



MINISTRY OF INVESTMENT
AND DOWNSTREAM INDUSTRY/BKPM



BANK INDONESIA
BANK SENTRAL REPUBLIK INDONESIA

2026 EDITION

Investment Project Opportunities Catalogue 2026

Regional Investment Opportunities in Indonesia



27 Project
Opportunities
in 8 Priority Sectors

Processing Industry

Infrastructure

Logistics

Tourism

Fisheries

Livestock

Property

Waste to Energy

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Coconut and Derivative Products Industry

📍 Muara Sungsang II Village, Banyuasin Regency, South Sumatra

Investment Value	NPV (10 years)	IRR	Payback Period
IDR9.69 billion VCO	IDR6.93 billion VCO	109.71% VCO	9 months VCO
IDR3.28 billion Briquette	IDR6.11 billion Briquette	97.54% Briquette	1 year Briquette
IDR7.46 billion Desiccated coconut	IDR3.70 billion Desiccated coconut	61.28% Desiccated coconut	1 year 5 months Desiccated coconut

*2023 Feasibility Study Analysis.

KBLI CODE

(Indonesian Standard Industrial Classification)

01261 10773 1042 32905 10799

LOCATION & LAND STATUS

15 ha

Status: community-owned

Acquisition Scheme: land purchase and sale

PRODUCTION CAPACITY

VCO: 500 liters/day; 120,000 liters/year
Briquette: 1,200 kg/day; 288,000 kg/year
Desiccated coconuts: 1,000 kg/day;
240,000 kg/year

BUSINESS SCHEME

PPP/Partnership

The local government provides land assets, licensing facilitation, and basic utilities; investors partner with regional government-owned enterprises (BUMD), cooperatives, or MSMEs.

Direct Investment

The investor builds, finances, and operates the production facility directly.

RAW MATERIAL

Banyuasin Local Coconut

Plantation Area: ±48,000 ha

Production: ±46,600 tonnes/year (latest IPRO)

Supply chain: smallholder farmers, collecting cooperatives, and local processing businesses

Banyuasin Regency holds a strong position as a primary coconut hub in South Sumatra, supported by approximately 48,000 hectares of plantations and an annual production of around 46,600 tonnes. The coastal and wetland terrain favors both smallholder coconut cultivation and large-scale processing industries, underpinned by a local supply chain involving farmers, collecting cooperatives, and small and medium-sized enterprises (SMEs).

Downstream development aims to enhance coconut value through the production of Crude Coconut Oil (CCO), Virgin Coconut Oil (VCO), packaged coconut water, coconut shell charcoal, briquettes, coco fiber, coco peat, desiccated coconut, and innovative coconut oil-based products, including Sustainable Aviation Fuel (SAF). Area development also focuses on integrated processing units, coconut oil refineries, waste utilization facilities, warehousing and quality testing laboratories, as well as partnership and incubation zones for SMEs.

The project's appeal is bolstered by Banyuasin's proximity to Palembang and the Tanjung Api-API Industrial Estate (KITA), along with access to the Tanjung Api-API and Boom Baru ports. The South Sumatra Provincial Government, in collaboration with private partners, has initiated the construction of a Crude Coconut Oil (CCO) plant to serve as an anchor for export-oriented downstream development. This project supports the natural resource industry agenda and the green economic transition outlined in the 2025–2045 National Long-Term Development Plan (RPJPN).

INVESTMENT MAIN HIGHLIGHTS

±48,000 ha

Raw material basis:
coconut plantation area

±46,600 tonnes

Annual local
coconut production

> IDR25 trillion

Market potential: 2030
coconut industry
projection

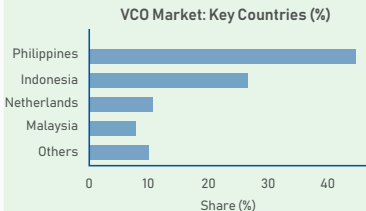
2 options

Investment scheme:
PPP/Partnership
& Direct Investment

MARKET OPPORTUNITY

- The domestic market is growing for coconut oil, packaged coconut milk, coconut water, activated carbon, and coir-based products.
- Key export markets include the United States, the European Union, Japan, and ASEAN countries.
- The market value of Indonesia's downstream processed coconut sector is projected to exceed IDR 25 trillion by 2030.
- Global trends favoring natural, eco-friendly, and sustainable products are bolstering the prospects for coconut-derived products.

MARKET HIGHLIGHT



Potential Market for Coconut Derivative Products

- United States
- European Union
- Japan
- ASEAN

Potential products: VCO, CCO, coconut water, charcoal/ briquette, coco fiber & coco peat.





Integrated Aquaculture Industry Area

📍 Burai Village, Tanjung Batu District, Ogan Ilir Regency, South Sumatra

Investment Value

IDR248.75 billion

NPV (10 years)

IDR153.79 billion

IRR

23.39%

Payback Period

6 years 1 month

KBLI CODE

03226

03221

10801

10213

FINANCIAL ASPECT

CAPEX

IDR120.49 billion

OPEX (first year)

IDR128.27 billion

WACC

9.18%

LOCATION & LAND STATUS

52.1 ha of offered land

Status: Held by the Burai Village Government;

Clean and Clear

Lease: IDR 30 million/ha/year

Development land: 327.9 ha

PRODUCTION CAPACITY

I. Patin Seed and Growout Aquaculture

- Cultivation area: 50 ha
- Patin production: 4,500 tonnes/year
- Patin seed production: 18.75 million fish/year

II. Fish Feed Industry

- Industry area: 4,000 m²
- Production target: 20 tonnes/day; 7,300 tonnes/year

III. Frozen Patin Fillet Processing Industry

- Industrial site area: 4,000 m²
- Fillet production: 1,825 tonnes/year
- Key facilities: 50-tonne cold storage; 5-tonne ABF

BUSINESS SCHEME

- **Integrated investment package:** patin aquaculture, fish feed, and frozen patin fillets
- **Land scheme:** Lease of land in Burai Village

GOVERNMENT SUPPORT & INCENTIVES

- Tax Allowance, Investment Allowance, and Super Deduction for vocational training and R&D
- Exemption from import duties on machinery, goods, and materials
- Tax and local levy incentives/exemptions, as well as investment facilitation provided by the South Sumatra Provincial Government

Ogan Ilir Regency is one of the main patin farming centers in South Sumatra. Patin production reached 4,865 tonnes in 2024, representing a 51.52% increase compared to 2020. Burai Village, Tanjung Batu District, has been designated as a potential location for the development of an integrated fisheries industry area, with convenient access to Palembang, the airport, seaports, and the toll road network.

The project is being developed as an integrated area combining patin hatchery and grow-out operations, fish feed manufacturing, and frozen patin fillet processing. The 52.1-hectare site has a clean and clear land status and is supported by water and PLN electricity utilities, a hatchery, ice plant, cold storage, Air Blast Freezer, and other supporting facilities.

The industry development aims to capture growing demand for frozen food products while increasing the value of patin through the production of fingerlings, fish feed, and frozen patin fillets.

INVESTMENT MAIN HIGHLIGHTS

+51.52%

2020–2024 Patin (pangasius) production increase

52.1 ha

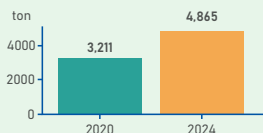
C&C land, ready for development

±335

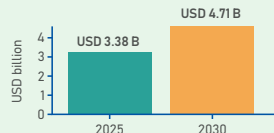
Workforce (main requirement)

MARKET OPPORTUNITY

Ogan Ilir Patin (pangasius) Production (tonne)



Indonesia Frozen Food Market (USD billion)



The Indonesian frozen food market is projected to grow at an average annual rate of 6.86%, from USD 3.38 billion in 2025 to USD 4.71 billion in 2030, strengthening the market opportunity for frozen patin fillet products.

ACCESSIBILITY & INFRASTRUCTURE

Government

15 minutes
(Ogan Ilir Regency Government Center)

Airport

1 hour 11 minutes
(Sultan Mahmud Badaruddin II)

Port

53 minutes (Fortuna Marina)
1 hour 8 minutes (Boom Baru)
2 hours 35 minutes (Tanjung Api-Api)

Utilities

PLN + PDAM (Electricity & water available)





Poultry Feed Industry Development

📍 Kedungadem District, Bojonegoro Regency, East Java

Investment Value

IDR35–45 billion

NPV

IDR194 billion

IRR

44.4%

Payback Period

2 years

KBLI CODE

10801

LOCATION & LAND STATUS

±9.5 ha

Location: Kedungadem Industrial Designation Area (KPI), Bojonegoro Regency
Status: Clean & Clear

Zoning: Designated Industrial Area in accordance with the Bojonegoro Regency Spatial Plan (RTRW) 2021–2041

Estimated land purchase cost: ±IDR 5–7 billion, depending on land area

PRODUCTION CAPACITY

50,000 tonnes/year (initial)

up to 100,000 tonnes/year (development)

INVESTMENT SCHEME

- Equity Investment
- Bank Loans / Debt Financing
- Government Funding / Grant Program
- Public Private Partnership (PPP)

GOVERNMENT SUPPORT & INCENTIVES

Investment incentives and facilitation in accordance with Bojonegoro Regency Regional Regulation No. 3 of 2025 and East Java Governor Regulation No. 14 of 2025.

RAW MATERIAL

- **Corn:** ±337,799 tonnes/year
- **Rice (paddy):** ±886,443 tonnes/year, source for rice bran
- Soybeans are available in Bojonegoro, including Kedungadem District.

BUSINESS DEVELOPMENT PROJECTIONS

Parameter	Year 1	Development
Capacity	50,000 tonnes	100,000 tonnes
Revenue	IDR225 billion	IDR450 billion
Market	Bojonegoro	Regional Jatim

The development of the poultry feed industry in Kedungadem District is aimed at supporting the GAYATRI Program—which involves over 500,000 layer chickens—while simultaneously ensuring a sustainable supply of poultry feed and strengthening the market in Bojonegoro and the surrounding areas. The establishment of a local feed mill is expected to reduce reliance on supplies from outside the region and improve cost efficiency for farmers.

Bojonegoro possesses a robust raw material base, particularly corn—with an annual production of approximately 337,799 tonnes—and rice, with an annual output of around 886,443 tonnes, which yields rice bran as a feed ingredient. The project is designed with an initial capacity of 50,000 tonnes per year, with the potential to expand to 100,000 tonnes annually to serve the markets of Bojonegoro and neighboring regencies.

INVESTMENT MAIN HIGHLIGHTS

>500,000

Layer chicken from the GAYATRI Program

337,799 tonnes

Annual corn production

5 Regencies

Targeted regional market

±200

Workforce potential

MARKET OPPORTUNITY

- **Initial market:** GAYATRI Program and Bojonegoro poultry farmers
- **Regional market:** Lamongan, Nganjuk, Jombang, Mojokerto, and Madiun
- **Potential Offtakers:** layer chicken farmers, broiler farmers, duck farmers, and independent poultry farmers.

ACCESSIBILITY & INFRASTRUCTURE



Map of alternative site locations in Kedungadem District (Source: IPRO Info Memo East Java).

Three site alternatives in Kedungadem District

- **Site 1 (North Kedungadem):** near the market and activity hub
- **Site 2 (Kepoh Kidul–Megale):** easy access, flat terrain, away from residential areas
- **Site 3 (Nglajang):** away from settlements, on the Kedungadem–Sugihwaras border
- Direct access to the national and provincial road network
 - ±25 km from Bojonegoro City
 - ±45 km from Lamongan
 - ±50 km from Jombang
- **Utilities:** electricity, clean water, site roads, telecommunications





Integrated Layer Chicken Industry

Landak Industrial Estate, Landak Regency, West Kalimantan

Investment Value

IDR3.55 trillion

NPV

IDR1.183 trillion

IRR

14.21%

Payback Period

6-7 years

*NPV at a 10% discount rate, 25 years.

KBLI CODE

01462

01468

10750

LOCATION & LAND STATUS

60-65 ha project requirement

Location: Block II, Landak Industrial Estate, Mandor Village, Mandor District

Availability: Block II of the Landak Industrial Estate provides 253.34 ha of land

Status: HPL held by the Landak Regency Government, government-owned, clean and clear; managed by PT Landak Barajaki

Zone: Industrial Designation Area, Landak Industrial Estate (KIL)

PRODUCTION CAPACITY

- **Layer farm:** 1,000,000 birds; 600,000 ready-to-lay pullets/year
- **Egg production:** 328 million eggs/year; 276.9 million eggs for consumption
- **Liquid egg:** 8-9 tonnes/day (derived from 51.1 million eggs/year)
- **Manure:** 18,000 tonnes/year

GOVERNMENT SUPPORT & INCENTIVES

- KIL is an industrial estate featuring access to the Pontianak-Ngabang National Road and estate infrastructure designed for industrial activities.
- Its development adopts a circular bioeconomy concept through the utilization of waste, organic fertilizer, and biogas, as well as the inclusion of a green belt.

UPSTREAM-DOWNSTREAM CHAIN

- Breeding PS and hatchery for supplying internal DOC.
- Integrated feed mill to support feed cost efficiency.
- Cold storage, egg warehouse, liquid egg plant, and waste/biogas processing facilities.

