



MARKAS WALET

The Untold Story

About Our Mission

Nestcosystem





History



Markaswalet has been evolving since 2019, starting as a small-scale operation in the edible bird's nest industry in Indonesia. Initially, we focused on processing bird's nest and exporting to Hong Kong. Over time, we realized the volatility in the market due to the lack of certification and price instability.

While export activities struggled to stabilize, our educational initiatives continued to expand organically. Farmers remained engaged. They returned to our seminars, requested practical tools and equipment, and gradually placed their trust in us. These interactions revealed something critical: the strongest traction we had built was not at the export end of the value chain, but at its very beginning.

We realized that we were attempting to solve the industry's most capital-intensive problem first, while overlooking its most fundamental one. Rather than forcing scale through export, we chose to redesign Markaswalet from the ground up—anchored on education, essential farming tools, and data, starting directly with the farmers.

To address these challenges, we pivoted in 2021, shifting focus to supply-side solutions, engaging farmers directly, and offering training programs across Indonesia. We now work in 20 cities, engaging with over 300 farmers and providing products such as bird's nest perfume, anti-fungal products, sound amplifiers, and educational seminars.



The Core Identity

PT LENTERA ALAM NUSANTARA



Markaswalet is a startup focused on edible bird's nest cultivation, washing, and processing, supported by advanced and appropriate technology. Markaswalet operates under PT Lentera Alam Nusantara, a company officially registered with the Ministry of Law and Human Rights under registration number AHU-0055246.AH.01.01. 2020 on October 23, 2020, in Jakarta. The company is headquartered at Jalan Gubeng Kertajaya 5D No. 20, Surabaya, which also serves as the location of Markaswalet's edible bird's nest washing facility.

Board of Directors

PT LENTERA ALAM NUSANTARA



M Fairuzzuddin Zuhair

Chief Executive Officer
29 years old

Educational History :

- Bachelor of Mathematics Airlangga University
- Master of Business Administration, NTU Singapore

Experience :

- Digital Marketing Manager at PT Vido Garmen
- Commissioner of PT Omnifit Solusi Nusantara
- Professional Mentor of DPPKKA Universitas Airlangga
- Professional Mentor of BPRBIN Airlangga University

Achievement :

- The Most Outstanding Graduates of Universitas Airlangga (2019)
- Bronze medalist of KC PIMNAS 32nd by the Ministry of Research, Technology and Higher Education
- 300 Million Indonesian Innovation Startup Awardee (2020)

Organizational experience :

- Vice President of the UNAIR Student Executive Board (2018-2019)



Maulana Satria Aji

Chief of Business

29 years old

Educational History :

Bachelor of Public Health Airlangga University

Experience :

- Fundraising NGO Yayasan Seribu Senyum
- Professional Mentor Leadership Muhammadiyah
- Student Association SMA Muhammadiyah
- Surabaya - Bawaslu 2019

Achievement :

- Student Outbound Airlangga Leadership
- Indonesian Innovation Startup Awardee (2020)

Organizational experience :

- CO-FOUNDER Surabaya Teaching Student Community
- Vice President of Airlangga University Student Executive Board (2019)
- Head of the Advocacy Division of the Surabaya Muhammadiyah Student Ass.



M Taufiqul Yakin

Chief Financial Officer

28 years old

Educational History :

- Bachelor of Accounting Airlangga University GPA 3.61
- Masters in Financial Management, University of Indonesia

Experience :

- FEB Research Assistant at Universitas Airlangga

Achievement :

- LPDP Awardee 2022 PK-189

Organizational experience :

- Minister of Finance of Airlangga University Student Executive Board (2018)
- Accountant English and Wales (ICAEW) (2017-2019)
- Chairman of the 2019 National Congress of Indonesian Accounting Students (KNMAI)



M Haqqi Hudan Maulana

Chief of Marketing

27 years old

Educational History :

Bachelor Degree of Management
Brawijaya University with GPA 3.4

Experience :

- Marketing Campaign Associate - PT Alami Fintek Sharia
- Marketing Communication Support- Grab Indonesia

Performance :

- Best 10 Paper HISAS Hokkaido Japan
- Awardee of Bakti BCA

Organizational experience :

- Presidium Nasional FOSSEI 2018-2019
- Chief of Research and Development FOSSEI 2016-2017
- Chief of Research and Development Centre for Islamic Economics Studies 2016-2017



Moch Alifudin F

Director of Design & Creative

25 years old

Educational History :

Bachelor of Arts Airlangga University
GPA 3.06

Experience :

- Media staff of HAI Unair in 2018

Performance :

- Winner of Student Entrepreneurship Program 2020

Organizational experience :

