

SESSION F5

“Indonesia-US Relations at 75 Years:

Charting a Resilient Partnership in a Shifting Global Order

C-Suite Room – Conference on Indonesian Foreign Policy 2024

Speakers:

1. **H.E. Ambassador Kamala Shirin Lakhdir**, Ambassador of the United States to Indonesia
2. **Dr. Ridha D. M. Wirakusumah**, CEO, Indonesia Investment Authority (INA)
3. **Sandiaga Salahuddin Uno**, Entrepreneur
4. **Dr. Dino Patti Djalal**, Founder and Chairman of FPCI

Moderator

Lydia Ruddy, Managing Director of American Chamber of Commerce Indonesia

Lydia Ruddy

I'm gonna start with an opening question for all of you and just to sort of set the stage and make it slightly more personal than some of the more, semi technical questions that we're going to ask. I just wanna hear an experience that you had or a moment in your career or even personally that really helped you understand the relationship between our two countries.

Amb. Kamala Shirin Lakhdir

It's wonderful to be here and to be with all of you. I think many of you know that I've been here for four months as the US ambassador. I have served as a diplomat, a young diplomat in Indonesia before and worked in various jobs where part of my responsibility involved the relationship between the United States and Indonesia. So about two months back, I went to attend the last day of Super Garuda Shield which is a multilateral military exercise that is hosted by Indonesia and the U.S. is partnered with Indonesia.

This used to be an army exercise and now it has become what's called joint which means all of the different military services are together part of a multi-day exercise plus it is multilateral and it's not just Indonesia and the United States, but also many other countries partners have joined, for example Japan, Australia, the UAE, and some countries are there as observers and some countries come and participate. On the last day, I got to talk to Indonesian generals and U.S. Generals who had been organizing, and our Japanese colleagues. What I realized was how important this exercise was in terms of training our militaries, to work together.

A word that we often use is interoperability which is as simple as do our radios talk to each other? Can we communicate with each other? Is our training regime so the words we use and the words that Indonesian military, do we understand each other? Have we, if we are going together let's say there is an earthquake or there's a tsunami in the world and we are trying to go together in a crisis response. Will we know how to work together?

Can we communicate? Will our ships, our radios, our airplanes work together? This is very complex and what I realized is that's really the most important thing and through these exercises, we are building knowledge and relationships. So I told Lydia, that was the last day. I'm sitting there understanding how important this is for the US military in their training, how important working with Indonesia, and how complicated these all the different layers. I also was watching our militaries blowing things up because they like doing that. I call it the toys, but the real thing is that human element. Also for us to unstress the exercise when you can't talk to each other, what happens when you wanna blow something up? It doesn't go so well. So that's why we do exercises to learn what is not working and how we have to figure out how to improve the way we work together. For me it was like, this is really important what we're doing for the United States and for Indonesia, and for the region.

Lydia Ruddy

And understanding, you know, as we're talking today that we are talking about bilateral relations, but really these relations take place within a system of other relations. So over to you, we'll just go down the line.

Dr. Ridha Wirakusumah

By way of experience, I remember growing up listening to my dad who told us about his experience taking a master's degree in North Carolina state back in early 1960s, where there was still some segregation of color, if you remember. So I started to think in my head about America, but the first thing that I remember was when my mom took me to the Women International Bazaar in 1976, and that was actually 200 years of American independence. So it was extremely festive. I eat a lot of American food and stuff like that.

Little did I know, many years later, I have to ditch my admissions to ITB. I got into Institute of Technology Bandung, but my dad was actually assigned in the US as the educational attache. Dino was there with his family at the same time as well. So I decided to pursue my electrical engineering degree in the US and say goodbye to my ITB. In my college time, I befriended a professor and a family, and the mother was saying, you know, I don't know what happened with Ridha, but every time I cook something, he's always there. That was actually the beginning of an unbelievable relationship, and they actually adopted me as one of their sons. So I have an American family, American brother, American sister.

Fast forward today, two of my children are in the U.S. right now. One is working, one in college, all three of them actually went to the U.S. Of 35 years of my career, I think I spent 27 years working for American companies. So I think my relationship with the U.S. is deep and personal if I may say so. Sometimes we don't understand politics.

I asked, but why in the world am I invited to this session because I'm not a politician nor do I understand politics? As the ambassador says, it's actually about people to people and that's actually what matters, and I'm hoping that my very little exposure to America will also help that relationship.

