FPH
A Lopez Group Company

FIRST PHILIPPINE HOLDINGS CORPORATION
2025 INTEGRATED REPORT

Good Choices

The Compounding Value of Trust

Power
Powering the Clean Energy Transition

Real Estate
Creating Thriving Communities

Infrastructure
Building Resilient Infrastructure

Manufacturing
Elevating Energy Systems

FPH
ONE MORE DEGREE MEANS DISASTER
BUT TOGETHER WE CAN STILL FIGHT GLOBAL WARMING
2016 Annual Report

FPH
WE ARE RUNNING OUT OF TIME
2017
ANNUAL REPORT

DUE TO CLIMATE CHANGE, ONLY THE STRONG WILL SURVIVE.

FPH
POWERED BY GOOD™
2021 INTEGRATED REPORT
We know the problem.
Let's build solutions.

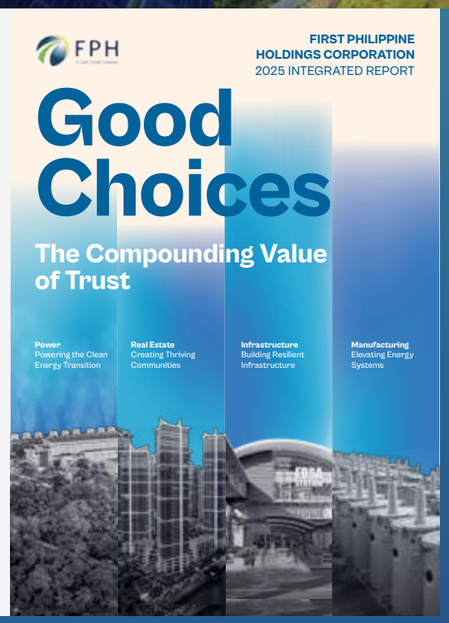
FPH
IT'S IMPOSSIBLE.
Climate change may be daunting.
But today, solutions are in sight.
IT'S TIME TO REGENERATE A DAMAGED WORLD.

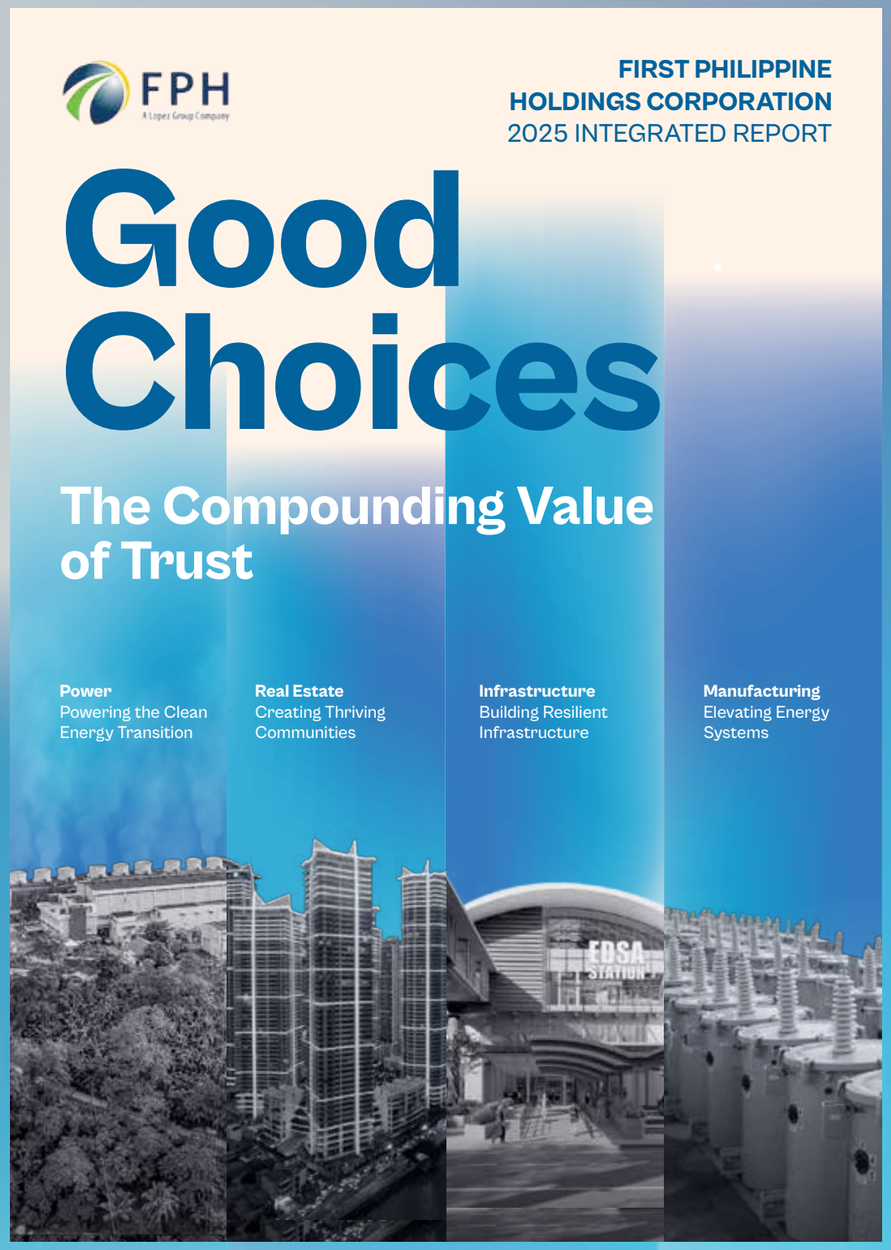
FPH
2023 INTEGRATED REPORT
CAN WE SECURE A DECARBONIZED
AND REGENERATIVE FUTURE?

FPH
FORGING COLLABORATIVE PATHWAYS FOR A DECARBONIZED AND REGENERATIVE FUTURE.
2019 INTEGRATED REPORT

FPH
It's getting harder to breathe.
2020 INTEGRATED REPORT

1.55°C
FPH
BURNING LUNGS
POWERED BY GOOD™


FPH
FIRST PHILIPPINE HOLDINGS CORPORATION
2025 INTEGRATED REPORT
Good Choices
The Compounding Value of Trust
Power
Powering the Clean Energy Transition
Real Estate
Creating Thriving Communities
Infrastructure
Building Resilient Infrastructure
Manufacturing
Elevating Energy Systems



About the *Cover*

The cover of this year's report reflects the Group's core businesses across power, real estate, infrastructure, and manufacturing—platforms that were developed over time through partnerships, investments, and long-term commitment.

At the center of these platforms is trust—trust built with partners, communities, customers, and institutions over many years. This trust enabled partnerships to form, projects to move forward, and new opportunities to emerge across our businesses.

The cover therefore represents the compounding value of trust—how consistent practice of making good choices over time builds relationships—and how those relationships become the foundation upon which enduring institutions and platforms are built.

Table of *Contents*

01 Introduction 3

About the Cover 3
About the Report 6
Board and Management Certification 13
Executive Summary 14

02 Business Overview 22

Leadership 24
About the Company 40
Business Review 46
Organizational Structure 78
Business Environment 80
Materiality 88

03 Core Content 106

Governance 108
Strategy and Business Model 124
Risk Management and Opportunities 136
Metrics and Targets 146

04 Value Creation 152

Financial Capital 156
Manufactured Capital 162
Natural Capital 180
Human Capital 198
Intellectual Capital 212
Social and Relationship Capital 222
Value Creation Diagram 246
Contribution to the SDGs 250
Summary of Outcomes 256
Progress on Our Mission 260

05 Outlook 276

Outlook 278

06 Additional Information 288

Board of Directors 290
Senior Management 305
Annex 1: Scope and Boundaries 310
Annex 2: Decarbonization Target Process 314
Annex 3: Risks by Business Segment 316
Annex 4: Awards and Recognitions 330
Annex 5: External Engagements 335
Annex 6: Research and Publications of OML Center 340
Annex 7: Content Indices 344
Annex 8: Restatements and Data Details 379

About the *Report*

Key Takeaways

Reporting Period: January 1, 2025 to December 31, 2025

Material Shift: Strategic divestment of 60 percent stake in natural gas assets as of 2025 and subsequent transfer of operational control of natural gas operation to the new owner

Scope: Financial and non-financial performance and progress in mission

Primary Frameworks: Alignment of financial statement with PFRS and non-financial attributes with SEC and GRI guidelines[1]

Overview: A Decade of Sustainability Reporting. A Stronger Commitment to Decarbonization.

This 10th edition of the First Philippine Holdings (FPH) Integrated Report (IR) marks not only a decade of transparently communicating our financial and non-financial performance to our stakeholders—it also marks a pivotal year in our commitment to decarbonization and regeneration. The report takes stock of our half-decade journey (2020–2025) into this commitment and reviews our trajectory as a conglomerate.

The 2025 Theme: Compounding of Good Choices

Our narrative this year is centered on the theme of "Compounding of Good Choices." At the Group level, we recognize that leadership requires a precise balance between competing national priorities—economic growth, social responsibility, environmental stewardship, and public trust—over decadal horizons. Within the current landscape of global climate volatility, good choices are often the most difficult ones, requiring the resolve to accept near-term financial compression or opportunity costs in exchange for long-term national resilience and intergenerational value. For FPH, this reflects a commitment to responsible disruption: ensuring that our capital is deployed intentionally and with discipline to reduce systemic risk, even when such choices demand a sacrifice of immediate gains to secure our 1.5°C future.

[1] *The frameworks are defined as follows:*
PFRS- Philippine Financial Reporting Standards
SEC- Securities and Exchange Commission
GRI- Global Reporting Initiative

Our Reporting Architecture: Integrated Thinking

Our reporting architecture is grounded in the International Financial Reporting Standards (IFRS) Board's integrated thinking approach. We embed sustainability across three strategic dimensions:

- **Direction:** Strategic oversight provided by the Board of Directors
- **Performance Management and Measurement:** Embedding integrated thinking in key management processes and performance
- **Operations:** Deploying practical tools and practices that enable integrated thinking and aligned execution

We communicate our outcomes through a reporting protocol contained in our ESG Data Management Guidelines. This protocol ensures a rigorous cycle of data collection from subsidiaries, collaborative analysis with the FPH Technical Working Group, and multi-tier internal and external reviews, culminating in Board review and certification.

THE INTEGRATED THINKING APPROACH TO INTEGRATED REPORTING

Our Purpose

To give everyone the opportunity to thrive and prosper in a healthy planet

INTEGRATED THINKING APPROACH

Direction	Performance Management and Measurement	Operations
Governance and Strategy	*Risks and Opportunities, Strategy, Business Model, and Performance Measurement*	*Processes, Frameworks, and Tools*
Led by Board of Directors	*Led by* Management and Corporate Functional Groups	*Led by* Corporate Functional Groups

INTEGRATED REPORTING PROCESS

ESG Data Management	Review	Board Approval
• Materiality Assessment • Data from subsidiaries • Validation by FPH Sustainability Group • Consolidation and analysis by FPH Sustainability Group and the subsidiary Technical Working Groups	• Review by FPH Management • Review by corporate functional groups	• Review by the Board Corporate Governance Committee • Approval by the Board of Directors

Reporting Organization: A Philippine Conglomerate With Regional Footprint

The reporting entity is First Philippine Holdings Corporation (FPH), a publicly listed company in the Philippines with office address at the 6th Floor Tower 3, Rockwell Business Center, Ortigas Avenue, Pasig City, Metro Manila. FPH and its subsidiaries operate in the Philippines' three major island groups: Luzon, Visayas, and Mindanao. Our regional footprint extends to Indonesia, where our power is conducting geothermal exploration.

Our Stakeholders

We present this Integrated Report for our capital providers—investors, debt providers, and other funders—seeking information and clarity on our performance and strategic viability. This report also serves our broader ecosystem of stakeholders, such as our customers, our co-creators (i.e., employees, partners, and suppliers), Earth, host communities, as well as government agencies, private institutions, and non-governmental organizations.

Reporting Period and Material Changes in 2025

This year's narrative is defined by a pivotal shift in our portfolio: the strategic divestment of our majority stake in natural gas, following the sale of 60 percent of First Gen's natural gas assets to Prime Infra Capital Inc. (Prime Infra). While this has substantially reduced power generation revenues for the year, this move also directly accelerates our transition toward a regenerative energy future.

This IR is filed concurrently with our financial reports to the Philippine Securities and Exchange Commission (SEC), covering the period January 1 to December 31, 2025.

Scope and Boundary Across Our Strategic Pillars

This report consolidates financial performance, business operations, and value creation across our five strategic pillars and major business segments: Power Generation, Manufacturing and Energy Solutions, Real Estate Development, Construction and Energy Services, and Healthcare Services.

FPH maintains overarching governance and oversight of its subsidiaries, to ensure alignment with conglomerate-wide strategic goals. Meanwhile, subsidiaries and corresponding business units (BUs) manage day-to-day operations.

The boundary of disclosures specific to subsidiaries and corresponding business units (BUs) are found in Annex 1 (see: p.310). This annex also discloses the BUs that are out of coverage of the report based on the following criteria:

- Non-operating BUs as of the reporting period
- BUs in operation but whose data management methodologies are not yet aligned with FPH sustainability protocols
- BUs whose sustainability data are already part of the FPH records and data collection

Our Materiality Process: The Double Materiality Approach

I. METHODOLOGY

Driven by our purpose—to contribute to a healthy planet where everyone has the opportunity to thrive—FPH continues to adopt the double materiality approach. We use this dual lens to assess how environmental and social factors impact our business (financial materiality), and how our business operations impact the planet and people along the value chain (impact materiality).

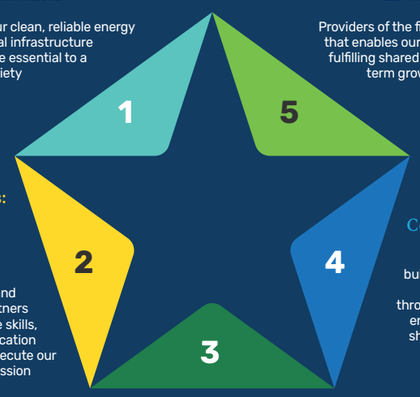
In assessing our material topics, we enlisted the expertise of University of Asia and the Pacific-Center for Social Responsibility (UA&P–CSR), an academic institution and independent third party. Grounded in our decade-long experience in sustainability reporting, we further filtered material topics across strategy, risk management, and data-driven pathways, among others. (Materiality: p.88)

II. MATERIALITY SCOPING

Our material topics were scoped based on the following criteria:

- Relevance and contribution to the FPH mission and its value creation for the conglomerate's Pentad stakeholders
- Impact of ESG information on Board and Senior Management strategy review, goal-setting, and decision-making
- Reporting requirements as mandated by Philippine laws and international conventions
- ESG requirements of external users of the report

OUR PENTAD STAKEHOLDERS



Customers

Recipients of our clean, reliable energy and other critical infrastructure services that are essential to a functioning society

Investors

Providers of the financial capital that enables our strategy while fulfilling shared ESG and long-term growth objectives.

Co-Creators: Employees, Partners, Suppliers

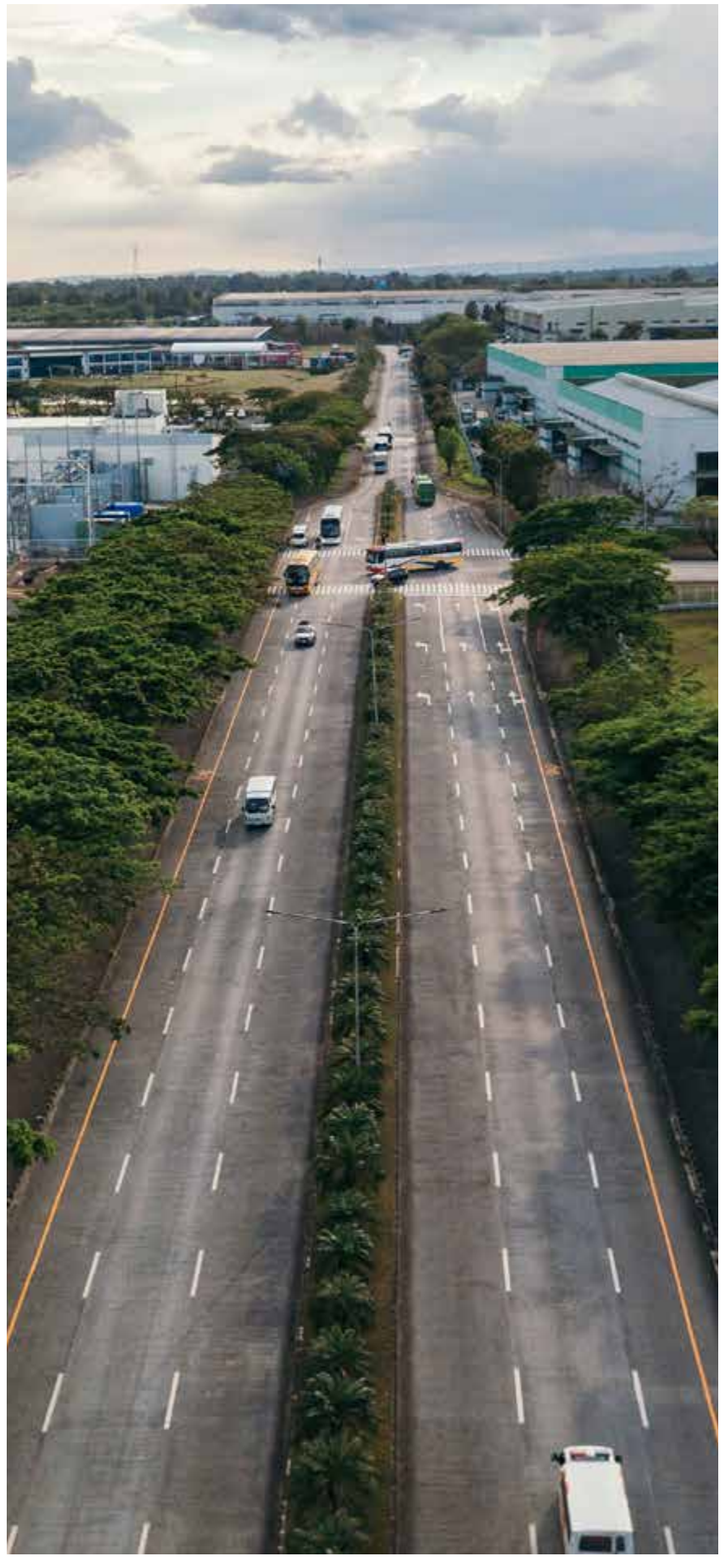
Our workforce and value chain partners who provide the skills, talent, and dedication necessary to execute our regenerative mission

Host Communities

Partners in building resilience and prosperity through a healthful environment and shared economic opportunities

The Earth

Our primary stakeholder, viewed not as a resource to be extracted, but as a system to be protected and restored for future generations



Our Frameworks of Accountability

In preparing this report, we referred to the IFRS Value Reporting Foundation's Integrated Reporting <IR> Framework[1], with further guidance from the SEC's Memo Circular No.4 of 2019[2], as amended by SEC Memo Circular No. 16.[3]

While our financial statements strictly adhere to Philippine Financial Reporting Standards (PFRS), we also referenced IFRS S1 and S2 for the non-financial core content of the report[4]. We were also guided by the following international standards and frameworks in analyzing our material indicators, based on the double materiality method.

- **Financial Materiality:**
  - Task Force on Climate-related Financial Disclosures (TCFD);
  - IFRS S2 on standards for climate-related financial disclosures;
- **Impact Materiality:**
  - Global Reporting Initiative (GRI) Standards;
  - UN Guiding Principles on Business and Human Rights (UNGP);
  - UN Sustainable Development Goals (UN SDGs).

Narrative Navigation and Cross-References

The 2025 Integrated Report is structured into six sections:

1. Introduction: Performance highlights and report attributes (pp.6-21)
2. Our Business: Executive leadership perspectives, corporate profiles, a review of business operations, and an analysis of material issues for 2025 and external factors influencing results (pp. 22-88)
3. Core Content: Referencing from IFRS S1, we offer a structured framework for disclosing sustainability risks and opportunities that affect the delivery of business values (cash flows and financial prospects) as well as benefits to our stakeholders (pp.106-151). Our discussion focuses on the following basic pillars:
   - Governance;
   - Strategy and Business Model;
   - Risks and Opportunities Management, including drivers and;
   - Metrics and Targets.
4. Value Creation: An analysis of how Six Capitals (Financial, Natural, Manufactured, Human, Intellectual, and Social) transform our strategy and business model into values for our business and our stakeholders in the short, medium, and long-term (pp.152-275)
5. Outlook: Our strategic positioning within the future context of the conglomerate (pp.276-287)
6. Appendices: Supplemental data on awards and recognition, and external engagements in advocating for our mission, company research, and a context index (pp. 288-391)

[1] *Day-to-day control over the facilities as defined in various guidance documents: https://integratedreporting.ifrs.org/resource/international-ir-framework/; https://ghgprotocol.org/corporate-standard; https://www.persefoni.com/blog/what-are-organizational-and-operational-boundaries; https://www.epa.gov/climateleadership/determine-organizational-boundaries.*
[2] *SEC Memo Circular No. 4 of 2019, retrieved from https://www.sec.gov.ph/investment-companies/ memorandum-circulars/#gsc.tab=0*
[3] *SEC Memo Circular No. 16 of 2025, retrieved from https://www.sec.gov.ph/sec-issuances/memorandum- circulars/by-year/#gsc.tab=0*

Affirmation of Reporting Integrity

Integrity is the cornerstone of our reporting. Financial data were audited by SyCip Gorres Velayo & Co., a member of Ernst & Young International Ltd, with oversight from the Board Audit Committee. Meanwhile, our Board Corporate Governance Committee reviewed our non-financial and ESG disclosures

The authenticity of our ESG disclosures and the entire integrated reporting process were certified by the Board and Management.

While SEC Memorandum Circular No. 16[4] of 2025 provides for the mandatory assurance of GHG data and encourages the assurance of the rest of ESG data by 2029 for Tier 2 companies like FPH, the Company undertook a review of the assurance process in 2024 by going through the activity (2024 FPH Integrated Report: pp. 253-255). Subsequently, we amended our due diligence protocols to further strengthen the integrity of our 2025 ESG disclosures.

Note on Forward Looking Statements

Certain portions of the 2025 FPH Integrated Report contain forward-looking statements regarding our growth prospects and outlook. These are based on the Company's analysis of trends, projections, plans, and other information available to us as of the writing of the report. The scenarios presented are not intended to predict future events and outcomes. While we believe that the declared expectations are reasonable, investors and the other stakeholders are cautioned that the actual outcomes may differ materially from those expressed or implied. Due to the risks and the uncertainties that may be beyond the company's control, future situations are difficult to predict.

Where to Find the Disclosures

View full financial and ESG disclosures at:

https://www.fphc.com/investor-relations/esg-profile
https://www.fphc.com/investor-relations/

To request for additional information or to offer feedback, contact:

FPH Corporate Communications Secretariat at ccsec@fphc.com

[4] *Refers to the International Financial Reporting Standards (IFRS). The IFRS-S1 prescribes the General Requirements for Disclosure of Sustainability-related Financial Information, while IFRS S2 prescribes the Climate-related Financial Disclosures*

Board and Management *Certification*

In line with our responsibility to ensure the integrity of the 2025 FPH Integrated Report, it is our opinion that the report is a fair presentation of the Company's operations from January 1 to December 31, 2025. The disclosures presented in the report were based on accurate information available to the Company during the reporting period as well as the analysis of all ESG issues material to our value creation process for the faithful communication of the results. The review of the report was undertaken by the FPH Corporate Governance Committee of the Board on March 5, 2026, pursuant to its role as oversight on sustainability matters delegated through a board resolution issued on November 8, 2018.

The certification is being issued based on the authorization of the FPH Board on February 4, 2021, for the annual issuance of an Integrated Report to communicate to our stakeholders the financial and the non-financial (environmental, social, and governance) performance of the Company.

The Management supported the Board in the preparation of the report through the inter-departmental Technical Working Groups (TWG) from participating FPH subsidiaries. The President and COO provided oversight in collaboration with responsible officers from the Corporate Sustainability, Environmental Safety and Health, Enterprise Risk Management, Finance and Treasury, Comptrollership, Legal and Regulatory, Integrated Corporate Communications, and Strategic Brand Management groups. Based on the foregoing, the 2025 Integrated Report has been presented to the Board on and was authorized by the body for release to the public on March 5, 2026.

FEDERICO R. LOPEZ
Chairman and CEO

JAIME I. AYALA
Head, Board Corporate Governance Committee

FRANCIS GILES B. PUNO
President and COO

Executive *Summary*

The Compounding of Good Choices

The trajectory of First Philippine Holdings (FPH) is defined by the compounding of deliberate, often difficult choices. In 2025, despite climate risks and market volatility, our commitment to enterprises that create long-term value resulted in a 28 percent increase in Consolidated Net Income and 38 percent increase in Attributable Net Income. Central to this performance is our evolution from a steward to the Strategic Architect of the Group. We are actively shaping capital allocation and strengthening governance to align our diverse portfolio—spanning energy, real estate, infrastructure, and healthcare—toward our mission: forging collaborative pathways for a decarbonized and regenerative future.

OPERATIONALIZING THE MISSION: FROM ADVOCACY TO ARCHITECTURE

In 2025, we transitioned from high-level advocacy to the technical and cultural capacity-building required for deep decarbonization. A defining material shift was the divestment of 60 percent of our natural gas exposure, resulting in a 92 percent renewable energy share within our power segment. This move strengthens our capacity to scale energy solutions aligned with national decarbonization pathways and evolving customer demand.

To support this transition, we prioritized the upskilling of our organization, positioning the Group to navigate climate impacts and meet ESG regulations ahead of schedule. While we have set a science-based objective of 42 percent carbon reduction by 2030, we pursue this mission with eyes wide open—ensuring our targets remain both scientifically grounded and economically sustainable for the Philippine context.

INSTITUTIONALIZING A BEHAVIORAL ENGINE

Our most significant progress in regeneration was the formalization of a defined cultural path, transforming our mission into a behavioral engine to scale our goals. By leveraging segment-specific frameworks and a new Resilience Framework, we are embedding regenerative principles into daily workforce behaviors. This builds the intellectual infrastructure required to future-proof the Group for a carbon-constrained economy, defined by the reciprocal flows of value between ecological services, human capital, and our businesses.

2025 *Highlights*

Financial Capital: Enabler of the FPH Mission

FPH's financial performance in 2025 reflects a year of both portfolio transition and steady underlying operations. Consolidated net income reached PHP31.6 billion, up by 28 percent from the previous year, largely driven by gains from the natural gas divestment and real estate acquisitions. Attributable net income to equity holders of the Parent rose to PHP19.8 billion, 38 percent increase, while recurring net income of PHP15.1 billion, an upturn of 10 percent from 2024, indicating sustained core operating performance. Total consolidated revenues grew by eight percent to PHP84.7 billion, supported primarily by continued expansion in the real estate and industrial park segments and the increase in electricity sales of First Gen and revenues from contracts and services of FBI group. These results reflect a balance between one-off gains from strategic portfolio actions and the resilience of the Group's operating businesses.

	2025	2024	2023
OPERATING RESULTS (IN MILLIONS, PHP)			
Recurring net income attributable to equity holders of the parent	**15,065**	13,755	13,801
Revenues	**84,719**	78,627*	74,977*
Consolidated net income	**31,666**	24,745	29,056
Net income attributable to equity holders of the parent	**19,805**	14,316	15,066
FINANCIAL POSITION (IN MILLIONS, PHP)			
Total Assets	**581,426**	526,938	472,175
Total Liabilities	**266,043**	255,966	227,281
Total equity attributable to equity holders of the parent	**195,347**	165,703	148,769
Total equity attributable to equity holders of the parent - adjusted*	**193,697**	173,513	157,950
Total equity	**315,383**	270,972	244,894
Total equity - adjusted**	**313,733**	278,782	254,075
FINANCIAL RATIOS			
Return on equity	**10.79%**	8.64%	10.06%
Dividend payout ratio	**5.83%**	6.97%	7.53%
Current ratio	**2.19**	1.73	1.74
Debt to equity ratio	**0.56**	0.59	0.54
STOCKHOLDERS' EQUITY			
PER SHARE DATA (IN PHP)			
Earnings, Basic/Diluted	**44.64**	30.89	32.22
Book value	**456.29**	374.99	340.71
Price earnings ratio	**1.72**	1.91	1.94
Market price	**77**	59	62.50
COMMON SHARES			
Issued, subscribed and outstanding	**424,500,608**	462,713,791	463,586,091
Weighted average outstanding shares	**443,682,200**	463,378,658	467,677,613
Number of stockholders	**11,825**	11,854	11,902

** Revenues restated following the deconsolidation of the gas segment*

Manufactured Capital: Modernizing Infrastructure to Power a Decarbonized and Regenerative Future

FPH views its Manufactured Capital—the physical assets and infrastructure across its energy, real estate, and industrial segments—as the essential machinery for the Philippine energy transition and national development. In 2025, our strategy for these assets moved beyond traditional maintenance into a phase of optimization and business recovery. As the Strategic Architect of the Group, FPH is modernizing its legacy infrastructure to ensure it remains a viable, high-performance foundation for a carbon-constrained economy, while simultaneously scaling new capacities that directly support our regenerative goals.

By prioritizing the revitalization of our core power assets, we are working to recover historical capacities and optimize outputs across our generation portfolio. This ensures that our physical capital is not only reliable but also aligned with the mission to provide clean and stable energy. This disciplined approach extends to our industrial and urban platforms, where we are integrating circular systems—such as water treatment and localized energy solutions—to create ecosystems that are more resilient, efficient, and capable of sustaining long-term value for our locators and communities.

MANUFACTURED CAPITAL HIGHLIGHTS (2025)

92 percent Renewable Energy Portfolio. Achieved a dominant-renewable energy (RE) share within the power segment balance sheet portfolio following material shifts in capital allocation during 2025

Record Manufacturing Output. Produced 26,715 transformer units (nearly 2.0 million kVA), supporting grid reliability amid rising renewable integration, EV adoption, and climate-related stresses

Eight Major Residential and Commercial Projects Launched. Expanded residential and commercial real estate footprint, while retail occupancy climbed to 93 percent and office occupancy held at 94 percent

96 percent Ready-Built Factory (RBF) Occupancy. Achieved a 26.3 percent increase in RBF occupancy from the previous year, reflecting stronger utilization of existing assets, even as 7,846 sqm of leasable RBF space was added to meet growing locator demand

Expanded Construction and Drilling Capacity. First Balfour and ThermaPrime strengthened execution capabilities through targeted investments in equipment fleets and logistics, to support larger and more complex projects

Natural Capital: Protecting the Ecological Engine

FPH recognizes that its ability to create long-term value is fundamentally dependent on the health of the natural ecosystems where it operates. In 2025, we shifted our focus toward more aggressive preservation and carbon-intensity reduction to meet our mission of decarbonization and regeneration. By viewing our watersheds, geothermal reservoirs, and biodiversity as critical ecological engines, we ensure that our manufactured assets operate within planetary boundaries while actively contributing to the restoration of Philippine natural capital.

Central to this year's progress was the alignment of our Natural Capital management with our science-based 42 percent carbon reduction target. This was achieved through a material shift in our energy portfolio and a disciplined approach to ecosystem stewardship. From the rigorous protection of geothermal forest lands to the scientific assessment of native tree species, we are building the ecological resilience necessary to sustain our business and the national environment in a carbon-constrained future.

NATURAL CAPITAL HIGHLIGHTS (2025)

42 percent GHG Reduction Target. Advanced progress toward the 2030 emissions reduction goal to reduce hard to nature, people, and economy, aligned with science-based pathways

80 percent Reduction in Absolute Scope 1 Emissions. Pivoted the Group's growth trajectory firmly toward renewables following a strategic divestment of natural gas stakes

127,608 Hectares of Watershed Protected. Conducted 5,480 kilometers of forest patrols across geothermal lands to mitigate threats to resources that sustain geothermal generation

1.83 million tonnes of carbon dioxide sequestered. Tropical forests protected and restored under the BINHI Program

1,665 Tree Species Assessed. Served as the sole Philippine partner of the Global Tree Assessment Program of the International Union for the Conservation of Nature (IUCN), advancing conservation science for indigenous biodiversity

Human Capital: Cultivating the Intellectual Infrastructure for Regeneration

FPH views its Human Capital—the collective skills, experience, and motivation of our people—as the primary engine for delivering on our regenerative mission. In 2025, our strategy shifted from traditional talent management toward building the institutional readiness required to navigate a deteriorating climate and a shifting regulatory landscape. As the strategic architect of our mission, FPH is focused on upskilling and reskilling the organization to ensure that our workforce is not only equipped to manage climate risks but is also empowered to contribute to effective local climate action.

Central to this year's progress was the formalization of a defined cultural path, transforming our mission into the behavioral engine required to scale our goals across the entire Group. By leveraging segment-specific frameworks, we have begun to embed regenerative principles into daily workforce behaviors. This cultural transformation ensures that our people are technically prepared for emerging global standards and culturally aligned with the Group's long-term quest for the positive compounding of our good, sustainable choices.

HUMAN CAPITAL HIGHLIGHTS (2025)

7,834 Total Workforce. Attracted and integrated 4,314 new professionals to support Group operations and expansion

2 Years Ahead of Schedule. Acquired tools and training to ensure full ESG compliance significantly ahead of the 2027 mandatory regulatory deadline

23.1 Average Training Hours. Sustained investment in capability building, with more women maximizing available training hours and opportunities than the previous year

0 Employee Fatalities and Disabling Injuries. Maintained a unified implementation of EHS protocols across all subsidiaries, reflecting our Safety First commitment

13.6 Million Safe Man-Hours. Reached a safety milestone across the consolidated workforce, underscoring a disciplined operational culture in complex energy and infrastructure environments

Intellectual Capital: Strengthening Systems and Oversight

Intellectual Capital at FPH is defined by the organizational, knowledge-based properties—including tacit knowledge, systems, and protocols—that allow the Group to deliver value and meet its mission. In 2025, we prioritized the use of these intangible assets to strengthen governance and risk management through the continuous monitoring and mitigation of digital threats. By ensuring alignment across IT and cybersecurity functions, we protect the organization's operations and maintain the integrity of our shared data.

Efficiency was driven by the expansion of digital infrastructure and the automation of core processes across segments. These advancements, combined with the automation of internal workflows and risk registers, provide the necessary controls to manage the risks and opportunities within the Group's portfolio.

INTELLECTUAL CAPITAL HIGHLIGHTS (2025)

New policies on Generative AI and IT Acceptable Use. Articulated principles for the ethical and responsible use of Generative AI across employees and third parties; and implemented standards for the secure, lawful, and responsible use of Company IT resources across employees, consultants, and vendors

24/7 Cloud-Based Risk Monitoring. Successfully rolled out the Computer Aided Management Monitoring System (CAMMS), transitioning all risk registers to a cloud solution capable of hosting future risk models and automated reporting

Group-Wide EHS Dashboard. Launched an automated oversight platform using data visualization to integrate Environmental, Health, and Safety metrics from construction and real estate segments into a single management view

100% Automated SLA Computation. Integrated Accounting and Treasury tasks into a unified Service Desk Program (SDP), removing manual processing errors and addressing internal audit findings through automated Service Level Agreement (SLA) tracking

0 Significant Data Privacy Breaches. Reported zero instances of non-compliance with the Data Privacy Law and zero monetary fines, reflecting the strength of our Group-wide governance and information security protocols

Social and Relationship Capital: Developing Stakeholder Trust

FPH treats Social and Relationship Capital as a strategic asset—its social license to operate—built through structured, sustained engagement with stakeholders across its value chain. In 2025, the Group strengthened this capital by embedding stakeholder dialogue into decision-making, reinforcing human rights due diligence across operations and supply chains, and scaling partnerships that support both operational continuity and community resilience. Beyond its core operations, FPH continues to extend its influence through active participation in national and international platforms, contributing to policy dialogue, technical capacity building, and multi-stakeholder collaboration on climate action and sustainable development. This combined approach enables the Group to translate trust into a functional advantage—reducing friction, informing risk management, and aligning its businesses with the evolving expectations of customers, communities, co-creators, and investors.

SOCIAL AND RELATIONSHIP CAPITAL HIGHLIGHTS (2025)

Structured Stakeholder Engagement. Institutionalized the Pentad Framework to integrate stakeholder input—across customers, co-creators, earth, communities, and investors—into operations and decision making

Human Rights Embedded in Operations. Strengthened Human Rights Due Diligence systems aligned with international standards, with grievance mechanisms covering employees, suppliers, communities, and customers

Supply Chain ESG Integration at Scale. Engaged 798 vendors (94 percent response rate) in ESG assessments, with results informing supplier capability-building and risk management

Localized and Resilient Value Chains. Maintained 85.4 percent local procurement spend, supporting supply chain stability and community economic participation

Scaled Community and Stakeholder Impact. Delivered coordinated programs across disaster response, education, livelihood, and health, reaching thousands of beneficiaries across host communities

Expanded External Influence and Advocacy. Participated in 27 multi-stakeholder engagements reaching 6,279 participants, contributing to climate policy dialogue, technical capacity building, and the advancement of national decarbonization and resilience agendas

Outlook: From Strategic Alignment to Disciplined Execution

As we look toward 2026 and beyond, FPH enters a phase where strategic preparation gives way to measurable operational execution. The global operating environment—defined as an "Age of Competition"—presents a landscape of geopolitical fragmentation and intensifying climate risks. In this context, our role as the Strategic Architect is to ensure the Group does not merely adapt but thrives by reinforcing a decarbonized and regenerative portfolio.

> Our path forward is guided by the compounding power of good choices.

By maintaining a disciplined approach to capital allocation and deeper collaboration, we are positioned to meet the growing national demand for renewable energy, resilient infrastructure, and sustainable urban development. We remain committed to our science-based transition, focusing on the "Triple Dividend" of avoiding losses, strengthening national infrastructure, and delivering systemic environmental and social benefits.

Business *Overview*

24 Chairman's Message

30 President's Message

40 About the Company

46 Business Review

78 Organizational Structure

80 Business Environment

88 Materiality

02

Chairman's *Message*

COMPOUNDING GOOD CHOICES

DEAR VALUED STAKEHOLDERS,

At first glance, 2025 appeared less turbulent than the year before it. The dramatic disruptions that defined much of 2024—from climate extremes to geopolitical flashpoints to market volatility—seemed, at least on the surface, to ease. Yet such impressions can be deceiving.

The forces shaping our operating environment did not disappear. In many cases, they continued to build quietly beneath the surface. Unlike sudden shocks that generate headlines, accumulation unfolds incrementally—often unnoticed until its consequences become unmistakable.

We are increasingly operating in a world where outcomes are not driven by single events but by forces that compound.

Across markets, institutions, and natural systems alike, change rarely arrives in a linear fashion or in a single dramatic moment. It builds gradually. Increment by increment, pressures gather strength until their effects become visible—sometimes abruptly.

Albert Einstein is often credited with describing compound interest as, *"the eighth wonder of the world. He who understands it, earns it… he who doesn't… pays it."* Whether or not the attribution is exact, the insight captures an enduring truth: small forces, sustained over time, reshape entire systems.

In finance, compounding transforms modest returns into significant capital. In knowledge, it deepens understanding as each insight builds upon the last. In institutions, it reflects the power of consistent decisions carried forward over time. And in stewardship, it reminds us that the choices we make—sustained across the years—ultimately shape the resilience of the systems entrusted to us.

> Compounding works in both directions. It can strengthen resilience, or deepen vulnerability. When institutions align early with structural change, what initially appears as constraint can, over time, become advantage.

Yet compounding is not inherently benevolent. It amplifies direction—whatever that direction may be.

Misaligned incentives compound into systemic fragility. Deferred maintenance compounds into infrastructure risk. Emissions layered year after year compound into atmospheric change. Small errors, repeated often enough, eventually reshape entire systems and destroy companies, ecosystems, and entire nations.

Over time, compounding magnifies direction.

Yet the same principle, applied with discipline, can strengthen resilience. Capabilities accumulate. Partnerships deepen. Strategic flexibility expands. Small decisions, consistently aligned, alter the trajectory of institutions. Disciplined choices strengthen resilience. Repeated misjudgments deepen vulnerability.

Across the FPH Group, we experience this dynamic directly. The businesses we build operate on long time horizons. Power plants generate for decades. Industrial estates evolve and residential communities shape urban life across generations. Investments in healthcare, education, and skills development strengthen the human capacity upon which resilient societies depend.

In all these investments that unfold across decades —those that develop energy systems, infrastructure networks, residential communities, industrial ecosystems, and human capability—the effects of compounding are particularly visible. In such systems, direction matters more than speed.

Direction and the Power of Early Choices

This principle is not theoretical for our Group. This year marks 10 years since we made one of the most consequential strategic decisions in our history: the commitment that we would not build, own, or operate coal-fired power plants.

At the time, coal remained the lowest-cost source of baseload generation in many markets. Renewable technologies had not yet achieved their present scale or competitiveness. The decision therefore required accepting immediate constraints in favor of longer-term alignment with emerging structural realities. It was not a decision made in response to prevailing sentiment. It was made in recognition of trajectory.

Compounding works in both directions. It can strengthen resilience, or deepen vulnerability. When institutions align early with structural change, what initially appears as constraint can, over time, become advantage.

Over the past decade, the global energy landscape has evolved rapidly. Renewable technologies have scaled. Capital markets increasingly price carbon risk. Energy security concerns have renewed attention to indigenous and diversified energy systems. In this evolving context, the long-term implications of remaining coal-free have become increasingly visible.

Our decision to remain coal-free positioned the Group to participate in that transition with clarity of direction. Today, through First Gen, we are the largest producer of renewable energy in the Philippines, with a portfolio spanning geothermal, hydro, wind, and solar resources built through decades of sustained investment. What began as a difficult choice became the foundation upon which further good choices could compound.

Compounding Across Our Platforms

The same compounding principle continues to guide the evolution of our businesses.

Within our energy platform, through First Gen, we have sustained the deliberate shift toward lower-carbon generation. The expansion of geothermal, hydro, wind, and solar capacity reflects a long-term commitment to indigenous renewable resources that strengthen both decarbonization and domestic energy security.

At the same time, the divestment of a majority stake in our natural gas assets reflects disciplined portfolio recalibration. Natural gas continues to play an important role as a stabilizing bridge within the national grid—helping ensure reliability as renewable energy penetration increases. Reliability, affordability, and decarbonization must advance together. But over time, portfolio composition shapes emissions intensity, fuel dependence, regulatory exposure, and resilience to geopolitical volatility.

Clarity of direction compounds advantage.

In geothermal, long a cornerstone of our renewable platform, we continue to strengthen capacity through rehabilitation and expansion. The One Leyte Redevelopment Project represents a major reinvestment in one of the country's most significant geothermal fields, modernizing aging facilities and restoring capacity through improved technology and operational efficiency.

We are also expanding our geothermal footprint beyond our existing fields. Through a joint venture with Sinar Mas in Indonesia, we are pursuing the development of new geothermal capacity in one of the world's most resource-rich geothermal regions.

Our collaboration with Prime Energy to pursue large-scale pumped storage hydro development reflects the same logic. Targeting approximately 2,000 megawatts of energy storage capacity, this partnership allows us to scale storage capabilities far more rapidly than either party could independently.

Compounding, in this instance, is not only technological or financial—it is relational. Direction sustained builds credibility. Credibility builds trust. Trust, and the partnerships it enables, multiply capacity.

At the center of this transition lies the electricity system—the platform upon which transport, industry, and the digital economy will increasingly depend. Decarbonizing electricity enables the broader electrification of society, amplifying the impact of every unit of clean power.

Through First Philec, we contribute to the physical backbone of energy transition by manufacturing transformers and energy systems that enable grid stability and renewable integration. Without this hardware foundation, transition remains aspirational. With it, resilience compounds quietly across the system.

> Reliability, affordability, and decarbonization must advance together.

Our real estate platforms operate at similarly long horizons. Through Rockwell Land and First Philippine Industrial Park, we develop communities and industrial ecosystems that will shape economic activity for decades. In a climate-changed world, land use, water security, and infrastructure design increasingly determine long-term viability. Design choices today compound into structural stability tomorrow.

Our infrastructure businesses—including First Balfour, T1 Rentals, and ThermaPrime Drilling—translate strategic intent into built reality. Consistent engineering execution compounds reliability. And reliability compounds trust in the systems upon which communities depend.

Beyond physical infrastructure, resilience ultimately depends on people. Our investments in health, education, and skills development strengthen the adaptive capacity of society itself.

Taken together, these platforms form a coherent response to constraint. Energy transition, grid integrity, resilient development, disciplined engineering, and human capability are interdependent components of long-term stability.

The compounding of good choices is therefore not a slogan. It is a framework for stewardship.

The Baseline, Quantified

Yet the mathematics of compounding extends far beyond institutions. It is increasingly visible in the physical systems of the planet itself.

In early 2026, global monitoring agencies—the World Meteorological Organization and the Copernicus Climate Change Service—confirmed that 2025 ranked among the three warmest years ever recorded, with global average temperatures approaching 1.5°C above pre-industrial levels. The past eleven years are now the eleven warmest on record.

These are not projections. They are recorded observations.

Atmospheric carbon dioxide concentration was estimated to reach 425.7 parts per million in 2025, rising to more than 50 percent above pre-industrial levels—reflecting the accumulated result of decades of industrial activity.

The oceans, which absorb heat, now store approximately ninety percent of the heat trapped by greenhouse gases—amplifying storms, disrupting rainfall patterns, and accelerating sea-level rise.

The Intergovernmental Panel on Climate Change has made clear that temperature outcomes are governed by cumulative emissions. As of early 2025, the remaining global carbon budget consistent with a 50 percent probability of limiting warming to 1.5°C is estimated at approximately 130 to 150 billion tonnes of CO_2, down sharply from roughly 500 billion tonnes estimated at the start of this decade. At current global carbon emission levels of approximately 40 billion tonnes of CO_2 per year (within the total greenhouse gas emissions of approximately 59 billion tonnes of CO_2-equivalent), that remaining margin could be exhausted within the next few years if the current emission levels persist.

This is not a forecast. It is a balance sheet.

> The responsibility before us is therefore clear. To ensure that what compounds—year after year, decision after decision—is resilience rather than fragility.

Systemic Implications

Global trends do not remain abstract. They register locally—in landfall, in loss, and in rebuilding.

The Philippines experienced more than twenty tropical cyclones in 2025. Yet it is no longer the number of storms that defines the risk, but their intensity and their interaction with broader weather systems. Extended rainfall, flooding, and cascading impacts drove significant losses across communities—underscoring how climate-related disruptions are becoming more complex, more persistent, and more costly.

At the same time, parts of Luzon recorded heat index values exceeding 50°C. At these levels, prolonged exposure begins to exceed the limits of human tolerance as sweat glands can no longer function safely. This will magnify pressure on public health systems, labor productivity, and electricity demand.

Sea-level rise compounds these pressures further. In various areas of the Philippine archipelago, observed rates of sea-level rise exceed the global average, increasing exposure for coastal communities, ports, and critical infrastructure.

When recurrence intervals shorten and intensity increases, what was once considered extreme begins to resemble baseline operating conditions. Climate risk is no longer peripheral to economic stability—it has become a fundamental determinant of it.

Stewardship in a Century of Constraint

The signals described in this report point to a century increasingly defined by constraint—carbon constraint, resource constraint, and time constraint. For countries such as ours, exposed to both physical climate risk and energy import volatility, the direction of transition will determine our long-term stability and competitiveness. Institutions that operate across generations therefore carry responsibility.

Across FPH, our portfolio has evolved with this reality in mind. Energy transition, resilient infrastructure, sustainable land development, and human capability are not separate pursuits. They form an integrated response to the conditions shaping the century ahead.

Through First Gen, we continue expanding renewable energy platforms that strengthen both decarbonization and domestic energy security. Through First Philec, we support the electrical backbone required for large-scale electrification. Through Rockwell Land and First Philippine Industrial Park, we develop communities and industrial ecosystems designed for long-term resilience. Through First Balfour and our infrastructure businesses, we translate strategic intent into physical systems capable of enduring the stresses of a changing climate.

Taken together, these platforms represent more than a portfolio of businesses. They are collaborative pathways through which institutions, industries, and communities can navigate the transition now underway.

This remains the enduring mission of the Group: to forge collaborative pathways toward a decarbonized and regenerative future.

Einstein's observation about compounding was originally framed in the language of finance. Yet the principle applies far more broadly—to individuals, institutions, to nations, and increasingly to the planetary systems that sustain them.

In a century defined by constraint, the arithmetic of compounding will shape outcomes in ways both visible and unseen. The responsibility before us is therefore clear. To ensure that what compounds—year after year, decision after decision—is resilience rather than fragility.

That is the responsibility we have accepted—and the responsibility we intend to uphold. Thank you for your continued trust and support.

FEDERICO R. LOPEZ
Chairman and Chief Executive Officer

President's *Message*

GOOD CHOICES: COMPOUNDING VALUE OF TRUST

DEAR VALUED STAKEHOLDERS,

Over time, institutions are shaped by the choices they make and the direction those choices reinforce.

Across First Philippine Holdings, the year 2025 reinforced a simple truth: disciplined choices sustained over time change the scale of what becomes possible. When capital is redeployed with discipline, opportunity expands. When organizational capability deepens, execution strengthens. When culture and partnerships are built carefully and sustained through trust, new possibilities emerge. Over time, these forces begin to compound.

This is also how good choices compound.

In his message, our Chairman reflects on Albert Einstein's observation that compound interest is the "eighth wonder of the world," a reminder that small forces sustained over time can reshape entire systems. In FPH, this principle is visible not only in capital or knowledge, but in the compounding of good choices—choices that, over time, build credibility, deepen partnerships, and lead to the compounding value of trust across our businesses.

It is this dynamic that allows a diversified group such as ours to function as more than a collection of businesses. Across our energy, real estate, industrial, infrastructure, healthcare, and education platforms, we are increasingly seeing the results of that compounding take shape—projects launched years ago reaching new scale, technical expertise opening new frontiers, and partnerships accelerating opportunities no single organization could pursue alone.

Over time, these reinforcing forces begin to behave like a flywheel gathering momentum—each disciplined choice strengthening the next.

> In FPH, this principle is visible not only in capital or knowledge, but in the compounding of good choices —choices that, over time, build credibility, deepen partnerships, and lead to the compounding value of trust across our businesses.

POWERING THE TRANSITION THROUGH DISCIPLINE, TRUST, AND SYSTEM LEADERSHIP: FIRST GEN AND THE POWER PLATFORMS

Energy leadership compounds through:
capital discipline + technical capability + trusted partnerships

Within our evolving energy platform, 2025 marked an important inflection point in the evolution of our generation portfolio. Following the 60 percent divestment of our natural gas assets, First Gen's portfolio now has an asset base composed of approximately 92 percent renewable energy and 8 percent natural gas, equivalent to about PHP351 billion and PHP31 billion in renewable energy and natural gas assets, respectively. This transition more clearly reflects the company's long-term direction as it supports the Philippines' shift toward a lower-carbon and more resilient energy system.

GEOTHERMAL: THE FOUNDATION AND STEWARDSHIP OF A STRATEGIC RESOURCE

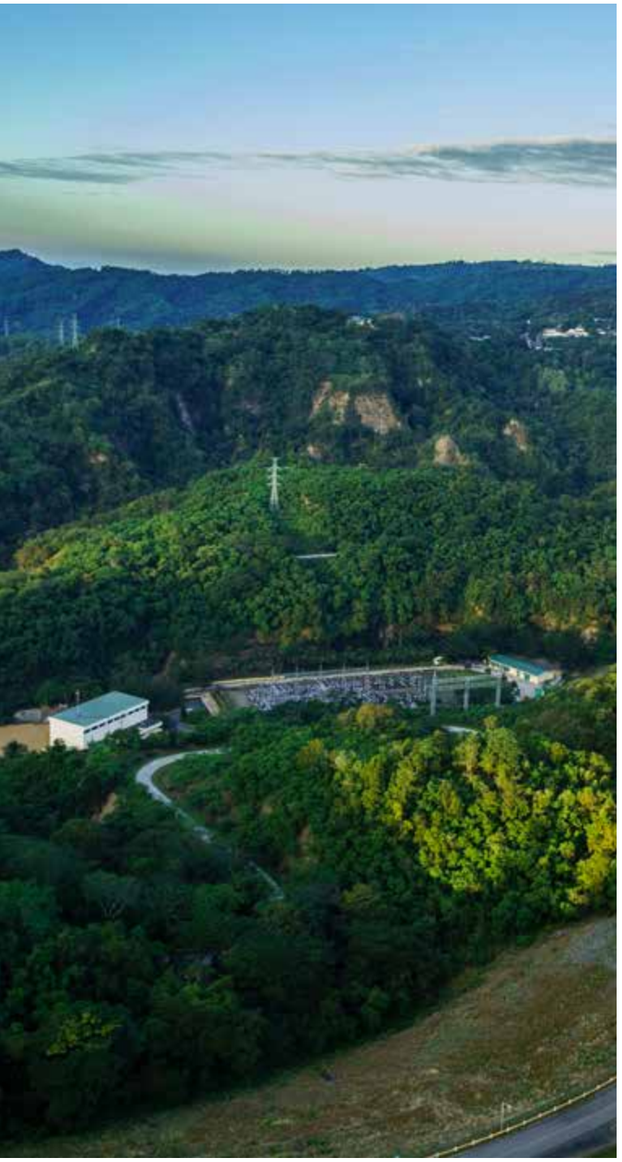
Geothermal leadership compounds through:
resource stewardship + deep geothermal expertise + long-term commitment

Geothermal remains the foundation of First Gen's renewable energy platform and a critical source of reliable, indigenous baseload power for the Philippines. Through subsidiary Energy Development Corporation (EDC), the Company began geothermal commercial operations in 1983 and today operates one of the most extensive and technically sophisticated geothermal systems in the world. This geothermal platform, together with other hydro, wind, and solar assets, collectively make First Gen the largest renewable energy producer in the Philippines, reflecting over four decades of investment in indigenous renewable resources and long-term energy security.

Sustaining geothermal leadership requires continuous reinvestment in the resource systems that underpin it. The Company continues to advance geothermal initiatives designed to preserve and expand this capability across the coming decades. A central component of this effort is the One Leyte Redevelopment

program, which aims to restore and optimize the Leyte geothermal complex—the largest geothermal system in our portfolio—through field rehabilitation, new drilling, and infrastructure upgrades. The program is designed to gradually restore the complex to more than 700 megawatts of capacity while ensuring the long-term sustainability of the resource and allowing facilities to adapt as reservoir conditions evolve over time.

First Gen's geothermal expertise is also beginning to extend beyond the Philippines. Through a 440-MW joint venture with the SinarMas Group in Indonesia, the Company is applying decades of operational experience to one of the world's most promising geothermal markets. This expansion reflects the transferability of EDC's technical capabilities and positions First Gen to contribute to regional geothermal development while building a broader, diversified platform.



HYDROPOWER AND ENERGY STORAGE: FLEXIBILITY FOR A RENEWABLE GRID

System stability compounds through:

system reliability + storage capability + responsible water stewardship

First Gen's hydropower portfolio continues providing critical stability to the grid. The company operates both the Pantabangan-Masiway complex and the Casecnan hydroelectric facility with a combined capacity of nearly 300 megawatts, supplying energy as well as ancillary services that support grid reliability. Operational improvements at the Casecnan plant during the year further strengthened plant performance while unlocking new ancillary service capabilities.

Through our partnership with Prime Infra, proceeds from the natural gas transaction will be reinvested into large-scale pumped storage hydro development, allowing First Gen to channel approximately PHP62 billion—equivalent to roughly 124 percent of the original transaction value—into new renewable infrastructure.

The pumped storage projects will play an increasingly important role in balancing intermittent renewable resources. Through its joint venture, First Gen is pursuing large-scale storage facilities including the 1,400-megawatt Ahunan Pumped Storage project in Laguna and the 600-megawatt Wawa Pumped Storage project in Rizal, representing one of the most significant energy storage initiatives currently under development in the Philippines.

Beyond capital alone, these projects reflect the compounding value of trust and partnership built across years of collaboration in the Philippine energy sector.

WIND AND SOLAR: EXPANDING THE RENEWABLE PORTFOLIO

Renewable diversification compounds through:

resource diversity + disciplined expansion + portfolio balance

Alongside geothermal and hydro resources, wind and solar energy continue expanding within the First Gen portfolio, strengthening the diversity of the company's renewable energy platform. Ongoing refurbishment of our wind facilities in Burgos, Ilocos Norte will contribute additional clean generation capacity that complements the reliability of geothermal and hydro resources. Meanwhile, the launch of the 54-megawatt Project INARA solar facility in Tanauan, Batangas, reflects our commitment to developing additional renewable capacity that complements geothermal and hydro resources while strengthening the country's growing renewable energy mix.

BRINGING THE TRANSITION TO CUSTOMERS

Customer transition compounds through:

Flexible integrated solutions + close customer engagement + trusted advisory

The company has also strengthened its organizational structure to place customers more clearly at the center of the business. Dedicated Revenue and Customer Engagement offices now work closely with commercial and industrial clients, aligning technical capabilities with the evolving energy needs of Philippine industry. This more integrated approach is already translating into results, with new customers including the Lucio Tan Group, Unilever, and Knowles joining the First Gen platform.

Beyond generation, First Gen's Energy Solutions platform—strengthened through the integration of Pi Energy—continues delivering distributed energy systems, energy management solutions, and decarbonization strategies for commercial and industrial customers seeking to reduce both emissions and operating costs.

Our evolving capabilities position First Gen to support the continued expansion of retail electricity competition in the Philippines. With the rollout of RCOA Phase 4 and initiatives such as The Good Switch program, a broader segment of customers will gain the ability to choose their electricity supplier.

These efforts are reinforced by First Gen's unified branding initiative, which brings together its power generation and energy solutions platforms under a clearer market identity. Together, these initiatives demonstrate how disciplined capital allocation, deep technical capability, and sustained customer partnerships continue to compound across the First Gen platform, strengthening the role the company plays in supporting the Philippines' energy transition.

ELECTRIFYING THE FUTURE: FIRST PHILEC AND THE HARDWARE OF TRANSITION

Electrification leadership compounds through:

engineering capability + global standards + technology partnerships

As electrification accelerates across industries and economies, transmission and distribution infrastructure is becoming increasingly critical. The integration of renewable energy requires more sophisticated transformers, advanced metering systems, and smarter grid technologies capable of managing more complex power flows.

Within this evolving landscape, First Philec has continued transforming from a traditional transformer manufacturer into a broader energy systems solutions provider. Today, the company remains the dominant distribution transformer manufacturer in the Philippines, with more than 350,000 installations nationwide and a domestic market share exceeding 60 percent.

In 2025, First Philec achieved record production output while expanding into higher-specification transformer systems for global markets and strengthening its international footprint, with more than 1,500 transformers deployed across 18 U.S. states, including installations supporting data center infrastructure.

Strategic partnerships have further enhanced the company's technological capabilities. Collaboration with Maschinenfabrik Reinhausen, a German provider of transformer control and accessory systems, is enabling First Philec to expand into higher-value grid components and integrated energy solutions. This allows more seamless integration of renewables into distribution systems.

Through its strategy of Elevating Energy Systems, First Philec is positioning itself to support the next generation of electrification—from renewable energy integration to emerging smart grid technologies. Together, these initiatives demonstrate how engineering capability, global standards, and strategic partnerships continue to compound across the First Philec platform.

BUILDING ENDURING COMMUNITIES: ROCKWELL LAND AND FIRST PHILIPPINE INDUSTRIAL PARK

Enduring communities compound through:

responsible planning + ecosystem vitality + enduring community trust

Rockwell Land: Trusted Communities Built Over Time

At Rockwell Land, disciplined and thoughtful development has produced one of the country's most trusted residential and mixed-use brands. In 2025, Rockwell achieved record reservation sales of approximately PHP25 billion while continuing to expand its portfolio across multiple regions.

The company also strengthened its strategic footprint through the acquisition of a controlling stake in Alabang Commercial Corporation, adding approximately 15 hectares of prime real estate and expanding its retail and office portfolio.

New developments launched during the year include projects across Bacolod, Laguna, Bulacan, Batangas, and Cebu, reflecting the company's expansion into regional growth centers while maintaining the premium design and development standards associated with the Rockwell brand.

Through careful site selection, disciplined development, and long-term brand stewardship, Rockwell continues building residential and commercial communities designed to endure across generations.

FPIP: Industrial Ecosystems Powering Meaningful Livelihoods

Meanwhile, First Philippine Industrial Park continues evolving as one of the country's most important manufacturing ecosystems supporting global supply chains. Today FPIP spans more than 600 hectares, hosts 159 global locators, and supports more than 81,000 jobs, generating USD2.6 billion in export revenues. Global manufacturers operating within the park include Dyson, Ibiden, Brother Industries, Canon, Honda, Nestlé, Collins Aerospace, and Philip Morris.

Beyond industrial land, FPIP continues strengthening its integrated infrastructure platform, including water utilities, telecommunications services, laboratory capabilities, and commercial developments that support both locators and surrounding communities. Developments such as First Gen Plaza further enhance the ecosystem by providing modern workspace, services, and amenities that support collaboration and daily business operations.

The park has also strengthened its sustainability initiatives, becoming the first industrial park in the Philippines to source approximately half of its water supply from surface water rather than groundwater extraction.

Together, these developments demonstrate how responsible planning, vibrant ecosystems, and thriving communities reinforce one another over time, strengthening the trust placed in these environments by businesses, residents, and investors.

> "When capital is redeployed with discipline, opportunity expands. When organizational capability deepens, execution strengthens. When culture and partnerships are built carefully and sustained through trust, new possibilities emerge.

ENGINEERING THE BACKBONE OF DEVELOPMENT: FIRST BALFOUR AND THERMAPRIME

Infrastructure resilience compounds through:

engineering excellence + disciplined execution + institutional knowledge

Through First Balfour, the Group continues delivering complex engineering and construction projects across energy, transportation, water infrastructure, and industrial facilities. With more than five decades of experience, the company has developed deep capabilities in engineering, procurement, and construction, site development, and specialized infrastructure systems.

Recognized as a Quadruple-A contractor, First Balfour has contributed to many of the country's most significant infrastructure developments—including renewable energy projects such as the Burgos Wind Farm, major transportation systems such as LRT Line 1 and the Cebu–Cordova Link Expressway, and critical water infrastructure such as the Novaliches–Balara Aqueduct, along with complex industrial, healthcare, and data infrastructure facilities.

Across these projects, First Balfour translates long-term infrastructure plans into operational systems - building the foundations that support energy security, urban mobility, water resilience, and industrial development. Entering 2026 with a strong project pipeline, the company is positioning itself to participate in emerging infrastructure opportunities across energy, transportation, and industrial development, including projects within the Luzon Economic Corridor.

Complementing these capabilities is ThermaPrime Drilling Corporation, the country's leading geothermal drilling contractor. Over the past several decades, its specialized workforce has drilled and worked over 1,000 geothermal and oil-and-gas wells, supporting the development and long-term operation of the Philippines' geothermal resources. The company is now exploring opportunities to expand internationally, including geothermal markets in Japan, Taiwan, and Indonesia.

Together, these businesses translate strategic intent into built infrastructure—ensuring that energy, transportation, and industrial systems are developed with the technical rigor required for long-term resilience. Across these platforms, the compounding of good choices becomes visible in the steady accumulation of engineering capability, project discipline, and institutional knowledge.

IMPROVING QUALITY OF LIFE AND WORKFORCE SKILLS: ASIAN EYE INSTITUTE, MEDICAL SERVICES OF AMERICA-PH, AND FIRST COLLEGE

Quality of life compounds through:

trusted care + relevant learning + expanded opportunities

Long-term resilience ultimately rests not only on infrastructure and capital, but on people. Across our healthcare and education platforms, the Group continues strengthening institutions that support the health, skills, and adaptability of communities.

Asian Eye Institute continues delivering specialized ophthalmic care while improving clinical productivity and operational efficiency. Meanwhile, MSA Philippines now supports 37 partner hospitals nationwide, delivering respiratory therapy, diagnostics, and critical care services.

First Ascent continues expanding programs in language training, productivity improvement, and management development to support industry-relevant skills.

Together these institutions reflect a simple principle: investments in human capability often compound quietly at first. Over time they strengthen the trust communities place in institutions that safeguard health, expand knowledge, and create opportunity.

FINANCIAL HIGHLIGHTS

First Philippine Holdings Corporation

For the year ended December 31, 2025, FPH's Consolidated Net Income reached an all-time high of PHP31.7 billion, an increase of PHP7 billion (28 percent) from PHP24.7 billion in 2024. This performance was driven by two strategic transactions: the sell-down of First Gen's 60 percent equity in its Gas business in November and Rockwell Land's acquisition of a majority stake in Alabang Commercial Corporation (ACC) in December. For the same reason, the Net Income Attributable to FPH jumped to PHP19.8 billion, representing a 38 percent increase over the previous year.

Attributable Recurring Net Income (RNI)—which reflects the Group's core operations—climbed to PHP15.1 billion, a 10 percent improvement year-on-year. This steady rise in RNI mostly reflects the stronger performance of FPH's Power and Real Estate business segments.

First Gen

First Gen's consolidated net income of PHP25.1 billion and attributable net income of PHP21.3 billion increased by PHP5.9 billion or 30 percent and by PHP6.9 billion or 48 percent, respectively, compared to 2024, mainly reflecting a one-time gain from the sale of its 60 percent controlling interest in the Gas business. On November 17, 2025, First Gen completed the sale of its controlling interest in the Gas business to Prime Infra. The sale resulted in a PHP9.2 billion gain reflecting the difference between the purchase price and the investments' book value recorded in First Gen books.

After the sale, First Gen continues to have a 40 percent stake in four natural gas-fired plants amounting to 2,017MW and a 20 percent stake in the Interim Offshore LNG Terminal (IOLT). First Gen's retention of a minority ownership of its gas business assures proper continuity and stability of its operating gas plants which will, in turn, greatly benefit consumers by way of more stable, predictable and lower prices. Moreover, proceeds of the sale will be used for the various capex requirements of First Gen, primarily channeling it to the group's renewable energy business.

Excluding the effect of the one-off gain on the sale of investment and other non-recurring items, Recurring Net Income attributable to First Gen improved by PHP1.2 billion or nine percent largely driven by stronger earnings contribution of LNG and the Hydro plants.

Rockwell Land

Rockwell Land's consolidated net income of PHP5.3 billion and attributable net income of PHP4.7 billion, grew from last year by PHP1.2 billion or 29 percent and by PHP1.0 billion or 27 percent, respectively. This reflects the stronger performance of the Residential Development segment driven by higher sales bookings and the revenue recognition from its various residential projects. The Commercial Leasing segment also reported better recurring performance on the back of higher average rental rates for retail and office space leasing.

Rockwell Land recognized net one-off gain on bargain purchase related to its acquisition of 74.8 percent stake in Alabang Commercial Corporation (ACC) in December 2025. Excluding the effect of this non-recurring gain, the Recurring Net Income attributable to Rockwell Land grew by PHP576 million or 16 percent in 2025.

First Philippine Industrial Park

The FPIP group's net income was higher by PHP184 million or 267 percent, from PHP69 million in 2024 to PHP253 million in 2025. The rise was mainly driven by the absence of one-off loss recognized in 2024 from the impairment of a fire-damaged building, further supported by stronger recurring earnings this year due to higher occupancy in the Ready Built Factories and the implementation of increased water tariffs and park fees effective January 2025. Excluding the effect of the one-off loss posted in 2024, FPIP's Recurring Net Income likewise grew by PHP68 million or 37 percent in 2025.

First Philec, Inc.

First Philec, Inc. (FPI) concluded the year with a net income of PHP1.1 billion, at par compared to prior year's results reflecting stronger revenues from the Core Business led by (1) Electric Cooperatives segment , driven by the National Electrification Administration (NEA) Regional Procurement Hub, and (2) Export Business from fresh contributions from new international customers. Notably, 2025 marked a milestone for FPI, surpassing PHP5.0 billion in revenues and reaching a record output of 26,715 transformer units (vs. 24,469 in 2024).

First Balfour, Inc. and Thermaprime Drilling Corp.

First Balfour and Thermaprime reported a consolidated net income of PHP431 million, a downturn of 43 percent compared to 2024. While Thermaprime delivered a strengthened performance in 2025 on the back of improved earnings from mobilization, logistic services, and simultaneous operations of five rigs, First Balfour reported reduced project-level revenues and thinner margins from some of its ongoing construction contracts.

Asian Eye Institute, MSA-Philippines (MSA-PH), and FIRST College

The Healthcare and Education Group curtailed its losses by 37 percent. This was primarily driven by MSA- PH's higher net income from its stronger revenues and gross margins, as well as to improve bottomline from Asian Eye. Meanwhile, in 2025, First College pivots its focus to continuing education, capitalizing on its business partnerships while evaluating sustainable models and cost-optimization strategies.

> We continue building businesses that strengthen the systems upon which our economy and communities depend, while advancing our mission to forge *collaborative pathways toward a decarbonized and regenerative future.*

CONTINUING THE COMPOUNDING OF GOOD CHOICES

FPH's nation-critical energy systems, advanced manufacturing capabilities, benchmark urban communities, globally competitive industrial ecosystems, resilient infrastructure networks, and the institutions that support health and learning continue to evolve over decades. In such systems, long-term direction matters as much as the scale of investment itself.

Across all our platforms, we have also learned that long-term success ultimately depends on human capabilities. The engineers, technicians, planners, builders, healthcare professionals, trainers, and many others across our Group represent the capabilities that determine whether institutions grow, adapt, and endure. For this reason, investing in human capabilities is not separate from our business strategy—it is one of its most important outcomes.

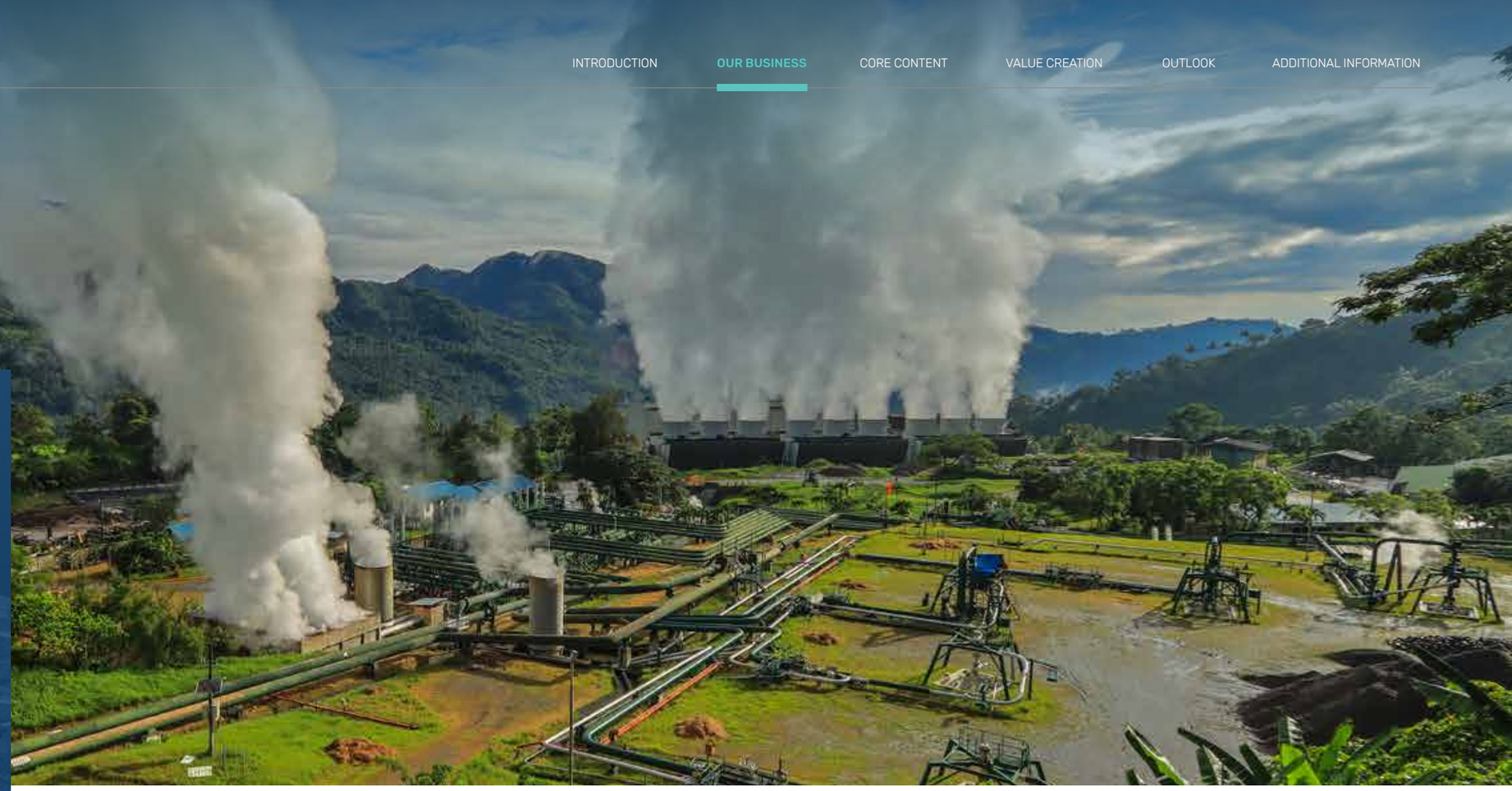
Over time, institutions are shaped by the direction their choices reinforce year after year. This requires not only disciplined choices, but an unyielding commitment to the values that guide how those choices are made. For FPH, this means continually strengthening our capabilities while living our BEST values—Building trust, Enabling change, Stepping up our game, and Thriving together.

