sampai dengan Februari 2025, karena jadwal Direksi dan Manajemen memungkinkan rapat tersebut dilaksanakan pada bulan Februari 2025.
Note: The Board of Directors' Meeting on 28 February 2025 was convened to discuss the agenda for January 2025 through February 2025, as the schedules of the Board of Directors and Management allowed the meeting to be held in February 2025.

Tingkat Kehadiran pada tahun 2025

Catatan kehadiran dalam rapat Direksi selama tahun 2025 adalah sebagai berikut:

Attendance Rate in 2025

The attendance record of the Board of Directors at meetings throughout 2025 is as follows:

Jabatan Position	**Nama** Name	**Kehadiran/Jumlah Rapat** Attendance/Total Meeting	**Persentase Kehadiran** Percentage
Vikram Sinha	Direktur Utama & Chief Executive Officer President Director & Chief Executive Officer	12/12	100%
Lee Chi Hung (Nicky Lee)	Direktur & Chief Financial Officer Director & Chief Financial Officer	12/12	100%
Muhammad Buldansyah	Direktur & Chief Business Officer Director & Chief Business Officer	12/12	100%
Irsyad Sahroni	Direktur & Chief Human Resources Officer Director & Chief Human Resources Officer	12/12	100%
Ahmad Zulfikar	Direktur & Chief Strategy & Execution Officer Director & Chief Strategy & Execution Officer	12/12	100%
Syed Bilal Kazmi [1)]	Direktur & Chief Commercial Officer Director & Chief Commercial Officer	4/5	80%
Cheung Kwok Tung (Desmond Cheung)	Direktur & Chief Technology Officer Director & Chief Technology Officer	12/12	100%
Ritesh Kumar Singh [2)]	Direktur & Chief Commercial Officer Director & Chief Commercial Officer	5/7	71%

[1)]Menjadi anggota Direktur sejak 1 Agustus 2025 I Serving as member of the Board of Directors since 1 August 2025
[2)]Menjadi anggota Direktur sampai 31 Juli 2025 I Served as member of Board of Directors until 31 July 2025

Pelatihan dan Pengembangan Kompetensi Anggota Direksi

Sepanjang tahun 2025, anggota Direksi mengikuti kegiatan pengembangan kompetensi berikut:

Training and Competency Development for Members of the Board of Directors

Throughout 2025, members of the Board of Directors participated in the following competency development activities:

Nama Name	**Kegiatan** Event	**Tanggal** Date	**Penyelenggara** Organizer	**Lokasi** Venue
Vikram Sinha	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt
Lee Chi Hung (Nicky Lee)	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt
Irsyad Sahroni	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt

Nama Name	Kegiatan Event	Tanggal Date	Penyelenggara Organizer	Lokasi Venue
Ahmad Zulfikar	Executive Mentoring Session#4	30 January 2025	IOH	KPPTI
	Sharing Session – Telco Industry Outlook and Macro Conditions in Indonesia	4 February 2025	IOH	KPPTI
	Digital Economic Forum Artajasa-CNBC TV	25 February 2025	Artajasa	Sopo Del Tower Kuningan
	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	Deloitte's Presentation on 2025 TMT Prediction	15 April 2025	IOH & Deloitte	KPPTI
	Executive Mentoring Session#5	28 April 2025	IOH	KPPTI
	Telecom Industry Sharing Session	22 May 2025	IOH & BNI Sekuritas	KPPTI
	Executive Mentoring Session #6	2 June 2025	IOH	KPPTI
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt
Muhammad Buldansyah	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt
Cheung Kwok Tung (Desmond Cheung)	AI Leadership Immersion Q1	12-13 March 2025	IOH & McKinsey	Hotel Grand Hyatt
	AI Leadership Immersion Q2	3 June 2025	IOH & McKinsey	Hotel Park Hyatt
	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt
Syed Bilal Kazmi	AI Leadership Immersion Q3	27-28 August 2025	IOH & McKinsey	Hotel Pullman
	AI Leadership Immersion Q4	2-3 December 2025	IOH & McKinsey	Hotel Park Hyatt

Program Orientasi Anggota Direksi Baru

Pada tahun 2025, terdapat program orientasi untuk anggota Direksi baru yang dilakukan tidak lama setelah mereka menjabat sebagai anggota Direksi baru di Perseroan.

New Directors Orientation Program

In 2025, there was an orientation program for new Board members, which was conducted shortly after they take office as new Board members of the Company.

Penilaian Kinerja Dewan Komisaris dan Direksi

Performance Assessment of The Board of Commissioners and Directors

Penilaian Direksi

Proses Penilaian

Kinerja Direksi IOH dievaluasi setiap tahun menggunakan sistem Individual Performance Management (IPM) yang diimplementasikan setelah mendapat persetujuan dari Dewan Komisaris, memastikan bahwa penilaian kinerja Direksi selaras dengan tujuan strategis perusahaan.

Dewan Komisaris juga terlibat secara aktif dalam memantau dan mengarahkan kinerja Direksi. Hal ini dilakukan melalui rapat dan komunikasi tertulis yang dilakukan sesuai kebutuhan, untuk memastikan bahwa manajemen perusahaan berjalan secara optimal dan sesuai dengan strategi umum Perseroan. Keterlibatan ini merupakan bagian penting dari upaya Dewan Komisaris dalam menjamin keberlanjutan dan kesuksesan bisnis IOH dalam jangka panjang.

Kriteria

Kinerja Direksi dinilai berdasarkan:

1. Kinerja keseluruhan Perseroan termasuk tata kelola perusahaan.
2. Pencapaian target Perseroan pada tahun 2025.
3. *Key Performance Indicator* masing-masing individu, dan pencapaian tugas masing-masing sebagai berikut:

Direktur Utama & Chief Executive Officer

1. Memimpin dan mengelola organisasi IOH seluruh Indonesia untuk mencapai tujuan dan rencana bisnis yang telah disepakati bersama dengan para pemegang saham.
2. Memimpin rancangan, peluncuran, dan operasional organisasi teknologi yang unggul (*best in class*) untuk mendukung pemegang saham dalam tujuan bisnis IOH.
3. Memimpin perubahan pada model operasi dan mengelola lingkungan internal dan eksternal dengan tujuan mengoptimalkan sumber daya manusia IOH seluruh Indonesia dan meningkatkan kepuasan pelanggan internal sejalan dengan visi dan misi IOH.

Direktur & Chief Strategy & Execution Officer

Mengelola aktivitas pengembangan strategi perusahaan, inovasi bisnis, kemitraan strategis, pemantauan eksekusi strategi, manajemen portofolio dan anak perusahaan.

Assessment of the Board of Directors

Assessment Process

The performance of the IOH Directors is evaluated annually using the Individual Performance Management (IPM) system implemented after approval from the Board of Commissioners, ensuring that the performance assessment of the Board of Directors is aligned with the company's strategic objectives.

The Board of Commissioners is also actively involved in monitoring and directing the performance of the Board of Directors. This is done through meetings and written communications conducted as needed, to ensure that the management of the company is running optimally and in accordance with the Company's general strategy. This involvement is an important part of the Board of Commissioners' efforts to ensure the long-term sustainability and success of IOH's business.

Criteria

The performance of the Directors was assessed based on:

1. The overall performance of the Company, including corporate governance
2. Achievement of the Company's targets in 2024
3. Individual Key Performance Indicators, and achievement of their respective roles as follows:

President Director & Chief Executive Officer

1. Lead and manage the IOH organization throughout Indonesia to achieve the goals and business plans that have been agreed upon with the shareholders.
2. Lead the design, deployment and operation of the best in-class technology organization to support shareholders in IOH business goals.
3. Lead the transformation of the operating model and manage the internal and external environments with the objective to optimize IOH's human capital throughout Indonesia and increase the satisfaction of internal customers in alignment with IOH's vision and mission.

Director & Chief strategy & Execution Officer

To manage the Company's development strategy, business innovation, strategic partnerships, monitoring of strategic execution, portfolio and subsidiaries management

Direktur & Chief Human Resources Officer

Merencanakan, mengarahkan dan mengkoordinasi kegiatan manajemen sumber daya manusia termasuk tetapi tidak terbatas pada pengembangan organisasi, seleksi dan rekrutmen, pelatihan dan pengembangan, hubungan karyawan, kompensasi dan manfaat, layanan administrasi, outsourcing, HRIS, transformasi budaya, dan komunikasi perusahaan, dengan tujuan untuk memaksimalkan penggunaan strategis sumber daya manusia dan mempertahankan citra perusahaan sesuai visi dan misi IOH.

Direktur & Chief Financial Officer

Memimpin, mengarahkan dan mengendalikan sumber daya keuangan Perseroan, serta mengembangkan kebijakan dan prosedur dengan tujuan menjaga kesehatan keuangan secara jangka pendek maupun jangka panjang sejalan dengan strategi bisnis Perseroan dan peraturan/prinsip akuntansi.

Direktur & Chief Commercial Officer

Merencanakan, mengembangkan, dan mengendalikan strategi komersial Perseroan untuk mendorong pertumbuhan pendapatan dan pangsa pasar, memperkuat merek serta distribusi, mengembangkan strategi akuisisi dan retensi pelanggan, menjajaki peluang bisnis dan kemitraan strategis, serta memastikan inovasi produk dan layanan selaras dengan kebutuhan pasar dan dinamika persaingan guna mendukung profitabilitas Perseroan secara berkelanjutan.

Direktur & Chief Technology Officer

Merencanakan, mengembangkan, dan mengendalikan jaringan yang dioperasikan Perusahaan, untuk melayani kebutuhan bisnis dengan standar kualitas layanan pelanggan yang unggul, serta mempersiapkan jaringan Perusahaan sesuai perkembangan teknologi.

Director & Chief Human Resources Office

Plans, directs, and coordinates human resource management activities including but not limited to organizational development, selection and recruitment, training and development, employee relations, compensation and benefits, administrative services, outsourcing, HRIS, culture transformation, and corporate communication, with the objective to maximize the strategic use of human capital and maintain corporate image in accordance with IOH's vision and mission.

Director & Chief Financial Officer

Lead, direct, and control the Company's financial resources, as well as develop policies and procedures with the aim of maintaining financial health in the short and long-term in line with the Company's business strategy and accounting regulations/principles.

Director & Chief Commercial Officer

Planning, developing, and overseeing the Company's commercial strategy to drive revenue growth and market share, strengthening brand presence and distribution, developing effective customer acquisition and retention strategies, exploring new business opportunities and strategic partnerships, and ensuring product and service innovation aligns with market needs and competitive dynamics to support the Company's sustainable profitability.

Director & Chief Technology Officer

Planning, developing, and controlling the Company's operated network to serve business needs with superior customer service quality standards, as well as preparing the Company's network in accordance with technological advancements.

Direktur & Chief Business Officer

Mengelola aktivitas pengembangan strategi, inovasi bisnis, kemitraan strategis dan pemantauan eksekusi strategi Perusahaan IOH untuk model B2B (*enterprise, wholesale & Small Medium Business*).

Bertanggung jawab melakukan penjualan *services* IOH baik dari *mobile, fixed voice, core connectivity* IT Services kepada pelanggan *enterprise* dan *wholesale* di Indonesia dan internasional.

Pihak yang Membuat Penilaian

Penilaian Direksi dilakukan oleh Dewan Komisaris dengan bantuan Komite Nominasi dan Remunerasi.

Penilaian Komite-Komite di Bawah Direksi

Penilaian terhadap komite-komite yang berada di bawah Direksi dilakukan berdasarkan kinerja, kontribusi terhadap kebijakan strategis, serta pengawasan terhadap pelaksanaan tugas-tugas yang menjadi tanggung jawabnya. Setiap komite memiliki peran penting dalam mendukung efektivitas dan transparansi pengelolaan perusahaan.

Berdasarkan laporan berkala yang disampaikan, rekomendasi yang diberikan terkait lingkup tugas Direksi, serta pelaksanaan tugas komite yang dipaparkan dalam Laporan Tahunan, dapat disimpulkan bahwa komite-komite di bawah Direksi telah memberikan kontribusi signifikan dalam mendukung pencapaian tujuan Perseroan, sambil menjaga standar tinggi dalam pengawasan dan pengelolaan risiko.

Director & Chief Business Officer

Managing the development activities of business strategies, business innovation, strategic partnerships, and monitoring the execution of IOH Company's strategies for the B2B model (enterprise, wholesale, and Small Medium Business).

Responsible for selling IOH services including mobile, fixed voice, core connectivity, and IT services to enterprise and wholesale customers in Indonesia and internationally.

Assessing Party

The assessment of the Board of Directors is carried out by the Board of Commissioners with the assistance of the Nomination and Remuneration Committee.

Assessing of Committee under the Board of Directors

The assessment of committees under the Board of Directors is conducted based on their performance, contributions to strategic policies, and oversight of their respective responsibilities. Each committee plays a vital role in supporting the effectiveness and transparency of the company's management.

From the periodic reports submitted, the recommendations provided within the scope of the Board of Directors' duties, and the execution of committee responsibilities outlined in the Annual Report, it can be concluded that the committees under the Board of Directors have made significant contributions to achieving the Company's objectives while maintaining high standards in oversight and risk management.

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and Board of Directors

Proses Pengangkatan Anggota Dewan Komisaris

Anggota Dewan Komisaris di IOH diangkat dan diberhentikan melalui keputusan yang diambil oleh pemegang saham dalam rapat umum pemegang saham. Sesuai anggaran Dasar Perseroan, satu anggota Dewan Komisaris diangkat dari calon yang diajukan oleh pemegang saham Seri A. Dalam proses pemilihan ini, kriteria yang digunakan termasuk penilaian terhadap keterampilan, pengetahuan, dan pengalaman setiap calon, untuk memastikan bahwa Dewan Komisaris terdiri dari individu yang kompeten dan mampu memberikan kontribusi signifikan terhadap perusahaan.

Process for Appointing Members of the Board of Commissioners

Members of the Board of Commissioners at IOH are appointed and dismissed through resolutions made by shareholders during the General Meeting of Shareholders. In accordance with the Company's Articles of Association, one member of the Board of Commissioners is nominated by the holder of Series A shares. This selection process is guided by criteria that include an assessment of each candidate's skills, knowledge, and experience, ensuring that the Board of Commissioners comprises individuals capable of making significant contributions to the company.

Remunerasi Dewan Komisaris

Prosedur Penetapan Remunerasi

Berdasarkan Anggaran Dasar, anggota Dewan Komisaris dapat diberikan uang jasa atau honorarium, asuransi, berikut fasilitas dan tunjangan lainnya, termasuk uang jasa masa akhir jabatan yang jumlahnya ditetapkan oleh RUPS. Besarannya diusulkan oleh Komite Nominasi dan Remunerasi dan kemudian disetujui dalam RUPS berdasarkan usulan yang diajukan.

Remuneration of the Board of Commissioners

Procedure for Determining Remuneration

As stipulated in the Articles of Association, members of the Board of Commissioners may receive service fees or honorariums, insurance, as well as other facilities and allowances, including end-of-tenure benefits. The amount is proposed by the Nomination and Remuneration Committee and subsequently approved in the GMS based on the submitted recommendations.

Total Remunerasi Tunai Bersih Tahunan Dewan Komisaris pada tahun 2025

Total Annual Net Cash Remuneration of the Board of Commissioners in 2025

Total (Rp jumlah penuh) Total (Rp full amount)	
Honorarium Honorary	26,105,349,100
Tunjangan/Fee Komite Allowance/Committee Fee	-
Lainnya Others	1,051,028,475
Purna Bakti End of Service	6,015,714,243
Total (Di luar Pajak) Total (Exclude Tax)	33,172,091,818
Pajak Penghasilan Income Tax	11,337,064,874
Total (Termasuk Pajak) Total (Include Tax)	44,509,156,692

Catatan Note:
IOH tidak memberikan *stock option*, saham bonus, atau royalti dari Perseroan kepada anggota Dewan Komisaris,
IOH does not grant stock options, bonus shares, or royalties from the Company to members of the Board of Commissioners,

Proses Pengangkatan Anggota Direksi

Anggota Direksi IOH diangkat dan diberhentikan melalui keputusan yang diambil oleh pemegang saham dalam rapat umum pemegang saham. Sesuai ketentuan Anggaran Dasar Perseroan, satu anggota Direksi diangkat dari calon yang diajukan oleh pemegang saham Seri A. Proses nominasi calon Direksi dilakukan oleh Komite Nominasi dan Remunerasi, yang menilai calon berdasarkan serangkaian kriteria. Kriteria tersebut mencakup penilaian terhadap keterampilan, pengetahuan, dan pengalaman setiap calon, untuk memastikan bahwa Direksi terdiri dari individu yang kompeten dan mampu memberikan kontribusi signifikan terhadap perkembangan perusahaan.

Process for Appointing Members of the Board of Directors

Members of the Board of Directors at IOH are appointed and dismissed through resolutions made by shareholders during the General Meeting of Shareholders. In accordance with the company's Articles of Association, one member of the Board of Directors is nominated by the holder of Series A shares. The nomination process for director candidates is conducted by the Nomination and Remuneration Committee, which evaluates candidates based on a series of criteria. These criteria include an assessment of each candidate's skills, knowledge, and experience, ensuring that the Board of Directors comprises competent individuals capable of making significant contributions to the company's growth and development.

Remunerasi Direksi

Prosedur Penetapan Remunerasi

Sesuai dengan keputusan yang diambil dalam Rapat Umum Pemegang Saham Tahunan pada bulan Mei 2025, Dewan Komisaris diberi kewenangan untuk menentukan menetapkan remunerasi Direksi tahun 2025. Dalam proses penentuan ini, Dewan Komisaris mempertimbangkan rekomendasi dari Komite Nominasi dan Remunerasi. Salah satu aspek penting yang menjadi pertimbangan dalam penentuan remunerasi adalah kinerja Perseroan. Hal ini memastikan bahwa remunerasi yang diberikan kepada Direksi tidak hanya adil dan kompetitif, tetapi juga sejalan dengan kinerja dan pencapaian Perseroan secara keseluruhan.

Remuneration of the Board of Directors

Procedure for Determining Remuneration

In line with the resolution adopted at the General Meeting of Shareholders in May 2025, the Board of Commissioners is authorized to determine the remuneration for the Board of Directors for year 2025. In this process, the Board of Commissioners considers recommendations from the Nomination and Remuneration Committee. A key factor in determining remuneration is the company's performance, ensuring that the remuneration provided to the Board of Directors is not only fair and competitive but also aligned with the company's overall achievements and performance.

Total Remunerasi Tunai Bersih Tahunan Direksi pada tahun 2025

Total Annual Net Cash Remuneration of the Board of Directors in 2025

Total (Rp jumlah penuh) Total (Rp full amount)	
Gaji Pokok Honorarium	41,608,115,670
Tunjangan Tetap Fixed Allowance	17,044,852,860
Tunjangan Tidak Tetap Irregular Allowance	3,931,689,389
Purna Bakti End of Service	-
Insentif Jangka Pendek Short Term Incentive / Tantieme	49,075,578,500
Insentif Jangka Panjang Long Term Incentive	25,742,211,000
Total (Di luar Pajak) Total (Exclude Tax)	137,402,447,419
Pajak Penghasilan Tax Income	72,210,932,092
Total (Termasuk Pajak) Total (Include Tax)	209,613,379,511

Hubungan Afiliasi Antara Dewan Komisaris, Direksi, dan Pemegang Saham Pengendali

Affiliations Between the Board of Commissioners, Board of Directors, and Controlling Shareholders



Anggota Dewan Komisaris dan Direksi Perseroan tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan/ atau Direksi lainnya. Terdapat anggota Dewan Komisaris yang memiliki hubungan afiliasi dengan pemegang saham pengendali yaitu Ooredoo Hutchison Asia dan memiliki hubungan afiliasi dengan pemilik manfaat utama dari Perseroan yaitu Ooredoo Group dan CKHH, berdasarkan rangkap jabatannya sebagai Direktur atau Manajemen pada perusahaan tersebut.

Informasi rinci mengenai hubungan afiliasi tersebut dapat dilihat pada profil Dewan Komisaris pada halaman 96-113 dan profil Direksi pada halaman 16-123.

Members of the Board of Commissioners and the Board of Directors of the Company do not have affiliations with other members of the Board of Commissioners and/or the Board of Directors. However, there are members of the Board of Commissioners who have affiliations with the controlling shareholder, Ooredoo Hutchison Asia, and with the ultimate beneficial owners of the Company, namely Ooredoo Group and CKHH. These affiliations arise from their concurrent positions as Directors or Management within those organizations.

Detailed information regarding these affiliations can be found in the profiles of the Board of Commissioners on page 96-113 and the Board of Directors on page 16-123.

Komite-Komite di Bawah Dewan Komisaris

Committees Under the Board of Commissioners

Komite Audit

Komite Audit (AC atau Komite) adalah komite yang dibentuk oleh dan melapor ke Dewan Komisaris Perseroan, berperan membantu Dewan Komisaris dalam menjalankan fungsi pengawasannya. Sesuai dengan ketentuan OJK, tugas utama Komite Audit adalah mengawasi keterjelasan dan keadilan dalam pemaparan laporan keuangan Perusahaan. Tugas ini juga mencakup pengawasan atas proses audit yang dilakukan oleh Auditor Internal dan Auditor Independen, serta memastikan kepatuhan Perusahaan terhadap semua hukum dan peraturan yang berlaku.

Berdasarkan Keputusan Dewan Komisaris tanggal 29 Juli 2025, pengunduran diri Hernando sebagai anggota Komite Audit telah diterima dan menunjuk anggota Komite Audit yang baru yaitu Sidharta Prawira Oetama.

Piagam Komite Audit

Komite melaksanakan perannya berdasarkan sebuah piagam tertulis yang ditetapkan oleh Dewan Komisaris pada tanggal 31 Mei 2003, yang terakhir diubah dan memperoleh persetujuan Dewan Komisaris pada tanggal 17 Desember 2024.

Berdasarkan Piagam Komite Audit, Komite Audit memainkan peran penting dalam memberikan pengawasan terhadap pelaporan keuangan, manajemen risiko, tata kelola dan kepatuhan, fungsi audit internal dan praktik pengendalian. Komite juga berfungsi untuk memberikan keyakinan atas integritas praktik-praktik tersebut guna memungkinkan pemenuhan tujuan Perseroan dan pencapaian tujuan strategisnya.

Piagam Komite Audit menjelaskan hal-hal berikut antara lain:

1. Komposisi Komite dan jabatan, termasuk jumlah anggota, keahlian dan independensi, pengangkatan, pengangkatan kembali, serta pemberhentian.
2. Rapat Komite dan Pengambilan Keputusan, termasuk frekuensi, pemberitahuan, agenda dan tempat rapat, kehadiran dalam rapat, serta pengambilan keputusan di dalam komite.
3. Tanggung Jawab dan Tugas, termasuk tugas terkait pendelegasian wewenang, kebijakan perusahaan, pengawasan pelaporan keuangan, audit eksternal, pengendalian internal, audit internal, manajemen risiko, kepatuhan, aspek hukum dan peraturan, *whistleblowing*, keanggotaan dan penilaian mandiri, serta pelaporan kepada Dewan Komisaris.
4. Pembatasan lainnya termasuk akses ke informasi dan sumber daya serta kerahasiaan.

Audit Committee

The Audit Committee (AC or Committee) is established by and reports to the Board of Commissioners of the Company, serving to assist the Board of Commissioners in performing its supervisory function. In compliance with OJK regulations, the primary duty of the Audit Committee is to oversee the transparency and fairness in the presentation of the Company's financial reports. This role also extends to supervising audit processes conducted by the Internal Auditor and Independent Auditor, as well as ensuring the Company's compliance with all applicable laws and regulations.

Based on the resolution of the Board of Commissioners dated 29 July 2025, the resignation of Hernando as a member of the Audit Committee was accepted, and a new member of the Audit Committee, Sidharta Prawira Oetama, was appointed.

Audit Committee Charter

The Committee operates based on a written charter set by the Board of Commissioners on 31 May 2003, with the latest revision approved by the Board of Commissioners on 17 December 2024.

According to the Audit Committee Charter, the Audit Committee plays a crucial role in overseeing financial reporting, risk management, governance and compliance, internal audit functions, and control practices. The Committee also serves to ensure the integrity of these practices, enabling the Company to achieve its objectives and strategic goals.

The Audit Committee Charter outlines the following key elements:

1. Composition of the Committee and positions, including size, expertise and independence, appointment, reappointment and removal.
2. Committee Meetings and Decision Making, including frequency, notice, agenda and venue of meetings, attendance at the meetings, decision making within the committee.
3. Responsibilities and Duties, including duties regarding Delegation of authority, company policies, supervision of financial reporting, external audit, internal control, internal audit, risk management, compliance, legal and regulatory, whistleblowing, members and self-assessment, and reporting to the Board of Commissioners.
4. Other provisions, including access to information and resources, as well as confidentiality.

Tugas dan Tanggung Jawab Komite Audit

Berdasarkan Piagam Komite Audit, tugas Komite Audit adalah:

1. Meninjau dan menyampaikan Delegation of Authority (DOA) Perseroan kepada Dewan Komisaris untuk mendapatkan persetujuan.
2. Meninjau kebijakan Perseroan dan menyampaikan kepada Dewan Komisaris untuk mendapatkan persetujuan sebagaimana ditetapkan dalam DOA.
3. Melaksanakan tugas yang berkaitan dengan pengawasan pelaporan keuangan, termasuk pengawasan dan pembahasan laporan keuangan.
4. Menjalankan tugas terkait Audit Eksternal, termasuk memberikan rekomendasi kepada Dewan Komisaris, berdasarkan evaluasi Fungsi Audit Internal, terkait penunjukan, pemberhentian, remunerasi, dan pemantauan efektivitas serta independensi Auditor Eksternal untuk ditinjau dan disetujui oleh Rapat Umum Pemegang Saham sebagaimana diatur dalam Kebijakan Independensi Auditor Eksternal.
5. Menjalankan tugas terkait pengendalian internal Perseroan, termasuk mengawasi sistem pengendalian internal Perseroan serta meninjau kebijakan pengendalian internal atas permintaan Dewan Komisaris.
6. Menjalankan tugas terkait fungsi Audit Internal termasuk mengawasi fungsi audit internal.
7. Menjalankan tugas yang berkaitan dengan manajemen risiko, termasuk memberikan arahan tambahan kepada Komite Manajemen Risiko, serta meninjau laporan berkala terkait kerangka risiko fraud untuk tujuan pelaporan dengan mengacu pada Anti Pencucian Uang, Keamanan Informasi Perusahaan, dan Manajemen Risiko.
8. Menjalankan tugas terkait Kepatuhan, Hukum, dan Regulasi, termasuk mendapatkan pembaruan rutin dari fungsi tata kelola perusahaan dan kepatuhan terkait persyaratan regulasi dan hukum yang berlaku di dalam negeri.
9. Meninjau dan menyampaikan kebijakan *whistleblowing* yang mengatur mekanisme pelaporan kasus pelanggaran untuk memperoleh persetujuan Dewan Komisaris, serta memantau pelaksanaan kebijakan *whistleblowing* tersebut.
10. Melakukan evaluasi diri untuk anggota Komite Audit.
11. Menjalankan tugas terkait pelaporan kepada Dewan Komisaris.

Independensi Komite Audit

Dalam penunjukan anggota komite di IOH, kualifikasi menjadi faktor utama, dengan penekanan khusus pada independensi dan kebebasan dari pengaruh eksternal untuk memastikan pandangan yang objektif.

Duties and Responsibilities of the Audit Committee

As stated in the Audit Committee Charter, the duties of the Audit Committee include:

1. Review and submit the Delegation of Authority (DOA) of the Company to the BOC for approval.
2. Review the Company policies and submit to the BOC for approval as set forth in the DOA.
3. Performing duties related to financial reporting oversight, including supervision and discussion of financial reports.
4. Performing duties related to external audits, including providing recommendations to the Board of Commissioners, based on evaluations of the Internal Audit function, regarding the appointment, dismissal, remuneration, and monitoring of the effectiveness and independence of External Auditors for review and approval by the General Meeting of Shareholders, in accordance with the External Auditor Independence Policy.
5. Performing duties related to the Company's internal control, including overseeing the Company's internal control system, and review the internal control policy as requested by BOC.
6. Perform duties related to the Internal Audit function, including overseeing the internal audit function.
7. Performing duties related to risk management, including provide supplementary guidance to Risk Management Committee (RMC), and review periodic reports in relation to fraud risk framework reporting purposes with reference to Anti Money Laundering (AML), Corporate Information Security, and Risk Management.
8. Performing duties related to compliance, legal, and regulatory matters, including receiving routine updates from the governance and compliance functions on prevailing legal and regulatory requirements.
9. Review and submit the whistleblowing policy that sets forth the mechanism for reporting whistleblowing cases for BOC approval, as well as monitor the implementation of the whistleblowing policy.
10. Conducting self-assessments for Audit Committee members.
11. Reporting to the Board of Commissioners.

Independence of the Audit Committee

When appointing committee members at IOH, qualifications are a primary consideration, with a specific emphasis on independence and freedom from external influences to ensure objectivity.

Komite Audit, Komite Nominasi dan Remunerasi, dan Risk Management Committee masing-masing terdiri dari satu atau lebih Komisaris Independen yang memastikan objektivitas dan integritas dalam proses pengambilan keputusan.

Selain itu, khusus pada Komite Audit, terdapat anggota dari pihak luar yang tidak memiliki hubungan profesional dengan Perseroan, guna memberikan perspektif independen dan keahlian tambahan dalam mendukung efektivitas pelaksanaan tugas komite.

Anggota Komite Audit

Seluruh anggota Komite Audit ditunjuk berdasarkan Keputusan Rapat Dewan Komisaris No. 6 tanggal 29 Juli 2025. Pada akhir tahun 2025, komposisi anggota Komite Audit adalah sebagai berikut:

1. Ajay Bahri – Ketua.
2. Sidharta Prawira Oetama – Anggota.
3. Elisa Lumbantoruan – Anggota.
4. Haryanto Sahari – Anggota.

Ajay Bahri dan Haryanto Sahari memiliki keahlian dan pengalaman dalam bidang akuntansi.

Masa Jabatan Anggota Komite Audit

Berdasarkan Piagam Komite Audit, masa jabatan anggota Komite Audit adalah empat (4) tahun, atau sampai anggota tersebut tidak lagi menjadi Komisaris Independen, atau hingga tanggal lain yang disetujui oleh Dewan Komisaris dengan mempertimbangkan rekomendasi dari Pemegang Saham Mayoritas.

Profil Anggota Komite Audit

Profil anggota Dewan Komisaris yang merangkap jabatan sebagai anggota komite dapat dilihat pada bagian profil Dewan Komisaris. Sementara itu, profil anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris dapat dilihat sebagai berikut:

The Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Committee each consist of one or more Independent Commissioners who ensure objectivity and integrity in the decision-making process.

In addition, specifically within the Audit Committee, there are members from external parties who have no professional relationship with the Company, in order to provide independent perspectives and additional expertise to support the effective discharge of the committee's duties.

Members of the Audit Committee

All members of the Audit Committee were appointed based on the Resolution of the Board of Commissioners Meeting No. 6 dated 29 July 2025. At the end of 2025, the composition of the Audit Committee members is as follows:

1. Ajay Bahri – Chairman.
2. Sidharta Prawira Oetama – Member.
3. Elisa Lumbantoruan – Member.
4. Haryanto Sahari – Member.

Both Ajay Bahri and Haryanto Sahari have expertise and experience in accounting.

Term of Office of Audit Committee Members

Based on the Audit Committee Charter, the term of office of Audit Committee members is four (4) years, or until the member is no longer an Independent Commissioner, or until another date as approved by the Board of Commissioners by considering the recommendation of the Majority Shareholder.

Profile of the Member of the Audit Committee

The profiles of members of the Board of Commissioners who concurrently serve as committee members can be found in the Board of Commissioners' profile section. Meanwhile, the profiles of Audit Committee members who are not part of the Board of Commissioners are as follows:

Haryanto Sahari

Usia & Kewarganegaraan Age & Citizenship	69 tahun | years old Warga negara Indonesia | Indonesian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Sarjana Akuntansi, Universitas Indonesia (1982) Bachelor's Degree in Accounting, University of Indonesia (1982)
Dasar Penunjukan Basis of Appointment	Keputusan Dewan Komisaris tanggal 28 Maret 2024 Board of Commissioners Resolution dated 28 March 2024
Periode Jabatan Term of Office	2024–2028
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk pada tugas dan tanggung jawab Komite Audit. Please refer to the duties and responsibilities of the Audit Committee.
Riwayat Jabatan Work History	• Anggota Komite Audit Ikatan Bankir Indonesia (2023-sekarang) Audit Committee Member, Indonesian Bankers Association (2023–present) • Anggota Komite Audit Kementerian Kesehatan Republik Indonesia (2022-sekarang) Audit Committee Member, Ministry of Health, Republic of Indonesia (2022–present) • Anggota Komite Tata Kelola Terintegrasi PT Bank Permata Tbk (2020-2022) Integrated Governance Committee Member, PT Bank Permata Tbk (2020–2022) • Komisaris Independen PT Cardig Aero Services Tbk (2019-2021) Independent Commissioner, PT Cardig Aero Services Tbk (2019–2021) • Ketua Komite Audit PT Bank Permata Tbk (2017-2023) Chairman of the Audit Committee, PT Bank Permata Tbk (2017–2023) • Anggota Komite Audit PT Unilever Tbk (2016-2022) Audit Committee Member, PT Unilever Tbk (2016–2022) • Komisaris Utama PT Bukit Barisan Indah Prima (2011-2019) President Commissioner, PT Bukit Barisan Indah Prima (2011–2019) • PWC Indonesia (1985-2017)
Rangkap Jabatan Concurrent Positions	• Anggota Komite Audit PT Cardig Aero Services Tbk (2021-sekarang) Audit Committee Member, PT Cardig Aero Services Tbk (2021–present) • Ketua Komite Audit dan Anggota Dewan Pengawas Lembaga Pengelola Investasi (2021-sekarang) Chairman of the Audit Committee and Supervisory Board Member, Indonesia Investment Authority (2021–present) • Anggota Komite Audit PT Jasa Angkasa Semesta Tbk (2020-sekarang) Audit Committee Member, PT Jasa Angkasa Semesta Tbk (2020–present) • Komisaris Independen PT Bank Permata Tbk (2017-sekarang) Independent Commissioner, PT Bank Permata Tbk (2017–present)
Lisensi Profesional dan Sertifikasi Professional Licenses and Certifications	Indonesia Chartered Accountants (CA) - Ikatan Akuntan Indonesia | Indonesian Institute of Accountants Indonesia Certified Public Accountant (CPA) - Indonesia Institute of Certified Public Accountants (IAPI)

Rapat Komite Audit

Dalam melakukan tugasnya, Komite mengadakan rapat sesuai kebutuhan dengan manajemen Perseroan termasuk Direksi, Manajemen Risiko dan Audit Internal, serta Auditor Eksternal Independen. Sepanjang tahun 2025, Komite mengadakan enam kali rapat. Kehadiran masing-masing anggota Komite Audit dalam rapat adalah sebagai berikut:

Audit Committee Meetings

In carrying out its duties, the Committee holds meetings as needed with the Company's management, including the Board of Directors, Risk Management, Internal Audit, and Independent External Auditors. Throughout 2025, the Committee held six meetings. The attendance of each Audit Committee member at these meetings is as follows:

Komposisi Composition	**Jumlah Kehadiran dalam Rapat** Numbers of Meetings Attended
Ajay Bahri	6/6
Elisa Lumbantoruan	6/6
Hernando*	4/4
Haryanto Sahari	6/6
Sidharta Prawira Oetama**	2/2

*Mengundurkan diri sebagai anggota Komite Audit sejak tanggal 2 Oktober 2025.
Resigned as a member of the Audit Committee since 2 Oktober 2025
**Diangkat menjadi anggota Komite Audit berdasarkan Keputusan Dewan Komisaris tanggal 29 Juli 2025 yang efektif sejak RUPSLB 2 Oktober 2025.
Appointed as a member of the Audit Committee based on the Decision of the Board of Commissioners dated 29 July 2025, effective since the EGMS on 2 October 2025.

Pelatihan dan Pengembangan Anggota Komite Audit

Pada 25 September 2025, beberapa anggota Komite Audit mengikuti pelatihan "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" yang dibawakan oleh Google dan McKinsey, yang dilaksanakan secara hibrida di Kantor Pusat Perseroan.

Training and Development for Audit Committee Members

On 25 September 2025, some members of Audit Committee participated in the "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" training, delivered by Google and McKinsey, which was conducted in a hybrid format at the Company's Head Office.

Kegiatan Komite Audit tahun 2025

Audit Committee Activities in 2025

Laporan Keuangan Konsolidasian

Financial Statements

Laporan keuangan konsolidasian tahun 2025 tertanggal 7 Februari 2026, yang termuat dalam Laporan Tahunan 2025, diaudit oleh KAP Rintis, Jumadi, Rianto & Rekan (firma anggota jaringan global PwC) menyatakan bahwa laporan Keuangan konsolidasian tahun tersebut telah disajikan secara wajar dalam semua hal yang material sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The consolidated financial statements for the year 2025, dated 7 February 2026, as presented in the 2025 Annual Report, were audited by KAP Rintis, Jumadi, Rianto & Rekan (a member firm of the global PwC network). The auditor stated that the consolidated financial statements were fairly presented in all material respects in accordance with Indonesian Financial Accounting Standards.

Komite telah menelaah laporan keuangan konsolidasian tahun yang teraudit ini dengan manajemen Perusahaan dan PwC, khususnya kebijakan–kebijakan akuntansi penting, perkiraan/estimasi, dan pertimbangan yang signifikan.

The Committee has reviewed the above mentioned audited consolidated financial statements with the Company's management and PwC, particularly the critical accounting policies and significant estimates and judgments.

Komite telah merasa yakin bahwa semua penyesuaian audit yang material yang diusulkan oleh PwC telah dimasukkan dalam laporan keuangan konsolidasian dan Komite tidak mengetahui adanya salah saji yang material.

The Committee has satisfied itself that all material adjustments proposed by PwC have been included in the consolidated financial statements, and that the Committee is not aware of any material misstatement.

Pengendalian Internal

Manajemen melakukan praktik pengendalian terhadap evaluasi laporan keuangan secara rutin dan berkelanjutan. Hasil dari proses ini dipantau dengan cermat oleh Komite.

Auditor Independen

Komite telah menelaah independensi PwC dan menyimpulkan bahwa PwC independen untuk melaksanakan audit atas laporan keuangan konsolidasian Perusahaan untuk tahun yang berakhir pada 31 Desember 2025.

Audit Internal

Terkait Audit Internal, Komite telah menelaah Rencana Kerja Audit Internal, memantau kemajuan, membahas temuan yang signifikan, serta memantau tindak lanjut perbaikan untuk memastikan adanya tindak lanjut perbaikan dari Manajemen.

Whistleblowing

Kebijakan *Whistleblowing* telah ditetapkan oleh Perseroan yang mencakup pengaduan terkait kecurangan keuangan, pelanggaran terhadap hukum, peraturan, kebijakan, keputusan, instruksi, Kode Etik, kesalahan pengelolaan, penyalahgunaan kekuasaan dan wewenang, tindakan yang membahayakan kesehatan, keselamatan, dan lingkungan, maupun kelalaian dalam menjalankan tugas. Komite menelaah setiap pengaduan yang diterima dan memantau penyelesaiannya secara tepat.

Paket Remunerasi

Komite menugaskan PwC untuk membantu melakukan penelaahan atas pembayaran paket remunerasi Dewan Komisaris dan Direksi. Berdasarkan hasil penelaahan tersebut, Komite menyimpulkan bahwa jumlah remunerasi yang dibayarkan adalah wajar dan sesuai. Informasi remunerasi tersebut akan diungkapkan dalam Laporan Tahunan yang akan disampaikan kepada dan memperoleh persetujuan dalam RUPST 2026.

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi (NRC atau Komite) bertanggung jawab untuk membantu Dewan Komisaris dalam menjalankan tanggung jawab pengawasannya, terutama dalam mengkaji dan memberikan saran mengenai kualifikasi yang diperlukan serta nominasi calon anggota Direksi dan Dewan Komisaris, dan dalam mengevaluasi serta memberikan masukan mengenai skema remunerasi Direksi, Komisaris serta karyawan.

Internal Control

Management performed control over the evaluation of financial statements on a regular and ongoing basis. Results of this process are closely monitored by the Committee.

Independent Auditor

The Committee has reviewed the independence of PwC and concludes that PwC is independent to conduct the audit of the Company's consolidated financial statements for the year ended 31 December 2025.

Internal Audit

With respect to the Internal Audit, the Committee has reviewed the Internal Audit Work Plan, monitored the progress, discussed significant findings, and monitored remediation to ensure that Management follows up upon recommended remediation.

Whistleblowing

Whistleblowing policy have been established by the Company including complaints regarding financial fraud, violation of laws, regulations, policies, decisions, instructions, Code of Ethics, mismanagement, abuse of power & authority, endangering health, safety and environment or neglect of duty. The Committee reviewed any complaints received and monitored their appropriate resolutions.

Remuneration Package

The Committee appointed PwC to assist in reviewing the payment of remuneration packages for the Board of Commissioners and the Board of Directors. Based on the results of this review, the Committee concluded that the remuneration amounts paid were fair and appropriate. This remuneration information will be disclosed in the Annual Report to be submitted to, and approved at, the 2026 AGMS.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC or Committee) is responsible for assisting the Board of Commissioners in carrying out its supervisory responsibilities, particularly in reviewing and providing recommendations on the qualifications required and nominations of prospective members of the Board of Directors and the Board of Commissioners. It also evaluates and advises on remuneration schemes for the Directors, Commissioners, and employees.

Piagam Komite Nominasi dan Remunerasi

Piagam NRC Perseroan merupakan pedoman kerja bagi NRC dalam melaksanakan tugas dan tanggung jawabnya. Piagam NRC ini telah disusun dan disetujui oleh Dewan Komisaris Perseroan dengan memperhatikan peraturan perundang-undangan yang berlaku, termasuk Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal yang telah diubah dari waktu ke waktu, peraturan OJK dan BEI, Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah dari waktu ke waktu, serta Anggaran Dasar Perusahaan. Piagam NRC ini menjelaskan hal-hal sebagai berikut antara lain:

1. Penunjukan dan struktur anggota
2. Tugas dan tanggung jawab
3. Petunjuk kerja dan pelaporan
4. Rapat dan hal-hal lain

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Komite NRC memiliki tugas terkait Nominasi dan Remunerasi di Perseroan. Terkait dengan Nominasi:

1. Memberikan rekomendasi kepada Dewan Komisaris terkait: komposisi Direksi dan Komisaris, kebijakan dan kriteria untuk proses nominasi, dan indikator kinerja utama jangka pendek dan jangka panjang untuk mengevaluasi kinerja Direksi dan Komisaris.

2. Membantu Dewan Komisaris dalam menilai kinerja Direksi dan Komisaris
3. Memberikan rekomendasi kepada Dewan Komisaris terkait program pengembangan bagi anggota Direksi dan Dewan Komisaris.

4. Memberikan rekomendasi terkait calon Direksi dan Komisaris kepada Dewan Komisaris untuk selanjutnya disampaikan dan diputuskan oleh Rapat Umum Pemegang Saham Perseroan.

Terkait dengan Remunerasi:

1. Memberikan saran kepada Dewan Komisaris mengenai remunerasi, dan tunjangan bagi Komisaris, Direksi, Manajemen Senior, serta karyawan Perseroan dan anak perusahaannya;
2. Memberikan saran kepada Dewan Komisaris mengenai hal lain yang relevan dengan remunerasi, tunjangan, dan masa jabatan atau tugas dari Dewan Komisaris, Direksi, serta karyawan Perusahaan; dan
3. Memperoleh saran dari pihak eksternal yang diperlukan untuk melaksanakan tugasnya.

Nomination and Remuneration Committee Charter

The Company's NRC Charter serves as a working guideline for the NRC in carrying out its duties and responsibilities. The NRC Charter has been prepared and approved by the Company's Board of Commissioners, taking into account applicable laws and regulations, including Law No. 8 of 1995 on Capital Markets as amended from time to time, OJK and IDX regulations, Law No. 40 of 2007 on Limited Liability Companies as amended from time to time, as well as the Company's Articles of Association. The NRC Charter outlines the following matters, among others:

1. Appointment and structure of members
2. Duties and responsibilities
3. Working guidelines and reporting
4. Meetings and other provisions

Duties and Responsibilities of the Nomination and Remuneration Committee

The NRC has duties related to Nomination and Remuneration in the Company. Nomination-related Duties:

1. Provide recommendations to the Board of Commissioners regarding: composition of the Board of Directors and Board of Commissioners. policies and criteria for the nomination process, short- and long-term key performance indicators for evaluating the performance of Directors and Commissioners.
2. Assist the Board of Commissioners in assessing the performance of Directors and Commissioners.
3. Provide recommendations to the Board of Commissioners regarding development programs for members of the Board of Directors and Board of Commissioners.
4. Recommend candidates for the Board of Directors and Board of Commissioners to the Board of Commissioners for further submission and resolution by the General Meeting of Shareholders.

Remuneration-related Duties:

1. Advise the Board of Commissioners on remuneration, and allowances for the Board of Commissioners, Directors, Senior Management, as well as employees of the Company and its subsidiaries;
2. Provide recommendations to the Board of Commissioners regarding other matters relevant to remuneration, allowances, and tenure or duties of the Board of Commissioners, Directors, and employees; and
3. Seek advice from external parties as necessary to fulfill its duties.

Independensi Komite Nominasi dan Remunerasi

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, salah satu anggota NRC merupakan komisaris independen, yang juga merupakan ketua NRC yaitu Bapak Elisa Lumbantoruan. Silakan merujuk pada halaman 232 untuk pernyataan independensi anggota Dewan Komisaris.

Anggota Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi ditunjuk oleh Dewan Komisaris dimana anggotanya terdiri dari paling sedikit tiga (3) orang dan paling banyak lima (5) orang anggota. Salah satu anggota harus merupakan Komisaris Independen dan bertindak sebagai Ketua Komite. Seluruh anggota Komite Nominasi dan Remunerasi diangkat berdasarkan Keputusan atas Sirkuler Dewan Komisaris No. 05–2025 tanggal 10 Juli 2025. Per 31 Desember 2025, anggota Komite terdiri dari Elisa Lumbantoruan, Ahmad Abdulaziz A A Al-Neama, Woo Chiu Man Cliff, Achmad Syah Reza, dan Sugito Walujo (Patrick Walujo).

Komite dapat meminta saran profesional dari penasihat eksternal yang tepat untuk memberikan masukkan tambahan mengenai praktik–praktik Nominasi dan Remunerasi jika dipandang perlu.

Masa Jabatan Anggota Komite Nominasi dan Remunerasi

Berdasarkan Piagam Komite Nominasi dan Remunerasi, masa jabatan anggota Komite adalah selama empat (4) tahun atau sampai anggota tersebut tidak lagi menjadi Komisaris, atau hingga tanggal yang disetujui oleh Dewan Komisaris dengan mempertimbangkan rekomendasi dari pihak pengusul yang relevan, dengan ketentuan dapat berakhir lebih awal jika anggota tersebut mengundurkan diri atau meninggal dunia.

Profil Anggota Komite Nominasi dan Remunerasi

Semua anggota komite merangkap jabatan sebagai anggota Dewan Komisaris. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Dewan Komisaris.

Rapat Komite Nominasi dan Remunerasi

Sepanjang tahun 2025, Komite mengadakan enam kali rapat. Partisipasi dan kehadiran Komisaris pada rapat sepanjang tahun dapat dilihat pada tabel berikut ini:

Independence of the Nomination and Remuneration Committee

In accordance with the Nomination and Remuneration Committee Charter, one of the NRC members must be an independent commissioner, who also serves as the NRC Chairperson, namely Mr. Elisa Lumbantoruan. Please refer to page 232 for the independence statement of the Board of Commissioners members.

Members of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is appointed by the Board of Commissioners and consists of at least three (3) and no more than five (5) members. One of the members must be an Independent Commissioner and serves as the Chairman of the Committee. All members of the Nomination and Remuneration Committee were appointed based on the Circular Resolution of the Board of Commissioners No. 05–2025 dated 10 July 2025. As of 31 December 2025, the Committee members consisted of Elisa Lumbantoruan, Ahmad Abdulaziz A. A. Al-Neama, Woo Chiu Man Cliff, Achmad Syah Reza, and Sugito Walujo (Patrick Walujo).

The Committee may seek professional advice from appropriate external advisors to gain additional insights into nomination and remuneration practices when deemed necessary.

Term of Office of Nomination and Remuneration Committee Member

Based on the NRC Charter, the term of office of an NRC member shall be for a four (4) year period or until such member ceases to be a Commissioner, or until such date as may be approved by the BOC by taking into consideration the recommendation of the relevant nominating party, subject to their earlier resignation or death.

Profile of the Members of the Nomination and Remuneration Committee

All committee members concurrently serve as members of the Board of Commissioners. Therefore, the profiles of the committee members can be found in the Board of Commissioners' profile section.

Nomination and Remuneration Committee Meetings

Throughout 2025, the Committee held six meetings. The participation and attendance of Commissioners in these meetings are detailed in the table below:

Komposisi Composition	Jumlah Kehadiran dalam Rapat Numbers of Meetings Attended
Elisa Lumbantoruan	6/6
Ahmad Abdulaziz A A Al-Neama	6/6
Woo Chiu Man, Cliff	6/6
Meirijal Nur*	3/3
Sugito Walujo (Patrick Walujo)	6/6
Achmad Syahreza**	3/3

*Pada tanggal 28 Mei 2025, berdasarkan usulan para pemegang saham dan keputusan RUPS Tahunan yang diselenggarakan pada tanggal yang sama, Bapak Meirijal Nur digantikan oleh Bapak Achmad Syah Reza sebagai Komisaris Perseroan dan berlaku efektif sejak tanggal tersebut. Sejalan dengan perubahan tersebut, Bapak Meirijal Nur tidak lagi menjabat sebagai anggota Komite Nominasi dan Remunerasi.
**Diangkat menjadi anggota Komite Nominasi dan Remunerasi berdasarkan Keputusan Dewan Komisaris melalui Sirkuler Dewan Komisaris tanggal 10 Juli 2025 yang efektif sejak RUPST 2025.
*On 28 May 2025, based on the proposal of the shareholders and the decision of the Annual GMS held on the same date, Mr. Meirijal Nur was replaced by Mr. Achmad Syah Reza as Commissioner of the Company, effective as of that date. In line with this change, Mr. Meirijal Nur no longer serves as a member of the Nomination and Remuneration Committee.
**Appointed as a member of the Nomination and Remuneration Committee based on the Board of Commissioners' Decision through the Board of Commissioners' Circular dated 10 July 2025, which took effect as of the 2025 AGMS.

Pelatihan dan Pengembangan Anggota Komite Nominasi dan Remunerasi

Pada 25 September 2025, Komite Nominasi dan Remunerasi mengikuti pelatihan "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" yang dibawakan oleh Google dan McKinsey, yang dilaksanakan secara hibrida di Kantor Pusat Perseroan.

Kegiatan Komite Nominasi dan Remunerasi tahun 2025

Komite melaksanakan tugas dan tanggung jawabnya sesuai dengan Piagamnya. Kegiatan utama Komite pada tahun 2025 adalah sebagai berikut:

1. Mengkaji dan merekomendasikan kepada Dewan Komisaris nominasi anggota Dewan Komisaris IOH dan anak perusahaannya;
2. Mengkaji dan merekomendasikan kepada Dewan Komisaris nominasi anggota Direksi anak perusahaan IOH;
3. Mengkaji dan merekomendasikan anggaran remunerasi Dewan Komisaris tahun 2025, yang disampaikan dan disetujui oleh RUPST Perusahaan tahun 2025;
4. Mengkaji dan merekomendasikan kepada Dewan Komisaris, remunerasi (termasuk peninjauan gaji, serta insentif jangka pendek dan jangka panjang) Direksi untuk tahun 2025;
5. Berdasarkan delegasi dari Dewan Komisaris, (i) mengkaji dan menyetujui pembentukan jabatan dan organisasi CXO, (ii) mengkaji dan menyetujui penunjukan dan remunerasi CXO, (iii) mengkaji dan menyetujui peningkatan tunjangan, skema insentif, dan pool bonus.

Training and Development for Nomination and Remuneration Committee Members

On 25 September 2025, the Nomination and Remuneration Committee participated in the "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" training, delivered by Google and McKinsey, which was conducted in a hybrid format at the Company's Head Office.

Activities of the Nomination and Remuneration Committee in 2025

The Committee carries out its duties and responsibilities in accordance with its Charter. The Committee's main activities in 2025 are as follows:

1. Reviewing and recommending to the Board of Commissioners nominations for members of the Board of Commissioners of IOH and its subsidiaries;
2. Reviewing and recommending to the Board of Commissioners nominations for members of the Board of Directors of IOH subsidiaries;
3. Reviewing and recommending the remuneration budget for the Board of Commissioners for 2025, which will be submitted to and approved by the Company's 2025 AGM;
4. Reviewing and recommending to the Board of Commissioners the remuneration (including salary reviews and short-term and long-term incentives) of the Board of Directors for 2025;
5. Based on the delegation from the Board of Commissioners, (i) review and approve the establishment of CXO positions and organisation, (ii) review and approve the appointment and remuneration of CXOs, (iii) review and approve increases in allowances, incentive schemes, and bonus pools.

Komite Manajemen Risiko

Komite Manajemen Risiko (KMR atau Komite) membantu Dewan Komisaris dalam menyusun kebijakan yang tepat terkait penilaian risiko dan pengelolaan risiko, serta mengkaji kecukupan, kelengkapan, dan efektivitas penerapan proses manajemen risiko Perseroan, dan merekomendasikan kepada Dewan Komisaris perbaikan yang dipandang perlu.

Piagam Komite Manajemen Risiko

KMR memiliki piagam yang diterapkan sebagai pedoman dalam menjalankan tugas dan tanggung jawabnya. Piagam KMR ini diubah secara berkala dan perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris Tanggal 31 Juli 2024. Piagam KMR mengatur secara rinci mengenai:

1. Tujuan dan struktur organisasi.
2. Wewenang, peran dan tanggung jawab.
3. Tata cara pelaksanaan rapat serta pengambilan keputusan.
4. Ketentuan terkait pendanaan yang diperlukan untuk mendukung pelaksanaan fungsi KMR.

Tugas dan Tanggung Jawab Komite Manajemen Risiko

Tanggung jawab utama dari KMR adalah untuk memastikan bahwa kebijakan, prosedur, dan praktik telah diterapkan untuk manajemen risiko Perseroan dan melaporkan hasil kegiatan RMC kepada Dewan Komisaris.

KMR memiliki tugas yang terdiri dari:
Secara Kuartalan:

1. Memantau status implementasi rencana tindakan mitigasi risiko.
2. Memantau dan meninjau pelaporan risiko kuartalan.
3. Meninjau laporan (oleh Audit Internal atau lainnya) mengenai manajemen risiko dan memberikan rekomendasi tindakan yang diperlukan.
4. Mengawasi proses yang ada untuk menilai dan melaporkan risiko.
5. Memberikan pembaruan kepada Dewan Komisaris mengenai kemajuan implementasi manajemen risiko dan pencapaian tingkat kematangan risiko.

Risk Management Committee

The Risk Management Committee (RMC or Committee) assists the Board of Commissioners in formulating appropriate policies related to risk assessment and risk management, as well as reviewing the adequacy, completeness, and effectiveness of the implementation of the Company's risk management processes and recommending necessary improvements to the Board of Commissioners.

Risk Management Committee Charter

RMC has a charter that serves as a guideline in carrying out its duties and responsibilities. This RMC charter is amended periodically, with the latest amendment made based on the Board of Commissioners' Decision dated 31 July 2024. The RMC charter regulates in detail:

1. The objectives and organisational structure.
2. Authority, roles and responsibilities.
3. The procedures for conducting meetings and making decisions.
4. Provisions related to the funding required to support the implementation of RMC's functions.

Duties and Responsibilities of the Risk Management Committee

The primary responsibility of the RMC is to ensure that policies, procedures, and practices are implemented for the Company's risk management and to report the results of RMC activities to the Board of Commissioners.

The RMC has the following duties:
Quarterly:

1. Monitoring the status of risk mitigation action plan implementation.
2. Monitoring and reviewing quarterly risk reports.
3. Reviewing reports (by Internal Audit or others) on risk management and providing recommendations for necessary actions.
4. Overseeing existing processes for assessing and reporting risks.
5. Providing updates to the Board of Commissioners on the progress of risk management implementation and the achievement of risk maturity levels.

Secara Tahunan:

1. Meninjau perubahan yang diusulkan terhadap Kebijakan Manajemen Risiko (RM), jika ada.
2. Meninjau dan mengonfirmasi cakupan, fungsi, dan sumber daya (misalnya anggaran, jumlah pegawai, dan dukungan yang diperlukan dari pemangku kepentingan dan fungsi terkait) dari BARM dan memastikan bahwa BARM memiliki kewenangan yang diperlukan untuk melaksanakan tanggung jawabnya.
3. Meninjau independensi dan objektivitas BARM.
4. Meninjau laporan tahunan manajemen mengenai manajemen risiko.
5. Meninjau hasil penilaian Model Kematangan Risiko and Insurance Management Society ("RIMS RMM") dan menyetujui rencana kematangan manajemen risiko tahunan yang diusulkan.

Secara Ad-hoc:

1. Meninjau dan menantang batasan toleransi risiko yang telah ditetapkan oleh Direksi.
2. Meninjau, mendiskusikan, dan memutuskan isu manajemen risiko yang krusial bagi Perseroan (misalnya melebihi batas toleransi risiko).
3. Koordinasi dengan komite audit, memahami bagaimana rencana kerja audit internal Perseroan diselaraskan dengan risiko yang telah diidentifikasi dan dengan tata kelola risiko.

Independensi Komite Manajemen Risiko

Komite ini menjalankan tugasnya secara independen dengan mengacu pada prinsip-prinsip tata kelola perusahaan yang baik, memastikan pengelolaan risiko perusahaan dilakukan secara objektif, transparan, dan sesuai dengan kebijakan yang telah disetujui oleh Direksi dan Dewan Komisaris.

Anggota Komite Manajemen Risiko

Berdasarkan Piagam KMR, KMR terdiri dari anggota Dewan Komisaris sebagai mayoritas anggota KMR dan profesional dari luar Perseroan, jika ada yang diangkat oleh Dewan Komisaris. Seluruh anggota Komite Manajemen Risiko diangkat berdasarkan Keputusan Rapat Dewan Komisaris tanggal 27 Juli 2023. Pada akhir tahun 2025, susunan anggota Komite Manajemen Risiko adalah sebagai berikut:

1. Bapak Woo Chiu Man, Cliff – Ketua.
2. Bapak René Heinz Werner – Anggota.
3. Bapak Efthymios Tsokanis – Anggota.
4. Bapak Cheung Kwan Hoi – Anggota.

Annually:

1. Review any proposed changes to the Risk Management (RM) Policy, if any.
2. Review and confirm the scope, functions, and resources (e.g., budget, number of employees, and necessary support from stakeholders and related functions) of BARM and ensure that BARM has the necessary authority to carry out its responsibilities.
3. Review the independence and objectivity of BARM.
4. Review the management's annual report on risk management.
5. Review the results of the Risk and Insurance Management Society ('RIMS RMM') Maturity Model assessment and approve the proposed annual risk management maturity plan.

Ad-hoc:

1. Reviewing and challenging the risk tolerance limits set by the Board of Directors.
2. Reviewing, discussing, and deciding on risk management issues that are crucial to the Company (e.g. exceeding risk tolerance limits).
3. Coordinating with the audit committee, understanding how the Company's internal audit work plan is aligned with identified risks and risk governance.

Independence of the Risk Management Committee

This Committee carries out its duties independently by referring to the principles of good corporate governance, ensuring that the company's risk management is carried out objectively, transparently, and in accordance with policies approved by the Board of Directors and Board of Commissioners.

Risk Management Committee Members

Based on the RMC Charter, RMC consists of members of the Board of Commissioners as the majority of RMC members and professionals from outside the Company, if any, appointed by the Board of Commissioners. All members of the Risk Management Committee were appointed based on the Resolution of the Board of Commissioners Meeting on 27 July 2023. At the end of 2025, the composition of the Risk Management Committee members is as follows:

1. Mr Woo Chiu Man, Cliff – Chairman.
2. Mr René Heinz Werner – Member.
3. Mr Efthymios Tsokanis – Member.
4. Mr Cheung Kwan Hoi – Member.

Masa Jabatan Anggota KMR

Masa jabatan anggota KMR adalah selama empat (4) tahun atau sampai anggota tersebut tidak lagi menjadi Komisaris, atau hingga tanggal yang disetujui oleh Dewan Komisaris sesuai dengan arahan dari Pemegang Saham Mayoritas, dengan ketentuan dapat berakhir lebih awal jika anggota tersebut mengundurkan diri atau meninggal dunia.

Term of Office of RMC Members

The term of office of RMC members is four (4) years or until the member is no longer a Commissioner, or until the date approved by the Board of Commissioners in accordance with the instructions of the Majority Shareholder, with the provision that it may end earlier if the member resigns or passes away.

Profil Anggota Komite Manajemen Risiko

Semua anggota komite merangkap jabatan sebagai anggota Dewan Komisaris. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Dewan Komisaris.

Profile of the Members of the Risk Management Committee

All committee members also serve as members of the Board of Commissioners. Therefore, the profiles of committee members can be found in the Board of Commissioners profile section.

Rapat Komite Manajemen Risiko

KMR menyelenggarakan lima rapat di tahun 2025. Tabel partisipasi dan kehadiran para anggota dalam rapat Komite dapat dilihat dalam tabel di bawah ini:

Risk Management Committee Meetings

The RMC held five meetings in 2025. The table below shows the participation and attendance of members in Committee meetings:

Komposisi Composition	**Jumlah Kehadiran dalam Rapat** Numbers of Meetings Attended
Woo Chiu Man, Cliff	5/5
René Heinz Werner	4/5
Cheung Kwan Hoi	5/5
Efthymios Tsokanis	5/5

Pelatihan dan Pengembangan Anggota Komite

Pada 25 September 2025, anggota Komite Manajemen Risiko mengikuti pelatihan "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" yang dibawakan oleh Google dan McKinsey, yang dilaksanakan secara hibrida di Kantor Pusat Perseroan.

Training and Development of Committee Members

On 25 September 2025, the Risk Management Committee members participated in the "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" training, delivered by Google and McKinsey, which was conducted in a hybrid format at the Company's Head Office.

Kegiatan Komite Manajemen Risiko tahun 2025

Kegiatan utama yang dilakukan KMR di tahun 2025 adalah:

1. Mengkaji dan mengesahkan Profil Risiko untuk tahun 2025 serta memantau secara berkesinambungan setiap kemajuan dan tindakan mitigasi atas risiko material yang dilakukan Manajemen.
2. Membahas secara rinci hal–hal yang terkait kegiatan dan rencana manajemen risiko Perseroan.

Risk Management Committee Activities in 2025

The key activities conducted by the RMC in 2025 included:

1. Reviewed and approved the 2025 Risk Profile while continuously monitoring progress and mitigation actions taken by Management for material risks.
2. Discussed in detail matters related to the Company's risk management activities and plans.

Budget Commitee

Budget Commitee (BC atau Komite) bertugas untuk Dewan Komisaris dalam melaksanakan tugas–tugas pengawasan dan penasihat dengan mengkaji dan memberikan rekomendasi kepada Dewan Komisaris terkait dengan rencana strategis, rencana kerja tahunan, dan anggaran (termasuk Rencana Belanja Modal) IOH.

Piagam *Budget Committee*

Piagam BC merupakan pedoman kerja bagi BC dalam menjalankan tugas dan kewajibannya selama masa jabatannya berlangsung. Piagam BC diubah secara berkala dan perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada tanggal 29 Oktober 2024. Piagam ini mengatur secara rinci mengenai hal-hal sebagai berikut:

1. Peran dan tanggung jawab Komite.
2. Komposisi keanggotaan dan masa jabatan Komite.
3. Tata cara pelaksanaan rapat Komite.

Tugas dan Tanggung Jawab *Budget Committee*

BC bertanggung jawab dalam membantu Dewan Komisaris dalam menjalankan tugas pengawasan dan pemberian nasihat Dewan Komisaris dengan meninjau dan memberikan rekomendasinya kepada Dewan Komisaris terkait dengan:

1. Rencana strategis dan rencana belanja modal Perseroan yang diusulkan oleh Direksi;
2. Rencana Kerja Tahunan dan Rencana Bisnis yang diusulkan oleh Direksi;
3. Menyetujui penyesuaian terhadap Rencana Kerja Tahunan dan Rencana Bisnis, dengan ketentuan bahwa penyesuaian tersebut berada dalam anggaran tahunan yang disetujui oleh Dewan Komisaris;
4. Rencana strategis Perseroan.

Independensi *Budget Committee*

Komite ini menjalankan tugasnya secara independen dengan mengacu pada prinsip-prinsip tata kelola perusahaan yang baik, memastikan proses penyusunan, evaluasi, dan pengawasan anggaran dilakukan secara objektif, transparan, dan sesuai dengan kebijakan yang telah disetujui oleh Direksi dan Dewan Komisaris.

Anggota *Budget Committee*

Seluruh anggota BC diangkat berdasarkan Keputusan Rapat Dewan Komisaris tanggal 27 Juli 2023. Pada akhir tahun 2025, susunan anggota BC adalah sebagai berikut:

Budget Committee

The Budget Committee (BC or Committee) assists the Board of Commissioners in carrying out its supervisory and advisory duties by reviewing and providing recommendations to the Board of Commissioners regarding IOH's strategic plans, annual work plans, and budgets (including the Capital Expenditure Plan).

Budget Committee Charter

The BC Charter serves as a guideline for the Committee in performing its duties and obligations during its tenure. The charter is periodically updated, with the latest revision approved by the Board of Commissioners on 29 October 2024. It comprehensively regulates the following aspects:

1. Roles and responsibilities of the Committee.
2. Committee membership composition and tenure.
3. Procedures for Committee meetings.

Duties and Responsibilities of the Budget Committee

The BC is responsible for assisting the Board of Commissioners in fulfilling its supervisory and advisory roles by reviewing and providing recommendations on the following matters:

1. The Company's strategic plans and capex plans proposed by the Board of Directors;
2. The Annual Work Plan and Business Plan proposed by the Board of Directors;
3. Approval of adjustments to the Annual Work Plan and Business Plan, provided such adjustments fall within the annual budget approved by the Board of Commissioners;
4. The Company's strategic plans.

Independence of the Budget Committee

Committee performs its duties independently, adhering to good corporate governance principles, ensuring that the budgeting process, including evaluation and oversight, is conducted objectively, transparently, and in accordance with policies approved by the Board of Directors and the Board of Commissioners.

Budget Committee Members

All BC members were appointed based on the Resolution of the Board of Commissioners Meeting dated 27 July 2023. At the end of 2025, the composition of the BC members is as follows:

1. Bapak Woo Chiu Man, Cliff – Ketua.
2. Bapak Aziz Ahmad M Aluthman Fakhroo – Anggota.
3. Bapak Cheung Kwan Hoi – Anggota.
4. Bapak Ahmad Abdulaziz A A Al-Neama – Anggota.

Profil Anggota *Budget Committee*

Semua anggota komite merangkap jabatan sebagai anggota Dewan Komisaris. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Dewan Komisaris.

Masa Jabatan Anggota *Budget Committee*

Masa jabatan anggota Komite berlaku selama empat (4) tahun atau sampai anggota tersebut tidak lagi menjadi anggota Dewan Komisaris Perseroan (jika berlaku), atau hingga tanggal yang disetujui oleh Dewan Komisaris Perseroan dengan mempertimbangkan rekomendasi dari Pemegang Saham Mayoritas, dengan ketentuan dapat berakhir lebih awal jika anggota tersebut mengundurkan diri atau meninggal dunia.

Rapat *Budget Committee*

Sepanjang tahun 2025, BC menyelenggarakan empat rapat dan lima keputusan sirkuler. Daftar partisipasi dan kehadiran Komisaris disajikan dalam tabel di bawah ini:

1. Mr. Woo Chiu Man, Cliff – Chairman.
2. Mr. Aziz Ahmad M Aluthman Fakhroo – Member.
3. Mr. Cheung Kwan Hoi – Member.
4. Mr. Ahmad Abdulaziz A A Al-Neama – Member.

Profile of the Members of the Budget Committee

All committee members concurrently serve as members of the Board of Commissioners. Therefore, the profiles of the committee members can be found in the Board of Commissioners' profile section.

Term of Office of Budget Committee Members

The term of office of the Committee members shall be for a period of four (4) years or until the member is no longer a member of the Company's Board of Commissioners (if applicable), or until a date approved by the Company's Board of Commissioners by considering the recommendation of the Majority Shareholder, subject to early termination in the event of resignation or death.

Budget Committee Meetings

Throughout 2025, the BC held four meetings and passed five circular resolutions. The participation and attendance details of the Commissioners are presented in the table below:

Komposisi Composition	**Jumlah Kehadiran dalam Rapat** Numbers of Meetings Attended
Woo Chiu Man, Cliff	4/4
Aziz Ahmad M Aluthman Fakhroo	4/4
Ahmad Abdulaziz A A Al-Neama	4/4
Cheung Kwan Hoi	4/4

Pelatihan dan Pengembangan Anggota Komite

Pada 25 September 2025, anggota BC mengikuti pelatihan "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" yang dibawakan oleh Google dan McKinsey, yang dilaksanakan secara hibrida di Kantor Pusat Perseroan.

Kegiatan *Budget Committee* tahun 2025

Kegiatan utama yang dilakukan BC pada tahun 2025 adalah sebagai berikut:

1. Mengkaji dan menyampaikan rekomendasi kepada Dewan Komisaris Rencana Kerja dan Anggaran 2025 yang diusulkan oleh Direksi;
2. Membahas beberapa rencana strategis, yakni Proyek Signifikan Perusahaan selama tahun 2025;
3. Mengkaji laporan pengadaan bulanan Perseroan.

Training and Development of Committee Members

On 25 September 2025, the Budget Committee members participated in the "AI Capabilities Excellence Deep Dive Program to Emerge as an AI-Native Telco" training, delivered by Google and McKinsey, which was conducted in a hybrid format at the Company's Head Office.

Budget Committee Activities in 2025

The key activities carried out by the BC in 2025 included:

1. Reviewed and provided recommendations to the Board of Commissioners regarding the 2025 Work Plan and Budget proposed by the Board of Directors.
2. Discussed several strategic plans, including significant company projects throughout 2025.
3. Reviewed the Company's monthly procurement reports.

Komite-Komite di Bawah Direksi
Committees Under the Board of Directors

Spend Committee

Piagam *Spend Committee*

Spend Committee memiliki piagam yang digunakan sebagai pedoman Spend Committee dalam menjalankan tugasnya selama masa jabatannya berlangsung. Piagam Spend Committee ditetapkan oleh Dewan Komisaris dan diubah secara berkala, dimana perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada tanggal 6 November 2024. Piagam ini mengatur secara rinci hal-hal terkait:

1. Tujuan *Spend Committee*.
2. Hak dan Kewajiban Anggota.
3. Ruang Lingkup.
4. Tata Kelola.
5. Keputusan.

Tugas dan Tanggung Jawab *Spend Committee*

Tujuan dari *Spend Committee* adalah untuk memastikan bahwa semua pengeluaran yang melebihi jumlah tertentu direncanakan dan dilaksanakan dalam kerangka kerja yang seragam.

1. Memastikan, mempromosikan, dan mempertahankan standar tertinggi dari integritas, transparansi, profesionalisme, dan etika dalam semua praktik.
2. Memastikan bahwa manajemen Perusahaan setiap saat memiliki gambaran menyeluruh mengenai investasi/ pengeluaran yang direncanakan dan yang sedang berjalan, serta status dari investasi/pengeluaran tersebut.
3. Investasi/pengeluaran terpilih yang diidentifikasi oleh komite harus ditindaklanjuti melalui evaluasi kinerja paska-proyek yang diajukan oleh pemilik proyek terhadap business case asli. Evaluasi kinerja paska-proyek akan disajikan setiap bulan (minggu ke-4).
4. Meninjau dan menyetujui rencana strategi kategori pengadaan utama.
5. Menyusun dan memastikan pelaksanaan kebijakan dan pedoman yang lancar terkait semua urusan pengadaan.
6. Meninjau dan menyetujui strategi dan persyaratan penghargaan dalam ruang lingkupnya dengan:
    - Memastikan bahwa fungsional, teknis, dan ruang lingkup pekerjaan sudah optimal.
    - Memastikan bahwa kriteria evaluasi yang ditetapkan oleh tim Bisnis, Teknis, dan Pengadaan sudah optimal dan menyeluruh.
    - Memastikan bahwa daftar vendor yang diundang telah sesuai dan telah melalui proses pra-kualifikasi secara menyeluruh.

