



COMMITTEE FOR NOMINATION AND REMUNERATION

Telkom has Committee for Nomination and Remuneration (KNR) as a form of GCG implementation. This committee is tasked with assisting the Board of Commissioners in fulfilling their responsibilities related to remuneration decisions, submission of Top Talent proposals, and nominations for the Board of Directors and the Board of Commissioners of Subsidiaries. With KNR, Telkom hopes that the selection process and remuneration policy-making can be carried out in accordance with professional and independent considerations without any pressure from other parties.

The establishment of Committee for Nomination and Remuneration (KNR) refers to OJK Regulation No. 34/POJK.04/2015 regarding Committee for Nomination and Remuneration for Issuers or Public Companies and Minister of SOE Regulation No. PER-06/MBU/04/2021 dated April 13, 2021 regarding Amendments to Minister of SOE Regulation No. PER-12/MBU/2012 regarding Supporting Organs for the Board of Commissioners/Supervisory Board of SOE, as an external regulation.

Internally, the provisions regarding KNR are regulated in Committee for Nomination and Remuneration Charter, which is stipulated by Resolution of the Board of Commissioners No. 12/KEP/DK/2021 dated November 29, 2021 regarding Guidelines for the Implementation of Work (Charter) of Committee for Nomination and Remuneration of the Company (Persero) PT Telekomunikasi Indonesia, Tbk. The guidelines contain the working procedures of the KNR whose task is to assist the Board of Commissioners in overseeing the determination of qualifications and the nomination process, as well as the remuneration of the Board of Commissioners, Board of Directors, and executive officers.

KNR'S SCOPE, DUTIES, AND RESPONSIBILITIES

KNR's scope, duties, and responsibilities are as follows:

1. For Nomination
 - a. Conduct regular review of the Company's Talent Management System as well as monitoring and evaluating its implementation.
 - b. Evaluating the talent classification system and procedure carried out by the Board of Directors.
 - c. Validate and calibrate talents proposed by the Board of Directors to the Board of Commissioners/Supervisory Board (selected talent) to produce a list of talents that will be nominated by the Board of Commissioners/Supervisory Board (nominated talent) to the GMS/Minister.
 - d. Evaluate the candidates for representatives of the Company who will be proposed as members of the Board of Directors or the Board of Commissioners of the Company's Subsidiaries, prior to submission to the GMS/Minister.
 - e. Reviewing the proposed organizational structure of the Company one level below the Board of Directors proposed by the Board of Directors, referring to the principles of good corporate governance.
 - f. Assist the Board of Commissioners who together with or consult with the Board of Directors in selecting candidates for strategic positions within the Company in accordance with the provisions in the Company's Articles of Association, including the management of Subsidiaries.
 - g. Provide recommendations to the Board of Commissioners to be submitted to Series A Dwiwarna Shareholders regarding:
 - i. Proposed composition of position for members of the Company's Board of Directors.
 - ii. Candidates for members of the Board of Directors and Commissioners of Subsidiaries comply with the threshold.
 - iii. Candidates for President Director and President Commissioner of all the Company's Subsidiaries.
 - h. Develop policies and criteria needed in the nomination process for candidates for members of the Board of Directors including the management of the Company's Subsidiaries.

