Powering the nation

Indonesian Power Industry Survey 2026



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Glossary

Term	Definition
APLSI	Independent Power Producers Association of Indonesia (*Asosiasi Produsen Listrik Swasta Indonesia*)
ARED	Accelerated Renewable Energy Development
ASEAN	Association of Southeast Asian Nations
BPP	Generation Costs (*Biaya Pokok Pembangkitan*)
FGD	Focus Group Discussion
FiP	Feed-in Premium
FiT	Feed-in Tariff
GW	Gigawatt (1,000 MW)
HPS	Utility cost estimate (*Harga Perkiraan Sendiri*)
IDR	Indonesian Rupiah
IPP	Independent Power Producer
IRR	Internal Rate of Return
IUPTLS	Indonesian electricity business licence for entities generating electricity for their own use (*Izin Usaha Penyediaan Tenaga Listrik untuk Kepentingan Sendiri*)
LCOE	Levelised Cost of Electricity
MoEMR	Ministry of Energy and Mineral Resources
O&M	Operations and Maintenance
PLN	PT Perusahaan Listrik Negara (Persero), the state-owned electricity utility
PPA	Power Purchase Agreement
PPP	Public-Private Partnership
PR	Presidential Regulation
PT	Limited Liability Company (*Perseroan Terbatas*)
PV	Photovoltaic
RE	Renewable Energy
RfP	Request for Proposal
RUPTL	Electricity Supply Business Plan (*Rencana Usaha Penyediaan Tenaga Listrik*)
T&D	Transmission and Distribution
TWh	Terawatt hour (1,000,000,000 kWh)
USD	United States Dollar

Foreword

The development of Indonesia's power sector is fundamental to supporting the country's economic growth, industrial development, and broader energy transition objectives. As electricity demand continues to grow, the timely development of reliable, affordable, and sustainable electricity infrastructure will remain important to meeting Indonesia's long-term development needs.

PwC Indonesia and the *Asosiasi Produsen Listrik Swasta Indonesia* (APLSI), which represents IPPs in Indonesia, are pleased to collaborate on Powering the Nation: Indonesian Power Industry Survey 2026. APLSI membership is diverse. It spans thermal, hydro, geothermal, solar, wind and bioenergy generation and increasingly, storage. Between them APLSI members provide both the firm, dispatchable capacity that holds Indonesia's many separate grid systems stable today and the renewable capacity that is expected to grow fastest over the decade ahead.

Drawing on the perspectives of industry participants, this report provides policymakers, power utilities, developers, investors, and financiers with industry perspectives on the commercial and implementation considerations affecting power-project development in Indonesia.

The survey is intended to support the continued development of Indonesia's power sector and the implementation of the government's 2025–2034 Electricity Supply Business Plan (*Rencana Usaha Penyediaan Tenaga Listrik* or RUPTL). IPPs have played an important role in supporting Indonesia's electricity development over the past decades and will continue to contribute to future capacity expansion. The RUPTL allocates 71% of planned additional generation capacity to IPPs, creating significant opportunities for private capital, technology, and project-delivery expertise to support Indonesia's growing electricity needs.

The survey highlights a number of matters that industry participants consider important to the continued development of power projects. These include efficient and transparent procurement, clear and workable regulatory implementation, bankable Power Purchase Agreements with appropriate risk allocation, and purchase prices that reflect project costs, risks, and financing

conditions across the full range of technologies the plan relies on, including storage. Consideration of these findings will support the development of more investable, financeable, and deliverable power projects that are aligned with the Government of Indonesia's priorities for energy security, affordability, and sustainability.

Constructive collaboration among the Government of Indonesia and relevant stakeholders such as power utilities, developers, investors and financiers remain key to the development of the power sector. Continued engagement may support clearer policies, stronger project bankability, more efficient project delivery, and greater confidence in long-term investment. APLSI and its members remain committed to contributing capital, technical capabilities, and project-development experience in support of Indonesia's electricity and energy-transition objectives.

Looking ahead, Indonesia has a significant opportunity to develop a reliable, affordable, sustainable, and commercially viable power sector that supports its economic and industrial growth. We hope that this report serves as a useful reference for policymakers in understanding the practical considerations affecting project development, and for investors and financiers in assessing opportunities and enabling conditions across Indonesia's evolving power sector. PwC Indonesia and APLSI thank survey respondents for their valuable contributions to this publication, and look forward to continue supporting the industry in powering the nation.

APLSI and PwC Indonesia
30 September 2026

Introduction



Photo source: APLSI



Photo source: APLSI

Welcome to another edition of the PwC Indonesia Power Industry Survey, in association with the Indonesian Independent Power Producers Association (*Asosiasi Produsen Listrik Swasta Indonesia*/APLSI). The survey provides unique insights for businesses and investors targeting power sector opportunities in Indonesia.

We have titled this report "Powering the nation" to underscore a central insight from our survey: investment is the decisive lever shaping the future of Indonesia's power sector.

In this report, we look ahead to the future of Indonesia's power sector, with a sharp focus on the planned increased role of renewables, while taking a hard look at the structural challenges the sector faces today. The path ahead carries profound implications: the scaling up of clean energy solutions will require new commercial arrangements, improved contract terms and more public-private sector cooperation across generation, distribution and storage of power, if Indonesia is to unlock the full potential of its RE resources. A potential which can support the Government's energy security agenda, in combination with the continuing role of conventional energy sources.

Direct insights from Indonesian Independent Power Producers (IPPs) in this survey illuminate the critical success factors and strategic levers for investors seeking to capture the full potential of Indonesia's power sector. This includes highlights of the balance required for the country to create the right policy environment to stimulate the investment needed, in line with the strategic national agenda for increased economic growth and energy security.

Methodology

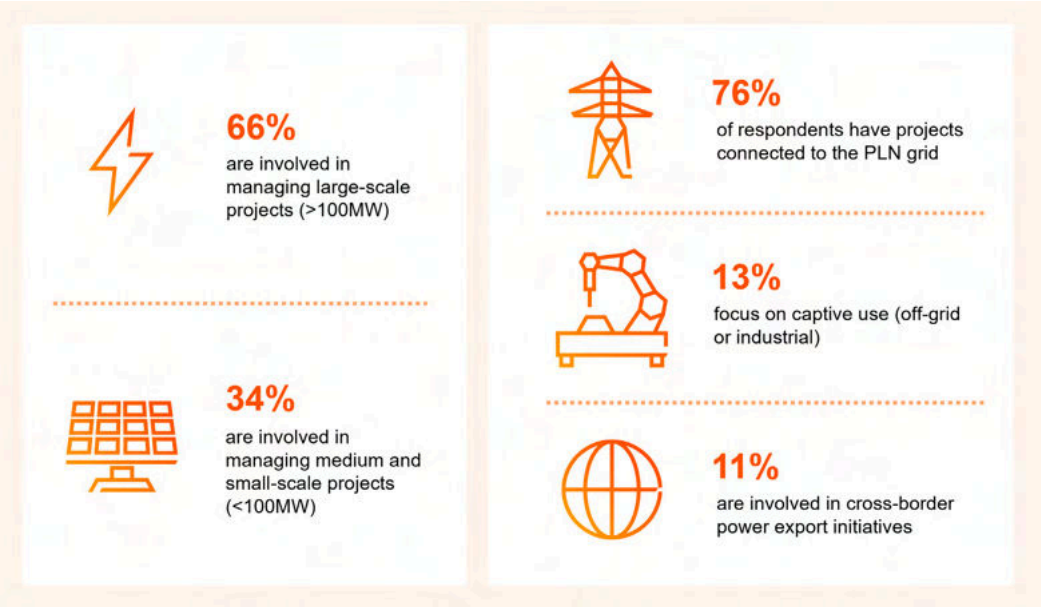


Photo source: APLSI



We received responses from 38 power industry participants, compared to 31 in the 2018 survey[1], reflecting growing engagement from industry stakeholders. A notable percentage of respondents are chief executive officers, directors, and other members of management at IPPs. The 2026 survey also saw greater diversification in respondents — Project Manager representation rose from 13% in 2018 to 21%, while participation from other functional roles grew from 10% in 2018 to 40%, capturing a broader range of perspectives across the industry.

Respondents included companies operating conventional thermal power plants (e.g. coal, gas, and oil) (24%), renewable energy IPPs that are not yet in operation (21%), and renewable energy IPPs currently in operation (21%). The remaining respondents were drawn from a range of other company types, each representing 16% or less of the total sample.



The survey covered five key areas of interest:

i. Investor returns

ii. Regulations

iii. Procurement

iv. Power Purchase Agreements (PPAs)

v. Electricity purchase prices

The findings on each of these topics are discussed in detail in Chapter 6. Where relevant, comparison has been made to findings in the 2018 survey, “Alternating Currents” to highlight trends in investor perceptions.

Key results



Photo source: APLSI



Photo source: APLSI

Opportunities lie ahead in Indonesia's power sector…

As the Government of Indonesia and key stakeholders such as PLN continue to advance efforts to enhance energy security, the survey reveals significant opportunities for RE development:

65%

of respondents support reallocating fossil fuel subsidies to RE incentives, reflecting broad momentum to strengthen public financing support for RE development.

Recognising the need to address persistent challenges in PPA negotiations,

42%

of respondents support the standardisation of PPA templates, with 89% (compared to 71% in 2018) indicating that a standardised template could help to improve process efficiency.

Survey responses indicate that Feed-in Tariff (FiT)-based pricing remains a preferred approach for RE in Indonesia:

45%

of respondents favouring a FiT mechanism

15%

favouring a Feed-in Premium (FiP) mechanism

Reflecting the increasingly critical role of IPPs,

45%

of respondents indicate a required project Internal Rate of Return (IRR) of 10-12% (while 49% of respondent indicate >12% IRR threshold in 2018) and 47% indicate a cost of debt of 6-8% (while 32% of respondent indicate 4-6% cost of debt threshold in 2018)[2].

… but persistent challenges remain.

Despite the positive momentum, several structural barriers continue to constrain investment:



63%

of respondents do not view the Presidential Regulation (PR) No. 112/2022 ceiling price as an investment incentive, and **50%** say the current PLN purchase price negatively impacts project viability (compared to 39% in 2018), with **11%** stating the impact is severe.



Procurement execution remains a key constraint, with **half** of the respondents noting that projects may take 1–2 years from Request for Proposal (RfP) to PPA signing, with 71% rating transparency of the process at only 3 out of 5 (compared to 75% in 2018).



PPA execution is also identified as a key bottleneck, driven by:

24%
lengthy negotiation

20%
unclear risk allocation

18%
unresolved regulatory issues



50%

of respondents cite the absence of a dedicated PLN price for storage, including Battery Energy Storage Systems (BESS) and Pumped Hydro Energy Storage (PHES), as a major barrier to financial viability of storage system investments.

Findings and market context



Photo source: APLSI


Photo source: APLSI

Our report examines power industry perspectives and seeks to contextualise these within current market conditions and emerging trends. Key findings from our survey are structured across the main categories below.

Investor returns

Investor return expectations can provide an indication of the market signal of bankability in Indonesia's power sector, including investor perception of factors such as currency exposure, financing tenor, sponsor recourse, and contractual certainty. The current survey indicates that Indonesian power projects continue to require relatively substantial project and equity returns, while prevailing debt costs may place further pressure on financial viability. The need to rebalance investor returns may be gaining momentum, as several policy and regulatory measures are under revision or further development to better reflect project bankability considerations. These include the planned amendments to PR No. 112/2022 on RE acceleration, the Ministry of Energy and Mineral Resources (MoEMR) Regulation No. 5/2025 on RE PPAs, and MoEMR Regulation No. 19/2025 on hybrid power plants.

Regulations

The Government of Indonesia has reinforced its support for IPPs through a series of regulatory reforms issued between 2022 and 2025. PR No. 112/2022 mandates the prioritisation of RE in electricity procurement, establishes direct selection as the default procurement method, and introduces a USD-denominated ceiling-tariff framework. MoEMR Regulation No. 5/2025, issued in March 2025, subsequently addressed key gaps in MoEMR Regulation No. 10/2017, most materially by shifting the default development scheme from Build-Own-Operate-Transfer to Build-Own-Operate and permitting PPA term extensions beyond the initial 30-year maximum, thereby allowing IPPs to retain ownership of renewable assets and extend revenue-generating contracts in line with asset economics. Other improvements include lender step-in rights,

refinancing, deemed-dispatch compensation, entitlement to environmental attributes, a 10% cap on liquidated damages, and defined timelines for dispute resolution. Complementing these, the Energy Transition Roadmap (in MoEMR Regulation No. 10/2025) and the 2025–2034 *Rencana Usaha Penyediaan Tenaga Listrik* (RUPTL) positions IPPs at the centre of Indonesia's energy transition, allocating 71% of new generation capacity — including 90% of renewable capacity — for private developers.

While these regulations provide the structural foundation for Indonesia's power sector, such frameworks may still encounter implementation bottlenecks in practice. Echoing concerns in the 2018 Power Survey, where regulatory uncertainty was cited as the top barrier, current survey findings continue to point to the tender process and PPA signing as priority areas identified by IPPs for process improvement, with PR No. 112/2022, Law No. 30/2009, and MoEMR Regulation No. 5/2025 identified as the top regulations requiring refinement. The ceiling tariff under PR No. 112/2022 continues to be viewed by most respondents as below bankable Levelised Cost of Electricty (LCOE) levels and a pricing mechanism that IPPs consider may not fully reflect prevailing project costs, risks, and financing conditions, reinforcing the need for regular reviews. Macroeconomic conditions, global geopolitical uncertainties, and affordability considerations continue to influence the Government's approach to maintaining stable electricity tariffs, potentially causing price pressures which reduce project bankability and delay new investment.

Procurement

Procurement is the key process through which RE projects are awarded and developed in Indonesia, and survey responses indicate that while the overall procurement framework is broadly accepted, implementation may remain the main challenge. Respondents generally view RE project procurement transparency as only moderate, with the majority rating it 3 out of 5, citing concerns around tender-process transparency, scheduling, and the methodology behind utility cost estimate (HPS). Although PR No. 112/2022 sets defined timelines for PPA signing, most respondents report that projects in practice may take one to two years with some exceeding three years from RfP

release to PPA signing, with the tender process and PPA signing identified as the stages encountering the most significant challenges.

The scale of the need may reinforce the urgency of these reforms: PLN's RUPTL 2025–2034 projects RE to account for 52% of capacity additions under the RE Base scenario, rising to 61% under the Accelerated Renewable Energy Development (ARED) scenario, where 71% is expected to come from private participation. This may help position IPPs as a primary delivery vehicle for Indonesia's RE expansion, provided that transparent, time-bound negotiation procedures, clearer roles for strategic partners, and stronger data readiness are prioritised. Beyond regulatory reform, the Government has introduced larger-scale initiatives, including the proposed 100 gigawatt (GW) solar programme and Danantara's growing role in supporting investment for strategic energy transition projects, including the national waste-to-energy programme.