The Integrated Layer Chicken Downstream Development Project is being developed in the Landak Industrial Estate as an end-to-end egg production hub. The business chain is designed to cover breeding, hatchery, rearing, layer farming, feed milling, storage, liquid egg processing, and waste management.

The project aims to strengthen the egg supply in West Kalimantan, meet regular demand and food program requirements, serve the food and culinary industry, and create opportunities for regional markets and exports to neighboring countries.

INVESTMENT MAIN HIGHLIGHTS

1 million

Layer capacity

328 million

Eggs/year

8-9 tonnes

Liquid egg/day

390 people

Direct workforce

2,500-3,500 people

Indirect workforce

MARKET OPPORTUNITY

- West Kalimantan's egg requirements for direct consumption, the Free Nutritious Meal (MBG) Program, the culinary industry, and processed products.
- The regional Kalimantan market, as well as export opportunities to Sarawak (Malaysia) and Brunei Darussalam.
- Liquid egg extends shelf life and expands utilization within the food industry.



Site plan (illustration): layer house, rearing house, breeding house, hatchery, feed mill, liquid egg facility, warehouse/cold storage, wastewater treatment plant (WWTP).

Layer Farm	IDR2,200 billion
Rearing	IDR420 billion
Feedmill	IDR220 billion
Infrastructure & Utilities	IDR220 billion
Liquid egg plant	IDR150 billion
Breeding PS	IDR80 billion
Vehicles & Equipment	IDR80 billion
Hatchery	IDR60 billion
Egg Warehouse	IDR60 billion
Cold Storage	IDR60 billion

CAPEX breakdown (total IDR 3,550 billion); estimated prices for 2024-2025, subject to change based on location and specifications.

ACCESSIBILITY & INFRASTRUCTURE

Government

103 km / 2.5 hours
(Provincial Capital)

Port

74 km / 1.75 hours
(Kijing International Port)

Airport

115 km / 3 hours (Supadio Airport)
113 km / 3 hours (Singkawang Airport)

Utilities

PLN 20 kV + generator, clean water, drainage, internet/CCTV, biosecurity system





Salt Processing Industry

📍 Bungko Lor Village, Kapetakan District, Cirebon Regency, West Java

Investment Value

IDR222.025 billion

NPV

IDR296.49 billion

IRR

21%

Payback Period

2 years

*CAPEX IDR170.25 billion; OPEX IDR51.775 billion.

KBLI CODE

08930

LOCATION & LAND STATUS

- **100 ha** project core land
- **Potential salt production area:** 1,502.3 ha
- **Land Status:** privately owned by the communities
- **Estimated acquisition cost for core land:** IDR64 billion

PRODUCTION CAPACITY

- **Washing plant:** 100 tonnes/day
- **Recrystallization:** 10 tonnes/day
- **Seawater piping system:** 1.5 km
- **Core land productivity:** 90 tonnes/ha/year

INVESTMENT SCHEME

- B2B partnerships with regional government-owned enterprises (BUMD), village-owned enterprises (BUMDes), and cooperatives
- Investors/financial institutions support the business entity through equity financing or debt financing.

GOVERNMENT SUPPORT & INCENTIVES

- **Presidential Regulation (Perpres) No. 17 of 2025** – Acceleration of National Salt Industry Development
- **Cirebon Regency Regulation (Perda) No. 6 of 2025** – Regional Spatial Plan (RTRW) 2024–2044
- **Cirebon Regency Regulation (Perda) No. 2 of 2023** – Investment Facilitation

The development of salt industry in Bungko Lor is aimed at increasing the value of locally produced salt through purification and processing into industrial-grade salt. The project includes a washing plant, recrystallization facilities, seawater piping, development of a 100-ha core production area, geomembranes, and operational facilities.

Cirebon Regency produced approximately 91,459 tonnes of salt in 2024. On the demand side, the estimated industrial salt requirement in Cirebon Regency is 118,920 tonnes per year, creating a potential market gap of approximately 27,461 tonnes per year. Target markets include the food and beverage, pharmaceutical and cosmetics, and chemical and textile industries.

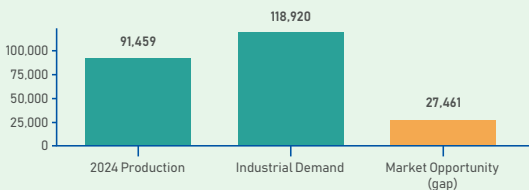
INVESTMENT MAIN HIGHLIGHTS

91,459 tonnes	118,920 tonnes	27,461 tonnes	36,000 tonnes
2024 Cirebon salt production	Cirebon industry demand	Market opportunity	Annual industry raw material demand

MARKET OPPORTUNITY

- **Main market:** food and beverage, pharmaceutical/cosmetics, chemical, and textile industries
- **Cirebon industrial market potential:** 27,461 tonnes/year
- **Regional markets:** West Java, Banten, and Jakarta
- **Raw materials** will be sourced from locally produced salt
- **Raw material procurement requirement:** 36,000 tonnes/year
- Local production is still largely sold as raw material.

Cirebon Regency Salt Balance (tonnes/year)



ACCESSIBILITY & INFRASTRUCTURE



- **BIJB Kertajati:** ±110 km
- **Patimban Port:** ±65 km
- **Palikanci–Jakarta Toll:** ±235 km
- **Pond raw material to industry:** 0–1 km
- **Utility:** PLN, backup genset, telecommunication

For more information, please contact:

DPMTSP Regency of Cirebon • Jl. Sunan Drajat No. 1 Sumber, Kabupaten Cirebon 45611
0853-2129-0711 | 0813-4795-6723 • pmdpmtsp56@gmail.com

FOR MORE INFORMATION
SCAN HERE

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PET Resin Processing Plant

📍 Tuban Industrial Estate (KIT), Tuban Regency, East Java

Investment Value

IDR928.27 billion

NPV

Full Equity
IDR283.56 billion

Equity + Bank Loan

IDR125.27 billion

IRR

Full Equity
13.40%

Equity + Bank Loan

15.06%

Payback Period

Full Equity

5 years 11 months

Equity + Bank Loan

6 years 10 months

*Discount rate 11%.

KBLI CODE

20131

LOCATION & LAND STATUS

8.44 ha

- **Location:** Tuban Industrial Estate (KIT)
- **Status:** Clean & Clear
- **Management:** PT Kawasan Industri Gresik
- **Spatial planning:** Industrial Designation Area in accordance with the 2020–2040 Tuban Regency Spatial Plan (RTRW).

PRODUCTION CAPACITY

32,500 tonnes of PET resin/year

INVESTMENT SCHEME

- Greenfield Investment
- Strategic Partnership
- Full Equity / Equity + Bank Loan

GOVERNMENT SUPPORT & INCENTIVES

Regional investment incentives/facilities in accordance with East Java Governor Regulation No. 15 of 2025 on Procedures for Providing Investment Incentives and/or Facilities.

RAW MATERIAL

- **Main raw materials:** Paraxylene (PX) from TPPI Tuban
- Demand for PX of around 17.94 kilotonnes/year on 32,500–tonne PET capacity
- The location supports integration with the petrochemical supply chain and the Pertamina–Rosneft GRR.

The PET Resin Processing Plant is planned to be developed in the Tuban Industrial Estate (KIT), with a production capacity of 32,500 tonnes per year. The plant will utilize Paraxylene (PX) from PT Trans–Pacific Petrochemical Indotama (TPPI) Tuban as its main feedstock to produce PET resin for the packaging, plastic film, and polyester fiber industries.

The project will strengthen Tuban's downstream petrochemical industry and create opportunities for import substitution. The study notes that TPPI's Paraxylene production reached approximately 195,046 tonnes in 2025, while Indonesia's plastic resin market is projected to grow from USD 4.3 billion in 2023 to USD 19.2 billion by 2030.

INVESTMENT MAIN HIGHLIGHTS

32,500 tonnes

Production capacity

195,046 tonnes

2025 PX TPPI production

23.9%

CAGR of the resin market

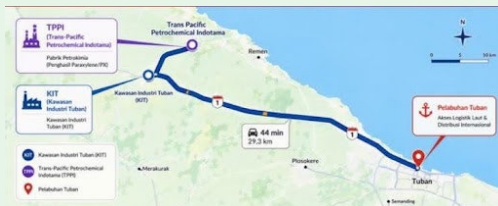
USD19.2 B

2030 resin market

MARKET OPPORTUNITY

- Indonesia's plastic trade deficit: USD 11.12 billion (2022)
- Plastic resin market: Projected to grow rapidly through 2030
- Offtakers: Food and beverage packaging, bottled drinking water (AMDK), plastic film, and polyester fiber industries

ACCESSIBILITY & INFRASTRUCTURE



Location of the Tuban Industrial Estate (KIT) relative to TPPI Tuban and Tuban Port
(source: East Java IPRO Info Memo)



PET Resin Production Process: Paraxylene (PX) → oxidation → purification → esterification → polycondensation → pelletizing → PET resin (pellets).

- **Direct access** to the North Coast National Road (Pantura National Road)
- **Approximately 0 km** from TPPI Tuban
- **Utilities:** 5,905 kVA electricity supply, 288,959 liters/hour water supply, and fiber–optic telecommunications
- **Access** to ports, logistics facilities, and supporting industrial areas





Palm Oil–Based Oleochemical Derivatives

📍 SEZ Maloy Batuta Trans Kalimantan (MBTK), Kaliorang District,
East Kutai Regency, East Kalimantan

Investment Value

IDR8.6 trillion

NPV

IDR1.91 trillion

IRR

13.56%

Payback Period

10 years 7 months

KBLI CODE

20115

LOCATION & LAND STATUS

±21 ha project area

- **Right to Manage (HPL)** MBTK Special Economic Zone: 557.34 ha
- **Status:** Right to Manage (HPL) of the East Kutai Regency Government; managed by PT Maloy Batuta Trans Kalimantan

PRODUCTION CAPACITY

300,000 tonnes of biodiesel/year**Workforce:** approximately 190 employees

GOVERNMENT SUPPORT & INCENTIVES

- Licensing through OSS–RBA and the SEZ Administrator
- Fiscal and non-fiscal incentives in accordance with SEZ provisions
- Government Regulation (PP) No. 85 of 2014 on the MBTK Special Economic Zone (SEZ)

RAW MATERIAL

- Crude Palm Oil (CPO)
- **CPO demand in the project mode:** 300 million liter/year
- Raw material base supported by oil palm plantations in East Kutai

The development of the palm oil-based oleochemical derivative industry within the MBTK Special Economic Zone (SEZ) focuses on biodiesel production as a priority. This project leverages the palm oil feedstock available in East Kalimantan and is being developed as part of the downstream processing of value-added palm oil commodities.

The project is situated within the Maloy Batuta Trans Kalimantan SEZ in Kaliorang District, covering an area of approximately 21 hectares. The land is held under the Right to Manage (HPL) of the East Kutai Regency Government and is managed by PT Maloy Batuta Trans Kalimantan. The zone is already equipped with road networks, telecommunications, electricity, the Maloy Port, storage tanks, and raw water facilities—though the latter still require distribution piping.

The target production capacity for the biodiesel industry is 300,000 tonnes per year, with a projected workforce of approximately 190 employees. The SEZ's location along the ALKI II shipping lane provides access to both domestic and export markets and supports the development of a downstream palm oil industrial cluster in East Kalimantan.

MARKET OPPORTUNITY

Market for Biodiesel

- Domestic consumption: approximately 12.24 billion liters in 2023.
- Global consumption: 65.86 million metric tonnes in 2023, projected to exceed 75 million metric tonnes by 2030.
- Indonesian biodiesel has reached export markets across Asia, Europe, and the Americas, including China, the Philippines, the Netherlands, Peru, and the United States.

Location Strength

- Connected to Maloy Port and the ALKI II sea lane.
- East Kalimantan has a strong palm oil production base and a growing biodiesel industry.
- The development of the Special Economic Zone (SEZ) is aimed at strengthening downstream processing and access to export markets.

ACCESSIBILITY & INFRASTRUCTURE



- Road access from Samarinda: approximately 268 km via primary arterial and collector roads.
- Industrial estate power supply: a 30 MW grid connection has been installed.
- Water supply system (SPAM): capacity of 200 L/s; distribution still requires pipeline infrastructure.



Development of the Selat Lampa Reservoir Raw Water Management System

📍 Selat Lampa Reservoir, Natuna Regency, Riau Archipelago

Investment Value

IDR49.06 billion

NPV

IDR24.8 billion

IRR

16.8%

Payback Period

6.4 years

KBLI CODE

36001

CAPACITY & TARGET

- **20 → 35 L/s**
- **Target:** 1,000 house connections
- **Construction Period:** 1 year
- **Operational Period:** 20 years

DEMAND IN THE AREA

142,000–232,000 liters/day
Equivalent to 1.6–2.7 L/s

LOCATION & LAND STATUS

Government-owned

- **Location:** Selat Lampa Reservoir
- **Reservoir Volume:** ±0.945 million m³

INVESTMENT SCHEME

- BOT
- Joint Venture
- Bunkering Service

The Selat Lampa Reservoir Raw Water Management System Development Project is intended to provide a reliable and sustainable raw water supply for port facilities, industries, economic centers, and communities in Natuna Regency.