2. For Remuneration

- a. Provide recommendation to the Board of Commissioners to be submitted to the Series A Dwiwarna Shareholder regarding the policy, amount and/or structure of the remuneration of the Board of Directors and the Board of Commissioners by taking into account:
 - i. Remuneration applicable in the telecommunications industry;
 - ii. The duties, responsibilities and authorities of the members of the Board of Directors and/or the Board of Commissioners are related to the achievement of the goals and performance of the Company;
 - iii. Performance targets for each member of the Board of Directors and Board of Commissioners.
- b. Propose remuneration for the Board of Directors and Board of Commissioners in the form of salary or honorarium, fixed allowances and facilities as well as variable incentives to the Board of Commissioners at least once in 1 (one) year.
- c. Propose indicators and performance evaluations (Key Performance Indicators) for the Board of Commissioners.
- d. Prepare proposal for individual performance evaluation systems (Individual Key Performance Indicators) for members of the Board of Directors.
- e. Develop and monitor the implementation of Performance Achievement Indicators (KPI) both Collegial KPI and Directors' Individual KPI.
- f. Deliver the progress of the realization of the Performance Achievement Indicators (KPI) to the Shareholder/Minister in accordance with the provisions of the legislation.
- g. Evaluating the remuneration policy for employees who require approval/response from the Board of Commissioners/Supervisory Board.
- h. Develop competency development programs for Committee members and/or members of the Board of Commissioners.

The Chairman of the KNR is responsible for coordinating and providing direction for the implementation of the Committee's duties and responsibilities. KNR secretary is tasked with assisting the Chairman in managing administration, documents, and activities. Meanwhile, Committee members are the parties who absorb aspirations and formulate recommendations regarding the nomination and remuneration of the Board of Directors and Board of Commissioners, as well as executive officers.

In Letter of Minister of SOE number S.675/MBU/10/2018 dated October 18, 2018, regarding approval of proposals, limits and/or criteria for the authority of the Board of Commissioners of PT Telekomunikasi Indonesia (Persero) Tbk, there is a division of authority for the nomination of the Company's representatives in management of the Company's Subsidiaries, then:

1. The authority of Series A Dwiwarna Shareholder is for:
 - a. President Director and President Commissioner of the Company's subsidiaries.
 - b. Company management (Directors and Commissioners), with total assets \geq 50% of total parent assets and/or subsidiary revenue \geq 50% of parent revenue.
2. The authority of the Board of Commissioners of PT Telkom Indonesia (Persero) Tbk is for the Director (other than the President Director) and the Board of Commissioners (other than the President Commissioner) in the Company's subsidiary with a total asset \leq 50% of the total assets of the parent company, and/or a subsidiary with revenue \leq 50% of the parent company's total revenue.

In 2021, KNR Telkom has conducted a Feasibility and Compliance Test for 18 (eighteen) times for 18 (eighteen) management positions (target positions) with 62 candidates in 8 (eight) Subsidiaries, as a follow-up to Letter of Minister of SOE number S.675/MBU/10/2018, dated October 18, 2018.



KNR'S COMPOSITION

Telkom's Board of Commissioners issued Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021 regarding Membership Composition of Committee for Nomination and Remuneration of PT Telekomunikasi Indonesia, Tbk. The Resolution was issued by the Board of Commissioners because it refers to OJK Regulation No. 34/POJK.04/2015 regarding Committee for Nomination and Remuneration of Issuers or Public Companies stipulates that the number of members of Committee for Nomination and Remuneration are at least 3 people with the provision that 1 Chairman who is concurrently a member is an Independent Commissioner, and the other two members may come from members of the Board Commissioners, parties from outside the Company, as well as parties holding managerial positions under the Board of Directors in charge of human resources.

The following table presents information regarding the composition of Telkom's KNR members as of December 31, 2021.

Committee for Nomination and Remuneration's Composition as of December 31, 2021

Position	Name and Double Position Status	Basis of Appointment	Term of Service
Chairman	Wawan Iriawan * Independent Commissioner	Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	June 8, 2021 - Present
Members	Rizal Mallarangeng* Commissioner	Resolution of the Board of Commissioners No. 10/KEP/DK/2020 dated June 29, 2020 and updated with Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	June 29, 2020 - Present
	Arya Mahendra Sinulingga * Commissioner	Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	June 8, 2021 - Present
	Ismail * Commissioner	Resolution of the Board of Commissioners No. 06/KEP/DK/2019 dated December 17, 2019, updated several times with the latest amendment based on Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	May 29, 2019 - Present
	Marcelino Rumambo Pandin * Commissioner	Resolution of the Board of Commissioners No. 06/KEP/DK/2019 dated December 17, 2019, updated several times with the latest amendment based on Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	May 29, 2019 - Present
	Abdi Negara Nurdin * Independent Commissioner	Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021	June 8, 2021

Remark:

* Profile of KNR members from the Board of Commissioners can be seen on Profile of the Board of Commissioners.

