



Growing Impact Deepening Commitment



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LETTER FROM CEO



Dear Stakeholders,

As we reflect on 2024, Moya Indonesia continues to strengthen its commitment to sustainable water management, operational efficiency, and environmental responsibility. This year, we made significant progress in expanding clean water access, particularly through the Air Bersih Jakarta project, where we invested IDR 4.11 trillion, laid 158 km of new pipelines, and added 21,000 household connections.

Our focus on efficiency and sustainability led to a 4% reduction in energy intensity per cubic meter, the installation of our first solar panels at Aetra Air Tangerang, and a 20% decline in chemical use per cubic meter despite higher turbidity. On governance, we reinforced transparency, ethical procurement, and stakeholder engagement.

As a top sponsor of the 2024 World Water Forum in Bali, Moya played a key role in shaping discussions on global water sustainability, with our CEO speaking at the High-Level Panel on the Global Water Fund. Looking ahead, Moya remains committed to expanding sustainability initiatives, including recycling programs, further energy efficiency improvements, and compliance with international sustainability standards. By focusing on innovation, collaboration, and responsible business practices, we will continue delivering clean, reliable water while protecting resources for future generations.

Thank you to our partners, employees and communities for your continued trust and support

MOHAMMAD SYAHRIL

Executive Director

Chief Executive Officer

SUSTAINABILITY POLICY 2024

Moya is committed to sustainable water management, environmental protection, and corporate responsibility. Our approach aligns with the United Nations Sustainable Development Goals (SDGs) and follows Global Reporting Initiative (GRI) Standards for transparency and accountability.

1. Water Resource Management & Environmental Responsibility

- ◆ Monitoring intake water quality (NTU) to assess environmental conditions.
- ◆ Optimizing energy and chemical use, reducing waste, and integrating solar energy.
- ◆ Expanding recycling programs, including sludge dewatering and water recovery

GRI Alignment:

- GRI 303: Water & Effluents –
Water withdrawal and treatment efficiency.
- GRI 302: Energy –
Tracking energy consumption and reductions.
- GRI 305: Emissions –
Monitoring carbon footprint from operations.

2. Water Quality & Compliance

- ◆ Ensuring treated water NTU levels meet/exceed regulations.
- ◆ Expanding treatment capacity and improving process efficiency.
- ◆ Implementing rigorous water quality controls to safeguard public health.

GRI Alignment:

- GRI 416: Customer Health & Safety –
Compliance with water quality standards
- GRI 303: Water & Effluents –
Monitoring treated water discharge quality

3. Workplace Safety & Employee Development

- ◆ Strengthening safety protocols to maintain a zero-fatality workplace.
- ◆ Expanding compliance monitoring to improve risk prevention.
- ◆ Enhancing employee training, leadership development, and career growth.

GRI Alignment:

- GRI 403: Occupational Health & Safety –
Workplace risk management.
- GRI 404: Training & Education –
Employee development programs

4. Workforce Stability & Equal Opportunities

- ◆ Providing fair employment practices, ensuring long-term job security.
- ◆ Encouraging career mobility and internal promotions.
- ◆ Increasing permanent employment and maintaining a low turnover rate.

GRI Alignment:

- GRI 401: Employment –
Workforce composition and stability.
- GRI 405: Diversity & Equal Opportunity –
Fair employment policies.

5. Community Engagement & Social Impact

- ◆ Supporting CSR programs in infrastructure, education, and environmental initiatives.
- ◆ Engaging with local communities and government stakeholders.
- ◆ Investing in sustainable infrastructure projects, such as clean water access.

GRI Alignment:

- GRI 413: Local Communities –
Measuring community impact.
- GRI 203: Indirect Economic Impacts –
Infrastructure investments for social benefit.

6. Governance, Ethics & Compliance

- ◆ Strengthening anti-fraud and ethical business policies.
- ◆ Ensuring full regulatory compliance across all operations.
- ◆ Expanding sustainability governance, integrating ESG reporting into business strategy.