The development will increase production capacity from 20 to 35 L/s. The project is located at the Selat Lampa Reservoir, on government-owned land.

The reservoir has a storage capacity of approximately 0.945 million m³ and requires a comprehensive water treatment system before the water can be distributed.

MARKET OPPORTUNITY

Water Demand in the Area

- **Export-Import Port:** 20,000–30,000 liters/day
- **SKPT:** 60,000–90,000 liters/day
- **Indonesian Navy Port (TNI AL):** 62,000–112,000 liters/day

Location Strength

- Supports Selat Lampa Port.
- Located near the Indonesian Navy's Faslabuh, the Integrated Marine and Fisheries Center (SKPT), and PT Pertamina Patra Niaga.
- Serves as the main raw water source for the area.

LOCATION OF SELAT LAMPA RESERVOIR



RESERVOIR ANALYSIS

- **Storage capacity:** 0.945 million m³
- The water is currently unsuitable for use without comprehensive treatment.
- Modern water supply system (SPAM) target: up to 35 L/s

ACCESSIBILITY & INFRASTRUCTURE

- **Land status:** Government-owned
- Intake & pre-treatment, Water Treatment Plant (IPA), reservoir, distribution network.
- **Construction Period:** 1 year
- **Operational period:** 20 years



Sports Center Area

📍 Curug District, Serang City, Banten

Investment Value

± **IDR751 billion**

IRR

15.16%

Payback Period

6 years

FINANCIAL ASPECT

PPP package (7 venues) **IDR160.2 billion**

Cooperation period **10 years**

**Feasibility of PPP package of 7 venues.*

LOCATION & LAND STATUS

63 ha site area

- **Site footprint:** approximately 630.389 m²
- **Status:** registered as a Banten Provincial Government asset
- **Location:** Curug District, Serang City, bordering Pabuaran District, Serang Regency

VENUE CAPACITY

7 remaining priority PON venues

Existing Banten International Stadium (BIS): ±30,038 spectators; inaugurated in May 2022

PARTNERSHIP SCHEME

- **Naming Rights:** Corporate/sponsor venue naming rights as additional regional revenue.
- **PPP – Availability Payment:** The private sector partner builds and manages the venue during the partnership period.
- **Assignment of Business Entities:** construction and/or management of venues through business entities assigned by the government.

The Banten Province Sports Center complex is being developed as an integrated sports hub to support the National Sports Week (PON) XXIII 2032, as well as a center for sports, community activities, and the creative economy. While the Banten International Stadium (BIS) is already operational, seven priority venues for the PON games still require further construction.

Materials for the 2026 market sounding position the complex as a key element of preparations for PON XXIII 2032, serving as both a sporting legacy and a hub for community activities in Banten.

INVESTMENT MAIN HIGHLIGHTS

± **IDR751 billion**
Total investment requirement
for the entire area

IDR160.2 billion
PPP package
of 7 venues

15.16%
PPP
package IRR

10 years
Cooperation
period

7 PRIORITY PON VENUES



Venue	Needs
Aquatic Sport Center	±IDR25.15 billion
Tennis Sport Center	±IDR20.13 billion
Badminton Sport Center	±IDR15.64 billion
Volleyball & Basketball Sport Center	±IDR14.54 billion
Martial Arts Sport Center	±IDR13.96 billion
Shooting Range	±IDR11.15 billion
Hockey Field	±IDR10.25 billion

EXISTING CONDITION AND DEVELOPMENT DIRECTION

- Banten International Stadium, with a capacity of approximately 30,038 spectators, was inaugurated in May 2022 and serves as the area's primary anchor.
- The area is being developed to support PON XXIII 2032, athlete development, sporting events, community activities, MSME development, and the creative economy.
- Feasibility of the 7-venue PPP package: package value of IDR 160.2 billion; project IRR of 15.16%; payback period of 6 years; cooperation period of 10 years.



Modern Fulfillment Pulogadung

PT JIEP Pulogadung Industrial Estate, East Jakarta

Investment Value (CAPEX)
IDR170.26 billion

NPV
IDR295.52 billion

IRR
19.37%

Payback Period
8.37 years

FINANCIAL ASPECT

Collaboration period **30 years**

LOCATION & LAND STATUS

14,295 m² land size

• **Location:** PT JIEP Pulogadung Industrial Estate, Jl. Pulogadung Raya Blok D, Cakung District, East Jakarta

• **Land Status:** Right to Manage (HPL) of PT Jakarta Industrial Estate Pulogadung (JIEP)

CAPACITY

10,800 pallets

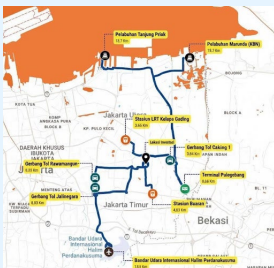
• **Building area:** 7,800 m²

• **Concept:** modern semi-automated fulfillment center

COOPERATION SCHEME

- Private direct investment
- Joint venture
- Build-Operate-Transfer (BOT)
- Leasehold build scheme
- Operator-based fulfillment center

STRATEGIC LOCATION



Modern Fulfillment Pulogadung is a development project for a modern, semi-automated fulfillment center designed to support e-commerce, 3PL, and digital MSMEs.

The facility is designed to integrate storage, sorting, packaging, and distribution, supported by digital technology and a Warehouse Management System (WMS).

INVESTMENT MAIN HIGHLIGHTS

10,800
Pallet capacity

±339
Potential workforce

1 year
Construction period

2027
Project start target

MARKET OPPORTUNITY

- **Market segment:** e-commerce, 3PL, and digital MSMEs
- **Service:** inbound, storage, handling, returns handling, return to seller, picking & packing, outbound, and relabeling

PROJECT ADVANTAGES

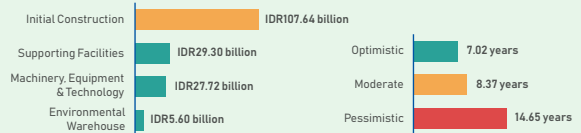
- Located in the JIEP industrial area, with access to the main road network and the East Jakarta toll corridor.
- Supported by WMS technology, RFID, automated sorter, hydraulic dock leveler, auto-weighter, cloud backup, IoT CCTV, and access control system.
- Incorporates a green warehouse concept featuring solar panel, fire hydrant, green area, and site-wide environmental management facilities.



Project site (red box) in the JIEP Industrial Estate

- Kelapa Gading LRT Station: 3.66 km
- Buaran Station: 4.83 km
- Jatinegara / Rawamangun Toll Gate: 8.83 / 8.85 km
- Pulogebang Bus Station: 8.66 km
- Halim Perdanakusuma Airport: 18.5 km
- Tanjung Priok / Marunda (KBN) Port: 18.7 / 19.7 km

CAPEX DETAIL & PAYBACK PERIOD SCENARIO



Total CAPEX IDR170.26 billion; OPEX IDR38.94 billion per year

Payback Period per scenario: 8.37-year moderate scenario (occupancy 85%).

For more information, please contact:
PT Jakarta Industrial Estate Pulogadung (JIEP)
Widya Hartanto (VP Business Development & Planning PT. JIEP) • 0811 9626 673
Ratna Puspita Sari (Jakarta Investment Centre) • 0821 1480 6677

FOR MORE INFORMATION
SCAN HERE

OR VISIT
bit.ly/PIRBKPM





Tourism

Lhoknga Golf & Marine Sports Resort

📍 Aceh Besar Regency, Aceh

Investment Value

USD6.18 million

NPV

USD7.37 million

IRR

26.83%

Payback Period

11 years 5 months

Conversion Assumption: USD 1 = IDR16,000

KBLI CODE

55110

55190

56101

93110

93190

68112

82301

85510

FINANCIAL ASPECT

Projected income
(30 years)

USD69.3 million

B/C Ratio

1.32

*Projected income (30 years): USD69.3 million.

LOCATION & LAND STATUS

57 ha land area

- **Status:** Clean and Clear; Right to Use No. 15 (5 December 1997) on behalf of Aceh Government
- **Asset value (MAPPI 2018):** IDR68.35 billion (USD 4.27 million)
- **Spatial planning:** sports and marine tourism area (Aceh Besar Spatial Plan)
- **Contour:** flat coastal land and hilly terrain

INVESTMENT SCHEME

- Build-Operate-Transfer (BOT)
- Public-Private Partnership (PPP)
- Joint Venture
- Direct Investment
- Leasehold / long-term lease
- **Concession period:** 30 years; the Aceh Qanun allows for asset leases of up to 30 years, renewable for up to 60 years.

INDICATIVE FUNDING STRUCTURE

50% Investor equity 35% Bank loan 15% Government in-kind

GOVERNMENT SUPPORT & INCENTIVES

- Tax Allowance and exemption from import duties on machinery/materials in accordance with applicable regulations.
- One-stop licensing via Aceh's DPMPTSP, with a target processing time of +90 working days for all permits.
- Government-owned land, requiring no land acquisition costs for investors.
- Joint promotion and support regarding road access, electricity (PLN), and water utility (PDAM) services.

Lhoknga Golf & Marine Sports Resort is an integrated sports tourism destination development on the coast of Aceh Besar, combining a golf course with marine sports activities. Spanning 57 hectares, the area is flanked by Lhoknga and Lampuuk beaches to the west and scenic hills to the east, located approximately 16 km or about 30 minutes from Banda Aceh.

The golf course was constructed by the Aceh Government in the 1980s and remains the only public golf course in Aceh. A 2014–2016 renovation costing IDR 53 billion expanded the course from 9 to 18 holes and upgraded the clubhouse and supporting facilities; as 9 of the 18 holes remain playable, CAPEX requirements are lower than for new construction.

INVESTMENT MAIN HIGHLIGHTS

20.03 million

Aceh tourist visits
2025 (+55%)

46,325

International
tourists 2025 (+35.86%)

0

Other golf resorts
in Aceh

#1

Halal destination
(GMTI 2020)

MARKET POTENTIAL

Golf & Corporate

- Indonesian golf equipment market: USD 816 million (2024); CAGR 4.94% (2024–2030); #2.5 million active golfers
- Target: Corporations from Malaysia, Singapore, and Jakarta, as well as government events in Banda Aceh

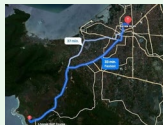
Marine & MICE

- Lhoknga is known as Aceh's premier surfing destination; potential for jet-skiing, sailing, kayaking, snorkeling, and diving
- Current MICE capacity around Lhoknga: +150 pax; opportunity for a MICE center with a capacity of 500–1,000 pax

ACCESSIBILITY & INFRASTRUCTURE



57-hectare site boundary on
Lhoknga Beach



±33 minutes from Banda
Aceh city center



±44 minutes from Sultan
Iskandar Muda Airport

16 km
Banda Aceh

26 km
Sultan Iskandar Muda Airport

±5 minutes
Lampuuk & Lhoknga Beaches

±30 minutes
Tsunami Museum



- 18-hole golf course (9 holes operational), clubhouse, locker rooms, prayer room, pump house
- Electricity and water connections in place; capacity to be upgraded
- The sprinkler/irrigation system needs to be upgraded to an automated one.
- Paved main access road from the coast; widening planned for the resort

For more information, please contact:
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FOR MORE INFORMATION
SCAN HERE

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Singamandawa Market Rooftop Development

📍 Kintamani, Bangli Regency, Bali

Investment Value
IDR5 billion

NPV
IDR685.5 million

IRR
20%

Payback Period
8 years

KBLI CODE

56301

56101

47711

FINANCIAL ASPECT

Cooperation period **15 years**

NPV based on an assumed discount rate of 12%; average revenue of ±IDR 1.25 billion/year; OPEX of ±IDR 680 million/year.

LOCATION & LAND STATUS

±30 ares of planned development area.

- **Location:** 3rd Floor (Rooftop) of Singamandawa Market, Jl. Raya Kintamani, Kintamani District
- **Asset status:** owned by the Bangli Regency Government; Right-to-Use Certificate in the name of the Local Government
- **Project category:** new / functional development of commercial assets

COOPERATION SCHEME

- Long-term lease of Local Government-Owned Assets (BMD) or Utilization Cooperation (KSP).
- The local government provides rooftop utilization rights in a "ready-to-fit-out" condition, requiring no capital contribution from the local government budget (APBD).
- The investor bears 100% of the CAPEX for space development and OPEX, as well as fixed contributions and/or revenue sharing with the Local Government

The rooftop of Singamandawa Market is being developed as an integrated culinary tourism destination in the Kintamani area, combining a rooftop café and restaurant, a premium viewpoint offering panoramic views of Kintamani's natural landscape, and a mini souvenir and creative center to showcase handicrafts and products from Bangli's MSMEs.

