



CA DHIRAJ OSTWAL
THE BUSINESS STRATEGIST

Confidential Investment Opportunity

INVESTMENT OPPORTUNITY

MICE & EVENT MANAGEMENT

PROPRIETARY INVESTMENT MEMORANDUM | INDONESIA

23-YEAR INTEGRATED MICE & EXPERIENTIAL BRANDING COMPANY

Rp 14 Bn Revenue (FY 2024 Audited) 150+ Multinational & Corporate Clients Nationwide
Coverage across Indonesia Seeking Rp 20 Bn Seed/Equity Round

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Business Overview

A pioneering Indonesian MICE and event management enterprise with over two decades of operational excellence, delivering end-to-end experiential solutions to a blue-chip domestic client base and international brands. Founded in 2001, the company has grown into a full-service provider spanning MICE events, branding production, customer retention programs, and incentive travel — underpinned by a nationwide network of vendors, suppliers, and field workers.

Core Business Profile

YEAR FOUNDED

2001 (23+ Years)

INCORPORATED (PT)

2010

HEADQUARTERS

Jakarta, Indonesia

BUSINESS VERTICALS

MICE · Branding · Incentive Travel · CRM

CORE TEAM

15+ Employees + Nationwide Vendor Network

CLIENT PORTFOLIO

150+ Clients incl. MNCs & Government

What Sets This Company Apart

- Full-service platform: concept to execution under one roof
- Proven relationships with 150+ cross-sector blue-chip clients
- Experienced founders with doctoral-level business qualifications

- Nationwide field execution capability with established vendor base
- AI-driven design integration and real-time client platform in build
- Tech-driven, sustainability-oriented event delivery model
- Strong post-pandemic recovery: 72% YoY growth in FY2022–23
- Dual-entity structure covering events and outsourcing/merchandise

Deal Size & Transaction Structure

Seed / Growth Equity Round

INVESTMENT SOUGHT

Rp 20 Bn

TRANSACTION TYPE

Equity Round

TOTAL ASSETS (FY2024)

Rp 16.7 Bn

Opportunity Rationale

The founders are seeking strategic growth partners to fund technology infrastructure, talent acquisition, and working capital — enabling the company to scale from its proven SME base to compete for enterprise and government MICE mandates at national and regional scale. The founding team remains deeply committed, with a designated "Founder Legacy & Commitment Fund" embedded into the capital structure to align long-term incentives.

Use of Proceeds

Founder Legacy & Commitment Fund **49% — Rp 9.8 Bn**

Digital Infrastructure (Client Platforms, Databases, AI)	15% — Rp 3.0 Bn
Working Capital (Project Execution, Higher ROI)	10% — Rp 2.0 Bn
HR & Operations (Key Hires, Event Tech Training)	11% — Rp 2.2 Bn
Marketing & Digital Promotion	5% — Rp 1.0 Bn

Financial Performance Analysis

REVENUE (FY 2024 AUDITED)
Rp 14.0 Bn
GROSS PROFIT (FY 2024)
Rp 5.67 Bn
NET INCOME (FY 2024)
Rp 3.17 Bn

Five-Year Financial Performance (Audited)

Financial Metric	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*
Revenue (Rp Bn)	20.53	10.35	19.10	14.05	12.12
Gross Profit (Rp Bn)	7.63	4.12	7.50	5.67	3.37

Financial Metric	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*
Gross Margin	37%	40%	39%	40%	28%
Operating Income (Rp Bn)	4.14	3.32	6.40	4.35	3.37
Net Profit (Rp Bn)	3.60	1.85	3.97	3.17	0.27
Total Assets (Rp Bn)	—	—	15.92	16.74	—

* FY 2025 figures are un-audited (period ended December 2025). All prior years independently audited by registered public accountants.

Revenue Context: Post-pandemic recovery drove 85% revenue rebound from FY2022 to FY2023. FY2024 shows moderation on selective project intake; gross margins have remained structurally stable at 39–40% across FY2021–2024, evidencing disciplined cost management. A SARIMA seasonal model projects recovery in FY2026–2027 aligned with increased MICE event volumes across Indonesia.

