



SUSTAINABILITY

REPORT 2017



Contents

02	Chairman and CEO Statement
05	Sustainability Management
07	Stakeholder Engagement
08	Materiality Assessment
10	Environmental Protection
17	Social Responsibility
26	Regulatory Compliance
28	2017 Key Awards and Recognition
29	Notes to the Sustainability Report
30	GRI Index
32	Copyright and Disclaimers

Chairman and CEO Statement

DEAR STAKEHOLDERS

On behalf of the board of directors (the "Board") of Moya Holdings Asia Limited (the "Company" or "Moya", and together with its subsidiaries, the "Group"), we are proud to present our inaugural Sustainability Report ("Report") for the financial year ("FY") ended 31 December 2017.

OUR CORE BUSINESS IS SUSTAINABILITY AND ALIGNED WITH DEVELOPMENT

From our inception, Moya's core business in water treatment is holistically about sustainability. Guided by our vision to be a leader in the water industry, we set out to provide clean water to the community by recycling natural water resources on an industrial scale. One of our key missions is to provide an impactful and sustainable water solution for society.

Our business is aligned with major developmental goals. In 2013, the United Nations ratified 17 Sustainable Development Goals ("SDG"), wherein SDG No. 6 is Clean Water and Sanitation for all by year 2030. On a global basis, three out of ten people have no access to safe drinking water and six out of ten people lack access to safely managed sanitation facilities.¹ In Indonesia, the government has pledged to provide clean water and sanitation to 100% of the population by 2019, whereby only approximately 53% of the population in 2013 had access to safe drinking water.²

We are currently supplying clean water to approximately half of the population in greater Jakarta, Tangerang and Bekasi, making Moya one of the largest water treatment companies in Indonesia. This was substantially boosted by the acquisition of the Acuatico Group in June 2017. We will continue to explore opportunities to expand our market coverage, production and distribution capacities. We are inspired and motivated to maintain our leadership role in the industry.

SHARPENING MANAGEMENT FOCUS

We recognise that sustainability reporting is the interim report card from our efforts in sustainability management – the latter is the foundation to improve long-term performance. We have reviewed our sustainability strategy and established our management approach. We have organised key management personnel and resources to commit our energies and achieve excellence in environmental protection, health and safety, human resource, and supply-chain and procurement management.

We will continue to build our team to sharpen our management capabilities for corporate and sustainability excellence. All these efforts will improve the scope and granularity of our sustainability reporting, which will be in line with regulatory requirements.

ENGAGING WITH KEY STAKEHOLDERS AND THE ESG ROADMAP

As a commercial enterprise, creating shareholder value will remain to be an objective for Moya. Moya will endeavour to remain responsible and responsive towards its many other key stakeholders encompassing regulators, customers, employees, suppliers and communities, all of whom are akin to our partners. We also recognise that our sustainability impact can extend beyond our immediate group to suppliers and contractors.

We have a capable and experienced team dedicated to engage with each stakeholder group, to ensure that we achieve the best mutual benefits and outcomes.

¹ Source: United Nations. (2018, November 6). Water and Sanitation – United Nations Sustainable Development. Retrieved from <https://www.un.org/sustainabledevelopment/water-and-sanitation/>

² Source: The United Nations Partnership for Development Framework 2016 - 2020 (2015). Retrieved from <http://www.un.or.id/what-we-do/partnership-for-development-unpdf>



In FY2017, with reference to the Global Reporting Initiatives (2016) Standards ("GRI Standards"), the management has identified 12 material Environmental, Social and Governance ("ESG") factors in the stakeholder engagement process:

- Environmental – Water, Effluents and Waste, Energy and Emissions
- Social – Occupational Health and Safety, Training and Education, Local Communities, Diversity and Equal Opportunities and Employment
- Governance – Anti-Corruption, Environmental Compliance and Socioeconomic Compliance.

We have assessed these material ESG factors on qualitative and quantitative metrics and we are pleased to highlight some of the key findings. In Environmental Protection, we have managed well under the regulatory limits for effluents and emissions. In Human Resource Management, we have encouraged an environment of innovation, career development and family values, and continue to invest significantly in training. In Occupational Health and Safety, through stringent measures, we did not record any fatal accidents. For our Communities, we are heartened that we were able to contribute funds, water facilities and volunteer time to several community projects.

In recognising that we can best manage when we can measure, we have also initiated management reviews on data gathering and analysis across all material ESG factors. We have also adapted our sustainability reporting with reference to the GRI Standards as it is the pre-eminent international standard-setting body on sustainability reporting. With these efforts, we look forward to setting better, clearer short and long-term ESG targets.

In the upcoming years, we will continue to actively review our ESG roadmap to ensure correspondence to Moya's overall growth. We will broaden and deepen our stakeholder engagement processes to better prioritise and define our sustainability goals.

EMBRACING TECHNOLOGY AND RAISING PRODUCTIVITY ON SUSTAINABILITY

Moya will continue to explore technological advancements to make sure production is efficient and sustainable.

This is evidenced by our investment in improved sludge management, whereby Moya became one of the pioneers to deploy sludge treatment technology in Indonesia's water treatment industry.

We have also invested substantially in decanter and bio-filtration technologies, both of which are industry-leading efforts.



ENHANCING OUR ENTERPRISE VALUATION PREMIUM

We are aware that on the investor side, the United Nations-led Principles for Responsible Investment ("PRI") – the world's leading proponent of responsible investment – has been witnessing strong support from institutional investors and key institutional stakeholders around the world. Over the last ten years till end April 2018, the total number of PRI signatories has risen from 361 to 1,961, including 373 asset owners which manage US\$81.7 Trillion of investment capital. These asset owners account for some 65% of global assets under management. This is a testimony to the rise of ESG-focused investing³.

As we augment our sustainability-based strategy and achieve long-term business growth, we are positive that Moya will gain more interest among institutional investors, and in turn, raise our enterprise valuation premium.

APPRECIATION AND COMMITMENT

We would like to thank our sustainability management team and advisers for leading us to our inaugural report. Undoubtedly, we owe a debt of gratitude to all of our stakeholders for their contribution to our sustainability journey throughout the years.

We would also like to commend Singapore Exchange Securities Trading Limited ("SGX-ST") for implementing the listing rules on Sustainability Reporting because it has been an important catalyst in defining the sustainability mission at Moya.

We are committed to work steadfastly with all stakeholders to overcome the challenges in the water industry in Indonesia and in all related SDGs.

We will do our part to make this a better planet for us and for our future generations.

