MORIA VILLA MANAGEMENT

COMPANY PROFILE

# Villa management built around owner returns

Full-service management for Bali villa owners and investors.

**Simplify ownership. Strengthen performance. Protect the asset.**

# Owner returns depend on three systems working together

Moria aligns commercial performance, operational consistency and owner visibility under one accountable management structure.

## 01 Commercial discipline

Pricing, distribution and promotion shaped around each property.

## 02 Operational consistency

Defined routines for guest care, housekeeping, inspections and upkeep.

## 03 Owner visibility

Reporting that connects revenue, expenses, occupancy and action.

WHY MORIA

# Local operations, group-backed expertise

Moria is built for Bali's rental market and supported by broader development and advisory experience across Indonesia.

## MORIA VILLA MANAGEMENT

**64**
UNITS UNDER MANAGEMENT

**1.5**
YEARS IN OPERATION

## MORIALAND GROUP TRACK RECORD

**13 ha**
DEVELOPED ASSETS

**710+**
UNITS SOLD

**Rp798bn+**
DEAL VALUE · USD 48M

FULL-SERVICE MANAGEMENT

# One team manages the full owner journey

| | |
|---|---|
| **Revenue & distribution** | Positioning, pricing, promotion review and OTA/channel management. |
| **Reservations & Guest Experience** | Guest communication, reservation support, concierge coordination and review care. |
| **Operations & Asset Care** | Hospitality standards, housekeeping oversight, inspections and maintenance coordination. |
| **Reporting & Owner Relations** | Monthly performance reporting, expense visibility and clear action tracking. |

*A single management structure keeps commercial decisions and property standards connected.*

# Choose the right level of management support

01

## Setup & launch

Professional setup, channel launch, owner training and handover.

02

## Commercial management

For owners with an onsite team who need pricing, distribution, reservations and guest support.

03

## End-to-end management

For owners seeking coordinated commercial management, staffing, operations and asset care.

Start with launch support, then scale to the management scope your property needs.

# Sales & Distribution Partnership

DIRECT SALES • DIGITAL MARKETING • AIRBNB DISTRIBUTION

**10%**
COMMISSION

For partners with an established on-site team who want MVM to strengthen visibility, manage enquiries, and improve booking conversion.

01

## Direct Sales

Manage guest enquiries, follow-ups, and booking conversion through WhatsApp, Instagram Direct, and the MVM website.

WHATSAPP • INSTAGRAM DIRECT • MVM WEBSITE

02

## Digital Marketing

Promote the property through Instagram, TikTok, and the MVM website to generate qualified enquiries and direct bookings.

INSTAGRAM • TIKTOK • MVM WEBSITE

03

## Airbnb Distribution

Optimise the listing and support enquiries and reservations through Airbnb co-host access.

AIRBNB • CO-HOST ACCESS

**MVM MANAGES**

Business Development • Reservations & E-Commerce • Digital Marketing

**PARTNER MANAGES**

On-site operations • Check-in/out • Housekeeping • Maintenance • Guest services

# Service Model

## LISTING SETUP & LAUNCH

**Custom One Time Fee - IDR 6.5 Million**

- OTA account and listing setup
- Property description and content standardisation
- Initial rates, policies and availability
- Calendar and channel mapping
- Booking-link integration
- Basic SEO setup
- Owner training and handover
- Professional photography and copywriting

## MARKETING & RESERVATION MANAGEMENT

**15% Commission**

- Digital marketing services
- Listing and reservations on OTAs and other platforms
- Listing and search engine optimisation
- Reservation management and reporting
- Dynamic competitive pricing and occupancy optimisation
- Property positioning analysis
- Market research and trend analysis
- Guest relations and concierge
- Professional photography, videography, and copywriting

## END-TO-END MANAGEMENT

**20% Commission**

- Digital marketing services
- Listing and reservations on OTAs and other platforms
- Listing and search engine optimisation
- Reservation management and reporting
- Dynamic competitive pricing and occupancy optimisation
- Property positioning analysis
- Market research and trend analysis
- Guest relations and concierge
- Professional photography, videography, and copywriting
- Comprehensive staff training and recruitment
- Housekeeping and daily operational staff management
- Villa Manager for quality control
- 24/7 on-call engineering team
- Proactive property maintenance measures and inspection
- Expense management
- Property inventory management
- Property billing and utilities management
- Transparent financial reporting
- Administrative support
- Interior design and renovations

# Commercial decisions start with the property

The objective is the right demand mix at the right price - while protecting long-term positioning.

| | | |
|---|---|---|
| 01 | **Position** | Define the property story, competitive set and target guest. |
| 02 | **Price** | Build seasonal rates, stay rules and promotion logic. |
| 03 | **Distribute** | Align listings, availability and offers across channels. |
| 04 | **Optimize** | Monitor pickup, occupancy, ADR, RevPAR and channel results. |

# Hospitality routines protect the asset

## PREPARE

Onboarding, standards, content readiness and channel QA.