Services & Capabilities

One-Stop MICE & Experiential Solutions Platform

From strategic concept to on-the-ground execution — integrated across four high-value service verticals with nationwide delivery infrastructure

MICE & Event Management

- Corporate events, conferences, exhibitions

- Guerrilla / experiential marketing events
- Creative concept and strategic planning
- Budget management and vendor negotiation
- End-to-end human resource management
- Technical requirements coordination

Branding & Production

- Outdoor, indoor, and at-shelf branding
- Brand activation and in-store promotions
- Promotional merchandise supply
- Outsourced field activation teams
- AI-driven design integration (in build)
- Creative production for national campaigns

Customer Retention Programs

- Raffle and reward management platforms
- E-voucher reward fulfillment systems
- Gamification program design
- Social media influencer payment management
- B2B and B2C loyalty event execution
- Real-time client collaboration dashboards (in build)

Incentive & Adventure Travel

- Corporate incentive travel design & management
- Destination management across Indonesia
- Adventure and experiential travel programs
- Diving & marine tourism integration
- Group travel logistics end-to-end
- Regional and international incentive tours

Dosage Forms Equivalent — Delivery Formats

Multiple Major Projects / Year

FIELD ACTIVATION REACH

All Provinces of Indonesia

PAYMENT FLEXIBILITY

Milestone-based Terms Available

PROFESSIONAL ADVISORY

Strategic Consulting Embedded

Client & Market Portfolio

Client Revenue Base

Multinational Corporations (MNCs) **Primary**

Government / Ministry Mandates **Strategic**

National Corporates & Brands **Growth**

SME & Emerging Brands **Pipeline**

Illustrative Client Sectors Served

Representative Industry Verticals

- FMCG & Consumer Goods (Beauty, Dairy, Nutrition)
- Energy & Petroleum (Downstream retail & B2B)
- Government (Tourism promotion, Ministry programs)
- Financial Services & Insurance
- Automotive & Mobility
- Telecommunications & Technology
- Hospitality, Tourism & Marine Recreation
- Pharmaceutical & Healthcare

Market Positioning

ACTIVE CLIENT BASE

150+ Brands & Institutions

OPERATIONAL SINCE

2001 — 23 Years of Track Record

COMPETITIVE POSITION

High Performance + Cost Efficiency

GEOGRAPHIC REACH

PAN-Indonesia (All Provinces)

Market Tailwinds: 64% of Indonesian event professionals plan to increase event volumes in the next 12 months. 81% now require sustainable event solutions, and 63% are adopting AR/VR and technology-driven formats — all core capabilities this company is actively building into its platform.

Business Potential — SWOT Analysis

Strengths

- 23-year operating track record with unbroken client relationships
- Diversified four-vertical service model reduces revenue concentration risk
- Dual-entity structure (PT + CV) provides operational flexibility
- Doctorate-qualified founders with domain expertise and industry networks
- Gross margins stable at 39–40% over four audited years
- PAN-Indonesia field execution capability with embedded vendor network

Weaknesses

- Revenue concentration in project-based contracts creates seasonal variability
- Technology platform and digital infrastructure still in build phase
- Small core team — scale requires talent acquisition investment
- High interest burden from short-term bank facilities in FY2023

Opportunities

- Indonesia MICE industry set to expand significantly post-pandemic
- Growing government spend on tourism and export promotion events
- Enterprise demand for sustainable, tech-driven event solutions on the rise
- AI-driven design platform to differentiate and compress delivery timelines
- Incentive travel boom as corporate reward programs resume
- Expansion to regional MICE markets (ASEAN) via existing MNC relationships

Threats

- Macro slowdown or budget cuts affecting discretionary event spend
- Competition from larger integrated agencies with more capital
- Client concentration risk if key accounts reduce spend
- Currency fluctuation affecting any future cross-border programs