PPAs

The PPA serves as the central commercial and legal framework in the IPP project development sequence, and survey findings indicate that current challenges include lengthy negotiation and approval processes, unclear risk allocation, and lack of a standard template, all of which may contribute to delays and increased transaction costs. In response, most respondents identify the implementation of a standardised PPA template as the most relevant measure to address PPA-related challenges, with a majority of the respondents believing such standardisation could significantly improve overall process efficiency. In this context, respondents also highlight the importance of reflecting key PPA elements in a clearer and more structured manner, such as take-or-pay levels, carbon credit provisions, and grid-connectivity requirements, reflecting developers' need for revenue stability, certainty over environmental-attribute value, and reliable rules on power evacuation and curtailment compensation. Carbon credit provisions are especially critical, as respondents identify them as a priority for providing greater certainty over the treatment, ownership, and value of environmental attributes, consistent with global practice where IPPs typically retain ownership of project-level carbon credits.

From a financing perspective, respondents identify regulatory and policy changes (28%) and the risk of negotiation cancellations or delays (26%) as the most key considerated risk by IPPs to be addressed, followed by project-completion risks (15%) and interest rate fluctuations (15%).

Electricity purchase prices

A majority of respondents state that the existing electricity purchase price structure may negatively affect project financial viability, with 50% indicating a negative impact and a further 11% rating it as very negative. 63% of respondents do not regard the ceiling price under PR No. 112/2022 as a mechanism that meaningfully incentivises investment in RE. Given that IPPs are expected to play a central role in Indonesia's RE expansion, the effectiveness of the pricing framework may be critical in mobilising private capital and supporting delivery capacity.

Building on these concerns, several alternative pricing mechanisms have emerged that could potentially better support project viability. FiTs are widely regarded as among the most preferred pricing mechanisms, having proven instrumental in accelerating RE deployment globally in countries as diverse as Germany, Vietnam, Thailand, and Malaysia. Price-adjustment mechanisms with ceiling-and-escalation structures and FiP, are also viewed as viable alternatives to FiT, as observed in Thailand between 2007 and 2014. Energy storage remains a critical gap: despite significant planned deployment of energy storage under PLN's RUPTL, the absence of a dedicated electricity purchase price framework for standalone storage and hybrid generation is widely cited as a major factor that may reduce financial viability, with half of respondents highlighting this impact.

Overview of Indonesia's electricity sector



Photo source: APLSI

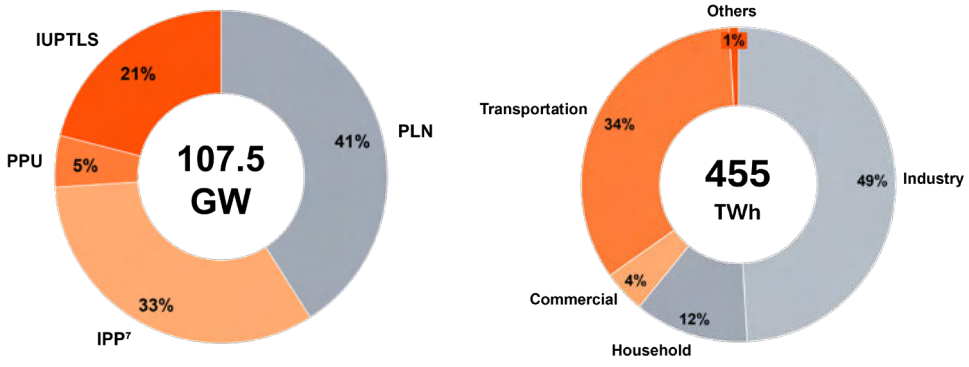

Photo source: APLSI

General overview of Indonesia's energy sector

Amid global geopolitical turmoil, Indonesia remains a strategic high-growth economy in Southeast Asia, supported by a large, growing population, rapidly expanding digital economy, strong domestic demand, and abundant natural resources. Gross domestic product growth held steady at around 5.11%[3] in 2025 and according to the World Bank is forecasted to remain around 5%[4] in 2026, reflecting economic resilience, which may correlate with rising electricity demand. The 2025–2034 RUPTL projects a structural shift in electricity demand growth, with industrial demand forecast to grow by approximately 5% annually to 511 terawatt-hours (TWh) by 2034. This expected surge has been supported by the Government of Indonesia's downstreaming strategy[5] which banned raw nickel ore exports and helped to catalyse smelter-based industrial hubs.

Indonesia's current electricity market structure operates under a single-buyer framework and a vertically integrated model, with Electricity Utility Company at the centre of system planning as well as Transmission and Distribution (T&D) activities. By 2025, Indonesia's total installed power capacity reached 107.5 GW with consumption of 455 TWh with details as follows.

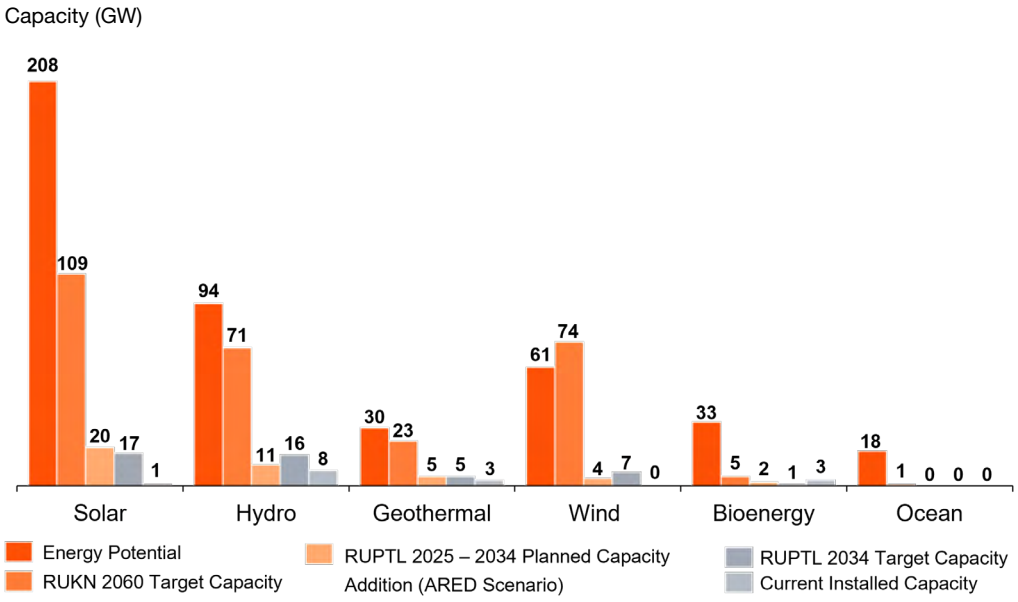
National installed power capacity (in GW) in 2025 by producer and electricity consumption (in TWh) in 2025 by sector[6]



Indonesia is entering a decisive phase in its energy transition, setting clear targets that may help to align national priorities with global climate obligations. However, sizeable gaps persist between Indonesia's RE potential, current installed capacity, and its medium- and long-term targets. The capacity gap outlined below may signal a strong pipeline of investable opportunities across generation, grid integration, storage, and enabling infrastructure, positioning an accelerated RE roll-out as potentially critical to energy security and long-term growth.

With PLN's 2025-2034 RUPTL projecting 5% annual demand growth versus the 8% needed by 2029 under the National Medium-Term Development Plan or *Rencana Pembangunan Jangka Menengah Nasional* (RPJMN) 2025–2029, RE could help to close the gap. Backed by domestic manufacturing, supply chains and related industries, these initiatives may contribute to job creation, fuel import reductions, and system reliability improvements.

Gap in Indonesia's renewable power potential, installed capacity and targets



The role of the private sector in achieving Indonesia's electricity target

The rise in domestic and cross-border demand for RE is matched by an escalating need for investment. Indonesia's accelerated RE pathway requires an average of IDR 278 trillion per year (IDR 2,780 trillion over 2025–2034), with 71% of generation capacity expected to be allocated to IPPs. 76% of planned additional capacity is expected to come from RE and storage, with the remaining 24% from non-renewable generation.

Beyond domestic demand, Singapore's target to import 4 GW of renewable electricity from Association of Southeast Asian Nations (ASEAN) member countries by 2035 may create a sizeable export opportunity for Indonesian IPPs, particularly in Sumatra given its proximity and RE potential. Singapore's limited domestic RE options and rising electricity demand may further strengthen the case for cross-border imports. For Indonesian IPPs, exports to Singapore could provide an alternative route to market beyond PLN's single-buyer framework, with access to regional offtakers, potentially more competitive PPA-based tariffs, and diversified revenue streams. This opportunity is becoming more tangible as Indonesia and Singapore continue to advance a 3.4 GW renewable electricity export corridor by 2035, anchored by seven IPP-led solar projects in Sumatra and the Riau Islands, and Danantara's targeted ~USD 30 billion financing mandate could help to mobilise the scale of capital required for generation, storage, and interconnection infrastructure[8]. However, realising this opportunity will depend on clear export regulations, interconnection infrastructure, domestic supply safeguards, and alignment with Singapore's licensing requirements[9].

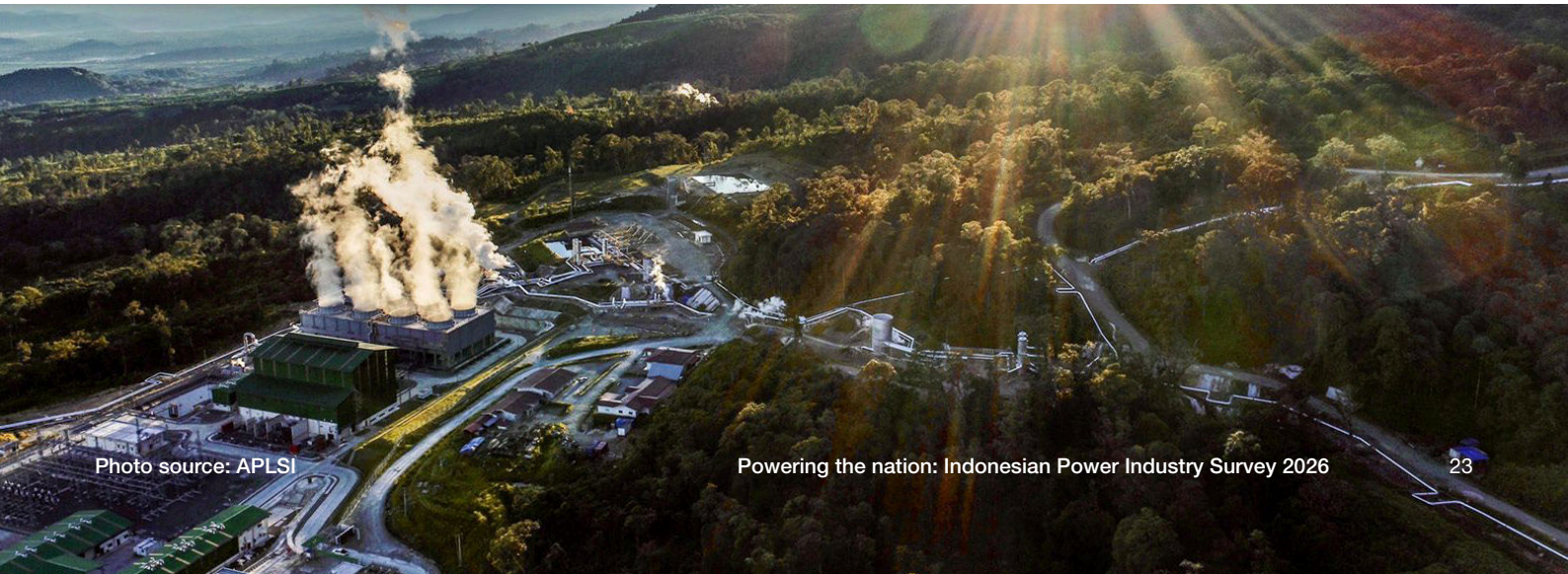
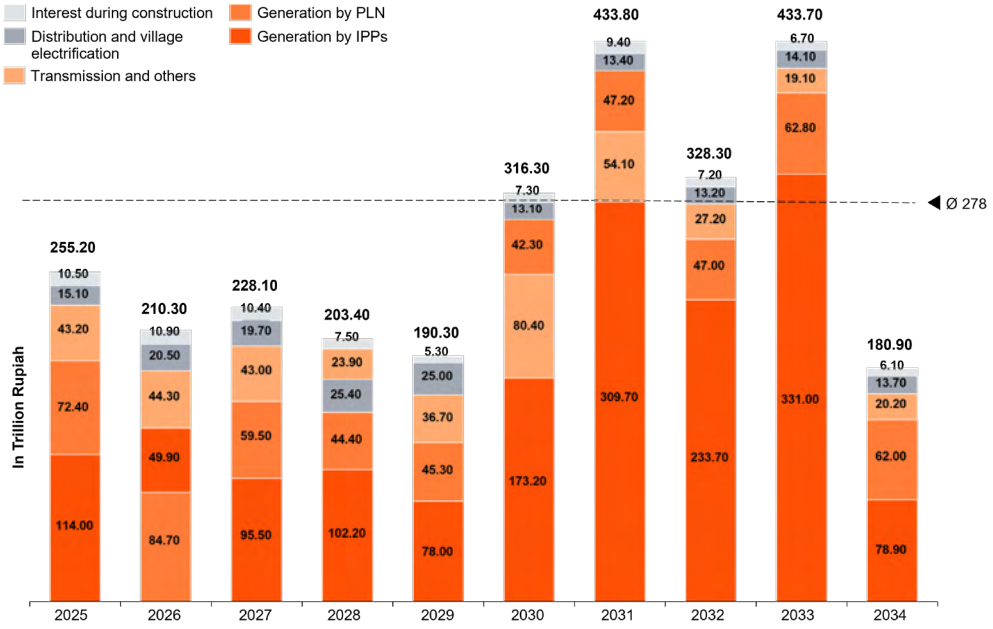


Photo source: APLSI

Investment requirements in power sector projects according to the 2025-2034 RUPTL

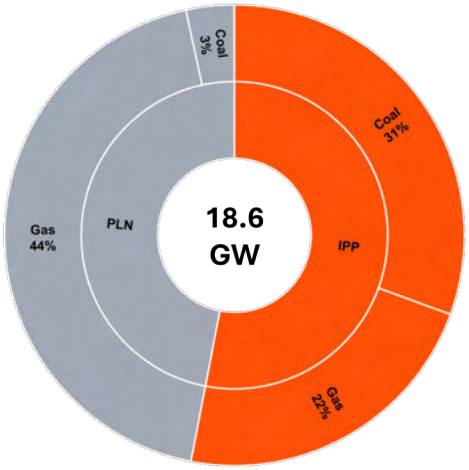


PLN, as the state power utility, relies on a mix of internal funds and external borrowing. Although PLN has secured several committed external loans, a substantial funding gap remains if RUPTL projections are to be met, particularly considering T&D investment requirements.