- Head of Media and Journalist Division of Unair Football Club in 2017
- Communication and Information staff of the Japanese Studies Student Association at Airlangga University in 2018



Our Vission

**Become the market leader in the birdnest
insdustry in Indonesia by 2028**



Our Mission

1. Prioritizing the well-being of Bird Nest farmers and manufacturing company employees.
2. Developing the potential of all management personnel within the company.
3. Establishing partnerships with suppliers using an application approach.
4. Developing the use of technology in every aspect of the company.
5. Maximizing value for shareholders.
6. Spreading benefits for society and the country.
7. Providing fair purchase prices for Bird Nest farmers to promote economic equality.
8. Providing sustainable mentoring for small and medium enterprises (UMKM). There are 3 solution that we provide to birdnest ecosystem

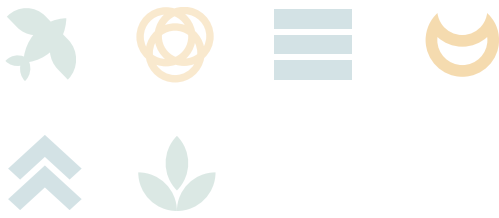


Background & Opportunity



BPS Data Table on Export Destinations and Quantities of Bird's Nests

Export Destination	2020	2021	2022	2023	2024
Hongkong	897,2	989,9	734,4	630,9	458,1
China	263,5	228,8	290	401,7	399,2
Singapura	68,8	80	45,2	36	38,5
USA	20,4	66,2	31	18,9	21
Vietnam	27,2	71,3	236	213,2	269,7
Canada	1,8	2,3	2,4	2,0	2,1
Taipe	12,9	20,6	9,2	9,1	11,1
Thailand	2,4	1,8	0,5	-	-
Japan	0,3	0,3	0,1	0,3	0,3
ETC	18,0	44,4	66,7	22,9	18,4
Total (Tons)	1.312,5	1.505,5	1.415,9	1.335	1.218,5



Based on the data above, there is an increasing trend of edible bird nests demand from 2016 to 2020. This increasing trend is also supported by the statement of the former Minister of Trade of the Republic of Indonesia in 2021, Mr. Lutfi, that the demand for edible bird nests in Indonesia in 2022 will increase up to 2,000 tons. Looking through the existing demand pattern from year on year, Indonesia has a very big chance to fulfill the global demand. Due to geographical location, Indonesia is the largest edible bird nest exporting country in the world. Until now, swallow birdnest can only be produced within a tropical climate

Production Area



The map shows the distribution of the swallow-bird-nest-producing areas evenly distributed on every big islands in Indonesia. Starting from Sumatra, Java, Kalimantan, Sulawesi, Bali, to small islands in NTB. According to data from the Agricultural Quarantine Center in Indonesia, there are still 1,800 tons of edible bird's nests originating from swallow houses that have not been formally registered and therefore they have no aspect of traceability. This condition certainly offers an opportunity for the company to achieve an improvement in the supply chain strength.



Market Research :

PROBLEMS WITHIN THE EDIBLE BIRD NEST ECOSYSTEM



150

Swiftlet farmers

Responden :

Swiftlet farmers who built swallow buildings in 2005-2015. With an average of 34-54 Years



16 cities
throughout Indonesia

94%

Responden

141 swallow nest farmers built swallow buildings because they followed the trend

90%

Responden

135 swallow farmers built a swallow building by themselves

60%

Responden

90 Swallow farmers have experienced a decrease in their harvest and some have not harvested at all

The company has studied the market through in-depth market research, which has been conducted in 16 cities throughout Indonesia and involved 150 swallow bird nest farmers in 2020-2021. From the results obtained, it turns out that there is a repetitive pattern that shows the community does not yet have sufficient knowledge and insight in the farming process of swallow bird nests. This weakness is indeed felt in all aspects. The community does not yet have a main standard to be used as a reference in running the edible bird nest business.

Therefore, in the first two years of the company's establishment (2020-2021), the strategy implemented to be able to build securely the edible bird nest supply chain was to provide massive education for farmers in several Indonesia regions. Markaswalet did this by holding offline training activities for edible bird nest farmers who are experiencing difficulties. Beyond that, the company is starting to make a new breakthrough that had been implemented at the end of 2022; that is through a digitized education utilizing mobile application. From the results of this market research, it can be concluded that there are three fundamental problems in the edible bird nest ecosystem. Those are:

- A. Education**
- B. Traceability**
- C. Technology**
- D. Manufacture**



Markas Walet Solution for Edible Bird Nest Ecosystem



A. Edible Bird Nest Farmer Education



One of the most important aspects in supporting the development of the swallow bird nests quality as commodities is the collaboration between academics and practitioners in research. It is a challenge for Markas Walet to present the latest breakthrough in educating edible bird nest farmers for building mutual relations. This education activity is carried out digitally through the Markaswalet application and offline training activities.

