

**FLOWING
WITH
INNOVATION**

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CHAIRMAN AND CEO STATEMENT



KUNTORO MANGKUSUBROTO
(Independent Non-Executive Chairman)

MOHAMMAD SYAHRIL
(Executive Director and Chief Executive Officer)

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**”) 2021.

Our core business in providing clean water to consumers is inherently linked to a sustainable world. In 2021, our commitment to sustainability is demonstrated by our adoption of new technologies, adaptability to managing our occupational health and safety functions and robust business performance. We are proud of our team, as they embrace a culture of accountability and going-the-extra-mile to deliver their responsibilities during challenging times. As a result, our 2021 performance delivered more value to all our stakeholders.

FOCUSING ON INNOVATION AND EFFICIENCY FOR SUSTAINABILITY VALUE

In two years of adapting our operations to live with the COVID-19 pandemic, the Group has always been executing the strategic imperative of deploying new innovations in our water business. The Group delivered more landmark water projects and technologies in Indonesia in year 2021.

In mid-2021, the Group through PT Moya Tangerang (“**MT**”) and PT Air Semarang Barat (“**ASB**”) successfully deployed a new construction technology in High-Rate Processing Technology Water Treatment Plant (“**WTP**”), which was critical in overcoming major construction obstacles of limited land area and mountainous terrain. This technology allowed a 30% reduction in building dimensions while maintaining the same capacity. The project was delivered on schedule despite the pandemic forcing several project suppliers to temporarily shut down factory operations.

Another landmark project which is in line with our sustainability strategy was the instalment of the main distribution pipe (1,200 mm diameter) in Tangerang City, Indonesia. This project presented major challenges as the installation crosses two major rivers and a major highway with heavy vehicle traffic. The project was completed in less than a year, a record time for such a challenging project during the COVID-19 pandemic. The new Ductile Cast Iron Pipe (“**DCIP**”) project will significantly increase the quantity of water distribution and improve the efficiency of the secondary pipes connection. The Tangerang City project proved that the Group can deliver on highly complex constructions and bring technological benefits to consumers.

A noteworthy ongoing development in our water business was in September 2020, when the Group won a tender to manage the water supply in Batam Island on behalf of Badan Pengusahaan Batam (Batam Free Trade Zone and Free Port Authority) (“**BP Batam**”) for a transition period of 6 months. This cooperation project agreement has been extended for 3 tenures ending on 31 July 2022. The Group also participated in the tender to manage the upstream and downstream water supply systems in Batam Island for a longer contract period.

At the end of 2021, the Group had expanded its total installed water treatment capacity to 25,085 litres per second (“**Ips**”) or 2.2 million m³/day to serve approximately 8.2 million population in Indonesia. This milestone has reinforced our existence in the country’s vital water resource management.

SUSTAINING PRODUCTIVITY

The lessons of 2020 prepared us for the continuing pandemic-related disruptions in 2021. New policies were implemented to ensure our operations continue to run efficiently without neglecting the health and safety risks to all employees and stakeholders. Hybrid working arrangements, restrictions on official travel, virtual meeting facilities are now the norm in our organisation. We strengthened our preventive health protocols such as regular workspace sanitation, testing and contact-tracing, and continued to provide support for employees and communities affected by the ongoing health crisis.

A FIRM REASSURING HAND TO OUR TEAM AND COMMUNITIES

The Indonesian government achieved a key milestone in its pandemic management efforts – as of 28 February 2022, more than 144 million people¹ had received their second dose, enabling the country to fully re-open.

With this high vaccination rate, Indonesia has overcome the worst effects of COVID-19, to herald in a positive new normal with healthy economic recovery.

To augment this recovery, the Group has significantly increased its commitments in all areas of staff welfare and communal contributions in 2021. We provided clean water to as many communities as possible that were devastated by the pandemic and other natural disasters. In conjunction with World Water Day, we participated in the program to clean Ciliwung River, to ensure that the local community has access to clean and sanitised water. As a leader in the industry, we will continue to prioritise care programs to assure our staff and our communities that they are one of our most important stakeholders.

¹ <https://covid19.go.id/artikel/2022/02/28/situasi-covid-19-di-indonesia-update-28-februari-2022>

STRENGTHENING GOVERNANCE

In the area of governance, the Company ensured all key operations were well-monitored through independent audits so that we maintain high quality and safety standards, as well as our clean record on fraud and corruption despite the challenges of the pandemic. We adhered to our strict policy on material and timely information disclosures, in compliance with the Singapore Exchange Securities Trading Limited (“**SGX**” or “**Singapore Exchange**”) Listing Manual Section B: Rules of Catalist, so that the stakeholders are well apprised of key developments in the Company.

LOOKING AHEAD ON CLIMATE REPORTING

As we closed 2021, the climate crisis is becoming more evident. In response, the Group will be undertaking a comprehensive operational review to gear the organisation towards the net-zero aspirations of the 2021 Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) meeting in Glasgow, Scotland. The Company will also be preparing for new sustainability reporting under the new listing requirements issued by the Singapore Exchange, which will focus on climate reporting in line with the Task Force on Climate-related Financial Disclosures (“**TCFD**”) framework beginning in FY2022.

ACKNOWLEDGMENT

We would like to express our heartfelt appreciation to our management, staff and partners who have contributed directly and indirectly to this report.

As the world re-opens from the pandemic, at Moya, we know we could not have done so without the dedication and sacrifices of our staff and their families, the support of the government, our partners and our stakeholders. Moya’s continued strive for success is dedicated to all.

