

03 | Our Approach to Meeting Your Needs

Our understanding of your needs



Background

PT Telkom Indonesia (Persero) Tbk. is a public listed telecommunication company with 3 main business pillars (digital connectivity, digital platforms, and digital services). Telkom has initiated their sustainability journey, as follows:

- **Formulated Telkom Group 2024-2030 Sustainability Master Plan** as strategic framework implementing ESG initiatives across the Telkom Group
- **Launched the Telkom Group GoZERO% ESG Program** and Brand as the primary identity for its ESG initiatives
- **Published Sustainability Report** annually using the Global Reporting Initiative (GRI) and Sustainable Development Goals (SDGs) standards
- **Calculated Scope 1, 2, and 3 GHG emissions** within the Telkom Group and subsequently be verified by a Validation/Verification Body (VVB) to define the baseline year of emission reduction
- **Established emission reduction target** of 20% for scope 1 & 2 emission and 10% for scope 3 emission by 2030 and net zero emission by 2060



Your objective

Telkom has established an emission reduction baseline and in accordance with its obligation to adopt IFRS S1 & S2 in its Sustainability Report, which includes emission reduction strategy, **Telkom seeks a qualified consultant to develop a decarbonization roadmap and carbon offset strategy for Telkom Group with detailed scope of work below:**

1	2	3
Decarbonization strategy and roadmap	Carbon offset strategy	Socialization
Developing decarbonization strategy encompassing targets, milestones, and levers, including technology identification, and cost-benefit analysis	Developing carbon offset strategy to leverage the emission reduction initiatives	Conducting socialization to communicate both decarbonization and carbon offset strategy and roadmap to Telkom Group

Our understanding on your emission profile

We have conducted a preliminary review to learn Telkom Group's emission profile, especially the **2023 emission data**, which is assumed to be the **baseline year for the decarbonization target**. Telkom Group's total GHG emissions in 2023 are **2,436,746 tons CO₂e**, with **Scope 2 representing the largest share at 81.2%**, followed by Scope 3 at 13.8%, and Scope 1 at 5.1%.

We will focus our decarbonisation strategy by **evaluating various scenarios to reduce Telkom Group's Scope 1 and 2 emissions**, which sourced from:



Scope 1: Direct GHG Emission sources:

Fuel combustion (stationary and mobile), refrigerant leakage, and sewage treatment at owned or controlled sources



Scope 2: Electricity Indirect GHG Emission sources:

From consumption of purchased electricity

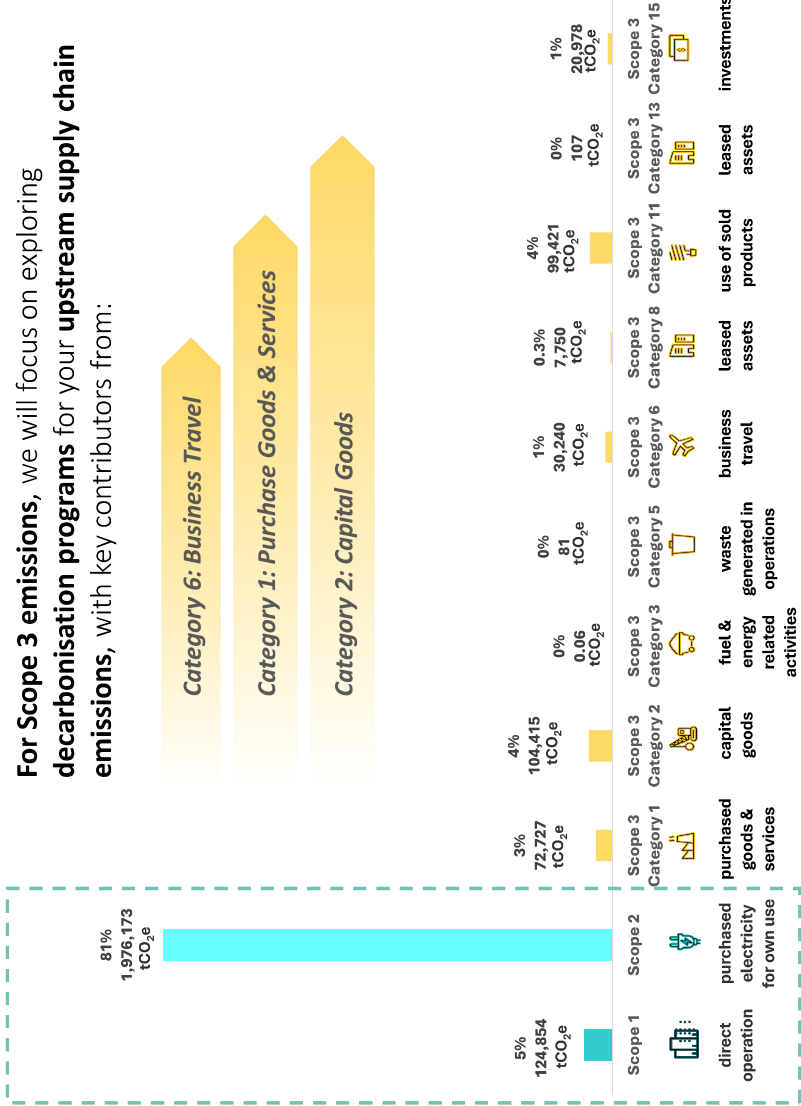


Your Emission hotspots

Telkom Group's **emission hotspots operations** are identified across the following key business areas:

- Telecommunication provider & digital services
- Telecommunications infrastructure providers
- Data & digital ecosystem service

For **Scope 3 emissions**, we will focus on exploring **decarbonisation programs** for your **upstream supply chain emissions**, with key contributors from:



High-level approach

Phase 1 Decarbonization strategy & roadmap	Phase 2 Carbon offset strategy	Phase 3 Socialization
KEY ACTIVITIES Inception meeting to align working arrangement with the working team and issue data collection Gap analysis to review the baseline and decarbonization initiatives in Telkom and selected subsidiaries Peer benchmarking on decarbonization target and strategy to learn the pattern and industry best practices Roadmap development of Telkom Group’s decarbonization strategy, including RACI matrix, timeline, and resources and detail explanation on technology identification, cost and benefit analysis, monetization plan, required investment, risk analysis and calculation, and recommendation for levers and priority initiatives based on Telkom’s requirements Framework development to monitor and report energy performance.	Gap analysis on Telkom Group’s carbon offset activities Peer benchmarking on carbon offset strategy to learn the pattern and industry best practices Design carbon offset strategy for Telkom Group which compiles programs & initiatives in a short, mid, and long-term	Socialization: Facilitate socialization and dissemination on decarbonization roadmap and carbon offset strategy to Telkom Group’s relevant functions
DELIVERABLES ✓ Gap analysis result and action plan ✓ Peer benchmark result ✓ Telkom Group’s decarbonization roadmap ✓ Monitoring framework	✓ Telkom Group’s carbon offset strategy	✓ Socialization for decarbonization roadmap and carbon offset strategy

Project timeline

 = planned activities
 = milestones

PHASE	ACTIVITIES	2025											
		March				April				May			
		1	2	3	4	1	2	3	4	1	2	3	4
1 Decarbonization strategy and roadmap	Inception meeting												
	Gap analysis				 a								
	Peer benchmarking				 b								
	Roadmap development										 c		
	Framework development										 d		
2 Carbon offset strategy	Gap analysis of carbon offset activities												
	Peer benchmarking												
	Carbon offset strategy design											 e	
3 Socialization	Socialization session												 f
Bi-weekly progress meeting with Telkom working team													

Deliverables:

- a. Gap analysis result
- b. Peer benchmark result
- c. Telkom Group's decarbonization roadmap
- d. Framework
- e. Telkom Group's carbon offset strategy
- f. Final report

The above timeline is based on access to documentation and responses to questions from clients and stakeholders, as well as effective business days. Public holidays, holidays, and scheduling conflicts may cause the work week to differ from the calendar week. All time commitments related to our work are only tentative. These limitations apply to any time commitments associated with our work. The above timeline does not include national holidays; therefore, it may need to be adjusted.

Assumptions and limitations (1/2)

Scope	Assumptions and Limitations
General	• The scope of work only covers Telkom Group • PT Deloitte Konsultan Indonesia (“DKI” or “Deloitte”) will request and obtain information only from the Telkom and other external parties as agreed by the client. Our deliverables will solely be based on the data and information provided by the client and agreed external sources. • The client provides requested information/data, arrange meeting schedule on a timely manner. Completion of each activity is heavily dependent on client availability and timely data submission. • The methodology and approach stated in the document may change according to the current conditions of Telkom’s data and practices. • Timeline as described is contingent on timely access to documentation and response to queries from Client, and third-party stakeholders (if any). Working week may not be aligned with calendar week due to public holidays, off days, and schedule conflicts. Actual timeline to be discussed with client during inception meeting. • Any deliverables issued by DKI hereunder will not be used by or circulated, quoted, disclosed or distributed to, nor will reference to such report or DKI’s engagement hereunder be made to, anyone who is not a member of management or the board of Telkom. • It is understood and agreed that services provided can be in the form of suggestions and recommendations, but all decisions related to the implementation of such suggestions and recommendations will be the responsibility of and determined by Telkom. Telkom will solely be responsible for the following: a. Make all management decisions, carry out all management functions and assume all management responsibilities b. Appoint competent committee members or senior management to supervise the services provided; c. Evaluate the adequacy and results of the services provided; d. Accept responsibility for the results and services provided; and e. Create and implement internal controls, including monitoring ongoing activities. In relation with these services, Deloitte has the right to depend on Telkom to make all decisions and approvals of Telkom. • Deloitte will not take any role in any management or be responsible and/or make any managerial decision for Telkom for this project. Deloitte will not perform management functions such as making decisions for management or performing tasks with equal capacity to that of Telkom employees, including internal audit function, risk management function, and other functions during the assignment. • The services rendered will be performed in good faith and with the appropriate skill and care in accordance with the generally accepted professional standards (or best practices generally accepted in our profession). • The proposed scope of services provided by Deloitte is not an audit, compilation review or an attestation service. Therefore, services that is provided by Deloitte does not result in a statement of opinion or other forms of guarantee or a compliance with any applicable laws and regulations. • The assessment is not intended to be an assignment of attestation as described in the standards published by the Indonesian Institute of Certified Public Accountants (IAP), Basel, or any such form. As such, we are not permitted to issue written communication that contains an opinion on internal control or provide any other form of assurance.