Sandiaga Uno

Thank you and congratulations on the 75 years of friendship to the US Ambassador Kamala. Thank you to Pak Dino for arranging the session. Behind every smart and strong man, there's a great woman, and thank you, Ibu Rosa, good doctor, because I think she's doing much of the intellectual 99% percent by admittance. My first experience is and it's just also a misconception because I always think about the U.S. is synonymous to Christmas, snowing, and cold. When I first arrived in the US, this was actually in the middle of the summer, month of August in a city called Wichita, Kansas. Some of you may not have been to Wichita, Kansas, but in the summer Wichita, Kansas, temperature was almost like 40 degrees Celsius. So it was a shock to me.

I was trying to figure out why my dad sent me to Wichita. Is it some kind of a punishment? Because I was also accepted to my dream school, faculty of economy, University of Indonesia. But he said, you will learn more in Wichita State University. I couldn't understand until maybe my last year, before I graduated. This is my first encounter with entrepreneurship. There's a center of entrepreneurship in the school, whereby I learned about the culture of failing. A lot of entrepreneurship discussions focus on success, but very little and this is the misconception that actually what meets a great entrepreneur is how they fall, they dust themselves, and get up. And that's what I learned from the United States of America.

Dr. Dino Patti Djalal

America is very personal, for me. And I know you cannot generalize, what is the population in the United States? 370 million. There are a lot of other nice people. There are a lot of jerks as well.

But I wanna tell you a story. My father went to the United States to study at the University of Virginia, and he got a master's degree, and he wanted to go back. He wanted to stay, but the government said, no. You have to go back. And he says, no. I wanna get my PhD. And then he found his professor, and the professor said, "Hashim, I'll do anything to help you get this PhD. You stay with me, and I'll get you a scholarship." That's what happened. My father stayed with the professor and became his mentor and he got his PhD.

Many years later, he brought me to see him, like 30, 40 years later. You can see that the goodness, the kindness of this man, an educator who wants to see somebody from another country, different religion, different skin, different nationality, doesn't matter. He was an educator. If that's the kind of America that I saw a lot, that endeared me. And if you find that and there's a lot of that in America, then, you know, you strike something amazing.

There was a guy named professor Dwight King. Have you heard of Dwight King? We gave an award when I was an ambassador because what I heard was the way he cared for Indonesian students, and the Malarang gang, and just so many of them. He took care of them as if they were his kids. In the end, he died. I think he had cancer or I figured Alzheimer's or something.

Even until the last days of his life, he was still just surrounded by Indonesian students that he looked after. Right? So what I want to say to you is, look, I know there are many faces of America. There were parts of it that I wasn't happy, but I was beat up in high school because they thought I was Vietnamese. This was right after the Vietnam War.

There's always that side of America, but I've been lucky because most of the time I saw a very kind, wonderful, compassionate side of America. It is what my wife tells me every time we go back to see friends at Phoebe Hearst Elementary. I stopped being an ambassador, and then I went back to the school elementary where my kids went to. When they saw me, they ran out of the classroom and all hugged me. They'll call me Uncle Dino and things like that. But my last connection with America was when my father left New York when he was to become Ambassador to Canada, and then this Italian family took care of me in Queens. So I lived with an American family. My roommate was Mike Carlo, a very nice guy. You know, he used to make me breakfast, lend me his car, introduce me to all his friends and so on. Then he became a fireman. And I became a diplomat.

On September 11th, 2001, he got a call to, building, because there was a huge incident in that building. He went into that building. He didn't want to wait, and the building collapsed. This was the September 11 attack. So this was very personal for me.

Lydia Ruddy

Well, I love hearing these stories and the people-to-people relationships, and it obviously works in reverse as well. I've been here almost 20 years. It's an absolutely amazing place to be and it's because of the people. Largely because of the people. I love nature as well. I'm gonna move on. I was gonna do two rounds of questions, sort of a review of what we have now and what has been the relationship and then what are the future hopes. But you guys talk a lot. So I'm gonna put them into one question, that is, kind of two questions, I suppose. First of all, Ambassador, could you speak a little bit about the comprehensive strategic partnership that was mentioned? And then could you tell us what your hopes are, sort of 10 years out for the development of the relationship between the two countries?

