

Empowering Progress  
for Greater Impact

# Navigating the TIDEs of Change

2023  
Impact Report



# Table of Contents

A Note from MDI Ventures	2
Letter from Our CEO	3
About this Report	5
DELOS at a Glance	7
Sustainability Commitment and Strategy	9
Our Support for Sustainable Development Goals (SDGs)	14
Our Profile	16
DELOS and Impact Creation	18
Environmentally Conscious	22
Improving Communities	25
DELOS Employee	27
Our Corporate Governance	30
Reporting Reference & Index	32

# A Note from MDI Ventures



Aligned with MDI Ventures' commitment to a sustainable future, this 2023 Impact Report highlights how our investments reflect our dedication to positive impact. We aim to ensure our portfolio companies make decisions that support sustainable development. By showcasing DELOS' contributions to their industry and communities, we hope to inspire others to adopt similar practices in sustainability. The United Nations Sustainable Development Goals (SDGs) guide both our mission and DELOS' ongoing efforts to drive sustainable progress.

DELOS is committed to a sustainable future through its TIDE framework, which emphasizes Technical Excellence, Improving Communities, Demonstrably Good Products, and Environmental Consciousness. Their focus on empowering medium-sized aquaculture farms highlights their

dedication to supporting local communities by leveraging innovative technologies, fostering strategic partnerships, and maintaining a strong commitment to excellence.

We are committed to contributing to a sustainable future by partnering with companies that share this vision. Doing good for the people around us is also a smart business strategy, as sustainability benefits both society and long-term success. By driving positive change in the communities we engage with, we ultimately create value for ourselves.

"Our journey towards sustainability is about making a meaningful difference—growing responsibly for the benefit of people and the planet."

DONALD WIHARDJA,  
CEO OF MDI VENTURES

## Our Priority Focus Areas: United Nation Sustainable Development Goals

Our commitment to the United Nations Sustainable Development Goals (SDGs) is deeply embedded in everything we do, serving as a guiding framework for our actions and the foundation of our impact-driven initiatives. In this report, we outline our efforts to create meaningful digital impact across Indonesia, demonstrating how we leverage technology and innovation to drive positive change. Central to our mission is the belief that education, equality, and social inclusion are not only fundamental human rights but also key pillars for fostering long-term sustainable development. By addressing these critical areas, we aim to empower communities, bridge social gaps, and contribute to a more equitable and prosperous future for all.

### Environmental



### Social



### Governance



# Letter from Our CEO [D.1]

**Dear valued stakeholders,**

Looking back to the past year, I am proud to witness what DELOS has achieved. Facing a challenging global situation, we have not only maintained a trend of positive growth, but also increased efforts for impactful and socially responsible aquaculture. Our commitment in advancing the Blue Revolution is not just about growth, but also transforming the aquaculture industry in Indonesia and beyond.



Since its establishment, DELOS has established the TIDE framework, a sustainability and impact framework that captures the core of DELOS' mission. TIDE stands for **Technological Excellence, Improving Communities, Demonstrably Good Products, and Environmentally Conscious** practices. This framework guides DELOS in the decisions that we make, ensuring that they benefit the wider society and the planet and align with our vision of delivering high-quality, traceable seafood.

In achieving **Technological Excellence**, we implement cutting-edge technology and efficient farm management practices to enhance the productivity and sustainability of our operations. One example is the launch of AquaHero, our data-driven app, which is designed to help farming processes to improve higher yields and ensure efficiency across all our farms.

**Improving Communities** have also been important in our mission. Our work with United Nations Development Programme (UNDP), local farmers, and small businesses, including the ones in Banyuwangi, has enabled us to process shrimp waste into economically useful products which create value for the local economy. This way, we not only enhance the quality of waste management, but also strengthen communities and provide new income opportunities for the local population.

We also take pride in producing **Demonstrably Good Products** which meet environmental and safety requirements. No hormones or antibiotics are used in the cultivation of our fully traceable shrimp. This focus on quality and traceability ensures that we deliver high-quality seafood to consumers around the world, while also protecting the environment.



Finally, as part of our **Environmentally Conscious** approach, DELOS always strives to minimize our environmental footprint in our operations. We are proud to take part in the aquaculture industry, which provides a good alternative from land-based protein industries with a smaller carbon footprint. We also innovate through our biosecurity program, where we treat any water being released from our facilities to prevent disease. We have come a long way in managing water waste leaving our shrimps ponds and ensuring it to be free from harmful pollutants for the environment.

The year 2023 has been a year of learning from various challenges. Global events have influenced and impacted our operations. Conflicts have led to the increasing cost of wheat as our shrimp feed. Economic instability and the strengthening dollar has driven up operating expenses and decreased demands from the international market. Our strategy is to increase efficiency: controlling production cost, improving yield, and managing the profitability of our projects. From these challenges, we have learned about resilience and sharpening our focus.

Yet, we remain optimistic in welcoming 2024. The year ahead offers new opportunities as well as challenges. Ensuring biosecurity will remain on our agenda, as well as addressing shrimp diseases in our operating areas. In terms of production, we are aiming to increase our production target. In our social endeavours, we are determined to provide capacity building for women entrepreneurs and the disabled community in Banyuwangi.

I would like to thank MDI Ventures for their constant support of DELOS operations as we continuously move towards greater change. I would also like to express my gratitude to each and every member of the DELOS family, or our Prawnstars, as we call them. Your effort, creativity, innovation, and dedication has contributed greatly in our strides towards a more sustainable aquaculture industry. Together, we are **Navigating the TIDEs of Change** and gradually evolving into a globally integrated aquaculture-based seafood company.

Jakarta, September 2024



**Guntur Mallarangeng**

Chief Executive Officer (CEO)

# DELOS: Navigating the TIDEs of Change

The theme “DELOS: Navigating the TIDEs of Change” describes DELOS’ commitment in navigating change by adhering to the TIDE principles, which consist of Technical Excellence, Improving Communities, Demonstrably Good Products, and Environmentally Conscious. In the midst of dynamic, changing times, DELOS strives to maintain a balance between innovation, social responsibility, and environmental awareness to ensure sustainability in every step taken.

DELOS builds strong relationships with local communities and authorities, creating opportunities for fruitful collaboration. In terms of the environment, we design sustainable agriculture with a focus on waste management and water quality. Infrastructure assessments are conducted to ensure development plans are in line with applicable standards. We also ensure compliance with local and national regulations. This approach creates a balance between innovation, social responsibility and environmental sustainability, ensuring DELOS continues to produce high-quality products.

## About this Report

This 2023 Impact Report marks DELOS’ commitment to transparency and sustainability. It provides a comprehensive overview of our Environmental, Social, and Governance (ESG) progress for the 2023 calendar year, focusing on key issues identified through our ESG Materiality Assessment. This report highlights our dedication to advancing the maritime and aquaculture industries while ensuring environmental stewardship and social responsibility. It also focuses on the material ESG issues that drive our strategies and operations.

DELOS aligns its ESG initiatives with the United Nations Sustainable Development Goals (SDGs), reflecting our broader commitment to global sustainability. This report also serves as our Communication on Progress as part of the United Nations Global Compact, underscoring our role in supporting the SDGs. Our ESG strategy is designed to contribute to these global goals, ensuring that our impact aligns with the broader call to end poverty, protect the planet, and promote prosperity for all.

## Reporting Principles and External Assurance

This report has been prepared with references to Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 and Circular Letter Financial Services Authority (SEOJK) No. 16/SEOJK.04/2021, as well as IRIS Framework. This report has also been developed adhering to key reporting principles, including stakeholder inclusiveness, relevance, completeness, accuracy, balance, clarity, comparability, reliability, and timeliness. It reflects the collaborative efforts of discussions held throughout 2023. The themes presented in this report have already been aligned with the Company’s corporate strategy and have received approval from the Board of Directors. Since this is

the first Impact Report that DELOS has compiled, all information presented is new and not a restatement.