Assumptions and limitations (2/2)

Scope	Assumptions and Limitations
Decarb. & carbon offset strategy	• For peer benchmarking activity, Deloitte will only rely on data and information on public domain, such as sustainability report. We do not provide opinion of peer companies from this information • Engagement sessions (e.g., Interview, FGD) by default will be delivered via onsite meeting. • Deloitte is not responsible for arranging engagement with external stakeholders (e.g., venue selection, invitation, etc.). • Deloitte will compile the performance data based on data collected by Telkom working team. Current scope of work does not include field data collection. • Deloitte does not conduct audit on ESG performance data (including GHG emission data) and financial data. • The format of the strategy and roadmap is subject to further discussion with Telkom working team • The roadmap only covers group-level strategy and activities and does not include subsidiary level roadmap.

Detailed Methodology

Phase 1 | Decarbonization Strategy & Roadmap

Phase 1 | Inception meeting

Project implementation will begin with an inception meeting to prepare project implementation and coordination with working team. This project inception plan is indicative and will be discussed during the project with working team.

Our approach

Detailed activities + illustrations

Inception meeting Objectives:

- Finalise the project timeline
- Confirm meeting cadence: how often, agenda, attendees – *proposed on the right*
- Confirm project scope and aspiration

Issue initial data and information request list
(additional data collection may be conducted along the work in each workflow)

Information request list

Deloitte will prepare an information request list which comprises of data requirements for undertaking this engagement. The complete list of data template will be provided during the inception meeting. Follow up data request may be requested depending on the data needs.

Indicative Information Request List (non-exhaustive)

Category	Data Requirement
Decarbonization strategy	- Calculated emission baselines and most recent year scope 1, 2, and 3 (if applicable) emission baseline, including information on: - Standards and methodology used - Calculation boundaries - Limitations and assumptions - Policies, procedures and live ^{audit} documentation relation to energy and sustainability - Existing climate for ^{illustrative} programs and initiatives
Carbon offset strategy	- Carbon offset strategy document - Carbon credit purchasing history

Assumptions & limitations: ¹Client will fill the data request within 2 weeks. Data requested typically will be for the past three years where available. ²Data collection might be conducted in batches throughout the project according to needs. Deloitte will inform this with Client working team. ³Data shall be collected by Telkom's working team. Deloitte is responsible for providing the template, guidance, and review. Support on the data collection (i.e., socialisation, data confirmation) by default will be conducted online.

Phase 1 | Peer benchmarking

We will review peers’ practices on decarbonization to learn the industry trend

Our approach

Detailed activities + illustrations

Conduct peer benchmarking to learn decarbonization strategy trends in the telecommunication industry

Peer benchmarking

- We will first conduct preliminary assessment to determine 5 proposed peers for peer benchmarking activities by considering their ESG and climate practices as indicated by ESG rating and sustainability disclosure. We will discuss and confirm the proposed peer with Telkom working team during the inception meeting.
- We will assess the GHG emission performance of the peers - covering their GHG emission reduction targets, milestones, and strategies.
- The results of peer benchmarking will inform GHG emission reduction initiatives and decarbonization strategy in the next activity.

No	Initiatives	Description	Technology Maturity	Reduction Potential	Cost Estimation	Notes
1.	Electric Vehicles (BEV)	Use of electric vehicle (BEV)	Commercial	Reduce 100% emissions for the same distance travelled	\$5.08 /km, Total Cost of Ownership	Implemented by 7/10 peers
2.	Hybrid Vehicles (HEV)	Use of hybrid vehicle (HEV)	Commercial	Reduce 39% emissions for the same distance travelled	\$4.05 /km, Total Cost of Ownership	Implemented by 2/10 peers
3.	Upgrade Vehicle	Change vehicle every 4 years to keep up with the latest vehicle efficiency technology	Commercial	Reduce 25% emission for the same distance travelled	Higher monthly vehicle cost compared to the vehicle asset depreciation of 8 years	Implemented by 2/10 peers
4.	Biodiesel	Use of biodiesel diesel vehicle (B35-B50) and emergency generator	For illustrative purpose only			
				Reduce 9.08% emissions for the same amount of fuel consumed	\$1.37 /liter, price for region 1 (Jawa, Sumatera, Madura, and Bali)	Implemented by 2/10 peers
5.	Hydrogen Generator (Fuel Cell Technology)	Use of hydrogen powered emergency generator	Prototyping	Reduce 80% emissions for the same amount of fuel consumed	Not available to date	Not implemented by any peers
6	Carbon Offset	Buying carbon credit from supplier	Commercial	Supply in Indonesia : 418,359 units	Price in Indonesia around 3-4 USD/tCO2eq	Implemented in internal EOS and Bank

Assumptions ¹Deloitte will only rely on data and information on public domain, for example, sustainability reports, annual reports, websites, and other relevant reporting information.
& limitations: ²Deloitte only conducts high-level assessment of peers’ disclosure and implementation based on the ESG practices. We do not conduct audit, assurance nor quality review of peer information disclosure. We do not provide opinion of peer companies from this information.