Amb. Kamala Shirin Lakhdir

I think the comprehensive, strategic partnership is one year old. Now, we have a new president and new cabinet in Indonesia. In January 2025, we will have a new president and a new cabinet, new senate, and the same as Indonesia's new senate and new house of representatives in the US though many people are the same like Indonesia. I think of the partnership that is one year old as a guiding document on the areas where we need to expand and deepen and develop the relationship. They are areas that we and the United States and Indonesia have been working on for a long time.

We have a 75 year old partnership and as both countries have developed economies, technology, education and health, all these things we have moved through together. I think that the guiding document gives both the new administration here in Indonesia as well as the future soon to be new administration sort of a document to keep us going in an important trajectory across issues of great importance to both countries. What I see in the next 10, 20 years, 25 years is how much more we can do and how much more opportunities for

Indonesia are there to develop a greater economy with the world and with the United States to develop that in new sectors, in new technologies, in new ways of doing business.

Then I think there is a huge set of opportunities for Indonesia and I am very aware as I look out among you and I meet Indonesian young people that this is critical for your future and for your children's future because there needs to be much higher quality employment, much greater employment for all of you in the future. We're not looking at today, we're looking at 10 years and 20 years. That high quality employment and opportunities require a development of Indonesia's economy in new ways, needs innovation, needs entrepreneurship. I have great hopes for the young people in this room.

You are amazing and the future will be driven by you. I look at it in education. I look at it in health. I look in all these areas that will have a huge impact going forward. Sometimes in this relationship I feel we look backward too much. We need to keep our eyes out there. The past has wonderful things and wonderful ways we work together, but what's most important for all of us is where we're going.

Lydia Ruddy

You did not. You know, I'm coming back to you. Can you speak a little bit about your time as an ambassador, your time in the United States then? What do you see as the challenges, frankly, going forward in this relationship?

Dr. Dino Patti Djalal

I can just tell you one episode that I remember until now. This was President Megawati's visit to Washington. **Actually, this was after 9/11, and Jakarta wanted to just cancel a visit because who would wanna see a foreign guest a week after 9/11?**

But I spoke with my counterpart, Karen Brooks. You know Karen Brooks. Really amazing diplomat. And we decided, no. This could be something for her to keep that visit. And then to realign the Indonesia-US relationship, to come up with something, and that's what happened.

So, Megawati went a week after 9/11 and signed a joint statement with President Bush at the time, including a very strategic one, which was terrorism has nothing to do with Islam. And for that to come out of Indonesia being the largest Islamic population country in the world that was politically significant. How we came up with that joint statement was very interesting, Kamala. Because I was screaming at Karen. Karen was screaming at me about the joint statement. And screaming I mean, real debates.

They should be that. They should do better. And we were just screaming. People from the State Department and White House were thinking, you know, what are these two diplomats fighting about? That reflected the depth of the relationship. We were really trusting, and there were no barriers. We were able to get the thing I'm proud of at that time, there were a lot of stories about, what do you call it? *"Oh, America wanted to break Indonesia apart after Timor Leste left, Indonesia, other separatism would be next and so on."*

All these conspiracy theories. We gotta get something on the paper that the United States does not support any separatist groups, in Indonesia and with respect to Indonesia's national unity and so on, which from Washington's side wasn't so obvious that in Indonesia there was a lot of insecurity about this. We got that on paper, black and white. It was part of John's statement, and we presented it domestically. It was very well received, and it removed a lot of doubts that Indonesians had about the future of the relationship.

I think it's an example that we were not just friends. If you heard my speech today, it's not just friends who smile at each other and are nice to one another. We really did something together that involved hustle and hustle the way real partners do when they want to, establish something. Yeah. So that's my memorable experience in shaping the US-Indonesia relationship.

The challenge is this. Look. The United States is a superpower, and when you sit in Washington, D.C., you see what? 200 countries. In the first six months or one year, the first six months, Washington just focused on filling jobs. Then after that, there's a lot of competition from peep countries who want to get their time to show up at that door.

That's the challenge for the relationship, US-Indonesia relationship, which is how do you get sustained and stable, what do you call it attention from Washington where sometime not sometimes. All the time, every 4 years, things go on autopilot and things have to be renewed. Sending an Indonesian ambassador to Washington now is very important. It's been vacant. How can a junior diplomat seek attention and get appointments with high officials in D.C.? Because this is what you gotta do. That's the challenge for us, getting that commitment, stability of attention, and putting an actual working ambassador in Washington D.C.