PLN's financial position is somewhat constrained by a mismatch between tariffs paid by consumers, which have remained broadly flat since 2017, while the Generation Cost (*Biaya Pokok Pembangkitan*/BPP) continues to rise. This widening gap makes it difficult for PLN to procure new RE projects at bankable rates. Persistent fossil fuel favouring policies, including the domestic coal price cap, further complicate the situation, and reduce renewable investment attractiveness.

The 2025-2034 RUPTL plans for development of 18.6 GW of non-renewable generation capacity, comprising 12.3 GW of gas-fired capacity (66%) and 6.3 GW of coal-based capacity (34%). Delivering this pipeline will require substantial support from IPPs, which are expected to contribute 53% (9.9 GW) of the total planned capacity. This planned allocation further underscores the private sector's significant role in expanding Indonesia's power system and supporting future electricity demand growth.

Non-renewable power generation capacity addition targets by developer and fuel type (GW) in the 2025-2034 RUPTL



Against this backdrop, the role of IPPs becomes increasingly important as Indonesia seeks additional sources of capital and delivery capacity for its energy security agenda. By the end of 2025, 389 IPPs were operating in Indonesia, contributing to the strengthening of the nation's generation capacity[10]. IPPs can bridge the investment gap by mobilising private capital at scale, offering innovative financing, and leveraging global technology partnerships, essential for meeting decarbonisation targets and long-term energy resilience.

The role of firm capacity:

The 2025–2034 RUPTL allocates 76% of planned additional capacity to renewables and storage, and 24% to non-renewable generation. In a system of around 600 separate grids, where variable output cannot be pooled across a single network, dispatchable capacity located close to load is what allows higher renewable penetration to be absorbed. Its commercial treatment therefore affects how quickly the renewable share can be delivered. Four points follow from the survey:

i. Storage is planned but not yet priced. More than 10 GW of battery and pumped hydro storage is planned by 2034, with no dedicated PLN purchase price framework. Half of respondents (50%) state this reduces financial viability. Until storage is priced, conventional dispatchable plants continue to carry the balancing role.
ii. Flexibility is provided but not compensated. Ramping, reserve and system support are not remunerated under energy-only purchase structures. Availability-based payment for grid-critical assets, raised by respondents, addresses this for dispatchable, hydro and storage assets alike.
iii. Contract stability sets the cost of new capital. Much of the firm capacity serving the system through 2034 is already built and contracted. Respondents rank regulatory and policy change (28%) and the risk of negotiation cancellation or delay (26%) as the two highest financing risks, so the treatment of concluded agreements influences pricing on every new project, renewable projects included.
iv. Transition pathways need commercial mechanisms. Converting coal-linked PPAs into renewable PPAs while preserving sponsor returns, together with repowering and gas conversion, requires a defined commercial route rather than a target date alone.

Survey findings

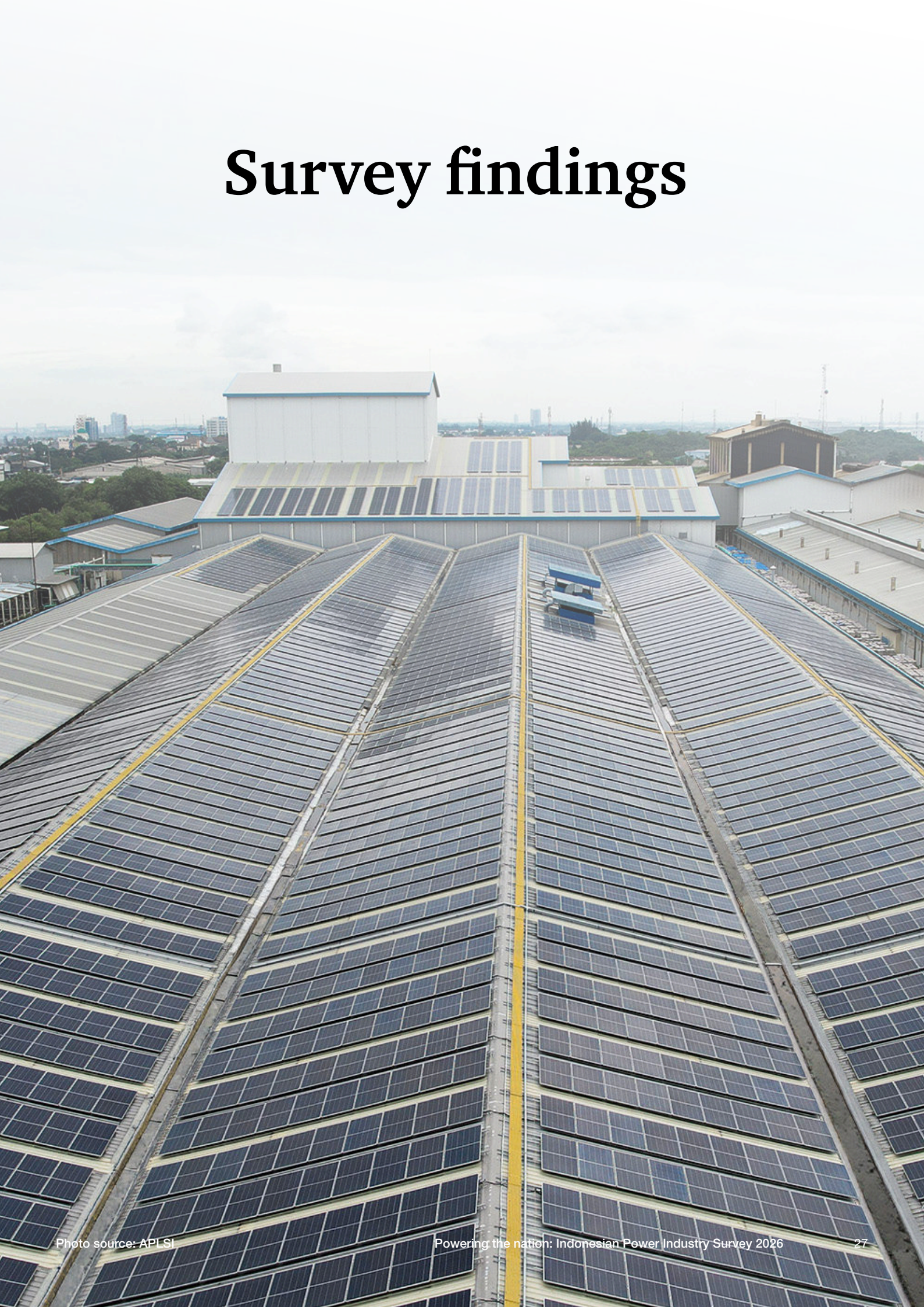


Photo source: APLSI



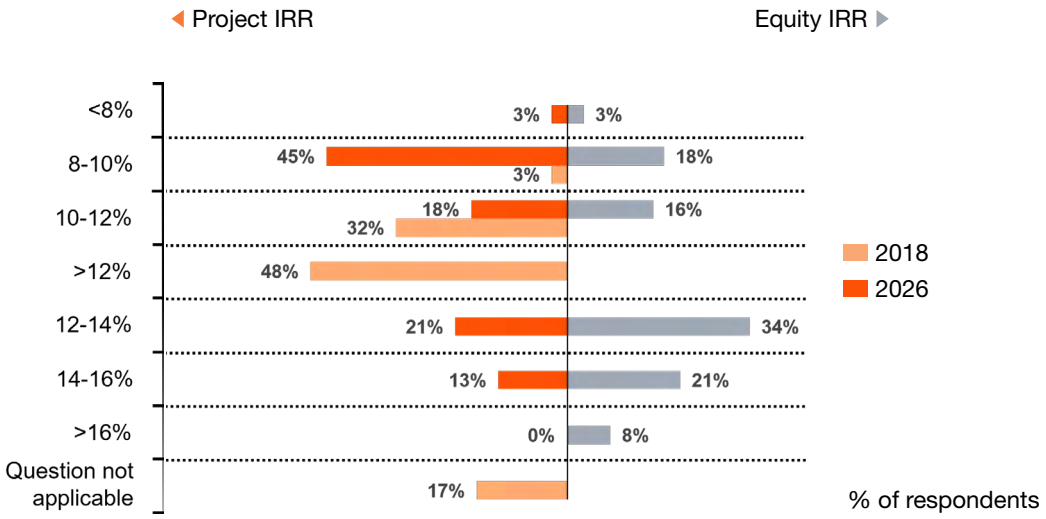
Investor returns

To meet Indonesia's rising electricity demand, the Government of Indonesia may increasingly rely on greater private sector investment in new power projects to support accelerated capacity expansion. In this context, investor return expectations may provide a critical lens through which the bankability and investor appetite for power projects can be assessed. These expectations capture how investors may translate underlying project risks, such as currency exposure and financing structures, into required returns, and therefore may play an important role in shaping capital allocation decisions across the power sector.

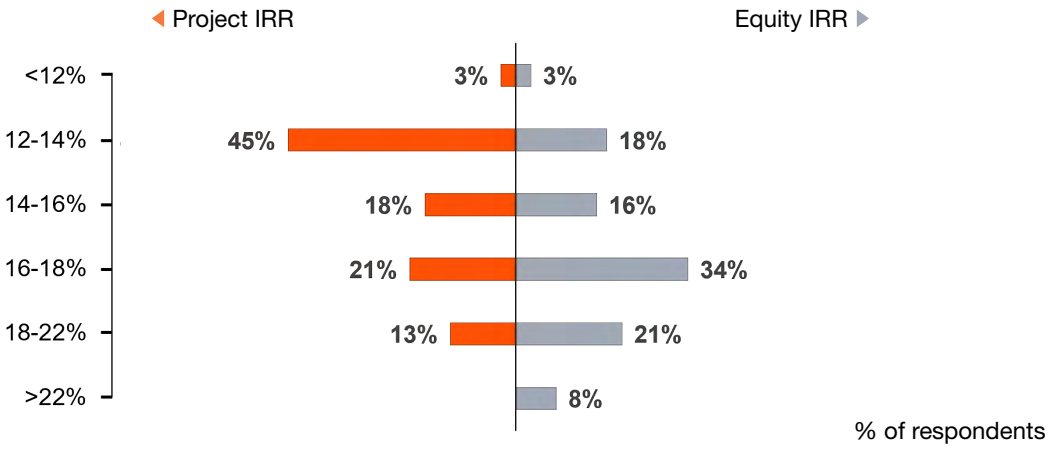
IPP power projects[11] equity IRR, and cost of debt

Most respondents indicate expected project IRRs of 8–10% in USD and 12–14% in IDR (compared to 48% of respondents requiring a >12% IRR threshold in 2018), with equity IRRs of 12–14% in USD and 16–18% in IDR. The USD cost of debt for IPP investments (with 10–15 year tenors and sponsor recourse) is typically estimated at 6–8% (compared to 32% of respondents reporting a threshold of 4-6% in 2018).

(Question No. 1 and 3) What is your required project vs equity IRR in USD to invest in Indonesian IPPs?[12]



(Question No. 2 and 4) What is your required project vs equity IRR in IDR to invest in Indonesian IPPs?



(Question No. 5) What is your (USD) cost of debt for investments in IPPs, assuming a 10-15 year tenor, and recourse to a sponsor?[13]

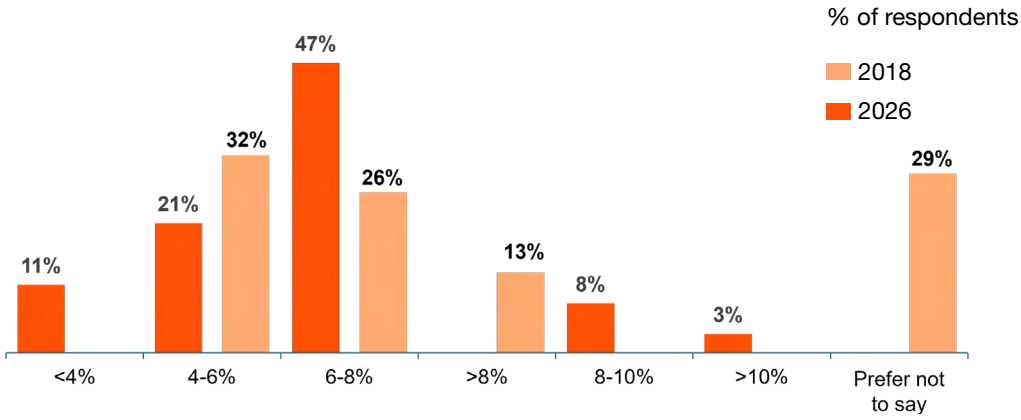




Photo source: PwC

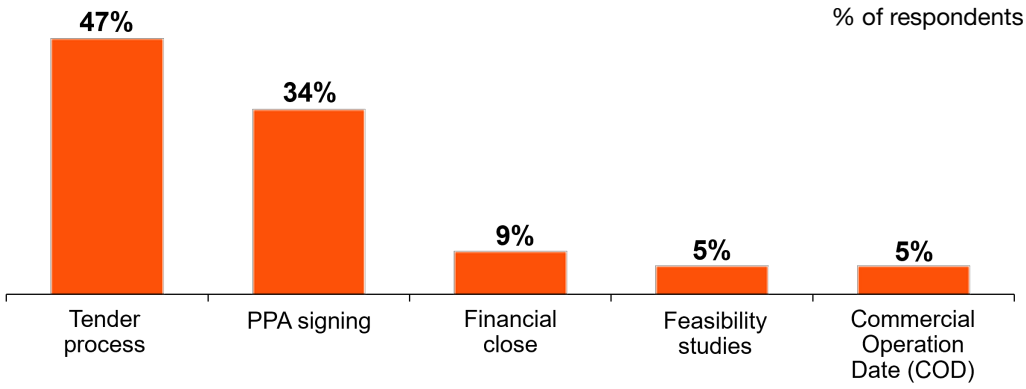
Regulations

Regulatory clarity and predictability remain important considerations for IPPs since the 2018 survey, when 94% of respondents identified it as a major barrier to investment in new large-scale power generation. The 2026 survey examines the issue through more specific questions, which indicate that current challenges are particularly concentrated in the tender process, PPA signing, and regulatory development and governance.