Phase 1 | Roadmap development

We will develop potential GHG emission reduction pathways of Telkom aligned with the global trajectory and organization's objective

Our approach

Detailed activities + illustrations

Develop potential GHG emission reduction pathways aligned to organization's objective, including **mid-term target in 2030** to ultimately **achieve NZE in 2060**

Prioritise major GHG emissions reduction interventions through workshops with key stakeholders and desktop research

Cost and benefit analysis and GHG emissions reduction potential of the prioritised initiatives

Develop a decarbonization strategy roadmaps in line with the organization's objective

Develop emissions reduction pathways

- Develop three emission reduction pathways according to the organization's objective which will cover the mid-term target in 2030 and final NZE target in 2060

Prioritise major emissions reduction interventions

Leverage results of gap analysis to further identify long-list of projects and provide advice to rank the intervention projects to be subject for detailed analysis. Key activities include:

- Leveraging our decarbonization library for potential solutions available in the current market
- Facilitated by Deloitte and the Telkom's working team, workshop sessions/interviews will be held with key stakeholders (e.g. GM, COO etc) from relevant business units to capture insights on the interventions identified by Deloitte to determine its feasibility & challenges, as well as prioritise the solutions.

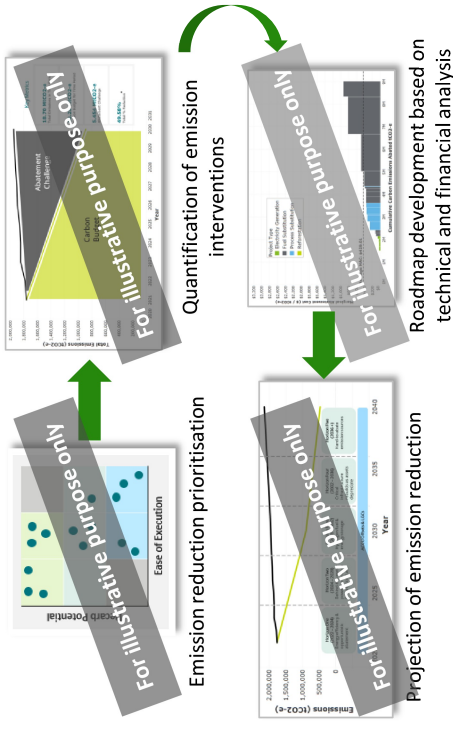
Quantification of the estimated investment required and GHG emissions reduction potential

- Quantify the potential emission reduction
- Conduct cost and benefit analysis to quantify the estimated investment required, risk analysis and calculation, and monetization plan
- We expect Telkom to provide project-specific data, i.e., capital, operational, or maintenance costs. We will leverage publicly available data for electricity or fuel price, as applicable.

Decarbonization roadmap development

- Develop decarbonization roadmap(s) equipped with actionable strategies, which complies RACI matrix, timeline, and resources.

Decarbonization roadmaps processes



Assumptions & limitations: ¹Decarbonization roadmap will be developed for group level only and does not cover dedicated roadmap for subsidiaries

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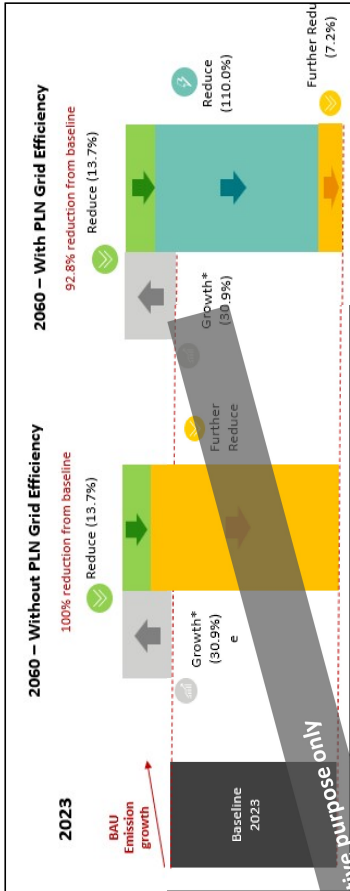
Phase 1 | Illustration of decarbonization roadmap for telecommunication industry

In our previous engagement, we have created two different scenarios, i.e. incorporating grid efficiency and without grid efficiency to visualize the emission projection condition in 2030 and 2060, this approach provides insights into potential initiatives for enhancement and the associated costs.