Technically, academics share knowledge related to swallow bird, mostly related to strategic research that has been carried out in swallow nest ecosystems. Meanwhile, practitioners practically explain some tips and tricks that are commonly used to increase the swallow population at the Swallow's House. In addition, they also shared their experiences regarding the factors that cause many swallow houses to fail in Indonesia. Thus, swallow bird nest farmers who have joined could learn of the know-how in the swallow bird nest farming process



B. Traceability in the Swallow Bird House



Export regulations for edible bird nests have been regulated in REGULATION OF THE MINISTRY OF TRADE OF THE REPUBLIC OF INDONESIA NUMBER51/M- DAG/PER/7/2012. One of the main requirements for agricultural products is traceability. This is regulated in Law Number 21 of 2019 concerning Fish, Animal, and Plant Quarantine. In this law, the government implements traceability starting from pre-production, production, distribution, processing, and marketing in order to provide guarantees for Animal, Fish, and Plant Health and Food Safety and Food Quality and Feed Safety and Feed Quality. The traceability of edible birds' nests is needed to clarify their origins before they reach consumers.

Therefore the company uses a tracking system for each swallow house that is registered through the Markas Walet application. All data is collected using a barcode system that is stored on the company's server. Thus, every harvest from each swallowhouse can be recorded directly in the harvest reporting system on the Markas Walet apps and website.

Markas Walet 01

IKH and NKV Registration
Feature for Swallow House
through Markas Walet Apps



MARKASWALET01 PETANI 1 PANEN :
30-06-2023 Jalan Bulu Kabupaten
Sinjai, Sulawesi Selatan 10 Kilogram



DEPARTED Surabaya LION
PARCEL SMU: JT3822609670
on delivery to Manufacture 01



DELIVERED by
Manufacture 01

Traceability feature on
Markaswalet apps

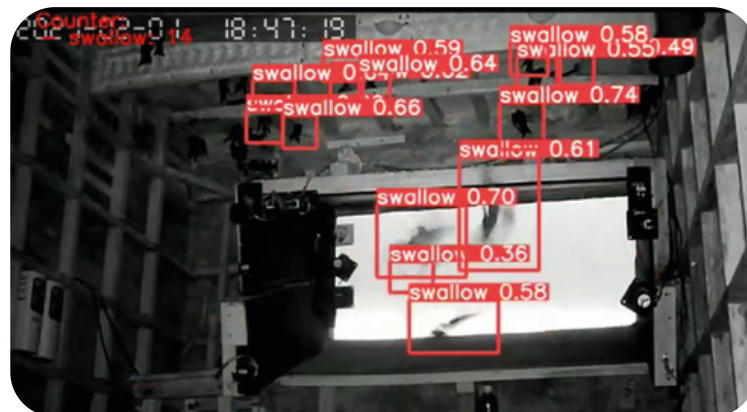
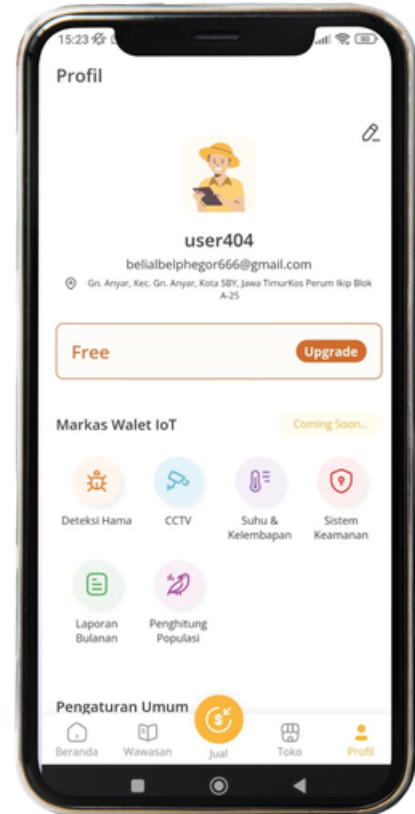