Indonesia's electricity sector continues to face regulatory and procedural constraints that may affect project delivery, investment appetite, and overall sector efficiency. Recent regulatory updates, including MoEMR Regulation No. 5/2025, have sought to strengthen the framework for RE PPAs. However, respondents continue to identify matters where IPPs expect further clarity related to risk allocation, process efficiency, and contractual clarity.

Survey respondents continue to view regulation and process efficiency as key considerations on project development and investor confidence. This is consistent with the broader regulatory concerns identified in 2018. The survey indicates that the highest-priority areas identified by IPPs in procurement and PPA development occur during the tender process (47%) and PPA signing (34%).

(Question No. 6) In your experience, which stage of procurement and PPA development encounters the most significant challenges?



Survey respondents also indicate that several processes in Indonesia's electricity sector should be prioritised for improvement. PPA negotiation, approval and contract management were identified most frequently (28%), followed by regulatory development and governance, including drafting, consultation and enforcement (21%).

(Question No. 7) Which processes in Indonesia's electricity sector are most inefficient and should be prioritised for improvement?

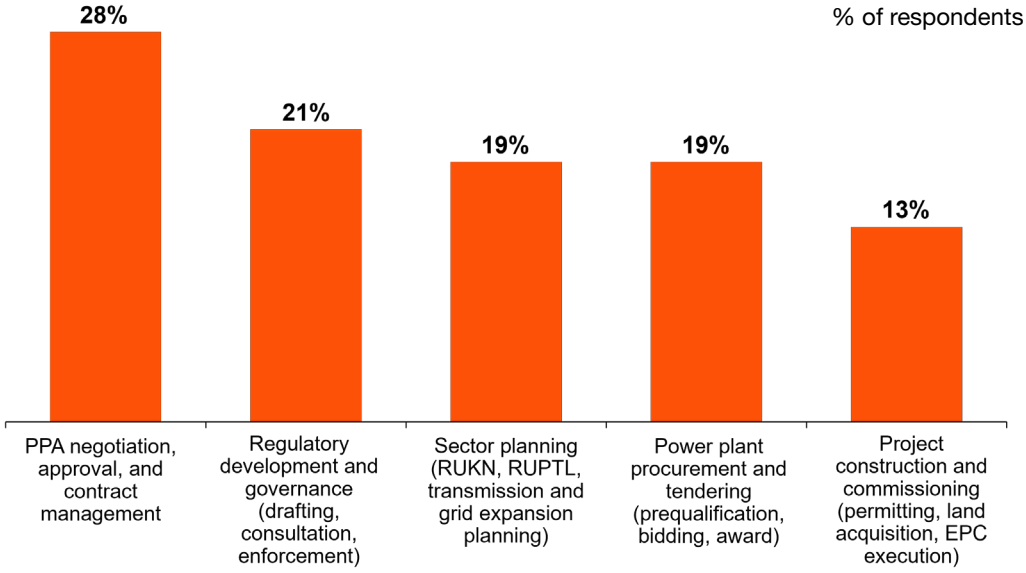
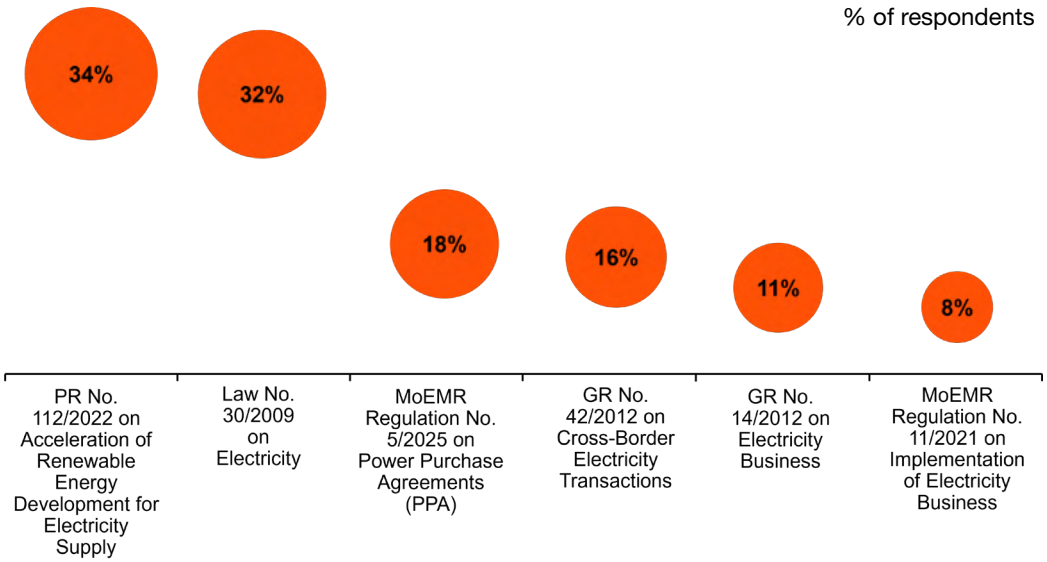




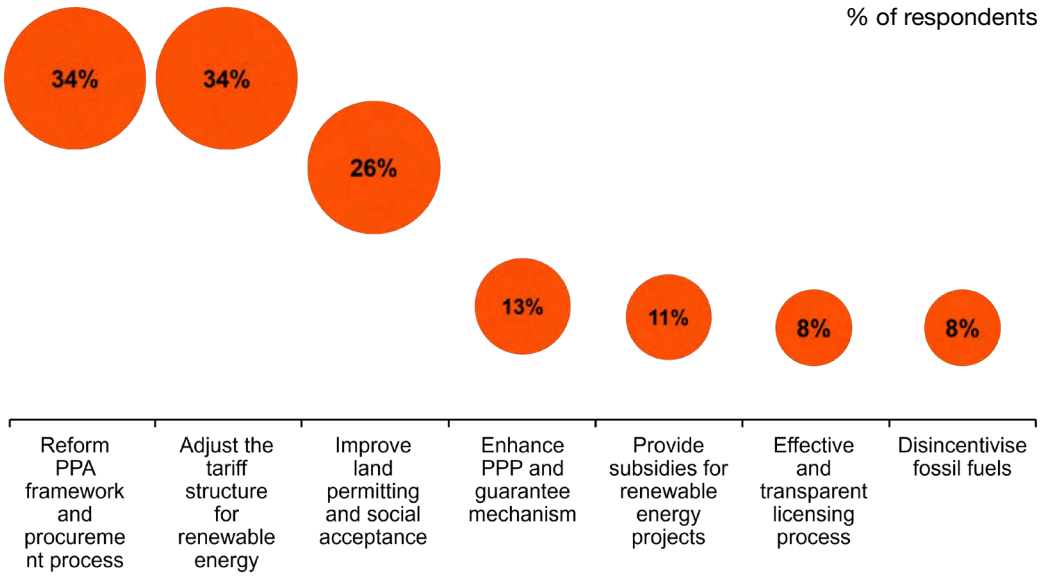
Photo source: APLSI

(Question No. 8) Which Indonesian power-sector regulations and policies should be prioritised for revision to accelerate the development of the electricity and RE sectors?[14]



Respondents identified the top regulations requiring revision to accelerate Indonesia's electricity and RE sectors: PR No. 112/2022 on RE Acceleration (34%), Law No. 30/2009 on Electricity (32%), and the MoEMR Regulation No. 5/2025 on PPAs (18%). This signals that electricity purchase price regulations remain a major barrier for IPP projects, with the ceiling tariff under PR No. 112/2022 sitting below bankable LCOE levels. Some respondents perceive that PLN's Key Performance Indicator (KPI) to secure the lowest possible cost further prolongs price negotiation[15]. Given the findings from this survey that IPPs typically expect project IRRs of ~8–10% (USD) supported by a 6–8% cost of debt, and potentially higher when financed by national banks, any increase in borrowing costs would further erode bankability. Therefore, respondents indicated that the ceiling-tariff framework under PR No. 112/2022 may benefit from periodic review against prevailing financing conditions and project costs. Additionally, 18% of respondents call for PPA-related revisions, particularly on risk allocation, carbon credits, and related provisions.

(Question No. 9) What is the top priority the Government should address to attract more private investment in renewable power development in Indonesia?[16]

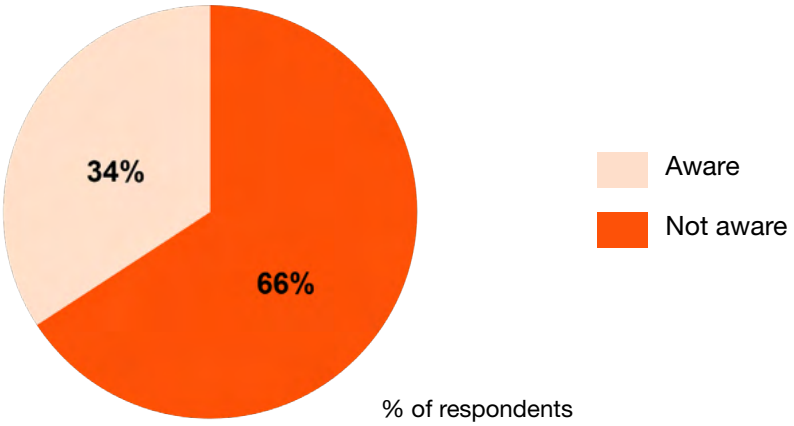


PPA framework and procurement process reform (34%) was identified as the top area for improvement to attract private investment in Indonesia's power sector. Equally critical is the electricity purchase price structure for renewables (34%), with a further 11% specifically calling for pricing improvements to support bankability[17]. Currently, the electricity purchase price for RE follows the ceiling tariff under PR No. 112/2022, which sets a maximum allowable price per technology (solar, wind, hydro, biomass, biogas, geothermal), adjusted by regional and project factors. These ceilings act as price caps in PPA negotiations, with actual prices required to be at or below them. Survey results confirm this mechanism remains a central concern for investors, reinforcing the need for electricity purchase price reform alongside PPA and procurement improvements.

Land permitting and social acceptance follow in third place, cited by 26% of respondents, reflecting issues such as difficulty obtaining permits in forest areas for geothermal, overlapping land claims for hydropower, and the need for certified, flood-free land for solar photovoltaic (PV) projects[18].

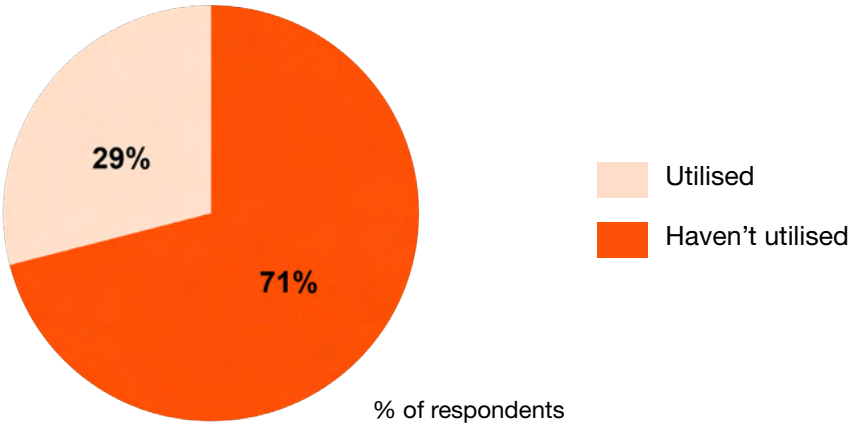
Currently land acquisition for electricity projects remains governed by the 2012 Land Acquisition Law and its implementing regulations, with acquisition undertaken by PLN, its subsidiaries, or IPPs, and a statutory timeline of up to 330 days for projects in the public interest. Enhancing Public-Private Partnerships (PPP) and guarantee mechanisms also emerge at 13%.

(Question No. 10) Are you aware of all the incentives listed in the questions below for energy transition projects that are provided by the Government and available for you in Indonesia?



% of respondents

(Question No. 11) Based on your response in previous question (No. 10): If you answered "Yes", have you utilised one, if not all, of the available incentives? Please specify. If your answer was "No", please type "No".

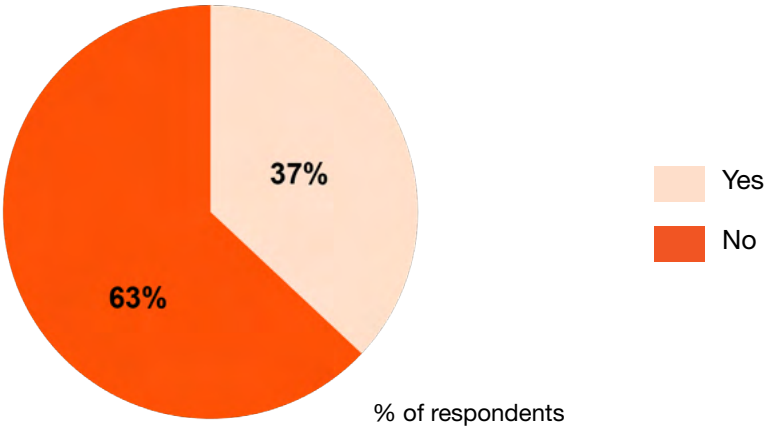


% of respondents

Survey responses indicate that awareness and utilisation of available incentives remain limited, and IPPs identify opportunities to improve the implementation

and accessibility of existing fiscal facilities. Around 66% of respondents stated that they were unaware of RE incentives, while reported utilisation of incentives is limited at 29%. Among those who reported having used incentives, respondents most frequently referred to tax-related benefits, such as import tax exemption and Value-Added Tax (VAT), tax incentive, tax holiday, corporate tax allowance, master list, and land and building tax.

(Question No. 12) Have you utilised tax holidays (PMK 130/PMK.010/2020) for RE development?

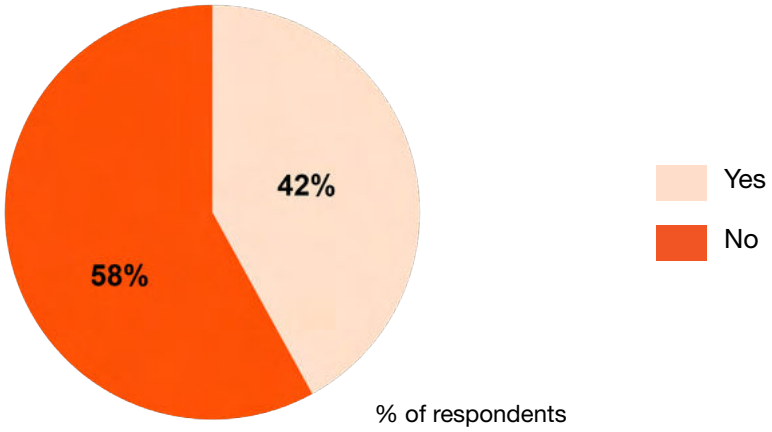


% of respondents

63% of respondents reported that they had never utilised tax holidays for RE projects, citing reasons such as lack of applicability, limited awareness, and the absence of eligible projects at the IPP stage. Among the 37% who have attempted to access the incentive, key challenges include a lengthy and unclear application process, followed by the need for adjustments to the incentive structure.

