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# CHAIRMAN AND CEO STATEMENT



Chairman Kuntoro Mangkusubroto

CEO Mohammad Syahril

## DEAR STAKEHOLDERS,

On behalf of the board of directors (“**Board**”) of Moya Holdings Asia Limited (the “**Company**” or “**Moya**”), and together with its subsidiaries, (the “**Group**”), we are pleased to present you with the Company’s Sustainability Report (“**Report**”) for the financial year ended 31 December (“**FY**”) 2020.

## COVID-19: AN UNPRECEDENTED SUSTAINABILITY CHALLENGE

Since the first reported COVID-19 outbreak at the end of 2019, the world and Indonesia continued to grapple with a monumental challenge in 2020. As of 10 May 2021, approximately 1.71 million people have been infected with COVID-19 in Indonesia. While 1.47 million people have recovered, 46,842 deaths were recorded.<sup>1</sup> The World Bank has estimated that Indonesia’s GDP contracted by a substantial 2.2% in 2020. In response, the Indonesian government disbursed a total of IDR 579.8 trillion in 2020, representing about 3.8 percent of GDP, as part of an ongoing national economic recovery program.<sup>2</sup> This pandemic is an unprecedented sustainability challenge in every sense.

<sup>1</sup> World Health Organization Coronavirus (COVID-19) Dashboard, 10 May 2021  
<https://covid19.who.int/>

<sup>2</sup> International Monetary Fund – Policy Tracker  
<https://www.imf.org/en/Topics/imf-and-covid19/Policy-Responses-to-COVID-19#l>

# CHAIRMAN AND CEO STATEMENT

With the virus mutating into new strains, the world continues to be confronted with a most formidable and mortal enemy.<sup>3</sup> In the face of this, we are very heartened to see that the world's best scientists, institutions and governments have galvanised themselves to create COVID-19 vaccines in record time. The Indonesian government is targeting COVID-19 vaccinations for 181.5 million people, about two-thirds of the population. As of 17 May 2021, approximately 9 million people have been fully vaccinated.<sup>4</sup> Daily infection rates have started to fall from a peak of 14,000 a day to less than 6,000 a day.<sup>5</sup> This is a tremendous effort by the Indonesian government, which will underpin the country's steady recovery from the pandemic. We have pledged our full support to the Indonesian government in fighting and overcoming this pandemic.

## CLIMATE RED ALERT

Amidst the pandemic, the world and Indonesia continue to face many environmental challenges. The World Meteorological Report 2020 noted several worrisome climate records in the year, such as increased greenhouse gases concentrations, third warmest year in history, and extreme weather conditions.<sup>6</sup> Jakarta was affected by severe floods at the start of 2020, which also disrupted electricity supply to the city.<sup>7</sup>

As the climate crisis will slowly but surely impact our water business, the Group is doing its small part by committing to reducing our greenhouse gas emissions and carbon footprint with each passing year.

## STEADFAST BY OUR PEOPLE

All these public health, climate and economic crises are individually extremely challenging – when they converge, humanity may be faced with an existential threat. We must pool all our best minds, communities, institutions and governments to vanquish these threats to our people and planet. In this regard, the Group's business philosophy is, more than ever, a compass for sustainability – *everything that matters, is about people*.

Our management re-assessed the Group's ESG materiality factors for 2020, such that the people-centric issues received our priority attention. As a result, Occupation Health and Safety (GRI 403), Local Community (GRI 413), Socioeconomic Compliance (GRI 419), and Employment (GRI 401) were factors which were elevated in our materiality assessment. Our major concerns centred around the safety of our staff as well as the security of their employment with the Group.

Our community commitments were not disrupted and were in fact increased. The total number of our community service engagements went from 78 to 103 in 2020. We installed public wash basins in multiple public locations such as bus-stops to enable the public to commute in a cleaner environment. We also contributed water facilities to public kitchens which served emergency hospitals that were built during the height of the COVID-19 outbreak. One of our larger community projects includes the river widening projects by PT Aetra Air Jakarta ("AAJ") to help reduce flooding in the Buaran area. In 2020, we also sponsored our first scholarship awards to children of Moya's employees seeking further education in areas that would aid our operations in the future.

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<sup>3</sup> United States Centers for Disease Control and Prevention  
<https://www.cdc.gov/coronavirus/2019-ncov/index.html>

<sup>4</sup> Jakarta's COVID-19 Response Team, 17 May 2021  
<https://corona.jakarta.go.id/en>

<sup>5</sup> Reuters COVID-19 Tracker – Indonesia, 10 May 2021  
<https://graphics.reuters.com/world-coronavirus-tracker-and-maps/countries-and-territories/indonesia/>

<sup>6</sup> "State of the Global Climate 2020" – World Meteorological Report  
[https://public.wmo.int/en/our-mandate/climate/wmo-statement-state-of-global-climate#:~:text=The%20global%20mean%20temperature%20for,data%20sets%20\(Figure%201\).](https://public.wmo.int/en/our-mandate/climate/wmo-statement-state-of-global-climate#:~:text=The%20global%20mean%20temperature%20for,data%20sets%20(Figure%201).)

<sup>7</sup> Environmental Disasters in 2020  
<https://www.aa.com.tr/en/environment/environmental-disasters-across-world-in-2020/2082912#>



# CHAIRMAN AND CEO STATEMENT

## SUSTAINABLE SAFE OPERATIONS

More than a year from the onset of COVID-19, extensive and strict safety protocols have become the norm in our Group. Safe-distancing, remote-working, temperature-screening, contact-tracing, routine work-place sanitising, and the use of face masks have all become basic workplace practices. With only 25% of our workforce on rotational onsite shift, we have effectively controlled the risk of COVID-19 infections in our operations. In addition, we augmented our human resource policy so that we can provide basic healthcare to our employees such as free health kits, vitamins and meals. We also ensured that there is practical health education and timely information flow across our organisation.

In the densely populated city of Jakarta in which we operate, and like the experience of many large organisations, we could not completely protect our staff from COVID-19 infections. However, with strict preventive and reactive safety procedures and resources firmly in place, we were able to keep our overall staff exposure to COVID-19 infection to under 10% of our total workforce.

## STAKEHOLDERS IMPACTS

Our customers and suppliers were not spared by COVID-19. Our commercial and industrial customers experienced a sharp decline in their business, which had a knock-on effect on their level of water consumption. In these circumstances, management worked closely with customers to resolve their difficulties such as cashflow management.

A substantial portion of our overseas suppliers faced shipping delays during the year. Supply chains are gradually returning to normal. These disruptions necessitated that the Group seek alternative supply sources, which will help to improve our business continuity.

## FORGING AHEAD IN OUR CAPACITY

Despite the pandemic, it is critical that the Group forges ahead in providing clean water across Jakarta, so that we can steadily help communities reduce the usage of groundwater – an age-old practice in Indonesia which has caused significant environmental damage. Importantly, clean water contributes to general hygiene and health in the communities and can help reduce the risk of widespread diseases.

In 2020, the Group significantly expanded its operations through the acquisition of Obor Infrastructure Pte. Ltd and its subsidiaries, bringing approximately 4,600 litres per second ("lps") to serve over 2 million population in part of Western Jakarta and Tangerang area. The Group's subsidiary, PT Tirta Kencana Cahaya Mandiri ("TKCM"), which supplies clean water to the Tangerang Regency area, also saw its capacity increase from 1,300 lps to 1,600 lps.