## PROTECT

Inspections, maintenance tracking and owner-approved controls for non-routine spending.

## PERFORM

Hospitality-trained service, consistent housekeeping and coordinated guest response.

# Owners see the full monthly picture

Revenue, channel deductions, occupancy, expenses and operating income are reviewed together - not in isolation.

## Monthly visibility includes

01 Revenue and OTA deductions

02 Occupancy and average rate

03 Management fee and operating expenses

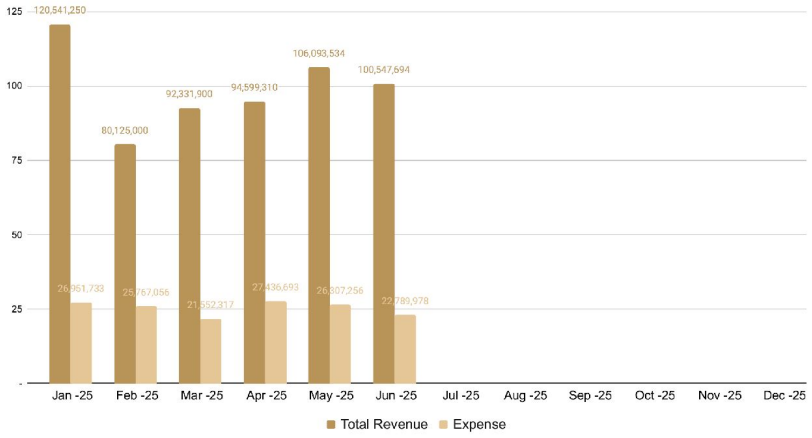
04 Operating income and follow-up actions

### Owner's Report

Performance Summary - Villa Example - June 2025

| Income statement | | |
|---|---|---|
| **Villa Example, 01-Jun-25 - 30-Jun-25** | | |
| **Revenue** | | |
| Total revenue | IDR | 100,547,694 |
| OTA commission | IDR | 16,492,256 |
| **Gross revenue** | **IDR** | **84,055,438** |
| Average Published Rate | *IDR* | *1,436,814* |
| Occupancy | *%* | *83.30%* |
| **Management fee** | | |
| End-to-end fee | % | 20% |
| Management fee | IDR | 16,811,088 |
| **Net revenue** | | **67,244,350** |
| **Operating Expense** | | |
| *Fixed Costs* | | |
| Salary Expenses | IDR | 9,350,000 |
| Pool Maintenance | IDR | 752,500 |
| Landscape | IDR | - |
| Internet and TV | IDR | - |
| Monthly Offering | IDR | 350,000 |
| *Variable Costs* | | |
| Electricity | IDR | 3,130,000 |
| Laundry | IDR | 1,371,000 |
| Cleaning Supplies | IDR | 129,420 |
| Guest Supplies | IDR | 696,827 |
| Maintenance | IDR | 1,434,000 |
| Loss & Breakage | IDR | - |
| Capex | IDR | - |
| Marketing | IDR | - |
| Service Charge | IDR | 5,001,299 |
| Sinking Fund | IDR | - |
| Transaction Fees | IDR | 494,932 |
| Other | IDR | 80,000 |
| **Operating expense** | **IDR** | **22,789,978** |
| **Operating income** | **IDR** | **44,454,372** |

| Month | Jan -25 | Feb -25 | Mar -25 | Apr -25 | May -25 | Jun -25 | Jul -25 | Aug -25 | Sep -25 | Oct -25 | Nov -25 | Dec -25 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Revenue | 120,541,250 | 80,125,000 | 92,331,900 | 94,599,310 | 106,093,534 | 100,547,694 | | | | | | |
| Expense | 26,951,733 | 25,767,056 | 21,552,317 | 27,436,693 | 26,307,256 | 22,789,978 | | | | | | |
| Occupancy | 76.40% | 70.20% | 71.00% | 75.60% | 80.60% | 83.30% | | | | | | |

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*Illustrative reporting format. Property-level reporting is tailored to the agreed management scope.*

# Forecasts begin with transparent assumptions

Every proposal starts with a property-specific view of demand, costs and owner objectives - not a blanket return promise.