KEY HIGHLIGHTS

360° Panoramic View
Mount Batur • Mount Abang • Mount Agung • Lake Batur



Panoramic view of Mount Batur from the rooftop area



Current condition of the 3rd floor (rooftop) of Singamandawa Market

MARKET OPPORTUNITY

Market & Impact

- **Target market:** domestic and international tourists, as well as communities of coffee, photography, and automotive enthusiasts.
- Estimated employment of 25–35 local workers during the operational phase.
- Supports the uptake of local agricultural/coffee products and increases locally-generated revenue (PAD) through asset utilization.

Investment Advantages

- Located in the heart of the Kintamani tourist area with a steady flow of tourists.
- Utilize existing market buildings; the revitalization completed in January 2024, so investment will focus on fit-out, interior, landscape aesthetics and supporting facilities.
- The concept promotes Kintamani Arabica Coffee as well as handicrafts and souvenirs from Bangli MSMEs.

PROJECT TIMELINE

3 months
Planning & licensing

6 months
Fit-out &
interior construction

10th month
Start of operations (COD) from the date of the cooperation agreement

ACCESSIBILITY & INFRASTRUCTURE

- Access to the main trans-Kintamani road, the existing PLN substation at the market, and PDAM network connection.
- Parking areas for buses, cars, and motorcycles; restrooms; and building security system.





Hargomulyo Agrotourism Area

📍 Hargomulyo Village, Kulon Progo Regency, Special Region of Yogyakarta

Investment Value
IDR80 billion

NPV
IDR611.97 billion

IRR
31%

Payback Period
1.02 years

Development investment value

LOCATION & LAND STATUS

5.9 ha investment land size

- **Legality:** 41 plots of Freehold Title
- A total of 41 landowners have confirmed their willingness to proceed.
- **Zoning:** RDTR of Tourism Zone – Tourism Development Subzone; Agritourism activities fall under the permitted category.

PARTNERSHIP SCHEME

- **Public-Private Partnership (PPP)**, with models that can be developed including Design Build Finance Operate (DBFO).
- **Partnership with local MSMEs;** a minimum of 10% of the products/items sold are allocated for MSME products.

INVESTMENT ADVANTAGES

- Located within the YIA hinterland and positioned as part of the aerotropolis ecosystem.
- The target market encompasses domestic and international tourists, as well as the regional markets of Bantul, Purworejo, and Kebumen.
- The smart tourism concept offers nature-based, educational, and interactive tourism experiences.

Hargomulyo Agrotourism is being developed as an integrated, smart tourism-based destination in the buffer zone of Yogyakarta International Airport (YIA).

This project integrates modern agriculture, nature-based tourism and education, recreational facilities, glamping, and a hub for culinary delights and local products, thereby offering a diverse tourism experience while creating economic opportunities for the local community.

DEVELOPMENT COMPONENTS



Tourist area entrance gate



Landscaping of the surrounding area



Parking area location



Agrotourism zone

- Greenhouse of fruits and vegetables / modern farming.
- Glamping area and amphitheater.
- Gondola ride and panoramic view.
- Restaurant & café, culinary center, local product market, and parking area.
- Rock climbing and trekking area.

ACCESSIBILITY & INFRASTRUCTURE



Map of the Hargomulyo Village area, Kapanewon Kokap.

5.4 km 13 km 30 km 40 km
Yogyakarta International Airport Wates Bus Station Kutoarjo Station Yogyakarta City

Supporting Tourist Destinations Around the Area

Destination	Distance	Type of Tourism
Sermo Reservoir	~10 km	Water activities & camping
Kalibiru Tourism Village	~8 km	Iconic nature tourism
Pule Payung	~9 km	Aerial photo spot & restaurant
Gunung Gajah	~7 km	Menoreh Cliffs & Panorama
Glagah Beach	~11 km	Beach & breakwater
Kadilangu Mangrove Forest	~13 km	Coastal ecotourism



Laguna Waterpark & Resort

📍 Nasal District, Kaur Regency, Bengkulu

Investment Value (CAPEX Phase 1)

IDR19.1 billion

NPV

IDR2.24 billion

IRR

10.19%

Payback Period

6.7 years

Core Zone Development / Phase 1

Excludes land acquisition; the land is an asset of the Kaur Regency Government.

LOCATION & LAND STATUS

5.8 ha of Laguna Beach area

- **Certified land:** ±15,674 m² / ±1.57 hectares
- **Status:** Right of Use held by the Kaur Regency Government
- **Stage 1/ Core Zone:** ±11,334 m² / ±1.13 hectares

PHASE 1 KEY FACILITIES

- Beachfront waterpark featuring a main pool oriented towards the Indian Ocean panorama
- 10 thematic cottages
- MSME plaza with 20 kiosks
- Health post, parking area, utilities, and safety facilities
- 2 tourist transport vehicles and road access improvements

BUSINESS SCHEME

Main scheme:

Build-Operate-Transfer (BOT/BGS)

- **Investor:** financing, construction, operation, maintenance, and marketing
- **Kaur Regency Government:** land/asset owner and oversight of the partnership
- Fixed assets remain under local government control in accordance with partnership terms

Laguna Waterpark & Resort is a planned integrated beach-based tourism development at Laguna Beach, Kaur Regency. The project is positioned as an anchor destination integrating water-based recreation, accommodation, an MSME plaza, local culinary offerings, tourist transportation, and travel packages to other destinations within Kaur Regency.

Its main highlight is the beach-style waterpark concept, featuring a panoramic view of the Indian Ocean. Kaur Regency recorded 344,834 tourist visits in 2025; however, there is currently no modern beachfront waterpark integrated with a resort and an MSME center in the regency.

Phase 1 focuses on establishing the primary attraction and generating initial cash flow through a waterpark, 10 cottages, 20 MSME kiosks, parking facilities, a health post, two tourist transport units, and improved access. Under a moderate scenario, first-year revenue is projected at approximately IDR 2.74 billion.

INVESTMENT MAIN HIGHLIGHTS

344,834

Kaur Regency
tourist visits 2025

130 pax/day

Moderate scenario for
waterpark visitor numbers

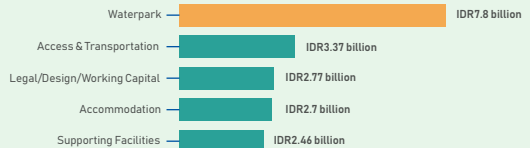
50%

Cottage occupancy assumption
(moderate scenario)

MARKET OPPORTUNITY

- The primary market encompasses families, students, communities, tour groups, and regional tourists. Laguna also links beach, nature, and adventure tourism with local MSMEs.

Indicative CAPEX details for Phase 1 (total IDR 19.1 billion)



KEY PROJECT FACTS

±575 m Access from the Sumatra West Coast Highway	150 kV Bintuhan Substation	5.8 ha Area size	±1.57 ha Certified land	±1.13 ha Core Zone Phase 1
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ACCESSIBILITY & INFRASTRUCTURE

- **Access:** ±575 m from the Sumatra West Coast Highway
- **Electricity:** PLN grid; supported by the Bintuhan 150 kV substation
- **Water:** Bore wells, storage tanks, and a closed-loop water circulation system
- **Telecommunication:** Needs strengthening to support ticketing, reservations, CCTV, and digital services



HPL 1 Sekip Mixed-Use Building: MICE, Hotel, Apartments, and Offices

Medan Petisah District, Medan City, North Sumatra

Investment Value

KSP scheme
IDR2.74 trillion

BOT scheme
IDR2.73 trillion

NPV

KSP scheme
IDR7.05 billion

BOT scheme
IDR6.46 billion

IRR

KSP scheme
14.86%

BOT scheme
14.01%

Payback Period

KSP scheme
6 years 6 months

BOT scheme
6 years 10 months

FINANCIAL ASPECT

BCR - Utilization Cooperation (KSP) **1.07**

BCR - (BOT scheme) **1.03**

Discount factor: 13.37% NPV KSP = NPV Investor;
NPV Medan City Government: IDR 6.85 billion

LOCATION & LAND STATUS

±2.38 ha

Medan City Government asset
Right to Manage (HPL) 1 Sekip land in
the Gatot Subroto-Iskandar Muda corridor

DEVELOPMENT CAPACITY

Convention Hall **±7,000 pax**
Hotel **269 rooms**
Apartment **224 units**
Rental Office **4-story**

BUSINESS SCHEME

Utilization Cooperation (KSP)
Profit sharing based on the value of assets
transferred by the government.

Build-Operate-Transfer (BOT)

A private partner finances, constructs, and
operates it during the concession period; at
least 10% of the building is to be utilized
directly by the Medan City Government.

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- Import duty exemption (Law No. 25 of 2007)
- Investment incentives and facilitation
(Medan City Local Regulation No. 4 of 2024)
- Reduction, relief, or exemption from taxes
and levies for investors who contribute to
the absorption of local labor in the tourism
and hospitality sector (Medan Mayor
Regulation No. 11 of 2025)

Nonfiscal

- Streamlined business licensing via Online
Single Submission (OSS)

Medan is one of ten Indonesian cities designated by the Ministry of Trade as high-potential MICE (Meetings, Incentives, Conventions, and Exhibitions) destinations, reflecting its role as an economic hub for western Indonesia and a gateway for international trade.

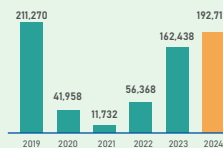
The Medan City Government owns a land asset specifically the Right to Manage (HPL) 1 Sekip site covering ±2.38 hectares located within the Gatot Subroto-Iskandar Muda corridor, the city's central business and commercial district, which is planned for development into a mixed-use complex.

The project integrates a convention hall with a capacity of approximately 7,000 people, a star-rated hotel, apartments, and rental office space into a single complex, aiming to meet the demand for international-standard MICE facilities in Medan.

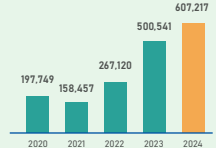
MARKET OPPORTUNITY

- There is a gap in MICE facilities in Medan City; international-standard MICE facilities are required.
- MEBIDANGRO National Activity Center (PKN); the largest hub for trade, services, logistics, and finance on the island of Sumatra.
- North Sumatra's economy grew by 5.19% (year-on-year, 2023); the apartment and office rental property sectors are considered to remain promising.

International Tourists to Medan City 2019–2024



Domestic Tourists to Medan City 2020–2024



DEVELOPMENT CONCEPT

- Convention Hall** Floor 1 – 4,500 people; 270 exhibition booths; 164 banquet tables; 1,200–person classroom seating. Floor 2 – 2,500 people.
- Tower A (20-story)** Hotel
- Tower B (20-story)** Rental Office (4-story) and Apartment (224 units)
- Podium (4-story)** Restaurant, bar, lounge, rooftop garden, ballroom, meeting rooms, indoor and outdoor swimming pools, spa and gym
- Supporting Facilities** Skyview Area (21st Floor), 5-story basement, green open space, pedestrian and vehicle paths

SPATIAL PLANNING, INFRASTRUCTURE, AND ACCESSIBILITY

- Spatial planning conformity** Medan City Detailed Spatial Plan (RDTR) 2024–2044 (Medan Mayor Regulation No. 46 of 2024), zone K-2:
 - Star-rated hotels (>200 guest rooms or >200 employees), restaurants, combined office administration services, and MICE services are permitted
 - Hotel apartments are permitted subject to B1, B3, and B4 classification requirements
- Infrastructure Support**
 - JL. Gatot Subroto: arterial road, 18 m wide; JL. Iskandar Muda Baru: collector road, 14 m wide; both in excellent condition with adequate street lighting
 - Clean water requirement ±458.5 m³/day; primary supply from bore wells, backup from Municipal Water Utility (PDAM)
 - Adequate electricity supply is assured: fiber optics and BTS are available.
 - A balancing tank (no WWTAP yet) and an internal Waste Temporary Shelter Site are required.

50 minutes
Kualanamu-site
(via tol)

37 minutes
Binjai-site

35 minutes
Batangkuais-site

1 hr 15 min
Kuala Lumpur-KNO
(flight)

1 hr 35 min
Singapore-KNO
(flight)

2 hr 15 min
Jakarta-KNO
(flight)



Tahura Banten Tourist Attraction Development

📍 Sukaramé District, Pandéglang Regency, Banten

Investment Value

IDR206.49 billion

NPV

IDR2.89 billion

IRR

9.91%

Payback Period

4 years

KBLI CODE

KBLI 2020

91033

KBLI 2025

91425

FINANCIAL ASPECT

WACC

9.81%

OPEX per year

IDR5.49 billion

Year 1 Revenue

IDR9.03 billion

Year 2 Revenue

IDR11.48 billion

Year 3 Revenue

IDR115.28 billion

OPEX and revenue increase with inflation

LOCATION & LAND STATUS

5–6 ha

Banten Grand Forest Park (Tahura) Tourist Attraction, Sukaramé District, Pandéglang Regency

BUSINESS SCHEME

Local Government–Owned Assets (BMD) through Utilization Cooperation (KSP)

The investor enters into a regional asset utilization agreement with the Banten Provincial Government and pays a fixed contribution; revenue is derived from visitors to the Grand Forest Park (Tahura) and tenants in the commercial area.