GRI Alignment:

- GRI 307: Environmental Compliance –
Meeting legal and regulatory standards.
- GRI 205: Anti-Corruption –
Fraud detection and prevention.

Commitment to a Sustainable Future

Moya remains dedicated to expanding access to clean water while reducing environmental impact. By improving efficiency, governance, and community engagement, we ensure long-term sustainability and positive social outcomes.

OUR BUSSINESS

DELIVERING CLEAN WATER TO INDONESIA

Moya is Indonesia's largest private water treatment operator, managing 32,565 liters per second (lps) in treatment capacity—equivalent to 1.03 trillion liters per year. Our extensive 14,000 km pipe network serves 2.6 million customers, benefiting 13 million people across Greater Jakarta, West Semarang, and Batam

Expanding Clean Water Infrastructure

- 💧 Water Treatment Facilities — Moya operates and maintains multiple treatment plants, ensuring compliance with national and international water quality standards.
- 💧 Pipe Network Growth — We invest in distribution infrastructure to expand coverage, particularly in underserved urban areas.
- 💧 Municipal Partnerships — Collaborating with government agencies (PDAM & PUPR) to enhance water security and accessibility.
- 💧 Operational Excellence — Leveraging advanced monitoring, automation, and efficiency measures to ensure reliability.

Sustainability & Innovation

- 💧 Optimized Treatment Efficiency — Improving process control to reduce energy and chemical consumption.
- 💧 Recycling & Waste Reduction — Expanding sludge recycling and water recovery initiatives.
- 💧 Renewable Energy Integration — Implementing solar power projects to lower grid dependence and reduce emissions.

Looking Ahead

Moya is committed to expanding water access, enhancing treatment capacity, and strengthening sustainability efforts. Through technological advancements and strategic partnerships, we continue delivering safe, affordable, and high-quality water to millions of Indonesians

JAKARTA PROJECT UPDATE

EXPANDING CLEAN WATER ACCESS

Moya, through Air Bersih Jakarta (ABJ), continues to expand piped water access in Jakarta, supporting the city's goal of 100% clean water coverage by 2031. In partnership with PAM Jaya and the national government, the project combines infrastructure expansion and operational management to reduce reliance on groundwater and trucked water—key factors in Jakarta's land subsidence problem.

Key Progress in 2024

- ◆ Total investment: IDR 4.11 trillion, with IDR 3.262 trillion allocated for new infrastructure and IDR 848 billion for brownfield upgrades.
- ◆ Pipeline expansion: 152.8 km of new pipelines installed, extending access to more homes.
- ◆ New connections: 20,726 additional households connected to the piped water network.
- ◆ Infrastructure development: Ongoing construction of the Buaran 3 Water Treatment Plant, increasing capacity to meet growing demand.

Jakarta has historically relied on expensive, lower-quality groundwater and trucked water, contributing to subsidence and water scarcity. ABJ's expanding network is reversing this trend, ensuring a sustainable, high-quality water supply.



BUILDING A SUSTAINABLE WATER FUTURE FOR JAKARTA

Moya is driving a long-term transformation in Jakarta's water system by:

- ◆ Increasing treatment capacity to support urban expansion.
- ◆ Reducing environmental risks from over-reliance on groundwater.
- ◆ Providing safe, affordable water access to more households each year.

With continued progress, Moya remains committed to accelerating connections, optimizing operations, and supporting Jakarta's 100% clean water target.

Water Quality & Intake Monitoring

Moya continuously monitors raw water quality at intake points to assess environmental conditions and treatment requirements. One key metric is Nephelometric Turbidity Units (NTU), which measures suspended particles in water—a critical factor in treatment efficiency.

Intake Water Quality Trends in 2024

- ◆ Average intake NTU in 2024 from 2023, indicating higher turbidity levels.
- ◆ Peak NTU Lower in 2024 vs 2023, but overall conditions were more challenging.
- ◆ Lowest NTU slightly higher than in 2023.