## MODEL INPUTS

Occupancy and rate assumptions
Published-rate strategy
Operating and maintenance costs
Management fee and investment basis

## MODEL OUTPUTS

Monthly revenue · operating income · scenario comparison · indicative yield

*Illustrative projection only. Actual performance varies by property, market conditions, operating scope and owner decisions.*

### Villa Example, End-to-End Financial Projection

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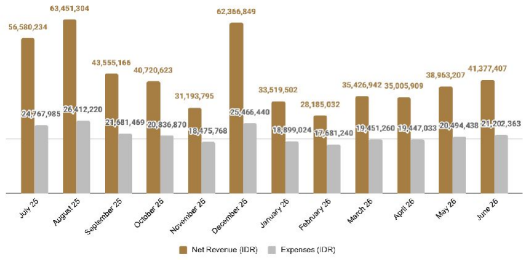
| Month | | | July 25 | August 25 | September 25 | October 25 | November 25 | December 25 | January 26 | February 26 | March 26 | April 26 | May 26 | June 26 | Totals | Averages |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Days in Month* | | | *31* | *31* | *30* | *31* | *30* | *31* | *31* | *28* | *31* | *30* | *31* | *30* | *365* | *30* |
| **Revenue** | | | | | | | | | | | | | | | | |
| Occupancy | % | | 71.50% | 73.45% | 68.25% | 65.00% | 61.10% | 63.05% | 59.80% | 59.15% | 61.75% | 63.05% | 65.65% | 68.25% | | 65.00% |
| Average Daily Rate | IDR | | 2,552,684 | 2,788,680 | 2,127,236 | 2,020,675 | 1,701,789 | 3,190,855 | 1,808,151 | 1,701,789 | 1,850,696 | 1,850,696 | 1,914,513 | 2,020,675 | | 2,127,236 |
| *Published Rate* | *IDR* | | *3,113,029* | *3,398,390* | *2,594,191* | *2,464,481* | *2,075,353* | *3,891,286* | *2,205,062* | *2,075,353* | *2,256,946* | *2,256,946* | *2,334,772* | *2,464,481* | | *2,594,191* |
| *RevPAR* | *IDR* | | *1,825,159* | *2,048,616* | *1,451,839* | *1,313,558* | *1,039,753* | *2,011,834* | *1,081,274* | *1,006,658* | *1,142,805* | *1,166,864* | *1,256,678* | *1,379,247* | | *1,393,558* |
| **Net Revenue** | **IDR** | | **56,580,234** | **63,451,304** | **43,555,166** | **40,720,623** | **31,193,795** | **62,366,849** | **33,519,502** | **28,185,032** | **35,426,942** | **35,005,909** | **38,963,207** | **41,377,407** | **510,345,969** | **42,528,831** |
| *Net Revenue* | *USD* | | *3,470* | *3,891* | *2,671* | *2,497* | *1,913* | *3,825* | *2,056* | *1,729* | *2,173* | *2,147* | *2,390* | *2,538* | *31,299* | *2,608* |
| **Expenses** | | | | | | | | | | | | | | | | |
| Management Fee | IDR | 20% | 11,316,047 | 12,690,261 | 8,711,033 | 8,144,125 | 6,238,759 | 12,473,370 | 6,703,900 | 5,637,006 | 7,085,388 | 7,001,182 | 7,792,641 | 8,275,481 | 102,089,194 | 8,505,766 |
| Operating Expense | IDR | 20% | 12,320,333 | 12,452,933 | 12,099,333 | 11,878,333 | 11,613,133 | 11,745,733 | 11,524,733 | 11,480,533 | 11,657,333 | 11,745,733 | 11,922,533 | 12,099,333 | 142,539,996 | 11,878,333 |
| Maintenance | IDR | 2% | 1,131,605 | 1,269,026 | 871,103 | 814,412 | 623,876 | 1,247,337 | 670,390 | 563,701 | 708,539 | 700,118 | 779,264 | 827,548 | 10,206,919 | 850,577 |
| **Total Expenses** | **IDR** | | **24,767,985** | **26,412,220** | **21,681,469** | **20,836,870** | **18,475,768** | **25,466,440** | **18,899,024** | **17,681,240** | **19,451,260** | **19,447,033** | **20,494,438** | **21,202,363** | **254,816,109** | **21,234,676** |
| **Operating Income** | **IDR** | 50% | **31,812,250** | **37,039,084** | **21,873,696** | **19,883,753** | **12,718,027** | **36,900,409** | **14,620,479** | **10,503,792** | **15,975,682** | **15,558,876** | **18,468,768** | **20,175,045** | **255,529,860** | **21,294,155** |
| *Operating Income* | *USD* | | *1,951* | *2,272* | *1,342* | *1,219* | *780* | *2,263* | *897* | *644* | *980* | *954* | *1,133* | *1,237* | *15,672* | *1,306* |