Guided by that discipline, we continue building businesses that strengthen the systems upon which our economy and communities depend, while advancing our mission to ***forge collaborative pathways toward a decarbonized and regenerative future***.

Sustained across generations, these choices do more than accumulate over time—they strengthen institutions designed to endure and help advance a future truly Powered by Good.

Francis Giles B. Puno
President and COO

About the *Company*



THE COMPANY AT A GLANCE

First Philippine Holdings Corporation (FPH) is a diverse Filipino conglomerate driven to improve people's lives and futures. We aim to build a decarbonized and regenerative world through investments in the key industries of power generation, manufacturing and energy solutions, real estate, construction, and health and education services. At FPH, we define responsible investment as the interplay of low-carbon operations, protecting nature's integrity, social inclusion, and robust economic growth.

Portfolio Scope: Five business segments—power generation, manufacturing and energy solutions, real estate, construction and energy services, and health and education—each directed toward the industries most critical to national development

Renewable Energy Focus: Clean and renewable energy portfolio anchored by 1,764.2 megawatts of geothermal, hydro, wind, and solar capacity

Responsible Investment Defined: The interplay of four non-negotiable priorities: low-carbon operations, protecting nature's integrity, social inclusion, and robust economic growth

Anchored on the Triple Dividend: We invest in the resilience of natural, social, and economic systems and aim to deliver the Triple Dividend: avoiding losses and reducing costs, strengthening national infrastructure, and generating environmental and social benefits that elevate every stakeholder we touch

Regenerative Standard: Success is measured not only by returns generated, but by the strength of the communities, ecosystems, and institutions FPH operates in

Who We Are: Leading the Drive to Regeneration

FPH operates in sectors critical to the Philippines' development: ensuring reliable energy, building inclusive infrastructure, and helping grow the economy without compromising the natural systems that sustain it. Meeting these demands, together and without compromise, is the work FPH has always set itself to do.

We invest in businesses that shape how the country develops. Our energy segment provides the clean baseload, mid-merit, and peaking capacity the grid requires, while our energy solutions business supplies the transformers and smart grid technology that modernize how power reaches homes and businesses. Our real estate segment builds the communities and commercial ecosystems where Filipino life and enterprise unfold. Our construction and energy services segment undertakes the complex infrastructure—utilities, public systems, industrial facilities—that makes large-scale economic activity possible. And our health and education services segment is developing the institutions that determine whether the prosperity we help create is broadly and durably shared.

> Across all businesses, FPH holds itself to the same measure: that what the business earns and what it contributes to society are both non-negotiable, and both are accounted for.

The Lopez Credo and Values

We, as employees of the Lopez Group of Companies, believe that our primary reason for being is to serve God and the Filipino people. Thus, we shall always conduct ourselves in a manner that is mindful of the long-term mutual benefit of the Lopez Group, and the various publics we serve. We will be responsible stewards of all our resources, and conscious of our obligation to present and future generations. Since 1928, and in the years and generations to follow, our commitment to the distinctive Lopez values will not change as we remain committed to serve our stakeholders. In our service to the Filipino people, we will be guided by the following distinct Lopez Values:

We know from generations of experience that it is by living according to these values that a company can be built to last.

Our Mission

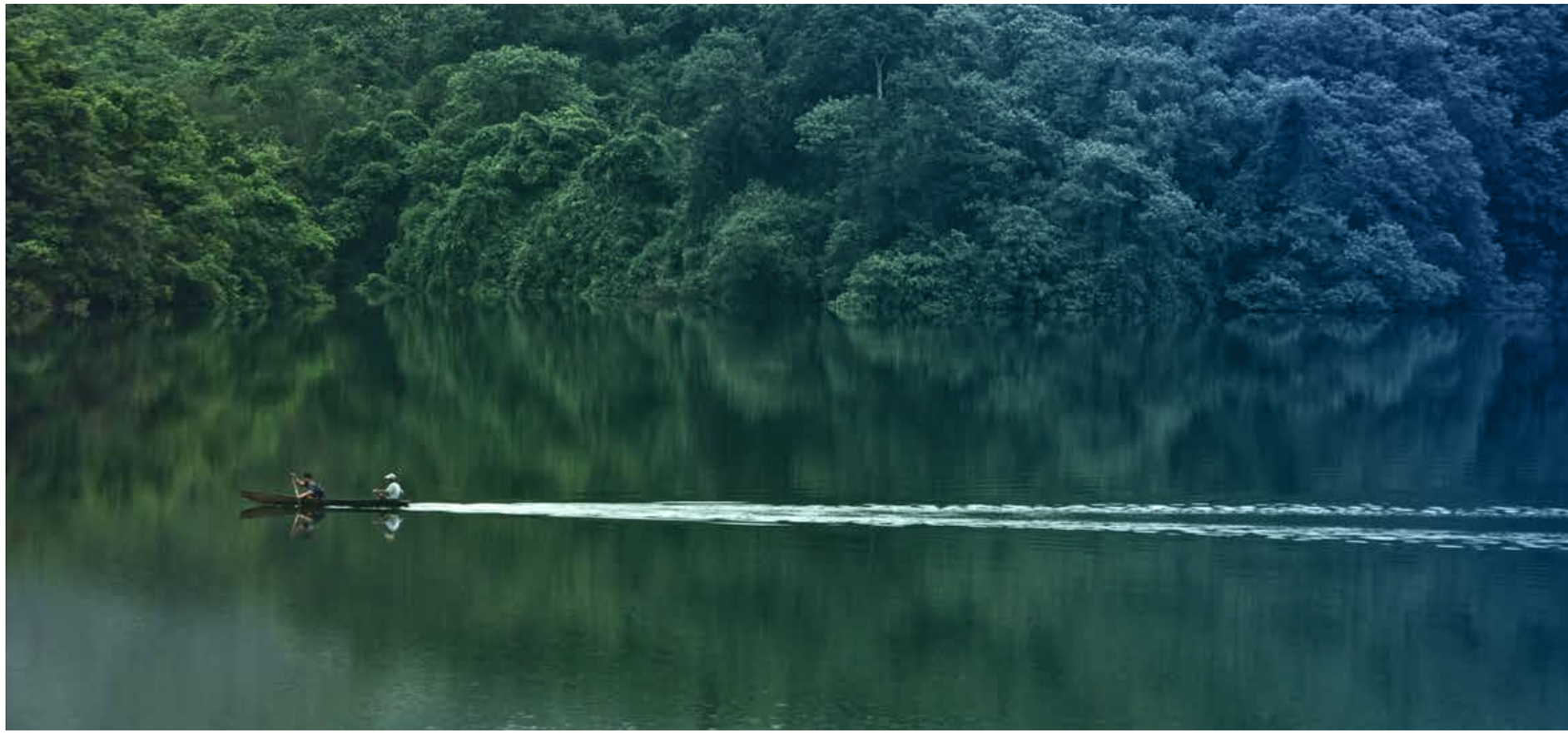
To forge collaborative pathways for a decarbonized and regenerative future.

Our Chosen Path

In pursuing this path, we will unlock the potential of diverse talents to create a mission-driven organization that makes work fulfilling and fun and that gives people a deep sense of belonging. Our businesses will become multiple pathways toward a decarbonized and regenerative future.

- In power generation, we shall lead the transition to a decarbonized energy future.
- In property, we shall nurture inclusive, well-tempered, and creative spaces that elevate surrounding communities and the environment.
- In construction, we shall build infrastructure that creates resilience and enhances the quality of life in a complex, climate-changed world.
- In energy solutions, we will enable grid transformation.
- In health and education services, we will provide strategic interventions that will allow Filipinos to realize their full potential.

Our mission and purpose will guide everything we do.



Way to Play of the FPH Business Segments

LEAD THE TRANSITION TO A DECARBONIZED ENERGY SYSTEM

First Gen Corporation (First Gen) and **Energy Development Corporation's (EDC)** leadership in clean and renewable energy

First Philec, Inc.'s (FPI) as a solutions provider for power distribution

BUILD INFRASTRUCTURE THAT CREATES RESILIENCE AND ENHANCES QUALITY OF LIFE

First Balfour, Inc.'s (First Balfour) and **ThermaPrime's** market leadership in high-value, complex construction and geothermal drilling

NURTURE INCLUSIVE, WELL-TEMPERED, AND CREATIVE SPACES

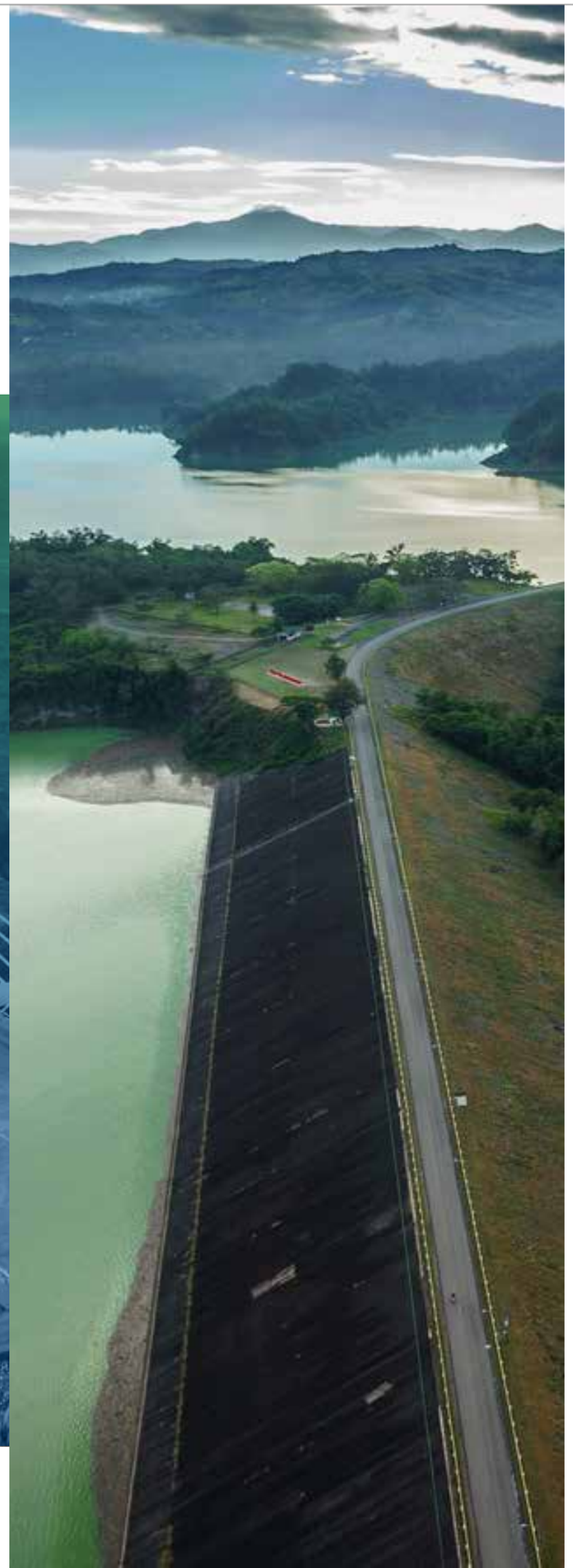
Rockwell Land Corporation's (Rockwell Land) admired models of integrated, walkable, and climate-resilient communities

First Philippine Industrial Park, Inc.'s (FPIP) commitment to improve the standard of living in manufacturing communities

DELIVER INNOVATIVE MODELS FOR HEALTH AND EDUCATION SERVICES

Asian Eye Institute (AEI), **The Medical Services of America (Philippines), Inc. (MSA PH)**, and **First Industrial Science and Technology College, Inc.'s** strong commitment to make quality healthcare and educational training accessible

Business *Review*



Power *Generation*

THE STRATEGIC MANDATE:
From Diversified Energy Group to Renewable-First Power Platform

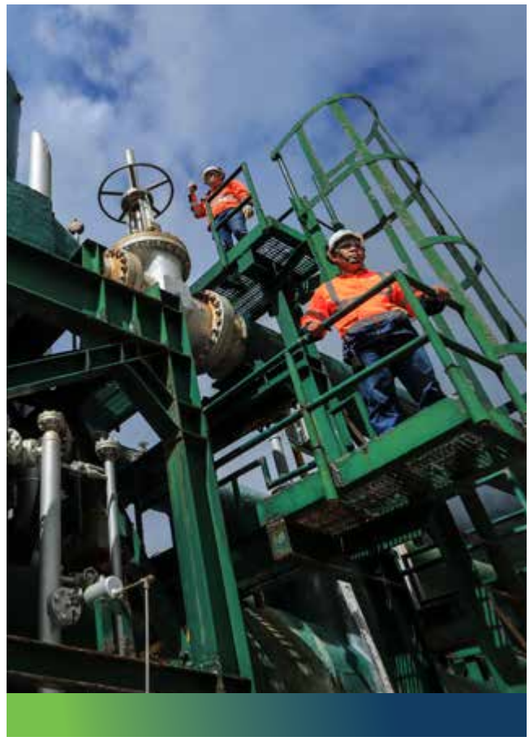
For more than two decades, First Gen Corporation anchored the Philippine grid with an integrated power portfolio spanning natural gas, geothermal, hydro, wind, and solar. In 2025, it made one of the most consequential decisions in the Group's history: It relinquished operating control over its natural gas business—Santa Rita, San Lorenzo, San Gabriel, and Avion—to Prime Infra, while retaining a 40 percent equity stake.

The transaction formalized a structural shift already visible in the portfolio. Prior to the sale, roughly 70 percent of First Gen's asset value was already associated with renewable energy, even as the generation fleet continued to include substantial natural gas capacity. Following the sale, that alignment became explicit: Approximately 92 percent of First Gen's balance sheet portfolio is now renewable, with natural gas representing about eight percent. What remains as an operating fleet is anchored entirely in renewable energy—geothermal, hydro, wind, and solar — purpose—built to deliver reliable, clean energy to the grid and to advance FPH's mission:

> "Approximately 92 percent of First Gen's balance sheet portfolio is now renewable.

INTEGRATED PERFORMANCE DASHBOARD:
A Renewable-Led Portfolio at Scale

In 2025, First Gen's renewable fleet delivered 8,319.9GWh of clean energy across geothermal, hydro, wind, and solar—a year marked by record hydro performance, six new project commissionings, and disciplined responses to weather and equipment challenges across all platforms.



FINANCIAL HIGHLIGHTS

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025	2024	2023
Revenues	**6.6**	**52.1 billion**	48.9 billion	47.7 billion
Consolidated Net Income	**30.4**	**25.1 billion**	19.3 billion	25.0 billion
Recurring Net Income Attributable to Equity Holders of the Parent	**8.8**	**15.2 billion**	14.0 billion	15.4 billion

**Revenues in 2024 and 2023 are restated following the deconsolidation of the gas segment*

- **Recurring Income.** Attributable recurring net income rose to PHP15.2 billion in 2025, up 8.8 percent year-on-year, despite the portfolio impact of the natural gas divestment, which removed a major earnings contributor after financial control transferred in the last quarter of the year.
- **Portfolio Shift.** With the natural gas transaction completed, approximately 92 percent of First Gen's balance sheet is now renewable. The portfolio is increasingly anchored on geothermal, hydro, wind, and solar assets, reinforcing the Company's long-term shift toward a cleaner energy platform.
- **New Capacity Delivered.** Three geothermal expansion projects and three Battery Energy Storage Systems (BESS) reached commercial operations, adding 88.6MW of new generation and 40MW/40MWh of storage to the grid.
- **Hydro's Strongest Year.** La Niña-driven inflows lifted hydroelectric generation to 1,074.8GWh—more than double the 2024 output—and restored Pantabangan's 120-MW full-rated capacity.

OPERATIONAL HIGHLIGHTS

Beyond the headline financials, First Gen's operating metrics show how growth is flowing through the factory floor and across key customer segments.

- **Geothermal Core.** Six facilities delivered 6,956.7GWh. Negros (Palinpinon and Nasulo) exceeded its target at 1,771.7GWh against a 1,644.6GWh target; Bac-Man delivered 1,393GWh at 96.1 percent availability and 97 percent reliability.
- **Leyte Issues.** Unified Leyte recorded a 556GWh generation deficit against its target, with availability falling to 67.4 percent, driven by turbine outages, a safety-related shutdown of the Upper Mahiao Air-Cooled Condenser Units, well collapses from mineral scaling, and elevated total suspended solids in steam.
- **New Commercial Channel for the Mindanao Geothermal Project.** Geothermal units for the Mindanao Geothermal Project registered as Ancillary Service providers in 2025—opening a market for this site where pricing can reach up to 12 times the Energy Market rate per interval.

Platform	2025 Generation (GWh)	Availability	Reliability
Geothermal	**6,956.7**	88.8% (portfolio)	90.6% (portfolio)
Hydro	**1,074.8**	99.1–99.5%	99.7–99.9%
Wind – Burgos	**276.7**	99.5%	99.6%
Solar – Burgos Solar	**7.5**	89.76%	99.6%
Solar – Rooftop	**4.1**	99.89%	100.0%
Total	**8,319.9**		

OPERATIONAL EXCELLENCE AND SECTOR IMPACT:
Managing a National-Scale Renewable Fleet

First Gen's 2025 operations reflect the full complexity of running a large renewable energy portfolio: restoring aging assets, commissioning new capacity, and maintaining supply reliability through one of the most challenging typhoon seasons in recent memory.

- **Geothermal Portfolio Performance.** Geothermal now makes up 78 percent of First Gen's 92 percent renewable asset base, making it the strategic and operational centerpiece of the business. Across Bac-man, Unified Leyte, Tongonan, Palinpinon, Nasulo, and the Mindanao Geothermal Project, EDC's geothermal subsidiaries maintained ISO 9001, 14001, and 45001-aligned management systems. The Mindanao Geothermal Project generated 655.7GWh, exceeding its 650GWh target, despite a 10-day deration in March due to Hotwell Pump unavailability—resolved through emergency HP steam strainer installation and seal water line repairs.
- **Hydro Portfolio Performance.** The hydro portfolio generated 1,074.8GWh across four facilities—Pantabangan, Masiway, Casecnan, and Agusan—more than double the 2024 output. FG Hydro's asset management system holds ISO 55001 certification. Casecnan delivered 561.2GWh in its first full 12-month reporting period following the February 2024 turnover from the Power Sector Assets and Liabilities Management Corporation (PSALM), and secured its Provisional Authority to Operate (PAO) from the Energy Regulatory Commission (ERC) in 2025. Agusan exceeded its Net Capacity Factor target, achieving 80.8 percent against a 73.6 percent target, and secured a new two-year Power Supply Agreement effective May 26, 2025, after a smooth transition through the Wholesale Electricity Spot Market. Additionally, the Agusan plant also successfully secured its PAO from the ERC in 2025.
- **Wind and Solar Portfolio Performance:** Burgos Wind delivered 276.7GWh at 99.5 percent availability and 99.6 percent reliability, but 2025 demonstrated how sensitive wind output is to full fleet availability. Of the park's 50 turbines, 18 were under repair at various

points during the year. Carryover blade damage from Typhoon Marce required repairs across five wind turbine generators through April; a fire at Wind Turbine Generator (WTG) C37 was beyond repair and the unit was set to be replaced; and Ring Main Unit faults from Typhoon Nando and Super Typhoon Uwan left 15 WTGs offline as of year-end. Burgos Solar generated 7.5GWh, with 1,616.1 hours of unplanned outages recorded. Solar Rooftop contributed 4.1GWh. Full wind fleet restoration is targeted for Q3 2026, and the C37 replacement before the high-wind season.

- **New Geothermal Capacity and Battery Storage Commissioning:** Three geothermal expansion projects reached commercial operations—the Palayan Bayan Binary Plant (35.7MW, March 2025), the Tanawon Geothermal Project (21.6MW, August 2025), and the Mahanagdong Binary Plant (31.3MW, November 2025). Three BESS projects were also commissioned—Bac-man (20MW/20MWh September 2025), Palinpinon (10MW/10MWh, November 2025), and Tongonan (10MW/10MWh, December 2025)—adding 40MW/40MWh of grid-stabilizing storage capacity across the geothermal portfolio.

INNOVATION AND RESILIENCE:
Hardening the Fleet, Building the Commercial Edge

First Gen's 2025 innovation investments addressed two parallel imperatives: upgrading the technical backbone of its physical assets and building the commercial intelligence needed to compete as an integrated energy solutions provider.

- **Control System Modernization at the Mindanao Geothermal Project.** M1PP's Turbine Control System was upgraded to a Distributed Control System (DCS) during its 2025 Preventive Maintenance Shutdown (PMS)—a prerequisite for Ancillary Service Procurement Agreement certification.
- **Legacy PLC Overhaul at Pantabangan.** Programmable Logic Controller (PLC) components, which had been obsolete since 2018 and were causing recurring electronic module failures, were replaced under Phase 1 of the Pantabangan Hydroelectric Power Plant (PHEPP) Unit 1 Control System Upgrade. Unit 2 replacement is scheduled for 2026.
- **Full Capacity Restoration at Pantabangan.** Nine incidents in the Isolated Phase Bus (IPB) components had forced the plant to operate at derated capacity since late 2024. The IPB-to-Bus Bar replacement, completed December 2, 2025, restored the complex to its full 120MW rated capacity.
- **Pi Energy Integration.** In 2025, Pi Energy was brought fully under the Power Group—consolidating behind-the-meter solar, analytics, advisory support, and contract structuring into one integrated energy solutions platform. This enabled First Gen to support customers' energy transition decisions end-to-end, and led to new partnerships with the Lucio Tan Group, Waltermart, Unilever, and Knowles.
- **Scope 3 GHG Digitization.** A third-party consultant was engaged to digitize and systematize EDC's Scope 3 greenhouse gas (GHG) inventory process ahead of forthcoming Securities and Exchange Commission (SEC) regulatory requirements for First Gen in 2026. The British Standards Institution conducted limited assurance of Scope 1 and 2 emissions data under ISO 14064-1:2018.
- **Business Continuity Stress-Testing.** Business Continuity Management System (BCMS) orientations and desktop simulations were conducted across geothermal facilities, and the company's Crisis Management Plan was reviewed and updated. Emergency response drills were conducted across all facilities; at Agusan, emergency guidelines were updated for water elevation scenarios.

DECARBONIZATION AND RESTORATION ROADMAP:
Beyond Clean Generation

With its operating fleet running entirely on renewables, First Gen's decarbonization frontier has moved inward—to the operational emissions embedded within its facilities, the resource intensity of its processes, and the ecological health of the landscapes it depends on.

- **Steam Conveyance Efficiency.** EDC's Steam Conveyance Upgrade program restored pipe insulation, steam traps, and drainpots to reduce thermal losses between geothermal field and plant—delivering an estimated up to 10MW of additional output without increased resource extraction.
- **Carbon Capture and Storage (CCS) Pathway.** Feasibility studies are now planned for 2026, with pilot equipment installation targeted before 2030. EDC is securing financing instruments and establishing the right technical parameters.
- **Energy Conservation at Pantabangan.** The Energy Conservation (ENERCON) program set a plant energy consumption target of 1,228,132kWh. Actual consumption was 1,292,215kWh—above target due to extended generation from higher-than-expected reservoir water elevations.
- **Resource Efficiency at Agusan.** Station energy use came in 44 percent below target. LED luminaire adoption reached 85 percent, and water consumption fell 13.2 percent—from 1,037 to 841 cubic meters—through line improvements and leak repairs.
- **Burgos Wind's Green Energy Role.** Burgos Wind's 276.7GWh of generation supports customer Renewable Energy Certificate requirements under the Green Energy Option Program and Renewable Portfolio Standards.
- **Watershed Management and BINHI Reforestation.** Watershed stewardship and biodiversity programs continued across hydro and geothermal sites in 2025; restoration is part of the operational rhythm of the business.

2026 STRATEGIC OUTLOOK:
Restoring, Expanding, and Leading in Renewables

Entering 2026 with a restructured portfolio, six newly commissioned projects, and a clear execution agenda across every platform, First Gen is positioned to convert its 2025 strategic decisions into measurable renewable energy leadership.

- **Geothermal Asset Management in Leyte.** The Leyte complex is the centerpiece of the 2026 recovery agenda. Through tighter maintenance discipline, sharper field management. EDC launched studies to determine the best path forward for its aboveground assets given evolving reservoir conditions.
- **Aya Pumped-Storage Hydropower Project (100–120MW).** First Gen completed substantial portions of the detailed engineering design for the Aya project and secured the project's key permits in 2025. Once implemented, it will add a large-scale pumped storage to the Luzon grid to complement intermittent renewables. The project also supports water security and benefits rice-farming communities in Nueva Ecija that depend on the Pantabangan reservoir system.
- **Indonesia Geothermal Exploration.** First Gen aims to develop approximately 440 MW of geothermal capacity in Indonesia through EDC's joint venture with Indonesia's Sinar Mas Group. The partnership brings together companies from the world's second-and third-largest geothermal markets—Indonesia and the Philippines, respectively.
- **Burgos Wind Fleet Restoration.** A contractor has been secured to deliver and commission a replacement for the fire-damaged WTG C37 before the 2026 high-wind season. Full restoration of all 50 turbines to operating status is targeted for mid-2026, prioritizing availability during high-wind periods.
- **Solar Discipline and Growth.** First Gen will scale solar purposefully—deploying where demand, storage, and grid integration align. The Inara project, serving FPIP locators, sets the model: demand-aligned, storage-supported, and integrated with complementary generation. Meaningful contributions to revenue and portfolio complementarity are the targets.
- **Ancillary Services.** Additional geothermal and hydro facilities—including the Mindanao Geothermal Project following its DCS upgrade—are positioned to enter the Ancillary Services market.
- **CCS Plans.** EDC will complete plans for carbon capture and storage (CCS) feasibility studies.
- **Unified First Gen Brand Launch.** Beginning in 2026, First Gen will roll out a unified brand identity across the Group and all sites. In March, First Gen Renewables will be formally introduced—timed to coincide with EDC's 50th anniversary. The rebrand signals an operational reality: one integrated platform, one customer experience, one identity.

Manufacturing and *Energy Solutions*

First Philec

THE STRATEGIC MANDATE:
From Transformer Distribution to Integrated Energy Distribution Solutions

For over 30 years, First Philec, Inc., (FPI) has served as a cornerstone of the Philippine power grid, supplying distribution transformers that keep homes, industries, and critical infrastructure energized. As the energy landscape shifts toward decentralization, decarbonization, and electrification, First Philec is executing a strategic pivot from traditional transformer manufacturing to integrated energy distribution solutions.

By bridging the gap between hardware and grid-edge intelligence, FPI is no longer just delivering equipment; it is helping orchestrate grid reliability and de-risking the transition for private distribution utilities, electric cooperatives, property, commercial, and industrial partners. FPI continues to provide business value to Meralco, ensuring supply stability and lowest owning cost. Through the National Electrification Administration's (NEA) Regional Procurement Hub program and expanded export partnerships, the company now supports 49 electric cooperatives across five regions and serves customers in 18 US states—extending its impact from local communities to global data centers.

INTEGRATED PERFORMANCE DASHBOARD:
Record Scale and Market Depth

In 2025, FPI achieved a historic financial milestone as it breached the PHP5.1 billion revenue threshold for the first time, validating its shift toward high-performance, tech-enabled grid solutions. This growth shows that scaling production can go hand-in-hand with the FPH mission of regenerative infrastructure and reliable energy access.

FINANCIAL HIGHLIGHTS

Together, these indicators show that FPI scaled to PHP5.1 billion in revenues while maintaining PHP1.1 billion in net and recurring income, demonstrating resilient earnings quality through a year of rapid growth.

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025	2024	2023
Revenues	**4.1**	**5.1 billion**	4.9 billion	4.5 billion
Net Income	**–**	**1.1 billion**	1.1 billion	1.0 billion
Recurring Net Income	**–**	**1.1 billion**	1.1 billion	1.0 billion

- **Milestone Performance.** Revenue growth was underpinned by a record production output of 26,715 units, representing around nine percent growth in capacity versus 2024.
- **Operational Efficiency.** Internal process improvements helped offset non-recurring growth-enabling costs related to global freight and tariffs, allowing FPI to sustain PHP1.1 billion in net income.
- **New Business Growth.** Emerging segments—including protection panels and distribution line components—surged by 34 percent, signaling a clear market shift toward integrated grid protection.
- **Market Depth.** Demand from electric cooperatives more than tripled to PHP2.2 billion, while export orders more than doubled to PHP451 million, driven by three-phase pad-mounted transformers.
- **Digital Business Momentum.** Digital Business recorded its first year of revenues at PHP11 million, including 20 protection panel projects for Meralco delivered on a six-month lead time versus an industry average of around ten months, highlighting FPI's speed and execution advantage in grid protection.

OPERATIONAL HIGHLIGHTS

Beyond the headline financials, FPI's operating metrics show how growth is flowing through the factory floor and across key customer segments.

- **Production Scale.** The manufacturing plant delivered a record 26,715 units in 2025, with total output nearing 2.0 million kVA, around 6 percent higher than 2024.
- **Core Line Utilization.** Distribution transformers remained the backbone of operations at 26,310 units, keeping the core line at consistently high utilization.
- **Meralco Mix Shift.** Meralco increased transformer units by 719 versus 2024, but revenue declined by one percent as the average transformer size dropped from 86kVA per unit to 81kVA per unit.
- **Segment Dynamics.** Private distribution utilities recorded a 26 percent revenue decline following lost bids from major customers, while Electric Cooperatives and exports more than offset this with strong growth.

OPERATIONAL EXCELLENCE:
Securing Critical Infrastructure at Home and Abroad

FPI's market leadership is defined by its ability to meet the rigorous specifications of global technology players while supporting essential domestic infrastructure.

- **US Strategic Entry.** FPI secured a landmark win with Serverfarm, a US-based global data center developer, in Houston, Texas—its first use of oil-immersed transformers for indoor data center applications and a new reference in the hyperscaler segment.
- **High-Spec Engineering.** Beyond volume, FPI is moving up the value chain by completing a 2.5-MVA single-phase special-voltage transformer—a materially higher capacity rating than standard designs—to meet specific US utility requirements.
- **Industrial Support.** The company re-engaged key partners like CDO Foodsphere, Inc., providing a 20-MVA power transformer and two 4-MVA pad-mounted transformers that reinforce industrial operational continuity and confidence in FPI's technical capabilities.
- **Customer Reach.** In the domestic PCI segment, top customers such as Pi Energy, Makati Development Corporation, Vector Electrodynamic Technologies, CDO Foodsphere, Inc., and Kareila Management Corporation accounted for 47 percent of PCI revenues.
- **Private Distribution Utilities.** Revenues from private distribution utilities declined by 26 percent following lost bids from major customers, with recovery expected in 2026 through more reliable supply, responsive support, and tailored solutions.

In the United States, FPI's way to play is through select manufacturing representatives and distributor partnerships, including Sheffield Utilities, Highpoint Power Systems, Power Equipment Specialist in the West, and American Modular Power Distribution Solutions in the Northeast. These alliances enable FPI to pair its Philippine manufacturing base with local market expertise in an estimated USD1.4 billion three-phase pad-mounted transformer market. The company also introduced dual/triple high-voltage pad solutions for US customers managing multiple distribution lines, aligning with industry initiatives to streamline transformer inventory.

INNOVATION AND RESILIENCE:
Hardening the Grid for a More Demanding Energy Future

To insulate partners from climate and technological shocks, FPI is investing in smart infrastructure and resource redundancy that turn traditional assets into a responsive grid layer.

- **Disaster Response Infrastructure.** Through NEA's Regional Procurement Hub, FPI will supply 49 electric cooperatives—about two-fifths of the national total—across Regions 1, 3, 5, 7, and 8 with distribution transformers ranging from 10kVA to 100kVA during 2026–2027, providing accelerated access to essential equipment for both planned upgrades and post-disaster restoration
- **Smart Grid Readiness.** FPI secured Energy Regulatory Commission certification for five smart energy meter models, with nine more targeted for 2026, for future large-scale advanced metering infrastructure integration. Proof-of-concept deployments are underway with Tarlac Electric, Dagupan Electric Corporation, Clark Electric Distribution Corporation, Cebu III Electric Cooperative, and South Cotabato II Electric Cooperative.
- **Voltage Regulation and Custom Builds.** The business unit delivered its first units of three-phase Voltage Regulated Distribution Transformers in partnership with Maschinenfabrik Reinhausen to the US, addressing operational risks caused by voltage fluctuations. FPI also built the 2.5-MVA single-phase special-voltage transformer for a US utility, demonstrating its capability to engineer and manufacture to complex specifications.

Together, these investments turn transformers, meters, and monitoring devices into an active layer of resilience for grids facing more renewables, more electric vehicles, and more extreme weather.

DECARBONIZATION AND RESTORATION ROADMAP:
Building a Circular, Low-Loss Grid

FPI continues to lead the industry's transition to a circular model by integrating green criteria into the core of transformer design.

- **Eco-Label Leadership.** The Supergreen Transformer remains a pioneer in the Philippines, having secured the Green Choice Philippines (GCP) eco-label for meeting strict standards on biodegradable materials, responsible manufacturing, and circular-economy principles.
- **Next-Gen Certification.** FPI is pursuing GCP certification for its Bio-DT (bio-based distribution transformer) product line to further expand regenerative transformer options for customers.
- **Efficiency and Loss Reduction.** In response to stricter regulatory targets, FPI is developing higher-grade single- and three-phase amorphous transformers that significantly reduce no-load losses and lifetime operating costs for utilities, while lowering carbon intensity across the grid.

2026 STRATEGIC OUTLOOK:
Orchestrating the Next Phase of Growth

As structural trends like grid modernization, distributed renewables, and the electrification of transport accelerate, FPI is positioned to lead by pairing manufacturing depth with grid-edge intelligence.

- **Fully Integrated Energy Distribution.** FPI will launch a refreshed brand identity to bridge the perception gap between being seen as just a transformer manufacturer and its reality as an integrated energy distribution solutions provider, highlighting expanded capabilities in smart grid and grid-edge solutions.
- **Grid Edge Intelligence.** The company will continue proof-of-solution pilots for Advanced Metering Infrastructure (AMI) and advanced data analytics, including smart meter installations for accreditation, AMI system presentations, and Advanced Data Analytics–Transformer Monitoring Unit (ADA-TMU) upgrades for remote transformer monitoring. These initiatives are designed to strengthen utility partnerships and create opportunities in smart metering, transformer monitoring, conventional metering, and reclosers.
- **Renewable Integration.** FPI is developing solar pad-mounted transformers to manage variability and two-way power flow in hybrid energy systems, positioning itself to support utilities and developers as renewable capacity expands.
- **Efficiency Mandates.** To meet stricter regulatory and sustainability targets, the company is accelerating the rollout of amorphous transformers and other low-loss designs that help utilities reduce lifetime operating costs and emissions.

Commercial and Residential *Real Estate*

ROCKWELL LAND

THE STRATEGIC MANDATE:
From Established Urban Excellence to Regional Master-Planned Ecosystems

Rockwell Land is leveraging its long track record in master-planned luxury estates to develop greener, more integrated communities across the Philippines' primary regional growth corridors. Over the past 30 years, it has set the benchmark for master-planned luxury living in Makati, defining the beyond ordinary experience for a premium urban market. In 2025, the company leveraged this experience to deliver record reservation sales of PHP25.3 billion, raising the share of its portfolio onto renewable-energy and green-building standards, including 97 percent renewable-powered residential properties and a fully green-certified office portfolio.

As the market shifts toward regional centers and more horizontal living, Rockwell is evolving from a Metro Manila-anchored residential developer into a strategic master-planner for communities in Cebu, Bacolod, Batangas, Bulacan, Laguna, and Pampanga, combining design expertise with more efficient energy and water systems to deliver luxury living that is both distinctive and sustainable.

INTEGRATED PERFORMANCE DASHBOARD:
Record Scale and Market Validation

Rockwell Land achieved historic financial milestones in 2025, with record reservation sales and double-digit income growth validating its push into regional, master-planned communities.

FINANCIAL HIGHLIGHTS

Together, these indicators show that Rockwell Land scaled to PHP20.9 billion in revenues while significantly expanding its profitability on the back of a record slate of residential launches.

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025	2024	2023
Revenues	**4.0**	**20.9 billion**	20.1 billion	18.5 billion
Consolidated Net Income	**29.3**	**5.4 billion**	4.1 billion	3.4 billion
Attributable Net Income	**27.0**	**4.7 billion**	3.7 billion	3.1 billion
Reservation Sales	**61.1**	**25.3 billion**	15.7 billion	20.3 billion

- **Market Validation.** Reservation sales surged to a record PHP25.3 billion, strengthening revenue visibility for upcoming turnovers in both regional and horizontal projects such as Lauan Ridges in Batangas and Samanean at Paradise Farms in Bulacan.
- **Earnings Quality.** Consolidated net income rose to PHP5.3 billion from PHP4.1 billion, supported by higher construction progress and the sustained performance of the recurring income portfolio.
- **Recurring Revenue Resilience.** Retail and office assets provided a stable anchor, with retail occupancy climbing to 93 percent and office occupancy holding at 94 percent as rental rates improved, helping smooth cash flows alongside more cyclical development earnings.

OPERATIONAL HIGHLIGHTS

Rockwell Land's operating metrics trace how its strategy is playing out on the ground, from regional launches and project completions to the continued strength of its leasing portfolio.

- **Launch Velocity.** The company launched eight major projects in 2025—including Lauan Ridges Phase 1, Bel-Air Phase 2, Rockwell South at Carmelray (RSC) Phase 6 Lots, Samanean Phase 2, Cabo Lots Phase 1, The Aurelio, Nara Lots Phase 2, and Aruga Mactan Resi Phase 2—strategically diversifying its footprint across Lipa, Bacolod, Laguna, Bulacan, Batangas, Angeles, and Cebu.
- **Inventory Absorption.** Rockwell posted record-high reservation sales in 2025, fueled by the successful launch of nine new projects. Strong uptake across new horizontal regional developments underscores robust demand and positions the company for continued growth.
- **Leasing Utilization.** Retail gross leasable area (GLA) held at about 88,000 sqm with occupancy improving to 93 percent and rental rates increasing, while office gross leasable area of roughly 152,000 sqm maintained a 94 percent occupancy rate with higher average rents.

OPERATIONAL EXCELLENCE AND SECTOR IMPACT

Rockwell Land's market leadership is anchored in its ability to deliver distinctive, high-performing integrated developments across regions, while upholding its signature premium standards and sustaining a strong pipeline of leasable and saleable assets.

- **Regional Estate Expansion.** Across Bacolod, Lipa, Laguna, Bulacan, and Cebu, Rockwell Land continued to scale horizontal and vertical estates—from Rockwell South at Carmelray clusters and Terreno South phases to Nara and Bel-Air—extending the Rockwell lifestyle beyond Metro Manila.
- **Vertical Living and Mixed-Use Nodes.** Residential towers such as Edades West, The Manansala, The Bencab, The Arton East, and ongoing phases in Rockwell Center Bacolod and Aruga Mactan deepen its footprint in mixed-use developments that combine living, retail, and office offerings within a single development.
- **Recurring Asset Platform.** Power Plant Mall 8 Rockwell, Rockwell Business Center – Ortigas, Rockwell Business Center – Sheridan, Santolan Town Plaza, Arton Strip, 1 Proscenium, and Aruga by Rockwell anchor the recurring income platform, providing stable cash flows and reinforcing the attractiveness of nearby residential communities.
- **Disciplined Project Delivery.** The completion of projects such as One Nara, 8 Benitez, Terreno Phases 4 and 5, The Larsen Tower at Eastbay Residences, and the first cluster of Aruga Mactan Villas underscores disciplined execution across formats, from villas and horizontal lots to mid- and high-rise residential, supporting both revenue recognition and customer satisfaction.

INNOVATION AND RESILIENCE:
Fortifying the Portfolio for a Climate-Responsive Future

To insulate its residents and partners from climate and resource shocks, Rockwell Land is deploying a responsive infrastructure layer that makes its luxury estates more self-sustaining and resilient.

- **Energy Hardening and Sourcing.** Currently, 97 percent of its residential developments are powered by renewable energy, while the entire office portfolio is fully supplied by green energy sources enhancing energy resilience and reducing exposure to fuel price volatility.
- **Climate-Ready Infrastructure.** The company has modernized its commercial assets by installing electric vehicle charging stations and automating mall chiller units to reduce energy consumption while increasing operational resilience.
- **Circular Resource Integration.** Through partnerships with Smart Recycle and Nutricycle, Rockwell Land utilizes Black Soldier Fly Larvae technology to process organic waste, shifting a traditional cost center toward a more circular resource model.
- **Efficiency at Scale.** Widespread conversion to light-emitting diode (LED) lighting in common areas and the installation of low-flow washroom fixtures have lowered the energy and water intensity of the company's estates without compromising the beyond ordinary experience.
- **Value protection.** These investments make the portfolio a more resilient platform, strengthening pricing power and helping protect yields as climate and regulatory pressures rise.

DECARBONIZATION AND RESTORATION ROADMAP:
Building a Circular Estate Model

Rockwell Land is executing a pragmatic roadmap to decarbonize its operations by embedding green certification standards and resource stewardship into core property management.

- **Green Building Leadership.** The company's entire office portfolio has achieved 100 percent Green Office Building status, anchored by Leadership in Energy and Environmental Design (LEED) and Excellence in Design for Greater Efficiencies (EDGE) certifications that recognize lower energy and water use than conventional buildings.
- **Progressive Portfolio Certification.** Recent milestones include EDGE Advanced certification for Santolan Town Plaza in San Juan City and EDGE certification for RBC Ortigas in Pasig City, alongside LEED Gold and LEED Silver ratings for 8 Rockwell and One Proscenium in Makati City, further validating the efficiency of its commercial assets.
- **Resource Decoupling.** By utilizing recycled water for estate irrigation, converting lighting in common areas to LEDs, and upgrading cooling systems for greater efficiency, Rockwell is systematically reducing the environmental footprint of its developments.
- **Circular Waste Practices.** Ongoing partnerships with Smart Recycle and Nutricycle support more circular waste management by using Black Soldier Fly Larvae technology to process organic waste and reduce the volume of material bound for landfills.

2026 STRATEGIC OUTLOOK:
Orchestrating the Next Phase of Regional Growth

As structural trends favor regional decentralization and high-quality, integrated living environments, Rockwell Land is positioned to extend its master-planned blueprint across emerging growth corridors outside Metro Manila.

- **Estate Activation.** Rockwell will continue to deepen its presence in key provinces such as Batangas, Bulacan, and Cebu, using its sizeable regional landbank to scale horizontal and estate-style communities that mirror the integrated living qualities of its flagship metro developments.
- **Recurring Income Scaling.** The acquisition of a controlling stake in Alabang Town Center, which lifted Rockwell's commercial footprint by 58 percent, creates a larger retail and office base that the company can optimize to enhance earnings resilience and support long-term value creation.
- **Strategic Mission Alignment.** New and existing developments will increasingly adopt high-performance, green-certified design—building on Rockwell's LEED and EDGE milestones and its growing use of renewable energy—to stay ahead of tightening sustainability standards and evolving investor expectations.

Industrial *Real Estate*

First Philippine Industrial Park
INTERCONNECTED ADVANTAGE

THE STRATEGIC MANDATE:
From Industrial Hub to High-Performance Solutions Ecosystem for Sustainable Global Supply Chains

Established in 1996 to support the country's industrial growth, First Philippine Industrial Park (FPIP) has evolved into a 600-hectare industrial estate serving 159 locators, generating more than 81,000 jobs, and supporting significant export activity. This scale gives FPIP an important role in the industrial real estate sector, not only as a land developer, but as an estate manager focused on providing the infrastructure, utilities, and services locators need to operate reliably and grow over time.

As industrial demands intensify amid sustainability pressures, geopolitical volatility, and rising operational risks, FPIP continues to strengthen estate resilience and reliability. Through investments in climate-adaptive infrastructure, utility modernization, and proactive stewardship, FPIP supports locators in managing operational, resource, and regulatory risks while maintaining continuity, efficiency, and long-term competitiveness.

INTEGRATED PERFORMANCE DASHBOARD:
Scaling Capacity and Strengthening Operations

FPIP delivered strong year-on-year growth across its key financial metrics in 2025, supported by improved ready-built factory (RBF) occupancy, growth in recurring revenues, and disciplined cost management.

FINANCIAL HIGHLIGHTS

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025	2024	2023
Recurring Revenue	**28.6**	**1.8 billion**	1.4 billion	1.3 billion
Consolidated Net Income	**266.1**	**253.0 million**	69.1 million	174.9 million
Recurring Net Income	**89.8**	**216.6 million**	114.1 million	104.6 million
Net Income Attributable to Equity Holders of Parent Company	**257.0**	**253.8 million**	71.1 million	176.3 million

- **Revenue Performance:** Revenues increased due to improved RBF occupancy—96 percent occupancy rate in 2025, a jump from 76 percent occupancy in 2024. On top of this, other revenue drivers included scheduled increases in water tariff and park fees, as well as incremental contribution from telco and allied water services. These were partially offset by lower leasing revenues from Oasis Commercial Center and SanTomas Suites Hotel.
- **Profitability:** Net income increased year-on-year, mainly driven by revenue growth and better managed costs and expenses.

OPERATIONAL HIGHLIGHTS:
Capacity and Economic Impact

FPIP's ability to scale is reflected in the expansion of its leasable footprint and the continued increase in occupancy across its RBF portfolio.

- **Inventory Expansion.** Total leasable RBF space increased to 189,085 square meters, representing an additional 7,846 square meters during the year.
- **Increased Locator Base.** FPIP ended 2025 with 159 locators, up from 157 in 2024.
- **Job Creation.** Based on initial records, FPIP supported 81,362 jobs as of end-2025.

OPERATIONAL EXCELLENCE AND SECTOR IMPACT:
Advancing High-Performance Industrial Estates

FPIP's operating model is defined by its ability to maintain a reliable industrial environment through continued infrastructure investment, utility strengthening, and estate-wide support systems. In 2025, these efforts extended beyond physical asset delivery to include improvements in disaster and crisis preparedness, locators' operating environment, and workforce support.

- **Hardening Infrastructure: Physical Resilience**
  To ensure operational continuity in an era of climate volatility, FPIP accelerated projects designed to insulate locators from physical risks:

  > **Climate-Adaptive Engineering.** In response to the 300mm daily rainfall recorded during Typhoon Kristine in October 2024, FPIP achieved near-completion of its flood mitigation works in 2025. These projects help safeguard estate operations, even during extreme weather events.
  > **Estate Safety.** FPIP executed a proactive road reblocking initiative for damaged sections, minimizing vehicle hazards and ensuring smooth logistics movement for the Park's workforce.

- **Emergency Preparedness and Risk Response**
  Beyond physical infrastructure, FPIP strengthened the operational resilience by reinforcing crisis preparedness, response systems, and risk management processes across the estate.

  > **Crisis Management and Emergency Response.** FPIP reviewed and enhanced its crisis management protocols and emergency response systems to improve readiness for a range of disruption scenarios, including extreme weather events and operational incidents. These measures support faster response times, clearer coordination across stakeholders, and more effective on-ground execution during emergencies.
  > **Enterprise Risk Management Integration.** Risk management assessments were also updated to better identify, monitor, and address evolving operational and environmental risks across the estate. This strengthens FPIP's ability to anticipate potential disruptions and align mitigation strategies across infrastructure, utilities, and estate operations.

- **Utility Modernization and Integrated Estate Services**
  FPIP continued investing in utility infrastructure and estate systems to strengthen water security, operating reliability, and long-term capacity, while extending support beyond land and utilities to help ensure operational continuity, regulatory compliance, and day-to-day reliability for locators.

  > **Water Capacity.** The 20 million liters per day (MLD) River Water Treatment facility remained on track for completion, introducing a diversified water source to support the estate's water requirements.
  > **Water Security and System Reliability.** Water infrastructure upgrades, substantially completed during the year, strengthen system redundancy, and support a more stable and reliable water supply for FPIP's growing high-technology locators.
  > **Value-Added Environmental and Utility Services.** In addition to core utility provision, FPIP Utilities Inc. (FUI) offers value-added services that support locators in managing environmental and operational requirements. These include regulatory compliance coordination with government agencies; wastewater technical advisory and troubleshooting; water quality monitoring and laboratory testing; and environmental support services such as vermicomposting, siphoning, sludge hauling, and trade effluent treatment.

- **Institutional Leadership and Social Impact**
  FPIP's leadership extends beyond industrial estate operations to economic contribution, environmental stewardship, and the development of a more livable community for the estate's workforce and host cities.
  - **Stewardship Awards.** FUI and FIT Water Inc. (FITWI) received multiple recognitions from the Philippine Economic Zone Authority (PEZA), the Department of Health (DOH), the Pollution Control Association of the Philippines, Inc. (PCAPI), and the Department of Environment and Natural Resources – Environmental Management Bureau CALABARZON Region (DENR-EMB R4A) for water safety initiatives and environmental stewardship. (See Annex 4 - Awards and Recognitions for the full list, p.330)
  - **Economic Contribution.** FPIP and its related entities were recognized among the top real property and business taxpayers by the City Governments of Tanauan and Santo Tomas, highlighting the estate's role in supporting local government revenues and regional economic development.
  - **Asset Revitalization.** As part of its proactive estate stewardship, FPIP also worked on the economic revival of idle facilities. During the reporting period, one such facility was formally reopened following improvements, while another was successfully leased, returning previously idle assets to productive use within the estate.
  - **Workforce Well-Being and Community Amenities.** FPIP continues to strengthen the living and working environment within the estate. Consuelo Park Residences—FPIP's dormitory complex serving the Park's workforce—achieved near-full occupancy, supporting the expansion of locators while providing accessible residential options and community amenities for employees.
  - **FPIP Community Mall.** FPIP is also developing a new community mall located at the main FPIP entrance facing Maharlika Highway. Envisioned as a leisure and gathering space for estate workers and nearby residents, the mall will provide access to dining options, everyday retail, and venues for community events, strengthening the social infrastructure that supports workforce well-being and estate livability.

COMPLETION STATUS OF KEY FPIP INFRASTUCTURE PROJECTS

Project	Completion Rate
Digital Connectivity: Park-Wide Dark Fiber Infrastructure	100%
System Redundancy: Pump Station and Deepwell No. 3	98%
FPIP Community Mall	96%
Smart Access: Park Access Management (PAM) facility	95%
Water Capacity: The 20 MLD River Water Treatment Facility	86%
SCADA automation upgrade	66%

INNOVATION AND RESILIENCE FOR STRATEGIC DE-RISKING

Beyond physical maintenance, FPIP is evolving into a high-performance ecosystem through investments in smart infrastructure, resource redundancy, and a strengthened digital backbone. As industrial AI and data-driven manufacturing become standard, FPIP is enhancing digital readiness and secure access to support continuity, operational control, and resilience amid global supply chain and technological disruptions.

- **Next-Generation Connectivity.** FPIP completed and rolled out a fully owned, park-wide dark fiber infrastructure that is unmatched by other industrial parks. Supported and subscribed to by the four major and Tier 1 telecommunication providers in the country, this provides locators with the high-capacity, redundant network required for modern, technology-driven operations.
- **Smart Access.** At 95 percent completion, the Park Access Management (PAM) facility neared completion in 2025 and is designed to automate ingress and egress while strengthening security and improving daily movement across the estate.
- **SCADA Upgrade.** FPIP progressed on the upgrade of its Supervisory Control and Data Acquisition (SCADA) system automation in 2025. Once fully operational, it is expected to improve real-time monitoring, control, and response across water and wastewater facilities, supporting more efficient and reliable utility operations.
- **Advanced Treatment Capability.** The River Water Treatment Facility introduces a multi-barrier treatment process that helps diversify water sources and reduce dependence on local aquifers.

2026 STRATEGIC OUTLOOK:
Orchestrating High-Performance Ecosystems

For 2026, the industrial real estate sector has reached a critical inflection point. The competitive baseline has shifted: multinational locators no longer select sites based solely on land cost, but on the triple-benefits of resilience, digital readiness, and sustainability credentials. In response, FPIP is accelerating its evolution into a solutions-oriented estate manager for global supply chains.

- **Strategic Infrastructure and Logistics.** To maintain a speed-to-market advantage, FPIP will deliver key high-spec assets and logistical innovations in 2026:
  - **Inventory Expansion.** FPIP will launch additional leasable RBF spaces by Q4 2026 to meet the demand for key manufacturing activities.
  - **Digital Ingress.** The PAM facility will become fully operational, streamlining estate access and daily movement.
- **Utility Maturity: The Transition to Predictive Management** In the following years, FPIP's always-on utility backbone will mature with:
  - **Diversified Water Sources.** FPIP will achieve 100 percent completion of the 20 MLD River Water Treatment Facility.
  - **System Redundancy.** The full completion of FITWI's Pump Station and Deepwell No. 3 will support 24/7 water access, even during peak demand
  - **The SCADA Nerve Center.** The full completion of SCADA automation will transition the estate to a predictive maintenance paradigm, using real-time monitoring of flow and quality to minimize downtime.
- **Community and Commercial Vitality** FPIP is redefining industrial urbanism by creating inclusive spaces that support workforce productivity and well-being:
  - **FPIP Community Mall.** The community mall is expected to become a more active shared space for workers, residents, and the surrounding host community.
  - **Employee and Community Spaces.** Other community-oriented amenities are expected to support well-being, convenience, and estate livability.

Construction and *Energy Services*

First Balfour

THE STRATEGIC MANDATE:
From Traditional Contractor to Integrated Infrastructure Platform

First Balfour, Inc., aims to deliver infrastructure that creates resilience and elevates the quality of life of Filipinos. Over the past 55 years, it has taken part in nation building by providing world-class engineering and construction services for a wide range of projects in energy, water, transport, and specialized building sectors. In 2025, this supported a stable earnings base despite market conditions. It also showed up in deeper execution in geothermal and grid projects and the rollout of a construction management system designed to make large, complex work more predictable and scalable.

First Balfour consistently maintained a triple-ISO certification under the standard ISO 9001:2015 for quality, ISO 14001:2015 for environment, and ISO 45001:2018 for safety and occupational health. It also prides itself as the only Filipino construction company to achieve an Investors in People Platinum accreditation, an international benchmark for companies with strong management skills and empowered human resources.

Beyond its core construction business, First Balfour also operates complementary platforms in geothermal well drilling, equipment rentals, and sustainable transport through ThermaPrime Drilling Corporation, T1 Rentals, and T1 Transport. In 2025, the company delivered major geothermal, Battery Energy Storage System, and large-scale infrastructure projects, led by its construction operations and supported by these platforms, strengthening the Group's renewable energy and industrial ecosystem.

INTEGRATED PERFORMANCE DASHBOARD

First Balfour and its subsidiary, ThermaPrime, maintained positive earnings in 2025 while sustaining revenues at historically elevated levels following the sharp expansion recorded in the previous year. Performance reflected the continued execution of major projects and disciplined project management across the business.

FINANCIAL HIGHLIGHTS

Revenues at the infrastructure platform have remained steady, with profitability moderating from the previous year's peak. The order backlog remains substantial despite a year-on-year decline.

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025	2024	2023
Revenues	**2.1**	**14.5 billion**	14.2 billion	8.8 billion
Consolidated Net Income	**(43.7)**	**424.8 million**	755.1 million	(125.7 million)
Recurring Net Income	**(43.7)**	**423.5 million**	752.0 million	(141.0 million)
Order Backlog	**15.1**	**24.8 billion**	29.2 billion	31.6 billion

- **Turnaround Performance.** First Balfour reported PHP424.8 million in consolidated net income in 2025. While lower than the PHP755.1 million recorded in 2024, the company sustained positive earnings following its return to profitability in the prior year.
- **Revenue Growth.** Consolidated revenues reached PHP14.5 billion, a 2.1 percent increase compared to the previous year, supported by high-value project execution.
- **Operational Tailwinds.** The completion of the Tanawon Geothermal Power Plant and BESS projects, the full operational deployment of all five rigs for Energy Development Corporation, and disciplined project management were primary drivers of the improved financial results.
- **Sustained Backlog.** While the order backlog decreased slightly to PHP24.8 billion, it remains robust compared to historical levels, ensuring strong revenue visibility for the next reporting period.

OPERATIONAL HIGHLIGHTS

The underlying health of the business is evidenced by its move toward digital predictability and its standing as an internationally benchmarked workplace.

- **Safety and Quality Governance.** First Balfour maintained its triple-ISO certification (9001:2015, 14001:2015, and 45001:2018), ensuring that its expansion remains anchored in rigorous safety and environmental standards.
- **Institutional Benchmarking.** The company continues to hold the Investors in People Platinum accreditation, making it the only construction firm in the Philippines to reach this international benchmark for management and human resource empowerment.
- **Digital Execution Maturity.** The 2025 deployment of the Construction Management System (CMS) under Project UNLAD has established a standardized, paperless environment for site reporting and RFIs to mitigate the risks of rework and schedule slippage.
- **Fleet Verticalization.** By scaling T1 Rentals, a First Balfour division, to 899 units—including specialized 150-ton crawler cranes and railway-specific assets—the business has increased its operational control over complex heavy-lift and transport requirements.

OPERATIONAL EXCELLENCE AND SECTOR IMPACT

In 2025, First Balfour translated its infrastructure mandate into executed work across geothermal, grid stability, and digital project delivery, while scaling equipment capabilities to support larger and more complex projects.

- **Geothermal Efficiency and Reservoir Management.** The completion of the Balance of Plant (BOP), Fluid Collection and Reinjection System (FCRS), and Connection Assets (CA) at the Tanawon Geothermal Power Plant in Sorsogon focused on improving steam collection and brine management. These systems are designed to help maintain reservoir pressure and optimize thermal efficiency, supporting long-term steam availability. At the Mahanagdong Geothermal Power Plant in Leyte, First Balfour delivered integrated FCRS and of connection assets to improve fluid flow and facility connectivity, directly supporting Energy Development Corporation's (EDC) objective of stabilizing geothermal output across its Leyte fields.
- **Grid Stability through BESS Deployment.** First Balfour successfully underpinned major Battery Energy Storage System (BESS) projects in 2025, providing the grid with the specialized engineering and construction required for high-capacity energy storage. These systems act as a critical stabilizer for the national grid, enabling the integration of intermittent renewable energy sources while strengthening the Group's broader energy ecosystem.
- **Project UNLAD and Data-Driven Execution.** Under the Project UNLAD (Unleashing Next-Level Automation and Digitalization) roadmap, First Balfour achieved the 2025 deployment of its Construction Management System (CMS) powered by Autodesk Construction Cloud (ACC). This established standardized digital workflows for document management, requests for information (RFIs), and site reporting, moving the business toward a more paperless execution model aimed at reducing rework and schedule slippage on high-value, multi-year contracts as rollout continues through 2026.
- **Asset Verticalization for Margin Protection.** T1 Rentals expanded its fleet to 899 units in 2025, adding specialized assets including a railway mini dump truck, 100-ton lattice, 150-ton telescopic crawler cranes, and a 60-seater bus, and 6 electric buses/vans. These acquisitions reduce reliance on third-party rentals for specialized lifting and transport and are intended to improve margins and operational control on large railway and heavy infrastructure projects.

INNOVATION AND RESILIENCE:
Toward a Restorative Footprint

First Balfour is integrating resource efficiency and nature-based solutions into its operational model, moving beyond traditional carbon footprint reduction toward more regenerative-oriented footprint.

- **Energy Decoupling Through Renewables.** The completion of Solar Rooftop Phase 2 at the head office in Parañaque City added about 35 percent to the building's solar contribution, bringing its potential energy offset to an estimated 70 percent of annual consumption.
- **Operational Efficiency.** In parallel, T1 Rental yards replaced 27 perimeter lights with solar-powered units, cutting annual electricity use by roughly 23,652kWh.
- **Fleet Transition Roadmap.** To address one of its primary carbon drivers, First Balfour is drafting a transition policy for its car plans to prepare for a shift to electric or hybrid vehicles by 2027. Initial implementation steps include the planned transition of head office and selected project service vehicles to electric vehicles starting in 2026.
- **Nature-Based Solutions and Urban Cooling.** In 2025, First Balfour established a Miyawaki pocket forest—a specialized, high-density planting method designed to foster rapid ecological restoration. By planting 58 seedlings from 14 native species, the business is piloting nature-based engineering as a tool for urban cooling, demonstrating a capability to mitigate localized heat risks that can affect the performance of physical infrastructure. The project is designed to test a rapid reforestation approach that can grow up to ten times faster than traditional methods, with the potential to sequester about 1.53 tons of CO_2 and reduce local temperatures by between 0.5 and 2 degrees Celsius once the forest matures.

2026 STRATEGIC OUTLOOK:
Scaling for Resilience

Entering 2026 with a robust order backlog of PHP24.8 billion, First Balfour is positioned to leverage its specialized engineering capabilities across a diversifying roster of high-impact infrastructure projects.

- **Execution of the 2026 Order Backlog.** The immediate project roster includes critical energy and transport infrastructure: DOTr's North-South Commuter Railway CP S-03A and S-03B, DPWH's Metro Manila Priority Bridges Seismic Improvement Project, ACEN's Giga Ace 6 Quezon North Wind 230kV transmission line, NGCP's Taguig 500kV Transmission Line, and SMC Infrastructure's EDSA Skyway on-ramp project. Within the FPH Group, the business will continue to deliver growth and maintenance projects for EDC's geothermal fields, alongside water distribution and road infrastructure projects for FPIP.
- **Transit-Oriented Development and Mega-Infrastructure.** First Balfour continues to target opportunities in suburban and metro rail, sustainable and smart transport systems such as high-capacity bus networks and airport modernization, as well as sustainable water supply infrastructure. By focusing on major public and privately supported infrastructure programs, the business aims to participate in the broader shift toward transit-oriented development, which offers a stable, multi-year pipeline for specialized engineering services.
- **The Luzon Economic Corridor.** First Balfour is positioning itself to participate in infrastructure opportunities within the Luzon Economic Corridor, which connects key industrial hubs such as Subic, Clark, Manila, and Batangas through potential freight and passenger rail links.
- **Partnership and Capability Building.** To address evolving client needs, First Balfour is prioritizing a deep understanding of customer pain points and maintaining constant feedback loops. In sectors where the business seeks to build new capabilities, it will pursue strategic partnerships to strengthen its role in delivering mission critical infrastructure that underpins the Philippines nation building priorities.

Healthcare *Services*

THE STRATEGIC MANDATE:
From Practitioner-Led Care to an Institutional Ecosystem

Established in 2001, Asian Eye Institute (AEI) has put the Philippines on the map for world-class ophthalmic care by making breakthrough technologies for eye care treatment available to a wide range of patients. Today, the Institute serves 75,000 local and foreign patients annually, functioning as a critical hub for high-quality health services.

AEI's strategic mandate is centered on a transition toward an institutional model. By building a robust clinical, operational, and technological ecosystem, the Institute is evolving beyond a practitioner-led reputation to ensure that its specialists can deliver consistent, high-quality care at scale. This shift ensures that the delivery of eye care remains independent of any single practitioner, creating a stable environment for patients and a collaborative framework for clinical excellence. Ultimately, AEI does not just treat conditions; it orchestrates a high-performance healthcare environment that elevates the quality of life for its patients and strengthens the broader Philippine healthcare sector.

INTEGRATED PERFORMANCE DASHBOARD:
Recovery and Patient-Centric Growth

FINANCIAL HIGHLIGHTS

Following an attributable net loss in 2024, driven largely by accelerated operating expense growth, Asian Eye Institute recalibrated its operating model toward tighter cost discipline and performance management. The Institute prioritized improving surgical conversion rates, strengthening operating leverage across its clinics, and enforcing prudent spending and process efficiency. These interventions contributed to a narrower net loss in 2025, signaling early traction in restoring financial balance and reinforcing management's stated path toward breakeven and a structurally sustainable cost base.

At the same time, AEI operates within structural profitability constraints inherent to specialty healthcare delivery. Demand variability can lead to periods of underutilization, while aging clinical assets increase lifecycle maintenance costs. Prior expansion decisions have also required impairment and footprint rationalization. These factors frame the Institute's continued emphasis on disciplined operating leverage and tighter practice management as it works toward sustained profitability.

Financial Performance Highlights

- **Revenue Resilience.** Revenue grew to PHP720.0 million in 2025, continuing a steady annual climb from 2023 levels.
- **Loss Narrowing.** Successfully reduced the Net Loss from PHP144.1 million (2024) to PHP89.8 million, reflecting the immediate impact of institutional cost-discipline and streamlined overhead.
- **Operating Efficiency.** The improvement in the 2025 bottom line underscores a shift toward a sustainable cost structure that prepares the Institute to meet its 18 percent growth target for 2026.

While these financial indicators track fiscal health, AEI's true value is measured through its clinical stewardship and social reach. These vital signs demonstrate how the Institute's discipline is leveraged to maintain international standards in eye care and contribute to blindness prevention.

Financial Metric (in PHP)	Growth % (2024 vs 2025)	2025 (Est.)	2024	2023
Revenue	**2.2**	**720.0 Million**	704.6 Million	683.5 Million
Net Loss	**37.7**	**(89.8 Million)**	(144.1 Million)	(93.3 Million)

OPERATIONAL HIGHLIGHTS

Parameter	Status
Annual Patient Reach	75,000 Local and Foreign Patients
Accreditation Level	Qmentum International (Platinum Level)
Regulatory Adherence	Department of Health (DOH) and PhilHealth Standards
Social Contribution	Leading participant in Luzon, Ayala and Beyond for All Caravan

OPERATIONAL EXCELLENCE AND SECTOR IMPACT

Asian Eye Institute's leadership in the healthcare sector is built on a foundation of rigorous clinical governance and a commitment to expanding high-quality care to a broader segment of the population. In 2025, the Institute focused on hardening its operational standards and leveraging partnerships to enhance the affordability of its services.

SECTOR IMPACT:
Enhancing Healthcare Affordability and Access

Operational excellence at AEI is measured by its ability to restore sight and support national health goals through inclusive programs:

- **Broadening Healthcare Equity.** The Institute is maximizing PhilHealth benefits to make premium eye care more affordable for a wider range of patients. This strategy lowers financial barriers to advanced surgical treatments and diagnostic services.
- **National Health Partnerships.** Through active participation in LAB (Laboratoryo, Konsulta, at Gamot para sa lahat) for all Caravan, AEI provided free screenings and consultations to underserved communities. This initiative helps address avoidable blindness and supports the overall well-being of the Filipino workforce.
- **MultiplEye Programs.** AEI continues to implement its MultiplEye Eyewear Donation and Cataract Service initiatives, providing access to corrective eyewear and sight-restoring procedures for indigent patients. These programs extend the Institute's clinical capabilities to underserved communities and support broader access to quality eye care.

CLINICAL GOVERNANCE:
The Platinum Standard

AEI's commitment to safety and precision is validated by international benchmarks and a strategic shift toward institutionalized expertise:

- **Qmentum International Accreditation (Platinum Level).** AEI was awarded Platinum Level accreditation under Accreditation Canada International's Qmentum International Accreditation Program, affirming that its clinical governance, patient safety systems, and quality management processes align with internationally recognized standards.
- **Regulatory and Standard Adherence.** The Institute maintains strict adherence to Department of Health (DOH) and PhilHealth standards. These protocols ensure that specialized care is delivered with consistent precision across the Institute's network of clinics.
- **Addressing Strategic Risks (MD Succession).** A key pillar of AEI's operational excellence is the transition from a practitioner-led model to an institutional model. By building a robust clinical, operational, and technological ecosystem, AEI is ensuring that its specialized expertise is embedded within the organization, securing clinical capacity and service continuity for the future.

RESILIENCE AND INNOVATION

To lead in a competitive healthcare landscape, Asian Eye Institute is focusing on structural and technological enablers that ensure high-quality care remains consistent and scalable. The Institute's innovation strategy addresses two critical areas: digital integration and the institutionalization of clinical capacity.

Digital Transformation and Systems Integration. Asian Eye is strengthening its enablers for growth by modernizing its digital backbone to support a high-performance clinical environment:

- **Process and Systems Integration.** The Institute is executing a digital transformation strategy focused on the integration of its clinical and operational processes. This initiative is designed to improve the patient experience and maintain brand relevance by ensuring a seamless flow of information and maintaining brand relevance across its service delivery chain.
- **Technology Adoption.** As part of its reinvestment for expected growth, AEI is exploring the adoption of Artificial Intelligence (AI) and Robotics. These technologies are viewed as strategic tools to enhance diagnostic precision and surgical outcomes, ensuring the Institute remains at the forefront of ophthalmic innovation.

Organizational Resilience: Addressing Strategic Risks. The Institute is proactively managing critical talent dependency by re-engineering its service model to ensure long-term clinical capacity:

- **MD Succession Strategy.** To mitigate the risk of talent dependency and ensure service continuity, AEI is transitioning toward an institutional model. By embedding expertise within a clinical, operational, and technological ecosystem, the Institute ensures that high-quality care is delivered at scale, independent of any single practitioner.
- **Contractual and Clinical Alignment.** This resilience measure includes strengthening contractual alignment and formalizing clinical pathways. This ensures that the Asian Eye Standard is maintained by the next generation of specialists, de-risking the business against personnel-related disruptions.

DECARBONIZATION AND RESTORATION ROADMAP

In alignment with the FPH mission of regeneration, Asian Eye Institute is integrating resource efficiency and social restoration into its medical and operational framework. The Institute's roadmap focuses on reducing its environmental footprint and restoring sight to underserved communities.

- **Energy Efficiency.** The Institute has initiated its transition to 100 percent LED lighting across its facilities. This transition is a key part of AEI's commitment to improving the energy efficiency of its clinical and surgical centers.
- **Waste Management and Circularity.** AEI manages hazardous and electronic waste through accredited partners, including HP Planet Partners for ink and toner cartridge collection and Humble Sustainability and HMR for e-waste disposal. These initiatives strengthen the Institute's commitment to responsible waste handling and a more circular approach to office and medical supply management.
- **Access to Eye Care and Blindness Prevention.** AEI supports blindness prevention and expanded access to eye care through community-based initiatives. In 2025, the Institute continued its participation in the LAB for All Caravan, providing free screenings and consultations. Through its MultiplEye Eyewear Donation and Cataract Service programs, AEI also delivers corrective eyewear and sight-restoring procedures to indigent patients, contributing to improved visual health and broader community well-being.

2026 STRATEGIC OUTLOOK

In 2026, Asian Eye Institute will transition from fiscal stabilization to a high-performance growth phase. The strategic focus is centered on achieving financial breakeven through disciplined expansion, portfolio optimization, and targeted facility modernization. By addressing core operational risks and optimizing site utilization, the Institute is positioning itself as a resilient, technology-enabled leader in the healthcare sector.

Strategic Expansion and Modernization
To meet expected growth and enhance patient reach, AEI is prioritizing infrastructure updates and the replacement of aging assets:

- **Facility Launch and Network Upgrades.** A primary milestone for 2026 is the launch of the Trinoma Surgical Center, expanding the Institute's capacity to serve Northern Metro Manila. The Phinma Surgical Center will undergo a facelift to maintain its position as a premier clinical hub, while selected clinics—including Powerplant, Alabang, and Cabrini—will implement targeted cosmetic and facility enhancements to strengthen patient experience and brand consistency across the network.
- **Managing Site Utilization.** AEI is proactively managing the potential risk of cannibalization between its Trinoma and Phinma volumes. The strategy focuses on balancing site utilization to optimize patient throughput across both locations while mitigating risks of cannibalization.
- **Smart Capital Deployment.** AEI is prioritizing high-ROI asset replacement and facility modernization to minimize downtime and enhance clinical productivity. Capital reinvestment requirements of approximately PHP53–300 million have been identified to address lifecycle upgrades and sustain long-term operating efficiency across the network.
- **Portfolio Rationalization.** As part of its portfolio discipline, AEI is also rationalizing underperforming locations to strengthen network efficiency and improve overall operating leverage. This recalibration aligns capacity with demand while reinforcing a more sustainable clinic footprint.

Financial Momentum: The Path to Breakeven
The 2026 fiscal roadmap is built on a foundation of revenue productivity and cost-structure alignment:

- **18 Percent Revenue Growth Target.** AEI is targeting an 18 percent revenue growth rate in 2026. This trajectory is expected to be supported by improved surgical conversion rates, strengthened operating leverage, and the performance uplift from newly modernized facilities.
- **Achieving Financial Breakeven.** By maintaining the cost-discipline initiatives established in 2025, the Institute aims to reach financial breakeven in 2026, ensuring the business becomes a self-sustaining contributor to the Group's mission.

Innovation and Technology Adoption
To maintain brand relevance and surgical precision, AEI is reinvesting in the next generation of healthcare enablers:

- **AI and Robotics.** AEI is exploring the adoption of Artificial Intelligence (AI) and Robotics to enhance the patient experience and clinical outcomes. These technologies are viewed as essential enablers for maintaining the Institute's competitive edge in the evolving healthcare landscape.
- **Document Management System (DMS).** As part of its commitment to long-term value creation, Asian Eye Institute (AEI) has entered the exploratory and planning phase for DMS. This initiative is the primary catalyst for AEI's digitalization program, aimed at modernizing clinical workflows and future-proofing the organization against the evolving demands of the healthcare industry.