Higher turbidity in 2024 suggests potential environmental changes affecting raw water sources. However, with proactive monitoring and operational adjustments, water treatment remained stable. Unlike 2023, which had a single high-NTU event requiring special intervention, 2024's fluctuations were more consistent, enabling effective long-term management.

Output Water Quality: Ensuring Compliance

Despite higher intake turbidity, Moya maintained and even improved water clarity after treatment.

- ◆ Average output NTU: 0.67, down from 0.72 in 2023.
- ◆ Peak output NTU: 0.99, staying well within the regulatory limit of 2 NTU.
- ◆ Lowest output NTU: 0.43, higher than 0.29 in 2023 but still well within targets.

At Air Bersih Jakarta (ABJ), which has a stricter requirement of ≤ 1 NTU, output quality was exceptional:

- ◆ Average NTU: 0.48
- ◆ Peak NTU: 0.53
- ◆ Lowest NTU: 0.43

These results confirm Moya's commitment to meeting national regulations and internal water quality targets through advanced treatment processes and strict quality controls.

Commitment to Sustainable Water Quality

- ◆ Continuous water quality monitoring to adapt to environmental changes.
- ◆ Operational optimizations to maintain high standards despite fluctuating raw water conditions.
- ◆ Ongoing investment in treatment technology to ensure clean, safe, and compliant water supply.

Moya remains dedicated to delivering high-quality treated water while ensuring environmental responsibility and compliance with national standards.



CHEMICAL USAGE & WASTE MANAGEMENT

Moya is committed to optimizing chemical use in water treatment, ensuring cost efficiency, environmental responsibility, and high water quality. Key chemicals used include:

- ◆ Coagulants – For particle removal and water clarification.
- ◆ Chlorine – For disinfection, ensuring compliance with PDAM regulations.
- ◆ PH Adjusters – Used selectively, as required by local PDAMs.

By improving treatment efficiency, Moya has successfully reduced chemical consumption per cubic meter of water while maintaining strict quality and compliance standards.

Efficiency Gains in 2024

- ◆ Chemical cost per cubic meter: IDR 54, down from IDR 66 in 2023.
- ◆ Real reduction in usage: 20%, after adjusting for a 2% price increase in key chemicals.
- ◆ Achieved despite higher intake turbidity, demonstrating strong operational management.

Typically, higher NTU in intake water requires greater chemical usage. However, through process optimization, Moya reduced reliance on treatment chemicals while maintaining high water quality.

Sludge Management & Recycling

Moya has expanded its sludge recycling program, ensuring that waste generated from water treatment is processed sustainably.

- ◆ Sludge dewatering machines separate water and solids, reducing disposal waste.
- ◆ Recovered water is recycled back into the treatment process, minimizing loss.
- ◆ Dewatering machine usage increased to 179 hours/month in 2024, up from 98 hours/month in 2023—nearly doubling efficiency.

By improving sludge handling and recycling, Moya minimizes environmental impact and supports a circular economy approach

Commitment to Sustainable Treatment

- ◆ Further optimization of chemical use, balancing cost, efficiency, and water quality.
- ◆ Expansion of sludge recycling programs, reducing waste and enhancing sustainability.
- ◆ Continuous investment in process improvements, ensuring long-term operational efficiency.

Moya remains dedicated to reducing its environmental footprint while ensuring highquality water production.



ENERGY EFFICIENCY & GREENHOUSE GAS EMISSION

Moya remains committed to improving energy efficiency while expanding water treatment operations. Through better energy management, renewable energy adoption, and optimized operations, we continue to reduce energy intensity while meeting growing demand.

Electricity Consumption Trends

In 2024, total electricity consumption reached 231,791,121 kWh, up from 195,251,892 kWh in 2023. The main factor behind this increase was the full-year operation of Air Bersih Jakarta (ABJ), which Moya began managing in May 2023.