C. Technology Advancement in The Swallow Bird House



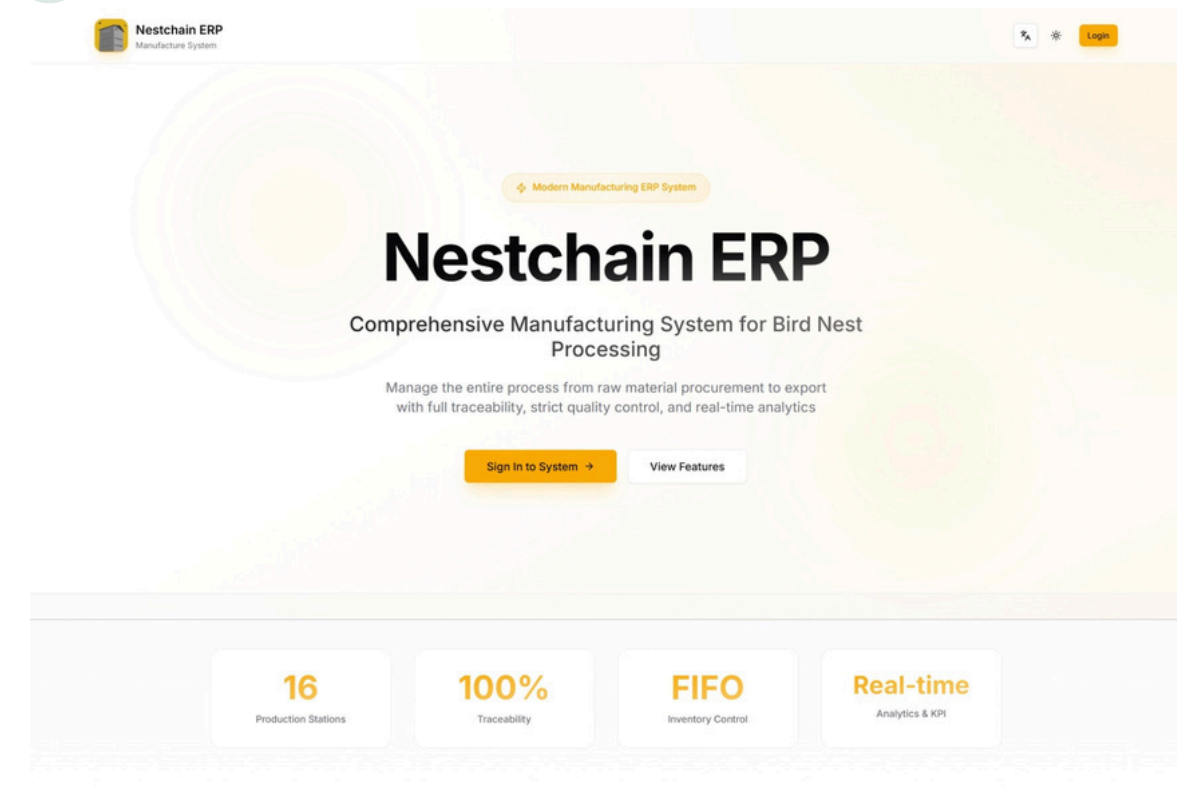
The integration of Internet of Things, technology in swallow house potentially give positive impact in recording big data of swallow activities. A complete variety of data types through the big data could monitor the development of swallows properly, It also has the ability to even predict future developments and determine strategic steps. thus the swallow house can increase its yield. Here are some technologies that are able to improve the swallow house ecosystem:

- Swallow population counter
- Humidity and temperature control
- Swallow bird house security system
- Detection of pests in swallow houses
- Integrated CCTV in the swallow house
- Monthly report on population growth





D. Nestchain ERP for Exporters



Our NestPro ERP system is a robust solution designed for exporters and manufacturers in the bird's nest industry. It provides an end-to-end system that ensures traceability, quality control, and compliance with both local and international standards, particularly with high-demand markets like China. The ERP integrates seamlessly with the Markaswalet App, enabling farmers, processors, and exporters to collaborate efficiently and maintain full visibility across the supply chain. The ERP also helps exporters improve operational efficiency and reduce risk by tracking raw material inventory, batch quality, and audit readiness.

To date, we have successfully implemented the ERP with a small number of early adopters and expect to expand the user base significantly over the next 12 months. The system has already contributed an additional margin of 10 SGD per kg for exporters who use it, as it reduces the complexity and risk in managing compliance. With a growing number of exporters recognizing the value of our ERP system, we are positioned to scale this offering and build a recurring revenue stream from subscription fees and service contracts. The ERP is a critical component of our business strategy, acting as a long-term moat that locks in exporters and strengthens our position in the market.



Target Market

Education and Agritechology



TAM

200.000 Bird's Nest Farmert (ASEAN)

$200.000 \times \$ 180 = \text{USD } 36.000.000$

SAM

100.000 Bird's Nest farmer
(Indonesian Market)

$100.000 \times \$ 180 = \text{USD } 18.000.000$

SOM

100.000 Bird's nest Farmer
(kalimantan)

$10.000 \times \$ 180 = \text{SGD } 1.800.000$



The development of Indonesia's swiftlet-nest ecosystem depends heavily on educating farmers and ensuring proper nest-management standards. Markaswalet collaborates with educational institutions to create scientific guidelines that are now socialized across multiple cities for new and existing swiftlet farmers.