Organizational *Structure*

LOPEZ HOLDINGS CORPORATION

FIRST PHILIPPINE HOLDINGS CORPORATION
60.67%*

POWER GENERATION

FIRST GEN CORPORATION
67.84%

- **FG Bukidnon Power Corp.** 67.84%
- **Fresh River Lakes Corporation** 67.84%
- **Energy Development Corporation** 31.06%
- **First Gen Hydro Power Corporation** 45.77%
- **First Gas Power** 27.14%**
- **FGP Corp.** 27.14%**
- **First NatGas Power Corp.** 27.14%**
- **Prime Meridian PowerGen** 27.14%**

MANUFACTURING AND ENERGY SOLUTIONS

FIRST PHILIPPINE ELECTRIC CORP.
100%

- **First Philec, Inc.** 100%
- **First Philippine Power Systems, Inc.** 100%
- **First Philec Manufacturing Technologies Corp.** 100%

REAL ESTATE

ROCKWELL LAND CORPORATION
86.58%

- **FIRST PHILIPPINE INDUSTRIAL PARK, INC.** 70%
- **FIRST PHILIPPINE REALTY CORP.** 100%
- **FIRST PHILIPPINE PROPERTIES CORP.** 100%

CONSTRUCTION ENERGY SERVICES, AND OTHERS

FIRST BALFOUR INC.
100%

- **ThermaPrime Drilling Corp.** 100%
- **FIRST PHILIPPINE INDUSTRIAL CORP.** 100%
- **ASIAN EYE INSTITUTE*****
82.78%
- **FIRST INDUSTRIAL SCIENCE AND TECHNOLOGY COLLEGE, INC.** 100%
- **PI HEALTH, INC.** 100%
- **THE MEDICAL SERVICES OF AMERICA (PHILIPPINES)** 100%

**Lopez Holdings owns 60.67% of FPH as of December 31, 2025.*
***Effective November 17, 2025 due to sale of gas business to Prime Infrastructure Capital Inc.*
****Includes shares equivalent to 5.89% with pending issuance of Certificate Authorizing Registration.*

Business *Environment*

Key External Forces Shaping 2025

Escalating Climate and Physical Risk. The Philippines ranked highest in the 2025 World Risk Index, with severe weather events intensifying infrastructure vulnerability and transition pressures.

Growth Moderation Amid Volatility. GDP growth slowed to 4.4 percent amid geopolitical tensions, inflationary pressures, and climate-related disruptions, tempering investor sentiment.

National Investment Priorities. Energy, manufacturing, and real estate remained priority sectors under the Strategic Investment Priority Plan.

Capital Market Reform: Republic Act No. 12214 or the Capital Markets Efficiency Promotion Act (CMEPA) introduced structural reforms to streamline financial transactions and deepen capital markets.

Escalating Cybersecurity Threats. AI-enabled cyber risks intensified across infrastructure and enterprise systems, increasing digital exposure.

Accelerated Artificial Intelligence Adoption. AI adoption expanded across industries, reshaping analytics, automation, and environmental data capabilities.

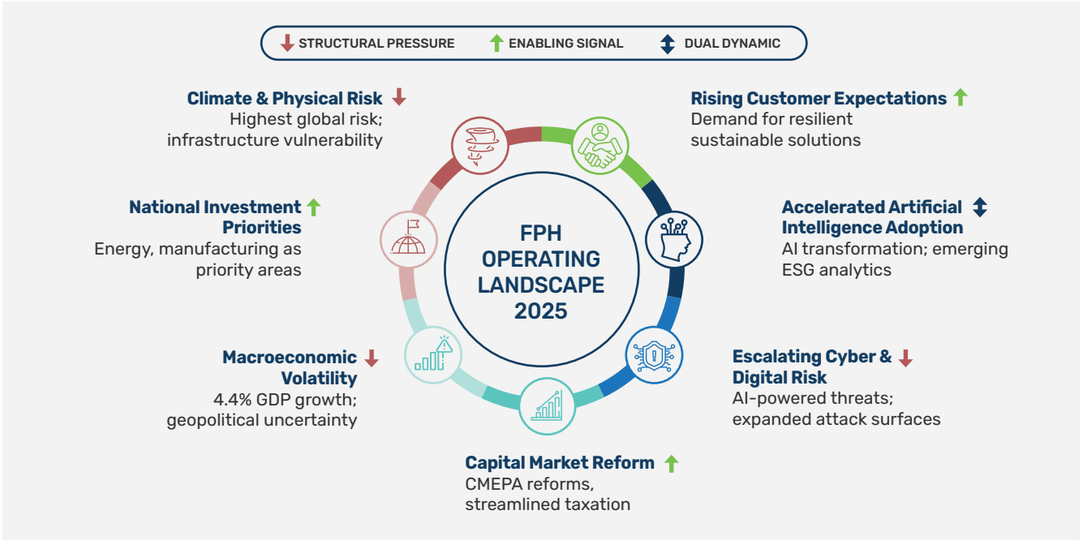
Rising Customer Expectations. Demand shifted toward resilient, sustainable, and integrated service delivery across infrastructure-linked sectors.

Operating at the Intersection of Systemic Risk and Structural Transition

FPH operates across industries that deliver essential services—including energy, real estate, manufacturing, and healthcare—in a country where basic services are delivered partially or wholly by the private sector,[1] and within a complex and rapidly shifting Philippine and global environment. In 2025, interconnected environmental, economic, policy, technological, and market developments shaped the context in which the Group delivered value.

Given the diversity of our portfolio, this section provides a consolidated, high-level view of material external forces that influenced our operating landscape during the year. Insights were drawn from news reports, literature review, participation in fora, expert engagements, and multi-stakeholder discussions (See: Annex 5 - External Engagements, pp. 335). These developments were regularly discussed during subsidiary strategic reviews and elevated to Senior Management and the Board as appropriate.

THE SEVEN FORCES SHAPING OUR BUSINESS ENVIRONMENT IN 2025



[1] *Republic of the Philippines. An Act Authorizing the Financing, Construction, Operation, and Maintenance of Infrastructure Projects by the Private Sector and for Other Purposes. Republic Act No. 7718, 1994. https://www.gppb.gov.ph/wp-content/uploads/2023/06/Republic-Act-No.-7718.pdf.*

LEGEND:

Barrier Pressure

Enabling Force

Climate Risk Is No Longer Episodic—It Is Structural

Seven of the nine planetary boundaries identified as critical to maintaining safe operating conditions have now been breached.[2] Climate-related disasters intensified globally during the reporting period. The Philippines ranked highest in the 2025 World Risk Index,[3] reflecting its heightened exposure to natural hazards and vulnerability to climate impacts. Between July and November 2025, five major typhoons displaced approximately 1.4 million people and caused an estimated US$5 billion in damages.[4]

These developments occurred amid continued global calls for accelerated decarbonization, even as certain jurisdictions experienced political, economic, and technological pushback against net-zero commitments.[5] In the Philippines, climate exposure remains a defining feature of national risk, with implications for infrastructure reliability and long-term economic resilience.

IMPLICATIONS FOR FPH

Escalating physical climate risks increase exposure for long-lived infrastructure assets across power generation, real estate, industrial estates, and construction activities. At the same time, transition pressures are tightening expectations around emissions management and climate disclosure for capital-intensive enterprises.

For diversified groups operating in essential service sectors, these dynamics heighten the importance of asset resilience, forward-looking climate risk assessment, and alignment with national climate commitments.

In 2025, FPH advanced climate scenario analysis, climate risk and opportunity assessments, and financial impact studies within its power segment, culminating in the development of a climate workbook to guide asset-level resilience planning. The Group also reallocated capital toward renewable energy investments—following the 60 percent divestment of its natural gas assets—to align with the country's Nationally Determined Contribution and strengthen long-term portfolio resilience.

[2] *Stockholm Resilience Centre. "Planetary Boundaries." 2025. https://www.stockholmresilience.org/research/planetary-boundaries.html.*
[3] *Frege, L., et al. WorldRiskReport 2025. https://www.misereor.org/fileadmin/user_upload_misereororg/publication/en/worldriskreport-2025.pdf.*
[4] *Harvey, Fiona. "Christian Aid Annual Report's Top 10 Disasters Amounted to More than $120bn in Insured Losses." The Guardian, December 27, 2025.*
[5] *Butler, Simon, et al. "Was 2025 the Year That Business Retreated from Net Zero?" The Guardian, December 20, 2025.*

Growth Moderates as Volatility Persists

Extreme weather events, geopolitical tensions, corruption investigations, and higher global energy prices weighed on economic momentum in 2025. As an open economy, the Philippines remained exposed to global shocks and capital flow fluctuations. During the year, GDP growth slowed to 4.4 percent, below the government's target range of 5.5 percent to 6.5 percent, marking the lowest post-pandemic growth in five years.[6]

Inflationary pressures and market uncertainty tempered household spending and investor confidence. The broader macroeconomic environment reflected cautious capital deployment amid heightened global and domestic risk signals.

IMPLICATIONS FOR FPH

Moderated economic growth and cautious investor sentiment influence demand patterns across infrastructure, property, industrial, and consumer-linked sectors. Slower growth conditions may affect revenue trajectories, investment pacing, and financing environments for capital-intensive enterprises.

In response, FPH reinforced disciplined capital allocation and financial resilience measures across the portfolio. Financial planning and cost management actions were mobilized to preserve liquidity and sustain operational stability, drawing on fiscal discipline practices strengthened during the pandemic, while maintaining cautious optimism amid moderate recovery in selected industries.

[6] *Makati Business Club. "PH Economy Grew 4.4% in 2025, Lowest Post-Pandemic Growth Recorded." January 29, 2026. https://mbc.com.ph/2026/01/29/economy-insights-gdp-report-q4-2025-yoy/.*

LEGEND:

Barrier Pressure

Enabling Force

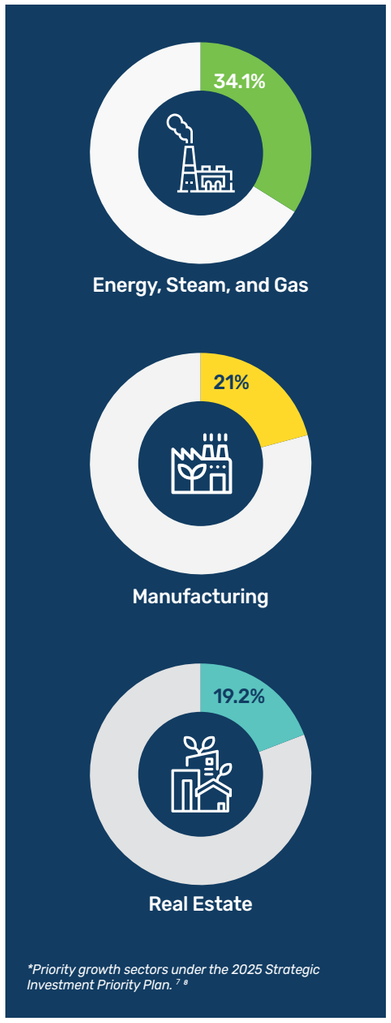
National Investment Priorities Reinforce Strategic Sectors

In 2025, the Philippine Strategic Investment Priority Plan identified high-growth focus areas including energy, steam, and gas; manufacturing; real estate; as well as logistics and healthcare.[7 8] These sectors were positioned as central to economic recovery, infrastructure modernization, and industrial competitiveness.

Monetary policy interventions during the year helped stabilize inflation at approximately 1.7 percent to 1.8 percent, while rate adjustments by the Bangko Sentral ng Pilipinas—the country's central bank and its central monetary authority—lowered borrowing costs and supported capital expenditure across priority industries.[7 8]

Together, fiscal and monetary signals reflected continued state support for capital formation in infrastructure-linked and service-oriented sectors critical to national development.

2025 STRATEGIC INVESTMENT PRIORITY ALLOCATION



**Priority growth sectors under the 2025 Strategic Investment Priority Plan.* [7 8]

IMPLICATIONS FOR FPH

Operating within several of the country's priority investment sectors places diversified conglomerates in alignment with national development trajectories. Policy direction and monetary conditions may influence sectoral growth patterns, financing conditions, and investment pacing.

Government prioritization of infrastructure, energy, and industrial development also reinforces the long-term structural importance of these sectors within the Philippine economy.

[7] Conventus Law. "Philippines – Strategic Investment Priority Plan." 2025. https://conventuslaw.com/report/philippines-strategic-investment-priority-plan/.
[8] Chambers and Partners. "Doing Business in the Philippines: Trends and Developments." 2025. https://practiceguides.chambers.com/practice-guides/doing-business-in-2025/philippines/trends-and-developments.

Capital Market Reform Signals Structural Adjustment

On May 20, 2025, the Philippine government enacted Republic Act No. 12214, known as the Capital Markets Efficiency Promotion Act (CMEPA).[9] The law introduced reforms aimed at simplifying and rationalizing the taxation of passive income and financial transactions, including adjustments to Stock Transaction Tax and Documentary Stamp Tax structures.

The legislation forms part of broader efforts to deepen domestic capital markets, enhance liquidity, and improve the efficiency of fundraising mechanisms within the Philippine financial system. By reducing structural frictions in investment transactions, CMEPA reflects policy intent to strengthen the country's capital market infrastructure.

IMPLICATIONS FOR FPH

Evolving capital market policies influence financing conditions, cost of capital considerations, and investor participation dynamics for listed and large-scale enterprises. FPH considered the regulatory shifts in taxation and transaction structures that form part of the broader financial environment shaping long-term investment planning.

Digital Interdependence Elevates Cyber Exposure

Cyber threats intensified in 2025 in both frequency and sophistication, increasingly leveraging artificial intelligence–enabled tactics and social engineering techniques. Across sectors, enterprises reported rising phishing activities and digital intrusion attempts, with critical infrastructure, financial services, education, and government institutions among the most targeted.[10]

As organizations accelerate digital adoption and data integration, enterprise systems have become more interconnected, expanding potential attack surfaces. The convergence of operational technology and information technology in infrastructure-heavy industries further heightens exposure to system disruption.

IMPLICATIONS FOR FPH

Increasing digital interdependence elevates cybersecurity as a material risk consideration for infrastructure-dependent enterprises. Operational continuity, data integrity, and stakeholder trust are increasingly linked to the strength of digital governance frameworks.

In 2025, FPH continued to strengthen its cybersecurity posture through employee awareness and upskilling initiatives, and sustained investment in secure infrastructure, while advancing its cybersecurity maturity roadmap across the Group.

[9] Republic of the Philippines. An Act Amending Sections 22, 24, 25, 27, 28, 32, 34, 38, 39, 42, 51, 52, 56, 57, 127, 149, 174, 176, 179, 190, 199, and 258 of Republic Act No. 8424, Otherwise Known as the National Internal Revenue Code of 1997, as Amended, and for Other Purposes (Capital Markets Efficiency Promotion Act). Republic Act No. 12214, 2024. https://bir-cdn.bir.gov.ph/BIR/pdf/Signed%20RA%2012214%20-%20CMEPA.pdf.
[10] Go, Michelle. "Cybercrime Spikes in Phl." The Philippine Star, February 13, 2026. https://www.philstar.com/business/2026/02/13/2507597/cybercrime-spikes-phl.

LEGEND:

Barrier Pressure

Enabling Force

Artificial Intelligence Redefines Enterprise Capability

Artificial intelligence continued to expand rapidly across industries in 2025, reshaping enterprise analytics, automation, and decision-making processes.[11] The Philippine Digital Transformation Roadmap further reinforced national priorities around digital competitiveness and technology-driven modernization.

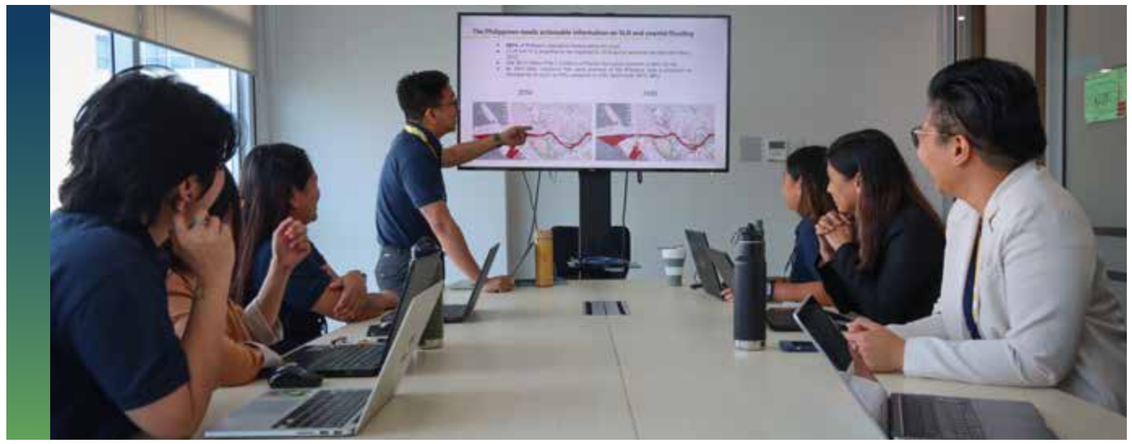
Beyond operational efficiency, AI's role in environmental monitoring and geospatial analytics has gained prominence. Emerging research initiatives in Southeast Asia underscore the importance of accurate biomass and carbon measurement, particularly in regions where an estimated 58 percent of forests face degradation risk.[12] Advances in data modeling and satellite-based analytics are reshaping approaches to sustainability reporting and environmental accountability.

As digital tools become more embedded in enterprise systems, organizations face parallel imperatives: capturing productivity gains while strengthening governance over data integrity and algorithmic risk.

IMPLICATIONS FOR FPH

Accelerated AI adoption introduces both efficiency opportunities and governance considerations for diversified enterprises. Its expanding application in environmental analytics and enterprise optimization may influence reporting processes, productivity models, and risk oversight across sectors.

In 2025, FPH advanced the responsible integration of Generative AI through formal policy rollout, enterprise-level deployment of secure AI tools, and foundational literacy programs to build capability while reinforcing safeguards for ethical and controlled use.



[11] Feingold, Sarah. "What Is Artificial Intelligence—and What It Is Not." World Economic Forum, March 8, 2023.
[12] Asian Development Bank. Asia-Pacific Climate Report 2025. ISBN 978-92-9277-500-1 (print); 978-92-9277-501-8 (PDF); 978-92-9277-502-5 (e-book).

Customer Expectations Continue to Evolve

Across sectors, customer expectations continued to shift in 2025 beyond price and quality considerations. Increasingly, stakeholders expect reliability, sustainability alignment, transparency, and integrated service delivery across infrastructure, property, industrial, and service platforms.

In energy markets, demand signals increasingly reflect preference for lower-carbon and reliable supply. In property and industrial segments, tenants and locators place greater emphasis on sustainability credentials, operational continuity, and ecosystem support. Across industries, digital responsiveness and service integration have become baseline expectations rather than differentiators.

As markets mature, competitive positioning is shaped not only by asset scale, but by the ability to deliver consistent performance, environmental alignment, and long-term value.

IMPLICATIONS FOR FPH

Evolving customer expectations heighten the importance of reliability, sustainability integration, and service quality across essential sectors. For diversified enterprises, the ability to align operational performance with stakeholder expectations influences market positioning, tenant demand, and long-term competitiveness.

In response, FPH's business segments aligned offerings more closely with evolving customer expectations while sustaining operational discipline. The power segment expanded engagement beyond kilowatt-hours toward solutions-based value; manufacturing co-created solutions with clients; residential and commercial real estate emphasized design quality and community integration; industrial real estate enhanced service platforms; construction strengthened long-term client and supplier relationships; and healthcare advanced customer relationship management strategies to improve service continuity and patient engagement.

A Convergence of Structural Pressures and Signals

Collectively, these developments defined the operating landscape of 2025. Escalating climate exposure, moderated economic growth, national investment priorities, capital market reform, intensifying cyber risk, accelerated artificial intelligence adoption, and evolving customer expectations shaped the external context in which FPH's businesses operated.

Together, these forces influenced risk exposure, financing conditions, regulatory complexity, digital dependency, and market dynamics across the Group's diversified portfolio. In response, FPH advanced targeted actions across climate risk management, capital allocation, digital governance, enterprise capability development, and customer-centered execution to strengthen resilience and sustain value creation. Further details on how these external dynamics informed strategic priorities and business model evolution are discussed in the Strategy and Value Creation sections of this Integrated Report (see: Strategy, pp. 124 to 135 and Value Creation, pp. 152 to 155).

Materiality

This section outlines the environmental, social, and governance (ESG) issues most critical to FPH's value creation. Guided by our regenerative mandate, we are moving beyond a traditional do-less-harm view of sustainability toward more active restoration and regeneration.

At a Glance

Materiality Refresh in 2025, with a Portfolio-Level Focus. Leadership refined 36 baseline topics into 20 priorities, concentrating oversight on issues with the greatest Group-wide impact rather than operational-level concerns.

20 Material ESG Topics. We identified five Environmental, 10 Social, and five Governance priorities as the most significant drivers of Group-level value creation.

Double Materiality Framework. We evaluate both Impact Materiality (our effect on nature and society) and Financial Materiality (how ESG risks and opportunities affect enterprise value).

Regenerative Lens. Our assessment moves beyond do less harm toward strengthening the resilience of natural, social, and economic systems.

Three-Pathway Assessment. Topics were screened through strategy alignment, systemic risk exposure, and nine years of ESG performance data.

Governance and Validation. Final prioritization was reviewed by the FPH Management Committee using structured scoring across financial impact, stakeholder magnitude, regulatory exposure, and resource allocation.

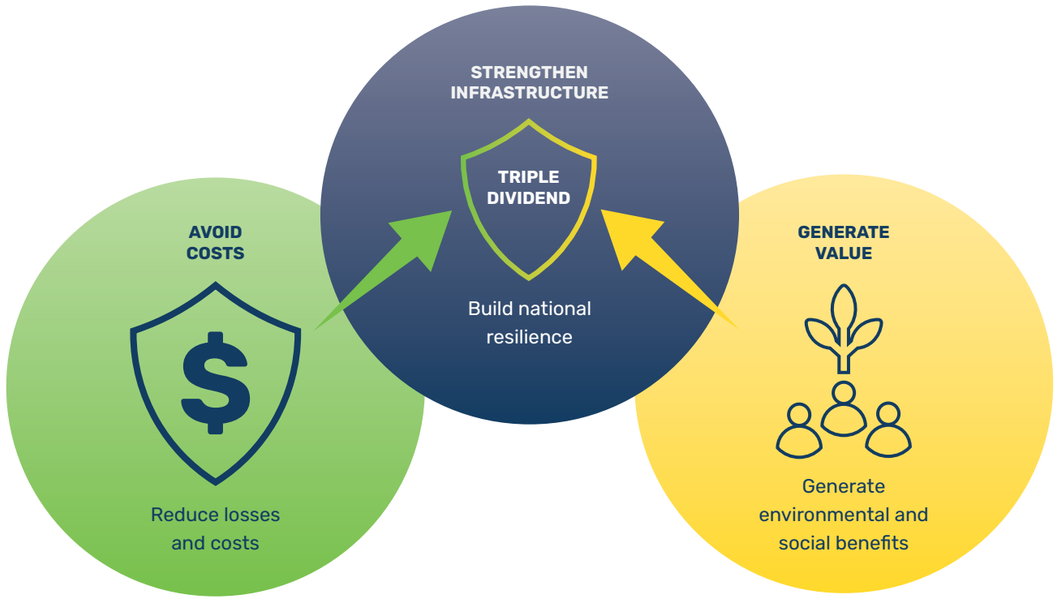
Triple Dividend Objective. Prioritized topics are aligned to deliver cost avoidance, infrastructure resilience, and environmental and social value creation.

Our Regenerative Philosophy

At FPH, we believe that pursuing sustainability by seeking only to do less harm is no longer sufficient to address the compounding crises of our time. Guided by our mission of "forging collaborative pathways for a decarbonized and regenerative future," we have transitioned our focus toward creating symbiotic, mutually beneficial relationships between our businesses, nature, and society. This philosophy is rooted in the principle of reciprocity: we protect the natural and social systems that sustain us, and in return, these systems build the resilience necessary for our Group to thrive in a complex, climate-changed world.

Our materiality lens is the practical expression of this mission. We do not view ESG issues as a mere compliance checklist, but as the foundational elements of our value creation process. By investing in the resilience of natural, social, and economic systems, we aim to deliver a Triple Dividend: avoiding losses and reducing costs, strengthening national infrastructure, and generating environmental and social benefits that elevate every stakeholder we touch.

THE TRIPLE DIVIDEND



Which Matters Most: Our Materiality Approach

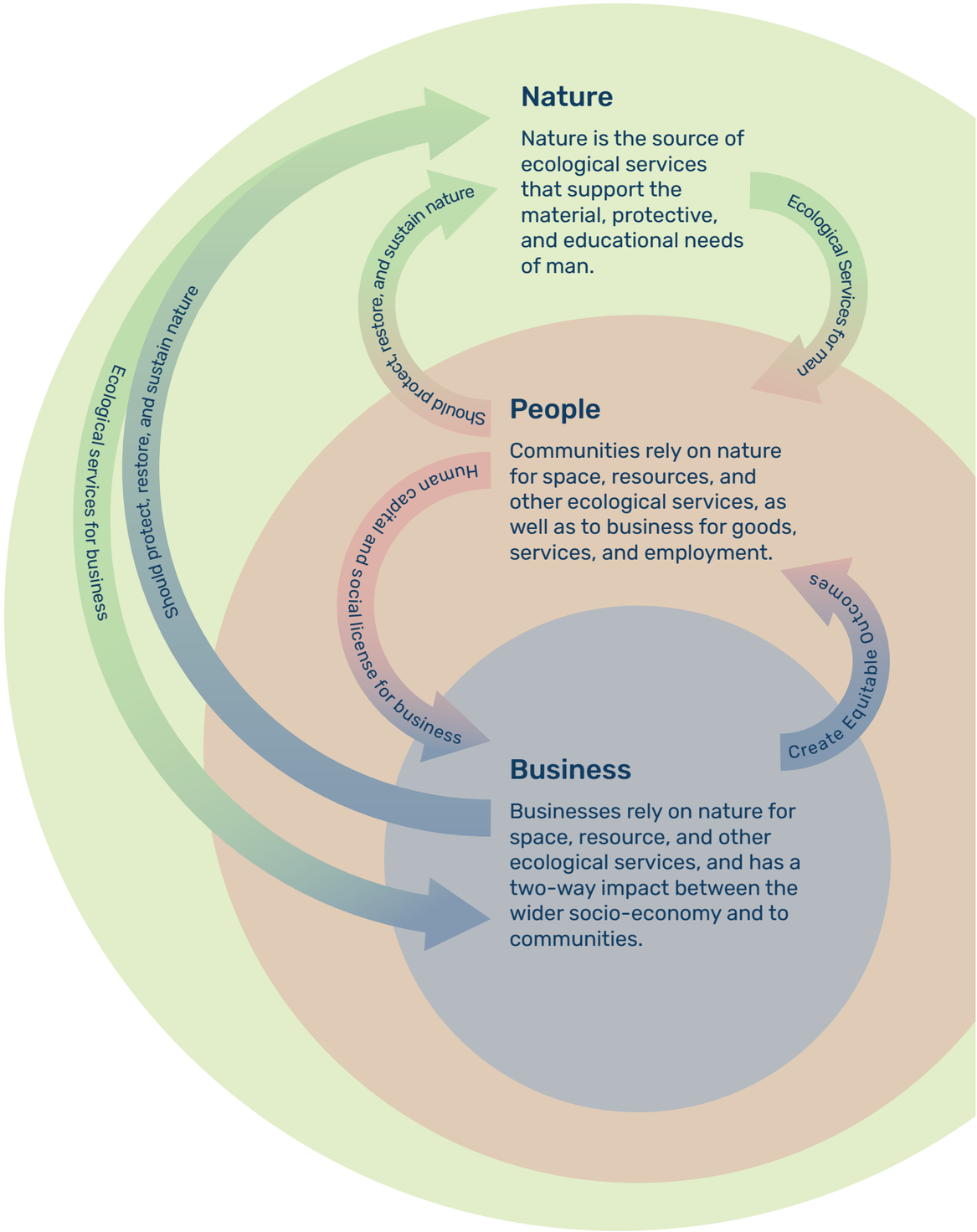
OUR MATERIALITY FOCUS: RESILIENCE THROUGH INTERCONNECTED SYSTEMS

As a holding company overseeing five diverse business segments and eight major subsidiaries, FPH's focus is on the stability of the natural-social-economic interdependent systems in which we all reside. While our subsidiaries focus on their specific industry transformations, FPH's role is to ensure these business units are healthily nested within their local environments.

Our strategy is built on a stable, resilient, and interconnected world. The following infographic maps the specific reciprocal relationships and flows of value—from ecological services to human capital—that define our regenerative priorities.

Business operates within—and depends upon—interconnected natural and social systems. As a holding company, FPH recognizes the reciprocal relationships between and among business, community, and nature. The Company's long-term performance is inseparable from the resilience of the environments and communities in which its subsidiaries are embedded.

FPH aligns with the United Nations' vision of a 1.5°C world by 2050—one in which regions, countries, businesses, and communities are able to thrive despite climate-related risks and uncertainty. Achieving this requires strengthening the integrity of natural systems, supporting equitable and inclusive communities, and fostering economic activity that creates value without eroding environmental and social capitals.



DOUBLE MATERIALITY SCREENING

To ensure our strategy remains grounded in both planetary impact and fiduciary duty, we utilize a Double Materiality lens. This dual-perspective screening allows us to bridge the gap between systemic health and financial performance:

- **Impact Materiality (Inside-Out):** We evaluate how our business activities—across power, real estate, construction, manufacturing, health, and education—affect the structural integrity of nature and the well-being of people.
- **Financial Materiality (Outside-In):** We assess how external environmental and social shifts influence our financial performance and the long-term value we generate for our stakeholders.

The Path to Prioritization: From 2022 Foundation to 2025 Focus

Our current materiality profile is the result of a multi-year, phased evolution. In 2022, FPH partnered with The University of Asia and the Pacific – Center for Social Responsibility (UA&P-CSR) to undertake a comprehensive assessment using their pioneered Quadrilateral Materiality Assessment Tool. This meticulous four-pronged approach included a literature review of secondary stakeholder risks, benchmarking with industry peers, and extensive consultations (with investors, local government units, employees, host communities, and vendors) and Senior Management review This baseline established a universe of 36 potential ESG topics, reflecting the post-pandemic global transition.

Recognizing that a holding company's greatest lever for change is strategic capital allocation, we sought to refine this extensive list to better prioritize issues that matter most at the Group level. In 2025, FPH contracted University of Asia and the Pacific-Center for Social Responsibility (UA&P-CSR) to undertake a Materiality Refresh to focus leadership oversight on portfolio-wide impacts rather than simply on operational-level concerns.

The Three-Pathway Assessment

To distill the original 36 topics into a focused strategy, we meticulously assessed each issue through three distinct criteria:

01 **A Strategy-Led Pathway:** Ensuring alignment with our regenerative mission and long-term national building goals

02 **A Risk-Based Pathway:** Identifying systemic threats that could disrupt the interconnected natural, social, and economic systems we oversee

03 **A Data-Driven Pathway:** Leveraging our nine-year ESG database to validate trends and performance markers

This intermediary assessment resulted in a shortlist of 20 ESG topics, which were then subjected to final scrutiny by the FPH Management Committee. Using a structured scoring system, the committee reviewed each topic against its financial impact, stakeholder magnitude, and resource requirements. This rigorous, judgment-based process ensured that our final selection represents the most significant levers for creating, preserving, or eroding value.

The results of this phased process are presented in the next subsection. Moving into 2026, FPH will translate these focused priorities into enhanced accountability frameworks for oversight and performance monitoring across the entire conglomerate.

STAKEHOLDERS IN THE 2025 MATERIALITY REFRESH

The 2025 Materiality Refresh was conducted through a structured, portfolio-level process involving governance oversight, executive validation, and independent technical support.

CRITERIA IN EVALUATING MATERIAL ESG TOPICS

- Strategy alignment
- Financial impact
- Risk and constraints
- Market and regulatory implications
- Opportunities and benefits
- Competitive positioning
- Resource requirements
- Stakeholder and social impacts

Materiality Refresh Process

Functional and Stakeholder Inputs
- Strategy, risk, finance compliance, sustainability, and operations teams
- External signals from regulators, investors, customers, and communities

External Technical Advisor
University of Asia and the Pacific–Center for Social Responsibility (UA&P–CSR)
- Designed the validation framework
- Structured scoring methodology
- Facilitated portfolio-level prioritization

Corporate Sustainability Group
- Coordinated documentation and consolidation of results
- Compiled management comments and consensus outcomes
- Integrated priorities into governance and reporting processes

Management Committee (Group-level Validation)
- Corporate Planning
- Corporate Sustainability
- Enterprise Risk Management
- Internal Audit
- Investor Relations/ Finance
- Office of the Chairman
- Strategic Brand Management
- Admin Services

Board Approval
Report material issues to the Corporate Governance Committee

The Material Topic Categories

The following categories summarize our 20 material ESG topics, their specific indicators, and their link to our regenerative strategy.

Environmental Focus
- Climate Action
- Energy
- Environmental Compliance
- Biodiversity
- Emissions

Social Focus
- Customer Relationships
- Social Compliance
- Talent Recruitment and Management
- Local Communities
- Procurement Practices
- Labor and Management Relations
- Human Rights
- Rights of Indigenous Peoples
- Occupational Health and Safety
- Forced or Compulsory Labor

Governance Focus
- Corporate Governance
- Risk Management
- Business Ethics and Conduct
- Economic Performance
- Climate Governance

The FPH Materiality Matrix (2025)

The FPH Materiality Matrix translates our 20 material ESG topics into a structured prioritization framework aligned with our regenerative mandate and fiduciary responsibilities. Organized by Environmental, Social, and Governance categories, each topic is classified across three levels of materiality based on its strategic significance, potential impact on value creation, and urgency over time. This tiered approach enables leadership to distinguish between issues requiring immediate allocation of resources and oversight (Level 1), those warranting integration into medium-term strategy (Level 2), and emerging areas requiring active monitoring (Level 3).

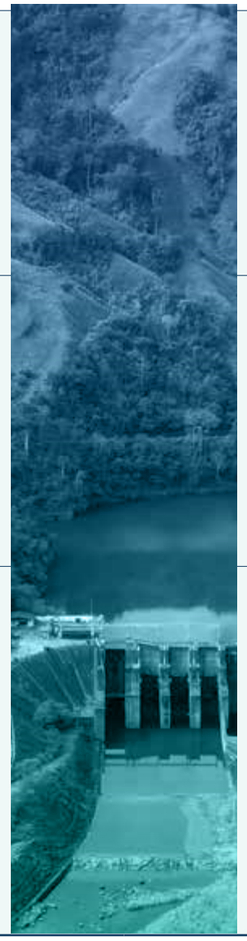
Grounded in our Double Materiality lens and validated through strategy-led, risk-based, and data-driven pathways, the matrix clarifies where FPH can most effectively create, preserve, or erode value across interconnected natural, social, and economic systems. Beyond serving as a disclosure tool, the FPH Materiality Matrix also serves as a management instrument guiding capital allocation, accountability, and performance monitoring at the Group level.

Level 1 Materiality	Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources
Level 2 Materiality	Strategically significant, requiring the development of action plans and integration into medium-term strategy
Level 3 Materiality	Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

Material Topics		Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
ENVIRONMENT						
Level 1	**Climate Action**	Advancing efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts. This includes preparing for climate-related hazards, anticipating policy and regulatory shifts, and promoting mitigation, adaptation, impact reduction, and early-warning awareness across the organization.	Climate action drives enterprise resilience through two strategic levers: emissions mitigation (decarbonization) and adaptation to climate-related impacts. By institutionalizing climate risk assessment and aligning with IFRS S2 climate-related disclosures, FPH strengthens its ability to anticipate transition and physical risks, safeguard assets and communities, and position the Group for sustained performance in a low-carbon economy.	Positive		**Ecosystem and Systemic Approach** Assessing and managing physical and transitional climate risks to protect assets, people, and host communities while strengthening long-term resilience
	Energy	Managing energy consumption across operations, including fuel, electricity, heating, cooling, and steam—whether self-generated or purchased, and sourced from renewable or non-renewable inputs.	Energy use is a primary driver of Scope 1 emissions (direct emissions from fuel combustion and owned operations) and Scope 2 emissions (indirect emissions from purchased electricity and energy). Improving energy efficiency and accelerating the transition to cleaner sources reduces emissions exposure, lowers operating costs, and strengthens the Group's decarbonization performance and long-term competitiveness.	Positive or Negative		**Ecosystem Approach** Accelerating the development and integration of clean and renewable energy to support the health of natural and social systems
	Environmental Compliance	Ensuring compliance with applicable environmental laws and regulations relevant to the Group's business activities, including international declarations and treaties, as well as national, regional, and local requirements.	Compliance with environmental laws is fundamental to maintaining legal, financial, and operational integrity. FPH maintains policies, frameworks, systems, and designated functions to manage regulatory obligations and proactively monitor evolving requirements relevant to its operations.	Positive		**Ecosystem and Systemic Approach** Embedding holistic and systematic safeguards that uphold planetary health **Organization Agility** Strengthening governance systems to adapt to evolving regulatory requirements and expectations



Level 1 Materiality	Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources
Level 2 Materiality	Strategically significant, requiring the development of action plans and integration into medium-term strategy
Level 3 Materiality	Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

Material Topics		Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
ENVIRONMENT						
Level 2	**Biodiversity**	Biodiversity encompasses the diversity of life across genes, species, and ecosystems, and reflects the overall condition and resilience of natural systems. Business activities may affect biodiversity directly through operations and infrastructure, or indirectly through supply chains and other business relationships. These impacts may occur within operational sites or extend beyond immediate geographic boundaries.	Biodiversity underpins the ecosystem services that sustain both business and communities. These include essential materials (such as food, water, fiber, and medicinal resources), natural processes that protect habitats (such as erosion control and water purification), and social and cultural benefits that support well-being. FPH depends on these ecosystem services for operational continuity, access to natural resources, and physical protection of assets. Healthy ecosystems also support the livelihoods, basic needs, and overall well-being of host communities—strengthening the resilience of the natural and social systems in which the Group operates.	Positive		**Ecosystem and Systemic Approach** Embedding holistic and systematic safeguards that uphold planetary health **Organization Agility** Strengthening governance systems to adapt to evolving regulatory requirements and expectations
	Emissions	Managing atmospheric discharges from operations, including greenhouse gas (GHG) emissions, ozone-depleting substances (ODS), nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air pollutants.	GHG emissions fall within FPH's decarbonization mandate, while other air pollutants relate to the regenerative dimension of our mission—protecting employee health and the well-being of host communities. Effective emissions management safeguards stakeholder health, protects natural systems, and reduces regulatory and reputational risks. By monitoring and controlling air emissions in compliance with environmental laws, FPH strengthens operational integrity and supports its broader climate and regeneration commitments.	Positive or Negative		**Ecosystem and Systemic Approach** Applying holistic and systematic methods to maintain and facilitate biodiversity net gain in projects located in natural habitats
SOCIAL						
Level 1	**Customer Relationships**	Managing relationships with past, current, and prospective customers to support retention, acquisition, and sustained engagement.	Customers are central to the Group's revenue generation and long-term growth. Strong customer relationships drive repeat business, enhance brand reputation, and support market competitiveness across all segments.	Positive or Negative		**Talent Centricity** Strengthening workforce capabilities and customer-facing competencies to deliver service excellence
Level 2	**Human Rights**	Upholding the rights inherent to all individuals, including those articulated in the United Nations (UN) International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. Human rights are fundamental to how FPH operates in support of its regenerative mission. The Group maintains a Human Rights Policy and is guided by the principles enshrined in the Philippine Constitution and its Bill of Rights. In the business context, FPH also aligns with the UN Guiding Principles on Business and Human Rights across its operations and value chain.	Respect for human rights underpins FPH's commitment to operating as an ethical and responsible enterprise. By safeguarding the rights of employees, partners, communities, and other stakeholders, the Group strengthens trust, reduces legal and reputational risk, and reinforces its long-term license to operate. Embedding human rights principles into governance and operational practices ensures that growth and regeneration are pursued responsibly and inclusively.	Positive		**Foundation of Business Operations** Embedding respect for human rights as a core enabler of strategy and long-term objectives **Ecosystem and Systemic Approach** Protecting the rights of employees and partners across the value chain to enhance stakeholder value

Level 1 Materiality	Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources
Level 2 Materiality	Strategically significant, requiring the development of action plans and integration into medium-term strategy
Level 3 Materiality	Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

	Material Topics	Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
SOCIAL						
Level 2	**Labor and Management Relations**	Managing consultative practices with employees and their representatives, including structured communication on significant operational changes and workplace matters that affect the workforce.	Beyond attracting the right talent, fostering respect for employees and maintaining fair and conducive working conditions are essential to organizational stability. By strengthening workforce engagement and ensuring an enabling work structure, the Group promotes a stable, productive, and equitable environment. Oversight of this domain is led by either the Human Resources (HR) or the Environment, Safety, and Health (ESH) groups at FPH and across its subsidiaries.	Positive		**Ecosystem and Systemic Approach** Developing stable workforce relationships that foster productivity and long-term partnership
	Local Communities	Engaging individuals and groups living or working in the areas where the Group operates, recognizing that business activities and infrastructure may generate economic, social, cultural, and environmental impacts—both positive and adverse. A core element of FPH's regenerative mission is enabling host communities to thrive alongside our businesses. Sustained community trust and acceptance are essential to maintaining our social license to operate.	Strong relationships with host communities support operational continuity, reduce the risk of delays or disruptions, and reinforce long-term business stability. Community acceptance is built on mutual trust, transparency, and responsible engagement. Across the Group, community partners and Corporate Social Responsibility (CSR) teams play a critical role in sustaining this trust by keeping communities informed of project developments, communicating local concerns to management, and ensuring that shared benefits are delivered effectively. This two-way engagement strengthens social license and enables smoother project implementation. *More information on our activities engaging our stakeholder communities may be found in the Social and Relationship Capital section (p.222).*	Positive or Negative		**Ecosystem and Systemic Approach** Building safe and resilient communities that prosper alongside business growth
	Occupational Health and Safety	Monitoring and managing safe and healthy working conditions across operations, including the physical safety of work sites and the physical and mental well-being of employees, contractors, and other partners.	Healthy and safe work environments prevent physical and mental harm while promoting overall worker well-being. Strong occupational health and safety systems demonstrate organizational commitment, support workforce engagement, and reduce operational and legal risk. The FPH ESH Group leads the implementation of group-wide programs, systems, and policies across subsidiaries to ensure consistent safety standards. This collaborative framework enables knowledge-sharing and continuous improvement across the Group. *Further details are provided in the Human Capital section (p 198).*	Positive or Negative		**Ecosystem and Systemic Approach** Protecting employees and contractors to enable responsible and sustained growth

Level 1 Materiality	Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources
Level 2 Materiality	Strategically significant, requiring the development of action plans and integration into medium-term strategy
Level 3 Materiality	Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

	Material Topics	Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
SOCIAL						
Level 2	**Procurement Practices**	Managing relationships with suppliers across the value chain, including how procurement decisions—such as pricing, lead times, and sourcing standards—may create positive or adverse impacts. This includes promoting sustainable procurement practices and, where feasible, supporting local suppliers and communities.	Responsible procurement extends FPH's decarbonization, regeneration, and collaboration commitments across the upstream and downstream value chain. By engaging suppliers and co-developing improved practices, the Group strengthens supply continuity, reduces operational risk, and supports long-term business resilience. Vendor engagement is guided by the FPH Code of Conduct for Vendors, or equivalent subsidiary policies. Ongoing initiatives aim to further embed sustainability standards across the supply chain, reinforcing ethical performance and stable access to critical materials and services.	Positive		**Organization Agility** Engaging suppliers to advance regenerative and ethical supply chain partnerships as part of FPH's sustainability journey
	Social Compliance	Ensuring compliance with social-related laws and regulations relevant to the Group's business activities. This includes systems and processes designed to protect the health, safety, and rights of employees, host communities, and workers across the value chain.	Compliance with social regulations is fundamental to maintaining operational integrity and ethical business conduct. By proactively monitoring and adhering to evolving legal requirements, FPH mitigates legal and operational risks, protects its reputation, and reinforces safe and fair working conditions across the organization and supply chain. The Group maintains policies, governance frameworks, and designated functions to oversee compliance and support consistent implementation across subsidiaries.	Positive		**Ecosystem and Systemic Approach** Embedding holistic and systematic safeguards that protect people's well-being **Organization Agility** Strengthening governance to adapt to evolving regulatory requirements and expectations
	Talent Recruitment and Management	Managing the strategic processes by which the Group attracts, develops, and retains the talent essential to long-term success. This includes responding to competition for skilled talent, maintaining constructive workforce relations, and building sustainable pipelines of capabilities and leadership aligned with business objectives.	Technically capable and engaged employees are critical to operational efficiency, safety, and business continuity. Effective talent management drives productivity and company growth, strengthens retention, and cultivates an innovative and adaptive workforce across all FPH segments.	Positive		**Talent Centricity** Strengthening workforce competencies to support the strategic goals of all FPH segments
Level 3	**Forced or Compulsory Labor**	Preventing forced or compulsory labor, defined as work or service extracted from individuals under threat, coercion, fraud, or without voluntary consent.	While the risk of forced labor is not inherent to FPH's direct operations, potential exposure may arise within the broader value chain. Addressing this risk through responsible procurement practices and vendor oversight helps protect the Group from legal, reputational, and operational harm. This topic is therefore closely linked to supplier relationships and is addressed through procurement standards and due diligence processes.	Positive		**Ecosystem and Systemic Approach** Protecting workers' rights as part of our commitment to social well-being across the value chain

Level 1 Materiality — Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources

Level 2 Materiality — Strategically significant, requiring the development of action plans and integration into medium-term strategy

Level 3 Materiality — Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

	Material Topics	Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
SOCIAL						
Level 3	**Rights of Indigenous Peoples (IPs)**	Respecting and safeguarding the rights of Indigenous Peoples (IPs), as defined under the Indigenous Peoples' Rights Act (IPRA) of 1997 (Republic Act No. 8371). Under IPRA, Indigenous Peoples are groups or homogenous societies identified by self-ascription and ascription by others, who have continuously lived as organized communities on communally bounded and defined territories. More broadly, Indigenous Peoples are understood globally as communities that practice unique traditions and retain social, cultural, economic, and political characteristics distinct from dominant societies.	Several FPH business units, particularly within the power generation portfolio, operate in areas alongside IP communities. Long-standing presence in these regions has led to structured engagement systems that facilitate dialogue, address concerns, and foster mutual understanding. Respecting IP rights strengthens trust, reduces conflict risk, and supports the Group's social license to operate in sensitive areas. Sustained and respectful partnerships with IP communities contribute to stable operations and long-term value creation. *Further details are provided in the Social and Relationship Capital section on page 222.*	Positive		**Foundation of Business Operations** Embedding respect for Indigenous Peoples' rights into strategic and operational decision-making **Ecosystem and Systemic Approach** Prioritizing the well-being of IP partners to enhance long-term stakeholder value
GOVERNANCE						
Level 1	**Business Ethics and Conduct**	Applying ethical values to business behavior at both the individual and organizational levels. This covers all aspects of conduct—from board-level decision-making and stakeholder engagement to sales practices, supplier relationships, and financial reporting.	The manner in which the Group conducts itself and engages with stakeholders is foundational to sustaining trust and advancing its regenerative mandate. Clear ethical standards guide behavior, reinforce accountability, and protect the integrity of the organization. This area is overseen by cross-cutting functions across the Group. Depending on the stakeholder and engagement channel (e.g., employees, customers, communities), established policies and processes govern ethical conduct and compliance.	Positive		**Foundation of Business Operations** Embedding ethical conduct as a core enabler of strategy and long-term objectives
	Climate Governance	Establishing policies, oversight mechanisms, and strategic decision-making processes to manage climate-related risks and opportunities. This includes assessing how accelerating climate impacts—such as extreme weather, resource scarcity, and regulatory shifts—may disrupt infrastructure and operations, while identifying pathways for innovation, efficiency, and sustainable growth.	Effective climate governance integrates climate considerations into corporate strategy, risk management, and capital allocation. This enables the Group to manage financial exposure, respond to transition and physical risks, and capture opportunities arising from the net-zero transition.	Positive or Negative		**Ecosystem and Systemic Approach** Applying holistic and systematic solutions that safeguard planetary and social well-being **Organization Agility** Strengthening governance to respond to evolving climate risks and market expectations

Level 1 Materiality	Highly material, requiring prioritization in the development of initiatives or programs, assignment of owners, close monitoring, and allocation of resources
Level 2 Materiality	Strategically significant, requiring the development of action plans and integration into medium-term strategy
Level 3 Materiality	Track metrics, monitor trends and emerging risks and opportunities, and assign monitoring responsibility

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

Material Topics		Description	Impact on Value Creation	Potential Impact	Timeframe of Potential Impact	Link to Three-Pronged Strategy
GOVERNANCE						
Level 1	**Corporate Governance**	Establishing the right structures, systems, and controls through which the company is directed and overseen, and through which it manages its relationships with shareholders and stakeholders. Strong corporate governance fosters trust, transparency, and accountability—enabling long-term economic growth and financial stability.	Corporate governance is foundational to the structured, ethical, and disciplined execution of FPH's mission and strategy. As the business and external landscapes evolve, governance systems must also adapt to ensure sustained resilience, stakeholder confidence, and long-term value creation. *Further details are provided in the Governance section on page 108.*	Positive		**Foundation of Business Operations** Providing structured and ethical oversight that enables execution of FPH's strategic objectives **Organization Agility** Strengthening governance to respond to evolving regulatory and market expectations
	Risk Management	For a parent company such as FPH, this topic refers to managing and monitoring key Group-level risks, while supporting subsidiaries in strengthening their capacity to identify, assess, and address risks within their respective organizations.	Effective risk management preserves and creates value by identifying and monitoring uncertainties that may affect strategies, objectives, investments, operations, assets, and people. FPH promotes a risk management culture across the enterprise to address these uncertainties proactively. The Group maintains an established Enterprise Risk Management (ERM) system that supports strategic decision-making. *Further details on governance structures and risk processes are provided in the Risk Management and Opportunities section on page 136.*	Positive		**Ecosystem and Systemic Approach** Assessing risks across the value chain and interconnected natural, social, and economic systems
Level 2	**Economic Performance**	Managing the economic value generated and distributed by the Group, including defined benefit plan obligations and the financial implications of climate change.	The generation and distribution of economic value shape the broader socio-economic environment in which the Group operates. Tracking how value is allocated—to employees, communities, investors, and government through taxes—provides insight into stakeholder well-being and long-term shared prosperity. Assessing the financial implications of climate change further strengthens strategic planning and capital allocation, ensuring the Group remains resilient amid evolving environmental and market conditions.	Positive		**Ecosystem and Systemic Approach** Applying holistic and systematic solutions that balance economic performance with the well-being of people and planet

The FPH Materiality Matrix clarifies not only what matters most to the Group, but how these priorities translate into strategic action. Each material topic is mapped against our Three-Pronged Strategy—Ecosystem and Systemic Approach, Talent Centricity, and Organizational Agility together with ethical business foundations—ensuring that ESG priorities are embedded into governance structures, operational systems, and workforce capabilities. This alignment reinforces the integrated nature of our approach: environmental stewardship, social stability, and disciplined governance are not parallel efforts, but interconnected drivers of long-term value creation.

In line with the <IR> Framework, our material topics inform how we deploy and protect the capitals on which our business depends—financial, human, intellectual, manufactured, natural, and social and relationship capitals. By strengthening these capitals through disciplined governance, resilient infrastructure, and regenerative practices, we position the Group to preserve enterprise value in the short term while enhancing system-wide resilience over the medium and long term. The following Strategy section outlines how these priorities are translated into concrete objectives, capital allocation decisions, and performance commitments across the portfolio.

Core *Content*

108 Governance

124 Strategy and Business Model

136 Risk Management and Opportunities

146 Metrics and Targets

03

Governance

Governance at FPH provides the discipline through which the company is directed, decisions are scrutinized, and accountability is maintained. The Board of Directors exercises oversight over strategy, performance, and governance matters through defined committees, policies, and control systems. Working with management and independent assurance organizations, this framework supports consistent, well-informed decision-making and transparent reporting on issues material to the enterprise—reinforcing the company's commitment to responsible business stewardship over the long term.

At a Glance

How governance operates across the FPH Group. Governance at FPH operates through three interconnected layers that guide strategic direction, safeguard resilience, and reinforce integrity across the organization.

Board Stewardship of Strategy and Performance. In 2025, the Board provided oversight of enterprise direction through regular meetings, strategic planning sessions, and committee reviews focused on the Company's transition agenda and long-term priorities.

Oversight of Sustainability and Risk. Board committees monitor material risks, sustainability priorities, and governance matters that may affect the Company's resilience and long-term value creation. Oversight is supported by the Enterprise Risk Management system and regular reporting from subsidiaries and management functions.

Integrity Through Policies and Conduct Standards. Corporate policies translate governance principles into day-to-day practices across the organization. In 2025, the Group expanded ESG monitoring across its business segments. It also maintains full compliance with the Code of Corporate Governance.

Governance at the Center: How FPH Governs for Long-Term Value

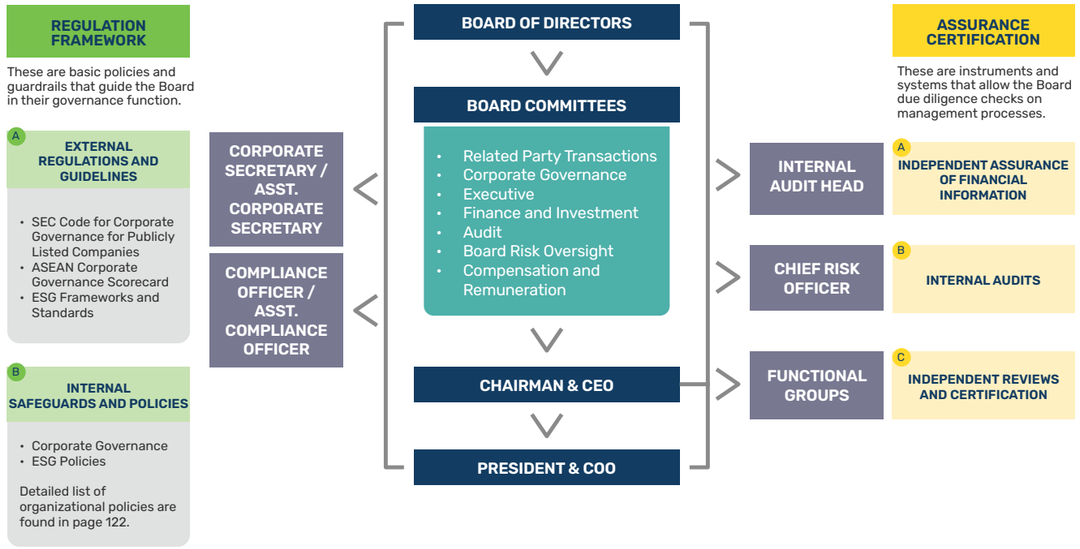
Governance provides the framework through which First Philippine Holdings Corporation (FPH) directs its businesses and maintains accountability across the Group. The Board of Directors serves as the highest governing body, exercising oversight of strategy, performance, governance matters, and other issues material to the enterprise.

This governance system operates through the coordinated roles of the Board, Board Committees, Management, and independent assurance functions. Defined structures, policies, and reporting channels support disciplined oversight of corporate activities, enabling the Board to review key developments and guide decision-making across the organization.

Together, these mechanisms support transparency, accountability, and responsible stewardship as the company pursues its long-term priorities.

FPH GOVERNANCE SYSTEM

FPH's governance framework integrates Board oversight, management execution, and independent assurance to support disciplined decision-making and accountability across the organization.



Governance practices are guided by the Manual of Corporate Governance, Code of Conduct and Ethics, and related policies that define accountability, ethical standards, and oversight processes across the organization.

A Governance Architecture Designed for Clarity and Control

At FPH, governance is organized through a system of oversight, execution, and independent assurance. At the center of this structure is the Board of Directors, which exercises overall authority for directing the company's affairs and overseeing matters material to the enterprise.

To support the discharge of its responsibilities, the Board operates through committees with defined mandates and reporting responsibilities. These committees enable focused review of specialized areas—including financial reporting, governance practices, risk oversight, investments, executive compensation, and related-party transactions—before matters are elevated to the Board for deliberation or approval where appropriate.

Management implements the strategic direction and policies approved by the Board and oversees the day-to-day operations of the organization. Independent control functions—including Internal Audit, Risk Management, and Compliance—provide monitoring and assurance that support the Board's oversight of internal controls, governance practices, and management processes.

These structures establish clear reporting lines and escalation channels across the organization. This governance architecture supports disciplined decision-making and helps ensure that material matters are reviewed through appropriate oversight mechanisms.

BOARD COMMITTEES, AREAS OF OVERSIGHT, AND MEMBERSHIP

To support the discharge of its responsibilities, the Board has established committees with defined mandates and reporting lines. These committees conduct focused reviews within their respective areas and elevate recommendations to the Board for consideration or approval where appropriate.

Board Committee	Primary Oversight Area	Officers and Members
Executive Committee (EC)	Established under the Company's By-laws, the Executive Committee is composed of five directors and exercises delegated Board authority between Board meetings when necessary. Actions taken by the Committee are reported to the Board at the next meeting for ratification or revision	**Chairman:** Mr. Federico R. Lopez **Vice Chairman:** Mr. Francis Giles B. Puno **Members:** 1. Mr. Miguel Ernesto L. Lopez 2. Mr. Emmanuel Antonio P. Singson 3. Mr. Victor Emmanuel B. Santos, Jr. 4. Mr. Jose Valentin A. Pantangco, Jr.
Audit Committee (AC)	Assists the Board in overseeing financial reporting, internal controls, and the audit process, while also monitoring compliance with the Corporate Code of Conduct and Ethics	**Chairman:** Mr. Cirilo P. Noel **Members:** 1. Mr. Stephen T. CuUnjieng 2. Ms. Mercedes Lopez-Vargas 3. Mr. Jaime I. Ayala 4. Mr. Cielito F. Habito 5. Mr. Miguel Ernesto L. Lopez
Board Risk Oversight Committee (BROC)	Assists the Board in overseeing the Company's Enterprise Risk Management (ERM) system and in ensuring that an effective and integrated risk management process is in place	**Chairman:** Mr. Cirilo P. Noel **Members:** 1. Mr. Jaime I. Ayala 2. Mr. Cielito F. Habito 3. Mr. David O. Chua 4. Ms. Roberta L. Feliciano
Compensation and Remuneration Committee (CR)	Oversees policies and programs governing the remuneration of directors and senior executives. The Committee reviews the Company's compensation framework and incentive structures to ensure alignment with performance, accountability, and the Company's governance standards	**Chairman:** Mr. Stephen T. CuUnjieng **Members:** 1. Mr. Cielito F. Habito 2. Mr. Federico R. Lopez 3. Mr. Francis Giles B. Puno
Corporate Governance Committee (CG)	Oversees the nomination and selection of directors and reviews their qualifications to ensure that the Board maintains a balanced composition capable of contributing sound judgment and effective oversight	**Chairman:** Mr. Jaime I. Ayala **Vice Chairman:** Mr. Federico R. Lopez **Members:** 1. Mr. Stephen T. CuUnjieng 2. Mr. Benjamin R. Lopez 3. Mr. Richard B. Tantoco 4. Mr. Francis Giles B. Puno
Finance and Investment Committee (FI)	Reviews and recommends the Company's investment objectives, policies, and strategies, including major capital expenditures, investments, divestments, and fundraising activities, for consideration by the Board	**Chairman:** Mr. Federico R. Lopez **Vice Chairman:** Mr. Francis Giles B. Puno **Members:** 1. Mr. Miguel Ernesto L. Lopez 2. Mr. Richard B. Tantoco 3. Mr. Emmanuel Antonio P. Singson
Related Party Transactions Committee (RPT)	Assists the Board in overseeing related party transactions and monitoring compliance with the Material Related Party Transactions Policy, helping safeguard transparency and the interests of minority shareholders	**Chairman:** Mr. Stephen T. CuUnjieng **Members:** 1. Mr. Cirilo P. Noel 2. Mr. Cielito F. Habito 3. Mr. Richard B. Tantoco 4. Mr. Emmanuel Antonio P. Singson

Stewarding a Regenerative Mission: The Board's Collective Strength

Effective governance at FPH depends on the collective capability of its Board of Directors (the "Board"). The Board brings together individuals with rich and diverse experience in business leadership, finance, governance, and industry practice—competencies that support oversight of the Group's businesses and its long-term strategic direction.

As FPH advances its mission of restoring the health of the planet and people in its areas of influence, the Board provides stewardship through oversight, strategic guidance, and governance discipline. The composition of the Board reflects the need for sound judgment, relevant expertise, and balanced perspectives in reviewing matters that affect the enterprise.

Clear nomination standards and governance policies guide criteria for nomination and election of directors. Through this process, the Board seeks to maintain a balance of experience, independence, and professional competence that supports responsible oversight of the company and its businesses.

BOARD COMPOSITION AND INDEPENDENCE

The FPH Board has 15 seats, composed of executive, non-executive, and independent directors, combining management insight with external perspective and objective oversight. It currently has four independent directors, seven non-executive directors, and three executive directors.[1] This composition supports a balance of continuity, sector knowledge, and independent judgment in the review of matters affecting the Company and the Group.

Board members are nominated and reviewed by the Corporate Governance Committee, based on qualifications outlined in our Manual of Corporate Governance. Board members are elected annually during the annual stockholders meeting (ASM); election results and other material changes to the Board composition are disclosed to the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC).

[1]With one resignation due to appointment to a government position. Please see the table below for more information.

FPH BOARD OF DIRECTORS: A GOVERNANCE SNAPSHOT

The Board brings together experience across business leadership, finance, governance, public policy, and sustainability, supporting oversight of the Group's businesses and long-term strategic direction.

Federico R. Lopez	Benjamin R. Lopez	Francis Giles B. Puno	Diana V. Pardo-Aguilar	David O. Chua
Chairman and Chief Executive Officer	Vice-Chairman and Senior Vice President	President and Chief Operating Officer	Director	Director
Tenure: 19 years	**Tenure:** 3 years	**Tenure:** 15 years		**Tenure:** 5 years
Key expertise Business Leadership | Finance | Energy | Real Estate | Economics | International relations | Sustainability	**Key expertise** Real Estate | Business	**Key expertise** Operations | Finance | Real Estate | Energy | Construction | Banking	**Key expertise** Banking | Corporate Governance | Finance | Risk Management | Education	**Key expertise** Business | Banking | Construction
ESG capabilities Governance | Education | Sustainability	**ESG capabilities** Governance	**ESG capabilities** Governance | Education | Sustainability	**ESG capabilities** Governance | Education	**ESG capabilities** Governance | Education
Committees E CG CR FI	**Committees** CG	**Committees** E CG CR FI		**Committees** BRO

LEGEND:

- E — Executive
- CG — Corporate Governance
- CR — Compensation & Remuneration
- FI — Finance & Investment
- BRO — Board Risk Oversight
- A — Audit
- RPT — Related Party Transaction
- ◥ — Chairman

Full Board profiles are available in Board Profiles (pp. 296 to 304).

Roberta L. Feliciano Director	Miguel Ernesto L. Lopez Director	Mercedes Lopez-Vargas Director	Emmanuel Antonio P. Singson Director	Richard B. Tantoco Director
Tenure: 5 years	**Tenure:** 6 years	**Tenure:** 5 years	**Tenure:** 5 years	**Tenure:** 8 years
Key expertise Conservation of Marine Biodiversity | NGO Fundraising | Child Welfare and Protection | Environment Preservation | Disaster Response | Social Development	**Key expertise** Real Estate | Business | BPO | Utilities	**Key expertise** Logistics | Human Resources	**Key expertise** Finance | Management	**Key expertise** Business | Energy | Operations | Education | Marketing | Management Consultancy | M&A | Finance
ESG capabilities Environmental Protection | Child Welfare | Community-Oriented Advocacy | Social Development	**ESG capabilities** Governance	**ESG capabilities** Arts and Artisanal Crafts | Public service | Philanthropy | Social Development	**ESG capabilities** Governance	**ESG capabilities** Governance | Sustainability
Committees BRO	**Committees** E, A, FI	**Committees** A	**Committees** E, FI, RPT	**Committees** CG, FI, RPT

Jaime I. Ayala Independent Director	Stephen T. CuUnjieng Independent Director	Cirilo P. Noel Independent Director	Cielito F. Habito Independent Director	Francisco Ed. Lim Independent Director
Tenure: 5 years	**Tenure:** 7 years	**Tenure:** 5 years		**Tenure:** 4 years*
Key expertise Energy | Entrepreneurship | Real Estate | Banking | Healthcare | Economics	**Key expertise** Finance | Banking | Real Estate | Energy | Law	**Key expertise** Telecommunications | Banking | Healthcare | Law | Accounting | Taxation | Real Estate | Retail | Energy	**Key expertise** Economic Policy and Planning | Public Sector Leadership | Governance | Research | Academic Leadership	**Key expertise** Law | Finance | Judicial Reform | Business | Real Estate | Telecommunications | Energy | Banking | M&A
ESG capabilities Governance | Philanthropy | Conservation of Animals and Tropical Rainforest	**ESG capabilities** Governance	**ESG capabilities** Governance	**ESG capabilities** Environmental | Education | Governance	**ESG capabilities** Governance
Committees BRO, A, CG	**Committees** A, CR, CG, RPT	**Committees** BRO, A, RPT	**Committees** A, CR, BRO, RPT	

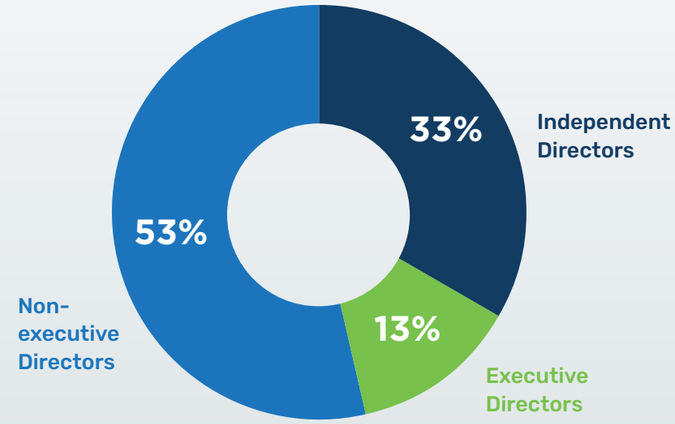
LEGEND:

- E — Executive
- CG — Corporate Governance
- CR — Compensation & Remuneration
- FI — Finance & Investment
- BRO — Board Risk Oversight
- A — Audit
- RPT — Related Party Transaction
- ◥ — Chairman

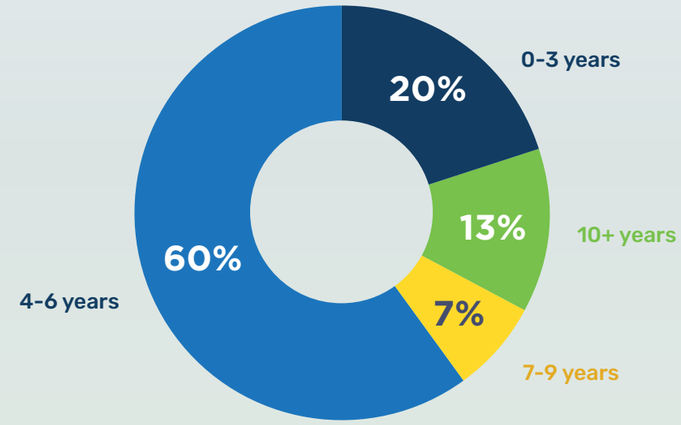
BOARD COMPOSITION SNAPSHOT

The Board combines executive leadership, non-executive oversight, and independent judgment. The charts below provide a snapshot of Board composition by director type, gender representation, and tenure distribution, offering a concise view of Board composition.

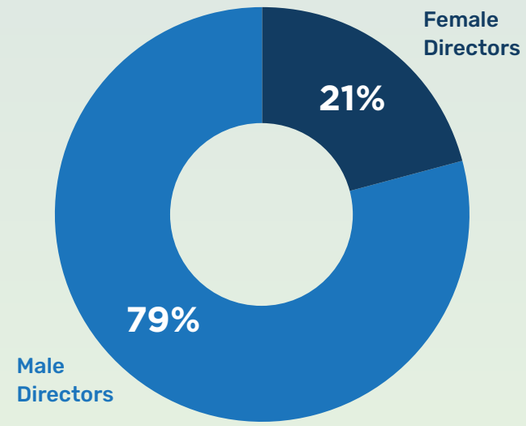
BOARD STRUCTURE BY DIRECTOR TYPE



BOARD TENURE DISTRIBUTION



GENDER REPRESENTATION ON THE BOARD



BOARD COMPETENCIES RELEVANT TO FPH'S DIRECTION

The Board's collective expertise spans areas relevant to FPH's businesses, governance priorities, and operating context. Based on educational background and professional experience, directors contribute competencies across finance, energy, real estate, operations, law, governance, sustainability, public policy, and social development. As a whole, these capabilities support Board oversight of a portfolio navigating transition, resilience, and long-term value creation.

BOARD COMPETENCIES MATRIX

The Board's range of expertise supports effective oversight of FPH's diversified portfolio and its long-term direction toward a decarbonized and regenerative future.

Competency area	Representative Strengths Across the Board
Finance and Capital Allocation	● ● ● ● ●
Energy and Utilities	● ● ● ● ●
Real Estate and Infrastructure	● ● ● ●
Governance, Risk, and Internal Control	● ● ● ● ●
Law and Public Policy	● ● ● ●
Operations and Business Leadership	● ● ● ● ●
Sustainability and Environment	● ● ● ●
Social Development, Education, and Philanthropy	● ● ● ●

Competencies are based on directors' educational background, work experience, and disclosed ESG capabilities.

Governing the Shift to a Decarbonized and Regenerative Future

Governance at FPH is expressed not only through formal structures but through how the Board guides the Company's direction in support of its mission to forge collaborative pathways for a decarbonized and regenerative future. Board deliberations focus on strengthening corporate governance, advancing sustainability and climate action, and enhancing risk management.

STRATEGIC STEWARDSHIP OF THE YEAR'S KEY MATTERS

The Board's agenda in 2025 addressed matters affecting both enterprise performance and long-term direction. Board meetings reviewed the financial and operating results of the Parent and its subsidiaries, corporate governance updates, and select programs and projects advancing the Company's transition agenda.

This oversight was reinforced through strategic planning sessions held on February 12, June 30, and August 13, 2025, during which directors were updated on programs and investments in relevant key industries. Together with regular updates from management and subsidiaries, these discussions enabled the Board to review enterprise direction, assess progress against key milestones, and consider risks that could affect strategic objectives.

Committee-level review across audit, risk oversight, governance, finance and investment, remuneration, and related-party transactions supported this work. These committees enabled more detailed examination of specialized matters before recommendations were elevated to the Board, helping ensure that deliberations remained structured, informed, and aligned with the Company's broader direction.

MEETING CADENCE AND BOARD PARTICIPATION

Strategic planning sessions provided a dedicated forum for directors to examine how the Company's portfolio and major initiatives were progressing against its longer-term direction. Board oversight in 2025 was supported by a regular cadence of meetings, including scheduled Board meetings, the Annual Stockholders' Meeting (ASM), and the Organizational Meeting of the Board (OBM). Attendance records track director participation across meetings held through the year, in addition to the ASM and OBM. This meeting rhythm provided a formal structure for oversight through the year and recurring opportunities for the Board to review performance, governance matters, and strategic updates.

DIRECTORS	FEB 6	MAR 27	MAY 8	ASM	OBM	JUL 3	SEP 4	OCT 9	DEC 4
F.R. Lopez	■	■	■	■	■	■	■	■	■
F.G.B. Puno	■	■	■	■	■	■	■	■	■
B. R. Lopez	■	■	■	■	■	□	□	■	■
D.V. Pardo-Aguilar			□	■	■	■	■	■	■
D.O. Chua	□	■	■	■	■	■	■	□	■
R.L. Feliciano	■	■	■	□	□	□	■	■	■
M.E.L. Lopez	■	■	■	■	■	■	■	■	■
M. Lopez-Vargas	■	■	■	■	■	■	■	■	■
E.P. Singson	■	■	■	■	■	■	■	□	■
R.B. Tantoco	■	■	■	□	□	■	■	■	■
J.I. Ayala	■	□	■	■	■	■	■	■	■
S.T. CuUnjieng	■	■	■	■	■	■	■	■	■
F.E. Lim* *(resigned)*	■	■	□	■	■	–	–	–	–
C.F. Habito				■	■	■	■	■	■
C.P. Noel	■	■	■	■	■	■	■	□	■

** Resigned due appointment to a government position*

■ Present □ Absent ASM Annual Stockholders Meeting OBM Organization Meeting of the Board

OVERSIGHT ALIGNED WITH MISSION, MILESTONES, AND RISK

The Board's work during the year remained closely connected to the progress of major initiatives and the risks that could affect strategic outcomes. The Board Risk Oversight Committee monitored risks that could affect the achievement of strategic objectives, assessed the viability of initiatives in light of market, financial, or operational risks, and reviewed mitigation strategies. The Audit Committee complemented this role by overseeing financial reporting and the reliability of information used in strategic planning.