For tax holidays, a lengthy and unclear process is the key recurring theme from respondents (39%)[19]. The lengthy and unclear process stems from the absence of a one-stop service and the presence of multi-layered, complex approval requirements. Respondents also noted that a key barrier is the timing of tax holidays, which typically apply at later stages of project development, whereas most RE projects face critical challenges much earlier in the lifecycle.

(Question No. 13) Have you utilised tax facilities of PPh, PPN, and *bea masuk* (PMK 21/PMK.011/2010; PMK 81/2024; PMK 66/PMK.010/2015; PMK 188/PMK.010/2015) for RE development?



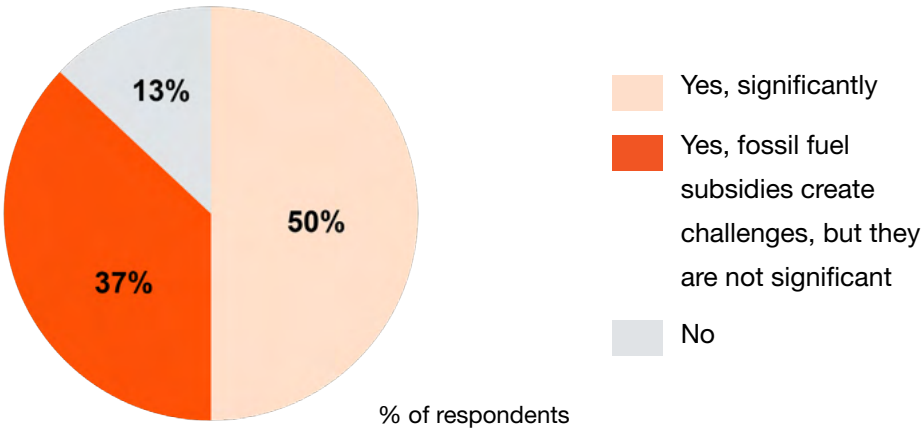
% of respondents

Only 42% of respondents have utilised these other tax facilities. Respondents associated the low utilisation of tax facilities with lengthy, unclear, and unintegrated processes, low awareness, complicated requirements, and uncertainties in implementation.

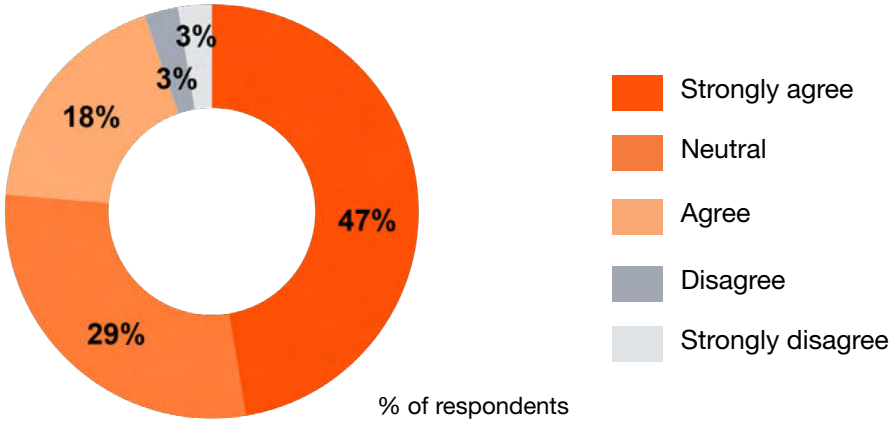


Photo source: PwC

(Question No. 14) Do fossil fuel subsidies present a barrier to your renewable-based power project development?



(Question No. 15) To what extent do you agree with reallocating fossil fuel subsidies to RE incentives?



50% of respondents view fossil fuel favouring policies as a significant barrier to RE projects, while 37% consider them a barrier, but not significantly, and 13% see them as a non-issue. Support for reallocating fossil fuel favouring policies to RE incentives was strong, with 47% of respondents strongly agreeing and a further 18% agreeing with the proposal. This consensus reflects broad respondent support for revisiting the current balance between fossil fuel support mechanisms and RE incentives and a growing recognition that subsidy reform is essential for clean energy.

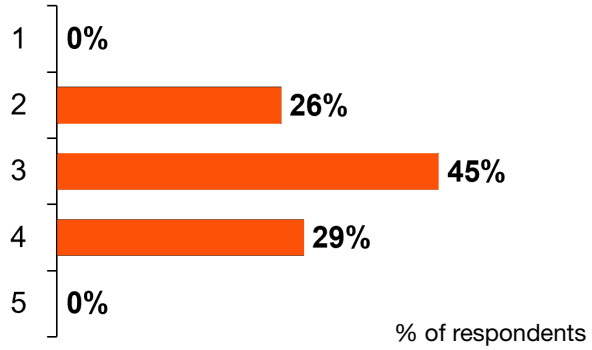

Photo source: PwC

Procurement

Procurement transparency and predictability have remained recurring concerns since the 2018 survey, when 75% of respondents considered transparency in the procurement of new power capacity insufficient and only 11% considered the process sufficiently predictable. The 2026 findings indicate that these concerns persist, with respondents continuing to highlight limited transparency surrounding tender evaluation, schedules, and utility cost estimate.

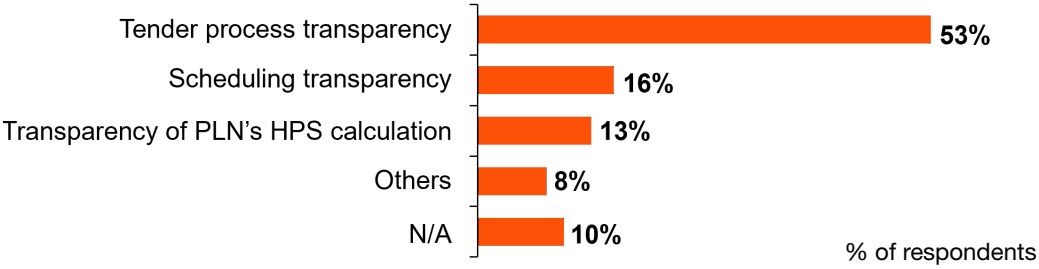
Respondents generally view PLN's procurement process as only moderately transparent, with the largest share (45%) rating it 3 out of 5, though a notable portion (26%) considered the process to be non-transparent. Feedback highlights recurring issues: first, tender-process transparency is highlighted by 53% of respondents in relation to evaluation criteria, clarity of timelines, and overall process consistency. Scheduling transparency was also identified as a recurring theme (16%), reflecting concerns over lengthy negotiation and approval processes. In addition, respondents highlighted the need for greater clarity on utility cost estimate (13%), as the lack of disclosure may create uncertainty for bidders.

(Question No. 16) How would you rate the transparency of the current Electricity Utility Company procurement process? Please rate from 1 to 5, where 1 is very non-transparent and 5 is very transparent.



In the 2018 survey, 89% of respondents reported insufficient transparency in the procurement of new power generation capacity in Indonesia.

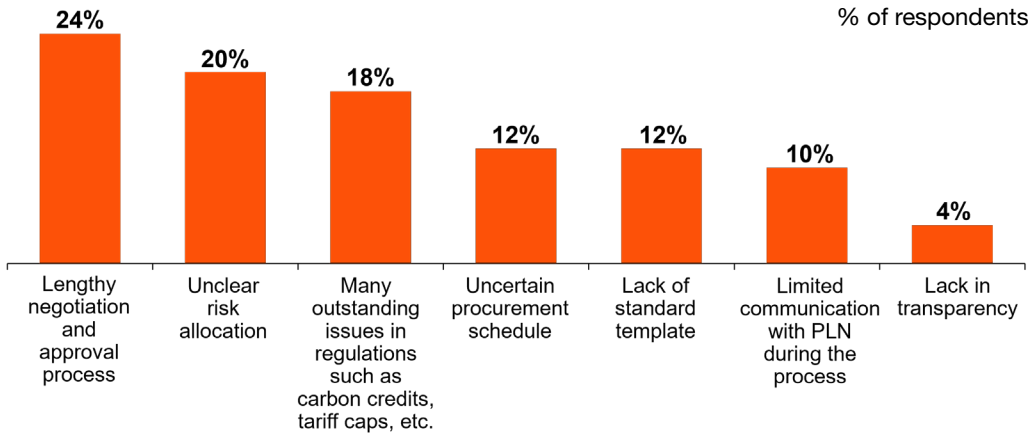
(Question No. 17) Based on your rating in the previous question (No. 16), please explain the reason for your rating. ***(Explanation Answer)***



"The current PLN procurement process has improved in terms of formal procedures and documentation; however, transparency remains moderate. Key decision-making criteria, evaluation outcomes, and timelines are not always clearly communicated to bidders. In addition, frequent changes in procurement approaches and prolonged negotiation phases reduce predictability for developers and investors. Greater clarity on bid evaluation, standardised processes, and consistent timelines would significantly improve transparency and investor confidence."

Survey Respondent

(Question No. 18) What are the top three barriers in the current procurement and PPA process?

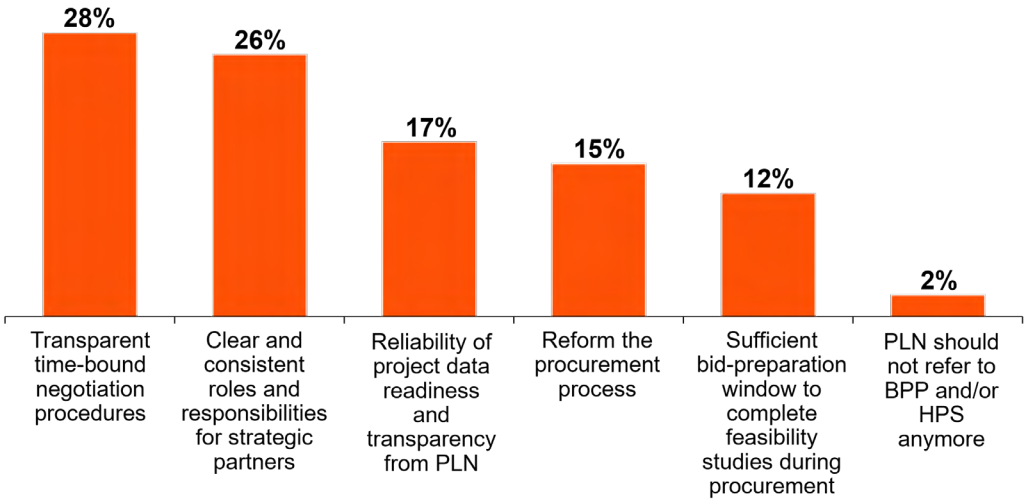


Time is the principal bottleneck of the current procurement and PPA process with 24% of respondents citing lengthy negotiations and approval processes as a key barrier, which is highly relevant to the PPA signing stage. Although PR No. 112/2022 sets 90 days for PPA signing on direct appointment and a 180-day limit for PPA signing on direct selection, its ranking as the top challenge indicates that practical implementation still falls short. Lengthy PPA negotiations also often result from price negotiations, where respondents highlight issues regarding utility cost estimate methodology. The electricity purchase price cap practice gives grid flexibility to negotiate prices down to the lowest possible level, without a clear time limit on these negotiations - adding complexity and potential delays.

Unclear risk allocations and regulations also pose significant challenges, as they directly affect bankability and pricing confidence. Respondents also highlight the need to allocate risk fairly[20]. Risk allocation issues raised by IPPs include hardship and restructuring provisions, under which PLN retains the unilateral right to amend essential PPA terms, creating uncertainty over long-term contractual stability. IPPs also note risks related to refinancing requirements, PLN payment default, and compressed financial close timelines,

all of which can materially affect project viability and financing certainty[21]. Many outstanding regulatory issues, such as carbon credits and electricity purchase price caps, represent the third-highest barrier, indicating that regulatory uncertainty is significant for respondents. This is also reflected in IPPs' experience with the treatment of deemed dispatch and deemed commissioning, particularly the use of grace periods and clawback provisions, which create uncertainty around revenue predictability[22].

(Question No. 19) What possible solutions could improve the procurement processes?

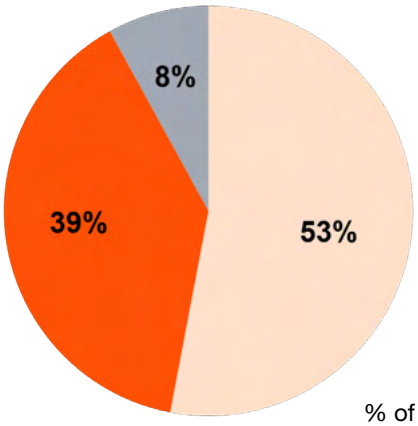


Beyond identifying these barriers, respondents also outlined several solution pathways to enhance procurement and PPA practices. The most frequently cited improvement is the introduction of transparent, time-bound negotiation procedures (28%), with clearly defined steps, decision rights, and maximum timelines to enhance predictability and reduce delays. This is followed by calls for clear and consistent roles and responsibilities across strategic partners (26%)—including PLN as offtaker, State-Owned Enterprises, local partners, and financiers—to improve coordination and reduce ambiguity during tendering.

Respondents also emphasise the need for stronger project data readiness and transparency from transpereny in the procuremnet process (17%), particularly regarding load forecasts, grid studies, interconnection capacity, and site or permitting information, as this enables more accurate and bankable bids. Other

suggestions include broader procurement reform (15%), longer bid preparation windows (13%), and a small minority proposing that PLN move away from BPP or HPS references (2%).

(Question No. 20) How important are PPPs for developing power generation and grid infrastructure in Indonesia?