***USD/IDR Rate :*** ***16,305***

| Est. Monthly Expenses (100% occ.) | IDR | USD |
|---|---|---|
| **Variable Expenses** | | |
| Electricity | 3,500,000 | $215 |
| Laundry | 2,100,000 | $129 |
| Cleaning and Guest Supplies | 1,200,000 | $74 |
| **Total Variable Expenses** | **6,800,000** | **$417** |
| **Fixed Expenses** | | |
| Internet WiFi | 333,333 | $20 |
| Property Manager | 2,000,000 | $123 |
| Housekeeping | 3,000,000 | $184 |
| Gardener | 600,000 | $37 |
| Poolman | 650,000 | $40 |
| Other Operational Expenses | 875,000 | $54 |
| **Total Fixed Expenses** | **7,458,333** | **$457** |
| **Total Expenses** | **14,258,333** | **$874** |
| **Optional Expenses** | | |
| Streaming Subscription (Netflix) | 185,000 | $11 |




| Performance Scenarios (Annualised) | | Base Case Scenario | High Scenario | Low Scenario |
|---|---|---|---|---|
| Occupancy | % | 65.0% | 71.5% | 58.6% |
| Average Daily Rate | IDR | 2,127,236 | 2,339,960 | 1,914,513 |
| *Published Rate* | *IDR* | *2,594,191* | *2,853,610* | *2,334,772* |
| Annual Revenue per Unit | IDR | 510,345,969 | 612,344,147 | 396,252,452 |
| Unit Count | | 1 | 1 | 1 |
| **Net Revenue** | **IDR** | **510,345,969** | **612,344,147** | **396,252,452** |
| Management fee | IDR | 102,089,194 | 122,468,829 | 79,250,490 |
| Operational Expenses | IDR | 142,539,996 | 147,843,996 | 135,644,796 |
| Maintenance | IDR | 10,206,919 | 12,246,883 | 7,925,049 |
| **Total Expenses** | **IDR** | 254,816,109 | 282,559,708 | 222,820,335 |
| **Operating Income** | **IDR** | **255,529,860** | **329,784,439** | **173,432,117** |
| *Operating Income* | *USD* | *15,672* | *20,225* | *10,637* |
| **Investment Summary** | | **Base** | **High** | **Low** |
| Property Purchase Price | | 3,500,000,000 | 3,500,000,000 | 3,500,000,000 |
| Property Setup | | 50,000,000 | 50,000,000 | 50,000,000 |
| Annual Operating Income, IDR | | 255,529,860 | 329,784,439 | 173,432,117 |
| ROI Yield, % | | 7.20% | 9.29% | 4.89% |

*Disclaimer: expenses are subject to adjustment after the property's launch. Figures are based on properties with similar specifications.*

*Other Operational Expenses include but are not limited to: utility fees, garbage and neighbourhood fees, sacred offerings, welcome compliments, pest control and other misc. costs*

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# A structured path from inspection to performance

Moria moves from property qualification to commercial launch, then stabilizes operations with defined quality checks.