LOW CHAI CHONG

Chairman

MOHAMMAD SYAHRIAL

Chief Executive Officer

³ Source: United Nations Principles of Responsible Investment. (2018). PRI | Home. Retrieved from <https://www.unpri.org/aboutthe-pri>

Sustainability Management

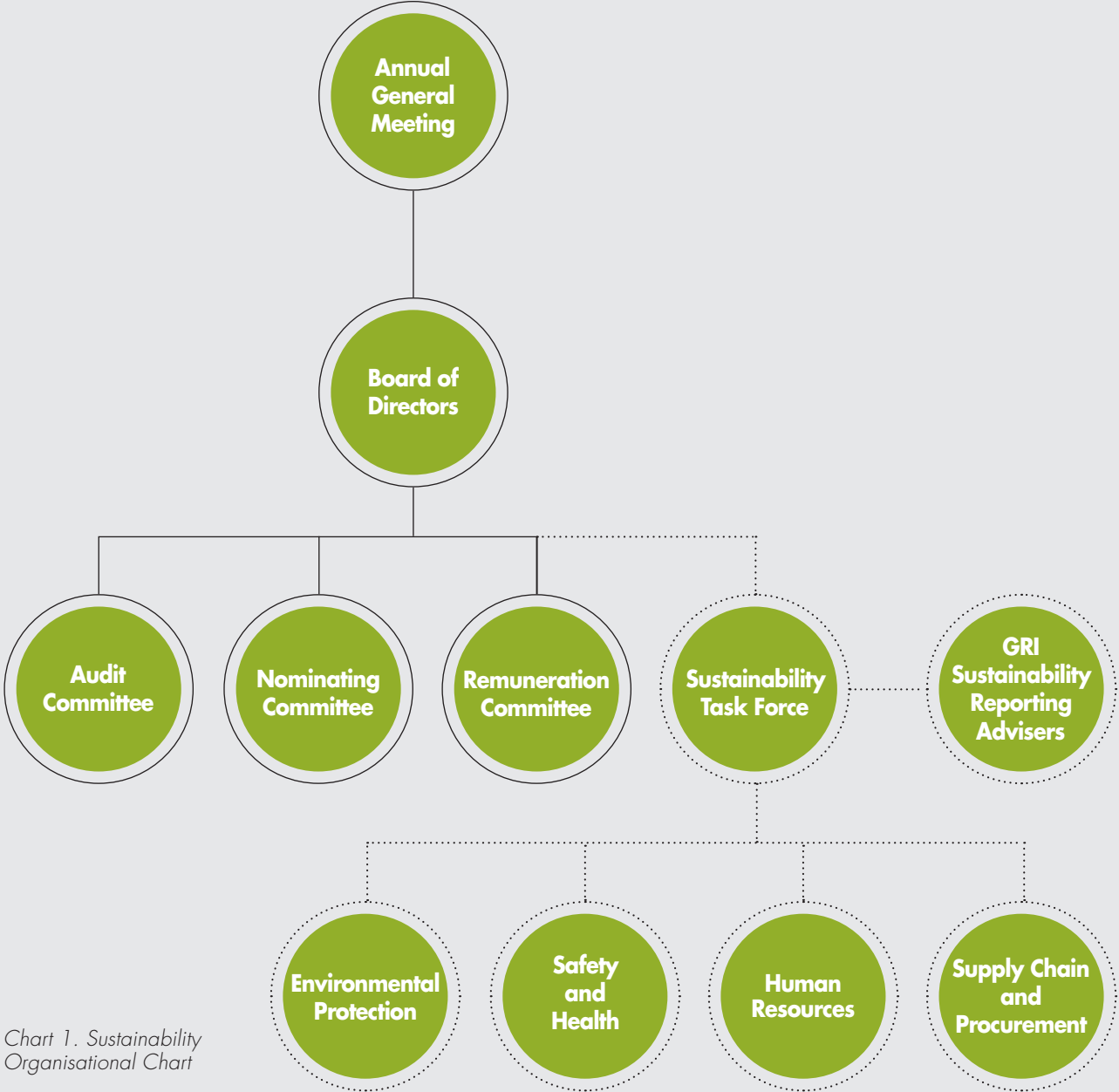


Chart 1. Sustainability Organisational Chart

Sustainability Management

STRUCTURING FOR SUSTAINABILITY

In a large and fast-growing organisation such as Moya, functional clarity cannot be overstated.

As we strengthen our sustainability function, we have assembled a Sustainability Task Force in FY2017 comprising skilled management and team members from Environmental Protection, Safety and Health, Human Resources, and Supply Chain and Procurement. The head of each team in the Sustainability Task Force has attended the GRI Standards Certified Training in 2018.

The Sustainability Task Force is headed by Harjanto Kurniady, Chief Financial Officer of Moya Indonesia Holdings Pte Ltd (a wholly-owned subsidiary of the Company).

The Sustainability Task Force is supported by external qualified GRI Sustainability Reporting Advisers.

SUSTAINABILITY MANAGEMENT APPROACH

In addition to the Economic factors impacting shareholders, Moya has identified material ESG topics.

The sustainability management approach of Moya to all material ESG topics comprises the following:

STATEMENT OF PURPOSE

We intend to minimise our negative impacts and enhance our positive impacts in the shortest possible timeframe, with efficient and sound deployment of our resources.

HOW WE MANAGE

- We will actively engage with key stakeholders to identify and prioritise the material topics, including grievance mechanisms where appropriate.
- We will have written policies, a clear organisational structure, and reporting procedures.

- We will collect reliable data, gather competent qualitative information, over consistent measurement periods to aid management in the analysis of impacts.
- We will set proper qualitative or quantitative targets over appropriate timeframes, based on data analysis and management discussion.
- We will promptly deploy proper resources to manage negative impacts based on the urgency and scale of impact.
- We will maintain and steadily increase our investments in areas where we have achieved positive impacts, in line with our business growth strategy.
- We will invest in training for our employees and ensure our contractors are also well-trained in the material ESG topics.
- We will regularly review our management approach in all its components, and effect changes where necessary.

THE GRI STANDARDS

Using an established reporting framework enables the management to access international best-practices on reporting as well as in managing by targeting material areas.

The GRI Standards represent a framework for sustainability reporting that is internationally recognised.

The sustainability reporting framework of Moya is based on selected GRI Standards, or parts of their disclosure requirements for each material ESG topic. Consequently, it is prepared with reference to the GRI Standards.

The material ESG topics are assessed and presented with data, where available, with reference to a specific GRI Standard and disclosures, and mentioned throughout this Report.

Stakeholder Engagement

Through ongoing engagement with our stakeholders, we are able to maintain and leverage on our symbiotic relationships between Moya and the societies we serve, boosting our sustainable long-term enterprise value. Interactions with our stakeholders occurred throughout FY2017.

Seven key stakeholder groups have been identified as having significant impact on our sustainability performance. In FY2017, our management provided extensive input on their stakeholder engagements, which facilitated the mapping of material ESG topics. Our approach towards engagement and the emergent material topics are summarised in Table 1. Stakeholder Engagement 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
 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
 EMPLOYEES	<ul style="list-style-type: none"> Internal communication meetings Training and development programmes Performance appraisals and career development initiatives Employment questionnaires Employee 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 A progressive and innovative working culture
 COMMUNITIES	<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
 GOVERNMENT AND REGULATORS	<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"> Compliance with all relevant laws and regulations
 SUPPLIERS	<ul style="list-style-type: none"> Operational reviews 	<ul style="list-style-type: none"> Fair and respectful treatment Responsible procurement practices Fulfilment and adherence to contractual obligations such as payments
 GENERAL PUBLIC	<ul style="list-style-type: none"> The Company's website at http://www.moyaasia.com The SGX-ST's website (SGXNET) at www.sgx.com 	<ul style="list-style-type: none"> Access to updates and announcements regarding the Group

Table 1. Stakeholder Engagement

Materiality Assessment

Following the stakeholder engagements throughout FY2017, we assessed the materiality of each topic of interest based on one or both of the following two dimensions:

- (i) Influence on all stakeholder assessments and decisions
- (ii) Significance of the impact of the topics