Spend Committee

Spend Committee Charter

The Spend Committee operates under a charter that serves as a guideline for carrying out its duties during its tenure. The Spend Committee Charter was established by the Board of Commissioners and is periodically updated, with the most recent amendment made through the Board of Commissioners Resolution dated 6 November 2024. The charter comprehensively regulates:

1. Purpose of the Spend Committee.
2. Membership rights and duties.
3. Scope .
4. Governance.
5. Decision

Duties and Responsibilities of the Spend Committee

The purpose of the spend committee is to ensure that all spending, exceeding a certain amount, are planned and executed within a common framework.

1. Ensure, promote and maintain the highest standards of integrity, transparency, professionalism and ethics in all practices.
2. Ensure that Company's management at all times has an overview of planned and ongoing investments/spending, and the status of these Investments/spending.
3. Selected investments/spending identified by the committee are to be followed up through a post-performance evaluation submitted by project owner against the original business case. Post-performance evaluation will be presented once a month (week 4).
4. Review and approve key sourcing category strategy plans.
5. Establish and ensure smooth implementation of policies and guidelines on all procurement matters.
6. Review and approve the award strategy and requirements within its purview by:
    - Ensuring that the functional, technical and scope of works is optimal.
    - Ensuring that the evaluation criteria set forth by the Business, Technical and Procurement teams are optimal and holistic.
    - Ensuring that the list of invited vendors is appropriate and have been pre-qualified thoroughly.

- Memastikan bahwa persaingan yang cukup tercipta untuk mendapatkan hasil yang terbaik demi kepentingan perusahaan.
- Memastikan bahwa sumber daya internal yang tepat telah dialokasikan untuk tender untuk memastikan bahwa jadwal dapat ditaati.

7. Meninjau dan menyetujui setiap penyimpangan utama dari strategi dan persyaratan tender yang telah disetujui di atas; dan
8. Meninjau hasil dari proses tender dan menyetujui dan/atau merekomendasikan vendor yang akan ditunjuk, sesuai dengan *Delegation of Authority* (DoA) yang telah disetujui.

Independensi *Spend Committee*

Kemandirian ini dipertahankan melalui pemisahan yang jelas antara fungsi pengawasan dan operasional, sambil tetap mematuhi prinsip-prinsip tata kelola perusahaan yang baik dalam setiap proses pengambilan keputusan.

Anggota *Spend Committee*

1. Direktur & Chief Financial Officer – Ketua.
2. Direktur & Chief Executive Officer – Wakil Ketua.
3. Direktur & Chief Strategy & Executive Officer - Anggota.

Profil Anggota *Spend Committee*

Semua anggota komite merangkap jabatan sebagai anggota Direksi. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Direksi.

Dasar Hukum Penunjukan Anggota Komite

Anggota komite ditunjuk sesuai jabatan berdasarkan posisi yang disyaratkan pada Piagam *Spend Committee.* Masa jabatan anggota Komite berlaku sepanjang yang bersangkutan masih menjabat dalam posisi terkait di Perseroan.

Rapat *Spend Committee*

Pada tahun 2025 Spend Committee telah mengadakan 21 rapat dan melakukan 97 sirkulasi.

Pelatihan dan Pengembangan Anggota Kegiatan Komite

Mohon merujuk pada pelatihan dan pengembangan spesifik yang diikuti Direksi.

- Ensuring that enough competitive stretch is created to have best possible outcome in the best interest of company.
- Ensuring that appropriate internal resources have been allocated to the tender to ensure that timelines can be adhered to

7. Review and approve any major deviations from the approved tender strategy and requirements above; and
8. Review the results of the tender process and approve and/or recommend the vendor(s) for award, in accordance with the approved Delegation of Authority (DoA).

Independence of the Spend Committee

This independence is maintained through a clear separation between supervisory and operational functions, while adhering to good corporate governance principles in every decision-making process.

Spend Committee Members

1. Director & Chief Financial Officer – Chair.
2. Director & Chief Executive Officer – Deputy Chair.
3. Director & Chief Strategy & Executive Officer - Member.

Profile of the Members of the Spend Committee

All committee members concurrently serve as members of the Board of Directors. Therefore, the profiles of the committee members can be found in the Board of Directors' profile section.

Legal Basis for the Appointment of Committee Members

Committee members are appointed based on the positions required in the Spend Committee Charter. The term of office of Committee members shall be valid as long as they remain in their respective positions within the Company.

Spend Committee Meetings

In 2025, the Spend Committee conducted 21 in person meetings and 97 circulations.

Training and Development of Committee Members

Please refer to the individual training and development programs attended by the Board of Directors members.

Pricing Committee

Piagam *Pricing Committee*

Pricing Committee memiliki piagam sebagai pedoman dalam menjalankan tugasnya. Piagam *Pricing Committee* ditetapkan oleh Dewan Komisaris dan diubah secara berkala, dimana perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada bulan Mei 2021. Piagam ini mengatur secara rinci mengenai:

1. Prinsip *Pricing Decision*.
2. Tata cara pengajuan Pricing Proposal.
3. Prosedur pengambilan keputusan *Pricing Committee*.
4. Tinjauan paska implementasi *Pricing Decision*.

Tugas dan Tanggung Jawab *Pricing Committee*

Memberikan panduan yang jelas untuk pengambilan keputusan harga, termasuk komisi penjualan, *revenue sharing*, insentif dan skenario harga khusus yang selaras dengan arah dan strategi bisnis perusahaan, serta untuk mengoptimalkan bisnis, memastikan kepuasan pelanggan dan nilai pemegang saham.

Independensi *Pricing Committee*

Pricing Committee, yang berada di bawah Direksi, menjalankan tugasnya secara independen untuk memastikan bahwa setiap keputusan terkait penetapan harga dilakukan secara objektif, transparan, dan berdasarkan analisis yang komprehensif. Independensi ini dijaga melalui penerapan prinsip-prinsip tata kelola perusahaan yang baik, pemisahan yang jelas antara fungsi pengambilan keputusan dan pengawasan, serta kepatuhan terhadap kebijakan dan prosedur yang telah ditetapkan.

Anggota *Pricing Committee*

Pricing Committee terdiri dari anggota-anggota sebagai berikut:

1. Direktur & Chief Executive Officer (DCEO).
2. Direktur & Chief Technology Officer (DCTO).
3. Direktur & Chief Commercial Officer (DCCO).
4. Direktur & Chief Financial Officer (DCFO).
5. Direktur & Chief Strategy & Execution Officer (DCSEO).
6. Direktur & Chief of Business Officer (DCBO).

Pricing Committee

Pricing Committee Charter

The Pricing Committee operates based on a charter that serves as a guideline for carrying out its duties. The Pricing Committee Charter was established by the Board of Commissioners and is periodically updated, with the latest amendment made through the Board of Commissioners Resolution in May 2021. The charter details the following:

1. Principles of Pricing Decision-Making.
2. Procedures for Submitting Pricing Proposals.
3. Decision-Making Procedures within the Pricing Committee.
4. Post-Implementation Review of Pricing Decisions

Duties and Responsibilities of the Pricing Committee

Provide clear guidance for pricing decisions, including sales commissions revenue sharing, incentives, and special pricing scenarios aligned with the company's business direction and strategy to optimize business performance, ensure customer satisfaction, and enhance shareholder value.

Independence of the Pricing Committee

The Pricing Committee, operating under the Board of Directors, performs its duties independently to ensure that all pricing decisions are made objectively, transparently, and based on comprehensive analysis. Independence is maintained through the application of good corporate governance principles, a clear separation between decision-making and supervisory functions, and strict adherence to established policies and procedures.

Pricing Committee Members

The Pricing Committee comprises the following members:

1. Director & Chief Executive Officer (DCEO).
2. Director & Chief Technology Officer (DCTO).
3. Director & Chief Commercial Officer (DCCO).
4. Director & Chief Financial Officer (DCFO).
5. Director & Chief Strategy & Execution Officer (DCSEO).
6. Director & Chief Business Officer (DCBO).

Profil Anggota Pricing Committee

Semua anggota komite merangkap jabatan sebagai anggota Direksi. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Direksi.

Dasar Hukum Penunjukan Anggota Komite

Anggota komite ditunjuk sesuai jabatan berdasarkan posisi yang disyaratkan pada Piagam Pricing Committee. Masa jabatan anggota Komite berlaku sepanjang yang bersangkutan masih menjabat dalam posisi terkait di Perseroan.

Rapat *Pricing Committee*

Pricing Committee menyelenggarakan 4 rapat dan 4 keputusan sirkular di tahun 2025.

Pelatihan dan Pengembangan Anggota

Mohon merujuk pada pelatihan dan pengembangan spesifik yang diikuti Direksi.

Kegiatan *Pricing Committee* tahun 2025

Menerapkan tata kelola dan kebijakan proposal untuk keputusan penetapan harga untuk produk dan layanan baru dan yang sudah ada yang ditawarkan oleh segmen konsumen dan B2B mobile.

Human Resource Management Committee

Piagam *Human Resource Management Committee*

Human Resource Management Committee memiliki piagam sebagai pedoman dalam menjalankan tugasnya untuk memajukan praktik Sumber Daya Manusia & Organisasi di Perseroan. Piagam Human Resource Management Committee ditetapkan oleh Dewan Komisaris dan diubah secara berkala, dimana perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada 17 Desember 2024. Piagam ini mengatur secara rinci mengenai hal-hal terkait:

1. Tugas utama *Human Resource Management Committee*.
2. Peran dan tanggung jawab *Human Resource Management Committee*.
3. Komposisi keanggotaan *Human Resource Management Committee*.

Profile of the Members of the Pricing Committee

All committee members concurrently serve as members of the Board of Directors. Therefore, the profiles of the committee members can be found in the Board of Directors' profile section.

Legal Basis for the Appointment of Committee Members

Committee members are appointed based on the positions required in the Pricing Committee Charter. The term of office of Committee members shall be valid as long as they remain in their respective positions within the Company

Pricing Committee Meetings

The Pricing Committee held 4 meetings and 4 circulations in 2025.

Training and Development of Committee Members

Please refer to the training and development activities attended by the Board of Directors.

Pricing Committee Activities in 2025

The Pricing Committee implements governance and policy frameworks for pricing decisions on both new and existing products and services offered within the consumer and B2B mobile segments.

Human Resource Management Committee

Human Resource Management Committee Charter

The Human Resource Management Committee operates under a formal charter that serves as a guideline in carrying out its duties to advance human resources and organizational practices within the Company. The Human Resource Management Committee Charter was established by the Board of Commissioners and is periodically updated, with the most recent amendment made through the Board of Commissioners Resolution dated 17 December 2024. The charter provides detailed guidance on the following matters:

1. Primary Duties of the Human Resource Management Committee.
2. Roles and Responsibilities of the Human Resource Management Committee.
3. Human Resource Management Committee Membership Composition.

4. Pelaksanaan rapat dan prosedur pengambilan keputusan *Human Resource Management Committee*.
5. Indikator Kinerja Utama *Human Resource Management Committee*.

Tugas dan Tanggung Jawab *Human Resource Management Committee*

1. Mengatur, mengawasi, dan mengendalikan keputusan sesuai dengan strategi Sumber Daya Manusia, DoA, Struktur Organisasi, Perjanjian Kerja Bersama, Pendidikan dan Pelatihan Formal, Perekrutan, Promosi, Demosi, dan Remunerasi di Perseroan ("Hal-Hal HRC").
2. Membahas dan memutuskan praktek diskresioner yang dipilih sebagai persyaratan untuk mendukung kemajuan praktik Sumber Daya Manusia & Organisasi di Perseroan.
3. Untuk membagikan proyeksi perspektif bisnis yang akan berdampak pada ketahanan masa depan terkait dengan Hal-Hal HRC.

Independensi *Human Resource Management Committee*

Human Resource Management Committee berada di bawah Direksi dan beroperasi secara independen dalam menjalankan tugas dan tanggung jawabnya, memastikan pengambilan keputusan yang objektif dan tidak terpengaruh oleh kepentingan lainnya, serta mendukung kebijakan dan strategi SDM yang sejalan dengan visi dan misi Perseroan.

Anggota *Human Resource Management Committee*

Susunan *Human Resource Management Committee* adalah sebagai berikut:
1. Direktur & Chief Executive Officer – Ketua.
2. Direktur & Chief Human Resources Officer – Wakil Ketua.
3. Direktur & Chief Financial Officer – Anggota.
4. Direktur & Chief Strategy & Execution Officer – Anggota.
5. Direktur & Chief Commercial Officer – Anggota.
6. Direktur & Chief Technology Officer – Anggota.
7. Direktur & Chief Business Officer – Anggota.

Profil Anggota *Human Resource Management Committee*

Semua anggota komite merangkap jabatan sebagai anggota Direksi. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Direksi.

4. Meeting Implementation and Decision-Making Procedures of the Human Resource Management Committee.
5. Key Performance Indicators of the Human Resource Management Committee.

Duties and Responsibilities of the Human Resource Management Committee

1. Regulating, supervising, and controlling decisions related to human resources strategy, DoA, organizational structure, Collective Labor Agreements, formal education and training, recruitment, promotions, demotions, and remuneration at IOH ("HRC Matters").
2. Discussing and deciding on discretionary practices selected to support the advancement of human resources and organizational practices at IOH.
3. Sharing projected business perspectives that could impact the future direction of HRC Matters.

Independence of the Human Resource Management Committee

The Human Resource Management Committee, operating under the Board of Directors, performs its duties independently, ensuring objective decision-making without being influenced by external interests while supporting HR policies and strategies aligned with the Company's vision and mission.

Human Resource Management Committee Members

The composition of the Human Resource Management Committee is as follows:
1. Director & Chief Executive Officer – Chairman.
2. Director & Chief Human Resources Officer – Vice Chairman.
3. Director & Chief Financial Officer – Member.
4. Director & Chief Strategy & Execution Officer – Member.
5. Director & Chief Commercial Officer – Member.
6. Director & Chief Technology Officer – Member.
7. Director & Chief Business Officer – Member.

Profile of the Members of the Human Resource Management Committee

All committee members concurrently serve as members of the Board of Directors. Therefore, the profiles of the committee members can be found in the Board of Directors' profile section.

Rapat *Human Resource Management Committee*

Human Resource Management Committee menyelenggarakan 9 rapat dan 3 keputusan sirkular di tahun 2025.

Dasar Hukum Penunjukan Anggota Komite

Anggota komite ditunjuk sesuai jabatan berdasarkan posisi yang disyaratkan pada Piagam *Human Resource Management Committee*. Masa jabatan anggota Komite berlaku sepanjang yang bersangkutan masih menjabat dalam posisi terkait di Perseroan.

Pelatihan dan Pengembangan Anggota *Human Resource Management Committee*

Sepanjang tahun pelaporan, tidak terdapat program pelatihan dan pengembangan khusus yang secara spesifik ditujukan bagi anggota Komite terkait kegiatan *Human Resource Management Committee*. Penguatan kompetensi dan wawasan terkait fungsi tersebut juga didukung melalui program pelatihan dan pengembangan yang diikuti oleh Direksi.

Kegiatan *Human Resource Management Committee* tahun 2025

Proses pengambilan keputusan Direksi & Chiefs atas Hal-Hal *Human Resource Management Committee* sesuai dengan Tingkat Kewenangan yang bersangkutan.

Executive Risk Management Committee

Piagam *Executive Risk Management Committee*

Executive Risk Management Committee (ERMC) memiliki piagam sebagai pedoman ERMC dalam menjalankan tugasnya selama masa jabatannya berlangsung. Piagam ERMC ditetapkan oleh Dewan Komisaris dan diubah secara berkala, dimana perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada tanggal 31 Juli 2024. Piagam ini mengatur secara rinci hal-hal terkait:

1. Peran, kewajiban dan tanggung jawab ERMC.
2. Komposisi keanggotaan ERMC.
3. Pelaksanaan rapat dan prosedur pengambilan keputusan ERMC.
4. Kesekretariatan ERMC.

Human Resource Management Committee Meetings

The Human Resource Management Committee held 9 meetings and 3 circulations in 2025.

Legal Basis for the Appointment of Committee Members

Committee members are appointed based on the positions required in the Human Resource Management Committee Charter. The term of office of Committee members shall be valid as long as they remain in their respective positions within the Company.

Training and Development of Human Resource Management Committee Members

Throughout the reporting year, there were no specific training and development programs dedicated exclusively to members of the Human Resource Management Committee. The enhancement of competencies and insights related to this function was also supported through training and development programs attended by the Board of Directors.

Human Resource Management Committee Activities in 2025

The decision-making process by the Board of Directors and Chiefs concerning Human Resource Management Committee Matters was conducted in accordance with the respective levels of authority.

Executive Risk Management Committee

Executive Risk Management Committee Charter

The Executive Risk Management Committee (ERMC) operates under a charter that serves as a guideline for its duties during its tenure. The ERMC Charter was established by the Board of Commissioners and is periodically updated, with the most recent amendment made through the Board of Commissioners Resolution dated 31 July 2024. The charter comprehensively outlines:

1. Roles, Duties, and Responsibilities of the ERMC.
2. ERMC Membership Composition.
3. Meeting Implementation and Decision-Making Procedures.
4. ERMC Secretariat.

Tugas dan Tanggung Jawab *Executive Risk Management Committee*

ERMC bertanggung jawab untuk menerapkan proses manajemen risiko, menilai dan mengelola risiko Perseroan sesuai dengan kebijakan manajemen risiko IOH yang disetujui oleh Dewan Komisaris.

Selain itu, ERMC pun memiliki tugas untuk:

1. Mengimplementasikan proses manajemen risiko di seluruh organisasi Perseroan.
2. Mempertimbangkan dan memantau risiko baik sisi negatif maupun positif dalam penetapan strategi Perseroan, perencanaan bisnis, dan keputusan-keputusan utama.
3. Mengembangkan strategi dan kapabilitas yang efektif guna mengelola dan memantau risiko-risiko strategis dan signifikan dalam portofolio.
4. Mengusulkan perubahan pada Kebijakan Manajemen Risiko dan memperoleh Persetujuan Dewan Komisaris atas perubahan tersebut.
5. Menentukan selera risiko dan toleransi risiko Perseroan.
6. Mengidentifikasi dan menentukan risiko utama yang akan dilaporkan setiap kuartal kepada RMC dan pihak lain yang ditentukan oleh RMC.
7. Meninjau dan memberikan persetujuan atas laporan manajemen risiko yang disampaikan kepada KMR.
8. Menentukan skor target kematangan risiko Perseroan sesuai dengan aturan yang ditetapkan oleh *Risk Insurance Management Society* "(RIMS)" untuk disetujui oleh KMR.
9. Menelaah prioritas, staf, dan kinerja fungsi Grup *Business Assurance & Risk Management* (BARM), termasuk mengusulkan anggaran tahunan, menetapkan skor tahunan, dan mengevaluasi kinerja tahunan.

Independensi *Executive Risk Management Committee*

ERMC di bawah Direksi berfungsi secara independen dalam mengidentifikasi, mengevaluasi, dan mengelola risiko perusahaan, dengan memastikan bahwa keputusan yang diambil didasarkan pada prinsip kehati-hatian dan kepentingan terbaik perusahaan, tanpa adanya pengaruh eksternal yang dapat mempengaruhi objektivitas dan integritas proses manajemen risiko.

Anggota Executive Risk Management Committee

ERMC terdiri dari anggota tetap berikut:

1. Direktur & Chief Executive Officer – Ketua.
2. Direktur & Chief Financial Officer – Wakil Ketua.

Duties and Responsibilities of the Committee

The ERMC is responsible for implementing the risk management process, assessing, and managing the Company's risks in line with IOH's risk management policies approved by the Board of Commissioners.

Additionally, the ERMC's key duties include:

1. Implementing risk management processes throughout the organization.
2. Considering and monitoring both negative and positive risks in corporate strategy, business planning, and key decisions.
3. Developing effective strategies and capabilities to manage and monitor strategic and significant portfolio risks.
4. Proposing amendments to the Risk Management Policy and seeking approval from the Board of Commissioners.
5. Defining the Company's risk appetite and risk tolerance levels.
6. Identifying and determining key risks to be reported quarterly to the RMC and other parties as specified by the RMC.
7. Reviewing and approving risk management reports submitted to the RMC.
8. Determining the Company's target risk maturity score in line with standards set by the Risk Insurance Management Society (RIMS) for approval by the RMC.
9. Reviewing priorities, staffing, and performance of the BARM Group, including budget proposals, annual score setting, and performance evaluations.

Independence of the Executive Risk Management Committee

The ERMC, operating under the Board of Directors, functions independently in identifying, evaluating, and managing corporate risks. It ensures that decisions are made based on prudence and the best interests of the Company, without external influence affecting the objectivity and integrity of the risk management process.

Executive Risk Management Committee Members

The ERMC consists of the following permanent members:

1. Director & Chief Executive Officer – Chairman.
2. Director & Chief Financial Officer – Vice Chairman.

3. Direktur & Chief Strategy & Execution Officer – Anggota Tetap.
4. Direktur & Chief Business Officer – Anggota Tetap.
5. Direktur & Chief Commercial Officer – Anggota Tetap.
6. Director & Chief Human Resources Officer – Anggota Tetap.
7. Direktur & Chief Technology Officer – Anggota Tetap.

Profil Anggota *Executive Risk Management Committee*

Semua anggota komite merangkap jabatan sebagai anggota Direksi. Oleh karena itu, profil anggota komite dapat dilihat pada bagian profil Direksi.

Dasar Hukum Penunjukan Anggota Komite

Anggota komite ditunjuk sesuai jabatan berdasarkan posisi yang disyaratkan pada Piagam ERMC. Masa jabatan anggota Komite berlaku sepanjang yang bersangkutan masih menjabat dalam posisi terkait di Perseroan.

Rapat *Executive Risk Management Committe*

ERMC menyelenggarakan empat rapat di tahun 2025.

Pelatihan dan Pengembangan Anggota *Executive Risk Management Committee*

Pada tanggal 9 Desember 2025, anggota Komite mengikuti briefing terkait *Artificial Intelligent* (AI) *Governance & Risk Management*, untuk mendiskusikan peta jalan peningkatan tata kelola AI termasuk manajemen risikonya di IOH.

Kegiatan *Executive Risk Management Committee* tahun 2025

Sepanjang tahun, ERMC melakukan kegiatan sebagai berikut:

1. Penerapan proses Manajemen Risiko di seluruh Perseroan;
2. Mempertimbangkan dan memantau risiko sisi positif dan sisi negatif dalam penetapan strategi, perencanaan bisnis, dan keputusan penting;
3. Mengembangkan strategi dan kemampuan yang efektif untuk mengelola dan memantau risiko strategis dan portofolio yang signifikan;
4. Menentukan selera risiko dan toleransi risiko;
5. Mengidentifikasi dan menentukan risiko utama dan/atau risiko strategis yang dilaporkan kepada KMR;

3. Director & Chief Strategy & Execution Officer – Permanent Member.
4. Director & Chief Business Officer – Permanent Member.
5. Director & Chief Commercial Officer – Permanent Member.
6. Director & Chief Human Resources Officer – Permanent Member.
7. Director & Chief Technology Officer – Permanent Member.

Profile of the Members of the Executive Risk Management Committee

All committee members concurrently serve as members of the Board of Directors. Therefore, the profiles of the committee members can be found in the Board of Directors' profile section.

Legal Basis for the Appointment of Committee Members

Committee members are appointed based on the positions required in the ERMC Charter. The term of office of Committee members shall be valid as long as they remain in their respective positions within the Company.

Executive Risk Management Committee Meetings

The ERMC held four meetings in 2025.

Training and Development of Executive Risk Management Committee Members

On 9 December 2025, the Committee members participated in Artificial Intelligent (AI) Governance & Risk Management briefing to discuss future road map on enchancing AI governance and risk management in IOH.

Executive Risk Management Committee Activities in 2025

Throughout the year, ERMC carries out the following activities:

1. Implementation of the Risk Management process throughout the Company;
2. Consideration and monitoring of positive and negative risks in strategy setting, business planning, and important decisions;
3. Development of effective strategies and capabilities to manage and monitor significant strategic and portfolio risks;
4. Determination of risk appetite and risk tolerance;
5. Identifying and determining key risks and/or strategic risks to be reported to the ERC;

6. Meninjau dan mendukung laporan Manajemen Risiko yang disampaikan kepada KMR;
7. Menetapkan skor target maturitas dan memantau implementasi rencana maturitas ERM melalui pembaruan triwulanan;
8. Memberikan ringkasan keputusan yang diambil dalam rapat ERMC kepada Direksi setidaknya setiap triwulan; dan
9. Mengkaji prioritas, kepegawaian, dan kinerja Grup BARM, termasuk usulan anggaran tahunan, penentuan penilaian tahunan dan evaluasi kinerja tahunan.

Disclosure Committee

Piagam *Disclosure Committee*

Disclosure Committee memiliki *Disclosure Policy and Procedure* sebagai pedoman *Disclosure Committee* dalam menjalankan tugasnya selama masa jabatannya berlangsung. Dokumen tersebut ditetapkan oleh Dewan Komisaris, dimana perubahan terakhir dilakukan berdasarkan Keputusan Dewan Komisaris pada tanggal 17 Desember 2024. Dokumen ini berisi pedoman yang berkaitan dengan keterbukaan informasi perusahaan sebagai perusahaan publik, antara lain terkait:

1. Definisi informasi material dan keterbukaan informasi perusahaan.
2. Tujuan dan metode keterbukaan informasi perusahaan.
3. Susunan *Disclosure Committee*.
4. Tugas dan tanggung jawab *Disclosure Committee*.
5. Penentuan pihak-pihak tertentu sebagai juru bicara resmi untuk komunitas keuangan dan media.

Tugas dan Tanggung Jawab *Disclosure Committee*

1. *Disclosure Committee* bertanggung jawab untuk mempertimbangkan materialitas informasi dan kewajiban keterbukaan informasi perusahaan secara tepat waktu. Setiap anggota bertanggung jawab atas fungsi area atau perannya di dalam Perseroan.
2. *Disclosure Committee* melakukan penelaahan keterbukaan informasi perusahaan untuk memastikan kepatuhan atas hukum dan peraturan yang berlaku serta akurasinya.
3. *Disclosure Committee* wajib menyelesaikan perbedaan pendapat sehubungan dengan keterbukaan informasi perusahaan dengan berkonsultasi dengan Direksi dan, jika perlu, untuk berkonsultasi dengan konsultan hukum dan/atau auditor eksternal, dan memberitahu Komite Audit dari setiap perselisihan tersebut. Sengketa yang tidak dapat diselesaikan di antara anggota *Disclosure Committee* tersebut harus diselesaikan oleh Direksi.
4. *Disclosure Committee*, dalam melaksanakan tugasnya, memiliki akses penuh ke buku, catatan dan fasilitas Perseroan.

6. Reviewing and supporting Risk Management reports submitted to the ERC;
7. Set maturity target scores and monitor the implementation of the ERM maturity plan through quarterly updates;
8. Provide a summary of decisions made in ERMC meetings to the Board of Directors at least quarterly; and
9. Review the priorities, staffing, and performance of the BARM Group, including annual budget proposals, annual assessment determinations, and annual performance evaluations.

Disclosure Committee

Disclosure Committee Charter

The Disclosure Committee operates under a charter that serves as a guideline for executing its duties during its tenure. The Disclosure Committee Charter was established by the Board of Commissioners, with the most recent amendment made through the Board of Commissioners Resolution dated 17 December 2024. This charter outlines the principles related to corporate disclosure as a public company, including:

1. Definition of material information and corporate information disclosure
2. Objectives and methods of corporate disclosure.
3. Composition of the Disclosure Committee.
4. Duties and responsibilities of the Disclosure Committee.
5. Designation of specific individuals as official spokespersons for the financial community and media.

Duties and Responsibilities of the Disclosure Committee

1. The Disclosure Committee is responsible for assessing the materiality of information and ensuring timely corporate disclosure obligations. Each member is accountable for their respective functional areas or roles within the Company.
2. The Disclosure Committee conducts reviews of the company's information disclosure to ensure compliance with applicable laws and regulations as well as the accuracy of the disclosed information.
3. The Disclosure Committee is required to resolve any disagreements related to corporate disclosure by consulting with the Board of Directors and, if necessary, seeking advice from legal counsel and/or external auditors, while notifying the Audit Committee of such disputes. Any unresolved disputes among the Disclosure Committee members must be resolved by the Board of Directors.
4. In carrying out its duties, the Disclosure Committee has full access to the company's books, records, and facilities.

Independensi *Disclosure Committee*

Disclosure Committee di bawah Direksi beroperasi secara independen dalam melakukan tinjauan terhadap informasi yang akan disampaikan kepada publik dan pemangku kepentingan perusahaan, untuk memastikan bahwa informasi tersebut telah sesuai dengan peraturan yang berlaku dan memenuhi standar transparansi yang ditetapkan perusahaan.

Independence of the Disclosure Committee

The Disclosure Committee operates independently under the Board of Directors, ensuring a thorough review of information disclosed to the public and stakeholders. It ensures that all information released complies with applicable regulations and meets the Company's established transparency standards.

Anggota *Disclosure Committee*

Keanggotaan *Disclosure Committee* terdiri dari berikut ini:

1. SVP – General Counsel Operations.
2. SVP – Head of Finance Planning & Analysis.
3. SVP – Head of Treasury Management.
4. SVP – Head of Corporate Communications.
5. SVP – Head of Business Assurance & Risk Management.
6. VP – Investor Relations.

Disclosure Committee Members

The members of the Disclosure Committee consist of:

1. SVP – General Counsel Operations.
2. SVP – Head of Financial Planning and Analysis.
3. Senior Vice President – Head of Cash Management.
4. Senior Vice President – Head of Corporate Communications.
5. Senior Vice President – Head of Business Assurance and Risk Management.
6. Vice President – Investor Relations.

Profil Anggota Disclosure Committee

Profile of the Members of the Disclosure Committee

Gilang Hermawan SVP - General Counsel Operations	
Usia & Kewarganegaraan Age & Citizenship	43 tahun | years old Warga negara Indonesia | Indonesian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Sarjana Hukum, Universitas Padjadjaran (2005) Bachelor of Law, Universitas Padjadjaran (2005)
Dasar Penunjukan Basis of Appointment	Sesuai jabatan berdasarkan posisi yang disyaratkan pada *Disclosure Policy and Procedure*. Appointed based on the position requirement outlined in the Disclosure Committee Charter.
Periode Jabatan Term of Office	Selama menjabat sebagai SVP - General Counsel Operations. During his tenure as SVP - General Counsel Operations.
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk ke tugas dan tanggung jawab *Disclosure Committee*. Please refer to the duties and responsibilities of the Disclosure Committee.
Riwayat Jabatan Work History	• SVP - General Counsel Operations, PT Indosat Tbk (2017 – Sekarang | Present) • General Counsel, Siemens Indonesia & Malaysia (2009–2017) • Penasihat hukum | Legal Counsel Hadiputranto, Hadinoto & Partners (2005–2009)
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan. No concurrent positions held.
Lisensi Profesional dan Sertifikasi Professional Licenses and Certifications	• Lisensi Advokat dari PERADI Advocate License from PERADI • Kursus Profesional untuk Konsultan Hukum Pasar Modal diselenggarakan oleh Himpunan Konsultan Hukum Pasar Modal (HKHPM) Capital Market Legal Consultant Professional Course, conducted by the Capital Market Legal Consultant Association (HKHPM)

Thavabalan Poobalasingam

SVP – Head of Finance Planning & Analysis

Usia & Kewarganegaraan Age & Citizenship	52 tahun | years old Warga negara Malaysia | Malaysian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Association of Certified Chartered Accountants, UK Accounting and Finance (ACCA Alumni)
Dasar Penunjukan Basis of Appointment	Sesuai jabatan berdasarkan posisi yang disyaratkan pada *Disclosure Policy and Procedure*. Appointed based on the position requirement outlined in the Disclosure Committee Charter.
Periode Jabatan Term of Office	Selama menjabat sebagai SVP – Head of Finance Planning & Analysis. During his tenure as SVP – Head of Finance Planning & Analysis.
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk ke tugas dan tanggung jawab *Disclosure Committee*. Please refer to the duties and responsibilities of the Disclosure Committee.
Riwayat Jabatan Work History	• CFO and Board Member, Ooredoo Maldives (2017–2019) • Financial Controller, Ooredoo Myanmar (2013–2017) • Director Finance & Taxation, Ooredoo Group (2008–2013) • Geomarket Tax Manager – Brunei, Malaysia, Philippines, Schlumberger Oil Field Svcs (2006–2008) • Tax Manager, Maxis (1999–2006)
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan. No concurrent positions held.

Indra Gunawan

SVP – Head of Treasury Management

Usia & Kewarganegaraan Age & Citizenship	55 tahun | years old Warga negara Indonesia | Indonesian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Sarjana Ekonomi, Universitas Parahyangan (1993) Bachelor of Economics, Universitas Parahyangan (1993)
Dasar Penunjukan Basis of Appointment	Sesuai jabatan berdasarkan posisi yang disyaratkan pada *Disclosure Policy and Procedure*. Appointed based on the position requirement outlined in the Disclosure Committee Charter.
Periode Jabatan Term of Office	Selama menjabat sebagai SVP – Head of Treasury Management During his tenure as SVP – Head of Treasury Management
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk ke tugas dan tanggung jawab *Disclosure Committee*. Please refer to the duties and responsibilities of the Disclosure Committee.
Riwayat Jabatan Work History	• SVP Head of Treasury Management, PT Indosat Tbk (2018–Sekarang | Present) • GM Financial Analysis and Corporate Finance, PT XL Axiata Tbk (2014–2018) • GM Accounting, Process and Governance, PT Axis Telekom Indonesia (2008–2014) • Senior Manager, PricewaterhouseCoopers (2005–2008) • Manager, Ernst & Young (2002–2005)
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan. No concurrent positions held.

Chaitanya Priya SVP – Head of Business Assurance & Risk Management	
Usia & Kewarganegaraan Age & Citizenship	49 tahun | years old Warga negara India | Indian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	• PG Diploma in Digital Business from Emeritus – 2022 • Diploma in Management from AIMA – 2000 • Bachelor of Science (Physics Hons) from Magadh University – 1996
Dasar Penunjukan Basis of Appointment	Sesuai jabatan berdasarkan posisi yang disyaratkan pada *Disclosure Policy and Procedure*. Appointed based on the position requirement outlined in the Disclosure Committee Charter.
Periode Jabatan Term of Office	Selama menjabat sebagai SVP – Head of Business Assurance & Risk Management During his tenure as SVP – Head of Business Assurance & Risk Management
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk ke tugas dan tanggung jawab *Disclosure Committee*. Please refer to the duties and responsibilities of the Disclosure Committee.
Riwayat Jabatan Work History	• SVP, BARM at PT Indosat Tbk (2023–Sekarang | Present) • Consultant, Strategic Projects at PT Indosat Tbk (2020–2023) • Director, Assurance at Subex Ltd (2018–2020)
Rangkap Jabatan Concurrent Positions	Certified Risk Management Professional

Indar Singh Dhaliwal VP – Investor Relations	
Usia & Kewarganegaraan Age & Citizenship	38 tahun | years old Warga negara Malaysia | Malaysian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Bachelor of Commerce Double Major Accounting and Finance from Monash University, Australia (2009)
Dasar Penunjukan Basis of Appointment	Sesuai jabatan berdasarkan posisi yang disyaratkan pada *Disclosure Policy and Procedure*. Appointed based on the position requirement outlined in the Disclosure Committee Charter.
Periode Jabatan Term of Office	Selama menjabat sebagai VP – Investor Relations During his tenure as VP – Investor Relations
Tugas dan Tanggung Jawab Duties and Responsibilities	Mohon merujuk ke tugas dan tanggung jawab *Disclosure Committee*. Please refer to the duties and responsibilities of the Disclosure Committee.
Riwayat Jabatan Work History	• VP – Investor Relations, PT Indosat Tbk (2022–Sekarang | Present) • Head of Investor Relations di PT XL Axiata Tbk (2015 – 2022) • Senior Analyst di CLSA Securities Malaysia (2010 – 2015)
Rangkap Jabatan Concurrent Positions	Head of Investor Relations CFO Office PMO

Rapat *Disclosure Committee*

Selama tahun 2025, IOH telah melakukan sebanyak 51 pengungkapan kepada OJK, Bursa Efek Indonesia (BEI), dan/atau publik. Pengungkapan ini meliputi laporan keuangan 2024, laporan tahunan, laporan keberlanjutan, paparan publik tahunan, dan pengungkapan lainnya.

Disclosure Committee Meetings

Throughout 2025, IOH reported 51 disclosures to the OJK, the Indonesia Stock Exchange (Bursa Efek Indonesia/BEI), and/or the public. These disclosures included the 2024 financial statements, annual report, sustainability report, annual public expose, and other corporate disclosures.

Pelatihan dan Pengembangan Anggota *Disclosure Committee*

Traininng and Development of Disclosure Committee Members

Anggota Komite Committee Member	**Program** Program
Gilang Hermawan	• AI Landscape Today, 28 Januari I January 2025 • ICSA — Bincang Stock Split, 14 Februari I February 2025 • Learn All About Fibre-in-the-Gulf, 5 March I March 2025 • iLead for SVP, 11 March-6 November 2025 • AI Leadership Immersion, 30 April I April 2025 • Understanding US Export Controls for Non-US Companies, 23 July I July 2025 • Pelatihan POJK Nomor 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk secara Elektronik, 24-30 Agustus 2025 • ICSA - Corporate Merger, 10 September 2025 • Navigating Geopolitical Shifts: Implications for Southeast Asian Business Leaders, 3 Oktober 2025 • Data Privacy & AI Governance, 22 Desember I December 2025.
Indra Gunawan	• AI Leadership for Immersion for EVPs/SVPs • DBS Indonesia Asian Insight Conference 2025 • JP Morgan Investment Forum 2025 • Finance AI Strategic Workshop
Chaitanya Priya	• UiPath Agentic Automation Executive Roundtable • McKinsey Top 100 AI Leadership Immersion for EVPs/SVPs (IOH AI Fluent Leader) • Certification in Responsible AI Principles and Practical Applications • Certification in AI Literacy for Business Leaders • Certification in Prompt Engineering for Generative AI • IOH Automation Appreciation Day Event
Indar Singh Dhaliwal	• Mandiri Investment Forum 2025 • 2025 Summit Investment Global HSBC • 2025 Outlook Indonesia Market Investor - Global Allianz • Investortrust Seminar "Strengthening Capital Markets Digital Infrastructure to Support Liquidity, Transparency and Safety to Transactions."
Thavabalan Poobalasingam	• Indonesia AI Day for Mining Industry | conducted by internal IOH, 24 April 2025 • AI leadership Immersion for EVPs/SVPs – AI Native Telco | conducted by McKinsey & Google, IOH, 30 April 2025 • iLead for SVP, 11-13 Juni | conducted by Harvard Business Publishing, 15-16 May 2025, 17, 22 & 24 April 2025, 19-20 March 2025 • Indosat Cyber Security Day 2025, 19 June 2025 • GCP Accounting Treatment | conducted by Deloitte, 24 June 2025 • 2nd Top 100 AI Leadership Immersion | conducted by Internal IOH, 31 July 2025 • Privacy Awareness Training | conducted by Internal IOH, 28 October 2025 • 3rd Top 100 AI Leadership Immersion | conducted by Internal IOH, 6 November 2025 • Finance AI Strategic Wokshop, 18 November 2025

Kegiatan *Disclosure Committee* tahun 2025

Proses penelaahan keterbukaan informasi dilakukan oleh *Disclosure Committee* dengan cara mengadakan rapat (jika diperlukan) atau dengan cara mengedarkan dokumen keterbukaan informasi tertentu (misalnya: melalui surat elektronik) untuk ditelaah oleh *Disclosure Committee*. Proses review keterbukaan informasi tidak bisa menunda proses keterbukaan informasi perusahaan atau mencegah Perseroan untuk melakukan keterbukaan informasi material perusahaan secara tepat waktu. Apabila dibutuhkan, *Disclosure Committee* menetapkan jadwal rutin rapat untuk pelaporan atau hal-hal yang penting bagi Perseroan.

Disclosure Committee Activities in 2025

The disclosure review process was conducted by the Disclosure Committee either through formal meetings (if necessary) or by circulating specific disclosure documents (e.g., via email) for review by the Disclosure Committee and, if necessary, by the Audit Committee (AC). The disclosure review process must not delay the company's disclosure obligations or prevent the timely release of material corporate information. If required, the Disclosure Committee schedules regular meetings to address reporting matters or other issues critical to the Company.

Organ Pendukung Direksi
Supporting Bodies of The Board Of Directors

Sekretaris Perusahaan

Sekretaris Perusahaan bertanggung jawab kepada Direktur Utama dan CEO. Jabatan ini berperan penting termasuk dalam menyediakan informasi material sesuai dengan kepatuhan peraturan dan memastikan bahwa Perseroan selalu terbuka. Sekretaris Perusahaan juga berperan aktif dalam berbagai Aksi Korporasi, seperti penerbitan obligasi, penerbitan sukuk ijarah dan proses penggabungan.

Corporate Secretary

The Corporate Secretary reports directly to the President Director and CEO. This role plays a crucial part in providing material information in compliance with regulatory requirements and ensuring the Company's transparency. The Corporate Secretary is also actively involved in various Corporate Actions, such as bond issuance, sukuk ijarah issuance, and merger processes.

Reski Damayanti
Sekretaris Perusahaan I Corporate Secretary

Usia & Kewarganegaraan Age & Citizenship	46 tahun I years old Warga negara Indonesia I Indonesian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	• Magister Hukum dari Universitas Indonesia (2010) • Master of Laws, Universitas Indonesia (2010) • Sarjana Hukum dari Universitas Indonesia (2001) • Bachelor of Laws, Universitas Indonesia (2001)
Dasar Penunjukan Basis of Appointment	Keputusan Direksi No. 313/A0A-A0A/LGL/22 Board of Directors Resolution No. 313/A0A-A0A/LGL/22
Periode Jabatan Term of Office	1 Desember 2022-sekarang 1 December 2022-present
Riwayat Jabatan Work History	• Legal Director (General Counsel) & Corporate Secretary, PT Unilever Indonesia Tbk • General Counsel, PT 3M Indonesia (2014–2015) • General Counsel, PT Heinz ABC Indonesia (2010–2014) • Legal Counsel, PT P&G Home Product Indonesia (2008–2009) • Legal Counsel, PT Combiphar and Anugerah Corporation (2004– 2007)

Pelatihan & Pengembangan Sekretaris Perusahaan tahun 2025

Ibu Reski Damayanti mengikuti sejumlah pelatihan sebagai berikut di tahun 2025:

1. Indonesia Digital Economic Forum 2025 diselenggarakan oleh Artajasa dan CNBC di Jakarta pada 25 Februari 2025.
2. Narasumber pada Program ICSA Academy - Corporate Reputation in the Digital Era: Strategies to Build Investor Trust diselenggarakan oleh Indonesia Corporate Secretary Association (ICSA) di Jakarta pada 26 Februari 2025.
3. The Fiscal Tightrope: Funding Indonesia's Bold Ambitions diselenggarakan oleh The Jakarta Post di Jakarta pada 27 Februari 2025.
4. Webinar Knowledge Bytes" session - Learn all about Fibre-in-the-Gulf diselenggarakan oleh Ooredoo Group pada 5 Maret 2025.
5. AI Leadership Immersion Q1 diselengarakan oleh PT Indosat Tbk. and McKinsey di Jakarta tanggal 12 - 13 Maret 2025.
6. Workshop Spectrum and 5G Development Strategy with Ministry of Communication & Digital Affair, Ooredoo Group and CK Hutchison Holdings diselenggarakan oleh PT Indosat Tbk di Jakarta pada 18 Maret 2025.

Training & Development of the Corporate Secretary in 2025

Ms. Reski Damayanti participated in the following training programs in 2025:

1. Indonesia Digital Economic Forum 2025, organized by Artajasa and CNBC, Jakarta, February 25, 2025.
2. Speaker at the ICSA Academy Program – Corporate Reputation in the Digital Era: Strategies to Build Investor Trust, organized by the Indonesia Corporate Secretary Association (ICSA), Jakarta, February 26, 2025.
3. The Fiscal Tightrope: Funding Indonesia's Bold Ambitions, organized by The Jakarta Post, Jakarta, February 27, 2025.
4. "Knowledge Bytes" Webinar Session – Learn All About Fibre-in-the-Gulf, organized by Ooredoo Group, March 5, 2025.
5. AI Leadership Immersion Q1, organized by PT Indosat Tbk and McKinsey, Jakarta, March 12-13, 2025.
6. Workshop on Spectrum and 5G Development Strategy with the Ministry of Communication and Digital Affairs, Ooredoo Group, and CK Hutchison Holdings, organized by PT Indosat Tbk, Jakarta, March 18, 2025.

7. Executive Series with the theme “From Prevention to Protection: Safeguarding C-Level Executives from Corporate Criminal Liability Risks in the Era of the National Criminal Code diselenggarakan oleh Hukumonline di Jakarta 16 April 2025.
8. AI Leadership Immersion Q2 diselenggarakan oleh PT Indosat Tbk. and McKinsey di Jakarta pada 3 Juni 2025.
9. Symposium “Building a Resilient Digital Indonesia : Integrating AI, Cybersecurity, and Privacy” diselenggarakan oleh Masyarakat Telematika Indonesia (MASTEL) di Jakarta pada 26 Juni 2025.
10. Narasumber pada She Leads: Global Women in Corporate Leadership Conference & Awards 2025 diselenggarakan oleh Corporate World Intelligence (CWI) di Kuala Lumpur, Malaysia pada 8 Juli 2025.
11. Narasumber pada Seminar Development and Opportunity in Legal Corporate Digital Transformation diselenggarakan oleh Indonesia Corporate Counsel Association (ICCA) di Jakarta pada 11 Juli 2025.
12. Narasumber pada Legal Asia 2025 - Balancing Compliance & Innovation diselenggarakan oleh Marcus Evans di Kuala Lumpur, Malaysia pada 12 Agustus 2025.
13. AI Leadership Immersion Q3 diselenggarakan oleh PT Indosat Tbk. and Mckinsey di Jakarta pada 27 – 28 Agustus 2025.
14. Narasumber pada Global Anti Scam Summit Asia diselenggarakan oleh Global Anti Scam Alliances di Singapura pada 2 September 2025.
15. Panelis pada Digital Resillence Summit diselenggarakan oleh Perusahaan Umum Percetakan Uang Republik Indonesia (PERURI) di Jakarta pada 10 September 2025.
16. Narasumber pada “Building Resilience Against Online Frauds and Scams: The Urgent Need for Collaboration in Southeast Asia diselenggarakan oleh Centre for Strategic and International Studies (CSIS) di Jakarta pada 29 Oktober 2025.
17. Panelis pada State of Scams in Indonesia Report 2025 diselenggarakan oleh Global Anti Scam Alliances diJakarta 31 Oktober 2025.
18. Focus Group Discussion (FGD) on Financial Scam Prevention diselenggarakan oleh OJK di Jakarta pada 21 November 2025.
19. OG Annual Legal, Regulatory & Governance Forum diselenggarakan oleh Ooredoo Group di Doha pada 23 – 24 November 2025.
20. AI Leadership Immersion Q4 diselenggarakan oleh PT Indosat Tbk. and McKinsey di Jakarta pada 2 – 3 Desember 2025.
21. Narasumber pada GSMA Digital Nation Summit Jakarta 2025 diselenggarakan oleh Global System for Mobile Communications Association (GSMA) di Jakarta pada 10 Desember 2025.

7. Executive Series with the theme “From Prevention to Protection: Safeguarding C-Level Executives from Corporate Criminal Liability Risks in the Era of the National Criminal Code”, organized by Hukumonline, Jakarta, April 16, 2025.
8. AI Leadership Immersion Q2, organized by PT Indosat Tbk and McKinsey, Jakarta, June 3, 2025.
9. Symposium: “Building a Resilient Digital Indonesia: Integrating AI, Cybersecurity, and Privacy”, organized by Masyarakat Telematika Indonesia (MASTEL), Jakarta, June 26 2025.
10. Speaker at She Leads: Global Women in Corporate Leadership Conference & Awards 2025, organized by Corporate World Intelligence (CWI), Kuala Lumpur, Malaysia, July 8, 2025.
11. Speaker at the Seminar Development and Opportunities in Legal Corporate Digital Transformation, organized by the Indonesia Corporate Counsel Association (ICCA), Jakarta, July 11, 2025.
12. Speaker at Legal Asia 2025 – Balancing Compliance & Innovation, organized by Marcus Evans, Kuala Lumpur, Malaysia, August 12, 2025.
13. AI Leadership Immersion Q3, organized by PT Indosat Tbk and McKinsey, Jakarta, August 27-28, 2025.
14. Speaker at the Global Anti-Scam Summit Asia, organized by the Global Anti-Scam Alliance, Singapore, 2 September 2025.
15. Panelist at the Digital Resilience Summit, organized by Perum Percetakan Uang Republik Indonesia (PERURI), Jakarta, September 10, 2025.
16. Speaker at “Building Resilience Against Online Frauds and Scams: The Urgent Need for Collaboration in Southeast Asia”, organized by the Centre for Strategic and International Studies (CSIS), Jakarta, October 29, 2025.
17. Panelist at the State of Scams in Indonesia Report 2025 event, organized by the Global Anti-Scam Alliance, Jakarta, October 31, 2025.
18. Focus Group Discussion (FGD) on Financial Scam Prevention, organized by OJK, Jakarta, November 21 2025.
19. OG Annual Legal, Regulatory & Governance Forum, organized by Ooredoo Group, Doha, November 23-24, 2025.
20. AI Leadership Immersion Q4, organized by PT Indosat Tbk and McKinsey, Jakarta, December 2-3, 2025.
21. Speaker at the GSMA Digital Nation Summit Jakarta 2025, organized by the GSM Association (GSMA), Jakarta, December 10, 2025.

Kegiatan Sekretaris Perusahaan tahun 2025

Kegiatan Sekretaris Perusahaan tahun 2025 meliputi:

1. Pemberian masukan kepada Direksi dan Dewan Komisaris terkait kepatuhan Perseroan terhadap ketentuan peraturan perundang-undangan di bidang pasar modal serta penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance).
2. Penyusunan, penelaahan, dan pembaruan kebijakan, pedoman, serta panduan internal Perseroan yang berkaitan dengan tata kelola perusahaan dan kepatuhan, termasuk memastikan kebijakan tersebut memperoleh persetujuan Dewan Komisaris apabila dipersyaratkan.
3. Pemantauan dan pengawasan penerapan prinsip tata kelola perusahaan pada kegiatan usaha dan proyek-proyek signifikan Perseroan.
4. Pelaksanaan kewajiban keterbukaan informasi, termasuk penyampaian laporan dan/atau informasi kepada Otoritas Jasa Keuangan, Bursa Efek Indonesia, serta publik sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
5. Pelaporan kepemilikan saham anggota Direksi kepada OJK sesuai dengan jangka waktu dan ketentuan yang ditetapkan dalam peraturan OJK.
6. Memfasilitasi penyelenggaraan Rapat Direksi, Rapat Dewan Komisaris, dan Rapat Umum Pemegang Saham (RUPS), termasuk penyusunan dan pendokumentasian risalah rapat.
7. Bertindak sebagai penghubung (liaison officer) antara Perseroan dengan OJK, BEI, pemegang saham, serta pemangku kepentingan lainnya.
8. Pengelolaan dan penyimpanan dokumen Perseroan yang berkaitan dengan kegiatan korporasi, rapat-rapat Perseroan, serta dokumen penting lainnya sesuai dengan ketentuan peraturan perundang-undangan.

Audit Internal

IOH memiliki fungsi Audit Internal (IA), sesuai dengan ketentuan Peraturan OJK No.56/POJK.04/2015 mengenai Pembentukan dan Pedoman Pengembangan Piagam IA. Piagam IA ini merinci misi, tujuan, ruang lingkup, mandat serta peran & tanggung jawab fungsi IA.

Tujuan fungsi IA adalah untuk memperkuat kemampuan Perseroan dalam menciptakan, melindungi, dan mempertahankan nilai dengan memberikan keyakinan, saran, wawasan, dan pandangan ke depan yang independen, berbasis risiko, dan objektif kepada Dewan Komisaris melalui Komite Audit.

Corporate Secretary Activities in 2025

The Corporate Secretary activities in 2025 include:

1. Providing input and advice to the Board of Directors and the Board of Commissioners regarding the Company's compliance with capital market regulations and the implementation of Good Corporate Governance (GCG).
2. Preparing, reviewing, and updating the Company's internal policies, guidelines, and procedures related to corporate governance and compliance, including ensuring that such policies obtain approval from the Board of Commissioners where required.
3. Monitoring and overseeing the implementation of corporate governance principles in the Company's business activities and significant projects.
4. Carrying out disclosure obligations, including the submission of reports and/or information to the Financial Services Authority, the Indonesia Stock Exchange, and the public in accordance with applicable laws and regulations.
5. Reporting the share ownership of members of the Board of Directors to the OJK within the timeframes and in accordance with the requirements stipulated in OJK regulations.
6. Facilitating the convening of meetings of the Board of Directors, the Board of Commissioners, and the General Meeting of Shareholders (GMS), including the preparation and documentation of minutes of meetings.
7. Acting as a liaison officer between the Company and the OJK, the IDX, shareholders, and other stakeholders.
8. Managing and maintaining the Company's corporate documents relating to corporate actions, Company meetings, and other important documents in accordance with applicable laws and regulations.

Internal Audit

IOH has an Internal Audit (IA) function in compliance with the OJK Regulation No. 56/POJK.04/2015 regarding the Establishment and Guidelines for the Development of the IA Charter. The IA Charter outlines the mission, objective, scope, mandate, and roles & responsibilities of the IA function.

The purpose of the IA function is to strengthen the Company's ability to create, protect, and sustain value by providing independent, risk-based, and objective assurance, advice, insight, and foresight to the Board of Commissioners through the Audit Committee.

Tugas dan Tanggung Jawab

Fungsi Audit Internal melaksanakan kegiatan audit internal untuk menilai apakah proses manajemen risiko, pengendalian, dan tata kelola Perseroan telah berjalan secara efisien, efektif, dan memadai. Sebagaimana tercantum dalam Piagam Audit Internal (Internal Audit Charter), tanggung jawab Fungsi Audit Internal meliputi:

1. Mengevaluasi efektivitas pengendalian internal, manajemen risiko, dan proses tata kelola.
2. Melindungi aset Perseroan serta memverifikasi keberadaannya apabila diperlukan.
3. Menyusun dan melaksanakan Rencana Audit Internal Tahunan berbasis risiko, yang disetujui oleh Komite Audit.
4. Melaporkan hasil audit serta perkembangan pelaksanaan audit secara triwulanan kepada Komite Audit dan PDCEO.
5. Memantau pelaksanaan rekomendasi audit dan tindakan perbaikan.
6. Melakukan penelaahan khusus, investigasi, serta penugasan advisory sesuai permintaan dan persetujuan yang diberikan.
7. Menjaga independensi, objektivitas, serta kepatuhan terhadap standar profesi, termasuk Standar IIA dan peraturan yang berlaku.
8. Berkoordinasi dengan auditor eksternal guna meningkatkan efektivitas dan efisiensi kegiatan audit secara keseluruhan.
9. Menelaah laporan risiko utama serta memberikan masukan kepada Komite Audit dan Dewan Komisaris.
10. Memastikan ketersediaan sumber daya, kompetensi, serta anggaran yang memadai untuk melaksanakan kegiatan audit secara efektif.
11. Terkait dengan entitas anak, Fungsi Audit Internal memastikan penerapan praktik tata kelola dan pengendalian yang konsisten di seluruh Grup, mengawasi kegiatan audit pada entitas anak, melaporkan kelemahan utama yang ditemukan, serta mendukung pengembangan kapabilitas audit.

Struktur Pelaporan

Chief Internal Audit Officer (CIAO) yang memimpin fungsi Audit Internal melapor secara fungsional kepada Dewan Komisaris melalui Komite Audit dan secara administratif kepada Direktur Utama & Chief Executive Officer.

Jumlah dan Kualifikasi Personil

Pada akhir 2025, IA terdiri atas 19 orang personil yang memiliki latar belakang profesional yang relevan, sertifikasi profesi, serta pengalaman yang relevan dalam pengendalian keuangan, teknologi, operasional dan *fraud*.

Duties and Responsibilities

Internal Audit Functions undertakes internal audit activities to determine whether the risk management, control, and governance processes of the Company are efficient, effective and adequate. As stated in the Internal Audit Charter, the responsibilities of the Internal Audit Function include:

1. Evaluating the effectiveness of internal controls, risk management, and governance processes.
2. Safeguarding company assets and verifying their existence where appropriate.
3. Preparing and executing a risk-based Annual Internal Audit Plan, approved by the Audit Committee (AC).
4. Reporting audit results and quarterly progress updates to the AC and PDCEO.
5. Monitoring the implementation of audit recommendations and corrective actions.
6. Conducting special reviews, investigations, and advisory assignments as requested and approved.
7. Maintaining independence, objectivity, and compliance with professional standards, including IIA Standards and applicable regulations.
8. Coordinating with external auditors to enhance overall audit effectiveness and efficiency.
9. Reviewing key risk reports and providing input to the AC and Board of Commissioners.
10. Ensuring adequate resources, competency, and budget to perform audit activities effectively.
11. With respect to subsidiaries, the Internal Audit Function ensures consistent governance and control practices across the Group, oversees subsidiaries' audit activities, reports key deficiencies, and supports capability development.

Reporting Structure

The Chief Internal Audit Officer (CIAO), leading the Internal Audit function, reports functionally to the Board of Commissioners through the Audit Committee and administratively to the President Director & Chief Executive Officer.

Personnel and Qualifications

As of the end of 2025, IA consisted of 19 personnel with relevant professional backgrounds, certifications, and experience in financial, technological, operational, and fraud controls.

Kegiatan IA tahun 2025

Selama tahun 2025, IA berhasil menyelesaikan 13 (tiga belas) audit regular, 1 (satu) audit penugasan khusus, dan 3 (tiga) investigasi. IA menghadiri 11 rapat direksi dan 6 rapat komite audit. Selain itu, IA juga melakukan audit tindak lanjut, yang bertujuan untuk memverifikasi bahwa semua rencana tindak lanjut yang telah disepakati dari penugasan audit sebelumnya telah diimplementasikan secara efektif dan tepat waktu oleh unit-unit kerja serta manajemen yang terkait.

IA berkomitmen untuk terus meningkatkan kualitas audit yang dilakukan. Upaya ini mencakup program peningkatan kualitas dan jaminan audit yang berkelanjutan, serta pemanfaatan teknologi dalam bentuk analitik data dan alat-alat manajemen audit modern.

IA juga bekerja sama dengan fungsi *Business Assurance & Risk Management* untuk memberikan jaminan obyektif kepada Komite Audit tentang efektivitas manajemen risiko yang mencakup pelaksanaan penilaian risiko untuk rencana audit tahunan, evaluasi Manajemen Risiko secara independen selama audit, penelaahan Laporan Risiko Perusahaan Teratas triwulanan dan tahunan, dan penelaahan kematangan praktik Manajemen Risiko Perseroan.

CIAO

Pengangkatan dan pemberhentian CIAO, akan difasilitasi oleh President Director & Chief Executive Officer (PD & CEO), sesuai permintaan Komite Audit dan pada akhirnya disetujui oleh Dewan Komisaris.

Bapak Mohammed Afzal Lodhi diangkat sebagai Chief Internal Audit Officer Indosat Ooredoo Hutchison sejak tanggal 4 Januari 2022.

IA Activities in 2025

In 2025, IA successfully completed 13 (thirteen) regular audits, 1 (one) special assignment audit, and 3 (three) investigations. IA attended 11 BoD meetings and 6 audit committee meetings. Additionally, IA conducted follow-up audits to verify that all agreed-upon action plans from previous audit assignments were implemented effectively and on time by the relevant work units and management.

IA is committed to continuously improving the quality of its audits. Efforts include implementing ongoing quality enhancement and assurance programs and leveraging technology through data analytics and modern audit management tools.

IA also collaborates with the Business Assurance & Risk Management function to provide objective assurance to the Audit Committee regarding the effectiveness of risk management. This includes conducting risk assessments for the annual audit plan, independently evaluating Risk Management during audits, reviewing quarterly and annual Top Corporate Risk Report and assessing the maturity of the Company's Risk Management practices.

Chief Internal Audit Officer

The appointment and dismissal of the Chief Internal Audit Officer are facilitated by the President Director & Chief Executive Officer (PD & CEO) at the request of the Audit Committee and ultimately approved by the Board of Commissioners.

Mr. Mohammed Afzal Lodhi has served as the Chief Internal Audit Officer of Indosat Ooredoo Hutchison since 4 January 2022.

Mohammed Afzal Lodhi
Chief Internal Audit Officer

Usia & Kewarganegaraan Age & Citizenship	56 tahun | years old Warga Negara India | Indian citizen
Domisili Place of Residence	Jakarta
Riwayat Pendidikan Education	Sarjana di bidang commerce, St. Xavier's College, India (1992) Bachelor's Degree in Commerce, St. Xavier's College, India (1992)
Dasar Penunjukan Basis of Appointment	Keputusan Dewan Komisaris No. 21 Tanggal 30 Desember 2021 Board of Commissioner Resolution No. 21 Dated 30 December 2021
Periode Jabatan Term of Office	4 Januari 2022-sekarang 4 January 2022-present
Riwayat Jabatan Work History	• Chief Internal Audit Officer, Indosat Ooredoo (2019 – 2021) • Chief Audit Executive, Ooredoo Myanmar (2015-2019) • Chief Audit Executive, Zanzibar Telecom, Etisalat Group (2012-2015) • Head-Internal Audit & Compliance (VP) & Company Secretary, Etisalat DB Telecom (2009-2012) • Finance Head & CS, Mobily Infotech India Pvt. Ltd. (2007-2009)
Sertifikasi Profesional Professional Certification	Certified Internal Auditor (CIA) dari Institute of Internal Auditor (IIA) and Certified Information System Auditor (CISA) dari Information Systems Audit and Control Association (ISACA). Certified Internal Auditor (CIA) from Institute of Internal Auditor (IIA) and Certified Information System Auditor (CISA) from Information Systems Audit and Control Association (ISACA).

Pelatihan & Pengembangan IA tahun 2025

Selama tahun 2025, personil Internal Audit telah mengikuti lebih dari 150 pelatihan, di antaranya sebagai berikut:

1. Berbagai webinar ISACA.
2. *Group* Internal Audit *Forum 2025*.
3. AI *related Training*.
4. *Risk Management Technique*.
5. *Leadership*.
6. *Strategic Decision Making*.
7. *Financial Statement Related Training*.
8. IT *Risk: From Detection to Protaction*.
9. 2025 *Technology Predictions Panel Discussion*.
10. *Empowering Future* IT *Auditors: The Foundation of* IT Audit.
11. *Empower the* CISO's *Organization with ServiceNow*.
12. *Automation Trends to Modernize Infosec Compliance*.
13. *Eliminating Deceptive Privacy Practices: Building Trust by Addressing Privacy Dark Patterns*.
14. *From Risk to Resilience: A Compliance-Driven Patch Stategy*.
15. *How* ChatGPT *and Other* AI *Will Change Cybersecurity Forever*.
16. *Audit and Due Diligence*.
17. *Dissemination of Anti-Corruption and Certified Integrity Officer*.
18. *Fraud Investigation and Forensic Audit*.

Internal Audit Training & Development in 2025

Throughout 2025, Internal Audit personnel participated in over 150 training sessions, including the following:

1. Various ISACA webinars.
2. 2025 Group Internal Audit Forum.
3. AI related Training.
4. Risk Management Technique.
5. Leadership.
6. Strategic Decision Making.
7. Financial Statement Related Training.
8. IT Risk: From Detaction to Protaction.
9. 2025 Technology Predictions Panel Discussion.
10. Empowering Future IT Auditors: The Foundation of IT Audit.
11. Empower the CISO's Organization with ServiceNow.
12. Automation Trends to Modernize Infosec Compliance
13. Eliminating Deceptive Privacy Practices: Building Trust by Addressing Privacy Dark Patterns.
14. From Risk to Resilience: A Compliance-Driven Patch Strategy.
15. How ChatGPT and Other AI Will Change Cybersecurity Forever.
16. Audit and Due Diligence.
17. Dissemination of Anti-Corruption and Certified Integrity Officer.
18. Fraud Investigation and Forensic Audit.

Audit Eksternal
External Audit

Jumlah Tahun Diaudit

Laporan keuangan tahunan IOH telah diaudit oleh auditor eksternal sejak Perseroan menjadi perusahaan publik.

Penunjukan Auditor

Pada tanggal 28 Mei 2025, Rapat Umum Pemegang Saham Tahunan menyetujui penunjukan KAP Rintis, Jumadi, Rianto & Rekan (firma anggota jaringan global PwC) sebagai auditor eksternal independen Perseroan untuk laporan keuangan tahun buku yang berakhir 31 Desember 2025.

Jasa

Sebagai tambahan terhadap jasa audit laporan keuangan konsolidasian tahunan, KAP Rintis, Jumadi, Rianto & Rekan juga melakukan pemeriksaan terbatas atas laporan keuangan konsolidasian interim untuk periode tiga bulan yang berakhir 31 Maret 2025, periode enam bulan yang berakhir 30 Juni 2025, dan periode sembilan bulan yang berakhir 30 September 2025.

Tabel berikut ini memuat ringkasan biaya terkait dengan jasa yang diberikan oleh auditor eksternal dan anggota jaringan globalnya (dalam jutaan rupiah):

Number of years Audited

IOH's annual financial statements have been audited by external auditors since the Company became a publicly listed entity.

Appointment of Auditor

On 28 May 2025, the Annual General Meeting of Shareholders approved the appointment of KAP Rintis, Jumadi, Rianto & Rekan (a member firm of the global PwC network) as the independent external auditor for the Company's financial statements for the fiscal year ending 31 December 2025.

Services

In addition to auditing the annual consolidated financial statements, KAP Rintis, Jumadi, Rianto & Rekan also conducted limited reviews of the interim consolidated financial statements for the three-month period ending 31 March 2025, the six-month period ending 30 June 2025, and the nine-month period ending 30 September 2025.

The table below summarizes the fees related to services provided by the external auditor and its global network members (in millions of rupiah):

dalam juta Rupiah in million Rupiah	**2025**	**2024**	**2023**
Jasa Audit atas Laporan Keuangan Financial Statement Audit Service	26,282	25,125	35,550
Jasa Prosedur yang Disepakati Agreed Upon Procedure Services	325	325	325
Jasa Lainnya Other Services	5,982	4,400	4,585

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal di Perseroan bertujuan untuk mendukung tujuan kinerja, meningkatkan nilai bagi pemangku kepentingan, memastikan efektivitas dan efisiensi operasional, dan keandalan pelaporan keuangan, kelayakan pengendalian operasional dan keuangan, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Kesesuaian dengan Standar Internasional

Perseroan mengadopsi konsep tiga lini pertahanan yang merupakan implementasi dari strategi pengendalian yang sejalan dengan kerangka *Committee of the Sponsoring Organizations of the Treadway Commission* ("COSO") – *Internal Control Framework*.

Berikut penerapan Pengendalian Internal di Perseroan yang mengacu pada COSO:

1. Lingkungan Pengendalian
   Dewan Komisaris dan Direksi telah menetapkan sejumlah standar, prosedur, dan struktur yang menjadi basis dalam menjalankan pengendalian internal di Perseroan.
2. Penilaian Risiko
   Perseroan terus melakukan penilaian atas risiko-risiko yang berdampak pada aktivitas bisnis Perseroan. Penilaian risiko terhadap seluruh unit bisnis di dalam Perusahaan dimonitor oleh Grup Business Assurance and Risk Management (BARM) Hasil penilaian tersebut didokumentasikan dalam daftar risiko dan dikaji ulang secara rutin dan berkala. Silakan merujuk pada bagian Manajemen Risiko untuk penjelasan yang lebih rinci.
3. Aktivitas Pengendalian
   Perseroan mengimplementasi dan melakukan aktivitas pengendalian guna memitigasi risiko dan mencapai tujuan bisnisnya, dimana tugas dan tanggung jawab masing-masing pihak di dalam perusahaan diatur dalam kebijakan dan prosedur terkait.
4. Informasi dan Komunikasi
   Perseroan telah memiliki media komunikasi dan pertukaran informasi yang mendukung semua pihak di Perseroan dalam menjalankan perannya.

The Company's Internal Control System aims to support performance objectives, enhance stakeholder value, ensure operational effectiveness and efficiency, ensure the reliability of financial reporting, safeguard operational and financial controls, and maintain compliance with applicable laws and regulations.

Alignment with International Standards

The Company has adopted the three lines of defense model, aligning its control strategy with the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") – Internal Control Framework.

The following outlines the implementation of Internal Control within the Company based on the COSO framework:

1. Control Environment
   The Board of Commissioners and Board of Directors have established standards, procedures, and structures that serve as the foundation for implementing internal control within the Company.
2. Risk Assessment
   The Company continuously assesses risks that could impact its business activities. Risk assessments across all business units are monitored by the Business Assurance and Risk Management (BARM) Group. The results of these assessments are documented in a risk register and reviewed periodically. Please refer to the Risk Management section for a more detailed explanation.
3. Control Activities
   The Company implements control activities to mitigate risks and achieve its business objectives, with the roles and responsibilities of each party within the organization defined in relevant policies and procedures.
4. Information and Communication
   The Company has established communication channels and information exchange mechanisms that support all parties in fulfilling their roles effectively.

5. Kegiatan Pemantauan
   Direksi, Manajemen, Grup BARM, dan Grup Audit Internal melakukan pemantauan secara terus menerus terhadap efektivitas keseluruhan pelaksanaan pengendalian internal. Pemantauan terhadap risiko utama telah diprioritaskan dan menjadi bagian dari kegiatan operasional, termasuk evaluasi secara berkala.

Tinjauan atas Efektivitas Sistem Pengendalian Internal

Direksi dan Dewan Komisaris menilai bahwa sistem pengendalian internal Perseroan telah dijalankan secara memadai. Berdasarkan hasil evaluasi atas efektivitas sistem pengendalian internal sepanjang tahun 2025, tidak ditemukan kelemahan yang material dalam sistem pengendalian internal pada masing-masing unit bisnis karena seluruh temuan dalam operasional perusahaan telah ditangani dengan semestinya dan rekomendasi untuk peningkatan telah diterapkan dengan baik.

5. Monitoring Activities
   The Board of Directors, Management, BARM Group, and Internal Audit Group continuously monitor the overall effectiveness of the internal control system. Monitoring of key risks is prioritized as part of operational activities, including regular evaluations.

Review of Internal Control System Effectiveness

The Board of Directors and Board of Commissioners consider that the Company's internal control system has been implemented adequately. Based on the results of the evaluation of the effectiveness of the internal control system throughout 2025, no material weaknesses were found in the internal control system in each business unit because all findings in the company's operations have been handled appropriately and recommendations for improvement have been implemented properly.

Manajemen Risiko
Risk Management

Gambaran Umum Manajemen Risiko

Sebagai bagian dari penerapan tata kelola perusahaan yang baik, IOH menerapkan manajemen risiko yang mengacu pada ISO 31000:2018. Dalam pelaksanaan aktivitas manajemen risiko, IOH telah membuat kebijakan, prosedur pelaksanaan, dan perangkat untuk memastikan tata kelola kegiatan manajemen risiko berjalan dengan efektif.

Selain itu, IOH membentuk grup Business Assurance & Risk Management (BARM). BARM bertanggung jawab untuk mengembangkan dan membangun sistem manajemen risiko yang dibutuhkan oleh IOH. Saat ini, BARM berada di bawah supervisi dari Presiden Direktur dan CEO.

General Overview of Risk Management

As part of the implementation of good corporate governance, IOH applies risk management based on ISO 31000:2018. In carrying out risk management activities, IOH has established policies, implementation procedures, and tools to ensure the governance of risk management activities is effectively implemented.

Additionally, IOH has formed the Business Assurance & Risk Management (BARM) group. BARM is responsible for developing and building the risk management system required by IOH. Currently, BARM operates under the supervision of the President Director and CEO.