We are also gratified that the Group's IDR 417 Billion West Semarang Water Supply project, under PT Air Semarang Barat ("ASB"), received a "Highly Commended" recognition at the Global Water Awards 2020 ceremony. ASB commenced commercial operations on 22 May 2021.

A key lesson from the pandemic is the importance of technology. We are committed to continually invest in sustainable technologies, especially in our water treatment operations. In February 2020, we further completed two new cutting-edge sludge treatment units.

## PLEDGE AND APPRECIATION

It is vital that the Group stays steadfast and vigilant through this unprecedented sustainability crisis. This can only be accomplished with the strength and cohesion of our team and our families, and the support of all our external stakeholders. We would also like to record our appreciation, respect and support to healthcare workers, who have, and continue to make immense sacrifices for the nation. We would like to express our heartfelt appreciation to our management, staff and partners who have contributed directly and indirectly to this report.

Last but not least, we wish to express our deepest condolences to those who have lost their loved ones to COVID-19. We must strive forward and overcome this pandemic together, so that their loss will not be in vain.

# SUSTAINABILITY MANAGEMENT

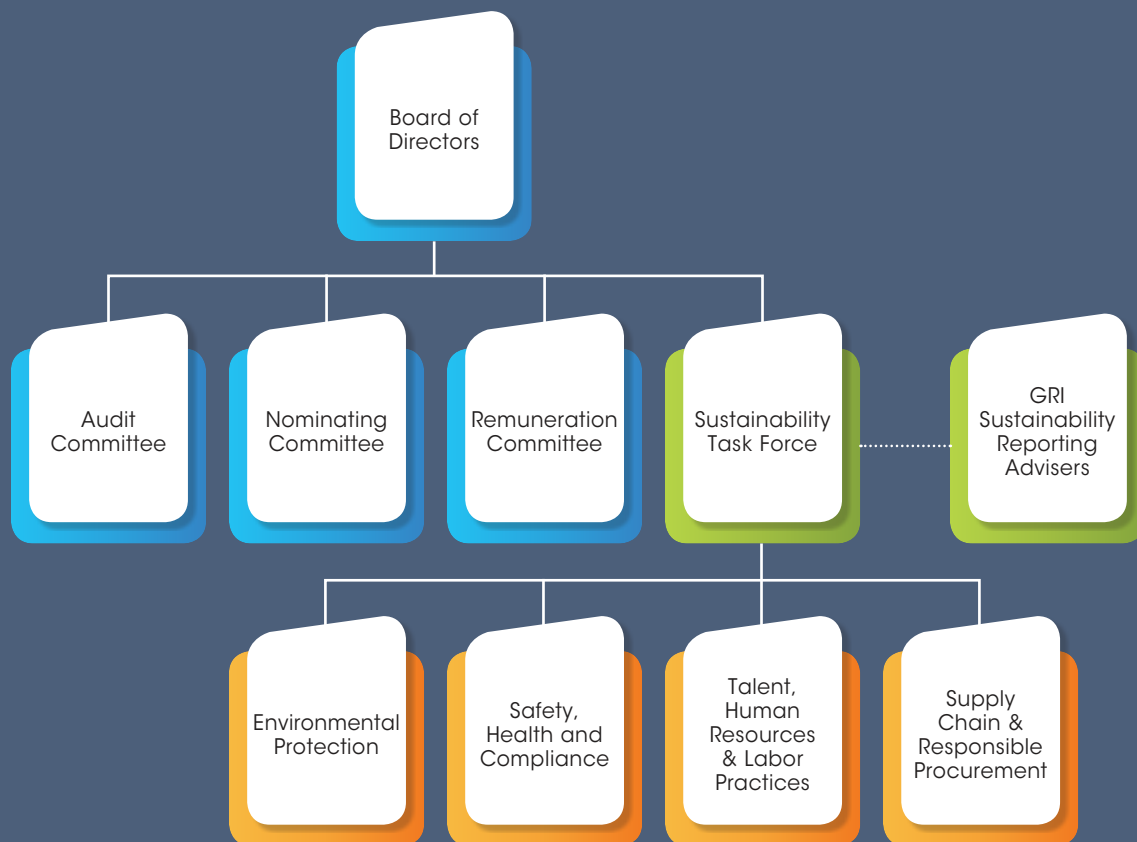


Chart 1. Sustainability Organisation Chart

## SUSTAINABILITY DIVISION

Moya's Sustainability strategy is directed by the Board following comprehensive inputs from management's stakeholders engagements. The strategy is then operationalised and fine-tuned through the Sustainability Task Force on an ongoing basis. The Sustainability Task Force was formed in FY2017 and has been restructured and augmented over the past years.

The Sustainability Task Force is made up of members from the following divisions:

- Environmental Protection
- Safety, Health, and Compliance
- Talent, Human Resource & Labour Practices
- Supply Chain & Responsible Procurement

The Sustainability Task Force is headed by Mohamad Selim, CEO of Moya Indonesia Holdings Pte. Ltd. (a wholly owned subsidiary of the Company), and assisted by expert external advisors.

# SUSTAINABILITY MANAGEMENT

## SUSTAINABILITY MANAGEMENT: OUR APPROACH

In addition to the economic and financial factors impacting shareholders, Moya undertakes a thorough assessment of the material Environmental, Social and Governance (ESG) factors which affect key stakeholders.

Moya's Sustainability Management Approach is based on two tenets which inform and drive our ESG performance – (I) Objectives and (II) Operations.

### I. OBJECTIVES

Allocate the Group's resources in an efficient and timely manner (i) to sustain and enhance the Group's positive ESG impacts and (ii) to minimise detrimental impacts.

### II. OPERATIONS

- Identify our key stakeholders and consider how we can collaborate to advance our sustainability strategy.
- Actively engage with our key stakeholders in the material ESG topics across multiple communication platforms.
- Continual development and improvement of current policies and reporting procedures.
- Review latest data gathering methods in accordance with management criteria, and in compliance with international standards to inform management decisions.
- Review of past and current sustainability performance with a combination of qualitative and quantitative data.
- Adopt an innovative perspective to the development of long-term plans and targets.
- Improve on the speed and scale of delivery to mitigate adverse impacts caused.
- Ongoing investments in our human resource, with an aim to holistically improve our staff.
- Training of contractors to educate them on material ESG topics.

## THE GRI STANDARDS

To maintain continuity with previous years' reports, the FY2020 sustainability report is prepared with reference to the GRI standards. This report builds upon last year's performances to provide context to our efforts towards our long-term sustainability goals.




We have chosen to report using the GRI standards as it is internationally renowned and is a widely accepted reporting framework among the world's largest corporations. More importantly, the GRI standards are continually reviewed and refreshed to maintain relevancy to the ever-changing issues surrounding sustainability. The GRI standards framework maintain an expansive scope of reporting surrounding major economic, social, and environmental issues.

Material ESG topics identified are assessed and presented with data, where available. Reference to specific GRI standard and disclosures are mentioned throughout the report.