Amb. Kamala Shirin Lakhdir

I agree with everything Pak Dino or Ambassador Dino as if I'm being polite. **This is the challenge for both sides that we focus on domestic issues. So we get very internally focused and we forget there's this whole, international relationship that we need to sustain and build and we all get, we do, we have this everything that was just described every 4 years and they're filling jobs and they're filling positions and then you go into elections. That same dynamic happens in Indonesia.**

One of the hard things about diplomacy is how do you continue to push forward in the face of very powerful domestic demands. So that it goes both ways. But I agree completely that the importance of getting attention is critical.

Lydia Ruddy

Pak Sandi, you spoke a little bit about the misconceptions between the two con that people might have between the two countries. Can you say something a little bit about how people-to-people connections can overcome that? I mean, you've been in Kadin. You've been in the government. I think you understand a lot. Of course, as a private sector entrepreneur, about these kinds of different angles on bringing people together. And then

secondly, sort of looking forward, can we work together to build the digital economy in Indonesia?

Sandiaga Uno

I don't wanna focus on misconceptions because I think that there are a lot, and I think it's well understood. But, my dad used to work for a US company, and I got the first taste of America from eating hamburgers at the clubhouse of my dad's company's swimming pool. That's a cafeteria and swimming pool. In Roomba, yes. My dad works for Caltex.

So it sets up, you know, something in Bahasa that means that you taste the food and you fall in love. And **I think we have completely underutilized the power of Indonesia's culinary capabilities. We need to travel thousands of miles in the rough seas to get Indonesian spices.**

But we don't see the numbers of Indonesian restaurants in many important centers of the world including in the U.S. So I think that's going to be a big opportunity for Indonesia to be more overweight in terms of its attention and investments, in terms of introducing Indonesian cuisine to rural.

That's one sector within the creative economy. Secondly, many of these young Indonesians learn about the United States of America through movies, through films, and Hollywood is really dominant. There is one genre within the Indonesian film industry that Indonesia is very good at, which is drama horror. Horror movies. Indonesia's horror movies are really frightening, and we have different types of ghosts from many different places in Indonesia, each wearing different costumes. And, I think it's just a matter of time whereby we could introduce more Indonesian movies to the United States of America.

And third would be music. American music is omnipresence here, but we have one genre of music that once you hear the music, after fifteen seconds, your body starts to move, and that's *dangdut*. Everybody loves *dangdut*. We love Taylor Swift.

Especially if she would sing some *dangdut* versions of her famous song, and we have this, saying in Bahasa, everybody loves *dangdut* and I think that's a big opportunity, going forward, and I think I see the glass half full. There are a lot of us talking more about the most obvious digital economy and stuff, but there are really low hanging fruits that we could develop together. For instance, another intangible cultural heritage of Indonesia is called *pantun*, and *pantun* has been recognized as Indonesia's cultural heritage since 2020. But very little, even Indonesian use *pantun* in their daily life. And my dad always told me, if you don't use it, you will lose it.

Let's recite a *pantun*, one for Pak Dino and one for Ambassador Kamala. What you need to say is *cakep* after every single line.

Moonlight dances on calm seas. Stars align for a brighter path with ease. FCPI brings global opportunities. Together with Pak Dino, we achieve with optimism.

One more for ambassador Kamala. Lanterns glow in the silent night. Path of progress, begin to glean. Ambassador Kamala, with unity, will set things right. Building trust and sharing a dream. That's a fun tune for you.

Lydia Ruddy

We have a couple, maybe a minute or two. So I will go directly to your question. Can you talk about some of the success stories through INA and what you've seen as possible, ways forward? Where, what sectors I mean, I come from the American Chamber of Commerce. What sectors should we be looking at?

Dr. Ridha Wirakusumah

A couple of things. But let me just build upon a couple of things that other panelists have been mentioning before. It's not about the misconception. If you wanna look into the future, the strengthening of the two countries lies in the effort of both countries. I'll give you one small thing.

Two Harvard professors came to Indonesia and was talking to me and one of them says, and this is actually a message to all of young people in this room, just apply already because there are too many Indians, too many Koreans, too many Chinese, too many Singaporean, too many, you know, that actually apply to Harvard. I want to see more Indonesians. Indonesia tends to be very quiet and very shy, and not only just on the personal side also on the business side.