Tanggung Jawab BARM

Mendukung Direksi dalam mengoordinasikan dan memfasilitasi aktivitas manajemen risiko di IOH, termasuk pelaporan dan proses pengambilan keputusan.

1. Membantu pembelajaran karyawan dalam menggunakan perangkat dan teknik manajemen risiko agar bisa menerapkan manajemen risiko.
2. Memberikan saran atas potensi risiko dan strategi untuk pengendalian risiko dan menjadi katalis dalam pelaksanaannya.
3. Memberikan masukan kepada Direksi dalam pelaksanaan atas perilaku yang diharapkan.
4. IOH mengadopsi dua pendekatan berbeda dalam manajemen risiko, sesuai dengan level risiko yang ditangani. Untuk risiko pada level strategis, IOH menggunakan pendekatan top-down. Sebaliknya, untuk risiko operasional, IOH menerapkan pendekatan bottom-up.
5. Baik pendekatan top-down maupun bottom-up ini difasilitasi dan didukung sepenuhnya oleh BARM. Hasil dari kedua pendekatan ini adalah pembuatan daftar risiko, yang merupakan kompilasi dari semua risiko yang diidentifikasi. Daftar risiko ini kemudian diperbarui secara berkala dengan melakukan koordinasi yang efektif antara grup dan unit-unit terkait di dalam Perseroan.

Responsibilities of BARM

Supporting the Board of Directors in coordinating and facilitating risk management activities at IOH, including reporting and decision-making processes.

1. Assisting employees in learning how to use risk management tools and techniques so that they can implement risk management.
2. Providing advice on potential risks and strategies for risk control and acting as a catalyst in their implementation.
3. Providing input to the Board of Directors on the implementation of expected behaviour.
4. IOH adopts two different approaches to risk management, depending on the level of risk involved. For strategic risks, IOH uses a top-down approach. Conversely, for operational risks, IOH applies a bottom-up approach.
5. Both the top-down and bottom-up approaches are facilitated and fully supported by BARM. The result of these two approaches is the creation of a risk register, which is a compilation of all identified risks. This risk register is then updated regularly through effective coordination between relevant groups and units within the Company.

Struktur Pengelolaan Risiko Perusahaan
Corporate Risk Management Structure

Komite Manajemen Risiko Risk Management Committee	Membantu Dewan Komisaris dengan tanggung jawab keseluruhan untuk meninjau efektivitas dari kegiatan pengelolaan risiko di Perseroan dan memberikan saran kepada Direksi. Assisting the Board of Commissioners with the overall responsibility of reviewing the effectiveness of risk management activities of the Company and providing advice to the Board of Directors.

Struktur Pengelolaan Risiko Perusahaan
Corporate Risk Management Structure

Direksi sebagai Komite Manajemen Risiko Eksekutif BOD as Executive Risk Management Committee	Memastikan implementasi proses pengelolaan risiko Perseroan sesuai dengan kebijakan yang sudah ditentukan oleh Dewan Komisaris. Ensuring the risk management process implementation of the Company in accordance with the policy that has been determined by the Board of Commissioners.
BARM BARM	Melakukan kegiatan dalam rangka pengembangan dan implementasi pengelolaan risiko Perseroan yang mengacu pada pedoman ISO 31000:2018 serta kebijakan Perseroan. Performing activities in the framework of corporate risk management development and implementation that refers to ISO 31000:2018 guidelines as well as the policy of the Company.
Chief/ Executive Vice President/ Senior Vice President/ Vice President/ Assistant Vice President	Eksekutif yang ditunjuk untuk bertanggung jawab dalam mengelola dan mengawasi pelaksanaan pengelolaan risiko serta pengembangan proses bisnis di unit bisnis terkait. Appointed executive responsible for the management and supervision of risk management implementation as well as business process development in the respective business.
Risk Champion (tingkat Direktorat/ tingkat Grup/ tingkat Divisi/ tingkat Departemen) Risk Champion (Directorate Level/ Group Level/ Division Level/ Department Level)	Sebagai koordinator atas semua kegiatan risiko maupun konsolidasi dengan BARM, termasuk mempersiapkan/memperbarui daftar risiko untuk Direktorat/Grup/Divisi/Departemen yang menjadi tanggung jawabnya. As coordinator for all risk activities and consolidation with BARM, including the preparation/update of risk register for the related Directorate/Group/Division/Department's area of responsibility.
Seluruh Karyawan All Employees	Seluruh karyawan bertanggung jawab dalam rangka menjalankan kebijakan Perseroan terkait dengan pengelolaan risiko di fungsinya masing-masing. All employees are responsible for the implementation of the risk management policy in each of their respective functions.

Jenis Risiko

IOH membagi kategori risiko menjadi 4 jenis risiko, yaitu:
1. Risiko Strategis.
2. Risiko Operasional.
3. Risiko Finansial.
4. Risiko Kepatuhan.

Tabel berikut ini merupakan ilustrasi singkat atas risiko yang dihadapi IOH:

Risk Types

IOH classifies risks into four categories:
1. Strategic Risk.
2. Operational Risk.
3. Financial Risk.
4. Compliance Risk.

The following table provides a brief illustration of the risks faced by IOH:

Kategori Risiko Risk Category	**Risiko Yang Dihadapi** Risk Faced	**Penyebab/Kejadian/Skenario Risiko** Risk Cause/Event/Scenario
Risiko Strategis Strategic Risk	Risiko Makro Ekonomi Macroeconomic Risk	Perubahan kondisi ekonomi dalam negeri, regional atau global yang mengubah tren, kebiasaan dan permintaan terhadap industri telekomunikasi Indonesia. Changes in the local, regional or global economic conditions which change trends, habits and demands on the Indonesian telecommunication industry.
	Risiko Persaingan di Industri Telekomunikasi Competition Risk in Telecommunication Industry	Tergerusnya ARPU dari layanan suara dan SMS karena perkembangan layanan data; Perang harga yang menggerus margin dari produk yang ada; Tergerusnya pendapatan dari layanan komunikasi internasional. The eroding of ARPU from voice service and SMS due to data service development; Price War which erodes margin of the existing products; The eroding of revenue from international communication services.

Kategori Risiko Risk Category	**Risiko Yang Dihadapi** Risk Faced	**Penyebab/Kejadian/Skenario Risiko** Risk Cause/Event/Scenario
Risiko Operasional Operational Risk	Risiko Proyek Project Risk	Waktu penyelesaian proyek perluasan jaringan tidak bisa mengikuti cepatnya perubahan tren permintaan; dan biaya untuk pelaksanaan proyek berpotensi meningkat karena perubahan teknologi yang cepat. Network expansion project completion time cannot keep up with the vast change of demand trends; and cost for project implementation will potentially increase due to the vast technological change.
	Risiko Pelayanan Service Risk	Kepadatan jaringan selular dan terbatasnya ketersediaan spektrum dapat menghambat peningkatan jumlah pelanggan seluler dan dapat menyebabkan penurunan kualitas layanan seluler Perseroan. Cellular network density and limited spectrum availability may hinder the number of cellular customers and may cause the decrease of Company cellular service quality.
Risiko Finansial Financial Risk	Risiko Investasi Investment Risk	Cepatnya perubahan teknologi yang menyebabkan pendeknya umur aset yang telah diinvestasikan. Vast technological change which causes the decrease of assets useful lives that have been invested.
	Risiko Belanja Modal Capital Expenditure Risk	Keterbatasan untuk membiayai pengeluaran belanja modal untuk pertumbuhan Perseroan. Limitation to finance the capital expenditure for Company's growth.
Risiko Kepatuhan Compliance Risk	Risiko Perubahan Hukum Legal Change Risk	Perubahan hukum dan kebijakan secara cepat terkait industri telekomunikasi yang berdampak pada berubahnya peta persaingan industri telekomunikasi. Vast legal and policy change related to the telecommunication industry which impacts on the change of telecommunication industry competition map.
	Risiko Denda dari Kasus Hukum Fine Risk from Legal Cases	Denda dari kasus hukum yang dihadapi Perseroan yang berdampak kepada kemampuan keuangan dan citra dari Perseroan. Fine from legal cases faced by Company which has impact on financial ability and Company's image.

Perseroan melakukan penilaian ulang atas semua risiko yang dianggap penting secara berkala, sebagaimana diilustrasikan di atas. Termasuk dalam penilaian ulang, mengevaluasi apakah mitigasi atas risiko-risiko tersebut telah memadai atau perlu diterapkan alternatif mitigasi yang lain.

The Company periodically reassesses all risks deemed significant, as illustrated above. This reassessment includes evaluating whether the mitigation measures for these risks are adequate or whether alternative mitigation measures need to be implemented.

Tinjauan Efektivitas Manajemen Risiko

Aktivitas yang dilakukan untuk memperkuat efektivitas sistem manajemen risiko selama tahun 2025 adalah sebagai berikut:

1. Evaluasi dan pelaporan per kuartal dengan Komite Manajemen Risiko untuk mengomunikasikan profil risiko Perseroan dan memberikan arahan kepada Direksi mengenai penerapan manajemen risiko di Perseroan.
2. Evaluasi dan diskusi dengan Komite Manajemen Risiko Eksekutif mengenai penerapan manajemen risiko secara keseluruhan.
3. Evaluasi dan diskusi dengan para Chief/Executive Vice President/Senior Vice President/Vice President/ Assistant Vice President di Perseroan untuk kegiatan pengelolaan risiko operasional.
4. Pemantauan manajemen risiko yang dilakukan oleh semua *Chief* secara bulanan untuk memastikan penerapan manajemen risiko di setiap direktorat.

Risk Management Effectiveness Review

Activities carried out to strengthen the effectiveness of the risk management system during 2025 are as follows:

1. Quarterly evaluation and reporting to the Risk Management Committee to communicate the Company's risk profile and provide guidance to the Board of Directors on the implementation of risk management in the Company.
2. Evaluation and discussion with the Executive Risk Management Committee regarding the overall implementation of risk management.
3. Evaluation and discussion with the Chief/Executive Vice President/Senior Vice President/Vice President/ Assistant Vice President of the Company for operational risk management activities.
4. Monthly monitoring of risk management by all Chiefs to ensure the implementation of risk management in each directorate.

5. Pelatihan dan sertifikasi untuk para Risk Champion di tingkat Direktorat, Grup dan Divisi untuk meningkatkan pemahaman dan kemampuan manajemen risiko mereka.
6. Pengarahan dan bantuan manajemen risiko bagi *risk owner* baru dan Risk Champion baru untuk meningkatkan pemahaman dan kemampuan manajemen risiko mereka.
7. E-*learning* manajemen risiko bagi karyawan untuk meningkatkan pemahaman dan kemampuan manajemen risiko mereka.
8. Forum manajemen risiko untuk memberikan update kepada semua Risk Champion di tingkat Direktorat, Grup dan Divisi, terkait program peningkatan penerapan manajemen risiko, risiko terkini yang dihadapi oleh Perseroan, hasil survei penerapan manajemen risiko dan pemberian penghargaan atas beberapa kategori penerapan manajemen risiko.
9. Kampanye pentingnya penerapan manajemen risiko dan perilaku yang diharapkan untuk meningkatkan kesadaran semua karyawan atas manajemen risiko.

Risiko yang Memadai

Grup BARM menilai penerapan dan operasionalisasi sistem manajemen risiko yang melibatkan seluruh pemangku kepentingan internal, termasuk unit bisnis dan fungsi pendukung di dalam perusahaan. Hasil evaluasi dikonsultasikan dengan ERMC yang merupakan salah satu komite di bawah Direksi, untuk selanjutnya dikonsultasikan dengan Komite Manajemen Risiko yang merupakan komite di bawah Dewan Komisaris. Berdasarkan evaluasi tersebut, Manajemen berkeyakinan bahwa sistem manajemen risiko Perseroan telah memadai dalam mencapai tujuan bisnis Perseroan dengan tetap mematuhi peraturan perundang-undangan yang berlaku. Manajemen akan terus mengidentifikasi, menganalisis, mengevaluasi, memantau dan mengelola risiko signifikan yang dihadapi Perseroan.

Pernyataan Direksi dan/ atau Dewan Komisaris atau Komite Audit atas Kecukupan Manajemen Risiko

1. Direksi menegaskan bahwa manajemen risiko Perseroan telah memadai dan telah beroperasi secara efektif, dalam semua aspek material, untuk tahun buku yang berakhir pada tanggal 31 Desember 2025 dan sampai dengan tanggal Pernyataan ini dan bahwa sistem tersebut memadai dan efektif dalam mencapai tujuan bisnis Perseroan sambil mematuhi undang-undang yang relevan.

5. Training and certification for Risk Champions at the Directorate, Group and Division levels to improve their understanding and risk management capabilities.
6. Risk management guidance and assistance for new risk owners and new Risk Champions to improve their understanding and risk management capabilities.
7. Risk management e-learning for employees to improve their understanding and risk management capabilities.
8. Risk management forums to provide updates to all Risk Champions at the Directorate, Group and Division levels regarding risk management implementation improvement programmes, current risks faced by the Company, risk management implementation survey results and awards for several risk management implementation categories.
9. Campaigns on the importance of risk management implementation and expected behaviour to raise awareness of risk management among all employees.

Adequacy of Risk Management

The BARM group assesses the implementation and operationalization of the risk management system involving all internal stakeholders, including business units and support functions within the company. The results of this evaluation are reviewed with the ERMC, a committee under the Board of Directors, and subsequently with the Risk Management Committee under the Board of Commissioners. Based on this assessment, Management is confident that the Company's risk management system is adequate to achieve business objectives while complying with applicable laws and regulations. Management will continue to identify, analyze, evaluate, monitor, and manage significant risks faced by the Company.

Statement from the Board of Directors and/ or the Board of Commissioners or the Audit Committee on Risk Management Adequacy

1. The Board of Directors affirms that the Company's risk management has been adequate and has operated effectively, in all material aspects, for the fiscal year ending 31 December 2025 and up to the date of this statement. The system has been sufficient and effective in achieving the Company's business objectives while complying with applicable laws.

2. Direksi menegaskan bahwa terdapat proses yang berkesinambungan dalam mengidentifikasi, menganalisis, mengevaluasi, memantau dan mengelola risiko-risiko signifikan yang dihadapi Perseroan, dan bahwa selama tahun berjalan kelemahan-kelemahan yang tercatat dalam manajemen risiko telah diperbaiki dan dikelola dengan baik.
3. Direksi juga menegaskan tanggung jawab dan komitmennya untuk terus menjaga dan mengkaji kecukupan, efektivitas dan integritas sistem manajemen risiko Perseroan untuk mengantisipasi perubahan lingkungan bisnis yang dapat menghambat pencapaian tujuan bisnis Perseroan dan untuk menjaga investasi pemegang saham, aset dan reputasi Perseroan.

2. The Board of Directors confirms that there is an ongoing process to identify, analyze, evaluate, monitor, and manage significant risks faced by the Company. Throughout the year, any deficiencies identified in risk management were effectively addressed and managed.
3. The Board also reaffirms its responsibility and commitment to continuously maintain and review the adequacy, effectiveness, and integrity of the Company's risk management system to anticipate changes in the business environment that could hinder the achievement of the Company's business objectives, as well as to safeguard shareholder investments, assets, and the Company's reputation.

Proses Perkara Hukum
Legal Proceedings

Berdasarkan penelaahan tim Legal IOH terhadap daftar perkara litigasi yang saat ini dihadapi Perseroan, tidak ada perkara yang memenuhi kualifikasi material dan substantif untuk dilaporkan dalam Laporan Tahunan ini.

Based on the review conducted by IOH's Legal team regarding the list of litigation cases currently faced by the Company, no cases meet the material and substantive qualifications for disclosure in this Annual Report.

Sanksi Administratif
Administrative Sanctions

Selama tahun 2025, Perusahaan tidak memperoleh sanksi administratif dari pihak regulator maupun pemerintah.

Throughout 2025, the Company did not receive any administrative sanctions from regulatory authorities or the government.

Kode Etik
Code of Ethics

Sejalan dengan komitmen Perseroan untuk menerapkan tata kelola perusahaan yang baik, Perseroan telah menetapkan pedoman Kode Etik yang menjabarkan secara ringkas prinsip-prinsip perilaku yang wajib ditaati semua anggota Komisaris, Direksi, serta karyawan.

Penerapan Kode Etik

Kode Etik Perseroan* diterbitkan pada tanggal 26 November 2015 oleh Direksi dan Dewan Komisaris.

Berdasarkan Kode Etik, semua kegiatan usaha harus dilaksanakan dengan integritas dan sesuai dengan semua peraturan perundang-undangan yang berlaku. Selanjutnya, Kode Etik mengatur mengenai, antara lain:

1. Kepatuhan terhadap peraturan perundang-undangan.
2. Larangan terhadap perdagangan orang dalam.
3. Itikad baik, tanggung jawab, kehati-hatian, dan benturan kepentingan.
4. Peluang Perseroan.
5. Perlindungan dan penggunaan yang layak atas aset perusahaan.
6. Pelaporan bagi perusahaan publik.
7. Pelaporan tindakan ilegal atau tidak etis.

Budaya Perusahaan

1. Sepenuh Hati
   Perusahaan yang tulus peduli dan membuat pilihan-pilihan berani demi menciptakan dunia yang lebih baik.
2. Bersinar
   Perusahaan yang menempatkan inspirasi sebagai pusat dari kepemimpinan yang kuat.
3. Bersama Lebih Baik
   Perusahaan yang mendobrak batasan dan mempersatukan masyarakat.

Sosialisasi Kode Etik dan Upaya Penegakan

Kode Etik telah dipublikasikan di situs www.ioh.co.id agar dapat diakses seluruh karyawan dan publik. Setiap karyawan yang terbukti melanggar Kode Etik akan dikenakan tindakan disiplin yang layak, sampai dengan dan termasuk pemutusan hubungan kerja. Setiap karyawan harus menandatangani pernyataan yang menyatakan telah membaca dan mengerti Kode Etik. Karyawan harus mengonfirmasi ulang pernyataan ini secara periodik melalui intranet Perseroan.

In line with the Company's commitment to implementing good corporate governance, IOH has established a Code of Ethics that outlines the behavioral principles mandatory for all members of the Board of Commissioners, Board of Directors, and employees.

Implementation of the Code of Ethics

The Company's Code of Ethics* was published on 26 November 2015 by the Board of Directors and the Board of Commissioners.

The Code of Ethics mandates that all business activities must be conducted with integrity and in compliance with applicable laws and regulations. It regulates, among others:

1. Compliance with laws and regulations.
2. Prohibition against insider trading.
3. Good faith, responsibilities, prudence, and conflict of interest.
4. Company's opportunities.
5. Adequate protection and utilization of the Company's assets.
6. Reporting for a public company.
7. Reporting of illegal or unethical actions.

Corporate Values

1. Heart
   A company that genuinely cares and makes daring choices to create a better world.
2. Radiance
   A company that puts inspiration at the center of its powerful leadership.
3. Better Together
   A company that breaks down boundaries and brings people together.

Code of Ethics Dissemination and Enforcement Efforts

The Code of Ethics has been published on the official website, www.ioh.co.id, making it accessible to all employees and the public. Any employee proven to violate the Code will be subject to appropriate disciplinary action, including termination of employment if necessary. Each employee must sign a declaration stating they have read and understood the Code. This declaration is reaffirmed periodically through the Company's intranet.

* Kode Etik Perseroan terakhir diperbarui dan berlaku efektif serta memperoleh persetujuan Dewan Komisaris Perseroan pada tanggal 5 Februari 2026.
* The Company's Code of Ethics was last updated, became effective, and obtained approval from the Company's Board of Commissioners on 5 February 2026.

Pemberlakuan Kode Etik Bagi Seluruh Karyawan Perusahaan

Perseroan mengharapkan agar para anggota Dewan Komisaris, Direksi, komite-komite di bawah Dewan Komisaris maupun Direksi, dan karyawan Perseroan untuk memahami dan menjalankan kebijakan-kebijakan yang digariskan dalam Kode Etik ini. Setiap karyawan yang melanggar ketentuan atau asas dari kebijakan-kebijakan ini akan dikenakan tindakan berupa sanksi disiplin, sampai dengan dan termasuk pemutusan hubungan kerja.

Setiap Komisaris, Direksi, anggota komite di bawah Dewan Komisaris dan Direksi, serta karyawan wajib mematuhi peraturan perundang-undangan serta menjunjung tinggi kejujuran dan etika. Sehubungan dengan hal tersebut, Kode Etik ini merupakan pedoman untuk meningkatkan kepekaan setiap Komisaris, Direksi, anggota komite di bawah Dewan Komisaris dan Direksi, serta setiap karyawan terhadap isu hukum dan etika yang sering terjadi, serta untuk menetapkan prosedur pelaporan atas perilaku yang melanggar hukum atau etika tersebut.

Application of the Code of Conduct to All Company Employees

The Company expects all members of the Board of Commissioners, Board of Directors, committees under the Board of Commissioners and Board of Directors, and employees to understand and adhere to the policies outlined in the Code of Ethics. Violations of the principles or provisions stated in the Code will result in disciplinary sanctions, up to and including termination of employment.

Each of the Commissioner, Director, member of committees under the Board of Commissioners and the Board of Directors, and employees shall comply with laws and regulations as well as uphold honesty and ethics. In relation to that, this Code of Ethics constitutes a guidance to improve the sensitivity of every Commissioner, Director, member of committees under the Board of Commissioners and the Board of Directors, and every employee towards legal and ethical issues that often occur as well as to establish a procedure to report a behavior that violates such laws or ethics.

Program Opsi Saham Bagi Karyawan dan Opsi Saham Bagi Manajemen

Employee Stock Option Program and Management Stock Option Program

Sampai dengan periode pelaporan yang berakhir pada 31 Desember 2025, Perseroan tidak memiliki Program Opsi Saham bagi Karyawan atau Program Opsi Saham bagi Manajemen.

As of the reporting period ending 31 December 2025, the Company has not implemented an Employee Stock Option Program or a Management Stock Option Program.

Kepemilikan Saham Dewan Komisaris dan Direksi

Share Ownership of the Board of Commissioners and Board of Directors

Perseroan secara teratur melaporkan kepemilikan saham oleh anggota Direksi dan Dewan Komisaris setiap bulan, dan informasi ini diungkapkan dalam Laporan Tahunan serta dalam laporan keuangan perusahaan. Selain itu, sesuai dengan ketentuan dalam Peraturan OJK No. 4 tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk melaporkan kepada OJK mengenai kepemilikan saham mereka serta setiap perubahan yang terjadi, dan hal ini harus dilakukan dalam waktu paling lambat lima hari kerja setelah transaksi berlangsung.

Transaksi pembelian atau penjualan saham yang dilakukan oleh Direksi selama tahun 2025 dipaparkan dalam tabel di bawah ini. Dewan Komisaris tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung melalui anggota keluarga. Hal yang sama berlaku untuk Direksi, yang juga tidak memiliki kepemilikan saham tidak langsung melalui anggota keluarga mereka.

Kepemilikan Saham Direksi dan Dewan Komisaris per 1 Januari 2025
Share Ownership of Directors and Commissioners as of 1 January 2025

No.	Nama Name	Jabatan Position
	Dewan Komisaris Board of Commissioners	
1	Nezar Patria	Komisaris Utama | President Commissioner
2	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama | Deputy President Commissioner
3	Fok Kin Ning, Canning	Wakil Komisaris Utama | Deputy President Commissioner
4	Ahmad Abdulaziz A A Al-Neama	Komisaris | Commissioner
5	René Heinz Werner	Komisaris | Commissioner
6	Woo Chiu Man, Cliff	Komisaris | Commissioner
7	Cheung Kwan Hoi	Komisaris | Commissioner
8	Efthymios Tsokanis	Komisaris | Commissioner
9	Sugito Walujo (Patrick Walujo)	Komisaris | Commissioner
10	Achmad Syah Reza	Komisaris | Commissioner
11	Elisa Lumbantoruan	Komisaris Independen | Independent Commissioner
12	Wijayanto, ST (Wijayanto Samirin)	Komisaris Independen | Independent Commissioner
13	Ajay Bahri	Komisaris Independen | Independent Commissioner
14	Rudiantara	Komisaris Independen | Independent Commissioner
15	Sidharta Prawira Oetama	Komisaris Independen | Independent Commissioner
	Direksi Board of Directors	
1	Vikram Sinha	Direktur Utama | President Director
2	Lee Chi Hung (Nicky Lee)	Direktur | Director
3	Muhammad Buldansyah	Direktur | Director
4	Irsyad Sahroni	Direktur | Director
5	Ahmad Zulfikar	Direktur | Director
6	Cheung Kwok Tung (Desmond Cheung)	Direktur | Director
7	Syed Bilal Kazmi	Direktur | Director

The Company regularly reports the share ownership of members of the Board of Directors and the Board of Commissioners on a monthly basis, with this information disclosed in the Annual Report and the Company's financial statements. Additionally, in accordance with the provisions of OJK Regulation No. 4 of 2024 on Reports on Ownership or Changes in Share Ownership of Public Companies, each member of the Board of Commissioners and Board of Directors is required to report their share ownership and any changes to the OJK within no later than five working days after the transaction occurs.

Details of share purchase or sale transactions conducted by the Board of Directors during 2025 are presented in the table below. The Board of Commissioners does not hold any shares in the Company, either directly or indirectly through family members. Similarly, the Board of Directors does not have any indirect share ownership through their family members.

Jumlah Saham dalam Kepemilikan Langsung Number of Shares in Direct Ownership	**% Kepemilikan Langsung** Direct Ownership	**Jumlah Saham dalam Kepemilikan Tidak Langsung** Number of Shares in Indirect Ownership	**% Kepemilikan Tidak Langsung** Indirect Ownership
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
2,995,700	0.01	-	-
620,000	0.00	-	-
1,320,000	0.01	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

Kewajiban Pelaporan Transaksi Efek

Kepemilikan Saham Direksi dan Dewan Komisaris per 31 Desember 2025
Share Ownership of Directors and Commissioners as of 31 December 2025

No.	Nama Name	Jabatan Position	Kepemilikan Saham 1 Januari 2025 Share Ownership 1 January 2025			
				Jan	Feb	Mar
Dewan Komisaris Board of Commissioners						
1	Nezar Patria	Komisaris Utama President Commissioner	-	-	-	-
2	Aziz Ahmad M Aluthman Fakhroo	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
3	Fok Kin Ning, Canning	Wakil Komisaris Utama Deputy President Commissioner	-	-	-	-
4	Ahmad Abdulaziz A A Al-Neama	Komisaris Commissioner	-	-	-	-
5	René Heinz Werner	Komisaris Commissioner	-	-	-	-
6	Woo Chiu Man, Cliff	Komisaris Commissioner	-	-	-	-
7	Cheung Kwan Hoi	Komisaris Commissioner	-	-	-	-
8	Efthymios Tsokanis	Komisaris Commissioner	-	-	-	-
9	Sugito Walujo (Patrick Walujo)	Komisaris Commissioner	-	-	-	-
10	Achmad Syah Reza	Komisaris Commissioner	-	-	-	-
11	Elisa Lumbantoruan	Komisaris Independen Independent Commissioner	-	-	-	-
12	Wijayanto, ST (Wijayanto Samirin)	Komisaris Independen Independent Commissioner	-	-	-	-
13	Ajay Bahri	Komisaris Independen Independent Commissioner	-	-	-	-
14	Rudiantara	Komisaris Independen Independent Commissioner	-	-	-	-
15	Sidharta Prawira Oetama	Komisaris Independen Independent Commissioner	-	-	-	-

Pembelian & Penjualan Saham Tahun 2025 Buy & Sell Shares 2025									**Kepemilikan Saham 31 Desember 2025** Share Ownership 31 December 2025
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-

Kepemilikan Saham Direksi dan Dewan Komisaris per 31 Desember 2025
Share Ownership of Directors and Commissioners as of 31 December 2025

No.	Nama Name	Jabatan Position	Kepemilikan Saham 1 Januari 2025 Share Ownership 1 January 2025			
				Jan	Feb	Mar
Direksi Board of Directors						
1	Vikram Sinha	Direktur Utama President Director	2,995,700	-	1,163,200	3,672,500
2	Lee Chi Hung (Nicky Lee)	Direktur Director	620,000	-	-	-
4	Muhammad Buldansyah	Direktur Director	1,320,000	-	-	-
5	Irsyad Sahroni	Direktur Director	-	-	-	-
3	Ahmad Zulfikar	Direktur Director	-	-	-	-
6	Cheung Kwok Tung (Desmond Cheung)	Direktur Director	-	-	-	-
7	Syed Bilal Kazmi	Direktur Director	-	-	-	-

Kewajiban Pelaporan Transaksi Efek

Perseroan telah memiliki Panduan Transaksi Efek yang mengatur mengenai kewajiban pelaporan transaksi efek sebagai berikut:

Orang Dalam dan/atau anggota Direksi dan/atau anggota Dewan Komisaris IOH yang melakukan Transaksi Efek IOH wajib melaporkan transaksi tersebut kepada OJK paling lambat 5 (lima) hari kerja setelah terjadinya kepemilikan dan setiap perubahan kepemilikan hak suara atas saham IOH, baik langsung maupun tidak langsung.

Detail Panduan Transaksi Efek dapat dilihat pada situs web Perseroan.

Pembelian & Penjualan Saham Tahun 2025 Buy & Sell Shares 2025									**Kepemilikan Saham 31 Desember 2025** Share Ownership 31 December 2025
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
-	-	-	-	969,100	-	-	2,370,200	-	11,170,700
300,000	-	-	-	250,000	-	-	-	-	1,170,000
-	160,000	-	-	-	-	-	-	-	1,480,000
-	-	-	-	-	-	-	1,047,500	-	1,047,500
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-

Securities Transaction Reporting Obligations

The Company has established a Securities Transaction Guideline that regulates the obligation to report securities transactions as follows:

Insiders and/or members of the Board of Directors and/or members of the Board of Commissioners of IOH must report to the Financial Services Authority (OJK) no later than five (5) working days as of the ownership or any changes in voting rights over IOH shares, both directly and indirectly.

Details of the Securities Transaction Guideline can be found on the Company's website.

Sistem Pelaporan Pelanggaran
Whistleblowing System (WBS)

Prosedur whistleblower telah ditetapkan oleh Perseroan sebagai mekanisme untuk penerimaan, analisis, dan penindaklanjutan laporan pelanggaran hukum, peraturan, kebijakan, keputusan, instruksi, atau Kode Etik Perseroan.

Media Pelaporan

Setiap pihak dapat melaporkan dugaan atau pelanggaran/ penyimpangan/kegiatan yang tidak semestinya secara rahasia melalui salah satu saluran berikut:
1. Email: auditcom@ioh.co.id
2. Situs Web Indosat Ooredoo Hutchison: https://ioh.co.id/portal/en/ioh-sustainability-governance
3. Pelaporan langsung kepada Chief Internal Audit Officer (CIAO)
4. Pos: Kantor CIAO, Gedung Indosat Ooredoo Hutchison Lantai 25, Jl. Medan Merdeka Barat No. 21, Jakarta – Indonesia
5. Telepon Tetap: +6221 3044 2638 (jam kerja)

Kerahasiaan dan Perlindungan

Perseroan memastikan bahwa seluruh pengaduan whistleblowing ditangani dengan tingkat kerahasiaan yang ketat guna melindungi identitas pelapor serta menjaga integritas proses investigasi. Akses terhadap informasi whistleblowing dibatasi hanya kepada pihak yang berwenang berdasarkan prinsip need-to-know, dengan penerapan penyimpanan yang amna, komunikasi terenskripsi, serta proses yang dianonimkan. Pengungkapan informasi hanya dilakukan apabila diperlukan untuk kepentingan investigasi atau diwajibkan oleh peraturan perundang-undangan.

Perseroan secara tegas melarang segala bentuk tindakan pembalasan terhadap individu yang menyampaikan laporan dengan itikad baik. Setiap tindakan pembalasan akan dikenakan sanksi disipliner. Langkah-langkah perlindungan diterapkan untuk melindungi pelapor, serta tersedia saluran pelaporan anonim yang aman, dengan seluruh laporan diperlakukan secara setara, serius, dan menyeluruh.

Penanganan Pengaduan dan Pihak Pengelola yang Ditunjuk

Komite Audit akan memutuskan apakah laporan yang diverifikasi akan diinvestigasi atau tidak.

Pada akhir proses investigasi, CIAO atau Komite Investigasi (sebagaimana relevan) harus mengirimkan hasil investigasi kepada Komite Audit, Berdasarkan keputusan Komite Audit, CIAO harus: menginfokan pihak yang berkepentingan dan Pelapor tentang hasil investigasi (jika diperlukan), berkoordinasi dengan unit kerja terkait (termasuk tim Legal

The Whistleblower procedure has been established by the Company as mechanism for the receipt, analysis and processing of reports of violations of laws, regulations, policies, decisions, instructions or Company's Code of Ethics.

Reporting Channels

Any person may report perceived or actual wrongdoings/ misconduct/ improper activities on a confidential basis through either of the following:
1. Email: auditcom@ioh.co.id
2. Indosat Ooredoo Hutchison Website: https://ioh.co.id/portal/en/ioh-sustainability-governance
3. Direct reporting to Chief Internal Audit Officer (CIAO)
4. Post: CIAO Office, Indosat Ooredoo Hutchison Building 25th Floor, Jl. Medan Merdeka Barat No. 21, Jakarta – Indonesia.
5. Fixed Line Phone: +6221 3044 2638 (officer hour)

Confidentiality & Protection

The Company ensures that all whistleblowing complaints are handled with strict confidentiality to protect the identity of whistleblowers and preserve the integrity of investigations. Access to whistleblowing information is limited to authorized personnel on a need-to-know basis, with secure storage, encrypted communication, and anonymized processes in place. Disclosure is made only when necessary for investigation purposes or required by law.

The Company strictly prohibits retaliation against individuals who report concerns in good faith. Any retaliatory action is subject to disciplinary actions. Protective steps are taken to safeguard whistleblowers, and secure anonymous reporting channels are available, with all reports treated with equal seriousness and thoroughness.

Complaint Handling and the Appointed Parties

The Audit Committee shall decide on whether the verified report will be subject to investigation or otherwise.

At the end of the investigation process, the CIAO or Investigation Committee (as relevant) must submit the results of the investigation to the Audit Committee. Based on the Audit Committee's decision, the CIAO must inform the interested parties and the Reporter of the results of the investigation (if necessary), coordinate with relevant work

dan Regulatory untuk kemungkinan Upaya hukum, tim Human Resources untuk penerapan sanksi, tim Sourcing untuk tindakan terkait pihak ketiga dan juga unit kerja lainnya yang relevan) untuk menangani Pelanggaran yang dilaporkan dan Memperbaharui daftar laporan dengan keputusan Komite Audit/ tingkat investigasi/ tindakan yang dilakukan.

units (including the Legal and Regulatory team for possible legal action, the Human Resources team for the application of sanctions, the Sourcing team for actions related to third parties, and other relevant work units) to handle the reported violations and update the report list with the Audit Committee's decision/level of investigation/actions taken.

Jumlah Pengaduan

Pada tahun 2025, sebanyak 10 (sepuluh) pelaporan diterima melalui berbagai jalur pelaporan *whistleblower* dalam perusahaan. Keluhan tersebut kemudian ditindaklanjuti sebagaimana mestinya melalui assessment komite audit.

Number of Complaints

In 2025, the Company received 10 (ten) reports through its various whistleblowing channels. All complaints were subsequently handled appropriately through an audit committee assessment.

Kebijakan Anti Korupsi
Anti-Corruption Policy

Prinsip dan pedoman mengenai praktik anti korupsi tertuang dalam Kode Etik Perseroan dan Kebijakan Anti-*Fraud*.

IOH telah memberikan beberapa sosialisasi anti korupsi kepada karyawan dengan detail sebagai berikut:
1. 22 Mei 2025, di kantor Indosat Makasar;
2. 30 September 2025, di Capital Place Jakarta; dan
3. 13 November 2025, di AD Premier Office Park (Kantor Circle Jakarta Raya).

The principles and guidelines for anti-corruption practices are outlined in the Company's Code of Ethics and Anti-Fraud Policy.

IOH has conducted several anti-corruption awareness sessions for employees with the following details:
1. 22 May 2025, at Indosat Makasar office;
2. 30 September 2025, at Capital Place Jakarta; and
3. 13 November 2025, at AD Premier Office Park (Circle Jakarta Raya Office).

Perilaku Anti Persaingan
Anti Competitive Behaviour

Di tengah dinamika persaingan industri telekomunikasi yang semakin berkembang, IOH menempatkan kepatuhan terhadap prinsip persaingan usaha yang sehat dan *anti-trust* sebagai bagian integral dari tata kelola perusahaan dan pengambilan keputusan bisnis yang bertanggung jawab. Perseroan menerapkan **Panduan Kepatuhan Persaingan Usaha** yang disahkan oleh Direksi sebagai kerangka kebijakan internal untuk memastikan seluruh aktivitas komersial dijalankan secara independen, transparan, dan selaras dengan ketentuan hukum yang berlaku.

Amid an evolving and highly competitive telecommunications landscape, IOH embeds fair-competition and anti-trust principles compliance as an integral part of responsible governance and business decision-making. The Company implements a **Competition Compliance Guideline**, formally endorsed by the Board of Directors, as an internal policy framework to ensure that all commercial activities are conducted independently, transparently, and in alignment with applicable competition laws.

Panduan ini berlaku bagi seluruh karyawan, mitra bisnis, dan pemasok, serta mencakup prinsip-prinsip utama seperti pencegahan praktik anti-kompetitif, pengelolaan risiko pertukaran informasi sensitif dengan pelaku industri lain, serta penerapan kehati-hatian dalam kolaborasi dan interaksi bisnis. Implementasi kebijakan dilakukan melalui program pelatihan kepatuhan, sosialisasi kebijakan secara berkala, serta integrasi prinsip persaingan usaha dalam proses komersial, pengadaan, dan negosiasi bisnis untuk memastikan pengambilan keputusan tetap selaras dengan kerangka regulasi yang berlaku.

The guideline applies across employees, business partners, and suppliers, covering key principles such as the prevention of anti-competitive conduct, safeguards against inappropriate exchange of sensitive information, and prudent engagement practices when collaborating with industry participants. Implementation is carried out through continuous compliance training, policy awareness initiatives, and the integration of competition-law considerations into commercial processes, procurement activities, and business negotiations.

Pengawasan terhadap potensi risiko persaingan usaha dilaksanakan secara berlapis melalui fungsi Legal, Compliance, dan Internal Audit, termasuk melalui mekanisme review transaksi tertentu, audit tematik, serta kanal pelaporan internal yang aman dan independen. Pendekatan ini bertujuan untuk mendorong praktik persaingan yang sehat sekaligus menjaga ruang inovasi dan kolaborasi yang sah sesuai hukum.

Oversight of competition-related risks is conducted through a multi-layer governance approach involving Legal, Compliance, and Internal Audit functions, including transaction reviews, thematic audits, and secure internal reporting channels. This approach promotes fair competition while preserving room for lawful innovation and collaboration within the industry

Sepanjang tahun pelaporan 2025, Perseroan tidak menghadapi tindakan hukum material terkait dugaan pelanggaran praktik monopoli, kartel, maupun perilaku anti-persaingan lainnya. Tidak terdapat denda atau penyelesaian hukum yang bersifat final terkait isu persaingan usaha. IOH juga terus memastikan praktik layanan yang tidak diskriminatif dan sejalan dengan prinsip keterbukaan pasar, termasuk melalui kebijakan netralitas layanan yang mendukung kesetaraan akses bagi pelanggan dan mitra.

During the 2025 reporting period, the Company did not face any material legal actions related to alleged monopolistic practices, cartel conduct, or other anti-competitive behaviour. No fines or final legal settlements relating to competition matters were recorded. IOH continues to uphold non-discriminatory service practices aligned with open-market principles, including neutral service delivery policies that support equal access for customers and partners.

Dengan kerangka tata kelola yang kuat serta budaya kepatuhan yang berkelanjutan, IOH berkomitmen untuk berkompetisi secara bertanggung jawab, menjaga integritas pasar, serta memperkuat kepercayaan pemangku kepentingan dalam mendukung ekosistem digital yang adil dan berkelanjutan.

Through strong governance and a deeply embedded compliance culture, IOH remains committed to responsible competition, safeguarding market integrity, and strengthening stakeholder trust in building a fair and sustainable digital ecosystem.

Kebijakan Insider Trading
Insider Trading Policy

Perseroan telah memiliki kebijakan untuk mencegah terjadinya insider trading melalui Kode Etik dan Panduan Transaksi Efek. Panduan Transaksi Efek diterbitkan di tahun 2023 dan terakhir diperbarui pada tahun 2024. Kebijakan ini diimplementasikan Perseroan secara rutin setiap kuartal dengan mengirimkan surat elektronik kepada seluruh karyawan yang berisi pengingat atas kebijakan tersebut sekaligus himbauan mengenai periode pelarangan transaksi saham (Blackout Period) dalam rangka proses review dan penerbitan Laporan Keuangan kuartalan.

The Company has a policy to prevent insider trading through the Code of Ethics and Securities Transaction Guidelines. The Securities Transaction Guidelines were published in 2023 and last updated in 2024. This policy is regularly implemented each quarter through company-wide emails reminding employees of the guidelines and the restriction period on stock trading (Blackout Period) during the review and issuance of quarterly financial statements.

Penyampaian Informasi
Information Disclosure



IOH secara terbuka mengungkapkan informasi material melalui paparan publik, berbagai saluran komunikasi dan komunikasi internal. Pada tahun 2025, IOH aktif menyampaikan informasi kepada para pemangku kepentingan melalui berbagai media. Untuk memastikan agar investor, pemegang saham, dan publik selalu mengetahui kinerja dan kegiatan Perseroan, kami mengomunikasikan informasi melalui berbagai saluran, termasuk situs internet kami https://ioh.co.id/portal/en/ioh-sustainability-governance, lembar data, buletin triwulanan bagi investor, pengumuman perusahaan, surat, *direct call*, rapat interaktif, dan konferensi pers.

Sekretaris Perusahaan kami, yang juga bertindak sebagai Chief Legal & Regulatory Officer dan bertanggung jawab langsung kepada Direktur Utama & Chief Executive Officer, senantiasa berkomitmen untuk aktif memberikan informasi kepada komunitas keuangan, menegaskan komitmen kami terhadap transparansi dan keterbukaan informasi. Setelah laporan keuangan triwulanan disampaikan kepada OJK, kami mengadakan konferensi telepon dengan analis, investor, dan pihak terkait lainnya untuk membahas kinerja Perseroan dan tren industri secara umum, termasuk sesi tanya jawab yang mendalam. Konferensi telepon ini juga direkam dan tersedia di situs web Perseroan, sehingga dapat diakses oleh pemegang saham dan investor yang tidak dapat menghadiri secara langsung.

IOH transparently discloses material information through public exposure, various communication channels, and internal communications. Throughout 2025, IOH actively communicated information to stakeholders through multiple media. To ensure that investors, shareholders, and the public are consistently informed about the Company's performance and activities, we communicate information through various channels, including our official website: https://ioh.co.id/portal/en/ioh-sustainability-governance, fact sheets, quarterly investor bulletins, company announcements, letters direct calls, interactive meetings and press conferences.

Our Corporate Secretary, who also serves as the Chief Legal & Regulatory Officer and reports directly to the President Director & Chief Executive Officer, is committed to actively providing information to the financial community, affirming our commitment to transparency and information disclosure. After submitting quarterly financial reports to the OJK, we hold conference calls with analysts, investors, and other related parties to discuss the Company's performance and industry trends, including an in-depth Q&A session. These calls are also recorded and available on the Company's website for shareholders and investors unable to attend live.





06.

Laporan Keuangan Konsolidasian

Consolidated Financial Statements

PT INDOSAT Tbk
dan Entitas Anak
and subsidiaries

Laporan Keuangan Konsolidasian
31 Desember 2025 dan 2024
Consolidated Financial Statements
31 December 2025 and 2024



PT INDOSAT Tbk DAN ENTITAS ANAK
("Grup")

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024

PT INDOSAT Tbk AND SUBSIDIARIES
("The Group")

BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEARS ENDED 31 DECEMBER 2025 AND 2024

No.022/AY0-AYD0/FIN/26

Kami yang bertanda tangan di bawah ini:

1. Nama : Vikram Sinha
   Alamat Kantor : Jl. Medan Merdeka Barat No. 21 Jakarta 10110
   Alamat Domisili : Raffles Residences Unit 48B, Jl. Prof. Dr. Satrio Kav 3 - 5 RT 018/RW 004, Karet Kuningan, Setia Budi, Jakarta Selatan,12940
   Nomor telepon : (021) 30003001
   Jabatan : Direktur Utama

2. Nama : Lee Chi Hung
   Alamat Kantor : Jl. Medan Merdeka Barat No. 21 Jakarta 10110
   Alamat Domisili : Plaza Senayan Apartment, Unit B042, Jl. Tinju No.1, Gelora, Tanah Abang Jakata Pusat, 10270
   Nomor telepon : (021) 30003001
   Jabatan : Direktur

Menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Grup;
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Bertanggung jawab atas sistem pengendalian interen dalam Grup.

We the undersigned:

1. *Name : Vikram Sinha*
   Office Address : Jl. Medan Merdeka Barat No. 21 Jakarta 10110
   Residence Address : Raffles Residences Unit 48B, Jl. Prof. Dr. Satrio Kav 3 - 5 RT 018/RW 004, Karet Kuningan, Setia Budi, South Jakarta,12940
   Phone Number : (021) 30003001
   Designation : President Director

2. *Name : Lee Chi Hung*
   Office Address : Jl. Medan Merdeka Barat No. 21 Jakarta 10110
   Residence Address : Plaza Senayan Apartment, Unit B042, Jl. Tinju No.1, Gelora, Tanah Abang, Central Jakarta, 10270
   Phone Number : (021) 30003001
   Designation : Director

Hereby declare:

1. *Responsible for the preparation and the presentation of the Group's consolidated financial statements;*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information contained in the Group's consolidated financial statements have been disclosed in a complete and truthful manner; and*
   b. *The Group's consolidated financial statements do not contain any incorrect material information or facts, and do not omit material information or facts;*
4. *Responsible for the Group's internal control system.*

Demikian pernyataan ini dibuat dengan sebenarnya. *This statement is made truthfully.*

Jakarta, 7 Februari / *February* 2026

Direktur Utama / *President Director*

Vikram Sinha
NIK. 30000033

Direktur / *Director*

Lee Chi Hung
NIK. 30000038

Head Office
Jalan Medan Merdeka Barat No. 21
Jakarta 10110, Indonesia
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LAPORAN AUDITOR INDEPENDEN KEPADA PARA PEMEGANG SAHAM, DEWAN KOMISARIS, DAN DIREKSI

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS, BOARD OF COMMISSIONERS AND DIRECTORS OF

PT INDOSAT TBK

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Indosat Tbk dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Opinion

We have audited the consolidated financial statements of PT Indosat Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan
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T: +62 (21) 5099 2901 / 3119 2901, F: +62 (21) 5290 5555 / 5290 5050, www.pwc.com/id

Nomor Izin Usaha: KEP-315/KM.1/2024.

00034/2.1457/AU.1/06/0235-5/1/II/2026

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Hal audit utama yang teridentifikasi dalam audit kami diuraikan sebagai berikut.

1. **Pengakuan pendapatan dan sistem teknologi informasi ("TI") kompleks terkait**

   Lihat Catatan 2(j) – Informasi kebijakan akuntansi material – Pengakuan pendapatan dan beban, Catatan 3(b) – Penggunaan pertimbangan, estimasi, dan asumsi signifikan oleh manajemen – Estimasi dan asumsi, serta Catatan 21 – Pendapatan, atas laporan keuangan konsolidasian.

   Pendapatan Grup sebesar Rp56.518 miliar untuk tahun yang berakhir pada tanggal 31 Desember 2025 terutama berasal dari jasa selular sebesar Rp47.356 miliar.

   Kami berfokus pada pendapatan, karena adanya risiko bawaan pada pengakuan pendapatan jasa selular mempertimbangkan bahwa pendapatan diproses menggunakan sistem TI kompleks yang melibatkan data dalam jumlah besar dengan berbagai kombinasi jasa dan harga terkait. Sebagian dari sistem TI ini dikelola oleh organisasi jasa. Sebagai tambahan, penerapan ketentuan di dalam standar akuntansi pendapatan bersifat kompleks dan melibatkan beberapa pertimbangan dan estimasi kunci. Hal ini mengakibatkan sebagian besar upaya audit kami diarahkan terhadap area ini dan sistem TI terkait.

   Bagaimana audit kami merespons Hal Audit Utama

   Kami melakukan prosedur audit atas hal ini termasuk:

   - Kami memperoleh pemahaman mengenai lini pendapatan jasa selular dan mengidentifikasi pengendalian internal, sistem TI, perpindahan data antar sistem dan laporan-laporan yang dihasilkan dari sistem yang relevan.
   - Kami mengevaluasi kebijakan akuntansi pendapatan Grup, termasuk pertimbangan dan estimasi kunci yang diterapkan manajemen sehubungan dengan penggunaan paket data yang diakui sepanjang masa berlaku dari paket data.
   - Kami mengandalkan sistem TI Grup dan pengendalian internal kunci yang relevan dengan audit atas pendapatan jasa selular. Kami melibatkan spesialis TI untuk membantu kami dalam menguji pengendalian umum sistem dan pengendalian aplikasi sistem TI terkait dengan pemrosesan transaksi sehubungan dengan jasa selular.

The key audit matters identified in our audit are outlined as follows.

1. ***Revenue recognition and related complex information technology ("IT") systems***

   Refer to Note 2(j) – Material accounting policy information – Revenue and expenses recognition, Note 3(b) – Management's use of significant judgements, estimates and assumptions – Estimates and assumptions, and Note 21 – Revenue, to the consolidated financial statements.

   The Group's revenue of IDR56,518 billion for the year ended 31 December 2025 comprised primarily of cellular services of IDR47,356 billion.

   We focused on revenue, as there is an inherent risk related to the recognition of revenue for cellular services given that it is processed by complex IT systems involving large volumes of data with a combination of different services and related prices. Part of these IT systems are managed by a service organisation. In addition, the application of the requirements of the revenue accounting standards is complex and involves several key judgements and estimates. This resulted in a significant portion of our audit effort directed towards this area and the related IT systems.

   How our audit addressed the Key Audit Matter

   We performed audit procedures over this matter, including:

   - *We understood the cellular services revenue stream and identified the relevant internal controls, IT systems, system interfaces and relevant system-generated reports.*
   - *We assessed the Group's revenue accounting policies, including the key judgements and estimates applied by management related to usage of data packages which are recognised over the validity period of the package.*
   - *We placed reliance on the Group's IT systems and key internal controls relevant to the audit of cellular services revenue. We involved our IT specialists to assist us in testing the IT general controls and application controls of IT systems connected with the processing of transactions associated with cellular services.*

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- Kami melakukan uji pengendalian internal dan prosedur substantif yang relevan terhadap pendapatan jasa selular, untuk memverifikasi keakuratan dan keterjadian pendapatan. Kami menguji rekonsiliasi secara menyeluruh atas pencatatan data sampai ke sistem penagihan dan ke buku besar.
- Kami melakukan pengujian atas perhitungan tarif dan perubahan atas tarif di sistem menggunakan pendekatan uji petik. Kami juga menguji penerimaan kas menggunakan pendekatan uji petik.
- Menggunakan pendekatan uji petik, kami menguji pemakaian (antara lain panggilan dan data) untuk mendapatkan bukti bahwa pemakaian tersebut telah diakui secara tepat sesuai dengan persyaratan di dalam standar akuntansi.
- Kami menguji entri jurnal pendapatan secara uji petik untuk mengevaluasi pengakuan pendapatan.
- Kami menilai kecukupan pengungkapan di dalam laporan keuangan konsolidasian dalam kaitannya dengan pengungkapan yang disyaratkan di dalam standar akuntansi.

- *We performed testing over internal controls and substantive procedures relevant to the cellular services revenue, to verify accuracy and occurrence of the revenue. We tested the end-to-end reconciliations from data records to the billing systems and to the general ledger.*
- *We tested, on a sampling basis, the tariff calculation and changes in the system. We also tested cash receipts on a sampling basis.*
- *On a sampling basis, we tested usage (e.g., calls and data) to obtain evidence that usage revenue was appropriately recognised under the requirements of the accounting standards.*
- *We tested revenue journal entries on a sampling basis to evaluate the recognition of revenue.*
- *We assessed the adequacy of the disclosures in the consolidated financial statements in the context of the accounting standard disclosure requirements.*

2. Jumlah terpulihkan atas *Goodwill*

Lihat Catatan 3(b) – Penggunaan pertimbangan, estimasi, dan asumsi signifikan oleh manajemen – Estimasi dan asumsi dan Catatan 11 – *Goodwill* dan aset tak berwujud lain, atas laporan keuangan konsolidasian.

Pada tanggal 31 Desember 2025, Grup memiliki *goodwill* sebesar Rp18.127 miliar yang diperoleh dari kombinasi bisnis. Grup diharuskan untuk menguji *goodwill* atas penurunan nilai secara tahunan atau ketika terdapat indikasi penurunan nilai berdasarkan persyaratan PSAK 236 "Penurunan Nilai Aset".

Dalam melakukan pengujian penurunan nilai, diperlukan pertimbangan yang signifikan untuk mengestimasi arus kas masa depan dan unit penghasil kas terkait dan untuk menentukan asumsi utama, termasuk tingkat pertumbuhan, biaya pelepasan dan tingkat diskonto. Manajemen melibatkan pakar untuk menghitung jumlah terpulihkan dan melakukan pengujian penurunan nilai.

2. *Recoverable amount of Goodwill*

Refer to Note 3(b) – Management's use of significant judgements, estimates and assumptions – Estimates and assumptions and Note 11 – Goodwill and other intangible assets, to the consolidated financial statements.

As at 31 December 2025, the Group had goodwill amounting to IDR18,127 billion acquired from business combinations. The Group is required to test goodwill for impairment annually or when there is an indication of impairment based on the requirements of PSAK 236 "Impairment of Assets".

In performing the impairment test, significant judgement is required to estimate the future cash flows of the related cash generating units and to determine key assumptions, including the growth rates used in the cash flow projections, costs of disposal and the discount rate. Management involved experts to calculate the recoverable amount and perform the impairment assessment.

Kami menganggap pengujian penurunan nilai *goodwill* sebagai hal audit utama, karena pengujian tersebut melibatkan pertimbangan dan asumsi signifikan oleh manajemen.

We considered the impairment test over goodwill as a key audit matter as the test involves significant judgement and estimates by management.

Bagaimana audit kami merespons Hal Audit Utama

How our audit addressed the Key Audit Matter

Kami melakukan prosedur audit atas hal ini termasuk:

We performed procedures over this matter, including:

- Kami memperoleh pemahaman tentang proses penilaian penurunan nilai.
- Kami menilai kompetensi dan objektivitas ahli manajemen dalam melakukan penilaian penurunan nilai.
- Dengan menggunakan ahli penilaian kami, kami menilai metodologi dan asumsi utama yang digunakan.
- Kami menilai anggaran Grup yang termasuk dalam rencana bisnis yang menjadi dasar perkiraan arus kas dengan melakukan analisis sensitivitas terhadap asumsi utama, antara lain tingkat diskonto, untuk mengevaluasi dampak potensial terhadap jumlah terpulihkan.
- Kami menguji keakuratan data dan matematis dari model penilaian yang digunakan oleh manajemen.
- Kami juga menilai kecukupan pengungkapan di dalam laporan keuangan konsolidasian dalam kaitannya dengan pengungkapan yang disyaratkan di dalam standar akuntansi.

- *We understood the impairment assessment process.*
- *We assessed the competency and objectivity of management's experts in performing the impairment assessment.*
- *Supported by our valuation experts, we assessed the methodology and key assumptions used.*
- *We assessed the Group's budgets included in the business plans which form the basis of the cash flow forecasts by performing sensitivity analyses over key assumptions, such as discount rates, to evaluate potential impact on the recoverable amounts.*
- *We tested the accuracy of the data, and mathematical accuracy of the valuation models, used by management.*
- *We assessed the adequacy of the disclosures in the consolidated financial statements in the context of the accounting standard disclosure requirements.*

Informasi Lain

Other Information

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung inkonsistensi material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, merancang dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- Merencanakan dan melaksanakan audit grup untuk memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau unit bisnis dalam Grup sebagai basis untuk merumuskan opini atas laporan keuangan grup. Kami bertanggung jawab atas arahan, supervisi, dan penelaahan atas pelaksanaan pekerjaan audit untuk tujuan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, langkah yang diambil untuk menghilangkan ancaman atau pengamanan yang diterapkan.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

JAKARTA,
7 Februari/*February* 2026

Buntoro Rianto, S.E., Ak., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.0235

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LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal per saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, except par value per share)

	2025	Catatan/ *Notes*	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5,075,324	4	4,454,098	*Cash and cash equivalents*
Kas yang dibatasi penggunaannya	4,317		17,822	*Restricted cash*
Piutang usaha:				*Trade receivables:*
- Pihak berelasi	1,034,128	5	1,091,984	*Related parties* -
- Pihak ketiga	2,566,372	5	2,174,604	*Third parties* -
Piutang lain-lain	14,081		15,344	*Other receivables*
Persediaan	54,082		71,815	*Inventories*
Klaim restitusi pajak dan pajak dibayar di muka	530,273	6	474,057	*Claim for tax refunds and prepaid taxes*
Bagian lancar dari beban dibayar di muka jangka panjang:				*Current portion of long-term prepayments:*
- Beban frekuensi dan lisensi dibayar di muka	5,387,183	8	5,270,836	*Prepaid frequency fee and licenses* -
- Beban dibayar di muka lainnya	613,931		485,605	*Prepaid expenses - others* -
Aset yang diklasifikasikan sebagai dimiliki untuk dijual	2,505,843	32	-	*Assets classified as held for sale*
Aset lancar lain-lain	1,218,340		821,510	*Other current assets*
Jumlah aset lancar	19,003,874		14,877,675	*Total current assets*
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Kas yang dibatasi penggunaannya	66,889		48,941	*Restricted cash*
Piutang pihak berelasi	576,286	27	255,854	*Due from related parties*
Klaim restitusi pajak	176,175	7	436,364	*Claims for tax refunds*
Piutang sewa pembiayaan	5,838	27	5,713	*Finance lease receivables*
Aset pajak tangguhan	294,211	6	564,506	*Deferred tax assets*
Beban dibayar di muka jangka panjang:				*Long-term prepayments:*
- Beban frekuensi dan lisensi dibayar di muka	447,577	8	779,239	*Prepaid frequency fee and licenses* -
- Beban dibayar di muka lainnya	57,153		45,000	*Prepaid expenses - others* -
Investasi pada entitas asosiasi dan ventura bersama	1,039,448	9	1,042,371	*Investment in associates and joint ventures*
Investasi jangka panjang	447,726	9	372,042	*Long-term investments*
Aset tetap	75,099,499	10	74,143,085	*Property and equipment*
Goodwill dan aset takberwujud lain	19,758,022	11	20,116,982	*Goodwill and other intangible assets*
Properti investasi	478,665		485,908	*Investment property*
Aset tidak lancar lain-lain	1,178,508		1,213,018	*Other non-current assets*
Jumlah aset tidak lancar	99,625,997		99,509,023	*Total non-current assets*
JUMLAH ASET	118,629,871		114,386,698	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal per saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, except par value per share)

	2025	Catatan/ *Notes*	2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha:				*Trade payables:*
- Pihak berelasi	164,290	27	56,034	*Related parties* -
- Pihak ketiga	1,043,412		855,833	*Third parties* -
Utang pengadaan - jangka pendek	8,846,572	12	8,409,551	*Procurement payables - current*
Utang pajak:				*Taxes payable:*
- Pajak penghasilan	370,311	6	165,265	*Corporate income taxes* -
- Pajak lain-lain	356,969	6	424,180	*Other taxes* -
Akrual	3,393,047	13	3,819,049	*Accruals*
Kewajiban imbalan kerja jangka pendek	527,166	14	1,162,867	*Short-term employee benefit obligations*
Kewajiban imbalan kerja jangka panjang - bagian jangka pendek	98,712	14	82,274	*Long-term employee benefit obligations - current portion*
Pendapatan diterima di muka - jangka pendek	4,470,092	21	4,223,836	*Unearned revenue - current portion*
Uang muka pelanggan	178,993		294,088	*Deposits from customers*
Bagian jangka pendek dari pinjaman jangka panjang:				*Current maturities of long-term borrowings:*
- Pinjaman	3,339,355	15	1,549,800	*Loans* -
- Utang obligasi	245,937	16	1,728,837	*Bonds payable* -
- Sukuk	64,962	17	590,597	*Sharia bonds* -
- Liabilitas sewa	6,438,621	18	6,509,037	*Lease liabilities* -
Liabilitas jangka pendek lain-lain	960,827		1,137,797	*Other current liabilities*
Jumlah liabilitas jangka pendek	30,499,266		31,009,045	*Total current liabilities*
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Utang pengadaan - jangka panjang	1,304	12	7,954	*Procurement payables - non-current*
Utang pihak berelasi	15,387	27	23,719	*Due to related parties*
Liabilitas pajak tangguhan	183,731	6	191,550	*Deferred tax liabilities*
Pinjaman jangka panjang - setelah dikurangi bagian jangka pendek:				*Long-term borrowings - net of current maturities:*
- Pinjaman	8,498,450	15	7,489,863	*Loans* -
- Utang obligasi	2,559,630	16	2,804,347	*Bonds payable* -
- Sukuk	671,346	17	735,898	*Sharia bonds* -
- Liabilitas sewa	33,096,852	18	33,457,877	*Lease liabilities* -
Kewajiban imbalan kerja jangka panjang - setelah dikurangi bagian jangka pendek	979,328	14	862,123	*Long-term employee benefit obligations - net of current portion*
Pendapatan diterima di muka - jangka panjang	1,968,128	21	63,025	*Unearned revenue - non-current portion*
Liabilitas jangka panjang lain-lain	647,341		1,089,500	*Other non-current liabilities*
Jumlah liabilitas jangka panjang	48,621,497		46,725,856	*Total non-current liabilities*
JUMLAH LIABILITAS	79,120,763		77,734,901	***TOTAL LIABILITIES***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal per saham)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, except par value per share)

	2025	Catatan/ *Notes*	2024	
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				*Equity attributable to owners of the parent*
Modal saham - nilai nominal Rp100 (dalam Rupiah penuh) per saham Seri A dan Rp25 (dalam Rupiah penuh) per saham Seri B				*Capital stock - Rp100 (in full Rupiah amount) par value per A share and Rp25 (in full Rupiah amount) par value per B share*
- Modal dasar - 1 saham Seri A dan 79.999.999.996 saham Seri B				*Authorised - 1 A share and 79,999,999,996 B shares*
- Modal ditempatkan dan disetor penuh - 1 saham Seri A dan 32.250.810.956 saham Seri B	806,270	19	806,270	*Issued and fully paid - 1 A share and 32,250,810,956 B shares*
Tambahan modal disetor	17,713,642	19	17,713,642	*Additional paid-in capital*
Saldo laba:				*Retained earnings:*
- Dicadangkan	161,254		161,254	*Appropriated*
- Belum dicadangkan	17,263,901		14,456,816	*Unappropriated*
Komponen ekuitas lain-lain	409,994		409,994	*Other equity components*
Selisih kurs karena penjabaran laporan keuangan	11,175		10,455	*Difference in foreign currency translation*
Kerugian pengukuran kembali atas program imbalan pasti	(45,995)		(60,000)	*Remeasurement loss on defined benefit plans*
	36,320,241		33,498,431	
Kepentingan non-pengendali	3,188,867	19	3,153,366	*Non-controlling interests*
JUMLAH EKUITAS	39,509,108		36,651,797	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	118,629,871		114,386,698	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, kecuali laba bersih per saham)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, except earnings per share)

	2025	Catatan/ *Notes*	2024	
PENDAPATAN				***REVENUE***
Selular	47,355,601	21	47,036,000	*Cellular*
Multimedia, Komunikasi Data, Internet ("MIDI")	8,344,950	21	7,986,519	*Multimedia, Data Communication, Internet ("MIDI")*
Telekomunikasi tetap	817,590	21	864,351	*Fixed telecommunications*
Jumlah pendapatan	56,518,141		55,886,870	***Total revenue***
(BEBAN) PENGHASILAN				***(EXPENSES) INCOME***
Beban penyelenggaraan jasa	(23,828,490)	22	(22,740,295)	*Cost of services*
Penyusutan dan amortisasi	(15,831,135)	10,11	(15,558,448)	*Depreciation and amortisation*
Karyawan	(3,449,691)	23	(3,889,735)	*Personnel*
Pemasaran	(1,677,341)	24	(1,992,959)	*Marketing*
Umum dan administrasi	(965,324)	24	(888,833)	*General and administrative*
(Kerugian) keuntungan selisih kurs - bersih	(16,603)		51,789	*(Loss) gain on foreign exchange - net*
Bagian atas rugi bersih entitas asosiasi dan ventura bersama	(1,423)		(82,073)	*Share of net loss of associates and joint ventures*
Keuntungan bersih atas penjualan aset tetap	161,441	10	110,718	*Net gain on sale of property and equipment*
Lain-lain - bersih	365,292		(59,138)	*Others - net*
Jumlah beban	(45,243,274)		(45,048,974)	***Total expenses***
	11,274,867		10,837,896	
Penghasilan bunga	189,402		362,972	*Interest income*
Keuntungan selisih kurs - bersih	21,665		9,452	*Gain on foreign exchange - net*
Biaya keuangan	(4,201,287)	25	(4,477,795)	*Finance costs*
	(3,990,220)		(4,105,371)	
LABA SEBELUM PAJAK PENGHASILAN	7,284,647		6,732,525	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	(1,467,141)	6	(1,460,113)	***INCOME TAX EXPENSE***
LABA TAHUN BERJALAN	5,817,506		5,272,412	***PROFIT FOR THE YEAR***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, kecuali laba bersih per saham)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, except earnings per share)

	2025	Catatan/ *Notes*	2024	
LABA TAHUN BERJALAN	5,817,506		5,272,412	***PROFIT FOR THE YEAR***
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME (LOSS)***
Pos-pos yang akan direklasifikasi ke Laba Rugi				***Items that will be reclassified to Profit or Loss***
Selisih kurs karena penjabaran laporan keuangan entitas anak dan entitas asosiasi:				*Difference in foreign currency arising from the translation of the financial statements of a subsidiary and its associated entities:*
- Selisih tahun berjalan	720		691	*Current year differences -*
Pos-pos yang tidak akan direklasifikasi ke laba rugi				***Items that will be not be reclassified to profit of loss***
Keuntungan pengukuran kembali atas program imbalan pasti	16,696	14	6,885	*Remeasurement gain on defined benefit plans*
Beban pajak terkait	(3,673)	14	(1,515)	*Related income tax expense*
	13,023		5,370	
Penghasilan komprehensif lain tahun berjalan - setelah pajak	13,743		6,061	*Other comprehensive income for the year - net of tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	5,831,249		5,278,473	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***PROFIT FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	5,509,703		4,910,828	*Owners of the parent*
Kepentingan non-pengendali	307,803		361,584	*Non-controlling interests*
	5,817,506		5,272,412	
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	5,524,428		4,916,312	*Owners of the parent*
Kepentingan non-pengendali	306,821		362,161	*Non-controlling interests*
	5,831,249		5,278,473	
LABA PER SAHAM DASAR DAN DILUSIAN YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (dalam Rupiah penuh)	170.84	20	152.27	***BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT*** *(in full Rupiah amount)*

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT INDOSAT Tbk
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

Halaman 6 *Page*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN BERAKHIR
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah)

Uraian	Diatribusikan kepada pemilik entitas induk/*Attributable to owners of the parent*											
	Modal saham/ *Capital stock*	Saham treasuri/ *Treasury stock*	Tambahan modal disetor/ *Additional paid-in capital*	Saldo laba/*Retained earnings*		Komponen ekuitas lain-lain/ *Other equity component*	Selisih kurs karena penjabaran laporan keuangan/ *Difference in foreign currency translation*	(Kerugian) keuntungan pengukuran kembali atas program imbalan pasti/ *Remeasurement (loss) gain on defined benefit plans*	Jumlah/ *Total*	Kepentingan non-pengendali/ *Non-controlling interests*	Total ekuitas/ *Total equity*	*Description*
				Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*							
Saldo 1 Januari 2024	806,270	(123)	17,713,518	161,254	11,710,017	409,994	9,764	(64,793)	30,745,901	2,962,891	33,708,792	***Balance as at 1 January 2024***
Selisih kurs karena penjabaran laporan keuangan entitas anak	-	-	-	-	-	-	691	-	691	-	691	*Difference in foreign currency arising from the translation of the financial statements of subsidiary*
Keuntungan pengukuran kembali atas program imbalan pasti-sesudah pajak	-	-	-	-	-	-	-	4,793	4,793	577	5,370	*Remeasurement gain on defined benefit plans-net of tax*
Dividen (Catatan 19)	-	-	-	-	(2,164,029)	-	-	-	(2,164,029)	(171,686)	(2,335,715)	*Dividend (Note 19)*
Penjualan saham treasuri (Catatan 19)	-	123	124	-	-	-	-	-	247	-	247	*Sale of treasury stock (Note 19)*
Laba tahun berjalan	-	-	-	-	4,910,828	-	-	-	4,910,828	361,584	5,272,412	*Profit for the year*
Saldo 31 Desember 2024	806,270	-	17,713,642	161,254	14,456,816	409,994	10,455	(60,000)	33,498,431	3,153,366	36,651,797	***Balance as at 31 December 2024***
Saldo 1 Januari 2025	806,270	-	17,713,642	161,254	14,456,816	409,994	10,455	(60,000)	33,498,431	3,153,366	36,651,797	***Balance as at 1 January 2025***
Selisih kurs karena penjabaran laporan keuangan entitas anak	-	-	-	-	-	-	720	-	720	-	720	*Difference in foreign currency arising from the translation of the financial statements of subsidiary*
Keuntungan pengukuran kembali atas program imbalan pasti-sesudah pajak	-	-	-	-	-	-	-	14,005	14,005	(982)	13,023	*Remeasurement gain on defined benefit plans-net of tax*
Dividen (Catatan 19)	-	-	-	-	(2,702,618)	-	-	-	(2,702,618)	(271,320)	(2,973,938)	*Dividend (Note 19)*
Laba tahun berjalan	-	-	-	-	5,509,703	-	-	-	5,509,703	307,803	5,817,506	*Profit for the year*
Saldo 31 Desember 2025	806,270	-	17,713,642	161,254	17,263,901	409,994	11,175	(45,995)	36,320,241	3,188,867	39,509,108	***Balance as at 31 December 2025***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah)

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari:			*Cash received from:*
- Pelanggan	58,156,705	55,321,566	*Customers* -
- Pengembalian pajak penghasilan badan	96,360	172,050	*Refund of corporate income tax* -
- Penghasilan bunga	85,820	337,657	*Interest income* -
- Pengembalian Pajak Pertambahan Nilai ("PPN")	69,759	81,940	*Refund of Value Added Tax ("VAT")* -
- Pengembalian pajak lain-lain	-	220,304	*Refund of other taxes* -
Pengeluaran kas kepada/untuk:			*Cash paid to/for:*
- Regulator, operator lain, pemasok, dan lain-lain	(27,853,049)	(26,866,169)	*Regulator, other operators, suppliers and others* -
- Biaya keuangan	(4,226,886)	(4,450,659)	*Finance costs* -
- Karyawan	(3,680,298)	(3,854,847)	*Employees* -
- Pajak penghasilan badan	(1,097,833)	(1,865,756)	*Corporate income tax* -
Arus kas bersih yang diperoleh dari aktivitas operasi	21,550,578	19,096,086	***Net cash flows provided from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dari penjualan aset tetap	230,389	113,492	*Proceeds from sale of property and equipment*
Penerimaan dari penjualan aset keuangan	100,937	70,143	*Proceeds from sale of financial assets*
Penerimaan dividen kas dari investasi jangka panjang	26,529	24,164	*Cash dividend received from long-term investments*
Perolehan aset tetap	(12,359,655)	(12,516,425)	*Acquisition of property and equipment*
Perolehan aset takberwujud	(95,583)	(156,178)	*Acquisition of intangible assets*
Arus kas bersih yang digunakan untuk aktivitas investasi	(12,097,383)	(12,464,804)	***Net cash flows used in investing activities***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah)

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah)

	2025	2024	
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman jangka panjang	10,650,000	2,620,000	*Proceeds from long-term loans*
Pembayaran dari pinjaman jangka panjang	(7,849,800)	(990,000)	*Repayment of long-term loans*
Pembayaran pokok liabilitas sewa	(6,107,893)	(5,092,071)	*Repayment of principal of lease liabilities*
Dividen kas yang dibayarkan kepada pemegang saham Perusahaan	(2,702,400)	(2,163,841)	*Cash dividend paid to the Company's shareholders*
Pembayaran obligasi dan sukuk	(2,321,000)	(1,517,000)	*Repayment of bonds payable and sharia bonds*
Dividen kas yang dibayarkan kepada kepentingan non-pengendali	(271,320)	(237,716)	*Cash dividend paid to the non-controlling interest*
Pengembalian insentif sewa	(259,178)	-	*Refund of lease incentive*
Penerimaan dari penjualan saham treasuri	-	247	*Proceeds from sale of treasury stock*
Arus kas bersih yang digunakan untuk aktivitas pendanaan	(8,861,591)	(7,380,381)	***Net cash flows used in financing activities***
Dampak perubahan selisih kurs terhadap kas dan setara kas	29,622	13,624	*Net foreign exchange differences from cash and cash equivalents*
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	621,226	(735,475)	***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	4,454,098	5,189,573	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	5,075,324	4,454,098	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, dan jika disebutkan khusus, dalam ribuan *U.S. Dollar*, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, and where applicable, in thousands of U.S. Dollar, unless otherwise stated)

1. UMUM

a. Pendirian Perusahaan

PT Indosat Tbk ("Perusahaan") didirikan di Republik Indonesia pada tanggal 10 November 1967 berdasarkan akta notaris No. 55 dari Mohamad Said Tadjoedin, S.H. Akta pendirian ini diumumkan dalam Berita Negara Republik Indonesia No. 26, Tambahan No. 24, tanggal 29 Maret 1968.