# STAKEHOLDER ENGAGEMENT

Moya has identified six key stakeholders which are Investors, Customers, Employees, Communities, Suppliers, Government and Regulators. As with previous years, we have maintained close relations with all our key stakeholder groups through active engagements such as conferences, focus group discussions, interviews, and surveys. This allows Moya to accomplish an ongoing conversation with the stakeholders, enabling Moya to identify, plan and minimise sustainability-related risks. In 2020, COVID-19 clearly dominated the concerns of all stakeholders and the Group endeavoured to support all stakeholder groups in navigating through the pandemic.

Evaluation of areas of interests are reflected in the table below.

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
 <b>INVESTORS</b>	<ul style="list-style-type: none"> <li>• Timely financial results and updates through announcements, business developments, press releases and other relevant disclosures via SGXNet and Company's website</li> <li>• Investor and Analyst briefings</li> <li>• Annual General Meeting and Extraordinary General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of COVID-19 on operations and financial results</li> <li>• Transparency in reporting</li> <li>• Sound and well-thought-out governance practices</li> <li>• Sustained profitability and enhanced value-added shareholder returns</li> </ul>
 <b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Regular Meetings with Drinking Water Customer Committee (Komite Pelanggan Air Minum)</li> <li>• Direct outreach with customers</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of COVID-19 on severely affected industries</li> <li>• Affordable and high-quality water supply</li> <li>• Reasonable pricing for services received</li> <li>• Release of new products and services</li> <li>• Improved engagement of company to queries and complaints</li> </ul>
 <b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Internal communication meetings</li> <li>• Training and development programmes</li> <li>• Performance appraisals and career development initiatives</li> <li>• Employment questionnaires</li> <li>• Employee gathering</li> <li>• Internal media and online communications</li> </ul>	<ul style="list-style-type: none"> <li>• Operational changes due to the COVID-19 pandemic</li> <li>• Response to COVID-19 infections and basic healthcare</li> <li>• Fair and equitable treatment</li> <li>• Learning via T&amp;D programmes to enhance skill sets</li> <li>• Health and safety practices</li> <li>• Market-competitive wages, remuneration and corporate benefits</li> <li>• Progressive and innovative working culture</li> </ul>



# STAKEHOLDER ENGAGEMENT




KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
 <b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Maintenance of direct communication channels</li> <li>• Community outreach efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of the COVID-19 pandemic on the economic situation and health of the communities</li> <li>• Positive engagement of company to local conditions</li> <li>• Improved living conditions directly due to company actions and outreach</li> </ul>
 <b>GOVERNMENT AND REGULATORS</b>	<ul style="list-style-type: none"> <li>• Meetings and dialogue sessions with government bodies</li> <li>• Meetings and round table discussions with industrial bodies and interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of government regulations to control the spread of COVID-19 and new variants</li> <li>• Compliance with all relevant laws and regulations</li> <li>• Strict adherence to pandemic control regulations</li> <li>• Discussions of economic policies to mitigate the economic impact of the ongoing pandemic</li> </ul>
 <b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>• Operational reviews</li> <li>• Outreach to new supply sources</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of the ongoing pandemic on supply chains</li> <li>• Management of supply disruptions</li> <li>• Expansion of the supplier network</li> <li>• Fair and respectful treatment</li> <li>• Responsible procurement practices</li> <li>• Fulfilment and adherence to contractual obligations such as payments</li> </ul>

Table 1. Stakeholder Engagement

# MATERIALITY ASSESSMENT

The material ESG factors have been identified by the Sustainability Task Force through the major issues highlighted by stakeholders during the engagement process. The material ESG factors identified remain similar to those in previous years in line with the stability of the structure of our business. The set of material ESG factors determined in this robust manner ensures relevancy and accuracy.

The Sustainability Task Force assessed and ranked the material ESG factors based on the urgency and scale, and it advised management to deploy the Group's resources accordingly. There was a significant re-ordering of the Group's priorities towards material ESG factors compared to previous years, as we focused on our people during the ongoing pandemic. Many social material factors were elevated in our assessments. Occupational Health and Safety became the Group's top ESG concern.




SUSTAINABILITY FOCUS AREAS	MATERIAL FACTORS (GRI STANDARDS)		RANKING OF IMPORTANCE	OWNERSHIP BY IMMEDIATE DEPARTMENT
 <b>ECONOMIC</b>	GRI 205	Anti-Corruption 2016	10	Internal Control Division
	GRI 302	Energy 2016	9	Operational Division
 <b>ENVIRONMENT</b>	GRI 303	Water and Effluents 2018	2	Operational Division
	GRI 305	Emissions 2016	7	Operational Division
	GRI 306	Effluents and Waste 2020	6	Operational Division
	GRI 307	Environmental Compliance 2016	5	Quality Health Safety and Environmental (QHSE) Divisions
	GRI 401	Employment 2016	8	Human Resource and General Affair Division
 <b>SOCIAL</b>	GRI 403	Occupation Health and Safety 2018	1	Quality Health Safety and Environmental (QHSE) Divisions
	GRI 404	Training and Education 2016	11	Human Resource and General Affair Division
	GRI 405	Diversity and Equal Opportunity 2016	12	Human Resource and General Affair Division
	GRI 413	Local Community 2016	3	Corporate Secretary
	GRI 419	Socioeconomic Compliance 2016	4	Governance Relation, License, Human Resource and General Affair Division

Table 2. Materiality Assessment

# MATERIALITY ASSESSMENT






UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS				
<b>5 GENDER EQUALITY</b> 	<b>6 CLEAN WATER AND SANITATION</b> 	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	<b>13 CLIMATE ACTION</b> 	<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> 
GRI STANDARDS				
<ul style="list-style-type: none"> <li>GRI 405</li> </ul>	<ul style="list-style-type: none"> <li>GRI 303</li> <li>GRI 306</li> </ul>	<ul style="list-style-type: none"> <li>GRI 401</li> <li>GRI 403</li> <li>GRI 404</li> <li>GRI 413</li> </ul>	<ul style="list-style-type: none"> <li>GRI 302</li> <li>GRI 305</li> </ul>	<ul style="list-style-type: none"> <li>GRI 205</li> <li>GRI 307</li> <li>GRI 419</li> </ul>

Table 3. GRI Standards congruence with United Nations Sustainable Development Goals