Regular updates from subsidiaries also enabled the Board to assess whether milestones were being met and whether the organization remained on track to achieve its objectives.

Sustainability and Risk Oversight Supporting Long-Term Resilience

The Board's governance role extends beyond reviewing performance and strategy to overseeing sustainability-related matters and enterprise risk that may affect the Company's long-term resilience. Through the work of the Board and its committees, issues relating to sustainability priorities, risk exposure, and governance discipline are elevated for review and considered in the context of the Company's strategic direction.

Within this framework, the Board reviews matters that may influence long-term value creation, while management and assurance functions support monitoring, escalation, and implementation across the organization.

BOARD OVERSIGHT OF MATERIAL RISKS AND OPPORTUNITIES

Oversight of material risks and opportunities is exercised through the Board and through committees with defined mandates. The Board Risk Oversight Committee (BROC) assists the Board in ensuring that an effective and integrated risk management process is in place and oversees the Company's Enterprise Risk Management system to ensure its functionality and effectiveness.

The Audit Committee complements this role by overseeing financial reporting processes, internal controls, the audit process, and compliance with the Corporate Code of Conduct and Ethics. Through these mechanisms, the Board reviews issues that may affect strategic objectives, financial integrity, operational resilience, and governance discipline.

Board and committee discussions also consider how evolving market, financial, operational, and governance conditions may influence strategic priorities and the viability of major initiatives. Further discussion of principal risks and opportunities, including risk identification, assessment, and mitigation processes, appears in the Risk Management and Opportunities section (see: p. 136).

SUSTAINABILITY MATTERS WITHIN GOVERNANCE DELIBERATIONS

Environmental, social, and governance considerations form part of the governance discussions that shape the Company's strategic direction. Board deliberations include sustainability-related priorities such as climate action, carbon reduction initiatives, and the integration of ESG principles into business strategies.

Sustainability policies and ESG regulatory requirements are also reflected in the design of the Company's governance structure, informing committee responsibilities, management roles, and decision-making processes. Through this structure, sustainability considerations are reviewed alongside financial performance, operational priorities, and risk management as part of the Board's broader oversight of enterprise direction.

MANAGEMENT SUPPORT FOR RISK AND SUSTAINABILITY OVERSIGHT

Board oversight is supported by management leaders and assurance functions responsible for implementation, monitoring, and escalation. FPH has a Chief Sustainability Officer who leads the Company's sustainability initiatives, including strategies to reduce carbon emissions, manage climate-related risks, and ensure alignment with ESG standards. The Company's Corporate Governance Committee likewise oversees enterprise-wide sustainability concerns.

Management more broadly implements the policies and strategic direction approved by the Board. Internal Audit, Risk Management, and Compliance functions provide monitoring and independent review that support the Board's oversight of governance processes, internal controls, and enterprise risk management systems. In parallel, the Company's Chief Risk Officer reports to the Board Risk Oversight Committee for a more strategic view of risk management and mitigation. These roles help ensure that sustainability- and risk-related matters are reviewed at the appropriate level and elevated to the Board and its committees when necessary.

Embedding Integrity in the System: Policies, Conduct, and Accountability in Practice

Alongside Board oversight of sustainability and risk, FPH maintains policies and internal controls that translate governance principles into everyday practice across the organization. These frameworks guide how directors, officers, employees, and business partners conduct business, reinforcing expectations for ethical behavior, regulatory compliance, and responsible decision-making.

Together with oversight mechanisms described in the preceding section, these policies help ensure that governance standards are applied consistently across the Group's businesses.

THE POLICY BACKBONE OF GOVERNANCE

FPH maintains a set of corporate policies that underpin governance, transparency, ethical conduct, and accountability across the Group. These include the Corporate Governance Manual, the Corporate Code of Conduct and Ethics, and policies governing conflicts of interest, anti-bribery and corruption, related-party transactions, insider trading, loan prohibition, disclosure, and enterprise risk management. These frameworks guide ethical conduct, responsible decision-making, and regulatory compliance across the organization, and are periodically reviewed to remain aligned with evolving regulatory requirements, emerging risks, and the Company's strategic priorities.

GOVERNANCE SYSTEM DEVELOPMENTS IN 2025

During the reporting period, governance systems continued to evolve alongside the Company's sustainability and risk agenda. Among the developments during the year:

- The Climate and Regenerative Resilience Framework was completed, providing a structured approach for maintaining the stability of the interconnected natural, social, and economic systems in which FPH businesses are part of.
- As articulated in the Materiality section (see p 89), we recognize the reciprocal relationships between and among business, community, and nature. Stable systems enable the continuous flow of materials and services for the business to thrive, while business reciprocates by nurturing the well-being of the social and natural systems it operates in.
- The FPH Digitalization Roadmap guides the shift to a digitally agile enterprise, prioritizing operational excellence, resilience, and innovation. Aligned with the long-term value agenda, it focuses on modernizing technology, expanding data and AI, reinforcing cybersecurity, and promoting ethical digital practices. This year saw strong execution and progress in infrastructure, analytics, AI, automation, and cybersecurity maturity, supported by aligned, group-wide planning. More details on this can be found in our Intellectual Capital section (see p 212).
- ESG monitoring across the value chain was strengthened through the rollout of a Supplier ESG survey, with 94 percent of suppliers completing the assessment in 2025. We also drafted a Supplier Engagement Plan to enable suppliers to join FPH's mission journey to contribute to climate action.

These developments illustrate how governance policies and monitoring systems continue to evolve in response to emerging sustainability priorities and stakeholder expectations.

STANDARDS OF CONDUCT AND ETHICAL EXPECTATIONS

The Corporate Code of Conduct and Ethics establishes the standards of integrity expected of directors, officers, and employees across the organization. The Code provides guidance on responsible business conduct, including conflicts of interest, fair competition, protection of company assets, and compliance with applicable laws and regulations.

These expectations also extend to interactions with suppliers, contractors, and other stakeholders, reinforcing the importance of ethical conduct throughout the Company's value chain.

In 2025, the Company reported zero cases related to business ethics and conduct, reflecting continued adherence to the standards set out in the Code of Conduct and Ethics.

ENCOURAGING TRANSPARENCY AND RESPONSIBLE ESCALATION

FPH provides mechanisms through which employees and stakeholders may raise concerns regarding potential misconduct, unethical behavior, or violations of company policies.

The Company has a Whistleblowing Policy and a Grievance Redress Mechanism that support a culture of transparency and accountability by encouraging individuals to report concerns without fear of retaliation.

Reported concerns are reviewed through established governance and compliance processes. Issues are escalated, as appropriate, to management, internal assurance functions, or the Board and its committees.

Through these mechanisms, the Company seeks to ensure that governance concerns are addressed promptly and that potential risks to integrity or compliance are appropriately investigated and resolved.

COMPLIANCE AND NON-COMPLIANCE MATTERS

Compliance with laws, regulations, and internal policies is monitored through the Company's governance and assurance systems.

During the reporting period, the Group reported no cases involving labor relations disputes, human rights violations, forced or compulsory labor, or indigenous peoples' rights.

The Group also maintained full compliance with applicable occupational health and safety regulations, reflecting continued attention to regulatory requirements and workplace safety across operations. (See more information in the Metrics and Targets section, p. 146)

These outcomes provide assurance that governance standards and compliance expectations are being applied consistently across the organization.

CORE GOVERNANCE POLICIES

- Corporate Governance Manual
- Corporate Code of Conduct and Ethics
- Anti-Bribery and Corruption Policy
- Conflict of Interest Policy
- Corporate Social Responsibility
- Corporate Sustainability
- Cultural Heritage and Indigenous Peoples Policy
- Disclosure Policy
- Enterprise Risk Management Policy
- Environment, Safety, and Health Policy
- Gender Equality and Diversity Policy
- Human Rights Policy
- Insider Trading Policy
- Loan Prohibition Policy
- Related Party Transactions Policy
- Responsible Asset Protection
- Whistleblower Policy

Remuneration Governance: Aligning Compensation with Responsible Leadership

The Board oversees how remuneration is governed across FPH as part of its responsibility to promote accountability, responsible leadership, and alignment with the Company's long-term objectives.

The Compensation and Remuneration Committee assists the Board in overseeing the remuneration processes across the Company. The Committee reviews and recommends to the Board the Company's compensation system, policies, and guidelines, and oversees the development and implementation of compensation and incentive programs.

It also establishes policies on the remuneration of directors and officers to ensure that compensation practices remain consistent with the Company's culture and governance standards. In addition, the Committee regularly reviews the salary structure of the President and Senior Management to ensure that compensation structures remain appropriate and aligned with leadership responsibilities and the Company's strategic direction.

Governance Evaluation, Learning, and Continuous Improvement

Strong governance requires not only clear structures and policies but also a willingness to review and refine them over time. At FPH, the Board periodically evaluates its own effectiveness and invests in continuing development to ensure that governance practices remain aligned with the Company's evolving strategic direction and operating environment.

ANNUAL REVIEW OF BOARD AND COMMITTEE PERFORMANCE

The Board periodically evaluates the performance of the Board, its committees, and key governance processes to support accountability and continuous improvement. These assessments consider the effectiveness of Board deliberations, committee oversight, and governance practices in supporting informed decision-making and alignment with the Company's strategic priorities.

Insights from these reviews help guide improvements in Board processes, committee mandates, and governance practices across the organization.

CONTINUING EDUCATION FOR A SHIFTING RISK LANDSCAPE

To remain responsive to emerging risks and governance developments, the Board participates in continuing education initiatives that deepen its understanding of issues affecting the Company's operating environment.

In 2025, FPH conducted its annual corporate governance training on October 24, focusing on Agentic AI and Cybersecurity—topics increasingly relevant to enterprise risk management, digital transformation, and data security. The session was attended by directors, senior advisers, and officers.

BOARD CAPABILITY AND DEVELOPMENT: 2025 HIGHLIGHTS

- Annual Board and committee performance evaluation: Completed
- Corporate governance training on AI and cybersecurity: Completed
- Board engagement with management on strategic priorities: Ongoing through regular updates and strategy sessions

These governance structures, oversight processes, and conduct frameworks support disciplined decision-making and accountability across the FPH Group. By aligning Board stewardship, risk oversight, leadership accountability, and organizational integrity with its strategic direction, FPH seeks to ensure that governance continues to support resilient operations and long-term value creation.

The report next turns to how strategy translates this stewardship into capital allocation, portfolio direction, and long-term value creation.

Strategy and *Business Model*

At a Glance

Redefined the Parent's Role. Strengthened FPH's mandate as disciplined capital allocator, portfolio architect, and governance platform for a decarbonized and regenerative future

Rebalanced the Portfolio. Divested approximately 60 percent of natural gas exposure to reallocate capital toward renewable energy, energy solutions, and mission-aligned adjacencies

Executed a Three-Pronged Strategy. Advanced ecosystem integration, talent centricity, and organizational agility across the Group

Diversified and Expanded Selectively. Grew real estate, power generation, and adjacent businesses while maintaining capital discipline and risk-adjusted returns

Strengthened Resilience and Optionality. Enhanced governance, risk management, digital capabilities, and scenario readiness amid climate, market, and regulatory shifts

Strategic Role of the Parent: From Stewardship to Strategic Architecture

As the parent company, FPH's role extends beyond oversight of a diversified portfolio. We serve as the strategic architect of the Group—shaping capital allocation, strengthening governance, and aligning our businesses toward a shared mission: to forge collaborative pathways for a decarbonized and regenerative future.

In 2025, amid intensifying climate risk, moderated economic growth, and evolving market expectations, we sharpened this mandate. We clarified where the parent adds distinctive value: in disciplined investment decisions, portfolio rebalancing, capability development, and the integration of risk, ESG, and financial strategy across the Group. Our objective is not to operate businesses directly, but to ensure that each subsidiary is positioned to thrive within its sector while contributing coherently to the Group's long-term mission and direction.

A defining step in this repositioning was the divestment of 60 percent of our natural gas exposure. This decision reflects a deliberate recalibration of our risk profile and capital deployment priorities. By freeing capital and management focus from legacy exposures, we strengthened our capacity to scale renewable energy, expand energy solutions, and pursue adjacencies aligned with national decarbonization pathways and evolving customer demand.

With this sharper parenting model, FPH provides governance discipline, functional expertise, and strategic coherence across key areas—including risk management, ESG integration, digital enablement, finance, legal, and human capital development. These shared platforms enable subsidiaries to focus on operational excellence and growth, while the parent safeguards balance, resilience, and long-term value creation.

Through this model, we ensure that portfolio decisions, capability investments, and growth initiatives reinforce one another—so that the Group advances not as isolated entities, but as interconnected platforms contributing to planetary and societal health.

STRATEGIC DIRECTION AND PATHWAYS TO VALUE CREATION

Our business strategy is based on our purpose "To empower everyone to have the opportunity to thrive in a healthy planet," and we execute this purpose through our mission "To forge collaborative pathways for a decarbonized and a regenerative future." Our plan is for our businesses to become multiple pathways toward this future.

At the parent level, we assist our subsidiaries in meeting this ambition through our three-pronged business strategy—Ecosystem and Systemic Approach, Talent Centricity, and Organizational Agility. This framework provides coherence across a diversified portfolio, guiding how capital is allocated, how capabilities are developed, and how governance systems are designed to support disciplined execution and long-term value creation. Through this structure, the parent strengthens alignment across sectors while enabling each subsidiary to pursue growth within its respective market.

01 Ecosystem and Systemic Approach
We seek to develop holistic solutions to address human and environmental challenges, by investing in businesses that address systemic issues through our integrated platforms. We adopt business models that exhibit the characteristics of ecosystems (interconnected set of services that form a coherent solution) and flywheels (ecosystems with substantial demand-side and supply-side economies of scale resulting in positive feedback loops). It is our deliberate pursuit for systemic and ecosystem approaches that continues to lead us to significant opportunities within our core sectors, and its adjacencies by leveraging on the distinctive and cohesive capabilities of the Group.

02 Talent Centricity
Talent and leadership are critical components of our business. Thus, we need to attract, retain, and develop high-potential talents who believe in the Group's mission in order to lead across the organization at different levels.

03 Organizational Agility

Our governance, structures, and systems allow us the flexibility to adapt to the changing business environment and to create optionality. We think ahead and distill insights from emerging trends. We use the information to generate our response to various scenarios we may face so that we can better position our business platforms for future growth.

As part of our parenting role, we provide governance and functional support to various subsidiaries in the basic areas of human resources, ESG management, risk management, legal and regulatory counseling, finance and accounting, and building digital platforms. These services maximize the synergy in the Group and enable our subsidiaries to focus on their own growth and to develop their capabilities.

THREE-PRONGED STRATEGY FOR A DECARBONIZED AND REGENERATIVE FUTURE

STRATEGIC OBJECTIVES DRIVING LONG-TERM VALUE

FPH's strategic priorities are designed to drive long-term and sustainable growth and improve the overall performance of the organization.

These define how FPH converts its mission into sustained performance across the portfolio. They provide the structure for strengthening capabilities, managing risk, and reshaping our businesses to remain competitive in a decarbonizing and increasingly complex operating environment.

- **Capability Building** aims to increase efficiency, drive innovation, improve risk management, and build stronger ability to compete effectively in the market by improving delivery of service, possibly reducing costs, and developing a workforce that can respond to the challenges at hand.
- **Diversification and Rebalancing** focuses on reducing risks inherent to the business portfolio and improving profitability. Through this strategy, FPH can reduce its reliance on a single major revenue source, mitigating the impact of industry-specific downturns to the overall performance. It can result in new sources of revenue growth and improvement of profitability. A wider range of products and services is also aligned with FPH's mission of building integrated platforms that increase shared value.
- **Transformation of Core Models** in scope and scale to help catalyze transition to a decarbonized and regenerative future. This will ensure long-term success for the business and that it remains competitive despite any changes that the organization might face in the future,

We leverage our strategic advantage, distinctive capabilities, and Group synergies to pursue opportunities in adjacent markets and deepen customer engagement to catalyze the transition.

THE STATUS OF OUR STRATEGIC OBJECTIVES AND PRIORITIES IN 2025

Strategic Objective & Time Horizon	Priority Focus	Relevant Capitals	Target	2025 Status / Outcomes
CAPACITY BUILDING				
	Strengthen organizational capabilities, governance systems, and digital enablement	Human, Intellectual, Financial	Improved execution, discipline, and competitive positioning	• Conducted way-to-play and capability workshops across subsidiaries • Strengthened ESG integration and risk governance frameworks • Upgraded cybersecurity posture and digital infrastructure
	Build adaptive, mission-aligned leadership pipeline	Human, Intellectual, Social and Relationship	Culture and leadership aligned with decarbonization and regeneration	• Culture-shaping initiatives across segments *(see pp. 274-275)* • Talent development programs aligned to transformation agenda
DIVERSIFICATION AND REBALANCING				
	Reduce concentration risk while expanding mission-aligned revenue streams	Financial, Manufactured, Social and Relationship	Improved risk-adjusted returns and diversified earnings base	• Rockwell Land increased retail and office footprint through 78.8 percent acquisition of Alabang Commercial Corporation • Industrial park expanded water infrastructure and logistics capabilities • Healthcare and education businesses refining models toward profitability
	Build integrated platforms across sectors	Financial, Intellectual, Human	Resilient, multi-sector portfolio aligned with ecosystem strategy	• Continued expansion into resilient geographic growth corridors • Selective partnerships to enhance capabilities without overextending capital

Strategic Objective & Time Horizon	Priority Focus	Relevant Capitals	Target	2025 Status / Outcomes
TRANSFORMATION OF CORE MODELS				
	Rebalance portfolio toward decarbonization and regenerative growth within core sectors	Financial, Natural, Manufactured, Human, Intellectual, Social and Relationship	Balanced growth across capitals; capital deployed in alignment with mission and risk discipline	• Divested 60 percent of natural gas exposure to recalibrate risk profile • Accelerated capital allocation toward renewable energy and integrated energy solutions • Consolidated Pi energy solutions to expand beyond power into analytics, advisory, and behind-the-meter services
	Leverage distinctive capabilities and Group synergies to pursue adjacencies and deepen customer engagement	Financial, Intellectual, Human, Social and Relationship	Entry into mission-aligned adjacent markets; platform-based growth	• Expansion into microgrids and integrated energy solutions • Growth in ecosystem-oriented real estate and industrial services • Continued innovation in low-carbon manufacturing and solutions

Timeframe of Impact:

Short-Term (1-5 years) | Medium-Term (5-10 years) | Long-Term (10 or more years)

FACTORS INFLUENCING OUR BUSINESS STRATEGY

Our business strategy remains anchored in our decarbonization mission—climate centric in its focus and regenerative in its broader ESG orientation—while remaining responsive to evolving market, regulatory, and technological conditions. We continuously assess structural risks that cut across our five business segments to ensure that capital allocation, governance, and execution remain aligned with both mission and long-term resilience.

In 2025, four cross-cutting risks materially influenced strategic decision-making across the Group. These risks informed portfolio rebalancing, capability investments, and governance enhancements. While detailed sustainability-related and climate-related risks and opportunities are discussed in Risk Management and Opportunities section, (see pp. 136-145), the table below summarizes the key drivers, their strategic implications, and the Group-level responses.

Risk Type	Drivers	Impact on Strategy	Response
Climate Risk	Worsening climate threats affecting assets and processes; 2024 and 2025 temporarily breached the 1.5°C threshold Fossil fuel consumption, land use destruction, and industrial wastes	Need to accelerate the ecosystem approach and transformation of core models to help reduce climate threats affecting the natural-social and economic systems our businesses are nested in	Drew up decarbonization targets at the Group and business segment level Freed capital and management focus from natural gas assets to concentrate on growing renewable energy and energy solutions, while improving processes to ensure reliability and disciplined execution Continued culture-building to embed the decarbonization and regeneration mindset
Market and Customer Dynamics	Shifting supply and demand driven by changing customer behavior and preferences, market segmentation, competitor actions, industry developments, geopolitical events, and varying economic conditions Increasing customer demand for low-carbon products and services and for offerings beyond traditional power solutions	Reinforces the need to pursue the ecosystem approach for holistic solutions and strengthen talent centricity to respond to evolving demand Influences diversification and rebalancing decisions across sectors to mitigate revenue concentration risk	Increased focus on renewable energy while complementing value generated from non-power businesses Enhanced capabilities to cater to changing power-sector customer demands Pursued expansion and diversification only where clearly advantageous and in select target markets Conducted way-to-play and competencies workshops in 2025 and advanced upskilling initiatives aligned with evolving market needs
Regulatory and Policy Evolution	Changing regulations create evolving opportunities and threats across industries; increased requirements linked to climate policy and just transition Risks from delayed implementation of progressive regulatory changes in power Need to develop knowledge and expertise in foreign regulatory environments, specifically for the power and manufacturing segments	Requires organizational agility to refine plans, maintain market positioning, and ensure readiness across local and foreign operating contexts Heightened demand for more granular climate action and NDC execution planning	Actively participated in consultations with regulators and stakeholders across industries to understand issues and refine plans Studied and accounted for regulatory requirements in foreign markets in planning
Cybersecurity	Increased adoption of information technology across businesses, combined with growing sophistication of cybercriminals, at times aided by the increasing prevalence of AI Exposure includes potential additional costs, business disruptions, and reputational risks if not sufficiently managed	Heightens the importance of safeguarding operational continuity, data integrity, and stakeholder trust Necessitates strengthening digital governance and resilience as digital integration expands across the Group	Monitored, prevented, and countered cybersecurity threats through the efforts of the cybersecurity team supported by robust infrastructure and awareness campaigns Continued to improve the Group's cybersecurity maturity posture and remains on track with milestones set in the development roadmap

Our detailed sustainability -related risk and opportunities (SRRO) and climate-related risks and opportunities (CRRO) are found in Annex 3 (see pp. 316-329).

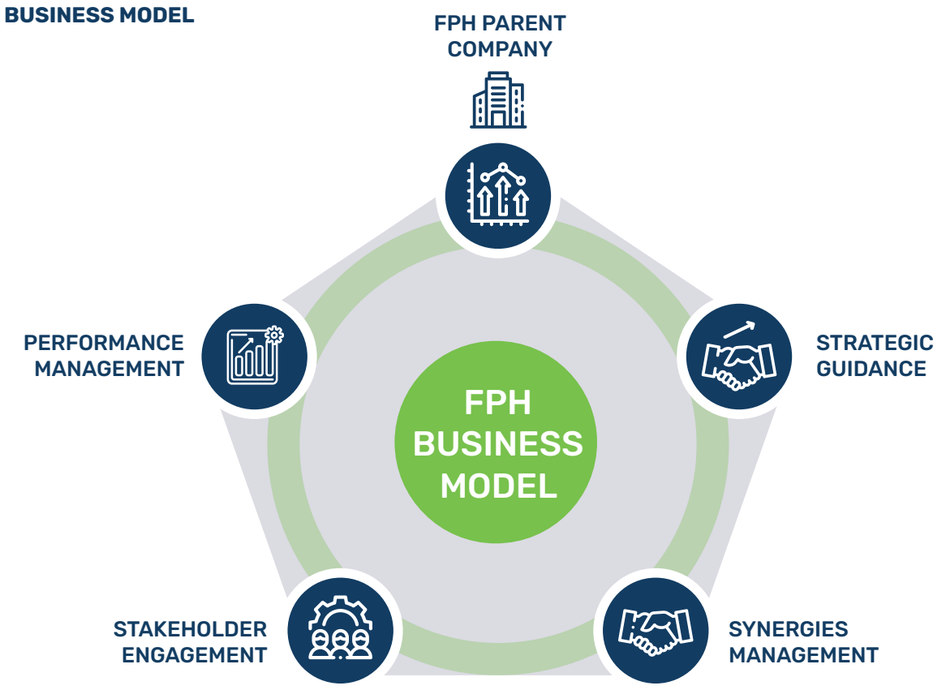
THE FPH BUSINESS MODEL

FPH's business model centers on how the parent company supports and enables its subsidiaries to create value. Through a defined set of activities, the parent transforms the Group's capitals into products and services that generate value for both stakeholders and the enterprise.

At its core, the parent's role is to guide, coordinate, and steward the portfolio through the following functions:

Providing Strategic Guidance and Governance	Ensuring that subsidiaries operate in alignment with the Group's overall objectives while maintaining oversight for sound management and accountability
Strengthening Synergies and Functional Excellence	Optimizing coordination across business functions to enhance performance and operational effectiveness across the portfolio
Allocating Capital and Resources with Discipline	Distributing investments and resources prudently across the Group to support sustainable performance and portfolio balance
Engaging Stakeholders with Purpose	Building constructive relationships with stakeholders to advance shared goals and reinforce long-term collaboration
Fostering Organizational Agility and High Performance	Cultivating a culture that enables responsiveness to change and consistent delivery against strategic objectives

FPH BUSINESS MODEL



IMPLICATIONS OF THE STRATEGY AND BUSINESS MODEL ON FPH'S RESILIENCE

FPH's business model must adapt to the actual and anticipated impacts of climate and other external disruptions, while retaining the capacity to connect the business to the natural, social, and economic systems in which it operates. This integrated orientation enables the Group to respond to external events in ways that allow it to continue pursuing its business objectives. Our primary guidance is drawn from the regeneration and decarbonization strategy discussed in the Materiality section on page 91 and Progress on Our Mission pp 268 to 275.

The strategic objectives that guide the execution of our business model also serve as channels of resilience against financial and sustainability-related risks.

- Our ecosystem and systemic approach recognizes the interdependence among natural, social, and economic or business systems. By taking a holistic approach, the Group strengthens its ability to withstand disruptions that arise from these interconnected systems.
- As part of the strategy on organizational agility, our governance, structures, and systems provide the flexibility to adapt to a changing business environment and create optionality. The organization anticipates emerging trends, distills insights from these developments, and uses this information to shape its response to various scenarios, positioning its business platforms for sustained growth.
- Transforming core business models also builds resilience by enabling the company to move away from rigid and vulnerable operations toward more adaptive and flexible structures. This includes redesigning existing businesses or acquiring new ones in anticipation of future shocks, so that value creation can be sustained over time.

VALUE CREATION STRATEGY

The value creation diagram presents, in structured form, how FPH generates and delivers value to both the enterprise and its stakeholders. It serves as a one-page synthesis of the Integrated Report—bringing together our vision and mission, business activities, business model, operating context, and results.

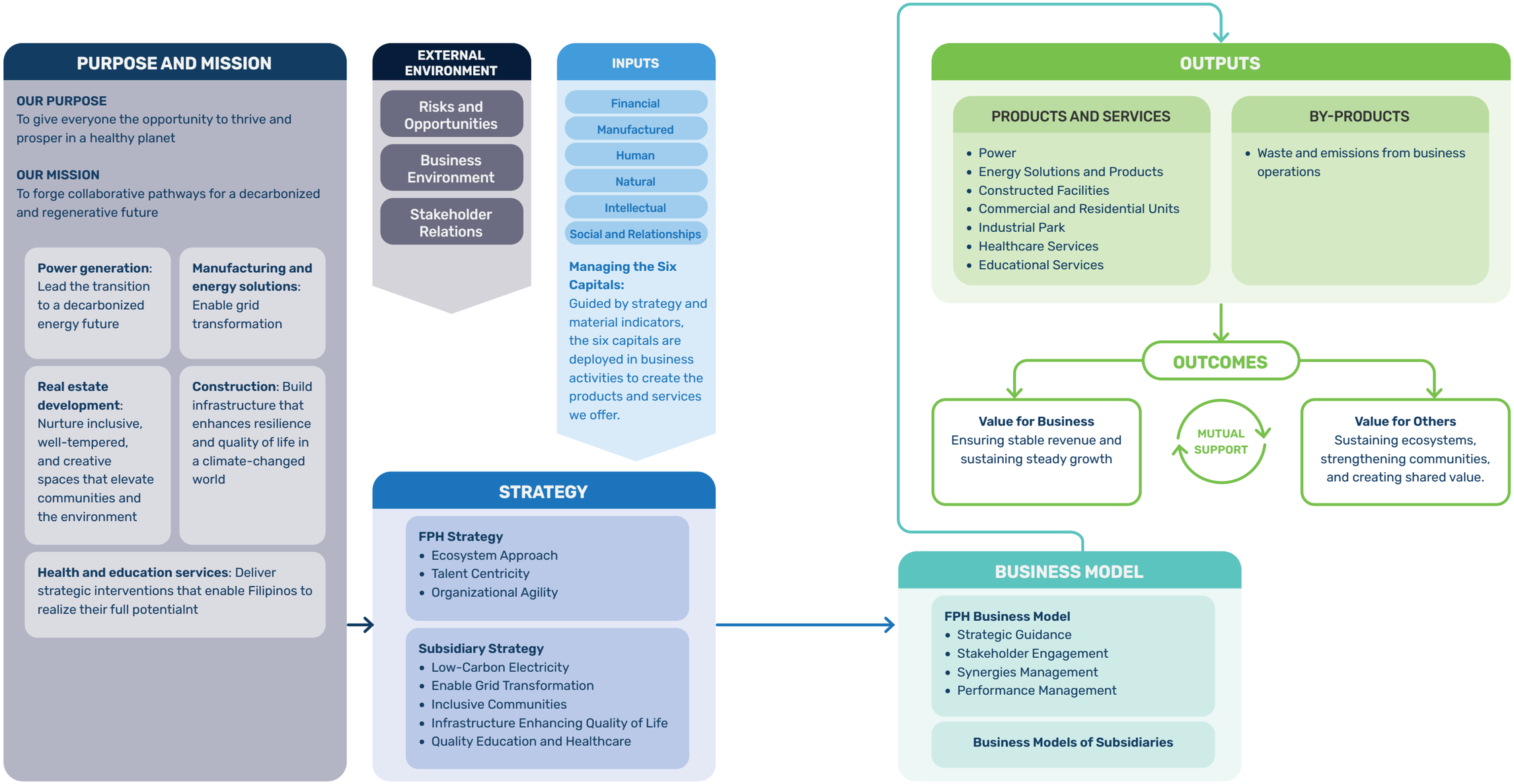
Our vision and mission guide what we do and how we operate. The diagram situates our business model within the external environment—comprising risks and opportunities, the broader business landscape, and the stakeholders we engage.

It identifies the resources we utilize, categorized under the six capitals. For brevity, the diagram does not detail each capital, but it illustrates how these capitals are transformed and deployed through the business model to produce goods and services.

Outputs represent what the business produces—its products and services—as well as by-products arising from operations. Outcomes reflect the broader effects of these activities on the enterprise and on external stakeholders, illustrating how value flows inward to strengthen the business and outward to influence the systems in which we operate.

Taken together, the diagram provides a structured view of how FPH creates value over time.

HOW FPH CREATES VALUE



SEGMENT-LEVEL VALUE CREATION ENABLED BY THE PARENT

Through strategic guidance, governance discipline, and capital allocation from the parent company, each business segment strengthened its capacity to create value. The following highlights reflect the distinct contributions developed across the portfolio.

Power Generation

- Solutions-based customer engagement
- Leadership in clean energy advocacy
- Adaptive integration of regenerative practices
- Agile multi-project development
- Resilient asset management

Manufacturing and Energy Solutions

- Rapid conversion of customer insights into co-created solutions
- Data-enabled business management systems
- Strategic and collaborative partnerships across markets

Residential and Commercial Real Estate

- Innovative and purposeful design
- A nurtured and mission-driven workforce
- Strategic partnership development
- Opportunity identification and disciplined execution
- Playbook-driven implementation

Industrial Real Estate

- Deep customer and market insights
- Network expansion and stakeholder engagement
- Operational excellence
- Solutions-oriented development

Construction and Energy Services

- In-depth understanding of customer requirements
- Talent development and management
- Strategic procurement practices
- Disciplined resource management
- Extensive geothermal drilling expertise
- Long-term stakeholder relationship building

Healthcare Services

- Integrated network of brick-and-clinic components
- Adoption of innovative and impactful technologies
- Dynamic platform for talent development to produce goods and services

Risk Management *and Opportunities*

At a Glance

Our Risk Discipline. FPH applies an enterprise risk management framework aligned with ISO 31000, using a centralized risk register and periodic reviews across subsidiaries to identify, assess, and prioritize strategic and operational risks.

Governance and Accountability. Oversight sits with the Board Risk Oversight Committee, supported by senior management and the ERM team. Subsidiaries manage the risks, while the parent, through the FPH Risk Management Team, coordinates, reviews, and monitors risk profiles and mitigation across the Group.

Key Risk Themes. Cross-cutting risks include market competition, regulatory shifts, climate and natural catastrophe exposure, and cybersecurity threats across the Group's energy, infrastructure, real estate, and other businesses.

Risk Response and Control. Mitigation measures are embedded in business plans and monitored through regular risk reviews, supported by resilience investments, strengthened cybersecurity controls, and enterprise-wide internal audit oversight.

Strategic Opportunities. The energy transition, digitalization, and infrastructure development continue to shape the context in which the Group identifies opportunities for growth and long-term value creation.

Managing Risk and Opportunity in Value Creation

FPH operates across industries that deliver essential services—including energy, real estate, manufacturing, construction, and healthcare—within a rapidly evolving operating environment shaped by environmental, economic, technological, and policy developments. These forces influence how the Group delivers value and heighten the importance of disciplined approaches to anticipating uncertainty and managing risk.

Effective risk management supports long-term sustainability, financial stability, and strategic growth by identifying and addressing potential threats before they disrupt operations or erode performance. Through structured governance and enterprise-wide processes, FPH works to safeguard assets, maintain regulatory compliance, manage financial losses, and reinforce stakeholder confidence.

At the same time, structural shifts—including the global energy transition, accelerating digitalization, and evolving customer expectations—are reshaping markets across the sectors in which the Group operates. By systematically assessing both risks and opportunities, FPH strengthens its ability to allocate capital prudently, reinforce operational resilience, and position its businesses for sustained value creation over the long term.

Governance of Risk Management

Risk governance provides the structure, oversight, and accountability through which FPH identifies, assesses, and manages risks that may affect strategic objectives and long-term value creation. The Group's approach is designed to maintain visibility over key uncertainties at the Board, management, subsidiary, functional, and project levels, while embedding risk management into decision-making across the enterprise.

The Board of Directors, through the Board Risk Oversight Committee (BROC), has oversight over the enterprise risk management process. Each subsidiary has an annual review with the BROC to discuss its top risks, risk profile, opportunities, management strategies, and action plans. This enables the Board to review material risk themes across the portfolio and assess whether risk responses remain effective and aligned with the Group's broader strategic direction.

Sustainability- and climate-related risks and opportunities are addressed within this governance structure. Oversight of ESG matters is provided through the Corporate Governance Committee, while the Chief Sustainability Officer and the Corporate Sustainability Group support sustainability coordination across the Group. Within the enterprise risk management process, sustainability-related risks and opportunities (SRROs) and climate-related risks and opportunities (CRROs) are already incorporated into the Group's risk dictionary and are reviewed regularly through the ERM process.

In this way, oversight of these risks and opportunities is embedded within FPH's broader governance and risk management structure.

Senior Management supports the BROC in overseeing FPH's top risks and drives the implementation of the ERM system across the Group. Each subsidiary also has an annual review with Senior Management to discuss strategic risks and top operational risks, helping translate enterprise-level oversight into management action and business planning.

At the operational level, regular risk reviews are conducted between the subsidiaries and the FPH Chief Risk Officer and FPH Risk Management Team (FPH RMT). These reviews are supported by a layered review process that includes regular organizational capability risk reviews with FPH functional heads, ongoing subsidiary operational risk reviews to update the risk register and risk profile, and project risk reviews with project management teams handling company initiatives such as business development and construction projects.

Together, this governance structure enables FPH to maintain enterprise-wide oversight of risks and opportunities while ensuring that risk management remains embedded in strategic, operational, and project-level processes.

FPH RISK GOVERNANCE STRUCTURE AND PROCESS

FPH's Enterprise Risk Management Framework

ERM FRAMEWORK

FPH has an Enterprise Risk Management (ERM) Policy that guides risk management across the Group. The ERM process follows ISO 31000:2018 and is iterative, taking into account changes in the Group's business context, objectives, and internal and external factors that may affect value creation.

The ERM policy was updated in 2025 to better align terms and definitions with ISO 31000, incorporate additional guidance on risk identification and assessment, and standardize risk treatment options.

The ERM process is supported by risk registers maintained at the subsidiary level, which capture strategic and operational risks across the businesses. In 2024 and 2025, the Task Force on Climate-related Financial Disclosures (TCFD) framework was included as an additional reference in the ERM process. While sustainability-related risks had already been embedded in FPH's risk dictionary in prior years, clearer and more refined definitions were incorporated in 2025. These ESG-related risks have also been integrated into the Risk Register, where they are assessed and monitored as part of the Group's broader risk management process.

At the parent level, the ERM framework itself is periodically reviewed. IA conducts risk based audits referenced on the regular risk assessments done by the ERM Team with the Subsidiaries. In 2025, the Internal Audit Group also reviewed the top risks and risk management plans of selected business units to help calibrate risk-based audit plans.

RISK IDENTIFICATION AND ASSESSMENT

The ERM process guides the engagement of the FPH Risk Management Team with subsidiaries through a regular cycle of reviews. At the working level, regular reviews cover organizational capability, subsidiary operations, and project risks. These discussions support updates to the risk register and risk profiles and help surface emerging issues in a structured manner.

Major risks are reviewed annually with Senior Management, where strategic and top operational risks are discussed in relation to business priorities and operating conditions. These are then elevated to the Board Risk Oversight Committee (BROC) for annual review of top risks, risk profiles, opportunities, management strategies, and action plans.

To support prioritization, risks are assessed using a 5x5 likelihood–impact matrix, with risks scored from one to five on both dimensions. Higher-scoring risks receive greater management attention and are elevated through the appropriate review levels.

As part of the assessment process, subsidiaries review the potential implications of identified risks and evaluate whether existing treatment plans remain adequate under changing business conditions.

RISK TREATMENT AND MONITORING

Treatment responses generally fall into four categories: accept, mitigate, transfer, or avoid. Risk management plans for top risks are incorporated into the strategic and operational plans of the business units.

The effectiveness of mitigation measures is periodically reviewed by monitoring developments in the business environment, tracking implementation of mitigation strategies, and reassessing the likelihood and potential impact of identified risk events.

RISK TREATMENT RESPONSES

FOUR RESPONSE OPTIONS WITHIN THE ERM PROCESS

ACCEPT
Retain the risk where exposure is within tolerance and continued monitoring is appropriate.

MITIGATE
Reduce likelihood and/or impact through controls, preparedness, resilience measures, and action plans.

RISK TREATMENT

TRANSFER
Shift part of the exposure through insurance, contractual arrangements, or other risk-sharing mechanisms.

AVOID
Refrain from, exit, or redesign an activity where the risk is not acceptable relative to expected value.

Key Group-Level Risks

The following discussion highlights risks that affect multiple business segments and therefore have implications for FPH at the portfolio level. While the nature, severity, and business impacts of these risks vary across sectors, they influence the Group's operating environment, capital deployment, and long-term value creation.

REGULATORY AND POLICY ENVIRONMENT

Regulatory and policy developments remains a material consideration for the Group, particularly in sectors such as energy, infrastructure, and real estate. Delays in, changes to, or evolving implementation of regulations may affect project timing, compliance requirements, investment viability, and the pace of strategic execution. While this risk is not separately shown in the summary matrix below, it remains an important consideration in the Group's broader risk environment and in the evaluation of segment-level risks.

FPH addresses these developments through regular risk reviews, monitoring of the external environment, and coordination between corporate and business unit leadership to support both compliance and strategic flexibility.

The table that follows summarizes selected common risks identified across multiple segments of the portfolio, while more detailed discussions of segment-specific and segment-specific-only risks are presented in the succeeding section and annex.

MARKET AND/OR COMPETITION

FPH operates in sectors where market conditions, customer expectations, and competitive dynamics continue to evolve. Across the portfolio, these shifts may affect demand, pricing, margins, customer acquisition, project pacing, and market share. Their specific drivers differ by segment, but together they shape the broader commercial environment in which the Group operates.

The Group responds through business model adaptation, differentiated offerings, market diversification, and disciplined capital allocation to help sustain competitiveness across changing market conditions.

BUSINESS AND/OR PROJECT DISRUPTION

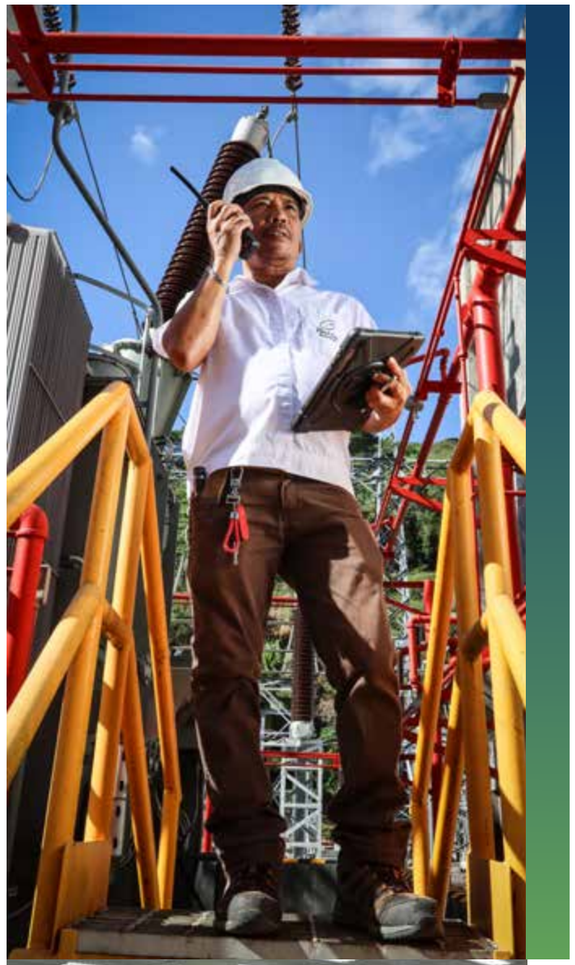
Natural catastrophes and climate change impacts remain material considerations across several FPH businesses, particularly those with long-lived infrastructure, site-specific operations, and project-based activities. Depending on the segment, these may take the form of storms, flooding, extreme heat, landslides, geological hazards, fire incidents, or other events that disrupt operations, delay projects, damage assets, and increase continuity and recovery costs.

FPH responds through disaster and climate risk assessments, business continuity planning, resilience investments, insurance coverage, and ongoing efforts to strengthen risk identification and preparedness across relevant businesses.

CYBERSECURITY

As digital systems become more embedded across the Group's businesses, exposure to cybersecurity threats continues to increase. This is driven by the growing adoption of information technology across business segments, the increasing sophistication of cybercriminals, and the rising prevalence of AI-enabled threats. These risks may lead to operational disruption, information breaches, reputational damage, and additional costs to strengthen cyber and information security capabilities. (Read more information in the Business Environment section, pp. 85)

FPH responds through continued investment in cybersecurity capabilities, secure infrastructure, employee awareness and upskilling, and measures to strengthen cybersecurity maturity across the Group. (Read more information in the Intellectual Capital section, p 212)



SUMMARY OF GROUP-WIDE RISKS ACROSS FPH (2025)

Drivers	Risks	Power Generation	Manufacturing and Energy Solutions	Residential and Commercial Real Estate	Industrial Real Estate	Construction and Energy Services	Health Services
Delays in, changes to, or evolving implementation of regulations	Regulatory	●	●	●	●	●	
Increasing competition across priority sectors under the government's Strategic Investment Priority Plan	Market / Competition	●	●	●	●		●
Natural catastrophes and climate change impacts	Business / Project Disruption	●	●		●	●	
Increasing adoption of information technology across the Group's business segments; increasing sophistication of cybercriminals; increasing prevalence of AI	Cybersecurity	●	●	●	●	●	●

These common risks do not affect all businesses in the same way. Their specific drivers, operational implications, and mitigation responses vary depending on each segment's business model, asset base, market context, and regulatory environment. Annex 3 (see pp. 316-329) outlines the principal risks by business segment, including how these risks evolved relative to the prior year and how the Group's businesses are responding through segment-specific risk management measures.

Climate-Related Risk Assessment Methodology and Progress

The ways in which climate change can affect a company are varied and complex. A rigorous process is needed to understand these impacts at the operational level and, in turn, to translate them into financial implications. FPH began a project in 2024 to develop a process for the Group. This project remains ongoing as studies are completed across the business segments.

More specifically, the project aims to provide FPH subsidiaries with a methodology for undertaking their own assessment of the impacts of climate change, in a manner specific to the nature of their businesses, sites, and operations. This work builds on the broader ERM process, within which sustainability-related and climate-related risk themes have already been incorporated into the Group's risk dictionary, review process, and risk register.

BUILDING THE ASSESSMENT CAPABILITY

- **Capability Building**
  Throughout 2024, capability-building workshops were conducted on climate risk assessment, scenario analysis, and impact assessment.
- **Pilot Studies**
  In 2025, a preliminary study was conducted for the power generation group, focusing on two pilot sites. The study covered the phases of climate risk assessment, scenario analysis, and financial impact pathway mapping.

OVERVIEW OF METHODOLOGY

The methodology is designed as a stepwise process that begins with scoping climate-related risks and opportunities, then developing impact and calculation pathways, gathering relevant scenario and supply chain data, calculating financial impacts, and assessing financial statement assumptions. As this work is still being developed, not all stages have yet been completed across all business segments.

Step 1	Step 2	Step 3	Step 4	Step 5
Identify climate risks and opportunities	Define impact pathways	Gather scenario data	Estimate financial impacts	Assess financial implications
Conduct climate risk assessment	Map the impact of risk to operations	Support climate scenario analysis	Assess financial implications	Evaluate effects on assumptions and disclosures

RISK ASSESSMENT

As part of the pilot studies conducted in 2025, FPH began developing a structured process for assessing climate-related risks and their potential financial implications across its businesses.

A. Physical Risks

Risk identification
Location-specific climate data were gathered to determine the applicable physical risks for specific sites. The list of applicable risks then underwent a rapid risk assessment by the company's risk team to determine which physical risks the study would focus on. These were then subjected to climate scenario analysis.

Climate scenario analysis
The methodology used scenarios based on the Shared Socioeconomic Pathways[1] used in the IPCC Sixth Assessment Report. Specifically, the scenarios applied were SSP1, SSP2, and SSP5.

The time horizons used in the climate scenario analysis were:

- Baseline: 2020, covering 1991–2020
- Short term: 2030, covering 2021–2050
- Medium term: 2050, covering 2041–2070
- Long term: 2090, covering 2071–2100

The choice of time horizons considered, among other things, the useful life of the power assets and the strategic direction of the business segment.

B. Transition Risks

Relevant climate-related transition risks were identified based on the company's business model and assessed through a similar rapid risk assessment process. These risks were scoped considering categories such as policy and legal, market, reputation, and technology risks that a business may face as the economy transitions to a lower-carbon future.

DEVELOPING IMPACT PATHWAYS FOR FINANCIAL IMPLICATIONS

Following the identification and assessment of physical and transition risks, the next step was to map how these risks could translate into operational and financial impacts. This involves identifying the pathways through which climate-related events or transitions may affect business performance, including the relevant cost structures and financial line items. The analysis requires detailed company data and coordination across business functions. As this work remains ongoing, the methodology continues to be refined and no quantified results are reported at this stage.

CLIMATE RISK AND FINANCIAL IMPACT STATUS

2024: Completed capability-building activities, including training on climate scenario analysis, assessment of physical and transition risks, and development of impact and calculation pathways

2025: Conducted pilot climate risk assessment for the power generation group

2026 (Planned): Continue pilot assessments for other business segments while further refining the methodology for the power generation group and scaling it across other power business units

[1] Keywan Riahi et al., "The Shared Socioeconomic Pathways and Their Energy, Land Use, and Greenhouse Gas Emissions Implications: An Overview," Global Environmental Change 42 (2017): 153–68, https://doi.org/10.1016/j.gloenvcha.2016.05.009.

Metrics *and Targets*

At a Glance

Institutionalized Climate Measurement and Target-Setting Processes. FPH completed its Climate and Regenerative Resilience Framework, and defined near-term GHG reduction targets up to 2030—creating a structured foundation for decarbonization tracking across business segments.

Material targets defined across priority ESG topics. While many commitments reflect ongoing practices, this section clarifies and consolidates the specific processes and performance areas that now constitute defined targets for systematic monitoring at the Group level.

Standardized Compliance and Supplier ESG Monitoring Controls. The Group maintained full compliance across environmental, social, and ethics regulations, alongside the rollout of a Supplier ESG survey target and the drafting of a Supplier Engagement Plan to extend ESG monitoring across the value chain.

Turning Material Priorities into Measurable Accountability

The following metrics and targets reflect the outcomes of FPH's 2025 Materiality Refresh, which identified 20 priority Environmental, Social, and Governance (ESG) topics most relevant to the Group's long-term performance. These priorities guide the commitments, monitoring mechanisms, and disclosures presented in this section.

Consistent with the Double Materiality approach applied in the assessment, the metrics below consider both financial materiality and impact materiality—capturing how ESG issues may influence the Group's performance, while also tracking how business activities affect stakeholders and the environment. As a holding company overseeing diverse subsidiaries, FPH reports on these indicators at the Group level to provide visibility into climate-related commitments, regulatory compliance, governance oversight, risk management processes, and other material ESG areas.

Where applicable, detailed industry-based metrics of subsidiaries are disclosed in the Annex: Content Indices (see p. 344). Together, these measures provide a structured view of how FPH translates its material priorities into defined targets and monitored performance outcomes.

ENVIRONMENTAL FOCUS: MANAGING CLIMATE, ENERGY, AND NATURAL CAPITAL RISKS ACROSS THE PORTFOLIO

The following indicators outline the Group's commitments and 2025 progress across climate action, energy management, environmental compliance, biodiversity, and emissions.

More detailed information on these targets and progress are found in the Natural Capital section (see: p. 180) of this Report.

Material Topic	Target	2025 Progress
Climate Action	Climate resilience	Ongoing completion of climate risk assessment across all subsidiaries
Energy Management	Transition to renewable energy, subject to availability and operational requirements	79.8 percent renewable electricity used across the Group
Environmental Compliance	Maintain compliance with applicable water, air, waste, and wildlife regulations	No case reported

Material Topic	Target	2025 Progress
Biodiversity	Contribute to nature's health through protection, restoration, and conservation of biodiversity Achieve biodiversity gain in natural habitats where the Group operates	127,608 ha of forest protected 41.53 ha of forest restored 1,214 ha of restored areas maintained 3 new arboreta established and 51 arboreta with 165 tree parks maintained with partners 99 percent survival rate of maintained arboreta 808,777 seedlings planted in tree planting activities 91 percent increase in recorded fauna species in EDC sites compared to the 1993 baseline
GHG Emissions	Complete GHG Inventory across Scopes 1 to 3 Establish Near-term GHG reduction targets up to 2030	Scopes 1 and 2 inventories conducted Scope 3 Categories 1 (Purchased Goods and Services) and 2 (Capital Goods) processes established in 2025 Near-term targets and measures per business segment identified in 2025

SOCIAL FOCUS: STRENGTHENING WORKFORCE, COMMUNITY, AND VALUE CHAIN ACCOUNTABILITY

The following indicators outline the Group's commitments and 2025 progress across customer relationships, labor practices, human rights, community engagement, supplier standards, and occupational health and safety.

More detailed information on these targets and progress are found in the Human Capital section (see: p. 198) and the Social and Relationship Capital section (see: p. 222) of this Report.

Material Topic	Target	2025 Progress
Customer Relationships	Customer Satisfaction (CSAT) surveys	All conducted the surveys except for one segment whose schedule is every 2 years
Social Compliance	Maintain compliance with health and safety laws Maintain compliance with labor and employment codes	No case reported
Talent Recruitment and Management	Implement FPH Group talent initiatives Pilot FPH Group talent initiatives for select companies	Implemented the FPH Talent Mobility Program to formalize employee movement across the Group Conducted the Leadership Management Development Program (LMDP) for next-generation leaders across the FPH Group Designed and piloted (with FPIP) the Leadership Pooling initiative, including leadership assessment, potential mapping, and development planning
Local Communities	Maintain host community approval of business operations	Completion of regular assessment meetings or surveys Community acceptance of company project and maintained operations
Procurement Practices	Achieve 100 percent completion of the supplier ESG survey Develop and implement a Supplier Engagement Plan	94% completion of voluntary Supplier ESG survey Supplier Engagement Plan drafted in 2025; to be further refined in 2026
Labor and Management Relations	Address and resolve all labor cases reported to the Labor-Management Council	No case reported to the labor management council
Human Rights	Address and resolve reported human rights cases	One case investigated and resolved (see more details in Human Capital section, p. 199)
Rights of Indigenous Peoples	Address and resolve cases confirmed by the National Commission on Indigenous Peoples (NCIP)	Zero case reported to NCIP or courts. All issues raised clarified.
Occupational Health and Safety	Maintain compliance with applicable occupational health and safety regulations	No case reported
Forced or Compulsory Labor	Address and resolve all labor cases reported to the Labor Management Council or confirmed by government agencies	No case reported

GOVERNANCE FOCUS: STRENGTHENING OVERSIGHT, RISK DISCIPLINE, AND ETHICAL CONDUCT ACROSS THE GROUP

The following indicators outline the Group's commitments and 2025 progress across corporate governance, risk management, business ethics, economic performance, and climate governance.

More detailed information on these targets and progress are found in the Risk Management and Opportunities section (p. 136) and the Social and Relationship Capital section (see: p. 222) of this Report.

Material Topic	Target	2025 Progress
Corporate Governance	Maintain a majority non-executive Board with committees chaired by non-executive directors	87% non-executive and 13% executive directors; key committees chaired by non-executive directors
	Conduct Board and committee meetings to oversee strategy and governance	Eight Board meetings, three BROC meetings, two Corporate Governance Committee meetings, four Audit Committee meetings, and 1 Non-Executive Directors' meeting conducted
	Provide annual corporate governance training for directors and officers	Annual governance training completed (SGV; agentic AI and cybersecurity); attended by 78% of directors and all FPH officers; remaining directors completed separately
	Review and monitor business objectives and strategy, including through annual Board retreats	Strategy reviewed during Board retreats on October 9 and December 4, 2025
	Implement and disclose measurable objectives under the Board Diversity Policy	Board Diversity Policy in place; 21% female directors as of December 31, 2025; Board reflects diversity in age, culture, education, and skills
Risk Management	Present subsidiary risk assessments annually to the Board Risk Oversight Committee (BROC)	All subsidiary presentations to the BROC were completed
	Update subsidiary risk registers twice annually	2025 risk register updates completed, including evaluation of mitigation plans
Business Ethics and Conduct	Enforce adherence to the Code of Conduct, with no complaints on unfairness, professionalism, bribery, or corruption	No case reported
Economic Performance	Compliance with regulatory financial obligations	No issue reported
Climate Governance	Establish and maintain a Climate and Regenerative Resilience Guardrails	Completed

Together, these Environmental, Social, and Governance indicators reflect how FPH translates its material priorities into defined commitments, monitored processes, and reported outcomes across the Group.

By aligning targets with oversight mechanisms at the Board and management levels, the Group strengthens accountability while maintaining visibility into climate, operational, social, and governance performance. As regulatory expectations and stakeholder standards continue to evolve, FPH will refine its metrics and monitoring systems to ensure that performance measurement remains aligned with strategic priorities and long-term enterprise resilience.

Detailed performance results are presented in the Materiality section on pages 88 to 105, and their relationship to our Capitals is explored further in the Strategy and Business Model section on pages 124 to 135.

Value *Creation*

156 Financial Capital

162 Manufactured Capital

180 Natural Capital

198 Human Capital

212 Intellectual Capital

222 Social and Relationship Capital

246 Value Creation Diagram

250 Contributions to the SDGs

256 Summary of Outcomes

260 Progress on Our Mission

04

Value Creation: Foundations for Long-Term Progress

The Philippines has spent 15 years building a solid economic foundation. Since 2010, the national economy has expanded at an average of 5.3 percent annually, while unemployment has fallen to 4.3 percent and poverty has declined to between 15.5 and 16.7 percent. With Gross National Income (GNI) per capita tripling to USD4,470, the country stands at the threshold of upper-middle-income status.[1]

This trajectory is not accidental; it is the product of interconnected systems—ecological, social, and economic—functioning with enough stability to sustain growth. At FPH, we recognize that our operating reality depends on the health of these shared systems. To contribute to the nation's next leap in economic progress, we must maintain the stability and viability of the environments where we operate.

The climate crisis is a tragedy of the commons: nature is owned by no one, yet it can be degraded by all. Our response is to move beyond reducing harm toward actively restoring the systems we depend upon.

Our Operating Philosophy: Reciprocity As Strategy

Our mission—"To Forge collaborative pathways for a decarbonized and regenerative future"—is a response to a strategic reality. We view the integrity of natural and social systems as shared infrastructure. Because no single actor owns these systems, yet everyone depends on them, their degradation becomes a direct material risk to our business.

We operate with the intention of minimizing the uncertainties of climate impacts at our sites, preventing constraints on the natural resources we depend on, and reducing the challenges faced by our employees, partners, and host communities. This is the Principle of Reciprocity: we derive essential benefits from nature and people, and we must reciprocate by actively looking after their well-being to ensure the long-term growth of our businesses (see: pp. 90-91).

[1] *Justin Canto and Ingo Kofoed, "Resilience to Relevance: The Next Philippines' Takeoff," McKinsey & Company, January 2026, https://www.mckinsey.com/featured-insights/future-of-asia/resilience-to-relevance-the-next-philippines-takeoff.*

The Six Capitals: Converting Strategy to Reality

FPH utilizes six capitals—Financial, Manufactured, Natural, Human, Intellectual, and Social—that interact to produce our products and services. These capitals are the mechanisms through which we operationalize our regenerative strategy. (See our Value Creation Diagram on p. 246)

In the pages that follow, we discuss the status of these capitals in 2025. We report on three dimensions for each: the value created for the enterprise, the value distributed to our pentad stakeholders, and our contribution to the UN Sustainable Development Goals (SDGs). This account is shaped by a double materiality lens, assessing both our impact on the world and how global environmental and social shifts affect our long-term financial performance. (Learn more about our approach to Materiality on p. 88.)

Financial *Capital*

Financial Capital at a Glance

Increase in Consolidated Net Income. Reached PHP31.7 billion, growing 28 percent from the previous year, largely reflecting the one-off gain from the divestment of a controlling interest in the Group's natural gas platform

Growth in Attributable Net Income. Delivered PHP19.8 billion in earnings for the Parent, reflecting a 38 percent increase from the previous year

PHP15.1 Billion Recurring Net Income. Core operational earnings increased by PHP1.3 billion, a 10 percent upturn from 2024, driven primarily by stronger performance of the power generation and real estate sectors

8 Percent Revenue Expansion. Total consolidated revenues rose to PHP84.7 billion, supported by the Group's major business segments.

Financial Capital as the Backbone of the Regenerative Mission

Financial Capital is the primary enabler of FPH's mission. As the Strategic Architect of the Group, FPH manages its financial resources to provide the resources necessary for national decarbonization and infrastructure development. By maintaining disciplined capital allocation, we ensure that our business segments have the liquidity to fund the transition toward our 42 percent carbon reduction target while navigating a volatile global environment.

PORTFOLIO TRANSITIONS AND MATERIAL TRANSACTIONS

In 2025, the Group completed two material transactions that rebalanced the portfolio and significantly impacted statutory earnings.

- **Divestment of Controlling Interest in Natural Gas.** In November 2025, First Gen completed the sale of its 60 percent controlling stake in the natural gas business. Following the sale, the natural gas business was deconsolidated from the Group's financial statements, with the remaining 40 percent stake now accounted for as "investment in associate."
- **Acquisition of Alabang Commercial Corporation.** In December 2025, Rockwell Land acquired a majority controlling interest in Alabang Commercial Corporation. This acquisition resulted in a gain on bargain purchase, which contributed to the overall increase in attributable net income for the year.

FPH FINANCIAL PERFORMANCE IN 2025: TOTAL GROUP

Financial Capital Highlights *(in millions, PHP)*	Variance (in %)	2025	2024
Consolidated Revenues	7.8	**84,719**	78,627
Consolidated Net Income	28.0	**31,666**	24,745
Net Income Attributable to Equity Holders of the Parent	38.3	**19,805**	14,316
Recurring Net Income Attributable to Equity Holders of the Parent	9.5	**15,065**	13,755

PERFORMANCE HIGHLIGHTS ACROSS BUSINESS SEGMENTS

- **Energy (First Gen):**
  The energy segment recorded an attributable net income of PHP21.3 billion, a 48 percent increase year-on-year, primarily due to the natural gas divestment gain. Attributable Recurring Net Income (RNI) likewise rose by 9 percent to PHP15.2 billion fueled by strong hydro generation and the first full year of LNG operations.

- **Real Estate (Rockwell Land and FPIP):**
  The segment posted a 34 percent upturn in earnings contribution to FPH, reaching PHP4.4 billion. Growth was driven by residential sales and commercial leasing at Rockwell and FPIP's increased recurring earnings from industrial locators.

- **Energy Solutions (First Philec):**
  First Philec delivered a stable earnings of PHP1.1 billion, consistent with 2024 levels, reflecting steady demand for core transformer products.

- **Construction and Energy Services (First Balfour and Thermaprime):**
  Earnings dropped by 54 percent to PHP426 million due to margin compression in energy projects, partially offset by Thermaprime's improved drilling revenues.

- **Healthcare and Education (AEI, MSA, and First College):**
  The group improved its recurring net loss by 44 percent to PHP101 million, driven by stronger revenues from MSA-Philippines and improved results of Asian Eye.

The following tables break down each segment's recurring contribution to the Parent and show their respective financial highlights for 2025.

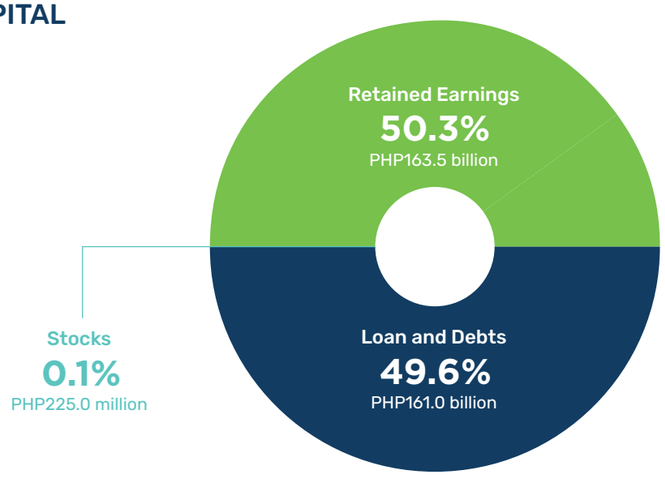
FPH FINANCIAL PERFORMANCE IN 2025: CONTRIBUTION OF BUSINESS SEGMENTS

Segment or Company	Contribution to Parent Recurring Earnings	Key Driver/s of Financial Performance
Energy First Gen	PHP10.3Bn	Strong hydro generation and the first full year of LNG operations.
Real Estate Rockwell & FPIP	PHP3.7Bn	Strong residential sales and commercial leasing; FPIP locator growth
Energy Solutions First Philec Inc.	PHP1.1Bn	Stable performance across core and new business lines
Construction and Drilling First Balfour	PHP427.0Mn	Reduced margins on Energy projects; offset by Thermaprime drilling revenue
Healthcare and Education • Asian Eye • MSA • FIRST College	(PHP136.5Mn)	Higher MSA-PH revenues and reduced net losses across the segment

Financial Capital Usage and Highlights in 2025

SOURCES OF FINANCIAL CAPITAL

At the start of 2025, FPH's financial capital base was composed of retained earnings at 50.3 percent (PHP163.5 billion) and loans and debts at 49.6 percent (PHP161.0 billion). Equity from stocks represented 0.1 percent (PHP225.0 million). The capital structure reflects the Group's internally generated funds alongside external financing used to support its operations and investments.



DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

The table presents how economic value generated across the FPH Group is distributed among key stakeholders, reflecting the Group's role as both an economic engine and a conduit for shared value creation. In 2025, revenues were heavily concentrated in the power segment, with First Gen accounting for the majority of total economic value generated at the consolidated level.

Across the Group, a significant portion of this value is reinvested into operations and growth, with operating costs comprising the largest share of economic value distributed. Substantial allocations are also directed toward employees through wages and benefits, governments through taxes and regulatory payments, providers of capital through financing costs, and shareholders through dividends.

The resulting economic value retained highlights the Group's capacity to sustain operations, strengthen its balance sheet, and support future investments. Variations across business units reflect differences in scale, capital intensity, and operating models, particularly between energy, real estate, and industrial platforms.

Direct Economic Value Generated, Invested, and Retained *(in millions, PHP)*	Total Economic Value Generated	Total Economic Value Invested	Total Economic Value Retained
First Gen	75,908.8	57,339.3	18,569.6
Rockwell Land	20,980.7	16,487.0	4,493.7
FPIP	1,817.0	1,562.5	254.5
First Philec	5,197.4	5,099.7	97.7
First Balfour	14,746.4	14,846.8	(100.4)
Asian Eye Insitute	705.4	795.3	(89.9)
TOTAL FPH CONSOLIDATED*	**112,850.8**	**82,160.5**	**30,690.3**

**Figures for FPH Consolidated include financial items on the part of the parent company and is not the sum of figures of the business segments.*

DISTRIBUTION OF FINANCIAL CAPITAL ACROSS CAPITALS

In 2025, FPH allocated PHP60.3 billion in Financial Capital across its core capital pillars. The majority was directed toward Manufactured Capital (57.1 percent), supporting the development, maintenance, and modernization of critical infrastructure and operating assets. Natural Capital accounted for 22.3 percent, underscoring continued investments in environmental stewardship and resource management. Human Capital (15.6 percent), meanwhile, reflects sustained spending on workforce development, capability-building, and employee well-being.

Smaller but strategically significant allocations were made to Intellectual Capital (2.7 percent) and Social Capital (2.3 percent), supporting innovation, systems development, stakeholder engagement, and community investments.

Type of Capital	Financial Value Distributed *(in millions, PHP)*
Manufactured Capital	34,462.6
Natural Capital	13,425.3
Human Capital	9,397.1
Intellectual Capital	1,653.7
Social Capital	1,398.1
Total Expenses and Investments	60,336.8
TOTAL BOOK VALUE OF ASSETS	**146,641.3**

**Totals are based on unrounded values.*

CREATING TOTAL STAKEHOLDER VALUE THROUGH FINANCIAL CAPITAL

FPH's deployment of Financial Capital translates into tangible outcomes across its key stakeholder groups, reflecting how economic value generated is reinvested to support enterprise growth, environmental stewardship, workforce well-being, and broader societal development. Through retained earnings, operational expenditures, financing activities, and tax contributions, the Group enables infrastructure development, sustains livelihoods, supports ecosystem restoration, and fulfills its obligations to investors, partners, and government. These flows demonstrate how financial capital functions not only as a driver of business performance, but as a mechanism for delivering shared value across the broader system. Further details on these outcomes are discussed in the Summary of Outcomes section (see p. 256).

Stakeholder Group	Value Category	2025 Outcome / Impact
Enterprise (FPH)	Retained Earnings	Supported capital investment for various infrastructure projects as well as funding of our initiatives on environmental protection and social well-being in our work sites
The Earth	Resource Allocation	Resources funded the protection of the integrity of natural forests, the restoration of open areas and the increase in biodiversity
Employees	Salaries & Benefits	Sustained competitive compensation and resources for strict protection of the health and safety"
Partners • Lenders	Interest & Principal	Maintained sound credit profile through disciplined debt servicing
• Suppliers	Operating expenses	Suppliers and contractors derived continued business due to the unimpeded operations of the company
Host Communities	CSR funds	Provision of educational, livelihood, and cultural benefits
Investors	Return on Investment	Continued fulfilment of financial and other obligations
Government	Taxes Paid	Remitted corporate income and local taxes to support national infrastructure

Tax Strategy and Governance

FPH pays its tax obligations fully and timely because the company recognizes the importance of taxes to government. It needs sustainable sources of funding to support the essential public services (infrastructure, health, education) to benefit Filipinos and contribute economic development.

Our comprehensive tax management system, overseen by the Tax Team within the Accounting Group, ensures full compliance with tax regulations and the accurate, transparent payment of taxes. FPH works closely with legal and regulatory experts to uphold best practices in tax compliance, strategic planning, audit management, and advocacy. The system is built on four core functions: (1) tax compliance and statutory reporting, (2) strategic tax planning, (3) effective tax audit management, and (4) proactive tax advocacy. Moreover, the senior management and the Board are critical in aligning tax strategies with business objectives and ensuring rigorous oversight of major tax-related decisions.

We have fully integrated our tax processes within our financial and accounting systems, leveraging automation, advanced data analytics, and digital tools. These enhancements enable real-time monitoring of tax obligations, seamless compliance with evolving regulations, and accurate financial reporting.

In 2025, FPH contributed a total of PHP239.1 million in taxes to the Philippine government, consisting of PHP230.1 million in national taxes and PHP9.0 million in local taxes.

The Group's power segment also contributed PHP300 million in government share on national wealth under the Local Energy Regulation No. 1-94 (ER 1-94) of the Department of Energy (DOE)[1].

[1] *Philippines. "Republic Act No. 11232: An Act Providing for the Revised Corporation Code of the Philippines." Supreme Court E-Library. February 20, 2019.*

The financial results of 2025 demonstrate our ability to generate consistent value while executing complex portfolio transitions. Guided by the Principle of Reciprocity, we remain committed to a balanced approach to capital management—one that rewards our shareholders through dividends, honors our commitments to our partners, and reinvests in the essential services that sustain the nation. Looking ahead, FPH will continue to leverage its financial strength to architect a portfolio that is not only profitable but inherently regenerative, ensuring long-term prosperity for the Group and its pentad stakeholders.

Manufactured *Capital*

MANUFACTURED CAPITAL AT A GLANCE

Power Generation.
The Group's power platform continued shifting toward a renewable-led portfolio as geothermal, hydro, wind, and solar assets formed the core of operating capacity, supported by ongoing plant optimization, maintenance programs, and system upgrades.

Residential and Commercial Real Estate.
Rockwell Land continued expanding its development pipeline while maintaining the operational performance of its residential, office, and retail portfolio across established estates.

Industrial Real Estate.
First Philippine Industrial Park (FPIP) strengthened its industrial ecosystem through investments in resilient infrastructure, utility modernization, estate stewardship, and sustained occupancy by manufacturing locators.

Construction and Energy Services.
First Balfour and its subsidiaries deployed specialized construction equipment, drilling rigs, and logistics fleets to support geothermal, grid, and infrastructure projects.

Manufacturing and Energy Solutions.
First Philec increased transformer production while expanding its customer base among electric cooperatives, utilities, and export markets.

Healthcare Services.
Asian Eye Institute (AEI) closed one clinic in SM Mall of Asia as part of portfolio rationalization and network optimization.

Manufactured Capital: The Infrastructure Platform for Regeneration

For FPH, Manufactured Capital comprises the physical infrastructure and systems through which the Group operates and delivers its products and services. These include power generation facilities, industrial estates, residential and commercial developments, manufacturing plants, construction and drilling equipment, and healthcare facilities—forming the operational backbone of the Group's activities across energy, infrastructure, real estate, manufacturing, and healthcare.

Across the portfolio, these assets convert capital inputs into services delivered to households, industries, and communities. Within FPH's value creation model (see Value Creation Diagram, p. 246), Manufactured Capital works alongside Financial, Natural, Human, Intellectual, and Social and Relationship Capitals to enable the delivery of services and products essential to everyday life and productivity. The reliability, capacity, and geographic reach of these systems are central to sustaining operations and supporting long-term value creation, while underpinning broader economic activity in the Philippines.

The sections that follow detail Manufactured Capital across FPH's business segments and highlight developments during 2025, including infrastructure expansion, asset stewardship, and material events affecting key facilities.

POWER GENERATION: RENEWABLE INFRASTRUCTURE AT SCALE

First Gen accounts for the largest share of FPH's manufactured capital through a portfolio of power generation assets supplying low-carbon electricity to the Philippine grid. In 2025, it divested 60 percent of its natural gas plants, transferring operational control to its new owner and retaining a 40 percent stake. This move fully anchored First Gen's operating fleet in renewable energy technologies, composed of geothermal, hydro, wind, and solar facilities across Luzon, Visayas, and Mindanao. These assets form the physical base through which the Group delivers renewable baseload and variable renewable power, while supporting grid reliability and the country's energy transition.

State of the Asset Base

As of year-end 2025, First Gen operated 31 power plants and installations across the Philippines, with a combined installed capacity of 1,764.2MW. Geothermal and hydro assets accounted for 91 percent of installed capacity, giving the portfolio a substantial base of dispatchable renewable generation, while wind and solar provided additional clean energy capacity within the system.