SUSTAINABILITY MANAGEMENT

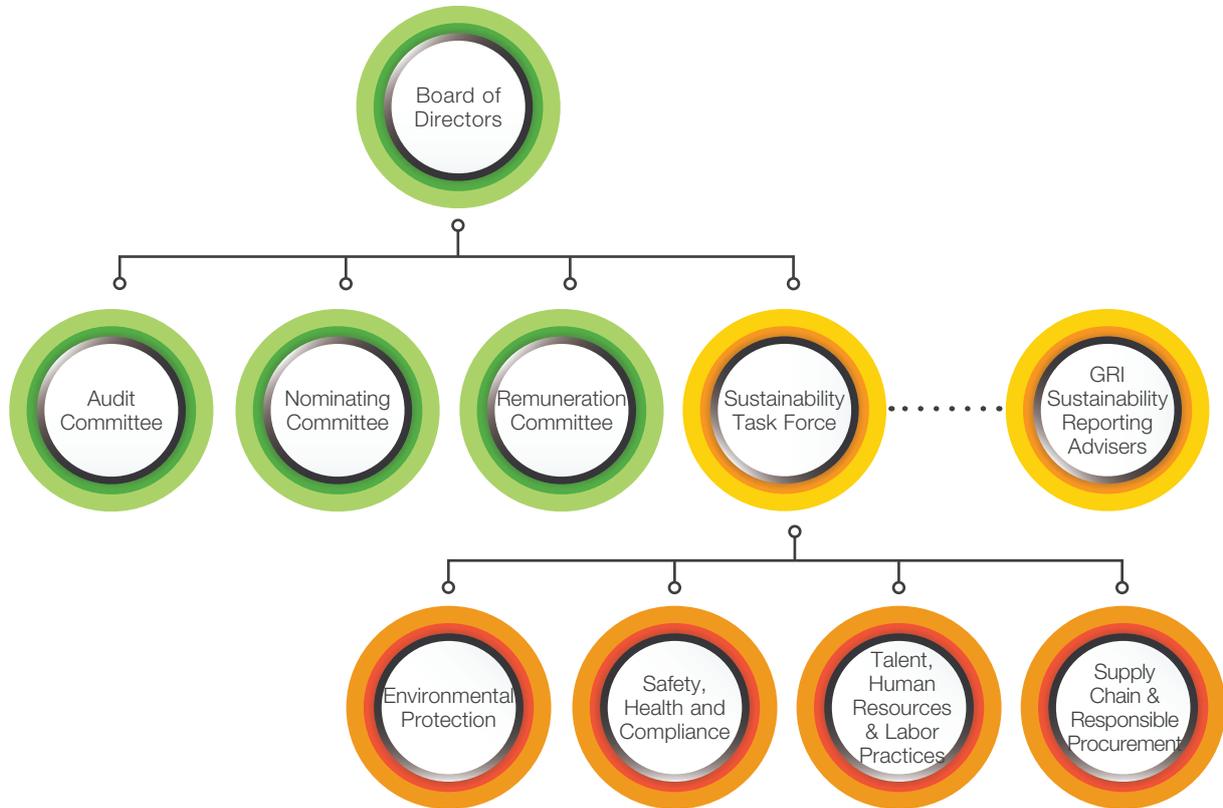


Chart 1. Sustainability Organisation Chart

SUSTAINABILITY TASK FORCE

The Sustainability Task Force which was formed in FY2017, draws its mandate from the Board. The Board in turn develops its strategic vision and plans on the Group's sustainability direction from stakeholder engagements and materiality assessments. The Group's sustainability strategy is then taken across the organisation's key operations with guidance by the Sustainability Task Force on an ongoing basis.

The Sustainability Task Force is made up of management personnel from the following key 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 external advisors.

SUSTAINABILITY MANAGEMENT: OUR APPROACH

Moya undertakes a thorough assessment of the material Environmental, Social and Governance (“ESG”) factors which affect key stakeholders. This includes a consideration of how economic and financial factors impact shareholders.

Moya Sustainability Management 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 the Group’s detrimental ESG impacts.

II. OPERATIONS

- Adopt a progressive stance towards new proven technologies.
- 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, FY2021 sustainability report is prepared with reference to the GRI standards. This report builds upon the Group’s FY2021 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. GRI standards framework maintains an expansive scope of reporting surrounding major economic, social, and environmental issues.

The GRI Standards also maps well to many elements of climate-reporting such as the recommendations of the TCFD, as TCFD is increasingly being recommended by many stock exchanges.²

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

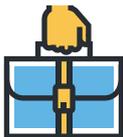
We keep pace with changes in the GRI Standards as they are upgraded. At the time of reporting for FY2021, we have taken note of all the GRI Standards changes that are applicable to our organisation.

² Year one of the Better Alignment Project – how GRI Standards can be used to meet the TCFD requirements, 10 October 2019

STAKEHOLDER ENGAGEMENT

Moya has identified six key stakeholders which are Investors, Customers, Employees, Communities, Suppliers, and Government and Regulators. The challenges we encountered last year prepared us for the inevitable. In 2021, we sharpened our focus on how best to sustain support for our stakeholders amidst our ongoing fight against COVID-19. We were able to maintain our operations with minimal disruptions.