GOVERNMENT SUPPORT & INCENTIVES

Investment facilities

- Incentives and other investment facilitation in the region in accordance with Government Regulation (PP) No. 24 Year 2019

Ease of Licensing

Business licensing via OSS RBA: Business Identification Number (NIB), Conformity of Land Spatial Utilization Activities (KKPR), Environmental Approval, and foreign worker (if any)

INVESTMENT MAIN HIGHLIGHTS

(2027 Tourist Projections)

±3 million

Domestic tourists

±4 thousand

Foreign tourists

Visits to Pandéglang Regency (Winters' method forecast)

The Banten Provincial Government owns the Banten Grand Forest Park (Tahura), covering an area of ±1,595.9 hectares, and plans to develop the site into a sustainable tourism destination based on a nature-tourism concept. The project is classified as "Ready to Offer."

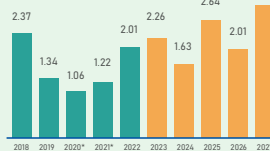
Investors can develop a 5–6 hectare area in Sukaramé District, Pandéglang Regency, featuring water slide, glamping facilities, hiking trails, aviary park, amphitheater, and gondola cable car, along with all supporting tourism facilities.

The project aligns with the Spatial Plan (RTRW), the Regional Medium–Term Development Plan (RPJMD), and the General Investment Plan (RUPM) (green investment) and is being developed through a Utilization Cooperation (KSP) scheme involving local government–owned assets.

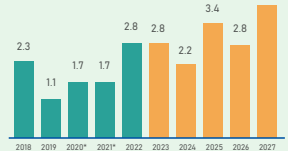
MARKET OPPORTUNITY

- 2027 Forecast vs. 2022 Actual: 3.03 million domestic tourists vs. 2.01 million, and 3,999 vs. 2,816 international tourists to Pandéglang Regency
- Tourism development around the Grand Forest Park (Tahura) can have a positive impact on the local community's economy.

Domestic Tourists to Pandéglang Regency (million)



International Tourists to Pandéglang Regency (thousand)



Source: Disbudpar/Simparda Banten (2023); prediction 2023–2027 with Winters method (Minitab 17). *The COVID-19 pandemic.

■ Realization ■ Forecast (Winters' Method)



Aviary Park & Amphitheater



Glamping



Hiking Trail



Restaurant

Facilities within the area

- Glamping area (budget and premium)
- Restaurant
- Glass water slide
- Souvenir shop
- Culinary center
- Administration center and meeting room
- Mosque
- Gondola cable car
- Aviary park
- Amphitheater
- Hiking trail

SUITABILITY AND INFRASTRUCTURE

Conformity to the Regional Planning

- Addressing strategic regional issues: enhancing regional development and environmental sustainability
- In accordance with the Regional Spatial Plan (RTRW): Pandéglang Regency is designated as a tourism area
- In accordance with the Medium–Term Regional Development Plan (RPJMD): boosting the tourism and creative economy sectors
- In line with the RUPM: promoting environmentally conscious investment (green investment)

Nearest infrastructure

- Labuan Bus Station, Pandéglang Regency
- Connectivity: National Road Saketi–Labuan and railway track
- Kaldera Danau Geothermal Power Plant (PLTP)



Sukamara Vannamei Shrimp Aquaculture Estate

📍 Sungai Raja Village, Jelai District, Sukamara Regency, Central Kalimantan

Investment Value

IDR140.46 billion

NPV

IDR140 billion

IRR

32%

Payback Period

3 years

KBLI CODE

KBLI 2020

03254

KBLI 2025

03231

FINANCIAL ASPECT

EBITDA **45.6%**Evaluation period **10 years**Revenue projection **IDR1,395 billion**

LOCATION & LAND STATUS

76 ha

Status: Other Use Area (APL): land situated outside the state forest area and designated for development outside the forestry sector.
Land reservation: Sukamara Regent Decree No. 188.45/201/2023

GOVERNMENT SUPPORT & INCENTIVES

- **Presidential Regulation No. 109 of 2020** (Third Amendment to Perpres No. 3 of 2016 concerning the Acceleration of National Strategic Project Implementation): includes the program to increase national food supply (food estate)
- **RPJMD of Central Kalimantan Province 2021–2026:** Vannamei shrimp farming as a provincial priority program
- **Sukamara Regent Decree No. 188.45/201/2023:** designation of Inland Aquaculture Zones in Pantai Lunci District and Jelai District, covering an area of 4,172 hectares

RAW MATERIAL

PL-9 size Vannamei shrimp post-larvae from pathogen-free certified hatchery can be sourced from breeding facilities in Java or Makassar.

This Vannamei shrimp farming hub consists of a 76-hectare intensive aquaculture facility in Sungai Raja Village, Jelai District, comprising 18 clusters—each featuring nine 1,600 m² ponds—serving as a tangible step toward boosting national food supplies (food estate) within the marine and fisheries sector.

Vannamei shrimp is a premier fishery commodity and a protein source supporting national food security, with steadily rising domestic and export demand. Indonesia's location on the equator enables year-round production.

This project is a priority program of the Central Kalimantan Provincial Government (RPJMD 2021–2026). Jelai District is designated as a primary zone under the Sukamara Medium-Term Regional Development Plan (RPJMD), with 4,172 hectares of land earmarked for aquaculture, against an existing area of only 50.22 hectares. The agriculture, forestry, and fisheries sector contributed 34.25% to Sukamara's Gross Regional Domestic Product (GRDP) in 2023.

The project is financially viable, featuring an IRR of 32%, a 3-year payback period, and a positive NPV, supported by widely open domestic and international markets.

INVESTMENT MAIN HIGHLIGHTS

1.21 million tonnes

Indonesia's shrimp production in 2021

IDR79.21 trillion

Shrimp production value in 2021

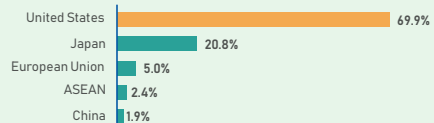
+9.2%

Compared to previous year

MARKET OPPORTUNITY

- Per capita fish and shrimp consumption in Indonesia is trending upwards, leading to an expanding national market.
- The market—both domestic and international—is highly promising and offers extensive opportunities.

Top Five Export Destinations for Indonesian Shrimp (%)



IMPACT AND CONTRIBUTION

- Multiplier effect: creating jobs, reducing urbanization and social issues stemming from unemployment, and strengthening national food security.
- Contribution to the SDGs: reducing poverty, providing decent work, and fostering economic growth.



LOCATION & ACCESSIBILITY

Central Kalimantan Province, Sukamara Regency, Jelai District, Sungai Raja Village
 From Sukamara District
 2 hours 8 minutes (66 km)



Integrated Dairy Farm and Milk Processing Industry

Parigi Moutong Regency, Central Sulawesi

Investment Value (CAPEX)

IDR100 billion

*USD 6.25 million, full commercial scale (1,000 head). Pilot phase (100 head) *IDR 6 billion.

NPV

Pilot project (100 head)
IDR2.68 billion
Medium (500 head)
IDR5.9 billion

IRR

Pilot project (100 head)
27.8%
Medium (500 head)
16.08%

Payback Period

Pilot project (100 head)
2 years 10 months
Medium (500 head)
5 years 8 months

KBLI CODE

01412 KBLI 2020 → KBLI 2025
10510 → 10501

FINANCIAL ASPECT

Discount rate (100 head) **12%**
Discount rate (500 head) **10%**
WACC **12%**
BCR **1.39**

*Pre-FS estimate

LOCATION & LAND STATUS

±4–41 ha

Land requirements, from pilot phase to full scale

Agribusiness zone: ±35,157 ha (Districts of South Parigi, Torue, and Balinggi)

Status: State-owned land and some privately owned (community) land; available for lease

Permit: Location permit available; spatial planning risk is low.

PRODUCTION CAPACITY

Pilot project (100 head): 1,500–1,800 L/day

Medium (500 head): 7,500–10,000 L/day

Full (1,000 head): 15,000–20,000 L/day

Products: fresh milk, pasteurized milk, UHT milk, yogurt, and cheese; biogas by-products ±1,200 m³/day and organic fertilizer.

BUSINESS SCHEME

Three partnership options:

- 100% Foreign Investment/Domestic Investment (full ownership)
 - Joint venture with regional-owned enterprise/cooperative
 - Core-plasma partnership
- Sales model:** business-to-business (B2B) sales to institutional off-takers

RAW MATERIAL

- **Feed:** forage from the plasma base of ±23,290 farming households and local feed commodities
- **Raw water:** 7 watersheds, total discharge >13 m³/second
- **Electricity:** PLN (Parigi, Kotaraya, Moutong regions)
- **Workforce:** 15 direct workers (pilot scale), increasing proportionally with capacity expansion; target of >90% local workforce

Parigi Moutong offers an integrated dairy farming and processing agribusiness (fresh milk, pasteurized milk, UHT, yogurt), supported by biogas and organic fertilizer as by-products. The project supports national milk self-sufficiency and the Free Nutritious Meal (MBG) Program.

The national milk supply is still far from needs, with a deficit of 519.92 million liters per year. The industry increases the selling price of milk from IDR 8,500 per liter (fresh) to IDR 24,000 (pasteurized).

Investment can be initiated in stages, ranging from a pilot phase of 100 head (±4 hectares) to a full-scale operation of 1,000 head (±41 hectares), supported by available location permits, official backing from the Regent, and flexible partnership schemes.

INVESTMENT MAIN HIGHLIGHTS

519.92 million L

Annual national milk deficit

CAGR 6%

Regional demand growth 2025–2029

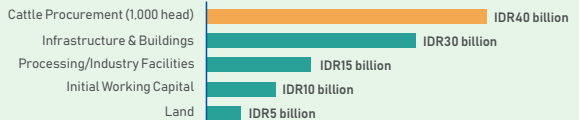
IDR8,500 → 24,000

Price per liter: fresh milk → pasteurized

MARKET OPPORTUNITY

- Offtake via the MBG Program (SPPG/BGN), national and regional milk processors, and the HORECA sector; institutional B2B sales (non-retail)

Indicative CAPEX breakdown (total IDR100 billion)



GOVERNMENT SUPPORT & INCENTIVES

Fiscal and Licensing

- Relief from Building Approval (PBG) and Rural and Urban Land and Building Tax (PBB-P2) levies during the pre-production period
- National Tax Allowance (Government Regulation or PP No. 78/2019)
- Business licensing via OSS-RBA (KBLI 01412/10510) and KKPR via GISTARU; licensing assistance provided by DPMTSP.

Non-fiscal and Support

- 0% Interest Business Loan under the KUR Program (Governor's BERANI Program)
- Facilitate Veterinary Control Number (NKV), Indonesian Food and Drug Authority (BPOM), and Halal certification; geospatial data on potential areas
- Official Letter of Support from the Regent of Parigi Moutong

ACCESSIBILITY

- Parigi Class III Port: ±30 km
- Trans-Sulawesi Highway: ±15 km
- Parigi Moutong City Center: ±33 km
- Mutiara SIS Al-Jufri Airport, Palu: ±120 km
- Palu Special Economic Zone (SEZ): ±130 km

FOLLOW-UP

(Target COD: 12-month construction phase)

- Site visit to the livestock farm and forage land: **30 days**
- Joint review of DED and financial model validation: **60 days**
- Letter of Intent to the Regent of Parigi: **90 days**
- OSS-RBA licensing and KKPR: **Month 1–2**
- MoU with Merah Putih Village Cooperative (Koperasi Desa Merah Putih) (feed and plasma): **Month 2–3**

For more information, please contact:

DPMTSP of Central Sulawesi Province and DPMTSP of Parigi Moutong Regency
Nurhalis M. Lauselang, M.Pd 0811-4504-321 • nlauselang@gmail.com

FOR MORE INFORMATION
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Kelok 23 Rest Area & Accommodation Integrated Nature Space

📍 Girijati, Gunungkidul Regency, Special Region of Yogyakarta

Investment Value (Project Cost)

IDR49.54 billion

NPV

IDR7.916 billion

IRR

13.71%

Payback Period

6 years 3 months

KBLI CODE

KBLI 2020

KBLI 2025

68111

55199 →

55209

47301

FINANCIAL ASPECT

WACC **8.37%**

Projection period **10 years**

CAPEX IDR 36.65 billion + working capital

IDR 12.88 billion

Capital structure (assumed): 35% equity, 65% loan

LOCATION & LAND STATUS

3.7 ha of land

2.3 ha core development + 1.4 ha expansion area

Status: ready for acquisition or long-term lease; Freehold Title (SHM) documentation.

Acquisition price: IDR 300 thousand–1 million per m²

Rent Cost: IDR 4,500–15,000 per m² per year (10-year lease term)

Site: flat on the southern side, relatively hilly on the northern side

DEVELOPMENT CAPACITY

- **Gas Station (SPBU):** 300 m²
- **Cottage:** 6 units (420 m²)
- **2-story MSME building:** 240 m²; 2 retail/rental units; 320 m²
- **Gazebo:** 8 units; 1,013 m² of green open space
- **Supporting facilities:** prayer room, restrooms, 240 m² WWTP, 120 m² TPS.
- **Workforce:** ~70 people (gas station ~20, accommodation ~50)

GOVERNMENT SUPPORT & INCENTIVES

- One-Stop Integrated Service (Public Service Mall) and Online Single Submission (OSS)
- Provision of investment data and information
- Investment clinic to resolve investment barriers
- Facilitation of partnerships with MSMEs

Kelok 23 is a new icon of infrastructure and tourism on Yogyakarta's southern coast—a new section of the Southern Cross Road (JJLS) stretching from Parangtritis (Bantul) to Girijati (Gunungkidul) that offers panoramic views of the Indian Ocean from an elevated vantage point.