**01 QUALIFY & INSPECT**

Fit, condition, owner goals and key documents

**02 MODEL & AGREE**

Revenue potential, service scope and terms

**03 BUILD & QA**

Content, policies, rates, channels and booking tests

**04 LAUNCH**

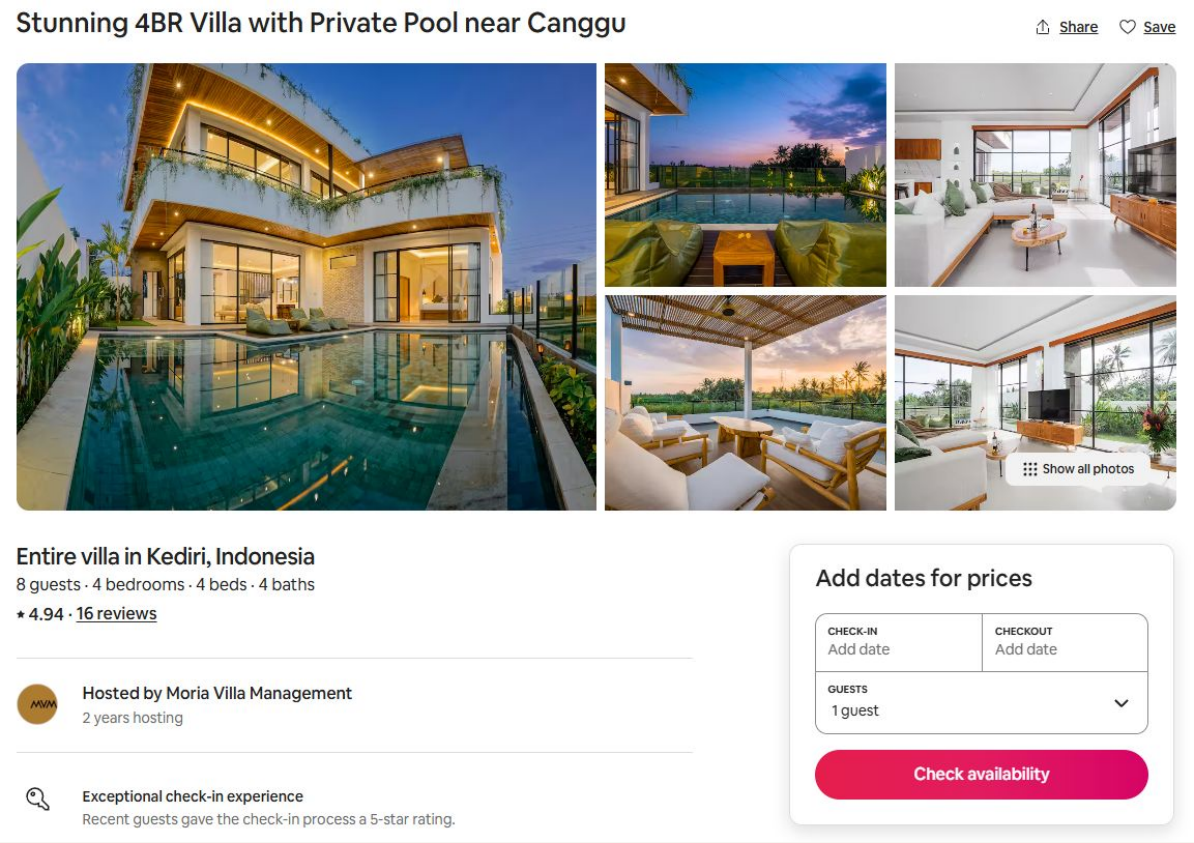
Listings live, reservations active and reporting ready