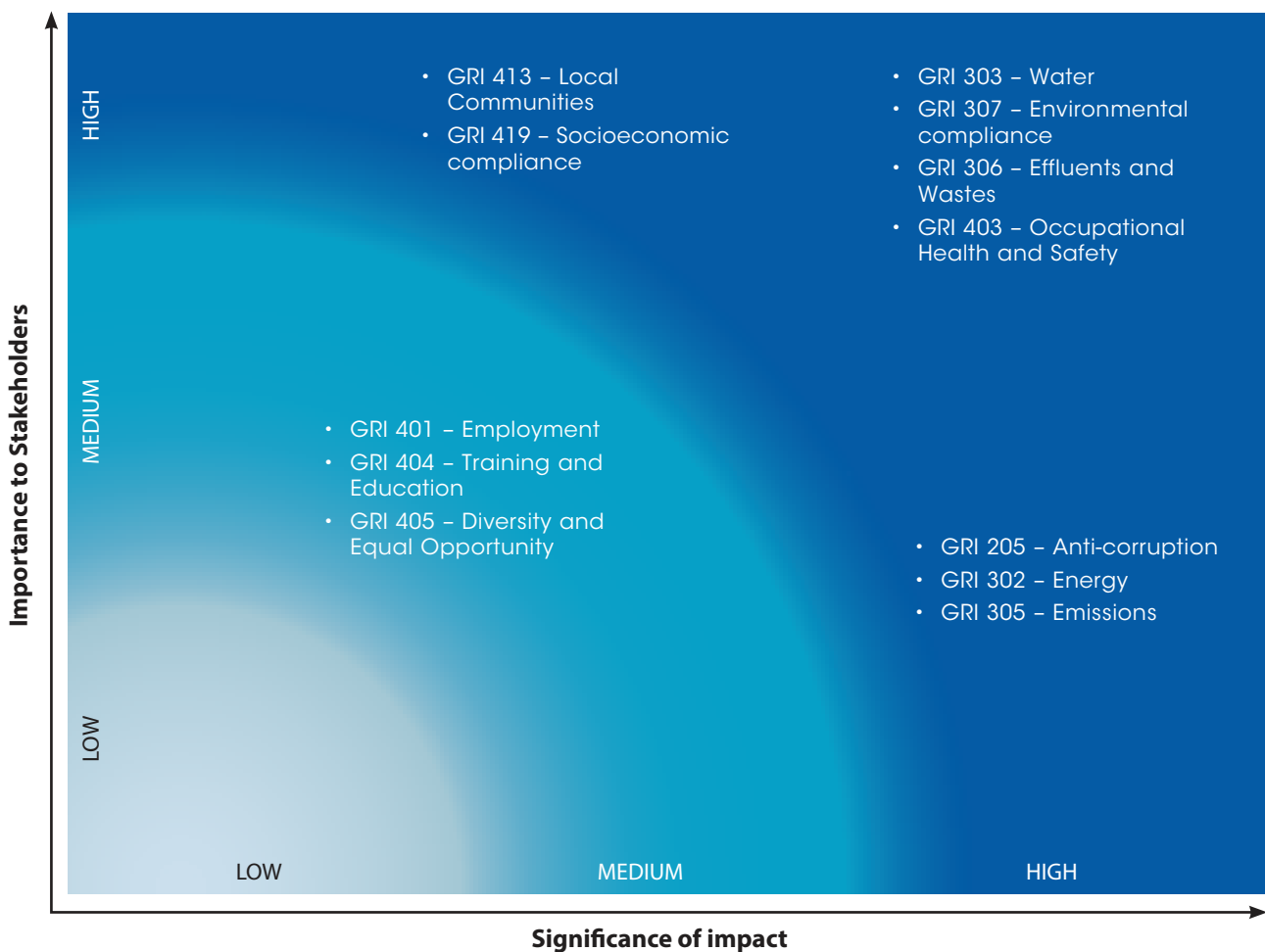


Table 4. Materiality Matrix to showcase the Group's resource prioritisation

# MATERIALITY ASSESSMENT

## ECONOMIC IMPACT OF COVID-19

President Joko Widodo issued a public health emergency decree on 31 March 2020, whereby extensive movement restrictions, business and school closures were mandated. Indonesia has also closed its borders to international travel, except in special cases. At this time, Indonesia had in place a partial lockdown whereby public and commercial activities were restricted to certain hours of the day. These measures are critical to prevent the catastrophic spread of COVID-19 in the country. Inevitably, the pandemic control measures had major economic consequences across the country. The Group's management promptly organised its teams to work closely with customers and suppliers to tide through the difficult period together.

### Impact on Customers

As a result of the lockdowns and border closure, business activities of commercial and industrial customers served by the Group decreased and sales volume to these sectors dropped. However, due to an increased hygiene awareness during the pandemic, there was an increase in sales volume in the residential sector.

Nonetheless, with a widespread business contraction in the country, many of our customers had to delay their bill payments to us, which caused some temporary cashflow disruptions. As restrictions eased in the second half of the year, our collections improved. As of 31 December 2020, Moya has managed to maintain a positive operating cash flow. With prudent financial management and the support of our banks, we have managed to stabilise our business with our customers.

### Impact on Suppliers

The COVID-19 pandemic has disrupted businesses and supply chains globally. Several of our suppliers were not able to ship out their products in time during the year. In 2020, 60% of Moya's overseas suppliers faced shipping delays, which in turn slowed down some of our operations. In addition, protocols implemented by the government also restricted operations in the field. These delays resulted in the rescheduling of various projects, such as the construction of Water Treatment Plant-7 at PT Moya Tangerang ("MT") which was delayed by four months, and an uprating project at TKCM, which was delayed by 2 months.

In addition, our management responded by actively sourcing for alternative supply sources. For locally sourced materials, alternative suppliers were found for all resources required by the Group. As for imported resources, most were requested and received early in the year and had little impact. These actions have been incorporated into our business continuity policies and will serve the Group well in the long term.

## OCCUPATIONAL HEALTH AND SAFETY (GRI 403)

### COVID-19 Safety and Security Measures

In the densely populated city of Jakarta in which we operate, and like the experience of many large organisations, we could not completely protect our staff from COVID-19 infections. However, with prompt action and strict implementation of safety measures since the onset of COVID-19, we were able to contain the COVID-19 infection rate to less than 10% of our total workforce. No staff was terminated for any COVID-19-related issues.

The Group mobilised its health, safety, and operational security plan to protect its workforce and water treatment facilities at the beginning of the COVID-19 outbreak in Indonesia. Our safety and security policies were then expanded in line with the Guidelines for COVID-19 Prevention and Control in the Office and Industrial Workplaces issued by the Minister of Health of the Republic of Indonesia.

# MATERIALITY ASSESSMENT



Figure 1. Covid-19 safety measures

## MOYA COVID-19 CONTROL MEASURES IN THE WORKPLACE





				
Maintaining office capacity at 25%	Employees taking public transportation to work to change their clothes upon arrival.	Employees that were on business trips must self-quarantine for 7 days and show their rapid test results to HR & QHSE if they wish to continue their office activity.	Splitting operation divisions into small groups	Proper health screening before entering work sites and temperature to be taken before, during, and after work.

Table 5. Covid-19 measures



# MATERIALITY ASSESSMENT

Several of Moya's operations which interface with the public at large expose our staff to health and safety risks. Management has developed strict 'health and safety' protocols when dealing with the public across the Group. These initiatives undergo periodic reviews to ensure their operational relevance and effectiveness. These measures help to safeguard our employees while providing assurance to our customers.

Apart from these measures, Moya expanded its healthcare to employees to include the provision of free medical masks, hand sanitizers, and hand wash while they were onsite. Routine workplace cleaning and disinfection were also carried out to maintain a safe hygienic environment.

COVID-19 rapid tests were also done regularly on employees to further ensure their safety. Any positive cases detected among our staff would be immediately followed-up by tracing, monitoring, Polymerase Chain Reaction (PCR) tests, and medical treatment. As an additional protection for our employees, Moya is also gradually rolling out vaccinations for our workers and their families.

## Work-Related Safety

For the third consecutive year, Moya has managed to prevent any work-related fatalities. The established Occupational Safety and Health Management Committee (P2K3) has full authority regarding the management of Occupational Health and Safety ("OHS") and the environment, and are striving to further improve the performance and reliability of OHS and Environmental management systems.