However, despite the increase in total consumption, we achieved:

- ◆ A 4% reduction in energy intensity per cubic meter of water produced compared to 2023.
- ◆ Improved pump operations, reducing unnecessary energy use.
- ◆ More efficient energy management practices, ensuring lower waste and better optimization across facilities.

Replacing Energy-Intensive Water Sources

Moya's expansion of piped clean water access also reduces Indonesia's reliance on more energy-intensive water sources such as household well pumps and trucked water deliveries.

- ◆ Groundwater pumps require significant individual electricity use, often from less efficient energy sources.
- ◆ Trucked water delivery consumes fuel and contributes to higher carbon emissions.

By shifting more households to clean, piped water, Moya reduces the total environmental footprint of water access, despite higher direct electricity consumption at our treatment plants.

Renewable Energy: Solar Panels at Aetra Air Tangerang (AAT)

Moya took a major step in sustainability by installing solar panels at Aetra Air Tangerang (AAT) the first of our operations to integrate renewable energy. This led to:

- ◆ An 8% reduction in monthly electricity consumption at AAT.
- ◆ Lower reliance on grid electricity, reducing operational costs.
- ◆ A model for future solar panel installations at other facilities.

By expanding solar energy initiatives, Moya aims to further reduce its carbon footprint in the coming years

Greenhouse Gas (GHG) Emissions & Environmental Impact

Since Moya's operations primarily use grid electricity, we estimate GHG emissions based on Indonesia's standard emissions factor (0.79 kg CO₂ per kWh).

- ◆ 2024 GHG Emissions: 183,116 tons CO₂ (up from 154,251 tons CO₂ in 2023).
- ◆ Emissions per cubic meter of water produced decreased, demonstrating improved energy efficiency.
- ◆ Net environmental benefit due to replacing well pump and trucked water sources with more efficient large-scale treatment systems.

While total emissions increased due to expanded operations, our focus remains on reducing energy intensity, optimizing energy use, and transitioning to renewable energy sources.

Commitment to Energy Efficiency & Sustainability

Looking ahead, Moya will:

- ◆ Expand solar and alternative energy adoption across facilities.
- ◆ Further refine energy management practices, enhancing automation and efficiency.
- ◆ Strengthen tracking and reduction efforts for emissions, ensuring continued improvements in sustainability.

By combining operational excellence, renewable energy, and efficient energy management, Moya is reducing its environmental impact while ensuring sustainable water treatment operations.

WORKPLACE HEALTH & SAFETY

Ensuring a safe and secure work environment is a top priority at Moya. Our operations involve high-risk environments, such as raw water intakes, chemical handling, and elevated structures, requiring strict safety protocols and continuous monitoring.

In 2024, Moya strengthened compliance tracking, ensuring a proactive approach to workplace safety rather than just recording incidents. This allows us to identify risks early, implement preventive measures, and continuously improve safety practices.

Expanded Safety Monitoring & Compliance in 2024

- ◆ Zero workplace fatalities for another consecutive year.
- ◆ 1,091 compliance tracking records logged, ensuring workplace hazards are promptly addressed.
- ◆ Unsafe conditions recorded: 924 cases, allowing targeted improvements in worksite safety.
- ◆ Unsafe acts identified: 38 cases, highlighting areas for better risk awareness.
- ◆ Housekeeping issues recorded: 110 cases, leading to improved site maintenance.
- ◆ Medical treatments & minor incidents tracked: 1 case each, reinforcing preventive efforts.

With better tracking and transparency, Moya is actively reducing risks, ensuring a safer work environment for all employees.

Key Safety Enhancements in 2024

- ◆ Expanded employee training on hazard prevention and emergency response.
- ◆ Improved worksite management, reducing risks from slips, falls, and unsafe conditions.
- ◆ Near-miss reporting introduced, helping prevent incidents before they occur.
- ◆ Enhanced collaboration with emergency responders, ensuring rapid incident handling.
- ◆ Routine safety audits strengthened, promoting consistent workplace safety improvements.

These measures increase safety awareness, reduce workplace hazards, and strengthen Moya's safety-first culture.