Resolution of the Board of Commissioners No. 06/KEP/DK/2021 dated June 8, 2021 regarding Membership Composition of Committee for Nomination and Remuneration of PT Telekomunikasi Indonesia, Tbk revoking Resolution of the Board of Commissioners No. 10/KEP/DK/2020 dated June 29, 2020 which determines the membership composition of Committee for Nomination and Remuneration as follows:

Committee for Nomination and Remuneration's Composition as of December 31, 2020		
Position	Name	Double Position Status
Chairman	Marsudi Wahyu Kisworo *	Independent Commissioner
Secretary	Ario Guntoro	
Members	Alex Denni*	Commissioner
	Ismail*	Commissioner
	Marcelino Rumambo Pandin*	Commissioner
	Rizal Mallarangeng*	Commissioner
	Chandra Arie Setiawan*	Independent Commissioner

Remark:

* Profiles of KNR members can be seen on Profile of the Board of Commissioners.

KNR'S INDEPENDENCE

Throughout 2021, each member of KNR has acted independently and fulfilled the independence aspect in carrying out their duties, in accordance with the applicable terms and conditions stated in Financial Services Authority Regulation No. 34/POJK.04/2015 regarding Committee for Nomination and Remuneration of Issuers or Public Companies and Resolution of the Board of Commissioners No. 12/KEP/DK/2021 dated November 29, 2021 regarding Guidelines for Implementation of Work (Charter) of Committee for Nomination and Remuneration of the Company (Persero) PT Telekomunikasi Indonesia, Tbk.

KNR'S PERFORMANCE AND IMPLEMENTATION ACTIVITIES

Until the end of 2021, Committee for Nomination and Remuneration has assisted the implementation of the duties of the Board of Commissioners in producing decisions, through the implementation of a series of activity agendas, namely:

1. The implementation of the Fit and Proper Test for the management of the Company's subsidiaries, a total of 18 activities, with the following distribution:
 - a. The authority of Series A Dwiwarna Shareholder

No.	Management Position	Subsidiaries	Number of Candidates
1.	President Director	PT Multimedia Nusantara	5 People
2.	Director of Strategic & Portofolio	PT Multimedia Nusantara	5 People
3.	President Director	PT Telkom Indonesia International	5 People
4.	President Director	PT Infrastruktur Telekomunikasi	5 People
Total			20 People



b. The authority of the Board of Commissioners of PT Telkom Indonesia (Persero) Tbk

No.	Management Position	Subsidiary	Number of Candidates
1.	Director of Business	PT Graha Sarana Duta	3 People
2.	Director of Finance & Business Support	PT PINS Indonesia	3 People
3.	Director of Construction	PT Telkom Akses	3 People
4.	Director	PT Metra-Net	3 People
5.	Commissioner	PT PINS Indonesia	3 People
6.	Commissioner	PT Infrastruktur Telekomunikasi Indonesia	3 People
7.	Commissioner	PT Infrastruktur Telekomunikasi Indonesia	3 People
8.	Director of Shared Service	PT Infrastruktur Telekomunikasi Indonesia	3 People
9.	Director of Business	PT Infrastruktur Telekomunikasi Indonesia	3 People
10.	Director of Commercial	PT Telkom Indonesia International	3 People
11.	Commissioner	PT Telkom Akses	3 People
12.	Director of Investmen	PT Dayamitra Telekomunikasi	3 People
13.	Director of Finance and General Affair	PT Graha Sarana Duta	3 People
14.	Director of Business PT Graha Sarana Duta	PT Graha Sarana Duta	3 People
Total			42 People

2. Discussion on TelkomGroup's BOD-I Top Talent in 2021

After receiving BOD-I Top Talent list from the Board of Directors, KNR has validated and calibrated so that the nominee talent order was reshuffled by including Telkomsel's Board of Directors as talent and reducing the existing talent.