% of respondents

Important but not yet a primary mechanism

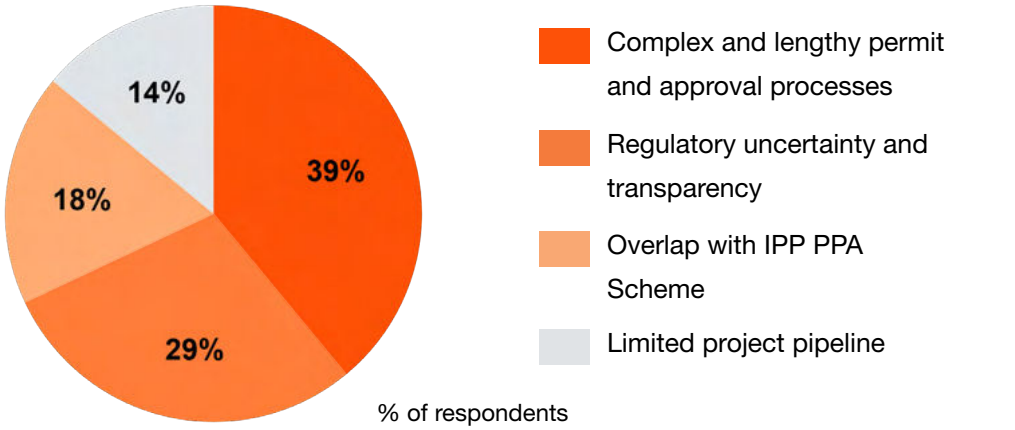
Very important and should be a primary mechanism

Not important

While PPP mechanisms in Indonesia's power sector formally exist, their application remains rare[23], and survey findings show that 53% of respondents view PPPs as important but not yet a primary mechanism indicating that stakeholders still see IPPs as the dominant model for developing power generation and grid infrastructure.

The following responses highlight the principal bottlenecks that constrain PPP delivery in Indonesia's power sector, despite the perceived benefits and growing interest in PPP participation. Survey results show that the primary bottleneck for PPP arrangements is the complexity and length of permit and approval processes (39%), which significantly delay project preparation and undermine bankability, followed by regulatory uncertainty and limited transparency (29%), which weaken investor confidence and create ambiguity around procurement and contractual frameworks. The overlap between PPP structures and the conventional IPP–PPA model (18%) adds further confusion regarding roles, risk allocation, and applicable payment mechanisms, while a limited and inconsistent project pipeline (14%) reduces market visibility and deters long-term developer and financier engagement. Together, these bottlenecks indicate that PPP uptake is constrained by procedural, regulatory, and structural inefficiencies within the sector.

(Question No. 21) What do you consider to be the primary bottleneck for PPP arrangements within the Indonesian power sector?



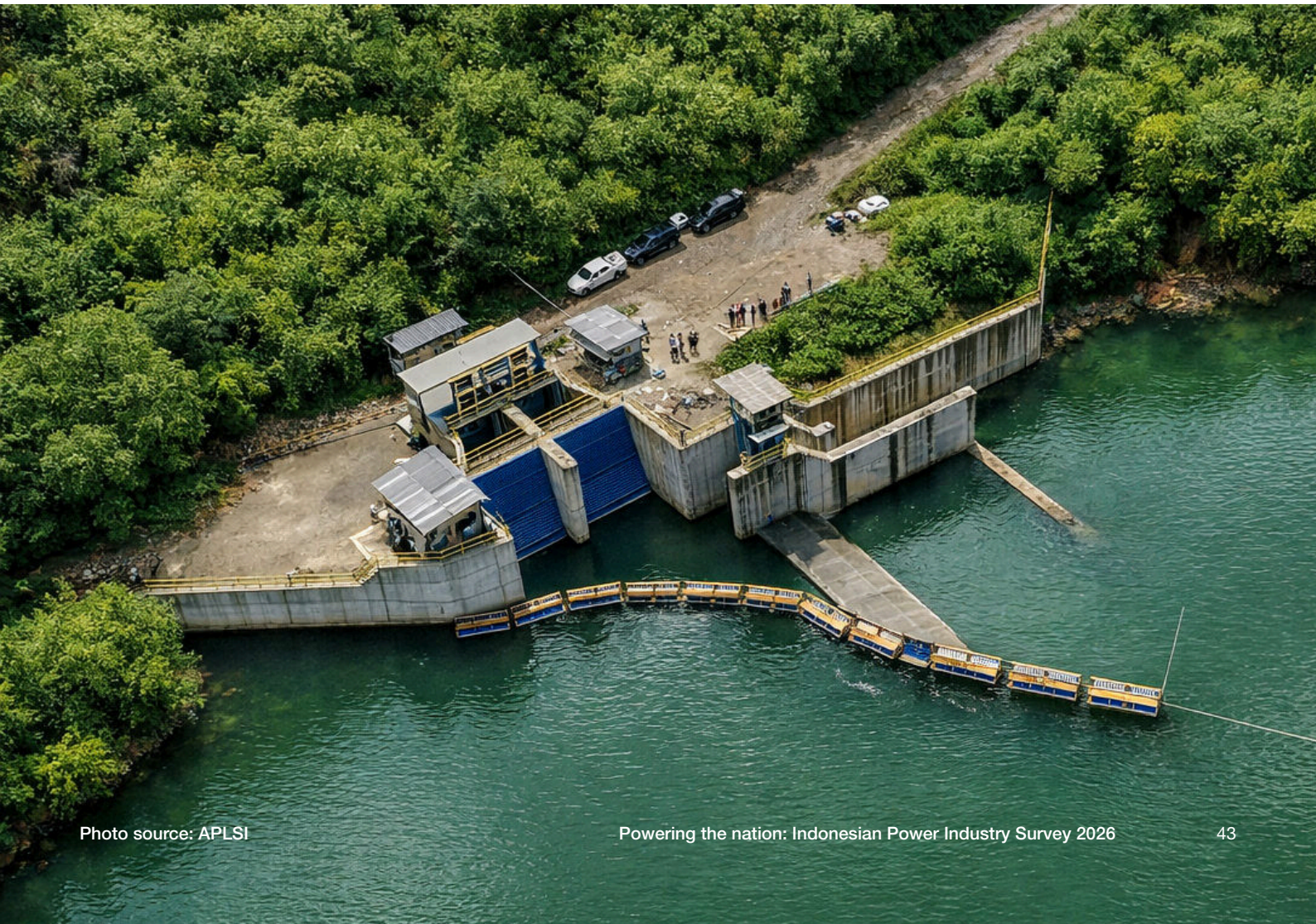


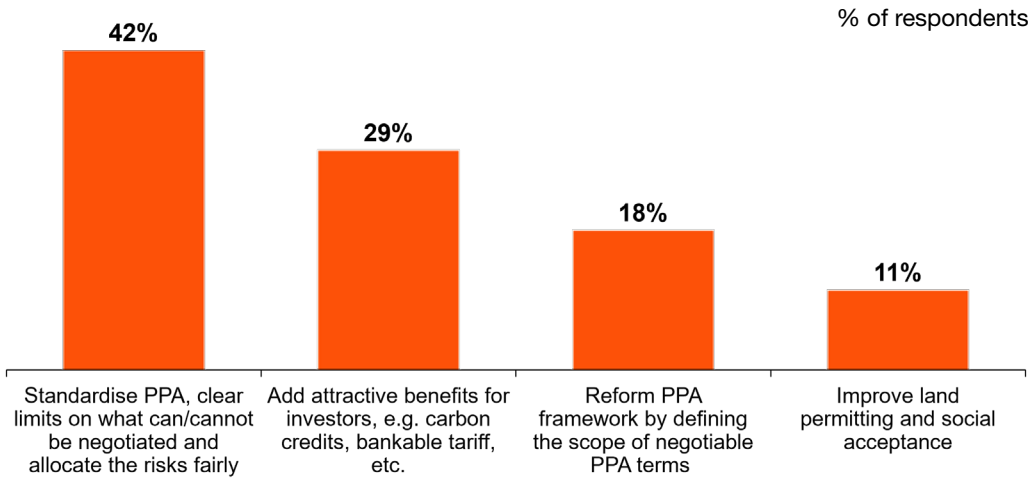
Photo source: APLSI

PPAs

PPA bankability and risk allocation have remained a persistent concerns since the 2018 survey, when 71% of respondents identified the lack of a standard bankable PPA with appropriate risk allocation as a major barrier to investment in new large-scale power generation. The 2026 survey examines these concerns in greater detail, focusing on standardisation, negotiation efficiency, risk allocation, and the commercial and operational provisions required to support project bankability.

A PPA is a long-term contract between an IPP and PLN under defined terms covering pricing, delivery, duration, performance obligations, and risk allocation. This contract is typically signed after permitting, feasibility, and procurement, but before financial close, construction, and operation. It serves as the central bankability milestone in the IPP project development sequence.

(Question No. 22) Which suggestion is more relevant to address the PPA challenges?



As previously presented, challenges directly related to the PPA include lengthy negotiation and approval processes (24%), unclear risk allocation (20%), and lack of a standard template (12%)[24]. In response to the challenges outlined, the largest proportion of respondents (42%) recommend standardising PPAs to set clear limits on negotiations, allocate risk fairly, followed by adding attractive investor benefits (29%) such as carbon credits and a bankable tariff.

Stakeholders mentioned that unstandardised PPAs lead to prolonged negotiations and approval delays, negatively impacting lending practices and agreements between developers and financiers[25]. Furthermore, unstandardised PPAs increase costs and create redundant processes for bankability checks, due diligence, and risk analysis. Those respondents suggesting more benefits for investors to make PPAs more attractive highlighted the treatment of carbon credits, in which recent PPAs require carbon credit ownership to be transferred to the offtaker (i.e. PLN)[26], reducing developers' interest as the potential revenues from carbon credits could improve bankability[27]. This is further elaborated in the responses to Question 25 discussed below.

Based on respondents' reasons provided in response to the previous question, standardised PPA templates are viewed as significantly improving process efficiency, primarily through enhanced PPA bankability (26%), followed by process and timeline efficiency (24%), and clarity on risk allocation and non-negotiable provisions (21%), which emerged as the key recurring themes. Following this, respondents emphasise contractual and structural mechanisms, such as a clearer and bankable PPA (e.g. moving from coal PPAs to RE PPAs in order to maintain sponsor returns in transition deals), streamlined permitting via a onestop service, and clarified consortium/tender rules[28].

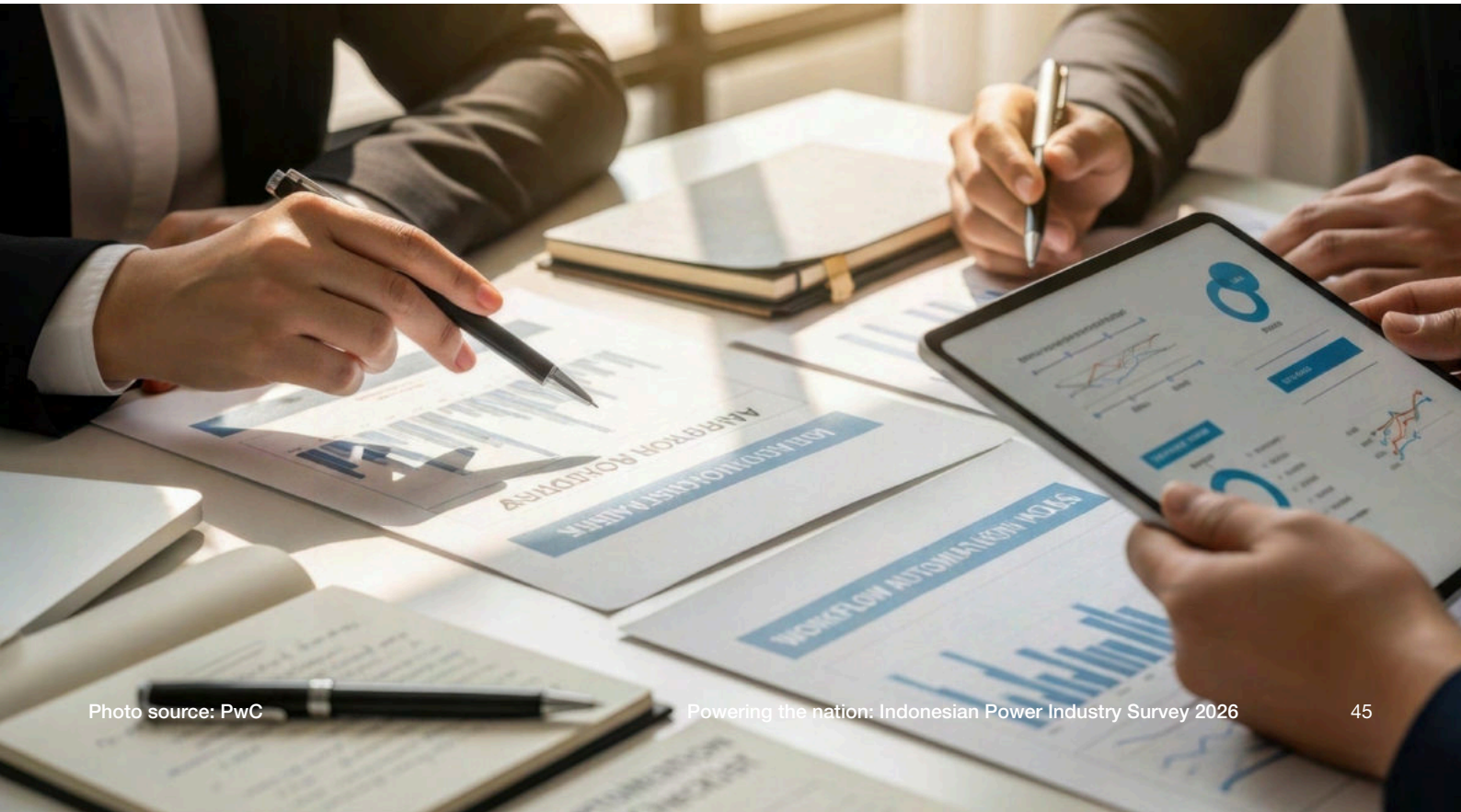
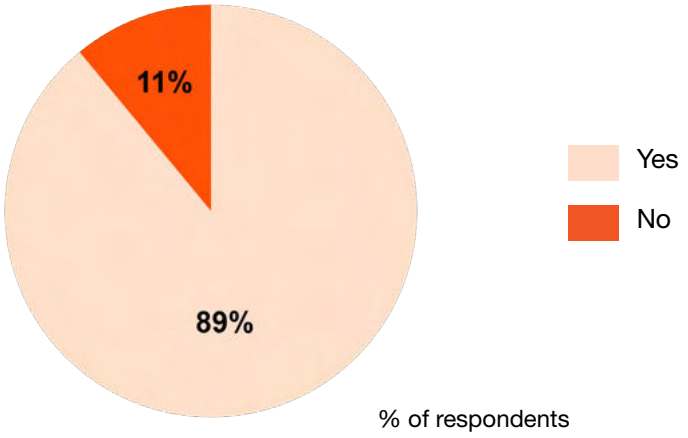


Photo source: PwC

(Question No. 23) Would the implementation of a standardised PPA template improve process efficiency?

