

Direct Procurement Announcement

1. Purchasing unit: HBAP
2. Project name:
Procurement of Remuneration Survey Consulting Services
3. Supplier: PT Mercer Indonesia
4. Announcement start time: October 06, 2026
5. Announcement end time: October 08, 2026
6. Publicity period: 3 days
7. Procurement content:
 - a. Market Data Provision (Latest Available Survey), The consultant provides comprehensive market benchmarking data covering compensation and benefit components relevant to the power generation and energy industry, including but not limited to:
 1. Annual Base Salary
 2. Annual Fixed Allowance (including job allowance, transportation allowance, housing allowance, site allowance, shift allowance, and other related allowances)
 3. Annual Variable Cash (performance bonus, incentives, and other performance-based payments)
 4. Long Term Incentives (if applicable)
 5. Non-Cash Benefits (including health insurance, retirement programs, vehicle facilities, employee loans, welfare programs, and other relevant benefits)
 - b. Market Competitiveness Analysis, the consultant shall conduct market competitiveness analysis to assess the Company's remuneration positioning against selected peer companies and relevant market benchmarks, including:
 1. Market positioning analysis (percentile comparison such as P25, P50, and P75)
 2. Comparison of HBAP's remuneration structure against market practices
 3. Identification of internal pay gaps or anomalies (if any)
 - c. Benefit Benchmarking and Review The consultant shall perform a comparative review of employee benefit practices between HBAP and the market, including:
 1. Comparative analysis of benefit policies and coverage
 2. Identification of gaps between current HBAP benefits and market practices
 3. Provision of insights to support the improvement of the Company's total rewards strategy
 - d. Remuneration System Review and Recommendation, the consultant shall review the remuneration system currently implemented by HBAP and provide improvement recommendations, including:

1. Review of salary structure and grading alignment
2. Assessment of internal equity principles
3. Recommendation for remuneration framework enhancement
- e. Deliverables and Reporting, the consultant shall provide the following deliverables:
 1. Market benchmark report covering compensation and benefits
 2. Market competitiveness and positioning analysis report
 3. Management summary presentation
 4. Final report containing key findings and recommendations
8. Reasons for direct purchasing:

There is only one service provider that has previously conducted a remuneration survey in the same industry and can provide a comprehensive benefits-related report in accordance with the Company's specific requirements and expectations. Furthermore, the vendor holds the exclusive copyright to the International Position Evaluation (IPE) methodology, which is an essential framework used to ensure accurate job evaluation, fair remuneration benchmarking, and alignment with industry standards. Therefore, the appointment of this service provider is considered the most appropriate and effective option to support the Company's remuneration review and benefits assessment process.
9. Direct purchasing instructions:

The direct purchasing process shall be carried out in accordance with the applicable procurement regulations of HBAP, including technical clarification, negotiation, and contract finalization.
10. Channels and methods for raising objections:

If potential suppliers or other interested parties have objections to this direct procurement announcement, please submit their objections to the objection handler in real name by phone or email during the announcement period.

Objection receiver: Procurement HBAP

Telephone number of objection acceptor: 082120995367 / 085268766543

Objection handler's email address: procurement.hbap@gmail.com