TOTAL INSTALLED RENEWABLE CAPACITY:
1,764.2MW

TYPE	GEOTHERMAL	HYDRO	WIND	SOLAR
NUMBER	16 projects	4 plants	1 plant	10 installations
INSTALLED CAPACITY IN 2025	1,302.8MW	299.4MW	150.0MW	12.0MW

View more information in the First Gen Integrated Report, found in the First Gen website (www.firstgen.com.ph).

Infrastructure Expansion

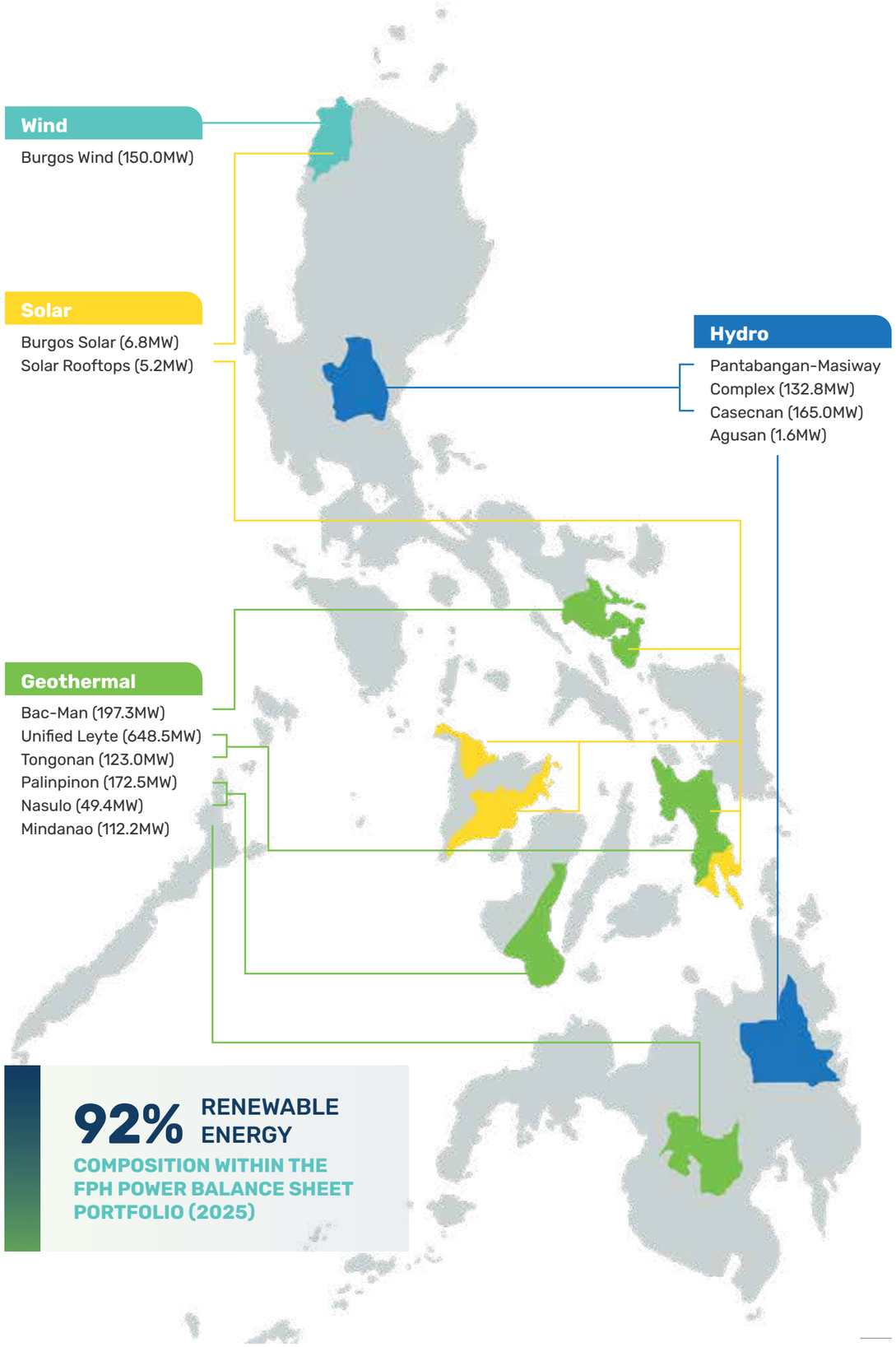
First Gen continued expanding its renewable infrastructure during 2025 through geothermal capacity additions, battery storage deployment, and customer-side clean energy solutions.

Three geothermal expansion projects reached commercial operations during the year, adding 88.6MW of new capacity to the renewable portfolio. The Palayan Bayan Binary Plant (35.7MW) commenced commercial operations in March 2025 after securing its Provisional Authority to Operate (PAO). The Tanawon Geothermal Project (21.6MW) was inaugurated in August and began commercial operations shortly thereafter, while the Mahanagdong Binary Plant (31.3MW) launched commercial operations in November 2025.

Energy storage capabilities were also strengthened through the commissioning of three Battery Energy Storage Systems (BESS) across the geothermal portfolio. The Bac-Man Energy Storage System (20MW/20MWh) secured its PAO in September 2025, followed by the Southern Negros (10MW/10MWh) and Tongonan (10MW/10MWh) systems in November and December, respectively.

Beyond utility-scale infrastructure, Pi Energy expanded distributed clean energy solutions for commercial and industrial customers. During the year, Pi Energy energized 25.4MWp of solar rooftop installations across 26 sites, commissioned 89 Remote Energy Monitoring System (REMS) metering points, and conducted energy audits for major facilities to support energy efficiency and decarbonization initiatives. In partnership with First Philec, it also delivered power solutions including pad-mounted and distribution transformers for a range of customers.

Several multi-year infrastructure projects also advanced during the year. The Aya Pumped-Storage Hydropower Project in Nueva Ecija, a planned 100-to-120-MW facility, substantially completed its detailed engineering design and secured most key permits, with implementation targeted for fourth quarter 2026. In the wind portfolio, work progressed on the replacement of Wind Turbine Generator C37 at the Burgos Wind Farm following earlier damage, while procurement began for the replacement turbine runner of Unit 2 at the Agusan hydropower plant, with installation scheduled for 2026.



92% RENEWABLE ENERGY

COMPOSITION WITHIN THE FPH POWER BALANCE SHEET PORTFOLIO (2025)

First Gen's marketing arm, First Gen Energy Solutions, rolled out the Retail Aggregation Program (RAP) and is able to supply subsidiaries of the FPH Group with electricity sourced from renewable powerplants, on top of other customers served. This alignment of internal energy requirements with the Group's generation portfolio demonstrates the operational scale of its retail platform and the integration of renewable energy into its industrial infrastructure.

View more information in the First Gen Integrated Report, found in the First Gen website (www.firstgen.com.ph).

Asset Stewardship

Stewardship of the Group's renewable energy assets centers on maintaining plant reliability, sustaining geothermal resource productivity, and ensuring that generation facilities remain responsive to evolving operational conditions. Across geothermal and hydro facilities, structured maintenance programs, equipment upgrades, and continuous monitoring are implemented to support plant availability and long-term performance.

A key component of this stewardship is EDC's Drilling and Well Intervention Program, which supports the long-term productivity of geothermal reservoirs and the reliability of existing generation facilities. In 2025, the program drilled 12 wells across four operating geothermal fields and one exploration well, while 19 well interventions were completed to sustain steam supply and optimize field performance.

Across the hydro fleet, modernization initiatives were also implemented to address aging infrastructure. At the Pantabangan–Masiway Hydroelectric Power Plant, upgrades to control systems and the replacement of key electrical components restored the facility to its full 120-MW installed capacity following an earlier technical derating. Business continuity reviews, crisis management protocols, and emergency preparedness measures remained in place across EDC facilities to support operational resilience.

Operational Performance and Key Challenges

Operational performance across the renewable portfolio varied by asset class during 2025. Higher water inflows supported stronger hydroelectric generation, while newly commissioned geothermal plants added incremental capacity to the portfolio. At the same time, certain geothermal facilities experienced equipment outages and steam quality issues that affected output in selected fields. Restoration and optimization initiatives were implemented to stabilize operations and recover generation capacity, while reliability management, asset maintenance, and infrastructure upgrades remained priorities across the fleet.

Across the geothermal portfolio, localized equipment issues, steam quality variations, and well integrity challenges affected performance in selected fields during the year. Mitigation measures—including steam optimization, solids separation systems, accelerated well workovers, and targeted maintenance interventions—were implemented to restore output and improve reliability.

Performance varied by site, with some facilities exceeding generation targets while others implemented precautionary derating during adverse conditions. Further details on geothermal asset performance are discussed in the First Gen Integrated Report (see First Gen 2025 Integrated Report, Manufactured Capital section, p. 114).

In the wind portfolio, the Burgos Wind Farm continued addressing turbine and electrical infrastructure issues carried over from 2024, with most affected units restored during the year and one turbine scheduled for replacement in 2026.

Climate and Natural System Impacts on the Power Segment

The performance of renewable energy infrastructure is closely linked to natural system conditions. Variations in rainfall, geothermal resource dynamics, and extreme weather events can influence the availability and operation of generation facilities.

In the hydro portfolio, higher rainfall during 2025 increased water inflows at several facilities. The Pantabangan–Masiway hydropower complex recorded stronger generation as reservoir levels rose, supporting both irrigation releases and electricity production. The Agusan hydropower plant also benefited from improved hydrological conditions, resulting in higher energy output and reduced downtime following maintenance activities completed in 2024.

Extreme weather events remain a key physical risk to energy infrastructure. During 2025, several geothermal and wind facilities implemented precautionary derating or temporary shutdowns during severe weather events to safeguard personnel and equipment. Landslide events were recorded near certain geothermal facilities during the fourth quarter, though no operational disruptions were reported.

These conditions illustrate how Manufactured Capital in the power portfolio operates in close interaction with Natural Capital. Through asset monitoring, operational adjustments, and infrastructure upgrades, the Group continues to strengthen the resilience of its renewable energy facilities to evolving climate and environmental conditions.

RESIDENTIAL AND COMMERCIAL REAL ESTATE: INTEGRATED URBAN INFRASTRUCTURE

Rockwell Land's manufactured capital consists of master-planned residential communities, mixed-use developments, office buildings, and retail assets that form integrated urban environments across the Philippines' central and emerging growth centers. These built environments combine residential, commercial, and lifestyle infrastructure designed to support long-term urban livability and economic activity.

State of the Asset Base

Rockwell Land's asset base spans residential developments, office buildings, and retail centers located across Metro Manila and several regional growth corridors, including Cebu, Bacolod, Batangas, Bulacan, Laguna, and Pampanga.

The company's recurring income platform includes retail and office assets such as Power Plant Mall, Rockwell Business Center–Ortigas, Rockwell Business Center–Sheridan, Santolan Town Plaza, Arton Strip, 1 Proscenium, 8 Rockwell, and Aruga by Rockwell. These properties anchor the company's leasing portfolio and support nearby residential communities.

In 2025, the leasing portfolio maintained high utilization levels, with retail occupancy reaching 93 percent across approximately 88,000sqm of gross leasable area, and office occupancy holding at 94 percent across roughly 152,000sqm of office space.

Map of Rockwell Land Estates

Metro Manila

Makati City
- Joya Lofts and Towers
- Manansala
- One Rockwell
- Hidalgo Place
- Amorsolo Square
- Rizal Tower
- Luna Gardens
- Edades Tower and Garden Villas
- The Proscenium at Rockwell
  - Phase 1
  - The Proscenium Residences (99%)
- Balmori Suites
- 8 Rockwell (LEED Gold Certified, 2016)
- Power Plant Mall
- Rockwell Club
- 1 Proscenium (LEED Silver Certified, 2024)
- Proscenium Retail
- Aruga by Rockwell
- Rockwell Performing Arts Theater

Pasig City
- The Grove
- The Vantage
- Rockwell Business Center - Ortigas (EDGE Certified, 2025)

Mandaluyong City
- Rockwell Business Center - Sheridan (LEED Silver Certified, 2018)

San Juan City
- The Alvendia
- Santolan Town Plaza (EDGE Advanced Certified, 2024)

Quezon City
- Arton
  - West
  - North
  - East (89%)
- 205 Santolan
- 53 Benitez
- 8 Benitez Suites (Completed Aug 2025)
- Arton Strip

Muntinlupa City
- Eastbay
  - Fordham
  - Larsen (Completed Dec 2025)
- Alabang Town Center Retail
- Alabang Town Center Corporate Center

Pampanga

Angeles City
- The Manansala by Rockwell Nepo (90%)
- The BenCab (72%)
- The Aurelio
- Power Plant Mall Nepo (5%)

Bulacan

San Jose Del Monte City
- Samanean
  - Phase 1 (9%)

Batangas

Lipa City
- Lotus Lots
  - Phase 1 Cluster 1 (15%)
- Lauan Ridges
  - Phase 1 (8%)
- Molinillo
  - Phase 1 (6%)
- Molave (0.2%)
- Terreno South
  - Phase 2B (22%)
  - Phase 4 (86%)
  - Phase 5 (Completed Aug 2025)
  - Cluster 5 (12%)

Sto. Tomas City
- Stonewell
  - Stonewell 1
  - Stonewell 2 (86%)
  - Stonewell 3 (87%)

Laguna

Calamba City
- Rockwell South at Carmelray
  - Cluster 5 (71%)
  - Cluster 6 (25%)

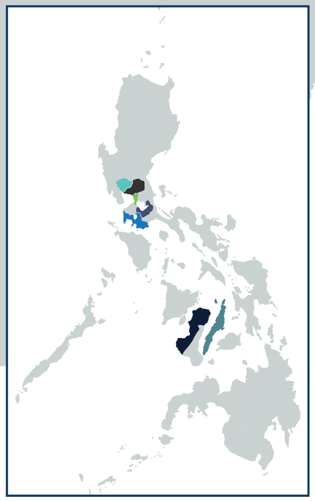
Cebu

Cebu City
- Aruga Mactan
  - Villas Phase 1 (Completed May 2025)
  - Villas Phase 2 (98%)
  - Residences Phase 1 (99%)
- IPI Office
  - Tower 1 (0.3%)
- 32 Sanson
  - Raffia
  - Gmelina
  - Buri
  - Solihiya
  - Sillion (Completed June 2025)

Negros

Bacolod City
- The Pavilions at Nara
- Nara Residences
  - Residential Lots (48%)
- One Nara (Completed March 2025)
- Two Nara (91%)
- Rockwell Center Bacolod
  - Residential Lots (47%)
- Bel-air
  - Phase 1 (73%)
  - Phase 2 (21%)
- Rockwell Center Bacolod
  - Commercial Lots Ph 1 (54%)
  - Commercial Lots Ph 2 (54%)

- Residential
- Commercial
- Under Construction
- Newly Launched



Infrastructure Expansion

Rockwell Land continued expanding its development pipeline in 2025, through new project launches and estate development across multiple regional locations. Eight projects were launched during the year—Lauan Ridges Phase 1, Bel-Air Phase 2, Rockwell South at Carmelray Ray Cluster 6, Samanean Phase 2, Cabo Phase 1, The Aurelio, Nara Phase 2, and Aruga Mactan Residential Phase 2—extending the company's presence in Lipa, Bacolod, Laguna, Bulacan, Batangas, Angeles, and Cebu.

Project delivery also progressed across several developments. Projects completed during the year included One Nara, 8 Benitez, Terreno Phase 5A, Larsen, and Aruga Mactan Villas, supporting revenue recognition and expanding available residential inventory.

In December 2025, Rockwell Land acquired a majority stake in Alabang Town Center, building on the company's retail expansion initiatives—which include Power Plant Nepo in Angeles City, Pampanga; the addition of new retail spaces within Rockwell at IPI Center in Cebu City; and Power Plant Mall Bacolod in Rockwell Center Bacolod, among others.

These developments reflect Rockwell Land's ongoing transition from a primarily Metro Manila developer toward a broader network of master-planned communities across regional urban centers.

Asset Stewardship

Rockwell Land continued to invest in property management systems and build efficiency improvements to maintain the performance of its developments.

Across its commercial portfolio, the company implemented several infrastructure upgrades, including the installation of electric vehicle charging stations and automated chiller systems in mall facilities, helping reduce energy consumption while supporting operational resilience.

Resource efficiency initiatives were also implemented across estates, including LED lighting conversion in common areas and the installation of low-flow washroom fixtures, reducing the energy and water intensity of building operations.

Operational Performance and Key Challenges

Rockwell Land recorded strong operational performance during 2025, supported by robust residential demand and sustained leasing performance across its recurring income portfolio.

Reservation sales reached PHP25.3 billion, representing a 61.1 percent increase year-on-year, driven by strong uptake of residential developments across both vertical and horizontal projects.

The company's leasing portfolio also maintained stable utilization levels, with retail occupancy at 93 percent and office occupancy at 94 percent, providing steady recurring income alongside more cyclical development revenues.

Operational performance during the period reflects sustained demand for mixed-use developments that integrate residential, commercial, and urban infrastructure within a unified estate ecosystem. This growth was achieved despite sector-wide headwinds, including softened domestic demand for high-rise residential units and broader volatility stemming from geopolitical and macroeconomic uncertainty.

Read more information on Rockwell Land's performance in the Retail, Office, and Industrial Assets section of this Integrated Report. Learn more about the real estate segment's risks and challenges in the Risk Management and Opportunities section (p. 136), and Annex 3 - Risks by Business Segment (p. 316).

Climate and Natural System Impacts on the Real Estate Segment

The performance and resilience of real estate infrastructure are increasingly influenced by environmental conditions, resource availability, and evolving building standards.

Several commercial assets have also achieved Leadership in Energy and Environmental Design (LEED) and Excellence in Design for Greater Efficiencies (EDGE) certifications, including a LEED Gold certification for 8 Rockwell, LEED Silver certifications for Rockwell Business Center-Sheridan and 1 Proscenium, an EDGE Advanced certification for Santolan Town Plaza, and, in 2025, an EDGE certification for Rockwell Business Center–Ortigas.

These measures help improve energy efficiency, reduce operational emissions, and strengthen the resilience of Rockwell Land's estates to evolving environmental and regulatory conditions.

INDUSTRIAL REAL ESTATE: MANUFACTURING AND EXPORT INFRASTRUCTURE

First Philippine Industrial Park (FPIP) represents the Group's industrial infrastructure platform, providing a large-scale manufacturing ecosystem that supports export-oriented production and industrial activity in the Philippines. Established in 1996, the estate has evolved into a major industrial hub hosting 159 locators across approximately 600 hectares, supporting more than 81,000 jobs and generating significant export activity.

Within FPH's portfolio, FPIP's manufactured capital consists of industrial land, ready-built factories, estate-wide utilities, digital connectivity infrastructure, and logistics systems that enable manufacturers to operate efficiently within a managed industrial environment. These physical systems support continuous operations for global and local manufacturing firms while contributing to national industrial development and regional employment generation.

State of the Asset Base

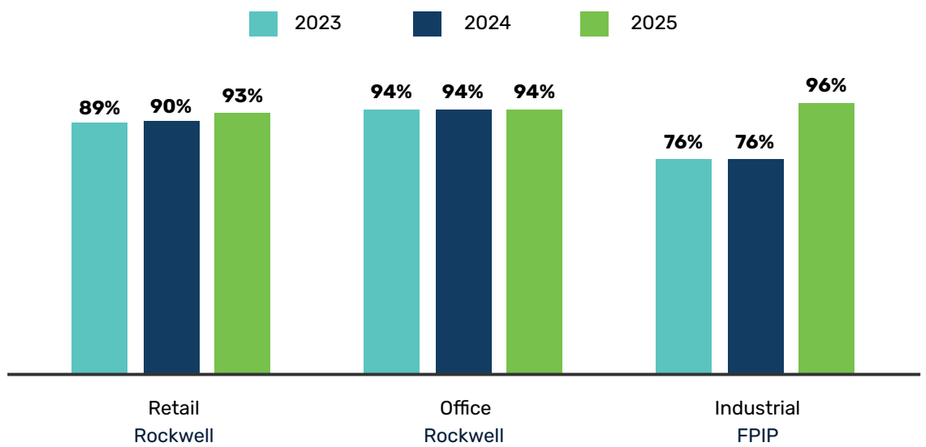
FPIP's industrial estate combines land development and management with integrated utilities and operational infrastructure designed to support high-volume manufacturing operations.

The park's industrial facilities include leasable ready-built factories (RBFs) intended for assembly, light manufacturing, and warehousing activities totaling 189,085 square meters, reflecting continued expansion of the estate's manufacturing capacity.

In 2025, demand for these facilities strengthened significantly, with ready-built factory occupancy rising to 96 percent, compared with 76 percent in the previous year. This expansion in occupancy reflects increased utilization of the estate's manufacturing infrastructure by industrial locators.

Beyond physical buildings, FPIP's asset base includes estate-wide support services inclusive of park management, security and landscaping; infrastructure systems such as roads, drainage and flood control networks, underground utilities (power, water, telecommunications) distribution systems, and, water supply and wastewater treatment facilities, all designed to support continuous industrial operations within the park.

LEASING RATES ACROSS RETAIL AND OFFICE ASSETS



Infrastructure Expansion

During 2025, FPIP continued expanding the physical capacity of the estate through additional industrial facilities and infrastructure upgrades.

The estate increased its industrial leasable space inventory by 7,846 square meters of ready-built factory space, expanding the availability of ready-built facilities for manufacturing locators.

Several major infrastructure projects also advanced during the year. The 20 million liters-per-day River Water Treatment Facility (RWTF) reached 85.9 percent completion, while supporting water infrastructure projects—including the Pump Station and Deepwell No. 3—progressed to 98 percent completion, strengthening water supply reliability across the estate.

Digital and operational infrastructure also continued to expand. FPIP achieved 100 percent dark fiber coverage across the park, supported by connectivity from major telecommunications providers, enabling locators to access redundant, high-capacity digital networks for technology-driven manufacturing operations.

In parallel, development of the Park Access Management (PAM) facility, an automated identification-based access system for employees and vehicles, reached 95 percent completion, supporting more efficient daily movement for the estate's workforce.

Asset Stewardship

FPIP's approach to asset stewardship focuses on maintaining the reliability, safety, and operational readiness of its industrial infrastructure through both physical maintenance and system-level upgrades.

During 2025, the estate implemented targeted maintenance and rehabilitation programs across its infrastructure base, including road reblocking works, upgrades to previously built RBF units, and improvements to perimeter security systems. These initiatives were undertaken to preserve asset integrity, support safe and efficient logistics movement, and enhance the overall operating environment for locators.

FPIP also continued advancing its digitalization of utility operations, with the rollout of Supervisory Control and Data Acquisition (SCADA)-enabled systems designed to support centralized monitoring and data-driven management of critical infrastructure. This transition toward predictive maintenance enhances operational visibility, improves response times, and reduces the risk of unplanned disruptions.

Beyond physical systems, the estate strengthened its operational readiness and resilience protocols, including updates to crisis management, emergency response, and risk management frameworks. Together, these stewardship measures support the continued reliability of the estate's infrastructure and its ability to sustain uninterrupted industrial operations.

Operational Performance and Key Challenges

Operational performance in 2025 reflected strong demand for industrial space and increased utilization of the estate's infrastructure.

FPIP recorded 26.3 percent growth in ready-built factory (RBF) occupancy, reaching 96 percent utilization, alongside an expansion in total leasable factory space during the year. These trends indicate higher absorption of industrial capacity and increased activity across the estate.

The resulting growth in locator operations contributed to improvements in financial performance, driven by higher utilization of industrial facilities, increased demand for utilities, and adjustments to estate service fees.

As activity levels increased, maintaining infrastructure reliability and service continuity remained a key operational priority. The estate's ability to support higher occupancy and utility demand required sustained investment in asset maintenance, system upgrades, and capacity planning across its core infrastructure.

Operational challenges during the year were primarily associated with increasing demand on estate utility systems, particularly water supply and wastewater treatment. To address these pressures, FPIP implemented infrastructure upgrades and system optimizations, including the installation of diversion pipelines and hydraulic control systems to better distribute loads across treatment facilities, maintain regulatory compliance, and support continued industrial growth.

Learn more about FPIP's operational highlights in the Business Review - FPIP section (see pp. 62 to 68)

Climate and Natural System Impacts on the Industrial Real Estate Segment

FPIP's industrial infrastructure operates in close interaction with natural systems, where extreme weather events and seasonal conditions can affect asset performance and integrity.

In 2025, strong winds during the typhoon season caused damage to portions of the wastewater piping system due to fallen trees, resulting in localized operational disruptions. In response, FPIP improved its flood control infrastructure and disaster-preparedness initiatives; and implemented proactive asset protection measures, including a structured landscape management program focused on pruning trees near critical infrastructure.

The estate also experienced localized fire incidents within and around its perimeter, which were responded to by the FPIP Emergency Response Team, with no escalation into major disruptions.

More broadly, climate-related risks—including intensified rainfall, stronger typhoons, and temperature variability—continue to affect infrastructure performance and operational continuity. FPIP is addressing these through upgrades to drainage and flood control systems, reinforcement of critical facilities, and strengthened emergency response and risk management protocols.

These measures reflect the need for continuous adaptation of the estate's infrastructure to support reliable operations under evolving climate conditions.

Learn more about FPIP's response to key challenges in the Business Review - FPIP section (see pp. 62). More information on climate-related risks are articulated in the Risk Management section (see pp. 136) and Annex 3 (pp. 316)

CONSTRUCTION AND ENERGY SERVICES: INFRASTRUCTURE DELIVERY PLATFORMS

First Balfour and its subsidiary ThermaPrime represent the Group's construction and drilling infrastructure platform, providing the equipment, facilities, and field systems required to develop and maintain energy and industrial assets.

Manufactured capital in this segment consists of construction fleets, drilling rigs, transport equipment, and operational support facilities deployed across project sites nationwide. These assets enable the execution of geothermal drilling, power plant construction, civil works, and infrastructure development projects, supporting both internal Group requirements and external client engagements.

Unlike fixed infrastructure in other segments, these assets are mobile and project-based, allowing the Group to deploy equipment and technical capability across multiple locations depending on project demand. This flexibility is central to supporting the development of renewable energy facilities, industrial infrastructure, and related systems across the country.

State of the Asset Base

The segment's asset base is composed of a wide range of equipment supporting construction, energy, and infrastructure operations and project execution across multiple sites.

Through its equipment rental arm, T1 Rentals, the Group maintained a diversified fleet that includes heavy trucks, general rental equipment, service vehicles, earthmoving equipment, generator sets, and lifting equipment.

These assets are complemented by specialized additions during the year, including crawler cranes, truck-mounted cranes, railway dump trucks, and transport vehicles, which expanded the Group's capability to support large-scale infrastructure and rail-related projects.

In parallel, T1 Transport maintained a fleet of approximately 123 transport units, including tractor heads, trailers, boom trucks, and electric vehicles, supporting logistics requirements across construction, energy, and industrial projects.

CONSTRUCTION AND ENERGY SERVICES ASSET FLEET: 2025

T1 RENTALS		T1 TRANSPORT	
EQUIPMENT TYPE	DEPLOYABLE QUANTITY	EQUIPMENT TYPE	DEPLOYABLE QUANTITY
Heavy trucks	212 units	Tractor heads	46 units
General rental equipment	210 units	Boom trucks	3 units
Service vehicles	183 units	Low bed trailers	28 units
Earthmoving equipment	181 units	Semi-low bed trailers	9 units
Generator sets	59 units	Commuter vans	5 units
Lifting equipment	54 units	Electric buses	3 units
		Electric vans	3 units

Infrastructure Expansion

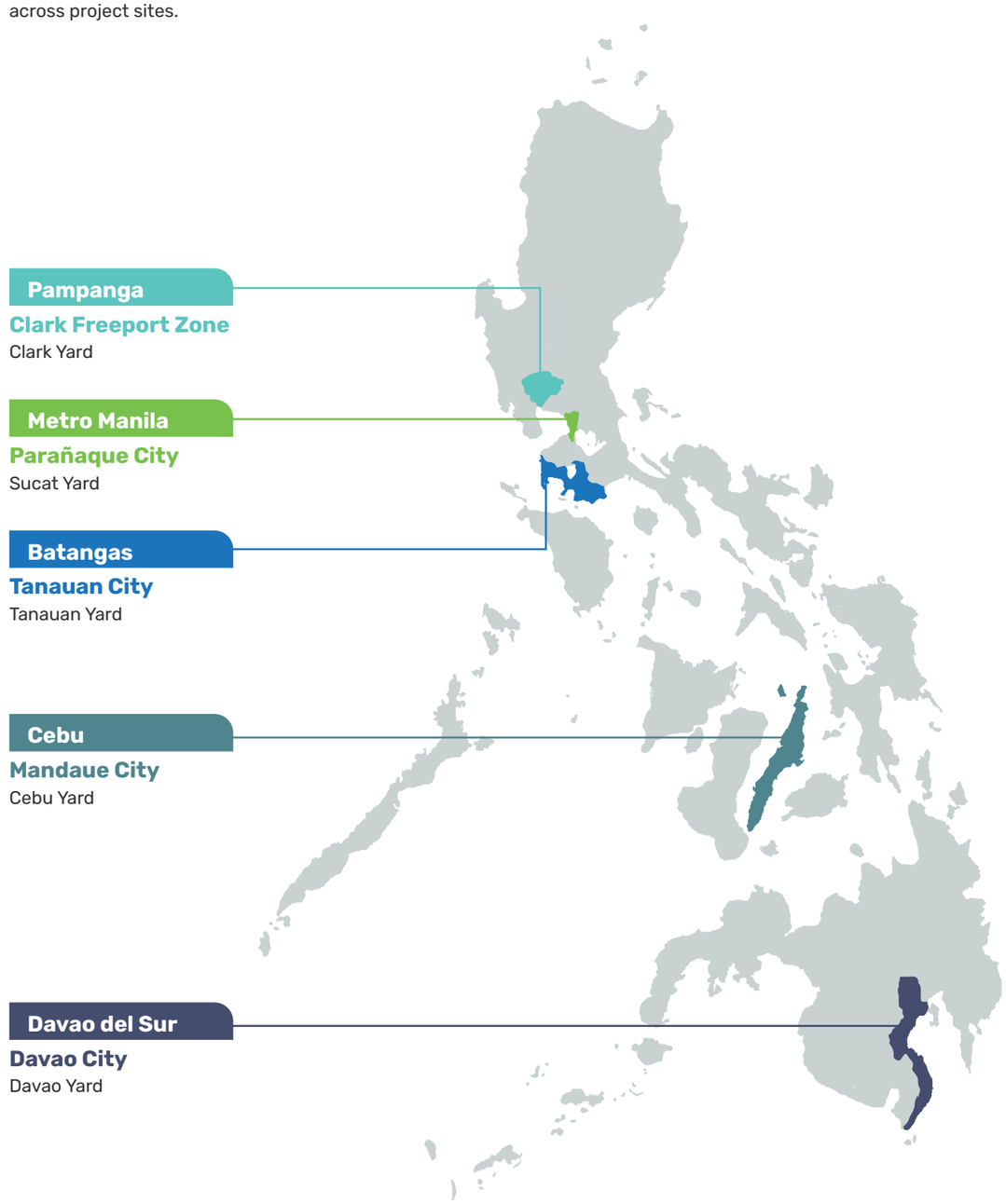
During 2025, First Balfour expanded their construction and drilling infrastructure through targeted additions to equipment fleets and logistics capacity.

T1 Rentals increased total fleet size from 881 units in 2024 to 899 units in 2025, with new equipment concentrated in earthmoving and lifting categories, alongside specialized machinery such as crawler cranes, truck-mounted cranes, and transport vehicles. These additions supported the execution of larger and more complex infrastructure projects.

The Group also strengthened its surveying and geotechnical capabilities through additional total stations, automatic levels, GNSS receivers, and portable drilling equipment, supporting site development and construction accuracy.

Logistics capacity continued to scale through T1 Transport, with a diversified fleet supporting the movement of equipment, materials, and personnel across project sites.

T1 Rentals maintains a network of yards across the country to support fleet deployment and project operations, located in Parañaque (Sucat Yard), Batangas (Tanauan Yard), Pampanga (Clark Yard), Cebu (Cebu Yard in Mandaue), and Davao del Sur (Davao Yard). These facilities collectively span approximately 39,370 square meters, providing nationwide coverage to support both internal projects and external clients.



Asset Stewardship

First Balfour and ThermaPrime maintained disciplined fleet management through lifecycle monitoring, maintenance programs, and selective asset renewal.

During the reporting period, T1 Rentals disposed of 75 equipment units using structured sale processes to optimize fleet composition and redeploy capital toward higher-performing assets. These assets included: service vehicles, heavy trucks, earthmovers, general rentals, generator sets, and lifting equipment.

Across the fleet, maintenance programs and equipment monitoring supported asset reliability and operational readiness, particularly for equipment deployed in geographically dispersed and high-intensity project environments.

Operational Performance and Key Challenges

Operational performance in 2025 was driven by continued execution of energy and infrastructure projects across geothermal, battery energy storage, and civil works developments.

First Balfour and ThermaPrime supported the delivery of 47 multiple construction and 23 drilling projects, including geothermal facility upgrades, fluid management systems, and battery energy storage installations. These projects contributed to improving plant reliability, supporting grid stability, and enabling the expansion of renewable energy infrastructure.

Operational activity remained geographically dispersed, requiring coordinated deployment of equipment, personnel, and logistics across multiple sites. Fleet availability, equipment utilization, and timely mobilization remained key to sustaining project delivery.

Key challenges during the year included exposure to weather-related disruptions, site accessibility constraints, and the technical complexity of working across varied terrain and subsurface conditions. These factors required ongoing adjustments to project schedules, resource allocation, and maintenance planning to ensure continuity of operations.

Climate and Natural System Impacts on the Construction and Energy Services Segments

Construction and drilling operations are inherently exposed to physical climate and geophysical risks, particularly in the Philippines, which ranked as the most disaster-prone country in the World Risk Index 2025.

During the reporting period, extreme weather and seismic events affected project environments and physical assets. Typhoon Tino, which made landfall in November 2025, caused flooding and landslides across the Visayas region, resulting in estimated property damage of PHP2.5 million to First Balfour assets. In addition, a magnitude 6.9 earthquake near Cebu City in September 2025 resulted in an estimated PHP7.9 million in damages.

These events highlight the exposure of construction and drilling activities to disruptions arising from severe weather, ground instability, and site-specific vulnerabilities. In response, the Group maintained active insurance coverage and bonds, with premiums kept current, to mitigate financial impacts associated with such events.

Operationally, these risks necessitate ongoing adjustments to project execution, including site safety protocols, equipment protection measures, and contingency planning to address delays and infrastructure damage arising from natural hazards.

MANUFACTURING AND ENERGY SOLUTIONS: GRID EQUIPMENT MANUFACTURING INFRASTRUCTURE

First Philec's manufactured capital is anchored on its transformer manufacturing facilities, supporting the production of distribution transformers and related grid equipment while enabling its transition toward integrated energy distribution solutions.

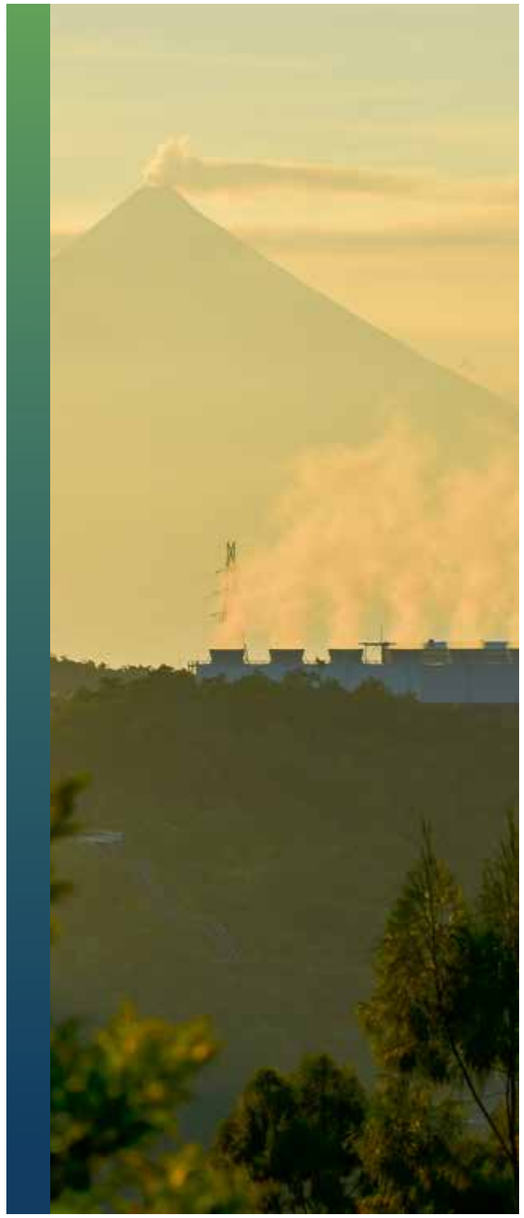
26,715 UNITS	2.0 Million kVA
Distribution Transformers Produced in 2025	Transformer Capacity Delivered in 2025

State of the Asset Base

The manufacturing plant remained centered on distribution transformer production, delivering a record number of units in 2025.

Infrastructure Expansion and Asset Stewardship

During the reporting period, First Philec upgraded key production equipment to improve efficiency and throughput. First Philec modernized the drying and vacuuming process for pad-mounted transformer production, reducing assembly time from approximately eight days to just three days. Variable Frequency Drives (VFDs) were also installed on oven motors to improve energy efficiency.



Asset performance was maintained through ongoing process improvements and equipment optimization, supporting consistent output quality and sustained utilization of core production lines.

Operational Performance and Key Challenges

Manufacturing performance in 2025 reflected both record output and evolving product demand.

Total production reached 26,715 units, with distribution transformers accounting for 26,310 units, sustaining high utilization of the core line.

Capacity for three-phase pad-mounted transformers expanded during the year, enabling the production of larger and more complex units. Total pad-mounted transformer output increased to 316,900kVA, reflecting a shift toward higher-capacity builds.

Operationally, performance was shaped by changes in product mix, increasing technical requirements, and the need to balance volume production with more customized orders.

Climate and Natural System Impacts on the Manufacturing Segment

Manufacturing operations are exposed to climate-related risks that may affect production continuity and facility conditions.

In response, First Philec continues to strengthen its risk management and business continuity measures, including regular updates to business continuity plans, maintaining sufficient insurance coverage, and positioning spare inventory in locations outside the main manufacturing facility to support operational resilience in the event of disruptions.

HEALTH SERVICES: CLINICAL FACILITIES AND NETWORK OPTIMIZATION

Overview and Asset Base

Asian Eye Institute's manufactured capital consists of its network of clinical facilities supporting the delivery of specialized ophthalmic care.

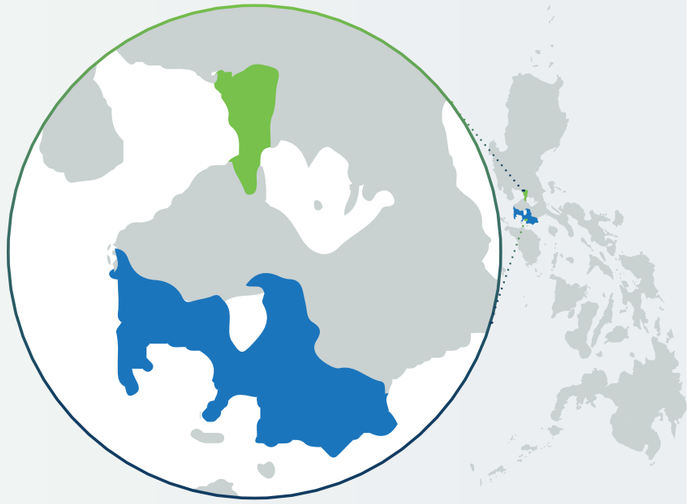
In 2025, the Institute maintained operations across its existing clinic network, with no major facility expansions or upgrades during the year as the business remained in an optimization and recovery phase.

Metro Manila

- Asian Eye Headquarters
  - Mezzanine, 8th-10th Floors, Phinma Plaza Building, Makati City
- Asian Eye Vision Center
  - Powerplant Mall, Makati City
- Asian Eye Trinoma
  - Trinoma Mall, Quezon City
- Asian Eye Alabang
  - Commercenter, Muntinlupa
- EyeSite Reliance Center, Inc.
  - Williams Building, Mandaluyong

Batangas

- Asian Eye Cabrini
  - St. Frances Medical Center, Sto. Tomas, Batangas



During the reporting period, the Institute closed its SM Mall of Asia clinic as part of ongoing portfolio rationalization.

Operational Context

Operations during the year were focused on improving utilization, strengthening cost discipline, and optimizing the performance of existing facilities, in line with the Institute's transition toward a more sustainable operating model.

Climate and Natural System Impacts on the Health Services Segment

Healthcare facilities are exposed to operational risks arising from environmental conditions, including potential disruptions to clinical operations and infrastructure.

The Institute continues to manage these risks through standard facility management, compliance with healthcare regulations, and ongoing efforts to improve operational efficiency across its clinic network.

The Interplay of Manufactured Capital and Natural Capital

These infrastructure platforms, articulated in this section, illustrate how FPH's Manufactured Capital enables the delivery of energy, infrastructure, and essential services across its portfolio—while requiring disciplined stewardship to sustain performance and resilience over time. As demonstrated across segments, these assets are increasingly shaped by climate-related risks, including extreme weather events, changing environmental conditions, and resource constraints that affect infrastructure integrity and operational continuity. In this context, Manufactured Capital is not only deployed but continuously adapted in response to natural system dynamics. The report next turns to Natural Capital, examining how the Group manages its dependence on natural resources, addresses climate-related risks, and advances its approach to environmental stewardship and regeneration.

Natural *Capital*

Natural Capital at a Glance

Portfolio Transition Driving Reported Reductions.
FPH reported declines in total energy use and greenhouse gas (GHG) emissions in 2025 which were primarily driven by changes in portfolio boundary following the divestment of natural gas assets, alongside ongoing operational and efficiency measures across remaining businesses.

Power Segment as Primary Emissions Source.
FPH's power group remained the largest contributor to Scope 1 emissions, reflecting the emissions profile of steam-driven power generation within the portfolio.

Reduced Grid Dependence Influencing Scope 2 Emissions.
Scope 2 emissions trends reflected a combination of energy efficiency measures and increased procurement of renewable electricity across selected subsidiaries.

Expanded Measurement Increasing Scope 3 Emissions.
Scope 3 emissions increased year-on-year, driven primarily by broader coverage and improved accounting of indirect emissions.

Property Operations Driving Waste Generation.
Waste generation was predominantly associated with property operations, with diversion efforts implemented through recycling, composting, and recovery programs across developments.

Managing Natural Capital Across a Transitioning Portfolio

Natural capital is a core input to FPH's value creation model, reflecting our dependence on energy resources, land, water, and ecosystem services across the portfolio. These ecosystem services refer to nature's capacity to provide goods and functions that support both operations and communities, including the provision of materials and resources, the regulation of environmental processes such as water purification and flood control, the absorption and assimilation of waste, and supporting functions such as habitat provision.

As a holding company overseeing diverse subsidiaries, FPH manages natural capital at the parent and subsidiary levels to provide visibility into how environmental factors influence operational performance and long-term resilience. The scale and nature of these interactions are shaped by our portfolio, with power generation activities—particularly geothermal and hydroelectric operations—accounting for the majority of energy use, emissions, and water flows, while other segments contribute through their use of electricity, fuel, materials, and land.

In 2025, reported data on energy use, greenhouse gas (GHG) emissions, water, and other environmental indicators reflect a change in portfolio boundary following the divestment of a majority stake in the Group's natural gas assets. This transaction represents a strategic reallocation of capital toward renewable and regenerative energy solutions and materially affects the scale and composition of reported environmental metrics for the year. As such, year-on-year comparisons should be interpreted in the context of this structural shift, alongside operational factors within the remaining portfolio.

FPH's approach to natural capital is anchored in our mission to forge collaborative pathways toward a decarbonized and regenerative future. Within this context, decarbonization focuses on reducing emissions, while regeneration extends to the management and restoration of natural systems that support both business operations and surrounding communities.

This section presents FPH's management approach and performance across key areas of natural capital, including energy, emissions, water, waste, and biodiversity. Disclosures reflect current measurement boundaries and data availability across the Group, with ongoing efforts to strengthen monitoring systems and improve consistency of reporting over time.

Translating Energy Use into Emissions Outcomes

Energy consumption and greenhouse gas emissions across the FPH Group are closely linked, as emissions largely arise from fuel use in power generation and electricity consumption across operations. As such, emissions trends are shaped by the same factors that influence energy use, including plant performance, fuel

mix, energy efficiency measures, and the sourcing of electricity.

In 2025, reported changes in both energy use and GHG emissions reflect the effects of portfolio boundary changes following the divestment of natural gas assets, as well as operational conditions within the remaining businesses, including variations in geothermal and hydroelectric generation and electricity consumption across non-power subsidiaries.

Within the current portfolio, power generation—particularly geothermal and hydroelectric operations—accounts for the majority of energy use and Scope 1 emissions. Non-power businesses contribute primarily through electricity consumption and fuel use, influencing total energy demand and Scope 2 emissions.

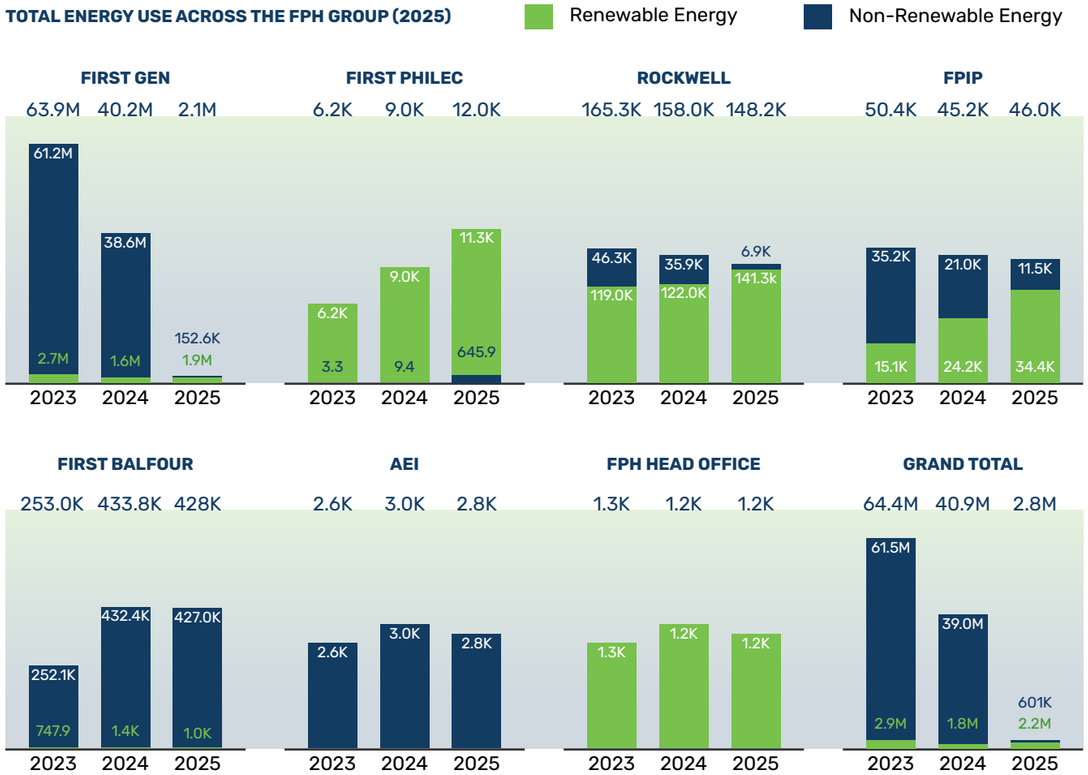
Energy metrics describe the scale and composition of resource use, while emissions metrics reflect the associated carbon profile. Scope 3 emissions, which arise from indirect sources such as investments and value chain activities, are discussed separately.

ENERGY EFFICIENCY AND MANAGEMENT

Across the Group, energy consumption trends in 2025 reflect both portfolio changes and operating activity within the remaining businesses. The divestment of natural gas assets materially reduced reported totals, while movements within the portfolio were driven by higher hydroelectric generation, increased manufacturing output, construction activity, and changes in occupancy across real estate and healthcare facilities.

Several business units increased their use of renewable energy and implemented energy management and efficiency initiatives, including equipment upgrades, energy monitoring systems, and selected on-site renewable installations. Energy intensity indicators provide additional context on how energy is used within each operating model, though these metrics are specific to each business and are not directly comparable.

TOTAL ENERGY USE ACROSS THE FPH GROUP (2025)



Unit: Gigajoules

ENERGY INTENSITIES OF FPH BUSINESS SEGMENTS (2025)

Energy consumed in GJ per unit of operations across the FPH Group.

Power Generation	Manufacturing and Energy Solutions	Residential and Commercial Real Estate	Industrial Real Estate	Construction and Energy Services	Healthcare Services
0.25 GJ per MWh produced generated	**0.006 GJ** per per KVA of transformer produced	**0.15 GJ** per square meter of common area	**0.08 GJ** per square meter of common area	**29.46 GJ** per million PHPof revenue	**3.88 GJ** per million PHPof revenue

Across the Group, the Power Generation segment remains the primary driver of energy consumption, reflecting the houseload required to operate and generate electricity. Following the divestment of the natural gas assets, reported energy consumption reflects the remaining portfolio, where geothermal and hydroelectric operations account for the majority of energy use. Within these assets, energy use increased in 2025, driven by higher activity in hydroelectric facilities.

In the Energy Solutions segment, energy consumption increased in 2025, reflecting higher production levels and construction activity to upgrade facilities. This trend aligns with increased operational output.

A significant portion of the segment's energy use is sourced from renewable energy. Approximately 95 percent of total energy consumption is renewable, with all electricity sourced from geothermal power. The remaining non-renewable energy is associated with fuel use for vehicles and equipment supporting operations, including employee transport and site visits.

First Philec (FPI) has established energy performance targets focused on reducing electricity consumption per unit of production, transitioning transport and equipment to lower-carbon alternatives, and strengthening monitoring through smart metering and energy analytics.

To further strengthen energy management, FPI is planning a solar rooftop project at its B1 facility, with an estimated capacity of 100kW, subject to technical and commercial readiness. Structural preparations are scheduled through 2026, with target completion between late 2026 and early 2027.

In the Residential and Commercial Real Estate segment, total energy consumption decreased by 6 percent in 2025 despite ongoing operations and the addition of new properties. This reflects the implementation of energy efficiency measures across commercial and office assets, including the use of higher-efficiency air-conditioning systems, lighting controls, automated door systems to support temperature management, and adjustments to air-conditioning schedules in common areas. As of end-2025, 32 percent of the segment's fleet has been converted to hybrid electric vehicles, with a full transition targeted over the next five years.

In the Industrial Real Estate segment, energy consumption remained stable. This was accompanied by continued energy efficiency initiatives across facilities.

The segment also expanded its use of renewable energy, with the proportion of renewable energy increasing by 75 percent from 53 percent in the previous year. Participation in the Retail Aggregation Program (RAP) enabled selected facilities to transition to renewable energy, complemented by efficiency measures across existing and upgraded sites. A pump station was also equipped with a 9.6kWp solar installation in 2025.

FPIP has aligned its energy targets with its 2025 emissions goal of 5,000 tCO_2e, with business units expected to reduce energy use and associated emissions. Planned measures include the installation of solar power in administrative and support facilities, solarization of additional buildings, and the conversion of selected streetlights to solar-powered units.

In the Construction and Energy Services segment, fuel consumption decreased for construction activities but increased for drilling operations, as the drilling business unit operated at higher activity levels for most of the year. Overall, total energy use remained at levels comparable to 2024, reflecting shifts in activity across different project types.

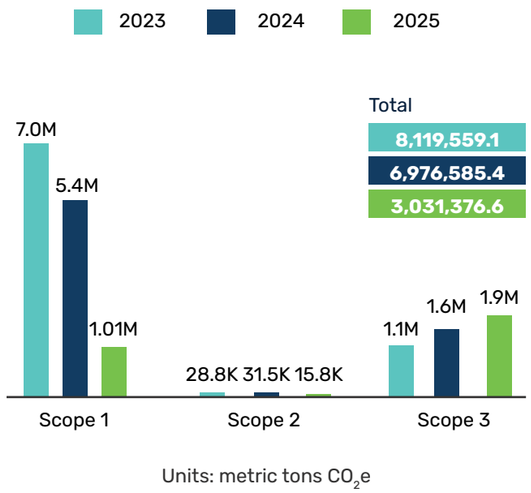
At the Head Office, First Balfour has set a target to achieve 100 percent renewable energy supply from solar power by 2027. As of 2025, approximately 70 percent of the Head Office's energy consumption is sourced from on-site solar systems. Planned measures to support this target include the potential expansion or upgrading of existing solar installations, the exploration of mobile solar applications for project sites, and the evaluation of solar deployment in operational yards. The use of hybrid and electric vehicles and equipment is also being explored.

In the Health Services segment, energy consumption decreased in 2025 due to the closure of one clinic and reduced occupancy in the headquarters building.

EMISSIONS FROM OPERATIONS

Total greenhouse gas (GHG) emissions from operations declined to 3.0 million tCO_2e in 2025, from 7.0 million tCO_2e in 2024, reflecting a significant reduction in Scope 1 emissions following the divestment of the Group's natural gas assets. Scope 2 emissions also decreased, consistent with lower electricity consumption and ongoing efficiency measures across several business segments. In contrast, Scope 3 emissions increased year-on-year, reflecting the contribution of indirect sources, including investments and value chain activities, whose drivers differ from operational energy use. Taken together, reported emissions trends in 2025 reflect both the structural shift in the Group's portfolio and operational factors within the remaining businesses.

HISTORICAL MOVEMENT OF EMISSIONS ACROSS THE FPH GROUP: 2023 to 2025



Detailed breakdown of emissions per subsidiary is available in Annex 8: pp. 381 to 382

DEFINING EMISSIONS

Scope 1: Direct emissions from sources owned or controlled by the Company, including fuel combustion and process emissions.

Scope 2: Indirect emissions from purchased electricity consumed across operations.

Scope 3: Other indirect emissions across the value chain, including purchased goods and services, capital goods, and investments.

EMISSION INTENSITY OF THE BUSINESS SEGMENTS

Power Generation	Manufacturing and Energy solutions	Residential and Commercial Real Estate	Industrial Real Estate	Construction and Energy Services	Healthcare Services
0.123 tCO_2e per MWh generated	**0.0003 tCO_2e** per KVA of transformer produced	**0.006 tCO_2e** per square meter of common area	**0.005 tCO_2e** per square meter of common area	**2.427 tCO_2e** per million PHPof revenue	**0.708 tCO_2e** per million PHPof revenue

Scope 1 - Direct Emissions

Following the divestment of the Group's natural gas assets, total Scope 1 emissions declined by 80 percent in 2025, reflecting the change in portfolio composition. Direct emissions are now largely associated with geothermal operations.

In 2025, geothermal energy accounted for 96.7 percent of the Group's Scope 1 emissions. These emissions arise from the natural properties of geothermal steam, which contains trace amounts of carbon dioxide and methane. Despite this, geothermal generation remains significantly less emissions-intensive than conventional fossil fuel-based sources, producing approximately 15.5 percent of the greenhouse gas emissions of coal-fired generation on an equivalent output basis.[1]

With geothermal operations now comprising the majority of Scope 1 emissions, this remains a key focus area for emissions management. First Gen-EDC is evaluating Carbon Capture and Storage (CCS), with feasibility studies planned for 2026. Subject to technical and commercial viability, pilot deployment is expected to reduce carbon intensity by 32 percent relative to a 2023 baseline, supporting its Net Zero target.

While Scope 1 emissions are concentrated in the Power Generation segment, other business segments continue to manage their direct emissions through fuel efficiency measures and the gradual transition to lower-emission equipment and transport, as well as renewable energy.

Scope 2 - Indirect Emissions from Energy

Scope 2 emissions declined in 2025. These emissions primarily arise from purchased electricity across the Group's operations, with the largest contributions coming from the Residential and Commercial Real Estate, Power Generation, and Industrial Real Estate segments.

The decrease reflects a combination of factors across business segments, including changes in electricity consumption, energy efficiency measures, and the increasing share of renewable energy in electricity sourcing, which is now at 78.3 percent across the Group. These include initiatives such as equipment upgrades, operational adjustments in buildings and facilities, and the gradual transition to renewable electricity and on-site solar installations, as discussed in the previous section on Energy.

[1] UNECE (2022). Carbon Neutrality in the UNECE Region: Integrated Life-cycle Assessment of Electricity Sources. Retrieved from: https://unece.org/sites/default/files/2022-04/LCA_3_FINAL%20March%202022.pdf

Scope 3 - Other Indirect Emissions

Scope 3 emissions increased in 2025, reflecting ongoing refinement of the Group's inventory and expanded data coverage. These emissions arise from indirect sources across the value chain, and their drivers differ from those of operational energy use.

The largest contributor to Scope 3 emissions is Category 15 (Investments), which includes First Gen's share in the divested natural gas assets and accounted for 82.6 percent of total Scope 3 emissions in 2025. Categories 1 and 2—Purchased Goods and Services and Capital Goods—also contribute materially, driven primarily by the scale of the Power Generation segment and its procurement and capital activities.

The Group continues to strengthen its Scope 3 accounting through improvements in methodology and data collection. In parallel, a supplier engagement program was developed in 2025 and is scheduled for rollout in 2026, with the aim of supporting vendors and partners in aligning with the Group's sustainability priorities. Further details are provided in the Social and Relationship Capital section.

CARBON SEQUESTERED AND AVOIDED

First Gen-EDC manages 127,608 hectares of watershed forests, which sequestered approximately 1.8 million tCO_2e in 2025. These forests represent a longstanding component of the Group's environmental management.

Other business segments contribute through site-level tree planting and greening initiatives. Within FPIP, approximately 15,000 trees across the industrial park sequester an estimated 300 tCO_2e. Rockwell also planted 1,579 trees across 13 properties in 2025 as part of landscape development. First Philec's tree planting activities, supported by vendor seed pledges, are estimated to sequester 49 tCO_2e.

Additional information on total carbon sequestered and emissions avoided across the Group is presented in the highlights alongside this section.

1,833,273.2 tCO_2e
sequestered by forest reservations and landscapes across our businesses
≈ equivalent to taking **~400,000 cars** off the road for one year

3,031,376.6 tCO_2e
avoided using RE to produce electricity as compared to coal
≈ equivalent to taking ~2.1 million cars off the road for one year

26,732.0 tCO_2e
avoided through solar panel installations and sourcing RE for electricity across our portfolio, as compared to grid use
≈ equivalent to taking ~5,800 cars off the road for one year

42% GHG reduction target by 2030
from a 2023 baseline, aligned with science-based pathways

2025 year decarbonization targets were established across the Group

Further details on target scope and methodology are provided in Annex 3 (p. 316).

OTHER AIR EMISSIONS

In addition to greenhouse gases, certain operations across the Group generate other regulated air emissions, including carbon monoxide (CO), nitrogen oxides (NO_x), sulfur oxides (SO_x), and particulate matter. These emissions arise primarily from generator sets used in geothermal drilling activities under First Balfour's ThermaPrime Drilling Corporation.

All emission sources are subject to monitoring, with reported concentrations remaining within regulatory limits set by national authorities.

Water and Effluent Management

This section outlines how water is sourced, used, treated, and discharged across the Group's business segments, including the corresponding receiving water bodies or systems.

Water Source	Processes Using Water	Effluents Produced	Treatment Processes	Receiving Water Bodies / Systems
Power Generation: Geothermal Operations				
Geothermal condensate derived from steam extraction; supplemented by minimal freshwater from nearby rivers to offset evaporative losses (from the Bac-Man, Leyte, Mt. Apo, Southern Negros catchments)	Closed-loop system: condensate is circulated through cooling towers and reinjected into geothermal reservoirs	Brine following use in cooling systems	No surface discharge; brine is reinjected into geothermal reservoirs	Reinjected into corresponding geothermal reservoirs
Power Generation: Hydroelectric Operations (Casecnan)				
Water drawn from weirs along the Taan and Casecnan Rivers	Used for power generation	–	Initial discharge passes through an oil-water separator before release	Discharged into the Pantabangan Main Reservoir
Power Generation: Hydroelectric Operations (Pantabangan-Masiway)				
Water sourced from the Pantabangan Main Reservoir (administered by NIA)	Drives hydroelectric turbines for energy generation	Water after turbine passage, with no changes in water quality	Domestic wastewater produced in admin facilities is treated via sewage treatment plant; water quality in Casecnan and Pantabangan-Masiway monitored quarterly upstream and downstream	Discharged into the Masiway Reservoir

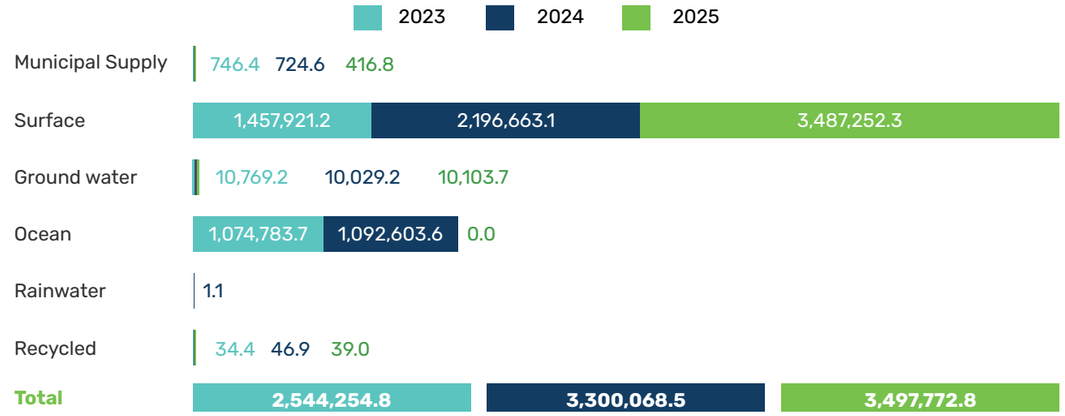
Water Source	Processes Using Water	Effluents Produced	Treatment Processes	Receiving Water Bodies / Systems
Power Generation: Hydroelectric Operations (Agusan)				
Water extracted from the Agusan River	Used for power generation	Water after turbine passage, with no changes in water quality	Domestic wastewater produced in admin buildings is treated via sewage treatment plant; water quality in Agusan monitored quarterly upstream and downstream	Returned downstream to the Agusan River
Manufacturing and Energy Solutions				
Water supplied by FPIP within the industrial park	Used for domestic purposes only; not required in transformer production	Domestic effluent	As an industrial locator in FPIP, FPI effluents are treated through FPIP's centralized wastewater treatment facility	Refer to FPIP disclosures below
Residential and Commercial Real Estate				
Water sourced from municipal suppliers servicing each property	Used for domestic purposes across residential, retail, and office properties	Domestic effluent	Treated through on-site sewage treatment plants in each property	Discharged to nearby water bodies in compliance with DENR and/or LLDA permits
Industrial Real Estate				
Groundwater extracted via deep wells within FPIP in Sto. Tomas, Batangas	Supplied to locators for industrial and domestic use; also used in FPIP operations	Domestic and industrial effluents	Treated through a centralized wastewater treatment facility using conventional activated sludge processes	Discharged to the San Juan River in accordance with LLDA permits
Construction and Energy Services				
Municipal water supply for facilities	Used for domestic purposes	Domestic effluent	Treated through on-site biological treatment systems	Discharged to third-party sewerage networks
Water supplied by project clients for construction activities	Used for construction processes (e.g., concrete works, hydrostatic testing, dust suppression)	Construction-related wastewater	Managed by project clients	Managed by project clients
Health Services				
Water sourced from municipal suppliers across offices, clinics, and surgical centers	Used for domestic and clinical operations	Domestic effluent	Treated through building-level or facility-level wastewater systems	Managed by host buildings or healthcare facility systems

Across the Group, water use and wastewater management vary by business segment, reflecting differences in operating processes and site conditions. Water withdrawal is concentrated in the Power Generation segment, particularly in facilities that use surface water for cooling and energy production, while other segments primarily use water for domestic and support functions.

Wastewater is managed in accordance with applicable national and local regulations prior to discharge to receiving water bodies or systems. Office-based and commercial operations primarily generate domestic wastewater, which is collected and treated within property-level systems.

In the real estate segment, wastewater is treated through property-level facilities prior to discharge in compliance with regulatory requirements. In the Industrial Real Estate segment, wastewater from locators is treated through centralized facilities before discharge. In the Construction and Energy Services segment, wastewater generated from construction and drilling activities is managed by project clients, in line with contractual arrangements and applicable regulations.

TOTAL WATER USE BY SOURCE (WITHDRAWAL AND RECYCLED), 2023–2025 (Megaliters)



Water use across the Group reflects the nature of operations within each business segment, with total volumes primarily driven by power generation activities. Following the divestment of the natural gas assets, a larger share of reported water use is associated with water passing through hydroelectric facilities for energy generation.

In 2025, water use patterns were influenced by prevailing hydrological and weather conditions. Elevated inflows during the first half of the year were associated with rainfall linked to lingering La Niña conditions from late 2024. These conditions were followed by sustained rainfall during the monsoon season, with a series of weather disturbances—including tropical depressions, storms, and typhoons—contributing to continued inflows, particularly in the Pantabangan–Masiway Complex. Notably, July and August experienced prolonged rainfall due to monsoon activity and successive storm events, while additional inflows in September through November were associated with multiple weather systems, including a significant inflow event in November that required controlled water release by the National Irrigation Administration (NIA).

These conditions contrast with 2024, when El Niño affected reservoir operations and water release schedules. As a result, year-on-year changes in water use—particularly in surface water—should be interpreted in the context of these external hydrological and climatic factors, which are largely outside the Group's operational control.

Within the Power Generation segment, aside from water used in hydroelectric operations, water is also used in geothermal facilities to supplement cooling systems, where minor losses from evaporation are replenished, and for domestic use across plants and offices.

In the Manufacturing and Energy Solutions segment, water use is limited to domestic and facility-related purposes and is not directly linked to production processes. As such, water consumption remained broadly consistent with prior periods.

In the Residential and Commercial Real Estate segment, water use declined in 2025, reflecting operational measures such as the use of recycled water for landscape irrigation across office properties. Water

efficiency considerations are also being incorporated into new developments, including the use of low-flow plumbing fixtures.

In the Industrial Real Estate segment, FPIP supplies water to its locators for both industrial and domestic use, while also using water for its own operations. Groundwater extraction increased in 2025 compared to the previous year, reflecting operational requirements and measures to maintain water quality and service reliability. The development of a River Water Treatment Plant is intended to provide a longer-term alternative to groundwater sourcing.

In the Construction and Energy Services segment, water use declined in 2025. Water use within the segment is primarily for domestic purposes in offices and facilities, while water requirements for construction and drilling activities are managed by project proponents.

In the Healthcare Services segment, water use increased in 2025. Water is used for both domestic and clinical purposes, including surgical operations.

WATER IMPACTS AND MANAGEMENT

The Group's water-related dependencies and impacts were assessed using the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool[2], aligned with the framework referenced by the Taskforce on Nature-related Financial Disclosures (TNFD). ENCORE provides a structured approach to evaluating how business activities depend on and impact natural capital, including water resources.

The assessment below summarizes the relative level of water dependency across FPH's business activities, together with the corresponding management measures implemented to mitigate impacts and support responsible water use.

Business Activity	Nature dependency/Impact	Management Measure
Office admin support	Very Low	Conservation and leak detection
Real estate	Very Low	Low flow fixtures, recycling, water collection
Human health	Low	Conservation and leak detection
Industrial park	Medium	Conservation and water treatment
Construction	Medium	Use of non-potable water, water efficiency
Manufacturing	Medium	Conservation and leak detection; First Philec's specific operations do not use water in the manufacturing of products, only for office use.
Geothermal	Medium	Use of geothermal effluents for cooling and surface water only as make-up water

[2] ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure. Accessed March 23, 2026. https://encorenature.org/en/explore

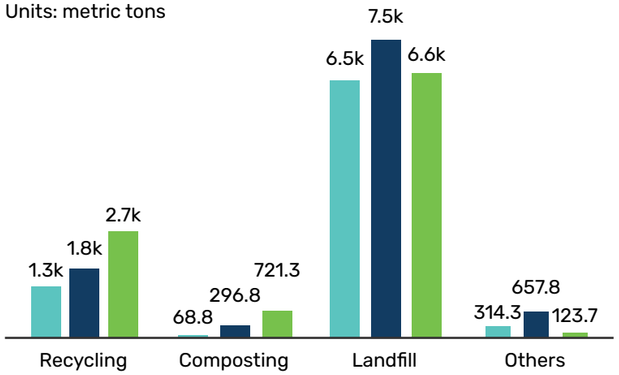
Business Activity	Nature dependency/Impact	Management Measure
Solar	*The ENCORE reference does not have indications on the impact for Solar PV power plants. Water use within the 6.8MW solar power plant is mainly for cleaning the solar panels.	Rainwater harvesting system to minimize consumption from the nearby spring.
Wind	Very Low	The wind and solar sites of EDC are in the same location and use the same rainwater harvesting system.
Hydropower	Very High	Water regulation, use maximization (irrigation as added use); the water rights holder is the National Irrigation Administration (NIA) and the Pantabangan site only pays a fee for the water use right.

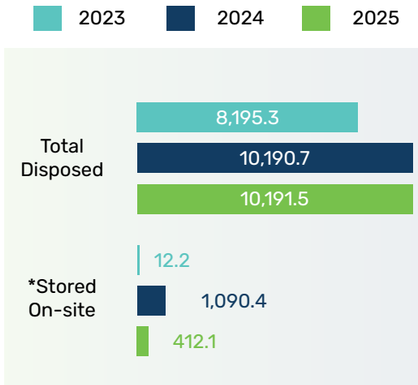
Waste Management

Waste management across the Group reflects the diversity of its operations, with varying waste streams, volumes, and treatment approaches across business segments. The data below present the treatment of waste disposed from 2023 to 2025, providing a consolidated view of how waste is managed across recycling, composting, landfill, and other disposal methods. These are followed by key developments and initiatives undertaken by each segment to strengthen waste diversion and ensure compliance with applicable regulations.

WASTE DISPOSAL VOLUME AND METHODS USED ACROSS THE FPH GROUP: 2023 to 2025

Units: metric tons





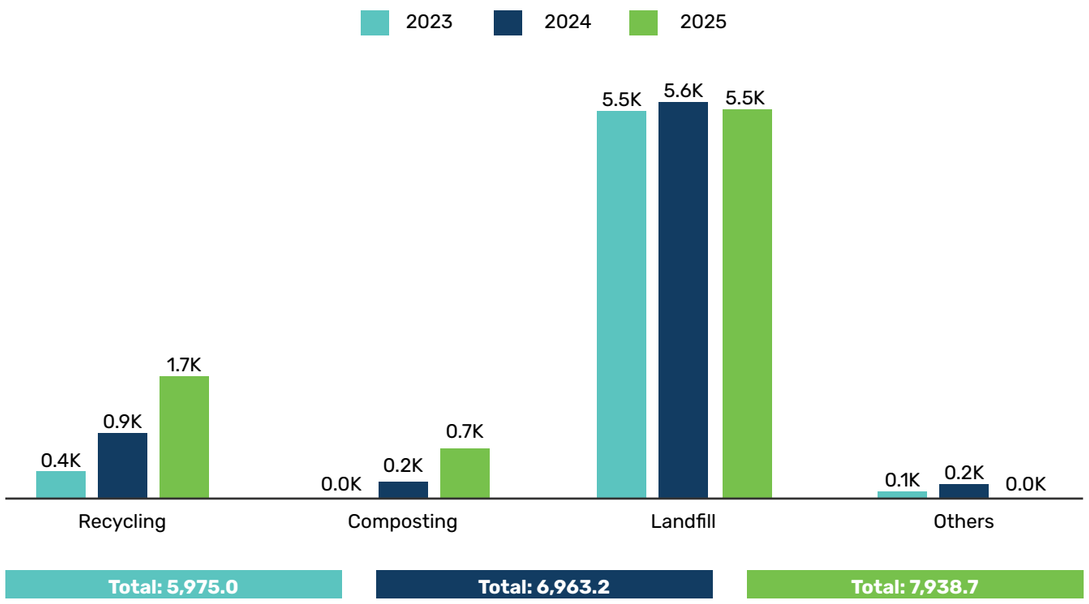
*certain wastes are stored on-site at the end of every quarter. These will be disposed of in the next quarter and will reflect in the waste data of the next report.

Waste generation across the Group remains largely driven by the Residential and Commercial Real Estate segment, which manages waste generated by residents, tenants, and visitors across its properties. In 2025, this segment accounted for approximately 73.7 percent of total waste generated. Given this profile, waste management efforts in the segment focus on improving diversion through recycling and composting initiatives.