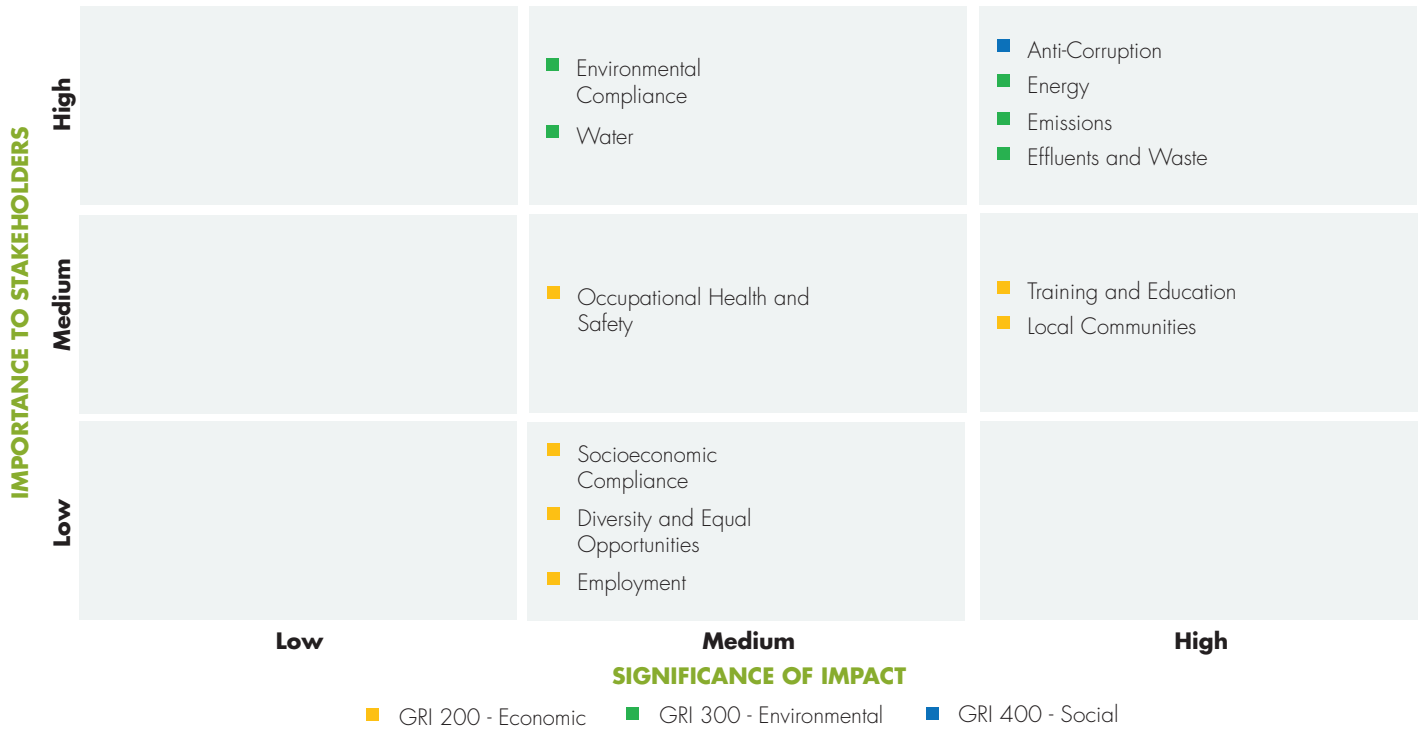
The objective in materiality assessment is to refine and establish the priorities of the ESG topics. With each ESG topic prioritisation completed, management developed a roadmap to judiciously allocate resources to address or enhance correspondingly.

Our material ESG topics can be categorised into three broad areas. Using the relevant GRI Standards, we have identified 12 ESG topics, and the accompanying required disclosures, as summarised in Table 2 below.

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

Table 2. Key ESG material topics

In Graph 1 below, we mapped our material ESG topics in the Materiality Matrix to showcase our resource prioritisation.

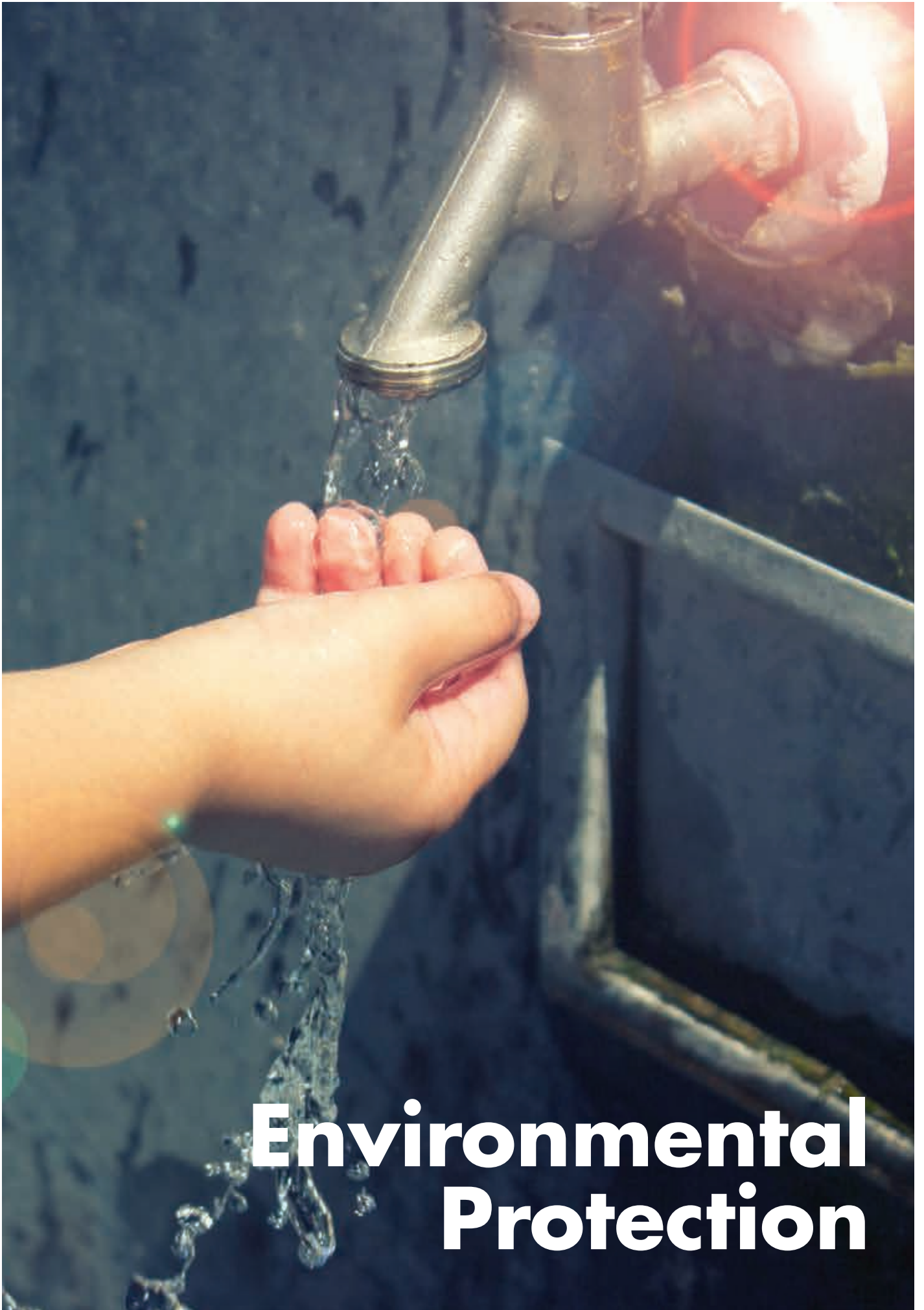


Graph 1. Materiality Matrix

ESG DATA PLAN

Good data is critical for effective management. In identifying the material ESG topics set, we took the opportunity to scrutinise the data environment in terms of its availability, accuracy, consistency and timeliness.