Pada tanggal 7 Februari 2003, Perusahaan memperoleh persetujuan dari Badan Koordinasi Penanaman Modal ("BKPM") dalam Surat No. 14/V/PMA/2003 tentang Perubahan Status Perusahaan Non-Penanaman Modal Dalam Negeri/Penanaman Modal Asing (Non-PMDN/PMA) menjadi Penanaman Modal Asing. Selanjutnya, pada tanggal 21 Maret 2003, Perusahaan memperoleh persetujuan dari Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia atas perubahan Anggaran Dasar yang berkaitan dengan perubahan status hukum tersebut.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan yang terakhir adalah berdasarkan Rapat Umum Pemegang Saham Tahunan pada tanggal 28 Mei 2025, yang menyetujui perubahan Pasal 3 Anggaran Dasar Perusahaan terkait maksud dan tujuan serta kegiatan usaha sebagaimana dinyatakan dalam Akta No. 70 tanggal 28 Mei 2025 dari Buchari Hanafi, S.H., Notaris di Kota Administrasi Jakarta Selatan. Perubahan anggaran dasar tersebut telah disetujui oleh Menteri Hukum Republik Indonesia berdasarkan keputusan No. AHU-0035893.AH.01.02. TAHUN 2025 tanggal 3 Juni 2025.

1. GENERAL

a. The Company's Establishment

PT Indosat Tbk (the "Company") was established in the Republic of Indonesia on 10 November 1967 based on notarial deed No. 55 of Mohamad Said Tadjoedin, S.H. The deed of establishment was published in Supplement No. 24 of State Gazette of the Republic of Indonesia No. 26 dated 29 March 1968.

On 7 February 2003, the Company received the approval from the Capital Investment Coordinating Board ("BKPM") in its letter No. 14/V/PMA/2003 concerning the Change of Status of the Company as Non-Domestic Investment/Foreign Investment (Non PMDN/PMA) into Foreign Investment. Subsequently, on 21 March 2003, the Company received the approval from the Minister of Law and Human Rights of the Republic of Indonesia on the amendment of its Articles of Association to reflect the change in its legal status.

The Company's Articles of Association have been amended from time to time. The latest amendment was made based on the Annual General Meeting of Shareholders dated 28 May 2025 which approved the amendment to Article 3 of the Company's Articles of Associations related to purposes, objective and business activities as stated in Deed No. 70 dated 28 May 2025 of Buchari Hanafi, S.H., Notary in South Jakarta. Such amendment was approved by the Minister of Law of the Republic of Indonesia based on Decision No. AHU-0035893.AH.01.02.TAHUN 2025 dated 3 June 2025.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, and where applicable, in thousands of U.S. Dollar, unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Sesuai dengan Pasal 3 Anggaran Dasarnya, maksud dan tujuan Perusahaan adalah melakukan kegiatan usaha di bidang informatika dan komunikasi; perdagangan besar; aktivitas ketenagakerjaan dan aktivitas jasa keuangan lainnya dengan melakukan kegiatan usaha utama sebagai berikut:

a. Menjalankan usaha-usaha di bidang informasi dan komunikasi, meliputi: aktivitas telekomunikasi dengan kabel, aktivitas telekomunikasi tanpa kabel, aktivitas telekomunikasi satelit, aktivitas telekomunikasi khusus untuk keperluan pertahanan keamanan, jasa sistem komunikasi data, jasa internet teleponi untuk keperluan publik (ITKP), jasa interkoneksi internet (NAP), internet service provider, jasa multimedia lainnya, jasa konten SMS premium, jasa jual kembali jasa telekomunikasi, penerbitan piranti lunak, aktivitas pemrograman komputer lainnya, aktivitas konsultasi keamanan informasi, aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya, aktivitas teknologi informasi dan jasa komputer lainnya, aktivitas pengolahan data, aktivitas hosting dan yang berhubungan dengan itu, portal web dan/atau platform digital dengan tujuan komersial; aktivitas pemrograman berbasis kecerdasan artifisial, aktivitas konsultasi dan perancangan Internet of Things (IoT);

b. Menjalankan usaha-usaha di bidang perdagangan besar, meliputi: perdagangan besar komputer dan perlengkapan komputer, perdagangan besar piranti lunak, perdagangan besar peralatan telekomunikasi;

c. Menjalankan usaha-usaha di bidang aktivitas ketenagakerjaan dan penunjang usaha lainnya yang meliputi antara lain aktivitas pusat pelanggan (*call center*);

d. Menjalankan usaha-usaha di bidang aktivitas jasa keuangan lainnya, bukan asuransi dan dana pensiun meliputi: penyaluran dana yang bukan pinjaman, melakukan jasa transaksi pembayaran, jasa pengiriman uang/dana, penerbit uang elektronik, penyelenggaraan jasa sistem pembayaran dan jasa penunjang transaksi pembayaran melalui jaringan telekomunikasi dan informatika serta teknologi konvergensi.

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

In accordance with Article 3 of its Articles of Association, the purposes and objectives of the Company are to conduct business activities in information and communications services; wholesale trades; employment and other business support activities; and/or financial activities by carrying out activities including the main business as follows:

a. Carry out business activities in the information and communication sector, covering: wired telecommunication activity, wireless telecommunication activity, satellite telecommunication activity, special telecommunication activities for defense and security needs, communication system services, internet telephony services for public purposes (ITKP), internet interconnection services (NAP), internet service provider, other multimedia services, premium SMS content services, resale of telecommunications services, software publishing, other computer programming activities, information security consultancy activities, computer consultancy and other computer facility management activities, other information technology and computer services activities, data processing activities, hosting activities, web portal and/or digital platform with commercial purposes activities; intelligence programming activities, Internet of Things (IoT) consultation and design activities;

b. Carry out business activities in the wholesale trading sector, covering: computer and computer equipment wholesale trading, software wholesale trading, telecommunication equipment wholesale trading;

c. Carry out business activities in the manpower activities and other supporting business which provide call center business;

d. Carry out business activities in the field of other financial activity, excluding insurance and pension funds, covering: channeling funds that are not loans, conducting payment transaction services, money transfer services, issuing electronic money, organising payment system services and supporting payment transaction services through telecommunications and information networks and convergence technology.

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Sesuai dengan Pasal 3 Anggaran Dasarnya, maksud dan tujuan Perusahaan adalah melakukan kegiatan usaha di bidang informatika dan komunikasi; perdagangan besar; aktivitas ketenagakerjaan dan aktivitas jasa keuangan lainnya dengan melakukan kegiatan usaha utama sebagai berikut: (lanjutan)

e. Menjalankan usaha-usaha di bidang penyelenggara penunjang sistem pembayaran; dan

f. Menjalankan usaha-usaha di bidang periklanan dan penelitian pasar.

Perusahaan dapat melakukan kegiatan usaha penunjang untuk mencapai maksud dan tujuan tersebut dan dalam rangka mendukung kegiatan usaha utama sebagai berikut:

a. Merencanakan, mengadakan, merekayasa, membangun, menyediakan, mengembangkan dan mengoperasikan, menyewa, menyewakan, serta memelihara sarana/fasilitas termasuk sumber daya untuk mendukung kegiatan usaha Perusahaan dalam penyelenggaraan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi, meliputi konstruksi gedung lainnya, konstruksi bangunan sipil elektrikal, konstruksi bangunan sipil telekomunikasi untuk prasarana transportasi, konstruksi gedung perkantoran, konstruksi gedung industri, konstruksi gedung perbelanjaan, instalasi listrik, instalasi telekomunikasi, instalasi elektronika, instalasi sinyal dan telekomunikasi kereta api, konstruksi sentral telekomunikasi, instalasi pendingin dan ventilasi udara, aktivitas penyewaan dan sewa guna tanpa hak opsi alat-alat bantu teknologi digital, aktivitas penyewaan dan sewa guna usaha tanpa hak opsi mesin kantor dan peralatannya;

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

In accordance with Article 3 of its Articles of Association, the purposes and objectives of the Company are to conduct business activities in information and communications services; wholesale trades; employment and other business support activities; and/or financial activities by carrying out activities including the main business as follows: (continued)

e. To carry out business in the field of payment system support providers; and

f. To carry out business in the field of advertising and market research.

The Company can provide supporting business activities in order to achieve the purposes and objectives, and to support its main businesses, as follows:

a. To plan, procure, modify, build, provide, develop and operate, lease, rent and maintain infrastructures/facilities including resources to support the Company's business in providing telecommunications networks, telecommunications services as well as informatics and/or convergence technology services; consisting of other building construction, electrical civil building construction, telecommunication civil building construction for transportation facilities, office building construction, industry building construction, mall building construction, electrical installation, telecommunication installation, electronic installation, signal installation and train telecommunication, air ventilation and cooling installation, lease activities and lease without option for supporting digital technology equipment, lease activities and lease without option for office machine and equipment;

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31 DESEMBER 2025 DAN 2024
(Dinyatakan dalam jutaan Rupiah, dan jika disebutkan khusus, dalam ribuan *U.S. Dollar*, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, and where applicable, in thousands of U.S. Dollar, unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Perusahaan dapat melakukan kegiatan usaha penunjang untuk mencapai maksud dan tujuan tersebut dan dalam rangka mendukung kegiatan usaha utama sebagai berikut: (lanjutan)

b. Menjalankan usaha dan kegiatan pengoperasian (termasuk pengembangan, pemasaran dan penjualan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi oleh Perusahaan), termasuk penelitian, layanan pelanggan, penyelenggaraan pendidikan, dan pelatihan (baik di dalam maupun luar negeri); dan

c. Menyelenggarakan kegiatan lain yang diperlukan untuk mendukung dan/atau terkait dengan penyelenggaraan jaringan telekomunikasi, jasa telekomunikasi serta informatika dan/atau jasa teknologi konvergensi termasuk, tetapi tidak terbatas pada, transaksi elektronik dan penyediaan perangkat keras, perangkat lunak, konten serta jasa pengelolaan telekomunikasi.

Perusahaan memulai kegiatan operasinya pada tahun 1967.

Perusahaan telah menjalankan semua kegiatan usaha utama dan pendukung sebagaimana dimaksud dalam Anggaran Dasarnya serta telah memiliki perizinan usaha yang dibutuhkan.

Perusahaan berdomisili di Jalan Medan Merdeka Barat No. 21, Jakarta dan memiliki 5 kantor regional yang berlokasi di Jakarta, Semarang, Surabaya, Medan, dan Balikpapan.

Entitas induk langsung dari Perusahaan, Ooredoo Hutchison Asia Pte. Ltd., dikendalikan bersama oleh Ooredoo South East Asia Holding W.L.L dan CK Hutchison Indonesia Telecom Holdings Limited.

Entitas induk utama dari Grup adalah Ooredoo Q.P.S.C, dan CK Hutchison Holdings Limited.

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

The Company can provide supporting business activities in order to achieve the purposes and objectives, and to support its main businesses, as follows: (continued)

b. To conduct business and operating activities (including development, marketing and sales of telecommunications networks, telecommunications services as well as informatics and/or convergence technology services by the Company), including research, customer services, education and courses (both domestic and overseas); and

c. To conduct other activities necessary to support and/or related to the provision of telecommunications networks, telecommunications services as well as informatics and/or convergence technology services including, but not limited to, electronic transactions and provision of hardware, software, content as well as telecommunications-managed services.

The Company started its commercial operations in 1967.

The Company has been conducting all the main and supporting business activities as stated in its Articles of Association and has obtained the required business licenses.

The Company is domiciled at Jalan Medan Merdeka Barat No. 21, Jakarta and has 5 regional offices located in Jakarta, Semarang, Surabaya, Medan and Balikpapan.

The immediate parent company of the Company, Ooredoo Hutchison Asia Pte. Ltd., is jointly controlled by Ooredoo South East Asia Holding W.L.L and CK Hutchison Indonesia Telecom Holdings Limited.

The ultimate parent companies of the Group are Ooredoo Q.P.S.C. and CK Hutchison Holdings Limited.

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak:

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

Licenses to operate network, services and frequency spectrum

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries:

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk				
Izin Penyelenggaraan Jaringan Bergerak Selular/*License to Operate Cellular Mobile Network*(*)	KM.007/TEL.01.02/2022	Izin Jaringan Bergerak Selular yang memungkinkan Indosat untuk menerapkan *3rd Generation Partnership Project* (Sistem 3GPP/Teknologi Netral) pada pita frekuensi 800 MHz, 900 MHz, 1.800 MHz serta *International Mobile Telecommunication* 2.000 (IMT 2.000/3G) pada 2.100 MHz.	*Cellular License which allows Indosat to deploy 3rd Generation Partnership Project (3GPP system/Neutral Technology) at 800 MHz, 900 MHz, and 1,800 MHz spectrum band, and International Mobile Telecommunication 2,000 (IMT 2,000/3G) at 2,100 MHz.*	04/01/2022
	KM.023/TEL.01.02/2022	Perubahan atas KM.007/TEL.01.02/2022 tentang Izin Penyelenggaraan Jaringan Bergerak Selular.	*Amendment of License to Operate Cellular Mobile Network.*	27/01/2022
	KM.131/TEL.01.02/2022	Perubahan atas KM.023/TEL.01.02/2022 tentang Izin Penyelenggaraan Jaringan Bergerak Selular.	*Amendment of License to Operate Cellular Mobile Network.*	18/11/2022
	Penetapan No. 01/TEL.01.02/2024	Penetapan perubahan kewajiban pembangunan dan/atau penyediaan penyelenggaraan jaringan bergerak seluler PT Indosat Tbk.	*Amendment of the Obligation to Develop and/or Provide Cellular Mobile Network for PT Indosat Tbk.*	18/01/2024
Izin Penyelenggaraan Layanan Interkoneksi Internet/*License to Operate Internet Interconnection Services (Network Access Point/("NAP"))*(*)	KEP No. 414 Tahun 2014	Izin penyelenggaraan layanan interkoneksi internet.	*Operating license for NAP.*	07/04/2014
Izin Penyelenggaraan Layanan Akses Internet/*License to Operate Internet Service Provider ("ISP")*(*)	KM No. 418 Tahun 2014	Izin penyelenggaraan sebagai penyedia layanan internet (ISP).	*Operating license as ISP.*	07/04/2014
	KM No. 1790 Tahun 2017	Perubahan atas KM No. 418 tahun 2014 untuk penambahan izin Internet di pesawat udara dengan *Supplemental Type Certificate* (STC) tertentu.	*Operating license as ISP for in flight connectivity for specific Supplemental Type Certificate (STC).*	18/09/2017

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

1. GENERAL (continued)

a. The Company's Establishment (continued)

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk (lanjutan/*continued*)				
Izin Penyelenggaraan Layanan Akses Internet/*License to Operate Internet Service Provider ("ISP")*(*) (lanjutan/*continued*)	KM No. 073/TEL.02.02/ 2019	Perubahan kedua atas KM No. 418 tahun 2014 untuk penambahan izin Internet di pesawat udara dengan *Supplemental Type Certificate* (STC) global.	*Second amendment of operating license as ISP for in flight connectivity for global Supplemental Type Certificate (STC).*	16/10/2019
	KM No. 6/TEL.02.02/2022	Perubahan kedua atas KM No. 418 tahun 2014 untuk izin penyelenggaraan jasa akses internet (ISP).	*Amendment of Operating license as ISP.*	04/01/2022
Izin Penyelenggaraan Jasa Internet Teleponi untuk Keperluan Publik/*License to Operate Internet Telephony for Public Service*(*)	KEP No. 416 Tahun 2014	Penyelenggaraan jasa Internet Teleponi untuk Keperluan Publik.	*Operating license for Internet Telephony for Public Service.*	07/04/2014
Izin Penyelenggaraan Jaringan Tetap Tertutup/*License to Operate Closed Fixed Network ("JARTUP")*(*)	KM No. 1123 Tahun 2016	Jaringan tetap tertutup.	*Closed Fixed Network.*	21/06/2016
	Penetapan No. KM 150/TEL.01.02/ 2022	Penetapan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Tertutup.	*Stipulation of Obligation for Development and/or Provision of Closed Fixed Network.*	12/12/2022
	Penetapan No. KM 97/TEL.01.02/2023	Penetapan Perubahan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Tertutup.	*Amendment of Stipulation of Obligation for Development and/or Provision of Closed Fixed Network.*	15/12/2023
	Penetapan No. KM 89/TEL.01.02/2024	Penetapan Perubahan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Tertutup.	*Amendment of Stipulation of Obligation for Development and/or Provision of Closed Fixed Network.*	27/09/2024
Izin Penyelenggaraan Jaringan Tetap Lokal Berbasis *Circuit Switched*/ *License to Operate Local Fixed Line with Circuit Switched*(*)	KM No. 950 Tahun 2016 diamandemen dengan/amended by KM No. 118 Tahun 2017	Jaringan tetap lokal.	*Local fixed line.*	31/05/2016
	Penetapan No. KM 7/TEL.01.02/ 2023	Penetapan Perubahan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Lokal Berbasis *Circuit Switched.*	*Stipulation of Changes in Obligation for Development and/or Provision of Local Fixed Line Operations with Circuit Switched.*	24/01/2023

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk (lanjutan/*continued*)				
Izin Penyelenggaraan Jaringan Tetap Sambungan Langsung Jarak Jauh/ *License to Operate Fixed Line for Long Distance*	KM No. 845 Tahun 2016	Izin penyelenggaraan jaringan tetap dan jasa teleponi dasar untuk sambungan lokal jarak jauh nasional (SLJJ).	*Operating license for fixed network and basic telephony service for long distance connection nationwide.*	16/05/2016
	Penetapan No. KM 016/TEL.01.02/ 2023	Penetapan Perubahan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Sambungan.	*Stipulation of Changes in Obligation for Development and/or Provision of Basic Telephony Service for Long Distance Connection Nationwide.*	20/02/2023
Izin Penyelenggaraan Jaringan Tetap Sambungan Internasional/*License to Operate Fixed Line for International Long Distance*	KM No. 848 Tahun 2016	Izin penyelenggaraan jaringan tetap dan jasa teleponi dasar untuk sambungan langsung internasional (SLI).	*Operating license for fixed network and basic telephony service for international direct dialing (IDD).*	16/05/2016
	Penetapan No. KM No. 017/TEL.01.02/ 2023	Penetapan Perubahan Kewajiban Pembangunan dan/atau Penyediaan Penyelenggaraan Jaringan Tetap Sambungan Langsung Internasional (SLI).	*Stipulation of Changes in Obligation for Development and/or Provision of Fixed Network and Basic Telephony Service for International Direct Dialling (IDD).*	20/02/2023
Izin Spektrum Frekuensi yang Dialokasikan/*License for Allocated Frequency Spectrum*(*****)	KM No.518 Tahun 2021	Perubahan atas KM No. 621 tahun 2020 tentang Perpanjangan Penetapan Pita Frekuensi Radio 900 MHz dan 1800 MHz untuk jangka waktu 10 tahun.	*Extension of License for Radio frequency Band on 900 MHz and 1800 MHz for 10-year period.*	30/11/2021
	KM No.431 Tahun 2022	Perubahan atas KM No. 621 tahun 2020 tentang Perpanjangan Penetapan Pita Frekuensi Radio 900 MHz dan 1800 MHz.	*Extension of License for Radio frequency Band on 900 MHz and 1800 MHz.*	05/10/2022

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk (lanjutan/*continued*)				
Izin Spektrum Frekuensi yang Dialokasikan/*License for Allocated Frequency Spectrum*(*****)	No. 268/KEP/ M.KOMINFO/09/2009 diperpanjang dengan/*extended by* KM No. 805 Tahun 2019	Hasil tender Jaringan Bergerak Selular spektrum frekuensi radio 2,1 GHz untuk 1 blok (2 x 5 MHz) frekuensi 3G (pembawa kedua) untuk 10 tahun kedua.	*Auction result of Cellular Mobile Network 2.1 GHz radio frequency spectrum for 1 block (2 x 5 MHz) of 3G frequency (2nd carrier) for the 2nd 10-year period.*	01/09/2009 diperpanjang pada/*extended on* 09/09/2019
Izin Spektrum Frekuensi yang Dialokasikan/*License for Allocated Frequency Spectrum*	KM Kominfo No. 1944 Tahun 2017	Hasil tender Jaringan Bergerak Selular spektrum frekuensi radio 2,1 GHz untuk 1 blok (2 x 5 MHz) frekuensi 3G (pembawa ketiga) untuk jangka waktu 10 tahun.	*Auction result of Cellular Mobile Network 2.1 GHz radio frequency spectrum for 1 block (2 x 5 MHz) of 3G frequency (3rd carrier) for 10-year period.*	01/11/2017
	KEP Menkominfo No. 805 Tahun 2019	Perpanjangan Penetapan Pita Frekuensi Radio 2,1 GHz untuk *second carrier* pada rentang 1970 - 1975 MHz berpasangan dengan 2160 - 2165 MHz.	*Renewal of Radio Frequency License 2.1 GHz (2nd carrier) with frequency spectrum 1970 - 1975 MHz paired with 2160 - 2165 MHz.*	09/09/2019
	KM Kominfo No. 76 Tahun 2023	Penetapan hasil refarming pita frekuensi radio 2,1 GHz 1935 - 1940 MHz berpasangan dengan 2125 - 2130 MHz (KM Kominfo No. 1944 Tahun 2017) 1940 - 1945 MHz berpasangan dengan 2130 - 2135 MHz (KEP Menkominfo No. 805 Tahun 2019) (Perubahan Rentang Frekuensi).	*Determination of the results of refarming the 2.1 GHz radio frequency band 1935 - 1940 MHz paired with 2125 - 2130 MHz (Frequency Range Change).*	15/02/2023
	KM No. 7 Tahun 2022 dengan Izin IPFR No. 001/IPFR/KOMINFO/DJSD PPI/01/2022	Pita Frekuensi radio pada rentang 1732,5 - 1742,5 berpasangan dengan 1827,5 - 1837,5 MHz.	*Radio frequency band in the range 1732.5 - 1742.5 paired with 1827.5 - 1837.5 MHz.*	04/01/2022
	KM No. 7 Tahun 2022 dengan Izin IPFR No. 002/IPFR/KOMINFO/DJSD PPI/01/2022	Pita Frekuensi radio pada rentang 1920 - 1925 MHz berpasangan dengan 2110 - 2115 MHz (*1st carrier* 2100 MHz).	*Radio Frequency Band in the range 1920 - 1925 MHz paired with 2110 - 2115 MHz (1st carrier 2100 MHz).*	04/01/2022

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk (lanjutan/*continued)*				
Izin Spektrum Frekuensi yang Dialokasikan/ *License for Allocated Frequency Spectrum*	KM No. 7 Tahun 2022 dengan Izin IPFR No. 003/IPFR/KOMINFO/DJSD PPI/01/2022	Pita frekuensi radio pada rentang 1925 – 1930 MHz berpasangan dengan 2115 – 2120 MHz (*2nd carrier* 2100 MHz).	*The radio frequency band in the 1925 – 1930 MHz range is paired with 2115 – 2120 MHz (2nd carrier 2100 MHz).*	04/01/2022
Izin Spektrum Frekuensi 2,1 GHz/*License for 2.1 GHz Frequency Spectrum*	KM No. 7 Tahun 2022 dengan Izin IPFR No. 004/IPFR/KOMINFO/DJSD PPI/01/2022	Pita frekuensi radio pada rentang 1930 – 1935 MHz berpasangan dengan 2120 – 2125 MHz (*3rd carrier* 2100 MHz).	*The radio frequency band in the 1930 – 1935 MHz range is paired with 2120 – 2125 MHz (3rd carrier 2100 MHz).*	04/01/2022
	KEP Menkominfo No. 356 Tahun 2018	Alokasi baru sebagai hasil penataan ulang Jaringan Bergerak Selular pada spektrum frekuensi radio 2,1 GHz (semua pembawa) pada pita frekuensi 1.965 MHz – 1.980 MHz berpasangan dengan pita frekuensi 2.155 MHz – 2.170 MHz. Untuk pembawa ketiga, jangka waktu 10 tahun sejak 1 Mei 2018.	*New allocation as refarming result for Cellular Mobile Network at 2.1 GHz radio frequency spectrum (all carriers) on radio frequency band 1,965 MHz – 1,980 MHz paired with radio frequency band 2,155 MHz – 2,170 MHz. For 3rd carrier, 10 years period valid from 1 May 2018.*	16/04/2018
Izin Penyelenggaraan Jasa Penyediaan Konten/*License to Operate Content Provider Service(*)*	KEP Dirjen No. 249 Tahun 2014	Jasa penyediaan konten.	*Content provider service.*	11/08/2014
	KM No. 5/TEL.02.02/2022	Perubahan atas KEP Dirjen No. 249 tahun 2014 tentang izin penyelenggaraan jasa penyediaan konten.	*Amendment of License of content provider service.*	04/01/2022
Penyelenggara Jasa Pembayaran, Kategori I /*Payment Service Provider Category I (****)*	Surat/Letter No. 23/578/DKSP/Srt/B dari/*from* Bank Indonesia	Perusahaan mendapat konversi izin Penyelenggara Jasa Sistem Pembayaran Paska Pemberlakuan Peraturan Bank Indonesia No. 22/23/PBI/2020 tentang Sistem Pembayaran.	*The Company received the conversion of the Payment System Service Provider permit after the enactment of Bank Indonesia Regulation No.22/23/PBI/2020 concerning Payment Systems.*	01/07/2021

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025 AND 2024
(Expressed in millions of Rupiah, and where applicable, in thousands of U.S. Dollar, unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

1. GENERAL (continued)

a. The Company's Establishment (continued)

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Indosat Tbk (lanjutan/*continued*)				
Nomor Identifikasi Penerbit/*Issuer Identification Number ("IIN")*(****)	Surat/*Letter* No. 2619/BSN/D3-d3/12/2010 dari/*from* Badan Standardisasi Nasional	Perusahaan memperoleh IIN untuk aplikasi "Indosat *m-wallet*" dan penyelenggara pengiriman uang.	*The Company obtained IIN for "Indosat m-wallet" and money remittance applications.*	13/12/2010
	Surat/*Letter* No. 1297/BSN/B3-b3/05/2020 dari/*from* Badan Standardisasi Nasional	Perusahaan memperoleh IIN untuk penggunaan *Individual Account Number* pelanggan.	*The Company obtained IIN for the use of a customer Individual Account Number.*	06/05/2020
Tanda Daftar Penyelenggara Sistem Elektronik (PSE)/*Electronic System Operator Registration Certificate*	812010895244500510002	*www.ioh.co.id* adalah situs pusat informasi dan Layanan Indosat Ooredoo Hutchison termasuk di dalamnya adalah Layanan *digital service* untuk memperluas jangkauan bisnis kepada pelanggan.	*www.ioh.co.id is the information center site, and Indosat Ooredoo Hutchison Services received its greeting as a digital service to expand business reach to customers.*	18/07/2022
Izin Penyelenggaraan Jasa Telekomunikasi (Layanan Sistem Komunikasi Data)/*Data Communication System*	KM No.4/TEL.02.02	Penyelenggaraan Jasa Multimedia Layanan Sistem Komunikasi Data (Siskomdat).	*License to operate telecommunications services (Siskomdat).*	04/01/2022
Izin Penyelenggaraan Jasa Pusat Panggilan Informasi (*Call Center*)/*License to operate telecommunications services (Call Center)*	81201089524450042	Izin Penyelenggaraan Jasa Pusat Panggilan Informasi (*Call Center*).	*License to operate telecommunications services (Call Center).*	09/08/2022

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

***1. GENERAL** (continued)*

***a. The Company's Establishment** (continued)*

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Aplikanusa Lintasarta				
Izin Penyelenggaraan Jaringan Bergerak Terestrial *Radio Trunking*/*License for Radio Trunking Mobile Network Provider*(*)	No.1231/KEP/M.KOMINFO/07/2016	Izin penyelenggaraan untuk jaringan bergerak Terestrial *Radio Trunking* PT Aplikanusa Lintasarta.	*Operating license for PT Aplikanusa Lintasarta to provide Radio Trunking Mobile Network.*	18/07/2016
Izin Penyelenggaraan Jaringan Tetap Tertutup ("JARTUP")/*License for Closed Fixed Network*(*)	No.039/TEL.01.02/2020	Izin Penyelenggaraan JARTUP PT Aplikanusa Lintasarta.	*Operating license for closed fixed line PT Aplikanusa Lintasarta.*	30/06/2020
Izin Penyelenggaraan Jaringan Tetap Lokal Berbasis *"Packet Switched"/License for Local Fixed Line with Packet Switched*"(*)	No.040/TEL.01.02/2020	Izin penyelenggaraan Jaringan Tetap Lokal Berbasis *"Packet Switched"* PT Aplikanusa Lintasarta.	*Operating license for local fixed line with "Packet Switched" based PT Aplikanusa Lintasarta.*	16/07/2020
Izin Penyelenggaraan Jasa Akses Internet/*License for Internet Service Provider ("ISP")*	No. 275/KEP/DJPPI/KOMINFO/12/2016	Izin penyelenggaraan untuk jasa akses internet PT Aplikanusa Lintasarta.	*Operating license for PT Aplikanusa Lintasarta ISP.*	05/12/2016
Izin Penyelenggaraan Jasa Interkoneksi Internet/*License for "NAP"* (*)	No. 274/KEP/DJPPI/KOMINFO/08/2014	Izin penyelenggaraan untuk NAP PT Aplikanusa Lintasarta.	*Operating license for PT Aplikanusa Lintasarta NAP.*	22/08/2014
Izin Penyelenggaraan Jasa Nilai Tambah Teleponi Pusat Layanan Informasi/*License for Value Added Services of Telephony Call Center Provider* (*)	No. 366/KEP/M.KOMINFO/04/2014	Izin penyelenggaraan untuk jasa nilai tambah teleponi pusat layanan informasi PT Aplikanusa Lintasarta.	*Operating license for PT Aplikanusa Lintasarta to provide value added services of telephony call center.*	02/04/2014
Izin Penyelenggaraan Jasa Sistem Komunikasi Data/*License for Data Communication System Provider* (*)	No. 007/TEL.02.02/2021	Izin Penyelenggaraan Jasa Sistem Komunikasi Data PT Aplikanusa Lintasarta.	*Operating license for PT Aplikanusa Lintasarta Data Communication System Services.*	25/01/2021

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Izin penyelenggaraan jaringan, layanan, dan spektrum frekuensi (lanjutan)

Berikut adalah izin signifikan untuk penyelenggaraan jaringan, layanan, dan spektrum frekuensi yang dimiliki Perusahaan dan entitas anak: (lanjutan)

1. GENERAL (continued)

a. The Company's Establishment (continued)

Licenses to operate network, services and frequency spectrum (continued)

The following are significant licenses to operate network, services and frequency spectrum obtained by the Company and subsidiaries: (continued)

Izin/ *License*	No. Izin/ *License No.*	Keterangan	*Description*	Tanggal efektif/ *Effective date*
PT Artajasa Pembayaran Elektronis				
Persetujuan rencana penyelenggaraan kegiatan sebagai Lembaga *Switching* untuk Pemrosesan Transaksi menggunakan QR-*Merchant Presented* Model/*Approval of the plan for organising activities as a Switching Institution for transaction processing using Presented Mode*	No. 21/282/DKSP/Srt/B	Persetujuan dari Bank Indonesia sebagai Lembaga *Switching* atas rencana penyelenggaraan kegiatan transaksi menggunakan QR-*Merchant Presented Mode.*	*Approval from Bank Indonesia of the plan for organising activities as a Switching Institution for transaction processing using QR-Merchant Presented Mode.*	16/08/2019
Penetapan sebagai Penyelenggara Infrastruktur Sistem Pembayaran/ *Establishment of PT Artajasa Pembayaran Elektronis as Payment System Infrastructure Provider*	No. 23/4/KEP.DpG/2021	Penetapan oleh Bank Indonesia sebagai Penyelenggara Infrastruktur Sistem Pembayaran.	*Establishment by Bank Indonesia as Payment System Infrastructure Provider.*	24/09/2021

(*) Untuk setiap izin, evaluasi dilakukan setiap lima tahun.

(**) Perusahaan awalnya diberikan izin pada tahun 2006 untuk jangka waktu sepuluh tahun dan kemudian diberikan perpanjangan jangka waktu selama sepuluh tahun dan diwajibkan untuk membayar biaya tahunan.

(***) Perusahaan menghentikan jasa layanan telepon jaringan tetap nirkabel efektif sejak 30 Juni 2015 dan menggunakan spektrum frekuensi tersebut untuk jaringan selular.

(****) Izin tidak mempunyai jangka waktu – berlaku sampai dengan penghentian oleh otoritas terkait.

(*****) Perusahaan awalnya diberikan izin pada tahun 2009 untuk jangka waktu sepuluh tahun dan kemudian diberikan perpanjangan jangka waktu selama sepuluh tahun dan diwajibkan untuk membayar biaya tahunan.

(*) *For every license, an evaluation is performed every five years.*

(**) *The Company was initially granted the license in 2006 for a period of ten years and was later granted an extension period of another ten years and was required to pay for an annual fee.*

(***) *Effective on 30 June 2015, the Company ceased its fixed wireless access services and utilised the frequency spectrum for cellular network.*

(****) *License has no specific term – valid until cessation by the related authority.*

(*****) *The Company was initially granted the license in 2009 for a period of ten years and was later granted an extension period of another ten years and was required to pay for an annual fee.*

1. UMUM (lanjutan)

b. Penawaran Umum Perusahaan

Penawaran saham perdana Perseroan berlaku efektif pada 19 Oktober 1994.

Semua saham Seri B Perusahaan telah dicatatkan pada Bursa Efek Indonesia (entitas baru setelah penggabungan usaha antara Bursa Efek Jakarta dan Bursa Efek Surabaya pada bulan November 2007) sejak 1994.

Pada tanggal 31 Desember 2025, obligasi-obligasi yang masih beredar dan diterbitkan ke publik oleh Perusahaan dan diperdagangkan di Bursa Efek Indonesia (Catatan 16 dan 17) adalah sebagai berikut:

***1. GENERAL** (continued)*

b. The Company's Public Offerings

Initial public offering of the Company's shares was effective per 19 October 1994.

The Company's B shares have been Registered in the Indonesia Stock Exchange (new entity after the merger of the Jakarta Stock Exchange and the Surabaya Stock Exchange in November 2007) since 1994.

As at 31 December 2025, the outstanding bonds issued to the public by the Company and traded on the Indonesia Stock Exchange (Notes 16 and 17) were as follows:

Obligasi/*Bond*	Tanggal efektif/ *Effective date*
PUB I Tahap IV/*SR I Phase IV**)	04/12/2014
PUB Ijarah I Tahap IV/*SR Sharia I Phase IV**)	04/12/2014
PUB II Tahap I/*SR II Phase I**)	23/05/2017
PUB Ijarah II Tahap I/*SR Sharia II Phase I**)	23/05/2017
PUB II Tahap II/*SR II Phase II**)	23/05/2017
PUB Ijarah II Tahap II/*SR Sharia II Phase II**)	23/05/2017
PUB II Tahap III/*SR II Phase III**)	23/05/2017
PUB III Tahap I/*SR III Phase I**)	20/02/2019
PUB Ijarah III Tahap I/*SR Sharia III Phase I**)	20/02/2019
PUB III Tahap II/*SR III Phase II**)	20/02/2019
PUB Ijarah III Tahap II/*SR Sharia III Phase II**)	20/02/2019
PUB IV Tahap I/*SR IV Phase I**)	14/10/2022
PUB Ijarah IV Tahap I/*SR Sharia IV Phase I**)	14/10/2022

*) Penawaran Umum Berkelanjutan ("PUB") merupakan rangkaian obligasi/sukuk yang diterbitkan melalui penawaran umum berkelanjutan.

*) *Shelf Registration ("SR") represents series of bonds/sharia bonds issued through the shelf registration.*

1. UMUM (lanjutan)

c. Direksi, Komisaris, dan Komite Audit

Susunan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

1. *GENERAL* *(continued)*

c. Directors, Commissioners and Audit Committee

The composition of the Company's Board of Commissioners and Board of Directors as at 31 December 2025 and 2024 were as follows:

Komisaris/ Board of Commissioners	**2025**	**2024**
Komisaris Utama/*President Commissioner*	Nezar Patria	Halim Alamsyah
Wakil Komisaris Utama/ *Deputy President Commissioner*	Aziz Ahmad M.Aluthman Fakhroo	Aziz Ahmad M.Aluthman Fakhroo
Wakil Komisaris Utama/ *Deputy President Commissioner*	Fok Kin Ning Canning	Fok Kin Ning Canning
Komisaris/*Commissioner*	Ahmad Abdulaziz A A Al Neama	Ahmad Abdulaziz A A Al Neama
Komisaris/*Commissioner*	Rene Heinz Werner	Rene Heinz Werner
Komisaris/*Commissioner*	Woo Chiu Man, Cliff	Woo Chiu Man, Cliff
Komisaris/*Commissioner*	Cheung Kwan Hoi	Cheung Kwan Hoi
Komisaris/*Commissioner*	Efthymios Tsokanis	Efthymios Tsokanis
Komisaris/*Commissioner*	Sugito Walujo (Patrick Walujo)	Sugito Walujo (Patrick Walujo)
Komisaris/*Commissioner*	Achmad Syah Reza	Meirijal Nur
Komisaris Independen/ *Independent Commissioner*	Elisa Lumbantoruan	Elisa Lumbantoruan
Komisaris Independen/ *Independent Commissioner*	Wijayanto ST	Wijayanto ST
Komisaris Independen/ *Independent Commissioner*	Ajay Bahri	Ajay Bahri
Komisaris Independen/ *Independent Commissioner*	Sidharta Prawira Oetama	Hernando
Komisaris Independen/ *Independent Commissioner*	Rudiantara	Rudiantara

Direksi/*Board of Directors*	**2025**	**2024**
Direktur Utama/*President Director*	Vikram Sinha	Vikram Sinha
Direktur/*Director*	Lee Chi Hung	Lee Chi Hung
Direktur/*Director*	Muhammad Buldansyah	Muhammad Buldansyah
Direktur/*Director*	Ahmad Zulfikar	Ahmad Zulfikar
Direktur/*Director*	Irsyad Sahroni	Irsyad Sahroni
Direktur/*Director*	Cheung Kwok Tung	Cheung Kwok Tung
Direktur/*Director*	Syed Bilal Kazmi	Ritesh Kumar Singh

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The composition of the Company's Audit Committee as at 31 December 2025 and 2024 were as follows:

Komite Audit/*Audit Committee*	**2025**	**2024**
Ketua/*Chairman*	Ajay Bahri	Ajay Bahri
Anggota/*Member*	Sidharta Prawira Oetama	Hernando
Direktur/*Director*	Haryanto Sahari	Haryanto Sahari
Direktur/*Director*	Elisa Lumbantoruan*)	Elisa Lumbantoruan

*) Berdasarkan keputusan Komisaris Perseroan, perubahan susunan Komite Audit telah disetujui dan efektif berlaku sejak 14 Januari 2026, dengan pengangkatan Defiandry Taslim sebagai Anggota Komite Audit untuk menggantikan Elisa Lumbantoruan.

*) *Based on the decision of the Company's Board of Commissioners, the change in the composition of the Audit Committee became effective from 14 January 2026, whereby Defiandry Taslim was appointed as a Member of the Audit Committee succeeding Elisa Lumbantoruan.*

1. UMUM (lanjutan)

c. Direksi, Komisaris, dan Komite Audit (lanjutan)

Grup mempunyai sekitar masing-masing 4.202 dan 4.097 karyawan (tidak diaudit), termasuk karyawan tidak tetap, pada tanggal 31 Desember 2025 dan 2024.

d. Struktur Entitas Anak

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan mempunyai kepemilikan langsung dan tidak langsung pada entitas anak berikut:

***1. GENERAL** (continued)*

***c. Directors, Commissioners and Audit Committee** (continued)*

The Group has approximately 4,202 and 4,097 employees (unaudited), including non-permanent employees, as at 31 December 2025 and 2024.

d. Structure of the Company's Subsidiaries

As at 31 December 2025 and 2024, the Company had direct and indirect ownership in the following subsidiaries:

Entitas anak/ *Subsidiaries*	Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Eliminations)* 2025	2024
Indosat Singapore Pte. Ltd. ("ISPL")	1,268,320	899,903
PT Aplikanusa Lintasarta ("Lintasarta")	14,789,646	11,651,072
PT Lintas Media Danawa ("LMD")(1)	22,315	17,553
PT Arta Integrasi Teknologi ("ARINT")(2)	4,730,279	4,426,788
PT Artajasa Pembayaran Elektronis ("APE")(3)	2,497,936	2,107,302
PT Nusantara Cita Bersama ("Nusacita")(4)	55,188	30,458
PT Infra Fiber Teknologi ("IFT")(5)	68,400	-

Entitas anak/ *Subsidiaries*	Lokasi/ *Location*	Kegiatan usaha/ *Principal activity*	Mulai beroperasi/ *Start of commercial operations*	Kepemilikan/ *Ownership (%)* 2025	2024
ISPL	Singapore	Telekomunikasi/*Telecommunication*	2005	100.00	100.00
Lintasarta	Jakarta	Komunikasi data dan jasa TI/ *Data communication and IT services*	1989	72.36	72.36
LMD (1)	Jakarta	Jasa informasi dan komunikasi/ *Information and telecommunication*	2009	50.65	50.65
ARINT(2)	Jakarta	Komunikasi data/*Data communication*	2022	44.86	44.86
APE(3)	Jakarta	Pembayaran elektronis, pengiriman uang/ *Electronic payment, remittance services*	2000	24.67	24.67
Nusacita(4)	Jakarta	Pembayaran elektronis/*Electronic payment*	2023	24.43	24.43
IFT(5)	Jakarta	Telekomunikasi/*Telecommunication*	2025	100.00	-

(1) Lintasarta memiliki kepemilikan langsung sebesar 70% terhadap LMD.
(2) Lintasarta memiliki kepemilikan langsung sebesar 62% terhadap ARINT.
(3) ARINT memiliki kepemilikan langsung sebesar 55% terhadap APE.
(4) APE memiliki kepemilikan langsung sebesar 99% terhadap Nusacita.
(5) Perusahaan dan Lintasarta memiliki kepemilikan langsung masing-masing sebesar 99% dan 1% terhadap IFT.

(1) Lintasarta owns 70% direct ownership in LMD.
(2) Lintasarta owns 62% direct ownership in ARINT.
(3) ARINT owns 55% direct ownership in APE.
(4) APE owns 99% direct ownership in Nusacita.
(5) The Company and Lintasarta own direct ownership of 99% and 1%, respectively, in IFT.

e. Persetujuan dan Pengesahan untuk Penerbitan Laporan Keuangan Konsolidasian

Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang telah disetujui dan diotorisasi untuk diterbitkan oleh Direksi Perusahaan pada tanggal 7 Februari 2026.

e. Approval and Authorisation for the Issuance of the consolidated Financial Statements

The Company's management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, which were approved and authorised for issuance by the Board of Directors of the Company on 7 February 2026.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Indonesia yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI") dan Peraturan Otoritas Jasa Keuangan ("OJK") No. VIII.G.7 mengenai "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

Laporan keuangan konsolidasian disajikan sesuai dengan PSAK 201, "Penyajian Laporan Keuangan".

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, disusun dengan konsep harga perolehan dan basis akrual, kecuali disebutkan lain dalam catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian, yang disusun dengan menggunakan metode langsung, menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi, dan pendanaan.

Penyusunan laporan keuangan konsolidasian yang disusun berdasarkan Standar Akuntansi Keuangan Indonesia memerlukan penggunaan estimasi akuntansi tertentu dan asumsi-asumsi. Hal ini juga mengharuskan manajemen untuk melakukan pertimbangan dalam proses penerapan kebijakan akuntansi di dalam Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi, atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan dalam Catatan 3.

2. MATERIAL ACCOUNTING POLICY INFORMATION

a. Basis of Presentation of Consolidated Financial Statements

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards, which comprise the Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants ("DSAK-IAI"), and the Indonesian Financial Services Authority ("OJK")'s Regulation No. VIII.G.7 regarding the "Presentation and Disclosures of Financial Statements of Issuers or Public Companies".

The consolidated financial statements are prepared in accordance with PSAK 201, "Presentation of Financial Statements".

The consolidated financial statements, except for the consolidated statement of cash flows, have been prepared on the historical cost concept and accrual basis, except as otherwise disclosed in the relevant notes herein.

The consolidated statement of cash flows, which has been prepared using the direct method, presents receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities.

The preparation of the consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan Konsolidasian (lanjutan)

Mata uang fungsional dan penyajian

Transaksi-transaksi yang disertakan dalam laporan keuangan pada setiap entitas anggota Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional"). Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah Rupiah, yang juga merupakan mata uang fungsional Perusahaan dan entitas anak.

Angka-angka dalam laporan keuangan konsolidasian dibulatkan dalam jutaan Rupiah dan, jika disebutkan khusus, dalam ribuan *U.S. Dollar*, kecuali dinyatakan lain.

Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK")

Standar akuntansi revisian berikut berlaku efektif sejak tanggal 1 Januari 2025 relevan untuk Grup, tetapi tidak memiliki pengaruh signifikan terhadap laporan keuangan konsolidasian Grup:

- Amandemen PSAK 221 "Pengaruh Ketertukaran/ Perubahan Kurs Valuta Asing": Kurs Valuta Asing terkait Kekurangan

Amandemen berikut yang relevan untuk Grup akan efektif untuk tahun buku yang dimulai pada:

1 Januari 2026

- Amandemen PSAK 107 "Instrumen Keuangan: Pengungkapan: Klasifikasi dan Pengukuran Instrumen Keuangan"
- Amandemen PSAK 109 "Instrumen Keuangan: Klasifikasi dan Pengukuran Instrumen Keuangan"
- Amandemen PSAK 107 "Kontrak yang Mengacu pada Listrik Bergantung Alam"
- Amandemen PSAK 109 "Kontrak yang Mengacu pada Listrik Bergantung Alam"
- Penyesuaian Tahunan PSAK 107 "Instrumen Keuangan: Pengungkapan"

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

a. Basis of Presentation of Consolidated Financial Statements *(continued)*

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The reporting currency used in the consolidated financial statements is the Indonesian Rupiah, which is also the Company's and its subsidiaries' functional currency.

Figures in the consolidated financial statements are rounded in millions of Rupiah, and where applicable, in thousands of U.S. Dollar, unless otherwise stated.

Changes to the Statements of Financial Accounting Standards ("PSAK")

The following revised accounting standards which are relevant to the Group, are effective from 1 January 2025, but do not result in significant impact to the Group's consolidated financial statements:

- *Amendment of PSAK 221 "The Effect of Changes in Foreign Exchange Rates": Foreign Exchange Rates regarding Lack of Exchangeability*

The following amendments which are relevant to the Group will be effective for the financial year beginning:

1 January 2026

- *Amendment of PSAK 107 "Financial Instruments: Disclosures: Classification and Measurement of Financial Instruments"*
- *Amendment of PSAK 109 "Financial Instruments: Classification and Measurement of Financial Instruments"*
- *Amendment of PSAK 107 "Contracts Referencing Nature-dependent Electricity"*
- *Amendment of PSAK 109 "Contracts Referencing Nature-dependent Electricity"*
- *Annual Improvement of PSAK 107 "Financial Instruments: Disclosures"*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan Konsolidasian (lanjutan)

Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") (lanjutan)

Amandemen berikut yang relevan untuk Grup akan efektif untuk tahun buku yang dimulai pada: (lanjutan)

1 Januari 2026 (lanjutan)

- Penyesuaian Tahunan PSAK 109 "Instrumen Keuangan"
- Penyesuaian Tahunan PSAK 110 "Laporan Keuangan Konsolidasian"
- Penyesuaian Tahunan PSAK 207 "Laporan Arus Kas"
- Amandemen PSAK 338 "Kombinasi Bisnis Entitas Sepengendali"

1 Januari 2027

- PSAK 118 "Penyajian dan Pengungkapan dalam Laporan Keuangan"
- PSAK 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan:"
- Amandemen PSAK 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan"

Pada tanggal pengesahan laporan keuangan konsolidasian, Grup sedang mempertimbangkan implikasi dari penerapan standar-standar tersebut terhadap laporan keuangan konsolidasian Grup.

b. Prinsip-prinsip konsolidasi

Entitas anak

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anak. Entitas anak adalah seluruh entitas dimana Grup memiliki pengendalian. Pengendalian timbul ketika Grup terekspos atas, atau memiliki hak untuk, imbal hasil yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas.

Entitas anak dikonsolidasikan secara penuh sejak tanggal dimana pengendalian dialihkan kepada Perusahaan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

a. Basis of Presentation of Consolidated Financial Statements *(continued)*

Changes to the Statements of Financial Accounting Standards ("PSAK") *(continued)*

The following amendments which are relevant to the Group will be effective for the financial year beginning: (continued)

1 January 2026 (continued)

- *Annual Improvement of PSAK 109 "Financial Instruments"*
- *Annual Improvement of PSAK 110 "Consolidated Financial Statements"*
- *Annual Improvement of PSAK 207 "Statement of Cash Flows"*
- *Amendment of PSAK 338 "Business Combination under Common Control"*

1 January 2027

- *PSAK 118 "Presentation and Disclosure in Financial Statements"*
- *PSAK 119 "Subsidiaries without Public Accountability: Disclosures"*
- *Amendment of PSAK 119 "Subsidiaries without Public Accountability: Disclosures"*

As at the authorisation date of these consolidated financial statements, the Group is assessing the implication of the above standards to the Group's consolidated financial statements.

b. Principles of consolidation

Subsidiaries

The consolidated financial statements include the financial statements of the Company and its subsidiaries. Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are fully consolidated from the date on which the control is transferred to the Company.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip konsolidasi (lanjutan)

Entitas anak (lanjutan)

Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian. Ketika Perusahaan kehilangan pengendalian atas entitas anak tetapi pengendalian yang ditahan masih memiliki pengaruh signifikan, Perusahaan:

i. menghentikan pengakuan aset dan liabilitas dari entitas anak sebelumnya pada laporan keuangan konsolidasian.
ii. mengakui investasi yang ditahan atas entitas anak sebelumnya pada nilai wajar ketika pengendalian hilang dan selanjutnya menghitung atas hal tersebut dan untuk setiap jumlah yang dimiliki oleh atau pada entitas anak sebelumnya menggunakan metode ekuitas. Nilai wajar tersebut diatribusikan sebagai nilai wajar pada pengakuan awal atas investasi pada entitas asosiasi.
iii. mengakui keuntungan atau kerugian yang diasosiasikan dengan hilangnya pengendalian yang diatribusikan kepada kepentingan pengendali sebelumnya.

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Imbalan yang diserahkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang diserahkan, saham yang diterbitkan atau liabilitas yang diakui pada tanggal akuisisi. Kelebihan jumlah imbalan yang dialihkan dan nilai wajar jumlah kepentingan non-pengendali atas jumlah aset teridentifikasi bersih yang diperoleh dan kewajiban yang timbul dicatat sebagai *goodwill*. Jika jumlah imbalan yang diserahkan lebih rendah dari nilai wajar aset bersih entitas anak yang diakuisisi, selisihnya diakui langsung dalam laporan laba rugi konsolidasian.

Biaya yang terkait dengan akuisisi dibebankan pada saat terjadinya.

Transaksi, saldo, dan keuntungan yang belum direalisasi antar entitas dalam Grup telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi, kecuali bila terbukti adanya penurunan nilai aset yang ditransfer.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

b. Principles of consolidation *(continued)*

Subsidiaries *(continued)*

Subsidiaries are deconsolidated from the date on which that control ceases. When the Company loses control of a subsidiary but retained interest still has significant influence, the Company:

i. derecognises the assets and liabilities of the former subsidiary from the consolidated statement of financial position.
ii. recognises any investment retained in the former subsidiary at its fair value when control is lost and subsequently accounts for it and for any amounts owed by or to the former subsidiary using the equity method of accounting. That fair value shall be regarded as the fair value on initial recognition of the cost on initial recognition of an investment in an associate.
iii. recognises the gain or loss associated with the loss of control attributable to the former controlling interest.

The acquisition method is used to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets given, shares issued or liabilities incurred at the date of acquisition. The excess of the aggregate of the consideration transferred and the fair value of non-controlling interest over the net identifiable assets acquired and liabilities is recorded as goodwill. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the consolidated profit or loss.

Acquisition related costs are expensed as incurred.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred assets.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip konsolidasi (lanjutan)

Entitas anak (lanjutan)

Laporan keuangan entitas anak disusun untuk tahun pelaporan yang sama dengan Grup. Kebijakan akuntansi entitas anak diubah jika diperlukan agar konsisten dengan kebijakan akuntansi yang diadopsi Grup.

Jika kombinasi bisnis diperoleh secara bertahap, nilai wajar pada tanggal akuisisi dari kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi diukur kembali ke nilai wajar tanggal akuisisi melalui laporan laba rugi. Pihak pengakuisisi mungkin telah mengakui perubahan nilai wajar atas kepentingan ekuitasnya dalam penghasilan komprehensif lain. Jika demikian, jumlah yang telah diakui dalam penghasilan komprehensif lain diakui dengan dasar yang sama sebagaimana dipersyaratkan jika pihak pengakuisisi telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

Asosiasi dan ventura bersama

Entitas asosiasi adalah entitas dimana Grup memiliki pengaruh signifikan tetapi bukan pengendalian, umumnya melalui kepemilikan hak suara antara 20% dan 50%. Ventura bersama adalah entitas dimana Grup memiliki pengendalian bersama dengan satu *venturer* atau lebih.

Investasi pada entitas asosiasi dan ventura bersama dicatat dengan metode ekuitas dan pengakuan awal dicatat sebesar harga perolehan. Di dalam investasi Grup atas entitas asosiasi dan ventura bersama termasuk *goodwill* yang diidentifikasi ketika akuisisi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi dan ventura bersama. Jika demikian, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat investasi dan mengakui selisih tersebut pada laporan laba rugi konsolidasian.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

b. Principles of consolidation *(continued)*

Subsidiaries *(continued)*

The financial statements of the subsidiaries are prepared for the same reporting year as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss. The acquirer may have recognised changes in the value of its equity interest in other comprehensive income. If so, the amount that was recognised in other comprehensive income shall be recognised on the same basis as would be required if the acquirer has disposed directly of the previously held equity interest.

Associate and joint venture

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Joint ventures are entities which the Group jointly controls with one or more venturer.

Investments in associates and joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates and joint ventures includes goodwill, if any, identified on acquisition.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate and joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of investment and its carrying value and recognises the amount in the consolidated profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip konsolidasi (lanjutan)

Asosiasi dan ventura bersama (lanjutan)

Keuntungan dari transaksi antara Grup dengan entitas asosiasi dan ventura bersama dieliminasi sebesar kepentingan Grup pada entitas asosiasi dan ventura bersama. Namun, eliminasi ini tidak berlaku untuk keuntungan yang diperoleh dari penjualan aset non-keuangan yang bukan merupakan output dari aktivitas normal Grup. Dalam kasus tersebut, penjualan harus dilakukan secara wajar dan aset non-keuangan tidak boleh dimaksudkan untuk dijual oleh entitas asosiasi dan ventura bersama.

c. Transaksi dan saldo dalam mata uang asing

Transaksi dalam mata uang asing dicatat berdasarkan nilai tukar yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut dan laba rugi kurs yang timbul dikreditkan atau dibebankan pada usaha tahun berjalan.

Selisih kurs yang berkaitan dengan pinjaman diklasifikasikan sebagai bagian dari penghasilan atau beban lain-lain, sedangkan selisih kurs lainnya diklasifikasikan sebagai bagian dari beban usaha.

Pada tanggal 31 Desember 2025 dan 2024, kurs yang digunakan (dalam angka penuh) masing-masing adalah Rp16.782 dan Rp16.162 untuk USD1, yang merupakan kurs tengah yang diterbitkan oleh Bank Indonesia.

d. Kas dan setara kas

Kas dan setara kas terdiri dari kas dan kas pada bank, dan semua deposito berjangka yang tidak dibatasi penggunaannya (termasuk deposito *on call*) yang jatuh tempo dalam jangka waktu tiga bulan atau kurang sejak tanggal penempatan.

Kas yang berkaitan dengan deposito berjangka yang dijadikan jaminan untuk bank garansi tidak diklasifikasikan sebagai bagian dari "kas dan setara kas". Kas dan deposito berjangka ini disajikan sebagai bagian dari "kas yang dibatasi penggunaannya".

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

b. Principles of consolidation *(continued)*

Associate and joint venture *(continued)*

Gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associate and joint venture. However, this elimination does not apply to gains derived from the sale of a non-financial asset that is not an output of the Group's ordinary activities. In such cases, the sale should be conducted at an arm's length basis, and the non-financial asset should not be intended for sale by the associates and joint ventures.

c. Foreign currency transactions and balance

Transactions involving foreign currencies are recorded at the exchange rates prevailing at the time the transactions are made. At the date of the consolidated statement of financial position, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date and the resulting gains or losses are credited or charged to current operations.

Foreign exchange gains and losses that relate to borrowings are classified as part of other income or expenses while all other foreign exchange gains and losses are classified as part of operating expenses.

As at 31 December 2025 and 2024, the foreign exchange rates used (in full amounts) were Rp16,782 and Rp16,162, respectively, per USD1, which represented the middle rate published by Indonesian Central Bank.

d. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and cash in banks and all unrestricted time deposits (including deposits on call) with original maturities of three months or less.

Cash related to time deposits which are pledged as collateral for bank guarantees is not classified as part of "cash and cash equivalents". These cash and time deposits are presented as "restricted cash".

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset tetap

Aset tetap dinyatakan sebesar harga perolehan termasuk biaya pengangkutan, biaya penanganan, biaya persiapan lahan, biaya instalasi, biaya karyawan internal, dan kapitalisasi biaya pinjaman tertentu yang timbul selama tahap konstruksi, dikurangi akumulasi penyusutan (kecuali hak atas tanah) dan penurunan nilai.

Hak atas tanah secara umum dinyatakan sebesar biaya perolehan dan tidak diamortisasi. Masing-masing jenis hak atas tanah dianalisa untuk menentukan apakah hak atas tanah tersebut harus dicatat sebagai aset tetap atau aset hak-guna tergantung pada substansi ekonomik yang mendasari kepemilikan hak atas tanah. Jika hak atas tanah tersebut tidak secara efektif memberikan pengendalian atas aset pendasar, melainkan hanya memberikan hak untuk menggunakan aset pendasar, transaksi tersebut dicatat sebagai sewa berdasarkan PSAK 116 "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka hak atas tanah tersebut dicatat sebagai aset tetap berdasarkan PSAK 216 "Aset Tetap".

Penyusutan dimulai pada tanggal aset tersebut digunakan atau siap untuk digunakan, menggunakan metode garis lurus sepanjang estimasi umur manfaat ekonomis aset tetap, sebagai berikut:

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

e. *Property and equipment*

Property and equipment are stated at cost which includes freight costs, handling costs, site preparation costs, installation costs, internal labor costs and certain capitalised borrowing costs incurred during the construction phase, less accumulated depreciation (except for landrights) and impairment in value.

Landrights are generally stated at cost and are not amortised. Each of the landrights is analysed to determine whether it should be accounted for as either a fixed asset or a right-of-use asset, depending on the underlying economic substance of the landrights ownership. If the landrights do not effectively provide control of the underlying assets, but only give the rights to use the underlying assets, they are accounted for as leases under PSAK 116 "Leases". If the landrights are substantially similar to those of land purchases, they are accounted for as fixed assets under PSAK 216 "Fixed Assets".

Depreciation is applied from the date the assets are put into service or when the assets are ready for service, using the straight-line method over their estimated useful lives, as follows:

	Tahun/*Years*	
Bangunan	10 - 40	*Buildings*
Peralatan teknologi informasi ("TI")	3 - 10	*Information technology equipment ("IT")*
Peralatan Kantor ("Kantor")	3 - 10	*Office equipment ("Office")*
Sarana penunjang bangunan dan partisi ("Penunjang")	3 - 25	*Building and leasehold improvements ("Improvements")*
Kendaraan	3 - 5	*Vehicles*
Peralatan teknis selular ("Selular")	3 - 8	*Cellular technical equipment ("Cellular")*
Peralatan transmisi dan *cross-connection* ("Transmisi")	3 - 15	*Transmission and cross-connection equipment ("Transmission")*
Peralatan teknis jaringan tetap nirkabel ("Nirkabel")	8	*FWA technical equipment ("Wireless")*
Pusat operasi dan pemeliharaan dan unit pengukuran ("Pusat operasi dan pemeliharaan")	3 - 5	*Operation and maintenance center and measurement unit ("Operation and maintenance center")*
Peralatan jaringan akses tetap ("Akses tetap")	3 - 10	*Fixed access network equipment ("Fixed access")*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset tetap (lanjutan)

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Pada saat aset tetap sudah tidak digunakan lagi atau dijual, biaya perolehan beserta akumulasi penyusutannya dihentikan pengakuannya dari kelompok aset tetap, dan keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi.

Aset tetap yang diperoleh dalam pertukaran aset non-moneter atau kombinasi aset moneter dan non-moneter diukur pada nilai wajar, kecuali: (i) transaksi pertukaran tidak memiliki substansi komersial, atau (ii) nilai wajar dari aset yang diterima atau diserahkan tidak dapat diukur secara andal. Aset yang diperoleh diukur pada nilai wajar, meskipun jika Grup tidak dapat langsung menghentikan pengakuan dari aset yang diserahkan. Jika transaksi pertukaran tidak memiliki substansi komersial dan/atau aset yang diperoleh tidak dapat diukur secara andal nilai wajarnya, maka biaya perolehannya diukur dengan jumlah tercatat dari aset yang diserahkan ditambah kas yang dibayarkan.

Akumulasi biaya konstruksi bangunan dan pemasangan peralatan dikapitalisasi sebagai aset dalam pembangunan dan pemasangan. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai.

Aset dalam pembangunan dan pemasangan dinyatakan sebesar biaya perolehan.

Nilai sisa aset, masa manfaat, dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

e. Property and equipment *(continued)*

Subsequent costs are included in the asset's carrying amount or recognised as separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. When property and equipment are retired or otherwise disposed of, their costs and the related accumulated depreciation are derecognised from the accounts and any resulting gains or losses are recognised in profit or loss.

Property and equipment acquired in exchange for a non-monetary asset or for a combination of monetary and non-monetary assets are measured at fair values unless: (i) the exchange transaction lacks commercial substance, or (ii) the fair value of neither the assets received nor the assets given up can be measured reliably. The acquired assets are measured at fair value even if the Group cannot immediately derecognise the assets given up. If the exchange transaction lacks commercial substance and/or acquired assets cannot be reliably measured at fair value, their value is measured at the carrying amount of the assets given up plus cash consideration.

The accumulated costs of the construction of buildings and the installation of equipment are capitalised as assets under construction and installation. These costs are reclassified to property and equipment when the construction or installation is complete.

Assets under construction and installation are stated at cost.

The assets' residual values, useful lives and depreciation method are reviewed and adjusted in appropriate, at the end of each reporting period.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset takberwujud

a) *Goodwill*

Pengukuran *goodwill* dijabarkan pada Catatan 2b. *Goodwill* atas perolehan entitas anak termasuk di dalam "*Goodwill* dan aset takberwujud lain".

Untuk keperluan pengujian penurunan nilai, *goodwill* yang diperoleh dari kombinasi bisnis dialokasikan pada setiap Unit Penghasil Kas ("UPK"), atau kelompok UPK, yang diharapkan dapat memberikan manfaat dari sinergi kombinasi bisnis tersebut.

Setiap unit atau kelompok unit yang memperoleh alokasi *goodwill* menunjukkan tingkat terendah di dalam entitas dimana *goodwill*-nya dipantau untuk tujuan internal manajemen. Untuk pengujian penurunan nilai, unit penghasil kas yang dipantau oleh manajemen adalah segmen operasi selular (unit usaha selular) dan entitas anak tidak langsung APE.

Peninjauan atas penurunan nilai pada *goodwill* dilakukan setahun sekali atau dapat lebih sering apabila terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya potensi penurunan nilai. Nilai tercatat dari *goodwill* dibandingkan dengan jumlah yang terpulihkan, yaitu nilai yang lebih tinggi antara nilai pakai dan nilai wajar dikurangi biaya untuk menjual. Rugi penurunan nilai dibebankan langsung dalam laba rugi dan selanjutnya tidak dibalik kembali.

b) Piranti lunak yang tak terintegrasi

Piranti lunak yang tak terintegrasi diperoleh sebesar harga perolehannya dan diamortisasi menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis selama 5 tahun.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Intangible assets

a) Goodwill

Goodwill is measured as described in Note 2b. Goodwill on acquisitions of subsidiaries is included in "Goodwill and other intangible assets".

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Cash Generating Units ("CGUs"), or groups of CGUs, that is expected to benefit from the synergies of the business combination.

Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. For impairment test, the CGUs being monitored by management are cellular operating segment level (cellular business unit) and APE indirect subsidiary.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense in profit or loss and is not subsequently reversed.

b) Non-integrated software

Non-integrated software are acquired at historical cost and amortised using the straight-line method based on the estimated useful lives of 5 years.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset takberwujud (lanjutan)

c) Aset takberwujud lain

Aset takberwujud lainnya diamortisasi menggunakan metode garis lurus sesuai masa manfaatnya:

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Intangible assets *(continued)*

c) Other intangible assets

Other intangible assets are amortised using straight-line method based on the following useful lives:

	Tahun/*Years*	
Merek	8	*Brand*
Hubungan pelanggan	10	*Customer relationship*
Kontrak pelanggan	3 - 5	*Customer contract*

g. Properti investasi

Properti investasi terdiri atas tanah dan bangunan-bangunan yang dikuasai untuk menghasilkan rental atau untuk kenaikan nilai atau kedua-duanya dan bukan untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administrasi atau dijual dalam kegiatan bisnis normal.

Properti investasi diukur sebesar biaya perolehan, termasuk biaya transaksi, setelah dikurangi akumulasi depresiasi dan rugi penurunan nilai, jika ada.

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dalam tahun terjadinya penghentian atau pelepasan tersebut.

g. Investment property

Investment properties represent land and buildings held to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Investment properties are measured at its costs, including transaction costs, less any accumulated depreciation and impairment loss, if any.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of investment properties are recognised in the consolidated statements of profit or loss and other comprehensive income in the year of retirement or disposal.

h. Penurunan nilai aset non-keuangan

Aset tetap dan aset tidak lancar lain-lain, termasuk aset takberwujud, ditelaah untuk mengetahui apakah telah terjadi penurunan nilai bilamana terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tersebut tidak dapat diperoleh kembali.

h. Impairment of non-financial assets

Fixed assets and other non-current assets, including intangible assets, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Penurunan nilai aset non-keuangan (lanjutan)

Kerugian akibat penurunan nilai diakui sebesar selisih antara nilai tercatat aset dengan nilai yang dapat diperoleh kembali dari aset tersebut. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam rangka mengukur penurunan nilai, aset dikelompokkan hingga unit terkecil yang menghasilkan arus kas terpisah.

Pembalikan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat indikasi pembalikan dan perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pemulihan rugi penurunan nilai tidak boleh mengakibatkan nilai tercatat aset melebihi biaya perolehan disusutkan sebelum adanya pengakuan penurunan nilai. Pemulihan rugi penurunan nilai tersebut diakui segera dalam laba rugi.

i. Sewa

Grup sebagai penyewa

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah:

1) Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Impairment of non-financial assets *(continued)*

An impairment loss is recognised for the amount by which the carrying amount of the asset exceed its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sale and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there is an indication of reversal and a change in the estimates used to determine the assets' recoverable amount since the last impairment test was carried out. The reversal of impairment losses should not result in the carrying amount of an asset exceeding what the depreciated cost would have been had the impairment not been recognised. Any reversal on impairment losses will be immediately recognised in profit or loss.

i. Leases

The Group as a lessee

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

1) The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah: (lanjutan)

2) Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
   - Grup memiliki hak untuk mengoperasikan aset;
   - Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal insepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non-sewa. Jika harga tersendiri yang dapat diobservasi tidak tersedia, maka Grup mengestimasi harga tersendiri tersebut dengan memaksimalkan penggunaan informasi yang dapat diobservasi. Namun, untuk sewa penunjang dimana Grup bertindak sebagai penyewa, Grup memutuskan untuk tidak memisahkan komponen non-sewa dan mencatat komponen sewa dan non-sewa tersebut sebagai satu komponen sewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Leases *(continued)*

The Group as a lessee *(continued)*

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether: (continued)

2) The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:
   - *The Group has the right to operate the asset;*
   - *The Group has designed the asset in a way that predetermined how and for what purpose it will be used.*

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components. When observable standalone prices are not readily available, the Group estimates the prices by maximising the use of observable information. However, for the leases of improvements in which the Group is a lessee, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:
a) pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
b) jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Grup menyajikan aset hak-guna sebagai bagian dari "Aset tetap" dan "Liabilitas sewa" di dalam laporan posisi keuangan.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Leases *(continued)*

The Group as a lessee *(continued)*

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

a) fixed payments, including in-substance fixed payments less any lease incentive receivable;
b) amounts expected to be payable under a residual value guarantee.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of "Property and equipment" and "Lease liabilities" in the statement of financial position.

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Sewa jangka-pendek

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Penilaian kembali liabilitas sewa

Grup mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian jika terdapat:
- perubahan masa sewa; atau
- perubahan pada penilaian atas opsi untuk membeli aset pendasar.

Grup mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto yang tidak berubah jika terdapat:
- perubahan dalam jumlah yang diperkirakan akan dibayar dalam jaminan nilai residual; atau
- perubahan pembayaran sewa masa depan sebagai akibat dari perubahan indeks atau suku bunga yang digunakan untuk menentukan pembayaran tersebut.

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:
- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Leases *(continued)*

The Group as a lessee *(continued)*

Short-term leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the leases payments associated with these leases as an expense on a straight-line basis over the lease term.

Reassessment of the lease liability

The Group remeasure lease liability by discounting the revised lease payments using a revised discount rate if there is:
- *a change in lease term; or*
- *a change in the assessment of an option to purchase the underlying asset.*

The Group remeasure lease liability by discounting the revised lease payments using unchanged discount rate if there is:
- *a change in the amounts expected to be payable under a residual guarantee; or*
- *a change in future lease payments resulting from a change in an index or a rate used to determine those payments.*

Lease modification

The Group account for a lease modification as a separate lease if both:
- *the modification increases the scope of the lease by adding the right to use one or more underlying assets; and*
- *the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Sewa (lanjutan)

Grup sebagai pesewa

Ketika Grup bertindak sebagai pesewa, Grup mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak maka, merupakan sewa operasi. Sebagai bagian dari penilaian ini, Grup mempertimbangkan beberapa indikator seperti apakah masa sewa adalah sebagian besar dari umur ekonomik aset pendasar.

Transaksi jual dan sewa balik

Pencatatan transaksi jual dan sewa balik bergantung kepada apakah pengalihan aset memenuhi syarat sebagai penjualan. Grup menerapkan persyaratan penentuan kapan kewajiban pelaksanaan dalam PSAK 115 telah terpenuhi untuk menentukan apakah pengalihan aset dicatat sebagai penjualan.