Commitment to a Safer Workplace

- ◆ Continuous refinement of risk monitoring and compliance tracking
- ◆ Expanded safety training and preparedness programs.
- ◆ Investment in workplace safety technologies and best practices.

By reinforcing a culture of safety and prevention, Moya ensures that employees can work confidently, securely, and efficiently.



HUMAN RESOURCE & WORKFORCE DEVELOPMENT

Moya recognizes that its people are its greatest asset, and we are committed to building a skilled, stable, and engaged workforce. With a total of 1,215 employees in 2024 (up from 1,180 in 2023), we continue to invest in employee development, job stability, and long-term career growth.

2024 Workforce Overview & Changes from 2023

- ◆ Total workforce: 1,215 employees (+35 from 2023).
- ◆ Workforce stability: 89% permanent employees (up from 87% in 2023), reinforcing long term job security.
- ◆ Gender balance: 17% female employees, a slight increase from 15% in 2023.
- ◆ Turnover remained low, with just 11 employees exiting, mainly due to retirements or contract completions. Our employee turnover rate in 2024 was approximately 0.9%, reflecting strong workforce stability across all operational areas.
- ◆ Education levels:
 - 47% hold a high school diploma or lower (down from 50%).
 - 11% have a diploma (D1-D3).
 - 37% hold a bachelor's degree (S1) (up from 35%).
 - 5% have a postgraduate degree (S2/S3) (up from 3%).

These improvements reflect Moya's continued focus on workforce development and career advancement.

Employee Training & Development

Moya significantly expanded training programs in 2024, ensuring employees gained technical, managerial, and leadership skills.

- ◆ Total training hours: 17,630 hours (~2 days per employee), up from 14,761 hours in 2023 (a 19% increase).
- ◆ Leadership & technical training expanded to prepare employees for higher responsibilities.
- ◆ MOCA (Moya Academy) launched, enhancing structured learning for operational teams.
- ◆ Increased focus on internal promotions, ensuring more employees grow within the company.

By providing continuous learning opportunities, Moya strengthens its workforce and builds future industry leaders.

Workplace Well-being & Safety Integration

- ◆ Comprehensive safety training provided across operational teams.
- ◆ Proactive workplace wellness programs ensure employee well-being.
- ◆ Health & safety policies strengthened to reduce risks and improve working conditions.

Moya integrates health, safety, and employee engagement into its workforce strategy, ensuring a safe, supportive, and high-performance environment.

Commitment to Workforce Growth & Stability

- ◆ Expanding leadership development programs.
- ◆ Enhancing internal promotions for career mobility.
- ◆ Strengthening skills training & technical certifications.
- ◆ Ensuring job stability with low turnover & long-term employment focus.

Through these initiatives, Moya reinforces its commitment to building a skilled, engaged, and stable workforce—supporting business growth and sustainability goals.



EMPLOYEE SUCCESS STORIES

Moya is committed to developing talent from within, creating opportunities for employees to grow into leadership roles. The career journeys of Ratnawati and Nasution demonstrate how Moya fosters long-term career development and leadership growth.



“
It always seem impossible
until it’s done.
”

Ratnawati: From Young Professional to Senior Manager

Ratnawati joined Aetra Air Jakarta in 2009 as part of the Young Professional Program, gaining experience in engineering, customer service, and business analysis. Over the years, she moved through progressive leadership roles, including:

- ◆ 2011 – NRW Engineer, tackling water efficiency challenges.
- ◆ 2013 – Business Analyst, optimizing operations.
- ◆ 2015 – Business Analyst Supervisor at Aetra Air Tangerang.
- ◆ 2022 – Corporate Planning Analyst at Moya Indonesia Holding (MIH).
- ◆ 2024 – Senior Manager in Strategic Management & Operations (SMO).

Her adaptability, leadership training, and cross-functional experience have been key to her growth. She now supports operational efficiency, cost control, and network expansion across Moya’s subsidiaries.