Due to our experienced management team and our awareness of the sustainability issues surrounding business, we had reliable data processes for most of the material ESG topics. For areas where we do not have robust and detailed data processes, the management will review the operational areas rigorously to facilitate and improve data gathering and delivery in FY2018 and beyond.



Environmental Protection

Environmental Protection

WATER (GRI 303)

YEAR	VOLUME OF WATER WITHDRAWN (m ³)
GRI 303-1	
2016	364,034,381
2017	389,431,057

Table 3. Volume of Water Withdrawn

Water withdrawn mainly consists of surface water from nearby dams or rivers. The water source is a common resource shared between surrounding biodiversity and local communities, hence it is critical to protect these water sources. Moya has stringent processes to ensure government-imposed limits on water withdrawal are met.

Volume of water withdrawn is documented in Table 3 and includes data from Acuatico Pte. Ltd. and its subsidiaries ("Acuatico Group") for 2016 prior to its acquisition by the Company. The data of the Acuatico Group is included to accurately reflect the volume withdrawn from all the water treatment plants of the Group.

WATER TREATMENT PLANT	LITERS PER SECOND	CASES OF NON-COMPLIANCE	FY2018 TARGETS
Acuatico Air Indonesia	85	Zero cases of non-compliance	Maintain zero cases
Aetra Air Tangerang	900	Zero cases of non-compliance	Maintain zero cases
Aetra Air Jakarta	10,200	Zero cases of non-compliance	Maintain zero cases
Moya Tangerang	1,500	Zero cases of non-compliance	Maintain zero cases
Moya Bekasi Jaya	1,300	Zero cases of non-compliance	Maintain zero cases

Table 4. Water Withdrawal Limit set by Government

We are aware of the possible effects of our business on the natural ecology and geographical location in the areas where we provide our services, such as changes to the quality of life of people living in affected areas. There may also be economic impacts on communities which rely on the same water sources for their livelihoods.

Many of our social programs are directed at such communities. In our comprehensive recruitment approach, Moya also prioritises prospective employment opportunities for candidates from nearby communities for administrative, maintenance and operational roles.

Environmental Protection



Figure 1. Pipe Installation in Tangerang

To expand our distribution to areas further away from our water treatment plants, we have invested in pipe installations. The regions that benefited from these pipe installations will have a much reduced need for pumping groundwater – an unreliable water source. In the long run, this will also prevent sinkholes from forming on the ground beneath them, thus creating a safer living environment for the communities.

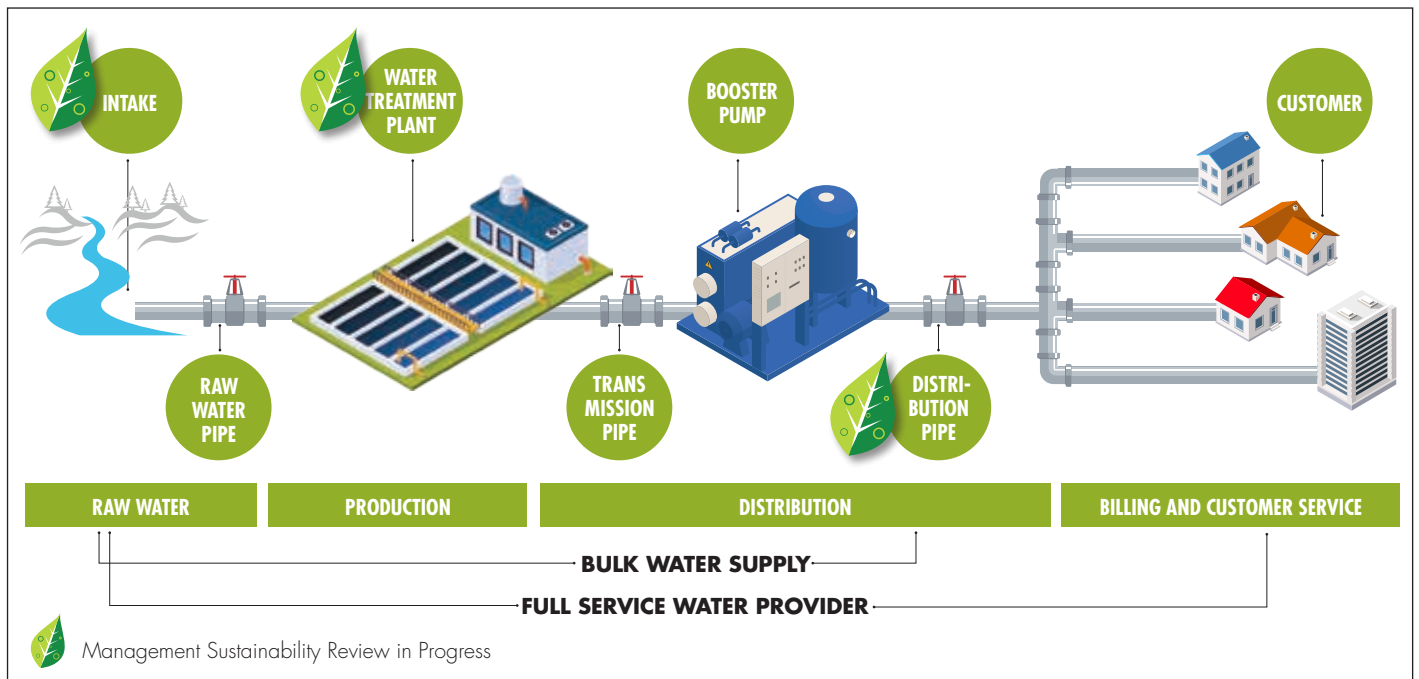


Figure 2. Business Model

Moya is principally engaged in the business of investing, developing and operating water treatment facilities and associated distribution pipe lines for the distribution of clean water in Indonesia. Moya has two business models:

- (i) **Bulk water supply** which covers from raw water intake to treated water distribution to Municipal.
- (ii) **Full service water provider** which covers from raw water intake to billing and customer service.

Management will step up its review of the sustainability value opportunities in each part of this value chain (Figure 2). This effort complements the quality awards that Moya has achieved for its water treatment plants (Figure 24).

CASE STUDY 1: DECANTER MACHINES – EMBRACING NEW TECHNOLOGIES



Figure 3. Decanter Machine



Figure 4. Decanter Operator

To improve the quality and rate of production, new technologies have been steadily added over the years. Technologies such as decanter machines and biological treatment have been introduced since 2014 and have been constantly upgraded. In line with our mission, these processes are enhanced clean water solutions and are beneficial for the environment. Such technologies are extensively deployed across our water treatment plants.

Decanter machines use a centrifuge that rotates at high speed to separate the components of different densities. This form of separation ensures rapid and controllable results. These machines reduce the amount of land space and human labour required to process the water. Additionally, sludge waste created this way can be used as raw material for bricks without the need of a large land area to dry the waste. Water separated from the sludge can then be recycled as raw water for further treatment.

Moya is one of the pioneers to adopt this technology in the water treatment industry of Indonesia.

Environmental Protection

EFFLUENTS AND WASTE (GRI 306)

We are aware of the waste generated during the process of water purification. Effluents refer to the facility-treated water that is discharged into the environment. As this may contain chemicals which may affect the environment, great measures must be taken to improve the range and efficiency of such water purification methods, in order to reduce the impact from disposal of effluents, as well as to adhere to the water discharge rules and regulations.