Grup mengukur aset hak-guna yang timbul dari sewa balik pada proporsi jumlah tercatat aset sebelumnya yang terkait dengan hak-guna yang dipertahankan oleh Grup. Dengan demikian Grup mengakui hanya jumlah keuntungan atau kerugian yang terkait dengan hak yang dialihkan ke pembeli-pesewa.

Grup mencatat selisih nilai wajar imbalan untuk penjualan aset dengan nilai wajar aset sebagai tambahan pembiayaan yang diberikan oleh pembeli-pesewa kepada Grup.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Leases *(continued)*

The Group as a lessor

When the Group acts as a lessor, it shall classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease term is for the major part of the economic life of the asset.

Sale and leaseback transactions

The accounting for sale and leaseback transaction depends on whether the transfer of the asset qualifies as sale. The Group applies the requirements for determining when a performance obligation is satisfied in PSAK 115 to determine whether the transfer of an asset is accounted for as a sale.

The Group measures the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained by the Group. Accordingly, the Group recognises only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor.

The Group accounts for the difference of the fair value consideration for the sale of an asset and the fair value of the asset as additional financing provided by the buyer-lessor to the Group.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Sewa (lanjutan)

Transaksi jual dan sewa balik (lanjutan)

Grup menyajikan penerimaan kas dari pembeli-pesewa dengan mengalokasikan penerimaan yang dapat diatribusikan dari proporsi hak yang dialihkan ke pembeli-pesewa sebagai arus kas dari aktivitas investasi dan saldo yang tersisa terkait proporsi aset hak-guna yang dipertahankan sebagai arus kas dari aktivitas pendanaan.

j. Pengakuan pendapatan dan beban

Pendapatan

Pendapatan Grup berasal dari segmen jasa Selular, MIDI, dan telekomunikasi tetap (lihat Catatan 29).

Pendapatan dari segmen Selular berasal dari data, layanan digital, percakapan dan *Short Message Service ("SMS")*, jasa interkoneksi dan jasa telekomunikasi lainnya. Sumber informasi dari pendapatan tersebut terutama dihasilkan dari sistem Teknologi Informasi yang kompleks dan melibatkan volume data yang besar dengan kombinasi berbagai produk, layanan, dan harga terkait.

Kriteria spesifik berikut ini juga harus dipenuhi sebelum pendapatan diakui.

Selular

Pendapatan selular yang berasal dari pemakaian pulsa dan panggilan jelajah diakui dalam suatu periode waktu yang berdasarkan durasi percakapan yang berhasil tersambung melalui jaringan selular Perusahaan dan disajikan secara bruto. Pendapatan dari biaya koneksi bukan merupakan kewajiban pelaksanaan terpisah dan tidak diakui secara terpisah dari jasa yang diberikan.

Pendapatan jasa nilai tambah diakui dalam suatu periode waktu ketika penjualan konten terjadi dan disajikan secara neto jika Grup bertindak sebagai agen, setelah memperhitungkan beban langsung yang terkait, atau disajikan secara bruto apabila Grup bertindak sebagai penyedia jasa.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Leases *(continued)*

Sale and leaseback transactions *(continued)*

The Group presents the cash received from the buyer-lessor by allocating the proceeds attributable to the proportion of the rights transferred to the buyer-lessor as cash flow from investing activities and the remaining balance related to the proportion of the right-of-use being retained as cash flow from financing activities.

j. Revenue and expense recognition

Revenue

The Group's revenue is derived from Cellular, MIDI and fixed telecommunication segments (see Note 29).

Revenue from Cellular segment is derived from data, digital services, voice and Short Message Service ("SMS"), interconnection and other telecommunication services. Information regarding the source of such revenue is primarily generated from complex Information Technology systems and involves large volumes of data with a combination of different products, services and related prices.

The following specific recognition criteria must also be met before revenue is recognised.

Cellular

Cellular revenues arising from airtime and roaming calls are recognised over time based on the duration of successful calls made through the Company's cellular network and presented on a gross basis. Revenue from connection fee is not a separate performance obligation and not recognised separately from the service provided.

Value added service revenue is recognised over time when the sales of contents have occurred and is presented on a net basis when the Group acts as agent, after taking into account the underlying direct expenses, and is presented on a gross basis when the Group acts as principal.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

Selular (lanjutan)

Untuk pelanggan pasca-bayar, pendapatan jasa bulanan diakui dalam suatu periode waktu sepanjang periode penyediaan jasa.

Penjualan *voucher* paket perdana/isi ulang dicatat sebagai pendapatan diterima di muka dan diakui sebagai pendapatan pada suatu periode waktu, yakni selama pemakaian pulsa dengan menggunakan *proxy* berdasarkan masa aktif dari paket perdana/*voucher* atau pada berakhirnya masa berlaku *voucher* paket perdana/isi ulang.

Penjualan telepon genggam selular dan modem *broadband* diakui pada suatu titik waktu, yakni saat penyerahan kepada pelanggan.

Pendapatan dari komunikasi data *broadband* nirkabel diakui pada suatu periode waktu berdasarkan durasi pemakaian atau tagihan tetap bulanan tergantung perjanjian dengan pelanggan.

Insentif Agen Penjual

Insentif yang diberikan Grup kepada agen penjual diakui sebagai pengurang pendapatan kecuali Perusahaan menerima suatu manfaat yang teridentifikasi sebagai pertukaran atas imbalan.

Apabila Grup menerima suatu manfaat yang teridentifikasi sebagai pertukaran atas imbalan yang diberikan oleh Perusahaan kepada agen penjual, dan nilai wajar dari manfaat imbalan tersebut dapat diestimasi secara wajar, maka imbalan dicatat sebagai beban pemasaran.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Revenue and expense recognition *(continued)*

Revenue *(continued)*

Cellular (continued)

For post-paid subscribers, monthly service fees are recognised over time of the service period.

Sales of starter packs/reload vouchers are recorded as unearned revenue and recognised as revenue over time upon usage of the airtime by using a proxy based on the validity period of the starter pack/vouchers or upon expiry of the starter packs/reload vouchers.

Sales of cellular handsets and broadband modems are recognised at a point in time, which is upon delivery to the customers.

Revenues from wireless broadband data communications are recognised over time based on the duration of usage or fixed monthly charges depending on the arrangement with the customers.

Dealer Incentives

Incentive given by the Group to a dealer is recognised as a reduction of revenue unless the Company receives an identifiable benefit in exchange for the consideration.

If the Group receives an identifiable benefit in exchange for a consideration given by the Company to a dealer and the fair value of such benefit can be reasonably estimated, the consideration is recorded as a marketing expense.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

MIDI

Internet Tetap

Pendapatan dan biaya jasa bulanan diakui dalam suatu periode waktu selama saat jasa tersebut diberikan.

Pendapatan dari pemakaian diakui dalam suatu periode waktu berdasarkan durasi pemakaian internet atau berdasarkan jumlah yang telah ditetapkan, tergantung kesepakatan dengan pelanggan.

Pendapatan dari jasa instalasi bukan merupakan kewajiban pelaksanaan terpisah dan tidak diakui secara terpisah dari jasa yang diberikan.

Konektivitas Tetap

Pendapatan dari jasa bulanan diakui dalam suatu periode waktu sepanjang saat jasa diberikan dengan metode garis lurus selama masa sewa.

Pendapatan dari jasa instalasi bukan merupakan kewajiban pelaksanaan terpisah dan tidak diakui secara terpisah dari jasa yang diberikan.

Jasa TI dan Pembayaran Elektronis

Pendapatan dari jasa TI diakui dalam suatu periode waktu dimana jasa diberikan. Untuk kontrak harga tetap, pendapatan diakui berdasarkan layanan aktual yang diberikan hingga akhir periode pelaporan sebagai proporsi dari total layanan yang akan disediakan.

Jasa TI pada umumnya terdiri dari penyediaan peralatan dan jasa pemasangan yang merupakan kewajiban pelaksanaan terpisah dan diakui pada suatu titik waktu.

Pendapatan dari jasa pembayaran elektronis (meliputi jasa *switching*, jasa aplikasi pembayaran elektronis, dan jasa interkoneksi jaringan ATM) diakui dalam suatu periode waktu berdasarkan jumlah transaksi yang berhasil atau berdasarkan jumlah yang telah ditetapkan, tergantung kesepakatan dengan pelanggan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Revenue and expense recognition *(continued)*

Revenue *(continued)*

MIDI

Fixed Internet

Revenues from monthly service fees are recognised over period of time during the services are provided.

Revenues from usage charges are recognised over time based on the duration of internet usage or based on the fixed amount of charges, depending on the arrangement with the customers.

Revenue from installation services is not a separate performance obligation and not recognised separately from the services provided.

Fixed Connectivity

Revenue from monthly service fees is recognised over period of time during the services are provided on the straight-line basis over the lease term.

Revenue from installation services is not a separate performance obligation and not recognised separately from the service provided.

IT Services and Electronic Payment

Revenue from IT services are recognised over time in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided.

IT services generally comprised provision of equipment and installation services which are separate performance obligations and recognised at point in time.

Revenue from electronic payment (comprised of switching services, electronic payment application services and ATM interconnection services) are recognised over time based on the number of successful transactions or based on the fixed amount of charges, depending on the arrangement with the customers.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

Telekomunikasi Tetap

Telepon Internasional

Pendapatan telepon internasional ke luar negeri diakui dalam suatu periode waktu berdasarkan pemakaian dan dilaporkan secara bruto.

Telepon Jaringan Tetap

Pendapatan dari pemakaian diakui dalam suatu periode waktu berdasarkan durasi percakapan yang berhasil tersambung melalui jaringan tetap Perusahaan.

Pendapatan dari jaringan interkoneksi dengan penyelenggara telekomunikasi dalam negeri dan internasional lainnya diakui dalam suatu periode waktu berdasarkan lalu lintas komunikasi aktual yang tercatat.

Pendapatan dari jasa instalasi telepon jaringan tetap bukan merupakan kewajiban pelaksanaan terpisah dan tidak diakui secara terpisah dari jasa yang diberikan.

Hubungan Keagenan

Pendapatan yang berasal dari hubungan keagenan dicatat berdasarkan jumlah tagihan bruto yang dibebankan kepada pelanggan Ketika Grup bertindak sebagai penyedia jasa.

Jika Grup bertindak sebagai agen dan memperoleh komisi dan penyedia jasa, pendapatan dicatat berdasarkan jumlah bersih yang diperoleh (jumlah yang dibayar oleh pelanggan dikurangi jumlah yang dibayarkan penyedia jasa).

Komponen Pembiayaan

Komponen pembiayaan signifikan terjadi saat periode antara penyerahan barang atau jasa yang dijanjikan kepada pelanggan dan pembayaran oleh pelanggan terkait dengan kontrak melebihi satu tahun. Berdasarkan PSAK 115, Grup menyesuaikan harga transaksi dengan komponen pembiayaan yang signifikan atau nilai waktu uang.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Revenue and expense recognition *(continued)*

Revenue *(continued)*

Fixed Telecommunications

International Calls

Revenue from outgoing international call traffic is recognised over time based on usage charges and is reported on a gross basis.

Fixed Line

Revenues from usage charges are recognised over time based on the duration of successful calls made through the Company's fixed network.

Revenues from network interconnection with other domestic and international telecommunications carriers are recognised over time on the basis of the actual recorded traffic.

Revenues from fixed line installations is not a separate performance obligation and not recognised separately from the service provided.

Agency Relationships

Revenues from agency relationship are recorded based on the gross amount billed to the customer when the Group acts as a principal in the sale of services.

When the Group acts as an agent and earns commission from the supplier of the service, revenue is recorded based on the net amount retained (the amount paid by the customer less the amount paid to the supplier).

Financing Component

The significant financing component occurs when the period between the transfer of the promised goods or services to the customer and payment by the customer related to certain contracts exceeds one year. Under PSAK 115, the Group adjusted the transaction price with significant financing component or time value of money.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Pengakuan pendapatan dan beban (lanjutan)

Beban

Beban diakui pada saat terjadinya.

Biaya kontrak dikapitalisasi sebagai aset lancar dan tidak lancar lain-lain apabila biaya tersebut secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut. Biaya kontrak yang berkaitan dengan kinerja masa lalu (kewajiban pelaksanaan yang diselesaikan atau kewajiban pelaksanaan yang diselesaikan sebagian) diakui pada saat terjadinya.

Beban yang berasal dari jaringan interkoneksi dengan penyelenggara telekomunikasi domestik dan internasional lainnya dicatat sebagai beban penyelenggara jasa pada periode terjadinya beban.

k. Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak kerja terutang ketika Grup memberhentikan hubungan kerja sebelum usia pensiun normal, atau ketika seorang pekerja menerima penawaran mengundurkan diri secara sukarela dengan kompensasi imbalan pesangon. Grup mengakui pesangon pemutusan kontrak kerja pada tanggal yang lebih awal di antara: (a) ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut; dan (b) ketika Grup mengakui biaya untuk restrukturisasi dan melibatkan pembayaran pesangon. Imbalan yang jatuh tempo lebih dari 12 bulan setelah periode pelaporan didiskontokan ke nilai kininya.

l. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Revenue and expense recognition *(continued)*

Expenses

Expenses are recognised when they are incurred.

Contract costs are capitalised as other current and non-current assets if those costs directly relate to the contract, generate resources to satisfy the contract ("cost to fulfill") or is incremental of obtaining a contract ("cost to obtain") and are expected to be recovered. Such cost will be amortised on a systematic basis that is consistent with the transfer of the goods or services to which such asset relates. Contract costs that relate to past performance (satisfied performance obligations or partially satisfied performance obligations) are recognised as incurred.

Expenses from network interconnection with other domestic and international telecommunications carriers are accounted as cost of services in the period these are incurred.

k. Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the Group recognises costs for a restructuring and involves the payment of termination benefits. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

l. Employee benefits

Short-term employee benefits

Short-term employee benefits are recognised when they are accrued to the employees.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Imbalan kerja (lanjutan)

Imbalan kerja jangka panjang lain-lain

Grup memiliki penghargaan masa kerja dan cuti berimbalan jangka panjang untuk karyawan tertentu. Hak atas imbalan ini biasanya berdasarkan pencapaian masa kerja karyawan sesuai dengan Perjanjian Kerja Bersama. Estimasi biaya imbalan ini diakui selama masa kerja. Imbalan ini dihitung dengan menggunakan metode yang sama dengan metode yang digunakan untuk program pensiun imbalan pasti, kecuali untuk keuntungan dan kerugian aktuarial yang diakui pada laporan laba rugi konsolidasian.

m. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan kenaikan nilai aset keuangan dari satu entitas dan liabilitas keuangan atau instrumen ekuitas dari entitas lainnya.

1) Aset keuangan

Pengakuan awal

Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga.

Aset keuangan diklasifikasikan dalam dua kategori sebagai berikut:
1. Aset keuangan yang diukur dengan biaya diamortisasi.
2. Aset keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

Grup menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak bisa melakukan perubahan setelah pengakuan awal tersebut.

Pada pengakuan awal, Perusahaan mengukur aset keuangan pada nilai wajarnya ditambah, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laporan laba rugi, biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan. Biaya transaksi aset keuangan yang dicatat pada nilai wajar melalui laba rugi dibebankan pada laba rugi.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

l. Employee benefits *(continued)*

Other long-term employee benefits

The Group provides long service awards and leave benefits for some of its employees. The entitlements to these benefits are usually based on the completion of a certain service year by the employees in accordance with the Collective Labor Agreement. The estimated costs of these benefits are recognised over the year of employment. These benefits are accounted for using the same method as for the defined benefit pension plan, except for actuarial gains and losses which are recognised in the consolidated profit or loss.

m. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

1) Financial assets

Initial recognition

Classification and measurement of financial assets are based on business model and contractual cash flows - whether from solely payment of principal and interest.

Financial assets are classified in the two categories as follows:
1. Financial assets at amortised cost.
2. Financial assets at Fair Value Through Profit and Loss (FVTPL) or Other Comprehensive Income (FVOCI).

The Group determines the classification of its financial assets at initial recognition and can not change the classification already made at initial recognition.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

1) Aset keuangan (lanjutan)

Pengakuan awal (lanjutan)

Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang ditetapkan oleh peraturan atau kebiasaan yang berlaku di pasar (perdagangan yang lazim) diakui pada tanggal perdagangan, yaitu pada tanggal Grup berkomitmen untuk membeli atau menjual aset tersebut.

Aset keuangan Grup meliputi kas dan setara kas, piutang usaha dan piutang lainnya, piutang pihak berelasi, dan aset keuangan lancar dan tidak lancar lainnya (instrumen keuangan yang memiliki dan tidak memiliki kuotasi harga). Aset keuangan diklasifikasikan sebagai aset lancar, jika jatuh tempo dalam waktu 12 bulan, jika tidak maka aset keuangan ini diklasifikasikan sebagai aset tidak lancar.

Pengukuran setelah pengakuan awal

Pengukuran aset keuangan setelah pengakuan awal tergantung pada klasifikasinya sebagai berikut:

- Aset keuangan yang diukur dengan biaya diamortisasi

  Aset keuangan yang diukur dengan biaya diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif (*Effective Interest Rate*) ("EIR"), setelah dikurangi dengan penurunan nilai. Biaya perolehan yang diamortisasi dihitung dengan memperhitungkan diskonto atau premi atas biaya akuisisi atau biaya yang merupakan bagian integral dari EIR tersebut. Amortisasi EIR dicatat dalam laporan laba rugi konsolidasian. Kerugian yang timbul dari penurunan nilai juga diakui pada laporan laba rugi konsolidasian.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

1) Financial assets (continued)

Initial recognition (continued)

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the assets.

The Group's financial assets include cash and cash equivalents, trade and other receivables, due from related parties, other current and non-current financial assets (quoted and unquoted financial instruments). Financial assets in this category are classified as current assets if expected to be settled within 12 months, otherwise they are classified as non-current.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

- *Financial assets at amortised cost*

  Financial assets at amortised cost are subsequently measured using the Effective Interest Rate ("EIR") method, less impairment. Amortised cost is calculated by taking into account any discount or premium on acquisition fees or costs that are an integral part of the EIR. The EIR amortisation is included in the consolidated profit or loss. The losses arising from impairment are also recognised in the consolidated profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

1) Aset keuangan (lanjutan)

Pengukuran setelah pengakuan awal (lanjutan)

Pengukuran aset keuangan setelah pengakuan awal tergantung pada klasifikasinya sebagai berikut: (lanjutan)

- Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi

  Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi selanjutnya disajikan dalam laporan posisi keuangan konsolidasian sebesar nilai wajar, dengan perubahan nilai wajar yang diakui dalam laporan laba rugi konsolidasian.

Grup memiliki investasi dalam instrumen ekuitas, yang diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laba rugi.

2) Liabilitas keuangan

Pengakuan awal

Liabilitas keuangan dalam lingkup PSAK 109 diklasifikasikan sebagai berikut:
1. Liabilitas keuangan yang diukur dengan biaya diamortisasi.
2. Liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi.

Grup menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

1) Financial assets (continued)

Subsequent measurement (continued)

The subsequent measurement of financial assets depends on their classification as follows: (continued)

- *Financial assets at fair value through profit or loss*

  Financial assets at fair value through profit or loss are subsequently carried in the consolidated statement of financial position at fair value, with changes in fair value recognised in the consolidated profit or loss.

The Group has investments in equity instruments, which are classified as financial asset at fair value through profit and loss.

2) Financial liabilities

Initial recognition

Financial liabilities within the scope of PSAK 109 are classified as follows:
1. Financial liabilities at amortised cost.
2. Financial liabilities at FVTPL.

The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

2) Liabilitas keuangan (lanjutan)

Pengakuan awal (lanjutan)

Liabilitas keuangan Grup meliputi utang usaha, utang pengadaan, akrual, pinjaman dan utang obligasi, utang pihak berelasi, uang muka pelanggan, dan liabilitas keuangan jangka pendek dan jangka panjang lain-lain. Serupa dengan aset keuangan, di mana bagian dari liabilitas keuangan diharapkan untuk diselesaikan dalam 12 bulan setelah tanggal pelaporan, dan penyelesaian tidak dapat ditunda selama setidaknya 12 bulan setelah tanggal pelaporan, bagian tersebut harus disajikan sebagai liabilitas jangka pendek; sisanya harus disajikan sebagai liabilitas jangka panjang.

Pengukuran setelah pengakuan awal

Pengukuran liabilitas keuangan tergantung pada klasifikasinya sebagai berikut:

- Liabilitas keuangan yang diukur dengan biaya diamortisasi

  Liabilitas keuangan yang diukur pada biaya amortisasi (misalnya pinjaman dan utang yang dikenakan bunga) selanjutnya diukur dengan menggunakan metode EIR. Amortisasi EIR termasuk di dalam biaya keuangan dalam laporan laba rugi konsolidasian.

  Keuntungan atau kerugian diakui dalam laporan laba rugi konsolidasian pada saat liabilitas tersebut dihentikan pengakuannya serta melalui proses amortisasi EIR.

  Sukuk diakui sebesar nilai nominal, disesuaikan dengan premium atau diskonto dan biaya transaksi terkait. Perbedaan antara nilai tercatat dan nilai nominal diakui pada laporan laba rugi konsolidasian sebagai beban transaksi sukuk menggunakan metode garis lurus selama jangka waktu sukuk.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

2) Financial liabilities (continued)

Initial recognition (continued)

The Group's financial liabilities include trade payables, procurement payable, accruals, loans and bonds payable, due to related parties, deposits from customer, and other current and non-current financial liabilities. Similar to financial assets, where a portion of a financial liability is expected to be settled within 12 months of the reporting date, and settlement cannot be deferred for at least 12 months following the reporting date, that portion should be presented as a current liability; the remainder should be presented as a non-current liability.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

- *Financial liabilities at amortised cost*

  Financial liabilities at amortised cost (e.g interest-bearing loans and borrowings) are subsequently measured using the EIR method. The EIR amortisation is included in finance costs in the consolidated profit or loss.

  Gains or losses are recognised in the consolidated profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

  Sharia bond is recognised initially at nominal value, adjusted with premium or discount and the related transaction costs incurred. Any differences between carrying amount and nominal value are recognised in the consolidated profit or loss as sharia bond transaction costs using the straight-line method during the period of sharia bond.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

2) Liabilitas keuangan (lanjutan)

Pengukuran setelah pengakuan awal (lanjutan)

Pengukuran liabilitas keuangan tergantung pada klasifikasinya sebagai berikut: (lanjutan)

- Liabilitas keuangan yang diukur dengan biaya diamortisasi (lanjutan)

  Imbal hasil terkait dibebankan dalam laporan laba rugi konsolidasian sebagai biaya keuangan.

  Sukuk, setelah disesuaikan dengan premium atau diskonto dan biaya transaksi yang belum diamortisasi, disajikan sebagai bagian dari liabilitas.

3) Instrumen keuangan disalinghapus

Aset keuangan dan liabilitas keuangan disalinghapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, entitas saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan berniat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan kewajibannya secara simultan. Hak yang berkekuatan hukum tersebut tidak harus bergantung pada kejadian masa depan dan harus dapat dilaksanakan dalam kegiatan usaha normal dan dalam hal gagal bayar, pailit atau kebangkrutan dari Grup atau pihak lawan.

4) Penurunan nilai dari aset keuangan

Untuk piutang dagang dan aset kontrak tanpa komponen pendanaan yang signifikan, grup menerapkan pendekatan yang disederhanakan yang diizinkan oleh PSAK 109, yang mensyaratkan kerugian ekspektasian sepanjang umur piutang harus diakui sejak pengakuan awal piutang.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

2) Financial liabilities (continued)

Subsequent measurement (continued)

The measurement of financial liabilities depends on their classification as follows: (continued)

- *Financial liabilities at amortised cost (continued)*

  The related return element is charged to the consolidated profit or loss as finance cost.

  Sharia bond, adjusted with unamortised premium or discount and transaction costs, is presented as part of liabilities.

3) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

4) Impairment of financial assets

For trade receivables and contract assets without significant financing component, the Group applies the simplified approach permitted by PSAK 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

5) Penghentian pengakuan aset dan liabilitas keuangan

Aset keuangan

Aset keuangan (atau mana yang lebih tepat, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) dihentikan pengakuannya pada saat: (1) hak kontraktual arus kas yang berasal dari aset keuangan tersebut telah berakhir; atau (2) Grup telah mengalihkan hak kontraktual mereka untuk menerima arus kas yang berasal dari aset keuangan atau memiliki hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan, tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima.

Liabilitas keuangan

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut berakhir atau dibatalkan atau kadaluarsa.

Dalam hal suatu liabilitas keuangan yang ada digantikan oleh liabilitas keuangan lain dari pemberi pinjaman yang sama dengan persyaratan yang berbeda secara substansial, atau modifikasi secara substansial atas persyaratan dari suatu liabilitas yang ada, pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan selisih antara nilai tercatat masing-masing liabilitas diakui dalam laporan laba rugi konsolidasian.

6) Nilai wajar instrumen keuangan

Grup menilai instrumen keuangan, sebesar nilai wajar pada setiap tanggal laporan posisi keuangan konsolidasian.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

5) Derecognition of financial assets and liabilities

Financial assets

A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when: (1) the contractual rights to the cash flows from the financial assets expire; or (2) the Group has transferred its contractual rights to receive the cash flows of the financial assets or retained the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

Financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or has expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the consolidated profit or loss.

6) Fair value of financial instruments

The Group measures financial instruments, at fair value at each consolidated statement of financial position date.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

6) Nilai wajar instrumen keuangan (lanjutan)

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:
- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Grup harus memiliki akses ke pasar utama atau pasar yang paling menguntungkan.

Nilai wajar aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar utamanya bertindak untuk kepentingan ekonomi terbaik mereka.

Pengukuran nilai wajar atas aset non-keuangan memperhitungkan kemampuan pelaku pasar dalam menghasilkan manfaat ekonomi tertinggi dalam penggunaan aset atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut secara maksimal.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan dimana data memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input relevan yang tidak dapat diobservasi.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

6) Fair value of financial instruments (continued)

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:
- *In the principal market for the asset and liability; or*
- *In the absence of a principal market, in the most advantageous market for the asset or liability.*

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

6) Nilai wajar instrumen keuangan (lanjutan)

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hierarki nilai wajar, sebagaimana dijelaskan di bawah ini, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Tingkat 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik;
- Tingkat 2 - Teknik penilaian dimana input level terendah yang signifikan terhadap pengukuran nilai wajar yang dapat diobservasi baik secara langsung atau tidak langsung;
- Tingkat 3 - Teknik penilaian dimana input level terendah yang signifikan terhadap pengukuran yang tidak dapat diobservasi.

Untuk aset dan liabilitas yang diakui sebesar nilai wajar dalam laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terjadi transfer antara Level di dalam hierarki dengan cara mengevaluasi kategori (berdasarkan input level terendah yang signifikan dalam pengukuran nilai wajar secara keseluruhan) pada setiap akhir tahun pelaporan.

Untuk tujuan pengungkapan nilai wajar, Grup telah menentukan kategori aset dan liabilitas berdasarkan sifat, karakteristik, dan risiko dari aset atau liabilitas tersebut, dan level hierarki nilai wajar seperti dijelaskan di atas.

Penyesuaian risiko kredit

Grup melakukan penyesuaian harga dalam kondisi pasar yang lebih menguntungkan untuk mencerminkan adanya perbedaan risiko kredit di pihak lawan antara instrumen yang diperdagangkan di pasar tersebut dengan instrumen yang sedang dinilai untuk posisi aset keuangan. Dalam menentukan nilai wajar liabilitas keuangan, risiko kredit Grup terkait dengan instrumen harus diperhitungkan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Financial instruments *(continued)*

6) Fair value of financial instruments (continued)

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- *Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;*
- *Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;*
- *Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.*

For assets and liabilities that are recognised at fair value in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting year.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Credit risk adjustment

The Group adjusts the price in the more advantageous market to reflect any differences in counterparty credit risk between instruments traded in that market and the ones being valued for financial asset positions. In determining the fair value of financial liability positions, the Group's own credit risk associated with the instrument is taken into account.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Pajak penghasilan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain atau langsung diakui di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku pada tanggal pelaporan keuangan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet liability* untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Aset pajak tangguhan diakui apabila besar kemungkinan jumlah penghasilan kena pajak di masa mendatang akan memadai untuk dikompensasi dengan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang masih dapat dimanfaatkan.

Atas perbedaan temporer dalam investasi pada entitas anak dan asosiasi dibentuk pajak penghasilan tangguhan, kecuali untuk liabilitas pajak penghasilan tangguhan dimana saat pembalikan perbedaan temporer dikendalikan oleh Grup dan sangat mungkin perbedaan temporer tersebut tidak akan dibalik di masa mendatang.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

n. Income tax

The tax expense comprises current and deferred tax. Tax is recognised in the consolidated profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provision where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the balance sheet liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates that have been enacted or substantively enacted as at reporting period and is expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses carried forward can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not be reversed in the foreseeable future.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pelaporan segmen

Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang diberikan kepada pengambil keputusan operasi utama. Pengambil keputusan operasi utama, yang bertanggung jawab mengalokasikan sumber daya dan menilai kinerja segmen operasi adalah Direksi.

Segmen adalah bagian khusus Grup yang terlibat dalam menyediakan produk dan jasa (segmen usaha), yang memiliki risiko dan imbalan yang berbeda dari segmen lainnya.

Pendapatan, beban, hasil, aset, dan liabilitas segmen termasuk hal-hal yang dapat diatribusikan langsung kepada suatu segmen serta yang dapat dialokasikan dengan dasar yang sesuai dengan segmen tersebut. Segmen ditentukan sebelum saldo dan transaksi antar segmen dieliminasi.

p. Laba per saham dasar dan dilusian

Laba per saham dasar dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar dalam tahun yang bersangkutan.

Laba per saham dilusian dihitung dengan menyesuaikan jumlah rata-rata tertimbang saham biasa yang beredar dengan dampak dari semua efek berpotensi saham biasa yang dilutif yang dimiliki Perusahaan.

q. Transaksi dengan pihak berelasi

Grup memiliki transaksi dengan pihak-pihak berelasi sebagaimana yang didefinisikan dalam PSAK 224, "Pengungkapan Pihak-Pihak Berelasi" dan Peraturan OJK VIII G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik", yang terlampir dalam Surat Keputusan No. KEP-347/BL/2012. Berdasarkan Peraturan OJK VIII G.7 tersebut, entitas berelasi dengan pemerintah merupakan entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi secara signifikan oleh pemerintah. Pemerintah, sebagai pemegang saham dari Perusahaan, dalam hal ini adalah Badan Pengaturan Badan Usaha Milik Negara.

Rincian saldo dan transaksi yang signifikan dengan pihak-pihak berelasi disajikan dalam Catatan 27.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments is the Board of Directors.

A segment is a distinguishable component of the Group that is engaged in providing certain products and services (business segment), which component is subject to risks and rewards that are different from those of other segments.

Segment revenue, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment. They are determined before intra-segment balances and transactions are eliminated.

p. Basic and diluted earnings per share

The amount of basic earnings per share is computed by dividing earnings for the year attributable to owners of the parent by the weighted-average number of shares outstanding during the year.

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares owned by the Company.

q. Transactions with related parties

The Group has transactions with related parties as defined under PSAK 224, "Related Party Disclosures" and OJK VIII G.7 regarding the "Presentation and Disclosures of Financial Statements of Issuers or Public Companies" as enclosed in the Decision Letter No. KEP-347/BL/2012. Based on this OJK VIII G.7, government related entities are entities which are controlled, jointly controlled, or materially affected by the government. The government, a stockholder of the Company, is the State-Owned Enterprises Regulatory Agency.

The details of significant accounts and transactions entered into with related parties are presented in Note 27.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Provisi

Provisi, termasuk provisi atas penghentian aset, diakui apabila Grup memiliki kewajiban hukum maupun konstruktif sebagai akibat peristiwa masa lalu; besar kemungkinan bahwa arus keluar sumber daya akan diperlukan untuk menyelesaikan kewajiban; dan jumlahnya dapat diestimasi dengan andal. Provisi tidak diakui untuk mengakui kerugian operasi di masa depan.

s. Kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual

Kelompok lepasan diklasifikasikan sebagai aset dimiliki untuk dijual ketika nilai tercatatnya akan dipulihkan terutama melalui transaksi penjualan daripada melalui pemakaian berlanjut dan penjualannya sangat mungkin terjadi. Aset ini dicatat pada nilai yang lebih rendah antara jumlah tercatat dan nilai wajar setelah dikurangi biaya untuk menjual, kecuali untuk aset-aset seperti aset pajak tangguhan, aset yang terkait dengan imbalan kerja dan aset keuangan yang dicatat pada nilai wajar, yang secara khusus dikecualikan dari persyaratan ini.

Kerugian penurunan nilai awal atau selanjutnya diakui atas penurunan nilai kelompok lepasan ke nilai wajar dikurangi dengan biaya untuk menjual kelompok lepasan. Keuntungan diakui atas peningkatan nilai wajar dikurangi biaya untuk menjual kelompok lepasan, tetapi tidak boleh melebihi akumulasi rugi penurunan nilai yang telah diakui sebelumnya. Keuntungan atau kerugian yang sebelumnya tidak diakui pada tanggal penjualan kelompok lepasan diakui pada tanggal penghentian pengakuan.

Aset dalam kelompok lepasan yang dimiliki untuk dijual disajikan secara terpisah dari aset lainnya dalam laporan posisi keuangan. Liabilitas dalam kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual disajikan secara terpisah dari liabilitas lainnya dalam laporan posisi keuangan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

r. Provision

A provision, which includes provision for asset retirement, is recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. A provision is not recognised for future operating losses.

s. Disposal groups classified as held for sale

Disposal groups are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits and financial assets that are carried at fair value, which are specifically exempt from this requirement.

An impairment loss is recognized for any initial or subsequent write down of the disposal group to fair value less costs to sell. A gain is recognized for any subsequent increases in fair value less costs to sell of a disposal group, but not in excess of any cumulative impairment loss previously recognized. A gain or loss not previously recognized by the date of the sale of the disposal group is recognized at the date of derecognition.

Assets of a disposal group classified as held for sale are presented separately from the other assets in the statements of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statements of financial position.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN

Penyusunan laporan keuangan konsolidasian Grup mensyaratkan manajemen untuk membuat pertimbangan, estimasi, dan asumsi yang mempengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset, dan liabilitas, serta pengungkapan liabilitas kontinjensi pada akhir periode pelaporan. Namun, ketidakpastian asumsi dan estimasi ini dapat menyebabkan hasil yang memerlukan penyesuaian material terhadap nilai tercatat pada aset atau liabilitas yang terdampak pada masa mendatang.

a. Pertimbangan

Dalam proses penerapan kebijakan akuntansi Grup, manajemen telah membuat pertimbangan-pertimbangan berikut ini, yang terpisah dari estimasi dan asumsi, yang memiliki pengaruh paling signifikan terhadap jumlah yang dicatat dalam laporan keuangan konsolidasian:

- Sewa

  Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah:
  - Adanya aset identifikasian yang disebutkan dalam perjanjian. Aset identifikasian bisa disebutkan secara eksplisit maupun implisit dalam perjanjian. Bahkan jika aset disebutkan, Grup tidak memiliki hak untuk menggunakan aset identifikasian jika pemasok memiliki hak substantif untuk mensubstitusi aset selama periode penggunaan.
  - Perjanjian tersebut memberikan hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian dan
  - Adanya hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the assets or liabilities affected in future years.

a. Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from estimations and assumptions, which have the most significant effect on the amounts recognised in the consolidated financial statements:

- *Leases*

  Determining whether an arrangement is, or contains a lease requires careful judgement to assess whether:
  - *There is an identified assets specified in the arrangement. The underlying assets can be explicitly or implicitly specified in the arrangement. Even if an asset is specified, the Group does not have the right to use an identified asset if the supplier has the substantive right to substitute the asset throughout the period of use.*
  - *The arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of use and*
  - *There is a right to direct the use of the asset, even if the right is not explicitly.*

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Sewa (lanjutan)

Grup mempunyai beberapa perjanjian sewa dimana Grup bertindak sebagai penyewa atau pesewa untuk beberapa aset tetap tertentu. Grup mengevaluasi apakah terdapat risiko dan manfaat kepemilikan yang signifikan dari aset sewa yang dialihkan kepada penyewa atau tetap ada pada Grup berdasarkan PSAK 116 yang mensyaratkan Grup untuk membuat pertimbangan pengalihan risiko dan manfaat terkait dengan kepemilikan aset yang disewa.

Sewa menara

Untuk sewa menara, satuan hitung *(unit of account)* ditentukan pada slot atau tingkat ruang *(site space)* karena sewa tergantung pada penggunaan ruang yang spesifik pada menara dimana Perusahaan menempatkan peralatannya.

- Lisensi

Pada tahun 2006, Perusahaan mendapatkan izin penggunaan pita frekuensi radio 2,1 GHz (teknologi komunikasi bergerak generasi ketiga "3G") oleh Menteri Komunikasi dan Informatika ("Menkominfo"). Perusahaan berkewajiban, antara lain, untuk membayar upfront fee dan biaya hak penggunaan pita frekuensi radio tahunan untuk masa 10 tahun. *Upfront fee* diakui sebagai bagian dari "Beban frekuensi dan lisensi dibayar di muka" dan diamortisasi selama 10 tahun masa berlaku izin dengan menggunakan metode garis lurus. Pada tahun 2016, izin ini diperpanjang untuk jangka waktu selama 10 tahun.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

a. Judgements *(continued)*

- *Leases (continued)*

The Group has various lease agreements where the Group acts as either a lessee or lessor in respect of certain assets. The Group evaluates whether significant risks and rewards of ownership of the leased asset are transferred to the lessee or retained by the Group based on PSAK 116, which requires the Group to make judgements of transfer of risks and rewards of ownership of leased asset.

Tower leases

For tower leases, the unit of account is considered at the level of the slot or site space because the lease is dependent on the use of a specific space in the tower where the Company places its equipment.

- *Licenses*

In 2006, the Company was granted a license to use 2.1 GHz radio frequency spectrum (a 3G mobile communications technology) by the Minister of Communications and Informatics ("MCI"). The Company was obliged to, among others, pay upfront fee and annual radio frequency fee for 10 years. The upfront fee is recorded as part of "Prepaid frequency fee and licenses" and amortised over the 10-year license term using the straight-line method. In 2016, this license was extended for another 10 years.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Lisensi (lanjutan)

Pada tahun 2009, Perusahaan mendapatkan tambahan izin penggunaan pita frekuensi radio 2,1 Ghz (teknologi komunikasi bergerak generasi ketiga "3G"). Perusahaan berkewajiban, antara lain, untuk membayar upfront fee dan biaya hak penggunaan pita frekuensi radio tahunan untuk masa 10 tahun. Upfront fee diakui sebagai bagian dari "Beban frekuensi dan lisensi dibayar di muka" dan diamortisasi sepanjang 10 tahun masa berlaku izin dengan menggunakan metode garis lurus.

Pada tahun 2017, Perusahaan mendapatkan tambahan izin penggunaan pita frekuensi radio 2,1 GHz oleh Menkominfo. Perusahaan berkewajiban, antara lain, untuk membayar upfront fee dan biaya hak penggunaan pita frekuensi radio tahunan untuk masa 10 tahun. Upfront fee diakui sebagai bagian dari "Beban frekuensi dan lisensi dibayar di muka" dan diamortisasi selama 10 tahun masa berlaku izin dengan menggunakan metode garis lurus.

Manajemen berkeyakinan bahwa izin pita frekuensi radio 2,1GHz tersebut dapat dikembalikan setiap saat tanpa adanya kewajiban finansial untuk membayar biaya penggunaan pita frekuensi radio tahunan yang tersisa. Oleh karena itu, Grup mengakui biaya hak penggunaan pita frekuensi radio tahunan sebagai beban dibayar di muka yang diamortisasi dengan menggunakan metode garis lurus selama masa hak penyelenggaraan izin pita frekuensi radio 2,1GHz. Manajemen melakukan evaluasi atas keberlangsungan penggunaan izin-izin tersebut setiap tahun yang dapat berpengaruh terhadap penilaian beban dibayar di muka.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

a. Judgements *(continued)*

- *Licenses (continued)*

In 2009, the Company was granted additional license to use 2.1 GHz radio frequency spectrum (a 3G mobile communications technology). The Company was obliged to, among others, pay upfront fee and annual radio frequency fee for 10 years. The upfront fee is recorded as part of "Prepaid frequency fee and licenses" and amortised over the 10 years license term using the straight-line method.

In 2017, the Company was granted additional license to use 2.1 GHz radio frequency spectrum by the MCI. The Company was obliged to, among others, pay upfront fee and annual radio frequency fee for 10 years. The upfront fee is recorded as part of "Prepaid frequency fee and licenses" and amortised over the 10-year license term using the straight-line method.

Management believes that the 2.1 GHz radio frequency spectrum may be returned at any time without any financial obligation to pay the remaining outstanding annual radio frequency fees. Accordingly, the Group recognised the annual radio frequency fee as prepaid expense, amortised using the straight-line method over the term of the rights to operate the 2.1 GHz radio frequency spectrum. Management evaluates its plan to continue to use the licenses on an annual basis which could affect the valuation of the prepaid expenses.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Kombinasi kontrak
  Pertimbangan yang cermat diperlukan dalam menentukan apakah hak dan kewajiban yang timbul dari kelompok atau serangkaian kontrak perlu diperlakukan sebagai unit akun tunggal untuk merepresentasikan secara tepat substansi dari transaksi memerlukan pertimbangan yang cermat.

- Akuisisi atas suatu rangkaian terintegrasi dari aktivitas dan aset

  Grup mengevaluasi setiap transaksi akuisisi atas suatu rangkaian terintegrasi dari aktivitas dan aset untuk menentukan rangkaian aktivitas dan aset yang diakuisisi merupakan suatu bisnis atau sekelompok aset. Dalam menilai rangkaian aktivitas dan aset yang diakuisisi, Grup melakukan pengujian konsentrasi opsional. Dalam melakukan pengujian konsentrasi, Grup menentukan apakah secara substansial seluruh nilai wajar aset bruto yang diakuisisi terkonsentrasi dalam aset teridentifikasi tunggal atau kelompok aset teridentifikasi serupa. Jika nilai wajar aset bruto yang diakuisisi terkonsentrasi dalam aset teridentifikasi tunggal atau kelompok aset teridentifikasi serupa, rangkaian aktivitas dan aset yang diakuisisi bukan suatu bisnis dan dicatat sebagai akuisisi aset.

  Jika pengujian konsentrasi tidak terpenuhi, Grup selanjutnya menilai apakah akuisisi rangkaian aktivitas dan aset yang diakuisisi merupakan suatu bisnis dengan mengevaluasi apakah rangkaian aktivitas dan aset yang diakuisisi memiliki input dan proses substantif yang bersama-sama berkontribusi secara signifikan terhadap kemampuan untuk menghasilkan output. Jika akuisisi memenuhi definisi kombinasi bisnis, Grup menerapkan metode akuntansi untuk akuisisi bisnis atas aset yang diperoleh dan liabilitas yang diambil alih yang dicatat pada nilai wajar pada tanggal akuisisi dan mengakui *goodwill.*

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

a. Judgements *(continued)*

- *Combination of contracts*

  Determining whether it may be necessary to treat rights and obligations arising from a group or series of contracts as a single unit of account to faithfully represent the substance of the transaction requires careful judgement.

- *Acquisition of integrated set of activities and assets*

  The Group evaluates each acquisition of integrated set of activities and assets to determine whether the set of activities and assets acquired constitute a business or a group of assets. In assessing the set of activities and assets acquired, the Group exercises the optional concentration test. In applying the concentration test, the Group determines whether substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets. If the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets, the set of activities and assets acquired is not considered a business and accounted as an asset acquisition.

  If the concentration test is not meet, the Group further assesses whether the set of activities and assets acquired consist of a business by evaluating whether the set of assets acquired have an input and a substantive process that together significantly contribute to the ability to create outputs. If the acquisition meets business combination definition, the Group applies the accounting for business acquisition method for assets acquired and liabilities assumed which are recorded at fair value at the acquisition date and recognises goodwill.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Akuisisi atas suatu rangkaian terintegrasi dari aktivitas dan aset (lanjutan)

  Jika akuisisi bukan merupakan suatu bisnis, Grup mencatat akuisisi sebagai akuisisi aset dengan mengalokasikan biaya perolehan dari kelompok aset kepada masing-masing aset teridentifikasi dan liabilitas berdasarkan nilai wajar relatifnya pada tanggal pembelian, tanpa pengakuan *goodwill*.

- Liabilitas dari pembayaran di muka

  Grup mengevaluasi pengaturan yang melibatkan penerimaan pembayaran di muka dari pihak ketiga sehubungan dengan kontrak pelanggan untuk menentukan apakah pengaturan tersebut menimbulkan liabilitas keuangan atau liabilitas kontrak.

  Grup memiliki perjanjian dengan bank, dimana berdasarkan perjanjian tersebut, piutang yang timbul dari suatu kontrak pelanggan tertentu dijual kepada bank sebagai imbalan atas pembayaran di muka. Perjanjian ini memuat ketentuan upaya hukum terbatas yang dapat mengharuskan Grup untuk membeli kembali piutang tertentu apabila peristiwa tertentu terjadi.

  Berdasarkan pertimbangan manajemen, pembayaran di muka tersebut disajikan sebagai pendapatan diterima di muka, karena pengaturan tersebut secara ekonomi terkait dengan kontrak pelanggan, pembayaran tersebut merupakan pembayaran atas nama pelanggan, dan kewajiban Grup diselesaikan melalui kelanjutan pemberian jasa kepada pelanggan. Manajemen juga menyimpulkan bahwa kemungkinan terjadinya peristiwa upaya hukum terbatas tersebut sangat kecil.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

a. Judgements *(continued)*

- *Acquisition of integrated set of activities and assets (continued)*

  If the acquisition does not constitute a business, the Group accounted the acquisition as an assets acquisition by allocating the cost of the group of assets to the individual identifiable assets and liabilities on the basis of their relative fair values at the date of purchase, without the recognition of goodwill.

- *Liability from upfront payment*

  The Group evaluates arrangements involving upfront payments from third parties in connection with customer contracts to determine whether they result in a financial liability or a contract liability.

  Group has an agreement with a bank, under which receivable arising from a specific customer contract was sold to a bank in exchange for an upfront payment. This agreement includes limited recourse provisions that may require the Group to repurchase certain receivables if specific events occur.

  Based on management's judgment, the upfront payment is presented as unearned revenue, as the arrangement is economically linked to the customer contract, the payment represents payment on behalf of the customer, and the Group's obligation is fulfilled through the continued delivery of services to the customer. Management also concluded that the occurrence of the limited recourse events is highly unlikely.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut:

- Penentuan nilai wajar dari aset keuangan dan liabilitas keuangan

  Ketika nilai wajar dari aset keuangan dan liabilitas keuangan yang dicatat dalam laporan posisi keuangan konsolidasian tidak dapat diambil dari pasar yang aktif, maka nilai wajarnya ditentukan dengan menggunakan teknik penilaian, termasuk model arus kas yang didiskontokan dan penilaian relatif.

  Input untuk model tersebut dapat diambil dari pasar yang dapat diobservasi, tetapi apabila hal ini tidak memungkinkan, suatu tingkat pertimbangan disyaratkan dalam menetapkan nilai wajar.

  Pertimbangan tersebut mencakup penggunaan input seperti risiko likuiditas, risiko kredit, dan volatilitas. Perubahan dalam asumsi mengenai faktor-faktor tersebut dapat mempengaruhi nilai wajar dari instrumen keuangan yang dilaporkan. Penentuan nilai wajar dari aset keuangan dan liabilitas keuangan disajikan dan dijelaskan lebih lanjut pada Catatan 26.

- Estimasi masa manfaat aset tetap dan aset takberwujud

  Grup mengestimasi masa manfaat dari aset tetap dan aset takberwujud berdasarkan ekspektasi utilisasi dari aset dengan didukung rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Estimasi masa manfaat aset tetap didasarkan pada penelaahan Grup secara kolektif terhadap praktik industri, evaluasi teknis internal, dan pengalaman untuk aset yang setara.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below:

- *Determination of fair values of financial assets and financial liabilities*

  When the fair value of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be derived from active markets, their fair value is determined using valuation techniques, including the discounted cash flow model and relative valuation.

  The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair value.

  The judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of the financial instruments. Determination of fair values of financial assets and liabilities are disclosed and further explained in Note 26.

- *Estimating useful lives of property and equipment and intangible assets*

  The Group estimates the useful lives of its property and equipment and intangible assets based on expected asset utilisation as anchored on business plans and strategies that also consider expected future technological developments and market behaviour. The estimation of the useful lives of property and equipment is based on the Group's collective assessment of industry practice, internal technical evaluation and experience with similar assets.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Estimasi masa manfaat aset tetap dan aset takberwujud (lanjutan)

  Estimasi masa manfaat ditelaah paling sedikit setiap akhir tahun pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial, dan hukum atau pembatasan lain penggunaan aset. Namun, ada kemungkinan, hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

  Jumlah dan saat beban dicatat setiap periode akan terpengaruh oleh perubahan atas faktor-faktor dan kondisi tersebut. Pengurangan dalam estimasi masa manfaat dari aset tetap dan aset takberwujud Grup akan meningkatkan beban operasional dan menurunkan aset tidak lancar yang tercatat. Penambahan dalam estimasi masa manfaat aset tetap dan aset takberwujud Grup menurunkan beban operasional dan meningkatkan aset tidak lancar yang tercatat.

- Estimasi provisi untuk kerugian penurunan nilai atas piutang

  Tingkat provisi yang spesifik dievaluasi oleh manajemen dengan dasar faktor-faktor yang mempengaruhi tingkat tertagihnya piutang tersebut. Dalam kasus ini, Grup menggunakan pertimbangan berdasarkan fakta dan kondisi terbaik yang tersedia meliputi, tetapi tidak terbatas pada jangka waktu hubungan Grup dengan pelanggan dan status kredit pelanggan berdasarkan laporan dari pihak ketiga dan faktor-faktor pasar yang telah diketahui, untuk mencatat pencadangan spesifik untuk pelanggan terhadap jumlah jatuh tempo untuk mengurangi piutang Grup menjadi jumlah yang diharapkan tertagih.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Estimating useful lives of property and equip*ment *and intangible assets (continued)*

  The estimated useful lives are reviewed at least each financial year end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above.

  The amounts and timing of recorded expenses for any period are affected by changes in these factors and circumstances. A reduction in the estimated useful lives of the Group's property and equipment and intangible assets increases the recorded operating expenses and decreases non-current assets. An extension in the estimated useful lives of the Group's property and equipment and intangible assets decreases the recorded operating expenses and increases non-current assets.

- *Estimating provision for impairment loss on receivables*

  The level of a specific provision is evaluated by management on the basis of factors that affect the collectibility of the receivables. In these cases, the Group uses judgement based on the best available facts and circumstances, including but not limited to, the length of the Group's relationship with the customers and customers' credits status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in order to reduce the Group's receivables to amounts that it expects to collect.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Estimasi provisi untuk kerugian penurunan nilai atas piutang (lanjutan)

  Pencadangan secara spesifik ini dievaluasi kembali dan disesuaikan jika terdapat informasi tambahan yang diterima yang mempengaruhi jumlah yang diestimasikan. Selain provisi khusus terhadap piutang yang signifikan secara individual, Grup juga mengakui provisi penurunan nilai secara kolektif terhadap risiko kredit debitur yang dikelompokkan berdasarkan karakteristik kredit yang sama, dan meskipun tidak secara spesifik diidentifikasi membutuhkan provisi khusus, memiliki risiko gagal bayar lebih tinggi daripada ketika piutang pada awalnya diberikan kepada debitur.

  Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan cadangan kerugian kredit ekspektasian seumur hidup berdasarkan basis *forward-looking* untuk seluruh saldo piutang usaha. Dalam penentuan kerugian kredit ekspektasian, manajemen diharuskan untuk menggunakan pertimbangan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi.

- Pengakuan pendapatan

  Kebijakan pengakuan pendapatan Grup mensyaratkan penggunaan estimasi dan asumsi yang dapat mempengaruhi jumlah pendapatan dan piutang yang dilaporkan.

  Penjualan paket data awalnya dicatat sebagai pendapatan diterima di muka dan diakui sebagai pendapatan pada suatu periode waktu, yaitu selama pemakaian paket data.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Estimating provision for impairment loss on receivables (continued)*

  These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated. In addition to specific provision against individually significant receivables, the Group also recognises a collective impairment provision against credit exposure of its debtors which are grouped based on common credit characteristics, and although not specifically identified as requiring a specific provision, have a greater risk of default than when the receivables were originally granted to the debtors.

  The Group applies simplified approach to measure expected credit losses which uses a lifetime expected loss allowance on a forward-looking basis for all trade receivables. In determining expected credit losses, management is required to exercise judgement in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions.

- *Revenue recognition*

  The Group's revenue recognition policies require making use of estimates and assumptions that may affect the reported amounts of revenues and receivables.

  Sales of data package are initially recorded as unearned revenue and recognised as revenue over time upon usage of the data package.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Pengakuan pendapatan (lanjutan)

  Pemakaian paket data diakui dengan menggunakan *proxy* atas periode waktu yang merupakan masa berlaku dari paket data. Paket data akan mulai diamortisasi ketika diaktivasi oleh pelanggan menggunakan metode garis lurus berdasarkan masa berlaku dari paket data.

  Grup melaksanakan proyek yang berlangsung lebih dari satu periode akuntansi dan dicatat sebagai pendapatan yang berhubungan dengan pembangunan *base transceiver stations* dan infrastruktur pendukung. Kebijakan akuntansi Grup untuk proyek-proyek seperti ini mensyaratkan manajemen untuk membentuk suatu estimasi atas total pendapatan yang diharapkan pada akhir periode. Estimasi tersebut direvisi sejalan dengan berlangsungnya proyek untuk mencerminkan status proyek dan informasi terbaru yang tersedia untuk manajemen.

  Tim manajemen proyek melakukan penelaahan rutin untuk memastikan kesesuaian dari estimasi terakhir. Perubahan atas estimasi akan dicatat secara prospektif. Walaupun Grup berkeyakinan bahwa estimasi yang dibuat adalah wajar dan sesuai, perbedaan signifikan pada tahap penyelesaian aktual dapat mempengaruhi pendapatan yang berhubungan pembangunan *base transceiver stations* dan infrastruktur pendukung secara material.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Revenue recognition (continued)*

  The usage of the data package is recognised by using a proxy of time passage which is the validity period of the data package. The data package will start to be amortised once it is activated by the subscriber using a straight-line method based on validity period of the data package.

  The Group undertakes projects that span more than one accounting period and are accounted for as revenue related to construction of base transceiver stations and its supporting infrastructures. The Group's accounting policies for these projects require management to apply judgement in estimating the total revenue expected at period end. Such estimates are revised as a project progresses to reflect the current status of the project and the latest information available to management.

  Project management teams perform regular reviews to ensure the latest estimates are appropriate. Change to estimates is accounted for prospectively. While the Group believes that their estimates are reasonable and appropriate, significant differences to the actual completion stage may materially affect the revenue related to construction of base transceiver stations and its supporting infrastructures.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Pemulihan dari aset pajak tangguhan

  Grup melakukan penelaahan atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai tersebut sampai tidak lagi memungkinkan di mana penghasilan kena pajak akan tersedia untuk penggunaan seluruh atau sebagian dari aset pajak tangguhan tersebut.

  Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang masih dapat dimanfaatkan didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya. Taksiran ini berdasarkan hasil pencapaian Grup di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Namun, tidak terdapat kepastian bahwa Grup dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh bagian dari aset pajak tangguhan tersebut.

- Imbalan kerja

  Nilai kini kewajiban imbalan kerja tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) pensiun neto mencakup tingkat diskonto dan kenaikan kompensasi di masa yang akan datang. Adanya perubahan pada asumsi ini akan mempengaruhi jumlah tercatat kewajiban pensiun.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Recoverability of deferred tax assets*

  The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilised.

  The Group's assessment on the recognition of deferred tax assets on deductible temporary differences and tax loss carried forward are based on the level and timing of forecasted taxable income of the subsequent reporting period. This forecast is based on the Group's past results and future expectations on revenues and expenses as well as future tax planning strategies. However, there is no assurance that the Group will generate sufficient taxable income to allow part or all of the deferred tax assets to be utilised.

- *Employee benefits*

  The present value of the employee benefits obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate and future compensation increase. Any changes in these assumptions will have an impact on the carrying amount of employee benefit obligations.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Imbalan kerja (lanjutan)

  Grup menentukan tingkat diskonto yang sesuai pada akhir periode pelaporan, yakni tingkat suku bunga yang harus digunakan untuk menentukan nilai kini atas estimasi arus kas keluar masa depan yang diharapkan untuk menyelesaikan liabilitas. Dalam menentukan tingkat suku bunga yang sesuai, Grup mempertimbangkan imbal hasil obligasi pemerintah yang didenominasikan dalam mata uang di mana imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu liabilitas imbalan kerja terkait.

  Untuk tingkat kenaikan kompensasi masa datang, Grup mengumpulkan data historis mengenai perubahan gaji dasar pekerja dan menyesuaikan dengan perencanaan bisnis masa datang.

  Asumsi kunci kewajiban imbalan kerja lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini.

- Ketidakpastian posisi perpajakan

  Dalam situasi tertentu, Grup tidak dapat menentukan secara pasti jumlah utang pajak kini atau masa mendatang atau jumlah klaim restitusi pajak yang dapat terpulihkan karena proses pemeriksaan yang masih berlangsung atau negosiasi dengan otoritas perpajakan. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Employee benefits (continued)*

  The Group determines the appropriate discount rate at the end of each reporting period, which is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the obligations. In determining the appropriate discount rate, the Group considers the yield of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related employee benefits obligation.

  For the rate of future compensation increases, the Group collects all historical data relating to changes in base salaries and adjusts it for future business plans.

  Other key assumptions for employee benefits obligations are based partly on current market conditions.

- *Uncertain tax positions*

  In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities or recoverable amount of the claim for tax refund due to ongoing investigations by, or negotiation with, the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Ketidakpastian posisi perpajakan (lanjutan)

  Dalam menentukan jumlah yang harus diakui terkait dengan utang pajak yang tidak pasti atau klaim restitusi pajak yang dapat terpulihkan terkait dengan ketidakpastian posisi perpajakan, Grup menerapkan pertimbangan yang sama yang akan digunakan dalam menentukan jumlah provisi yang harus diakui sesuai dengan PSAK 237, "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi" dan PSAK 212, "Pajak Penghasilan". Grup membuat analisa untuk semua ketidakpastian posisi perpajakan untuk menentukan jika utang pajak atas manfaat pajak yang tidak pasti atau cadangan atas klaim restitusi pajak atas pajak penghasilan dan pajak lain-lain yang tidak dapat terpulihkan harus diakui.

  Grup mencatat bunga dan denda atas pajak penghasilan kurang bayar, jika ada, pada "Beban Pajak Penghasilan" dan pajak lain-lain, jika ada, pada "Lain-lain - bersih" di dalam laporan laba rugi konsolidasian.

- Sewa

  Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Uncertain tax positions (continued)*

  In determining the amount to be recognised in respect of an uncertain tax liability or the recoverable amount of the claim for tax refund related to uncertain tax positions, the Group applies similar considerations as it would use in determining the amount of a provision to be recognised in accordance with PSAK 237, "Provisions, Contingent Liabilities and Contingent Assets" and PSAK 212, "Income Taxes". The Group makes an analysis of all uncertain tax positions to determine if a tax liability for uncertain tax benefit or a provision for unrecoverable claim for tax refund of income tax and other taxes that should be recognised.

  The Group presents interest and penalties for the underpayment of income tax, if any, in "Income Tax Expense" and other taxes, if any, in "Others - net" in consolidated profit or loss.

- *Leases*

  Since the Group could not readily determine the implicit rate, management use the Group's incremental borrowing rate as a discount rate. There are a number of factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Sewa (lanjutan)

Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu dimana sewa dimasukkan, dan mata uang dimana pembayaran sewa ditentukan.

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Potensi arus kas keluar di masa depan untuk menggunakan opsi perpanjangan dengan asumsi masa dan pembayaran sewa tidak akan mengalami perubahan adalah sebesar Rp87.285.031. Nilai tersebut belum termasuk dalam liabilitas sewa karena tidak dapat dipastikan bahwa sewa akan diperpanjang (atau tidak dihentikan).

Penilaian tersebut ditinjau jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang mempengaruhi penilaian ini dan berada dalam kendali Grup. Untuk tahun yang berakhir 31 Desember 2025, tidak ada revisi persyaratan sewa untuk mencerminkan efek dari melaksanakan opsi perpanjangan dan penghentian hubungan sewa.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Leases (continued)*

In determining incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into and the currency in which the lease payments are denominated.

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows to exercise the extension option under the assumptions that rental period and payments will not change is amounting to Rp87,285,031. This amount has not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group. For the year ended 31 December 2025, there was no revision on lease terms to reflect the effect of exercising extension and lease.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Sewa (lanjutan)

  Pada tanggal insepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non-sewa. Jika harga tersendiri yang dapat diobservasi tidak tersedia, maka Grup mengestimasi harga tersendiri tersebut dengan memaksimalkan penggunaan informasi yang dapat diobservasi. Namun, untuk sewa penunjang dimana Grup bertindak sebagai penyewa, Grup memutuskan untuk tidak memisahkan komponen non-sewa dan mencatat komponen sewa dan non-sewa tersebut sebagai satu komponen sewa.

- Provisi restorasi aset

  Kebijakan akuntansi Grup terhadap pengakuan provisi restorasi aset membutuhkan estimasi dan asumsi yang signifikan terkait biaya yang diperlukan untuk penghentian aset yang sejenis. Ketidakpastian ini dapat menimbulkan perbedaan antara jumlah biaya aktual yang terjadi di masa depan dengan nilai yang tersedia saat ini. Provisi diakui untuk setiap aset secara berkala ditinjau dan diperbaharui berdasarkan fakta-fakta dan keadaan pada saat itu.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Leases (continued)*

  At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components. When observable standalone prices are not readily available, the Group estimates the prices by maximising the use of observable information. However, for the leases of improvements in which the Group is a lessee, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

- *Asset retirement provision*

  The Group's accounting policy for the recognition of assets retirement provision requires significant estimate and assumption related to costs required for similar asset retirement. These uncertainties may result in actual future expenditure that differs from the amounts currently provided. The provision recognised for each asset is periodically reviewed and updated based on the facts and circumstances available at that time.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Jual dan sewa balik aset

  Grup juga menerapkan estimasi dalam menentukan banyak aspek, diantaranya, nilai wajar dari aset yang dijual dan pengukuran dari aset hak-guna yang dipertahankan oleh Grup yang meliputi penentuan jangka waktu sewa dan tingkat diskonto yang tepat dalam perhitungan nilai kini dari pembayaran sewa minimum.

- Penentuan nilai wajar relatif dari penerimaan aset tetap dalam suatu kontrak yang memiliki beberapa elemen pengaturan

  Ketika terdapat beberapa elemen pengaturan di dalam sebuah kontrak, Grup memperlakukan hak dan kewajiban yang timbul dari kontrak tersebut sebagai unit akun tunggal. Grup mengalokasikan jumlah estimasi hak dan kewajiban ke masing-masing aset teridentifikasi dalam pengaturan kontrak tersebut berdasarkan nilai wajar relatifnya.

  Dalam menentukan nilai wajar relatif yang pantas atas aset yang diterima, manajemen memperkirakan nilai imbalan yang dialihkan untuk perolehan aset dalam pengaturan tersebut. Suatu tingkat pertimbangan diperlukan dalam menentukan aset yang akan diterima di masa depan.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Assets sale and leaseback*

  The Group also applies estimates in determining many aspects, among others, the fair value of the assets sold and the measurement of the right-of-use asset retained by the Group which included determining an appropriate lease term and discount rate to calculate the present value of the minimum lease payment.

- *Determination of relative fair values of assets acquired in a multiple-element arrangement contract*

  When there is multiple-element arrangement involved in a contract, the Group treats the rights and obligations arising from the contract as a single unit of account. The Group allocates the total estimated rights and obligations to the individual identifiable assets within those arrangements of contract based on their relative fair value.

  In determining the appropriate relative fair value of assets acquired, management estimates the total consideration transferred for the acquisition of assets in those arrangements. A degree of judgement is required in determining assets to be acquired in the future.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI, DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan mendatang dijabarkan sebagai berikut: (lanjutan)

- Penurunan nilai dari aset non-keuangan

Penurunan nilai terjadi ketika nilai tercatat dari aset atau UPK melebihi nilai terpulihkannya, yang mana yang lebih tinggi dari nilai wajar dikurangi biaya untuk menjual dan nilai pakai. Perhitungan nilai wajar dikurangi biaya untuk menjual berdasarkan data yang tersedia dari transaksi penjualan yang mengikat dalam sebuah transaksi wajar (*arm's length transaction*) dari aset serupa atau harga pasar yang dapat diobservasi dikurangi biaya tambahan (*incremental costs*) untuk menjual aset tersebut. Perhitungan nilai pakai berdasarkan pada model arus kas yang didiskontokan. Data arus kas diambil dari anggaran untuk lima tahun yang akan datang dan tidak termasuk aktivitas restrukturisasi yang belum dilakukan oleh Grup atau investasi signifikan di masa datang yang akan menambah kinerja aset dari UPK yang diuji.

Nilai terpulihkan paling dipengaruhi oleh tingkat diskonto yang digunakan dalam model arus kas yang didiskontokan, sebagaimana juga jumlah arus kas di masa depan *(future cash flows)* yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi. Asumsi kunci yang digunakan untuk menentukan nilai terpulihkan atas bisnis unit selular, salah satu dari UPK Grup, diungkapkan pada Catatan 11.

3. MANAGEMENT'S USE OF SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS *(continued)*

b. Estimates and Assumptions *(continued)*

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are addressed below: (continued)

- *Impairment of non-financial assets*

Impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in arm's length transactions of similar assets or observable market prices less incremental costs for disposing the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested.

The recoverable amount calculation is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes. The key assumptions used to determine the recoverable amount for the cellular business unit, one of the Group's CGUs, is disclosed in Note 11.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	2025	2024
Kas/*Cash on hand*		
Rupiah	971	865
Kas pada bank/*Cash in banks*		
Pihak berelasi (Catatan 27)/*Related parties (Note 27)*		
Rupiah		
PT Bank Mandiri (Persero) Tbk ("Mandiri")	742,606	1,161,603
PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")	234,203	77,732
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	173,757	111,273
PT Bank QNB Indonesia Tbk ("QNBI")	72,800	1,268
PT Bank Tabungan Negara (Persero) Tbk ("BTN")	11,168	90
PT Bank Syariah Indonesia Tbk ("BSI")	5,925	4,242
U.S. Dollar		
Mandiri	152,245	170,540
BNI	10,422	11,282
BSI	230	222
QNBI	16	5,952
	1,403,372	1,544,204
Pihak ketiga/*Third parties*		
Rupiah		
PT Bank HSBC Indonesia ("HSBC")	1,137,546	603,636
PT Bank Danamon Indonesia Tbk ("Danamon")	657,266	253,191
PT Bank Permata Tbk ("Permata")	367,357	73,977
PT Bank Central Asia Tbk ("BCA")	185,583	160,330
PT Bank CIMB Niaga ("CIMB Niaga")	90,226	81,605
PT Bank National Nobu Tbk ("NOBU")	50,381	8,443
PT Bank Jago Tbk	29,309	30,897
PT Bank Muamalat Indonesia Tbk	12,998	12,766
PT Bank DKI	10,298	7,309
Lain-lain/Others (masing-masing/each < Rp10,000)	78,527	90,656
U.S. Dollar		
PT Bank UOB Indonesia	111,693	94,407
ING Bank N.V, Singapore	92,744	-
HSBC	79,039	49,253
Citibank N.A. ("Citibank")	14,546	16,518
Lain-lain/Others (masing-masing/each < Rp10,000)	1,812	2,159
	2,919,325	1,485,147

4. KAS DAN SETARA KAS (lanjutan)

***4. CASH AND CASH EQUIVALENTS** (continued)*

	2025	2024
Deposito berjangka dan deposito *on call*/ *Time deposits and deposits on call*		
Pihak berelasi (Catatan 27)/*Related parties (Note 27)*		
Rupiah		
QNBI	100,000	-
BSI	40,000	937,000
U.S. Dollar		
QNBI	83,910	80,810
	223,910	1,017,810
Pihak ketiga/*Third parties*		
Rupiah		
PT Bank KB Indonesia Tbk	50,000	-
PT BPD Kepulauan Riau	5,500	500
PT BPD Jawa Barat dan Banten Tbk	-	200,000
PT Bank Woori Saudara Indonesia 1906 Tbk	-	200,000
PT Bank Muamalat Indonesia Tbk	-	222
Lain-lain/*Others* (masing-masing/*each* < Rp5,000)	2,350	5,350
U.S. Dollar		
PT Bank Mega Tbk	302,076	-
PT Bank Mayapada Internasional Tbk	167,820	-
	527,746	406,072
	5,075,324	4,454,098

Deposito berjangka dan deposito *on call* memperoleh bunga per tahun sebagai berikut:

Time deposits and deposits on call earned the following annual interest rates:

	2025	2024
Rupiah	2.75% - 4.75%	2.75% - 7.30%
U.S. Dollar	4.25% - 5.25%	1.00% - 5.65%

Suku bunga deposito *on call* dan deposito berjangka dengan pihak berelasi sebanding dengan yang ditawarkan oleh pihak ketiga.

The interest rates on deposits on call and time deposits with related parties are comparable to those offered by third parties.

5. PIUTANG USAHA / *5. TRADE RECEIVABLES*

	2025	2024	
Pihak berelasi (Catatan 27):			*Related parties (Note 27):*
- PT Telekomunikasi Indonesia (“Telkom”)	317,562	402,304	*PT Telekomunikasi Indonesia (“Telkom”)* -
- Lain-lain	779,397	762,168	*Others* -
	1,096,959	1,164,472	
Dikurangi:			*Less:*
Provisi penurunan nilai	(62,831)	(72,488)	*Allowance for impairment*
	1,034,128	1,091,984	
Pihak ketiga:			*Third parties:*
- Perusahaan lokal	2,175,126	2,547,042	*Local companies* -
- *Carriers* internasional	783,215	549,419	*International carriers* -
- Pelanggan pasca-bayar dari:			*Post-paid subscribers:* -
- Selular	1,274,988	1,026,260	*Cellular* -
- Telekomunikasi tetap	55,575	149,753	*Fixed telecommunications* -
	4,288,904	4,272,474	
Dikurangi:			*Less:*
Provisi penurunan nilai	(1,722,532)	(2,097,870)	*Allowance for impairment*
	2,566,372	2,174,604	
	3,600,500	3,266,588	

Piutang usaha dalam mata uang asing adalah sebagai berikut: / *Trade receivables in foreign currency were as follows:*

	2025	2024	
Pihak berelasi	9,432	6,376	*Related parties*
Pihak ketiga	689,639	539,898	*Third parties*
	699,071	546,274	

5. PIUTANG USAHA (lanjutan) / *5. TRADE RECEIVABLES (continued)*

Rincian umur piutang usaha adalah sebagai berikut: / *The detail aging schedule of the trade receivables were as follows:*

	2025		2024		
	Bruto/ *Gross*	Provisi penurunan nilai/ *Allowance for impairment*	Bruto/ *Gross*	Provisi penurunan nilai/ *Allowance for impairment*	
Belum jatuh tempo	2,375,302	21,274	2,384,303	24,600	*Not past due*
Jatuh tempo:					*Past due:*
- ≤ 6 bulan	998,748	62,595	698,268	50,214	*≤ 6 months* -
- > 6 - 12 bulan	261,821	62,787	185,162	15,894	*> 6 - 12 months* -
- > 12 - 24 bulan	169,035	64,263	134,984	53,124	*> 12 - 24 months* -
- > 24 bulan	1,580,957	1,574,444	2,034,229	2,026,526	*> 24 months* -
	5,385,863	1,785,363	5,436,946	2,170,358	

Perubahan provisi penurunan nilai piutang usaha adalah sebagai berikut: / *The changes in the allowance for impairment of trade receivables were as follows:*

	2025	2024	
Saldo awal tahun	2,170,358	2,109,536	*Balance at beginning of year*
Penambahan provisi	103,603	45,804	*Additional provision*
Penghapusan	(487,435)	-	*Write-off*
Selisih kurs	(1,163)	15,018	*Foreign exchange*
Saldo akhir tahun	1,785,363	2,170,358	*Balance at end of year*

Grup menerapkan cadangan kerugian ekspektasian sepanjang umur piutang untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

The Group applies the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on similar credit risk characteristics and the days past due.