Growth Strategy & Future Roadmap

Strategic Expansion Plan

REVENUE TARGET (FY2027 PROJECTION)

Rp 25–36 Bn Range

DIGITAL PLATFORM LAUNCH

Client Portal + Real-Time Dashboards

Technology Investment Roadmap

- **Client Platform:** Real-time project dashboards, creative collaboration tools, and data-driven reporting for clients
- **AI-Driven Design:** Automated creative concept tools to reduce design lead time and lower client acquisition cost
- **Vendor Database Digitisation:** Centralised database of rate cards, freelancers, sustainable materials, and event resources
- **Gamification & CRM Tools:** Proprietary tools for managing large-scale customer retention programs

Company Journey — Key Milestones

2001

Founded as event management entity; first FMCG client relationships established

2002

Secured first major multinational FMCG client in beauty sector, marking entry into corporate event mandates

2010

Incorporated as private limited company; expanded into branding production and incentive travel verticals

2014

Entered marine tourism and incentive travel niche; built ASEAN-scale capabilities

2016–17

Peak revenue of Rp 36 Bn — 500% growth over two years on the back of MNC mandates

2019

Founding CEO completes doctorate in business management, strengthening strategic leadership

2022–23

Post-pandemic recovery: 72% YoY revenue rebound (FY22→FY23); strongest net profit in three years

2025

Launching seed equity round; digital infrastructure investment commences

Investment Highlights

Why Invest?

Two decades of profitable event management with 150+ blue-chip clients, stable 39–40% gross margins, nationwide execution capability, and founders with doctoral-level expertise who remain deeply committed through a structured legacy fund

Key Investment Merits

1. PROVEN OPERATING HISTORY

23 years of unbroken operations with consistent blue-chip client relationships across government and MNC sectors

2. STABLE GROSS MARGIN PROFILE

Gross margins held at 39–40% across FY2021–2024 — structural evidence of disciplined cost management

3. DEEP CLIENT LOYALTY

150+ active clients with multi-year relationships; several anchor clients retained continuously for 10+ years

4. NATIONWIDE EXECUTION INFRASTRUCTURE

Vendor, supplier, and field worker network spanning all Indonesian provinces — rare and defensible asset

5. TECH TRANSFORMATION UNDERWAY

Investment round will fund AI-driven design, real-time client platforms, and vendor digitisation — compressing timelines and lowering CAC

6. COMMITTED LEADERSHIP

Founders hold doctorates in business strategy and remain committed through the structured Founder Legacy Fund (49% of raise)

7. AUDITED FINANCIAL STATEMENTS

Three years of independently audited financials (FY2022–2024) from a registered public accountant — credible basis for diligence

8. INDONESIA MICE MARKET TAILWINDS

Indonesia's MICE sector is at an inflection point — faster, eco-conscious, tech-integrated event delivery is the new standard, aligned with this company's roadmap

Growth Catalysts

- **MICE Market Expansion:** Industry growth projected as Indonesia's corporate sector rebounds and government promotional budgets increase post-pandemic
- **Technology Integration:** Client-facing dashboard and AI creative tools to dramatically increase retention, reduce CAC, and attract enterprise mandates
- **Talent Scale-Up:** Targeted senior hires to unlock larger project capacity and new verticals
- **Sustainability Leadership:** Eco-friendly event solutions command premium pricing — 81% of clients now prioritise this
- **Regional Expansion:** Existing MNC relationships provide natural bridge to ASEAN-scale incentive travel and event mandates

OUR PROFILE

CA Dhiraj Ostwal & Co. specialises in providing comprehensive M&A and investment advisory services, helping businesses unlock value through strategic acquisitions, equity transactions, divestitures, and growth partnerships. With deep cross-sector expertise and a commitment to seamless execution, we bridge the gap between vision and capital.

CA DHIRAJ OSTWAL & Co.

Your Vision, Our Expertise — Seamless M&A Solutions.

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