The project develops an integrated rest area with gas stations and cottages on 3.7 ha of land that is ready to be acquired or rented, only 2.8–3.9 km (7–8 minutes) from Parangtritis Beach, Watugupit Paragliding, Obelix View, and Gumuk Pasir.

INVESTMENT MAIN HIGHLIGHTS

3.29 million

Tourists to Gunungkidul (2024), across 90 tourist attractions

1.10 million

Tourist at Tanjungsari District, highest number in Gunungkidul (2024)

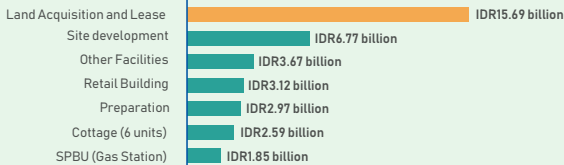
3,978

Foreign tourists to Gunungkidul (2024)

MARKET OPPORTUNITY

- Target market: tourists, road users, and visitors to the south coast (both domestic and international)

CAPEX breakdown (total IDR36.65 billion)



Planned Facilities



6 premium cottages



Modern gas station (SPBU)



MSME retail building



8 gazebos

ACCESSIBILITY & INFRASTRUCTURE

Access via JJLS; distance to the nearest tourist attraction:

- Parangtritis Beach (7 minutes): **2.8 km**
- Watugupit Paragliding (8 minutes): **2.8 km**
- Obelix View (7 minutes): **3.2 km**
- Gumuk Pasir (7 minutes): **3.9 km**
- **Electricity:** Semanu Substation 90 MW, peak load ~54 MW (36 MW surplus)
- **Clean water:** Perumda Tirta Handayani 512 L/s; Baron SPAM 800 L/s under construction
- **Telecommunications:** 261 towers in 18 Districts (2024); Smart City program

For more information, please contact:

DPMTSP of Gunungkidul Regency | DPMTSP of Special Region of Yogyakarta (Jogja Invest)

Gunungkidul: (0274) 391942 • dpmptsp@gunungkidulkab.go.id

DIY: (0274) 4538737 • dpmptsp@jogjaproprov.go.id

FOR MORE INFORMATION
SCAN HERE

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Waste Processing into Acetic Acid and Bioethanol

📍 TPA Km 14, Jekan Raya District, Palangka Raya City, Central Kalimantan

Investment Value

IDR783.57 billion

NPV

IDR352.36 billion

IRR

14.51%

Payback Period

#8 years

KBLI CODE

38211

FINANCIAL ASPECT

WACC 10.78%

(Investment Value)

 Including working capital of IDR 420.78 billion
 and IDC of IDR 130.93 billion

LOCATION & LAND STATUS

2 ha

Clean and clear

Status: Freehold titles (SHM) are privately owned and available through land transactions.

Spatial planning: designated for plantation use.

Location: #90 m from Landfill Km 14; flat-bumpy site (30–50 meters above sea level), not prone to flooding and landslides

PRODUCTION CAPACITY

115,500 tonnes/year Acetic acid (CH_3COOH)

49,500 tonnes/year Bioethanol ($\text{C}_2\text{H}_5\text{OH}$)

ECOWIN technology: modular, in-line process with automated control (SCADA/PLC), enclosed conveyor, and dual leak protection.

BUSINESS SCHEME

- **Local Government:** landfill operator and waste supplier (with tipping fees based on tonnage); assists with land acquisition
- **Investor:** purchases land; constructs infrastructure, buildings, machinery, and equipment
- **Offtaker:** industries utilizing acetic acid and bioethanol

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- Tax Allowance (PP 78/2019, PMK 96/2020, PerBKPM 5/2020)
- Import Duty (PMK 176/2009 in conjunction with PMK 188/2015)
- Super Tax Deduction: 300% deduction from gross income for domestic apprenticeships/training and/or research

Nonfiscal

- Streamlined licensing through one-stop integrated services and PPP scheme
- Human resource development through the provision of school facilities
- Acceleration of accessibility networks by the government
- Distribution network support from local governments

The Km 14 Landfill in Palangka Raya is being transformed from a waste disposal site into a green investment opportunity: utilizing ECOWIN technology, organic waste is processed into high-value acetic acid (115,500 tonnes/year) and bioethanol (49,500 tonnes/year).

The site spanning #2 hectares holds a clean and clear status (SHM) and is zoned appropriately, located just 90 meters from the landfill. Five surrounding regencies and cities generate approximately 740 tonnes of waste per day, of which around 500 tonnes is organic.

The project operates under a Public-Private Partnership (PPP) scheme featuring a tipping fee from the local government. The product meets demand for acetic acid, which currently relies heavily on imports, and supports the national bioethanol target of 1.2 million kL by 2030, with an IRR of 14.51% (WACC 10.78%).

INVESTMENT MAIN HIGHLIGHTS

17–27 million tonnes

 Global acetic acid demand
 2023–2035

22–27 million tonnes

 Global acetic acid capacity is
 dominated by Asia-Pacific.

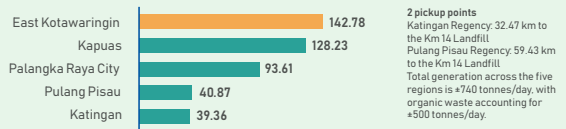
+56%

 Global bioethanol
 demand 2022–2027

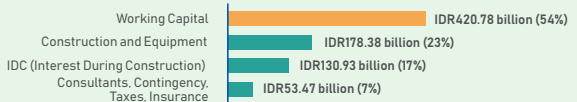
MARKET OPPORTUNITY

- Acetic acid: limited local production and significant imports (Singapore, Malaysia, China, South Korea, Germany); industrial users of fertilizer, textiles and food processing
- Bioethanol: national target of 1.2 million kL by 2030; exports to the Philippines, Japan and Thailand

Raw Material: Organic Waste Generation (tonnes/day, SIPSN 2023)



Investment Value Breakdown (total IDR783.57 billion)



ACCESSIBILITY & INFRASTRUCTURE

- **Roads:** Jl. Tjilik Riwut (#6 m wide) and paved secondary access roads
- **Water:** bore wells; potential supply from the municipal water utility (PDAM) (Water Treatment Plant capacity: 191.32 L/s, 2022)
- **Electricity:** New Palangka Raya Substation (150 kV)
- **Telecommunications:** 6 BTS within a 3 km radius and fiber optic network

For more information, please contact:

One-Stop Integrated Service and Investment Agency (DPMPTSP) of Central Kalimantan Province

Jl. Tjilik Riwut Km. 5,5 Palangka Raya 73112

(0536) 3231414 • dpmtsp@kalteng.go.id • dpmtsp.kalteng.go.id

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Palm Kernel Shell Charcoal Briquette Industry

📍 KIPI, Mangu Padi Village, Bulungan Regency, North Kalimantan

Investment Value

IDR12.59 billion

NPV

IDR9.51 billion

IRR

9.51%

Payback Period

3.8 years

KBLI CODE

20115

FINANCIAL ASPECT

CAPEX **IDR2.61 billion**OPEX **IDR9.98 billion**

LOCATION & LAND STATUS

9,980 m²

At the Kalimantan Industrial Park Indonesia (KIPI) Industrial Estate

Spatial planning: in accordance with the 2017–2037 North Kalimantan Province Spatial Plan (RTRW) and the 2021–2041 Bulungan Regency Spatial Plan (RTRW)

PRODUCTION CAPACITY

270 tonnes briquettes/year

Phased: 15 tonnes/month (Month 1) to 22.5 tonnes/month (Month 4 onwards)

Ratio: 2 kg of shells yields 1 kg of briquettes

BUSINESS SCHEME

- **Land:** Leased at KIPI, IDR 50 million per hectare per year
- **Supply chain:** Palm oil plantation (upstream), CPO mill producing shells, then briquette industry (midstream), distribution and market (downstream)
- **Partnership model:** Inclusive

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- **Tax Allowance** (PMK 81/2024 in conjunction with PMK 54/2025; PMK 11/2020 and 96/2020)
- **Vocational** (PMK 128/2019): up to 200%
- **R&D** (PMK 153/2020): up to 300%
- **Import Duty** (PMK 176/2009 in conjunction with PMK 188/2015)
- **Regional:** tax and levy relief (Bulungan Regional Regulation 8/2021)

Nonfiscal

- **OSS Licensing** (PP 28/2025): high risk, NIB + Standard Certificate
- **Golden Visa** (Permenkumham 22/2023)
- **Public Service Mall** (Perda 47/2019)
- **Facilitation:** investment opportunity data, land provision, technical assistance, licensing acceleration.

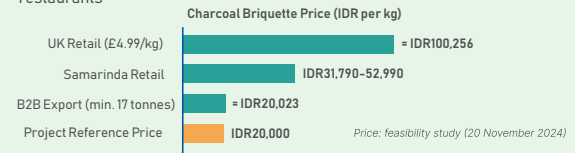
The briquette industry in the KIPI Industrial Estate, Bulungan, transforms palm oil mill shell waste into an export-oriented energy commodity, supported by 21 major oil palm plantation companies and 7 nearby crude palm oil (CPO) mills.

Global demand for charcoal and briquette products stands at 1.46 million tonnes (2023), yet Indonesia supplies only approximately 299,000 tonnes, leaving an unmet export opportunity of over 1 million tonnes per year. The project's benchmark price of IDR 20,000/kg aligns closely with B2B export rates.

The location is situated 60–95 km from the ports (Malundung, Kayan I and II, Pesawan) and benefits from tax and local levy concessions. The project is deemed investment-viable, featuring a positive NPV and a payback period of 3.8 years.

MARKET OPPORTUNITY

- **Export orientation:** users: large-scale industries, home industries, and restaurants



Production Scale Alternatives (feasibility study)

Machine	Capacity (tonne/month)	Minimum shell (tonne/month)
Semi-automatic, low capacity (baseline)	15–22.5	45
Semi-automatic, high capacity	20–32	64
Fully automated	106	212

ACCESSIBILITY & INFRASTRUCTURE

- **Malundung Port** (Tarakan): 60 km
- **Kayan I and II Ports** (Tj. Selor): 90 km
- **Pesawan Port** (Tj. Selor): 95 km
- **Tanah Kuning Village Market** (Ring 1): 1–5 km
- **Electricity:** Tanjung Selor Gas Engine Power Plant (PLTMG) 21 MW and PLN Diesel Power Plant (PLTD) 18.5 MW
- **Water:** surface water (rivers, lakes, reservoirs); telecommunications provided by the KIPI operator.
- **Road:** national road access to the North Kalimantan route.

INVESTMENT MAIN HIGHLIGHTS

1.46 million tonnes

Global demand for charcoal and briquettes (2023)

±299,000 tonnes

Indonesian supply (2023)

>1 million tonnes

Unmet annual export opportunities

RAW MATERIAL

(Palm Kernel Shell)

- **Source:** 7 CPO mills in Bulungan; 21 large plantation companies (palm oil production: 169,794 tonnes/year)
- **Requirement:** minimum of 45 tonnes of shells per month (baseline scale)
- **Suppliers:** PT Citra Sawit Lestari (50 tonnes/month); PT Abadi Borneo Plantations





Agricultural Waste Utilization for Biomass Energy (LBG)

Industrial Designation Area (KPI) Tanggunharjo / KPI Kedungjati,
Grobogan Regency, Central Java

Investment Value

IDR220.54 billion

NPV

IDR639.99 billion

IRR

18.10%

Payback Period

4.46 years

KBLI CODE

16295

20115

KBLI 2020

35203

KBLI 2025

35201

KBLI 2020

46610

KBLI 2025

46710

FINANCIAL ASPECT

CAPEX

IDR220.54 billion

LOCATION & LAND STATUS

±1 ha

Land requirements for buildings and utilities (based on factory layout calculations) at KPI Tanggunharjo / KPI Kedungjati

Status: Clean & Clear

Ownership: Industrial Designation Area belongs to the Regency Government

Spatial planning: in accordance with the RTRW/RDTR (Industrial Designation Area of Grobogan Regency)

PRODUCTION CAPACITY

25.5 million Nm³ LBG/year

Equivalent to: 127,500 GJ of energy/year

Raw materials: 12,750 tonnes of corn cobs/year

Workforce: ±28 people (logistics, production, utilities, laboratory, maintenance, QC, administration, marketing, management)

BUSINESS SCHEME

- Model: Business-to-Business (B2B), Utilization Cooperation (KSP), Public-Private Partnership (KPBU), or Build-Operate-Transfer (BOT)
- Market: manufacturing industry, industrial estates, power plants, and clean energy users in Central Java

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- Local: tax and/or local levy relief (Grobogan Regent Regulation 87/2021)
- Land: relief regarding the use of local government-owned land.