Efek bersih penyesuaian kurs disebabkan oleh menguatnya atau melemahnya Rupiah terhadap mata uang asing atas piutang dalam mata uang asing yang sebelumnya telah diprovisikan dan dikreditkan atau dibebankan pada "Keuntungan (kerugian) selisih kurs - bersih".

The net effect of foreign exchange adjustment was due to the strengthening or weakening of the Rupiah vis-à-vis the foreign currency in relation to foreign currency accounts previously provided with allowance and was charged or credited to "Gain (loss) on foreign exchange - net".

Informasi tentang risiko kredit Grup diungkapkan dalam Catatan 30.

Information about the Group's exposure to credit risk is disclosed in Note 30.

Manajemen berkeyakinan bahwa cadangan yang dibentuk cukup untuk menutup penurunan nilai dari piutang usaha.

Management believes the established allowance is sufficient to cover impairment of trade receivables.

6. PERPAJAKAN / *6. TAXATION*

a. Klaim restitusi pajak dan pajak dibayar dimuka / *a. Claims for tax refunds and prepaid taxes*

	2025	2024	
Klaim restitusi pajak:			*Claims for tax refunds:*
- Pajak penghasilan badan	149,746	22,540	*Corporate income taxes* -
Pajak lain-lain:			*Other taxes:*
- PPN	358,144	408,642	*VAT* -
- Pajak lain-lain	22,383	42,875	*Other taxes* -
	380,527	451,517	
	530,273	474,057	

Klaim restitusi pajak dari pajak penghasilan badan yang telah ditetapkan oleh Otoritas Perpajakan dan diperkirakan akan diterima pengembaliannya oleh Grup dalam jangka waktu 12 bulan dari tanggal pelaporan, disajikan sebagai pajak dibayar di muka dan diklasifikasikan sebagai aset lancar.

Claims for tax refunds of corporate income tax which have been confirmed by the Tax Authorities and expected to be received by the Group within 12 months from the reporting date, are presented as prepaid taxes and classified as current assets.

Sedangkan klaim restitusi pajak dari pajak penghasilan badan dan pajak lainnya yang belum ditetapkan oleh Otoritas Perpajakan atau masih dalam proses keberatan atau banding disajikan sebagai "Klaim restitusi pajak" (Catatan 7). Klaim restitusi pajak tersebut diperkirakan akan dipulihkan lebih dari 12 bulan dari tanggal pelaporan sehingga diklasifikasikan sebagai aset tidak lancar. Setelah Otoritas Perpajakan mengeluarkan ketetapan atas klaim tersebut dan jika tidak terdapat pengajuan keberatan atau banding, maka Grup akan mereklasifikasi klaim restitusi pajak tersebut ke pajak dibayar di muka sebagai bagian dari aset lancar.

While claims for tax refunds of corporate income tax and other taxes, which either have not been confirmed by the Tax Authority or are under objections or appeals, are presented as "Claims for tax refunds" (Note 7). These are classified as non-current assets as it is expected that they may be recovered more than 12 months from the reporting date. Once the Tax Authority confirms the claims and if there are no objections or appeals, the Group will then reclassify those balances into prepaid taxes in the current assets.

6. PERPAJAKAN (lanjutan) / *TAXATION (continued)*

b. Utang pajak / *Taxes payables*

	2025	2024	
Pajak penghasilan badan:			*Corporate income tax:*
- Pasal 29	370,274	90,055	*Article 29* -
- Pasal 25	37	75,210	*Article 25* -
	370,311	165,265	
Pajak lain-lain:			*Other taxes:*
- PPN	245,142	250,804	*VAT* -
- Pasal 4(2)	77,624	130,056	*Article 4(2)* -
- Pasal 23	18,663	21,991	*Article 23* -
- Pasal 21	12,147	19,181	*Article 21* -
- Pasal 26	3,393	1,743	*Article 26* -
- Lain-lain	-	405	*Others* -
	356,969	424,180	

c. Beban pajak penghasilan / *Income tax expense*

Komponen beban pajak penghasilan untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

The components of income tax expense for the years ended 31 December 2025 and 2024 are as follows:

	2025	2024	
Perusahaan			***The Company***
Kini	1,040,593	951,466	*Current*
Tangguhan	266,334	288,863	*Deferred*
	1,306,927	1,240,329	
Entitas anak			***Subsidiaries***
Kini	167,745	226,070	*Current*
Tangguhan	(7,531)	(6,286)	*Deferred*
	160,214	219,784	
Konsolidasian			***Consolidated***
Kini	1,208,338	1,177,536	*Current*
Tangguhan	258,803	282,577	*Deferred*
	1,467,141	1,460,113	

6. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Rekonsiliasi antara hasil perkalian laba konsolidasian sebelum pajak penghasilan dengan tarif pajak yang berlaku dan beban pajak penghasilan konsolidasian adalah sebagai berikut:

6. *TAXATION* *(continued)*

c. Income tax expense *(continued)*

The reconciliation between the theoretical tax amount on the consolidated profit before income tax and the consolidated income tax expense is as follows:

	2025	**2024**	
Laba sebelum pajak penghasilan konsolidasian	7,284,647	6,732,525	*Consolidated profit before income tax*
Pajak dihitung dengan tarif pajak yang berlaku	1,602,622	1,481,156	*Tax calculated at applicable tax rate*
Ketetapan pajak	3,485	12,538	*Tax assessments*
Beban yang tidak dapat dikurangkan	27,565	12,623	*Non-deductible expenses*
Penghasilan yang dikenakan pajak final	(19,872)	(56,390)	*Income subject to final tax*
Lain-lain	(146,659)	10,186	*Others*
Beban pajak penghasilan konsolidasian	1,467,141	1,460,113	*Consolidated income tax expense*

Rekonsiliasi antara laba sebelum pajak penghasilan Perusahaan dan estimasi laba fiskal untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

The reconciliation between profit before income tax of the Company and its estimated taxable income for the years ended 31 December 2025 and 2024 are as follows:

	2025	**2024**	
Laba sebelum pajak penghasilan konsolidasian	7,284,647	6,732,525	*Consolidated profit before income tax*
Dikurangi:			*Less:*
Laba sebelum pajak penghasilan entitas anak, disesuaikan dengan eliminasi konsolidasian	(468,018)	(581,368)	*Profit before income tax of subsidiaries, adjusted for consolidation elimination*
Laba sebelum pajak penghasilan Perusahaan	6,816,629	6,151,157	*Profit before income tax of the Company*
Penyesuaian fiskal:			*Fiscal adjustments:*
Sewa	531,324	1,305,863	*Leases*
Beban yang tidak dapat dikurangkan	63,351	9,067	*Non-deductible expenses*
Penyusutan dan amortisasi	(1,171,530)	(2,482,456)	*Depreciation and amortisation*
Imbalan kerja	(483,226)	(164,621)	*Employee benefits*
Provisi penurunan nilai piutang	(374,611)	55,099	*Impairment of receivables*
Investasi yang diukur pada nilai wajar melalui laba rugi	(170,445)	69,821	*investment at fair value through profit or loss*
Ketetapan pajak	15,843	56,991	*Tax assessments*
Penghasilan yang dikenakan pajak final	(89,821)	(233,869)	*Income subject to final tax*
Insentif agen penjual	(44,249)	7,366	*Dealer incentives*
Penerimaan dari insentif sewa	-	(259,178)	*Proceeds from lease incentives*
Lain-lain	(363,299)	(166,325)	*Others*
Laba fiskal Perusahaan	4,729,966	4,348,915	*Taxable profit of the Company*

6. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Rekonsiliasi antara laba sebelum pajak penghasilan Perusahaan dan estimasi laba fiskal untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

6. *TAXATION* *(continued)*

c. Income tax expense *(continued)*

The reconciliation between profit before income tax of the Company and its estimated taxable income for the years ended 31 December 2025 and 2024 are as follows: (continued)

	2025	2024	
Laba fiskal Perusahaan	4,729,966	4,348,915	*Taxable profit of the Company*
Total pajak penghasilan kini Perusahaan	1,040,593	951,466	*Total current income tax expense of the Company*
Pembayaran pajak dimuka Perusahaan	(738,728)	(919,905)	*Prepaid tax of the Company*
Taksiran utang pajak penghasilan Perusahaan	301,865	31,561	*Estimated income tax payable of the Company*
Beban pajak penghasilan kini entitas anak	167,745	226,070	*Current income tax expense of the subsidiaries*
Pembayaran pajak dimuka entitas anak	(193,878)	(190,116)	*Prepaid tax of subsidiaries*
Taksiran klaim restitusi pajak pajak penghasilan entitas anak	94,542	22,540	*Estimated claim for tax refund corporate income tax of the subsidiaries*
Taksiran utang pajak penghasilan entitas anak	68,409	58,494	*Estimated income tax payable of the subsidiaries*
Taksiran utang pajak penghasilan konsolidasian	370,274	90,055	*Consolidated estimated income tax payable*

Dalam laporan konsolidasian ini, jumlah laba fiskal didasarkan atas perhitungan sementara.

In these consolidated financial statements, the amounts of the taxable profit were based on preliminary calculation.

Grup berada dalam cakupan ketentuan *OECD Pillar Two model rules* dan telah menerapkan pengecualian sementara yang bersifat wajib atas pengakuan dan pengungkapan aset dan liabilitas pajak tangguhan yang terkait dengan pajak penghasilan Pilar Dua, efektif sejak 1 Januari 2025.

The Group is within the scope of the OECD Pillar Two model rules and has applied the mandatory temporary exception from recognising and disclosing deferred tax assets and liabilities related to Pillar Two income taxes, effective from 1 January 2025.

Peraturan Pilar Dua telah ditetapkan atau secara substantif telah ditetapkan di yurisdiksi tempat Grup beroperasi dan berlaku untuk tahun buku yang dimulai pada atau setelah 1 Januari 2025. Dengan demikian, Grup berada dalam cakupan penerapan ketentuan Pilar Dua sejak tanggal tersebut.

Pillar Two legislation has been enacted or substantively enacted in the jurisdictions in which the Group operates and is effective for financial years beginning on or after 1 January 2025. Accordingly, the Group is subject to the Pillar Two rules from that date.

6. PERPAJAKAN (lanjutan) / *TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *Income tax expense (continued)*

Grup telah melakukan penilaian atas potensi eksposur Grup terhadap pajak penghasilan Pilar Dua berdasarkan peraturan yang telah ditetapkan atau secara substantif telah ditetapkan tersebut. Berdasarkan hasil penilaian tersebut, tarif pajak efektif di yurisdiksi tempat Grup beroperasi berada di atas tarif minimum 15%, dengan mempertimbangkan penerapan *Transitional Country-by-Country* (CbCR) *Safe Harbour*.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes based on the enacted or substantively enacted legislation. Based on this assessment, the effective tax rates in the jurisdictions in which the Group operates are above the minimum rate of 15%, taking into account the application of the Transitional Country-by-Country (CbCR) Safe Harbour.

Sehubungan dengan hal tersebut, tidak terdapat tambahan beban pajak penghasilan kini yang terkait dengan penerapan Pilar Dua untuk tahun buku yang berakhir pada 31 Desember 2025.

As a result, no additional current income tax expense related to Pillar Two is expected to arise for the financial year ended 31 December 2025.

d. Aset (liabilitas) pajak tangguhan / *Deferred tax assets (liabilities)*

	2025				
	Saldo awal/ *Beginning balance*	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/*Credited (charged) to other comprehensive income*	Saldo akhir/ *Ending balance*	
Aset pajak tangguhan					***Deferred tax assets***
Perusahaan					***The Company***
Imbalan kerja	392,836	(106,310)	(4,675)	281,851	*Employe benefits*
Liabilitas sewa	8,726,634	(242,700)	-	8,483,934	*Lease liabilities*
Aset-hak-guna	(7,444,314)	244,318	-	(7,199,996)	*Right-of-use*
Piutang usaha	329,055	(92,835)	-	236,220	*Trade receivables*
Aset tetap dan aset tak berwujud	(1,687,188)	(223,726)		(1,910,914)	*Property and equipment and intangible assets*
Lain-lain	21,266	154,919	-	176,185	*Others*
	338,289	(266,334)	(4,675)	67,280	
Entitas anak					***Subsidiaries***
Aset tetap dan aset tak berwujud	114,630	6,000	-	120,630	*Property and equipment and intangible assets*
Investasi pada entitas asosiasi	2,001	-	-	2,001	*Investment in associates*
Lain-lain	109,586	(6,288)	1,002	104,300	*Others*
	226,217	(288)	1,002	226,931	
	564,506	(266,622)	(3,673)	294,211	
Liabilitas pajak tangguhan					***Deferred tax liabilities***
Entitas anak					***Subsidiaries***
Aset tetap dan aset tak berwujud	(202,193)	-	-	(202,193)	*Property and equipment and intangible assets*
Lain-lain	10,643	7,819	-	18,462	*Others*
	(191,550)	7,819	-	(183,731)	

6. PERPAJAKAN (lanjutan) / *TAXATION (continued)*

d. Aset (liabilitas) pajak tangguhan (lanjutan) / *Deferred tax assets (liabilities) (continued)*

	2024					
	Saldo awal/ *Beginning balance*	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/*Credited (charged) to other comprehensive income*	Penyesuaian/ *Adjustment*	Saldo akhir/ *Ending balance*	
Aset pajak tangguhan						***Deferred tax assets***
Perusahaan						***The Company***
Imbalan kerja	429,978	(36,217)	(925)	-	392,836	*Employe benefits*
Liabilitas sewa	7,070,874	1,652,779	-	2,981	8,726,634	*Lease liabilities*
Aset-hak-guna	(6,021,805)	(1,422,509)	-	-	(7,444,314)	*Right-of-use*
Piutang usaha	317,847	11,208	-	-	329,055	*Trade receivables*
Aset tetap dan aset tak berwujud	(1,139,325)	(546,140)	-	(1,723)	(1,687,188)	*Property and equipment and intangible assets*
Lain-lain	(29,492)	51,668	-	(910)	21,266	*Others*
	628,077	(289,211)	(925)	348	338,289	
Entitas anak						***Subsidiaries***
Aset tetap dan aset tak berwujud	106,558	8,072	-	-	114,630	*Property and equipment and intangible assets*
Investasi pada entitas asosiasi	2,001	-	-	-	2,001	*Investment in associates*
Lain-lain	112,822	(2,646)	(590)	-	109,586	*Others*
	221,381	5,426	(590)	-	226,217	
	849,458	(283,785)	(1,515)	348	564,506	
Liabilitas pajak tangguhan						***Deferred tax liabilities***
Entitas anak						***Subsidiaries***
Aset tetap dan aset tak berwujud	(202,193)	-	-	-	(202,193)	*Property and equipment and intangible assets*
Investasi pada entitas asosiasi	-	-				*Investment in associates*
Lain-lain	9,783	860	-	-	10,643	*Others*
	(192,410)	860	-	-	(191,550)	

e. Ketetapan pajak / *Tax assessments*

Pada tahun yang berakhir 31 Desember 2025 dan 2024, Grup menerima sejumlah ketetapan pajak untuk berbagai tahun pajak. Grup menerima pengembalian pajak, menyetujui sebagian dari ketetapan pajak tersebut dan membukukan tambahan beban pajak yang disajikan pada "Lain-lain – besar" dan beban pajak penghasilan Rp43.956 dan Rp61.742 masing-masing untuk tahun yang berakhir 31 Desember 2025 dan 2024 dalam laporan laba rugi konsolidasian. Atas jumlah sisanya, Grup telah mengajukan keberatan.

In the years ended 31 December 2025 and 2024, the Group received a number of tax assessments for various fiscal years. The Group received the tax refunds, accepted some of these assessments and booked an additional tax expense presented in "Others-net" and income tax expense of Rp43,956 and Rp61,742 for the years ended 31 December 2025 and 2024, respectively, in the consolidated profit or loss. For the remaining amounts, the Group has filed objections.

Pada tanggal 31 Desember 2025 dan 2024, jumlah ketetapan pajak tanpa adanya klaim restitusi pajak terkait yang dicatat pada laporan posisi keuangan konsolidasian yang masih dalam proses banding dan peninjauan kembali adalah Rp723.391 dan Rp788.285.

As at 31 December 2025 and 2024, the amount of tax assessments with no associated claims for tax refunds reported on the consolidated statement of financial position that were still in process of appeal and civil review was Rp723,391 and Rp788,285.

6. PERPAJAKAN (lanjutan)

e. Ketetapan pajak (lanjutan)

Manajemen berkeyakinan bahwa Grup memiliki argumen yang kuat untuk mempertahankan posisinya. Oleh karena itu, tidak ada provisi yang dicatat terkait dengan ketetapan pajak tersebut.

f. Administrasi

Peraturan perpajakan yang berlaku di Indonesia mengharuskan Perusahaan dan entitas anak yang berada di dalam negeri untuk menyampaikan surat pemberitahuan tahunan pajak penghasilan badan masing-masing berdasarkan perhitungan sendiri.

Berdasarkan peraturan perpajakan yang berlaku, Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah pajak dalam jangka waktu lima tahun sejak saat terutangnya pajak.

***6. TAXATION** (continued)*

***e. Tax assessments** (continued)*

Management believes the Group has a strong ground to defend its position. Therefore, no provision was recorded related to the assessment.

f. Administration

The taxation laws of Indonesia require that the Company and its local subsidiaries to submit their respective annual corporate income tax return on the basis of self-assessment.

Under the prevailing tax regulations, the Directorate General of Taxation ("DGT") may assess or amend taxes within five years from the time the tax becomes due.

7. KLAIM RESTITUSI PAJAK

Pada tanggal 31 Desember 2025 dan 2024, rincian dari klaim restitusi pajak, dikurangi estimasi provisi penyesuaian pajak adalah sebagai berikut:

7. CLAIMS FOR TAX REFUNDS

As at 31 December 2025 and 2024, the details of claims for tax refunds, net of estimated allowance for tax adjustments, are as follows:

	2025	2024	
Pajak penghasilan badan:			*Corporate income tax:*
- Belum ditetapkan oleh Otoritas Perpajakan	5,475	105,388	*- Not yet confirmed by the Tax Authority*
- Dalam proses banding atau peninjauan kembali	-	120,738	*- Under appeals or civil reviews*
	5,475	226,126	
Pajak lain-lain:			*Other taxes:*
- Belum ditetapkan oleh Otoritas Perpajakan	74,088	73,253	*- Not yet confirmed by the Tax Authority*
- Dalam proses banding atau peninjauan kembali			*- Under appeals or civil review*
- PPN	80,820	86,067	*- VAT*
- Pajak lain-lain	93,012	680,831	*- Other taxes*
	247,920	840,151	
	253,395	1,066,277	
Provisi penyesuaian pajak	(77,220)	(629,913)	*Provision for tax adjustment*
	176,175	436,364	

7. KLAIM RESTITUSI PAJAK (lanjutan)

Berdasarkan penelaahan atas ketidakpastian pajak terkait klaim restitusi pajak, Grup menentukan provisi penyesuaian pajak atas klaim restitusi pajak jika diperlukan.

Provisi atas dampak ketidakpastian pajak dalam hal tidak terdapat aset pajak yang diakui, yang disajikan sebagai bagian dari "Liabilitas jangka panjang lain-lain" pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah Rp56.155 dan Rp228.791.

7. CLAIMS FOR TAX REFUNDS *(continued)*

Based on the assessment of the tax uncertainties inherent in the claims for tax refunds, the Group determines whether an allowance for tax adjustments on the claims for tax refunds is necessary.

Provision for uncertain tax exposures for which there are no corresponding tax assets recognised is presented as part of "Other non-current liabilities" as at 31 December 2025 and 2024 were Rp56,155 and Rp228,791, respectively.

8. BEBAN FREKUENSI DAN LISENSI DIBAYAR DI MUKA

8. PREPAID FREQUENCY FEE AND LICENSES

	2025	2024	
Beban frekuensi tahunan	5,055,520	4,939,174	*Annual frequency fee*
Lisensi spektrum	779,240	1,110,901	*Spectrum license*
	5,834,760	6,050,075	
Dikurangi: bagian lancar	(5,387,183)	(5,270,836)	*Less: current portion*
Beban frekuensi dan lisensi dibayar di muka jangka panjang	447,577	779,239	*Long-term prepaid frequency fee and licenses*

9. INVESTASI PADA ENTITAS ASOSIASI, VENTURA BERSAMA, DAN INVESTASI JANGKA PANJANG

9. INVESTMENTS IN ASSOCIATES, JOINT VENTURES AND LONG-TERM INVESTMENTS

a. Investasi pada entitas asosiasi dan ventura bersama

a. Investments in associates and joint ventures

Pada tanggal 31 Desember 2025 dan 2024, ringkasan dari entitas asosiasi dan ventura bersama Grup adalah sebagai berikut:

As at 31 December 2025 and 2024, the summary of associates and joint ventures of the Group was as follows:

Entitas/*Entity*	Nilai tercatat/*Carrying value* 2025	2024
PT Starone Mitra Telekomunikasi ("SMT")	1,039,448	1,040,871
PT Multi Media Asia Indonesia	56,300	56,300
PT Penyelesaian Transaksi Elektronik Indonesia ("PTEN")	-	1,500
	1,095,748	1,098,671
Dikurangi: Penurunan nilai/*Less: allowance for impairment*	(56,300)	(56,300)
	1,039,448	1,042,371

9. INVESTASI PADA ENTITAS ASOSIASI, VENTURA BERSAMA, DAN INVESTASI JANGKA PANJANG (lanjutan)

9. INVESTMENTS IN ASSOCIATES, JOINT VENTURES AND LONG-TERM INVESTMENTS (continued)

a. Investasi pada entitas asosiasi dan ventura bersama (lanjutan)

a. Investments in associates and joint ventures (continued)

Entitas/*Entity*	Domisili/ *Domicile*	Kegiatan usaha/ *Principal activity*	Persentase kepemilikan/ *Percentage of ownership* 2025	2024
SMT	Indonesia	Penyewaan pusat data/*data center rental*	25.00%	25.00%
PT Multi Media Asia Indonesia	Indonesia	Penyelenggaraan telekomunikasi satelit dan sudah tidak beroperasi/*Satellite telecommunication provider and is no longer operating*	26.67%	26.67%

Seluruh entitas asosiasi dan ventura bersama merupakan perusahaan tertutup dimana tidak terdapat harga pasar saham kuotasian yang tersedia.

All associates and joint ventures are private companies in which there are no quoted market share price available.

Perusahaan telah membukukan provisi penurunan nilai atas investasi pada entitas asosiasi dan ventura bersama masing-masing sebesar Rp56.300 pada tanggal 31 Desember 2025 dan 2024, yang menurut keyakinan manajemen cukup untuk menutup kerugian penurunan nilai atas investasi.

The Company has recorded allowance for impairment of its investments in associates and joint ventures amounting to Rp56,300 as at 31 December 2025 and 2024, respectively, which the management believes is adequate to cover impairment losses on the investments.

SMT

SMT

Berikut ini adalah ringkasan informasi keuangan SMT pada tanggal 31 Desember 2025 dan 2024.

The following table is the summarised financial information of SMT as at 31 December 2025 and 2024.

	2025	2024	
Aset lancar	1,526,285	728,962	*Current assets*
Aset tidak lancar	8,135,138	7,323,395	*Non-current assets*
Jumlah aset	9,661,423	8,052,357	***Total assets***
Liabilitas jangka pendek	847,048	382,100	*Current liabilities*
Liabilitas jangka panjang	4,656,583	3,506,773	*Non-current liabilities*
Jumlah liabilitas	5,503,631	3,888,873	***Total liabilities***
Aset bersih	4,157,792	4,163,484	***Net assets***
% kepemilikan efektif	25%	25%	*% of effective ownership*
Jumlah tercatat	1,039,448	1,040,871	***Total carrying value***

9. INVESTASI PADA ENTITAS ASOSIASI, VENTURA BERSAMA, DAN INVESTASI JANGKA PANJANG (lanjutan)

9. INVESTMENTS IN ASSOCIATES, JOINT VENTURES AND LONG-TERM INVESTMENTS (continued)

a. Investasi pada entitas asosiasi dan ventura bersama (lanjutan)

a. Investments in associates and joint ventures (continued)

Berikut ini adalah ringkasan informasi keuangan SMT pada tanggal 31 Desember 2025 dan 2024. (lanjutan)

The following table is the summarised financial information of SMT as at 31 December 2025 and 2024. (continued)

	2025	2024	
Pendapatan	1,315,019	1,098,686	*Revenue*
Pendapatan bunga	12,811	15,338	*Interest income*
Beban bunga	(265,883)	(294,356)	*Interest expense*
Beban operasional	(413,492)	(357,211)	*Operational expense*
Depresiasi dan amortisasi	(687,395)	(624,866)	*Depreciation and amortisation*
Rugi sebelum pajak penghasilan	(38,940)	(162,409)	*Loss before income tax*
Beban pajak penghasilan	-	-	*Income tax expenses*
Rugi tahun berjalan	(38,940)	(162,409)	*Loss for the year*
Laba komprehensif lain	-	-	*Other comprehensive income*
Jumlah rugi komprehensif tahun berjalan	(38,940)	(162,409)	*Total comprehensive loss for the year*

b. Investasi jangka panjang

b. Long-term investments

Investasi jangka panjang merupakan (i) investasi langsung di saham ekuitas dengan kepemilikan kurang dari 20% dan (ii) investasi pada aset keuangan dalam proses likuidasi sebagai berikut:

Long-term investments represent (i) direct investments in equity shares with ownership of interests less than 20% and (ii) investment in financial asset under liquidation process as follows:

	Lokasi/ *Location*	Kepemilikan/*Ownership* (%) 2025	Kepemilikan/*Ownership* (%) 2024	Pengukuran *Measurement*	2025	2024
Asean Cableship Pte. Ltd. ("ACPL")	Singapore	16.67	16.67	Nilai wajar/ *Fair value*	406,205	239,324
SB ISAT Fund (*)	Cayman Island	43.48	43.48	Nilai wajar/ *Fair value*	26,398	119,652
Lain-lain/*Others*		Kurang dari/*Less than* 15	Kurang dari/*Less than* 15	Nilai wajar/ *Fair value*	15,123	13,066
					447,726	372,042

(*) SB ISAT Fund telah berakhir pada 9 April 2024 dan saat ini dalam proses likuidasi.

(*) *SB ISAT Fund already reached its expiration on 9 April 2024 and is currently under liquidation process.*

9. INVESTASI PADA ENTITAS ASOSIASI, VENTURA BERSAMA, DAN INVESTASI JANGKA PANJANG (lanjutan)

b. Investasi jangka panjang (lanjutan)

ACPL

ACPL bergerak di bidang jasa perbaikan dan pemeliharaan kabel laut.

Nilai wajar atas ACPL ditentukan berdasarkan teknik penilaian relatif. Pendekatan penilaian relatif menghasilkan perhitungan menggunakan rasio perusahaan sebanding dalam industri yang sama. Perusahaan mengalikan saham penilaian pasar dengan menggunakan pembobotan dari nilai perusahaan terhadap pendapatan sebelum bunga, pajak, depresiasi, dan amortisasi (EV/EBITDA - 80%) dan pembobotan dari nilai pasar modal yang diinvestasikan ke nilai buku dari modal yang diinvestasikan (MVIC/BVIC - 20%). Teknik pengukuran nilai wajar ini termasuk dalam hierarki nilai wajar tingkat 2.

Asumsi kunci yang digunakan dalam perhitungan nilai wajar pada tanggal 31 Desember 2025:
- Asumsi perbandingan - Perusahaan menghitung nilai wajar menggunakan data pada perusahaan yang sebanding untuk rasio EV/EBITDA dan MVIC/BVIC masing-masing sebesar 7,77 dan 1,65.
- *Discount on lack of marketability* - perhitungan menggunakan 30% *discount on lack of marketability*, berdasarkan Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 35/POJK.04/2020.

9. INVESTMENTS IN ASSOCIATES, JOINT VENTURES AND LONG-TERM INVESTMENTS *(continued)*

b. Long-term investments *(continued)*

ACPL

ACPL mainly engages in submarine cable repair and maintenance operation.

The fair value of ACPL has been determined using relative valuation technique. The relative valuation approach generates the calculation using the ratio of comparable companies in the same industry. The Company multiplied market valuation shares with weightage of enterprise value to earnings before interest, taxes, depreciation and amortisation (EV/EBITDA - 80%) and weightage of market value of invested capital to book value of invested capital (MVIC/BVIC - 20%). This fair value technique is in the fair value measurement hierarchy level 2.

Key assumptions used in the fair value calculation as at 31 December 2025 are:

- *Comparable assumptions - the Company calculate the fair value using data of comparable companies for ratio EV/EBITDA and MVIC/BVIC amounted 7.77 and 1.65, respectively.*
- *Discount on lack of marketability - the calculation used 30% discount on lack of marketability, based on Indonesian Financial Services Authority Regulation No. 35/POJK.04/2020.*

9. INVESTASI PADA ENTITAS ASOSIASI, VENTURA BERSAMA, DAN INVESTASI JANGKA PANJANG (lanjutan)

b. Investasi jangka panjang (lanjutan)

SB ISAT Fund

SB ISAT Fund merupakan manajemen investasi yang menginvestasikan dananya pada beberapa perusahaan dengan pertumbuhan tahap menengah yang memerlukan modal untuk tahap pertumbuhan berikutnya dan memiliki potensi untuk melakukan penjualan dagang atau penawaran umum perdana.

Pada tanggal 9 April 2024, SB ISAT Fund L.P. mencapai masa berakhirnya perjanjian kemitraan.

Selanjutnya, pada tanggal 30 April 2024, Bodhi Indonesia Corporation, Kepulauan Cayman dalam kapasitasnya sebagai Mitra Umum SB ISAT Fund L.P. secara resmi menginformasikan Registrar perusahaan Kepulauan Cayman tentang dimulainya proses likuidasi dan pembubaran SB ISAT Fund L.P. di mana Bodhi Indonesia Corporation, Kepulauan Cayman bertindak sebagai likuidator dan dibantu oleh Maples Liquidation Services Limited. Sampai dengan tanggal laporan keuangan konsolidasian ini, proses likuidasi tersebut masih berlangsung.

Mulai bulan April 2024, saldo investasi Perusahaan di SB ISAT Fund direklasifikasi menjadi aset keuangan dalam akun investasi jangka panjang dan diukur pada nilai wajar. Pengukuran nilai wajar dari SB ISAT Fund ditentukan oleh nilai wajar dari entitas portfolio investasi dalam SB ISAT. Perubahan neto nilai wajar aset keuangan diukur pada nilai wajar melalui laporan laba rugi dicatat pada "laba (rugi) investasi pada nilai wajar" pada laporan laba rugi.

9. INVESTMENTS IN ASSOCIATES, JOINT VENTURES AND LONG-TERM INVESTMENTS *(continued)*

b. Long-term investments *(continued)*

SB ISAT Fund

SB ISAT Fund is an investment management that invests its fund to several mid-stage growth Companies that require capital for its next stage of growth and has the potential for a trade sale or initial public offering.

On 9 April 2024, SB ISAT Fund L.P. reached its expiration of partnership agreement.

Subsequently, on 30 April 2024, Bodhi Indonesia Corporation, Cayman Islands in its capacity as the General Partner of SB ISAT Fund L.P. officially notified the Cayman company Registrar for the commencement of the voluntary winding up and dissolution process of SB ISAT Fund L.P. whereby Bodhi Indonesia Corporation, Cayman Islands, acts as liquidator and is assisted by Maples Liquidation Services Limited. As at the date of these consolidated financial statements, such liquidation is still ongoing.

Starting April 2024, the outstanding balance of the Company's investment in SB ISAT Fund was reclassed into financial asset under other long-term investment and measured at fair value. The fair value of SB ISAT Fund is determined by the fair value of the companies in the SB ISAT investment portfolio. Net changes in fair values of financial assets at fair value through profit or loss are recorded in "gain (loss) on fair value of investment" in profit or loss.

10. ASET TETAP / *10. PROPERTY AND EQUIPMENT*

	01/01/2025	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Pemindahan ke kelompok lainnya/ *Transfer to other categories*)*	31/12/2025
Biaya perolehan/*Cost*						
Kepemilikan langsung/*Direct ownerships*						
Tanah/*Land*	245,002	-	-	-	-	245,002
Bangunan/*Buildings*	556,637	839	-	-	-	557,476
TI/*IT*	13,549,495	588,552	(54,577)	2,776,336	-	16,859,806
Kantor/*Office*	661,736	22,022	(421)	27,728	-	711,065
Penunjang/*Improvements*	14,806,171	-	(149,143)	729,215	-	15,386,243
Kendaraan/*Vehicles*	16,733	630	(432)	-	-	16,931
Selular/*Cellular*	70,973,453	-	(6,188,000)	4,728,163	-	69,513,616
Transmisi/*Transmission*	45,124,889	562,872	(2,215,133)	1,824,189	(6,980,128)	38,316,689
Nirkabel/*Wireless*	994,311	-	(131)	-	-	994,180
Pusat operasi/*Operation center*	2,358,732	-	(12,293)	228,839	-	2,575,278
Akses tetap/*Fixed access*	2,190,876	-	(12,258)	45,850	(210,268)	2,014,200
Konstruksi/*Construction*	2,176,548	12,001,405	-	(10,360,320)	-	3,817,633
Aset hak-guna/*Right-of-use assets*						
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	34,176,516	6,031,661	(844,837)	-	-	39,363,340
TI (Catatan 2i)/*IT (Note 2i)*	72,593	3,494	-	-	-	76,087
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	2,789,129	203,326	-	-	(308,352)	2,684,103
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	14,990,448	1,282,684	(1,592,118)	-	-	14,681,014
	205,683,269	20,697,485	(11,069,343)	-	(7,498,748)	207,812,663
Akumulasi penyusutan dan penurunan nilai/ *Accumulated depreciation and impairment in value*						
Kepemilikan langsung/*Direct ownerships*						
Bangunan/*Buildings*	(301,402)	(18,111)	-	-	-	(319,513)
TI/*IT*	(10,566,986)	(1,171,994)	54,127	-	-	(11,684,853)
Kantor/*Office*	(582,873)	(41,107)	222	-	-	(623,758)
Penunjang/*Improvements*	(12,438,929)	(800,268)	94,292	-	-	(13,144,905)
Kendaraan/*Vehicles*	(13,357)	(1,426)	432	-	-	(14,351)
Selular/*Cellular*	(49,872,960)	(4,898,007)	6,071,612	-	-	(48,699,355)
Transmisi/*Transmission*	(30,997,855)	(2,744,113)	2,174,080	-	4,775,420	(26,792,468)
Nirkabel/*Wireless*	(994,311)	-	131	-	-	(994,180)
Pusat operasi/*Operation center*	(1,949,493)	(155,627)	12,293	-	-	(2,092,827)
Akses tetap/*Fixed access*	(1,816,801)	(83,021)	12,258	-	80,247	(1,807,317)
Aset hak-guna/*Right-of-use assets*						
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	(16,734,471)	(3,862,559)	775,578	-		(19,821,452)
TI (Catatan 2i)/*IT (Note 2i)*	(69,553)	(5,193)	-	-		(74,746)
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	(2,147,274)	(332,661)	-	-	137,238	(2,342,697)
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	(3,053,919)	(1,246,823)	-	-		(4,300,742)
	(131,540,184)	(15,360,910)	9,195,025	-	4,992,905	(132,713,164)
Nilai buku bersih/ *Net book value*						
Kepemilikan langsung/*Direct ownerships*						
Tanah/*Land*	245,002	-	-	-	-	245,002
Bangunan/*Buildings*	255,235	(17,272)	-	-	-	237,963
TI/*IT*	2,982,509	(583,442)	(450)	2,776,336	-	5,174,953
Kantor/*Office*	78,863	(19,085)	(199)	27,728	-	87,307
Penunjang/*Improvements*	2,367,242	(800,268)	(54,851)	729,215	-	2,241,338
Kendaraan/*Vehicles*	3,376	(796)	-	-	-	2,580
Selular/*Cellular*	21,100,493	(4,898,007)	(116,388)	4,728,163	-	20,814,261
Transmisi/*Transmission*	14,127,034	(2,181,241)	(41,053)	1,824,189	(2,204,708)	11,524,221
Nirkabel/*Wireless*	-	-	-	-	-	
Pusat operasi/*Operation center*	409,239	(155,627)	-	228,839	-	482,451
Akses tetap/*Fixed access*	374,075	(83,021)	-	45,850	(130,021)	206,883
Konstruksi/*Construction*	2,176,548	12,001,405	-	(10,360,320)	-	3,817,633
Aset hak-guna/*Right-of-use assets*						
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	17,442,045	2,169,102	(69,259)	-	-	19,541,888
TI (Catatan 2i)/*IT (Note 2i)*	3,040	(1,699)	-	-	-	1,341
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	641,855	(129,335)	-	-	(171,114)	341,406
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	11,936,529	35,861	(1,592,118)	-	-	10,380,272
	74,143,085	5,336,575	(1,874,318)	-	(2,505,843)	75,099,499

*) Pemindahan ke kelompok lainnya meliputi pemindahan ke aset yang diklasifikasikan sebagai dimiliki untuk dijual / *Transfer to other categories consisting of transfer into assets classified as held for sale.*

10. ASET TETAP (lanjutan) / *10. PROPERTY AND EQUIPMENT (continued)*

	01/01/2024	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	31/12/2024
Biaya perolehan/*Cost*					
Kepemilikan langsung/*Direct ownerships*					
Tanah/*Land*	245,002	-	-	-	245,002
Bangunan/*Buildings*	489,075	19,258	-	48,304	556,637
TI/*IT*	11,665,943	863,603	(339,365)	1,359,314	13,549,495
Kantor/*Office*	626,111	9,186	(11,038)	37,477	661,736
Penunjang/*Improvements*	14,212,666	-	(303,074)	896,579	14,806,171
Kendaraan/*Vehicles*	16,833	536	(636)	-	16,733
Selular/*Cellular*	70,188,945	-	(4,993,184)	5,777,692	70,973,453
Transmisi/*Transmission*	44,041,423	503,883	(1,543,648)	2,123,231	45,124,889
Nirkabel/*Wireless*	994,311	-	-	-	994,311
Pusat operasi/*Operation center*	2,135,766	-	(4,240)	227,206	2,358,732
Akses tetap/*Fixed access*	2,167,437	-	(67,964)	91,403	2,190,876
Konstruksi/*Construction*	4,318,373	8,419,381	-	(10,561,206)	2,176,548
Aset hak-guna/*Right-of-use assets*					
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	31,028,834	3,412,245	(264,563)	-	34,176,516
TI (Catatan 2i)/*IT (Note 2i)*	72,593	-	-	-	72,593
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	2,457,849	430,711	(99,431)	-	2,789,129
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	12,198,722	2,791,726	-	-	14,990,448
	196,859,883	16,450,529	(7,627,143)	-	205,683,269
Akumulasi penyusutan dan penurunan nilai/ *Accumulated depreciation and impairment in value*					
Kepemilikan langsung/*Direct ownerships*					
Bangunan/*Buildings*	(286,720)	(14,682)	-	-	(301,402)
TI/*IT*	(10,060,409)	(845,942)	339,365	-	(10,566,986)
Kantor/*Office*	(559,381)	(34,530)	11,038	-	(582,873)
Penunjang/*Improvements*	(11,861,464)	(879,772)	302,307	-	(12,438,929)
Kendaraan/*Vehicles*	(12,795)	(1,198)	636	-	(13,357)
Selular/*Cellular*	(50,151,417)	(4,714,244)	4,992,701	-	(49,872,960)
Transmisi/*Transmission*	(29,866,773)	(2,673,954)	1,542,872	-	(30,997,855)
Nirkabel/*Wireless*	(994,311)	-	-	-	(994,311)
Pusat operasi/*Operation center*	(1,832,725)	(121,008)	4,240	-	(1,949,493)
Akses tetap/*Fixed access*	(1,794,648)	(89,369)	67,216	-	(1,816,801)
Aset hak-guna/*Right-of-use assets*					
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	(13,110,893)	(3,818,424)	194,846	-	(16,734,471)
TI (Catatan 2i)/*IT (Note 2i)*	(62,053)	(7,500)	-	-	(69,553)
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	(1,691,563)	(501,340)	45,629	-	(2,147,274)
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	(1,713,912)	(1,340,007)	-	-	(3,053,919)
	(123,999,064)	(15,041,970)	7,500,850	-	(131,540,184)
Nilai buku bersih/ *Net book value*					
Kepemilikan langsung/*Direct ownerships*					
Tanah/*Land*	245,002	-	-	-	245,002
Bangunan/*Buildings*	202,355	4,576	-	48,304	255,235
TI/*IT*	1,605,534	17,661	-	1,359,314	2,982,509
Kantor/*Office*	66,730	(25,344)	-	37,477	78,863
Penunjang/*Improvements*	2,351,202	(879,772)	(767)	896,579	2,367,242
Kendaraan/*Vehicles*	4,038	(662)	-	-	3,376
Selular/*Cellular*	20,037,528	(4,714,244)	(483)	5,777,692	21,100,493
Transmisi/*Transmission*	14,174,650	(2,170,071)	(776)	2,123,231	14,127,034
Nirkabel/*Wireless*	-	-	-	-	-
Pusat operasi/*Operation center*	303,041	(121,008)	-	227,206	409,239
Akses tetap/*Fixed access*	372,789	(89,369)	(748)	91,403	374,075
Konstruksi/*Construction*	4,318,373	8,419,381	-	(10,561,206)	2,176,548
Aset hak-guna/*Right-of-use assets*					
Penunjang (Catatan 2i)/*Improvements (Note 2i)*	17,917,941	(406,179)	(69,717)	-	17,442,045
TI (Catatan 2i)/*IT (Note 2i)*	10,540	(7,500)	-	-	3,040
Transmisi (Catatan 2i)/*Transmission (Note 2i)*	766,286	(70,629)	(53,802)	-	641,855
Akses tetap (Catatan 2i)/*Fixed access (Note 2i)*	10,484,810	1,451,719	-	-	11,936,529
	72,860,819	1,408,559	(126,293)	-	74,143,085

Sebagian kabel bawah laut (disajikan sebagai bagian dari peralatan transmisi dan *cross-connection*) merupakan bagian investasi Perusahaan pada sirkuit kabel bawah laut yang dibangun, dioperasikan, dipelihara, dan dimiliki bersama-sama dengan operator dari negara lain, berdasarkan kontrak dan/atau perjanjian pembangunan dan pemeliharaan.

Several submarine cables (presented as part of transmission and cross-connection equipment) represent the Company's proportionate investment in submarine cable circuits jointly constructed, operated, maintained and owned with operator from other countries, based on the respective contracts and/or the construction and maintenance agreements.

10. ASET TETAP (lanjutan)

Penyusutan yang dibebankan pada laporan laba rugi sebesar Rp15.360.910 dan Rp15.041.970 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal 31 Desember 2025, Grup telah mengasuransikan aset tetapnya (kecuali kabel bawah laut internasional dan hak atas tanah) dengan nilai pertanggungan sebesar Rp37.297.274. Manajemen berkeyakinan bahwa nilai pertanggungan ini dapat menutup kemungkinan kerugian akibat kebakaran, ledakan, petir, kerusakan pesawat udara, gangguan bisnis, dan bencana alam lainnya.

Pada tanggal 31 Desember 2025, Grup memiliki aset tetap dengan jumlah biaya perolehan sebesar Rp55.289.577 yang telah disusutkan secara penuh tetapi masih digunakan.

Pada tanggal 31 Desember 2025, Nilai Jual Objek Pajak ("NJOP") tanah dan bangunan Grup sebesar Rp4.437.183. NJOP ditentukan oleh pemerintah daerah.

Pada tanggal 31 Desember 2025, tingkat persentase penyelesaian aset dalam pembangunan berkisar antara 1% - 99% dari nilai kontrak dengan perkiraan tanggal penyelesaian sebagian besar pada tahun 2025. Aset dalam pembangunan terutama terdiri dari selular, sarana penunjang, transmisi, TI, dan akses tetap.

Pada tanggal 31 Desember 2025 dan 2024, Grup tidak memiliki aset kualifikasian untuk kapitalisasi biaya pinjaman.

Untuk tahun yang berakhir 31 Desember 2025 dan 2024, penerimaan dan keuntungan bersih atas penjualan aset tetap adalah sebagai berikut:

***10. PROPERTY AND EQUIPMENT** (continued)*

Depreciation expense charged to profit or loss amounted to Rp15,360,910 and Rp15,041,970 for the years ended 31 December 2025 and 2024, respectively.

As at 31 December 2025, the Group insured its property and equipment (except for international submarine cables and landrights) with a sum insured of Rp37,297,274. Management believes that the sum insured is sufficient to cover possible losses arising from fire, explosion, lightning, aircraft damage, business interruption and other natural disasters.

As at 31 December 2025, the Group had property and equipment with total cost amounting to Rp55,289,577 which have been fully depreciated but are still being used.

As at 31 December 2025, the Sale Value of the Tax Object ("NJOP") of the Group's land and buildings amounted to Rp4,437,183. The NJOP is determined by the regional government.

As at 31 December 2025, the level of percentage completion of assets under construction was ranging about 1% - 99% of the contract value with estimated completion dates mostly in 2025. The assets under construction consisted mainly of cellular, improvements, transmission, IT and fixed access.

As at 31 December 2025 and 2024, the Group has no qualifying asset for capitalization of borrowing costs.

For the years ended 31 December 2025 and 2024, the proceeds of, and net gain on the sales of certain property and equipment were as follows:

	2025	2024	
Penerimaan	230,389	113,492	*Proceeds*
Nilai buku bersih	(68,948)	(2,774)	*Net book value*
Keuntungan bersih	161,441	110,718	*Net gain*

11. *GOODWILL* DAN ASET TAKBERWUJUD LAIN / *11. GOODWILL AND OTHER INTANGIBLE ASSETS*

	Harga perolehan/ *Cost*	Akumulasi amortisasi/ *Accumulated amortisation*	Nilai buku bersih/ *Net book value*
Saldo/*Balance*, 1 Januari/*January* 2024			
Piranti lunak tak terintegrasi/*Non-integrated software*	1,607,441	(1,061,192)	546,249
Aset takberwujud lain-lain/*Other intangible assets*	2,640,128	(808,958)	1,831,170
Goodwill	19,746,707	(1,619,979)	18,126,728
	23,994,276	(3,490,129)	20,504,147
Penambahan/*Addition*			
Piranti lunak tak terintegrasi/*Non-integrated software*	122,070	(203,009)	(80,939)
Aset takberwujud lain-lain/*Other intangible assets*	-	(306,226)	(306,226)
	122,070	(509,235)	(387,165)
Saldo/*Balance*, 31 Desember/*December* 2024			
Piranti lunak tak terintegrasi/*Non-integrated software*	1,729,511	(1,264,201)	465,310
Aset takberwujud lain-lain/*Other intangible assets*	2,640,128	(1,115,184)	1,524,944
Goodwill	19,746,707	(1,619,979)	18,126,728
	24,116,346	(3,999,364)	20,116,982
Penambahan/*Addition*			
Piranti lunak tak terintegrasi/*Non-integrated software*	104,022	(156,756)	(52,734)
Aset takberwujud lain-lain/*Other intangible assets*	-	(306,226)	(306,226)
	104,022	(462,982)	(358,960)
Saldo/*Balance*, 31 Desember/*December* 2025			
Piranti lunak tak terintegrasi/*Non-integrated software*	1,833,533	(1,420,957)	412,576
Aset takberwujud lain-lain/*Other intangible assets*	2,640,128	(1,421,410)	1,218,718
Goodwill	19,746,707	(1,619,979)	18,126,728
	24,220,368	(4,462,346)	19,758,022

Aset tak berwujud lain sebagian besar terdiri dari (i) izin spektrum, basis pelanggan, dan merek diperoleh dari akuisisi Satelindo pada tahun 2002 yang sudah diamortisasi secara penuh, (ii) merek diperoleh dari transaksi penggabungan usaha dengan H3I efektif 4 Januari 2022, (iii) hubungan pelanggan dan kontrak pelanggan diperoleh dari transaksi akuisisi APE efektif 31 Oktober 2022, dan (iv) perolehan kontrak pelanggan *fibre-to-the-home* ("FTTH") dari PT MNC Kabel Mediacom ("MNC") pada 16 November 2023.

Other intangible assets are mainly consisted of (i) spectrum license, customer base and brand arising from the acquisition of Satelindo in 2002 which have been fully amortised, (ii) brand arising from merger transaction with H3I effective 4 January 2022, (iii) customer's relationship and customer's contract arising from acquisition of APE effective 31 October 2022 and (iv) acquisition of fibre-to-the-home ("FTTH") customer contracts from PT MNC Kabel Mediacom ("MNC") on 16 November 2023.

Amortisasi yang dibebankan pada laporan laba rugi masing-masing sebesar Rp462.982 dan Rp509.235 untuk tahun yang berakhir 31 Desember 2025 dan 2024.

Amortisation expense charged to profit or loss amounted to Rp462,982 and Rp509,235 for the years ended 31 December 2025 and 2024, respectively.

Goodwill diperoleh melalui:
- Akuisisi kepemilikan atas Bimagraha dan Satelindo masing-masing pada tahun 2001 dan 2002, dan dari akuisisi tambahan kepemilikan atas Lintasarta pada tahun 2005, dan LMD pada tahun 2010. *Goodwill* sebesar Rp1.322.668 dan Rp1.715 masing-masing telah dialokasikan ke segmen selular dan MIDI.

Goodwill arose from:
- *The acquisition of ownership in Bimagraha and Satelindo in 2001 and 2002, respectively, and from the acquisition of additional ownership in Lintasarta in 2005, and LMD in 2010. Goodwill of Rp1,322,668 and Rp1,715 were allocated to the cellular and MIDI segments, respectively.*

11. *GOODWILL* DAN ASET TAKBERWUJUD LAIN (lanjutan)

Goodwill diperoleh melalui: (lanjutan)
- Transaksi penggabungan usaha dengan H3I efektif per 4 Januari 2022. *Goodwill* sebesar Rp15.214.335 telah dialokasikan ke segmen selular.
- Akuisisi bertahap atas investasi di APE dari investasi pada asosiasi ke anak perusahaan efektif per 8 November 2022. *Goodwill* sebesar Rp1.588.010 telah dialokasikan ke segmen MIDI.

Pengujian penurunan nilai atas *goodwill* dilakukan setiap tahun dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mengalami penurunan nilai. Untuk pengujian penurunan nilai, nilai terpulihkan dari unit usaha selular dan entitas anak APE ditentukan berdasarkan perhitungan nilai wajar dikurangi biaya untuk menjual [*fair value less costs of disposal* ("FVLCOD")] sedangkan anak perusahaan APE menggunakan Nilai pakai [*value in use* ("VIU")] dengan menggunakan Pendekatan Penghasilan. Kedua nilai tersebut termasuk dalam kategori pengukuran nilai wajar Level 3.

Asumsi kunci yang digunakan dalam perhitungan FVLCOD pada tanggal 31 Desember 2025:
- Tingkat diskonto - Perusahaan memilih menggunakan biaya modal rata-rata tertimbang [*weighted average cost of capital* ("WACC")] sebagai tingkat diskonto untuk arus kas yang didiskontokan. Estimasi WACC sebelum pajak yang digunakan untuk mengestimasi nilai terpulihkan adalah antara 11% dan 11,9% untuk unit usaha selular dan 13,2% untuk entitas anak APE.
- *Compounded Annual Growth Rate* ("CAGR") - Proyeksi CAGR untuk periode anggaran 5 tahun atas pendapatan adalah 6% untuk unit usaha selular, dan 6,6% untuk unit entitas anak APE.

Tidak ada penurunan nilai *goodwill* yang diidentifikasi.

Nilai terpulihkan dari segmen selular, yang dihitung oleh penilai independen pada tanggal 31 Desember 2025, adalah antara Rp103.804.000 hingga Rp114.816.000. Kenaikan tingkat diskonto menjadi 12,9% akan menghapus kelebihan yang tersisa.

11. GOODWILL AND OTHER INTANGIBLE ASSETS *(continued)*

Goodwill arose from: (continued)
- *Merger transaction with H3I effective 4 January 2022. Goodwill of Rp15,214,335 was allocated to cellular segment.*
- *Step acquisition on investment in APE from investment in associate to subsidiary effective 8 November 2022. Goodwill of Rp1,588,010 was allocated to the MIDI segment.*

Goodwill is tested for impairment annually and when circumstances indicate the carrying value may be impaired. For impairment test, the recoverable amount of the cellular business unit and APE subsidiary has been determined based on fair value less costs of disposal ("FVLCOD") while the APE subsidiary uses Value in Use ("VIU") based on the Income Approach. The value is within the category of fair value measurement Level 3.

Key assumptions used in the FVLCOD calculation at 31 December 2025:
- *Discount rate - The Company has chosen to use the weighted average cost of capital ("WACC") as the discount rate for the discounted cash flows. The estimated pre-tax WACC applied in determining the recoverable amount was between 11% and 11.9% for cellular business unit and 13.2% for APE subsidiary.*
- *Compounded Annual Growth Rate ("CAGR") - The CAGR projection for the 5-year budget period of revenue is 6% for cellular business unit and 6.6% for APE subsidiary.*

No impairment of the goodwill was identified.

The recoverable amount of cellular segment, calculated by an independent valuer at 31 December 2025, was in the range of Rp103,804,000 to Rp114,816,000. A rise in discount rate to become 12.9% would remove the remaining headroom.

11. *GOODWILL* DAN ASET TAKBERWUJUD LAIN (lanjutan)

Nilai terpulihkan dari entitas anak APE yang dihitung oleh penilai independen pada tanggal 31 Desember 2025 adalah Rp6.125.880 hingga Rp6.728.067 dengan tingkat sensitivitas antara 12,2% hingga 14,2%.

Manajemen berkeyakinan bahwa tidak ada perubahan yang signifikan terhadap asumsi kunci atau indikator penurunan nilai yang mengharuskan perhitungan terbaru atas nilai terpulihkan pada tanggal 31 Desember 2025.

11. GOODWILL AND OTHER INTANGIBLE ASSETS (continued)

The recoverable amount from APE subsidiary calculated by an independent valuer at 31 December 2025 was Rp6,125,880 to Rp6,728,067 with a sensitivity rate in range of 12.2% to 14.2%.

Management believed that there were no significant changes of key assumptions or impairment indicators that would often require an updated calculation of the recoverable amount as at 31 December 2025.

12. UTANG PENGADAAN

Akun ini terdiri dari jumlah yang terutang untuk pengeluaran barang modal dan operasional.

Utang pengadaan berdasarkan mata uang adalah sebagai berikut:

12. PROCUREMENT PAYABLES

This account consists of amounts payable related to capital and operating expenditures.

Procurement payables detail by currency are as follows:

	2025	2024	
Pihak ketiga			*Third parties*
Rupiah	8,572,412	8,178,753	*Rupiah*
Mata uang asing	157,259	144,202	*Foreign currencies*
	8,729,671	8,322,955	
Pihak berelasi			*Related parties*
Rupiah	118,205	94,550	*Rupiah*
Mata uang asing	-	-	*Foreign currencies*
	118,205	94,550	
	8,847,876	8,417,505	
Dikurangi: bagian jangka pendek	(8,846,572)	(8,409,551)	*Less: current portion*
Bagian jangka panjang	1,304	7,954	*Non-current portion*

Lihat Catatan 27 untuk informasi pihak berelasi.

Refer to Note 27 for related parties information.

13. AKRUAL / *13. ACCRUALS*

	2025	2024	
Sewa	1,072,669	1,485,670	*Rent*
Perbaikan dan pemeliharaan	380,564	353,754	*Repair and maintenance*
Kewajiban pelayanan universal	358,649	351,688	*Universal Service Obligation ("USO")*
Insentif agen penjual	339,046	351,497	*Dealer incentives*
Pemasangan	335,384	201,896	*Installation*
Utilitas	252,390	289,733	*Utilities*
Pemasaran	227,763	300,764	*Marketing*
Biaya hak penyelenggaraan jasa telekomunikasi	149,752	152,487	*Telecommunications service concession fee*
Jasa profesional	73,113	79,798	*Professional fees*
Bunga	71,629	92,881	*Interest*
Umum dan administrasi	51,929	80,655	*General and administrative*
Lain-lain (masing-masing < Rp20.000)	80,159	78,226	*Others (each < Rp20,000)*
	3,393,047	3,819,049	

Lihat Catatan 27 untuk informasi pihak berelasi. *Refer to Note 27 for related parties information.*

14. IMBALAN KERJA / *14. EMPLOYEE BENEFITS*

Kewajiban imbalan kerja jangka pendek / ***Short-term employee benefits obligations***

	2025	2024	
Bonus karyawan	464,408	993,148	*Employee bonus*
Pesangon pemutusan kontrak kerja	-	53,101	*Termination benefits*
Lain-lain	62,758	116,618	*Others*
	527,166	1,162,867	

Kewajiban imbalan kerja jangka panjang / ***Long-term employee benefits obligations***

	2025	2024	
Kewajiban menurut Perjanjian Kerja Bersama	973,828	875,069	*Obligation under Collective Labor Agreement*
Imbalan kerja jangka panjang lain-lain	104,212	69,328	*Other long-term employee benefits*
	1,078,040	944,397	
Dikurangi:			*Less:*
Bagian jangka pendek	(98,712)	(82,274)	*Current portion*
Bagian jangka panjang	979,328	862,123	*Non-current portion*

14. IMBALAN KERJA (lanjutan) / *14. EMPLOYEE BENEFITS (continued)*

Kewajiban imbalan kerja jangka panjang (lanjutan) / ***Long-term employee benefits obligations (continued)***

Rincian beban imbalan kerja adalah sebagai berikut: / *The details of expenses were as follows:*

	2025	2024	
Kewajiban menurut Perjanjian Kerja Bersama	168,197	109,931	*Obligation under Collective Labor Agreement*
Imbalan kerja jangka panjang lain-lain	51,371	11,771	*Other long-term employee benefits*
	219,568	121,702	

Jumlah yang diakui dalam penghasilan komprehensif lain adalah sebagai berikut: / *The amount recognised in other comprehensive income are as follows:*

	2025	2024	
Keuntungan pengukuran kembali atas program imbalan pasti	16,696	6,885	*Remeasurement gain on defined benefit plans*
Beban pajak terkait	(3,673)	(1,515)	*Related income tax expenses*
	13,023	5,370	

Kewajiban menurut Perjanjian Kerja Bersama / ***Obligations under Collective Labor Agreement***

Grup menerapkan Undang-Undang No. 6 tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang dan peraturan penerapan terkait (Peraturan Pemerintah No. 35/2021) sebagai basis dalam perhitungan kewajiban imbalan kerja karyawan.

The Group implements Law No. 6 of 2023 regarding Stimulated Government Regulation Change Law No. 2 of 2022 concerning Job Creation to become Law and related implemented regulation (PP No. 35/2021) as basis in calculating the employee benefits obligation.

Biaya pensiun berkala bersih Grup dihitung berdasarkan penilaian aktuarial pada tanggal 31 Desember 2024. Penilaian aktuarial dilakukan oleh aktuaris independen dengan menggunakan metode *projected-unit-credit,* dengan asumsi utama berikut:

The net periodic pension cost of the Group was calculated based on actuarial valuations as at 31 December 2024. The actuarial valuations were prepared by an independent actuary, using the projected-unit-credit method, with the following principal assumptions:

	2025	2024	
Tingkat diskonto tahunan			*Annual discount rate*
- Perusahaan	6.30%	7.10%	*The Company* -
- Lintasarta	6.40%	7.10%	*Lintasarta* -
Tingkat kenaikan kompensasi tahunan			*Annual rate of increase in compensation*
- Perusahaan	6.00%	6.50%	*The Company* -
- Lintasarta	6.50%	6.50%	*Lintasarta* -

14. IMBALAN KERJA (lanjutan) / *14. EMPLOYEE BENEFITS (continued)*

Mutasi kewajiban imbalan pasti adalah sebagai berikut: / *The movements of the defined benefit obligation are as follows:*

	2025	2024	
Pada awal tahun	875,069	873,966	*At the beginning of the year*
Biaya jasa kini	106,296	104,560	*Current service cost*
Biaya bunga	59,163	51,974	*Interest cost*
Biaya jasa lalu	2,738	(46,603)	*Past service cost*
Pengukuran kembali:			*Remeasurements:*
- (Kerugian) keuntungan yang timbul dari perubahan asumsi aktuarial	23,989	(24,346)	*(Loss) gain from changes - in actuarial assumptions*
- (Keuntungan) kerugian pengalaman	(40,812)	15,333	*Experience (gain) loss - Projected Benefit Obligation ("PBO") reimbursement rights*
Kewajiban hak penggantian	2,096	3,068	
Imbalan yang dibayar	(54,711)	(102,883)	*Benefit paid*
Pada akhir tahun	973,828	875,069	*At the end of the year*
Dikurangi: bagian jangka pendek	(76,233)	(66,327)	*Less: current portion*
Bagian jangka panjang	897,595	808,742	*Non-current portion*

Analisis sensitivitas kewajiban imbalan pasti / ***Sensitivity analysis on defined benefit obligation***

Jumlah yang diakui pada laporan laba rugi adalah sebagai berikut: / *The amounts recognised in profit or loss are as follows:*

	2025	2024	
Biaya jasa kini	106,296	104,560	*Current service cost*
Biaya bunga	59,163	51,974	*Interest cost*
Biaya jasa lalu	2,738	(46,603)	*Past service cost*
	168,197	109,931	

Jatuh tempo kewajiban imbalan pasti yang tidak didiskontokan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: / *The maturity of undiscounted defined benefit obligation as at 31 December 2025 and 2024 are as follows:*

	2025	2024	
Dalam waktu 12 bulan berikutnya	76,233	66,327	*Within the next 12 months*
Antara 1 dan 5 tahun	388,022	350,249	*Between 1 and 5 years*
Antara 5 dan 10 tahun	951,240	793,052	*Between 5 and 10 years*
Di atas 10 tahun	3,383,950	3,529,740	*Above 10 years*
	4,799,445	4,739,368	

14. IMBALAN KERJA (lanjutan)

Analisis sensitivitas kuantitatif untuk perubahan 1% atas asumsi yang signifikan berikut ini pada tanggal 31 Desember 2025 adalah sebagai berikut:

14. EMPLOYEE BENEFITS (continued)

Quantitative sensitivity analysis for each 1% change in the following significant assumptions as at 31 December 2025 are as follows:

	Dampak perubahan asumsi terhadap kewajiban imbalan pasti/ *Impact of change in assumptions to defined benefit obligation*	
	Kenaikan/*Increase*	Penurunan/*Decrease*
Kewajiban menurut Perjanjian Kerja Bersama/*Obligation under Collective Labor Agreement*		
- Tingkat diskonto/*Discount rate*	Penurunan/*Decrease by 6.61% - 7.20%*	Kenaikan/*Increase by 7.37% - 8.19%*

Analisis sensitivitas atas kewajiban imbalan pasti didasarkan pada perubahan atas asumsi tunggal dengan asumsi lainnya konstan. Pada praktiknya, kecil kemungkinan hal tersebut terjadi, dan perubahan-perubahan dalam beberapa asumsi mungkin saling berhubungan. Ketika melakukan perhitungan sensitivitas dari kewajiban imbalan pasti ke asumsi aktuarial yang signifikan, metode yang sama (nilai kini dari kewajiban imbalan pasti yang dihitung dengan menggunakan metode *projected-unit-credit* pada akhir periode pelaporan) telah diterapkan seperti saat menghitung kewajiban pensiun yang diakui pada laporan posisi keuangan konsolidasian.

The sensitivity analysis on defined benefit obligation is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected-unit-credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the consolidated statement of financial position.

Rata-rata durasi kewajiban imbalan pasti

Rata-rata durasi kewajiban imbalan pasti adalah sebagai berikut (dalam tahun):

Average duration of defined benefit plan

The average duration of defined benefit obligation are as follows (in years):

	2025	2024	
Kewajiban menurut Perjanjian Kerja Bersama	8.5 - 10.7	7.3 - 8.9	*Obligation under Collective Labor Agreement*

Jumlah penyesuaian pengalaman terhadap nilai kini imbalan kerja untuk periode tahun ini dan periode empat tahun sebelumnya adalah sebagai berikut:

Amounts of experience adjustments to the present value of benefit obligations for current annual period and previous four annual periods are as follows:

	2025	2024	2023	2022	2021	
Kewajiban menurut Perjanjian Kerja Bersama						***Obligations under Collective Labor Agreement***
Nilai kini kewajiban	(973,828)	(875,069)	(873,966)	(752,095)	(522,308)	*Present value of obligations*
(Kerugian) keuntungan	40,812	(15,333)	(26,245)	2,114	18,680	*(Loss) gain*

15. PINJAMAN / *15. LOANS*

	2025	2024	
Pinjaman	11,850,200	9,050,000	*Loans*
Dikurangi:			*Less:*
Biaya transaksi yang belum diamortisasi	(12,395)	(10,337)	*Unamortised transaction cost*
	11,837,805	9,039,663	
Dikurangi:			*Less:*
Bagian jangka pendek	(3,339,355)	(1,549,800)	*Current maturities*
Bagian jangka panjang	8,498,450	7,489,863	*Non-current portion*

	2025			2024		
	Mata uang asal/ *Original currency*		Setara Rupiah/ *Equivalent to Rupiah*	Mata uang asal/ *Original currency*		Setara Rupiah/ *Equivalent to Rupiah*
Institusi keuangan/*Financial institutions*:						
a. Mandiri						
- Pinjaman berjangka/*Term loan*	Rp	4,200,200	4,200,200	Rp	5,150,000	5,150,000
- Pinjaman *revolving*/*Revolving time loan*	Rp	250,000	250,000	Rp	200,000	200,000
b. BCA						
- Fasilitas kredit investasi/*Investment credit facility*	Rp	4,600,000	4,600,000	Rp	800,000	800,000
c. HSBC						
- Pinjaman *revolving*/*Revolving time loan*	Rp	1,100,000	1,100,000	Rp	750,000	750,000
d. SMBCI (BTPN)						
- Pinjaman berjangka/*Term loan*	Rp	700,000	700,000	Rp	800,000	800,000
e. QNBI						
- Pinjaman *revolving*/*Revolving time loan*	Rp	600,000	600,000		-	-
f. Permata						
- Pinjaman berjangka/*Term loan*	Rp	400,000	400,000	Rp	600,000	600,000
g. BNI						
- Pinjaman *revolving*/*Revolving time loan*	Rp	-	-	Rp	750,000	750,000
			11,850,200			9,050,000
Dikurangi/*Less*:						
Biaya transaksi yang belum diamortisasi/ *Unamortized transaction cost*			(12,395)			(10,337)
Bagian jangka pendek/*Current maturities*			(3,339,355)			(1,549,800)
Bagian jangka panjang/*Non-current portion*			8,498,450			7,489,863

15. PINJAMAN (lanjutan) / *15. LOANS (continued)*

Rincian fasilitas yang digunakan oleh Grup pada tanggal 31 Desember 2025 adalah sebagai berikut:

The details of facilities used by the Group as at 31 December 2025 were as follows:

Pihak dalam kontrak/ *Counterparties*	Jenis pinjaman dan jumlah fasilitas/ *Type of loan and total facility*	Jadwal pembayaran/ *Payment schedule*	Periode pembayaran bunga/ *Interest payment period*	Tanggal jatuh tempo/ *Maturity*
a. Mandiri	Pinjaman berjangka/ *Term loan:* Rp5,000,000	Cicilan setiap tahun/*Installment every year* (23/11/2023 - 31/10/2027)	Triwulanan/*Quarterly*	31/10/2027
	Pinjaman berjangka/ *Term loan*: Rp900,000	Cicilan setiap triwulan/*Installment every quarter* (23/03/2025 - 2/07/2029)	Triwulanan/*Quarterly*	2/07/2029
	Fasilitas pinjaman *revolving/Revolving time loan*: Rp400,000	18/12/2026	Triwulanan/*Quarterly*	18/12/2026
b. BCA	Fasilitas kredit investasi 3/*Investment credit facility* 3: Rp2,000,000	Cicilan setiap tahun/*Installment every year* (17/06/2023 - 17/06/2027)	Triwulanan/*Quarterly*	17/06/2027
	Fasilitas kredit investasi 5/*Investment credit facility* 5: Rp5,000,000	Cicilan setiap tahun/*Installment every year* (10/12/2026 - 10/12/2030)	Triwulanan/*Quarterly*	10/12/2030
c. HSBC	Pinjaman *revolving/ Revolving time loan:* Rp1,100,000	16/07/2026	Bulanan/*Monthly*	16/07/2026
d. SMBCI (BTPN)	Pinjaman berjangka/ *Term loan:* Rp1,000,000	Cicilan setiap tahun/*Installment every year* (10/06/2023 - 10/06/2027)	Triwulanan/*Quarterly*	10/06/2027
	Fasilitas pinjaman *revolving/Revolving time loan*: Rp550,000	30/06/2026	Bulanan/*Monthly*	30/06/2026
e. QNB	Pinjaman *revolving/ Revolving time loan:* Rp500,000	14/03/2027	Bulanan/*Monthly*	14/03/2027
	Pinjaman *revolving/ Revolving time loan:* Rp500,000	29/12/2026	Bulanan/*Monthly*	29/12/2026
f. Permata	Pinjaman berjangka/ *Term loan:* Rp2,000,000	Cicilan setiap tahun/*Installment every year* (14/03/2023 - 14/03/2027)	Triwulanan/*Quarterly*	14/03/2027
g. BNI	Pinjaman *revolving/ Revolving time loan:* Rp1,000,000	26/04/2026	Bulanan/*Monthly*	26/04/2026

15. PINJAMAN (lanjutan)

Untuk tahun yang berakhir 31 Desember 2025, suku bunga pinjaman dari bank berkisar antara 4,50% sampai dengan 7,92% (berkisar antara 6,78% sampai dengan 8,43% pada tahun 2024).

Perusahaan diperbolehkan membayar lebih awal seluruh atau sebagian dari pinjaman sesuai dengan ketentuan dalam perjanjian. Fasilitas kredit di atas ditujukan untuk pembiayaan modal kerja, pengeluaran modal, dan pembiayaan umum.

Pada tanggal 31 Desember 2025, terdapat fasilitas pinjaman yang belum digunakan berupa *term loan* dan *revolving time loan* sebesar Rp5.450.000.

Fasilitas pinjaman *revolving* dan *term loan* di atas digunakan untuk membiayai modal kerja operasional, pembelian barang modal dan pembiayaan umum.

Seluruh pinjaman tidak dijamin dengan aset tertentu milik Grup maupun oleh pihak lain. Semua aset Grup digunakan sebagai jaminan *pari-passu* untuk semua kewajiban Grup termasuk pinjaman.

Pada tanggal 31 Desember 2025, Grup telah mematuhi seluruh pembatasan keuangan yang tercantum dalam perjanjian pinjaman yang akan dikaji secara triwulanan dan tahunan.

Jumlah penarikan pinjaman untuk tahun yang berakhir 31 Desember 2025 sebesar Rp10.650.000 terkait fasilitas kredit dari BCA, BNI, Danamon, HSBC, Mandiri, Maybank, Mizuho, SMBC dan QNB.

Jumlah pembayaran pinjaman untuk tahun yang berakhir 31 Desember 2025 sebesar Rp7.849.800 terkait fasilitas kredit dari BCA, BNI, Danamon, HSBC, Mandiri, Maybank, Mizuho, Permata dan SMBC.

Pada bulan Januari 2026, Perusahaan melakukan pembayaran pinjaman *revolving* HSBC pembayaran pinjaman *revolving* HSBC sebesar Rp1.100.000 dan QNB Indonesia sebesar Rp500.000.

***15. LOANS** (continued)*

For the year ended 31 December 2025, the interest rate for bank loans ranged from 4.50% to 7.92% (ranged from 6.78% to 8.43% in 2024).

The Company may prepay the whole or any part of the loan based on the terms and conditions in the agreement. The above credit facilities were utilised for financing working capital, capital expenditures and general funding requirement.

As at 31 December 2025, there were unused term loan and revolving time loan facilities totaling Rp5,450,000.

The above revolving loan and term loan facilities were utilized for financing the Company's operational working capital, capital expenditure and general funding requirement.

All loans are neither collateralized by any specific Group assets nor guaranteed by other parties. All of the Group's assets are used as pari-passu security to all of the Group's other liabilities including the loans.

