

Singtel Investor Day

2026



Navigating an Evolving Market

MARKET REPAIR

Market repair drives **sustainable and quality growth** supported by **disciplined investments** and **operational excellence**

BIOMETRIC

Biometric registration reinforces **quality-customer retention** and **customer base stability**

NEW SPECTRUM

Expanded network **capabilities** as a differentiator to further **enhance customer experience**

Leading National Scale

MOBILE



>98% Population Coverage
>301k BTS (2G/4G/5G)



~154 Mn
Subscribers



FIXED BROADBAND



>500 cities
Across **Indonesia**



~9.5 Mn
Subscribers



*Market Share

1H26 RESULTS

(Rp Bn)

REVENUE

55,607
⬆ +3.3% YoY

EBITDA

26,077
⬆ +8.6% YoY

Margin
47%

NET INCOME

10,368
⬆ +8.3% YoY

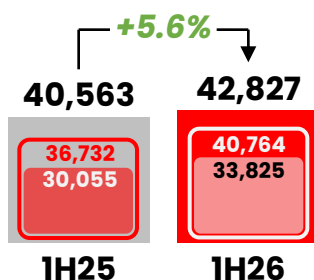
Margin
19%

Market Repair Continues to Drive Sustainable and Quality Mobile Growth

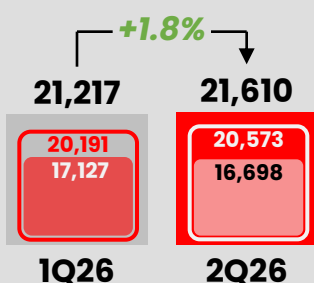
Mobile Rev.

(Rp Bn)

YoY



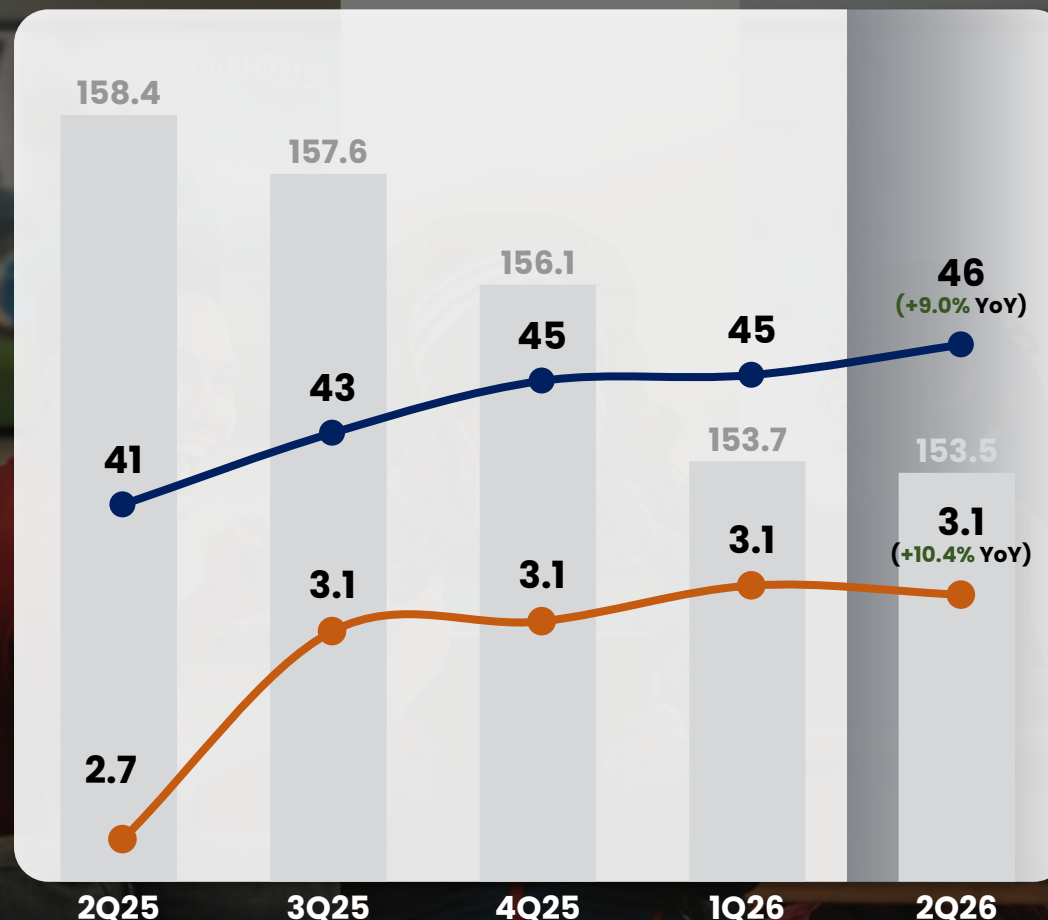
QoQ



■ Total Revenue
■ Dig. Business Revenue
■ Broadband Revenue

ARPU & Data Yield Recovery Continued in 2Q26

■ Customer Base (Mn)
 — ARPU (Rp 000)
 — RPMB (Rp)



Mobile revenue growth remained **resilient** despite subscriber consolidation, validating our **value-over-volume strategy**.