DELOS did not engage external independent assurance services for this report. However, we have prepared this Impact Report in accordance with sustainability reporting principles. The content has been reviewed by our internal team to ensure the accuracy of the data and information presented. Additionally, this report was developed in collaboration with external consultants and relevant stakeholders to enhance its comprehensiveness and relevance. In addition, DELOS did not experience any significant changes during 2023. [C.6][G.1]

## Scope and Reporting Period

Unless otherwise stated, the scope of this impact report encompasses DELOS' operations in Indonesia, featuring numerical data comparisons for the previous three years. The reporting period spans from January 1, 2023 to December 31, 2023.

## Limitations

MDI Ventures and DELOS have engaged Grant Thornton Indonesia as an independent consultant to assist us in the preparation of this Impact Report.

Grant Thornton Indonesia's responsibility is limited to the preparation of the report based on the data provided by MDI Ventures and its reporting portfolio company. All data, figures and explanations presented in this report are the sole responsibility of MDI Ventures and its reporting portfolio company. Thus, Grant Thornton Indonesia shall not be liable for the accuracy or completeness of such data, figures and explanations. Please note that the work of Grant Thornton Indonesia in this report differs from an audit or review as defined

by Indonesian Standards on Auditing or any assurance standards; therefore, no assurance opinion is expressed in this report.

"Grant Thornton" refers to the brand under which the Grant Thornton member firms provide services to their clients and/or refers to one or more member firms, as the context requires. Grant Thornton Indonesia is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.

## Report Feedback [G.2]

DELOS is committed to continually enhancing the quality of its Impact Report. We welcome any queries, suggestions, or feedback, which can be directed to:

**Astrid Handari**

Head of Strategy

[astrid.handari@delosaqua.com](mailto:astrid.handari@delosaqua.com)



## DELOS Leading the Blue Revolution

DELOS is a leading science-driven and technology-based aquaculture company seeking to disrupt the traditional and fragmented aquaculture industry in Indonesia, with an eye on South Asia as a whole. Established in 2019, DELOS has consistently demonstrated its expertise by designing and operating some of the most efficient and reliable aqua-farms in the country. The Company has made significant progress in increasing shrimp farm productivity, preventing and managing disease outbreaks, and empowering local communities. With an eye on global expansion, DELOS exports shrimp to the global market, bringing domestically produced shrimp into competition with shrimp from various countries around the world.

# DELOS at a Glance

## Achievements and Awards



DELOS was ranked first in LinkedIn's Top Startups, based on four scoring pillars: workforce growth, engagement on the Company's LinkedIn page, job interest from applicants, and attractiveness to talent, as measured by employee recruitment from global LinkedIn Top Startups.



**80%**

User satisfaction rate from farm personnel

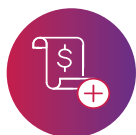


**>90%**

Best country survivability rate maintained for the past 2.5 years

### BAP Certification

The Best Aquaculture Practices (BAP) certification is a globally recognized standard that ensures responsible aquaculture practices across four critical areas: environmental responsibility, social accountability, animal welfare, and food safety. For DELOS, achieving BAP certification would signify its commitment to sustainability and ethical operations in the aquaculture industry. This certification would reinforce DELOS dedication to producing high-quality seafood while minimizing environmental impacts, promoting worker welfare, and ensuring safe, responsibly farmed products. Integrating BAP standards aligns with DELOS broader ESG goals.



**ASC & BAP Certified**

Our farm is certified by Aquaculture Stewardship Council & Best Aquaculture Practices, two of several certification programs in the world that certifies every step of the production chain



**Eco-Friendly Products**

Anti-biotic free produce that is certified green by the Indonesian government



**>2.5 years**

Unbroken successful cycles maintained



# DELOS 2023 Performance Summary

- Revitalizing farms in Banyuwangi covering more than 3 ha or 8 shrimp ponds out of a 15 ha productive area, produced close to 50 tons of shrimp in the first harvest or equaling to more than **15 tons/ha**
- Overcoming White Feces Syndrome, DELOS managed to increase the harvest from farms in Pontianak by **140%** from less than **5 tons/ha** each harvest
- Delos has more than **50 partners**
- More than **2,000** tons of shrimp traded and produced in 2023
- On average, under DELOS' management, shrimp survival rates increased from the Indonesian industry standard of **60%** to a peak rate of **85%**
- Lampung's farm production increased from **7 tons/ha** to **15 tons/ha** in the first cycle and close to 25 tons/ha in the next cycle

## Environmental Performance [B.2]

- DELOS shrimp is **100%** antibiotic-free
- DELOS implements the use of Waste Water Treatment Plants (WWTP) in its partners' shrimp farms

## Social Performance [B.3]

- Increase the income of shrimp farm operators from around **IDR700,000** to at least the region's minimum wage as per regulation and provide guaranteed employment contracts.
- DELOS Maritime Institute (DMI) program trained over 40 participants throughout the year and produced **23 graduates**.
- Donate funds and resources for **infrastructure development** in surrounding areas for roads, waterways, and public toilets.
- DELOS donates shrimp to approximately **300 households** at the end of each harvest cycle.

## Governance Performance

Description	2023	2022	2021
Proportion of Female Employees to Total Employees	<b>40%</b>	31%	13%
Women in Leadership Positions Above Manager	<b>6%</b>	6%	4%
Resolution Rate of Stakeholder Complaints	<b>100%</b>	100%	100%

- At least **30%** of employees at DELOS are women
- **90%** of women at DELOS work in the Science department
- **100%** of the Sustainability and Impact department are women
- More than **60%** of the Growth department consist of women
- **40%** of the leadership in DELOS are women

# Sustainability Commitment and Strategy <sup>[A.1]</sup>

## Sustainability Framework

The TIDE sustainability framework is designed to support the health of the planet and its people, ensuring both productivity and stability. Sustainability is one of our top priorities in conducting business. Through this framework, we can measure the impact of our services

and actions, aiming for the best aquaculture practices in the business. This allows DELOS to align its mission with global goals to safeguard environmental health and promote sustainable food practices.



# Transforming Indonesia's Aquaculture Landscape

Indonesia holds great potential to become a global leader in the seafood industry as the largest maritime nation in the world. However, its seafood sector still falls behind neighboring countries, even those with fewer natural resources. Over 200 million tons of seafood are

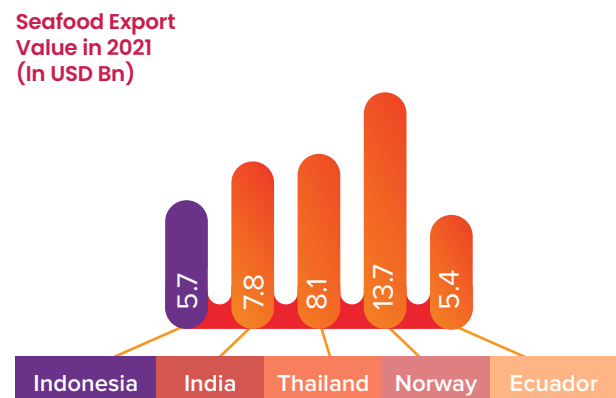
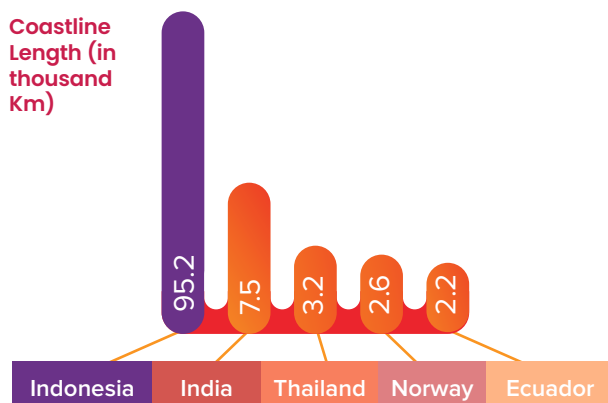
consumed annually on a global scale, with more than 55% coming from aquaculture. Shrimp is the second most farmed seafood product worldwide, presenting a significant opportunity for growth and innovation within Indonesia's aquaculture industry.