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

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
 INVESTORS	<ul style="list-style-type: none"> Timely financial results and updates through announcements, business developments, press releases and other relevant disclosures via SGXNet and Company's website Investor and analyst briefings Annual General Meeting and Extraordinary General Meeting 	<ul style="list-style-type: none"> Transparency in reporting Sound and well-thought-out governance practices Sustained profitability and enhanced value-added shareholder returns Adoption of new technologies and processes that can help improve profit margins and the Company's market positioning Impact of COVID-19 on operations and financial results
 CUSTOMERS	<ul style="list-style-type: none"> Customer satisfaction surveys Regular meetings with Drinking Water Customer Committee (Komite Pelanggan Air Minum) Direct outreach with customers 	<ul style="list-style-type: none"> Affordable and high-quality water supply Reasonable pricing for services received Release of new products and services Improved engagement of Company to queries and complaints Impact of COVID-19 on severely affected industries
 EMPLOYEES	<ul style="list-style-type: none"> Internal communication meetings Training and development programmes Performance appraisals and career development initiatives Employment questionnaires Employee online gathering 	<ul style="list-style-type: none"> Fair and equitable treatment Learning via training and development programmes to enhance skill sets Health and safety practices Market-competitive wages, remuneration and corporate benefits Progressive and innovative working culture Operational changes due to the COVID-19 pandemic Response to COVID-19 infections and basic healthcare

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

Table 1. Stakeholder engagement

MATERIALITY ASSESSMENT

The material ESG factors have been identified by the Sustainability Task Force (“STF”) based on the major issues highlighted by stakeholders in our engagement process. The set of material ESG factors determined in this robust manner ensures relevancy and accuracy. The material ESG factors identified are similar to those in previous years in line with the stable structure of our business.

The STF assessed and ranked the material ESG factors based on urgency and impact. The STF then advised management on resource deployment to address the factors accordingly. There was a significant re-ordering of the Group’s priorities in the material ESG factors in 2021 compared to previous years, as we focused on the environment during the ongoing pandemic. Many environmental material factors were elevated in our assessments. Using the GRI Standards framework, Water and Effluents became the Group’s top ESG concern.

SUSTAINABILITY FOCUS AREAS	MATERIAL FACTORS (GRI STANDARDS)	RANKING SR21	OWNERSHIP BY IMMEDIATE DEPARTMENT
 <p>Economic</p>	Anti-Corruption (GRI 205)	5	Internal Control Division
	Energy (GRI 302)	4	Operational Division
 <p>Environment</p>	Water and Effluents (GRI 303)	1	Operational Division
	Emissions (GRI 305)	3	Operational Division
	Effluents and Waste (GRI 306)	6	Operational Division
	Environmental Compliance (GRI 307)	2	Governance Relation, License and Health Safety and Environmental (“HSE”) Division
	Employment (GRI 401)	12	Human Resource & General Affair Division
 <p>Social</p>	Occupational Health & Safety (GRI 403)	7	Governance Relation, License and HSE Division
	Training and Education (GRI 404)	10	Human Resource & General Affair Division
	Diversity and Equal Opportunity (GRI 405)	11	Human Resource & General Affair Division
	Local Communities (GRI 413)	8	Governance Relation, License and HSE Division
	Socioeconomic Compliance (GRI 419)	9	Governance Relation, License, Human Resource & General Affair Division