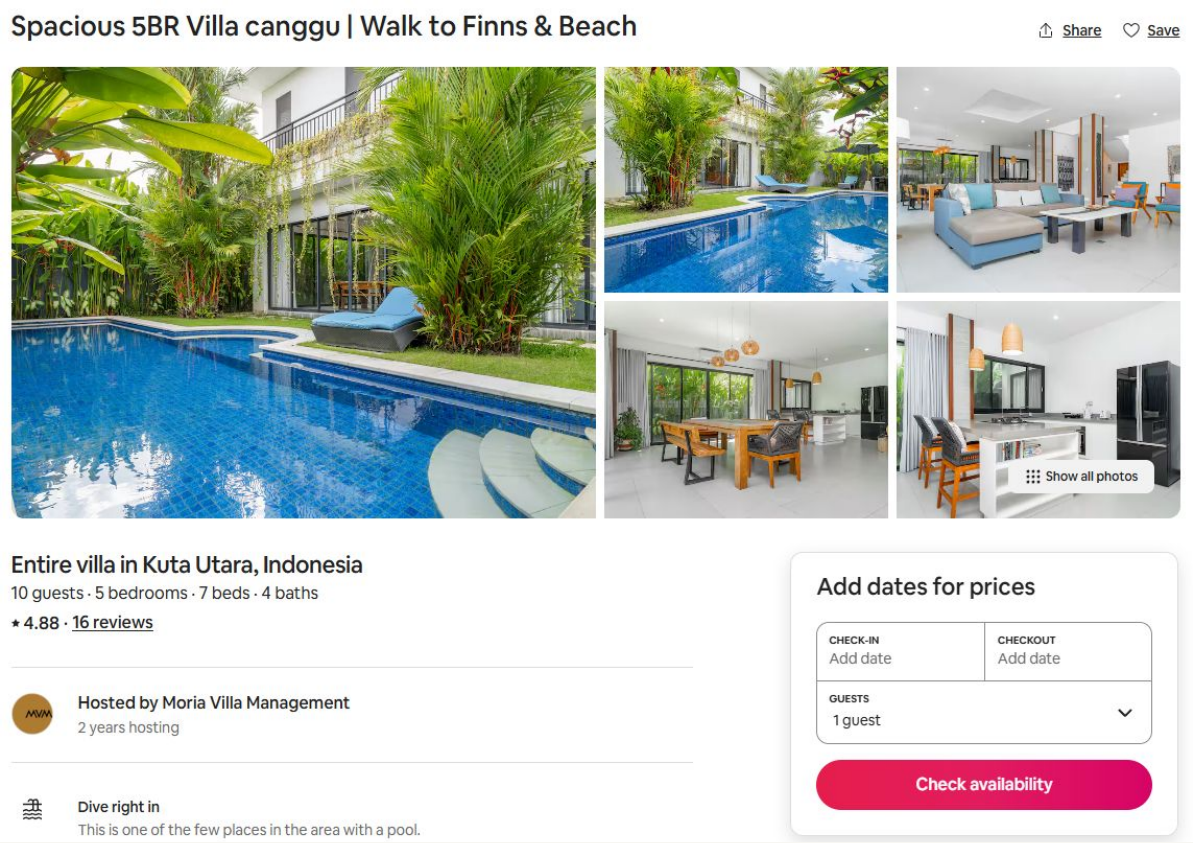
**05 STABILIZE**

Seven-day checks and a 30-day performance review

Owner reporting, maintenance coordination and revenue optimization continue throughout the management relationship.

# Selected properties show strong guest appeal




Airbnb ratings and review counts shown as reported in the 2026

Moria Villa Management

# Experience across hospitality and property

## Emerson Widijanto

**DIRECTOR**

Seven years in financial-sector M&A, including Rothschild & Co, Citibank and Ernst & Young, followed by six years advising Indonesian conglomerates on property development.

## Lucia Soetrisno

**GENERAL MANAGER**

Twenty-eight years in hospitality, including management roles at five-star hotels such as Ritz-Carlton and Waldorf Astoria in Indonesia and the UAE.

## Anak Agung Bagus Kiana

**OPERATIONS MANAGER**

Twenty-eight years in hospitality, including international operational leadership with MSC Cruises in Italy and Carnival Cruise Line in the USA.

## Evan Jong

**REVENUE MANAGER**

Over 10 years' commercial experience, including six years in hospitality and luxury real estate. Specialises in revenue strategy, OTA distribution, pricing, sales and marketing, digital channels, and hotel and villa performance analysis.

# Owner value is built through discipline, not promises

01

## Commercial performance

Property-specific positioning, pricing and distribution decisions focused on sustainable revenue quality.

02

## Asset protection

Hospitality standards, inspection routines and preventive coordination that protect guest experience and property condition.

03

## Owner visibility

Reporting that makes revenue, expenses, performance gaps and next actions visible to the owner.

The result: a management relationship designed around performance, control and long-term asset quality.

START THE CONVERSATION

# Start with a complimentary property assessment

We review positioning, operational readiness, rate potential and management scope - then recommend a practical path to launch or improve performance.


+62 819-9955-0068

mvm.reservation@morialand.com

moriavillamanagement.com

@moriavillamanagement

Moria Villa Management · Jl. Merta Nadi No.23, Kuta, Kec. Kuta, Kabupaten Badung, Bali 80361

@moriavillamanagement