Rockwell Land continued to expand its waste diversion programs in 2025. Building on a composting partnership initiated in 2024, the Power Plant Mall implemented a food waste composting system using Black Soldier Fly larvae, enabling the diversion of 719.6 tonnes of food waste during the year. The resulting compost is being tested for use in landscaping applications and is also shared with partner institutions, including schools and farms. The Group continues to assess opportunities to scale this initiative across other properties, subject to operational feasibility.

Recycling efforts within the segment also expanded through ongoing partnerships with accredited recyclers. Recycling volumes increased in 2025 compared to the previous year, reflecting continued improvements in waste segregation and collection systems.

ROCKWELL LAND WASTE DISPOSAL: 2023 to 2025



Units: metric tons

Across other business segments, waste generation trends reflect operational activity levels. In the Construction and Energy Services segment, waste volumes increased in line with higher project activity in 2025. Similarly, waste generation in the Energy Solutions segment rose alongside increased production. In contrast, waste generation in the Healthcare Services segment remained broadly stable year-on-year.

Waste management across the Group is focused on reducing waste generation and increasing diversion through recycling, composting, and other recovery initiatives. These efforts are implemented across business segments, taking into account the nature and scale of their operations.

At the same time, all waste—particularly those requiring specialized handling—is managed in accordance with applicable environmental regulations, including the use of DENR-accredited waste service providers. Across the Group, waste management practices emphasize proper segregation, compliance with regulatory requirements, and the continued expansion of diversion initiatives where operationally feasible.

More detailed information on waste composition and treatment, including hazardous and non-hazardous waste streams, is provided in Annex 8 - Restatements and Data Details (p. 379).

Biodiversity

GUIDING PRINCIPLES ON PROTECTING HABITAT AND BIODIVERSITY

To manage its natural capital, FPH operates in compliance with applicable national environmental laws and regulations. The Group also supports international conventions adopted by the Philippine government on natural resource management, land use, biodiversity, waste management, and sustainable development.

Across its operations, FPH applies the mitigation hierarchy, which prioritizes:

- Avoiding potential adverse impacts;
- Minimizing the intensity and duration of impacts;
- Restoring affected ecosystems;
- Offsetting residual impacts, where applicable; and
- Regenerating ecological systems, where feasible.

Environmental Management Systems (EMS) are implemented across subsidiaries to identify and assess environmental impacts. These systems are supported by programs designed to manage adverse impacts and support environmental performance. Designated Pollution Control Officers (PCOs) oversee compliance with environmental laws, permit conditions, and regulatory requirements.

OPERATIONAL SITES WITHIN OR NEAR AREAS OF HIGH BIODIVERSITY VALUE

Most non-power generation subsidiaries operate in urban or modified environments, generally outside areas of high biodiversity value. An exception is First Balfour, whose activities may take place within areas associated with First Gen-EDC's operations.

For power generation, certain facilities are located within or near Key Biodiversity Areas (KBAs) or protected areas. Under DENR Memorandum Order No. 2023-04[3], projects located within three kilometers of protected areas or declared Ramsar sites are subject to additional technical assessment requirements, alongside Environmental Impact Assessment processes.

Based on this criterion, selected power generation projects are located within or proximate to KBAs, as summarized in the table on the right. All such projects operated in compliance with applicable environmental permits and regulatory requirements in 2025, including air and water quality standards.

Operational Project	Project Land Use	Key Biodiversity Area (KBA)	Distance of Project from KBA	Impacts of Operation on Biodiversity for this Reporting Period
1. Hydro Projects				
1a. Pantabangan-Masiway Hydropower Project	Brushland	Pantabangan-Carranglan Watershed Reserve	Within the initial component of the National Integrated Protected Areas System* The site covers 3.13 hectares out of the 84,500-hectare KBA or 0.004%	The facility is in a grassland or bushland area of the reserve. As a result, neither NIA, as the government administrator, nor DENR have required biodiversity monitoring for the project site.
1b. Fresh River Lakes Project	Secondary forest	Pantabangan-Carranglan Watershed Reserve (within the initial component of the National Integrated Protected Areas System)	The site covers 14.48 hectares out of the 84,500 hectare KBA (0.02%)	First Gen cooperates with DENR Protected Area Management Board on their forest plans.
2. Geothermal Projects				
a. Leyte	Secondary forest	Lake Danao Natural Park	3.67 km	Tree pruning on the hazardous trees around Tongonan Ormoc 49 Trees affected the establishment of Admin Helipad. Replacement planting of 4,900
b. Southern Negros	Secondary forest	Balinsasayao Twin Lakes Natural Park**	2.50 km	No new opened-up area for 2025
c. Bacon-Manito	Secondary forest	Bacon-Manito Key Biodiversity Area	Within the KBA Bacon-Manito Project covers 254.3 hectares out of the 12,749 -hectare KBA or 1.99%	2 TCP applications were deferred as directed by the management
d. Mt. Apo	Secondary forest	Mt. Apo Natural Park	0.50 km	A total of 260 trees were cut in support to 2025 Drilling Activities in Mt Apo including Route and Pad Expansion, Hazardous Trees, and Transmission Installations Replacement planting of 26,000 native trees in open areas are complied to the DENR while it serve as livelihood to Indigenous People for raising the seedlings

MANAGEMENT OF BIODIVERSITY IMPACTS AND MEASURES

The primary biodiversity-related impacts associated with power generation projects relate to land use changes from civil works and potential effects on air and water quality during operations.

All identified projects located within or near KBAs remained compliant with their environmental permits in 2025, with no recorded violations.

To manage site-level impacts, power generation subsidiaries align their activities with applicable watershed or protected area management plans. Compliance with permit conditions and environmental commitments is monitored through Multipartite Monitoring Teams composed of representatives from the DENR, local government units, and host communities.

Pantabangan–Masiway Project

The Pantabangan–Masiway Hydropower Project is located within the Pantabangan–Carranglan Watershed Reserve, administered by the National Irrigation Administration (NIA). As an initial component of the National Integrated Protected Areas System (NIPAS), and pending final classification under Republic Act No. 7586, First Gen has partnered with NIA since 2009 to support conservation and management activities within the watershed.

OTHER BIODIVERSITY AND NATURE-RELATED ACTIVITIES ACROSS THE GROUP

Forests Rehabilitation and Conservation

The BINHI Program
BINHI is First Gen–EDC's environmental program focused on forest restoration, conservation of native tree species, and biodiversity-related initiatives in areas surrounding its renewable energy operations. The program was launched in 2008 in response to deforestation and biodiversity loss risks in project areas.

In 2025, First Gen-EDC invested PHP34 million in the BINHI Program.
EDC serves as watershed manager across 127,608 hectares of forest lands within its geothermal reservations in Bacon-Manito (Bac-Man), Negros Oriental, Tongonan (Leyte), and Mt. Apo. Additional initiatives are implemented in other operational areas, including Burgos (Ilocos Norte) and Negros Occidental.

The BINHI Program comprises four components:

Forest Protection
Forest protection activities include patrols in identified high-risk areas to detect forest fires and unauthorized extraction of forest resources. Apprehended individuals and confiscated materials are turned over to the DENR.

These efforts are conducted in coordination with DENR and local forest protection groups.

In 2025:
- 42 threats were identified
- 20 apprehensions and confiscations were recorded
- Eight legal cases were filed
- 18 community-based forest protection brigades remained active
- No forest fire incidents were recorded within First Gen-EDC areas of operation

Forest Restoration
Restoration efforts focus on the maintenance and enhancement of previously established sites.

Since 2019, First Gen-EDC has worked with 88 partner communities to restore over 10,000 hectares nationwide.

In 2025:
- Maintenance activities were conducted across 130 hectares of restoration areas
- 6 vegetative material reproduction (VMR) nurseries remained operational
- 768,720 seedlings were produced
- 469,808 seedlings were distributed for planting and support to DENR programs

[3] *Philippines. Department of Environment and Natural Resources. "Memorandum Order No. 2023-04: Amending Certain Provisions of DMO No. 2023-01, or the Additional Guidelines for Projects Applying for an Environmental Compliance Certificate (ECC) Which Are Within or With Close Proximity to Protected Areas (PAs) and/or RAMSAR Sites." Environmental Management Bureau. November 23, 2023. https://eia.emb.gov.ph/wp-content/uploads/2023/12/DMO-2023-04.pdf.*

Biodiversity Conservation and Monitoring
Biodiversity monitoring is conducted by in-house specialists, including wildlife biologists and foresters, in collaboration with academic and research institutions.

As of December 31, 2025:
- 587 fauna species were documented
- 330 species (56 percent) were endemic

Mainstreaming Philippine Native Trees
This component focuses on the conservation and propagation of 145 Philippine native tree species, including threatened species.

Approaches include:
- *Ex-situ* conservation through arboreta and tree parks
- *In-situ* conservation through habitat protection and stakeholder collaboration

First Gen-EDC collaborates with Botanic Gardens Conservation International (BGCI) under the Global Tree Assessment (GTA), contributing to the assessment of Philippine tree species.

In 2025:
- Three new arboreta and 1 pocket forest were established
- A total of 51 arboreta and 165 tree parks are in place
- 211,091 seedlings across 95 priority species were produced
- Four propagation protocols were developed
- Two partnerships were established for Philippine Teak conservation
- 92 endemic species were assessed under Phase 4 of the GTA

Supporting the BINHI Program
Other subsidiaries contribute to biodiversity-related initiatives:

- First Philec committed to planting 5,000 Philippine Teak trees in Lobo, Batangas, with 1,000 trees planted annually
- First Balfour established a pocket forest at its Sucat headquarters
- FPIP planted 160 trees in 2025, contributing to approximately 15,000 trees within the industrial park
- First Balfour conducted tree planting and mangrove planting activities in Burgos (Ilocos Norte) and Palinpinon (Negros Oriental), and supported biodiversity awareness through bird monitoring activities

BINHI: SEEDING A DECARBONIZED AND REGENERATIVE ECOSYSTEM

At the time BINHI was launched in 2008, many forest areas in the Philippines were already under pressure from deforestation, land conversion, and biodiversity loss. In a country exposed to typhoons, flooding, and shifting rainfall patterns, these pressures also affect watershed stability, soil integrity, and the ability of landscapes to absorb and regulate water.

BINHI was established in this context—not as a one-time reforestation effort, but as a long-term program to restore forest cover, conserve native species, and support ecosystem functions in and around First Gen-EDC's operational areas.

Over the past 18 years, the program has focused on sustained restoration: working with local communities, maintaining reforested areas beyond initial planting, and building the systems required to propagate native species at scale. These include nurseries, long-term partnerships with forest communities, and site-based protection and monitoring activities.

These efforts have contributed to the restoration of over 10,000 hectares of forest areas nationwide since 2019. In parallel, biodiversity monitoring across these sites has documented hundreds of fauna species, including a significant proportion of endemic species. While outcomes vary by site, restored forest areas support functions such as soil stabilization, water retention, and watershed protection—factors that are relevant in managing exposure to flooding, erosion, and other climate-related risks.

As BINHI continues, the focus remains on sustaining restoration gains, strengthening biodiversity monitoring, and expanding partnerships that support the propagation and protection of Philippine native tree species—as well as its broader ecological ecosystem. In doing so, the program contributes to maintaining natural conditions that underpin both operational resilience and broader environmental stability.

Water and Coastal Ecosystems

- First Balfour supports reef rehabilitation in the Bantayan Marine Protected Area (Dumaguete City)
  - 190 artificial reef domes were deployed in 2025, bringing the total to 250 domes between 2024 and 2025
- FPIP Utilities Inc. (FUI) and FITWI formalized an Adopt-a-River agreement with DENR, LLDA, and local government units
  - Six kilometers of the San Juan River under stewardship
  - 693 volunteers mobilized
  - 4,675 kg of waste removed
  - 869 kg of waste intercepted through the Trash Trap initiative

These activities contribute to river rehabilitation and watershed management efforts.

From Site-Level Stewardship to System-Level Resilience

Across the Group, biodiversity management is implemented through site-specific measures aligned with regulatory requirements, operational contexts, and ecosystem characteristics. These include compliance with protected area management plans, restoration and monitoring initiatives, and partnerships with government agencies, academic institutions, and local communities.

While the scale and nature of activities vary across business segments, the Group's approach reflects a consistent emphasis on managing operational impacts, supporting ecosystem functions, and maintaining alignment with applicable environmental standards. These efforts complement broader natural capital management practices discussed in earlier sections.

As the report transitions to Human Capital, the focus shifts from ecosystem stewardship to the people, capabilities, and organizational systems that enable the Group to implement and sustain these environmental and operational commitments over the long term.

[1] *UNECE (2022). Carbon Neutrality in the UNECE Region: Integrated Life-cycle Assessment of Electricity Sources. Retrieved from: https://unece.org/sites/default/files/2022-04/LCA_3_FINAL%20March%202022.pdf*
[2] *ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure. Accessed March 23, 2026. https://encorenature.org/en/explore*
[3] *Philippines. Department of Environment and Natural Resources. "Memorandum Order No. 2023-04: Amending Certain Provisions of DMO No. 2023-01, or the Additional Guidelines for Projects Applying for an Environmental Compliance Certificate (ECC) Which Are Within or With Close Proximity to Protected Areas (PAs) and/or RAMSAR Sites." Environmental Management Bureau. November 23, 2023. https://eia.emb.gov.ph/wp-content/uploads/2023/12/DMO-2023-04.pdf.*

Human *Capital*

Human Capital at a Glance

7,834 Total Workforce. A specialized talent pool across energy, real estate, construction, and healthcare

4,351 New Hires. Recruited fresh talent to support Group operations and expansion

23.08 Average Training Hours. Sustained investment in capability building, with more women maximizing available training hours and opportunities

13.6 Million Safe Manhours. Achieved zero employee fatalities through the Health Management System Standards (HMSS)

0.253 Consolidated Total Recordable Incident Rate. Performance significantly better than industry benchmarks across all business segments

Human Capital: Upholding Human Rights to Power a Regenerative Future

HUMAN CAPITAL AS A STRATEGIC ASSET

FPH defines "Human Capital" as the collective competencies, capabilities, and experience of our workforce, as well as their motivation to innovate and their alignment with our values and ways of working. We view our people as the foundation of our organization's capacity to create value—a growing community of talented, experienced individuals whose skills, institutional knowledge, and shared commitment to our purpose enable us to deliver lasting impact for the enterprise and its stakeholders. Fundamental to this value creation is our unwavering respect for universal human rights, ensuring that the basic protections, dignity, and fair treatment of our employees form the bedrock of our operations.

As the Strategic Architect of Group performance, FPH provides governance through its Corporate Human Resource Services (CHRS) group to standardize talent management processes and ensure a unified culture across our diverse subsidiaries. This centralized oversight ensures that material organizational transitions—such as the 2025 natural gas divestment and any transitions of personnel thereafter—are managed with professional integrity and minimal disruption to the enterprise.

COMMITMENT TO STEWARDSHIP AND WELL-BEING

FPH operates with an unwavering commitment to the Universal Declaration of Human Rights, recognizing that the protection and dignity of our employees are fundamental to their holistic well-being. To formalize this commitment, the Group institutionalized its Human Rights Policy* in 2018, further strengthening the existing Code of Conduct and Business Ethics.

Our governance framework ensures that all internal policies are strictly aligned with the core labor standards and specific workplace rights mandated by the Philippine Labor Code and the conventions of the International Labor Organization (ILO). By anchoring our talent management in these global and local standards, FPH ensures an ethical, equitable, and safe environment that serves as the bedrock for our regenerative mission.

FPH Policy	Employees' Right at Workplace
Gender Equality and Diversity Anti-Sexual Harassment Cultural Heritage and Indigenous Peoples	Non-discrimination Protection from harassment
Data Privacy	Protection of personal data
Environment, Health, and Safety Policy	Health and safe environment
Labor	Elimination of forced labor No child labor Freedom of association

**General human rights due diligence and human rights impact assessment processes for the value chain are described in greater detail in the Social and Relationship Capital section (see p. 226).*

Disclosure: Workplace Conduct and Case Resolution (2025)
In 2025, one case of sexual harassment was reported at a project site. In accordance with the Group's Anti-Sexual Harassment and Safe Spaces Policy, the case underwent formal investigation and verification following the submission of a written complaint and supporting evidence.

The matter was reviewed by the Committee on Decorum and Investigation (CODI), composed of representatives from management, rank and file employees, and the union.

The case was resolved within the year, resulting in the dismissal of the respondent.

GRI 406-1, GRI 409-1, GRI 408-1 | **SDG** 5, 8, 10, 16

STRATEGIC WORKFORCE COMPOSITION AND GEOGRAPHIC REACH

Our ability to architect a regenerative future is tied to the scale and quality of our workforce. In 2025, a total of 7,834 employees powered our operations, representing a diverse and specialized talent pool committed to driving the Group's mission of decarbonization, regeneration, and national progress.

FPH is powered by 7,834 employees.

Female
28%
2,178

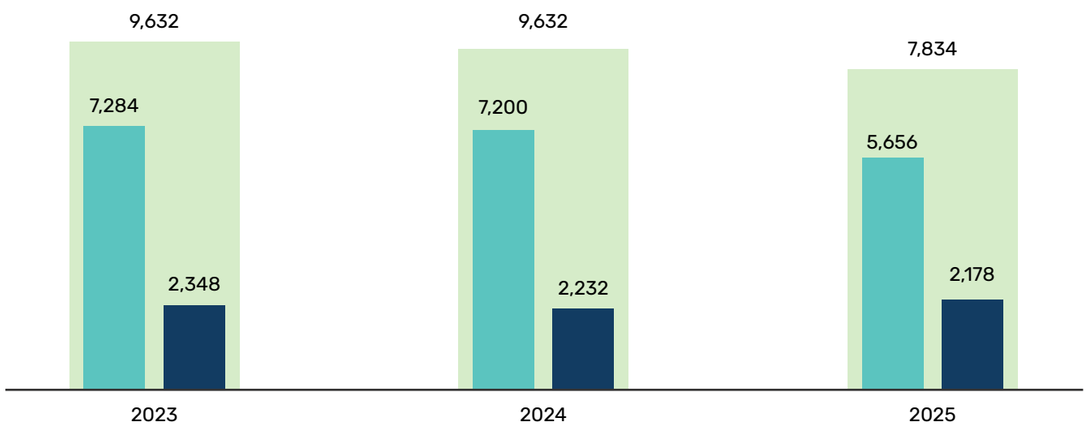
Male
72%
5,656

Luzon
56%
4,408

Visayas
36%
2,818

Mindanao
8%
608

Year-over-Year Trend on Employee Population



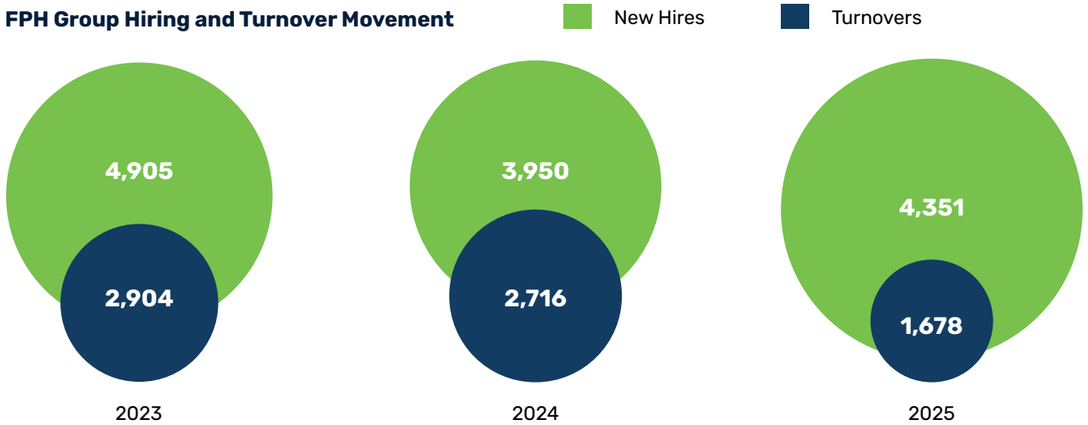
Breakdown of data per subsidiary can be found in Annex 8 - Restatements and Data Details, pp. 384-387.

Aside from our full-time employees, an aggregated group of 320 workforce of our contractors and partners support our work around the archipelago.

The Group's workforce dynamics in 2025 reflect a period of both stability and growth. We successfully integrated 4,351 new hires across the Group, resulting in a 55.5 percent new hire rate, mainly supporting the increase of projects in the Real Estate and Construction segments. While we maintained a robust core team, our 19.4 percent turnover rate largely accounted for project-based transitions in our construction and energy segments, including personnel movements related to the 2025 natural gas divestment.

With operations spanning the Philippine archipelago, FPH ensures that presence across the Philippines to meet the country's most critical infrastructure needs. Currently, 58 percent of our people drive our initiatives in Luzon, while our presence in the Visayas (37 percent) and Mindanao (4 percent) ensures we provide reliable energy and services across the archipelago.

FPH Group Hiring and Turnover Movement



Breakdown of data per subsidiary can be found in Annex 8 - Restatements and Data Details, pp. 384-387.
Note: The turnover rate is primarily influenced by the project-based nature of the Construction segment (First Balfour), where workforce levels adjust upon project completion.

INSTITUTIONALIZING EXCELLENCE: GROUP-WIDE HR GOVERNANCE

To ensure a consistent employee experience across the Group, the FPH Human Resource Group (HRG) streamlined its service delivery model in 2025. This was primarily achieved through the operational expansion and digitalization of the Corporate Human Resource Services (CHRS) Recruitment team.

While the CHRS initiative was established in 2024, it expanded its operational scope in 2025. Following an initial focus on automating administrative processes through our digital platforms, the Group successfully implemented end-to-end recruitment processes across all FPH companies. In the upcoming reporting period, CHRS is scheduled to expand its mandate to include Talent Mobility activities, facilitating the strategic movement of personnel across the Group.

To enhance workforce planning and analysis, we launched the Data Visualization Project for Employee Data Management this year. This initiative provides HR management with centralized, real-time access to demographic and talent data, enabling more precise, data-driven decision-making across the FPH ecosystem.

Cultivating a High-Performance Employee Experience

DEVELOPING A FUTURE-READY WORKFORCE

FPH remains committed to empowering our workforce to perform at their highest level and sustain long-term career growth. By equipping our employees with essential tools, resources, and skills, we ensure they can deliver the most significant impact across our diverse industries.

In 2025, the Group achieved a slightly more balanced training ratio between our female and male workforce, reflecting our commitment to equitable development. While we observed a slight dip in the consolidated average training hours (to 30.7 hours compared to 32.4 hours in 2024), this is primarily attributed to the decreased total headcount following strategic organizational transitions during the year.

A group-wide average of

23.09

hours spent on training and development

Male: 30.19 | Female: 33.67

2024 Average

32.4

Male: 60.6

Female: 32.9

2023 Average

20.6

**Breakdown of data per subsidiary can be found in Annex 8 - Restatements and Data Details, p. 388.*

THE FPH TALENT HUB: ENHANCING MOBILITY AND RETENTION

A cornerstone of our 2025 talent strategy was the launch of the Talent Hub. Integrated into the Group's digital human resource platform, the Talent Hub provides full transparency of open positions across all subsidiaries. This initiative empowers employees to actively manage their careers by exploring and applying for roles that align with their skills, interests, and professional aspirations. By facilitating internal talent movement, we cultivate a culture of continuous learning, maximize the potential of our existing workforce, and strengthen Group-wide retention.

OMNICHANNEL LEARNING AND CUSTOMIZED DEVELOPMENT

Our employees across most of our subsidiaries have access to comprehensive learning solutions through the Career Development Portal, which serves as a primary gateway for personal and professional advancement. The portal offers a diverse range of delivery methods, including:

- Module-based online learning for self-paced development;
- Learning-on-demand for immediate, just-in-time skill acquisition; and
- Face-to-face classroom programs for collaborative, high-impact training.

To ensure our capability building is precise and effective, employees and managers collaborate directly with the Learning and Development (LD) team to design customized solutions tailored to specific team needs. The Group actively promotes these opportunities through consistent engagement with both Individual Contributors and People Managers, ensuring that development remains a shared priority across the organization.

DIVERSITY IN THE FPH GROUP

28%
of our headcount are women

34%
of FPH senior management are women

21%%
of our Board of Directors are women

Women's Circle: FPH Group's First Employee Resource Group

In 2025, FPH launched its first Employee Resource Group (ERG), Women's Circle, engaging women across the power business. As a voluntary, employee-led initiative, it advances Diversity, Equity, and Inclusion (DEI) by creating safe spaces for dialogue, strengthening community, and generating insights that inform more inclusive policies and practices.

Now with 37 members, Women's Circle supports mentorship, professional development, and knowledge sharing, while amplifying women's voices and contributing to a more inclusive and supportive workplace culture.

In the coming years, FPH aspires to establish more ERGs that represent diverse employee groups, further strengthening its DEI commitment and ensuring that all employees feel seen, heard, and valued.

Employee Stewardship, Well-Being, and Total Rewards

DIRECTOR COMPENSATION

In accordance with the Corporation's By-Laws, directors receive a reasonable per diem for attendance at each Board and Committee meeting. Directors also receive a portion of the annual profits as determined by the Chairman and the President. To ensure rigorous governance, and in compliance with Section 29 of the Revised Corporation Code, the total yearly compensation of the directors shall not exceed ten percent of the net income before income tax of the corporation during the preceding year.

MANAGEMENT AND THE OVERALL WORKFORCE

To ensure pay equity and market competitiveness, we regularly review our compensation packages against the external labor market through a benchmarking process. Our salary structures and benefits are designed to meet regulatory requirements and follow a total compensation approach that balances market position with organizational affordability.

Our core compensation strategy for management and employees is based on three principles:

- **Strategic Alignment.** Ensuring compensation programs and policies support the corporate strategy and create long-term, sustainable shareholder value.
- **Performance-Driven Culture.** Maintaining a clear pay-for-performance orientation.
- **Market Competitiveness.** Maintaining a competitive market position concerning total rewards—including base pay, variable compensation, and benefits—aligned with industry standards.

Through these principles, we seek to attract and retain high-performing talent while motivating employees to develop competencies that meet the evolving demands of the business. These programs are flexible, legally compliant, and free of gender-discriminatory pay practices.

MISSION-ALIGNED PERFORMANCE

By nature of the FPH mission, regeneration is a responsibility of the entire organization. Consequently, mission-related functions are integrated into the regular performance appraisals for all employees.

Regenerative Resilience: A Holistic Approach to Safety

In 2025, FPH's commitment to Occupational Health and Safety (OHS) transitioned toward a Regenerative Resilience framework. This model evolves beyond traditional compliance by integrating climate adaptation, digitalization, and holistic well-being into our existing ISO standards.

The FPH OHS Group concentrated its efforts on three strategic pillars:

1. HOLISTIC EMPLOYEE WELL-BEING

Moving beyond physical safety, this pillar encompasses mental health, psychosocial support, and inclusivity. In 2025, new policies institutionalized psychological safety and expanded welfare initiatives, including enhanced solo parent support and mental health leaves. This transition toward a Total Worker Health model also prioritizes preventive health, focusing on smoking cessation, vaccination programs, and heat stress management.

2. CLIMATE AND DISASTER RESILIENCE

This pillar integrates OHS protocols with the Group's regenerative mission. By expanding the OHS scope to include climate-related physical risks, the Group has strengthened its preparedness for heat stress, severe weather events, and earthquake resilience ("The Big One"). Aligning safety standards with our regenerative mission ensures that climate adaptation is a core component of workforce safety and operational continuity.

3. OPERATIONAL EXCELLENCE AND CONTRACTOR MANAGEMENT

This pillar integrates OHS protocols with the Group's regenerative mission. By expanding the OHS scope to include climate-related physical risks, the Group has strengthened its preparedness for heat stress, severe weather events, and earthquake resilience (The Big One). Aligning safety standards with our regenerative mission ensures that climate adaptation is a core component of workforce safety and operational continuity.

HEALTH AND SAFETY GOVERNANCE: A STANDARDIZED FRAMEWORK

FPH has a standardized framework for safety expectations through the Health Management System Standards (HMSS). This governance model operates on the principle of centralized FPH governance, decentralized execution, focusing on the definition of core, risk-based occupational health programs while cultivating a transparent Culture of Accountability across the Group.

Targeted action plans deployed in 2025 yielded the following developments:

- **Education and Safety Culture.** The Group leveraged the Kapihan sa QESH series and the institutionalization of recognition programs to incentivize and reinforce safety performance across business units.
- **System Upgrades and Standardization.** We continued the rollout of a project development manual for the power segment and the digitalization of monitoring tools to ensure consistent adherence to global safety standards.
- **Inclusive Policy Reform.** To protect the economic and social welfare of our workforce, we drafted and enforced the Solo Parent Policy and the Policy on Absence and Separation due to Medical Reasons. These reforms ensure that safety governance extends to the holistic protection of vulnerable employees.

Prevention Mechanisms and Strategic Safety Programs

FPH employs a multi-faceted prevention strategy designed to mitigate high-risk activities and cultivate an Interdependent Safety Culture. Our approach utilizes globally recognized tools and internal digital innovations to manage risk.

CORE PREVENTION FRAMEWORK

- **Health Risk Assessment (HRA).** A foundational element of the HMSS, the HRA systematically identifies, evaluates, and controls workplace health hazards to a level that is as low as reasonably practicable (ALARP).
- **Life-Saving Rules (LSR).** Adopted from the International Association of Oil & Gas Producers (IOGP), these nine rules govern activities with the highest potential for fatal incidents, such as energy isolation and working at heights.

GRI 403-1, 403-2

STRATEGIC IMPLEMENTATION AND DIGITAL INTEGRATION

In 2025, the Group reinforced these core tools with new programs aimed at behavioral change and standardized enforcement:

- **LSR Enforcement and Consequence Management.** We implemented a structured system to uphold the non-negotiable nature of the Life-Saving Rules. This framework distinguishes between Human Error, At-Risk Behavior, and Reckless Conduct, moving the organization away from a 'blame culture' towards one of proactive safety mindfulness. Central to this system is the Stop Work Authority (SWA), which empowers the workforce to halt unsafe operations guided by a fair Decision Logic Tree.
- **LSR Video-On-Demand (VOD).** To ensure a uniform interpretation of safety standards across the FPH organization, we launched a digital VOD platform. This tool uses industry-specific dramatizations to standardize LSR enforcement and explicitly train personnel on the practical application of Stop Work Authority.
- **Safe Work Practices Computer-Based Training (CBT).** These standardized modules facilitate a cultural shift toward interdependence. By ensuring all personnel are trained in unified Safe Work Practices, we mitigate catastrophic risks and ensure a consistent safety baseline across all subsidiaries.

Health Management System Standards (HMSS)

FPH maintains a unified and proactive safety strategy, driven by the collaborative efforts of the OHS Group and our business entities to ensure the alignment of our Health Management System Standards (HMSS). We cultivate a culture of safety where compliance is institutionalized across the organization.

Our principal management and monitoring strategies include:

- **Standardized Safety Protocols (IMS).** We utilize globally recognized frameworks, such as ISO 45001, to ensure that Integrated Management Systems (IMS) standardize safety protocols across all subsidiaries. This establishes a consistent structure for comprehensive hazard identification and risk assessment.
- **Continuous Education.** Essential Environment, Safety, and Health (ESH) programs and routine safety drills are conducted to build capacity. This ensures that all policies are thoroughly understood and actively implemented, moving beyond passive dissemination.
- **Empowered Reporting.** We encourage the proactive identification and reporting of unsafe conditions before they escalate. By upholding a non-retaliatory framework for incident reporting, we empower employees to serve as essential safety partners.
- **Accountability and Performance.** Safety performance is directly correlated with both professional development and organizational success. This is evidenced by the integration of ESH Key Performance Indicators (KPIs) into operational scorecards across the Group.

GRI 403-4, 403-5, 403-6

FPH GROUP-WIDE HEALTH AND SAFETY METRICS: 2025

Health and Safety Metrics (Employees)							
Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balfour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
Employee Working Hours (Manhours)	5,597,530	2,883,016	621,236	3,469,174	219,106	841,990	13,632,052
Work related fatalities	0	0	0	0	0	0	0
Cases related to disabling injury	2	0	0	0	0	0	2
Number of days charged for the disabling injury	32	0	0	0	0	0	32
Cases resulting to restricted work activity	0	0	0	2	0	0	2
Cases resulting to medical treatment	6	0	1	3	1	0	11
Near Miss	32	0	3	15	0	1	51

Health and Safety Metrics (Contractors)							
Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balfour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
Employee Working Hours (Manhours)	26,799,302	12,471,368	100,088	2,208,000	495,487	0	42,074,245
Work related fatalities	0	0	0	0	1	0	1
Cases related to disabling injury	6	0	0	0		0	6

Health and Safety Metrics (Contractors)							
Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balfour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
Number of days charged for the disabling injury	58	0	0	0	6000	0	6,058
Cases resulting to restricted work activity	6	0	0	0		0	6
Cases resulting to medical treatment	38	0	0	0	1	0	39
Close Call or Near Miss	43	0	0	1		0	44

Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balfour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
Fatality Rate	0.000	0.000	0.000	0.000	0.280	0.000	0.004
Work-related Injury Rate	0.049	0.000	0.000	0.000	0.000	0.000	
Total Recordable Incident Rate (TRIR)	0.358	0.000	0.277	0.176	0.840	0.000	

Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balfour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
TRIR	0.358	0.000	0.277	0.176	0.840	0.000	0.253
Industry Average*[1]	1.500	1.700	4.200	2.300	1.700	2.200	

**Industry averages used were for: electric power generation; real estate; power, distribution, and specialty transformer manufacturing; construction; and ambulatory health care services*

SAFETY PERFORMANCE AND INCIDENT MANAGEMENT

In 2025, FPH maintained the rigorous implementation of Occupational Health and Safety (OHS) protocols across all business segments, covering a combined workforce of employees and contractors. Our commitment to safety is reflected in our consolidated Total Recordable Incident Rate (TRIR) of 0.253, which remains significantly better than the industry averages across our power, construction, and real estate platforms.

The Group achieved a total of over 13.6M employee manhours with zero fatalities. However, despite these measures, one work-related fatality involving a sub-contractor occurred at FPIP during the reporting period.

Accountability and Corrective Action.
The incident at FPIP resulted from non-compliance with established safety protocols. In accordance with our governance standards and legal obligations, the following actions were taken:

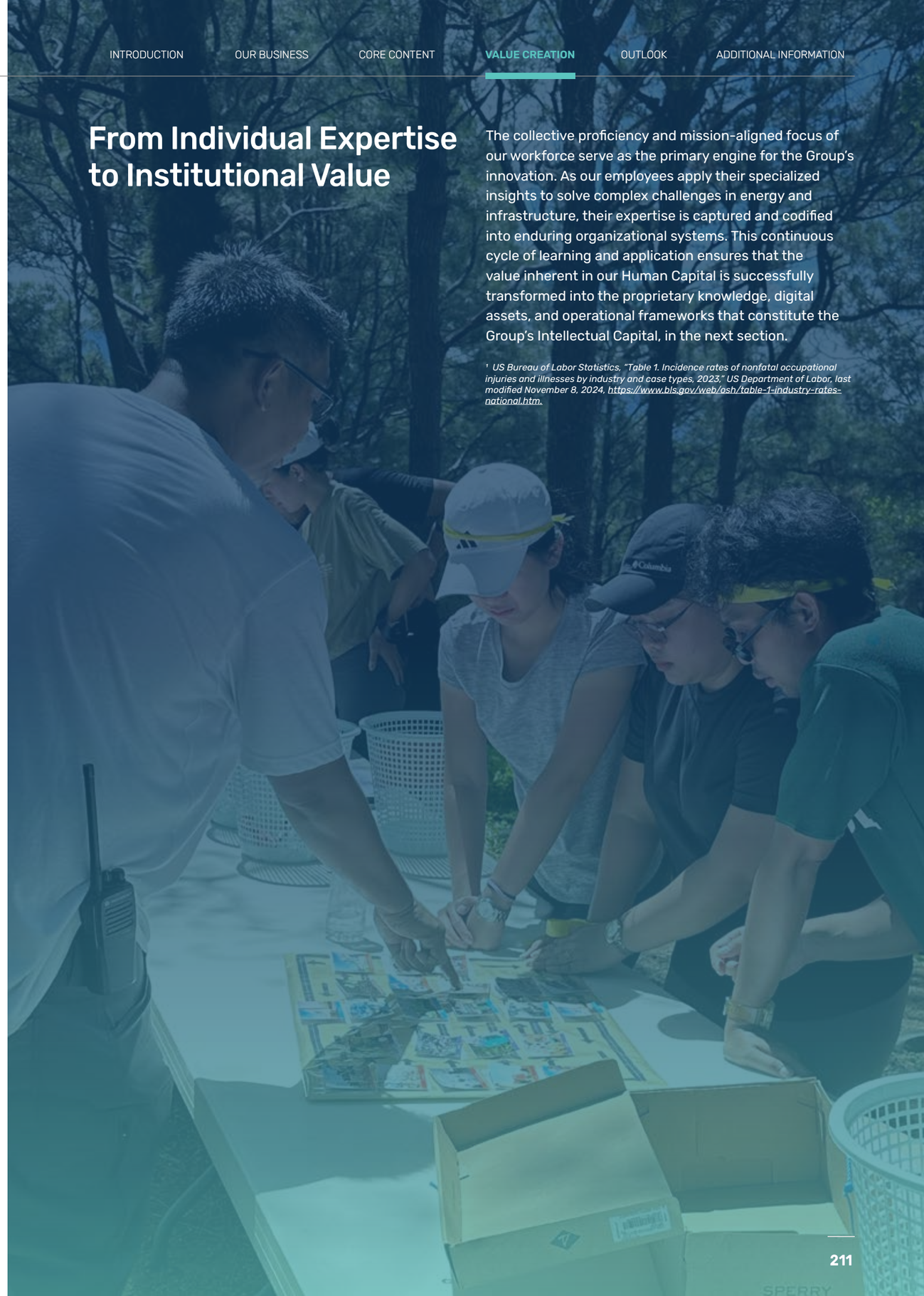
- **Immediate Reporting.** The incident was promptly reported to the Department of Labor and Employment (DOLE).
- **Support.** We extended necessary assistance to the affected parties.
- **Contractor Governance.** The contractor's accreditation under FPIP was immediately suspended.
- **Operational Halt.** A "stand down work order" was issued and maintained until all necessary corrective measures were fully implemented and verified.

These actions underscore our Culture of Accountability, ensuring that safety protocols are non-negotiable for all personnel and third-party partners operating within the FPH ecosystem.

From Individual Expertise to Institutional Value

The collective proficiency and mission-aligned focus of our workforce serve as the primary engine for the Group's innovation. As our employees apply their specialized insights to solve complex challenges in energy and infrastructure, their expertise is captured and codified into enduring organizational systems. This continuous cycle of learning and application ensures that the value inherent in our Human Capital is successfully transformed into the proprietary knowledge, digital assets, and operational frameworks that constitute the Group's Intellectual Capital, in the next section.

[1] *US Bureau of Labor Statistics, "Table 1. Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2023," US Department of Labor, last modified November 8, 2024, https://www.bls.gov/web/osh/table-1-industry-rates-national.htm.*



Intellectual *Capital*

Intellectual Capital at a Glance

Enterprise Systems for Group Integration. FPH operates standardized governance, risk, and management systems that enable coordinated execution across a diversified portfolio of energy, real estate, manufacturing, and healthcare businesses.

Digital Platforms Strengthening Decision-Making. Investments in data infrastructure, analytics, and digital tools—such as workforce data visualization and AI-enabled safety systems—support real-time insights, operational discipline, and risk management across the Group.

Capability Systems Translating Strategy into Execution. Group-level frameworks are operationalized into structured capabilities at the subsidiary level, enabling consistent delivery of complex projects, resilient asset management, and customer-focused solutions.

Institutionalized Talent and Knowledge Platforms. Centralized platforms—including recruitment systems, talent mobility tools, and learning ecosystems—capture and scale workforce expertise into repeatable, organization-wide practices.

Foresight and Thought Leadership Informing Strategic Direction. The Group leverages climate science research, technical publications, scenario-based planning, and proactive stakeholder engagement to strengthen decision-making and align long-term investments with evolving environmental and market conditions.

Intellectual Capital: Institutional Systems for Scaled Execution

Building on the capabilities developed through Human Capital (see p. 198), FPH's Intellectual Capital captures and institutionalizes this expertise into the systems, platforms, and decision frameworks that enable the Group to operate as an integrated enterprise. As the strategic architect of the portfolio, FPH designs and governs the structures through which knowledge is codified, shared, and applied—ensuring that diverse business units can execute with consistency, discipline, and alignment to the Group's long-term direction.

Within the value creation model, Intellectual Capital functions as the system layer that translates strategy into execution. Through enterprise-wide governance mechanisms, digital and data infrastructure, standardized management processes, and institutional knowledge platforms, the Group safeguards operational integrity, strengthens performance, and builds the capacity to adapt to evolving market, technological, and climate conditions. These systems transform individual expertise into scalable organizational capability, supporting reliable service delivery across the portfolio.

Protecting the System: Governance, Risk, and Digital Trust

FPH's Intellectual Capital begins with the protection of the systems that enable secure, reliable, and coordinated execution across the Group. Beyond formal governance structures, the Company institutionalizes information technology (IT) governance, cybersecurity, and data integrity through enterprise-level frameworks that are progressively embedded across its subsidiaries. These frameworks support consistent standards, safeguard critical infrastructure, and strengthen information integrity and decision-making in an increasingly digital and risk-sensitive environment.

At the Group level, the FPH IT Council serves as the central platform for aligning technology strategy, standards, and risk management practices across subsidiaries. Through regular engagement, it facilitates the exchange of best practices, consultation with subject matter experts, and the establishment of Communities of Practice—including the Council of Architects—to guide enterprise architecture and harmonize technical standards. This structure enables coordinated system-wide initiatives and strengthens the Group's collective response to emerging risks, including through real-time sharing of cybersecurity intelligence.

Complementing the Council, FPH IT Group acts as a strategic enabler, translating Group-level direction into operational systems and controls. Its role spans enterprise architecture and technology standards, cybersecurity oversight and risk remediation, and the advancement of data, AI, and analytics capabilities. Through shared platforms and services—including infrastructure, service desk, and vendor management—the Group reinforces consistency and efficiency in IT operations, while supporting cross-subsidiary integration. Innovation is governed through structured mechanisms such as the FPH Innovation Fund, enabling the disciplined exploration and scaling of emerging technologies.

Risk management within the IT environment is executed through defined controls and mitigation measures addressing both system and process risks. These include secure email gateways, vulnerability assessments and penetration testing, strengthened coordination between IT and information security teams, and cybersecurity roadmaps aimed at advancing maturity levels. Process-level governance further reduces reliance on individual knowledge, improves consistency in service delivery, and aligns practices with global standards and benchmarks.

IT POLICIES SAFEGUARDING OUR ENTERPRISE

FPH continually reviews and develops new policies to safeguard our business and the value we create from our Intellectual and Human Capital. Enterprise-wide IT policies have been in place for years and have been reported since 2019 (see FPH 2019 Integrated Report, p.89). As the digital landscape continues to evolve, so do our policy frameworks.

The following table outlines new IT policies, implemented in 2025.

Title of New Policy / Process	Implementation Date	Description
IT Acceptable Use Policy (AUP)	November 6, 2025	Establishes standards for the secure, lawful, and responsible use of Company IT resources across employees, consultants, and vendors. The policy safeguards confidentiality, system integrity, and compliance, while prohibiting unauthorized access, inappropriate use, and unapproved software installation. Violations are subject to monitoring and disciplinary action, up to termination.
Generative AI (GenAI) Policy	February 28, 2025	Defines principles for the ethical and responsible use of Generative AI across employees and third parties. The policy aligns AI deployment with business objectives, manages risks related to data security and ethics, and requires oversight, approval of enterprise AI systems, and responsible use. It prohibits the use of Company and personal data on public AI tools and affirms accountability remains with process owners and management, not the GenAI system itself.

CONTINUED COMMITMENT TO DATA SECURITY

During the reporting period, the Group recorded zero confirmed data breach incidents, with no cases of unauthorized access, disclosure, loss, or compromise of Company or personal data. As a result, no incident response or remediation actions were required, and there were no adverse impacts on operations, business continuity, or stakeholder trust. There were likewise no associated financial losses or cost impacts. Continuous monitoring, preventive controls, and cybersecurity safeguards remain in place to sustain this level of data protection.

RISK MITIGATION STRATEGIES

Key to successful data security and Intellectual Capital protection are mitigation strategies that recognize, mitigate, and manage various types of risks.

Risks and Threats	Potential Impacts to the Business	Preventive Measures
Information Security Risk	Potential security attack resulting in failure of network, phones, servers, SAP (Systems, Applications & Products) Software, internet, or other IT infrastructure	• Implemented Secure Email Gateway • Strengthened collaboration between IT and InfoSec team • Conducted Compromise Assessment and Vulnerability Assessment and Penetration Testing (VAPT) • Started the establishment of Data and AI Governance frameworks within the Power Group • Crafted cybersecurity roadmaps to attain Level 3 Cybersecurity Maturity Model Certification (CMMC)
Process Risk	Potential breakdown of IT operations due to gaps and over-reliance on individual knowledge resulting in inconsistent service delivery, compliance failures, or low IT maturity rating.	• Developed IT process Governance protocols to serve as backbone for the policies and procedures • Subscribed to American Productivity and Quality Center (APQC) for process governance, and global standards and benchmarks. • Hired an IT business process analyst to lead initiatives related to the process and its improvements • Continuous alignment with other stakeholders

Maintaining the System: Operational Discipline and Management Systems

FPH's commitment to service excellence is anchored in a system-wide approach to operational discipline. Across its businesses, management systems aligned with globally recognized standards are reinforced through regular policy reviews, internal audits, and independent third-party evaluations. This structure ensures consistent quality in products and services, safeguards the well-being of employees and contractors, and upholds environmental standards across diverse operating contexts.

These standards are operationalized through integrated systems that govern asset performance, risk management, and execution discipline. Continuous maintenance, targeted upgrades, and system improvements ensure that assets remain reliable under evolving conditions, including climate-related disruptions and increasing system complexity. In this way, FPH's platforms are not only built to perform, but systematically maintained to deliver consistent, long-term value—forming the operational backbone of its Manufactured Capital.

CERTIFICATION OF MANAGEMENT SYSTEMS

FPH reinforces operational discipline through the adoption of internationally recognized management system certifications across its businesses. These include ISO 9001:2015 for quality, ISO 14001:2015 for environmental management, and ISO 45001:2018 for occupational health and safety—ensuring consistent processes, responsible environmental stewardship, and the protection of employees, contractors, and communities. Select entities further strengthen this foundation through specialized standards such as ISO 55001:2014 for asset management. Beyond ISO certifications, FPH businesses pursue sector-specific benchmarks that advance sustainability and performance: Rockwell Land developments have achieved LEED and EDGE certifications for green building design and efficiency, while First Philec has set industry precedent through its Green Choice Philippines-certified Supergreen Transformer, reflecting circularity, resource efficiency, and low-carbon manufacturing. These certifications function not only as compliance tools, but as embedded systems that drive consistency, accountability, and continuous improvement across the Group.

COVERAGE OF KEY CERTIFICATIONS ACROSS THE FPH GROUP

ISO 9001:2015 – Quality Management System
Applied across Asian Eye Institute (AEI), First Gen Corporation, First Gen Hydro Power Corporation (FGHPC), Energy Development Corporation (EDC), Green Core Geothermal, Inc. (GCGI), Bac-Man Geothermal, Inc. (BGI), First Balfour, Inc. (FBI), Therma One Transport Corporation (T1 Transport), First Philec, Inc. (FPI), and First Philippine Industrial Park, Inc. (FPIP)

ISO 14001:2015 – Environmental Management System
Applied across AEI, First Gen Corporation, EDC, GCGI, BGI, First Balfour, Inc., and FPIP

ISO 45001:2018 – Occupational Health and Safety Management System
Applied across AEI, First Gen Corporation, FGHPC, EDC, GCGI, BGI, First Balfour, Inc., and FPIP

ISO 55001:2014 – Asset Management System
Maintained by FGHPC

Green Building Certifications (LEED and EDGE)
Applied across Rockwell Land's office and selected development portfolio, supporting energy and water efficiency and reduced environmental impact.

- LEED (Leadership in Energy and Environmental Design) Certified Buildings
  - Rockwell Business Center Sheridan
  - 8 Rockwell
  - One Proscenium
- EDGE (Excellence in Design for Greater Efficiencies) Certified Buildings
  - Rockwell Business Center Ortigas
  - Santolan Town Plaza

Green Choice Philippines Certification
Awarded to First Philec's Supergreen Transformer, the first in its category to meet national eco-labelling standards for sustainable design and manufacturing

SYSTEM MAINTENANCE, REHABILITATION, AND OPERATIONAL INFRASTRUCTURE

Beyond formal certifications, FPH sustains the reliability and performance of its platforms through continuous system maintenance, rehabilitation, and the strengthening of operational infrastructure. These efforts ensure that systems remain current, efficient, and resilient—supporting consistent execution across diverse business environments. By integrating standardized management systems with targeted upgrades and digital enablement, the Group reinforces its ability to manage complexity, reduce operational risk, and maintain high levels of service delivery.

This approach combines structured processes, digital platforms, and asset-level interventions—from enterprise systems and real-time monitoring to infrastructure rehabilitation and technology upgrades. It also enables predictive maintenance, improves execution discipline, and ensures that systems evolve in step with operational demands and emerging risks.

OTHER OPERATIONAL SYSTEMS, REHABILITATION, AND MANAGEMENT INFRASTRUCTURE ACROSS FPH GROUP SEGMENTS

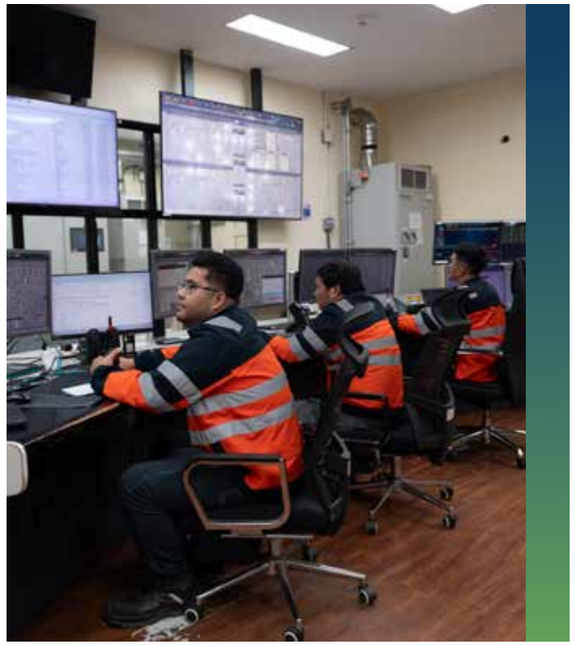
System Area	Key Systems / Practices	Application Across the Group	Value Contribution
Safety and Risk Management Systems	OSH Management Systems, Hazard Identification, Risk Assessment, and Control (HIRAC) risk assessment, ESH governance structures	Implemented across power plants, construction sites, and facilities	Reduces operational risk, ensures regulatory compliance, strengthens workforce safety
Digital Project and Operations Systems	Construction Management Systems (CMS), digital workflows, paperless reporting	Used in infrastructure and project delivery platforms	Improves execution predictability, reduces rework, enhances schedule reliability
Utility and Infrastructure Monitoring	Supervisory Control and Data Acquisition (SCADA) systems, centralized monitoring platforms	Applied in industrial estates and utilities operations	Enables real-time monitoring, predictive maintenance, and faster incident response
Enterprise and Workforce Systems	Workday and enterprise HR systems, performance tracking tools	Used across the most segments for talent, mobility, and performance management	Enhances workforce visibility, supports planning, and aligns people with strategy
Asset Maintenance and Rehabilitation	Preventive maintenance programs, infrastructure upgrades, facility modernization	Implemented across real estate, healthcare, and industrial assets	Sustains asset reliability, extends asset life, and mitigates climate and operational risks
System Rehabilitation and Restoration	Fiber optic network reorganization and consolidation (PHEP); migration of First Gen users to EDC systems; decommissioning of legacy telephony systems	Implemented across energy and corporate IT infrastructure	Strengthens system security and data management, improves integration, and eliminates obsolete systems
Stakeholder-Embedded Systems	Employee safety participation, customer/locator support systems, feedback mechanisms	Across workforce and customer-facing operations	Strengthens system adoption, improves responsiveness, and ensures continuous improvement

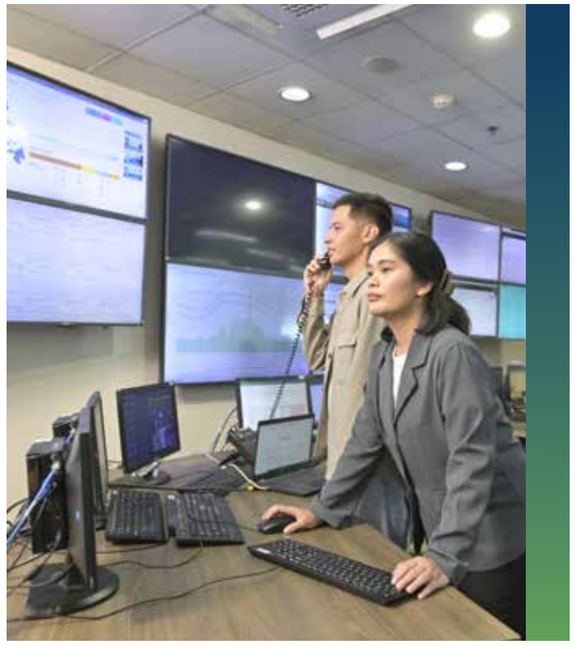
Stakeholder Engagement: Embedding Systems in Operations and Collaboration

FPH's management systems are reinforced through continuous engagement with the stakeholders who design, operate, and rely on them. At the Group level, the FPH IT Council serves as a central platform for coordination and alignment, convening regular forums to share best practices, evaluate emerging technologies, and address system-wide priorities such as technical standards, procurement efficiencies, and cybersecurity risks. These engagements are complemented by real-time communication channels that enable rapid information sharing on time-sensitive issues, including emerging cyber threats and required responses. Through this structure, the Group strengthens alignment across subsidiaries while leveraging shared expertise and scale.

At the operational level, employees across FPH's businesses engage with systems through structured processes such as joint business planning, project execution, service management, and continuous feedback mechanisms. Weekly cadences and ongoing interactions ensure that system requirements are aligned with business needs, while formal processes guide prioritization, issue resolution, and the delivery of digital and operational solutions. These interactions translate strategic priorities into actionable system capabilities, while maintaining responsiveness to evolving operational demands.

Engagement with IT vendors and service providers further extends this ecosystem, ensuring that external capabilities are effectively integrated into the Group's operations. Regular service reviews, technical consultations, and project cadence meetings support the alignment of vendor deliverables with business requirements, while formal service level agreements and incident, problem, and change management processes ensure accountability and performance. Together, these engagement mechanisms embed FPH's systems into daily operations—strengthening adoption, improving responsiveness, and enabling continuous improvement across the Group.





Innovating the System: Digitalization, Data, and Continuous Improvement

FPH advances its Intellectual Capital through a structured approach to digitalization and innovation, guided by its Digitalization Roadmap. This roadmap anchors the Group's transition toward a more agile, data-driven enterprise—strengthening operational excellence, enhancing resilience, and enabling new capabilities across its businesses.

Priorities include the modernization of technology architecture, expansion of data and AI capabilities, reinforcement of cybersecurity and business continuity, and the adoption of responsible and ethical digital practices. Through coordinated planning with subsidiaries, the roadmap also enables shared capabilities and ensures that high-impact initiatives are implemented at scale across the portfolio.

Execution in 2025 focused on translating these priorities into operational improvements and system-level enhancements.

FPH INNOVATION HIGHLIGHTS (2025)

Financial Process Automation.
Transitioned critical financial reporting from manual processes to integrated, automated dashboards—improving data accuracy, visibility, and decision speed.

Workflow and Service Digitization
Automated IT hardware and software request processes and integrated service desk workflows, reducing manual errors and improving turnaround times.

SLA Automation and Governance
Digitized SLA tracking within service desk systems, addressing audit findings and strengthening performance monitoring and accountability.

Resilient Digital Infrastructure.
Established a high-redundancy communication link between the **Pantabangan Hydro Electric Project (PHEP) and the Masiway Hydro Electric Project (MHEP)** facilities, reducing single points of failure and strengthening operational continuity.

Digital Risk Management Enablement.
Rolled out a cloud-based Computer-Aided Monitoring and Management System (CAMMS), enabling the Power group with real-time access to risk registers and automated reporting capabilities.

Strategic Foresight and Portfolio Intelligence

Beyond operational systems, FPH's Intellectual Capital also encompasses the frameworks through which the Group anticipates change, evaluates opportunities, and guides long-term portfolio decisions. These capabilities enable the organization to move from reactive management to forward-looking stewardship—integrating insights across businesses, markets, and external conditions into coherent strategic direction.

At the enterprise level, this includes the use of scenario-based planning, climate science research (see Annex 6 - Research and Publications of OML Center, p. 340), and technical studies to assess emerging risks and opportunities. Insights generated across subsidiaries—particularly in areas such as energy transition, infrastructure resilience, and urban development—are synthesized to inform Group-wide priorities and investment direction. This cross-portfolio intelligence allows FPH to identify where capabilities can be scaled, where risks may concentrate, and where capital can be deployed to strengthen long-term value.

These foresight mechanisms are complemented by structured planning and alignment processes that connect strategy with execution. Through coordinated engagement across business units—and across operational units, Senior Management, and the Board—the Group aligns initiatives, shares technical expertise, and ensures that decisions reflect both local operating realities and broader portfolio considerations. (Also see: Governance section, p. 108) In this way, Intellectual Capital extends beyond systems and tools to encompass the decision frameworks that guide how the Group evolves—supporting disciplined growth, resilience, and long-term value creation.

Cross-Capital Integration: From Knowledge to System to Impact

Within FPH's value creation model, Intellectual Capital serves as the critical bridge between Human Capital and Social and Relationship Capital. Knowledge, expertise, and capabilities developed through the Group's talent and leadership are captured and structured into systems, platforms, and processes that enable consistent application across the organization.

Through these systems, individual and institutional knowledge is translated into scalable practices—guiding how projects are executed, how risks are managed, and how services are delivered. This structured capability, in turn, supports the Group's ability to engage stakeholders, deliver reliable services, and build long-term relationships across communities, customers, partners, and regulators.

In this way, Human Capital generates the insight and expertise that fuel the organization; Intellectual Capital organizes and scales these capabilities; and Social and Relationship Capital extends them outward—ensuring that value is delivered not only efficiently, but meaningfully across the ecosystems the Group serves.

Social and Relationship *Capital*

SOCIAL AND RELATIONSHIP CAPITAL AT A GLANCE

Stakeholder relationships structured around the pentad framework. FPH organizes its engagement across customers, co-creators, earth, communities, and investors as interdependent contributors to value creation.

Engagement processes embedded in operations and decision-making. Stakeholder inputs are captured through structured mechanisms and integrated into execution and risk management of various initiatives and activities.

Continuous feedback channels across key stakeholder groups. Regular engagement platforms provide visibility into expectations on service delivery, workforce conditions, environmental performance, and financial outcomes.

Human rights and grievance systems applied across the value chain. The Group maintains due diligence and remediation mechanisms covering employees, suppliers, communities, and customers.

Supplier and community engagement supporting operational continuity. Supply chain guidelines and community programs help sustain relationships, manage risks, and reinforce the Group's license to operate.

Social and Relationship Capital: Compounding Trust Across the Value Chain

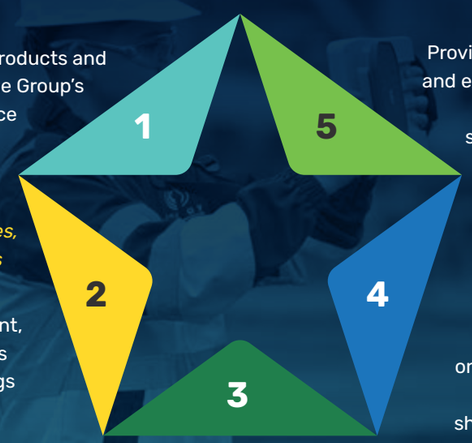
Social and Relationship Capital represents FPH's intangible, trust-based wealth—its social license to operate—built through sustained engagement with the stakeholders that shape and are shaped by its businesses. Across the Group, relationships are not treated as static obligations but as assets that are strengthened over time through consistent, deliberate interaction. Each engagement—whether with customers, employees, suppliers, communities, or capital providers—reflects a series of choices that, when compounded, reinforce credibility, reduce friction in operations, and enable the Group to respond more effectively to evolving risks and opportunities.

At the core of this capital is a structured stakeholder engagement framework grounded in regular dialogue, transparency, and accountability. Through this approach, FPH captures stakeholder insights, addresses concerns early, and integrates feedback into operational and strategic decisions. This allows the Group to convert potential points of tension into areas of alignment, supporting both business continuity and shared value creation across its portfolio.

This system of relationships is organized around the Pentad Stakeholder Framework[1]—Customers, Co-creators, Earth, Communities, and Investors—which defines how FPH engages with the constituencies most critical to its long-term performance and legitimacy.

THE PENTAD STAKEHOLDER GROUPS

FPH structures its stakeholder engagement around five interdependent groups that influence and are influenced by its operations:



Customers

Enable the delivery of products and services aligned with the Group's mission and performance standards.

Investors

Provide access to capital and expect transparency, accountability, and sustainable financial returns.

Co-creators *(Employees, Suppliers, and Business Partners):*

Support the development, delivery, and continuous improvement of offerings across the value chain.

Host and Local Communities

Shape the Group's social license to operate through ongoing engagement, partnership, and shared value creation.

Earth

Provides the natural systems and resources on which operations depend, requiring responsible stewardship and restoration.

[1] *Sanford, Carol. "Regenerative Economics: Generating Systemic Wealth, Part 1." Medium. March 13, 2019. https://carolsanford.medium.com/regenerative-economics-generating-systemic-wealth-part-1-43ccd7448065.*

Stakeholder Engagement: Translating Dialogue into Operational Insight

FPH maintains a structured approach to stakeholder engagement, designed to ensure interactions across its businesses remain consistent, responsive, and decision-relevant. Methods of engagement follow defined channels and cadences that allow the Group to systematically capture perspectives, monitor evolving expectations, and maintain alignment with both operational priorities and external conditions.

The following table outlines how these engagements are carried out across the pentad stakeholder groups.

HOW THE FPH GROUP ENGAGES ITS DIVERSE STAKEHOLDER GROUPS

Stakeholder Group	Frequency	Strategic Engagement Mechanisms	Stakeholder Interest And Concerns
Customers	Annually	Customer Satisfaction Surveys	• Product reliability, safety, and compliance with standards • Delivery lead time and availability • After-sales support • Service delivery improvements • Partnerships in environment and social development activities contributing to the FPH mission
Co-creators: Employees	Quarterly	Employee Assemblies	• Keeping abreast of company performance, developments, and operational changes • Improved physical and mental health through promotion of physical and personal development activities • Company-wide communication campaigns on group accomplishments and corporate affairs • Collective bargaining agreement and trade union activities with the company
	Annually	Employee Wellness and Feedback Surveys	
	Monthly	Internal Digital Communication Platforms	
	Weekly	Information and Communication Campaigns	
	Monthly	Wellness Activities	
	Monthly	Meetings with Employee Unions	
Co-creators: Suppliers	Annually	Annual Vendors' Assemblies and Forums	• Ensure complete compliance of vendors and suppliers with the proponent's requirements and with FPH's Policies on Vendor Accreditation • Monitoring of project or service requirements and delivery
	As Needed	Vendor Accreditation Procedures	
	Weekly	Regular Service Reviews	
	As Needed	Regular Supplier Dialogues and Meetings	
Environment	Whole Year; Ongoing	Partnerships with local and national agencies on sustainability initiatives	• Decarbonization strategies and reduction targets • Natural capital performance • Environmental impacts of the organization • Compliance with local and national environmental regulations
	Annually	Decarbonization and Regeneration Strategy	
	Annually	Environment Management Systems	
	Annually	Regulatory Reporting	
	Whole Year	Corporate social responsibility activities	

Stakeholder Group	Frequency	Strategic Engagement Mechanisms	Stakeholder Interest And Concerns
Community: External Partners and Host	Annually or As Needed	Grievance Redress Mechanisms	• Socioeconomic and environmental impacts of business activities • Environmental risks and opportunities • Protecting host community's health and safety • Creating shared value with community and civil society organizations
	Monthly	Regular dialogues and consultations	
	Whole Year	Corporate social responsibility activities	
	Monthly	Monthly briefings	
Community: Regulators	As Needed	Communication channels to ensure high standards of safety and communication	• Compliance with regulations and reportorial requirements • Social and environmental impacts of the organization • Economic contributions of the company
	Monthly	Compliance with local and national regulations	
	Annually	Annual corporate filing and disclosures to government agencies	
	As Needed	Ad-hoc communications through verbal and written modalities	
	As Needed	Policy and position papers	
	As Needed	Participation in government-initiated activities and events	
Investors	Annually	Annual Stockholders Meeting	• Strategic direction and alignment of the with the Group's strategic objectives • Financial performance of the company • Socio-economic and climate-related impacts of the business operations • Risk mitigation strategies • Compliance with regulations and reportorial requirements • Shareholder concerns in line with external developments
	Quarterly	Company Performance Reports	
	Annually	Company Disclosures, as included in Integrated Reports	

Human Rights as the Foundation of our Relationships

As outlined in the Human Capital section, FPH's approach to business is anchored in its commitment to the Universal Declaration of Human Rights. This commitment extends across its operations and relationships, reflecting the Group's responsibility to protect the dignity of individuals affected by its activities. As FPH advances its goal of becoming a regenerative business, it continues to strengthen its human rights practices to ensure that stakeholders are able to participate in and benefit from its value creation.

HUMAN RIGHTS DUE DILIGENCE (HRDD)

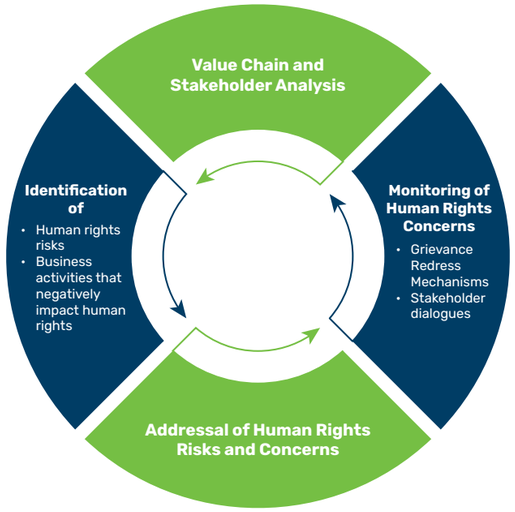
FPH's Human Rights Due Diligence (HRDD) process provides a structured approach to identifying, assessing, and addressing human rights risks across its operations and value chain. Aligned with the UN Guiding Principles on Business and Human Rights[2] and the Ruggie Framework,[3] the process reflects the respective roles of the state and business, while ensuring that affected stakeholders have access to appropriate remedies.

The HRDD framework covers employees, contractors, suppliers, communities, and customers. Since its initial implementation in 2022, the Group has focused on strengthening policies, refining processes, and enhancing safeguards to address potential and actual human rights impacts across its business segments. These processes are integrated with the Group's enterprise risk management system, ensuring that human rights considerations are incorporated into risk identification, assessment, and mitigation across its operations and value chain.

Grievance Redress Mechanisms

In support of its HRDD framework, FPH maintains formal grievance redress mechanisms that provide stakeholders with accessible channels to raise concerns and seek resolution. These mechanisms are designed to address issues related to workplace conditions, policy implementation, and other work-related concerns that may give rise to perceptions of unfairness or harm.

Unresolved grievances can erode trust and disrupt relationships. By providing structured pathways for reporting and resolution, the Group aims to ensure that concerns are addressed in a timely and consistent manner, and that corrective actions are implemented to prevent recurrence.



Grievance mechanisms are reinforced by ongoing stakeholder engagement, including dialogue and feedback channels that allow concerns to be surfaced early. Matters with potential human rights implications are escalated through formal processes, ensuring alignment with established policies and internationally recognized standards.

[1] United Nations, Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework, United Nations Human Rights Office of the High Commissioner, 2011.
[2] United Nations, Protect, Respect and Remedy: a Framework for Business and Human Rights, Report of the Special Representative of the Secretary-General, John Ruggie, Human Rights Council, A/HRC/8/5, 2008.

HUMAN RIGHTS RISKS

Building on this framework, FPH's Human Rights Due Diligence translates into the systematic identification and management of specific risks across its operations and value chain. These risks span labor practices, workplace conditions, community impacts, environmental exposure, and business conduct—areas where the Group's activities may affect the rights and well-being of its stakeholders. Consistent with the enterprise-wide risk management approach discussed in the Risk Management and Opportunities section (see pp. 136 to 145), these exposures are assessed, monitored, and addressed through defined mitigation strategies.

The following table outlines the key human rights risks identified by the Group, together with the corresponding measures installed in the company, applied to manage these risks should they arise, and strengthen safeguards across its businesses.

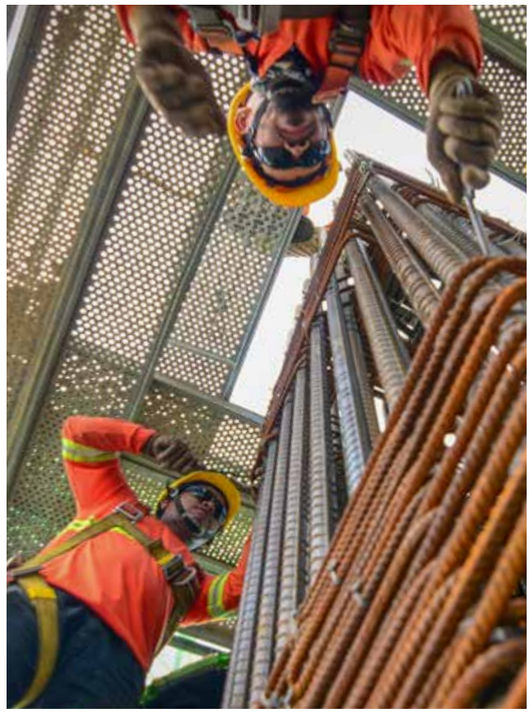
STRATEGIES TO MITIGATE HUMAN RIGHTS RISKS

Risks	Mitigation Strategy
Labor Management*	• Compliance with the Philippine Labor Code and applicable labor regulations • Conduct of structured employee consultations and feedback mechanisms to inform policy improvements • Installation of formal grievance redress channels to address employee concerns
Child and Forced Labor*	• Group-wide Anti-Child Labor and Forced Labor policies across operations and supply chain • Screening and due diligence procedures for suppliers, vendors, and contractors
Collective Bargaining and Freedom of Association*	• Upholding of policies recognizing employees' rights to organize and engage in collective bargaining • Regular dialogues with Collective Bargaining Agreement (CBA) groups
Discrimination and Harassment*	• Enforcement of Anti-Sexual Harassment and Safe Spaces policies across workplaces • Maintenance of formal investigation and grievance procedures for reported cases

*Risks applying to both employees and workers from host communities

Risks	Mitigation Strategy
Health and Safety of Employees and Other Stakeholders	• Implementation of occupational health and safety programs across operations • Conduct of regular inspections to identify and address workplace risks • Coordinated with local health units and government agencies on community safety
Environmental Impacts on Stakeholders (Right to a Healthy Environment)	• Conduct of environmental impact assessments (EIA) for new project sites • Monitoring of environmental performance and implemented mitigation measures • Adoption of industrial hygiene controls to safeguard employee well-being
Community Relations	• Implementation of social safeguard policies across host communities • Conduct of regular stakeholder consultations and community engagement activities • Compliance with Indigenous Peoples' Rights Act (RA 8371) and FPIC requirements
Physical and Social Displacement	• Conduct of early-stage consultations with affected communities • Provision of relocation and livelihood restoration support aligned with IFC and ADB standards
Priority Hiring Concerns	• Implementation of local hiring protocols in host communities, aligned with regulatory requirements and internal standards
Delivery of Quality Products and Services	• Adoption of Group-wide quality management systems and standards • Maintenance of relevant certifications across business units

Risks	Mitigation Strategy
Equitable Benefit Sharing	• Conduct of stakeholder profiling and periodic community consultations • Establishment of social acceptability mechanisms to inform program design
Bribery and Corruption	• Enforcement of anti-corruption controls within procurement systems • Maintenance of whistleblower and grievance mechanisms to report violations
Cultural Issues	• Free and Prior Informed Consent (FPIC) from Indigenous Peoples (IP) communities prior to project commencement • Maintenance of structured engagement throughout the project lifecycle to uphold their rights and participation



Forced Labor

FPH recognizes the potential risk of forced or compulsory labor across its operations and value chain; and we adopt internationally accepted definitions, where forced labor refers to work performed under threat, penalty, or coercion without voluntary consent. The Group maintains policies, due diligence processes, and monitoring mechanisms to prevent, identify, and address such risks across employees, contractors, and suppliers.

GOVERNANCE AND POLICY FRAMEWORK

FPH complies with applicable labor laws and regulations, including RA 11058 on occupational safety and health, as well as relevant international conventions adopted by the Philippine government.