Scenario 1



Scenario 2

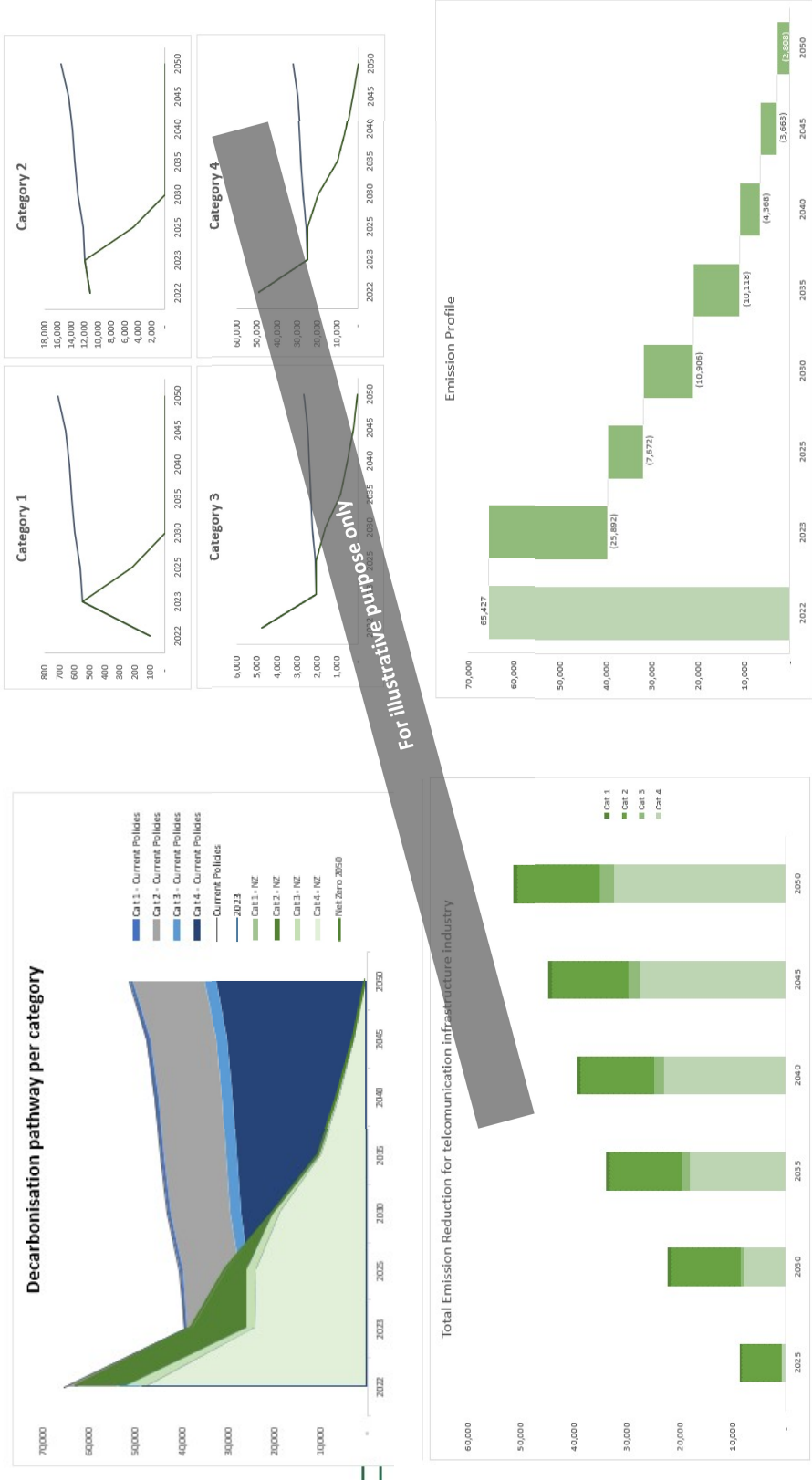


Cost benefit analysis for each scenarios

1	2	3
Own initiative with 100% PLN grid efficiency	Own initiative with 50% PLN grid efficiency	Own initiative without PLN grid efficiency
Additional Reduction in 2030: (8.6%)	Additional Reduction in 2030: (15.2%)	Additional Reduction in 2030: (21.7%)
100% REC ¹ : IDR 5.7 B OPEX in 2030	100% REC ¹ : IDR 9.4 B OPEX in 2030	100% REC: IDR 11.6 B OPEX in 2030
100% Carbon Credit – Non NBS ² : IDR 7.3 B OPEX in 2030	100% Carbon Credit – Non NBS ² : IDR 12.9 B OPEX in 2030	100% Carbon Credit – Non NBS: IDR 17.1 B OPEX in 2030
100% Carbon Credit – NBS ³ : IDR 36.7 B OPEX in 2030	100% Carbon Credit – NBS ³ : IDR 64.1 B OPEX in 2030	100% Carbon Credit – NBS: IDR 85.5 B OPEX in 2030