“
Opportunities don’t happen,
You create them.
”

Nasution: From Operator to President Director

Nasution started as a Production Operator in 2012, managing a 450 lps water treatment plant with a small team. He advanced quickly, taking on plant management and project execution roles across Moya’s operations:

- ◆ 2015 – Promoted to Supervisor, managing expanded production.
- ◆ 2018 – Deputy Plant Manager, supporting major infrastructure projects.
- ◆ 2022 – Plant Manager of PT Air Semarang Barat, gaining experience in public-private partnerships (KPBU/PPP).
- ◆ 2024 – President Director of PT Air Bandung Timur, leading a major B2B water supply project.

His leadership has strengthened Moya’s municipal partnerships, improved operational efficiency, and expanded water access in key regions.

Key Takeaways: Moya’s Commitment to Career Growth

- ◆ Investing in internal promotions, ensuring employees can build long-term careers.
- ◆ Expanding leadership training & technical development to prepare future managers.
- ◆ Providing opportunities across different business areas, fostering adaptability and expertise.

Through structured training, mentorship, and leadership development, Moya continues to build a strong internal talent pipeline, ensuring sustained growth and excellence in water management.

GOVERNANCE & ETHICAL BUSINESS PRACTICE

Moya is committed to strong governance, transparency, and ethical business practices, ensuring accountability at all levels. In 2024, we strengthened oversight, compliance, and stakeholder engagement, reinforcing responsible corporate management.

Board Oversight & Leadership

- ◆ Quarterly board meetings held, ensuring strategic alignment and operational oversight.
- ◆ No changes to board composition in 2024.
- ◆ Governance committees not yet established, with oversight integrated within executive management.

Moya's leadership remains focused on driving sustainable growth and ethical decision making.

Compliance & Risk Management

- ◆ No major regulatory changes affecting operations in 2024.
- ◆ Zero whistleblower reports recorded, reflecting strong compliance culture.
- ◆ Internal audits conducted as scheduled, ensuring financial and operational integrity.
- ◆ Supplier Code of Conduct enforced, ensuring fair and ethical procurement practices.

Moya upholds strict anti-corruption policies, reinforcing transparency in business operations.

Cybersecurity & Data Protection

- ◆ SSL certification process underway, enhancing data security and online system protection.
- ◆ Strengthened IT security measures, ensuring compliance with digital safety best practices.

As digital transformation advances, Moya continues to prioritize cybersecurity and risk mitigation.

Stakeholder Engagement & Industry Leadership

- ◆ Regular collaboration with government partners (PDAM, PU, PUPR) to advance water sustainability.
- ◆ Top sponsor of the 2024 World Water Forum, highlighting Moya's role in global water sector investment.
- ◆ Monthly sustainability meetings launched, ensuring alignment of ESG initiatives across all departments.

Moya remains actively engaged with government, industry, and communities, driving long term sustainability strategies.

Commitment to Responsible Governance

- ◆ Enhanced governance transparency & reporting.
- ◆ Stronger sustainability integration in corporate decision-making.
- ◆ Ongoing dialogue with stakeholders to align business growth with national water goals.

Moya's governance framework ensures that ethical leadership, compliance, and sustainability remain at the heart of our operations.

MOYA AT THE 2024 WORLD WATER FORUM

Moya played a key role in the 10th World Water Forum in Bali, reinforcing its leadership in sustainable water management. As a top sponsor, Moya actively participated in high-level discussions on global water security and investment.

Irwan Dinata's Keynote on Private Sector Investment

Moya's Managing Director, Irwan Dinata, was a featured speaker at the High-Level Panel on the Global Water Fund, presenting:

- ◆ Moya's success in expanding Indonesia's clean water infrastructure.
- ◆ The role of private sector investment in bridging water access gaps.
- ◆ Public-private partnerships (PPP) as a model for sustainable water financing.
- ◆ The importance of coordinated global funding for long-term water security.

His speech emphasized how innovative financing and private sector involvement are essential for achieving global water sustainability goals.