Table 2. Materiality assessment

MATERIALITY ASSESSMENT

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

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

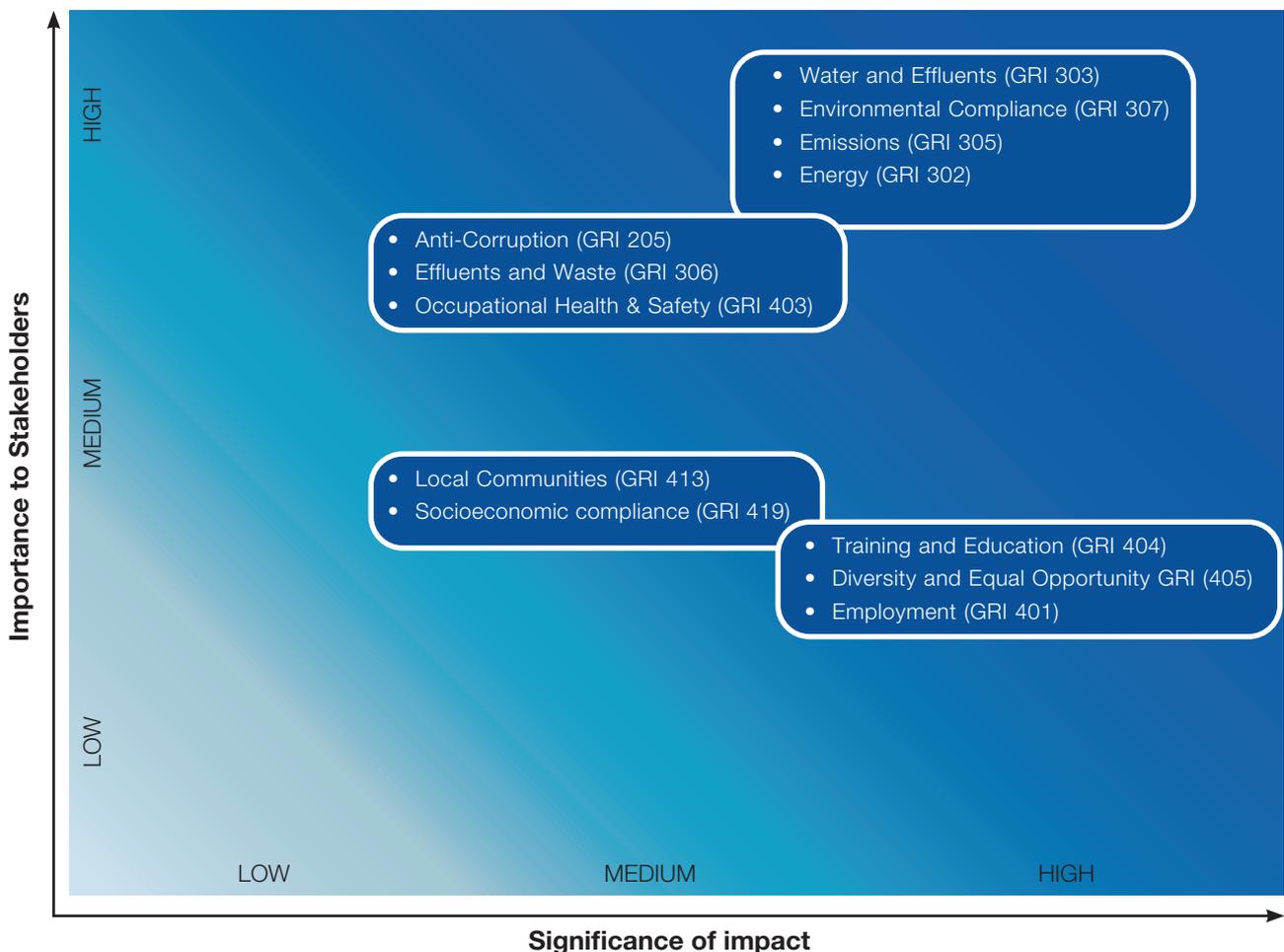


Table 4. Materiality Matrix to showcase the Group's resource prioritisation

SUSTAINABILITY INNOVATION

Moya has always embraced the strategic imperative that the Group must keep advancing the frontiers of innovation in our core water business. In doing so, we will be making a good contribution to improving sustainability in all our operations as new technologies help us to increase our overall water resource utilisation. Despite two challenging years of restructuring and stabilising our operations in a pandemic setting, the Group has always prioritised the modernisation of our operations.

INNOVATION SPOTLIGHT

INDONESIA'S FIRST HIGH-RATE PROCESSING TECHNOLOGY PROJECT

In mid-2021, Moya through MT and ASB successfully implemented Indonesia's first High-Rate Processing Technology ("HRPT"). This technology helped to overcome some major common construction obstacles for water treatment plants, that of limited space and mountainous terrain. This water treatment process was also found to be effective in treating low turbidity mountain runoff, reservoirs with algae, water with high total organic carbon, flashy rivers and streams that fluctuated along time.

The use of HRPT enabled Moya to build a 1,000 lps WTP in a multi-storey building. The processes used new technologies in sedimentation and filtration processes for the first time in Indonesia. The project was successfully delivered on schedule despite the pandemic forcing several project suppliers to temporarily shut factory operations.



Figure 1. HRPT in MT

TANGERANG CITY PIPELINE EXPANSION – A LANDMARK PROJECT

The Tangerang City pipeline installation project was a showcase of how major elements of our sustainability practices were harnessed to produce a successful project to serve our consumers. This project is also a major win for Moya as Tangerang City which is projected to be one of the highest population growth centres in the country in the next 10 years.

The project presented major challenges as the installation crosses two major rivers and a major highway with heavy vehicle traffic. The pipeline was designed to connect the production center at the WTP in Pramuka to distribution pipes, in order to distribute the water at Corridor 5 Jalan Sudirman and Thamrin, as well as Corridor 3 in Benteng Betawi, totaling 5,000 metres in length. Moya deployed the DCIP piping technology which involved pipes of a significantly larger diameter of 1,200 mm which are much more efficient in water transmission as compared to what has been traditionally used in the industry.

Amid the pandemic conditions, our project team went the extra mile and was able to deliver the project in 10 months (June 2021 – March 2022), a record time for such a challenging project. This record project completion was also aided by our enhanced safety and health protocols for our frontline operations which assured our project teams that the Company always has their well-being in mind.



Figure 2. Tangerang City pipe installation

The Tangerang City pipeline installation has proven that not only is it possible for very challenging pipeline installations to be completed safely in a short period of time, new technologies such as the DCIP piping can bring more efficient production of water with less maintenance costs. This has proven that Moya now has the track record for similar projects in many other parts of Indonesia.

BATAM WATER SUPPLY SYSTEM

Another developments of our water business, in September 2020, the Group won a tender to manage the water supply in Batam Island on behalf of BP Batam for their transition period. The concessionaire to operate and maintain the water supply system in Batam Island has already been extended 3 times. Currently, the water supply system in Batam serves some 1.3 million people through six water treatment plants with a total capacity of 3,500 lps and water is distributed via a pipe network running more than 4,000 km.

Following the Batam project extension and operational commencement of ASB and MT new WTP, Moya has expanded its total installed water treatment capacity to 25,085 lps or 2.2 million m³/day to serve over approximately 8.2 million population in Indonesia. This additional project has reinforced our leading market position in the country's water sector, which is a key environmental sector.



Figure 3. Batam WTP

ENVIRONMENTAL PROTECTION

WATER AND EFFLUENTS (GRI 303)

Moya's water business is in essence that of recycling a major natural resource – river water. Conserving this natural resource is a key pillar in our sustainability mission.