GRI STANDARD AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 TARGETS	FY2020 PERFORMANCE	FY2021 TARGETS
<b>GRI 403-9: WORK-RELATED INJURIES</b>				
Number of Injuries	2	Zero work related injuries or fatalities	3	Zero work related injuries or fatalities
Number of Fatalities	0		0	
Lost time Injury Rate	0.68		1.09	
Lost time Severity Rate	3.75		0.00	

Table 6. Number of safety incidents

# ENVIRONMENTAL PROTECTION

## WATER AND EFFLUENTS (GRI 303)

With climate change becoming an increasingly serious issue, water resources are severely affected in many parts of the world. In areas like Jakarta, which are prone to annual floods, water security becomes a more pressing concern.

Water being a vital resource to both the community as well as to nature, Moya is fully committed to reducing the various adverse environmental, social, and economical impact of our operations by investing in the latest technologies. As one of the leading water suppliers in Indonesia, Moya sets strict standards by adhering closely to all government regulations and compliances regarding the withdrawal of water from designated sources.

In 2020, facing the sudden COVID-19 pandemic, there was an increase in water consumption by affected communities, as well as for temporary facilities such as hospitals and service kitchens. Moya provided emergency water supplies to many pandemic-hit areas. Coupled with the acquisition of TKCM and PT Traya Tirta Cisadane ("TTC"), these events resulted in a surge in water withdrawal and consumption in 2020.

FISCAL YEAR	VOLUME OF WATER WITHDRAWN (LITRES)
2017	389,431,057
2018	409,715,753
2019	415,858,704
2020	567,652,391

Table 7. Volume of water withdrawn

WATER TREATMENT PLANT	MAXIMUM PERMITTED WITHDRAWAL (litres per second)
Acuatico Air Indonesia	85
Aetra Air Tangerang	900
Aetra Air Jakarta	10,200
Moya Tangerang	1,500
Moya Bekasi Jaya	1,300
Traya Tirta Cisadane	3,500
Tirta Kencana Cahaya Mandiri	1,700

Table 8. Water body withdrawal limit

COMPLIANCE WITH STATUTORY WATER WITHDRAWAL LIMITS		
FY2020 TARGET	FY2020 PERFORMANCE	FY2021 TARGET
Maintain zero breaches	Zero incident	Maintain zero breaches

Table 9. Water body withdrawal compliance

# ENVIRONMENTAL PROTECTION

## EFFLUENTS AND WASTE (GRI 306)

The process of water purification produces effluents and waste as an inevitable by-product. As these discharges contain chemicals that could be harmful to the environment and the health of local communities, Moya invests heavily in the proper treatment and disposal of the sludge generated from its water treatment plants. Sludge processors are installed in all of our water treatment plants.

Through rigorous water quality testing and operational reviews, Moya ensures that the water produced by our water treatment plants meet all the required standards. Staff training and technical competence is fundamental to our water production. Our staff undergoes extensive training and education to highlight any potential improvements after each operational review. All these processes help ensure that Moya strictly complies with extensive operational rules and regulations on water quality and overall waste management.

GRI STANDARD AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 PERFORMANCE	FY2019 PERFORMANCE	FY2020 PERFORMANCE
<b>GRI STANDARD 306: EFFLUENTS &amp; WASTE</b>				
Total Weight of Sludge Waste (Tons)	17,596	39,950	21,707	54,587

Table 10. Amount of sludge produced

In February 2020, Moya completed the construction of two sludge treatment units at TTC and TKCM. These sludge treatment units feature cutting-edge sludge dewatering systems. The sludge produced by these systems are safely chemically treated and prepared for safe disposal. In addition, water recovery tanks are installed to reduce water loss during production, as well as recycling the water produced, further reducing the impact on the environment.

Such new systems can result in additional operating costs. Moya is actively switching to environmentally-friendly and energy-saving technologies and educating our workers on the importance of energy conservation.

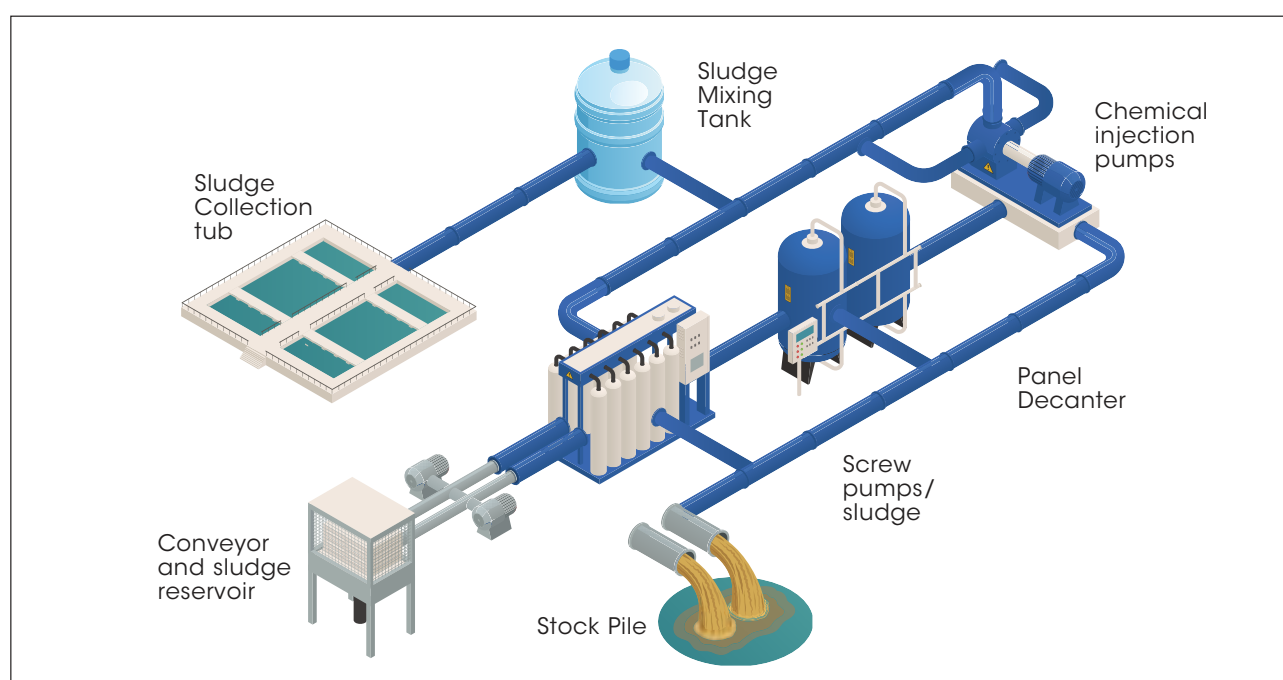


Figure 2: Sludge treatment unit

# ENVIRONMENTAL PROTECTION

## ENERGY AND EMISSION (GRI 302, 305)

Moya experienced a considerable surge in energy consumption and greenhouse gas ("GHG") emissions from 2019 to 2020. This was due primarily to the consolidation of figures from major new acquisitions of TKCM and TTC. Moya's energy consumption mainly comes from the treatment and processing of raw water. The inclusion of TKCM and TTC plants increased our water consumption by 37%, causing the surge in energy and emissions in 2020. Management is actively studying various ways to rationalise energy consumption and reduce emissions in the new subsidiaries.