As at 31 December 2025, the Group complied with all financial covenants required under the loan agreements that will be reviewed on a quarterly and annual basis.

The loan drawdown made for the year ended 31 December 2025 amounted to Rp10,650,000 in relation to credit facility obtained from BCA, BNI, Danamon, HSBC, Mandiri, Maybank, Mizuho, SMBC and QNB.

The loan repayments made for the year ended 31 December 2025 amounted to Rp7,849,800 in relation to credit facilities obtained from BCA, BNI, Danamon, HSBC, Mandiri, Maybank, Mizuho, Permata and SMBC.

In January 2026, the Company made repayments of its revolving credit facilities from HSBC amounting to Rp1,100,000 and from QNB Indonesia amounting Rp500,000.

16. UTANG OBLIGASI / *16. BONDS PAYABLE*

	2025	2024
PUB IV Tahap I/*SR IV Phase I*	875,000	1,750,000
PUB II Tahap I/*SR II Phase I*	538,000	538,000
PUB II Tahap III/*SR II Phase III*	516,000	782,000
PUB II Tahap II/*SR II Phase II*	511,000	511,000
PUB I Tahap IV/*SR I Phase IV*	201,000	201,000
PUB III Tahap I/*SR III Phase I*	92,000	92,000
PUB III Tahap II/*SR III Phase II*	75,000	75,000
PUB I Tahap II/*SR I Phase II*	-	427,000
PUB I Tahap III/*SR I Phase III*	-	162,000
	2,808,000	4,538,000
Biaya transaksi yang belum diamortisasi/*Unamortized transaction cost*	(2,433)	(4,816)
	2,805,567	4,533,184
Dikurangi: bagian jangka pendek/*Less: current maturities*	(245,937)	(1,728,837)
Bagian jangka panjang/*Non-current portion*	2,559,630	2,804,347

Rincian utang obligasi adalah sebagai berikut: / *The details of bonds payable are as follows:*

No.	Obligasi dan nilai nominal/ *Bond and nominal amount*	Bunga per tahun/ *Interest per annum*	Jatuh tempo/ *Maturity*
a.	PUB IV Tahap I Seri/*SR IV Phase I Serie:*		
	B: Rp875,000	7.70%	26/10/2027
b.	PUB II Tahap I Seri/*SR II Phase I Serie:*		
	E: Rp538,000	9.25%	31/05/2027
c.	PUB II Tahap III Seri/*SR II Phase III Serie:*		
	E: Rp516,000	8.70%	03/05/2028
d.	PUB II Tahap II Seri/*SR II Phase II Serie:*		
	E: Rp511,000	8.65%	09/11/2027
e.	PUB I Tahap IV Seri/*SR I Phase IV Serie:*		
	E: Rp201,000	9.15%	02/09/2026
f.	PUB III Tahap I Seri/*SR III Phase I Serie:*		
	D: Rp45,000	10.10%	05/03/2026
	E: Rp47,000	10.35%	05/03/2029
g.	PUB III Tahap II Seri/*SR III Phase II Serie:*		
	D: Rp75,000	10.00%	23/07/2029

16. UTANG OBLIGASI (lanjutan)

Periode pembayaran bunga untuk semua obligasi adalah setiap tiga bulan.

Utang obligasi ditujukan untuk membiayai biaya frekuensi, biaya izin, pengeluaran modal, pembelian *Base Station System* ("BSS"), pembelian kembali obligasi, dan pelunasan pinjaman.

Perusahaan dapat membeli kembali sebagian atau seluruh obligasi pada harga pasar, setelah satu tahun dari tanggal penerbitan. Berdasarkan laporan pemeringkatan terakhir yang dipublikasikan oleh PT Pemeringkat Efek Indonesia ("Pefindo") dan Fitch, peringkat obligasi Perusahaan adalah idAAA (*stable outlook*) dan AAA(idn) (*stable outlook*).

Semua utang obligasi ini tidak dijamin dengan aset tertentu Perusahaan maupun oleh pihak lain. Seluruh aset Perusahaan digunakan sebagai jaminan *pari-passu* untuk semua kewajiban Perusahaan lainnya termasuk obligasi ini.

Jumlah pembayaran obligasi untuk tahun yang berakhir 31 Desember 2025 sebesar Rp1.730.000 terkait Obligasi PUB I Tahap II Seri E, PUB II Tahap III Seri D, PUB IV Tahap I Seri A dan PUB I Tahap III Seri D.

16. BONDS PAYABLE (continued)

The interest payment schedule for all of the bonds is on a quarterly basis.

The bonds payables were utilised to finance frequency fee, license fee, capital expenditures, purchase of Base Station System ("BSS"), repurchase of bonds and refinance of loans.

The Company can buy back part or all of the bonds, after the first anniversary of the bonds, at market price. Based on the latest rating report issued by PT Pemeringkat Efek Indonesia ("Pefindo") and Fitch, rating of the Company's bonds are idAAA (stable outlook) and AAA(idn) (stable outlook).

All bonds are neither collateralised by any specific Company's assets nor guaranteed by other parties. All of the Company's assets are used as pari-passu security to all of the Company's other liabilities including the bonds.

The bond repayments made for the year ended 31 December 2025 amounted to Rp1,730,000 in relation to bond SR I Phase II Serie E, bond SR II Phase III Serie D, bond SR IV Phase I Serie A and bond SR I Phase III Serie D.

17. SUKUK

17. SHARIA BONDS

	2025	2024
PUB Ijarah IV Tahap I/*SR Sharia IV Phase I*	375,000	750,000
PUB Ijarah II Tahap II/*SR Sharia II Phase II*	193,000	193,000
PUB Ijarah II Tahap I/*SR Sharia II Phase I*	63,000	63,000
PUB Ijarah I Tahap IV/*SR Sharia I Phase IV*	54,000	54,000
PUB Ijarah III Tahap I/*SR Sharia III Phase I*	32,000	32,000
PUB Ijarah III Tahap II/*SR Sharia III Phase II*	20,000	20,000
PUB Ijarah I Tahap II/*SR Sharia I Phase II*	-	175,000
PUB Ijarah I Tahap III/*SR Sharia I Phase III*	-	41,000
	737,000	1,328,000
Biaya transaksi yang belum diamortisasi/ *Unamortised transaction cost*	(692)	(1,505)
	736,308	1,326,495
Dikurangi: bagian jangka pendek/*Less: current maturities*	(64,962)	(590,597)
Bagian jangka panjang/*Non-current portion*	671,346	735,898

17. SUKUK (lanjutan)

Rincian sukuk adalah sebagai berikut:

17. *SHARIA BONDS (continued)*

The details of the sharia bonds were as follows:

No.	Sukuk dan nilai nominal/ *Sharia bonds and nominal amount*	Imbal hasil ijarah tetap tahunan/*Annual fixed ijarah return*	Jatuh tempo/ *Maturity*
a.	PUB Ijarah IV Tahap I Seri/*SR Sharia IV Phase I Serie:*		
	B: Rp375,000	Rp28,875	26/10/2027
b.	PUB Ijarah II Tahap II Seri/*SR Sharia II Phase II Serie:*		
	E: Rp193,000	Rp16,695	09/11/2027
c.	PUB Ijarah II Tahap I Seri/*SR Sharia II Phase I Serie:*		
	D: Rp63,000	Rp5,828	31/05/2027
d.	PUB Ijarah I Tahap IV Seri/*SR Sharia I Phase IV Serie:*		
	D: Rp54,000	Rp4,941	02/09/2026
e.	PUB Ijarah III Tahap I Seri/*SR Sharia III Phase I Serie*:		
	D: Rp11,000	Rp1,111	05/03/2026
	E: Rp21,000	Rp2,174	05/03/2029
f.	PUB Ijarah III Tahap II Seri/*SR Sharia III Phase II Serie:*		
	D: Rp20,000	Rp2,000	23/07/2029

Imbal hasil tetap untuk semua sukuk dibayar setiap tiga bulan.

Fixed ijarah return for all sharia bonds are paid on quarterly basis.

Utang sukuk di atas ditujukan untuk membiayai biaya frekuensi, biaya izin, pengeluaran modal, pembelian *Base Station System* ("BSS"), pembelian kembali obligasi, dan pelunasan pinjaman.

The above-mentioned sharia bonds payables were utilised to finance frequency fee, license fee, capital expenditures, purchase of Base Station System ("BSS"), repurchase of bonds and refinance of loans.

Perusahaan dapat membeli kembali sebagian atau seluruh sukuk pada harga pasar, setelah satu tahun dari tanggal penerbitan. Berdasarkan laporan pemeringkatan terakhir yang dipublikasikan oleh Pefindo dan Fitch, peringkat sukuk Perusahaan adalah idAAA(sy) (*stable outlook*) dan AAA(idn) (*stable outlook*).

The Company can buy back part or all of the sharia bonds, after the first anniversary of the sharia bonds, at market price. Based on the latest rating report issued by Pefindo and Fitch, rating of the Company's sharia bonds are idAAA(sy) (stable outlook) and AAA(idn) (stable outlook).

Seluruh sukuk ini tidak dijamin dengan aset tertentu yang dimiliki oleh Perusahaan maupun oleh pihak lain. Semua aset Perusahaan digunakan sebagai jaminan *pari-passu* untuk semua kewajiban Perusahaan termasuk sukuk.

All sharia bonds are neither collateralised by any specific Company's assets nor guaranteed by other parties. All of the Company's assets are used as pari-passu security to all of the Company's other liabilities including the sharia bonds.

17. SUKUK (lanjutan)

Objek ijarah yang mendasari penerbitan sukuk adalah hak manfaat atas aset peralatan telekomunikasi tertentu yang dimiliki oleh Perusahaan.

Sukuk telah dicatatkan di Bursa Efek Indonesia dengan PT Bank Rakyat Indonesia (Persero) Tbk sebagai wali amanat.

Jumlah pembayaran sukuk untuk tahun yang berakhir 31 Desember 2025 sebesar Rp591.000 terkait Sukuk PUB I Tahap II Seri E, PUB IV Tahap I Seri A dan PUB I Tahap III Seri B.

***17. SHARIA BONDS** (continued)*

Ijarah objects underlying the issuance of sharia bonds are the relevant beneficial interest of certain telecommunications equipment owned by the Company.

Sharia bonds have been registered in Indonesian Stock Exchange with PT Bank Rakyat Indonesia (Persero) Tbk as a trustee.

The sharia bond repayments made for the year ended 31 December 2025 amounted to Rp591,000 in relation to Sharia bond SR I Phase II Serie E, Sharia bond SR IV Phase I Serie A and Sharia bond SR I Phase III Serie B.

18. SEWA

Grup menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan sewa menara, lahan, transmisi, peralatan TI, gedung, dan penunjang. Perjanjian sewa biasanya memiliki periode tetap lebih dari 1 tahun sampai dengan 15 tahun, tetapi dapat memiliki opsi perpanjangan. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset yang disewakan tidak dapat digunakan sebagai jaminan atas pinjaman.

Laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2025 dan 2024 menyajikan saldo-saldo berikut berkaitan dengan sewa:

18. LEASE

The Group entered into several lease agreements which are mainly related to rent of tower, site, transmission, IT equipment, building and improvement. Rental agreements are typically made for fixed period of more than 1 year to 15 years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

The consolidated statements of financial position as at 31 December 2025 and 2024 shows the following amounts related to leases:

	2025	2024	
Aset hak-guna[1]:			*Right-of-use assets[1]:*
- Penunjang	19,541,888	17,442,045	*Improvements* -
- Akses tetap	10,380,272	11,936,529	*Fixed access* -
- Transmisi	341,406	641,855	*Transmission* -
- TI	1,341	3,040	*IT* -
	30,264,907	30,023,469	

[1] Disajikan sebagai "Aset tetap" dalam laporan posisi keuangan.

[1] *Presented under "Property and equipment" in the statement of financial position.*

	2025	2024	
Liabilitas sewa:			*Lease liabilities:*
- Lancar	6,438,621	6,509,037	*Current* -
- Tidak lancar	33,096,852	33,457,877	*Non-current* -
	39,535,473	39,966,914	

18. SEWA (lanjutan) / *LEASE (continued)*

Penambahan aset hak-guna selama periode setahun yang berakhir pada 31 Desember 2025 dan 2024, masing-masing adalah sebesar Rp7.521.165 dan Rp6.634.682.

Additions to the right-of-use assets for the year ended 31 December 2025 and 2024 amounted to Rp7,521,165 and Rp6,634,682, respectively.

Laporan laba rugi menyajikan saldo berikut berkaitan dengan sewa:

The statement of profit or loss shows the following amounts related to leases:

	2025	2024	
Penyusutan aset hak-guna:			*Depreciation of right-of-use assets:*
- Penunjang	3,862,559	3,818,424	*Improvements* -
- Akses tetap	1,246,823	1,340,007	*Fixed access* -
- Transmisi	332,661	501,340	*Transmission* -
- TI	5,193	7,500	*IT* -
	5,447,236	5,667,271	
Beban bunga	3,055,830	3,261,364	*Interest expense*
Beban berkaitan dengan sewa jangka pendek	1,312,071	1,368,851	*Expense relating to short-term leases*
	4,367,901	4,630,215	

Jumlah pengeluaran kas untuk sewa selama tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, masing-masing adalah Rp10.143.141 dan Rp9.139.866.

The total cash outflow for leases for the year ended 31 December 2025 and 2024 were Rp10,143,141 and Rp9,139,866, respectively.

Jumlah komitmen sewa untuk sewa jangka pendek yang dicatat sebagai beban dengan dasar garis lurus pada tanggal 31 Desember 2025 dan 2024 masingmasing adalah Rp378.918 dan Rp262.912.

Total lease commitments from short-term leases recognised as expenses on a straight-line basis as at 31 December 2025 and 2024 were Rp378,918 and Rp262,912, respectively.

19. MODAL SAHAM / *CAPITAL STOCK*

Saham "Seri A" adalah saham khusus yang dimiliki oleh Pemerintah dan mempunyai hak suara khusus. Hak dan batasan yang berlaku pada saham "Seri B" juga berlaku bagi saham "Seri A". Pemegang saham "Seri A" yang mempunyai hak veto sehubungan dengan: (i) perubahan maksud dan tujuan Perusahaan; (ii) penambahan modal tanpa hak memesan terlebih dahulu; (iii) penggabungan, peleburan, pengambilalihan, dan pemisahan; (iv) perubahan atas ketentuan-ketentuan yang mengatur hak-hak saham "Seri A" sebagaimana diatur dalam Anggaran Dasar; dan (v) pembubaran, kepailitan, dan likuidasi Perusahaan. Pemegang saham "Seri A" juga memiliki hak untuk menunjuk satu direktur dan satu komisaris Perusahaan.

The "A" share is a special share held by the Government and has special voting rights. The material rights and restrictions which are applicable to the "B" share are also applicable to the "A" share. The holder of "A" share, which has a veto right with respect to: (i) amendment to the objective and purposes of the Company; (ii) increase of capital without pre-emptive rights; (iii) merger, consolidation, acquisition and demerger; (iv) amendment to the provisions regarding the rights of "A" share as stipulated in the Articles of Association; and (v) dissolution, bankruptcy and liquidation of the Company. The holder of "A" share also has the right to appoint one director and one commissioner of the Company.

19. MODAL SAHAM (lanjutan)

Berdasarkan Akta No. 47 tanggal 24 September 2024 dari Buchari Hanafi, S.H., Notaris di Kota Administrasi Jakarta Selatan yang pemberitahuannya telah diterima oleh Kementrian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0194869 tanggal 25 September 2024 terdapat perubahan jumlah saham Perusahaan karena pelaksanaan pemecahan saham Perseroan sebagai berikut:

1) Modal dasar Perseroan sebesar Rp2.000.000.000.000 yang semula terdiri dari 1 saham seri A dan 19.999.999.999 saham seri B telah diubah melalui pemecahan saham menjadi 1 saham seri A dan 79.999.999.996 saham seri B.
2) Pemecahan saham Perusahaan seri B berlaku efektif tanggal 14 Oktober 2024 sehingga (i) nilai nominal per saham seri B berubah dari Rp100 menjadi Rp25 dan (ii) jumlah lembar saham seri B yang ditempatkan dan disetor penuh meningkat dari 8.062.702.739 menjadi 32.250.810.956 saham seri B, sehingga komposisi pemegang saham Perusahaan menjadi seperti di bawah ini.

Kepemilikan modal saham Perusahaan pada tanggal 31 Desember 2025 adalah sebagai berikut:

***19. CAPITAL STOCK** (continued)*

Based on Deed No. 47 dated 24 September 2024 drawn up by Buchari Hanafi, S.H., Notary in the Administrative City of South Jakarta, the notification of which has been received by the Ministry of Law and Human Rights of the Republic of Indonesia pursuant to the notification Receipt of Amendment to the Articles of Association No. AHU-AH.01.03-0194869 dated 25 September 2024, there are changes to the number of shares of the Company due to the stock split as follows:

1) The Company's authorised capital of Rp2,000,000,000,000, which previously consisted of 1 serie A share and 19,999,999,999 series B shares, has been changed through a stock split to 1 serie A share and 79,999,999,996 series B shares.
2) The stock split of the Company's B shares was effectively implemented on 14 October 2024 so that (i) the nominal value for each B share changed from Rp100 into Rp25 and (ii) the number of issued and fully paid B shares increased from 8,062,702,739 into 32,250,810,956 B shares, hence the composition of the Company's shareholders are as follows.

The Company's capital stock ownership as at 31 December 2025 was as follows:

Pemegang saham	Jumlah saham ditempatkan dan disetorkan penuh/*Number of shares issued and fully paid*	Jumlah/ *Amount*	Persentase kepemilikan/ *Percentage of ownership (%)*	*Shareholders*
Saham Seri A				***A - Share***
Pemerintah	1	-	-	*Government*
Saham Seri B				***B - Share***
Ooredoo Hutchison Asia Pte. Ltd. (sebelumnya dikenal sebagai Ooredoo Asia Pte. Ltd.)	21,170,843,008	529,271	65.64	*Ooredoo Hutchison Asia Pte.Ltd. (previously known as Ooredoo Asia Pte. Ltd.)*
PT Perusahaan Pengelola Aset (Persero)	3,106,499,996	77,662	9.63	*PT Perusahaan Pengelola Aset (Persero)*
PT Tiga Telekomunikasi Indonesia	2,687,020,352	67,176	8.33	*PT Tiga Telekomunikasi Indonesia*
Vikram Sinha (Direktur Utama)	11,170,700	279	0.04	*Vikram Sinha (President Director)*
Muhammad Buldansyah (Direktur)	1,480,000	37	0.01	*Muhammad Buldansyah (Director)*
Lee Chi Hung (Direktur)	1,170,000	29	0.00	*Lee Chi Hung (Director)*
Irsyad Sahroni (Direktur)	1,047,500	26	0.00	*Irsyad Sahroni (Director)*
Publik (masing-masing persentase kepemilikan < 5%)	5,271,579,400	131,790	16.35	*Public (each holding < 5%)*
Jumlah saham beredar	32,250,810,957	806,270	100.00	***Total shares outstanding***

19. MODAL SAHAM (lanjutan)

Kepemilikan modal saham Perusahaan pada tanggal 31 Desember 2024 adalah sebagai berikut:

19. *CAPITAL STOCK (continued)*

The Company's capital stock ownership as at 31 December 2024 was as follows:

Pemegang saham / *Shareholders*	Jumlah saham ditempatkan dan disetorkan penuh/*Number of shares issued and fully paid*	Jumlah/ *Amount*	Persentase kepemilikan/ *Percentage of ownership (%)*
Saham Seri A / ***A - Share***			
Pemerintah / *Government*	1	-	-
Saham Seri B / ***B - Share***			
Ooredoo Hutchison Asia Pte. Ltd. (sebelumnya dikenal sebagai Ooredoo Asia Pte. Ltd.) / *Ooredoo Hutchison Asia Pte.Ltd. (previously known as Ooredoo Asia Pte. Ltd.)*	21,170,843,008	529,271	65.64
PT Perusahaan Pengelola Aset (Persero) / *PT Perusahaan Pengelola Aset (Persero)*	3,106,499,996	77,662	9.63
PT Tiga Telekomunikasi Indonesia / *PT Tiga Telekomunikasi Indonesia*	2,687,020,352	67,176	8.33
Vikram Sinha (Direktur Utama) / *Vikram Sinha (President Director)*	2,995,700	75	0.01
Muhammad Buldansyah (Direktur) / *Muhammad Buldansyah (Director)*	1,320,000	33	0.01
Lee Chi Hung (Direktur) / *Lee Chi Hung (Director)*	620,000	15	0.00
Publik (masing-masing persentase kepemilikan < 5%) / *Public (each holding < 5%)*	5,281,511,900	132,038	16.38
Jumlah saham beredar / ***Total shares outstanding***	32,250,810,957	806,270	100.00

Saham treasuri / *Treasury shares*

Perusahaan telah menjual sebanyak 20.900 (setara dengan 83.600 saham setelah pemecahan saham) saham treasuri pada bulan Maret 2024. Saham tersebut adalah saham yang sebelumnya dibeli kembali oleh Perusahaan dari para pemegang saham yang tidak menyetujui penggabungan usaha antara Perusahaan dengan H3I.

The Company sold 20,900 (equivalent to 83,600 shares after stock split) treasury shares in March 2024. These shares were previously repurchased by the Company from the Company's shareholders who disagreed with the Company's merger with H3I.

Tambahan modal disetor / *Additional paid-in capital*

Tambahan modal disetor pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The additional paid-in capital as at 31 December 2025 and 2024 consist of the following:

	2025	2024	
Selisih antara imbalan yang diberikan dengan nilai nominal yang berasal dari penggabungan usaha dengan H3I	16,166,931	16,166,931	*Excess of consideration transferred over par value coming from the merger with H3I*
Pelaksanaan Opsi Saham Karyawan Tahap I dan II tahun 2004 - 2006	873,512	873,512	*Exercise of Employee Stock Option Phase I and II in 2004 - 2006*
Selisih antara pembayaran yang diterima dengan nilai nominal yang berasal dari penawaran umum perdana	673,075	673,075	*Excess of proceeds over par value in the initial public offering*
Selisih antara pembayaran yang diterima dengan nilai nominal yang berasal dari penjualan saham treasuri	124	124	*Excess of proceeds over par value in the sale of treasury shares*
Jumlah	17,713,642	17,713,642	*Total*

19. MODAL SAHAM (lanjutan)

Dividen

Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 28 Mei 2025 telah menyetujui pembagian dividen kas final sebesar Rp83,8 (dalam Rupiah penuh) per saham dengan total nilai Rp2.702.618 untuk tahun buku 2024. Dividen kas tersebut telah dibayarkan kepada pemegang saham pada tanggal 2 Juli 2025.

Komponen ekuitas lain-lain

Berdasarkan Akta Penggabungan Usaha dari notaris Poerbaningsih Adi Warsito, S.H. No. 57 tanggal 20 November 2003 ("tanggal penggabungan usaha"), Perusahaan, Satelindo, PT Bimagraha Telekomindo ("Bimagraha"), dan IM3 sepakat untuk melakukan penggabungan usaha. Perusahaan adalah entitas yang dipertahankan. Seluruh aset dan liabilitas yang dimiliki oleh Satelindo, Bimagraha, dan IM3 dialihkan kepada Perusahaan pada tanggal penggabungan usaha. Ketiga perusahaan tersebut bubar secara hukum tanpa kewajiban untuk melakukan proses likuidasi.

Selisih yang timbul dari penggabungan usaha di atas dan akuisisi Satelindo pada tahun 2001 dicatat pada ekuitas sebagai "Komponen ekuitas lain-lain".

Kepentingan non-pengendali

Rincian kepentingan non-pengendali atas ekuitas entitas-entitas anak yang dikonsolidasi adalah sebagai berikut:

19. CAPITAL STOCK *(continued)*

Dividend

The Annual General Meeting of Shareholders held on 28 May 2025 approved the distribution of a final cash dividend of Rp83.8 (in full Rupiah amount) per share, totaling Rp2,702,618 for the 2024 financial year. The cash dividend was paid to shareholders on 2 July 2025.

Other equity component

Based on Merger Deed No. 57 dated 20 November 2003 ("merger date") of Poerbaningsih Adi Warsito, S.H., the Company, Satelindo, PT Bimagraha. Telekomindo ("Bimagraha") and IM3 agreed to merge. The Company is the surviving entity. All assets and liabilities owned by Satelindo, Bimagraha and IM3 were transferred to the Company on the merger date. These three companies were dissolved without the need to undergo the regular liquidation process.

The differences arising from the above merger and the acquisition of Satelindo in 2001 were recorded in equity as "Other equity component".

Non-controlling interests

Details of non-controlling interests in the equity of consolidated subsidiaries were as follows:

	2025	2024	
Lintasarta	3,188,867	3,153,366	*Lintasarta*
Kepentingan non-pengendali	3,188,867	3,153,366	*Non-controlling interests*

19. MODAL SAHAM (lanjutan)

Kepentingan non-pengendali (lanjutan)

Berikut adalah ringkasan informasi keuangan (sebelum eliminasi) untuk entitas anak yang mempunyai kepentingan non-pengendali yang material terhadap Grup:

***19. CAPITAL STOCK** (continued)*

***Non-controlling interests** (continued)*

Below is the summarised financial information (before elimination) for a subsidiary that has non-controlling interest which was considered material to the Group:

	Lintasarta dan Entitas Anak/ *Lintasarta and Subsidiaries*		
	2025	**2024**	
Ringkasan laporan posisi keuangan konsolidasian			***Summarised consolidated statements of financial position***
Aset lancar	5,078,940	4,340,130	*Current assets*
Liabilitas jangka pendek	(4,211,228)	(2,925,177)	*Current liabilities*
Jumlah aset bersih - lancar	867,712	1,414,953	*Total current net assets*
Aset tidak lancar	9,710,706	7,310,942	*Non-current assets*
Liabilitas jangka panjang	(3,168,126)	(1,344,984)	*Non-current liabilities*
Jumlah aset bersih - tidak lancar	6,542,580	5,965,958	*Total non-current net assets*
Jumlah aset bersih	7,410,292	7,380,911	*Total net assets*
Kepentingan non-pengendali	1,578,958	1,541,111	*Non-controlling interests*

Rincian kepentingan non-pengendali atas ekuitas entitas-entitas anak yang dikonsolidasi adalah sebagai berikut:

Details of non-controlling interests in the equity of consolidated subsidiaries were as follows:

	Lintasarta dan Entitas Anak/ *Lintasarta and Subsidiaries*		
	Tahun yang berakhir/ *Years ended*		
	31/12/2025	**31/12/2024**	
Ringkasan laporan laba rugi dan penghasilan komprehensif lain			***Summarised statements of profit or loss and other comprehensive income***
Pendapatan	5,040,668	4,728,176	*Revenue*
Laba sebelum pajak penghasilan	526,826	819,547	*Profit before income tax*
Beban pajak penghasilan	(133,364)	(202,828)	*Income tax expense*
Laba tahun berjalan	393,462	616,719	*Profit for the year*
Jumlah penghasilan komprehensif	393,462	616,719	*Total comprehensive income*
Laba tahun berjalan/jumlah penghasilan komprehensif yang diatribusikan kepada kepentingan non-pengendali	275,091	264,151	*Profit for the year/total comprehensive income attributable to non-controlling interests*
Dividen yang dibagikan kepada kepentingan non-pengendali	271,320	171,686	*Dividends declared to non-controlling interests*

19. MODAL SAHAM (lanjutan) / ***19. CAPITAL STOCK*** *(continued)*

Kepentingan non-pengendali (lanjutan) / ***Non-controlling interests*** *(continued)*

	Lintasarta dan Entitas Anak/ *Lintasarta and Subsidiaries*		
	Tahun yang berakhir/ *Years ended*		
	31/12/2025	31/12/2024	
Ringkasan laporan arus kas			***Summarised statements of cash flows***
Arus kas yang diperoleh dari aktivitas operasi	3,433,652	1,072,744	*Net cash provided from operating activities*
Arus kas yang digunakan untuk aktivitas investasi	(2,749,583)	(1,594,144)	*Net cash used in investing activities*
Arus kas yang diperoleh dari (digunakan untuk) aktivitas pendanaan	(736,407)	376,540	*Net cash provided from (used in) financing activities*
Dampak perubahan selisih kurs terhadap kas dan setara kas	631	663	*Effect of exchange rate on cash and cash equivalents*
Penurunan bersih kas dan setara kas	(51,707)	(144,197)	*Net decrease in cash and cash equivalents*
Kas dan setara kas pada awal tahun	1,524,839	1,669,036	*Cash and cash equivalents at beginning of the year*
Kas dan setara kas pada akhir tahun	1,473,132	1,524,839	*Cash and cash equivalents at end of the year*

20. LABA PER SAHAM DASAR DAN DILUSIAN / ***20. BASIC AND DILUTED EARNINGS PER SHARE***

Perhitungan laba per saham dasar dan dilusian untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

The calculation of the basic and diluted earnings per share for the years ended 31 December 2025 and 2024 are as follows:

	2025	2024	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	5,509,703	4,910,828	*Profit for the year attributable to owners of the parent*
Jumlah rata-rata tertimbang saham biasa yang beredar	32,250,810,957	32,250,793,051	*Weighted average number of ordinary shares outstanding*
Laba per saham dasar (dalam Rupiah penuh)	170.84	152.27	*Basic earnings per share (in full Rupiah amount)*

Perusahaan tidak memiliki saham biasa dan instrumen lain yang berpotensi dilutif. Dengan demikian, laba per saham dilusian setara dengan laba per saham dasar.

The Company has no potential dilutive ordinary shares and other instruments. Therefore, the diluted earnings per share is equivalent to the basic earnings per share.

21. PENDAPATAN / *21. REVENUE*

	2025	2024	
Selular			***Cellular***
Data	43,342,103	44,195,717	*Data*
Jasa nilai tambah	3,607,631	2,953,295	*Value added services*
Jasa interkoneksi	1,610,507	1,421,141	*Interconnection services*
Telepon	491,831	668,519	*Voice*
Short Message Service ("SMS")	111,102	230,655	*Short Message Service ("SMS")*
Lain-lain	777,365	455,675	*Others*
	49,940,539	49,925,002	
Dikurangi: diskon	(2,584,938)	(2,889,002)	*Less: discount*
	47,355,601	47,036,000	
MIDI			***MIDI***
Jasa TI	2,973,391	2,198,661	*IT Services*
Konektivitas tetap	2,959,500	3,244,491	*Fixed connectivity*
Fixed internet	2,412,059	2,543,367	*Fixed internet*
	8,344,950	7,986,519	
Telekomunikasi tetap			***Fixed telecommunications***
Telepon internasional	569,816	633,132	*International calls*
Telepon jaringan tetap	247,774	231,219	*Fixed line*
	817,590	864,351	
	56,518,141	55,886,870	

Rincian pendapatan selular-jasa nilai tambah adalah sebagai berikut: / *The details of cellular revenue-value added services were as follows:*

	2025	2024	
Pendapatan bruto	3,776,091	3,440,952	*Gross revenue*
Kompensasi untuk penyelenggara jasa nilai tambah	(168,460)	(487,657)	*Compensation to value added service providers*
Pendapatan bersih	3,607,631	2,953,295	*Net revenue*

Lihat Catatan 27 untuk informasi pihak berelasi. / *Refer to Note 27 for related parties information.*

	2025	2024	
Aset kontrak[(i)]	388,667	374,865	*Contract assets[(i)]*
Liabilitas kontrak[(ii)]	297,288	282,715	*Contract liabilities[(ii)]*

(i) Disajikan sebagai bagian dari "Piutang usaha"/*Presented as part of "Trade receivables"*
(ii) Disajikan sebagai bagian dari "Pendapatan diterima di muka"/*Presented as part of "Unearned revenue"*

21. PENDAPATAN (lanjutan) / ***21. REVENUE** (continued)*

Kewajiban pelaksanaan yang tersisa akan dipenuhi antara tahun 2026 dan 2035.

The remaining performance obligation will be satisfied between 2026 and 2035.

Biaya kontrak yang diakui sebagai aset pada tanggal 31 Desember 2025 dan 2024 terdiri dari:

Contract costs that were recognised as asset at 31 December 2025 and 2024 were as follows:

	2025	2024	
Biaya yang terjadi untuk memenuhi kontrak	276,785	157,740	*Cost incurred to fulfill a contract*
Biaya yang terjadi untuk mendapatkan kontrak	276,664	163,572	*Cost incurred to obtain a contract*
	553,449	321,312	

Amortisasi atas biaya kontrak yang diakui untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

Amortisation over contract costs recognised for the years ended 31 December 2025 and 2024 were as follows:

	2025	2024	
Beban pemasaran (Catatan 24)	706,631	827,542	*Marketing expense (Note 24)*
Beban penyelenggaraan jasa	360,366	453,629	*Cost of telecommunication services*
	1,066,997	1,281,171	

Pendapatan diterima di muka pada tanggal 31 Desember 2025 dan 2024 terdiri dari:

Unearned revenue as at 31 December 2025 and 2024 were as follows:

	2025	2024	
Selular	3,412,627	3,758,054	*Cellular*
MIDI	3,024,960	527,378	*MIDI*
Telekomunikasi tetap	633	1,429	*Fixed telecommunications*
	6,438,220	4,286,861	
Dikurangi: bagian lancar	(4,470,092)	(4,223,836)	*Less: current portion*
Pendapatan diterima di muka - jangka panjang	1,968,128	63,025	*Unearned revenue - non-current portion*

Pendapatan diterima di muka selular terkait dengan penjualan *voucher* paket perdana/isi ulang dan pendapatan diterima di muka MIDI terkait dengan pendapatan yang diterima atas transaksi konektivitas tetap, *fixed internet*, dan jasa TI.

Unearned revenue cellular is related to sales of starter packs/reload vouchers and unearned revenue MIDI is related to income received for fixed connectivity, fixed internet, and IT services.

21. PENDAPATAN (lanjutan)

Termasuk di dalam pendapatan diterima di muka adalah penerimaan dari perjanjian penjualan dan pembelian piutang dengan bank sebesar USD129.138 (setara dengan Rp2.146.528). Di dalam perjanjian tersebut, Perusahaan menjual dan bank membeli piutang saat ini dan piutang yang akan timbul ("Piutang") dari kontrak antara Perusahaan dengan pelanggan. Pelanggan mengetahui penjualan tersebut dan bank juga mengakui posisi pelanggan sebagai pihak peminjam.

Sejalan dengan perjanjian dengan bank, seluruh hak, kepemilikan, manfaat dan kepentingan atas Piutang tersebut dianggap telah beralih kepada bank. Namun, bank tetap memiliki hak untuk mewajibkan Perusahaan untuk membeli kembali Piutang bersangkutan jika terjadi suatu peristiwa upaya hukum terbatas sebagaimana tertuang dalam perjanjian.

Akibat penjualan Piutang tersebut, Perusahaan mencatat pendapatan diterima di muka, karena kewajiban Persahaan dalam menyelesaikan liabilitas adalah dengan terus memberikan jasa kepada pelanggan. Pendapatan akan diakui sejalan dengan pemenuhan kewajiban penyerahan jasa kepada pelanggan.

21. REVENUE (continued)

Included in unearned revenue are amounts received under a receivable sale and purchase agreement with a bank amounting to USD129,138 (equivalent to Rp2,146,528). Under this agreement, the Company sells and the bank purchases current and future receivables ("Receivables") arising from contract between the Company and its customer. The customer acknowledges the sales, and the bank also acknowledges the customer as the obligor.

In accordance with the agreement with the bank, all rights, title, benefits, and interests in the Receivables are deemed to have been transferred to the bank. However, the bank retains the right to require the Company to repurchase the relevant Receivables in the event that a limited recourse event, as stipulated in the agreement, occurs.

As a result of the sale of the Receivables, the Company records unearned revenue, as the Company's obligation to settle the related liability is fulfilled by continuing to provide services to the customer. Revenue is recognised in line with the fulfilment of the performance obligation to deliver services to the customer.

22. BEBAN PENYELENGGARAAN JASA / *22. COST OF SERVICES*

	2025	2024	
Biaya hak penggunaan frekuensi radio	6,812,057	6,714,790	*Radio frequency fee*
Sewa dan jasa terkait	4,264,063	4,994,369	*Rental and related services*
Pemeliharaan	3,625,894	3,197,270	*Maintenance*
Utilitas	2,273,537	2,201,806	*Utilities*
Biaya kemitraan	2,239,015	1,418,289	*Partnership cost*
Pemasangan	1,707,799	1,227,109	*Installation*
Interkoneksi	1,455,271	1,397,560	*Interconnection*
USO	691,606	705,949	*USO*
Biaya hak penyelenggaraan jasa telekomunikasi	260,575	263,208	*Telecommunication services concession fee*
Paket perdana dan *voucher*	157,461	349,809	*Starterpack and voucher*
Perangkat telekomunikasi	115,938	67,033	*Telecommunication devices*
Biaya penagihan dan penerimaan	78,414	84,199	*Billing and collection*
Biaya akses dan perizinan	49,833	34,110	*Access and license fee*
Pengiriman dan transportasi	24,865	18,138	*Delivery and transportation*
Lain-lain (masing-masing < Rp20.000)	72,162	66,656	*Others (each < Rp20,000)*
	23,828,490	22,740,295	

22. BEBAN PENYELENGGARAAN JASA (lanjutan) / *22. COST OF SERVICES (continued)*

Interkoneksi terkait dengan beban untuk interkoneksi antara jaringan telekomunikasi Grup dengan jaringan yang dimiliki Telkom atau penyelenggara telekomunikasi lainnya (Catatan 2j).

Interconnection relates to the expenses for the interconnection between the Group's telecommunications networks and those owned by Telkom or other telecommunications carriers (Note 2j).

Perusahaan membayar USO dan Biaya Hak Penyelenggaraan (BHP) jasa telekomunikasi masing-masing sebesar 1,25% dan 0,50% dari pendapatan bruto tahunan (setelah dikurangi piutang tak tertagih dan biaya interkoneksi) berdasarkan Peraturan Pemerintah No. 7 Tahun 2009.

The Company pays the USO and the service concession fee 1.25% and 0.50%, respectively, of the annual gross revenue (after deducting bad debts and interconnection charges) based on the Government Regulation No. 7 Year 2009.

Lihat Catatan 27 untuk informasi pihak berelasi.

Refer to Note 27 for related parties information.

23. BEBAN KARYAWAN / *23. EXPENSES - PERSONNEL*

	2025	2024	
Gaji	1,474,431	1,408,957	*Salaries*
Bonus, insentif dan imbalan kerja karyawan lainnya	888,233	1,276,999	*Bonuses, incentives and other employee benefits*
Tunjangan pajak penghasilan karyawan	605,205	755,839	*Employee income tax allowance*
Beban pengobatan	250,726	242,066	*Medical expense*
Biaya imbalan pasca kerja (Catatan 14)	219,568	121,702	*Post employment benefit expense (Note 14)*
Pesangon pemutusan kontrak kerja	10,095	82,806	*Termination benefits*
Lain-lain (masing-masing < Rp10.000)	1,433	1,366	*Others (each < Rp10,000)*
	3,449,691	3,889,735	

Beban karyawan yang dikapitalisasi ke aset dalam pembangunan dan pemasangan masing-masing untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebesar Rp175.267 dan Rp205.851.

The personnel expenses capitalised to assets under construction and installation for the years ended 31 December 2025 and 2024 amounted to Rp175,267 and Rp205,851, respectively.

24. BEBAN PEMASARAN, UMUM, DAN ADMINISTRASI / *24. EXPENSES - MARKETING, GENERAL AND ADMINISTRATIVE*

a. Beban pemasaran / *a. Expenses - marketing*

	2025	2024	
Biaya akuisisi pelanggan (Catatan 21)	706,631	827,542	*Subscriber acquisition costs (Note 21)*
Agen pemasaran	230,206	290,863	*Marketing agency*
Pelayanan pelanggan	181,367	198,907	*Customer service*
Iklan	180,863	221,763	*Advertising*
Jaringan pemasaran	126,264	76,141	*Channel marketing*
Promosi	121,184	173,898	*Promotion*
Pameran	75,242	146,270	*Exhibition*
Riset pemasaran	35,005	26,722	*Market research*
Biaya pemasaran bersama	14,872	21,745	*Joint marketing cost*
Lain-lain (masing-masing < Rp15.000)	5,707	9,108	*Others (each < Rp15,000)*
	1,677,341	1,992,959	

Lihat Catatan 27 untuk informasi pihak berelasi. / *Refer to Note 27 for related parties information.*

b. Beban umum dan administrasi / *b. Expenses - general and administrative*

	2025	2024	
Jasa profesional	367,839	313,964	*Professional fees*
Provisi penurunan nilai piutang bersih (Catatan 5)	103,603	45,804	*Provision for impairment of trade receivables - net (Note 5)*
Transportasi	84,656	92,721	*Transportation*
Hubungan masyarakat	83,021	101,968	*Public relations*
Sewa	70,632	66,932	*Rent*
Asuransi	66,896	63,238	*Insurance*
Pelatihan, pendidikan, dan penelitian	66,646	61,854	*Training, education, and research*
Jasa pengelolaan	58,963	53,012	*Managed services*
Aktivitas sosial	16,847	27,557	*Social activities*
Lain-lain (masing-masing < Rp15.000)	46,221	61,783	*Others (each < Rp15,000)*
	965,324	888,833	

Lihat Catatan 27 untuk informasi pihak berelasi. / *Refer to Note 27 for related parties information.*

25. BIAYA KEUANGAN / *25. FINANCE COSTS*

	2025	2024	
Biaya keuangan atas liabilitas sewa (Catatan 18)	3,055,830	3,261,364	*Finance charges under lease liabilities (Note 18)*
Bunga pinjaman	1,121,420	1,195,166	*Interest on loan*
Amortisasi biaya transaksi	11,972	10,473	*Amortisation of transaction cost*
Lain-lain	12,065	10,792	*Others*
	4,201,287	4,477,795	

Lihat Catatan 27 untuk informasi pihak berelasi. / *Refer to Note 27 for related parties information.*

26. ASET DAN LIABILITAS KEUANGAN / *26. FINANCIAL ASSETS AND LIABILITIES*

Grup memiliki berbagai aset keuangan seperti piutang usaha dan piutang lain-lain, kas dan setara kas, kas yang dibatasi dan tidak dibatasi penggunaannya, investasi jangka panjang, dan aset keuangan lain-lain yang timbul secara langsung dari kegiatan usaha Grup. Liabilitas keuangan pokok Grup, terdiri dari pinjaman, utang obligasi dan sukuk, utang pengadaan, utang usaha, akrual, dan lain-lain.

The Group has various financial assets such as trade and other receivables, cash and cash equivalents, restricted and unrestricted cash, long-term investments and other financial assets which arise directly from the Group's operations. The Group's principal financial liabilities, consist of loans, bonds payable and sharia bonds, procurement payables, trade payables, accruals and others.

Tabel berikut menyajikan nilai tercatat dan estimasi nilai wajar dari instrumen keuangan Grup yang dicatat di laporan posisi keuangan konsolidasian:

The following table sets forth the carrying values and estimated fair values of the Group's financial instruments that are carried in the consolidated statement of financial position:

	2025		2024		
	Nilai tercatat/ *Carrying amount*	Nilai wajar/ *Fair value*	Nilai tercatat/ *Carrying amount*	Nilai wajar/ *Fair value*	
Aset keuangan					***Financial assets***
Diukur pada biaya perolehan yang diamortisasi					***At amortised cost***
Kas dan setara kas	5,075,324	5,075,324	4,454,098	4,454,098	*Cash and cash equivalents*
Kas yang dibatasi penggunaannya	71,206	71,206	66,763	66,763	*Restricted cash*
Piutang usaha dan lain-lain - bersih	3,614,581	3,614,581	3,281,932	3,281,932	*Trade receivables and others - net*
Piutang pihak berelasi	576,286	508,596	255,854	231,393	*Due from related parties*
Lain-lain(*)	447,443	446,792	747,512	746,844	*Others(*)*
Diukur pada nilai wajar melalui laporan laba rugi					***At fair value through profit or loss***
Investasi jangka panjang	447,726	447,726	372,042	372,042	*Long-term investments*
Jumlah aset keuangan	10,232,566	10,164,225	9,178,201	9,153,072	***Total financial assets***

(*) Lain-lain disajikan sebagai bagian dari aset keuangan lancar lain-lain dan aset keuangan tidak lancar lain-lain.

(*) *Others are presented as part of other current financial assets and other non-current financial assets.*

26. ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel berikut menyajikan nilai tercatat dan estimasi nilai wajar dari instrumen keuangan Grup yang dicatat di laporan posisi keuangan konsolidasian: (lanjutan)

26. *FINANCIAL ASSETS AND LIABILITIES (continued)*

The following table sets forth the carrying values and estimated fair values of the Group's financial instruments that are carried in the consolidated statement of financial position: (continued)

	2025		2024		
	Nilai tercatat/ *Carrying amount*	**Nilai wajar/ *Fair value***	**Nilai tercatat/ *Carrying amount***	**Nilai wajar/ *Fair value***	
Liabilitas keuangan					***Financial liabilities***
Diukur pada biaya perolehan yang diamortisasi					***At amortised cost***
Utang usaha	1,207,702	1,207,702	911,867	911,867	*Trade payables*
Utang pengadaan	8,847,876	8,847,678	8,417,505	8,416,307	*Procurement payables*
Akrual	3,393,047	3,393,047	3,819,049	3,819,049	*Accruals*
Pinjaman	11,837,805	11,837,805	9,039,663	9,039,663	*Loans*
Utang obligasi	2,805,567	2,952,456	4,533,184	4,645,053	*Bonds payable*
Sukuk	736,308	771,399	1,326,495	1,356,929	*Sharia bonds*
Liabilitas sewa	39,535,473	40,647,041	39,966,914	40,351,923	*Lease liabilities*
Lain-lain(**)	113,909	111,822	385,798	382,390	*Others(**)*
Jumlah liabilitas keuangan	68,477,687	69,768,950	68,400,475	68,923,181	***Total financial liabilities***

(**)Lain-lain termasuk uang muka pelanggan yang dapat dikembalikan, liabilitas keuangan jangka pendek lain-lain, utang pihak berelasi, dan liabilitas keuangan jangka panjang lain-lain.

(**) Others comprise of refundable deposits from customers, other current financial liabilities, due to related parties and other non-current financial liabilities.

Nilai wajar dari aset dan liabilitas keuangan disajikan dalam jumlah yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

The fair values of the financial assets and liabilities are presented at the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Aset dan liabilitas keuangan jangka panjang

Long-term financial assets and liabilities

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan yang praktis untuk memperkirakan nilai tersebut:

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate such value:

- Instrumen keuangan diukur pada nilai wajar melalui laporan laba rugi

  Nilai wajar dari investasi ekuitas pada perusahaan terbuka ditentukan berdasarkan kuotasi harga pasar pada tanggal posisi keuangan. Instrumen ini diklasifikasikan dalam Level 1 pada hierarki nilai wajar.

- *Financial instruments at fair value through profit or loss*

  The fair value of equity investment in public listed companies are determined based on quoted market price at the financial position date. These instruments are classified as Level 1 in the fair value hierarchy.

26. ASET DAN LIABILITAS KEUANGAN (lanjutan)

Aset dan liabilitas keuangan jangka panjang (lanjutan)

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan yang praktis untuk memperkirakan nilai tersebut: (lanjutan)

- Instrumen keuangan diukur pada nilai wajar melalui laporan laba rugi (lanjutan)

  Investasi jangka panjang lainnya diukur berdasarkan penilaian relatif, diklasifikasikan dalam Level 2 pada hierarki nilai wajar.

  Investasi jangka panjang yang nilai wajarnya tidak dapat diukur secara andal diukur menggunakan Level 3 dalam hierarki nilai wajar yang mencerminkan jumlah yang dibayarkan atau harga perolehan.

Hierarki nilai wajar

Hierarki pengukuran nilai wajar Grup adalah sebagai berikut:

***26. FINANCIAL ASSETS AND LIABILITIES** (continued)*

***Long-term financial assets and liabilities** (continued)*

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate such value: (continued)

- *Financial instruments at fair value through profit or loss (continued)*

  Other long-term investments which are measured based on relative valuation, classified as Level 2 in the fair value hierarchy.

  Long-term investments which fair values can not be reliably measured are measured using Level 3 of fair value hierarchy which represent consideration payment or cost.

Fair value hierarchy

The Group's fair value measurement hierarchy is as follows:

	2025				
	Total	Level 1	Level 2	Level 3	
Aset keuangan					***Financial assets***
Diukur pada nilai wajar melalui laporan laba rugi					***At fair value through profit or loss***
Investasi jangka panjang	447,726	-	421,318	26,408	*Long-term investments*

	2024				
	Total	Level 1	Level 2	Level 3	
Aset keuangan					***Financial assets***
Diukur pada nilai wajar melalui laporan laba rugi					***At fair value through profit or loss***
Investasi jangka panjang	372,042	1,343	251,037	119,662	*Long-term investments*

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, tidak terdapat pengalihan antara pengukuran nilai wajar Level 1 dan Level 2.

For the years ended 31 December 2025 and 2024, there were no transfers between Level 1 and Level 2 fair value measurements.

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI / *27. ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES*

Hubungan dan sifat saldo akun/transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

The relationship and nature of account balances/transactions with related parties are as follows:

No.	Sifat Hubungan/ *Nature of relationship*	Pihak Terkait/ *Related Parties*	Sifat Transaksi/ *Nature of transaction*
1.	Entitas di bawah kendali pemerintah/*Entities controlled by government*	- Badan usaha milik negara/*State-owned companies* - Bank: Bank milik negara/*Banks: State-owned banks*	Penempatan dana, sewa, penjualan jasa MIDI, sewa fasilitas, penjualan dan pembelian jasa interkoneksi, biaya hak penggunaan frekuensi radio, beban utilitas, asuransi, dan perolehan pinjaman /*Placement of fund, leases, sale of MIDI services, facility rent, sale and purchase of interconnection services, radio frequency fee, utilities, insurance and acquisition of loan.*
2.	Entitas induk utama dan entitas sepengendali/*Ultimate parent company and entities under common control*	- Ooredoo: Ooredoo dan entitas anak dan entitas asosiasi Ooredoo/*Ooredoo: Ooredoo and subsidiaries and associates of Ooredoo* - Hutchison: Hutchison dan entitas anak dan entitas asosiasi Hutchison/ *Hutchison: Hutchison and subsidiaries and associates of Hutchison*	Penggantian biaya, penjualan dan pembelian jasa interkoneksi, perolehan pinjaman, biaya keuangan, jasa TI, dan piutang/*Reimbursement of expense, sale and purchase of interconnection services, acquisition of loan, finance cost, IT service and receivables.*
3.	Entitas di bawah pengaruh signifikan/*Entities under significant influence*	- Kopindosat - PT Personel Alih Daya - SMT - PBD - Lain - lain/*Others*	Pembelian jasa *outsource,* pemeliharaan, dan jasa lainnya, penjualan jasa MIDI, piutang, dan sewa/*Purchase of outsourcing, maintenance and other services, sale of MIDI services, receivables and leases.*
4.	Personil manajemen kunci/*Key management personnel*	Personil manajemen kunci (terdiri dari anggota Direksi, Komisaris dan seluruh pihak yang melapor secara langsung kepada Direksi)/*Key management personnel (consisting of members of the Board of Directors, Commissioners and those who directly report to the Board of Directors)*	Kompensasi dan remunerasi/*Compensation and remuneration.*
5.	Pemegang saham yang memiliki pengaruh signifikan/*Shareholder with significant influence*	Pemerintah Republik Indonesia/*Government of the Republic of Indonesia*	Sewa lahan/*Rent site.*
6.	Perusahaan afiliasi/ *Affiliated company*	QNBI	Penempatan dana, penjualan jasa MIDI, dan perolehan pinjaman/*Placement of fund, sale of MIDI services and acquisition of loan.*

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***27. ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES** (continued)*

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut:

The details of the accounts and the significant transactions entered into with related parties are as follows:

	2025	2024	
Aset			***Assets***
Kas dan setara kas (Catatan 4):			*Cash and cash equivalents (Note 4):*
- Bank	1,370,556	2,473,984	*Banks* -
- QNBI	256,726	88,030	*QNBI* -
	1,627,282	2,562,014	
Piutang usaha (Catatan 5):			*Trade receivables (Note 5):*
- Badan usaha milik negara	967,389	841,943	*State-owned companies* -
- Bank	89,572	305,024	*Banks* -
- SMT	36,986	7,897	*SMT* -
- QNBI	2,547	6,665	*QNBI* -
- PT Personel Alih Daya	-	5	*PT Personel Alih Daya* -
- Lain-lain	465	2,938	*Others* -
	1,096,959	1,164,472	
Dikurangi: provisi penurunan nilai	(62,831)	(72,488)	*Less: allowance for impairment*
	1,034,128	1,091,984	
Bagian lancar dari beban dibayar di muka:			*Current portion of prepayments:*
- Pemerintah Republik Indonesia	29,220	22	*Government of the Republic Indonesia* -
- Badan usaha milik negara	13,183	43,909	*State-owned companies* -
- Personil manajemen kunci	10,625	11,231	*Key management personnel* -
- Kopindosat	10,370	2,761	*Kopindosat* -
	63,398	57,923	
Kas yang dibatasi penggunaannya, aset keuangan lancar dan tidak lancar lainnya:			*Restricted cash, other current and non-current financial assets:*
- Bank	71,248	64,950	*Banks* -
Piutang dari pihak berelasi:			*Due from related parties:*
- SMT	434,420	111,885	*SMT* -
- Badan usaha milik negara	130,793	142,967	*State-owned companies* -
- Ooredoo	6,304	6,072	*Ooredoo* -
- Personil manajemen kunci	4,702	4,470	*Key management personnel* -
- Hutchison International Ltd	82	79	*Hutchison International Ltd* -
	576,301	265,473	
Dikurangi: provisi penurunan nilai	(15)	(9,619)	*Less: allowance for impairment*
	576,286	255,854	

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

27. *ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES* *(continued)*

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)

The details of the accounts and the significant transactions entered into with related parties are as follows: (continued)

	2025	2024	
Aset (lanjutan)			***Assets*** *(continued)*
Beban dibayar di muka jangka panjang:			*Long-term prepayments:*
- Kopindosat	7,917	9,834	*Kopindosat* -
- Badan usaha milik negara	-	2	*Stated-owned companies* -
	7,917	9,836	
Piutang sewa pembiayaan:			*Finance lease receivables*:
- SMT	5,838	5,713	*SMT* -
Aset tidak lancar lain-lain:			*Other non-current assets*:
- Badan usaha milik negara	29,175	33,922	*State-owned companies* -
	3,415,272	4,082,196	
Persentase dari jumlah aset	2.88%	3.57%	***Percentage of total assets***
Liabilitas			***Liabilities***
Pendapatan diterima di muka:			*Unearned revenue:*
- Badan usaha milik negara	32,873	30,020	*State-owned companies* -
- Bank	17,038	14,258	*Banks* -
- QNBI	659	549	*QNBI* -
- Personil manajemen kunci	3	-	*Key Management Personnel* -
	50,573	44,827	
Utang usaha:			*Trade payables:*
- Badan usaha milik negara	85,547	53,440	*State-owned companies* -
- SMT	70,949	44	*SMT* -
- Ooredoo	7,794	2,493	*Ooredoo* -
- PT Personel Alih Daya	-	57	*PT Personel Alih Daya* -
	164,290	56,034	
Utang pengadaan (Catatan 12):			*Procurement payables (Note 12):*
- Badan usaha milik negara	118,205	84,178	*State-owned companies* -
- Kopindosat	-	9,597	*Kopindosat* -
- PT Personel Alih Daya	-	775	*PT Personel Alih Daya* -
	118,205	94,550	
Akrual:			*Accruals:*
- Badan usaha milik negara	422,216	416,012	*State-owned companies* -
- SMT	17,073	20,073	*SMT* -
- Hutchison	16,601	-	*Hutchison* -
- Kopindosat	1,015	864	*Kopindosat* -
- Ooredoo	-	2,746	*Ooredoo* -
	456,905	439,695	

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

27. *ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES* *(continued)*

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)

The details of the accounts and the significant transactions entered into with related parties are as follows: (continued)

	2025	2024	
Liabilitas (lanjutan)			***Liabilities*** *(continued)*
Pinjaman:			*Loans:*
- Bank	4,447,367	6,094,563	*Bank* -
- QNBI	599,550	-	QNBI -
	5,046,917	6,094,563	
Liabilitas sewa:			*Lease liabilities:*
- Badan usaha milik negara	5,494,680	5,199,180	*State-owned companies* -
- SMT	1,659,105	1,665,964	*SMT* -
	7,153,785	6,865,144	
Kewajiban imbalan kerja jangka pendek:			*Short-term employee benefit obligations:*
- Personil manajemen kunci	193,647	427,114	*Key management personnel* -
Utang pihak berelasi:			*Due to related parties*
- Badan usaha milik negara	9,138	14,929	*State-owned companies* -
- Ooredoo	6,151	3,348	*Ooredoo* -
- Kopindosat	75	5,430	*Kopindosat* -
- PT Personel Alih Daya	23	12	*PT Personel Alih Daya* -
	15,387	23,719	
Liabilitas lancar lain-lain:			*Other current liabilities:*
- Badan usaha milik negara	4,056	135,200	*Stated-owned companies* -
Liabilitas tidak lancar lain-lain:			*Other non-current liabilities:*
- Badan usaha milik negara	-	259,178	*Stated-owned companies* -
	13,203,765	14,440,024	
Persentase dari jumlah liabilitas	16.69%	18.58%	***Percentage of total liabilities***

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)

***27. ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES** (continued)*

The details of the accounts and the significant transactions entered into with related parties are as follows: (continued)

	2025	2024	
Laba rugi			***Profit or loss***
Pendapatan:			*Revenue:*
- Badan usaha milik negara	1,317,337	1,555,437	*State-owned companies* -
- Bank	299,751	404,612	*Banks* -
- Ooredoo	83,640	20,589	*Ooredoo* -
- Hutchison	18,200	-	*Hutchison* -
- QNBI	10,947	7,923	*QNBI* -
- Kopindosat	24	26	*Kopindosat* -
	1,729,899	1,988,587	
Persentase dari pendapatan	3.06%	3.56%	***Percentage of total revenue***
Beban			***Expenses***
Beban penyelenggaraan jasa:			*Cost of services:*
- Badan usaha milik negara	3,694,552	3,782,275	*State-owned companies* -
- SMT	696,983	534,612	*SMT* -
- Kopindosat	3,333	55,624	*Kopindosat* -
- PT Personel Alih Daya	3	-	*PT Personel Alih Daya* -
- Ooredoo	-	3,553	*Ooredoo* -
	4,394,871	4,376,064	
Pemasaran:			***Marketing:***
- Kopindosat	2,230	7,254	*Kopindosat* -
- Badan usaha milik negara	371	319	*State-owned companies* -
- Ooredoo	-	1,674	*Ooredoo* -
- PT Personel Alih Daya	-	622	*PT Personel Alih Daya* -
	2,601	9,869	
Umum dan administrasi:			***General and administrative:***
- Kopindosat	14,697	14,669	*Kopindosat* -
- Badan usaha milik negara	8,737	1,429	*State-owned companies* -
- Ooredoo	4,619	1,654	*Ooredoo* -
- Hutchison	1,388	-	*Hutchison* -
- SMT	-	3,810	*SMT* -
- PT Personel Alih Daya	-	6	*PT Personel Alih Daya* -
	29,441	21,568	

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***27. ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES** (continued)*

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)

The details of the accounts and the significant transactions entered into with related parties are as follows: (continued)

	2025	2024	
Beban (lanjutan)			***Expenses** (continued)*
Karyawan:			***Personnel:***
Kompensasi manajemen kunci:			*Key management compensation:*
- Imbalan kerja jangka pendek	612,098	842,416	*Short-term employee benefit* -
- Pesangon pemutusan kontrak kerja	7,905	11,071	*Termination benefits* -
- Ooredoo	-	137	*Ooredoo* -
	620,003	853,624	
	5,046,916	5,261,125	
Persentase dari jumlah beban	11.16%	11.68%	***Percentage of total expenses***
Beban lain-lain			***Other expense***
Penghasilan bunga:			*Interest income:*
- Bank	29,758	113,221	*Bank* -
- QNBI	3,710	3,750	*QNBI* -
	33,468	116,971	
Biaya keuangan:			*Finance costs:*
- Bank	(424,938)	(384,495)	*Bank* -
- QNBI	(22,185)	(1,050)	*QNBI* -
	(447,123)	(385,545)	
	(413,655)	(268,574)	
Persentase dari beban lain-lain	10.37%	6.54%	***Percentage of other expenses***

27. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

Rincian akun dan transaksi signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)

Kompensasi manajemen kunci

Rincian kompensasi yang dibayar atau terutang pada personil manajemen kunci atas jasa kepegawaian adalah sebagai berikut:

***27. ACCOUNTS AND TRANSACTIONS WITH RELATED PARTIES** (continued)*

The details of the accounts and the significant transactions entered into with related parties are as follows: (continued)

Key management personnel

The detail compensation paid or payable to key management personnel for employee services is shown below:

	2025				
	Direksi dan *Chief Officers/ Board of Directors and Chief Officers*	**Komisaris/ *Board of Commissioners***	**Personil manajemen kunci lainnya/ *Other key management personnel***	**Jumlah beban/ *Total expenses***	
Imbalan kerja jangka pendek	145,766	49,319	417,013	612,098	*Short-term employee benefit*
Pesangon pemutusan kontrak kerja	1,087	6,818	-	7,905	*Termination benefit*
				620,003	

	2024				
	Direksi dan *Chief Officers/ Board of Directors and Chief Officers*	**Komisaris/ *Board of Commissioners***	**Personil manajemen kunci lainnya/ *Other key management personnel***	**Jumlah beban/ *Total expenses***	
Imbalan kerja jangka pendek	342,137	38,995	461,284	842,416	*Short-term employee benefit*
Pesangon pemutusan kontrak kerja	215	7,697	3,159	11,071	*Termination benefit*
Beban yang tidak dapat dialokasikan:					*Unallocated expenses*
- Ooredoo				137	*Ooredoo* -
				853,624	

28. KOMITMEN DAN KONTINJENSI YANG SIGNIFIKAN

a. Komitmen

(i) Pengeluaran modal

Pada tanggal 31 Desember 2025, Grup mempunyai komitmen kontraktual atas pembelian barang modal sehubungan dengan pembelian peralatan telekomunikasi dan jasa terkait sebesar USD8.681 dan Rp7.482.770 dengan jumlah barang dan jasa yang belum diterima sebesar USD4.381 dan Rp5.690.771. Komitmen yang signifikan terkait pengeluaran modal dari PT Huawei Tech Investment ("Huawei"), PT Nokia Solutions and Networks ("Nokia") dan Ericsson.

(ii) Fasilitas kredit

Fasilitas kredit Grup untuk bank garansi yang telah digunakan pada tanggal 31 Desember 2025 dan 2024 masing-masing sejumlah Rp1.001.585 dan Rp1.058.782. Sisa fasilitas kredit Grup untuk bank garansi yang tersedia pada tanggal 31 Desember 2025 dan 2024 masing-masing sejumlah Rp1.848.415 dan Rp1.927.135.

(iii) Lain-lain

Perusahaan juga menandatangani komitmen dengan berbagai pihak sehubungan dengan lisensi dan kemitraan.

Perusahaan mempunyai komitmen untuk membayar biaya frekuensi radio tahunan untuk lisensi spektrum. Jumlah pembayaran setiap tahun adalah berdasarkan skema pembayaran yang telah ditetapkan dalam Peraturan Menkominfo. Untuk tahun yang berakhir pada 31 Desember 2025 dan 2024, Grup telah membayar biaya penggunaan frekuensi radio untuk izin lisensi spektrum selular masing-masing sebesar Rp2.296.933 dan Rp2.246.719.

28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES

a. Commitments

(i) Capital expenditure

As at 31 December 2025, the Group had contractual capital commitments related to purchase of telecommunication equipments and related services amounted to USD8,681 and Rp7,482,770 with equipments and services have not been received amounted to USD4,381 and Rp5,690,771. The significant commitments are related to the capital expenditures from PT Huawei Tech Investment ("Huawei"), PT Nokia Solutions and Networks ("Nokia") and Ericsson.

(ii) Credit facilities

The credit facilities of the Group for bank guarantees used as at 31 December 2025 and 2024 amounted to Rp1,001,585 and Rp1,058,782, respectively. The remaining available credit facilities of the Group for bank guarantees as at at 31 December 2025 and 2024 amounted to Rp1,848,415 and Rp1,927,135, respectively.

(iii) Others

The Company from time to time entered into commitments with various parties in relation to licensing and partnership.

The Company has committed to pay annual radio frequency fee over spectrum license. The amount of annual payment is based on the payment scheme set out in MOCIT Regulations. For the years ended 31 December 2025 and 2024, the Group paid the frequency fee for the cellular spectrum license totalling Rp2,296,933 and Rp2,246,719, respectively.

28. KOMITMEN DAN KONTINJENSI YANG SIGNIFIKAN (lanjutan)

a. Komitmen (lanjutan)

(iv) Lain-lain (lanjutan)

Sehubungan dengan transaksi jual dan sewa balik selama tahun 2019 sampai dengan 2023, Perusahaan telah menandatangani Perjanjian *Take or Pay* ("ToPA") dengan EPID dan Mitratel. Perusahaan akan mendapatkan pembayaran tambahan jika Perusahaan dapat memenuhi komitmen sewa tambahan tertentu. Berdasarkan perjanjian tersebut, Perusahaan berkomitmen untuk memenuhi komitmen sewa tambahan sebanyak 1.250 menara *Build-To-Suit* (menara yang baru dibangun) dan 3.500 *co-location* (ruang baru di menara yang sudah ada) yang akan dipenuhi selama tahun 2023 sampai dengan tahun 2026. Jumlah pembayaran yang telah diterima dari EPID dan Mitratel masing-masing sebesar Rp354.980, dan Rp405.600, diakui sebagai liabilitas. Jumlah pembayaran tersebut diakui sebagai pengurang aset-hak-guna usaha pada saat penyelesaian komitmen.

Pada tanggal 31 Desember 2025, jumlah liabilitas yang masih terutang adalah sebesar Rp296.560, terdiri dari liabilitas jangka panjang kepada EPID sebesar Rp292.504, dan liabilitas jangka pendek dengan Mitratel sebesar Rp4.056.

b. Kontinjensi

Grup memiliki liabilitas kontinjensi sehubungan dengan tuntutan hukum yang timbul dari usaha normal. Grup tidak mengharapkan liabilitas material akan timbul dari liabilitas kontinjensi.

28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES *(continued)*

a. Commitments *(continued)*

(iv) Others (continued)

Following sale and leaseback during 2019 to 2023, the Company entered into Take or Pay Agreement ("ToPA") with EPID and Mitratel. The Company will be entitled for a supplemental payment if the Company can fulfill certain additional lease commitment. Based on the agreement, the Company is committed to fulfill a commitment to lease additional 1,250 Build-To-Suit towers (newly-built tower) and 3,500 co-location (new space on existing tower) to be fulfilled during 2023 to 2026. Total payment received from EPID and Mitratel were Rp354,980 and Rp405,600, respectively, were recognised as liabilities. The payment is recognised as a deduction of right-of-use assets upon settlement of the commitments.

As at 31 December 2025, total outstanding liabilities is amounting to Rp296,560, consisting of non-current liabilities to EPID of Rp292,504 and current liabilities to Mitratel of Rp4,056.

b. Contingencies

The Group has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities.

28. KOMITMEN DAN KONTINJENSI YANG SIGNIFIKAN (lanjutan)

b. Kontinjensi (lanjutan)

Lintasarta

Pada tahun yang berakhir 31 Desember 2025, Kejaksaan Negeri Jakarta Pusat ("Kejaksaan Negeri") sedang melakukan penyelidikan dugaan tindak pidana korupsi terkait pengadaan barang dan jasa pengelolaan Pusat Data Nasional Sementara ("PDNS") di Kementerian Komunikasi dan Informatika ("Kominfo") dari tahun 2020 sampai dengan tahun 2024. Kejaksaan telah memanggil dan memeriksa beberapa individu dari Lintasarta sebagai saksi. Pada tanggal 22 Mei 2025, Kejaksaan menetapkan lima orang sebagai tersangka dalam kasus PDNS, salah satunya merupakan mantan direktur Lintasarta.

Manajemen, dengan bantuan penasihat hukum, telah mengkaji atas perkara tersebut dengan memantau perkembangan penyelidikan yang dilakukan oleh Kejaksaan. Berdasarkan opini hukum yang dikeluarkan oleh penasihat hukum Lintasarta tertanggal 7 January 2026, dinyatakan bahwa berdasarkan status terkini dari kasus tersebut, tidak terdapat indikasi adanya tindak pidana korporasi yang dilakukan oleh Lintasarta.

Manajemen Lintasarta, dengan dukungan dari penasihat hukum, meyakini bahwa perkara ini tidak memiliki dampak hukum maupun keuangan terhadap Lintasarta.

28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES *(continued)*

b. Contingencies *(continued)*

Lintasarta

In the year ended 31 December 2025, the Public Prosecutor's Office of Central Jakarta (the "District Attorney") has been investigating the alleged corruption case related to the procurement of goods and services for the management of the Pusat Data Nasional Sementara ("PDNS") at the Ministry of Communication and Information Technology ("Kominfo") from 2020 to 2024. The District Attorney summoned and examined several individuals from Lintasarta as witnesses. On 22 May 2025, the District Attorney named five individuals as a suspects in the PDNS case, one of whom is a former director of Lintasarta.

Management, assisted by the legal advisors, has assessed these matters, by monitoring the ongoing investigation by the District Attorney. The legal opinion issued by Lintasarta's lawyer dated 7 January 2026, indicated that, based on current status of the case, there is no indications of a corporate criminal activity being committed by Lintasarta.

Lintasarta management, supported by their legal advisor, believes that the case has no legal and financial impact to Lintasarta.