We adhere strictly to government regulations on how this raw water resource is to be used by Moya as it processes clean water for consumers. The Group has again recorded zero breaches of regulated water withdrawal limits in 2021.

WITHDRAWAL COMPLIANCE

COMPLIANCE WITH STATUTORY WATER WITHDRAWAL LIMITS		
FY2021 TARGET	FY2021 PERFORMANCE	FY2022 TARGET
Maintain zero breaches	Zero breaches	Maintain zero breaches

Table 5. Water withdrawal limits compliance

Overall water withdrawal in 2021 has continued to increase following acquisitions of two major water treatment plants in 2020. Some of the water intake increase is also due to the activation of water distribution to new areas, many of which are densely populated. Meanwhile, although recovering from widespread infections, many communities continue to require additional clean water supply. Many temporary medical and service facilities that were set up during the pandemic have been maintained by the government.

WATER WITHDRAWAL

FISCAL YEAR	VOLUME OF WATER WITHDRAWN (LITRES)
2019	415,858,704
2020	567,652,391
2021	578,249,724

Table 6. Volume of water withdrawn

We take every effort to maintain and keep improving on the efficient use of our water resource. A key part of our water management process involves water recovery tanks which are designed to reduce water loss during production and water recycling is practiced across the Group, further reducing the impact on the environment.

In our ongoing engagement with the government, Moya works closely with the local water authorities to ensure that water withdrawn from various sources are being increased at a sustainable rate as consumer demand grows. In this partnership with the government, the Group is committed to continually invest in state-of-the-art water treatment and distribution technologies, so that we can realise a steady improvement in the efficient utilisation of raw water in our operations.



Figure 4. Aeration process at the Batam WTP

WASTE (GRI 306)

Our water treatment process produces effluents and sludge which is inherent in ensuring that Moya’s water is of the highest purity for human consumption. However, such effluents and sludge have high toxicity levels, depending on the water source. Moya is committed to ensure that we have the state-of-the-art waste management technologies and processes, so that our business does not negatively impact our environment.

Moya was the pioneer in adopting advanced sludge management technology in 2016. Since then, we have continued to focus on technological as well as continual process improvements in this part of our operations. In our modern sludge management systems, the sludge produced are safely chemically treated and prepared for safe disposal.



Figure 5. Sludge dewatering system

GRI STANDARDS AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 PERFORMANCE
GRI STANDARD 306: WASTE			
Total Weight of Sludge Waste (Tons)	21,707	54,587	50,270

Table 7. Amount of sludge produced

In 2021, we began to record the fuller benefits of our new cutting-edge sludge dewatering systems we installed in February 2020. Hence, despite higher total volume of water output throughout all our water treatment plants, with the activation of newer sludge management systems and processes, Moya recorded an 8% fall in sludge tonnage in 2021 as compared 2020.

ENERGY AND EMISSION (GRI 302, 305)

Moya fully recognises that energy usage and greenhouse gas emissions are a major cause of global warming. Energy conservation and waste reduction has become a key message from the top, so that a culture of sustainability is instilled.

After the surge in energy consumption in 2020 due to the expansion of our plant capacities, our operations leadership set the priority agenda of reviewing and implementing improved processes so that we are able to achieve material improvements in energy efficiency. In 2021, we realised the benefits of many of these energy rationalisation programs. The Group was able to report a substantial 15% fall in overall energy consumption, as well as in greenhouse gas emissions.

GRI STANDARDS AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 PERFORMANCE
GRI 305-1 – DIRECT (SCOPE 1) GHG EMISSIONS			
GHG emissions (Tons)	97,048	133,039	113,616
GRI 302-1 – ENERGY CONSUMPTION WITHIN THE ORGANISATION			
Energy consumption (Giga Joule)	391,850	537,197	458,802
GRI 302-3 – ENERGY INTENSITY			
Energy intensity Mega Joule per Revenue (S\$)	2.46	3.07	2.51

Table 8. Energy consumptions and greenhouse gas emissions



Figure 6. Operations meeting between team leaders on WTP and ESG matters

SOCIAL RESPONSIBILITY

IMPROVE HUMAN RESOURCE MANAGEMENT

Moya believes that our human resource is one of our major assets, and during the pandemic the well-being of our employees is our top priority.

Our staff are regularly educated on health matters so that the organization is imbued with a health-conscious culture. In addition to COVID-19 related support, Moya continues to invest in upgrading employee benefits such as annual leave, family care leave, life and accident insurance.

We implemented hybrid work arrangements, allowing employees to work from home whenever possible. Providing employees with the flexibility to work remotely has increased our employee retention rate as employees are able to spend more time with their families and a better work-life balance, which is reflected by our low staff turnover rates. In addition, we have restructured our employment options to include more temporary positions, so that we have the flexibility to adjust our workforce in a more market-responsive manner.

Working remotely has also been one way of reducing our carbon footprint, as commuting has significantly decreased. Remote working digitalizes the way we exchange, store, and manage documents. Moya has made more investments to enhance our operations, as we need effective and robust cybersecurity to ensure our systems are secure.