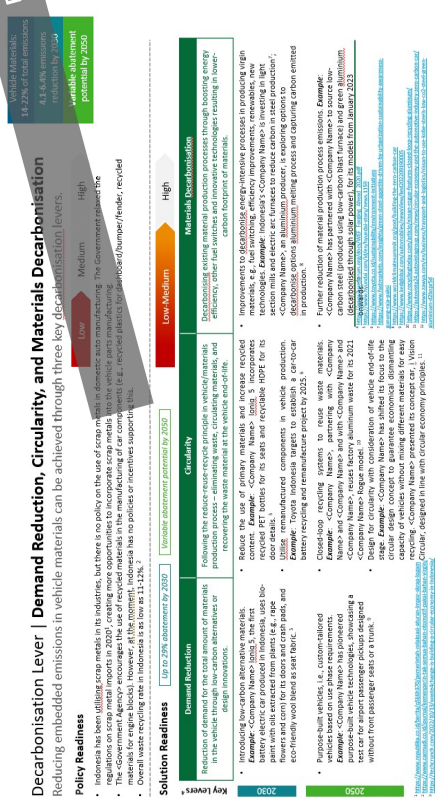
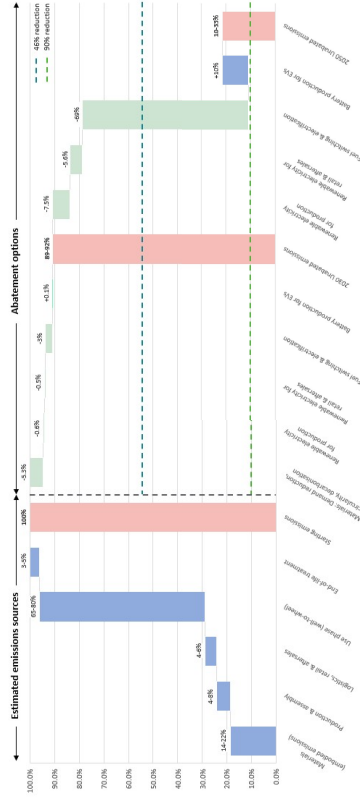
Phase 1 | Illustration of decarbonization roadmap telecommunication infrastructure industry

In our previous engagement, we have developed decarbonization pathway for telecommunication infrastructure industry, which can be our reference to develop pathway for Mitratel, which aligns with SBTi requirements.



Phase 1 | Illustration of decarbonization roadmap

The policy and solution readiness of each identified decarbonization levers (and applicable solutions) is analysed as well to formulate the recommendations to select applicable decarbonization initiatives.



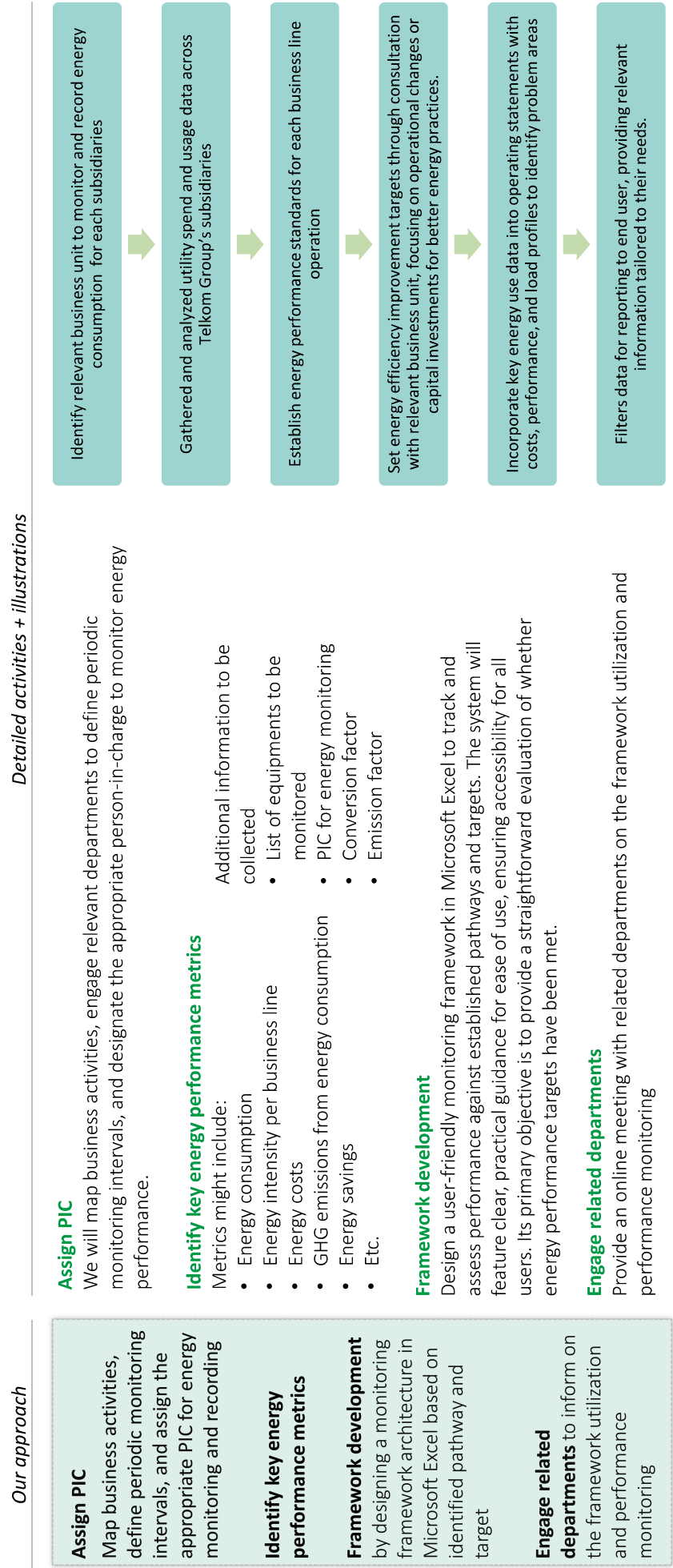
Emission Hotspots	% Contribution	Decarbonisation Levers	Abatement Solution	Policy Readiness	Solution Readiness	Report Page
Vehicle Materials	18.22%	Demand reduction Circularity Materials decarbonisation	Various solutions	Low	Low-Medium	B.12
Production & Assembly	4.8%	Energy efficiency Renewable electricity supply	• Energy management systems • Efficiency improvements for equipment and processes	Low	Medium	B.14
Logistics, retail & After-sales	4.8%	Energy efficiency Renewable electricity supply	• Energy management systems • Efficiency improvements for equipment and processes	Low	High	B.15
Use Phase	0.5-30%	Other fuel switching Electrification Recovery & recycling	• Fuel gases • Renewable Diesel • Hybrid Electric Vehicle (HEV) • Plug-in Hybrid Electric Vehicle (PHEV) • Battery Electric Vehicle (BEV)	Medium	Medium	B.17
	3-5%		Various solutions	Low	Low	B.19