GRI STANDARD AND DISCLOSURES	FY2018 PERFORMANCE	FY2019 PERFORMANCE	FY2020 PERFORMANCE
<b>GRI 305-1 – DIRECT (SCOPE 1) GHG EMISSIONS</b>			
GHG emissions (Tons)	86,286	97,048	133,039
<b>GRI 302-1 – ENERGY CONSUMPTION WITHIN THE ORGANISATION</b>			
Energy consumption (Giga Joule)	348,322	391,850	537,197
<b>GRI 302-3 – ENERGY INTENSITY</b>			
Energy intensity Mega Joule per Revenue (\$\$)	2.46	2.46	3.07

Table 11. Energy Consumption & Greenhouse Gas Emissions ("GHG")

Note: Moya's GHG emissions are mainly attributed to electricity usage. Electricity is purchased from Indonesia Power, (Indonesian state-owned electricity utility company).

# SOCIAL RESPONSIBILITY

## EQUAL OPPORTUNITY EMPLOYER (GRI 405)

Gender equality and minority representation in our workforce enables the influx of fresh and creative ideas across the organisation. The Group endeavours to provide equal career opportunities to all staff, in recognition of their skills and job performance.

We placed emphasis on human resource practices which enable our staff to develop their careers in an open and enriching environment. The numerous career opportunities available at Moya allows individuals to reach their best professional potential in the industry.

This inclusive and growth-oriented culture helps boost employee satisfaction and confidence, which is reflected in our low staff turnover rates, rising revenues, and profitability in 2020.

GRI STANDARD AND DISCLOSURES	FY2019 PERMANENT EMPLOYEES	FY2020 PERMANENT EMPLOYEES	FY2019 TEMPORARY EMPLOYEES	FY2020 TEMPORARY EMPLOYEES
<b>GRI 405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES</b>				
Male	1,019	1,004	42	41
Female	195	244	6	9
Total	1,214	1,248	48	50

Table 12. Number of employees by gender

DIVISIONS	FY2019 PERCENTAGE OF TOTAL PERMANENT MALE WORKFORCE	FY2020 PERCENTAGE OF TOTAL PERMANENT MALE WORKFORCE	FY2019 PERCENTAGE OF TOTAL PERMANENT FEMALE WORKFORCE	FY2020 PERCENTAGE OF TOTAL PERMANENT FEMALE WORKFORCE
Board of Directors of the Company and Subsidiaries	2%	2%	2%	2%
Operational	70%	73%	42%	39%
Office	24%	17%	52%	54%
Project	4%	8%	4%	5%

Table 13. Percentage of employees by division



# SOCIAL RESPONSIBILITY

## EMPLOYEE REPRESENTATION CHART

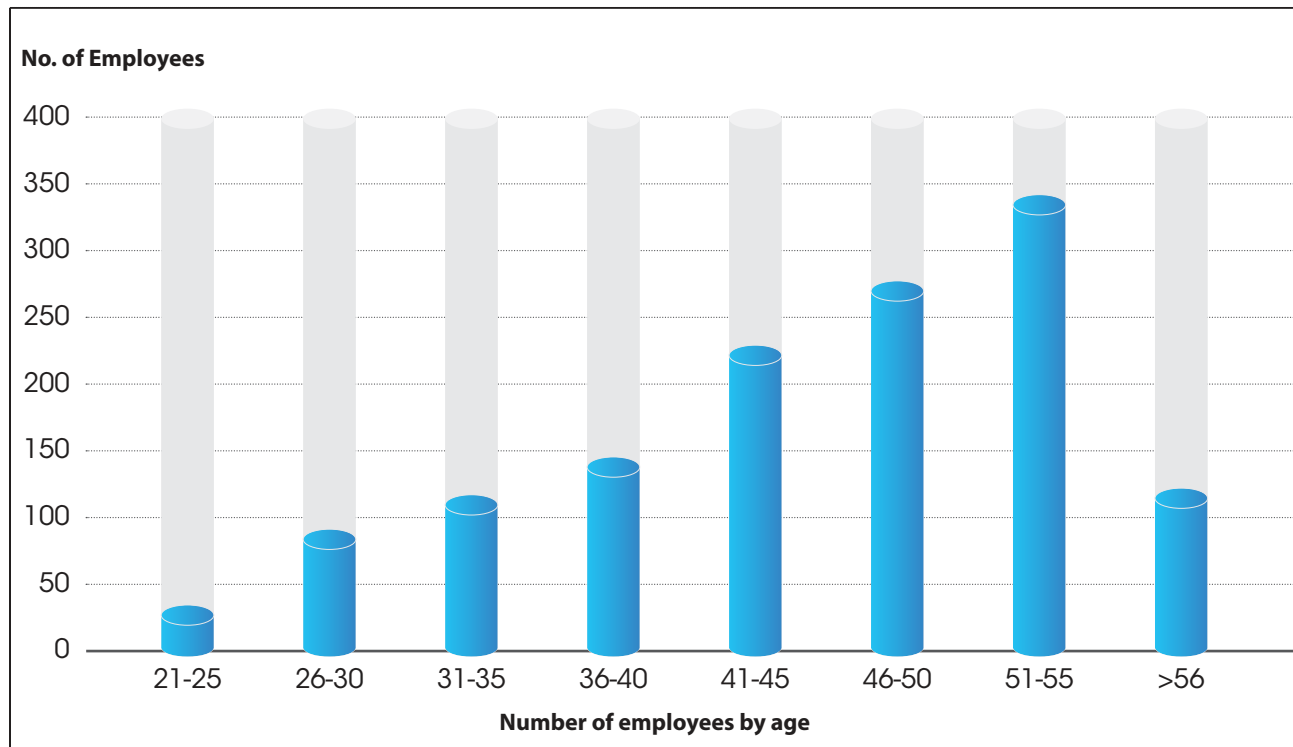


Figure 2. Number of employees by age

## TRAINING AND BENEFITS

To ensure that our workforce stays relevant and competitive, especially during the COVID-19 period, Moya constantly provides training for its employees. Classes, workshops, and talks conducted by industry experts help bolster both soft and hard skills in our employees. Utilising innovative training methodologies, we are able to cater to the differing needs of our employees at various levels of operations. As we continue to attract and nurture young and promising talents, we also develop professional training programs for our senior staff. A well-trained workforce will drive the Group's growth.

HUMAN RESOURCE DEVELOPMENT	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 TARGETS
<b>GRI STANDARD 404: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE</b>			
Total hours of training	35,590	7,788	11,560
Average hours of training per employee	28.2	6*	9

Table 14. Hours of training provided

\*The target of 15.85 average hours of training in 2020 was not met due to COVID-19 pandemic.

# SOCIAL RESPONSIBILITY

Amidst the COVID-19 pandemic in 2020, fewer training sessions were conducted, and each session had to accommodate a smaller group of employees to ensure safe distancing. Despite the reduced training hours, Moya endeavoured to ensure that sufficient training was provided to staff involved in critical operations. We plan to re-establish our training targets as soon as it is safe for our employees to return to classroom training.