GRI STANDARDS AND DISCLOSURES	FY2020 PERMANENT EMPLOYEES	FY2021 PERMANENT EMPLOYEES	FY2020 TEMPORARY EMPLOYEES	FY2021 TEMPORARY EMPLOYEES
GRI 405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES				
Male	1,004	917	41	386
Female	244	180	9	77
Total	1,248	1,097	50	463

Table 9. Number of employees by gender

DIVISIONS	FY2020 PERCENTAGE OF TOTAL PERMANENT MALE WORKFORCE	FY2021 PERCENTAGE OF TOTAL PERMANENT MALE WORKFORCE	FY2020 PERCENTAGE OF TOTAL PERMANENT FEMALE WORKFORCE	FY2021 PERCENTAGE OF TOTAL PERMANENT FEMALE WORKFORCE
Board of Directors of the Company and Subsidiaries	2%	1.5%	2%	1%
Operational	73%	78%	39%	50%
Office	17%	13.5%	54%	44%
Project	8%	7%	5%	5%

Table 10. Percentage of employees by division

GRI STANDARDS AND DISCLOSURES	FY2020 PERFORMANCE	FY2021 PERFORMANCE	FY2022 TARGET
GRI 401-1: EMPLOYEE TURNOVER			
Employee Turnover Rate	2.3%	2%	Maintain employee turnover rate below 10% based on Moya’s Quality Objective Policy

Table 11. Employee turnover rate

EMPLOYEE REPRESENTATION CHART

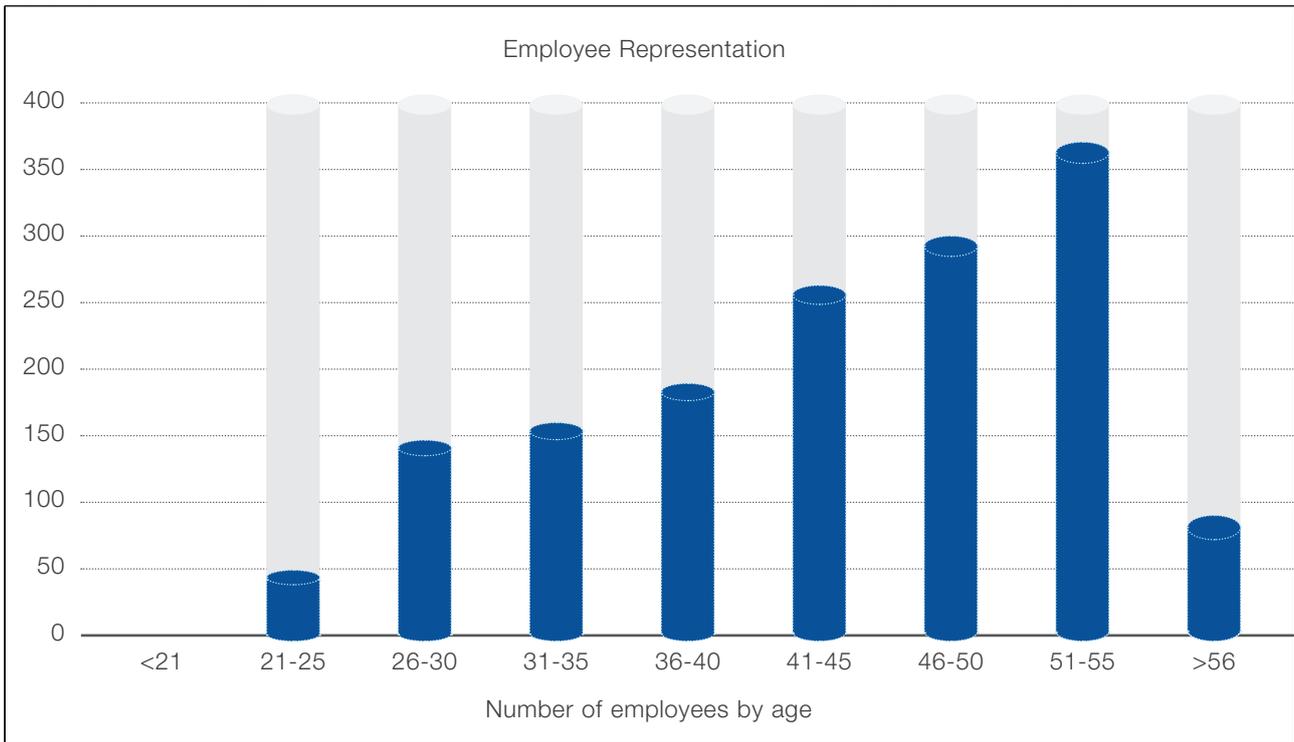


Figure 7. Number of employees by age

TRAINING AND BENEFITS

At Moya, we believe that a well-trained workforce is the backbone of our success. We make every effort to help our employees reach their full potential through regular training, job rotation and career advancements. We foster continuous learning among our employees so that they can achieve sustainable long-term success in their careers, which will in turn create sustainable growth for the Group.

Moya is committed to providing the resources needed to nurture the skills needed to improve job performance. We are constantly conducting workshops and classes to help our employees improve their technical as well as soft skills. The Group recognises that training employees to stay relevant and competitive can sustain and fuel Company growth. Providing continuing professional education can also help engender Company loyalty as this is a non-monetary staff benefit which has long-term value.

HUMAN RESOURCE DEVELOPMENT	FY2020 PERFORMANCE	FY2021 PERFORMANCE	FY2022 TARGET
GRI 404: AVERAGE HOURS OF TRAINING PER EMPLOYEE			
Total hours of training	7,788	7,320	9,627
Average hours of training per employee	6	6.4	7

Table 12. Hours of training provided

*The target of 9 average hours of training in 2021 was not met due to COVID-19 pandemic.

To ensure we abide by the COVID-19 safety measures, in 2021, fewer training sessions were held, and each session had to accommodate a smaller group of personnel. Despite the reduced training hours, Moya worked hard to ensure that workers involved in vital operations received enough training. As soon as it is safe for our personnel to return to classroom training, we intend to re-establish our training programs.