3. Approval of the Proposed Structure One Level Below the Board of Directors

- Adjustment of the Directorate of Finance to become the Directorate of Finance and Risk Management.
- Establishment of SVP Risk Management one level below the Director of Finance and Risk Management.

4. Review of the Proposed KPI and Remuneration

During 2021, KNR has reviewed and submitted recommendations to the Board of Commissioners regarding proposals from the Board of Directors relating to KPI, including:

- Proposal for the Determination of the Company's KPI and the Board of Directors' KPI for 2021 includes Collegial and Individual KPI parameters that require the approval of the Board of Commissioners.
- Determination of Board of Directors' Management Contract in 2021.
- Proposed changes to several parameters in the 2020 Company's KPIs that are aligned with the Ministry of SOE Master Plan in 2020-2024, including evaluating the proposed changes to several parameters in the 2021 KPI.
- Discussion on achievement of the Board of Directors Management Contract Quarterly in 2021.
- Discussion on progress of the Company's KPI Achievement and 2021 Individual KPI and completion of 2020 KPI audit.

In addition, KNR also reviews and submits recommendations to the Board of Commissioners regarding remuneration, including:

- Discussion on the proposed remuneration draft for the management of PT Telkom Indonesia, Tbk in 2021.
- Request for tantiem for the 2020 Financial Year, and remuneration for the Board of Directors and the Board of Commissioners for the 2021 Financial Year.
- Consultation on tantiem budget report for 2021 financial year in 2022 RKAP to Series A Dwiwarna Shareholders.

5. Implementation of routine tasks related to the governance of Committee for Nomination and Remunerations well as follow-up assignments from the Board of Commissioners, including:

- a. Renewal of Committee for Nomination and Remuneration's Charter
Renewal has been made in accordance with POJK and the latest SOE Ministerial Regulation with a determination based on Resolution of the Board of Commissioners number 12/KEP/DK/2021 dated November 29, 2021.
- b. Others
 1. Completion of Collegial KPI of Committee for Nomination and Remuneration in 2021, including Secretary and Committee staff's KPI of 2021.
 2. Completion of 2020 KNR task implementation report.
 3. Completion of reports on the implementation of KNR duties submitted per Quarter (Q1, Q2, and Q3) in 2021.
 4. Discussion of the development of subsidiary streaming.
 5. Monitoring the progress of Telkom's transformation.

KNR'S MEETINGS

Based on OJK Regulation No. 34/POJK.04/2015 regarding Committee for Nomination and Remuneration, Telkom is required to hold a Committee for Nomination and Remuneration Meeting at least 1 time in 4 months. During 2021, KNR has held Committee meetings including circular decisions 129 times. The following table presents information of attendance rate of each member at Committee for Nomination and Remuneration meeting in 2021.

Committee for Nomination and Remuneration's Meeting Attendance in 2021				
No.	Name	Percentage of Attendance		
		Total Meetings	Total Attendances	%
1.	Wawan Iriawan ⁽¹⁾	86	86	100%
2.	Ismail	129	121	94%
3.	Marcelino Rumambo Pandin	129	116	90%
4.	Rizal Mallarangeng	129	121	94%
5.	Arya Mahendra Sinulingga ⁽¹⁾	86	83	97%
6.	Abdi Negara Nurdin ⁽¹⁾	86	81	94%
7.	Marsudi Wahyu Kisworo ⁽²⁾	43	43	100%
8.	Alex Denni ⁽²⁾	43	41	95%
9.	Chandra Arie Setiawan ⁽²⁾	43	42	98%

Remarks:

(1) Since June 8, 2021.

(2) Up to May 28, 2021.