That's the homework we all need to do. *Jadi kalau ada yang mau apply ke Harvard, atau ke Yale, jangan malu-malu deh*, or Wichita State, or Ohio, which is my college. Apply already. Don't worry about not accepting. If you don't apply, you're not going to get accepted for sure. That's the first thing.

But I also want to appeal to the Americans to say, come on, pay attention to Indonesia more. We are going to be the fourth largest economy in the world. I was just looking in the statistics and Vietnam got more fair share, Thailand maybe, the Philippines maybe. Japan signed something with critical minerals. I know you know about this. They don't even have critical minerals. We do have a lot of critical minerals. So I think it has to go both sides. The Americans need to take more interest in us.

We need to scream more. We need to sell Indonesia more, and then we need to work together more. And as Dino says, when you start working together, there will be times where you have to hash out, you have to argue. That's the whole thing about building relationships. If it's just superficial, then we're not going to go anywhere.

On that note, let me just tell you three things that we have done. We have now partnered with Global Infrastructure Partner, which is actually one of the largest infrastructure private equity firms in the world for development of infrastructure projects. So we actually have tangible projects already done with them. We have invested alongside Blackrock in one of the digital commerce in Indonesia, which we got out with an extremely good return. We are working with USDFC, I mentioned to the ambassador on the food and agriculture logistics.

We are actually trying to develop more on the critical mineral side because Indonesia has bauxite and nickel and cobalt and so many other things. Freeport has been here a lot. But I started my career with Citibank. The dominance, if I can use the word, of the US companies has gone down. Many of the US companies actually have gotten smaller, some of them, but there are many more nuances that actually can go even higher.

I know you understand this Apple 16 debacle in Indonesia, but we do need to say to the US companies to pay particular intent attention that Indonesia is going to be the 4th largest economy with a huge amount of market here. So we need to do our part as Indonesians, but I'm appealing to the US side, pay attention to the demographic, dividends that Indonesia is going for, the natural resources and intellectuals.

So I think it is upon both sides to actually increase it. I have shared some of my success story, but as the ambassadors are looking forward, there's a lot more to do.

Q&A Session

Q1: First of all, thank you for the time. History is delegates and ambassadors. Actually, I would like to ask about the future developments of Indonesia and the United States, especially since our government, the Indonesian government, is seeking to join the BRICS. It is, of course, partly complicated. What do you think about the future development for Indonesia to join the OECD? Because if Indonesia is joining the OECD, we could perhaps, enhance our quality in human values, workers, human rights, and also future opportunities for Indonesian to be in the United States to raise their innovations, to help the Indonesian, systems, to deter the corruption system from the old times to become more developed, and also more open to the world. I think it could be helpful for the United States and Indonesia to strengthen these particular sectors especially in parts of the free and open Indo Pacific region? Thank you.

Q2: It was a really great story, especially for your personal attachment with the United States of America. Regarding the 75 years of partnership cooperation between Indonesia and also the United States of America, I would like to know more about your operation, especially for Your Excellency, Kamala, for what's next about Indonesia and the U.S. relationship, especially regarding the new administration of government for both countries. I mean, we are seeing the significant changes and shifts that usually happen when Donald Trump becomes the United States President? And would it still be the case for this time around, especially seeing the relationship between China and also the States of America? Would Indonesia be, I mean, the significance of the major shift that would be happening for the assets of America?

The second one, how would you describe Indonesia, usually said as the ambivalent approach meant due to their navigating of the relationship between the United States of America and the government of China. So is it the way you are seeing the Indonesia way of principle in the foreign policy that is free and active policy? Or you are seeing that it is a kind of balancing and hedging about the relationship between the United States of America and Indonesia. So what's next for both of the countries?

Q3: Our title is Indonesian and United States relationship at 75 years. As we know, my question is not really different from the first asker. Namely, as we know previously, Indonesia made a relationship and joined the bridge, and we know that the purpose of the bridge is to make down the dollar. So the question is, what's the speaker's opinion about this condition? Because in this meeting, we talked about the United States and Indonesian relations, but previously, Indonesia joined the bridge, and we know the purpose of one of the purposes of bridge is what is it? Make down domination of dollars.