## The Blue Revolution

DELOS aims to lead the Blue Revolution by unlocking Indonesia's potential as the world's top aquaculture nation. Our mission is to transform the industry through technology and

innovation. We strive to become a globally integrated seafood company by setting new standards in sustainable aquaculture.

### Indonesia's Potential



Indonesia is the world's largest maritime country with the highest potential, yet our seafood industry pales in comparison to our less-equipped neighboring countries

### Identified Key Issues

#### High Operational Risk

Low Technological Adoption

Low Scientific Understanding

Outdated Operational Knowledge

#### Underinvestment

Low Access to Financing

#### Thin Margins

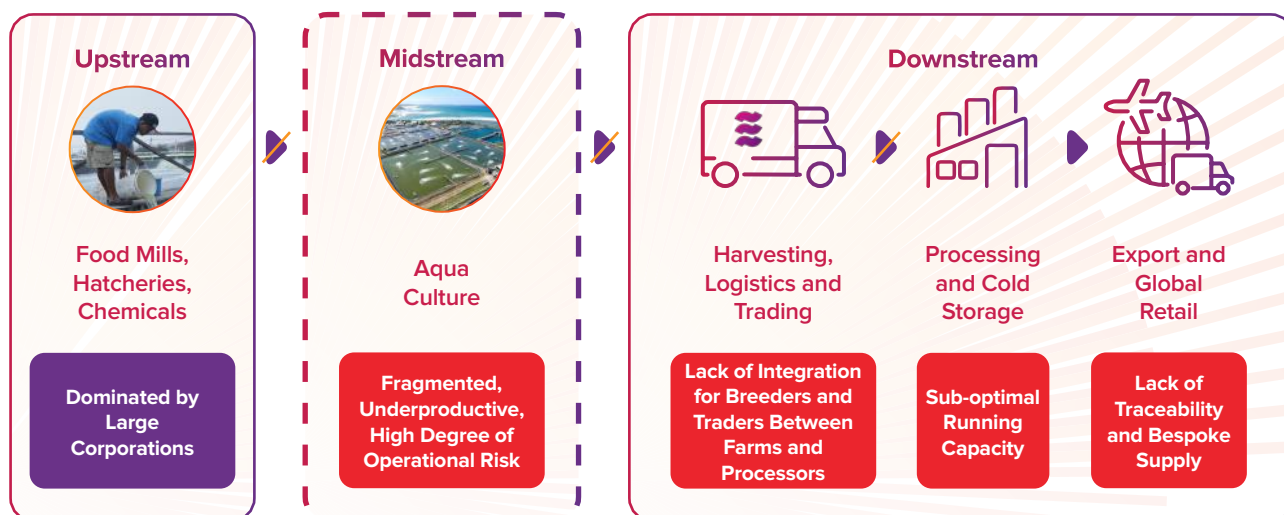
Highly Fragmented

## The Problem

### Industry Value Chain

In Indonesia, vertical integration within the industry persists, with the upstream sector dominated by large companies and the

downstream sector remaining underproductive. This current situation negatively impacts the downstream sector and increases its vulnerability to technological disruptions.



## Pre-DELOS Aquaculture Operations

Pre-DELOS aquaculture operations face significant issues due to outdated methods, a lack of data-driven decision-making, and an unskilled workforce. Farming currently relies on intuition rather than structured procedures or scientific knowledge, with minimal use of precision farming, data collection, or

automation. Disease management is reactive, addressing issues only after major losses occur. The disconnect between research and farm practices further delays improvements, resulting in inconsistent yields of 8-10 tons per ha, which hampers productivity and profitability on a national scale.

### Unskilled Workforce

Farm owners are reliant upon a limited and poorly skilled talent pool. Farming knowledge and experience is highly variable with no quality control and underdeveloped HR structures.

### Blind Farming

Decision making is based on “gut” or “art” with subjective use of SOP’s, as well as no decision triage or knowledge of scientific fundamentals. Precision farming does not exist yet, with minimal data collection, automation, or proactive decision-making standards in the industry.



### No Shrimp Healthcare

Farm owners are not proactive in disease management, only reacting to diseases after detecting them post-mass mortality events, at which point treatment or revenue recovery is far more complex.

### Disconnected R&D

Science development is limited by farm access, poor data quality, and a disconnect between lab trials and in-field realities. Science is slow to integrate into the industry, with very few market actors translating research into actionable insight.



These dynamics lead to a highly volatile harvest that results in national underproductivity e.g. 8-10 tons/ha, which hurts overall profitability



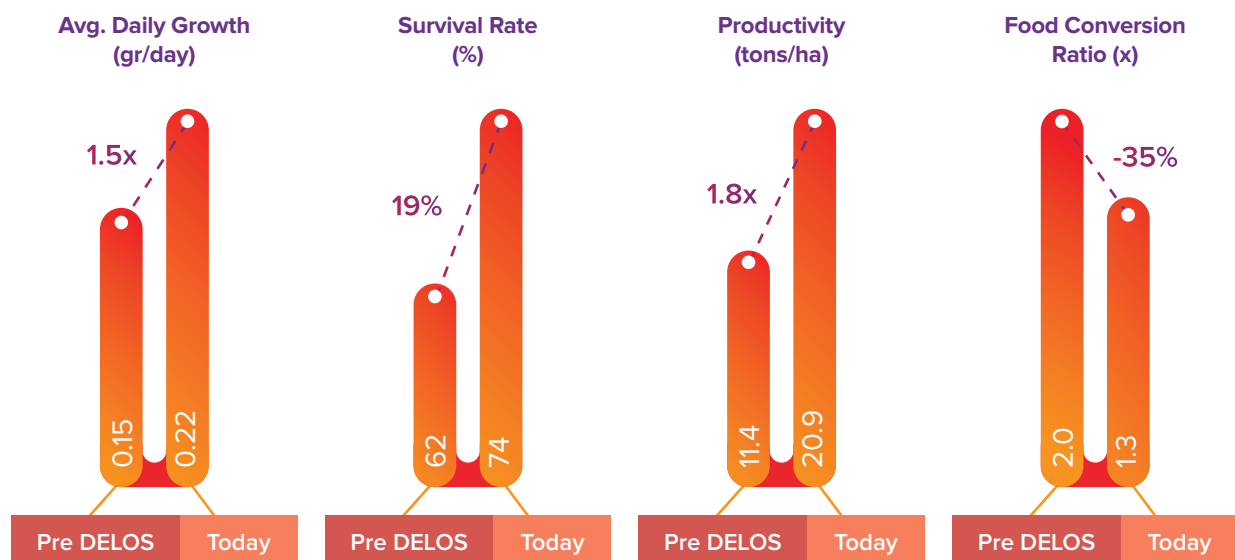
## The DELOS Way

With the introduction of the DELOS approach, several key issues in aquaculture farming are addressed through core business units AquaHero and AquaLink. These units are designed to enhance farm productivity, improve financial outcomes, and integrate and

consolidate the supply chain both upstream (feed and chemicals) and downstream (off-taking and logistics). DELOS leverages precision farming by incorporating technology, science, and operational excellence, resulting in significant improvements across the board.



Precision farming through **technology, science, and operational excellence**



- ★ Productivity Improvement
- ★ Technology Transfer
- ★ SOP Improvement
- ★ Scientific Research



Supply chain integration in **Upstream** (feed & chemicals) & **Downstream** (offtaking & logistics)

### Upstream



**Shrimp Feed**



**Pond Additives**

### Downstream



**Shrimp Harvest**



**Shrimp Logistics**





# Our Support for Sustainable Development Goals (SDGs)



## 2024 Target

More than 70% of our farm workers are from the local community and receive minimum wage along with accommodation and bonuses.