We maintain a high level of compliance to given regulations with an established multi-disciplinary team to help conduct reviews of business practices, equipment and performance. These reviews are underpinned by ongoing employee training on the importance of responsible waste management.

GRI STANDARD AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 TARGETS
GRI 306-2, 306-3		
Number of Incidents of Non-Compliance.	No incidents of non-compliance leading to a fine with water discharge laws and regulation.	Maintain zero incidents of non-compliance.
Total Weight of Sludge Waste (Tons).	17,596	Reduce sludge disposed at landfills. Apply alternative methods of sludge disposal that comply with laws and regulations.

Table 5. Effluents and Waste Disposal

CASE STUDY 2: SLUDGE MANAGEMENT – CONTINUAL PROCESS IMPROVEMENTS



Figure 5. Sludge Transportation



Figure 6. Sludge Removal

Sludge waste is the byproduct of water purification. To obtain the sludge waste, a large land area would normally be required to dry the sludge using natural sunlight. With the introduction of the decanter machine, sludge can be filtered out rapidly without reliance on the weather or the requirement of large land space. This results in enhanced land-use efficiency.

Sludge waste produced by our water treatment plants has been consistently assessed to be non-hazardous by SUCOFINDO⁴. Furthermore, the sludge waste does not react with water and has a neutral PH of 7.1. Nonetheless, Moya follows stringent waste disposal processes to avoid contaminating surrounding biodiversity and local communities.

The task of waste disposal is currently undertaken by our external-contractors for landfills. We will conduct a review on our contractors from FY2018 onwards, to ensure they meet similar sustainability objectives as our Group.

⁴ SUCOFINDO is a joint venture company between the government of Republic of Indonesia and SGS S.A (formerly Société Générale de Surveillance), the largest inspection company in the world based in Geneva, Switzerland. They have developed services in inspection and auditing, testing and analysis, certification, counselling and training. They are also the largest inspection company in Indonesia.

PULOGADUNG WATER TREATMENT PLANT - PROCESS DIAGRAM



Management Sustainability Review In Progress

Figure 7. Water Treatment Process Flow

Environmental Protection

ENERGY AND EMISSIONS (GRI 302, 305)

Moya is focused on controlling and reducing its relative energy consumption and emissions. Conserving Indonesia's precious natural resources is a strong point of emphasis in our approach to planning and shaping our operations at all stages of the water treatment value chain. Since our energy utilisation also has a direct impact on our operating expenses and such expenses are prone to yearly fluctuation due to shifting commodity prices, it is imperative that we achieve improved energy efficiency.

With a rapidly expanding business, energy consumption and emissions will increase along with the acquisition of new facilities. We will be focusing on procedural as well as technological improvements in energy and emissions.

GRI STANDARD AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 TARGETS
GRI 302-1		
Energy Consumption (GJ)	352,776	Consolidated target-setting is in development. See Sustainability Management – How we manage (Pg 6)
GRI 302-3		
Energy Intensity (MJ/revenue (SGD))	2.49	Reduce Energy Intensity by 5%
GRI 305-1		
GHG Emissions (tCO ₂ e)	87,339	Consolidated target-setting is in development. See Sustainability Management – How we manage (Pg 6)

Table 6. Energy and Emissions

Moya has implemented various programs to reduce energy consumption within the organisation. In recent years we have begun switching to environmentally-friendly technologies. This includes replacing old water pumps to pumps that are more energy efficient, installing inverters for water withdrawal and distribution, and replacing fluorescent lamps with LEDs. In addition to these changes, we constantly advocate energy conservation to our employees, and implement policies such as turning off electrical appliances when not in use.

In all these efforts, we are actively contributing to help Indonesia reach the government-directed environmental targets. In 2009, Indonesia voluntarily pledged to reduce emissions by 26% on its own efforts and up to 41% with international support by 2020. Beyond 2020, Indonesia will commit to increase emission reduction efforts to meet the unconditional reduction target of 29% by 2030⁵.

⁵ Source: United Nations Framework Convention on Climate Change. (2015, September 24). Intended Nationally Determined Contribution (Indonesia). Retrieved from https://www4.unfccc.int/sites/submissions/INDC/Published Documents/Indonesia/1/INDC_REPUBLIC OF INDONESIA.pdf

Social Responsibility



Social Responsibility

NUMBER OF EMPLOYEES BY GENDER

1,202



216



DIVERSITY AND EQUAL OPPORTUNITY (GRI 405)

We believe in improving the quality of life for our employees through progressive human resource practices, as these practices lead to improved economic development and contribute to social stability. It also helps promote a culture of diversity which reflects the varied needs of our growing customer base, connecting us to a wider market. Our recruitment processes ensure that individuals with the required experience, qualifications, competencies and company-aligned values join the company as positive contributors.

GRI STANDARD AND DISCLOSURES	PERMANENT EMPLOYEES	TEMPORARY EMPLOYEES
GRI 405 -1		
Diversity of Employees	Male: 1,130	Male: 72
	Female: 213	Female: 3

Table 7. Number of Current Employees

DIVISION	PERCENTAGE OF TOTAL WORKFORCE (MALE)	PERCENTAGE OF TOTAL WORKFORCE (FEMALE)
Board of Directors of the Company and Subsidiaries	2%	1%
Operational	75%	50%
Office	18%	43%
Project	5%	6%

Table 8. Percentage of Genders in Divisional Roles

We believe that gender should not determine the position of an employee within the Group.

The overall gender profile of our workforce reflects the labour-intensive nature of the operations front. In every other division, there will always be equal employment opportunities for both genders based on capability and merit.



Figure 8. Employee Gathering "Together We Are Strong"



Figure 9. Moya and Acuatico Employee Gathering



Figure 10. Employee Training



Figure 11. Employee Sharing Session

HUMAN RESOURCE (GRI 401, 404)

Training

Training and education of our employees help empower them to perform better at work and imbues our employees with a sense of pride. This investment by Moya is not only important to retain good employees and provide them with career advancement, but also to attract new talent to the Group. Our employees are encouraged to upgrade their skills and knowledge continuously, and training programs are in place to help them stay up to date with key industry matters and appropriate skill sets. We also demonstrate our commitment to our human capital by looking at potential partnerships with government bodies and educational institutions to groom young talent.

We have implemented four methods of training and education with different purpose and focus areas as shown in Table 9. The training helps to improve the interpersonal and technical skills of our employees.

Steps have been taken to determine the skill level of employees. Employees can expect to receive regular superior feedback on their skills and knowledge. Based on the assessment, training will be provided to fill the gap of knowledge. Assessments will evaluate hard skills such as identification and mitigation of potential hazard, as well as soft skills such as leadership and cooperativeness.

Moya values the feedback of their employees. Internal feedback is conducted after every training. Training materials and relevancy will be modified based on the feedback.

TEAM BUILDING

Aside from a range of employee engagement events such as group excursions, employees are also encouraged to adopt healthy exercise habits and balanced lifestyles with social sport events. Employee engagement events are also aimed at raising team spirit.