Dr. Dino Patti Djalal

I mean, we're talking about US Indonesia relations. Questions about BRICS. First, there's not gonna be a common currency in BRICS for a long time. Let's just be realistic on this. Right? Look at how long it took the EU to develop a euro, and it became very sensitive and very difficult. Don't hold your breath, waiting for a BRICS common currency that would replace the US dollars.

Secondly, if we're looking for finance, BRICS has a new development bank, but the money involved in the new development bank is very minimal for now. Compared to the World Bank or other funds, it's very minimal. If you wanna get money out of a new development bank, you require 55% of the original BRICS members. It becomes a little bit complicated. And thirdly, BRICS is not a market. Indonesians, when we look for economic platforms, we look for markets. BRICS is not a free trade arrangement mechanism. I'm not saying anything about BRICS, but I'm just saying that I support Indonesia going to BRICS because it gives us another platform for our independent and active foreign policy.

Let's just be clear what it is and what it is not and what it has to offer and what it does not offer. Another point that we're talking about bridges in US-Indonesia relations, there are two people in front there on that table, Robert and Fifi Manan. Can I ask you to stand up? These are Indonesian diaspora living in the United States, and it blew my mind when I went to Atlanta to visit them because they have a business where they sell furniture made in Indonesia. They have a factory, and they send it to Atlanta. If you go to city halls in Georgia, Atlanta is full of furniture made by Indonesia. And how is that happening from these guys?

Now they have opened an Indonesian restaurant. It's hard to have an Indonesian restaurant in the United States. I don't know why. Because Indonesian restaurant fine dining is very very hard. So these are the kind of people actually that are bridging. They spend half the time in the US, half the time in Indonesia, and they really promote strong business relations between the two countries. So this is the manifestation of really meaningful US-Indonesia exchanges and partnership.

Amb. Kamala Shirin Lakhdir

It is up to Indonesia to decide what organizations or gatherings or groupings it wants to join. What I think was just expressed, which is it has to be one clear eyed, what is this grouping and what does it mean for Indonesian and does it what is in the interest of Indonesian people whether it makes sense. These two groupings are quite different. So the OECD which I am a beginner learner about because I've never served in a country except the United States that is a member of the OECD. But it is a very complicated process to join. There are 26 committees and you have to work through and some of it was described by the questioner, the legal and regulatory processes and procedures so that Indonesia is signing up for a lot of economic and regulatory reform in the end to expand the economy both domestically for Indonesian businesses as well as globally.

Chile and South Korea are examples of countries who went through this process. They are not founding members and they are very interested to look at their examples and talk to them about why they went through it, what political will was required, what the people of the countries had to agree that we are going to change the way we do things and what happened to their economies.

But this is a choice that Indonesians will have to decide whether it is in their interest to work through this and it is not easy. It takes nothing fast. You don't get any. It's not an easy ticket because you are agreeing to step through a whole series of procedures and processes in

order to change your economy and the way you do things. But, it's a choice that Indonesians have.

Dr. Ridha Wirakusumah

I actually don't have too much to add other than the fact that on the question of currencies, but actually, currencies are affected by manufacturers. The strengths of the economy, the interest rate level, the demand and supply of those currencies, for example, I agree with the Ambassador or Pak Dino. The US is going to hold, the US dollar is going to hold its dominance as the payment currency for a long time to come. There are other alternatives of currencies that are being developed everywhere, but it still depends on a lot of mechanisms. I think the threat of currencies isn't so different because currencies are also tied to the sovereignty of each country. I think what you need to watch is actually the development of blockchain and those types of payment that actually cuts across sovereignty. That's something that I'm actually working very closely.

Sandiaga Uno

From my experience, I have worked for a number of years for Pak Prabowo, and this is in relation to the economy. I was his campaign spokesperson in 2014 and his vice presidential nominee in 2019. Timing is very important in politics. Too early for five years and that cost me a huge fortune. But when it comes to the economy, it's always article 33 of the constitutions. Pak Prabowo always refers back, and it's actually what is in the best interest of the country and what will bring the most prosperity to Indonesians. And, I think that when you come to these gatherings as ambassador Kamala said or clubbing of countries, you would probably see it as people who have a very strong network among each other. As President Prabowo always said, one thousand friends are not enough, and one enemy is too many. By joining these gatherings and clubs, I think it is widening and expanding the network of potential partners in order for us to achieve the best economic impact that will bring prosperity to Indonesians.