Markaswalet has introduced three key agricultural technology innovations:

- 1.the Markaswalet application,
- 2.a quality-inspection detector, and
- 3.a swiftlet population counter.

These innovations support productivity and improve nest quality nationwide. Indonesia currently has more than 300,000 swiftlet houses with 140,000 active farmers, supplying 80% of global demand and exporting USD 590 million worth of nests in 2022. Markaswalet has trained over 500 farmers through seminars across Sulawesi, Kalimantan, Sumatra, East Nusa Tenggara, and West Nusa Tenggara, strengthening the foundation of Indonesia's rapidly growing swiftlet-nest industry.



Target Market

Manufacturing & Export



TAM

3000 Tonnes (Global Demand
for Edible Bird's Nest)
= 3.000.000 Kg x \$ 1710
= 5 Billion USD

SAM

10 Tonnes (Serviceable
Available Market)
= 10.000 Kg x \$ 1.710
= 171 Million USD

SOM

1 Ton (Currently Targeted
Market)
= 1000 Kg x \$ 1.539
= 1.5 Million USD



In determining the target market, the benchmark for the main target market is the national export market for the swallow bird's nest. The company does have a lot of markets depending on the product or service offered. However, the main reference and milestone for the Markas Walet for the next few years are to access the global export market. Namely the manufacturing activity of clean swallow bird's nests that are ready for consumption. The reference used is national swallow nest export data and data on swallow nest demand in 2023, where the export demand for swallow bird's nests is 3,000 tons.



Target Market

Fast Moving Consumer Goods (Nestsensials)



TAM

USD 1,890.50 million
the number of
Indonesia dietary
supplement

SAM

USD 68,62 million
33% of the personal
care market value

SOM

USD 17.15 million or
IDR257.16 billion



The swallow's nest in the world is a food ingredient that has been known for centuries. Usually, it will be processed into soup, drink, or a mixture of food menus. Markaswalet has a mission to bring the best swallow's nest drinks to every table in the world. A swallow's nest drink that can be enjoyed by every class to offer its benefits with a customized taste. The main market segment for this drink is domestic and foreign people, especially those who are concerned about health and beauty.

Indonesia's dietary supplements market is valued at USD 1.89 billion (TAM). Only 11% of this market—around USD 207.95 million—belongs to personal care supplements, which is the category where edible bird's nest FMCG products are commonly used.

Nestsensials targets Jakarta and Surabaya, which together contribute 33% of Indonesia's GDP, resulting in a SAM of USD 68.62 million. Using search-trend ratios between "suplemen" and "sarang walet" (44:11) as a proxy for demand, the SOM is estimated at USD 17.15 million (IDR 257.16 billion).

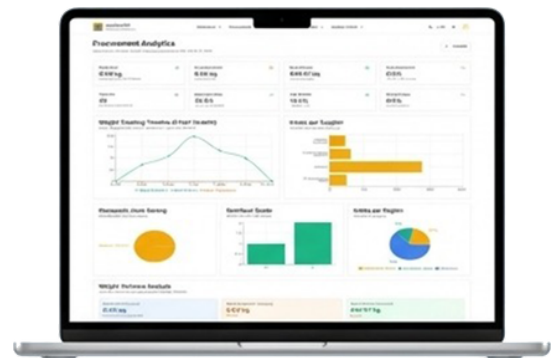
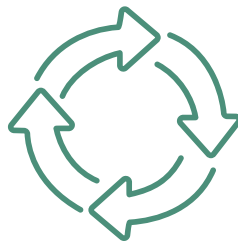
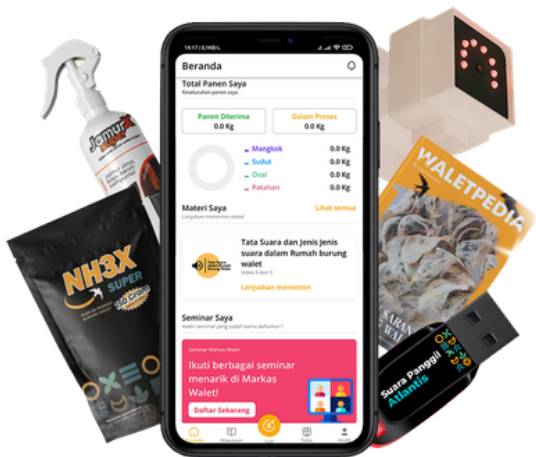
Edible bird's nest has long been consumed globally as soup, drinks, and functional food. Markaswalet aims to bring premium yet accessible swallow's-nest drinks to domestic and international consumers who prioritize health and beauty.