TYPE OF TRAINING	FOCUS	TRAINER	HOURS PER SESSION	NUMBER OF SESSIONS
GRI 404-2: PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS				
Internal Training	Hard Skills	Internal	5	97
In-House Training	Soft and Hard Skills	External	3	4
External Training	Soft and Hard Skills	External	11	106
Sharing Session	Experience-based Skills	Internal	9	13

Table 13. Type of training

LOCAL COMMUNITIES (NUMBER OF ENGAGEMENT)

The social pillar of sustainability is an important business practice for Moya, which is reflected in their community engagements.

Since the start of the pandemic, the Group has been collaborating with several social associations and community members in providing basic needs and medicines to communities that were affected by the pandemic and natural disasters. The Company aims to improve the amount of donations to charitable organisations and to reach out to more communities as the risk of COVID-19 subsides.

GRI STANDARDS AND DISCLOSURES	FY2020 PERFORMANCE	FY2021 PERFORMANCE
GRI 413-1: LOCAL COMMUNITIES		
Number of implemented local community engagement	103	89

Table 14. Number of Corporate Social Responsibilities ("CSR") activities conducted

OUR DUTIES TO OUR SOCIETY

DONATIONS

As part of our corporate social responsibility, Moya is dedicated to support the local communities through financial and non-financial contributions. The Group believes in giving back to our people as this is fundamental to establishing a lasting corporate legacy.

Indonesia is prone to natural disasters such as heavy flooding and earthquakes amid COVID-19. Moya has always been committed to making a positive impact on society, especially during challenging times. The Group is actively reaching out to the community so that we can help make a difference in their lives especially during times of need.

	DONATIONS MADE	AGENCY
1.	Necessities, medicines, vitamins, aluminum folding camping beds and gloves	Indonesian Red Cross Society
2.	750 packages of necessities	Local societies residents of Warakas Village and Aetra IPA
3.	177 packages of necessities	Local societies surrounding Aetra Water Treatment Plan (Buaran – Pulogadung – Sumur Batu – CDC)
4.	Food packages	Frontliners at Covid-19 Vaccination Centers
5.	1660 food packages for Eid Al Fitri Celebration	Local societies residents of Kademangan and Serpong
6.	176 food packages	Local societies around the WTP in Tanjung Piayu, Muka Kuning, and Durian Kang
7.	100 food packages for local societies affected by Covid-19	Local societies residents of Karet, Sepatan and Bunut Village
8.	74 packages of basic needs	Local societies residents of Kademangan and Serpong Village

Table 15. Donations made by Moya

SOCIAL RESPONSIBILITY SPOTLIGHT

BATAM CITY WATER SUPPLY TO INDOONESIAN MIGRANT WORKERS

Batam City has served as an entry point for Indonesian Migrant Workers. In light of the COVID-19 quarantine measure, the workers were isolated in various flats in Batam City after arriving from Singapore or Malaysia. However, there was one accommodation flat that faced difficulty in procuring clean water supply through the pipe network. This difficulty is due to its location, which is at the end of the distribution pipe. Moya help overcome this problem by delivering water tankers to the workers accommodation location. Moya has made approximately 25 trips per day, delivering water tankers with a capacity of 5,000 liters per trip. Moya has made a total of 1,993 trips in 2021.



Figure 8. Indonesian Migrant Worker

CLEAN WATER FOR OUR SOCIETY

As one of Indonesia’s largest water treatment companies, the Group aims to fulfill its obligation to provide and ensure clean water is accessible to its community. Although the pandemic has forced certain social initiatives to be put on hold, the Group proactively finds opportunities to ensure that the well-being of the community is being taken care of. PT Aetra Air Jakarta (“AAJ”) ensured that clean water is provided and accessible in public facilities such as hospitals, bus stops, and LRT stations.

In 2021, Moya through PT Aetra Air Tangerang (“AAT”) has installed a free connection at the Al Mukhlisin Mosque in Bakung Village, Jayanti District and a temporary house for COVID-19 patients in Sepatan District. AAT has also sent two water tanks (16,000 liters in total) for religious events in Ponpes Al Itiqalayah in Cilongok Village, Pasar Kemis District.



Figure 9. Refilling water tanks for religious events in Pasar Kemis District



Figure 10. Providing water access to Al Mukhlisin Mosque



Figure 11. Community donations by AAJ



Figure 12. Community donations by AAT



Figure 13. Community donations by MT



Figure 14. Donation of beds with Indonesian Red Cross Society



Figure 15. Food donations by SPAM Batam



Figure 16. Collaboration with Indonesian Red Cross Society

OCCUPATIONAL HEALTH AND SAFETY (GRI 403)

WORK-SAFE ENVIRONMENT

Moya believes that a work-safe environment is a critical sustainability pillar in our organisation. When our workforce and our partners feel safe in their work in the Group, they will be able to focus on delivering excellent results for our stakeholders.

Moya places a very high emphasis on occupational health and safety (“OH&S”) as our staff are susceptible to various health and safety risks due to the nature of their jobs. Our goal is to create a safe work environment to assure our employees and their families. Moya aims to have zero work-related injuries or fatalities.

The Occupational Safety and Health Management Committee (P2K3) has been created to provide specialised oversight on all OH&S and environment matters and they have endeavored to ensure that our employees are safe and well-protected through many safety programs. It is also vital that our employees have up-to-date information on occupational health and safety standards. Moya conducts regular staff training on best practices for emergency situations, as well as identifying work-site risk so that various emergency scenarios can be overcome in the shortest possible time.