Value Chain | Recommendations

Value Chain	Recommendations	Variables for Decarbonisation
Levers actionable now - Materials: - Scrap minimisation: material reduction, increased use of recycled materials - Energy efficiency: - Adopt energy-efficient technologies and systems - Renewable energy: - Investments in on-site renewable energy - Policy engagement on fossil fuel transition - Consumer engagement - End-of-life: - Investments in end-of-life technology and recycling, and remanufacturing - Takeback schemes for customers - Recycling quotas/targets	Levers requiring further technical development - Materials: - Development of low-carbon alternative materials - Development of low-carbon processes for the production of materials, e.g., steel - Energy efficiency: - Energy-efficient technologies and systems - Development of carbon capture technologies for higher capture efficiency during production of materials - Alternative low-carbon fuels: e-fuels - Alternative drivetrains: hydrogen fuel cell vehicles - End-of-life: technologies for efficient dismantling, recycling, and remanufacturing	Potential The abatement potential of the outlined technologies are directly influenced by the below listed characteristics: - Access to finance, technologies and materials - EV infrastructure and grid resilience - Higher costs and availability of sustainable fuels - Complexity and uncertainty of the ecosystem - Readiness of market stakeholders - Expansion and integration of renewable energy - Consumer interest
Levers dependent on external factors / enabling regulations - Decarbonisation of the national grid mix - Ownership of low-carbon machines - EV infrastructure, or hydrogen infrastructure in the long term - Policy and infrastructure development for end-of-life vehicles	Longer-term opportunities	

Phase 1 | Framework development to monitor and report energy performance

We will develop framework to monitor and report Telkom Group’s energy performance.



Assumptions
& limitations:

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Phase 2 | Carbon Offset Strategy

Phase 2 | Gap analysis

We will review and analyse Telkom's existing carbon offset strategy to identify the gaps.

Our approach

Review existing offset initiative based on the reports and interviews with key personnel to gather insights on types of carbon offset, locations, challenges faced, cost, and effectiveness to reduce emission

Mapping current initiatives to the three GHG emission scopes

Conduct gap analysis of the existing program compared to Telkom's target, existing policies, and industry standard

Detailed activities + illustrations

Review existing carbon offset initiatives

We will conduct detailed review on each existing Telkom's carbon offset initiative to gather insights on the effectiveness of each initiative in reducing emissions along with additional benefit and challenges

Mapping current programs to GHG emission scopes

We will map the current initiative to the three GHG emission scopes, adding remarks on limitations and challenges for each initiative

Conduct gap analysis of the existing offset initiative

- Firstly, we will list the existing initiative and identify several factors: how they are being implemented, the scale/number of implementation to understand the quantitative impact of the program, departments responsible for implementations, cost, benefit, and challenges
- Next, we will conduct gap analysis based on internal target, peers benchmarking, telecommunication global industries, and national plan
- We will then present the result of emission reduction by each initiative to the target selected by Telkom

Current initiatives mapping

Carbon offset initiative	Scope 1	Scope 2	Scope 3
Reforestation & afforestation	✓	✓	✓
Carbon credit	✓	✓	✓
Mangrove restoration		✓	✓
Supply chain emission reductions (insetting)			✓

Carbon offset initiative	Reduction potential (tCO2e)	Cost (IDR)	Saving (IDR)	Challenge
Reforestation & afforestation	100	1.7 M	-	Not certified
Carbon credit	1000	9 M	-	High cost
Mangrove restoration		XXX	XXX	XXX
Supply chain emission reductions (insetting)	XXX	XXX	XXX	XXX

Phase 2 | Peer benchmarking

We will analyze relevant studies and industry best practices, alongside conducting peer benchmarking, to gain insights into external carbon offset strategies that can be effectively applied to offset Telkom's emissions.

Our approach

Detailed activities + illustrations

Review carbon offset strategies from industry leader to identify best practices within the telecommunications industry.