Two Sided Platform

Creating and Ecosystem Lock-In

We execute our strategy through a proprietary digital platform that creates a virtuous cycle, securing both farmers (supply) and exporters (demand) while generating unparalleled data.



Tools: Markaswalet App for harvest tracking, RBW (Swallow Bird House) registration, and quality management.

Value to Farmers: Fairer, transparent pricing; clear quality standards

The Lock-in: High switching costs are created through dependency on our Agritech tools (e.g., specific perfumes, anti-fungal agents, IoT cameras) and the value of their historical harvest data stored on our platform.

Tools: NestPro ERP for comprehensive manufacturing oversight

Value to Exporters: Provides audit-ready documentation, dramatically reducing the risk of shipment rejection.

The Lock-in: Exporters are not just buying raw materials; they are subscribing to a system that is critical for their compliance, quality control, and access to a certified supply chain.



Product Catalog of Markas Walet

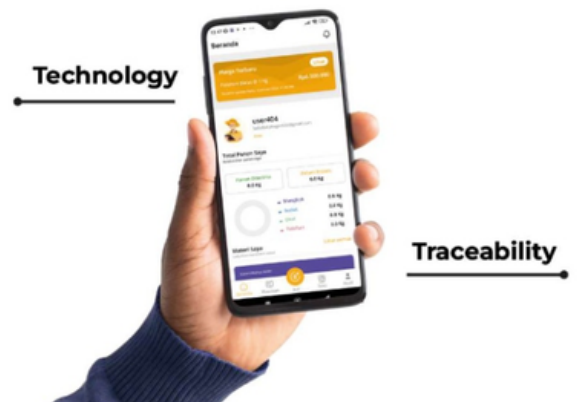


A. Education and AgriTechnology:

Applications and IOT in Swallow Bird Houses

Applications and IOT in Swallow Bird Houses PT. Lentera Alam Nusantara's top product is the Markaswalet application, a digital solution specifically designed to support transactions, education to farmers, and monitoring-security features for swallow bird house houses.

The Internet of Things (IoT) services provided by PT. Lentera Alam Nusantara through Markaswalet are an integrated technological solution designed to support efficient management and monitoring of swallow Bird House. This service includes the use of image processing technology, data collection of incoming swallow bird populations, house temperature and humidity controller, and sensors to detect suspicious movements from pests.



MataWalet Pro

MataWalet Pro is an IoT-based monitoring system designed for swiftlet houses to provide real-time visibility into bird activity and house conditions. The system supports population monitoring, environmental observation, and remote supervision without requiring farmers to be physically present on-site. By digitizing bird house activity, MataWalet Pro helps farmers make better operational decisions and reduce production risks. The data generated also strengthens traceability and supply visibility within the Markaswalet ecosystem.





Swallow Cultivation Seminar Training

Markaswalet seminars are on-the-ground educational programs designed to help swiftlet farmers improve house management, hygiene, productivity, and long-term sustainability. The seminars cover practical topics such as bird behavior, fungal prevention, sound system optimization, and harvest quality standards. Beyond education, seminars function as the primary entry point into the Markaswalet ecosystem, building trust and long-term relationships with farmers. Through these programs, farmers are introduced to our products, digital tools, and data-driven approach. To date, seminars have been conducted across multiple provinces and cities in Indonesia, creating a strong offline-to-online acquisition channel. This education-first approach ensures high engagement, retention, and data quality.



NH3X Super Swallow House Aromatic Perfume

Markaswalet's swiftlet perfume is formulated to attract and stabilize bird populations inside swiftlet houses. The product is designed based on farmer usage patterns and field-tested conditions to ensure practical effectiveness. Regular use helps improve bird stay rates and nesting consistency, directly impacting harvest volume. Beyond productivity, the perfume acts as a recurring consumable product that reinforces farmer engagement with the ecosystem. It is commonly bundled with education, sound systems, and maintenance products. This creates a natural retention loop between farmers and Markaswalet.





Jamur X Super - Anti Fungal



JamurX Super is an organic-based anti-fungal solution designed to protect wooden components—such as nesting boards and structural wood—inside swiftlet houses from fungal growth. The product effectively eliminates existing fungus while preventing regrowth, helping extend the lifespan of wooden materials and maintain a healthy nesting environment.