## Achievement Strategies

Engage the local community in skill improvement and provide employment opportunities under DELOS management.

## 2023 Achievements

1. DELOS managed to increase the monthly income of shrimp farm operators from around IDR700,000 to the region's minimum wage as per regulation, as well as provide guaranteed employment contracts.
2. More than 60% of our farm workers come from local communities and receive minimum wage including transport to and from farms, onsite accommodation, onsite meals, and bonuses.



## 2024 Target

Adjust the training program to meet DELOS' new manpower upskill strategy, covering training to 100% of farm personnel.

## Achievement Strategies

Implement training programs that provide participants with knowledge, hands-on field experience on farms, certification, and employment opportunities.

## 2023 Achievements

The DELOS Maritime Institute (DMI) program trains more than 40 participants for over 4 months in aquaculture theory and practice, as well as provides incentives, accommodation, living expenses, experience, and employment opportunities.



## 2024 Target

1. 40% proportion of female workers in DELOS.
2. Maintain at least 90% proportion of female workers in the Science department in DELOS.

## Achievement Strategies

DELOS implements inclusive recruitment, provides women-only training and career development programs, and creates a work environment that supports gender equality.

## 2023 Achievements

1. 30% proportion of female workers at DELOS.
2. 90% proportion of female workers placed in the Science department.



## 2024 Target

Implement the use of Waste Water Treatment Plants (WWTP) in all DELOS partner shrimp farms.

## Achievement Strategies

1. Equip all DELOS farms with Waste Water Treatment Plants (WWTP). Waste water is properly filtered before disposal.
2. Conduct calculation of effluent waste and monitor how much effluent has been filtered before discharge.

## 2023 Achievements

DELOS implements the use of Waste Water Treatment Plants (WWTP) in one of its partners' shrimp farms to prevent pollution.



### 2024 Target

Maintain 100% antibiotic-free DELOS shrimp. DELOS shrimp is 100% antibiotic-free.

### 2023 Achievements

#### Achievement Strategies

1. Equip each pond with biological tools such as probiotics and nutrients in the form of vitamins and to be monitored by laboratory analysts to ensure shrimp health and water quality.
2. Equip ponds with data-driven tools using AquaHero apps that can advise scientific parameters based on input from the DELOS Science team.



### 2024 Target

1. Zero fraud cases.
2. Zero corruption cases.

### 2023 Achievements

1. Zero fraud cases.
2. Zero corruption cases.

#### Achievement Strategies

DELOS has a Code of Conduct policy related to anti-corruption and fraud that all Prawnstars must comply with. In addition, DELOS also has a violation reporting mechanism.



### 2024 Target

1. Maintain collaboration and consultation with UNDP.
2. Engage international academic institutions to improve DELOS training programs.
3. Increased the number of partnerships with local partners by 100%.

### 2023 Achievements

1. DELOS collaborates and consults with UNDP to ensure that DELOS' efforts have a positive impact on the environment and align with international SDGs targets.
2. DELOS collaborates with academic institutions in Indonesia, namely Diponegoro University and Gadjah Mada University, to implement employee training programs.
3. DELOS has more than 50 local partners.

#### Achievement Strategies

DELOS ensures a positive impact on the environment and is aligned with international SDGs targets. DELOS also builds strong partnerships, conducts regular environmental impact assessments, and implements a continuous monitoring and evaluation system.





## Our Profile [C.1][C.2]

### Vision

To lead the Blue Revolution by transforming seafood production through technology and becoming a globally integrated seafood company

### Mission

To upgrade the aquaculture industry through combination, of operational expertise, scientific understanding, and application of technology and improve nationwide productivity, profitability, and sustainability

## Company Overview



#### Company Name

**PT Delos Teknologi Maritim Jaya (DELOS)**



#### Address

##### Head Office


Plaza Kuningan, Menara Utara, 8<sup>th</sup> Floor Jl. HR Rasuna Said, South Jakarta, 12920



 [www.delosaqua.com](http://www.delosaqua.com)

 Delos

 delos.aqua

 021-2526383

 delosaqua

 delosaqua

**DELOS**  
LEADING THE BLUE REVOLUTION



## Our Coverage [C.3]

DELOS has onboarded farms with 160 ha of pond area into AquaHero, capturing 30% of the total. We also have multiple Processing Partners accumulating over 3,000 tons of annual production.



## Our Business Activities [C.4]

Equipped with experienced management, science and tech teams, and industry partners, DELOS seeks to disrupt the marine aquaculture industry. The success of a farm is based on four key aspects:

- Implementing the right technology
- Assembling the best team to implement the best management practices
- Adopting a scientific approach
- Integrating a robust supply chain strategy

DELOS provides professional services for farms within our ecosystem by partnering with farm owners and stakeholders, as outlined below:

- **Farm Management:** Our core team, among the top 1% in Indonesia, excels in designing, building, operating, and managing farms with a solid scientific foundation.

- **AquaHero App:** AquaHero simplifies farm management, offering clients easy access and transparency in tracking farm performance.
- **Supply Chain Integration:** We maintain strong ties with leading suppliers and buyers, ensuring our partner farms secure the best prices for raw materials.
- **Farm Due Diligence and Design:** We explore new farm opportunities or assess existing ones, conducting thorough research on social, environmental, infrastructural, and regulatory aspects to guide acquisitions or renovations.

## Our Products [C.4][IRIS 014718]

**Eco-Friendly: DELOS' antibiotic-free produce is certified green by the Indonesian government.** [F.5]

### **AquaHero Enterprise: Farm Management Technology**

AquaHero Enterprise is DELOS' cutting-edge technology solution for managing aquaculture farms, providing farm operators with the tools to optimize performance, track data, and ensure sustainability. The application aims to enhance productivity and profitability, targeting aquaculture farmers, operators, and industry professionals. AquaHero provides a comprehensive set of tools focused on precision farming, enabling users to monitor key metrics such as growth rates, survival percentages, productivity, and food conversion ratios. By improving Standard Operating Procedures (SOPs), facilitating technology transfer, and supporting scientific research, AquaHero empowers users to make data-driven decisions that increase efficiency and profitability. The app is integral to DELOS-managed farms, facilitating significant gains in growth and yield while reducing resource wastethrough optimized farming practices.

### **AquaLink (Domestic & International): Shrimp Trading**

AquaLink facilitates shrimp trading both domestically and internationally, connecting

Indonesian shrimp producers with global markets and ensuring competitive positioning. Aimed at industry players such as suppliers, processors, and traders, AquaLink streamlines the logistics of shrimp feed, pond additives, chemicals, harvesting, processing, and global exportation. Through AquaLink, users can optimize their supply chains, reducing inefficiencies in feed mills, hatcheries, and trading while ensuring traceability and quality across all stages of production. The app also supports farmers by connecting them with necessary inputs and processing capabilities, ultimately driving domestic and international sales. AquaLink facilitates seamless coordination between various market actors, helping maximize the value chain and ensuring smooth transitions from production to export.

Together, these two apps form the core of DELOS' digital ecosystem, driving both operational and financial success for aquaculture businesses. AquaHero Enterprise focuses on improving productivity at the farm level, while AquaLink ensures efficiency across the broader supply chain, from input provision to market sales.

## DELOS and Impact Creation

Creating meaningful impact is at the heart of DELOS' mission to revolutionize the aquaculture industry. Through innovative technologies, strategic partnerships, and a commitment to excellence, DELOS is redefining success in aquaculture, ensuring that our growth translates into lasting benefits for people and the planet.



## Technical Excellence [F.26][F.28][IRIS OI5657]

**Bringing nation-leading SOPs and technology that enhance operational productivity and efficiency.**

### Farm Due Diligence and Design

To achieve technical excellence, DELOS explores opportunities for new farms through acquisition or renovation of existing farms. We utilize the four-pronged diligence approach to research and assess each designated location, enabling us to develop the optimal strategy for each farm's success.