Key Themes of WWF 2024 & Moya's Contributions

- ◆ Strengthening urban water security to meet rising demand.
- ◆ Advancing sustainable water treatment and conservation.
- ◆ Expanding public-private partnerships in infrastructure development.
- ◆ Ensuring resilient water systems amid climate change challenges.

By taking a leadership role at the forum, Moya demonstrated its commitment to sustainable water solutions and long-term investment.

Global Engagement & Future Commitment

- ◆ Active collaboration with global stakeholders, policymakers, and industry leaders.
- ◆ Driving awareness of sustainable water financing models.
- ◆ Expanding Moya's role in international sustainability discussions.

Moya will continue to engage with the global water community, ensuring that scalable, sustainable water infrastructure remains a top development priority.



CORPORATE SOCIAL RESPONSIBILITY (CSR)

SUPPORTING SAFER ACCESS FOR RURAL COMMUNITY

Moya is committed to uplifting communities through infrastructure investments and social impact initiatives. In 2024, we supported the construction of the Leuwi Batu Beulah Suspension Bridge, providing safer access for two remote villages in Garut, West Java.

Building Bridges, Connecting Communities

- ◆ Moya contributed IDR 175 million to the project, part of Vertical Rescue Indonesia's (VRI) 1,000 Suspension Bridges Initiative.
- ◆ The 80-meter-long bridge now links Pasir Langu (6,909 residents) and Tegal Gede (6,278 residents), previously separated by a dangerous river crossing.
- ◆ The bridge enhances safety, economic opportunities, and access to education, healthcare, and markets.

Before the bridge, flooded river conditions made travel unsafe, particularly for schoolchildren and workers. The new bridge ensures year-round connectivity, reducing risks and improving daily life.

Inauguration & Community Impact

- ◆ The opening ceremony on December 8, 2024, was attended by Moya representatives, VRI, local military (TNI Siliwangi), and village leaders.
- ◆ Local schoolchildren performed, symbolizing the brighter future this bridge enables.
- ◆ Village leaders expressed deep gratitude, emphasizing how improved connectivity fosters cooperation, safety, and economic growth.

This project aligns with Moya's commitment to infrastructure that supports social well-being and rural development.

Sustaining Long-Term Community Impact

- ◆ Safer access to education, healthcare, and trade opportunities.
- ◆ Strengthened community resilience, reducing reliance on hazardous crossings.
- ◆ A model for future CSR projects, ensuring Moya's contributions directly benefit underserved communities.

Moya remains committed to expanding CSR initiatives, reinforcing our mission to deliver not just clean water, but meaningful social change.



OUTLOOK FOR 2025

In 2025, Moya will continue expanding clean water access, improving operational efficiency, and strengthening sustainability efforts across Indonesia. Key initiatives include:

- ◆ New operations in Tangerang and Bandung, further extending Moya's service reach.
- ◆ Increased treatment capacity in Batam, adding nearly 1,000 liters per second to meet rising demand.
- ◆ Approaching a major milestone—producing one trillion liters of water annually, following a growth from 833.6 billion liters in 2023 to 923.7 billion liters in 2024.
- ◆ Stronger CSR initiatives, including a new collaboration with Pamsimas to support rural water access.
- ◆ Continued improvements in reporting and compliance, aligning with international sustainability standards.

Additionally, Moya is actively involved in a social and environmental initiative in Bali, partnering with PT Sarana Multi Infrastruktur (SMI) and PT Wilo Pumps Indonesia to optimize the Balik Bukit Water Supply System (SPAM) in Desa Songan A and Songan B, Batur UNESCO Global Geopark, Bangli, Bali. This project includes infrastructure upgrades, distribution pipeline repairs, and pump system improvements, enhancing water supply reliability in the region. Work has already begun and is expected to be completed by May 2025.

With these efforts, Moya remains committed to delivering sustainable water solutions, driving social impact, and ensuring a better future for Indonesia.



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