Swallow Bird Audio

Markaswalet provides bird sound systems, including amplifiers and tweeters, tailored to different environmental and competitive conditions. These systems are essential tells for guiding bird behavior, both for attraction and long-term nesting. Proper sound configuration directly affects house performance and harvest stability. By standardizing sound usage through our products and guidance, Markaswalet reduces trial-and-error costs for farmers.



Swallow House Construction Service



PT. Lentera Alam Nusantara is a company that provide swallow house construction services, from ground breaking to operation phase. In each process, our Markaswalet team will carefully ensure quality and efficiency in the construction. With experience and knowledge, PT. Lentera Alam Nusantara is capable of delivering the best solutions to constructing an optimal swallow bird house.



Swallow Bird House Architecture Plan

Markaswalet provide swallow bird house architectur plans specifically designed by a team of architectural and civil engineering experts. These plans are created by combining knowledge and experience from experts.



B. Manufacturing and Export

Swallow Birdnest Cleansing Services

Markaswalet provides swallow birdnest cleansing services. This service is offered to cleaning swallow bird nests raw material into edible-birdnest



Edible Bird's Nest Cup Shape

Cup-shaped swallow birdnests are perfectly formed nests. The form bowl-like shape with the nest positioned vertically. These nests are highly valued and considered to be of the highest quality in the market. The price of cup-shaped birdnest is known to be the highest.





Edible Bird's Nest Triangle Shape



Triangular-shaped swallow bird nests are nests that have a triangular form, created by swallow bird in the corner areas of the house. These nests are highly valued and the price of triangular-shaped nests is typically lower than cup-shaped nests.



Edible Bird's Nest Strips Shape

Broken swiftlet nests are clean nests that are created from cup-shaped or triangular-shaped swiftlet nests that are flattened into a plate-like form. This type can also be formed from fragmented pieces of cup or triangular nests.





Edible Bird's Nest Filaments



Leg swiftlet nests are obtained from the lower part of the nests. These type is the sections of the nests that attach to the walls, and they are known to be the hardest and heaviest parts of the nests.



Edible Bird's Nest Crushed

Markaswalet provides crushed nests that are ready to consume. Crushed swiftlet nests are nests that have been crushed and processed into a softer form. These crushed swiftlet nests are particularly suitable for mixing with beverages or food as they are ready to be added and poured into drinks.





C. Nestsensials: Consumer Goods



Nestsensials is a premium ready-to-serve bird's nest beverage crafted from 100% natural, authentic edible bird's nest sourced directly from trusted swiftlet farmers in Indonesia. Each variant is formulated to deliver purity, taste, and nourishment in every sip—perfect for daily wellness, beauty, and immunity support.

Product Variants

1. Classic Recipe: A timeless, pure bird's nest drink with a clean and delicate taste. Ideal for those who prefer a traditional, lightly sweetened recipe that highlights the natural essence of bird's nest.
2. Tropical Plump: A refreshing tropical blend enriched with wholesome ingredients that offer a vibrant, fruity twist. Designed for a more enjoyable and uplifting drinking experience.
3. Paradise Garden: A smooth and fragrant recipe inspired by botanical notes. This variant provides a soothing aroma and calming taste—perfect for relaxation and wellness routines.

Ready-to-Cook Bird's Nest (5g Pack): High-quality dried bird's nest curated for those who enjoy preparing their own nutritious bird's nest drink at home. Clean, safe, and easy to cook—with the natural texture beautifully preserved.



Markas Walet IN NUMBER

Fundraising dan Investmen Milestones :

100k

USD
Pre-seed
Investment

15k

USD granted by
Ministry of Reasearch
and Higher Education

15k

USD granted
by National Research
and Innovation
Agency (BRIN)

Recognition & Award

30

Top Startup for
Industry by ministry
of Industry 2020-2021

2

Place winner - LPDP
Business Competition
Ministry of Education

20

Top Startup Young
Entrepreneur
Representative-
Technology

Traction & Community Growth

36

registered Birdnest
Houses for Export
Quota

33

Birdnest Cultivation
Wokrshop

National Contribution

3

tons increasing
Indonesia's Natioanl
Export Quota

50

Empowered Unemployed
Housewives throught
employment programs

7

keynote speaker and
teaching governments
about Birdnest House
Assessment

2

involved in research
collaborations on swiftlet-
farming technology with
universities



Markas Walet

IN NUMBER



Technology Implementation

5K+

the markaswalet app
has been downloaded

15

High technology camera
improving the world's first
AI Based swiftlet counting

1

The first ERP system
designed specially for
the end-to-end EBN
production

1

the first integrated QR-
Based traceability
technology for farmer-
to-export transparency