TYPE OF TRAINING	FOCUS	TRAINER	HOURS PER SESSION	NUMBER OF SESSIONS
<b>GRI 404-2: PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS</b>				
Internal Training	Hard Skills	Internal	6	Dependent on training material
In-house Training	Soft and Hard	External	9	
External Training	Soft and Hard	External	13	
Sharing Session	Experience-based	Internal	4	

Table 15. type of training

In order to attract and retain the best talents in the industry, Moya offers a comprehensive remuneration scheme, which includes competitive wages and a range of non-monetary benefits. These benefits include medical coverage (Please refer to Occupational Health and Safety Segment) and annual leave. Understanding the financial impact Covid-19 has had on people, Moya has elected not to make any changes to our current schemes.

GRI STANDARD AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 TARGET	FY2020 PERFORMANCE	FY2021 TARGET
<b>GRI 401-1: EMPLOYEE TURNOVER</b>				
Employee turnover rate	5.2%	Maintain employee turnover rate below 10% based on Moya's Quality Objective Policy	2.3%	Maintain employee turnover rate below 10% based on Moya's Quality Objective Policy

Table 16. Employee turnover rate

## LOCAL COMMUNITIES (GRI 413)

Local communities in which we operate are a major stakeholder for the Group, especially during the pandemic. Development of local communities is a classic demonstration of the circular economy in our business.

During the construction of a water treatment plant in West Semarang, 40% of employees consisted of workers from local communities. On top of that, Moya has engaged local communities through a myriad of programs in line with our Corporate Social Responsibility ("CSR") pillars.

GRI STANDARD AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 TARGETS
<b>GRI 413-1: LOCAL COMMUNITIES</b>			
Number of implemented local community engagement	78	103	Continue supporting local community engagement with different organizations and encouraging staff volunteerism

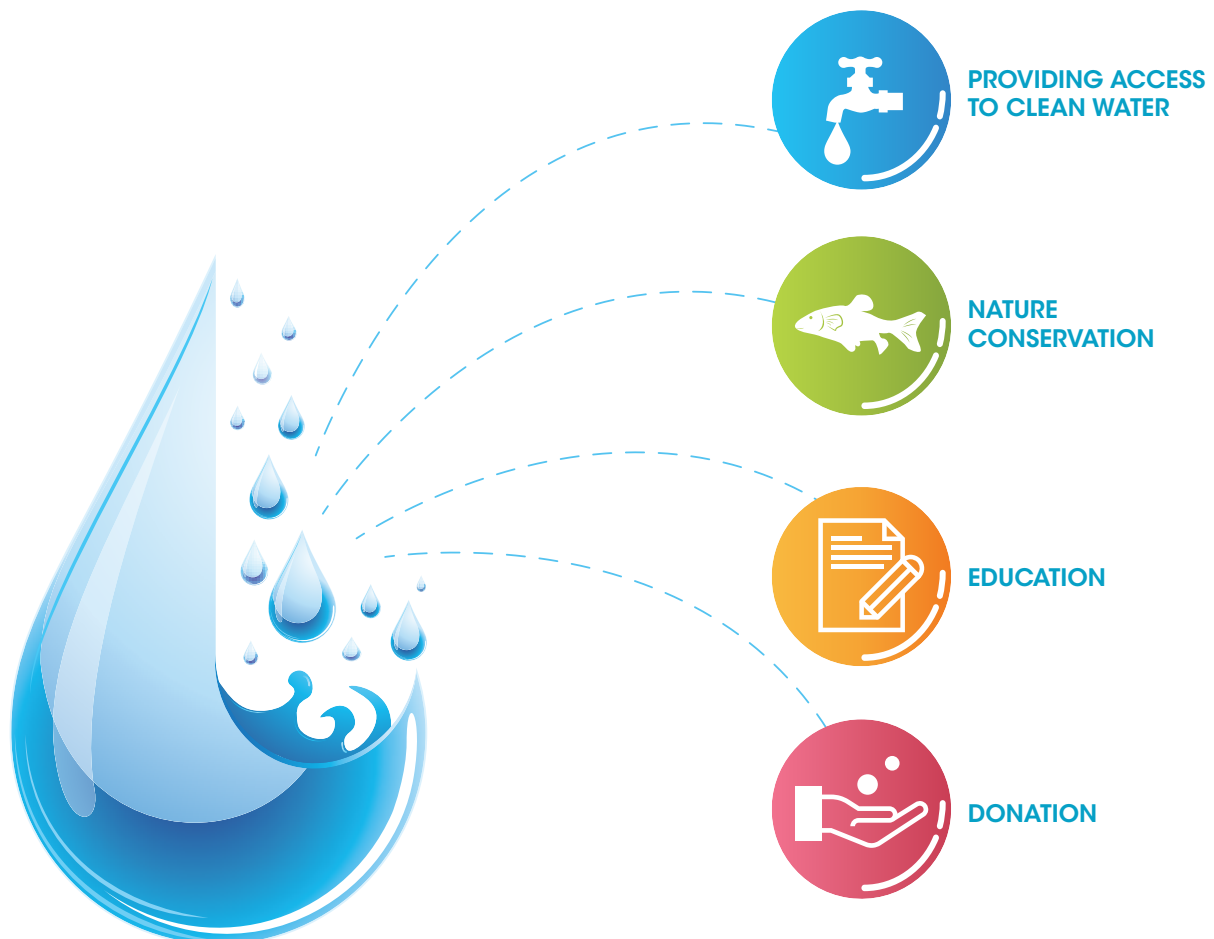
Table 17. Number of CSR activities conducted

# SOCIAL RESPONSIBILITY

In 2020, Moya further provided clean water connections to several schools, mosque, less fortunate communities, as well as public facilities. We believe that having access to clean water should be a basic right and these connections help to reinforce the culture towards clean water usage.



Figure 3. Pictures with beneficiaries of CSR activities



During the pandemic, the community faces an increasing need for clean water. AAJ has helped to provide clean water to 40 public washing stands. These stands, located at bus stops, allows passengers to wash their hands before and after their commute and helps to promote community hygiene. AAJ also helps to supply water to public kitchens serving various Emergency Hospitals set up in light of the COVID-19 pandemic.

# SOCIAL RESPONSIBILITY

## COMMUNITY EDUCATION

Moya believes that education is one of the best gifts to the community. In 2020, as Aetra Air Tangerang ongoing cause to support the education of local communities, 10 sets of computers along with a server was donated to SMP Negeri 1 Jayanti. This is aimed at improving the learning experience for the students and to spur their desire for knowledge and development.



Figure 4. Donation of computers



Figure 5. Scholarship recipients' graduation ceremony

In an effort to further improve both the welfare and competency of our workforce, Moya has established an education program for our employees and their children. In 2020, we founded the 'MOYA ACADEMY' in collaboration with Politeknik Harapan Bersama, Tegal, which provides scholarships to those who wish to further their studies and contribute back to Moya and society in the future. This supports students who wish to pursue mechanical and electrical engineering degrees, which are qualifications that are fundamental to Moya's water treatment operations.

## DONATIONS

The pandemic and lockdowns affected the livelihoods of many households in Indonesia. This was especially felt in Jakarta due to the high rate of infections in a densely populated city. Coupled with lockdowns in a high-cost city, many families experienced financial hardship in Jakarta.

In light of this, AAJ and MT made several donations to various charity organisations to support their efforts to deliver aid to many hard-hit communities.