### Farm Renovation and Building

After our assessment during the pre-boarding phase, we can determine whether partnering farms require renovations, revitalization, or infrastructure building. This service extends to onboarded farms that need repairs or infrastructure enhancement based on their specific needs.

### Equip Farms with the Latest Science and Technology Stack

One way we enhance our farm partners' operations is by equipping them with

advanced technology and equipment that ensure efficient farming practices.

### Farm Management

The success of our management consists of the collaboration between our standardized SOPs, farm experts, and the tools we provide.

### Create and Implement Effective Farming SOPs and Management Practice

Each partner farm is equipped with a standardized SOP that includes operational and management guidelines from preparation to harvest. Our farm experts are also able to problem-solve and adjust farming practices based on individual farm needs.

### Equip Farms with Core Team Farming Experts

Every partner farm is equipped with an average of five experts, including farm manager, technician, and lab analyst.





## DELOS success story



Farm in Pontianak

### Overcoming White Feces Syndrome [IRIS P19409]

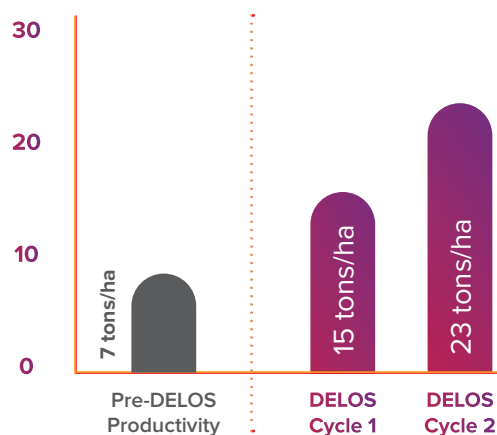
Before partnering with DELOS, this farm in Pontianak was infested with White Feces Syndrome. This disease causes reduced feed intake, stunted growth and is often associated with loose shell. As a result, their farm never exceeded 5 tons/ha in harvest. Upon partnering with DELOS, our farm experts, including lab analysts equipped with advanced machinery, were able to overcome this disease. As a result, within its first cycle with DELOS, the farm managed to be free from the disease and increased its harvest by over 140%.

### Significant Increase in Farm Productivity [IRIS P19409]

Before partnering with DELOS, this farm in Lampung faced challenges due to mismanagement practices and disease, resulting in consistently low harvest yields. However, after partnering with DELOS, this farm experienced a significant increase in productivity within the first two cycles.



Farm in Lampung



### Revitalizing the Krajan Farm in Banyuwangi as a Dying Industry

[IRIS P19409][IRIS P14583]

After inheriting 25 ha of an inactive shrimp farm, the owner of this farm partnered with DELOS to revitalize the operation. Currently DELOS has successfully revitalized 3.1 ha, encompassing 8 shrimp ponds out of a 15 ha productive area. We are working to revitalize the remaining productive area in the near future. The revitalized section has successfully completed its first cycle, yielding a total of 47.89 tons of shrimp in the harvest.



Farm in Krajan, Banyuwangi

## Our Shrimp Product [F.26][F.28]

### About Our Shrimp

Vannamei shrimp, native to the Pacific Ocean, are found from Mexico to Peru and were first cultivated in Asia in 1996 through imports from Hawaii. Today, vannamei shrimp is cultivated in countries such as China, Myanmar and Southeast Asia. In Indonesia, this shrimp represents a significant export product; however, the country accounts for only about 10% of global production, with the fisheries sector contributing less than 3% to Indonesia's GDP.



### AquaLink

DELOS' AquaLink connects our entire supply chain, from producers and suppliers to buyers across Indonesia. This system ensures strong integration from the beginning of the shrimp frying process until it reaches your table. AquaLink's Traceability feature allows us and our buyers to obtain detailed information on the origin of the shrimp, how it was handled, the method of transportation, and the duration of the process. This way, we can ensure that every shrimp that reaches your table has been handled and processed with quality at every stage.

#### Shrimp Fry

DELOS collaborates with reputable shrimp fry producers to deliver the highest-quality shrimp at the most competitive pricing on the market.

#### Cultivation

Our farm management services ensure we use the best aquaculture practices to produce quality shrimp from highly productive farms.

#### Harvesting

Shrimp are manually sorted by hand to ensure that each one is carefully selected and complies with processing standards.

#### Processing

Processing companies will receive shrimp within 24 hours following harvest to guarantee the shrimp's freshness and quality.

#### End Consumer

Finally, processed shrimp is packaged and sold to consumers at the market.

**DELOS is targeting to reduce production costs through science and technology implementation by an average of 20% across all farms under DELOS' management.**

**On average, under DELOS' management, shrimp survival rates increased from the Indonesian industry standard of 60% to an improved rate of 85%.**

# Environmentally Conscious <sup>[F.3]</sup>

**We collaborate and consult with UNDP to ensure that DELOS efforts have a positive impact on the environment and align with international SDGs Targets.**

DELOS has achieved several significant milestones in environmental sustainability through its innovative approach to aquaculture. By implementing the TIDE sustainability framework, DELOS ensures that shrimp farming operations maintain minimal ecological impact. Through advanced technologies and industry-leading Standard Operating Procedures (SOPs), DELOS has optimized farm operations to reduce water and energy use while minimizing waste. The Company's efforts have decreased reliance on overfished marine stocks and promoted healthier ecosystems around shrimp farms, contributing to the preservation of Indonesia's delicate marine environments.

Additionally, DELOS works with its partner farms to implement eco-friendly practices, including reducing carbon emissions, improving water management, and enhancing biodiversity in farmed regions. These practices ensure that shrimp farming not only supports economic growth, but also safeguards local ecosystems for future generations. DELOS continues to monitor and adapt its environmental strategies, demonstrating its commitment to both sustainable shrimp production and environmental stewardship.

## Energy and Emission Reduction

DELOS as an industry in the aquaculture sector emits significantly fewer greenhouse gases globally compared to land animal-related industries. However, as of the end of 2023, we have not calculated our total energy consumption and emission intensity. Nevertheless, DELOS is implementing several initiatives to improve energy efficiency and reduce emissions. These measures aim to foster a more sustainable and energy-conscious work environment, including: <sup>[F.6][F.7]</sup>  
<sup>[F.9][F.11]</sup>

**1. Use of Energy-Efficient Devices:** utilizing energy-saving office equipment such as laptops and LED lights.

**2. Cloud Technology Utilization:** Leveraging cloud technology for storage and computing needs, reducing the physical infrastructure.

**3. Workspace Optimization:** Designing workspaces to maximize natural lighting and ventilation, thereby reducing the need for electricity.

**4. Remote Working:** Allowing employees to work from home, which reduces energy consumption in the office such as electricity and air conditioning.

**5. Energy Awareness:** Educating employees about the importance of energy efficiency and small actions such as turning off unused devices.



## Waste Management [IRIS OI2535][IRIS OI7920][IRIS PD9364][IRIS PI5935]

DELOS offices generate waste from operational activities, including paper, food, and electronic waste. To minimize the negative environmental impact, we collaborate with the building management in sorting waste by type. The waste is then handed over to third parties for disposal at the Final Disposal Site (*Tempat Pembuangan Akhir*). In our supplier's shrimp farming operations, waste is generated from shrimp feed, shrimp excrement, and plastic waste such as nets, ropes, and feed containers. [F.5][F.14]

For waste management, DELOS recycles and reuses usable materials, separates waste during disposal, and aims to reduce overall waste production. DELOS also continuously monitors our partners to implement effective feed management, perform pond aeration, and use high-quality durable and reusable equipment to minimize plastic waste. However, we have not yet conducted any waste generation calculation both at our head office and our partners' farms. [F.13]

## Water Management [IRIS PI4940]

As an Aquatech company focused on shrimp farming, DELOS recognizes that shrimp farms can contribute to water pollution from chemical waste such as ammonia, antibiotics, and pesticides. DELOS sources water for domestic activities, such as hand washing and toilet use, from local water company (*Perusahaan Daerah Air Minum*) and/or groundwater. Since the DELOS office is in an urban area, there is no direct extraction or interaction with natural water sources. DELOS promotes water efficiency by implementing responsible water usage practices within the Company. However, we have not yet calculated the total water used in our head office or our partner farms.