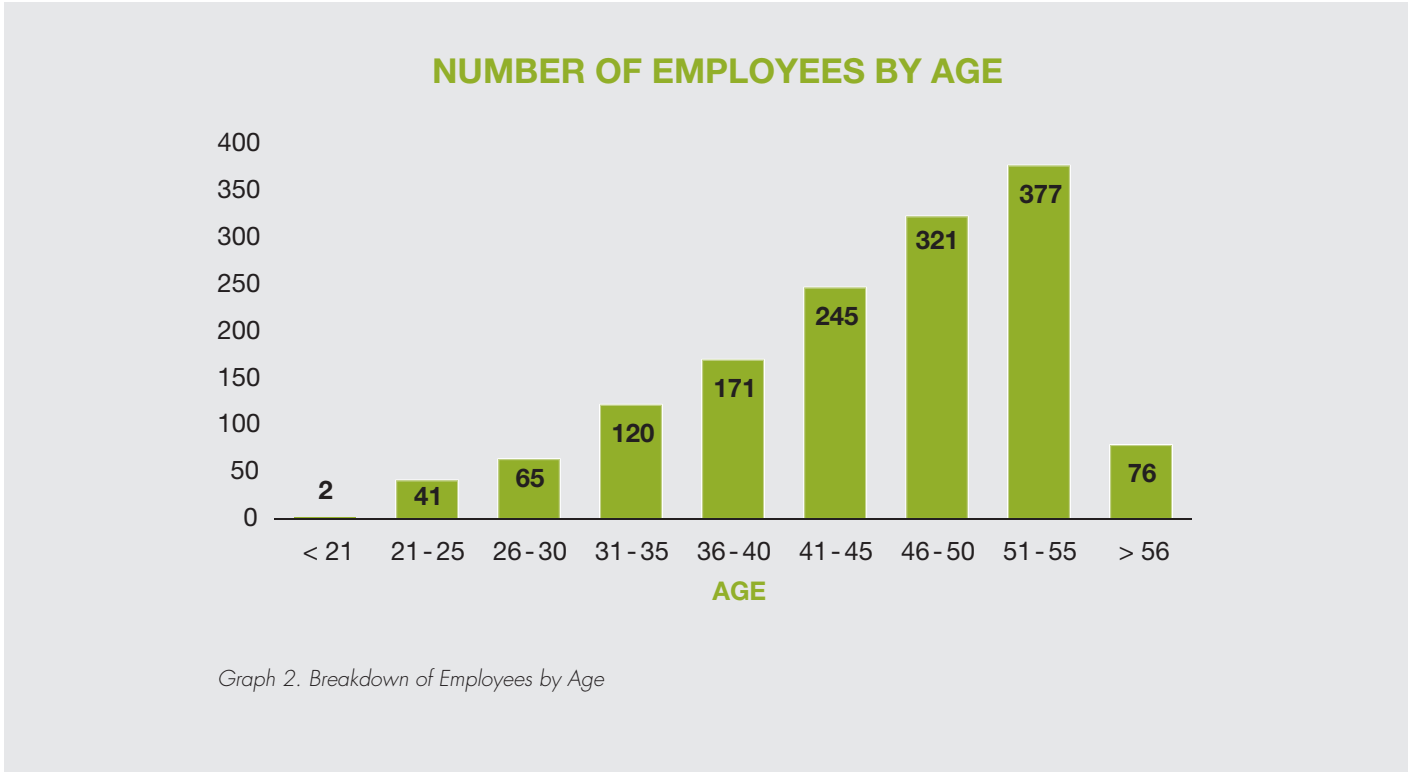
Social Responsibility



Figure 12. Soccer Competition



Figure 13. Healthy Lifestyle Team Building



TYPE OF TRAINING	FOCUS	TRAINER	HOURS PER SESSION	NUMBER OF SESSIONS
GRI 404-2				
Internal Training	Hard Skills	Internal	8	Depends on the training material
In-House Training	Soft and Hard Skills	External	8	
External Training	Soft and Hard Skills	External	8	
Sharing Session	Experience-based Learning	Internal	4	

Table 9. Training Types

ANALYSING OUR WORKFORCE

Growing our workforce is important to help drive business growth. We look at important factors of employment such as turnover rates according to gender or age to determine the success of our employee retention policies, as well as the demographic factors of our new employee hires to help shape our own ability to attract talent. This also helps to customise our learning program for different industrial needs as well as different career stages within Moya.

With continual improvement in our human resource management, we have recorded steady improvement in employee turnover, which has often been an industry challenge.

GRI STANDARD AND DISCLOSURES	FY2016 PERFORMANCE	FY2017 PERFORMANCE	FY2018 TARGETS
GRI 401-1			
Rate of Employee Turnover	8.1%	6.3%	Maintain employee turnover rate below 10% based on Moya Quality Objective's Policy
GRI 404 -1			
Average Hours of Training Per Year Per Employee	21 hours	27 hours	30 hours

Table 10. Training and Turnover Rate

Performance data documented in Table 10 above takes into consideration the data from the Acuatico Group prior to its acquisition by the Company. The inclusion of this data is to enable accurate comparison of the improvements to the Group overall.

OCCUPATIONAL HEALTH AND SAFETY (GRI 403)

Safety is a core concern for Moya. The industrial nature of water treatment raises exposure to several health and safety risks. We practice a "Safety First" culture with the use of several "Work Safety" initiatives designed to improve employee awareness of possible dangers and train them to minimise such risks, with the aim of creating a zero-accident workplace environment for our employees. In working with our subcontractors, we ensure that they also understand our safety culture and requirements.

Our safety training encompasses safety inductions and fire drills. Safety inductions for new employees provide an explanation of safety regulations and policies, while regular sharing sessions are in place for employees to learn from the experiences of others as well. Fire drill simulations help train our employees for safe and prompt evacuation in an emergency event.

Social Responsibility

GRI STANDARD AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 TARGETS
GRI 403-2		
Number of Injuries	2	Zero accidents resulting in employee permanent disability or fatality
Number of Fatalities	0	
Lost time Injury Rate	24.8	Zero occupational illnesses
Injury Severity Rate	24.8	

Table 11. Number of Safety Incidents

To achieve our targets, we have implemented occupational disease prevention programs and yearly medical check-ups for all employees within the organisation, in accordance with the regulations set by the Ministry of Manpower in Indonesia. The medical check-ups include physical examinations, X-rays, laboratory testing and other medical support.

Employees are entitled to benefits based on their seniority within the organisation. Benefits include inpatient hospitalisation coverage and outpatient care. As an incentive for employees to lead healthy and active lifestyles, Moya rewards employees who have had a full-attendance in a year.