Nonfiscal

- Licensing: streamlined procedures and the OSS system
- Facilitation: DPMPSTP and industrial estates
- Infrastructure: waste collection/transport, roads, bridges, and clean water access

A project to process agricultural waste into Liquefied Biogas (LBG) is being developed at the KPI Tanggunharjo/Kedungjati facility in Grobogan Regency, a major corn-producing hub in Central Java. Utilizing 12,750 tonnes of corn cobs annually, the project generates 25.5 million Nm³ of LBG, or 127,500 GJ of energy per year.

Grobogan produces 855,665 tonnes of corn (2024), offering an abundant feedstock supply with a corn cob potential of approximately 171,000 tonnes per year. Agricultural waste is converted into economically valuable energy, with biomass briquettes and bio-fertilizers serving as supporting products.

The site is "clean and clear," located in an industrial zone owned by the Regency Government, and complies with the Regional Spatial Plan (RTRW) and Detailed Spatial Plan (RDTR). The project is deemed feasible with an IRR of 18.10%, an NPV of IDR 639.99 billion, and a payback period of 4.46 years.

INVESTMENT MAIN HIGHLIGHTS

120 → 221**thousand tonnes**

Potential national demand for corn cob LBG (2025–2034)

25 → 39**thousand tonnes**

LBG production capacity (2025–2034)

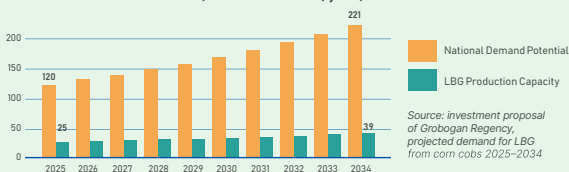
95 → 182**thousand tonnes**

Unmet additional national demand

MARKET OPPORTUNITY

- Target market: manufacturing industry, industrial estates, power plants, and clean energy users in Central Java
- Prospective buyer (offtaker): PT Semen Grobogan, which targets a coal reduction of ±800 tonnes/day (2025) to ±1,000 tonnes/day (2030) through alternative fuels biomass and RDF

Projected Demand vs. Corn Cob LBG Production Capacity
(thousand tonnes/year)



Source: investment proposal of Grobogan Regency, projected demand for LBG from corn cobs 2025–2034

Energy Price Competitiveness

Energy source	Price (2024)	Equivalent to
Corn cob LBG (projection)	USD 8–10/MMBtu	±IDR123,000–154,000/MMBtu
Imported LNG	USD 14–16/MMBtu	±IDR215,000–245,000/MMBtu
Non-subsidized 12 kg LPG	IDR180,000–200,000/cylinder	USD 12–13/cylinder

Source: investment proposal of Grobogan Regency (projected LBG price; exchange rate IDR15,400/USD)

ACCESSIBILITY & INFRASTRUCTURE

- Tanjung Emas Semarang Port: 35–50 km
- PT Semen Grobogan: 35 km
- Kendal Industrial Park: 70 km
- PT Semen Gresik (Rembang): 80 km
- Electricity: near the Tanjung Jati B–Ungaran and Surabaya–Ungaran extra-high-voltage transmission lines (Java–Bali grid)
- Water: Municipal water utility (PDAM) and groundwater (Semarang–Demak groundwater basin); near the planned Jragung Reservoir
- Roads and logistics: primary collector road; near the Solo–Semarang railway line and Tanggunharjo Station
- Telecommunication: mobile network with good service quality

RAW MATERIAL

(Corn cob)

- Needs: 12,750 tonnes of corn cobs per year
- Grobogan's potential: 855,665 tonnes of corn production (2024) and approximately 171,000 tonnes of corn cobs annually.
- Other waste: approximately 147,000 tonnes of rice husks and 1.1 million tonnes of straw annually.





Waste to Refuse-Derived Fuel (RDF)

📍 Berahan Kulon Landfill, Wedung District, Demak Regency, Central Java

Investment Value
± IDR42 billion

NPV
IDR53.10 billion

IRR
24.30%

Payback Period
4.28 years

KBLI CODE

38211

LOCATION & LAND STATUS

25.06 ha

land area of Berahan Kulon Landfill, Wedung District

Status: Clean & Clear

Ownership: Demak Regency Government

Spatial planning: in accordance with the Demak Regency Waste Service Area

Building requirements: ±4,900 m²

PRODUCTION CAPACITY

72 tonnes of RDF/day

- **Per year:** 20,736 tonnes of RDF
- **Waste input:** 200 tonnes/day
- **Specification of RDF:** 5–10 cm in size, min. calorific value 3,000 kcal, max. ash 20%, max. moisture 20%, max. sulphur 0.1%, max. chlorine 0.7%
- **By-product:** maggots (livestock and fish feed)

BUSINESS SCHEME

- **Model:** PPP (Government Cooperation with Business Entities, KSP (Utilization Cooperation), or BOT (Build–Operate–Transfer)
- **Role of the Regency Government:** providing land and guaranteeing the supply of waste.
- **Offtaker:** PT Semen Grobogan

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- Local: tax and/or local levy relief (Demak Regency Regent Regulation 9/2024)
- Land: relief regarding landfill land use
- Other: Specific Allocation Fund (DAK), compensation, cross-subsidy

Nonfiscal

- Licensing: streamlined procedures and the OSS system
- Supply: waste supply guarantee
- Documents: feasibility study, master plan, DED (2023), Environmental Management Efforts and Environmental Monitoring Efforts (UKL–UPL) are available.

RAW MATERIAL

(Municipal waste)

- **Needs:** 200 tonnes of waste per day
- **Demak waste generation:** 626.4 tonnes/day (2025); amount transported to the landfill: ±120 tonnes/day
- **Guarantee:** The Regency Government provides sorting and transportation facilities to ensure the quality and quantity of the supply
- **2025 Program:** Recycling center and landfill mining hangar in the passive zone of the landfill.

A waste processing project producing Refuse-Derived Fuel (RDF) and maggot-based products is being developed at the Berahan Kulon Landfill in Wedung District, Demak Regency. Waste generation in Demak reaches 626.4 tonnes per day (2025), while only ±120 tonnes per day are transported to the landfill.

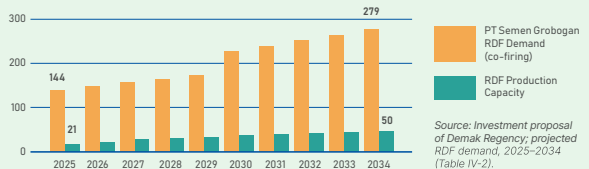
A facility processing 200 tonnes of waste per day into 72 tonnes of RDF per day (20,736 tonnes per year) for use as a coal substitute fuel. PT Semen Grobogan requires ±144,000 tonnes of RDF per year, with an unmet market opportunity of ±123,264 tonnes annually.

The 25.06-hectare site owned by the Demak Regency Government holds "clean and clear" status and is compliant with spatial planning regulations. The project is deemed feasible with an IRR of 24.30%, an NPV of IDR 53.10 billion, and a payback period of 4.28 years.

MARKET OPPORTUNITY

- **Main offtaker:** PT Semen Grobogan: co-firing at 20% (2025) and 25% (2030) of the annual coal requirement of ±720,000 tonnes
- **Other markets:** PLTU Tanjung Jati B, PT Semen Gresik, and textile, food, and chemical industries in Demak area

Projected RDF Demand for PT Semen Grobogan vs. RDF Production Capacity (thousand tonnes/year)



RDF Facility Benchmark

RDF Facility	Processing (tonne/day)	Output (tonne/day)	Price (IDR/ton)
Demak Project (assumed price)	200	72	400,000
TPST RDF Jeruk Legi, Cilacap (Central Java)	120	50	390,000
TPA Ngembak, Grobogan (Central Java)	220	86	450,000
TPA Ngipik, Gresik (East Java)	225	95	660,000

Source: Investment proposal of Demak Regency (Table IV-5 and RDF revenue estimates).

INVESTMENT MAIN HIGHLIGHTS

144 → 279 thousand tonnes

RDF needs of PT Semen Grobogan (2025 → 2034)

21 → 50 thousand tonnes

RDF production capacity (2025 → 2034)

±123 thousand tonnes

Unmet annual RDF market potential

ACCESSIBILITY & INFRASTRUCTURE

- **PT Semen Grobogan:** 47 km
- **PLTU Tanjung Jati B (Jepara):** 50 km
- **PT Semen Gresik (Rembang):** 117 km
- **Electricity:** PLN grid, requirement of ±500 kVA (generator as backup)
- **Water:** project-specific deep well (±35 m³/day) with municipal water (PDAM) backup
- **Facilities:** access road, landfill area, dump trucks, and telecommunications





Lulut Nambo Regional Waste Treatment & Final Processing Site (TPPAS)

📍 Lulut Village, Citeureup District, Bogor Regency, West Java

Investment Value

IDR1.32 trillion

NPV

IDR872.77 billion

IRR

15.85%

FINANCIAL ASPECT

Concession Period

25 years

Support of State Budget (DJCK)

IDR133 billion

West Java Provincial Budget (APBD) support

IDR81 billion

LOCATION & LAND STATUS

55 ha

Lulut Village, Citeureup District, Bogor Regency

Owner/operator: West Java Provincial Government (Environment Office/DLH)

RDF Plant Phase I: 5,434 m²

RDF Plant Phase II: ±10,000 m²

PRODUCTION CAPACITY

1,800–2,300 tonnes/day

- Full capacity (Phase II), serving ±2.95 million people
- Phase I:** 50 tonnes/day, commercial operations commencing October 10, 2025
- Technology:** Mechanical Biological Treatment (MBT)
- Output:** RDF and granular compost

BUSINESS SCHEME

- Model:** 25-year BOT PPP concession (1.5 years of construction + 23.5 years of operation and maintenance)
- Revenue:** sales of RDF (35% yield) and granulated compost, as well as tipping fees
- Tipping fee:** IDR 125,000/tonne (Year 1), increasing by 6% every two years
- PPP PIC:** West Java Province Government (GCA)

GOVERNMENT SUPPORT & INCENTIVES

Funding Support

- APBN (DJCK): IDR 133 billion
- Local Budget of West Java Province:** IDR 81 billion

Project Certainty

- Legal:** West Java Governor's Assignment Letter
- Supply:** cooperation agreements with four local governments
- Offtake:** agreement with PT Indocement

RAW MATERIAL

(Municipal waste)

- Source:** municipal waste from Bogor Regency, Bogor City, Depok City, and South Tangerang City
- Commitment:** the local government cooperation agreement includes commitments regarding waste supply and finances, as well as compensation
- Phase I (2026):** 50–60 tonnes/day, Monday–Friday 07.00–16.00

The Lulut Nambo Regional Waste Processing Facility (TPPAS) is designed to process 1,800–2,300 tonnes of waste per day from Bogor Regency, Bogor City, Depok City, and South Tangerang City into RDF and granular compost using Mechanical Biological Treatment (MBT) technology.

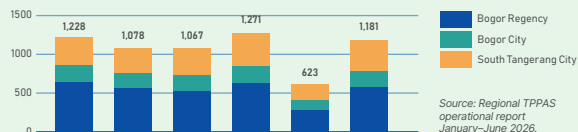
Phase I (50 tonnes/day) has been in commercial operation since October 10, 2025. As of June 2026, 6,447 tonnes of waste had been received, and approximately 1,399 tonnes of RDF had been delivered to the offtaker, PT Indocement Tungal Prakarsa. Phase II (full capacity) is being developed under a 25-year Build-Operate-Transfer (BOT) Public-Private Partnership (PPP) concession.

The project is deemed viable, with an IRR of 15.85% and an NPV of IDR 872.77 billion, supported by funding from the State Budget (DJCK) of IDR 133 billion, the West Java Regional Budget of IDR 81 billion, and a tipping fee of IDR 125,000 per tonne.

MARKET OPPORTUNITY

- Offtaker: PT Indocement Tungal Prakarsa: fixed RDF price of min. USD 36.79/tonne (FS assumption) or variable based on quality, as stipulated in the Phase I Offtake Agreement
- RDF quality measured by 5 parameters: calorific value, moisture content, ash content, sulfur, and chlorine

Waste Received per Month in Lulut Nambo, Jan–Jun 2026 (tonne)



Regional Service Coverage

Service area	Full service (tonne/day)	Phase I allocation 2026 (tonne/day)
Bogor Regency	800–900	30
Bogor City	100–200	10
Depok City	600–700	0
South Tangerang City	300–500	20*
Total	1,800–2,300	60

* An additional 10 tonnes/day for South Tangerang City's emergency waste program.