[F.8]

In addition to delivering optimal results for our partners, we are committed to protecting the environment through our AquaHero app. This app enables us to continuously monitor water quality, ensuring that healthy water leads to nutritious shrimp for our consumers and we can keep temperature fluctuations, oxygen levels, and chemical contamination within optimal ranges.

### Optimal Water Quality for Shrimp Farming with the AquaHero App

DELOS has developed the AquaHero app to assist shrimp farmers in recording and monitoring water quality. Throughout 2023, the AquaHero app has been able to increase shrimp production up to 140% compared to shrimp farms that do not record and monitor water quality.



DELOS Garut Farm



DELOS Lampung Farm

DELOS strives to help our farm partners minimize their environmental impact. For example, DLA and Poseidon are equipped with Waste Water Treatment Plants (WWTP) to ensure that wastewater is properly filtered before discharge, preventing pollution and maintaining the surrounding ecosystem. [F.14]

## Biodiversity of Marine Ecosystems [F.9]

### DELOS Shrimp is 100% Antibiotic-free

We recognize that the use of antibiotics in aquaculture contribute to the rise of antibiotic resistance in bacteria, which can potentially spread to human pathogens. Additionally, antibiotic residue can spread into the marine environment. The AquaHero app requires each farm to be equipped with biological products

such as probiotics and nutrients in the form of vitamins as needed. Our laboratory team analyzes shrimp health and water quality to determine the necessary biological data for optimal farming results. This service is also crucial for detecting, mitigating, and treating shrimp diseases. [F.5][F.26][F.27]



## Our Social Performance

DELOS is constantly striving to create a positive social impact as part of its ESG framework. By fostering strong relationships with local communities, enhancing workforce development, and promoting sustainable aquaculture practices, DELOS aims to uplift the livelihood of individuals connected to

the industry. Through initiatives focused on education, and economic empowerment, DELOS strives to drive long-term, inclusive growth that benefits not only the aquaculture sector but also the wider society.

# Improving Communities [F.25][IRIS PI3687][IRIS PI4060] [IRIS PI4583][IRIS PI4940]

## DELOS Community [F.23]

DELOS believes that positive actions are good for business. We believe that establishing harmonious relationships with local communities is an important factor in maintaining our farms' success. To realize this, DELOS focuses its efforts on three main aspects:

### 1. Employment Opportunities [IRIS P13687]

In many remote coastal areas in Indonesia, limited employment opportunities and a reliance on small-scale fisheries are common challenges. This situation results in high unemployment rates and unstable incomes for many residents near our farms. To help address these issues:



DELOS prioritizes hiring local communities as farm workers, with a particular focus on local fishermen



More than 60% of our farm pool staff are locally sourced



All farm workers receive at least minimum wage, including accommodation and bonuses

### 2. Active Participation and Community Integration

We encourage our farms to actively participate in building and contributing to their local surroundings.

- Donate shrimp to every household at the end of harvest (donated to around **300 houses** every cycle)
- Donate funds and resources for **infrastructure building** in surrounding areas for roads, waterways, and public toilets
- Donate funds or resources for **community events** such as holidays or religious events



### 3. Creating Economic Opportunities for Locals

Shrimp farms can impact local economies both directly and indirectly.

Indirect Effect	Direct Effect
<ul style="list-style-type: none"> <li>Local businesses such as food stalls and small kiosks started opening around farms</li> <li>Other businesses in different sectors have started to flourish such as construction, logistics, etc. that caters to non-fishery farm needs</li> </ul>	<ul style="list-style-type: none"> <li>Farms purchase daily necessities such as food produce from local markets</li> <li>Local fishermen can sell their catch to our farms</li> <li>Our harvested shrimp is sold to locals at lower prices who then process the shrimp and sell it in various forms. This approach reduces farm biowaste while boosting the local economy</li> </ul>

#### DELOS Maritime Institute [IRIS P13687][IRIS P19024]

[IRIS P19409]



DELOS Maritime Institute (DMI) is a training program designed by DELOS to produce competent graduates in the aquaculture industry.

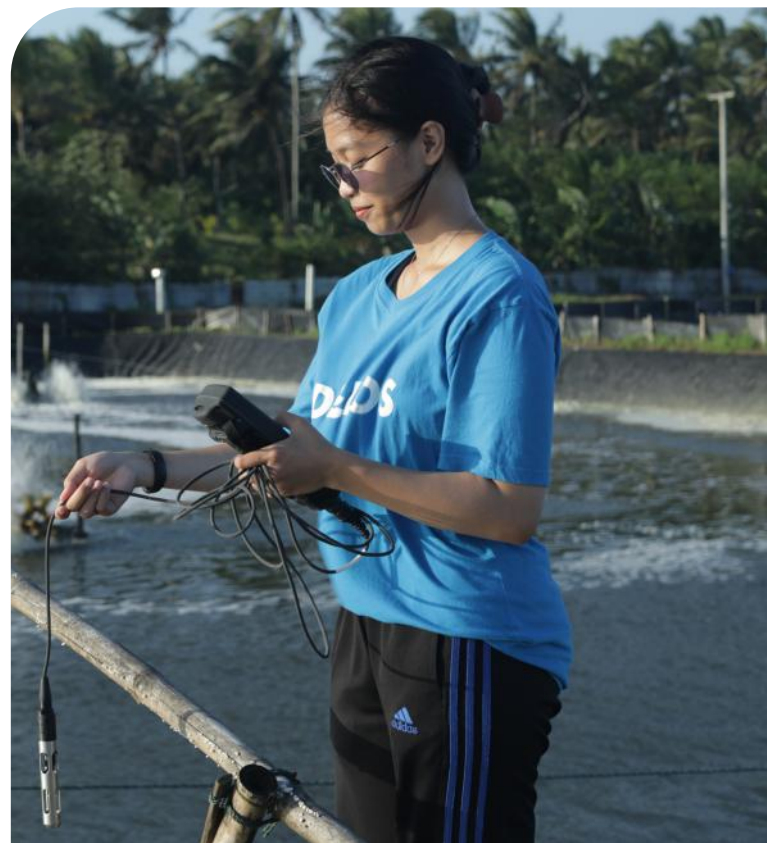
Participants are trained by experts for over 4 months, including both theoretical instruction and hands-on field experience on farms. The benefits that participants will receive include monthly incentives, accommodation, and living expenses during certification, networking, knowledge acquisition and experience, and potential employment. DMI recently produced its first cohort of 8 graduates on October 20, 2023, at Barocks Cafe & Restaurant Jakarta.

#### What programs do we teach there?

- Theory Class (1 Week): Theories and material provided by university lecturers, farm technicians, and aquaculture entrepreneurs.
- Field Practice (4 Months): Participants receive field training as Laboratory Analysts and Shrimp Aquaculturists stationed at our partner farms. Participants are mentored and monitored by our field experts.

- Presentation Exam (1 Week): Participants provide reports during their fieldwork that includes activities as well as problems encountered during their experiences. Participants with a score of 75% will pass this program.

We collaborate closely with academic institutions in Indonesia, enabling students to gain hands-on work experience at our partner estates and learn from experts. The program also serves as an academic internship. Currently, we partner with Diponegoro University and Gadjah Mada University, and we plan to expand our collaboration to include more institutions across Indonesia.





### Testimonial Ahmad Afdilla

“I started my career in the aquaculture industry by joining the DELOS Maritime Institute. During the DELOS Maritime Institute program, I really enjoyed the learning process and hands-on practice as a Shrimp Aquaculturist in the pond. In addition, during this program, I often encountered hands-on aquaculture cases that I never encountered in lectures.”