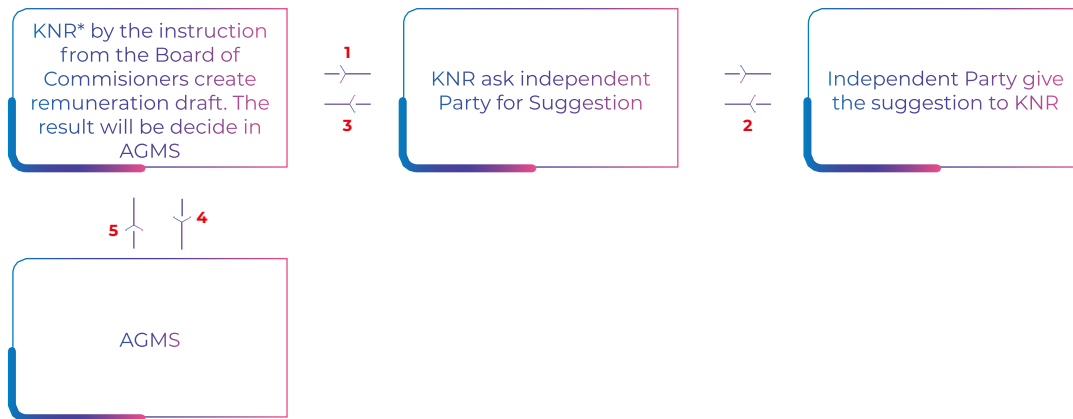


KNR'S EDUCATION AND TRAINING

Given that all members of Committee for Nomination and Remuneration are the Board of Commissioners, an explanation of education and training can be seen in the profile section of the Board of Commissioners in this Annual Report.

REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION MECHANISM AND PROCEDURE



*KNR: Committee for Nomination and Remuneration

Furthermore, the procedure for proposing up to the determination of the remuneration of Telkom's Board of Commissioners and Board of Directors are explained as follows:

1. The Board of Commissioners requests to KNR to draft a remuneration proposal for the Board of Commissioners and the Board of Directors.
2. If needed, Committee for Nomination and Remuneration can request an independent party to draw up a framework on the remuneration of the Board of Commissioner and the Board of Directors.
3. The Committee for Nomination and Remuneration proposes the remuneration framework referred to the Board of Commissioners.
4. The Board of Commissioners proposes remuneration for the Board of Commissioners and the Board of Directors to GMS.
5. The GMS delegates authority and power to the Board of Commissioners, with the prior approval of Series A Dwiwarna Shareholders to determine the remuneration for the Board of Commissioners and the Board of Directors.

Remuneration Acceptance of the Board of Commissioners

In 2021, total remuneration paid by Telkom to all the Board of Commissioners who served in 2021 and previous period is Rp128.7 billion. The following table presents information on the remuneration paid to the Board of Commissioners in 2021.

Board of Commissioners' Recapitulation of Remuneration					
No.	Board of Commissioners	Position	Honorarium & Other Allowances	Tantiem ⁽¹⁾	Total
			Rp million		
1.	Bambang P. S. Brodjonegoro	President Commissioner/ Independent Commissioner ⁽²⁾	2,049	-	2,049
2.	Bono Daru Adji	Independent Commissioner ⁽²⁾	1,831	-	1,831
3.	Abdi Negara Nurdin	Independent Commissioner ⁽²⁾	1,833	-	1,833
4.	Wawan Iriawan	Independent Commissioner	3,313	6,467	9,780
5.	Arya Mahendra Sinulingga	Commissioner ⁽²⁾	1,829	-	1,829
6.	Isa Rachmatarwata	Commissioner ⁽²⁾	1,829	-	1,829
7.	Ismail	Commissioner ⁽³⁾	3,313	12,808	16,121
8.	Marcelino Rumambo Pandin	Commissioner ⁽³⁾	3,319	12,808	16,127
9.	Rizal Mallarangeng	Commissioner ⁽³⁾	3,317	6,467	9,784
10.	Rhenald Kasali	Former President Commissioner ⁽⁴⁾	1,674	14,600	16,274
11.	Chandra Arie Setiawan	Former Independent Commissioner ⁽⁴⁾	1,502	6,467	7,969
12.	Ahmad Fikri Assegaf	Former Independent Commissioner ⁽⁴⁾	1,501	6,467	7,968
13.	Marsudi Wahyu Kisworo	Former Independent Commissioner ⁽⁴⁾	1,504	13,140	14,644
14.	Alex Denni	Former Commissioner ⁽⁴⁾	1,502	6,467	7,969
15.	Cahyana Ahmadjayadi	Former Independent Commissioner ⁽⁵⁾	-	6,341	6,341
16.	Margiyono Darsasumarja	Former Independent Commissioner ⁽⁵⁾	-	6,341	6,341
Total			30,316	98,373	128,689

