Pangolin Investors' Conference Surabaya & Kuala Lumpur – 8-12th of September 2025

In September, Pangolin Investment Management held our inaugural Investor Conference – 21 years in the making – across Surabaya and Kuala Lumpur.

Monday – Java Integrated Industrial and Port Estate in Gresik

To start the week, Pangolin investors from all corners of the globe descended on Surabaya, East Java, some of whom making their first trip to Southeast Asia. Surabaya is the second largest city in Indonesia, with a population of 3 million. The urban population in Indonesia has grown rapidly over recent decades; but, for a country of 280 million people, for this to be the second largest city shows just how far the urbanisation of Indonesia has to go.

Monday morning, fuelled by an Indonesian breakfast buffet, we headed onto the coach and to our first site visit, the Java Integrated Industrial and Port Estate (JIIPE) in Gresik, an hour North-West of Surabaya. JIIPE is a 1,761 hectare industrial estate, with a 400 hectare deep seaport. It was granted Special Economic Zone (SEZ) status in 2021. The project is a joint venture between Pelindo, the state-owned port operator, and AKR Corporindo (AKRA) the largest independent distributor of non-subsidised petrol and chemicals in Indonesia, and a company that we own shares in.

The industrial estate is home to international tenants from varied industries, mostly heavy industrials. It is a fantastic place to see the Foreign Direct Investment (FDI) that is taking place across Indonesia and ASEAN. We toured the site, seeing how the area has been developed from swampland to limestone paved land ready for sale to eventually vast factories and smelters.

Java Integrated Industrial and Ports Estate (JIIPE) site visit. Click this link for the bus tour: https://tinyurl.com/JIIPEtour

After our tour of the JIIPE site, we were joined by AKRA's President Director Haryanto Adikoesoemo, the mastermind behind the JIIPE project. Haryanto is a mightily impressive businessman and shared valuable insights on how he's led AKRA over the years and his vision for the future. JIIPE is a key project for AKRA and once all the land is sold, will continue to generate recurring income for the group via the provision of utilities to the site.

An elevated view of JIIPE. As far as the eye can see.

In the afternoon we headed back to town to hear a presentation from Ivy Wong, director of property developer Pakuwon Jati (who own the hotel that we stayed in). Pakuwon is the largest mall operator in Indonesia, as well as having a portfolio of hotels, offices and residential properties. From this discussion, investors gleaned just how strong the mall culture is in Southeast Asia, and that even in the face of weak consumer sentiment, Pakuwon malls are almost all at full occupancy and packed with people.

Tuesday – Factory visits

Surabaya and the surrounding area is littered with factories and industrial sites. On Tuesday, we were fortunate to visit a couple of these factories. In the morning, we headed to Plant 5 of tile manufacturer Arwana Citramulia. Arwana are one of the largest and most profitable tile manufacturers in the country, specialising in red body tiles. From raw materials to finished product, we were guided through every step of the process. A highly automated process at what is an incredibly impressive factory.

Arwana's Plant V in Mojokerto, East Java. Click this link for the plant tour: https://tinyurl.com/ARNAvideo

Production line at Arwana's Plant V

Staying with the ceramic theme, in the afternoon we continued to the factory of Toto, one of the world's most recognisable brands of toilets and sanitaryware. This factory is a joint venture between Surya Toto, the manufacturer of Toto products in Indonesia, and Surya Pertiwi, the sole distributor of Toto in Indonesia. These companies are in prime position to benefit from the growth of wealth in Indonesia – as people grow richer, they make the transition from squatting to sitting toilets.

That evening, with the toilets out of the way, we concluded our stay in Surabaya with Indonesian style crab and various seafood delights.

Surya Pertiwi's (TOTO) Sanitaryware factory

Thursday & Friday – Kuala Lumpur

The second half of the week was spent in Kuala Lumpur, Malaysia's capital and a far more advanced city than Surabaya. Over the course of two days, we heard presentations from the senior management of a number of companies that we own in the fund, ranging from finance and insurance to yoghurt and nuggets. The people who are running these businesses, and the major shareholders, are imperative to the success of a company and ultimately our investment decision. We have the utmost confidence that those in charge of our companies are the best people for the job and investors saw firsthand their talents and passion for what they do. In addition to company presentations, we heard from guest speakers who covered the macro landscape of ASEAN.

Ended first day of KL conference with dinner at Aliyaa

The week was a fantastic way to showcase the qualities of Southeast Asia. Investors were exposed to the highly successful and aspirational pool of businesspeople in Southeast Asia that are serving a population that's wealth is dramatically increasing and will continue to do so into the future. Our investors witnessed firsthand why our conviction in the region and our companies is so high, and why it is so puzzling that global investors mostly ignore Southeast Asia. While others look elsewhere, we are faced with the opportunity to buy into what is one of the world's most compelling growth stories and investment cases at valuations that are far below historical levels. An opportunity, I think, that all those who attended the conference are quite glad they are already exploiting.

Trying local delicacies