The management is constantly reviewing our OH&S practices to ensure its relevancy and adapting them to meet the developing needs of the Company, with the security and safety of our staff being a priority.

GRI STANDARDS AND DISCLOSURES	FY2020 PERFORMANCE	FY2021 TARGET	FY2021 PERFORMANCE	FY2022 TARGET
GRI 403-9: WORK-RELATED INJURIES				
Number of Injuries	3	Zero work- related injuries or fatalities	1	Zero work-related injuries or fatalities
Number of Fatalities	0		0	
Lost time Injury Rate	1.09		0.41	
Lost time Severity Rate	0.00		0.00	

Table 16. Number of safety incidents.

COVID-19 SAFETY AND SECURITY MEASURES

At the height of the COVID-19 Delta variant spread in 2021, many lives were lost around the world and Indonesia was not spared. However, we managed to keep the COVID-19 mortality rate of our workforce to less than 1% of our total workforce due to the strict health and safety policies.

Measures taken towards ensuring the safety and well-being of our employees include:

1. Implementing a COVID-19 Task Force under direct leadership of director-in-charge with an internal program of protection for employees and their families as well as external program for the “Peduli COVID-19”.
2. Introduced new guidelines on the Adaption to New Operational protocols, Prevention of COVID-19 transmission, Use of Different Types of Masks, Discipline and Compliance Improvement Policies in the Implementation of COVID-19 Prevention and Controls.
3. Setting new work arrangement and guidelines for our employees during the Large-Scale Social Restrictions (PSBB) period.
4. Organized COVID-19 testing and handling protocols.
5. Using online collaboration tools to facilitate our interaction virtually.

REGULATORY COMPLIANCE

SUSTAINABILITY GOVERNANCE TOOLS

Quality assurance is one of the key sustainability governance tools in Moya. With regular, independent, expert audits, we will be able to maintain and improve all our operational processes.

By following industry best practices and focusing on quality, Moya has again maintained its ISO 9001:2015 certification. The ISO 9001:2015 requires that the Company consistently meet customers satisfaction measures. The Company has proved that it has established and sustained its management system in accordance with the requirements of the standard, as well as demonstrated the ability to achieve agreed requirements for products or services.

Cultivating a safe and healthy work environment for our employees has always been a priority at Moya. The Group ensures compliance with the ISO 45001:2018, the global standard for OH&S Management Systems. The standards enable Moya as an organization to achieve the intended outcomes of its OH&S management systems such as continual improvement of OH&S performances, fulfilment of legal requirements and other requirements, and achievement of OH&S objectives. By adhering to the requirements set in this standard, the Group is on track to improve our OH&S performances in preventing workplace injury and reducing the costs of incidents and disruptions to the business.



Figure 17. ASB HRPT WTP in mountainous terrain

ANTI-CORRUPTION (GRI 205)

Moya adopts a zero-tolerance policy towards corruption and unprofessional behaviours in all its business relations with various stakeholders.

We remain resolute in our effort to create an environment that is honest and open, principled, and upright, to ensure continued confidence from all our stakeholders. We have implemented systems to supervise and manage the potential risks of non-compliance, especially in this intricate and ever-changing business landscape, as we are invariably aware of what it takes to maintain our reputation as an organisation of high integrity.

REGULATORY COMPLIANCE (GRI 205, 307 AND 419)

Moya understands that any form of regulatory breach in the Group may cause material impact to the business such as environmental, operational, financial, and reputational damages. Thus, we strive to maintain compliance with the applicable laws and regulations, with the Board and management taking the lead and setting an example for the rest of the Group. We continue to be competent and compliant with the required regulations through engagement in an open dialogue and strengthening our working relationship with the stakeholders, relevant law enforcement, and government agencies at all levels.

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 Future Act 2001 of Singapore, the Singapore Companies Act 1967, and the Singapore Income Tax Act 1947. Additionally, we also practice a corporate governance framework in accordance with the Code of Corporate Governance of Singapore, wherein we implement extensive risk management processes.

Please refer to the section entitled “Corporate Governance Report” in the Company’s annual report FY2021 (“**2021 Annual Report**”) for more details on the Group’s corporate governance practices.

GRI STANDARDS AND DISCLOSURES	FY2019 PERFORMANCE	FY2020 PERFORMANCE	FY2021 PERFORMANCE	FY2022 TARGET
GRI 205-3: ANTI CORRUPTION				
Confirmed incidents of corruption and actions taken	Zero incidents	Zero incidents	Zero incidents	Maintain zero incidents
GRI 307-1: ENVIRONMENTAL COMPLIANCE				
Significant fines and non-monetary sanctions for non-compliance with environmental laws/regulations	Zero incidents	Zero incidents	Zero incidents	Maintain zero incidents
GRI 419-1 SOCIOECONOMIC COMPLIANCE				
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 17. 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 2021 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 FY2021 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 via the Company's website at <http://www.moyaasia.com>.

GRI INDEX

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

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 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, Telephone: (65) 6636 4201.



Moya Holdings Asia Limited

(Incorporated in the Republic of Singapore)
Company registration number 201301085G

65 Chulia Street, OCBC Centre #37-08
Singapore 049513

TEL: (65) 6365 0652

FAX: (65) 6365 1025

Website: www.moyaasia.com

Email: enquiry@moyaasia.com