Intellectual Property & Brand Development

24

Copyright

3

**Refistered
Trademarks**

2

Patent

1

**Industrial
Design**

Infrastructure Activities

10

Construction of
Swiftlet Houseses

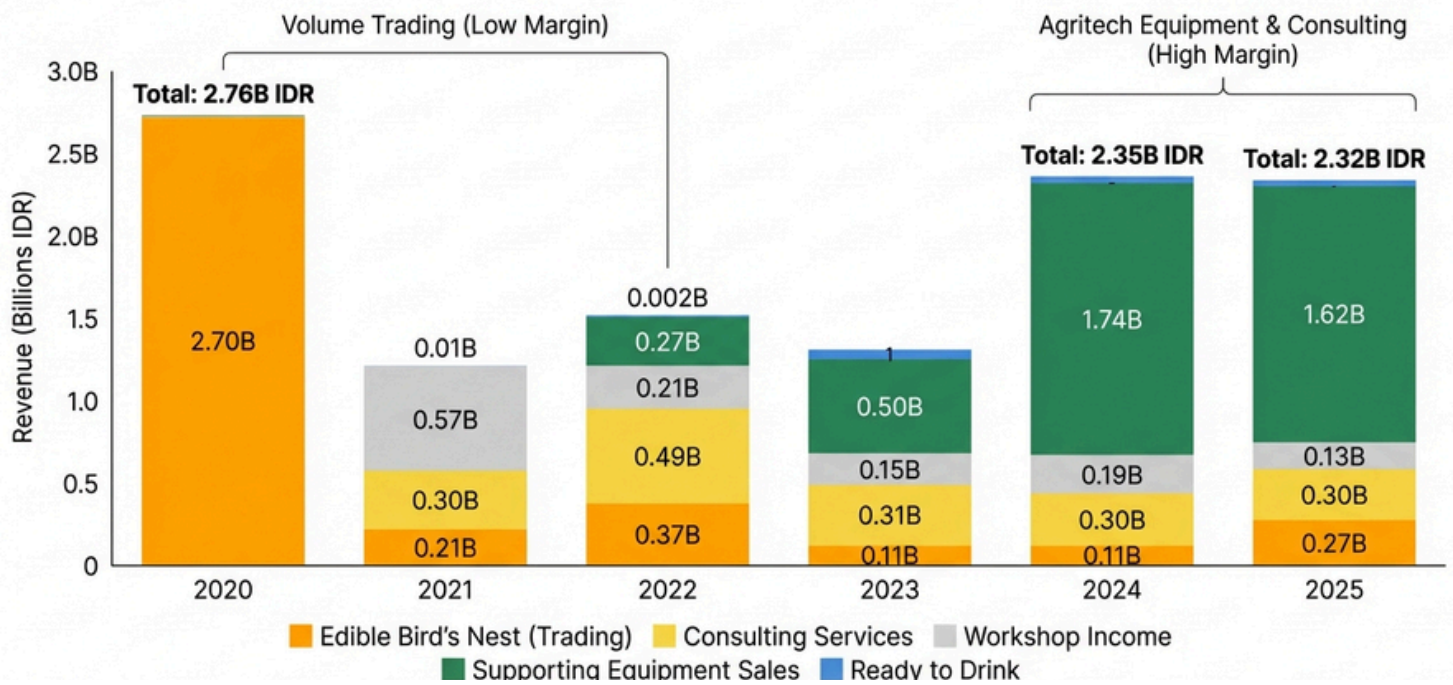
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Renovation of
swiftlet Houses



Markas Walet

Growth



No heavy burn. Growth driven by solving real problems.



OUR BUSINESS

PROJECTION in 2033



Application
Active Users
141,440



Swallow House
Registration
4 , 291



Export (kg)
429,132



Total Revenue
**USD 537
Million**



Profit
**USD 105
Million**



Labour
7,152

Summary of Our 2033 Projection (With USD 3 MILLION Investment)

With a USD 3 million investment, our business is projected to scale rapidly across technology, manufacturing, and export operations. By 2028, we expect to reach:

- 141,440 active application users, forming the largest digital ecosystem for swiftlet farmers.
- 4,291 registered swiftlet houses, fully integrated with our traceability and technology systems.
- 429,132 kg of bird's nest exports, driven by improved supply chain efficiency and farmer onboarding.

Financially, the investment accelerates our capacity building, enabling us to achieve:

- USD 537 million in total revenue, supported by both domestic and export markets.
- USD 105 million in profit, through scalable manufacturing and recurring revenue from digital services.

In terms of social impact, we expect to create:

- 7,152 labour opportunities, supporting local communities in the swiftlet industry.

In short: A USD 3M investment unlocks a pathway to transform Indonesia's bird's nest industry into a high-tech, high-impact export powerhouse by 2028.