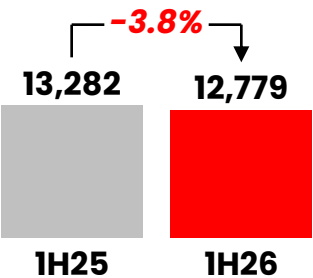
Continued customer migration towards higher-value offerings and healthier renewal behavior supported **ARPU growth and healthy RPMB improvement**.

Establishing a Healthier Foundation for Fixed Broadband Value

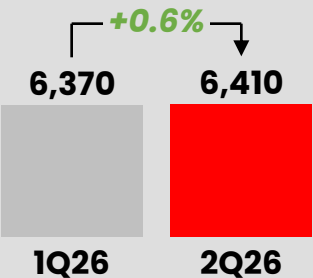
Fixed Rev.

(Rp Bn)

YoY



QoQ

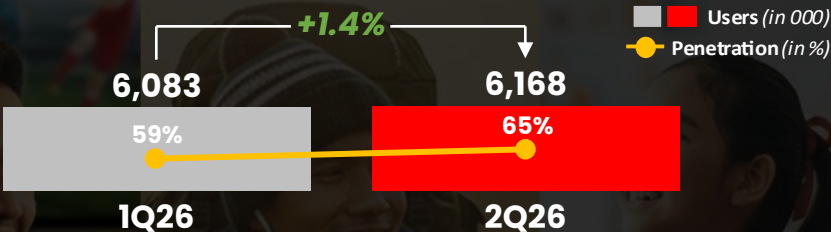


Strategic Calibration in Our FBB Business

Aiming a healthier and sustainable FBB Foundation

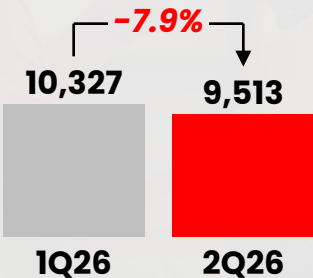
Transforming the FBB base from subscriber volume-driven growth to quality-led, profitable growth through customer base optimization, network productivity, premiumization, and convergence

CONVERGENCE



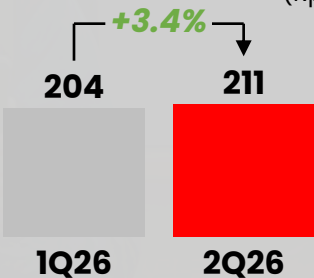
FBB Subs.

('000)



ARPU

(Rp 000)



MOVING FORWARD>>>>

Improved Customer Quality

Verification

Layered Verification & Retention-Linked Sales performances

Maximize Existing Network Assets

Reuse released ports

Commitment

Promotions targeting upfront commitment & deposit required

Maximize LTV

Modernization

ONT upgrades & HSSP to defend premium base

ARPU Mix Enhancement

Lock-In

Convergence program via up-sell & cross-sell to secure HVC

Unlocking Sustainable Growth Through Four Strategic Levers That Drive Values

01 GROW CUSTOMER VALUE

Drive higher customer value through **relevance, engagement and ecosystem growth**



UPGRADE CUSTOMER VALUE

Move customers to higher-value propositions



DEEPEN DIGITAL ENGAGEMENT

Increase relevance and engagement through MyTelkomsel



EXPAND ECOSYSTEM VALUE

Extend customer value beyond **connectivity**

02 DEEPEN HOUSEHOLD ENGAGEMENT

Capture more share of **household wallet**



SHARPEN VALUE PROPOSITION

Improve segment fit and drive migration



MAXIMIZE LIFETIME VALUE

Personalize lifecycle management to grow customer value



BUILD NEW GROWTH ENGINES

Expand beyond core **connectivity**

03 STRENGTHEN NETWORK LEADERSHIP

Lead on network experience and unlock the **5G value pool**



EXPAND NETWORK REACH

Leverage 700 MHz to extend coverage and indoor experience



ELEVATE NETWORK EXPERIENCE

Leverage 2.6 GHz for consistent high-capacity connectivity



ACCELERATE 5G MONETIZATION

Drive **premium** adoption and device-led growth

04 SCALE DIGITAL & AI CAPABILITIES

Scale **Digital & AI** to accelerate growth and productivity



FROM CALENDAR TO MOMENTS

Engage customers around high-impact real-time moments



FROM BROAD TO PRECISION

Use AI and behavioral signals for hyper-relevant propositions



SCALE DIGITAL & AI ECOSYSTEM

Expand digital touchpoints to **deepen relevance and unlock growth**



*Connecting every life,
empowering every possibility*

Telkomsel

by Telkom Indonesia 