Figure 14. Safety Gathering



Figure 15. Safety Induction



Figure 16. Fire Drill Simulation



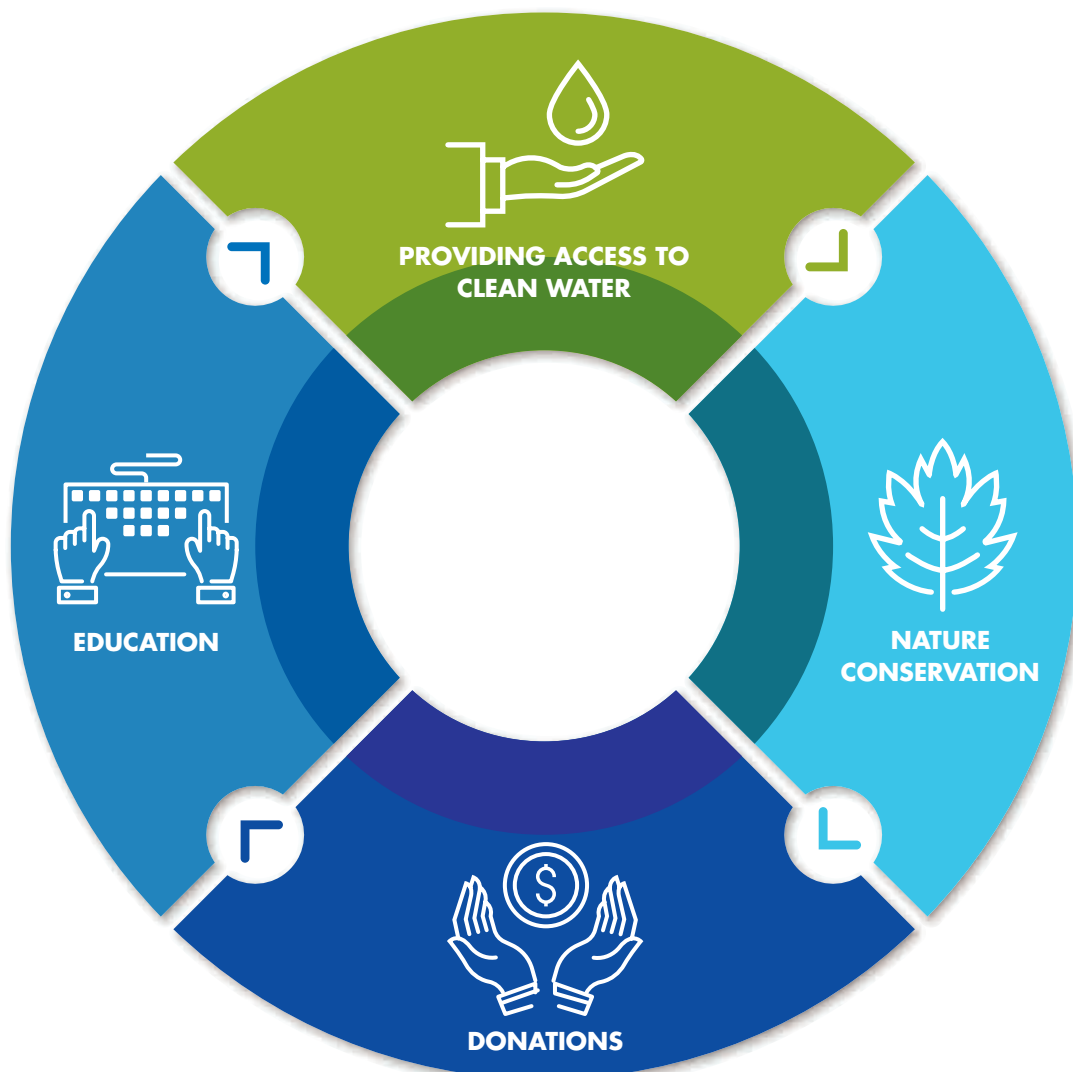
Figure 17. Safety Induction

LOCAL COMMUNITIES (GRI 413)

Economic growth is not a zero-sum game. Through partnerships with our shareholders, we give back to the communities we impact and encourage multi-faceted progress. We are committed to improving engagement in local areas to promote positive change and long-lasting impacts, where possible.

GRI STANDARD AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 TARGET
GRI 413-1		
Number of implemented local community engagement	17	Continue supporting local community engagements by cooperating with different organisations and encouraging staff volunteerism.

Table 12. Corporate Social Responsibility (CSR) Activities Conducted



Social Responsibility

CORPORATE SOCIAL RESPONSIBILITY ("CSR")

Our CSR program incorporates four pillars that emphasise our focus in improving the environments and communities we engage with:

PROVIDING ACCESS TO CLEAN WATER

Water is the lifeblood of our society. At Moya, we believe that every person is entitled to have access to clean water. We have started to provide water kiosks for communities with no access to clean water. Water provided by this service are built at a discounted rate and managed by Kelompok Swadaya Pengguna Air (Water User Self-Help Group).

NATURE CONSERVATION

Rivers and reservoirs are a common resource between us and the local communities, therefore it is essential for Moya to ensure that such natural resources are kept in good conditions. To improve the condition of the water source, the Group has committed to tree planting and conservation programs aimed at improving awareness on maintaining the flora and fauna in the community.

CASE STUDY 3: TREE PLANTING – GREENING AND STRENGTHENING OUR ENVIRONMENT

In FY2017, Moya planted 100 trees in Pondok Village and Jatikramat river banks. These trees reduce surface run-off in the surrounding areas and the roots of these trees anchor the soil thus strengthening the ground and preventing soil erosion. These, in turn, reduce the occurrence of floods and destruction of natural habitats of local communities.

Since 2012, we have rolled out the concept of Environmental Services Payments to local communities. In the upper Citarum sub-watershed sub-Cikapundung region which serves the Jatiluhur reservoir, we identified 22 hectares of previously defined "unfriendly environmental areas" to switch to more robust rooted cropping patterns such as coffee, *suren*, eucalyptus and *sobsi*.



Figure 18. Tree Planting



Figure 19. CSR Group Picture



Figure 20. Tree

EDUCATION

We take pride in educating our younger generation on water sanitation and environmental conservation. In FY2017, we conducted several education programs for students from elementary to tertiary levels. The aim of these education programs was to lay the foundation for understanding the importance of water as a source of life. In addition, we hosted visiting tours to our water treatment plants. This helped to translate seminars into living experiences along with helping residents of the local community understand our business and our societal priorities.

DONATIONS

In recent years, Indonesia has experienced increased rates of natural disasters. In 2013, Indonesia experienced 1,674 disasters, and in 2017 there were 2,341 such incidents⁶. As the size of our business grows, so does our civic duty to provide aid in such disasters. Donations were provided to victims of natural disasters in the Padang earthquake.

Community outreach programs are not only restricted to natural disasters, as Moya also regularly provides donations and assistance to orphanages. Aside from donations, we provided eye treatment and examination for the elderly in Pondok Village. Furthermore, we sponsored and implemented rubbish disposal cans for the locals to keep the streets clean and to mitigate the spread of diseases. Our outreach programs have benefited 120 orphans and 100 elderlies. We strive to contribute more to our community in the future.