In 2023, the Group formalized its Forced Labor and Child Labor Policy, reinforcing its commitments under the Manual for Corporate Governance and the Code of Business Conduct and Ethics. These policies apply across hiring, operations, and contractor administration.

Requirements are extended to suppliers and contractors through the Code of Conduct for Vendors, which incorporates provisions on forced labor and broader human rights safeguards as part of vendor accreditation and engagement processes.

RISK IDENTIFICATION AND ASSESSMENT

Forced labor risks are assessed as part of the Group's Human Rights Due Diligence (HRDD) and Human Rights Impact Assessment (HRIA) processes. These assessments cover operations and the value chain, including employees, contractors, and suppliers, and are reviewed periodically to identify potential and actual risks.

GRIEVANCE AND REMEDIATION MECHANISMS

FPH maintains grievance redress and whistleblower mechanisms across its subsidiaries, providing accessible channels for reporting concerns related to forced labor and other human rights issues. Reported cases are subject to investigation, with corrective actions implemented where necessary, in line with established procedures.

MONITORING AND CONTROLS

Implementation of forced labor safeguards is supported by cross-functional oversight involving project management, sustainability, human resources, procurement, and legal teams.

Transactional due diligence is conducted for suppliers and contractors, while ongoing monitoring is carried out within operational units to verify compliance with Group policies and applicable standards.

Safeguarding the Rights of Indigenous Peoples

FPH recognizes the rights of Indigenous Peoples (IP) communities in areas where it operates and maintains processes to ensure that concerns are addressed in a manner consistent with both company policies and customary practices.

In 2025, a total of 22 concerns were recorded, primarily related to local hiring practices of contractors, as well as safety and security issues arising from misunderstandings. All concerns were addressed through a combination of Indigenous Peoples' customary dispute resolution processes and the Company's formal procedures. Each case was resolved within the year, with all parties reaching agreement.

These cases did not constitute violations of Indigenous Peoples' rights as defined under the Indigenous Peoples' Rights Act (RA 8371 of 1997), but rather reflect documented concerns and their corresponding resolution. Insights from these cases informed the strengthening of local hiring guidelines and their subsequent communication to contractors.

GRIEVANCE REDRESS MECHANISM FOR IP COMMUNITIES

FPH maintains a Grievance Redress Mechanism (GRM) for projects involving IP communities, including in Mt. Apo. This mechanism is designed to guide the resolution of concerns in a manner that respects customary laws and practices, while ensuring participation from relevant stakeholders and recognized IP groups.

Customers: Strengthening Relationships Through Performance and Feedback

Customers are central to FPH's value creation, providing both the demand that sustains its businesses and the feedback that informs continuous improvement. Across its portfolio, the Group's engagement with customers is anchored in service reliability, product quality, and responsiveness to evolving needs.

To support this, FPH maintains structured feedback mechanisms that capture customer experience and expectations across its business segments. These include regular engagement channels and periodic Customer Satisfaction (CSAT) surveys, which provide measurable insights into service delivery and inform operational and strategic adjustments.

CUSTOMER SATISFACTION AND FEEDBACK

The Group conducts CSAT assessments across selected subsidiaries to evaluate performance against customer expectations. Results are reviewed at the business unit level and used to identify areas for improvement, strengthen service delivery, and reinforce accountability.

CUSTOMERS AS PARTNERS IN PURPOSE

Beyond service delivery, FPH engages customers as partners in advancing broader sustainability and social development objectives. Across its business segments, customers are invited to participate in Corporate Social Responsibility (CSR) initiatives and other programs that extend value beyond core transactions, supporting shared outcomes for communities and the broader operating environment.

2025 CSAT SURVEY RESULTS

Company	Rating	Highest Rating Possible
First Gen Corporation	Very Satisfactory (as of 2024)	Very Satisfactory*
Energy Development Corporation	3.70	4.00
Rockwell Land Corporation	Very Good (as of 2024)	Excellent**
First Philippine Industrial Park	74***	100
First Balfour, Inc.	95	100
First Philec, Inc.	98****	100
Asian Eye Institute	2.80	5.00

** The scale follows a four-point scoring scale with "Very Satisfactory" as the highest and "Not Satisfied At All" as the lowest rating.*
*** The scale follows a five-point scoring scale in the following order, from highest to lowest: Excellent, Very Good, Good, Fair, Poor.*
**** Customers are being engaged to learn more about their feedback.*
***** First Philec data presented reflects available results for 2025 based on the Group's current reporting cycle. Prior-year data for other entities will be incorporated in subsequent reporting cycles to support consistency and comparability.*

Co-Creators (Suppliers): Strengthening Value Chains Through Standards and Alignment

Suppliers are critical to FPH's ability to deliver products and services across its portfolio, extending the Group's operational capabilities and shaping performance outcomes along the value chain. As Co-creators, they contribute not only to execution but also to the quality, reliability, and sustainability of outputs delivered to customers and communities.

FPH's approach to supplier engagement is anchored in the co-development of required products, governance, due diligence, and capability-building, with the objective of aligning partners to its operational, ethical, and sustainability standards while strengthening resilience across its supply chain.

PROCUREMENT GOVERNANCE

The FPH Procurement Group oversees vendor accreditation across selected subsidiaries in accordance with the FPH Vendor Accreditation Policy, with ongoing rollout to FPIP and First Philec to strengthen alignment across the Group.

In 2025, the Vendor Accreditation Policy and Guidelines were updated to incorporate a verification of financial channels for vendors and formal documentation of the ESG survey process.

These enhancements support more structured due diligence and provide a basis for assessing supplier risk and capability across financial and ESG dimensions.

SUPPLIER STANDARDS AND ENGAGEMENT

FPH integrates ESG expectations into supplier onboarding and engagement processes. The Code of Conduct for Vendors, introduced in 2023 and enhanced in the fourth quarter of the same year, forms a core requirement of accreditation. The Code incorporates provisions on:

- Labor and human rights (including Anti-Sexual Harassment policies);
- Information security; and
- Data privacy.

Suppliers are required to align with these standards, or submit equivalent policies for review.

To complement this, FPH administers an ESG Survey to establish baseline data on supplier practices. The survey has been expanded to include energy use, water management, and plastic footprint, and serves as an internal tool to assess ESG maturity across the supply chain.

In 2025:

- 798 vendors participated, representing a 94 percent response rate
- 309 vendors (38.7 percent) met the Group's internal threshold of 70 percent of ESG parameters covered

Results indicate that gaps are concentrated in environmental and governance dimensions. These findings are being used to inform the design of a Suppliers' Engagement Plan to be developed by the Company.

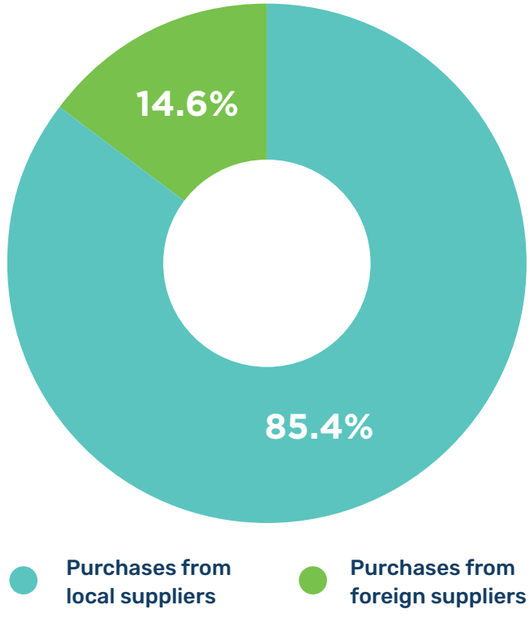
As part of these efforts, FPH initiated Greenhouse Gas (GHG) Calculator training for suppliers across business segments to support emissions measurement and management at the value chain level.

LOCAL SOURCING AND SUPPLY CHAIN CONTRIBUTION

FPH continues to prioritize local sourcing as part of its procurement approach, recognizing its role in supporting business continuity and local economic participation. Local sourcing supports more responsive supply chains, reduced logistical complexity, and stronger integration with host communities.

In 2025, local suppliers accounted for 85.4 percent of procurement spending, while foreign suppliers accounted for the remaining 14.6 percent.

PROPORTION OF SPENDING ON LOCAL SUPPLIERS



Further disclosure on major contributors to local procurement across subsidiaries will be provided as data becomes available.

Earth: Advancing Regeneration Through Collective Climate Action

The environment underpins all of FPH's operations, providing the natural systems and resources that enable energy generation, industrial activity, and community development. As the Group pursues its mission of forging collaborative pathways toward a decarbonized and regenerative future, environmental stewardship is treated not only as a responsibility, but as a central condition for long-term value creation.

Scientific consensus continues to point to accelerating climate risks. As global temperatures approach the 1.5°C threshold, the implications extend beyond environmental degradation to include risks to national security, food systems, and human well-being. According to the *Global Carbon Report 2025*[4], the remaining carbon budget consistent with a 50 percent likelihood of limiting warming to 1.5°C stands at approximately 170 billion tCO_2e, equivalent to roughly four years of emissions at 2025 levels of 42.2 billion tCO_2e[2]. This narrowing window underscores the need for coordinated action across sectors.

As a company that depends on the Earth's resources to provide essential services to our customers, we recognize that our long-term performance is inseparable from the resilience of the environments and communities in which our subsidiaries are embedded. We adhere to the principle of reciprocity—protecting the natural and social systems that sustain us, knowing that these systems will build the resilience necessary for our Group to thrive in a complex, climate-changed world.

Our philosophy and our aim to deliver a Triple Dividend for our stakeholders, our society, and the planet are articulated in the Materiality section (see p. 89).

[2] United Nations, Protect, Respect and Remedy: a Framework for Business and Human Rights, Report of the Special Representative of the Secretary-General, John Ruggie, Human Rights Council, A/HRC/8/5, 2008.
[4] Global Carbon Project, Global Carbon Budget 2025, published in Earth System Science Data (or latest available publication platform), 2025.

COMMITMENTS TO CLIMATE ACTION AND ENGAGEMENT

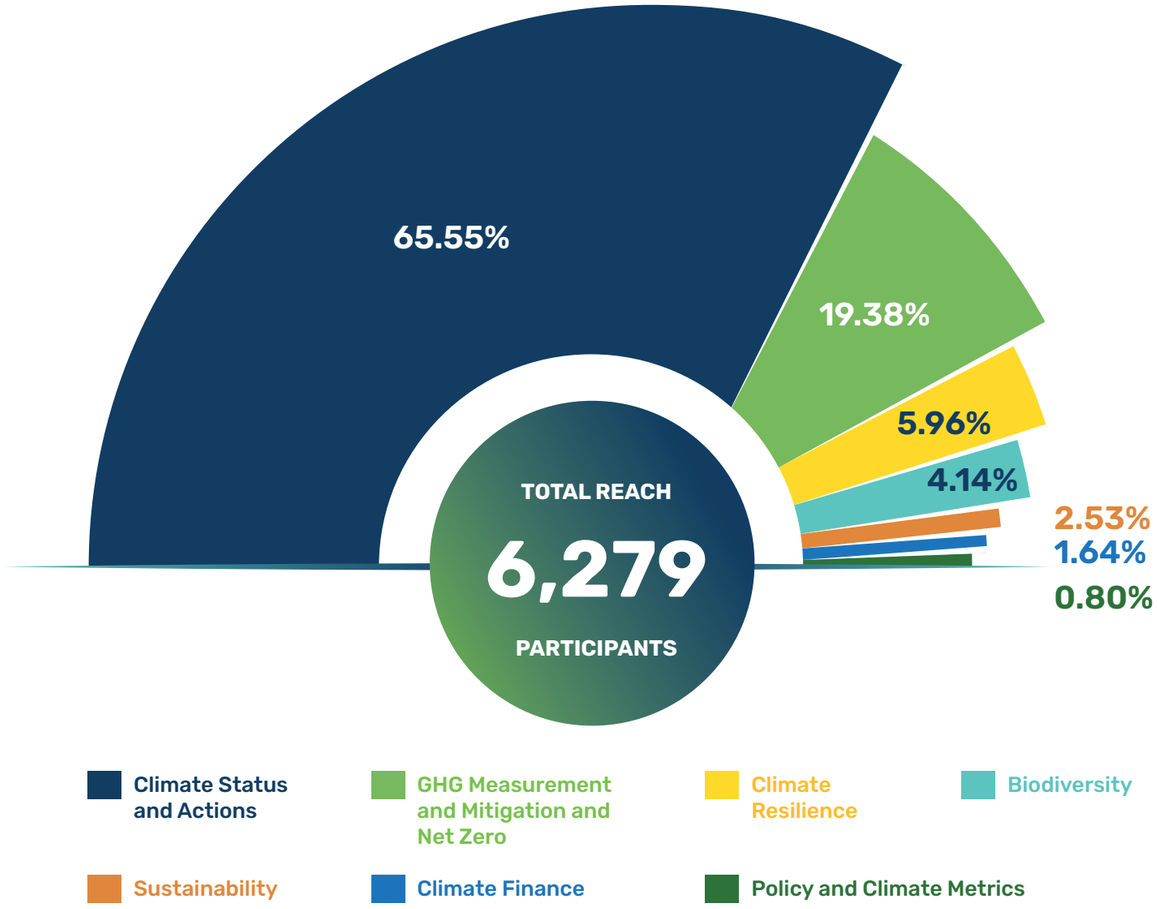
In this context, FPH continues to engage stakeholders across government, industry, and communities to support climate action and advance shared solutions. The Group recognizes that addressing climate change requires broad participation and sustained collaboration.

In 2025, FPH engaged 6,279 individuals across 27 activities, including fora, policy consultations, technical workshops, and planning sessions, to advance its environmental advocacies. In most sessions, stakeholders sought the participation of FPH and its internal platforms to gain insights on the Group's sustainability practices and advice on climate actions.

(More information on our stakeholder engagements are found in Annex 5: External Engagements, pp. 335-339)

FPH'S ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS (2025)

AUDIENCE: Government | Local communities | Industry | Academe



Host and Local Communities: Building Resilient Communities Through Shared Value

FPH's engagement with host and local communities reflects its recognition that long-term business viability is closely linked to the well-being, resilience, and development of the communities in which it operates. As the Group advances its mission of decarbonization and regeneration, we approach community engagement as a structured, sustained effort to align business activities with local needs and development priorities.

Across our portfolio, FPH implements programs that support disaster resilience, education, livelihood, and healthcare—areas that directly influence quality of life and community stability. These initiatives are delivered through a combination of business unit-led programs and Group-wide platforms, enabling coordination while allowing for responsiveness to local contexts.

Complementing these efforts, the Group works with institutional partners, including foundations and sector-focused organizations, to extend its reach and deepen impact in areas such as climate resilience, inclusive development, and access to essential services. These engagements support the development of more self-reliant communities while reinforcing the Group's social license to operate.

Our initiatives on the environment and biodiversity are discussed in the Natural Capital section (see p. 180). Meanwhile, a summary of our external engagements is also found on Annex 5: External Engagements (see p. 335).

COMMUNITY INVESTMENT APPROACH

FPH's approach to community development is anchored on targeted investments across four priority areas: disaster response and resilience, education, livelihood, and health. These pillars reflect the most immediate and long-term needs of host and local communities, and guide how the Group designs and delivers its social development programs across its businesses.

Rather than operating as standalone initiatives, these efforts are supported by a set of Group-wide platforms that enable scale, coordination, and sustained impact. The Lopez Group Foundation, Inc., (LGFI) serves as the central coordinating body for corporate social responsibility (CSR) initiatives across the Group, aligning programs and partnerships under shared advocacy areas. Complementing this, the Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc., (OML Center) advances climate science, research, and public engagement, strengthening the knowledge base that informs both community resilience and environmental action.

Programmatic platforms further extend the Group's reach in specific areas of impact. The Sikat Solar Challenge Foundation, Inc., expands access to reliable and sustainable energy in off-grid communities, while Ang Misyon, Inc., supports the development of musically talented youth from underserved backgrounds through structured training and performance opportunities.

Together, these pillars and enabling platforms allow FPH to deliver community programs that are both responsive to immediate needs and aligned with longer-term development goals, ensuring that investments in host and local communities contribute to improved quality of life, strengthened resilience, and more inclusive growth.

Community Investment Pillar 1
DISASTER RESILIENCE AND RESPONSE

FPH's host communities operate in environments that are increasingly exposed to climate-related risks, particularly extreme weather events. In this context, the Group's disaster response efforts are designed not only to provide immediate relief, but also to support early recovery and strengthen community resilience over time.

In 2025, the Group mobilized resources across its businesses to deliver coordinated relief and recovery support to affected communities. A total of 1,273 households received post-calamity assistance, including 900 relief packs and educational materials, while three homes were provided to families displaced by disasters.

Following the devastation caused by Typhoon Dante, First Philippine Industrial Park, Inc., extended financial assistance to support the relief operations of the City Government of Sto. Tomas, Batangas, and contributed to the construction of homes for affected families through the Gawad Kalinga Housing Project. Across other parts of the Group, First Gen Corporation provided emergency response and relief assistance to families in its host communities, while Rockwell Land Corporation supported schools and households affected by consecutive typhoons and flooding through the donation of essential goods, including food and hygiene kits.

These efforts reflect a coordinated, multi-entity response that leverages the Group's geographic presence and operational capabilities to support communities in times of crisis, while contributing to longer-term recovery and resilience.

Community Investment Pillar 2
EDUCATION

FPH's investments in education are anchored on expanding access to learning and supporting the long-term development of individuals within its host communities. Across the Group, education initiatives are designed not only to provide financial assistance, but also to strengthen learning environments and enable more holistic development outcomes.

In 2025, the Group supported 1,174 scholars through a range of scholarship programs, grants, and education-focused initiatives implemented across its businesses. These efforts were complemented by broader contributions to the education sector, including support for over 140 schools nationwide through participation in programs such as Brigada Eskwela and Adopt-a-School, aimed at improving school facilities and learning conditions.

Within the power segment, First Gen continues to implement its flagship SIKAT program, which emphasizes a more holistic approach to scholarship support. Beyond financial assistance, the program includes mentoring, coaching, and engagement activities such as boot camps and regular check-ins with community partners, enabling scholars to build not only academic capability but also personal and social resilience.

Complementing these efforts, Sikat Solar Challenge Foundation, Inc. expands access to energy in underserved areas, supporting more conducive learning environments in off-grid communities. At the same time, Ang Misyon, Inc. contributes to youth development through structured music education and orchestral training, creating pathways for discipline, creativity, and long-term personal growth.

These initiatives reflect a multi-dimensional approach to education—combining access, infrastructure support, and capability building—to help develop individuals who can participate more fully in their communities and in the broader economy.

Community Investment Pillar 3
LIVELIHOOD

FPH's livelihood initiatives focus on enabling greater economic participation within its host communities by supporting the development of employable skills and sustainable income sources. These programs are designed to move beyond short-term assistance, equipping individuals with the capability to generate and sustain their own livelihoods over time.

In 2025, the Group reached 294 individuals through social development and livelihood programs implemented across its businesses. These initiatives included support for community-based enterprises and partnerships with local organizations, with a particular focus on strengthening income-generating activities among farmers and community associations.

Notably, the Group's social enterprise development efforts provided livelihood opportunities to members of the BINHI Farmers Associations and Maraiging Mamanwa Farmers and Skilled Workers Association (MAMAFASWAS), supporting agricultural productivity and community-based enterprise development. Through these initiatives, participants are able to build more stable income streams while contributing to local economic activity.

These efforts reflect a broader approach to livelihood development—one that emphasizes capability-building, enterprise support, and the creation of sustainable economic pathways aligned with the needs and context of host communities.

Community Investment Pillar 4
HEALTH

FPH's health initiatives focus on improving access to essential healthcare services in its host communities, particularly in areas where access may be limited. These efforts are delivered through partnerships with local health institutions, government units, and medical practitioners, enabling the Group to address immediate health needs while supporting longer-term community well-being.

In 2025, the Group's health programs reached 1,381 individuals through medical missions conducted across key locations, including Batangas City, Agusan del Norte, Nueva Ecija, and Bukidnon. These initiatives provided essential services such as medical consultations, dental care, eye screening, and the distribution of medicines. To support continuity of care, 39 barangay health workers were trained to strengthen local healthcare delivery capacity.

Preventive and emergency support initiatives were also implemented across the Group. Continuing a long-standing practice, First Balfour and FPIP, in partnership with the Philippine Red Cross and local health units, organized blood donation drives and mobilized 712 donors to help ensure access to blood supply for medical emergencies within host communities.

Specialized healthcare services were further extended through Asian Eye Institute, which focused on improving access to eye care for underserved populations. In 2025, these efforts resulted in the donation of 2,286 pairs of eyewear and the provision of 35 free cataract surgeries, alongside community-based screening initiatives.

All these programs reflect a multi-layered approach to community health—combining direct service delivery, preventive care, and capacity-building—to support more accessible and resilient local healthcare systems.

COMMUNITY INVESTMENT IN NUMBERS

SUSTAINABLE LIVELIHOOD

294 Individuals reached through livelihood programs

EDUCATION

1,174 Scholars supported

140 Schools supported Brigada Eskwela and Adopt-on-Seed

DISASTER RESILIENCE AND RESPONSE

1,273 Households assisted post-calamity

3 Homes for displaced famiies

900 Relief packs and educational materials donated

HEALTH

1,381 Individuals served in medical missions

39 Barangay Health Workers trained

712 Blood donors

2,286 Eyewear donated

35 Cataract surgeries provided

Institutional Platforms: Scaling Impact Across Communities

While FPH's community investments are delivered through targeted programs across its business units, their scale and continuity are enabled by a set of institutional platforms that provide coordination, technical expertise, and specialized capabilities. These platforms allow the Group to move beyond fragmented initiatives toward more integrated and sustained community impact.

Each platform plays a distinct role—ranging from aligning corporate social responsibility efforts across the Group, to advancing climate science and public engagement, to delivering targeted interventions in energy access and youth development. Taken as a whole, they strengthen the effectiveness of the Group's investments across disaster resilience, education, livelihood, and health, ensuring that community programs are supported by both organizational structure and subject-matter expertise.

LOPEZ GROUP FOUNDATION, INC.

The Lopez Group Foundation, Inc., (LGFI) serves as the coordinating body for corporate social responsibility (CSR) initiatives across the FPH Group and its affiliated companies. Through this role, LGFI supports collaboration and alignment across business units, enabling the Group to draw on the distinct strengths and advocacies of each entity in its community development efforts.

To address the diversity of its operating landscape, LGFI organizes its initiatives across seven advocacy clusters: environment; education; children's rights and development; humanitarian action; social entrepreneurship and sustainability; livelihood, health and wellness; and arts and culture. Among these, four areas—children's rights and development, social entrepreneurship and sustainable livelihood, education, and environment—are identified as priority focus areas for its programs.

In 2025, LGFI's activities included coordinating CSR initiatives across the Group and supporting the implementation of selected programs and partnerships. It supported the Integrated Area Development Project in Lobo, including workshops on the ridge-to-reef approach, and provided coordination support for Group-wide activities such as the Lopez Envi Festival and CSR assemblies.

LGFI also administered scholarship funds across business units, including programs for EDC SIKAT scholars, First Gen scholars, and First College scholars, as well as grants implemented in partnership with government agencies. It also supported ongoing funding initiatives such as EDC's BINHI fund and contributions to partner institutions.

In addition, LGFI conducted sessions on organizational strengthening in compliance and governance, in coordination with agencies such as the SEC, DSWD, and PCNC, as well as learning activities on regeneration and Deaf sensitivity and basic signing.

Through partnerships with private sector organizations, academic institutions, and government agencies, LGFI supports the implementation and continuity of community programs across the Group.

Lopez Group Museum and Library

In 2025, the Lopez Museum and Library (LML) continued its work of bridging heritage and innovation through its programs, collections, and partnerships. Its activities focused on expanding access to Philippine art and history, strengthening institutional collaborations, and supporting research and conservation.

During the year, LML partnered with institutions such as the University of the Philippines Visayas on exhibitions including *The Patrimony of All,* which featured works by key Filipino artists and engaged public audiences. It also participated in collaborative projects such as *Treasures from a Lost Library* and supported contemporary exhibitions that draw from its archival collections. Selected works from the LML collection were featured in exhibitions in both local and international venues.

LML also continued to host talks, workshops, and public programs in areas such as art, history, and culture, including activities in Makati that engage new audiences. Its library services remained active, supporting local and international researchers through its Filipiniana collection.

In parallel, LML advanced efforts to expand digital access to its collections and continued conservation work, including research on environmental conditions affecting artwork preservation and participation in professional forums and publications.

Through these activities, LML continues to support access to cultural resources and contribute to the preservation and study of Philippine heritage.

OSCAR M. LOPEZ CENTER FOR CLIMATE CHANGE ADAPTATION AND DISASTER RISK MANAGEMENT FOUNDATION, INC.

The Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc., (OML Center) advances research and knowledge development on climate change adaptation and disaster risk management.

Established in 2012, the Center was created to help address gaps in locally relevant climate research in the Philippines and is a privately funded, grant-giving organization focused on climate science and research-based climate communication.

In 2025, the Center implemented programs focused on disaster risk reduction, climate change adaptation, and science communication. Key initiatives included the Philippine Climate Change Assessment (PhilCCA) Reports Cycle 2, developed in partnership with the Climate Change Commission (CCC) and the Department of Environment and Natural Resources (DENR), which synthesizes available scientific findings to inform policy and planning. The Center also continued multi-year research such as the Sea Level Rise Project, and conducted public engagement activities including the Climate Actors' Forum & Exchange (CAFE) and regional climate storytelling initiatives.

Through these efforts, the OML Center contributes to strengthening the knowledge base supporting climate resilience and adaptation.

SIKAT SOLAR CHALLENGE FOUNDATION, INC.

The Sikat Solar Challenge Foundation, Inc., (SIKAT) focuses on expanding access to sustainable energy solutions in underserved and off-grid communities.

Through its flagship Liwanag sa Sitio Program, the Foundation deploys renewable energy technologies to provide electricity to indigenous and remote communities. In 2025, the program reached an estimated 3,029 Mangyan beneficiaries, expanding its coverage from two to five municipalities in partnership with local organizations.

Complementing this, the SIKAT UGNAY initiative integrates solar photovoltaic systems into public schools in off-grid areas to support energy access for learning environments. With technical support from across the Group—including Pi Energy, First Balfour, First Philec, and FPH—these initiatives are implemented through cross-entity collaboration.

ANG MISYON, INC.

Ang Misyon, Inc., focuses on developing musically talented youth from underserved communities through structured orchestral training and education programs.

Since its establishment, the organization has supported over a thousand scholars, providing access to music education. Its flagship performing arm, the Orchestra of the Filipino Youth (OFY), offers a structured curriculum that includes individual instruction, ensemble training, and mentorship under professional musicians.

In 2025, Ang Misyon continued to implement training programs, performances, and collaborations, while also supporting peer mentorship among its scholars. These activities contribute to the development of participants' musical skills and personal discipline.

ADVANCING CLIMATE SCIENCE AND ACTION THROUGH THE OML CENTER

The Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc., (OML Center) continues to play a critical role in strengthening climate science, research, and public engagement in the Philippines. As the Philippines' only privately funded, grant-giving institution dedicated to climate change research and science-based communication, the OML Center supports more informed, evidence-based responses to climate risks.

KEY MILESTONES AND INITIATIVES IN 2025

Philippine Climate Change Assessment (PhilCCA) Reports Cycle 2
In partnership with the Climate Change Commission and the Department of Environment and Natural Resources, the OML Center advanced the second cycle of the *PhilCCA Reports*—an updated synthesis of climate science, impacts, adaptation, and mitigation in the Philippines. Modeled after the Intergovernmental Panel on Climate Change (IPCC) framework, the reports provide policy-relevant insights to guide national and local decision-making.

As a series, the PhilCCA provides the country view on climate-related information, and elevates the Philippines' information on climate science, climate change adaptation, and climate change mitigation to the global climate conversation.

Climate Actors' Forum & Exchange (CAFÉ)
Building on the PhilCCA findings, the OML Center convened a multi-stakeholder forum in October 2025, bringing together approximately 200 stakeholders from government, the academe, and the private sector to discuss climate science, adaptation strategies, and policy directions.

Sea Level Rise (SLR) Project
The OML Center continued its multi-year research initiative assessing the impacts of sea level rise across ten coastal cities in the Philippines. The project aims to develop tools and risk indices that enable local governments and decision-makers to integrate climate projections into adaptation planning.

SEAnariosPH Platform
Through its partnership with Komunidad, the Center further developed SEAnariosPH, an interactive tool that visualizes projected sea level rise and associated risks across Philippine communities, supporting more accessible and actionable climate information.

Inclusive Climate Education and Engagement
The OML Center expanded its public engagement initiatives, including:

- **Project SIGND**, which advanced climate inclusion through the development of Filipino Sign Language (FSL) tools and Deaf-led information materials
- **Mga Kwento ng Klima (MKK) Roadshows**, which brought climate storytelling and film screenings to communities outside Metro Manila
- **Climate Change Education Programs**, delivered through partnerships such as the Laudato Si' Certified Environmental Trainer (LS-CET) Program

For a complete list of the OML Center's research, publications, and knowledge outputs, please refer to Annex 6 - Research and Publications of OML Center (see p. 340).

Investors: Enablers of our Decarbonization and Regenerative Direction

Investors play a critical role in enabling FPH's long-term strategy, providing not only capital but also shaping expectations around governance, sustainability, and performance. As the Group advances its decarbonization and regenerative agenda, ongoing engagement with investors supports transparency, strengthens accountability, and aligns capital with strategic priorities across the portfolio.

KEY INVESTOR ENGAGEMENT MECHANISMS

Beyond the Annual Stockholders' Meeting (ASM) and the publication of Integrated Reports, FPH and its subsidiaries engage investors through structured disclosures, assessments, and capability-building initiatives—particularly within the power segment.

- **Sustainability Assessments and ESG Disclosure.** The Group participates in the S&P Global Corporate Sustainability Assessment, which evaluates corporate sustainability performance across environmental, social, and governance dimensions. The assessment provides standardized ESG data used by investors and informs inclusion in sustainability indices.
- **Climate-Related Disclosure through the Carbon Disclosure Project.** The Group discloses climate-related data through the Carbon Disclosure Project (CDP), a globally recognized platform that enables investors to assess companies' exposure to climate risks and their management of greenhouse gas emissions and transition strategies.
- **Investor-Led ESG Capacity Building.** As part of its partnership with KKR & Co. Inc., an investor in First Gen, the Group participates in training sessions on decarbonization and other material ESG topics. These sessions support the strengthening of internal capabilities and alignment with evolving investor expectations.
- **Ongoing ESG and Human Capital Reporting.** The Group provides regular submissions of material sustainability topics, including material ESG topics and human capital metrics, as part of its reporting obligations to KKR. These disclosures support ongoing monitoring and dialogue on performance and risk management.

Integration Across Capitals

FPH's Social and Relationship Capital reflects how value created within the organization is extended outward through its engagements with stakeholders. Knowledge, capabilities, and systems developed through Human and Intellectual Capital are translated into actions that shape relationships—with customers, communities, co-creators, regulators, and investors.

These relationships, in turn, influence how the Group operates across its portfolio. Stakeholder engagement, community partnerships, and collaborative platforms help inform decision-making, support risk management, and enable the delivery of products and services across different business environments. In this way, Social and Relationship Capital both draws from and reinforces the Group's other capitals, contributing to a more integrated approach to value creation.

Across the Value Creation framework, each capital plays a distinct role, but none operates in isolation. Financial and Manufactured Capital provide the resources and infrastructure that enable operations; Natural Capital defines the environmental context within which the Group operates; and Human and Intellectual Capital drive the capabilities and systems that support execution. Social and Relationship Capital connects these elements, translating internal capabilities into external outcomes.

With these linkages established, the report turns next to a summary of outcomes, bringing together how the Group's use of the six capitals translates into measurable results, ESG performance, and contributions to broader development goals.

Value Creation Diagram

FPH
A Lopez Group Company

Business Segments of FPH

- POWER GENERATION
- MANUFACTURING AND ENERGY SOLUTIONS
- REAL ESTATE (RESIDENTIAL AND COMMERCIAL)
- REAL ESTATE (INDUSTRIAL)
- CONSTRUCTION AND ENERGY SERVICES
- HEALTH AND EDUCATION SERVICES

Mission

To forge collaborative pathways for a decarbonized and regenerative future

Outlook

Amidst the fast changing world, our efforts in the past years focusing on governance, processes and skills are our foundations for a resilient future that will deliver steady values to our business and stakeholders over the long-term.

INPUTS

Our inputs are the financial resources, assets across the group, human resources and their capabilities, and the physical resources used across our business segments.

FINANCIAL CAPITAL

In 2025, we started the year with **PHP324.8** billion. This was from:

> **50.3%** retained earnings
> **49.6%** loans and debts
> **0.1%** stocks

Distribution of Resources

Through the subsidiaries, financial resources were distributed to:

> **PHP34.5 billion** for Manufactured Capital
> **PHP13.4 billion** for Natural Capital
> **PHP9.4 billion** for Human Capital
> **PHP1.6 billion** for Intellectual Capital
> **PHP1.4 billion** for Social Capital

MANUFACTURED CAPITAL

Assets across FPH

> **31** power plants across geothermal, hydro, solar, and wind
> **43** residential, commercial, and office properties at year-start
> First Philippine Industrial Park and expansion
> Transformer production plant
> Equipment fleet for construction and five drilling rigs
> Three clinics, two Eyesites, and one optical shop
> The FPH Head Office, and the respective offices of our subsidiaries

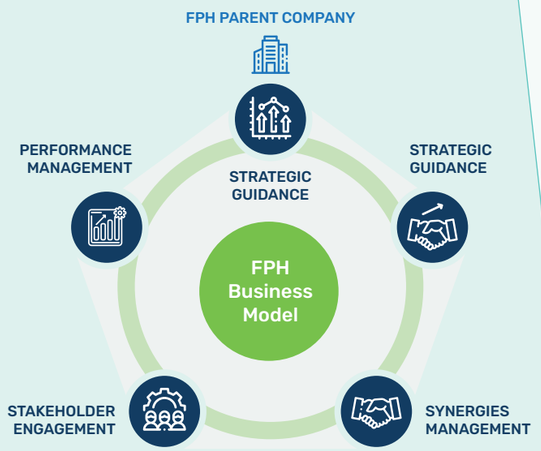
NATURAL CAPITAL

Total resources used by FPH as a whole

> **67.5GWh** electricity
> **15.2 million liters** of fuel for equipment and vehicles
> **3.5 million ML** water for hydro plants
> **15,556.6 ML** water used for non-power purposes

PARENT ROLES

BUSINESS MODEL



GOVERNANCE PROCESSES

- STRATEGY
- MARKETING AND REPORTING
- CULTURE
- LEADERSHIP AND DEVELOPMENT
- POLICIES AND PROCEDURES
- COMMUNICATION

OUTCOMES

FPH as the parent does not have outputs; instead our outcomes are the outputs of our subsidiaries as we guide them via our value creation model, parent roles, and governance processes.

FINANCIAL CAPITAL
(CREATED) (SHORT-TERM IMPACT)

> **PHP84.7 billion** in consolidated revenue
> **PHP31.7 billion** consolidated net income
> **PHP15.1 billion** RNI attributable to parent

MANUFACTURED CAPITAL
(CREATED) (SHORT, MEDIUM, AND LONG-TERM IMPACT)

> **8,319.9GWh** electricity sold by the power generation segment
> In both real estate segments
  - **208,927.0 sq.m.** built
  - **354,510.0 sq.m.** reservation sales
  - **421,435.6 sq.m.** leased
  - **Five** new properties completed and operational
  - **Eight** new properties launched and begun construction
  - **One** new property acquired
> **24,469** transformers manufactured and delivered to customers
> Drilling projects with one major client
> Total of **PHP146.6 billion** in book value of assets as of year-end

NATURAL CAPITAL
(MAINTAINED, CREATED, AND DECREASED)
(SHORT AND LONG-TERM IMPACT)

> **127,608 ha** of natural forests protected
> **1.8 million tCO_2e** sequestered by FPH protected forests, parks, and landscapes

By-products of our businesses:

> **3.0 million tCO_2e** emitted
> **10.3 thousand tonnes** of waste disposed

INPUTS

Our inputs are the financial resources, assets across the group, human resources and their capabilities, and the physical resources used across our business segments.

HUMAN CAPITAL

- **7,834 employees across the group**
- **4,351 new hires across the group**
- **Women in our workplace:**
  - **28%** employees
  - **34%** senior managers
  - **21%** board directors
- **PHP84.8 million worth of investments for occupational health and safety**

INTELLECTUAL CAPITAL

- **26 Certifications across the FPH Group concerning QMS, EMS, OHSMS, and Asset Management Systems**
- **IT Group and Enterprise Risk Management – InfoSecurity team diligently working to bolster the group's data privacy and cybersecurity defenses**

SOCIAL AND RELATIONSHIP CAPITAL

- At least **PHP195.9M million** worth of investments for socioeconomic empowerment and philanthropy
- **41** programs and activities across all businesses

BUSINESS ENVIRONMENT

CLIMATE IMPACTS

The Philippines ranked highest in the 2025 World Risk Index, with severe weather events intensifying infrastructure vulnerability and transition pressures.

ECONOMIC AND MARKET UNCERTAINTIES

GDP growth slowed to 4.4% amid geopolitical tensions, inflationary pressures, and climate-related disruptions, tempering investor sentiment.

NATIONAL INVESTMENT PRIORITIES

Energy, manufacturing, and real estate remained priority sectors under the Strategic Investment Priority Plan of the government.

CAPITAL MARKET REFORM

Republic Act No. 12214 or the Capital Markets Efficiency Promotion Act (CMEPA) introduced structural reforms to streamline financial transactions and deepen capital markets.

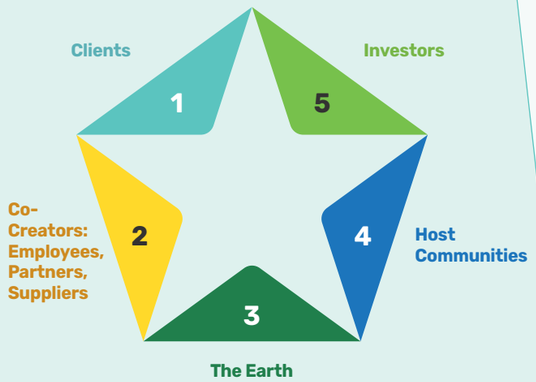
CYBERSECURITY AND ARTIFICIAL INTELLIGENCE

AI-enabled cyber risks intensified across infrastructure and enterprise systems, increasing digital exposure. AI adoption expanded across industries, reshaping analytics, automation, and environmental data capabilities.

EVOLVING CUSTOMER EXPECTATIONS

Demand shifted toward resilient, sustainable, and integrated service delivery across infrastructure-linked sectors.

OUR STAKEHOLDERS



RISK DRIVERS

REGULATORY AND POLICY ENVIRONMENT

Delays in, changes to, or evolving implementation of regulations

MARKET AND COMPETITION

Increasing competition across priority sectors under the government's Strategic Investment Priority Plan

BUSINESS AND/OR PROJECT DISRUPTION

Natural catastrophes and climate change impacts

CYBERSECURITY

Increasing adoption of information technology across the Group's business segments; increasing sophistication of cybercriminals; increasing prevalence of AI

OUTCOMES

FPH as the parent does not have outputs; instead our outcomes are the outputs of our subsidiaries as we guide them via our value creation model, parent roles, and governance processes.

HUMAN CAPITAL
(CREATED) (SHORT AND MEDIUM-TERM IMPACT)

- **20.09 average training hours per employee across the group**
- **Total recordable incident rates (TRIR) within industry benchmark**
  - **First Gen 0.38 vs 1.50**
  - **Rockwell Land 0.00 vs 1.70**
  - **First Philec 0.00 vs 4.20**
  - First Balfour **0.18** vs 2.30
  - FPIP **0.89** vs 1.70
  - Asian Eye **0.00** vs 2.20
- **Launched the first employee resource group (ERG) representing women in the workplace.**
- **Achieved zero employee fatalities through the Health Management System Standards (HMSS)**

INTELLECTUAL CAPITAL
(CREATED) (MEDIUM AND LONG-TERM IMPACT)

- Optimizing efficiency through the digitalization of financial and sales business processes
- Various new policies, protocols, and procedures related to mitigate risks and strengthen data privacy and cybersecurity
- Scenario-based planning through climate science research and technical studies to assess emerging risks and opportunities
- All offices under the residential and commercial real estate segment achieving green building certifications

SOCIAL AND RELATIONSHIP CAPITAL
(PRESERVED) (SHORT AND MEDIUM-TERM IMPACT)

- Supported **1,174** scholars through various scholarship programs, grants, and projects across our businesses
- Assisted **1,273** households assisted post-calamity
- Empowered **294** individuals through livelihood programs
- Served **1,381** individuals through medical missions
- **39** barangay health workers given advanced training
- Engaged the group's supply chain in capacity building activities in preparation for regulatory requirements on sustainability

Contributions to the Sustainable Development Goals

Accelerating our UN Sustainability Goals (SDG) Contribution in 2025

Our businesses operate within the Philippines' natural and social ecosystems, where economic performance is closely tied to environmental integrity and community resilience. As 2025 signals the start of the final five-year push toward the 2030 Agenda, the need for systemic transformation becomes more acute. We remain aligned with the Philippine Development Plan (PDP) 2023–2028, ensuring our mission advances both national priorities and global development goals.

However, the United Nations Development Programme (UNDP) reports that the Philippines remains behind in achieving its 2023 targets. With only five years remaining before the milestone year, it is clear that business as usual is neither sufficient nor acceptable—our window for action is closing.

FPH's operations and the outcomes of our Six Capitals directly support SDG contributions under the Philippine Development Plan (PDP), focusing on two key areas: (1) upgrading energy infrastructure through renewable sources; and (2) strengthening disaster resilience amid increasingly volatile climate patterns. Our work is aligned with the UN's primary transformation entry points: the Energy Transition and the integrated approach to addressing Climate Change, Biodiversity Loss, and Pollution.

Our mission remains to forge collaborative pathways for a decarbonized and regenerative future, contributing to the broader Global Goals through our businesses. By linking corporate performance with national priorities, we serve as a catalyst for the inclusive and sustainable growth essential to the long-term well-being of the Filipino people.

In 2025, we contributed to 16 of the 17 goals, impacting 47 targets and indicators. We also continue to participate actively in the Environment Committee of the SDG Stakeholder Chamber under the National Economic and Development Authority (NEDA), supporting the country's pursuit of sustainable development.

We present below the details of our SDG contributions.

THE PHILIPPINE SUSTAINABLE DEVELOPMENT REPORT INDEX IN 2025[1]

Dashboard: ● SDG achieved ● Challenges remain ● Significant challenges remain ● Major challenges remain ● Information unavailable
Trends: ↑ On track or maintaining SDG achievement ↗ Moderately improving → Stagnating ↓ Decreasing •• Trend information unavailable

[1] *SDG Index Dashboard – Philippines. Available at: https://dashboards.sdgindex.org/profiles/philippines/ (accessed March 2026).*

PEOPLE

SDG No.	Target	2025
1	**1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services, including microfinance	Provided livelihood for 294 individuals, including farmers from BINHI Farmers Associations and MAMAFASWAS (Maraiging Mamanwa Farmers and Skilled Workers Association) members
3	**3.8** Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality, and affordable essential medicines and vaccines for all	• Served 1,381 individuals through medical missions • Trained 39 Barangay Health Workers • Activated 712 donors from blood donation drives • Donated 2,286 pairs of eyewear to underserved beneficiaries • Provided free surgical operations to 35 cataract patients
4	**4.1** By 2030, ensure that all girls and boys have complete, free, equitable, and quality primary and secondary education, leading to relevant and effective learning outcomes	• Supported 1,174 scholars through various scholarship programs, grants, and projects across our businesses • Refurbished and rehabilitated 140 schools through Brigada Eskwela and Adopt-a-School initiatives
	4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education	
	4.3 By 2030, ensure that women and men gain equal access to affordable and quality technical, vocational, and tertiary education, including university	
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment, decent jobs, and entrepreneurship	
	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations	
	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	

SDG No.	Target	2025
5	**5.1** End all forms of discrimination against all women and girls everywhere **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life	• Implemented the FPH Gender Equality and Diversity Policy • Engaged and retained female employees, comprising 28% of the organization • Ensured gender diversity in our Board of Directors, comprising 21% women • Launched the first employee resource group (ERG) representing women in the workplace. • Continued to abide by the UN Women Empowerment Principles (WEPs) as a signatory

PEACE

SDG No.	Target	2025
16	**16.2** End abuse, exploitation, trafficking, and all forms of violence against and torture of children	• Maintained our social safeguard policies, and created related policies and guidelines further respecting human rights • Maintained our Grievance Redress Mechanism and Whistleblower Policy to address human rights risks in their respective value chains

PROSPERITY

SDG No.	Target	2025
7	**7.1** By 2030, ensure universal access to affordable, reliable, and modern energy services **7.2** By 2030, substantially increase the share of renewable energy in the global energy mix	• Generated 8,319.9GWh for distribution • Provided electricity access to 3,029 Mangyan beneficiaries, through Solar Sikat Foundation's solar electrification program • Installed 14.4kW in off-grid indigenous peoples (IP) communities
8	**8.5** By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value **8.8** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	• Engaged and retained 7,834 employees across the FPH group • Enforced nine policies respecting the rights of our employees and other stakeholders • Deployed PHP84.8 million worth of investments for occupational health and safety

SDG No.	Target	2025
9	**9.1** Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all **9.2** Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries **9.3** Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets **9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	• Deployed PHP60.0 billion worth of investments for infrastructure in 2025 • Approximately 81,362 industrial jobs were generated by FPIP and its locators across the various FPH Group business segments • Made available Biodegradable Distribution Transformers (BioDT) and Super Green Transformers through First Philec, certified by Green Choice Philippines (GCP) • Implemented climate-adaptive engineering solutions at FPIP in response to typhoons, achieving 100% completion of flood mitigation works to protect estate operations during extreme weather events • Sourced 96% of residential electricity from renewable energy and implemented circular resource models for organic waste processing across Rockwell Land developments • Expanded solar capacity through First Balfour's Solar Rooftop Phase 2 at its Muntinlupa head office, increasing solar contribution by 35% and potentially offsetting 70% of annual energy consumption • Advanced responsible waste management and circular economy practices at AEI by engaging accredited partners such as HP Planet Partners, Humble Sustainability, and HMR for hazardous and electronic waste
10	**10.2** By 2030, empower and promote the social, economic, and political inclusion for all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status **10.3** Ensure equal opportunity and reduce inequalities of outcome, including the elimination of discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action to this end	• Engaged Indigenous Peoples (IP) groups and organizations across host communities while ensuring compliance with the four bundles of rights under the Indigenous Peoples' Rights Act • Implemented FPH Human Rights policies—including Gender Equality and Diversity, Anti-Sexual Harassment and Safe Spaces, and Family Welfare programs—and extended these to employees and external stakeholders • Supported the completion of cultural education for 46 high school students from IP communities

PLANET

SDG No.	Target	2025
6	**6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	• Utilized 39.02 cubic meters of recycled water across Rockwell properties and First Balfour operations • Developed and implemented FPIP's Water Sustainability Masterplan to address supply and demand across the industrial park

PLANET

SDG No.	Target	2025
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	• Conducted forest restoration and conservation activities in geothermal watersheds, including rehabilitation efforts within the Pantabangan-Carranglan Watershed Reserve under First Gen's Pantabangan-Masiway Hydro Project
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes	Read more details in the Natural Capital section, Biodiversity (see p. 143).
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	• Disclosed and tracked 20 material sustainability metrics across FPH and its subsidiaries. Continued reporting through an annual Integrated Report • Implemented a Code for Responsible Sourcing • Continued implementing the No to Single-use Plastics (SUPs) Policy
	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	
13 CLIMATE ACTION	**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	• Undertook training on climate scenario analysis in 2025, among the power group, to identify climate-related risks of its operation to develop measures • Continued its adherence to FPH's climate-centric mission • Developed the SeaRISE tool, under the OML Center, that visualizes how sea level rise could affect different cities and municipalities in the country • Through the OML Center, published the Philippine Climate Change Assessment (PhilCCA) Reports Cycle 2, covering Philippine climate data, adaptation, and mitigation performance • Engaged and reached 6,279 individuals in external engagements on climate action
	13.2 Integrate climate change measures into national policies, strategies ,and planning	
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	
14 LIFE BELOW WATER	**14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	• Conducted regular coast and river clean-up activities across FPH subsidiaries, collecting 4,675 kgs of waste from these activities
15 LIFE ON LAND	**15.1** By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements	• Protected 127,608 hectares of natural tropical rainforest • Produced 768,720 high-quality seedlings in the central and satellite nurseries • Established 51 arboreta and one pocket forest, through BINHI and its partners • Documented at least 587 total unique species of fauna were documented
	15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation and reforestation globally	Read more details in the Natural Capital section, Biodiversity (see pp. pp. 193-196).
	15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	
	15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	
	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	
	15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	

PARTNERSHIPS

SDG No.	Target	2025
17 PARTNERSHIPS FOR THE GOALS	**17.7** Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships	• Collaborated and engaged with government, academic institutions, and civil society organizations to advance environmental and social initiatives • Participated in and supported 27 events aligned with the FPH mission • Participated in key development networks, including the Total Carbon Column Observing Network (TCCON), Business for Sustainable Development Philippines (BSD), the Commission on Human Rights (CHR), Green Convergence, Net Zero Carbon Alliance (NZCA), SDG Stakeholder Chamber of the Department of Economy, Planning and Development (DEPDev), and the Department of Environment and Natural Resources (DENR) TRANSFORM Program (Transdisciplinary Approach for Resilience and Environmental Sustainability Through Multistakeholder Engagement) Read more details in Annex 5 - External Engagements (see p. 335).

Summary of *Outcomes*

Capital	Financial Outcomes	Non-Financial Outcomes	Strategic Alignment
Financial Capital	Increased consolidated net income to PHP31.7 billion, up 28% year-on-year, primarily driven by gains from the natural gas divestment and real estate acquisition Grew net income attributable to equity holders of the Parent to PHP19.8 billion, reflecting a 38% increase year-on-year Improved recurring net income to PHP15.1 billion, up 10%, supported by stronger performance in power generation and real estate Expanded consolidated revenues by 8% to PHP84.7 billion, driven by contributions across major business segments Strengthened liquidity position following the deconsolidation of the natural gas business and reclassification of retained interest as an investment in associate Continued fulfilment of financial and other obligations Supported capital investment for various infrastructure projects as well as funding of our initiatives on environmental protection and social well-being in our work sites Maintained sound credit profile through disciplined debt servicing Remitted corporate income and local taxes to support national infrastructure	Rebalanced portfolio composition through the divestment of the controlling stake in the natural gas business and acquisition of a majority interest in Alabang Commercial Corporation Maintained diversified earnings base across energy, real estate, energy solutions, construction, and healthcare segments Sustained ability to fund capital expenditures and strategic investments across business segments Preserved financial flexibility to support portfolio transition toward renewable and regenerative infrastructure Resources funded the protection of the integrity of natural forests, the restoration of open areas, and the increase in biodiversity Sustained competitive compensation and resources for strict protection of the health and safety Suppliers and contractors derived continued business due to the unimpeded operations of the company Provision of educational, livelihood, and cultural benefits	Diversification and Rebalancing Capital Discipline

Capital	Financial Outcomes	Non-Financial Outcomes	Strategic Alignment
Manufactured Capital	Revenue growth in real estate operations supported by strong residential sales and leasing performance, including PHP25.3 billion in reservation sales and sustained high occupancy levels Increased utilization of industrial infrastructure, with ready-built factory occupancy rising to 96%, supporting higher recurring revenues and estate service income Higher asset utilization across manufacturing and infrastructure platforms supported stable operating performance across key segments	Transitioned power generation portfolio to majority low-carbon operating assets following divestment of natural gas facilities, with 1,764.2MW of installed capacity Expanded renewable infrastructure through 88.6MW of new geothermal capacity and deployment of battery energy storage systems across key sites Maintained operational reliability across energy, real estate, industrial, and manufacturing assets through structured maintenance, upgrades, and asset management systems Expanded infrastructure capacity across segments, including new real estate developments, additional industrial facilities, and increased manufacturing output Increased utilization and absorption of infrastructure assets, reflected in high occupancy across commercial (93%), office (94%), and industrial (96%) assets Strengthened digital and operational infrastructure, including full fiber connectivity in industrial estates and deployment of monitoring and control systems Sustained infrastructure resilience through upgrades, modernization programs, and improved emergency response and risk management systems	Diversification and Rebalancing Transformation of Core Models
Natural Capital	Continued major investments in initiatives and projects to better manage the group's natural capital. Many of these investments are for building up manufactured capital, for better energy efficiency, or in building up solar capabilities in operations	Major reductions in energy consumption and greenhouse gas emissions, not only from the divestment from Nat Gas but also as a result of energy efficiency initiatives and continued transition to sourcing renewable energy Increasing progress in waste diversion initiatives Continued activities in nature conservation and rehabilitation	Diversification and Rebalancing

Capital	Financial Outcomes	Non-Financial Outcomes	Strategic Alignment
Human Capital	Workforce expansion supported business growth, particularly in real estate and construction, contributing to project execution and revenue generation Performance-driven compensation structures reinforced alignment with performance objectives	Improvement in workforce alignment and capability supported operational delivery across energy, real estate, construction, and healthcare segments Engaged a specialized workforce of 7,834 employees across key sectors, supporting nationwide operations Acquired 4,351 fresh talent to support business growth, with new hires concentrated in high-demand segments such as real estate and construction Sustained investment in capability building, with an average of 23.09 training hours per employee and improved gender balance in training participation Supported internal talent mobility and career progression through the launch of the Talent Hub, enabling cross-subsidiary career movement Enhanced workforce safety performance, achieving over 13.6 million safe manhours with zero employee fatalities and a consolidated TRIR of 0.253, outperforming industry benchmarks Strengthened safety culture and governance through digital monitoring systems, standardized protocols, and expanded contractor safety integration Strengthened the implementation of a more holistic employee well-being framework, including mental health, psychosocial support, and expanded welfare policies Affirmed human rights governance through alignment with international standards (ILO, UN) and enforcement of non-discrimination, safety, and labor policies	Capability Building
Intellectual Capital	Improved process efficiency through automation of financial reporting and service workflows, reducing manual intervention and errors Enabled more timely and informed decision making through integrated data systems, supporting more efficient business operations across segments	Strengthened enterprise-wide integration through standardized governance, risk, and management systems enabling coordinated execution across diverse business units Leveraged digital monitoring systems, standardized protocols, and expanded contractor safety integration to strengthen safety culture and governance Enhanced data-driven decision making through expanded digital platforms, analytics capabilities, and centralized data access across the Group	Capability Building Transformation of Core Models

Capital	Financial Outcomes	Non-Financial Outcomes	Strategic Alignment
	Strengthened risk management and avoided financial losses through effective cybersecurity controls, with zero reported data breach incidents and no associated financial impact	Institutionalized knowledge and capabilities into scalable systems, including talent platforms, enterprise systems, and standardized processes Strengthened cybersecurity posture and digital trust through enterprise frameworks, continuous monitoring, and implementation of new IT and AI governance policies Maintained high system reliability and operational continuity through structured maintenance, upgrades, and redundancy measures in critical digital infrastructure Improved execution discipline and predictability through standardized management systems, certifications, and integrated operational frameworks Advanced digitalization across operations through automation, workflow digitalization, and deployment of monitoring and management systems Improved enterprise decision making through scenario-based planning, climate research integration, and cross-portfolio intelligence	
Social and Relationship Capital	Supported continuity of operations and project execution through stable relationships with host communities, regulators, and partners Supported long-term project development and execution through multi-stakeholder partnerships and institutional collaboration	Strengthened stakeholder trust and long-term relationships across communities, government, partners, and customers through sustained engagement and collaboration Maintained social license to operate across geographically diverse and operationally complex sites Maintained an expanded partnership ecosystem across government, civil society, and industry, supporting delivery of social, environmental, and economic programs Supported community programs in education, livelihood, health, and environment Strengthened stakeholder engagement processes, enabling more consistent, structured, and responsive engagement across business units Maintained alignment between business operations and community priorities, reducing potential social risks and operational disruptions Strengthened cross-sector collaboration supporting decarbonization, regeneration, and inclusive development goals	Capability Building Transformation of Core Models

Progress on *Our Mission*

Our Five-Year Foundation and 2025 Milestones

Key External Forces Shaping 2025

Budgeting for Climate Action. Successfully integrated ESG into our budget management process in 2025, ensuring that decarbonization and regeneration indicators are backed by the necessary financial resources and know-how across all subsidiaries

Proactive Regulatory Alignment. Acquired specialized training on essential skills and tools, ensuring FPH is fully prepared for compliance ahead of the 2027 mandatory schedule for Tier 2 companies under SEC rules

Science-Based Decarbonization. Established 2023 as our baseline year with a commitment to a 42 percent GHG reduction target by 2030, aligning our trajectory with the Science-Based Target Initiative (SBTi) framework

ESG Embedding. Integrated ESG principles into our core corporate governance and operationalized these across organizational functions

Institutionalizing a Culture of Resilience. Leveraged segment-specific frameworks to scale regenerative principles into daily workforce behaviors, building the intellectual infrastructure required to future-proof the group for a carbon-constrained economy

The Parent as Steward: Orchestrating a Regenerative Portfolio

As the parent company, FPH acts as the strategic architect of our group's decarbonized and regenerative future. Our mandate is to cultivate the platforms and governance frameworks that move our mission from high-level advocacy into operational reality. We provide our subsidiaries with rigorous guidance, targeted capacity building, and dedicated resource allocation to ensure each business unit is equipped to create long-term value for both shareholders and their respective stakeholders.

The following sections detail the specific mechanisms through which FPH steered the group to meet our integrated business and ESG objectives in 2025.

Beyond Sustainability: The Path to Decarbonization and Regeneration

Our journey toward a decarbonized and regenerative future was defined by a moment of radical clarity when FPH issued a definitive "No to coal" declaration in 2016. Since then, we have moved to weave sustainability principles into the fabric of our corporate practices—beginning in 2018, when the FPH Board issued the resolution making sustainability an integral part of their fiduciary duty.

By 2020, as the Philippines faced an escalating onslaught of climate shocks such as super typhoons and droughts, we recognized that simply sustaining the current system was no longer enough to meet the existential threat of climate change. We upgraded our mission—from expanding key industries to drive national development, to mobilizing collective action for a decarbonized and regenerative future.

Regeneration demands the active healing and restoration of the health of our people and our planet. This shift transformed our operational focus, with decarbonization and solving the existential threat of climate change becoming the essential first step toward a larger goal of systemic health.

2021–2025: Operationalizing the Mission

The subsequent five years have been dedicated to transforming our workforce and systems to meet this higher standard. We transitioned from high-level advocacy to the hard work of capacity building—upskilling and reskilling our organization not only to prepare us for the impacts of the deteriorating climate situation, but also to empower us to meaningfully contribute to effective local climate actions:

- **Targeting Decarbonization.** We established 2023 as our baseline year, setting science-based targets for 42 percent GHG reduction by 2030.
- **Upskilling the Value Chain.** We launched programs across our subsidiaries—from manufacturing to real estate—to ensure our teams possess the technical literacy required for carbon accounting and climate risk management.
- **Integrating Climate Strategy and Capital.** A key development in 2025 was the introduction of ESG indicators into our budgeting process. By moving toward a model where resource allocation is more directly strategy driven, we are establishing the financial discipline required to support our 2030 climate commitments.

Institutionalizing Climate Intelligence: Building the Intellectual Infrastructure for Regeneration

To realize a regenerative mission, FPH recognizes that strategic intent must be matched by technical mastery. Capacity building, then, has become more than just a training exercise for us; it is the construction of the specialized intellectual infrastructure required to navigate a carbon-constrained economy. By aggressively and intentionally upskilling our workforce, we ensure that every subsidiary moves beyond advocacy toward precise, data-driven execution.

ADVANCING REGULATORY READINESS

In 2025, we substantially completed the essential skills and knowledge training required for full mission implementation, achieving 100 percent completion within our Power group. This proactive foundation positions FPH to meet SEC and IFRS sustainability regulations well ahead of the 2027 mandatory compliance schedule.

Phase I: Establishing Foundational Pillars (2021–2024)

The initial phase of our capacity-building roadmap focused on the fundamental drivers of a regenerative business model. From 2021 to 2024, we institutionalized core competencies across our subsidiaries in critical areas:

- **Operational Fundamentals.** Proficiency in energy efficiency, waste management, and biodiversity protection
- **Social License.** Intensive training in human rights management, gender equality, and diversity to ensure our regenerative path is socially inclusive
- **Quantitative Foundations.** Establishing the groundwork for Science-Based Target (SBTi) analysis and initial Scope 3 supply chain GHG inventory

Phase II: Deploying Advanced Climate Tools (2025)

In 2025, our focus evolved toward high-level financial and risk-assessment frameworks that integrate climate variables directly into business valuation:

- **TCFD Financial Integration.** Our power subsidiaries, representing majority of the FPH portfolio, completed advanced training on Task Force on Climate-related Financial Disclosures (TCFD) tools. This included climate scenario analysis, risk analysis, and financial impact assessment—essential for quantifying the resilience of our assets under various warming scenarios. This expertise will be extended to non-power subsidiaries in 2026.
- **Internal Carbon Pricing (ICP).** We have equipped our teams to stress-test assets against future carbon price risks. This internal capacity building was supported by an S&P Global assessment of our climate policy risk exposure, utilizing scenario analysis based on the International Energy Agency's (IEA) Net Zero Emissions (NZE), Announced Pledges (APS), and Stated Policies (STEPS) guidelines. By integrating S&P Global's Carbon Price Database with specific growth projections and GHG reduction targets, S&P Global has established a comprehensive outlook of FPH's carbon pricing risks across short, medium, and long-term horizons through 2050.
- **ESG Valuation Methodologies.** We have completed the inventory, analysis, and development of computation engines for ESG attributes, that will enable us to standardize the financial valuation of material ESG indicators. Review, verification, and training will follow in 2026 to strengthen our capability to ensure that the regenerative values created by our subsidiaries are accurately measured in financial terms.
- **Supply Chain GHG Accounting.** To prepare for mandatory 2029 Scope 3 reporting, we launched a specific training for FPH suppliers, beginning the complex process of full-value-chain transparency.

This multi-year investment in organizational intelligence ensures that FPH is not merely responding to the future, but is technically equipped to architect it.

THE FPH* REGENERATIVE CAPABILITIES MATRIX:
Bridging the Gap from Advocacy and Policy to Data-Driven Execution

KNOWLEDGE DOMAIN	INSTITUTIONALIZED FOUNDATIONAL SKILLS (2021–2024)	ADVANCED STRATEGIC CAPABILITIES REALIZED IN 2025
I. Governance & Regulatory Literacy	**IFRS & SASB Standards Integration** Mastering global disclosure frameworks to ensure transparency **ESG Data Management and Assurance** Building rigorous internal controls for non-financial reporting	**Regulatory Readiness** Operational readiness for SEC or IFRS sustainability mandates, achieved through early referencing, assurance pilots, and disclosure alignment ahead of the 2027 schedule
II. Technical Decarbonization	**SBTi Target Setting** Developing 2030 roadmaps based on the Science-Based Targets initiative **Scope 3 (Supply Chain) Introduction** Initial mapping of upstream and downstream GHG emissions	**Progressive Full Value-Chain Accounting** Training on GHG accounting for FPH suppliers to prepare for mandatory 2029 reporting
III. Strategic Risk & Financials	**TCFD Fundamentals** Introduction to the Task Force on Climate-related Financial Disclosures **ESG Ratings Analysis** Understanding and optimizing performance against global investor benchmarks	**Advanced Climate Stress-Testing** Deployment of Internal Carbon Pricing (ICP) Completed TCFD workbook for the Power Segment in 2025 and additional execution details for the Non-Power Segment in 2026
IV. Operational & Social Capital	**Human Rights & Social License** Intensive human rights training, Impact assessments, and due diligence across the value chain **Operational Circularity** Advanced Waste Management and Energy Efficiency training	**Regenerative Valuation** Developing standardized ESG Valuation Methodologies to quantify the financial value of material ESG attributes across the portfolio

**Capabilities reflect phased implementation and may apply to specific segments or pilots prior to group-wide rollout.*

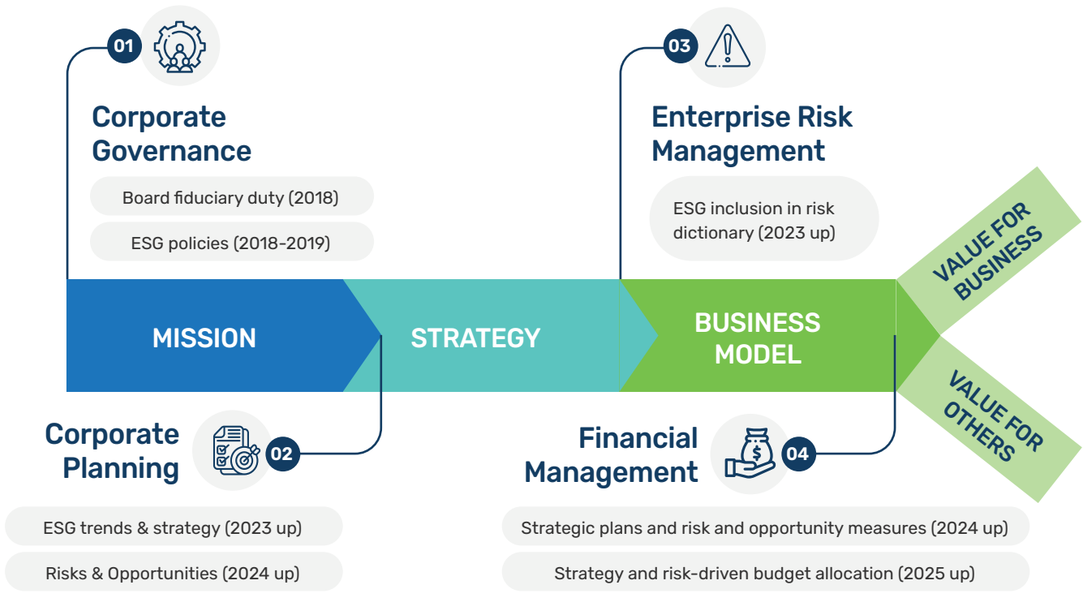
The IMF: Institutionalizing the Regenerative Mandate

STRATEGIC GOVERNANCE: MOVING FROM VISION TO VALUATION

For the mission of regeneration to go beyond rhetoric and theoretical ambition, it must be hard-wired into the financial and operational fabric of the enterprise. In 2023, FPH conceptualized the Integrated Management Framework (IMF), a strategic governance mechanism designed to ensure that climate action and systemic restoration are treated with the same fiduciary rigor as capital expenditures and revenue growth. (Review: FPH 2023 Integrated Report, p.99)

The IMF serves as the primary tool through which we orchestrate our role as a parent company, providing the guidance and resource-allocation platforms that enable our subsidiaries to create long-term value for our Pentad stakeholders.

INTEGRATED MANAGEMENT FRAMEWORK



THE 2025 MILESTONE: CAPITALIZING THE MISSION

While the preceding years focused on governance and risk frameworks, 2025 marked a definitive shift into financial integration.

- **2024 Integration:** Successfully embedded ESG variables into corporate governance, strategic planning, and Enterprise Risk Management (ERM)
- **2025 Breakthrough:** Integrated ESG directly into budget management. This ensures that decarbonization and regeneration indicators are no longer externalities but are backed by the specific financial resources required for implementation

Today, every FPH subsidiary identifies its mission pillars alongside the capital required to achieve them. This budgetary alignment ensures that our regenerative mandate is not just a policy, but a funded operational reality.

STRATEGIC PIVOT: CAPITAL REALLOCATION

In 2025, FPH executed a 60 percent divestment of its majority stake in natural gas assets. This was not merely an exit from a legacy sector, but a strategic reallocation of capital designed to accelerate our transition toward higher-growth, regenerative energy solutions.

OPERATIONALIZING EXCELLENCE: THE SUSTAINABILITY MANAGEMENT GUIDELINES

To ensure these high-level mandates are realized on the ground, FPH is translating the IMF's principles into a standardized Project Development and Management Manual. In 2025, we drafted comprehensive Sustainability Management Guidelines as a core component of this manual for our power subsidiaries.

By embedding sustainable design parameters into the earliest phases of project development, we ensure that every new asset is engineered to deliver long-term value for the business and its stakeholders. These guidelines serve five critical strategic objectives:

1. **Mission Alignment:** Actively fulfilling our corporate mandate of contributing to a decarbonized and regenerative future
2. **Regulatory Leadership:** Ensuring every energy project meets or exceeds government environmental, social, and governance (ESG) regulations
3. **Operational Resilience:** Mitigating ESG-related risks at the design phase to ensure stable, resilient, long-term operations upon handover to company operators
4. **Stakeholder Trust:** Proactively meeting the evolving expectations of our host communities and stakeholders throughout the development lifecycle
5. **Strategic Value Creation:** Identifying and capturing ESG-related opportunities to build value for both the enterprise and its stakeholders across the entire life of the project

With the foundational competencies and financial frameworks now in place, we are prepared to operationalize the technical pillars of our dual mandate. The following section details our strategic roadmap for achieving decarbonization while simultaneously architecting a regenerative future for our portfolio and the systems they serve.

The Decarbonization Path: Designing a Transition for Resilience

Decarbonization is the cornerstone of the FPH mission, reflecting the critical role of the private sector in driving a systemic transformation of the national, if not the global, economy. Our strategy is aligned with the May 2025 call from André Aranha Corrêa do Lago, President-Designate of COP30, for Self-Determined Contributions from non-state actors to complement national climate goals[1]. This call reinforces our commitment to improving our value chain and its impact on nature and society.

A SCIENCE-BASED ROADMAP

Guided by the Transition Plan Task Force Disclosure Framework, we have established a rigorous path toward our 2030 targets

- **Baseline Year:** 2023 serves as our functional baseline, marking the formal commencement of our decarbonization planning
- **Target Horizon:** While our ultimate goal is Net Zero by 2050, we have set intermediate targets for 2030 to ensure immediate accountability and technological flexibility
- **Operational Control:** We are prioritizing Scope 1 and Scope 2 emissions where FPH has direct control, while simultaneously building the infrastructure for Scope 3 (Value Chain) reporting, mandated by the SEC for 2029

FPH CLIMATE TRANSITION PLAN: 2025 DASHBOARD

This 2024 dashboard is based on the Transition Plan Task Force Disclosure Framework of the Sustainable Stock Exchanges Initiative[2] and shows where we stand as of 2025:

PILLARS	STATUS IN 2025
PILLAR 1: AMBITION	
1. Strategic Objectives	
Decarbonize GHG Scopes 1, 2, and 3 by 2050	FPH will address Scope 1 and 2 emissions through 2030 while preparing for Scope 3 compliance, which becomes mandatory in 2029 under SEC Memo Circular No. 16, Series of 2025
Respond to climate risks and opportunities	Following the power segment's 2025 completion of the workbook of climate risk, opportunity, and financial impact assessments, FPH will extend this process to the non-power segment in 2026 to form the basis of our assets' adaptation and resilience plans
2. Business Model	
PH has maintained consistent financial and operational control over its natural gas assets for the past decade	Strategic divestment of 60 percent of FPH natural gas business (See: First Gen 2025 Integrated Report, p. 6)

[1] do Lago, A.(2025). Second letter from the Presidency. Retrieved from https://cop30.br/en/brazilian-presidency/letters-from-the-presidency/second-letter-from-the-presidency
[2] Sustainable Stock Exchanges Initiative (2023). Transition Plans Training Tool. Retrieved from https://sseinitiative.org/publication/transition-plans-tool

PILLARS	STATUS IN 2025
PILLAR 1: AMBITION	
3. Key Assumptions and External Factors	
Strategic alignment with the Philippine Energy Plan, which positions natural gas as a critical transition fuel and renewable energy as the primary energy source by 2050	Shift of focus to renewable energy starting 2025
Availability of renewable energy	Still applicable
Speed, access, and cost of clean technologies	Still applicable
PILLAR 2: ACTION	
1. Implementation Strategy	
Climate strategy	Identified per business segment in 2024
Responsible Sourcing	FPH will mobilize its suppliers to join its decarbonization and regeneration journey to amplify climate action.
Sustainable products and services	Practiced since 2023 by selected subsidiaries
2. Engagement Strategy	
Engagement along the value chain	A Supplier Engagement Plan was developed in 2025 to be rolled out in 2026
Government policy-making	Participated in the consultation of: • Climate Accountability Bill • Low Carbon Economy Bill • ESG Guidelines for Forestry Projects
PILLAR 3: ACCOUNTABILITY	
1. Metrics and Targets	Identified our decarbonization targets for 2030
2. Governance	
Board as seat of governance	Still applicable
Climate policy	Existing as part of sustainability policy (2018)
Technical Working Group for mission execution	Still applicable with enhancements in 2025
Embedding sustainability in organizational culture	Integrated in parent and subsidiary culture since 2024

Below is the decarbonization roadmap shepherded by FPH, culminating in 2025.