INVESTMENT MAIN HIGHLIGHTS

6,447 tonnes

Waste accepted, January–June 2026

±1,399 tonnes

RDF shipped to PT Indocement (5 PPs)

±2.95 million people

Population served at full capacity

TECHNOLOGY & MASS BALANCE PHASE I

- RDF:** 35%
- Biomass:** 15%
- Recycle:** ±2%
- Residue to landfill:** 1–5%
- Process:** rapid manual sorting, magnetic separator, pre-shredder (±10 cm), drying, ballistic separator, final shredder (±5 cm)
- Main equipment:** Backhus A30 turner and Terra Select T55 (Germany); custom pre-shredder and final shredder (China); sorting conveyor (Indonesia)





Intermediate Treatment Facility Sunter (Waste to Energy)

📍 Sunter Agung, Tanjung Priok, North Jakarta

Investment Value

± IDR5.4 trillion

NPV

IDR1.1 trillion

IRR

12.5%

Payback Period

±8 years

FINANCIAL ASPECT

Concession Period 25 years

LOCATION & LAND STATUS

3.05 ha

Jl. Sunter Permai Raya / R.E. Martadinata,
Sunter Agung, Tanjung Priok, North Jakarta
Status: Clean & Clear

Resettlement: Completed for 116 affected households

Asset: Right of Use over land owned by the DKI Jakarta Provincial Government; vacant land

PRODUCTION CAPACITY

2,200 tonnes of waste/day

- **Electricity:** 35 MW net
- **Waste reduction:** min. 80% of input
- **Technology:** grate-firing incineration (Waste-to-Energy)

BUSINESS SCHEME

- **Model:** 25-year BOT arrangement with the DKI Jakarta Provincial Government; strategic partner to become a shareholder in the SPV, PT Jakarta Solusi Lestari
- **Financing:** project financing or EPC+F; 70:30 debt-to-equity
- **Revenue:** tipping fees and PLN feed-in tariffs
- **Investment sharing:** open for discussion
- **Plan:** commencement in 2027; 3-year construction period

GOVERNMENT SUPPORT & INCENTIVES

Regulations and Projects

- **Regulations:** Presidential Regulation 35/2018, Presidential Regulation 109/2025, and Governor Regulation 13/2026
- **Licensing:** facilitation (National Strategic Program)
- **Supply and land:** commitment to waste supply and land certainty

Commercial

- **Electricity:** oftaker endorsement and coordination with PLN
- **Revenue:** tariff framework (tipping fee and feed-in tariff)

The ITF Sunter is a National Strategic Waste-to-Energy (WtE) project in North Jakarta designed to improve municipal waste management and reduce reliance on the Bantargebang landfill. The facility processes 2,200 tonnes of waste per day using grate-firing incineration, reducing waste volume by over 80% and generating 35 MW of net electricity.

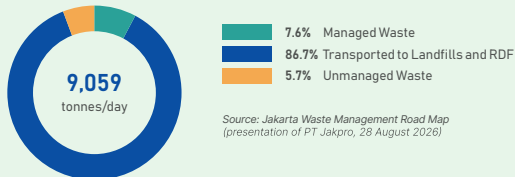
Jakarta generates approximately 9,059 tonnes of waste daily, yet only 7.6% is currently managed. Capacity constraints at Bantargebang, urbanization, and waste reduction targets drive the need for advanced waste processing infrastructure.

The project demonstrates commercial feasibility, with an IRR of 12.5%, an NPV of IDR1.1 trillion, and a payback period of approximately 8 years.

MARKET OPPORTUNITY

- Target market: DKI Jakarta Provincial Government (tipping fee) and PT PLN (Persero) (purchase of electricity)
- Waste-to-Energy (PLTSA) Power Purchase Agreement (PPA) with PLN for 25 years (20 years take-or-pay and 5 years take-and-pay).

Jakarta Waste Generation and Management



ACCESSIBILITY & INFRASTRUCTURE

- JIS Transjakarta Bus-stop: 50 m
- Ancol Timur Toll Gate: 3 km
- **Power generation facilities:** waste bunker, boiler, turbine-generator, and flue gas treatment system
- **Supporting facilities:** administration building, workshop, weighbridge, utilities area, and internal roads

INVESTMENT MAIN HIGHLIGHTS

2,200 tonnes/day

Waste processing capacity

>80%

Waste reduction volume

35 MW

Net electricity to PLN grid

RAW MATERIAL

(Municipal waste)

- **Needs:** 2,200 tonnes of urban waste per day
- **Supply:** The DKI Jakarta Provincial Government's commitment regarding waste volume and characteristics, established through a Cooperation Agreement.
- **Logistics:** Compactor trucks are mandatory for transporting waste to the plant.





Balikpapan Waste Management

📍 Balikpapan City, East Kalimantan

Investment Value

US\$122.75 million

NPV

US\$5.52 million

IRR (Project | Equity)

10.49% | 12.78%

KBLI CODE

38211

FINANCIAL ASPECT

WACC **9.38%**

Concession Period **23 years**
(including 3 years of construction)

LOCATION & LAND STATUS

4 ha

Empty land (clear area) is allocated for the construction of waste processing facilities

PRODUCTION CAPACITY

- Waste processing: 520–750 tonnes/day
- ±10% residue to landfill: the developer operates a residue and inert material landfill

BUSINESS SCHEME

Waste-to-Electricity (PSEL) investment Auction through BPI Danantara

The selected investor establishes Developer and Operator Business Entity (BUPP); primary revenue is derived from electricity sales to PLN (US\$0.20/kWh) and by-products.

GOVERNMENT SUPPORT & INCENTIVES

Presidential Regulation No. 109 Year 2025

The basis for the PSEL investment auction through BPI Danantara

- Balikpapan City Government: committed to providing 4 hectares of land and providing waste supply and delivery
- Central government through Danantara: supporting documentation and permits, electricity network connections, and electricity purchases by PLN

The Balikpapan Waste-to-Energy (WtE) project will be developed at the Manggar Landfill (TPAS Manggar) in Balikpapan City, using incineration technology to convert waste into electricity. The planned facility will process approximately 520–750 tonnes of mixed municipal waste per day with minimal pre-sorting, leaving around 10% residue. TPAS Manggar covers approximately 43 hectares and currently receives around 432 tonnes of waste per day.

The project benefits from secured waste supply and land readiness. The Balikpapan City Government has committed approximately 4 hectares of land and guarantees waste availability and delivery: at least 500 tonnes per day from Balikpapan City and 20 tonnes per day from Kutai Kartanegara Regency/IKN, with additional supply potential from landfill mining at TPAS Manggar. Its proximity to the Nusantara Capital City (IKN) further strengthens its growth potential as economic activity in the region expands.

The project is open to strategic investors, including foreign investors seeking majority or full ownership, with the investment process facilitated by BPI Danantara. Government support covers land and waste supply, documentation and permitting facilitation, grid interconnection, and electricity offtake by PT PLN (Persero).

MARKET OPPORTUNITY

Project Stages

An official letter has been submitted to the Coordinating Ministry for Food Affairs to follow up on the approval of the Manggar Landfill as the Greater Balikpapan PSEL site.

✓	1	2	3	4	5	6
Verification of the Manggar Landfill site (28 Apr 2026)	Feasibility study, Detailed Engineering Design (DED), and Environmental Impact Assessment (AMDAL)	Investor selection	Tender	Contract	Licensing	PSEL Construction

INVESTMENT MAIN HIGHLIGHTS

Project Owner

BPI Danantara (investment tender administrator)
Balikpapan City Government, represented by the Environment Office (DLH)

Recommended Technology

Incinerator (incineration)

Existing Facilities

- Grid-connected power supply (53,000 VA)
- Water source: deep groundwater well
- Leachate treatment facility
- Weighbridge and administration building

RAW MATERIAL

(Municipal waste)

Municipal waste: ≥500 tonnes/day from Balikpapan City and ≥20 tonnes/day from Kutai Kartanegara Regency/Otorita IKN
Reserve: Manggar Landfill mining
Manggar Landfill waste generation (2025):
±432 tonnes/day
Composition: 40.43% biodegradable waste, 24.53% plastic, 17.63% paper, and others





Agricultural Waste-Based Bioethanol Industry

📍 Majang Village, Tanete Riattang Barat District, Bone Regency, South Sulawesi

Investment Value
IDR94 billion

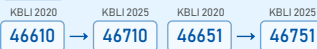
NPV
IDR55.1 billion

IRR
15.68%

Payback Period
7.99 years

KBLI CODE

20115



FINANCIAL ASPECT

CAPEX **IDR62.4 billion**
OPEX **IDR32 billion**

Equivalent to USD 5.22 million (exchange rate IDR18,000)

LOCATION & LAND STATUS

2.77 ha

Lingkungan Labekku, Majang Village Tanete Riattang Barat District

Status: Clean & Clear

Owner: Bone Regency Government (Right of Use No. 3 of 2014; NIB 00268)

Zoning: Industrial Designation Area (Bone Local Government Regulation 1/2023)

Land price: IDR 200,000–500,000 per m²

PRODUCTION CAPACITY

4,000 kL bioethanol/year

- Raw materials:** 10,520 tonnes of agriculture waste/year
- By-products:** animal feed (DDGS) 2,104 tonnes/year and compost 1,052 tonnes/year
- Technology:** second-generation (2G) bioethanol from lignocellulosic materials
- Products:** prime ethanol, super quality ethanol, super fine quality ethanol, and anhydrous ethanol/bioethanol

BUSINESS SCHEME

- Model:** DBFOM (Design, Build, Finance, Operate & Maintain)
- Role of local authorities:** Bone Regency Government provides land and incentives; Bone Regional-Owned Enterprise (BUMD) manages the supply chain and leasing/O&M.
- Financing:** Option 1: 30:70 debt-to-equity; Option 2: 70:30 debt-to-equity (15-year loan)
- Stages:** pre-construction (Year 0), operational (Year 3)

RAW MATERIAL

(Agriculture Waste)

- Sources:** rice straw, rice husks, and corn cobs.
- Rice (2024):** 1,050,045 tonnes (harvest from 160,512 ha)
- Corn (2024):** 709,767 tonnes (harvest from 102,431 ha)
- Project requirements:** 10,520 tonnes/year

The agricultural waste-based bioethanol industrial project in Bone Regency utilizes rice straw, rice husks, and corn cobs to produce 4,000 kL of second-generation (2G) bioethanol annually without competing with food needs alongside animal feed (DDGS) and compost fertilizer.

The agricultural sector contributes 48.38% to Bone's Gross Regional Domestic Product (2024). Bone has the potential to become a bioethanol supply hub for Sulawesi, Maluku, and Papua, addressing a national supply gap of approximately 1.2 million kL.

A 2.77-hectare plot of land with "clean and clear" status at KPI is owned by the Bone Regional Government. The project is deemed feasible, with an IRR of 15.68%, an NPV of IDR 55.1 billion, and a payback period of 7.99 years, supported by both national and regional fiscal incentives.

INVESTMENT MAIN HIGHLIGHTS

+1.2 million kL
National bioethanol supply-demand gap (77%)

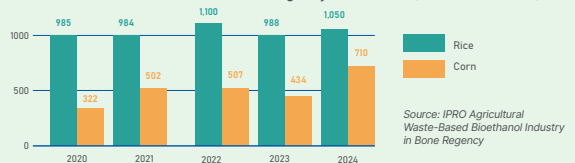
365,000 kL
Existing national production (23%)

4,000 kL/year
Project production target

MARKET OPPORTUNITY

- Target market: bioethanol supply hub for Sulawesi, Maluku, and Papua (Sulampua)
- Potential off-takers: PT Molindo Raya Industrial and PT Energi Agro Nusantara, two of four fuel grade bioethanol producers according to the Ministry of Energy and Mineral Resources
- South Sulawesi market +225,000 kL/year: Pertamina NRE 180,500, SGN 34,500, others 10,000

Rice and Corn Production in Bone Regency, 2020–2024 (thousand tonnes)



Investment Feasibility: Two-Option Funding

Source: IPRO of Bone Regency

Indicator	Option 1 (30:70 debt-to-equity)	Option 2 (70:30 debt-to-equity)
NPV	IDR55.1 billion	IDR39.6 billion
IRR	15.68%	14.10%
Payback Period	7.99 years	9.25 years
Feasibility Assessment	Optimistic	Moderate

ACCESSIBILITY & INFRASTRUCTURE

- Bajoe Port (30 minutes): 15 km
- Arung Palakka Airport (30 minutes): 16 km
- Cappa Ujung Port (1 hour): 33 km
- Sultan Hassanudin Airport (4 hours): 160 km
- Electricity: PLN 100 kVA 3-phase transformer, <350 m from the site
- Water and telecommunications: PDAM Watampone; Telkomsel, Indosat, and XL networks
- Roads: 5 m wide regency road, 1–2 km from the national road

GOVERNMENT SUPPORT & INCENTIVES

Fiscal

- National:** PP 24/2019; PMK 69/2024 in conjunction with PMK 130/2020 (corporate income tax reduction); PP 55/2022
- Regional:** South Sulawesi Provincial Regulation 3/2021; Bone Regency Regulation 6/2024

Nonfiscal

- Policies:** Perpres 12/2025 (RPJMN 2025–2029, bioethanol in Bone Regency); Perpres 40/2023
- Permit:** OSS-RBA (PP 28/2025); Biofuel (BBN) commercial business license (Minister of Energy and Mineral Resources Regulation 5/2021)

For more information, please contact:

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