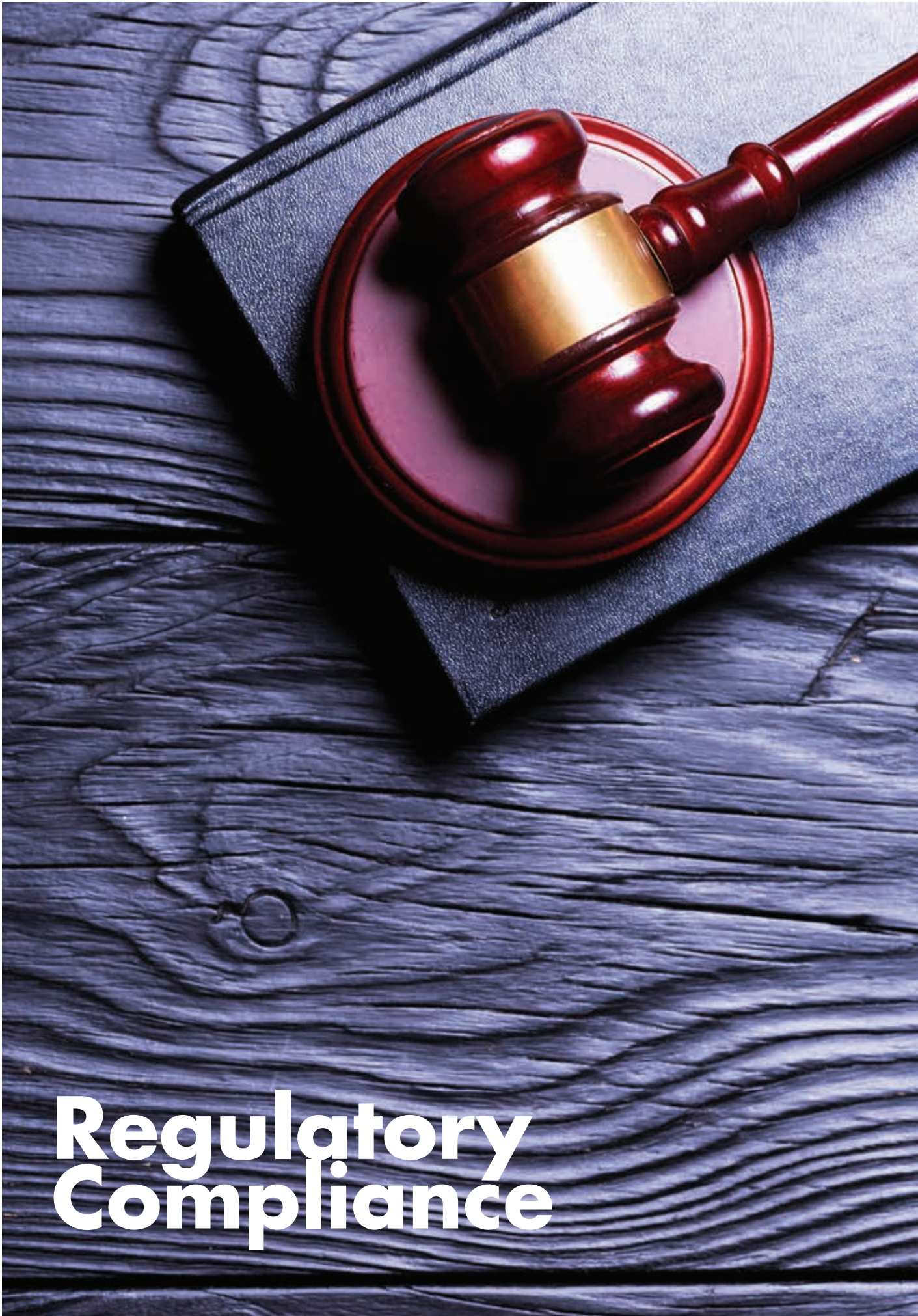


Figure 21. Setting up Rubbish Cans for Locals



Figure 22. School Education and Outreach

⁶ Source: Indonesia Investment, I. (2017, December 29). Looking Back at 2017: Natural Disasters in Indonesia. Retrieved November 17, 2018, from <https://www.indonesia-investments.com/news/news-columns/looking-back-at-2017-again-many-natural-disasters-in-indonesia/item8448>



Regulatory Compliance

Regulatory Compliance

ANTI-CORRUPTION (GRI 205)

Corruption is antithetical to our business. Stamping out corruption is critical to cultivating trust with our stakeholders.

We practice a zero-tolerance policy toward corrupt and unethical practices. We seek to minimise such risks by a combination of clear "tone-at-the-top" messages, followed by stringent internal practices, whistleblowing platforms and continual education.

As the complexity of business increases in a globalising landscape of culture, regulations and processes, Moya is fully committed to an operating culture that is ethical, transparent and compliant towards a strong reputation as a successful business built with integrity.

REGULATORY COMPLIANCE (GRI 307, 419)

We are committed to adhering to all applicable regulations and laws in the communities we operate in, maintaining the public trust we share with our stakeholders. Any regulatory breaches could materially impact our businesses and cost us excessively in environmental, financial or reputational damage. Moya works closely with law enforcement and government agencies at all levels to ensure full understanding and compliance with all relevant regulations.

We practice a corporate governance framework in accordance with the Code of Corporate Governance of Singapore, within which we implement extensive risk management processes. Please refer to the Moya FY2017 Annual Report ("2017 Annual Report") for more details on the Corporate Governance Report. As a public-listed entity on SGX-ST, we adhere to all listing rules, as well as all other relevant laws in the country including but not limited to the Securities and Futures Act (Chapter 289) of Singapore and the Companies Act (Chapter 50) of Singapore.

GRI STANDARDS AND DISCLOSURES	FY2017 PERFORMANCE	FY2018 TARGETS
GRI 205-3		
Confirmed incidents of corruption and the actions taken	Zero incidences of such non-compliance during the year	Maintain zero incidences of such non-compliance
GRI 307-1		
Significant fines and non-monetary sanctions for non-compliance with environmental laws/regulations	Zero incidences of such non-compliance during the year	Maintain zero incidences of such non-compliance
GRI 419-1		
Significant fines and non-monetary sanctions for non-compliance with laws/regulations in the social and economic areas	Zero incidences of such non-compliance during the year	Maintain zero incidences of such non-compliance

Table 13. Regulatory Compliance Performance

2017 Key Awards and Recognition



Figure 23. Certificate of Accreditation



Figure 24. Innovation Award for Decanter Technology



Figure 25. ISO 9001: 2015 Certification



Figure 26. Certificate of Approval ISO 9001: 2015



Figure 27. Certificate of Approval OHSAS 18001: 2017

Notes to the Sustainability Report



REPORTING FRAMEWORK

This Report is prepared with reference to the GRI Standards and shall be read in conjunction with the 2017 Annual Report. Accordingly, the Global Reporting Initiative shall be notified of this Report.

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

DATA DISCLOSURES

Data and disclosures cover Moya's primary subsidiaries, namely Moya Bekasi Jaya, Moya Tangerang, Aetra Air Jakarta, Aetra Air Tangerang and Acuatico Air Indonesia. Other aspects of the Acuatico Group will be included in subsequent reporting years when management operations are fully integrated.

All data is 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 STANDARDS 2016		REFERENCE/DESCRIPTION
GENERAL DISCLOSURES		
ORGANISATIONAL PROFILE		
102-1	Name of the organisation	Moya Holdings Asia Limited
102-2	Activities, brands, products, and services	Chairman and CEO Statement
102-4	Location of operations	Chairman and CEO Statement
102-6	Markets served	Chairman and CEO Statement
102-7	Scale of the organisation	Diversity and Equal Opportunities
102-8	Information on employees and other workers	Diversity and Equal Opportunities
STRATEGY		
102-14	Statement from senior decision-maker	Chairman and CEO Statement
GOVERNANCE		
102-18	Governance structure	Sustainability Management and the 2017 Annual Report (Corporate Governance Report)
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Stakeholder Engagement
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement
REPORTING PRACTICE		
102-46	Defining report content and topic boundaries	Materiality Assessment
102-47	List of material topics	Materiality Assessment
102-50	Reporting period	FY2017
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Notes to the sustainability report
102-54	Claims of reporting in accordance with the GRI Standards	Notes to the sustainability report
102-55	GRI content index	GRI Index
MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its boundaries	Environmental Protection, Social Responsibility and Regulatory Compliance
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

GRI STANDARDS 2016		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		
303-1	Water withdrawal by source	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
306-3	Significant spills	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		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Social Responsibility
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	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
SOCIOECONOMIC COMPLIANCE		
419-1	Non-compliance with laws and regulations in the social and economic area	Regulatory Compliance

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This sustainability report has been prepared by the Company and its contents have been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "Sponsor"), for compliance with the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalyst. The Sponsor has not independently verified the contents of this sustainability report.

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

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