## Improved Welfare of Farm Workers [IRIS

P13687][IRIS P19409]

To improve worker welfare, DELOS has made significant changes to the working conditions of shrimp farm operators. Before DELOS took over, shrimp farm operators working under the management of the farm only earned an average monthly income of around IDR400,000 to IDR700,000, often without a work contract and failing to reach IDR1 million; however, after DELOS became involved, they were offered guaranteed employment contracts with doubled monthly income.

## DELOS Employees

Since its inception, DELOS has experienced rapid growth, with over 100 new employees joining us in pursuit of a common goal: The Blue Revolution. DELOS is committed to continually creating new job opportunities and providing a platform for individuals, especially coastal communities, to contribute to the advancement of the aquaculture industry in Indonesia.

Guntur also noted that over the past year, DELOS has experienced extraordinary growth and impressive achievements, all of which would not have been possible without the hard work and dedication of all “Prawnstars”, the term used to refer to DELOS employees.

## Employee Composition

DELOS has maintained a dedicated and dynamic workforce with 88 employees in 2023. Despite a decrease in overall employee numbers from 2022, the Company has made significant strides in promoting gender diversity in leadership roles. In 2023, female representation in senior leadership increased with 5 women in these positions, showing a more balanced leadership structure compared to previous years. Additionally, DELOS prioritizes job security, with 70 permanent employees and 18 part-time workers in 2023. These figures highlight DELOS’ efforts in fostering a stable, diverse, and evolving workforce that is well-positioned to support the Company’s ongoing growth and success.

DELOS Employees [C.3]

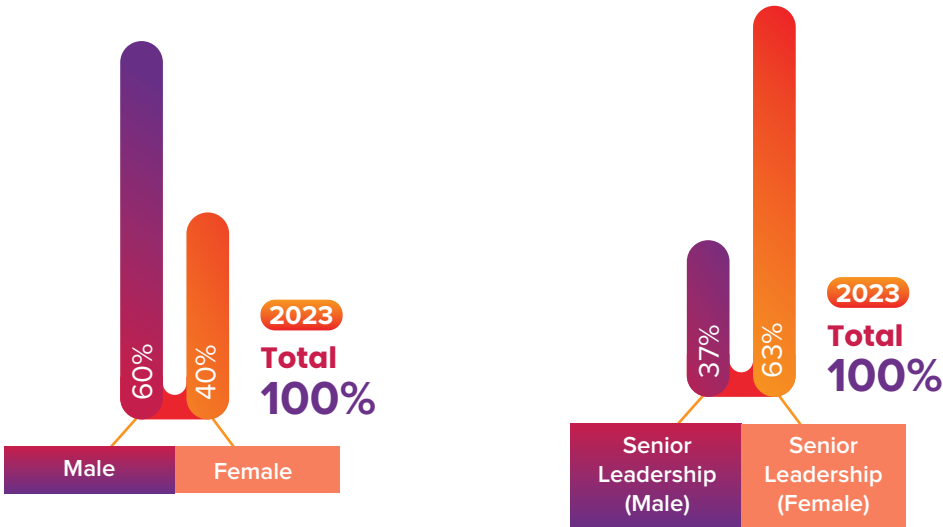
Employee Composition Based on Employment Status [IRIS PI9465]

88

2023

Description	2023	
	Number	%
Permanent	70	80
Part Time	18	20
Total	88	100

Employee Composition Based on Gender [IRIS OI6213]



Working at DELOS: Diversity, Equality, and Development [IRIS

PI3687][IRIS PI9465][IRIS OI6213]

DELOS is committed to creating a fair and inclusive work environment for all its employees. The Company upholds the principles of equality and non-discrimination by ensuring fair treatment for all genders, ethnicities, religions, and races in its operations. All employees are provided with equal opportunities for growth and promotion based on their achievements, competencies, and work performance. [F.18]

DELOS ensures its compliance with Indonesian regulations on employee rights, with all its workers being of legal working age and not forced into any form of labor. Employees have full freedom to join labor unions without pressure or restrictions. In addition, the

Company also prioritizes employee safety and well-being by providing a conducive, safe, and supportive work environment that encourages personal and professional development. [F.19]

DELOS and Gender Equality

DELOS maintains a minimum of 30% of female workers and aims to increase that number. DELOS recognizes the gender imbalance in the STEM sector and seeks to play a role in reducing this problem. Currently, 90% of the DELOS Science team is women. DELOS is also ensuring that every department has female representation, with some departments already composed of a majority of women.



## Employee Training and Development [F.22][IRIS 014229]

At DELOS, employee training and development are integral to driving innovation and operational excellence. The Company is committed to cultivating a highly skilled workforce by offering continuous learning opportunities that align with its strategic goals. From technical expertise in aquaculture to leadership development, DELOS equips

its employees—known as Prawnstars—with the knowledge and tools necessary for professional growth. This focus on upskilling not only enhances individual performance, but also contributes to the Company’s overall success and sustainability within the aquaculture industry.

### Total Training Hours

Description	Unit	2023
Number of Employees Participating in Training	People	88
Total Training Hours	Hours	1,209
Average Training Hours	Hours/Person	13.7

## Occupational Health and Safety (OHS) [F.21]

DELOS ensures a safe, healthy, and environmentally friendly workplace through its Occupational Health and Safety (OHS) framework. The Company prioritizes the health and safety of its employees by implementing high standards in workplace safety, preventing accidents, and minimizing environmental risks. By continuously identifying, evaluating, and controlling potential hazards, DELOS ensures compliance with legal regulations while fostering an environment of safety awareness.

In addition, DELOS integrates health and safety performance into its employee assessments, fostering a culture of accountability and continuous improvement.

The Company promotes preventative measures, encouraging employees to prioritize actions that prevent accidents and incidents. By cultivating safety awareness and adhering to both internal and legal standards, DELOS ensures that its workforce is empowered to perform their duties in a safe, secure, and environmentally friendly manner. This approach is integral to DELOS’ operational success, as it promotes both individual responsibility and collective safety measures across all levels within the organization. As far back as 2023, we did not conduct any hazardous training. But in 2024, we plan to carry out this training.

# Our Corporate Governance

DELOS is dedicated to upholding the highest standards of transparency, accountability, and ethical business practices. The Company fosters a robust structure that ensures compliance with regulatory requirements, promotes fair decision-making, and safeguards

stakeholder interests. By implementing strong internal controls and risk management practices, as well as ensuring a culture of integrity, DELOS aims to build trust and maintain long-term sustainability within the aquaculture industry and beyond.

## Implementation of Good Corporate Governance (GCG)

The Board of Directors holds full responsibility for DELOS’ business operations and impact management. Together with departments, teams, and divisions at every level, the Board oversees ESG performance across the Company. In implementing the Company’s sustainability values, we strive to ensure the application of sustainability values in our business operations. We continue to socialize sustainability values to workers at all levels during on-boarding and briefings when beginning work with DELOS. We also require each department to teach sustainability values to our staff. [\[E.1\]](#)[\[E.2\]](#)[\[F.1\]](#)

As a company that builds partnerships with shrimp farms, DELOS, through its Board of Directors and divisions in line with the sustainable TIDE framework, conducts risk assessments to ensure the sustainability and success of these partnerships. The main steps in the risk assessment process include: [\[E.3\]](#)

**1. Community Engagement:**

We communicate with local communities and authorities in regards to the surrounding social environment. This may open opportunities for local communities to collaborate and work together.

**2.Environmental Assessment:**

We assess the farm environment and its surroundings to create a sustainable farm design. Our science team and lab closely monitor waste pathways and water quality.

**3.Infrastructure Evaluation:**

We assess the quality and availability of current infrastructure, measuring them against applicable standards. This serves as a baseline for renovation plans and farm design.