28. KOMITMEN DAN KONTINJENSI YANG SIGNIFIKAN (lanjutan)

c. Perjanjian

Perusahaan juga menandatangani beberapa perjanjian yang signifikan, diantaranya:

28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES *(continued)*

c. Agreements

The Company also entered into various significant agreements, such as:

Pihak-pihak dalam perjanjian/ *Counterparties*	Informasi yang signifikan	*Significant information*
PT Google Cloud Indonesia ("Google")	• Pada tanggal 2 November 2021, Perusahaan menandatangani Perjanjian Induk *Google Cloud* dengan Google Asia Pacific Pte. Ltd. yang kemudian diubah pada tanggal 3 November 2021. Perusahaan menandatangani Addendum CMA dengan Google dimana Google telah sepakat untuk menyediakan *Google Cloud Platform* dan Layanan Profesional kepada Perusahaan. Perusahaan memiliki komitmen minimum sebesar Rp785.921 yang akan dibayarkan untuk biaya yang timbul selama periode komitmen.	• *On 2 November 2021, the Company entered into the Google Cloud Master Agreement with Google Asia Pacific Pte. Ltd. which subsequently amended on 3 November 2021. The Company entered the Addendum CMA with Google in which Google has agreed to provide Google Cloud Platform and Professional Service to the Company. The Company has a minimum commitment of Rp785,921 that will be paid for fees incurred during the corresponding commitment period.*
	• Untuk tahun yang berakhir 31 Desember 2025, Perusahaan telah membukukan beban operasional sebesar Rp212.410 dan sebagian pengeluaran modal sebesar Rp227.482 dengan total biaya yang telah dilakukan sebesar Rp473.444.	• *For the year ended 31 December 2025, Company has recorded operating expense amounting to Rp212,410 and portion capital expenditure amounting to Rp227,482 with total cost incurred was Rp473,444.*
	• Pada tanggal 27 Desember 2022, Perusahaan menandatangani perjanjian dengan Google Asia Pacific Pte. Ltd. ("Google"), dimana Perusahaan akan menyediakan layanan A2P *Routing Service* SMS kepada pengguna akhir. Perjanjian ini memiliki skema komitmen minimum selama 1 Januari 2023 sampai dengan 31 Desember 2027.	• *On 27 December 2022, the Company entered into an agreement with Google Asia Pacific Pte. Ltd. ("Google"), whereby the Company will provide A2P Routing Service SMS services to end users. This agreement has a minimum commitment from 1 January 2023 to 31 December 2027.*
	• Dalam hal jumlah yang harus dibayarkan kepada Perusahaan melebihi dari minimum komitmen, selisih pembayaran akan dibayarkan kepada Perusahaan. Untuk tahun yang berakhir 31 Desember 2025, pendapatan yang telah diakui adalah sebesar USD8.750 (setara dengan Rp144.430).	• *In the event that the amount payable to the Company exceeds the minimum commitment, the difference in payment will be paid to the Company. For the year ended 31 December 2025, revenue that has been recognised is USD8,750 (equivalent to Rp144,430).*
Huawei	• Pada tanggal 10 November 2022, Perusahaan menandatangani perjanjian dengan Huawei untuk penyediaan jasa pengelolaan operasi jaringan untuk lima tahun kedepan.	• *On 10 November 2022, the Company entered into an agreement with Huawei to provide a network operations managed services over the next five years.*
	• Untuk tahun yang berakhir pada 31 Desember 2025, biaya yang telah dikeluarkan sebesar Rp1.287.318.	• *For the year ended 31 December 2025, the total cost incurred was Rp1,287,318.*

28. KOMITMEN DAN KONTINJENSI YANG SIGNIFIKAN (lanjutan)

c. Perjanjian (lanjutan)

Perusahaan juga menandatangani beberapa perjanjian yang signifikan, diantaranya: (lanjutan)

28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES *(continued)*

c. Agreements *(continued)*

The Company also entered into various significant agreements, such as: (continued)

Pihak-pihak dalam perjanjian/ Counterparties	Informasi yang signifikan	Significant information
PT Ainfrastruktur Indonesia	• Pada tanggal 23 Desember 2025, Perusahan, Lintasarta, dan PT AInfrastruktur Indonesia Raya menandatangani Perjanjian Investasi terkait pengalihan aset jaringan fiber optik tertentu ke entitas anak baru (IFT) dan rencana akuisisi IFT oleh perusahaan publik ("ListCo"). Setelah seluruh rangkaian transaksi diselesaikan, para pihak akan memiliki kepemilikan masing-masing dalam ListCo sesuai alokasi saham yang telah disepakati.	• *On 23 December 2025, the Company, Lintasarta, and PT AInfrastruktur Indonesia Raya entered into an Investment Agreement relating to the transfer of selected fiber-optic network assets into a new subsidiary (IFT) and the subsequent acquisition of IFT by a publicly listed entity ("ListCo"). Upon completion of the overall transaction series, the Parties will hold their respective interests in ListCo according to the agreed shareholding allocation.*
	• Pada tanggal 31 Desember 2025, aset fiber terkait telah diklasifikasikan sebagai aset dimiliki untuk dijual (lihat Catatan 32).	• *As at 31 December 2025, the related fiber assets were classified as assets held for sale (see Note 32).*

SMT

Pada tanggal 31 Oktober 2024, Perusahaan, Lintasarta, dan BDx Asia, sebagai pemegang saham SMT, menandatangani perjanjian pinjaman pemegang saham dengan SMT.

Pinjaman ini memiliki jumlah fasilitas maksimum Rp2.218.432 dengan bunga 9,25% per tahun, dan jatuh tempo delapan tahun dari tanggal perjanjian. Pinjaman ini dapat digunakan hingga 11 Mei 2027, setelah itu bagian yang tidak digunakan akan dibatalkan.

Sampai tanggal 31 Desember 2025, SMT telah melakukan penarikan sebagian dari pinjaman tersebut, dan Grup telah mengakui piutang pinjaman sebesar Rp410.050.

SMT

On 31 October 2024, the Company, Lintasarta, and BDx Asia, as shareholders of SMT, entered into a shareholder loan agreement with SMT.

The loan offers a maximum facility of Rp2,218,432 at an interest rate of 9.25% per annum, maturing eight years from the agreement date. It is available for use until 11 May 2027, after which any unused portion will be cancelled.

Up to 31 December 2025, SMT had partially drawn down the loan, and the Group recognised loan receivables of Rp410,050.

29. INFORMASI SEGMEN

Grup mengelola dan mengevaluasi usahanya dalam tiga segmen utama yang dapat dilaporkan: selular, MIDI, dan telekomunikasi tetap ("tetap"). Segmen usaha dikelola secara terpisah karena masing-masing menawarkan jasa/produk yang berbeda dan melayani pasar yang berbeda. Grup terutama beroperasi dalam satu wilayah geografis, oleh karena itu informasi segmen geografis tidak disajikan.

Mengacu kepada Catatan 2j dan 21 untuk keterangan dari masing-masing tipe produk dan jasa dalam setiap pelaporan segmen.

Tidak ada segmen usaha yang disatukan untuk membentuk segmen usaha yang dilaporkan di atas.

Manajemen memonitor hasil dari kegiatan bisnis unitnya secara terpisah dengan tujuan untuk mengambil keputusan mengenai alokasi atas sumber yang tersedia dan penilaian atas performa. Performa segmen dievaluasi berdasarkan keuntungan atau kerugian operasi atas hal-hal tertentu seperti yang dijelaskan pada tabel di bawah diukur secara berbeda dari keuntungan atau kerugian operasi dalam laporan keuangan konsolidasian. Pembiayaan (termasuk biaya dan penghasilan keuangan) dan pajak penghasilan Grup tidak dikelola pada tingkatan segmen sehingga tidak dialokasikan pada segmen usaha.

29. SEGMENT INFORMATION

The Group manages and evaluates its operations in three major reportable segments: cellular, MIDI and fixed telecommunications ("fixed"). The operating segments are managed separately because each offers different services/products and serves different markets. The Group mainly operates in one geographical area, so no geographical information on segments is presented.

Refer to Notes 2j and 21 for the description of the types of products and services under each reporting segment.

No operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. The Group's financing (including financing cost and finance income) and income taxes are not managed on the segment level and therefore are not allocated to operating segments.

29. INFORMASI SEGMEN (lanjutan) / *29. SEGMENT INFORMATION (continued)*

Detail informasi segmen adalah sebagai berikut: / *The detail segment information is presented below:*

	Segmen yang dilaporkan/*Reportable segments*			
	Selular/ *Cellular*	MIDI	Tetap/ *Fixed*	Jumlah/ *Total*
Untuk tahun yang berakhir pada tanggal 31 Desember 2025/ ***For the year ended 31 December 2025***				
Pendapatan/*Revenue*				
Jumlah pendapatan/*Total revenue*	47,391,425	8,344,950	817,590	56,553,965
Pendapatan antar segmen/*Inter-segment revenue*	(35,824)	-	-	(35,824)
Pendapatan dari pelanggan eksternal/*Revenue from external customers*	47,355,601	8,344,950	817,590	56,518,141
Waktu pengakuan pendapatan/*Timing of revenue recognition*				
- Pada suatu titik waktu/*At a point in time*	129,826	303,163	-	432,989
- Pada suatu periode waktu/*Over time*	47,225,775	8,041,787	817,590	56,085,152
	47,355,601	8,344,950	817,590	56,518,141
Beban penyelenggaraan jasa/*Cost of services*	(18,841,784)	(4,371,253)	(615,453)	(23,828,490)
Penyusutan dan amortisasi/*Depreciation and amortisation*	(13,832,695)	(1,908,773)	(89,667)	(15,831,135)
Karyawan/*Personnel*	(2,522,556)	(880,111)	(47,024)	(3,449,691)
Pemasaran/*Marketing*	(1,234,428)	(442,591)	(322)	(1,677,341)
Umum dan administrasi/*General and administrative*	(698,027)	(255,913)	(11,384)	(965,324)
Penghasilan (beban) yang tidak dapat dialokasikan/ *Unallocated income (expenses):*				
Penghasilan bunga/*Interest income*				189,402
Keuntungan bersih atas penjualan aset tetap/*Net gain on sale of property and equipment*				161,441
Keuntungan selisih kurs - bersih/*Gain on foreign exchange - net*				5,062
Biaya keuangan/*Finance costs*				(4,201,287)
Beban pajak penghasilan - bersih/*Income tax expense - net*				(1,467,141)
Bagian atas rugi bersih entitas asosiasi dan ventura bersama/ *Share of net loss of associates and joint ventures*				(1,423)
Lain-lain - bersih/*Others - net*				365,292
Laba tahun berjalan/*Profit for the year*				5,817,506
Pengeluaran modal/*Capital expenditures*	16,342,856	4,365,977	92,674	20,801,507
Pada tanggal 31 Desember 2025/*As at 31 December 2025*				
Informasi lain-lain/*Other information*				
Aset segmen/*Segment assets*	93,955,953	22,229,734	529,030	116,714,717
Aset yang tidak dapat dialokasikan/*Unallocated assets*				1,915,154
Jumlah aset/*Total assets*				118,629,871
Liabilitas segmen/*Segment liabilities*	65,820,373	10,185,621	601,000	76,606,994
Liabilitas yang tidak dapat dialokasikan/*Unallocated liabilities*				2,513,769
Jumlah liabilitas/*Total liabilities*				79,120,763

29. INFORMASI SEGMEN (lanjutan)

29. *SEGMENT INFORMATION (continued)*

Detail informasi segmen adalah sebagai berikut: (lanjutan)

The detail segment information is presented below: (continued)

	Segmen yang dilaporkan/*Reportable segments*			
	Selular/ *Cellular*	MIDI	Tetap/ *Fixed*	Jumlah/ *Total*
Untuk tahun yang berakhir pada tanggal 31 Desember 2024/ ***For the year ended 31 December 2024***				
Pendapatan/*Revenue*				
Jumlah pendapatan/*Total revenue*	47,057,609	7,986,519	864,351	55,908,479
Pendapatan antar segmen/*Inter-segment revenue*	(21,609)	-	-	(21,609)
Pendapatan dari pelanggan eksternal/*Revenue from external customers*	47,036,000	7,986,519	864,351	55,886,870
Waktu pengakuan pendapatan/*Timing of revenue recognition*				
- Pada suatu titik waktu/*At a point in time*	78,087	176,092	-	254,179
- Pada suatu periode waktu/*Over time*	46,957,913	7,810,427	864,351	55,632,691
	47,036,000	7,986,519	864,351	55,886,870
Beban penyelenggaraan jasa/*Cost of services*	(19,125,110)	(2,952,641)	(662,544)	(22,740,295)
Penyusutan dan amortisasi/*Depreciation and amortisation*	(13,743,730)	(1,730,009)	(84,709)	(15,558,448)
Karyawan/*Personnel*	(3,024,843)	(811,625)	(53,267)	(3,889,735)
Pemasaran/*Marketing*	(1,535,125)	(410,508)	(47,326)	(1,992,959)
Umum dan administrasi/*General and administrative*	(656,008)	(222,227)	(10,598)	(888,833)
Penghasilan (beban) yang tidak dapat dialokasikan/ *Unallocated income (expenses):*				
Penghasilan bunga/*Interest income*				362,972
Keuntungan bersih atas penjualan aset tetap/*Net gain on sale of property and equipment*				110,718
Keuntungan selisih kurs - bersih/*Gain on foreign exchange - net*				61,241
Biaya keuangan/*Finance costs*				(4,477,795)
Beban pajak penghasilan - bersih/*Income tax expense - net*				(1,460,113)
Bagian atas rugi bersih entitas asosiasi dan ventura bersama/ *Share of net loss of associates and joint ventures*				(82,073)
Lain-lain - bersih/*Others - net*				(59,138)
Laba tahun berjalan/*Profit for the year*				5,272,412
Pengeluaran modal/*Capital expenditures*	13,700,119	2,710,807	161,673	16,572,599
Pada tanggal 31 Desember 2024/*As at 31 December 2024*				
Informasi lain-lain/*Other information*				
Aset segmen/*Segment assets*	94,603,028	17,118,246	580,350	112,301,624
Aset yang tidak dapat dialokasikan/*Unallocated assets*				2,085,074
Jumlah aset/*Total assets*				114,386,698
Liabilitas segmen/*Segment liabilities*	67,766,177	7,235,761	631,088	75,633,026
Liabilitas yang tidak dapat dialokasikan/*Unallocated liabilities*				2,101,875
Jumlah liabilitas/*Total liabilities*				77,734,901

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN

Manajemen risiko

Risiko utama yang timbul dari instrumen keuangan Grup adalah risiko pasar (yang meliputi risiko suku bunga dan risiko nilai tukar mata uang asing), risiko harga ekuitas, risiko kredit, dan risiko likuiditas. Kepentingan untuk mengelola risiko-risiko tersebut telah meningkat secara signifikan dengan mempertimbangkan perubahan dan volatilitas pasar keuangan baik di Indonesia maupun internasional. Direksi Perusahaan menelaah dan menyetujui kebijakan untuk mengelola risiko-risiko yang dirangkum di bawah ini.

a. Risiko pasar

(i) Risiko suku bunga

Risiko suku bunga adalah risiko dimana nilai wajar atau arus kas masa depan dari suatu instrumen keuangan akan berfluktuasi karena perubahan suku bunga pasar. Eksposur Grup terhadap risiko perubahan suku bunga pasar terutama terkait dengan utang pinjaman dan utang obligasi dengan suku bunga mengambang.

Kebijakan Grup terkait dengan risiko suku bunga adalah sebagai berikut:

(1) Mengelola biaya bunga melalui kombinasi utang dengan suku bunga tetap dan variabel. Perusahaan mengevaluasi rasio suku bunga tetap terhadap suku bunga mengambang dari utang pinjaman dan utang obligasi sejalan dengan perubahan suku bunga yang relevan di pasar keuangan. Berdasarkan penilaian manajemen, pembiayaan baru akan ditentukan berdasarkan suku bunga tetap atau mengambang.

(2) Mengelola eksposur atas tingkat suku bunga yang berasal dari utang pinjaman dan utang obligasi dengan menandatangani kontrak swap tingkat suku bunga, jika dianggap perlu.

Pada tanggal 31 Desember 2025 dan 2024, 23% dan 42% dari utang Grup adalah utang dengan suku bunga tetap.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Risk management

The main risks arising from the Group's financial instruments are market risk (which are comprised of interest rate risk and foreign exchange rate risk), equity price risk, credit risk and liquidity risk. The importance of managing these risks has significantly increased in light of the considerable change and volatility in both Indonesian and international financial markets. The Company's Board of Directors reviews and approves the policies for managing these risks which are summarised below.

a. Market risk

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to its loans and bonds payable with floating interest rates.

The Group's policies relating to interest rate risk are as follows:

(1) Manage interest cost through a mix of fixed and variable rate debts. The Company evaluates the fixed to floating rate ratio of its loans and bonds payable in line with movements of relevant interest rates in the financial markets. Based on management's assessment, new financing will be priced either on a fixed or floating rate basis.

(2) Manage interest rate exposure on its loans and bonds payable by entering into interest rate swap contracts, if considered necessary.

As at 31 December 2025 and 2024, 23% and 42% of the Group's debts were at fixed interest rates, respectively.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Manajemen risiko (lanjutan)

a. Risiko pasar (lanjutan)

(i) Risiko suku bunga (lanjutan)

Tabel berikut menunjukkan sensitivitas terhadap perubahan yang mungkin terjadi pada suku bunga, dimana semua variabel lainnya dianggap tetap, terhadap laba Grup untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 (melalui dampak atas pinjaman dengan suku bunga mengambang yang didasarkan pada suku bunga JIBOR dan IndONIA).

	2025	2024	
Kenaikan/(penurunan) dalam basis poin	81	9	*Increase/(decrease) in basis points*
Kenaikan/(penurunan) laba tahun berjalan	50,521	9,354	*Increase/(decrease) profit for the year*

(ii) Risiko nilai tukar mata uang asing

Risiko nilai tukar mata uang asing adalah risiko dimana nilai wajar atau arus kas masa depan dari suatu instrumen keuangan akan berfluktuasi karena perubahan nilai tukar mata uang asing. Eksposur Grup terhadap fluktuasi nilai tukar terutama berasal dari piutang usaha, utang usaha, akrual, utang pengadaan, dan liabilitas sewa yang didenominasi dalam mata uang *U.S. Dollar*.

Untuk mengelola risiko nilai tukar mata uang asing, Grup melakukan kontrak *forward* dan opsi valuta asing dan instrumen lainnya yang diperbolehkan, jika dianggap perlu.

Utang pengadaan Grup yang didenominasi dalam mata uang asing terutama terdiri dari utang kepada pemasok dan kontraktor untuk pengadaan dan pembangunan atau pemasangan aset tetap, sedangkan sebagian besar akun piutang Grup merupakan tagihan dalam mata uang Rupiah Indonesia dari penyelenggara telekomunikasi dalam negeri.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

***Risk management** (continued)*

***a. Market risk** (continued)*

(i) Interest rate risk (continued)

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's profit for the year ended 31 December 2025 and 2024 (through the impact on floating rate borrowings which is based on JIBOR and IndONIA).

(ii) Foreign exchange rate risk

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign exchange rates. The Group's exposure to exchange rate fluctuations results primarily from its U.S. Dollar denominated trade receivables, trade payables, accruals, procurement payable and lease liabilities.

To manage foreign exchange rate risks, the Group entered into several currency forward and option contracts and other permitted instruments, if considered necessary.

The Group's procurement payable denominated in foreign currencies mostly consists of payable to suppliers and contractors for the purchase and construction or installation of property and equipment, while a significant part of the Group's trade receivables represents Indonesian Rupiah-denominated collectibles from domestic operators.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Manajemen risiko (lanjutan)

a. Risiko pasar (lanjutan)

(ii) Risiko nilai tukar mata uang asing (lanjutan)

Apabila penurunan nilai tukar mata uang Rupiah Indonesia berlanjut melemah dari nilai tukar yang berlaku pada tanggal 31 Desember 2025 dan 2024, maka kewajiban Grup yang didenominasi dalam mata uang asing akan meningkat dalam mata uang Rupiah Indonesia. Namun, kenaikan ini akan diimbangi terutama oleh peningkatan nilai deposito berjangka dan piutang dalam mata uang asing.

Tabel berikut menunjukkan aset dan liabilitas konsolidasian Grup dalam mata uang *U.S. Dollar* pada tanggal 31 Desember 2025 dan 2024:

***30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES** (continued)*

***Risk management** (continued)*

***a. Market risk** (continued)*

(ii) Foreign exchange rate risk (continued)

To the extent the Indonesian Rupiah depreciated further from the exchange rates in effect at 31 December 2025 and 2024, the Group's obligations denominated in foreign currencies would increase in Indonesian Rupiah terms. However, the increase in these obligations would be offset by predominantly increases in the values of foreign currency-denominated time deposits and trade receivables.

The following table shows the Group's consolidated U.S. Dollar-denominated assets and liabilities as at 31 December 2025 and 2024:

	2025		2024		
	U.S. Dollar	**Rupiah***	***U.S. Dollar***	**Rupiah***	
Aset:					***Assets:***
Kas dan setara kas	60,574	1,016,553	26,676	431,143	*Cash and cash equivalents*
Piutang usaha	41,656	699,071	33,800	546,274	*Trade receivables*
Lain-lain	788	13,227	1,095	17,690	*Others*
Jumlah aset	103,018	1,728,851	61,571	995,107	***Total assets***
Liabilitas:					***Liabilities:***
Utang usaha	20,877	350,362	30,080	486,157	*Trade payables*
Utang pengadaan	9,371	157,259	8,922	144,202	*Procurement payables*
Akrual	6,541	109,778	6,279	101,479	*Accruals*
Liabilitas sewa	3,011	50,538	10,357	167,394	*Lease liabilities*
Lain-lain	3,162	53,053	3,715	60,037	*Others*
Jumlah liabilitas	42,962	720,990	59,353	959,269	***Total liabilities***
Posisi aset bersih	60,056	1,007,861	2,218	35,838	***Net asset position***

* Nilai tukar yang digunakan untuk menjabarkan *U.S. Dollar* ke Rupiah adalah sebesar Rp16.782 dan Rp16.162 per USD1 (dalam angka penuh) yang dikeluarkan oleh Bank Indonesia masing-masing pada tanggal 31 Desember 2025 dan 2024.

* *The exchange rates used to translate the U.S. Dollar amounts into Rupiah were Rp16,782 and Rp16,162 to USD1 (in full amounts) as published by the Indonesian Central Bank as at 31 December 2025 and 2024, respectively.*

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Manajemen risiko (lanjutan)

a. Risiko pasar (lanjutan)

(ii) Risiko nilai tukar mata uang asing (lanjutan)

Tabel berikut menunjukkan sensitivitas terhadap perubahan yang mungkin terjadi dalam nilai tukar mata uang *U.S. Dollar*, dengan semua variabel lainnya dianggap konstan, terhadap laba konsolidasian Grup untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024:

	2025	2024	
Kenaikan/(penurunan) nilai tukar *U.S. Dollar*	0.28%	0.41%	*Increase/(decrease) in U.S. Dollar exchange rate*
Kenaikan/(penurunan) laba tahun berjalan	2,202	116	*Increase/(decrease) in profit for the year*

(iii) Risiko harga

Grup rentan terhadap risiko harga efek karena investasi yang dimiliki Grup diklasifikasikan dalam laporan posisi keuangan sebagai diukur pada nilai wajar melalui laporan laba rugi.

Investasi jangka panjang Grup terutama terdiri dari investasi minoritas dalam ekuitas perusahaan swasta Indonesia, perusahaan publik Indonesia, dan ekuitas perusahaan asing. Sehubungan dengan perusahaan dimana Grup memiliki investasi, kinerja keuangan perusahaan tersebut dapat dipengaruhi oleh kondisi ekonomi di Indonesia.

b. Risiko kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari pelanggan, klien atau pihak lawan yang gagal memenuhi kewajiban kontraktual mereka. Tidak ada risiko kredit yang terpusat secara signifikan. Grup mengelola dan mengendalikan risiko kredit dengan menetapkan batasan jumlah risiko yang dapat diterima untuk pelanggan individu dan memonitor eksposur terkait dengan batasan-batasan tersebut.

***30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES** (continued)*

***Risk management** (continued)*

***a. Market risk** (continued)*

(ii) Foreign exchange rate risk (continued)

The following table demonstrates the sensitivity to a reasonably possible change in the U.S. Dollar exchange rate, with all other variables held constant, of the Group's consolidated profit for the years ended 31 December 2025 and 2024:

(iii) Price risk

The Group is exposed to price risk because of investments held by the Group and classified on the statement of financial position as at fair value through profit or loss.

The Group's long-term investments primarily consist of minority investments in the equity of private Indonesian companies, public Indonesian companies and equity of foreign companies. With respect to the companies in which the Group has investments, the financial performance of such companies may be affected by Indonesian economic conditions.

b. Credit risk

Credit risk is the risk that the Group will incur a loss arising from its customers, clients or counterparties that fail to discharge their contractual obligations. There are no significant concentrations of credit risk. The Group manages and controls this credit risk by setting limits on the amount of risk it is willing to accept for individual customers and by monitoring exposures in relation to such limits.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Manajemen risiko (lanjutan)

b. Risiko kredit (lanjutan)

Grup melakukan hubungan usaha hanya dengan pihak ketiga yang diakui dan kredibel. Grup memiliki kebijakan untuk semua pelanggan yang akan melakukan perdagangan secara kredit harus melalui prosedur verifikasi kredit. Sebagai tambahan, jumlah piutang dimonitor secara terus menerus untuk mengurangi risiko piutang tak tertagih. Grup menempatkan dananya dalam beberapa institusi keuangan, termasuk bank milik negara dan internasional yang kredibel dikarenakan mereka mempunyai jaringan cabang yang luas di Indonesia dan dianggap sebagai bank yang terpercaya.

Tabel di bawah menunjukkan eksposur maksimum risiko kredit untuk komponen dalam laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2025 dan 2024:

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(continued)*

Risk management *(continued)*

b. Credit risk *(continued)*

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis to reduce the exposure to bad debts. The Group places its funds in a number of different financial institutions, including state-owned and internationally recognised banks because they have the most extensive branch networks in Indonesia and are considered to be financially sound banks.

The table below shows the maximum exposure to credit risk for the components of the consolidated statement of financial position as at 31 December 2025 and 2024:

	Eksposur maksimum/ *Maximum exposure*[1]		
	2025	**2024**	
Aset keuangan			
Diukur pada biaya perolehan yang diamortisasi:			***Financial assets At amortised cost:***
Kas di bank dan deposito	5,074,353	4,453,233	*Cash in banks and deposits*
Kas yang dibatasi penggunaannya	71,206	66,763	*Restricted cash*
Piutang			*Receivables*
- Usaha - bersih	3,600,500	3,266,588	*Trade - net -*
- Lain-lain - bersih	14,081	15,344	*Others - net -*
Aset keuangan lancar lain-lain	39,338	39,282	*Other current financial assets*
Piutang pihak berelasi - bersih	576,286	255,854	*Due from related parties - net*
Aset keuangan tidak lancar lain-lain	408,105	708,230	*Other non-current financial assets*
	9,783,869	8,805,294	

(1) Tidak ada agunan yang ditahan atau peningkatan level kredit lain atau perjanjian saling hapus (*offsetting*) yang mempengaruhi eksposur maksimum.

(1) There are no collaterals held or other credit enhancements or offsetting arrangements that affect this maximum exposure.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan) / *FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

Manajemen risiko (lanjutan) / ***Risk management** (continued)*

b. Risiko kredit (lanjutan) / ***b. Credit risk** (continued)*

Kualitas kredit keuangan atas kas pada bank dan kas yang dibatasi adalah sebagai berikut:

Credit quality of cash in banks and restricted cash are as follows:

	2025	2024
Dengan pihak yang memiliki peringkat kredit eksternal/ *Counterparties with external credit rating*		
Pefindo		
- idAAA	2,603,951	2,955,486
- idAA+; idAA; idAA-	324,239	218,835
- idA+; idA;idA-	65,402	63,937
- idBBB+	167,820	-
	3,161,412	3,238,258
Fitch		
- AAA	561,093	553,557
- AA	-	32
- AA-	1,309,338	652,909
- A+	16,437	17,964
- A	15,118	14,082
- A-	46	176
- BBB+	1,316	1,312
	1,903,348	1,240,032
	5,064,760	4,478,290
Dengan pihak yang tidak memiliki tingkat kredit eksternal/ *Counterparties with non-external credit rating*	80,799	41,706
Jumlah kas di bank, deposito dan kas yang dibatasi/ *Total cash in banks, deposits and restricted cash*	5,145,559	4,519,996

c. Risiko likuiditas / ***c. Liquidity risk***

Risiko likuiditas didefinisikan sebagai risiko saat entitas akan mengalami kesulitan dalam memenuhi kewajiban terkait liabilitas keuangan yang diselesaikan dengan penyerahan kas atau aset keuangan lainnya.

Liquidity risk is defined as the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Kebutuhan likuiditas Grup secara historis timbul dari kebutuhan untuk membiayai investasi dan pengeluaran barang modal terkait dengan perluasan bisnis telekomunikasi. Bisnis telekomunikasi Grup membutuhkan modal yang substansial untuk membangun dan memperluas infrastruktur selular dan jaringan data dan untuk mendanai operasional, khususnya pada tahap pengembangan jaringan pada tahun 2023.

The Group's liquidity requirements have historically arisen from the need to finance investments and capital expenditures related to the expansion of its telecommunications business. The Group's telecommunications business requires substantial capital to construct and expand mobile and data network infrastructure and to fund operations, particularly during the network development in 2023.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Manajemen risiko (lanjutan)

c. Risiko likuiditas (lanjutan)

Meskipun Grup memiliki jaringan infrastruktur yang substansial, Grup berharap untuk menambah pengeluaran barang modal terutama berfokus pada pengembangan jaringan selular di daerah yang diantisipasi sebagai daerah dengan pertumbuhan tinggi, serta untuk meningkatkan kualitas dan cakupan jaringan yang ada.

Dalam mengelola risiko likuiditas, Grup memantau dan menjaga tingkat kas yang dianggap memadai untuk membiayai operasional Grup dan untuk mengatasi dampak dari fluktuasi arus kas. Grup juga secara rutin mengevaluasi proyeksi arus kas dan arus kas aktual, serta memonitor jadwal jatuh tempo pinjaman, utang obligasi, sukuk, dan bunga terkait, dan terus menelaah kondisi pasar keuangan untuk mengambil inisiatif penggalangan dana. Kegiatan ini meliputi pinjaman bank, penerbitan surat utang atau ekuitas di pasar modal, dan penjualan aset.

Tabel di bawah ini merupakan jadwal jatuh tempo liabilitas keuangan Grup berdasarkan pembayaran kontraktual yang tidak didiskontokan (dalam tahun):

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(continued)*

Risk management *(continued)*

c. Liquidity risk *(continued)*

Although the Group has substantial existing network infrastructure, the Group expects to incur additional capital expenditures primarily in order to focus cellular network development in areas it anticipates will be high-growth areas, as well as to enhance the quality and coverage of its existing network.

In the management of liquidity risk, the Group monitors and maintains a level of cash deemed adequate to finance the Group's operations and to mitigate the effects of fluctuation in cash flows. The Group also regularly evaluates the projected and actual cash flows and monitor its loan, bond and sharia bond maturity profiles including the related interest and continuously assesses conditions in the financial markets for opportunities to pursue fund-raising initiatives. These activities may include bank loans, the issuance of debt or equity instruments on the capital market and sale of assets.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments (in year):

	2025						
	< 1	1 - 2	> 2	A	B	C	
Utang usaha	1,207,702	-	-	1,207,702	-	1,207,702	*Trade payables*
Utang pengadaan	8,846,572	1,304	-	8,847,876	-	8,847,876	*Procurement payables*
Akrual	3,393,047	-	-	3,393,047	-	3,393,047	*Accruals*
Pinjaman	4,366,058	5,117,044	4,248,527	13,731,629	(1,893,824)	11,837,805	*Loans*
Utang obligasi	477,922	2,096,520	670,942	3,245,384	(439,817)	2,805,567	*Bonds payable*
Sukuk	124,131	676,115	46,693	846,939	(110,631)	736,308	*Sharia bonds*
Liabilitas sewa	9,217,103	7,759,803	35,026,179	52,003,085	(12,467,612)	39,535,473	*Lease liabilities*
Lain-lain[(i)]	70,327	43,581	-	113,908	-	113,908	*Others[(i)]*
	27,702,862	15,694,367	39,992,341	83,389,570	(14,911,884)	68,477,686	

	2024						
	< 1	1 - 2	> 2	A	B	C	
Utang usaha	911,867	-	-	911,867	-	911,867	*Trade payables*
Utang pengadaan	8,409,551	7,954	-	8,417,505	-	8,417,505	*Procurement payables*
Akrual	3,819,049	-	-	3,819,049	-	3,819,049	*Accruals*
Pinjaman	3,640,673	1,944,568	4,867,182	10,452,423	(1,402,423)	9,050,000	*Loans*
Utang obligasi	2,204,850	433,721	2,218,031	4,856,602	(318,602)	4,538,000	*Bonds payable*
Sukuk	503,787	124,131	722,808	1,350,726	(22,726)	1,328,000	*Sharia bonds*
Liabilitas sewa	11,045,458	7,261,234	35,710,876	54,017,568	(14,050,654)	39,966,914	*Lease liabilities*
Lain-lain[(i)]	317,538	76,215	-	393,753	-	393,753	*Others[(i)]*
	30,852,773	9,847,823	43,518,897	84,219,493	(15,794,405)	68,425,088	

A) Jumlah arus kas kontraktual/*Total contractual cash flows*
B) Nilai bunga dan biaya transaksi yang belum diamortisasi/*Interest value and unamortised transaction cost*
C) Nilai tercatat/*Carrying amount*

(i) Lain-lain termasuk uang muka pelanggan yang dapat dikembalikan, liabilitas keuangan jangka pendek lain-lain, utang pihak berelasi, dan liabilitas keuangan jangka panjang lain-lain.

(i) Others comprise of refundable deposits from customers, other current financial liabilities, due to related parties and other non-current financial liabilities.

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

30. *FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

Manajemen permodalan

Grup bertujuan untuk mencapai struktur modal yang optimal untuk memenuhi tujuan usaha, termasuk diantaranya dengan mempertahankan rasio modal yang sehat dan peringkat kredit yang kuat, dan maksimalisasi nilai pemegang saham.

Beberapa instrumen utang Grup memiliki rasio keuangan yang mensyaratkan kepatuhan terhadap rasio *leverage* tertentu. Sebagai tambahan, peringkat kredit Grup dari badan pemeringkat kredit internasional didasarkan pada kemampuan untuk mempertahankan rasio *leverage* tertentu. Grup telah memenuhi semua persyaratan modal yang ditetapkan oleh pihak luar.

Manajemen memonitor modal dengan menggunakan beberapa pengukuran *leverage* keuangan seperti rasio utang terhadap ekuitas. Tujuan Grup adalah untuk mempertahankan rasio utang terhadap ekuitas sebesar maksimum 2,5 pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal 31 Desember 2025 dan 2024, rasio utang terhadap ekuitas Grup adalah sebagai berikut:

Capital management

The Group aims to achieve an optimal capital structure in pursuit of its business objectives, which include maintaining healthy capital ratios and strong credit ratings and maximising stockholder value.

Some of the Group's debt instruments contain covenants that impose compliance with certain leverage ratios. In addition, the Group's credit ratings from the international credit ratings agencies are based on its ability to remain within certain leverage ratios. The Group has complied with all externally imposed capital requirements.

Management monitors its capital using several financial leverage measurement, such as debt-to-equity ratio. The Group's objective is to maintain its debt-to-equity ratio at a maximum of 2.5 as at 31 December 2025 and 2024.

As at 31 December 2025 and 2024, the Group's debt to-equity ratios were as follows:

	2025	2024	
Pinjaman, utang obligasi dan sukuk - pokok	15,395,200	14,916,000	*Loans, bonds payable and sharia bonds - principal*
Jumlah utang	15,395,200	14,916,000	*Total debts*
Jumlah ekuitas	39,509,108	36,651,797	*Total equity*
Rasio utang terhadap ekuitas	0.39	0.41	*Debt to equity ratio*

Aset dan liabilitas keuangan berikut tunduk pada dasar saling hapus, pengaturan induk untuk menyelesaikan secara neto yang dapat dipaksakan atau perjanjian serupa.

The following financial assets and liabilities are subject to offsetting, enforceable master netting arrangements or similar agreement.

Saling hapus aset keuangan dan liabilitas keuangan

Offsetting financial assets and financial liabilities

	A	B	C	Neto/*Net*
Aset keuangan/*Financial assets*				
Piutang usaha/*Trade receivables*				
31/12/2025	4,337,998	(737,498)	3,600,500	3,600,500
31/12/2024	3,571,271	(304,683)	3,266,588	3,266,588
Liabilitas keuangan/*Financial liabilities*				
Utang usaha/*Trade payables*				
31/12/2025	(1,945,200)	737,498	(1,207,702)	(1,207,702)
31/12/2024	(1,216,550)	304,683	(911,867)	(911,867)

A) Jumlah bruto diakui dalam aset/(liabilitas) keuangan/*Gross amounts of recognised financial asset/(liabilities)*
B) Jumlah bruto yang disalinghapuskan/*Gross amounts offset*
C) Jumlah neto di laporan posisi keuangan/*Net amounts presented in the financial position*

30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Saling hapus aset keuangan dan liabilitas keuangan (lanjutan)

Untuk aset dan liabilitas keuangan yang tunduk pada pengaturan induk untuk menyelesaikan secara neto yang dapat dipaksakan atau perjanjian serupa di atas, setiap perjanjian antara Grup dan pihak lawan memperbolehkan penyelesaian neto atas aset dan liabilitas keuangan bersangkutan ketika kedua pihak memilih untuk menyelesaikan dengan dasar neto. Ketika pemilihan demikian tidak ada, aset dan liabilitas keuangan diselesaikan dengan dasar bruto, tetapi masing-masing pihak dalam pengaturan induk untuk menyelesaikan secara neto atau perjanjian serupa mempunyai opsi untuk menyelesaikan jumlah-jumlah tersebut secara neto pada peristiwa dimana terjadi gagal bayar pada salah satu pihak.

***30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES** (continued)*

***Offsetting financial assets and financial liabilities** (continued)*

For the financial assets and liabilities subject to enforceable master netting arrangements or similar arrangements above, each agreement between the Group and the counterparty allows for net settlement of the relevant financial assets and liabilities when both parties elect to settle on a net basis. In the absence of such an election, financial assets and liabilities will be settled on a gross basis, however, each party to the master netting agreement or similar agreement will have the option to settle all such amounts on a net basis in the event of default of the other party.

31. INFORMASI TAMBAHAN UNTUK LAPORAN ARUS KAS

31. SUPPLEMENTARY INFORMATION FOR CASH FLOWS

a. Aktivitas investasi non-kas yang signifikan

a. *Significant non-cash investing activities*

	2025	2024	
Aktivitas investasi non-kas yang signifikan:			***Significant non-cash investing activities:***
Akuisisi aset tetap melalui utang	7,643,356	6,409,404	*Acquisition of property and equipment through incurrence of payables*
Akuisisi aset hak-guna	7,521,165	6,634,682	*Acquisition of right-of-use assets*
Uang muka untuk akuisisi aset tetap	12,773	101,326	*Advance for acquisition of property and equipment*
Akuisisi aset takberwujud melalui utang	38,658	106,445	*Acquisition of intangible assets through incurrence of payables*
Penambahan piutang pihak berafiliasi melalui penyelesaian imbalan yang ditangguhkan	-	65,450	*Addition in affiliated party receivable from settlement of deferred consideration*
Reklasifikasi investasi pada entitas asosiasi dan ventura bersama ke investasi jangka panjang	-	186,478	*Reclassification of investment in associate and joint venture to long-term investment*

31. INFORMASI TAMBAHAN UNTUK LAPORAN ARUS KAS (lanjutan) / *31. SUPPLEMENTARY INFORMATION FOR CASH FLOWS (continued)*

b. Rekonsiliasi utang bersih / *b. Net debt reconciliation*

	Kas/ *Cash*	Liabilitas sewa/ *Lease liabilities*	Pinjaman/ *Borrowings*	Jumlah/ *Total*	
Utang bersih pada 1 Januari 2024	5,189,573	(39,089,424)	(14,781,618)	(48,681,469)	*Net debt as at 1 January 2024*
Arus kas	(749,099)	8,353,435	(113,000)	7,491,336	*Cashflows*
Akuisisi liabilitas sewa	-	(6,403,484)	-	(6,403,484)	*Acquisition - lease liabilities*
Penyesuaian selisih kurs	13,624	9,736	-	23,360	*Foreign exchange adjustments*
Beban bunga	-	(3,261,364)	-	(3,261,364)	*Interest expense*
Transaksi non-kas lainnya	-	424,187	(4,724)	419,463	*Other non-cash movements*
Utang bersih pada 31 Desember 2024	4,454,098	(39,966,914)	(14,899,342)	(50,412,158)	***Net debt as at 31 December 2024***
Arus kas	591,604	9,163,723	(479,200)	9,276,127	*Cashflows*
Akuisisi liabilitas sewa	-	(7,476,844)	-	(7,476,844)	*Acquisition - lease liabilities*
Penyesuaian selisih kurs	29,622	(1,037)	-	28,585	*Foreign exchange adjustments*
Beban bunga	-	(3,055,830)	-	(3,055,830)	*Interest expense*
Pengurangan	-	1,592,118	-	1,592,118	*Deductions*
Transaksi non-kas lainnya	-	209,311	(1,138)	208,173	*Other non-cash movements*
Utang bersih pada 31 Desember 2025	5,075,324	(39,535,473)	(15,379,680)	(49,839,829)	***Net debt as at 31 December 2025***

32. ASET YANG DIKLASIFIKASIKAN SEBAGAI DIMILIKI UNTUK DIJUAL / *32. ASSETS CLASSIFIED AS HELD FOR SALE*

Pada tanggal 22 Desember 2025, Komisaris menyetujui rencana *in-kind contribution* oleh Perusahaan dan Lintasarta dengan memindahkan aset tetap fiber yang dimilikinya ke entitas anak yang baru (IFT), yang nantinya akan dilanjutkan dengan pelepasan kepemilikan Perusahaan dan Lintasarta di IFT ke pihak ketiga. Melalui pengaturan kerja sama dengan pihak ketiga, Perusahaan dan Lintasarta akan mempertahankan sebagian dari kepemilikannya secara tidak langsung atas aset yang akan dipindahkan (lihat catatan 28).

On 22 December 2025, the Board of Commissioners approved the plan for in-kind contribution of the Company and Lintasarta by transferring their fiber assets into a new subsidiary (IFT), which will be sequentially followed by selling the ownership of the Company and Lintasarta in IFT to third party. Through an arrangement with the third party, the Company and Lintasarta will retain a portion of their ownership indirectly over the assets to be transferred (see Note 28).

Pada tanggal 31 Desember 2025, nilai buku dari aset tetap fiber tersebut adalah sebesar Rp2.505.843, yang diukur pada nilai yang lebih rendah dari nilai tercatat atau nilai wajar dikurangi beban penjualan.

As at 31 December 2025, total book values of such fiber assets amounted to Rp2,505,843, which is measured at the lower of its carrying amount or fair value less cost to sell.

Referensi Silang SEOJK No. 16 /SEOJK.04/2021: Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik

Cross-Reference No. 16/SEOJK.04/2021: Format and Completing the Annual Report of Issuers or Public Companies

Keterangan Description	Halaman Page
I. Ketentuan Umum General Terms	
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan: In this Financial Services Authority Circular Letter what is meant by:	
A. Laporan Tahunan adalah laporan pertanggungjawaban direksi dan dewan komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik. The Annual Report is a report on the board of directors and board of commissioners accountability in managing and supervising issuers or public companies within a period of 1 (one) fiscal year to the general meeting of shareholders prepared based on the provisions of the Financial Services Authority Regulation concerning the Annual Report of issuers or public companies.	✓
B. Emiten adalah pihak yang melakukan penawaran umum. Issuers are parties who make public offerings.	✓
C. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan. A Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.	✓
D. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik A Public Company is an Issuer that has made a public offering of equity securities or a Publically-listed Company	✓
E. Laporan Keberlanjutan (Sustainability Report) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.	✓
F. Direksi: Board of Directors:	✓
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan for an Issuer or a Public Company in the form of a limited liability company, it is the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundangundangan mengenai badan hukum tersebut. for an Issuer or a Public Company in the form of a legal entity other than a limited liability company, it is the body that carries out the management of the legal entity as referred to in the laws and regulations concerning the legal entity.	✓
G. Dewan Komisaris: Board of Commissioners:	✓
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan for an Issuer or a Public Company in the form of a limited liability company, the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut. for the Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.	✓

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H. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS: General Meeting of Shareholders hereinafter abbreviated as GMS:	✓
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan for an Issuer or a Public Company in the form of a limited liability company, it is the GMS as referred to in the Financial Services Authority Regulation concerning the Planning and Organizing of the General Meeting of Shareholders of a Public Company; and	✓
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut. for an Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that has authority that is not given to any other body that carries out management and supervisory functions, within the limits specified in the legislation and/or articles of association governing the legal entity. .	✓
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik. The Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making investment decisions and a means of supervision of Issuers or Public Companies.	✓
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik. Along with the development of the capital market and the increasing need for information disclosure by investors or shareholders, the Board of Directors and the Board of Commissioners are required to present quality, accurate, and accountable information through the Annual Reports of Issuers or Public Companies.	✓
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan. Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.	✓
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan. This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.	✓
II. Bentuk Laporan Report Format	
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik. The Annual Report is presented in the form of printed and electronic documents.	✓
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik. The Annual Report is presented in the form of a printed document, printed on light colored paper, of good quality, A4 size, bound, and can be reproduced with good quality.	✓
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami. The Annual Report may present information in the form of pictures, graphs, tables, and/or diagrams by including clear titles and/or descriptions, so that they are easy to read and understand.	✓
4. Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam portable document format (PDF). The Annual Report presented in the form of an electronic document is the Annual Report converted into a portable document format (PDF).	✓
III. Isi Laporan Tahunan Annual Report Contents	
1. Laporan Tahunan paling sedikit memuat: The Annual Report shall at least contain:	
A. Ikhtisar data keuangan penting; Overview of important financial data;	2-4
B. Informasi saham (jika ada); Stock information (if any);	8-9

Keterangan Description	Halaman Page
C. Laporan Direksi; Report of the Board of Directors;	44–53
D. Laporan Dewan Komisaris; Report of the Board of Commissioners;	34–41
E. Profil Emiten atau Perusahaan Publik; Profile of the Issuer or Public Company;	60–143
F. Analisis dan pembahasan manajemen; Management analysis and discussion;	146–197
G. Tata kelola Emiten atau Perusahaan Publik; Governance of Issuers or Public Companies;	200–301
H. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik; Social and environmental responsibility of the Issuer or Public Company;	Disajikan dalam Laporan Keberlanjutan 2025 pada buku terpisah Presented in stand-alone 2025 Sustainability Report
I) Laporan keuangan tahunan yang telah diaudit; dan Audited annual financial report; and	305–455
J) Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan. Statement letter of members of the Board of Directors and members of the Board of Commissioners regarding their responsibility for the Annual Report.	56–57
2. Uraian Isi Laporan Tahunan Description of Annual Report Contents	
A. Ikhtisar Data Keuangan Penting Summary of Important Financial Data	2–4
Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: Summary of important financial data containing financial information that is presented in the form of a comparison for 3 (three) fiscal years or since starting its business if the Issuer or Public Company has carried out its business activities for less than 3 (three) years, at least containing:	
1) pendapatan/penjualan; income/sales;	2
2) laba bruto; gross profit;	2
3) laba (rugi); profit (loss);	2
4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; the amount of profit (loss) attributable to owners of the parent entity and non-controlling interests;	2
5) total laba (rugi) komprehensif; total comprehensive profit (loss);	2
6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;	2
7) laba (rugi) per saham; earning (loss) per share;	2
8) jumlah aset; total assets;	3
9) jumlah liabilitas; total liabilities;	3
10) jumlah ekuitas; total equity;	3

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11) rasio laba (rugi) terhadap jumlah aset; ratio of profit (loss) to total assets;	3
12) rasio laba (rugi) terhadap ekuitas; ratio of profit (loss) to equity;	4
13) rasio laba (rugi) terhadap pendapatan/penjualan; ratio of profit (loss) to revenue/sales;	4
14) rasio lancar; current ratio;	3
15) rasio liabilitas terhadap ekuitas; ratio of liabilities to equity;	4
16) rasio liabilitas terhadap jumlah aset; dan ratio of liabilities to total assets; and	3
17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya. other information and financial ratios relevant to the Issuer or Public Company and the type of industry.	3–4
B. Informasi Saham Stock Information	
Informasi saham bagi Perusahaan Terbuka paling sedikit memuat: Stock information for a Public Company shall at least contain:	
1) saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: shares that have been issued for each quarterly period presented in the form of a comparison for the last 2 (two) fiscal years, at least containing:	
a) jumlah saham yang beredar; number of shares outstanding;	8–9
b) kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan; market capitalization based on the price on the stock exchange where the shares are listed;	8–9
c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan the highest, lowest, and closing share prices based on prices on the stock exchange where the shares are listed; and	8–9
d) volume perdagangan pada bursa efek tempat saham dicatatkan. trading volume on the stock exchange where the shares are listed.	8–9
Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek; Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on a stock exchange;	
2) dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (reverse stock), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: in the event of a corporate actions that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of conversion securities, as well as capital additions and deductions, stock information as referred to in number 1) shall be added with at least an explanation regarding:	
a) tanggal pelaksanaan aksi korporasi; the date of implementation of the corporate action;	Tidak Ada None
b) rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham; the ratio of stock splits, reverse stock, stock dividends, bonus shares, the number of convertible securities issued, and changes in the nominal value of shares;	
c) jumlah saham beredar sebelum dan sesudah aksi korporasi; the number of outstanding shares before and after the corporate action;	
d) jumlah efek konversi yang dilaksanakan (jika ada); dan the number of convertible securities exercised (if any); and	
e) harga saham sebelum dan sesudah aksi korporasi; the share price before and after the corporate action;	

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3) dalam hal terjadi penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut; dan in the event of a temporary suspension of share trading (suspension) and/or delisting of shares in the fiscal year, the reasons for the suspension and/or delisting of shares shall be explained; and	Tidak relevan Irrelevant
4) dalam hal penghentian sementara perdagangan saham (suspension) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (delisting) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut. in the event that the temporary suspension of share trading as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, it explains the actions taken to resolve the temporary suspension of share trading and/or cancellation of the share listing (delisting).	Tidak relevan Irrelevant
C. Laporan Direksi Board of Directors' Report	44–53
Laporan Direksi paling sedikit memuat uraian singkat mengenai: The Board of Directors› report shall at least contain a brief description of:	
1) kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: performance of the Issuer or Public Company, at least containing:	44–53
a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik; strategy and strategic policies of the Issuer or Public Company;	46–48
b) peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;	48–49
c) proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	48–49
d) perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan comparison between the results achieved and those targeted by the Issuer or Public Company; and	49–50
e) kendala yang dihadapi Emiten atau Perusahaan Publik; obstacles faced by Issuers or Public Companies;	45–46
2) gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan description of the business prospects of the Issuer or Public Company; and	51–52
3) penerapan tata kelola Emiten atau Perusahaan Publik. implementation of the governance of Issuers or Public Companies.	50–51
D. Laporan Dewan Komisaris Board of Commissioners' Report	34–41
Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai: The Board of Commissioners› report shall at least contain a brief description of:	
1) penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi; evaluation of the performance of the Board of Directors regarding the management of Issuers or Public Companies, including the supervision of the Board of Commissioners in the formulation and implementation of strategies for Issuers or Public Companies carried out by the Board of Directors;	35–38
2) pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan views on the business prospects of the Issuer or Public Company prepared by the Board of Directors; and	38–39
3) pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik. views on the implementation of governance of the Issuer or Public Company.	39–40

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E.	Profil Emiten atau Perusahaan Publik Issuer or Public Company Profile	60-143
	Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi: The profile of the Issuer or Public Company contains at least the following information:	
1)	nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; name of the Issuer or Public Company, including if there is a change in name, the reason for the change, and the effective date of the name change in the fiscal year;	60
2)	akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	
a)	alamat; address;	60
b)	nomor telepon; telephone number;	60
c)	alamat surat elektronik; dan e-mail address; and	60
d)	alamat situs web; website address;	60
3)	riwayat singkat Emiten atau Perusahaan Publik; brief history of the Issuer or Public Company;	62-63
4)	visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan; vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;	68-69
5)	kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan; business activities according to the latest articles of association, business activities carried out in the fiscal year, as well as types of goods and/or services produced;	70-89
6)	wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan. operational area of the Issuer or Public Company; operational area is the area or area for the implementation of operational activities or the range of the company's operational activities.	60
7)	struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan; organizational structure of the Issuer or Public Company in the form of a chart, at least up to the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions;	92-93
8)	daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan; list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	141
9)	profil Direksi, paling sedikit memuat: Directors' profile, at least containing:	116-123
a)	nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; name and position in accordance with the duties and responsibilities;	116-123
b)	foto terbaru; recent photograph;	116-123
c)	usia; age;	116-123
d)	kewarganegaraan; nationality;	116-123

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e) riwayat pendidikan dan/atau sertifikasi; education history and/or certification;	116–123
f) riwayat jabatan, meliputi informasi: position history, including information on:	116–123
i) dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; the legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned;	116–123
ii) rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan concurrent positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and	116–123
iii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	116–123
g) hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan affiliation with other members of the Board of Directors, members of the Board of Commissioners, majority and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and	116–123
h) perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut; changes in the composition of the members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;	94–95
10) profil Dewan Komisaris, paling sedikit memuat: profile of the Board of Commissioners, at least containing:	96–113
a) nama dan jabatan; name and position;	96–113
b) foto terbaru; recent photograph;	96–113
c) usia; age;	96–113
d) kewarganegaraan; nationality;	96–113
e) riwayat pendidikan dan/atau sertifikasi; education history and/or certification;	96–113
f) riwayat jabatan, meliputi informasi: position history, including information on:	96–113
i) dasar hukum pengangkatan sebagai anggota Dewan Komisaris; legal basis for appointment as member of the Board of Commissioners;	96–113
ii) dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan; legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned;	96–113
iii) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Commissioners does not have concurrent positions, then this is disclosed; and	96–113

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iv) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	
g) hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;	96–113
h) pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms; and	114–115
i) perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut; changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;	94–95
11) dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya; in the event that there is a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurs after the fiscal year ends up to the deadline for submitting the Annual Report, the composition included in the Annual Report is the last and previous composition of the members of the Board of Directors and/or members of the Board of Commissioners;	94–95
12) jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel. number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Disclosure of information can be presented in tabular form.	127
13) nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: names of shareholders and percentage of ownership at the beginning and end of the fiscal year, which consists of information regarding:	128–133
a) pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; shareholders who own 5% (five percent) or more shares of the Issuer or Public Company;	128
b) anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan members of the Board of Directors and members of the Board of Commissioners who own shares of the Issuer or Public Company. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and	129–133
c) kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; community shareholder group, namely the group of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company;	128
informasi di atas dapat disajikan dalam bentuk tabel. the above information can be presented in tabular form.	

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14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai Hal tersebut. the percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.	129-133
15) jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: number of shareholders and percentage of ownership at the end of the fiscal year based on classification:	134
a) kepemilikan institusi lokal; ownership in local institutions;	134
b) kepemilikan institusi asing; ownership in foreign institutions;	134
c) kepemilikan individu lokal; dan local individual ownership; and	134
d) kepemilikan individu asing; foreign individual ownership;	134
16) informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan; information regarding the majority and controlling shareholders of the Issuer or Public Company, either directly or indirectly, up to the individual owner, which is presented in the form of a schematic or chart;	134
17) nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut. the name of the subsidiary, associate, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company; For a subsidiary, information about the address of the subsidiary is added.	136-140
18) kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada); chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the fiscal year as well as the name of the stock exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, dividends shares, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any);	135
19) informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada); other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);	135
20) informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: information on the use of a public accountant (AP) and a public accounting firm (KAP) services and their networks/associations/alliances include:	142
a) nama dan alamat; name and address;	142

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b) periode penugasan; assignment period;	142
c) informasi jasa audit dan/atau non audit yang diberikan; information on audit and/or non-audit services provided;	142
d) biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan audit and/or non-audit fees for each assignment given during the fiscal year; and	142
e) dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan in the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and	Tidak relevan Irrelevant
Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel. Disclosure of information on the use of AP and KAP services and their networks/associations/aliances can be presented in tabular form.	142
21) nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP. name and address of capital market supporting institutions and/or professionals other than AP and KAP.	143
F. Analisis dan Pembahasan Manajemen Management Analysis and Discussion	146-197
Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat: Management analysis and discussion contains analysis and discussion of financial statements and other important information with an emphasis on material changes that occurred in the fiscal year, which at least contains:	
1) tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: a review of operations per business segment according to the type of industry of the Issuer or Public Company, at least regarding:	146-162
a) produksi, yang meliputi proses, kapasitas, dan perkembangannya; production, which includes the process, capacity, and development;	146-162
b) pendapatan/penjualan; dan income/sales; and	146-162
c) profitabilitas; profitability;	146-162
2) kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) fiscal years, an explanation of the causes of the changes and the impact of these changes, at least regarding:	172-185
a) aset lancar, aset tidak lancar, dan total aset; current assets, non-current assets, and total assets;	173-174
b) liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; current liabilities, long term liabilities, and total liabilities;	174
c) ekuitas; equity;	174
d) pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and	175-177
e) arus kas; cash flows;	177-178

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3) kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan; ability to pay debts or obligations by presenting the relevant ratio calculations;	178-182
4) tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan; collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;	182
5) struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud; capital structure and management policies on the capital structure with the basis for determining the said policy;	182-185
6) bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: discussion of material ties for capital goods investment with an explanation that at least contains:	185-187
a) tujuan dari ikatan tersebut; the purpose of the bond;	185-187
b) sumber dana yang diharapkan untuk memenuhi ikatan tersebut; the expected source of funds to fulfill the commitment;	185-187
c) mata uang yang menjadi denominasi; dan the currency in which it is denominated; and	185-187
d) langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait; steps that are planned by the Issuer or Public Company to protect the risk from the related foreign currency position;	185-187
7) bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: discussion of capital goods investments realized in the last fiscal year, at least contains:	187
a) jenis investasi barang modal; type of capital goods investment;	187
b) tujuan investasi barang modal; dan the purpose of capital goods investment; and	187
c) nilai investasi barang modal yang dikeluarkan; the total of capital goods investments;	187
8) informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada); information and material facts occurring after the date of the accountant's report (if any);	188
9) prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya; the business prospects of the Issuer or Public Company are related to the conditions of the industry, the general economy and the international market accompanied by quantitative supporting data from reliable data sources;	188-189
10) perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: comparison between the target/projection at the beginning of the fiscal year with the results achieved (realization), regarding:	189
a) pendapatan/penjualan; income/sales;	189
b) laba (rugi); profit (loss);	189
c) struktur modal (capital structure); atau capital structure; or	189
d) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; other matters deemed important to the Issuer or Public Company;	189
11) target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: targets/projections to be achieved by the Issuer or Public Company for the next 1 (one) year, regarding:	189

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a) pendapatan/penjualan; income/sales;	189
b) laba (rugi); profit (loss);	Tidak ada None
c) struktur modal (capital structure); capital structure;	Tidak ada None
d) kebijakan dividen; atau dividend policy; or	190
e) hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; other matters deemed important to the Issuer or Public Company;	Tidak relevan Irrelevant
12) aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar; marketing aspects of the goods and/or services of the Issuer or Public Company, at least regarding the marketing strategy and market share;	189-190
13) uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: description of dividends for the last 2 (two) fiscal years, at least:	190
a) kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; dividend policy, which includes information on the percentage of dividends distributed to net income;	190
b) tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; date of payment of cash dividends and/or date of distribution of non-cash dividends;	190
c) jumlah dividen per saham (kas dan/atau non kas); dan the amount of dividends per share (cash and/or non-cash); and	190
d) jumlah dividen per tahun yang dibayar; the amount of dividends paid annually;	190
Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut. Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.	190
14) realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: realization of the use of proceeds from the public offering, provided that:	191
a) dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan in the event that during the fiscal year, the Issuer has an obligation to submit a report on the realization of the use of funds, then the realization of the cumulative use of the proceeds from the public offering shall be disclosed until the end of the fiscal year; and	191
b) dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut; in the event that there is a change in the use of funds as regulated in the Financial Services Authority Regulation regarding the report on the realization of the use of the proceeds from the public offering, the Issuer shall explain the change;	191
15) informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat: material information (if any), regarding investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions, which occurred during the fiscal year, at least containing :	191
a) tanggal, nilai, dan objek transaksi; date, value, and object of the transaction;	191
b) nama pihak yang melakukan transaksi; name of the party conducting the transaction;	191
c) sifat hubungan afiliasi (jika ada); nature of the affiliation relationship (if any);	191

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d) penjelasan mengenai kewajaran transaksi; explanation of the fairness of the transaction;	191
e) pemenuhan ketentuan terkait; dan compliance with related provisions; and	191
f) dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi: in the event that there is an affiliation relationship, apart from disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:	191
i) pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (armslength principle); dan a statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, by complying with the arms-length principle; and	191
ii) peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (armslength principle); the role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, by complying with the arms-length principle;	191
g) untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; for affiliated transactions or material transactions which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously;	191
Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.	191
h) untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; for disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;	Tidak relevan Irrelevant
i) dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut; in the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;	Tidak relevan Irrelevant
16) perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan changes in the provisions of laws and regulations that have a significant effect on Issuers or Public Companies and their impact on financial statements (if any); and	191
17) perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada). changes in accounting policies, reasons and impact on financial statements (if any).	191-192
G. Tata Kelola Emiten atau Perusahaan Publik Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: Issuer or Public Company Governance The governance of the Issuer or Public Company shall at least contain a brief description of:	200-301

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1) RUPS, paling sedikit memuat: GMS, at least contains:	209–226
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:	209–226
i) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and	209–226
ii) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that have not been realized and the reasons for not realizing them;	Tidak relevan Irrelevant
b) dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut; in the event that the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;	209–226
2) Direksi, paling sedikit memuat: The Board of Directors, at least contains:	237–242
a) tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	237, 243–245
b) pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi; statement that the Board of Directors has guidelines or charter for the Board of Directors;	237
c) kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS; Level of attendance of members of the Board of Directors in meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, or the GMS, can be presented in tabulated format.	210, 239–241
d) pelatihan dan/atau peningkatan kompetensi anggota Direksi: training and/or competency development of members of the Board of Directors:	241–242
i) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and	241–242
ii) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	241–242
e) penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: the Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:	243
i) prosedur penilaian kinerja; dan performance appraisal procedures; and	243
ii) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan the criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and	243

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f) dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut. in the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	Tidak relevan Irrelevant
3) Dewan Komisaris, paling sedikit memuat: The Board of Commissioners, at least contains:	227–236
a) tugas dan tanggung jawab Dewan Komisaris; duties and responsibilities of the Board of Commissioners;	227–228
b) pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris; a statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;	228–229
c) kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS; Information on the level of attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.	210, 232–234
d) pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: training and/or competency improvement of members of the Board of Commissioners:	235
i) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan policy on competency training and/or development of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and	235
ii) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada); competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);	235
e) penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least containing:	235, 243–245
i) prosedur pelaksanaan penilaian kinerja; procedures for implementing performance appraisals;	235, 243
ii) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and	235, 243
iii) pihak yang melakukan penilaian; dan party conducting the assessment; and	235, 245
f) penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:	236
i) prosedur penilaian kinerja; dan performance appraisal procedures; and	236
ii) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; the criteria used are performance achievements during the fiscal year, competency and attendance at meetings;	236
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:	246–247

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a) prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and	246–247
b) prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:	246–247
i) prosedur penetapan remunerasi Direksi dan Dewan Komisaris; procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	246–247
ii) struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan the remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and	246–247
iii) besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel. the amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.	246–247
5) Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: The sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association, shall at least contain:	Tidak relevan Irrelevant
a) nama; name;	
b) dasar hukum pengangkatan dewan pengawas syariah; legal basis for the appointment of the sharia supervisory board;	
c) periode penugasan dewan pengawas syariah; period of assignment of the sharia supervisory board;	
d) tugas dan tanggung jawab dewan pengawas syariah; dan duties and responsibilities of the sharia supervisory board; and	
e) frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik; frequency and method of providing advice and suggestions as well as supervising the fulfillment of sharia principles in the capital market to Issuers or Public Companies;	
6) Komite audit, paling sedikit memuat: The audit committee, at least contains:	249–254
a) nama dan jabatannya dalam keanggotaan komite; name and position in committee membership;	251–252
b) usia; age;	251–252
c) kewarganegaraan; nationality;	251–252
d) riwayat pendidikan; educational history;	251–252
e) riwayat jabatan, meliputi informasi: position history, including information on:	251–252
i) dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as committee member;	251–252
ii) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or member of the committee as well as other positions (if any); and	251–252
iii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	251–252

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f) periode dan masa jabatan anggota komite audit; period and term of office of the audit committee members;	251
g) pernyataan independensi komite audit; statement of independence of the audit committee;	250–251
h) pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); training and/or competency improvement that have been followed in the fiscal year (if any);	253
i) kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and	253
j) pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) komite audit; the implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;	253–254
7) komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: the nomination and remuneration committee or function of the Issuer or Public Company, at least containing:	254–257
a) nama dan jabatannya dalam keanggotaan komite; name and position in committee membership;	256
b) usia; age;	256
c) kewarganegaraan; nationality;	256
d) riwayat pendidikan; educational history;	256
e) riwayat jabatan, meliputi informasi: position history, including information on:	256
i) dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as committee member;	256
ii) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	256
iii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	256
f) periode dan masa jabatan anggota komite; period and term of office of the committee members;	256
g) pernyataan independensi komite; statement of committee independence;	256
h) pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); training and/or competency improvement that have been followed in the fiscal year (if any);	257
i) uraian tugas dan tanggung jawab; description of duties and responsibilities;	255
j) pernyataan bahwa telah memiliki pedoman atau piagam (charter); a statement that it has a guideline or charter;	255
k) kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;	256–257
l) uraian singkat pelaksanaan kegiatan pada tahun buku; dan brief description of the implementation of activities in the fiscal year; and	257

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m) dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: in the event that no nomination and remuneration committee is formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:	Tidak relevan Irrelevant
i) alasan tidak dibentuknya komite; dan reasons for not forming the committee; and	
ii) pihak yang melaksanakan fungsi nominasi dan remunerasi; the party carrying out the nomination and remuneration function;	
8) komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least containing:	258–275
a) nama dan jabatannya dalam keanggotaan komite; name and position in committee membership;	258–275
b) usia; age;	258–275
c) kewarganegaraan; nationality;	258–275
d) riwayat pendidikan; educational history;	258–275
e) riwayat jabatan, meliputi informasi: position history, including information on:	258–275
i) dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as committee member;	258–275
ii) rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	258–275
iii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	258–275
f) periode dan masa jabatan anggota komite; period and term of office of the committee members;	258–275
g) pernyataan independensi komite; statement of committee independence;	258–275
h) pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan training and/or competency improvement that have been followed in the fiscal year (if any); and	258–275
i) uraian tugas dan tanggung jawab; description of duties and responsibilities;	258–275
j) pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite; a statement that the committee has had guidelines or charters;	258–275
k) kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and	258–275
l) uraian singkat pelaksanaan kegiatan komite pada tahun buku; a brief description of the committee's activities for the fiscal year;	258–275
9) Sekretaris perusahaan, paling sedikit memuat: Corporate secretary, at least contains:	276–278
a) nama; name;	276
b) domisili; domicile;	276

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c) riwayat jabatan, meliputi: position history, including:	276
i) dasar hukum penunjukan sebagai sekretaris perusahaan; dan legal basis for appointment as company secretary; and	276
ii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	276
d) riwayat pendidikan; educational history;	276
e) pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan training and/or competency improvement followed during the fiscal year; and	276-277
f) uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku; a brief description of the implementation of the duties of the corporate secretary for the fiscal year;	278
10) Unit audit internal, paling sedikit memuat: Internal audit unit, at least contains:	278-281
a) nama kepala unit audit internal; name of the head of the internal audit unit;	280
b) riwayat jabatan, meliputi: position history, including:	280
i) dasar hukum penunjukan sebagai kepala unit audit internal; dan legal basis for the appointment as head of the internal audit unit; and	280
ii) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period of time both inside and outside the Issuer or Public Company;	280
c) kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); qualification or certification as an internal audit profession (if any);	280
d) pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; training and/or competency improvement to be followed during the fiscal year;	281
e) struktur dan kedudukan unit audit internal; structure and position of the internal audit unit;	279
f) uraian tugas dan tanggung jawab; description of duties and responsibilities;	279
g) pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal; dan a statement that the internal audit unit has had guidelines or charters; and	278
h) uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit; a brief description of the implementation of the internal audit unit's duties for the fiscal year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;	280
11) uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: a description of the internal control system implemented by the Issuer or Public Company, at least containing:	283-284
a) pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; financial and operational control, as well as compliance with other laws and regulations;	283
b) tinjauan atas efektivitas sistem pengendalian internal; dan review of the effectiveness of the internal control system; and	284
c) pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal; statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	284
12) sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: the risk management system implemented by the Issuer or Public Company, at least contains:	285-289

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a) gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; general description of the risk management system of the Issuer or Public Company;	285–286
b) jenis risiko dan cara pengelolaannya; types of risks and how to manage them;	286–287
c) tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan review of the effectiveness of the Issuer's or Public Company's risk management system; and	287–288
d) pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko; statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;	288–289
13) perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:	289
a) pokok perkara/gugatan; subject matter/claim;	Tidak relevan Irrelevant
b) status penyelesaian perkara/gugatan; dan status of settlement of cases/claims; and	
c) pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik; effect on the condition of the Issuer or Public Company;	
14) informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada); information on administrative sanctions/sanctions imposed on Issuers or Public Companies, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities for the fiscal year (if any);	289
15) informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: information regarding the code of ethics of the Issuer or Public Company includes:	290–291
a) pokok-pokok kode etik; main points of the code of ethics;	290
b) bentuk sosialisasi kode etik dan upaya penegakannya; dan form of socialization of the code of ethics and its enforcement efforts; and	290
c) pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik; a statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies;	291
16) uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP); a brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program employee stock ownership (ESOP);	291
Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP), informasi yang diungkapkan paling sedikit memuat: In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain:	Tidak relevan Irrelevant
a) jumlah saham dan/atau opsi; number of shares and/or options;	
b) jangka waktu pelaksanaan; implementation period;	
c) persyaratan karyawan dan/atau manajemen yang berhak; dan requirements for eligible employees and/or management; and	
d) harga pelaksanaan atau penentuan harga pelaksanaan; exercise price or determination of exercise price;	

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17) uraian singkat mengenai kebijakan pengungkapan informasi mengenai: a brief description of the information disclosure policy regarding:	292–297
a) kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and	292–297
b) pelaksanaan atas kebijakan dimaksud; implementation of the policy;	292–297
18) uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Emiten atau Perusahaan Publik, paling sedikit memuat: a description of the whistleblowing system at the Issuer or Public Company, at least containing:	298–299
a) cara penyampaian laporan pelanggaran; method of submitting a violation report;	298
b) perlindungan bagi pelapor; protection for whistleblowers;	298
c) penanganan pengaduan; complaint handling;	298–299
d) pihak yang mengelola pengaduan; dan party managing the complaint; and	298–299
e) hasil dari penanganan pengaduan, paling sedikit: result of complaint handling, at least:	299
i) jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan number of complaints received and processed in the fiscal year; and	299
ii) tindak lanjut pengaduan; follow-up on complaints;	299
Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (*whistleblowing system*), maka diungkapkan mengenai hal tersebut. In the event that the Issuer or Public Company does not have a whistleblowing system, this matter is disclosed.	Tidak relevan Irrelevant
19) uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: a description of the anti-corruption policy of the Issuer or Public Company, at least containing:	299
a) program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan a description of the anti-corruption policy of the Issuer or Public Company, at least containing:	299
b) pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and	299
Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud. anti-corruption training/socialization to employees of Issuers or Public Companies;	Tidak relevan Irrelevant
20) penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.	204–208
a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau implementation of the Public Company governance guidelines for Issuers issuing equity securities or Public Companies, including:	204–208
b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). a statement regarding the recommendations that have been implemented; and/or	204–208
Pengungkapan informasi dapat disajikan dalam bentuk tabel. Information disclosure can be presented in tabular form.	204–208

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H. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik Social and Environmental Responsibility of Issuers or Public Companies	Disajikan dalam Laporan Keberlanjutan 2025 pada buku terpisah Presented in stand-alone 2025 Sustainability Report
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat: The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at at least includes:	✓
a) penjelasan strategi keberlanjutan; explanation of the sustainability strategy;	✓
b) ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup); overview of sustainability aspects (economic, social, and environmental);	✓
c) profil singkat Emiten atau Perusahaan Publik; brief profile of the Issuer or Public Company;	✓
d) penjelasan Direksi; explanation of the Board of Directors;	✓
e) tata kelola keberlanjutan; sustainability governance;	✓
f) kinerja keberlanjutan; sustainability performance;	✓
g) verifikasi tertulis dari pihak independen, jika ada; written verification from an independent party, if any;	✓
h) lembar umpan balik (feedback) untuk pembaca, jika ada; dan feedback sheet for readers, if any; and	✓
i) tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya; the response of the Issuer or Public Company to the previous year's report feedback;	✓
2) Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini; The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	✓
3) informasi Laporan Keberlanjutan (Sustainability Report) pada angka 1) dapat: information on the Sustainability Report in number 1) can:	✓
a) diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or	✓

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	b) merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik; refers to other sections outside the social and environmental responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;	✓
	4) Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan; The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;	✓
	5) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus: In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:	✓
	a) memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan contains all the information as referred to in number 1); and	✓
	b) disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini; prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	✓
	6) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan In the event that the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information on social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and	✓
	7) Penyampaian Laporan Keberlanjutan (Sustainability Report) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan. Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.	✓
I.	Laporan Keuangan Tahunan yang Telah Diaudit Audited Annual Financial Report	305–455
	Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek. The annual financial reports contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.	✓

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J.	Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan Statement of members of the board of directors and members of the board of commissioners regarding their responsibility for the annual report	56-57
	Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini. Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report Statements of members of the Board of Directors and members of the Board of Commissioners regarding the responsibilities of the Annual Report are prepared in accordance with the format of Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report as contained in the Appendix I which is an integral part of this Financial Services Authority Circular Letter.	✓

2025

Annual Report
Laporan Tahunan

Menciptakan Nilai melalui Teknologi dan Pemberdayaan

Creating Value Through Technology and Empowerment

PT Indosat Tbk

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