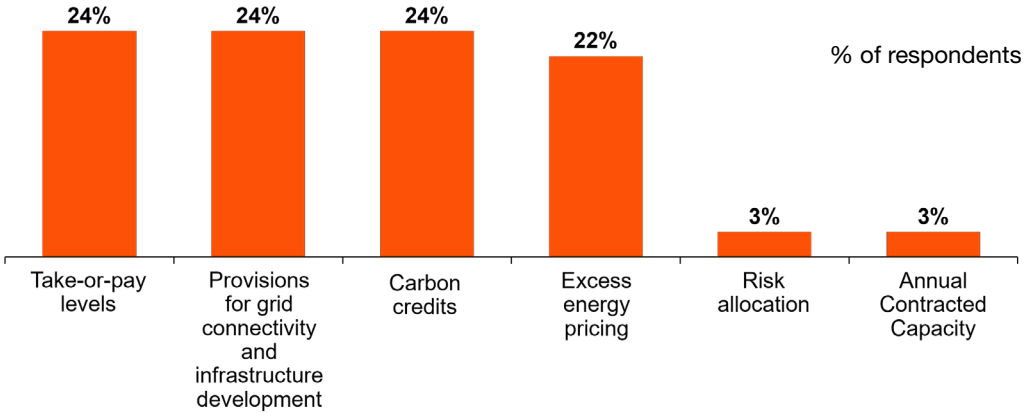


(71% identified the lack of a standard bankable PPA as a major barrier in 2018).

Respondents who agreed that the implementation of a standardised PPA template would improve process efficiency highlight:

- Broad support for a standardised PPA to cut negotiation time and administrative work, improve bankability and predictability, increase transparency, and shorten the path from RfP to signing.
- The template must be bankable and lender tested, set clear risk allocation, and define non-negotiable provisions with a limited negotiation scope. Many prioritise standardising the negotiation framework and risk allocation over standardising every clause.
- Projects differ and investor risk appetites vary, so the template should allow sensible tailoring to retain sufficient flexibility for project-specific negotiation, particularly on terms where risk allocation, bankability, and sponsor return considerations may differ across projects. Without this flexibility, standardisation could become counterproductive.
- Expected benefits are faster timelines, fewer repetitive reviews, clearer roles so bidders can structure more effectively, lower transaction costs especially for large or capital-intensive projects.

(Question No. 24) What elements should be clearly outlined in the PPA between PLN and IPPs to ensure clarity and effectiveness?



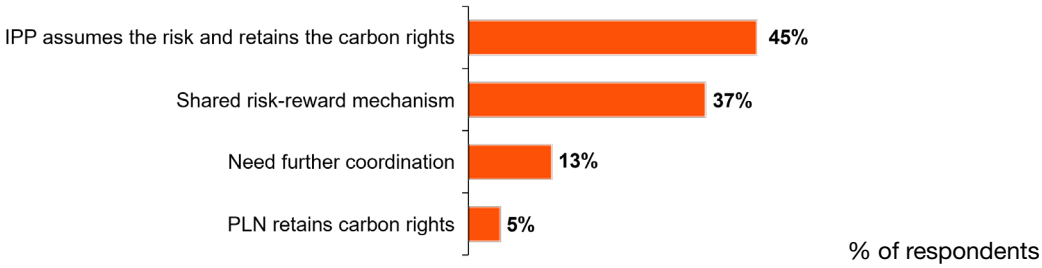
While Indonesia has issued renewable PPA guidelines under MoEMR Regulation No. 5/2025, the actual PPA outline or documents are generally not publicly available. Commercial and operational clarity is the top priority for survey respondents, with take-or-pay levels (24%), carbon credit provisions (24%), and grid-connectivity and infrastructure requirements (24%) ranked as the most critical PPA elements. Take-or-pay levels (24%) reflect the need for revenue stability, while grid-connectivity provisions (24%) highlight the importance of ensuring reliable power evacuation and clear curtailment-compensation rules.



Photo source: APLSI

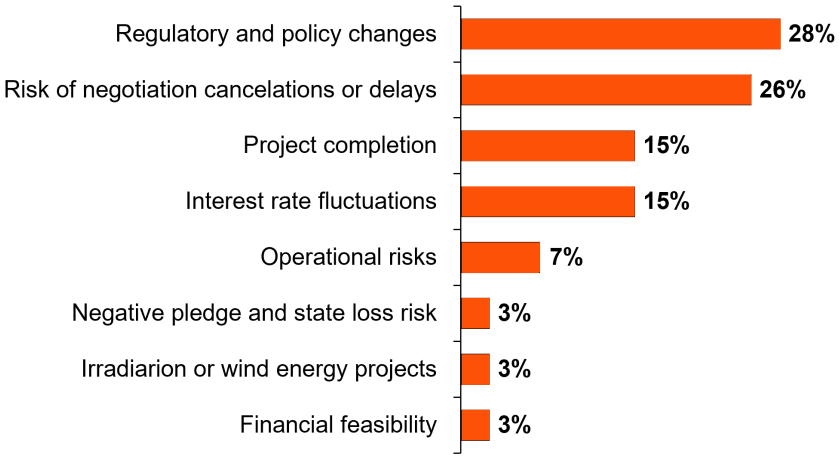
Carbon credit provisions (24%) are equally important, signalling developers' need for certainty regarding the value of environmental attributes, including full retention of carbon rights or shared risk–reward mechanism (see further below). There is also strong interest in excess-energy pricing (22%), indicating demand for transparent rules on curtailment, dispatch, and compensation beyond contracted volumes. Respondent priorities broadly mirror established international practices.

(Question No. 25) How should carbon credit revenue and associated risks (e.g., verification, pricing, compliance) be allocated in the PPA?



Specifically for carbon credit provisions, most respondents (45%) favour IPPs retaining carbon rights fully with a significant share of respondents (37%) supporting shared risk–reward mechanisms that are regulated or implemented through coordination with PLN. This reflects the need for bankable clarity on ownership, verification standards, and revenue-sharing in the PPA, as ambiguity could lead to valuation uncertainty, compliance challenges, and reduced investor confidence. In many markets, IPPs may retain ownership of carbon credits, subject to contractual arrangements and applicable regulations. Under these arrangements, the IPP may bear the associated verification and registration costs, subject to applicable regulations and contractual terms.

(Question No. 26) From a banking or financing perspective, which risks should be addressed in RE projects?



Survey responses indicate that from a banking and financing perspective, the most critical risks that must be addressed in RE projects include regulatory and policy changes (28%) as well as the risk of negotiation cancellations or delays (26%), both of which create uncertainty for project timelines and revenue visibility. Other key concerns include project-completion risk (15%), interest-rate fluctuations (15%), and a smaller but notable focus on operational risks, negative-pledge or state-loss risk, resource-quality uncertainty, and overall financial feasibility.



Photo source: APLSI

Electricity purchase prices

RE pricing has remained a recurring concern since the 2018 survey, when 45% of respondents identified RE pricing based on local BPP as a major investment barrier. Although the pricing framework has since evolved from the BPP-linked mechanism discussed in 2018 to the ceiling-price framework under PR No. 112/2022, the 2026 findings indicate that the alignment of purchase prices with project costs, risks, and financing conditions remains a central consideration for project bankability.

The electricity purchase prices under PPAs have been benchmarked against the regional BPP since the 2017 reform, further updated under MoEMR Regulation No. 7/2024. In parallel, the purchase price of electricity sourced from RE is also governed by PR No. 112/2022, which regulates that the purchase price refers to a pre-determined price limit which is calculated by taking into account the capacity of the power plant and the years of operation.

Survey responses indicate that many participating IPPs perceive the current electricity purchase price structure as having an adverse effect on project viability. Half of the respondents (50%) consider that the current structure negatively impacts project financial viability, with 11% rating it as very negative. In addition, a majority of respondents (63%) also do not view the ceiling price under PR No. 112/2022 as a mechanism that sufficiently incentivises investment in RE.

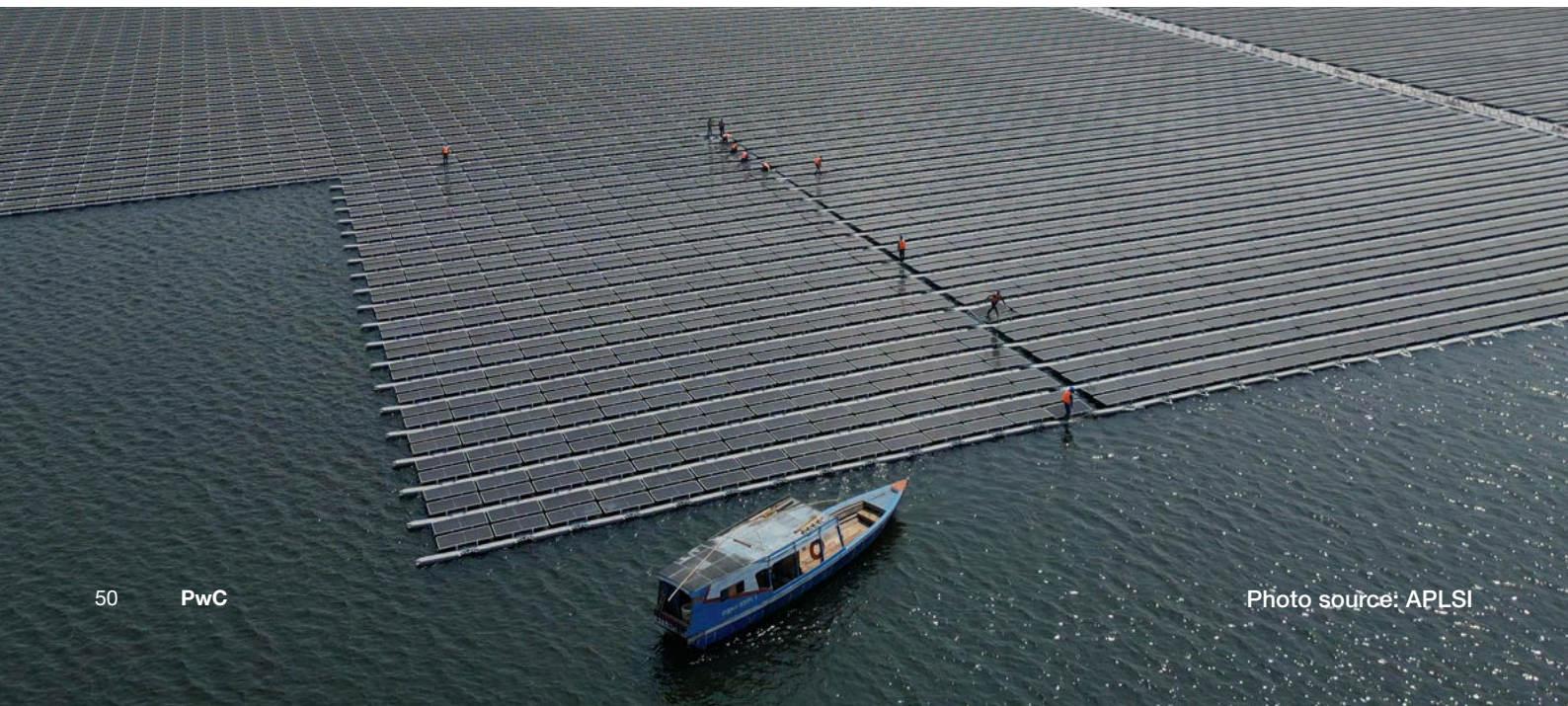
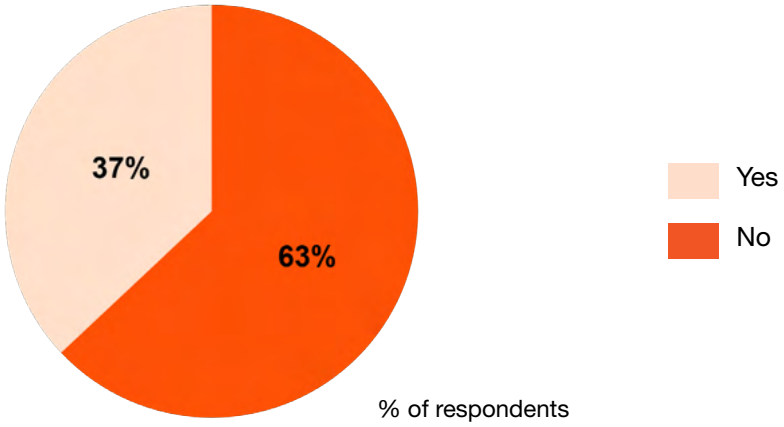


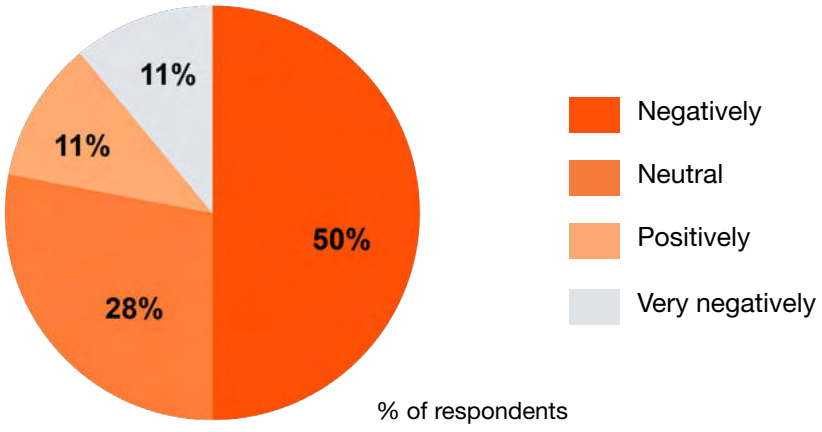
Photo source: APLSI

(Question No. 27) Do you consider the ceiling price (PR No. 112/2022) to be a pricing mechanism that incentivises investment in RE projects?



This suggests that current price caps and the PLN purchase price structure may not adequately reflect project risks and costs, potentially constraining bankability. Despite the availability of incentive mechanisms such as RE pricing and tax holiday facilities, respondents note these measures are not yet sufficient to support bankable pricing.

(Question No. 28) How does the existing PLN purchase price structure impact the financial viability of your projects?