Benchmark the carbon offset strategies of peers, focus on the **types of offsets used** (e.g., RECs, carbon credits), the **scale of their offset initiatives,** and the **implementation methods** (e.g., external purchases or internal renewable energy projects).

Review of carbon offsetting best practices in the telecommunications industry

We will initiate a review of existing studies to evaluate best practices for carbon offsetting strategies within the telecommunications industry. This process will involve identifying available options for offsetting emissions and analyzing the approaches and strategies developed by industry leaders to implement effective carbon offset solutions.

Peer benchmarking

- We will first conduct preliminary assessment to determine 10 proposed peers for peer benchmarking activities by considering their carbon offset strategy and initiatives stated in their sustainability disclosure. We will discuss and confirm the proposed peer with Telkom working team during the inception meeting.
- We will assess the carbon offset strategy and linkage with GHG emission performance of the peers.
- The results of peer benchmarking will inform the carbon offset initiatives conducted by peers.



Carbon offset initiative	PEER A	PEER B	PEER C	PEER D
Reforestation and Afforestation	✓			
Carbon credit			✓	✓
Mangrove restoration				
Supply chain emission reductions (insetting)	✓	✓		

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& limitations: ²Deloitte only conducts high-level assessment of peers' disclosure and implementation based on the ESG practices. We do not conduct audit, assurance nor quality review of peer companies from this information.

Phase 2 | Design carbon offset strategy

We will design a tailored carbon offset strategy to the needs of Telkom, in order to ultimately achieve identified target

Our approach

Detailed activities + illustrations

Identify long list of carbon offset initiatives to reach Telkom's target based

Telkom's target based existing initiatives and new initiatives sourced from peers

Conduct quantitative

assessment based on cost and the amount of emission reduced for each of the potential carbon offset initiatives

Conduct qualitative

assessment for each of the potential carbon offset initiatives

Design tailored carbon offset strategies for

Telkom, which also includes potential partners' overview

Quantitative assessment

As carbon offset solutions shall be utilized to compensate emissions that can not be reduced, we will calculate CAPEX and/or OPEX required to fill the reduction gap and achieve Telkom's target for each potential carbon offset initiative

Qualitative assessment

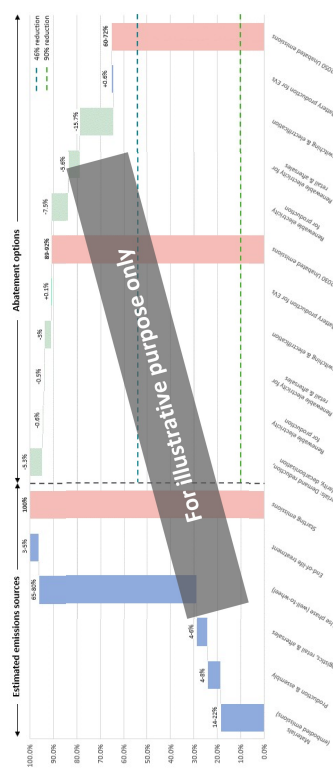
For each potential carbon offset initiative, we will assess its characteristic based on AVID+ principles (Vereckey, 2022) which include:

- **Additionality:** The reduction goes beyond what would naturally happen without the offset program.
- **Verifiability:** Offset is independently verified by accredited third-party organizations, ensuring the credibility of Telkom's claims and provides measurable value when communicating offsetting efforts.
- **Immediacy:** Offset is readily available for retirement when needed to meet the target
- **Durable:** Purchased offset originates from stable, long-term initiatives that guarantee the reliability of emissions reduction over the years.
- **Plus:** Offset delivers additional value beyond climate impact, contributing to the Company's broader goals, including fostering job creation, reducing poverty, enhancing biodiversity, or improving community livelihoods.

Design carbon offset strategy

- We will design a tailored carbon offset strategy based on the three selected key initiatives. If needed, this strategy may involve a mix of the selected initiatives with varying compositions.
- Next, we will complement the strategy with an overview of potential partners who can support project implementation, verification, and monitoring in accordance with national and international requirements.

Impact of carbon offset initiatives to GHG reduction



Source: MIT Management Sloan School | How to choose carbon offsets that actually cut emissions

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Phase 3 | Training & Socialization

Phase 3 | Training and socialization

We will conduct awareness training to disseminate the decarbonization roadmap and carbon offset strategy to improve employee understanding.

Our approach	Detailed activities + illustrations
Facilitation: Facilitate socialization on decarbonization roadmap and carbon offset strategy to Telkom Group's relevant functions	Facilitation • We will conduct a socialization session, consisting of employees from relevant divisions in Telkom Group. • We will not make any arrangements regarding the onsite event organizer, training invitation, and consumption. • We will conduct two training session with the following details: Workshop Sessions Formats Topics 2 sessions 2-3 hours Management and relevant divisions Topic 1 Topic 2 Decarbonization strategy and roadmap Carbon offset strateg

Assumptions & limitations ¹Capacity building by default will be delivered via onsite meeting. However, we are open to other formats ²Capacity building may be conducted at any phase within project's period.