

BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT

Through the Annual GMS, Shareholders evaluate the performance of the Board of Commissioners based on the Board of Commissioners' Performance Implementation Report which is responsible for the current financial year. The performance evaluation includes the level of participation of members of the Board of Commissioners in meetings and activities of the Company, achievement of targets, and work targets, both in carrying out its functions as a member of the Board of Commissioners and as a member of the committee.

COMMITTEE UNDER BOARD OF COMMISSIONERS' ASSESSMENT

In carrying out their duties, the Board of Commissioners is assisted by the Audit Committee, the Nomination and Remuneration Committee, and the Planning and Risk Evaluation and Monitoring Committee. In general, these committees performed well throughout 2019 and were able to carry out their duties and responsibilities which are outlined as follows:

Committees	2019 Performance
Audit Committee	<ul style="list-style-type: none"> Assist the Board of Commissioners in overseeing the audit process conducted by independent auditors properly. Helps to evaluate and provide recommendations on the results of internal and external audits very well.
Committee for Nomination and Remuneration	<ul style="list-style-type: none"> Help the Board of Commissioners consider the Directors in making the right strategic decisions. Help formulate candidate proposals and remuneration for Directors and top management that are appropriate and reasonable.
Committee for Planning and Risk Evaluation and Monitoring	<ul style="list-style-type: none"> Assist the Board of Commissioners in terms of business planning and risk management. Help the Board of Commissioners provide recommendations to the Directors well for the long-term Telkom, including the decision on the Merger and Acquisition (M&A).

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT

Performance evaluation The Board of Directors uses a balanced scorecard on four main aspects such as financial, customer, internal business process, and learning and growth. Besides, the performance of the Directors is also assessed based on the achievement of Key Performance Indicators (KPI) following the Company's Articles of Association, as well as the realization of the RKAP. Telkom determines three types of KPIs, such as:

- Shared KPI, namely KPI with the same naming, target, realization, and achievement for all Directors.
- Common KPI, i.e. KPI with the same naming and target, but different realization and achievement for each Board of Directors.
- Specific KPI, which is a different KPI for each Director and a specific program that is the main task and priority of each Director and their Directorate.

The Board of Directors' performance evaluation process begins by filling out the realization of Management Contracts (KM) online and followed up with a direct meeting for the process of clarification and determination of the final performance score, which will be submitted to the Performance Committee and the President Director for the final determination. Then, the evaluation results will be reported to the Board of Commissioners.