Remarks:

(1) Tantiem is declared as gross tantiem, including LTI, which is given to management of the Company who served in 2019 financial year.

(2) Remuneration May 28, 2021 - December 31, 2021

(3) Remuneration January 1 - December 31, 2021

(4) Remuneration January 1 - May 2021

(5) Remuneration for tantiem rights for Financial Year 2020



Remuneration Acceptance of the Board of Directors

In 2021, total remuneration paid by Telkom to all the Board of Directors who served in 2021 and previous period is Rp298.3 billion. The following table presents information on the remuneration paid to each Board of Directors in 2021.

Board of Directors' Recapitulation of Remuneration					
No.	Board of Directors	Position	Honorarium & Other Allowances	Tantiem(1)	Total
			Rp million		
1.	Ririek Adriansyah	President Director	5,396	31,626	37,022
2.	Afriwandi	Director of HCM	4,326	13,573	17,899
3.	Heri Supriadi	Director of FRM	4,632	13,573	18,205
4.	FM Venusiana R.	Director of CONS	4,632	13,573	18,205
5.	Edi Witjara	Director of EBIS	4,632	26,882	31,514
6.	Herlan Wijanarko	Director of NITS	4,632	13,573	18,205
7.	Muhamad Fajrin Rasyid	Director of DB	4,632	13,573	18,205
8.	Budi Setyawan Wijaya	Director of SP	4,632	13,573	18,205
9.	Bogi Witjaksono	Director of EBIS ⁽²⁾	2,555	14,007	16,562
10.	Dian Rachmawan	Director of WINS ⁽³⁾	1,974	14,588	16,562
11.	Harry Mozarta Zen	Director of KEU ⁽⁴⁾	-	14,514	14,514
12.	Siti Choiriana	Director of CONS ⁽⁴⁾	-	14,514	14,514
13.	Zulhelfi Abidin	Director of NITS ⁽⁴⁾	-	14,514	14,514
14.	Achmad Sugiarto	Director of SP ⁽⁴⁾	-	14,007	14,007
15.	Edwin Aristiawan	Director of WINS ⁽⁴⁾	-	14,007	14,007
16.	Faizal Rochmad Djoemadi	Director of DB ⁽⁴⁾	-	14,007	14,007
17.	Alex J. Sinaga	President Director ⁽⁵⁾	-	598	598
18.	Abdus Somad Arief	Director of WINS ⁽⁵⁾	-	508	508
19.	Herdy R. Harman	Director of HCM ⁽⁵⁾	-	538	538
20.	David Bangun	Director of DSP ⁽⁵⁾	-	508	508
Total			42,043	256,256	298,299

Remarks:

(1) Tantiem is declared as gross tantiem, including LTI

(2) Remuneration of May 28, 2021 - December 31, 2021

(3) Remuneration of January 1, 2021 - May 28, 2021

(4) Served until June 19, 2020, remuneration for tantiem rights for 2020 financial year and LTI for 2019 financial year

(5) Served until May 25, 2019, remuneration for LTI rights for 2019 financial year