**4.Regulatory Compliance:**

We verify all regulatory requirements to ensure that current farms comply with local and national regulations. We are committed to maintaining compliance in all our farming practices.

**Relationship with Stakeholders** [\[E.4\]](#)

Stakeholders	Method of Engagement
Investors/Shareholders	Implementation of General Meeting of Shareholders (GMS).
Employees	Provide Townhall meeting, performance improvement forum, training/education, and employee outbound.
Regulators	Compliance report in accordance with regulatory requirements.
Business Partners	Contracts and work agreements creation.
Community	<ul style="list-style-type: none"><li>Communicate with local communities and authorities regarding the surrounding social environment. This can open up opportunities for local communities to cooperate and collaborate.</li><li>Conducting Corporate Social Responsibility (CSR) programs.</li></ul>

## Prawnstars Performance Assessment

To drive progress, DELOS employs a structured process to evaluate Prawnstars' performance at all levels, from the Board to Junior Staff. The evaluation follows KPIs aligned with established policy standards.

## Code of Ethics

The implementation of the Code of Conduct is integral to good governance and sustainability principles. DELOS has developed a Code of Conduct to guide Prawnstars and supply

chain behavior, emphasizing compliance with internal and external regulations, including anti-corruption measures and respect for human rights.

## Anti-corruption

DELOS continuously strives to implement fair and ethical business practices, as well as to comply with anti-bribery and anti-corruption laws in Indonesia and abroad. DELOS has also obtained ISO 37001:2016 certification. Employees are prohibited from offering or accepting gifts, bribes, or engaging in unethical behavior to secure business advantages. Special care is required in interactions with government officials, where offering gifts or facilitation payments is only permitted under specific legal conditions and requires prior approval.

The policy also stresses the importance of avoiding conflict of interest, ensuring employees act in DELOS' best interest without personal gain. If any unethical or illegal activity is observed, employees are encouraged to report it through the DELOS Grievance Mechanism with the assurance of confidentiality and protection from retaliation. This reinforces DELOS' commitment to transparency and accountability across all business operations.

## Whistleblowing System (WBS)

DELOS has implemented a Whistleblowing System (WBS) called the "Grievance Mechanism" to raise awareness among internal and external stakeholders and to detect and prevent violations. This system addresses issues such as fraud, legal

breaches, bribery, and unethical conduct. Reports are handled confidentially, and each shrimp farm has a manager serving as DELOS' on-site representative to receive complaints from the community. In 2023, one complaint was received and resolved.

### Reporting Channels:

Email: [pusat.pengaduan@DELOSaqua.com](mailto:pusat.pengaduan@DELOSaqua.com)

Internal Slack: @pusatpengaduan



# Reporting Reference & Index

## Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 and Financial Services Authority Circular Letter (SEOJK) Number 16/SEOJK.04/2021 References <sup>[G.4]</sup>

No. Indicator	Indicators	Page(s)
<b>Sustainability Strategy</b>		
A.1	Explanation of Sustainability Strategy	09
<b>Performance Overview on Sustainability Aspects</b>		
B.2	Environmental Aspects	08
B.3	Social Aspects	08
<b>Company Profile</b>		
C.1	Vision, Mission and Values of Sustainability	16
C.2	Company Address	16
C.3	Business Scale	17, 28
C.4	Products, Services, and Business Activity	17, 18
C.6	Changes in Issuers and Public Companies that are Significant	05
<b>Board of Director Statement</b>		
D.1	Board of Director Statement	03
<b>Sustainability Governance</b>		
E.1	Responsible Party related to Sustainable Finance Implementation	30
E.2	Competency Development Related to Sustainable Finance	30

No. Indicator	Indicators	Page(s)
E.3	Risk Assessment of Sustainable Finance Implementation	30
E.4	Relationship with Stakeholders	30
<b>Sustainability Performance</b>		
F.1	Building a Sustainability Culture	30
<b>Energy Aspects</b>		
F.5	Use of Environmentally Friendly Materials	18, 23, 24
F.6	Amount and Intensity of Energy Consumed	22
F.7	Efforts and Achievement for Energy Efficiency and Renewable Energy Usage	22
<b>Water Aspects</b>		
F.8	Water Usage	23
<b>Biodiversity Aspects</b>		
F.9	Impacts from Operational Areas that are Near or Located in Conservation Areas or Have Biodiversity	22, 24
<b>Emissions Aspect</b>		
F.11	Amount and Intensity of Emissions Generated by Type	22

No. Indicator	Indicators	Page(s)
<b>Waste and Effluent Aspects</b>		
F.13	Amount of Waste and Effluent Generated by Type	23
F.14	Waste and Effluent Management Mechanism	23, 24
F.15	Occurring Spills (if any)	Not Relevant
<b>Employment Aspects</b>		
F.18	Equal Employment Opportunities	28
F.19	Child Labor And Forced Labor	28
F.21	A Decent and Safe Work Environment	29
F.22	Training and Development of Employee Skills	29
<b>Community Aspects</b>		
F.23	Impact of Operations on Surrounding Communities	25
F.25	Corporate Social Responsibility (CSR) Activities	25

No. Indicator	Indicators	Page(s)
<b>Responsibility for Sustainable Product/Service Development</b>		
F.26	Innovation and Development of Financial Products/Services Sustainable	19, 21, 24
F.27	Products and Services that the Safety have been Evaluated for Customers	24
F.28	Product/Service Impact	19, 21
<b>Others</b>		
G.1	Written Verification from Independent Parties (if any)	05
G.2	Feedback Form	06
G.4	List of Disclosures According to Financial Services Authority Regulation Number 51/POJK.03/2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	32

# IRIS Indicators Index

Theme Number	Prioritized Impact Themes	No. Indicators	Key Impact Metrics	Page(s)
I	<b>Digital Empowerment</b>			
	 	IRIS OI4229	Digital trainings conducted: # of people trained, # of training hours	29
		IRIS PI9465	Job progression: # of people with new or up-leveled job, # and % of less privileged	28
		IRIS OI5657	Increased digital adoption: # people, % increase	19
II	<b>Financial Inclusion</b>			
	 	IRIS PI4940	Economic support for MSME/less privileged clients: # of MSME	23, 25
	 	IRIS P19409	Economic support for MSME/less privileged clients: # % of less privileged	20, 26, 27
		IRIS P14583	The new business created/supported	20
		IRIS P13687	Jobs directly created/supported	25, 26, 27
III	<b>Access to Quality Education</b>			
	 	IRIS PI4940	Individual and MSME upskilling: # of MSMEs trained	23, 25
		IRIS OI4229	Individual and MSME upskilling: # and % of less privileged people trained, # of training hours	29
		IRIS PI9024	Formal Education: # % people taking exam, and % increase in standardized test score	26
IV	<b>Environment &amp; Clean Energy</b>			
		IRIS OI7920	Waste impact: waste reduced	23
		IRIS OI2535	Waste impact: waste dispose: recycled/reused	23
	 	IRIS P13687	Economic expansion: # of jobs creation, # % less of privileged	25, 26, 27, 28
		IRIS PI5935	reduction in water and food waste consumption; agriculture yield improvement	23
V	<b>Health</b>			
		IRIS O14718	Healthcare innovation: # of published patents	18
VII	<b>Sustainable Baseline Reporting</b>			
	 	IRIS OI6213	Women empowerment: # and % women employed - total and in senior leadership Governance: Data Security Management System (ISO 27001)	28



**Head Office**

Plaza Kuningan, Menara Utara, 8<sup>th</sup>  
Floor Jl. HR Rasuna Said, South  
Jakarta, 12920

---

 [www.delosaqua.com](http://www.delosaqua.com)

 Delos

 [delos.aqua](https://www.instagram.com/delos.aqua)

 021-2526383

 [delosaqua](https://www.linkedin.com/company/delosaqua)

 [delosaqua](https://www.youtube.com/delosaqua)

# 2023

## Impact Report