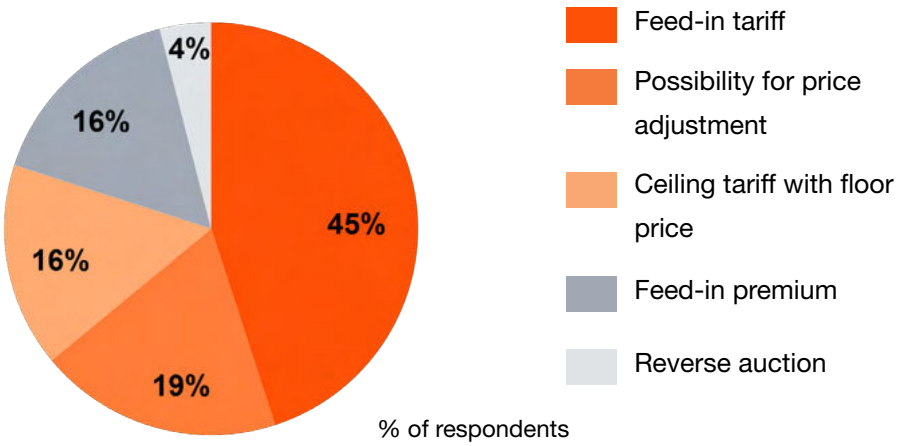


Survey respondents highlighted the need for bankable, technology-specific electricity purchase prices that accurately reflect project risks, supported by clear long-term indexation mechanisms such as inflation adjustments and

foreign exchange pass-through. They also emphasised the importance of availability-based payment schemes for grid-critical assets and a transparent, predictable framework for electricity purchase price adjustments. In addition, complementary instruments such as viability gap funding, government guarantees, and standardised PPA terms were viewed as essential to significantly improve overall project bankability.

FiT, where RE providers are guaranteed purchase at a fixed price (often above market prices) over a long-term contract, is identified as the preferred mechanism by the largest proportion of respondents (45%) as seen in the figure below (83% rated investment-incentivising RE FiTs as highly or very highly important in 2018). This approach has been instrumental in accelerating renewables under FiT mechanisms in Germany, Thailand, Malaysia, and Vietnam[29]. FiT schemes enabled rapid early-stage market creation for solar PVs, with Germany adding nearly 50 GW by 2016[30], Thailand projected to be at 5 GW[31], Malaysia at 0.38 GW (FiT only)[32], and Vietnam at 21 GW[33].

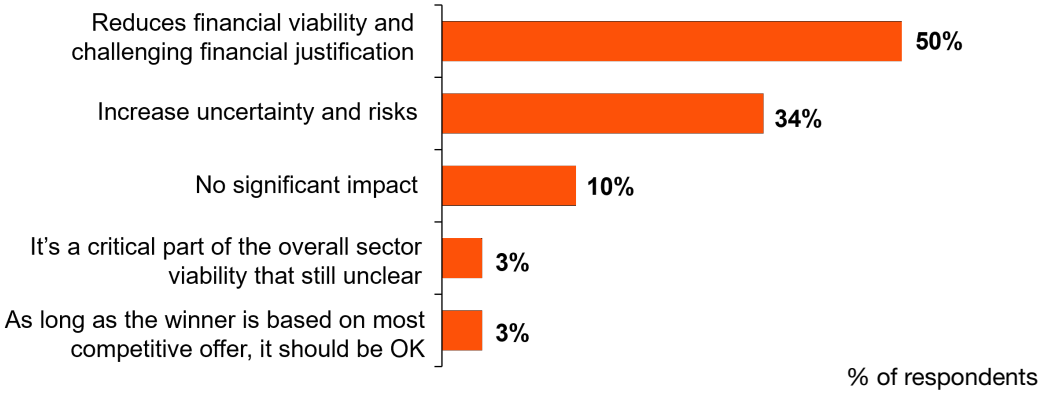
(Question No. 29) Which method is most relevant and beneficial for RE in Indonesia?



Price adjustment mechanisms account for 19% of responses, allowing revisions to electricity purchase prices during the contract period to reflect inflation, currency fluctuations, or macroeconomic changes. These may include a ceiling price with an escalation rate (to include rising costs over time) considering bankability and risk (e.g. India and Vietnam)[34]. A ceiling

price combined with floor prices establishes a defined range for minimum and maximum electricity purchase prices, while FiPs, where an additional amount is added on top of the market price for RE, are moderately preferred by respondents (16% each)[35]. Industry players also note the need to consider FiT mechanisms for selected RE technologies, particularly where technology-specific costs, project risks, and financing requirements may not be adequately reflected under the current ceiling price framework.

(Question No. 30) How does the absence of specified PLN purchase prices for specific technologies, such as energy storage, impact your company's investment interest?



> "PLN purchase price structure may not need to remain fixed at 60% for BESS. Instead, it could be determined based on the BESS capacity relative to the PV capacity. The higher energy storage and the longer the battery use hours, the higher the additional limit".
>
> **Survey Respondent**

As Indonesia scales up variable RE, storage is increasingly viewed as essential for managing intermittency and maintaining grid stability. The latest RUPTL specifically highlights that rising Variable Renewable Energy (VRE) penetration must be supported by large-scale storage solutions such as BESS and PHES, with more than 10 GW of storage planned by 2034. However, despite the growing strategic importance of storage, Indonesia has yet to establish a dedicated electricity purchase price framework for standalone storage projects

(e.g. energy storage). Emerging technologies such as energy storage play critical roles in ensuring grid stability and integrating RE into the system.

Half of the respondents (50%) state the absence of technology-specific electricity purchase prices as a major factor reducing the financial viability of storage projects and weakening investment justification. A further 34% highlight increased uncertainty and risk, while 10% believe the impact is insignificant. These findings underscore the importance of establishing a clear purchase price framework for storage, where tariffs for storage projects should be designed to reflect their specific role in the power system and adjusted based on factors such as function and capacity.



Photo source: APLSI

Concluding remarks

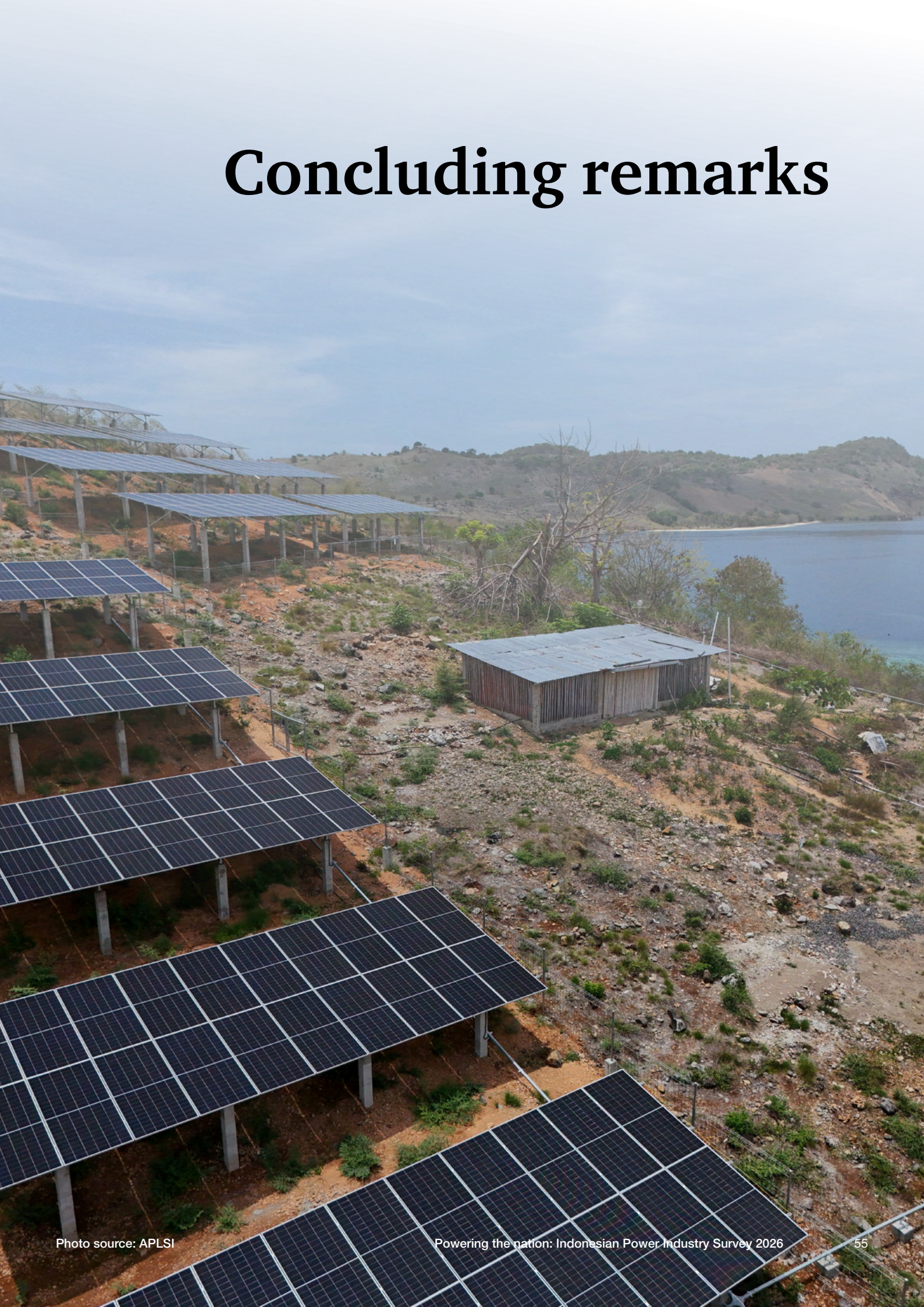


Photo source: APLSI

The Indonesian power sector is at a critical juncture of its development, with the government planning for a significant expansion of generation capacity over the next ten years to support Indonesia's economic development. This brings opportunities for power utilities, investors and financiers to support the government's ambitious energy security agenda.

Survey responses demonstrate significant interest from IPPs and investors in supporting the growth of Indonesia's power sector, and in particular the energy transition goals set out in the 2025-2034 RUPTL, which allocates 76% of planned additional capacity to renewables and storage, and 24% to non-renewable generation.

While recent government regulatory activity has been aimed at supporting the development of renewable energy, survey respondents highlight the need for clear commercial arrangements to support investment in both renewables and storage capacity. These recommendations include:

- streamlined procurement and PPA processes to accelerate project development
- standardisation of PPA templates
- a more commercial electricity purchase pricing framework, including consideration of alternative return mechanisms such as feed-in tariffs which have been shown to accelerate renewable development in other countries
- a dedicated pricing system for storage-as-a-service, which would support the acceptance of more variable renewable energy into the grid
- clear allocation of rights to carbon credits, which can support bankability.

Together with other initiatives being undertaken by the government, survey respondents indicate these measures could help attract the investment needed for IPPs to support the government's plans in powering the nation.



Photo source: PwC

Indonesian Independent Power Producers Association (*Asosiasi Produsen Listrik Swasta Indonesia*/APLSI)

The Indonesian Independent Power Producers Association (APLSI) represents private power producers and key stakeholders in Indonesia's electricity sector. Founded in 2008, APLSI serves as a platform for dialogue and collaboration between private power companies, PLN, the Government of Indonesia, and other relevant institutions on matters concerning the development of Indonesia's private power generation industry.

APLSI promotes collaboration and advocacy among its members and key stakeholders, supporting the development of a reliable, sustainable, and investment-friendly electricity sector while contributing to Indonesia's long-term energy and economic development goals. The association's headquarters and registered office are located in Jakarta, Indonesia.

Vision

To be the leading partner in Indonesia's national energy transformation, shaping a sustainable, reliable, and investor-friendly electricity sector driven by innovation and private sector excellence.

Mission

- Promote fair and transparent regulations that support a level playing field for IPPs.
- Accelerate the energy transition through investment and deployment of clean and affordable energy solutions.
- Strengthen strategic collaboration with government, PLN, and industry stakeholders to facilitate competitive bidding, streamline regulatory processes, and accelerate project development.
- Advance carbon market participation, sustainable finance, and ESG adoption.
- Enhance industry capability through knowledge sharing, policy insights, and technical support.
- Champion innovation through smart grids, energy storage, and digital technologies.

Strategic priorities

- Accelerate the energy transition through supportive policies, renewable energy development, and greater private sector participation.
- Foster a competitive and investment-friendly business environment.
- Strengthen grid and infrastructure readiness for renewable energy integration.
- Promote ESG implementation and carbon market opportunities.
- Support workforce development and practical local content (TKDN) policies.

Source:
APLSI's website (www.aplsi.or.id)
Linkedin (https://www.linkedin.com/company/aplsi/about/)

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PwC Indonesia is a part of the Global PwC network present in 136 countries with over 360,000 employees. In Indonesia, we have more than 3,400 employees, including more than 90 partners and technical advisors. PwC is organised into lines of service, each staffed by highly qualified, experienced professionals who are leaders in their fields, providing:

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- Risk assurance
  - Governance, risk, and compliance
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- The PwC network is the leading adviser to the power and utilities industry, both globally and in Indonesia, working with more power industry participants than any other professional services firm. We have operated in Indonesia since 1971 and have over 3,400 professional staff, including 90 partners and technical advisors, specialised in providing assurance, advisory, consulting, tax and legal services to Indonesian and international companies.
- Our Energy, Utilities and Resources (EU&R) practice in Indonesia comprises over 450 dedicated professionals across our lines of service. This body of professionals brings deep local industry knowledge and experience with international industry expertise and provides us with the largest group of industry specialists in the Indonesian professional services market. We also draw on the PwC global EU&R network which includes more than 27,000 people focused on serving energy, power, and mining clients.
- Our commitment to the power industry is unmatched and demonstrated by our active participation in industry associations around the world and our thought leadership on the issues affecting the industry. This includes our involvement with the APLSI helping to shape the future of the industry.

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We extend our sincere appreciation to APLSI and its members for their valuable contributions to this survey. Their insights and perspectives have been essential in shaping this report and providing a market-based view of the opportunities and challenges facing Indonesia's power sector.

Through this report, we aim to provide practical insights to support more informed decision-making and constructive dialogue among the Government, PLN, IPPs, financiers, and the broader power sector ecosystem.

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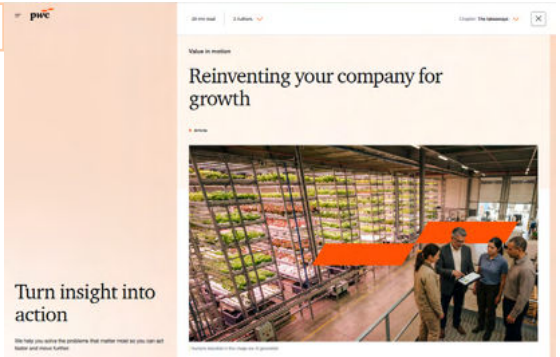

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