## SOCIAL RESPONSIBILITY

	DONATIONS MADE	AGENCY
1	150 Food Aid Packs	Indonesian Red Cross
2	20,000 Food Packages	Indonesian Red Cross
3	100 Food Aid Packs	Criminal Investigation Agency
4	100 Food Aid Packs	PAM Jaya
5	1,000 Personal Protective Equipment	Tangerang District Hospital
6	Disinfectant Spray Equipment	Regional Disaster Management Agency

Table 18. Donations Made by Moya

The areas around Jakarta were also hit by a major flood at the start of 2020. The flood severely impacted the community as it also disrupted the supply of electricity. Through channels such as the East Jakarta Mayor and DKI Provincial Government, Moya made donations in the form of food aid packs as well as monetary donations in an effort to alleviate the damage caused by the floods.



Figure 6. Donations made during COVID-19

### NATURE CONSERVATION

Through river widening projects, AAJ has managed to help reduce flooding in Buaran for its surrounding residence. Flooding not only damages properties in the area, disrupts people's lives, but also causes contamination in the water supply which the residents heavily rely on. This project exemplifies Moya's commitment to the provision of clean water and their care and concern to the local communities. The widening projects in 2020 has helped ease flooding in areas affecting approximately 3,900 residents in 13 different suburbs.



# SOCIAL RESPONSIBILITY

## CASE STUDY 1: PLANTING A GREENER TOMORROW

In 2020, Moya has identified the importance of maintaining nature's greenery, especially in our areas of operation. As nature's own filtration system, a healthy forest system can help filter sediments and various other pollutants, preventing them from reaching the water bodies, which results in cleaner water.

In September 2020, as part of the Nature Conservation arm of Moya's CSR, AAJ partnered with the Natural Green Lestari Foundation to plant 1600 tree roots along the conservation areas in Sukabumi. The seeds planted consisted of nutmeg, clove, banyan, and coconut trees, and were planted along the upper banks of the Cikaso river.

In October 2020, Moya partnered with management of the Cidurian River Basin to plant fruit trees along the Pasar Baru Dams. The aim of this project was to bolster the sustainability of the rivers.



Figure 7. Tree planting project

# REGULATORY COMPLIANCE

## ANTI-CORRUPTION (GRI 205)

As one of the leaders in our field, Moya upholds its reputation as an ethical, transparent, and equitable organisation in all our business dealings. Our zero-tolerance policy towards corruption allows us to establish a trusting relationship with all our stakeholders. Stringent monitoring and enforcement processes are in place to ensure Moya's unwavering commitment to the highest standards of compliance with all applicable laws and regulations.

## REGULATORY COMPLIANCE (GRI 205, 307 AND 419)

Moya's Board and management sets a clear "tone-from-the-top" policy on regulatory compliance. Any form of regulatory breaches in the Group must be addressed and eliminated as they may cause environmental, operational, financial, and reputational damage. Moya maintains an open dialogue with all relevant law enforcement and government agencies at all levels, to ensure a strong working relationship with the governing bodies in service of our industry and country.

As a public-listed entity on the Singapore Exchange, we adhere to all listing rules, together with all other relevant laws and regulations in Singapore, including the Securities and Futures Act (Chapter 289) of Singapore, the Companies Act (Chapter 50), and the Income Tax Act (Chapter 134). Additionally, we also practice a corporate governance framework in accordance with the 2018 Code of Corporate Governance of Singapore, wherein we implement extensive risk management processes.

Please refer to the Company's annual report FY2020 ("2020 Annual Report") for more details on the Group's corporate governance practices in the Corporate Governance Report.

GRI STANDARD AND DISCLOSURES	FY2018 PERFORMANCE	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 TARGETS
<b>GRI 205-3: ANTI-CORRUPTION</b>				
Confirmed incidents of corruption and actions taken	Zero incidents	Zero incidents	Zero incidents	Maintain zero incidents
<b>GRI 307-1: ENVIRONMENTAL COMPLIANCE</b>				
Significant fines and non-monetary sanctions for non-compliance with environmental laws/regulations	Zero incidents	Zero incidents	Zero incidents	Maintain zero incidents
<b>GRI 419-1: SOCIOECONOMIC COMPLIANCE</b>				
Significant fines and non-monetary sanctions for non-compliance with laws/regulations in the social and economic areas	Zero incidents	Zero incidents	Zero incidents	Maintain zero incidents

Table 19. Regulatory compliance performance

# NOTES TO THE SUSTAINABILITY REPORT

## STATUTORY REQUIREMENTS

This report is prepared in accordance to Rules 711A and 711B of the Singapore Exchange Securities Trading Limited Listing Manual Section B: Rules of Catalyst ("Catalist Rules") as well as Practice Note 7F of the Catalyst Rules

## REPORTING FRAMEWORK

This report is prepared with reference to the GRI Standards. This is to be read in conjunction with the Company's 2020 Annual Report. Accordingly, the Global Reporting Initiative shall be notified of this report.

Additional corporate information is available on our website at <http://www.moyaasia.com>.

## DATA DISCLOSURES

The reporting scope in FY2020 focuses on maintaining readability to the works of Moya, and highlights the impacts of our efforts to improve on the influence of our sustainability report. The reporting scope covers Moya's business operations in Indonesia and ESG performance year-on-year.

All data are reported in good faith and to the best of our knowledge.

No external assurance has been obtained for this report.

## FEEDBACK

We welcome all feedback to help us improve our sustainability report, policies, and practices.

Please send your comments or feedback to <http://www.moyaasia.com>.



# GRI INDEX

GRI STANDARDS 2020	REFERENCE/DESCRIPTION	REFERENCE/DESCRIPTION
<b>MATERIAL TOPIC</b>		
<b>ANTI-CORRUPTION</b>		
205-3	Confirmed incidents of corruption and actions taken	Regulatory Compliance
<b>ENERGY</b>		
302-1	Energy consumption within the organisation	Environmental Protection
302-3	Energy intensity	Environmental Protection
<b>WATER AND EFFLUENTS</b>		
303-3	Water withdrawal	Environmental Protection
<b>EMISSION</b>		
305-1	Direct (scope 1) GHG emissions	Environmental Protection
<b>EFFLUENTS AND WASTE</b>		
306-2	Waste by type and disposal method	Environmental Protection
<b>ENVIRONMENTAL COMPLIANCE</b>		
307-1	Non-compliance with environmental laws and regulations	Regulatory Compliance
<b>EMPLOYMENT</b>		
401-1	Employee turnover	Social Responsibility
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
403-9	Work related Injuries	Social Responsibility
<b>TRAINING AND EDUCATION</b>		
404-1	Average hours of training per year per employee	Social Responsibility
404-2	Programs for upgrading employee skills and transition assistance programs	Social Responsibility
<b>DIVERSITY AND EQUAL OPPORTUNITIES</b>		
405-1	Diversity of governance bodies and employees	Social Responsibility
<b>LOCAL COMMUNITIES</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Social Responsibility
<b>SOCIO-ECONOMIC COMPLIANCE</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	Regulatory Compliance

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This report has been prepared by the Company and its contents have been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "**Sponsor**"), in accordance with Rule 226(2)(b) of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalyst.

This report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this report, including the correctness of any of the statements or opinions made or reports contained in this report.

The contact person for the Sponsor is Ms Alice Ng, Director of Continuing Sponsorship, ZICO Capital Pte. Ltd. at 8 Robinson Road, #09-00 ASO Building, Singapore 048544, Telephone: (65) 6636 4201.