DECARBONIZATION ROADMAP

2022	2023	2024-2025			
GHG Profiling and Science-based Target Analysis	Identification of Climate Strategies	Boundary Setting	GHG Sources and Measures	GHG Reduction Potential and Cost Analysis	Setting GHG Reduction Targets

OUR 2030 TARGET:

42% GHG reduction

We have established 2023 as our baseline year and set a near-term target of 42 percent GHG reduction by 2030. These commitments form the backbone of our transition strategy. The SBTi protocols adopted in the identification of the near-term decarbonization targets are found in Annex 2 - Decarbonization Target Process (see p. 314).

THE DECARBONIZATION ROADMAP: A STRATEGY OF INTEGRITY AND REALISM

Ten years after the signing of the Paris Agreement, global climate conditions continue to deteriorate.[4] Paradoxically, while the need for climate action has never been more urgent, many major global enterprises have recently retreated from, suspended, or downgraded their decarbonization commitments due to political, technical, or economic headwinds.[5,6] Conversely, recent data show a positive trend of companies recalibrating their targets to eliminate unsubstantiated claims.[7]

Observing these global shifts over the past two years, FPH approaches its own commitments with calculated caution. We remain steadfast in our decarbonization mission, yet we pursue it with eyes wide open—fully aware of our operational limitations and the evolving technological landscape. Our reduction strategy is defined by the following strategic parameters:

STRATEGIC PARAMETERS FOR GHG REDUCTION

- **Baseline Year (2023):** We have established 2023 as our baseline year, marking the formal commencement of our group-wide decarbonization planning process. That year is representative of the Company's typical greenhouse gas emissions profile.
- **Target Horizon (2030):** While our ultimate ambition is Net Zero by 2050, our current technical and business visibility supports a defined target horizon of 2030. We will conduct annual performance reviews to account for new emissions, assess progress, and integrate emerging technologies identified through our continuous screening processes to accelerate our path toward 2050.
- **Operational Coverage:** We are prioritizing action on Scope 1 and Scope 2 emissions where we maintain direct operational control. Simultaneously, we are preparing for mandatory Scope 3 supply chain reporting by 2029, as required under SEC Memo Circular No. 16 of 2025. To meet this mandate, FPH has developed a Supplier Engagement Plan for a 2026 rollout and joined the UN ESCAP Green Shift Program to drive sustainable regional supply chain transitions.

[4] UNEP (2025). Off target. Emissions Gap Report. Retrieved from https://www.unep.org/resources/emissions-gap-report-2025
[5] Butler, S. et al. (2025). Was 2025 the year that business retreated from net zero? Retrieved from https://www.theguardian.com/environment/2025/dec/20/was-2025-the-year-that-business-retreated-from-net-zero
[6] Accenture (2025). Destination net zero 2025. Retrieved from https://www.accenture.com/content/dam/accenture/ final/accenture-com/document-3/Accenture-Destination-Net-Zero-Final-Report.pdf
[7] Eight Versa (2025). Why companies are dropping net zero. Retrieved from https://eightversa.com/sustainability-insights/whitepaper-why-companies-are-dropping-net-zero/

DECARBONIZATION NEAR-TERM TARGETS OF FPH BUSINESS SEGMENTS: GHG Reduction Targets & Mitigation Pathways Across the FPH Group (2030)

BUSINESS SEGMENT	2030 TARGET (%)	STRATEGIC MITIGATION PATHWAY AND TECHNICAL DETAIL
EASY-TO-ABATE INDUSTRIES		
Residential and Commercial Real Estate	90%	**Efficiency Focus:** Scaling renewable energy use, deploying low-flow water fixtures, advanced water recycling systems, and comprehensive waste management protocols
Manufacturing and Energy Solutions	85%	**Modernization:** 100 percent RE transition, machine modernization, electrification of industrial processes, green procurement, and supplementary NbS (Nature-based Solutions)
Industrial Real Estate	42%	**Infrastructure Greening:** Implementing energy efficiency across park operations, transitioning to EV fleets, and integrating renewable energy
Healthcare Services	26%	**Ongoing Shift:** Transitioning to renewable energy and energy conservation
HARD-TO-ABATE INDUSTRIES		
Power Generation	32% (Core)	**Technology Focus:** Focused on mechanical mitigation post-2035; feasibility studies are currently ongoing. Pilot before 2030.
	+112% (NbS)	**Interim Acceleration:** Utilizing nature-based solutions (BINHI) to sequester 1.8M tonnes of CO2 annually in the short term (Use under review by Department of Environment and Natural Resources)
Construction and Energy Services	9%	**Technical Ceiling:** Renewable energy is maximized in fixed facilities; scanning for breakthrough fuel and EV technologies to address the logistics footprint

PORTFOLIO REALITIES: ABATEMENT PATHWAYS BY SEGMENT

Over the past two years, our business segments have assessed their decarbonization levers based on their unique operational nature and resource limits. Our portfolio is categorized into two distinct pathways:

1. **The Transitioning Segments (Easy-to-Abate).** Most segments are positioned to meet the 2030 targets through efficiency and renewable energy adoption. A notable challenge remains in Health Services, where emissions are predominantly Scope 2 so maximizing the use of renewable energy and energy efficiency opportunities are being assessed.

2. **The Frontier Segments (Hard-to-Abate).** FPH provides specialized strategic support to our high-impact sectors:

   - **Power Generation.** Our nature-centric geothermal operations and the BINHI program[12]—which has spearheaded forest restoration since 2008—provide a potential GHG mitigation impact of 112 percent through 2030. This nature-based mitigation is an interim strategy; between 2030-2035, we intend to transition to mechanical mitigation mechanism to reach Net Zero. In the absence of a national carbon credit policy, we are seeking interim guidance from the Department of Environment and Natural Resources (DENR).
   - **Construction.** Having maximized renewable energy in fixed facilities, this segment is now focused on scanning for breakthrough fuel technologies to address logistics-related emissions, which constitute the majority of its footprint.

Science-Based Targets and the Principle of Equity

The hard-to-abate industries will need the flexibility based on the consideration of differentiated treatment for developing nations as established by international climate treaties:

- **IPCC Synthesis Report (2023).** "The adoption and implementation of net zero emission targets by countries and regions also depend on equity and capacity considerations... Least cost global modelled pathways have been shown to distribute the mitigation unevenly, and the incorporation of equity principles could change the country-level timing of net zero."[10]
- **The Paris Agreement (Article 4.1).** The treaty recognizes that the "peaking of greenhouse gas emissions... will take longer for developing country Parties."[11]

[10] IPCC (2023): Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 35-115, doi: 10.59327/IPCC/AR6-9789291691647. Retrieved from https://www.ipcc.ch/report/ar6/syr/

[11] Paris Agreement to the United Nations Framework Convention on Climate Change, Dec. 12, 2015, T.I.A.S. No. 16-1104

[12] BINHI Program at https://binhi.ph

LEADERSHIP THROUGH EQUITY

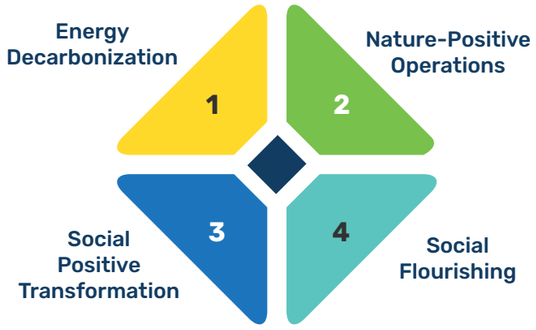
While FPH targets a 42 percent group-wide GHG reduction—a stance consistent with the IPCC 2023 Synthesis Report—we recognize that global pathways distribute mitigation unevenly. Specifically, our power segment is projected to achieve an equivalent 32 percent reduction by 2035 versus the carbon intensity curve using the SBTi sectoral decarbonization approach, with a clear roadmap to accelerate and align with the 42 percent target shortly thereafter as cleaner technologies and grid capabilities mature. By prioritizing this differentiated treatment and equity, we ensure our targets are both scientifically grounded and economically sustainable for the Philippine context.

The Path to Regeneration: Architecting Systemic Health

While decarbonization addresses the climate crisis, regeneration addresses the health of the entire system. At FPH, we define regeneration as the active healing and restoration of the health of our people and our planet. In 2025, we formalized this commitment by anchoring our internal regeneration framework to the UN Climate Action Pathway, providing our subsidiaries with a science-aligned roadmap for social and environmental restoration. The framework is under consultation and refinement by FPH with the operating companies.

2025 PERFORMANCE: THE FOUR PILLARS OF REGENERATION

Our transition toward a regenerative economy is built upon four strategic pillars:



We recognize that to restore planetary and human health, we must first address the existential threat of climate change; as such, transitioning our conglomerate toward clean energy sources is our primary restorative action. Throughout this journey, respect for human rights serves as our non-negotiable guardrail—a commitment we manifest by ensuring a decarbonized planet for future generations, fostering equity, and sharing benefits with our host communities and our Pentad stakeholders.

While the first three pillars define our essential environmental, social, and economic outcomes, Culture is the vehicle that makes them possible. In 2025, our most significant progress was the formalization of a defined cultural path, transforming our mission into the behavioral engine required to scale these goals across the entire group.

Cultivating a Regenerative Mindset: Segment-Specific Cultures

To ensure the mission is felt at every level of the organization, our subsidiaries have developed unique frameworks that build culture and embed our mission into daily behaviors and operational excellence:

SEGMENT-SPECIFIC STRATEGY: EMBEDDING MISSION-LED CULTURAL FRAMEWORKS.

Our subsidiaries' unique cultural frameworks ensure the mission is felt at every level of the organization, employing core philosophies to embed operational excellence in daily behaviors.

BEST Culture Pillars: Powering the Energy Transition

This framework is the behavioral engine for the **Power segment,** hard-wiring the trust and agility required to lead national decarbonization:

- **B**uilding trust: Becoming stronger together
- **E**nabling change: Future-proofing business and communities
- **S**tepping up: Delighting customers and stakeholders
- **T**hriving together: Maintaining efficient, energized operations

Investors in People (IIP): Driving Systemic Productivity

Through this internationally recognized framework, the Construction segment utilizes a community of change agents to drive progress:

- Improving systemic health across infrastructure projects
- Boosting workplace productivity through human-centric design

LIFE Culture Pillars: Embedding Agility into Systemic Health

To live the LIFE is to embed innovation and agility into the **Manufacturing segment,** transforming daily operations into an adaptive, nature-based culture:

- **L**ife: Prioritizing health and a happier society
- **I**nnovation: Driving adaptation through new ideas
- **F**un and **E**nergy: Infusing nature-positive social activities

ABCS Culture Pillars: Building Resilience through Stewardship

The ABCs build the Social Capital and accountability needed to manage complex industrial infrastructure for a carbon-constrained economy:

- **A**ccountability: Owning our mission-driven outcomes
- **B**uilding bridges: Creating connections across the portfolio
- **C**hampioning change: Leading the transition with agility
- **S**parking joy: Celebrating strategic wins together

Purpose-Led Curation: Regenerative Living

In our Residential and Commercial segments, we move beyond engagement to strategic community-building:

- Evoking a shared sense of purpose among residents
- Enabling deep networking to support regenerative living

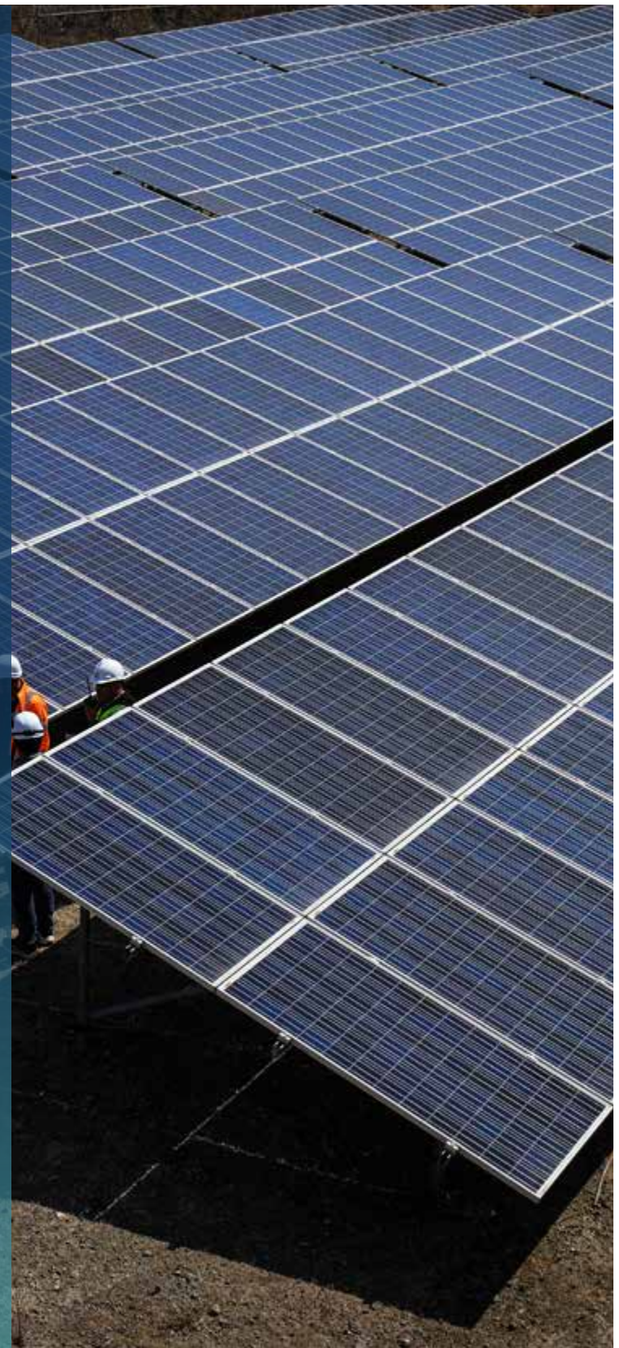
BUSINESS SEGMENT	CULTURAL FRAMEWORK	CORE PHILOSOPHY AND STRATEGIC ALIGNMENT
Power	BEST Culture	**Future-Resilience:** Hard-wiring trust and agility to Enable Change and Thrive Together, ensuring our energy transition is backed by a future-proofed workforce
Construction	Investors in People (IIP)	**Human-Centric Productivity:** Utilizing an internationally recognized community of change-agents to increase systemic health and workplace productivity, delivering infrastructure that safeguards the well-being of Filipinos
Manufacturing	LIFE Culture	**Agility and Systemic Health:** Embedding ESG into the pillars of Innovation and Energy, transforming daily operations into an adaptive, nature-positive culture
Industrial Real Estate	ABCS Culture	**Collaborative Future-Proofing:** Driving accountability and Building Bridges to celebrate strategic wins while recharging for the next phase of transition
Residential and Commercial	Purpose-Led Curation	**Strategic Upskilling:** Intensive programs designed to evoke a sense of purpose and develop the deep relationships required for a regenerative community

Outlook

278 Outlook

05

Outlook



Volatility Shapes the Operating Landscape. Geopolitical fragmentation, climate risk, and rapid technological change continue to redefine the environment in which infrastructure businesses operate.

Infrastructure Investment Continues to Expand. In the Philippines, sustained public investment and the growth of renewable energy are expected to support long-term demand across energy, construction, and industrial development.

Preparation Gives Way to Execution. After several years of strengthening governance, capabilities, and portfolio direction, FPH now enters a phase focused on translating strategy into measurable operational outcomes.

The Compounding Power of Good Choices. Across its businesses, disciplined capital allocation, operational execution, and stronger collaboration are reinforcing the Group's transition toward a more resilient and regenerative portfolio.

Operating in the Age of Competition

The World Economic Forum (WEF) describes the current global environment as entering an Age of Competition, shaped by fragmentation across geopolitics, economics, and technology. Over the next two years, global leaders and risk experts anticipate continued volatility as geopolitical tensions persist, artificial intelligence expands rapidly, and climate-related risks intensify. In this environment, organizations are required to adapt more quickly—not only to remain competitive, but to be resilient. Over the longer term, concerns around extreme weather, biodiversity loss, resource constraints, and broader shifts in Earth's systems are expected to become more pronounced.[1]

As discussed earlier in this report (see Business Environment section, p. 82), infrastructure—when designed and managed to be climate compatible—can support sustainable development. At the same time, the resilience of critical systems is increasingly under scrutiny. Energy, water, and digital infrastructure are now recognized as strategic assets whose vulnerability carries broader economic and social consequences. Peter Giger, WEF Group Chief Risk Officer, has underscored the importance of treating these systems accordingly.[2]

Against this backdrop, FPH examines the implications of these developments for its operating context, particularly across policy, environmental, and technological dimensions.

> While global conditions remain uncertain, the Philippine outlook for 2026 is cautiously optimistic, providing a degree of stability amid wider geopolitical and economic pressures.

[1] World Economic Forum. "Critical Infrastructure Is at Critical Risk: It's Time to Treat It as Such." January 15, 2026. https://www.weforum.org/stories/2026/01/critical-infrastructure-global-risks-2026-zurich-insurance/
[2] Stockholm Resilience Centre. "Planetary Boundaries." 2025. https://www.stockholmresilience.org/research/planetary-boundaries.html

How External Forces Are Shaping FPH's Strategic Response

FPH's outlook is shaped by a set of economic, regulatory, environmental, and technological forces that are redefining the conditions under which infrastructure businesses operate. Understanding these shifts allows the Group to align its strategy, investment priorities, and operational responses with the evolving landscape.

Economic Outlook

The Philippine economy enters 2026 with signs of stabilization following a slower expansion in 2025. Inflation is expected to remain within the Bangko Sentral ng Pilipinas' target range, supporting purchasing power and providing a more predictable financing environment for capital-intensive sectors such as energy, real estate, and infrastructure.

At the same time, the government's Build Better More program continues to drive large-scale infrastructure development across transport, water, and other essential systems. This state-led investment program creates sustained demand for engineering and construction services, while helping moderate the cyclical fluctuations typically associated with private-sector construction activity.

Regulatory Outlook

Energy transition policies continue to shape the investment landscape for the power sector. The Department of Energy's Green Energy Auction Program (GEA) establishes a pipeline of renewable energy capacity scheduled for delivery between 2026 and 2029, providing greater revenue visibility for developers and reducing exposure to merchant market volatility.

For FPH, participation in these auctions supports the continued expansion of its renewable energy portfolio while strengthening the long-term economic, social, and environmental value created through its energy businesses.

Environmental Outlook

Climate change remains a defining structural risk for infrastructure assets that deliver essential services. Increasingly severe weather events and other climate-related impacts raise the potential for physical damage to critical facilities across the energy, industrial, and development sectors.

In response, FPH continues to strengthen its climate risk management by conducting asset-level climate impact assessments and developing resilience plans across its operating companies. At the same time, nature-based solutions (NbS) are gaining prominence as a complementary strategy for addressing climate risks while generating ecological and community benefits.

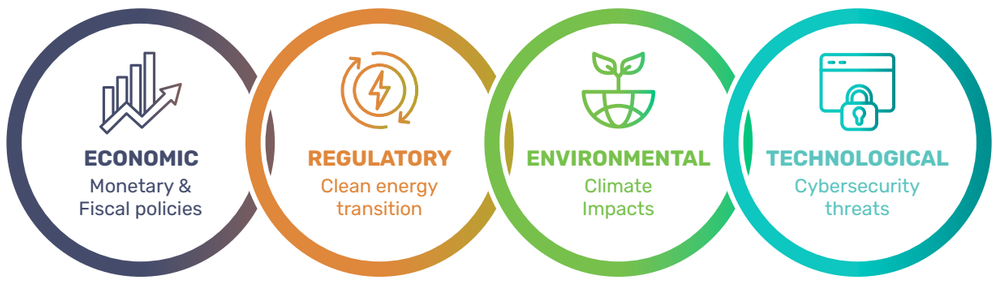
Technological Outlook

Technological change presents both operational risks and opportunities. The World Economic Forum has highlighted a growing quiet infrastructure crisis, where assets that are not optimized for a changing climate environment risk declining performance and reduced economic value. Addressing this challenge requires systematic revitalization and modernization of infrastructure systems.

This challenge is a central focus for the FPH power segment over the next two years. We are prioritizing the update of systems and physical structures to optimize capacities and power outputs across our generation portfolio. By modernizing these legacy assets, we ensure they remain resilient and productive in the face of evolving environmental, operational, and market demands.

Meanwhile, the rise in cyber threats across industries underscores the need to strengthen digital resilience. Through enhanced cybersecurity controls and awareness programs, FPH continues to protect its systems, safeguard critical data, and support the continuity of operations across its businesses.

HOW EXTERNAL FORCES ARE SHAPING FPH'S STRATEGIC RESPONSE



FPH's Mid-Term Plans

The decade from 2020 to 2030 has been widely described as a decisive period for addressing climate change and strengthening the resilience of economic and social systems. Ten years after the signing of the Paris Agreement, the urgency of this transition remains clear. Global temperatures temporarily exceeded 1.5°C in 2024, while climate-related disasters continue to impose rising economic and ecological costs. These developments reinforce the need for infrastructure systems—and the businesses that build and operate them—to evolve toward more resilient and regenerative models.

FPH began positioning for this transition in 2020, when it upgraded its mission to forge collaborative pathways to a decarbonized and regenerative future. As discussed in the Progress on our Mission section (see pp. 260 to 275), the first half of the decade was largely focused on preparing the organization—strengthening governance, building capabilities, and aligning operating companies with the Group's long-term direction.

The years ahead will focus on deepening these regeneration pathways, translating the mission into concrete operational outcomes across the Group's businesses. While detailed targets continue to evolve as leadership discussions progress, FPH's mid-term direction reflects priorities emerging from the power sector roadmap and the strategic plans of its operating companies. These priorities are guided by three reinforcing pillars: Ambition, Action, and Accountability.

Energy Decarbonization

FPH will continue transitioning its portfolio toward cleaner sources of energy while supporting the Philippines' broader energy transition. Following the 2025 decision to prioritize a diversified portfolio dominated by renewables, the Group aims to expand its renewable energy capacity approximately fivefold over the next five to 10 years.

Beyond electricity generation, FPH is accelerating the adoption of clean energy across its own diverse operations. Our real estate and construction segments are systematically shifting toward renewable energy sources and localized energy solutions to meet their 2030 and 2050 decarbonization targets. By integrating these cleaner technologies into our own infrastructure, our businesses not only provide energy solutions and renewable expertise—they also reduce their own carbon footprint as part of our commitment to decarbonization.

Nature-Positive Operations

FPH's operations span both urban and natural environments, requiring differentiated approaches to environmental stewardship. Facilities located in built-up areas will continue focusing on resource efficiency, particularly in water management and waste reduction.

For operations located near natural ecosystems, the Group aims to strengthen programs that protect and restore biodiversity, with the goal of delivering net-positive ecosystem outcomes where feasible. These efforts support the long-term resilience of the natural systems that sustain both business operations and surrounding communities.

Human Well-Being

Regeneration begins with people. FPH will continue to prioritize workplace safety, health, and employee well-being, maintaining high operational standards across its businesses.

At the same time, the Group is investing in cultural transformation and capability development to prepare its workforce for an increasingly complex operating environment. This includes strengthening expertise in climate scenario analysis, climate risk assessment, and resilience planning—capabilities that are particularly critical for companies involved in the development and operation of long-lived infrastructure.

One area of focus is promoting proactive career development within our human capital. This means encouraging employees—and equipping them with the tools and opportunities—to actively shape their careers within the organization by exploring roles that align with their skills, interests, and long-term aspirations. In doing so, we cultivate deeper engagement while creating pathways for employees to grow, remain invested, and expand the value they bring to the organization over time.

Adopting the Regenerative Resilience Framework in our Occupational Health and Safety Programs means cultivating a workplace environment that is climate resilient and gives equal importance to the physical and psychosocial safety across our value chain.

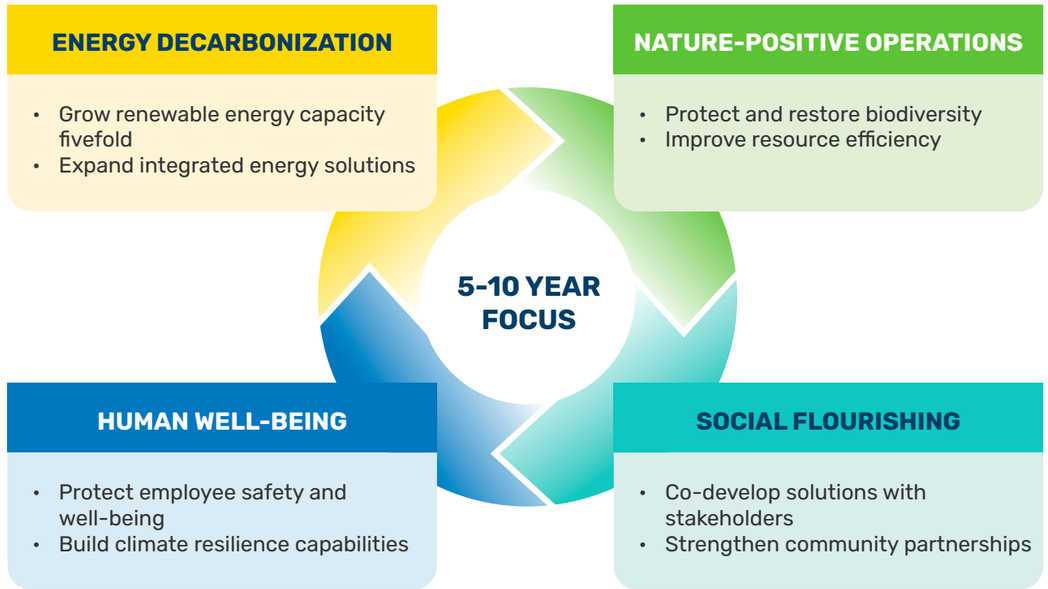
Social Flourishing

FPH aims to deepen its partnerships with the stakeholders who enable its businesses to operate and grow. Moving beyond traditional corporate social responsibility programs, the Group is strengthening collaboration across its ecosystem—working with customers to co-develop solutions, suppliers to be our partners in attaining a sustainable supply chain, and host communities to ensure shared prosperity.

Through the infrastructure it develops and operates, FPH also seeks to contribute to more resilient and efficient systems that support broader public welfare. These partnerships are central to the Group's long-term goal of aligning economic growth with social and environmental resilience.

MID-TERM STRATEGIC PRIORITIES

FPH's 5-10 year focus emphasizes driving growth and regeneration through four strategic priorities



[3] Frege, I., et al. WorldRiskReport 2025. Bündnis Entwicklung Hilft and IFHV, 2025. https://www.misereor.org/fileadmin/user_upload_misereororg/publication/en/worldriskreport-2025.pdf
[4] Harvey, Fiona. "Christian Aid Annual Report's Top 10 Disasters Amounted to More than $120bn in Insured Losses." The Guardian, December 27, 2025. (Philippines-specific figures for displacement and damages corroborated via "FPH Internal Business Environment Report", 2025).
[5] Makati Business Club. "PH Economy Grew 4.4% in 2025, Lowest Post-Pandemic Growth Recorded." January 29, 2026. https://mbc.com.ph/2026/01/29/economy-insights-gdp-report-q4-2025-yoy/
[6] Ivey Business School. "The 2026 Business Forecast." January 2026. https://www.ivey.uwo.ca/impact/read/2026/01/the-2026-business-forecast/

[7] World Economic Forum. "These Are the Top 10 Risks in 2026." January 2026. https://www.weforum.org/stories/2026/01/global-risks-2026-top-10-two-and-ten-year-horizon/
[8] UN Office for Disaster Risk Reduction (UNDRR). Global Assessment Report on Disaster Risk Reduction. As cited in "FPH Business Outlook V4", 2025. (Data reflects USD 202 billion in reported costs and USD 2.3 trillion in total ecosystem and non-insured losses).
[9] Bangko Sentral ng Pilipinas. "Public Private Partnership in the Philippines' Infrastructure Flagship Projects." June 2025. https://www.bsp.gov.ph/Pages/IRG/irg-files/PPP%20in%20the%20Philippines%E2%80%99%20Infrastructure%20Flagship%20Projects%20%28June%202025%29.pdf. (Inflation forecasts for 2026 corroborated via "FPH Business Outlook V4").
[10] Trellis. "Nature-Based Solutions: 4 Predictions for 2026." January 10, 2026. https://trellis.net/article/nature-based-solutions-4-predictions-for-2026/

Portfolio in Motion: Where Each Segment Is Headed

Across both power and non-power businesses, a consistent pattern is emerging. In recent years, FPH has made a series of deliberate choices on capital allocation, portfolio composition, and operational priorities. These decisions are intended to protect long-term value while positioning the Group for the structural shifts reshaping the energy, infrastructure, and development sectors. Over time, the value of these decisions compounds—reinforcing the Group's strategy and strengthening its resilience as the operating environment evolves.

Importantly, these choices are not confined to periodic strategy discussions at the Board or Management Committee level. Their impact is determined by the discipline with which they are carried out day to day—in how capital is deployed, risks are managed, customers are served, and teams are led. The compounding power of good choices depends on consistent execution across the organization.

For FPH, this transition raises the standards for how the Group operates. Delivering on the strategy will require closer collaboration across business units, clearer accountability, and a shared commitment to operate as one integrated organization. As the portfolio evolves, some of this work will inevitably be uncomfortable. But that discomfort reflects the demands of transforming long-lived infrastructure businesses while continuing to deliver reliable services to the communities and markets we serve.

Steam generated from the geothermal plant sustained by healthy forests.

GRI 203-1

POWER SEGMENT: SCALING A RENEWABLES-LED POWER PORTFOLIO

The power segment remains central to FPH's long-term strategy as the Group continues transitioning toward a renewable-led energy portfolio. Recent capital allocation decisions at First Gen have accelerated this shift, positioning renewables as the dominant direction for future growth. As the Philippines expands its clean energy capacity to meet rising demand and decarbonization goals, the segment's focus is on strengthening its renewable base while ensuring that investments remain disciplined, resilient, and aligned with national energy transition priorities.

Within this portfolio, geothermal energy continues to play a foundational role. As a source of renewable baseload power, geothermal provides the reliability needed to support a grid increasingly supplied by variable renewable technologies. Protecting and optimizing this resource base—through improved field management, infrastructure upgrades, and continued development—remains a strategic priority as the power segment works to sustain and expand its renewable capacity over time. Hydro, wind, and solar assets complement this foundation by contributing flexibility and additional renewable capacity to the system, with current priorities centered on operational discipline, asset stewardship, and reliable performance across existing facilities.

Alongside generation, the Group's energy solutions businesses play a critical role in strengthening the broader energy ecosystem. Through First Philec, FPH continues to serve a broad domestic customer base across utilities, electric cooperatives, private distribution utilities, and industrial customers. These partnerships support the delivery of reliable grid infrastructure while enabling closer collaboration with customers to design solutions tailored to their technical and operational needs.

At the same time, First Philec is expanding its reach beyond the Philippine market. By meeting more stringent technical and regulatory standards abroad, the company has strengthened its export presence, particularly in the United States, where its footprint now spans multiple states and includes projects supporting energy-intensive infrastructure such as data centers. This outward expansion reflects a strategy of leveraging deep technical expertise and collaborative product development to serve a broader customer base.

REAL ESTATE SEGMENT: BUILDING COMMUNITIES AND INDUSTRIAL ECOSYSTEMS THROUGH DISCIPLINED GROWTH

Within the real estate segment, growth is being driven through two complementary platforms: Rockwell Land, which develops premium residential and mixed-use communities, and First Philippine Industrial Park (FPIP), which anchors industrial and commercial ecosystems that support manufacturing, logistics, and services. Together, these platforms convert disciplined execution and strategic investment into resilient urban centers and productive economic zones that generate long-term value for the Group.

For Rockwell, expansion beyond Metro Manila continues, but only in ways that replicate the brand's hallmark consistency in design, livability, and execution. Developments across Bulacan, Pampanga, Batangas,

Bacolod, and Cebu are guided by the same standards that define Rockwell communities. Operational priorities center on execution excellence—ensuring product quality at handover, managing costs with discipline, and adopting sustainability practices across residential, office, and retail developments. These initiatives are supported by ongoing investments in talent development and organizational capability, enabling the company to sustain quality while scaling into new geographic markets.

Market response to these developments has remained strong. Projects such as The Samanean at Paradise Farms in Bulacan, Lauan Ridges in Lipa, and Molinillo at Rockwell Center Lipa demonstrate continued demand for master-planned communities outside Metro Manila. Reservation sales across these developments reflect both end-user demand and investor interest, particularly from buyers seeking well-designed residential environments in emerging regional growth centers. As Rockwell expands its footprint, emphasis remains on strengthening customer engagement, curating retail and lifestyle offerings, and fostering community life within mixed-use developments.

In parallel, FPIP continues to evolve its industrial estate model toward a more integrated, services-led ecosystem. Anchored on infrastructure, utilities, and value-added services, FPIP is strengthening recurring revenue streams while expanding its industrial footprint. Strategic investments—including water infrastructure, such as the River Treatment Facility, logistics-related developments, new commercial spaces, park amenities, and workforce housing facilities—support long-term locators while enhancing the park's competitiveness. Underpinning these efforts is a continued investment in organizational capabilities, systems, and partnerships—ensuring that FPIP's growth remains disciplined, scalable, and aligned with the broader goal of elevating industry while creating lasting value for locators and surrounding communities.

CONSTRUCTION AND ENERGY SERVICES SEGMENT: STRENGTHENING ENGINEERING AND SERVICES CAPABILITIES AMID CYCLICAL DEMAND

Within this segment, First Balfour and its related units continue to sharpen their capabilities around engineering execution, equipment services, and specialized drilling. As project cycles across infrastructure and energy sectors fluctuate, the group has been strengthening the operating model that supports long-term client relationships and disciplined project selection. The focus remains on engineering precision, strong safety performance, and consistent delivery—factors that underpin repeat engagements and early involvement in mission-critical infrastructure projects.

A key component of this capability development is the growth of T1 Rentals, which provides construction equipment and lifting services across infrastructure, rail, logistics, and industrial projects. Building on the technical expertise developed within First Balfour's operations, T1 has expanded its service offering while strengthening internal systems for fleet management, telematics, and digital rental monitoring. Investments in skills development, operator training, and integrated service processes are helping the business support a broader range of external clients while diversifying its project portfolio beyond traditional construction.

Meanwhile, ThermaPrime continues to navigate a period of softer geothermal drilling demand. The company has focused on maintaining core technical capabilities while preserving operational flexibility across drilling and related services. At the same time, it has sustained a regional presence in Japan and continues to monitor potential opportunities in Taiwan and Indonesia. These efforts reflect a measured approach to managing cyclical demand while retaining the specialized expertise required for future geothermal and energy infrastructure projects.

HEALTHCARE SERVICES SEGMENT: STABILIZING OPERATIONS TO STRENGTHEN FINANCIAL SUSTAINABILITY

Within the Healthcare Services segment, Asian Eye Institute focused on resetting operational fundamentals in 2025. Management strengthened cost discipline, reduced fixed expenses, and tightened operational controls across the organization. These efforts were aimed at improving cost visibility and strengthening the financial sustainability of the institution while maintaining its clinical service capabilities.

Looking ahead, the priority is to sustain these operational improvements while continuing to support the institute's role as a specialized provider of ophthalmic care. By strengthening internal processes and maintaining disciplined cost management, Asian Eye is working to stabilize its operating platform and position the organization for more predictable performance in the years ahead.

SUSTAINING MOMENTUM THROUGH DISCIPLINED EXECUTION

Across its portfolio, FPH enters the next phase of the decade with a clearer strategic direction and a stronger operational foundation. The Group's energy businesses continue advancing the transition toward a renewable-led portfolio, while its real estate, construction, and services platforms are strengthening the infrastructure ecosystems that support economic growth. At the same time, ongoing investments in governance, risk management, and organizational capability are helping ensure that these businesses remain resilient as the external environment evolves.

The years ahead will test the discipline required to carry these strategies forward. Infrastructure businesses operate over long time horizons, where outcomes are shaped less by single decisions than by the consistent execution of many small ones. For FPH, the task now is to sustain that discipline across the organization—deploying capital carefully, managing risks responsibly, and strengthening collaboration across its operating companies. In doing so, the Group aims to continue building the foundations of a decarbonized and regenerative future while delivering reliable services to the communities and markets it serves.

Additional *Information*

290 Board of Directos

305 Senior Management

310 Annex 1: Scope and Boundaries

314 Annex 2: Decarbonization Target Process

316 Annex 3: Risks by Business Segment

330 Annex 4: Awards and Recognitions

335 Annex 5: External Engagements

340 Annex 6: Research and Publications of OML Center

344 Annex 7: Content Indices

379 Annex 8: Restatements and Data Details

06

Board of *Directors*

FEDERICO R. LOPEZ
Chairman and
Chief Executive Officer

BENJAMIN R. LOPEZ
Director and Vice Chairman

JAIME I. AYALA
Independent Director

DAVID O. CHUA
Director

STEPHEN T. CUUNJIENG
Independent Director

ROBERTA L. FELICIANO
Director

Board of *Directors*

MERCEDES LOPEZ VARGAS
Director

MIGUEL ERNESTO L. LOPEZ
Independent Director

CIRILO P. NOEL
Independent Director

FRANCIS GILES B. PUNO
Director
President and COO

DIANA V. PARDO-AGUILAR
Director

EMMANUEL ANTONIO P. SINGSON
Director

Board of *Directors*

RICHARD B. TANTOCO
Director

CIELITO F. HABITO
Independent Director

FRANCISCO ED. LIM*
Independent Director

JONATHAN C. RUSSELL
Senior Adviser

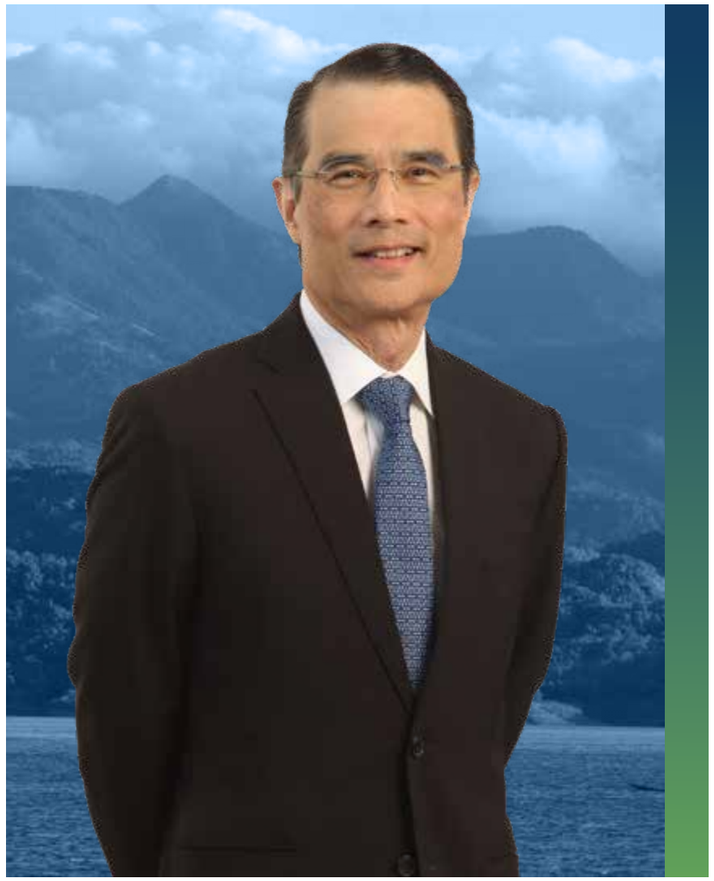
MARIO L. BAUTISTA
Senior Board Adviser

*resigned as of June 2025

Board *Profile*

LEGEND:

- E Executive
- CG Corporate Governance
- CR Compensation & Remuneration
- FI Finance & Investment
- BRO Board Risk Oversight
- A Audit
- RPT Related Party Transaction
- ◥ Chairman



Federico R. Lopez

64 Years Old, Filipino
Tenure: 19 years

E ◥ CG CR FI ◥

Mr. Federico R. Lopez was elected Chairman and Chief Executive Officer in May 2010. He has been a Director of the Corporation since February 2006. He is also the Chairman and CEO of First Gen Corporation, Chairman of Energy Development Corporation and the Vice Chairman of Rockwell Land Corp. He likewise chairs the Boards of Asian Eye Institute, First Balfour, Inc., Terraprime, Inc., ThermaPrime Drilling Corp., First Philippine Electric Corp., First Philec, Inc., First Philippine Industrial Park, First Philippine Realty Corp., FP Island Energy Corporation, First Industrial Science and Technology School, Inc., Pi Energy Inc., and Pi Health Inc. He has been a board member of ABS-CBN Corporation and the President of Lopez, Inc. since October 2017. He has been the Chairman and CEO of Lopez Holdings Corporation since October 2020. He is also the Chairman of the Oscar M. Lopez Center for Climate Change and Ang Misyon, Inc. He graduated from the University of Pennsylvania with a Bachelor of Arts Degree, Double Major in Economics and International Relations (cum laude, 1983).

Benjamin R. Lopez

56 Years Old, Filipino
Tenure: 3 years

CG

Mr. Benjamin R. Lopez was appointed Director and Vice Chairman of the Corporation last March 30, 2023. He has been Vice President of the Corporation since November 2006. He has been with FPH since October 1993. He is a Director of Rockwell Land Corporation. He was assigned to Rockwell in May 1995 where he held various posts in Business Development, Sales and Marketing. Prior to his recall to FPH in June 2004, he was a Vice President for Project Development of Rockwell. He is currently the President of INAEC Aviation Corporation. Mr. Lopez is currently the Senior Executive Vice President and Co-Chairman of Lopez, Inc. He is also a member of the Board of Directors of various subsidiaries such as First Balfour, Inc., Terraprime, Inc., First Philippine Electric Corp., First Philec, Inc., First Philec Solar Solutions Corp., First Philippine Power Systems, Inc., First Philippine Realty Corp., FPH Capital Resources, Inc. and First Philippine Utilities Corp. He graduated with a Bachelor of Arts degree in International Affairs (1992) from George Washington University. He pursued his Executive Masters in Business Administration degree at the Asian Institute of Management (2001). In 2023, he completed the Owner/President Management Executive Education Program at Harvard Business School.

David O. Chua

59 Years Old, Filipino
Tenure: 5 years

BRO

Mr. David O. Chua was elected Director in 2021 and is a member of the Board Risk Oversight Committee. He is President and CEO of Cathay Pacific Steel Corporation (CAPASCO), Vice Chairman of the Board of the University of the East (UE), President of One Palanca Land, Inc., President of Orinda Land Corp., President of Asia Pacific Capital Equities and Securities Corporation, Member of the Advisory Board of Metropolitan Bank and Trust Company (Metrobank), and Trustee of the University of the East Ramon Magsaysay Memorial Medical Center (UERMMMC). He also currently serves as a director on the board of NiHAO Mineral Resources, Inc., Dizon Copper and Silver Mines, Inc., the Manila House Private Club Inc., Prople BPO Inc., and Kaisa Heritage Museum Inc. He is also the Vice President and Board Director of the Federation of Filipino Chinese Chambers of Commerce and Industry (FFCCCII), President of the Philippine Steelmakers Association (PSA), Chairman of the Philippine-Slovenia Business Council, Treasurer of Heavenly Garden Memorial Park Development Corp., Board Director of Edison Electric Integrated, Inc., Board Director of Kellogg/Northwestern University Alumni Association of the Philippines, Vice Chairman of the Advisory Board of St. Jude Catholic School Alumni Association, and Chapter Chairman of YPO Gold, Philippines. He is a Member of the Philippine Chamber of Commerce and Industry, Employers Confederation of the Philippines, and the Makati Business Club. He was previously a Board Director of the Philippine Stock Exchange (PSE), First Metro Investment Corporation (FMIC), Philippine Savings Bank (PSBank), Philippine Banking Corporation (Philbank), Crown Equities, Inc., PBC Capital and Investment Corporation, and Lincoln Electric Philippines Inc. He graduated from St. Mary's College of California with a Bachelor of Science in Financial Services Management Honors Program. He received his Master of Business Administration from J.L. Kellogg School of Management (Northwestern University) and the Hong Kong University of Science and Technology (HKUST) Graduate School of Management.

Jaime I. Ayala

Independent Director
64 Years Old, Filipino
Tenure: 5 years

BRO A CG

Mr. Jaime I. Ayala was elected Director in 2021 and is the Chairman of the Corporate Governance Committee. He is a member of the Audit and Board Risk Oversight Committees. He is the Founder and CEO of Hybrid Social Solutions, a social enterprise focused on empowering rural villages through solar energy. He was recognized as the Schwab Foundation Social Entrepreneur of the Year in 2013 and the Ernst & Young Entrepreneur of the Year Philippines in 2012. He was President and CEO of publicly-listed Ayala Land, Inc., and Senior Managing Director of Ayala Corporation. Before that, he was a director (global senior partner) at McKinsey & Company, where he played a number of global and regional leadership roles, including head of the firm's Asian Energy Practice and President of McKinsey's Manila office. He is a Director of First Gen, a member of the National Advisory Council of the World Wildlife Fund, a trustee of Stiftung Solarenergie – Solar Energy Foundation and the Chairman of Healthway Medical, Inc. He was also a trustee of Philippine Tropical Forest Conservation Foundation. He earned his MBA from Harvard Business School (honors, 1988) and completed his undergraduate work in Economics at Princeton University (magna cum laude, 1984).

Roberta L. Feliciano

65 Years Old, Filipino
Tenure: 5 years

BRO

Ms. Roberta L. Feliciano was elected Director in 2021 and serves as a member of the Board Risk Oversight Committee. She has been the Managing Director of ABS-CBN Foundation, Inc., (AFI) since 2021. Under her leadership, AFI continues to strengthen its commitment to advancing its advocacies in disaster management, children's rights and development, education, environment, and sustainable livelihood. She champions authentic collaboration, impactful storytelling, and the development of scalable models to drive meaningful social change. Ms. Feliciano actively engages the civil society sector. Her current designations include Director of the Philippine Council for Non-Government Certification (since 2022); Trustee of the League of Corporate Foundations (since 2022); Chairperson of the SEA Institute (since 2010); President of Yoga Manila, Inc., (since 2006); and Trustee of the Lopez Group Foundation, Inc. She also serves on the board of Rockwell Land Corporation. Ms. Feliciano earned her Bachelor of Arts degree in Government from Connecticut College in New London, Connecticut.

Stephen T. CuUnjieng

Lead Independent Director
67 Years Old, Filipino
Tenure: 7 years

A CR CG RPT

Mr. Stephen T. CuUnjieng was elected Director in 2018. He is the lead independent director, and is the Chairman of the Related Party Transactions Committee and the Compensation and Remuneration, as well as a member of the Corporate Governance and Audit Committees. He is an independent director at Maharlika Investment Corporation (as of July 2025), Century Properties Group (to end 2026), Century Pacific Food, Inc., Philippine Bank of Communications, Pasay Harbor City Corporation and Cebuana Lhuillier Services and Greenergy Holdings, Inc. He is also a Founding Advisory Member of the ASEAN Advisory Group of the Financial Services Development Council of Hong Kong SAR. He was a Senior Adviser or Senior Managing Director at Evercore and Chairman at Evercore Asia Limited from 2009 to 2022. He was part of the Executive Advisory Board for Asia of the Wharton School of Business until May 2024, and is part of the International Advisory Board of the New York Philharmonic. He was previously an independent director of Aboitiz Equity Ventures, an Adviser to the Board of SM Investments Corporation (2008 to 2017), and was a director of Manila North Tollways Corporation, Phoenix Petroleum, and Golden Springs. He was Vice Chairman, ASEAN of Macquarie (Hong Kong) Limited from 2007 to 2009. He is a member of the Audit Committee, Corporate Governance Committee and the Board Risk Oversight Committee of FPH. He has a Degree in Bachelor of Arts (1980) and also a Bachelor's Degree in Law (with honors) (1984) from the Ateneo de Manila University and the Ateneo Law School. He also has a Master's Degree in Business Administration (Finance) from the Wharton School of Business (1986).

Mercedes Lopez Vargas

68 Years Old, Filipino
Tenure: 5 years

A

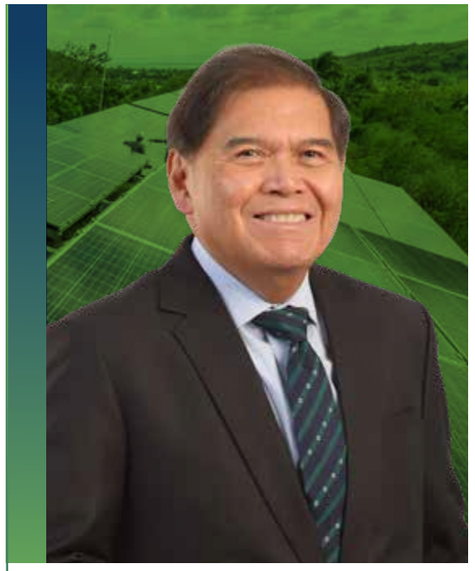
Ms. Mercedes Lopez Vargas was elected Director in 2021 and is a member of the Audit Committee. She is the President and Executive Director of the Lopez Group Foundation, Inc. (LGFI), a hub that coordinates, facilitates, and communicates the corporate social responsibility initiatives of all the major companies and foundations of the Lopez Group. Founded upon the pillars of public service, it reflects the commitment made by the present generation of Lopezes to continue a legacy of philanthropy and social responsibility for the Filipino people. She is also the Director of the Lopez Museum and Library, Former Vice President of Logistics for ABS-CBN Broadcasting Corporation, Chairperson of the Lopez Human Resources Council, and a Trustee for ABS-CBN Foundation, all part of the Lopez Group of Companies. Ms. Vargas is a trustee of the Philippine Advocacy for Arts Foundation, Inc., organizer of the nationwide Philippine Art Awards; a Co-Founder and President of Stilo Artefino Foundation, Inc., a movement that advocates the preservation, promotion, and sustainability of Philippine artisanal crafts and livelihood; a Trustee of Asia Society Philippines; a Founding Member of the Asia Venture Philanthropy Network Gender Platform; and a Trustee of De La Salle College of St. Benilde. She took up BA in Communication Arts at Assumption College.

Miguel Ernesto L. Lopez

57 Years Old, Filipino
Tenure: 6 years

E A FI

Mr. Miguel Ernesto L. Lopez was elected Director of the Corporation last October 1, 2020, and is a member of the Executive, Audit, and Finance and Investment Committees. He has been a Director and Treasurer of Rockwell Land since 2009. Since 2016, he has been Senior Vice President and Head of Office Commercial Development of Rockwell Land. He was the Senior Vice President and General Manager of Rockwell Integrated Property Services, Inc. (RIPSI) from 2012 until he started heading the Office Development business of Rockwell Land in June 2016. He is also an Executive Vice President of Lopez Holdings Corporation. He is also a Director of Rockwell Leisure Club, Inc., Rockwell Carmelray Development Corp., Rockwell Nepomuceno Development Corporation, Third Generation Holdings Corp., Kamino Algae Technologies, Inc., Lopez, Inc., Rockwell MFA Corp., and Rockwell Primaries; and a Trustee of the Rockwell Center Association, Inc. He is the Chairman of the Board for 8 Rockwell Condominium Corporation since March 2022. He is a member of the Board of Trustees of Eugenio Lopez Foundation, Inc. and an Advisor and PR Officer of the Lopez Group Foundation Inc. He was previously part of the Board of Directors for Indra, Outsourced Telleserve Corporation, Meralco Industrial Engineering Services Corp., Philippine Commercial Capital, Inc. (PCCI), and PCCI Finance. His past positions include: Senior Vice President and General Manager of Rockwell Property Management Corp., Vice Chairman of Meralco Savings and Loan Association, Executive Director of Meralco Millennium Foundation, Inc., Vice President and Head of Corporate Affairs of Lopez Holdings Corp. He held several executive and management positions at Meralco from 2002-2010. Before this, he was with Maynilad Water Services, Inc., as head of its Central Business Area and BayanTel as AVP for Customer Service Division. Mr. Lopez holds a Bachelor of Science degree in Business Administration from Menlo College of California, USA, and attended the Executive Development Program of the Asian Institute of Management.



Cirilio P. Noel

Independent Director
69 Years Old, Filipino
Tenure: 5 years

BRO A RPT

Mr. Cirilo "Vic" P. Noel was elected as Director in 2021 and is Chairman of the Board Risk Oversight Committee. He is a member of the Audit and Related Party Transactions Committees. He is the Chairman since May 7, 2024 of Security Bank Corporation, and has been a Director since April 2018, where he was appointed Vice Chairman in 2020 and served as Interim Chairman in May 2023. He is a lawyer and certified public accountant (CPA). He is the Chairman of Juxtapose Ergo Consultus Inc., Peakpower Energy Inc., Jin Navitas Electric Corporation, Jin Navitas Solaris Inc., and Confiar Land Corporation. He is a Director of Eton Properties Philippines, Inc., Transnational Diversified Corporation, Infinity Energy Trading Systems Pte. Ltd. (formerly Amber Kinetics Holdings Co. Pte. Ltd.), Globe Telecom, Inc., LH Paragon Group, Golden ABC, Inc., San Miguel Foods and Beverage, Inc., Robinsons Retail Holdings, Inc., and First Philippine Holdings Corporation. He is also a member of the Board of Trustees of St. Luke's Medical Center – Quezon City and St. Luke's Medical Center College of Medicine. He sits as a board member of St. Luke's Medical Center – Global City and St. Luke's Foundation, Inc. He is affiliated with the Makati Business Club, Harvard Law School Association of the Philippines, and Harvard Club of the Philippines. He was formerly the Chairman of Palm Concepcion Power Corporation (2018–2025). He was a Director of Philippine Airlines (2018–2019), PAL Holdings, Inc. (2018–2019), and JG Summit Holdings, Inc. (2018–2021). He was recognized as the Outstanding Professional of the Year in the field of Accountancy in 2019 by the Professional Regulation Commission for his distinguished contributions to the fields of accountancy, tax, and law. He was awarded Honorary Life Membership by the Philippine Institute of Certified Public Accountants in 2024, was named one of the 75 Most Outstanding University of the East Alumni in 2021, and received the Accountancy Centenary Award of Excellence from the Professional Regulatory Board of Accountancy in 2023. He held various positions in SGV & Co., including Chairman, Managing Partner, Vice Chairman and Deputy Managing Partner, Head of Tax Division, and Partner, Tax Services. For two terms, he was a member of the Ernst & Young Global Advisory Council. He was also ASEAN Tax Head and Far East Area Tax Leader from 2004 to 2009 and the Presiding Partner of the Asia Pacific Council of Ernst & Young. He graduated from the University of the East with a Bachelor of Science degree in Business Administration and obtained his Bachelor of Laws from the Ateneo Law School. He took a Master of Laws at Harvard Law School. He is a Harvard International Tax Program fellow and attended the Asian Institute of Management Management Development Program.

Francis Giles B. Puno

61 Years Old, Filipino
Tenure: 15 years

E CG CR FI

Mr. Francis Giles B. Puno was elected Director in March 2011 and is a member of the Executive, Compensation and Remuneration, Corporate Governance, and Finance and Investment Committees. He was appointed as President and Chief Operating Officer of FPH, effective October 2015. He is a member of the Executive Committee, Finance and Investment Committee, and the Board Risk Oversight Committee. He was Chief Finance Officer and Treasurer of FPH in October 2007 (promoted to Executive Vice President in September 2011), a position he held until September 30, 2015. He was Vice President since he joined the Corporation in June 1997. He is currently the Vice-Chairman, President and Chief Operating Officer of First Gen. He is a Director of the Energy Development Corporation and its various subsidiaries since 2007 and was appointed as Vice Chairman and Chief Executive Officer last July 1, 2023. He is also Chairman of FPH Pension Fund, First Batangas Hotel Corp., Legacy Homes, Inc., and First Philippine Development Corp. He is President of First Philippine Industrial Park, Inc., FPH Capital Resources, Inc., First Philippine Utilities Corp., FPHC Realty & Development Corp., and First Philippine Realty & Development Corp. He is Vice Chairman of First Philec, Inc., and FPH Land Ventures, Inc. He is likewise a director of First Balfour, Inc., Terraprime, Inc., ThermaPrime Drilling Corp., First Philippine Electric Corp., First Philec Energy Solutions, Inc., First Philec, Inc., First Philec Manufacturing Technologies Corp., First Philippine Power Systems, Inc., First Philippine Industrial Park, Inc., FPIP Property Developers & Mgt. Corp., FPIP Utilities, Inc., First Philippine Properties Corp., First Philippine Realty Corp., First Industrial Township, Inc., First Industrial Township Utilities, Inc., First Industrial Township Water, Inc., Grand Batangas Resort Development, Inc., Rockwell Land Corp., FP Island Energy Corp., First Industrial Science, and Technology School, Inc., Pi Energy Inc. and Pi Health Inc. Before joining FPH, he worked with the Chase Manhattan Bank as Vice President for its Global Power and Environmental Group. He is a Trustee for the Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc., Lopez Group Foundation Inc., Eugenio Lopez Foundation Inc., Knowledge Channel Foundation, Inc., Sikat Solar Challenge Foundation, Inc. and Philippine Business for Social Progress. He has a Bachelor of Science degree in Business Management from the Ateneo de Manila University and a Master in Business Administration degree from Northwestern University's Kellogg Graduate School of Management in Chicago, Illinois.

Diana V. Pardo-Aguilar

61 Years Old, Filipino
Tenure: Less than one year

Ms. Pardo-Aguilar was elected as a Director on May 29, 2025. She serves as one of the Commissioners of the Philippine Social Security System. She is an investment banker with extensive experience in capital markets transactions and an entrepreneur with business interests in information technology and electronic payments, retail trade, and property management. She currently serves as Vice Chairperson of Security Bank Corporation and has been Chairperson of SB Capital Investment Corporation since August 2016. She is likewise a director of Philex Mining Corporation, Medical Doctors, Inc., Science Park of the Philippines, Inc., and Philippine Seven Corporation. Her past entrepreneurial engagements and directorships include Electronic Commerce Payment Networks, Philex Energy Corporation, Phoenix Petroleum Philippines, Inc., Wenphil Corporation, and Ionics, Inc. Beyond her corporate roles, Ms. Pardo-Aguilar is actively involved in socio-civic and mission-driven initiatives. She serves as Governor and Vice President of the Employers Confederation of the Philippines. She is Chair of the Investment Committee of the La Salle Institute in Rome, Italy, and a member of the De La Salle Philippines Investment Committee and the La Salle Institute's International Economic Council (IEC) in Rome. She previously served on the boards of De La Salle Medical and Health Sciences Institute and De La Salle Santiago Zobel, and was Past Chairperson of La Salle Green Hills. Ms. Pardo-Aguilar holds a Master's Degree in International Business and Finance from Pepperdine University, California (1988), and a Bachelor of Science degree in Computer Studies from De La Salle University, Manila (1985).

Emmanuel Antonio P. Singson

60 Years Old, Filipino
Tenure: 5 years

E FI RPT

Mr. Emmanuel Antonio P. Singson was elected as a Director in 2021 and is a member of the Executive, Finance and Investment, and Related Party Transactions Committees. He was promoted to Executive Vice President, Treasurer, and Chief Finance Officer of FPH, effective October 2021. He is presently the EVP, Treasurer, and CFO of First Gen Corporation, which he joined in 2001. He has led, structured, negotiated, and implemented multiple financing initiatives for First Gen and its subsidiaries, including the $1.5B EDC acquisition in 2007 and the $544M Sta. Rita Refinancing in 2008, and the $360M Acquisition of British Gas shares in the First Gas companies in 2012. A number of key initiatives were undertaken under unfavorable financial circumstances. He was appointed Vice President of First Gen in 2005 and Head of Investor Relations in 2007. He was appointed Treasurer in 2010 and CFO in 2011. He is currently the President of First Philippine Development Corp. He is likewise Director and Treasurer of First Philec, Inc., FPH Land Ventures, Inc., First Philippine Properties Corp., First Philippine Realty Corp., FP Island Energy Corp., First Industrial Science, and Technology School, Inc., Grand Batangas Resort Development, Inc., First Philippine Utilities Corp., Pi Energy, Inc. and Pi Health, Inc. Mr. Singson is Director of First Balfour, Inc., Terraprime, Inc., First Philippine Electric Corp., First Industrial Township, Inc., First Industrial Township Utilities, Inc., First Industrial Township Water, Inc., First Philippine Industrial Park, Inc., FPIP Property Developers & Management Corp., FPIP Utilities, Inc., and FPH Capital Resources, Inc. He is likewise Treasurer of First Sumiden Realty, Inc. He is also a member of the board of trustees to the following foundations: Knowledge Channel Foundation, Inc, Ang Misyon, Lopez Group Foundation, Inc. (LGFI), and Solar Village Foundation. Mr. Singson holds a Bachelor of Science degree in Business Management from the Ateneo de Manila University (1987).

Richard B. Tantoco

59 Years Old, Filipino
Tenure: 8 years

CG FI RPT

Mr. Richard B. Tantoco was elected as a Director of the Corporation on March 1, 2018, and is a member of the Corporate Governance, Finance and Investment, and Related Party Transactions Committees. He was an Executive Vice President from September 2011 to June 2023 and a Vice President of the Corporation from May 1997 to August 2011. He was the President and Chief Operating Officer of Energy Development Corporation from 2009 to 2023 and is a Director of the Corporation and several EDC subsidiaries. He also sits as a Director of First Gen Corporation since August 2005 and was an Executive Vice President of the company and several First Gen subsidiaries and its affiliates from 2007 to June 2023. He is also an independent director of Cebu Air, Inc., since 2021. He was the President from 2012 to 2023 and is a Trustee of the Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc., and is a Trustee in the board of several non-profit organizations, such as KEITECH Educational Foundation, Inc., The Eugenio Lopez Foundation, Inc., and The Knowledge Channel. Before joining FPH, he worked with Procter & Gamble Philippines as a Brand Manager and with the management consulting firm Booz, Allen, and Hamilton, Inc. in New York and London where he specialized in mergers and acquisition advisory, turnaround strategy advisory, and growth strategy formulation for media and manufacturing companies. Mr. Tantoco has an MBA in Finance from the Wharton School of Business of the University of Pennsylvania (1993) and a BS degree in Business Management from the Ateneo de Manila University, where he graduated with honors (1998).

Cielito F. Habito

Independent Director
73 Years Old, Filipino
Tenure: Less than one year

A CR BRO RPT

Dr. Cielito F. Habito was elected as an Independent Director on May 29, 2025, and is a member of the Audit, Compensation and Remuneration, Board Risk Oversight, and Related Party Transaction Committee. An accomplished economist, Dr. Habito is Chairman and Founding Partner of Brain Trust Inc. and writes the weekly column "No Free Lunch" in the *Philippine Daily Inquirer*, now on its 23rd year. He is also an Independent Director of PHINMA Corporation, Sun Life Prosperity Funds, and Manila Exposition Complex, Inc.. He serves as Chairman of the Advisory Committee of Japan International Cooperation Agency (JICA), Operation Compassion Philippines, and Life Learning Organization of PEACE; is a member of the World Bank Civil Society Advisory Group and the EDCOM II Standing Committee on Governance and Finance; and is Editor-in-Chief of the *Asian Journal of Agriculture and Development*. He served in the Cabinet of former President Fidel V. Ramos throughout his presidency from 1992 to 1998, as Secretary of Socioeconomic Planning heading the National Economic and Development Authority (NEDA). Before joining government, he was Professor and Chairman of the Department of Economics at the University of the Philippines Los Baños (UPLB), and after leaving NEDA, joined Ateneo de Manila University as Professor of Economics, where he also served as Director of the Ateneo Center for Economic Research and Development. He has likewise worked at the World Bank in Washington, D.C., Harvard University, the Center for Southeast Asian Studies of Kyoto University, and the Asian Development Bank Institute in Tokyo. He served as Chair of the Governing Board of the Economic Research Institute for ASEAN and East Asia (ERIA) from 2020 to 2023; as a member of the Board of Governors of the Management Association of the Philippines from 2022 to 2023; and as Trustee of the Ramon Magsaysay Award Foundation from 2018 to 2024. He has received numerous awards, including the Most Outstanding Golden Jubilarian (2025), Presidential Award (2019), and Most Outstanding Alumnus (1993) from the UPLB Alumni Association; the Philippine Legion of Honor (1998); The Outstanding Young Men (TOYM) Award (1991); and the Gawad Lagablab (Outstanding Alumnus) of the Philippine Science High School (1991). He holds a Bachelor of Science in Agriculture (Major in Agricultural Economics), summa cum laude (1975), from the University of the Philippines Los Baños; a Master of Economics (1978) from the University of New England (Australia); and a Master of Arts (1981) and Ph.D. in Economics (1984) from Harvard University.

Francisco Ed. Lim

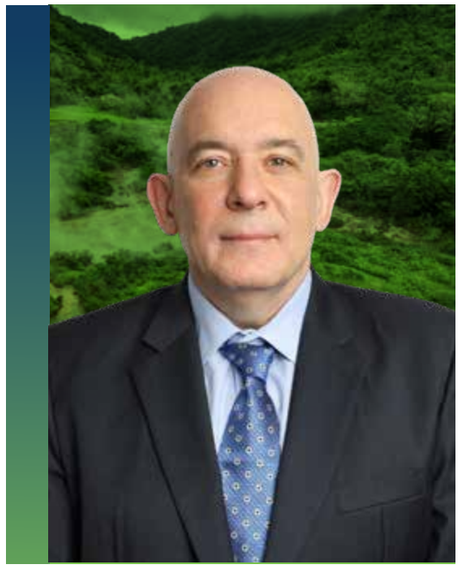
Independent Director
71 Years Old, Filipino
Tenure: 4 years
Resigned as June 9, 2025

Atty. Francisco Ed. Lim was elected Director in 2021 and is a member of the Audit, Corporate Governance, and Board Risk Oversight Committees. He is Senior Legal Counsel of the Angara Abello Concepcion Regala & Cruz Law Offices (ACCRALAW). He holds the following positions: President and Chairman, AA Com Travel Philippines, Inc.; Co-Chairman, Capital Market and Development Council (CMDC); Trustee, CIBI Foundation, Inc.; Trustee and Chairman, Judicial Reform Initiative, Inc. (JRI); Trustee, Shareholders' Association of the Philippines (SharePhil); and Member, Institute of Corporate Directors (ICD). He was the President of the Management Association of the Philippines (MAP) and Financial Executives Institute of the Philippines (FINEX). He served as President and CEO, and director of the Philippine Stock Exchange, Inc. (PSE), President and CEO of the Securities Clearing Corporation of the Philippines (SCCP). He also served as President of the Shareholders' Association of the Philippines (SharePHIL). He is a Director and Trustee of several companies. He is a law professor (on leave) at the Ateneo de Manila University and the San Beda Graduate School of Law. He is a Member of the Committee on the Revision of Rules, Supreme Court and Chair, the Committee on Commercial Law, Philippine Judicial Academy, among others. He is a columnist for *Rappler*. He graduated magna cum laude with a Bachelor of Philosophy and cum laude in Bachelor of Arts from the University of Santo Tomas. He completed his Bachelor of Laws degree (Second Honors) from the Ateneo de Manila University, and his Master of Laws degree from the University of Pennsylvania, USA. He is a member of both the Philippine Bar and the New York State Bar.

Mario L. Bautista

Senior Board Adviser
72 Years Old, Filipino

Mr. Mario L. Bautista has been Board Adviser of FPH since May 2015. He sits as a director of Asian Eye Institute, Inc. He is a Founding Partner of the Poblador Bautista and Reyes Law Office and has been its Managing Partner since 1999 until July 15, 2025. He graduated with a Bachelor of Communication Arts from the Ateneo de Manila University (1975). He obtained his Bachelor of Laws Degree from the University of the Philippines (1979), ranking 6th in the Bar Examinations of that year. He was a Professor of Criminal Law at the Ateneo de Manila School of Law.



Jonathan C. Russell

Senior Adviser
61 Years Old, British

Mr. Jonathan C. Russell, has been Senior Adviser of FPH since August 2012. He has been a Director of the Energy Development Corporation since November 2007. He is also an Executive Vice President and Chief Commercial Officer of First Gen Corporation. He was Vice President of Generation Ventures Associates (GVA), an international developer of independent power projects based in Boston, USA, responsible for developing 1,720MW of IPp. projects in Asia. Before joining GVA, he worked for BG PLC based in London and Boston, responsible for developing power and natural gas distribution projects. He has a Bachelor of Science degree in Chemical and Administrative Sciences (with Honors) (1987) and a Master of Business Administration in International Business and Export Management degree (with Distinction) (1989), both from City University Business School in London, England.

Senior *Management*

FEDERICO R. LOPEZ
Chairman and Chief Executive Officer

BENJAMIN R. LOPEZ
Vice Chairman and Senior Vice President

FRANCIS GILES B. PUNO
President and Chief Operating Officer

EMMANUEL ANTONIO P. SINGSON
Executive Vice President, Treasurer, and Chief Finance Officer

VICTOR EMMANUEL B. SANTOS, JR.
Executive Vice President

ANTHONY M. MABASA
Senior Vice President

RENATO A. CASTILLO
Senior Vice President and Chief Risk Officer

ANTHONY L. FERNANDEZ
Senior Vice President

JOSE VALENTIN A. PANTANGCO, JR.
Senior Vice President and Head, Corporate Planning

MARTIN K. YUPANGCO
Senior Vice President

ANNA KARINA P. GEROCHI
Vice President

EMELITA D. SABELLA
Vice President

JONATHAN C. TANSENGCO
Vice President

RAMON A. CARANDANG
Vice President

SHIRLEY H. CRUZ
Vice President and Chief of Staff, Office of the Chairman

MARIA CARMINA Z. UBAÑA
Vice President and Comptroller

RACHEL R. HERNANDEZ
Vice President, Assistant Corporate Secretary, and Compliance Officer

MILAGROS D. FADRI
Vice President

AGNES C. DE JESUS
Vice President and Chief Sustainability Officer

KAREN Y. CHUNG
Vice President and Investor Relations Officer

JANINNA CYNTHIA P. MENDOZA
Vice President for Strategic Brand Management

ANGELO G. MACABUHAY
Vice President and Head, Internal Audit

LIANNE M. BACORRO
Assistant Compliance Officer

ENRIQUE I. QUIASON
Corporate Secretary

JONATHAN C. RUSSELL
Senior Board Adviser

MARIO L. BAUTISTA
Senior Board Adviser

Annex 1
Scope and Boundaries

Business Units Covered in the FPH Integrated Report

POWER GENERATION

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
First Gen Corporation		67.84	100.00	59.10
	Fresh River Lakes Corporation (FRLC)	67.84	100.00	
	FG Bukidnon Power Corporation	67.84	100.00	
	First Gen Hydropower Corporation (FGen Hydro)	45.77	100.00	
	Energy Development Corporation (EDC)	31.06	100.00	

ENERGY SOLUTIONS

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
First Philippine Electric Corp.	First Philec Inc.	100.00	100.00	6.36
	First Philippine Power Systems Inc.	100.00	100.00	
	First Philec Manufacturing Technology Corp.	100.00	100.00	

REAL ESTATE

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
First Philippine Industrial Park	All facilities except the 3rd party locators of park	70.00	100.00	2.17

[1] *FPH is adopting the Operational Boundary Approach. This refers to FPH's day-to-day control over the facilities through its subsidiaries. The conglomerate references this definition on the following guidance documents. EDC has additional guidance from their investors through their representatives in the EDC Operations Committee. The list also excludes the locators of First Philippine Industrial Park which have autonomy over their facilities.*
- *https://integratedreporting.ifrs.org/resource/international-ir-framework/*
- *https://ghgprotocol.org/corporate-standard*
- *https://www.persefoni.com/blog/what-are-organizational-and-operational-boundaries*
- *https://www.epa.gov/climateleadership/determine-organizational-boundaries 2*

REAL ESTATE

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
Rockwell Land Corporation		86.58		24.23
	Alabang Town Center		100.00	
	Amorsolo Square		100.00	
	Arton Strip		100.00	
	Aruga Mactan		100.00	
	Balmori Suites		100.00	
	Bencab by Rockwell Nepo		100.00	
	8 Benitez		100.00	
	53 Benitez		100.00	
	Eastbay		100.00	
	Edades Suites		100.00	
	Edades Tower and Garden Villas		100.00	
	Hidalgo Place		100.00	
	Joya Lofts and Towers		100.00	
	Lincoln at IPI		100.00	
	Luna Gardens		100.00	
	Manansala		100.00	
	Nara Lots		100.00	
	One Nara Tower B		100.00	
	One Rockwell		100.00	
	Power Plant Mall		100.00	
	1 Proscenium		100.00	
	Rizal Tower		100.00	
	8 Rockwell		100.00	
	1 Rockwell at IPI		100.00	
	Rockwell Business Center - Ortigas		100.00	
	Rockwell Business Center - Sheridan		100.00	
	Rockwell Center Bacolod		100.00	
	Rockwell Club	75.00	100.00	
	32 Sanson		100.00	
	205 Santolan		100.00	
	The Arton		100.00	
	The Grove		100.00	
	The Manansala by Rockwell Nepo		100.00	
	The Vantage		100.00	

REAL ESTATE

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
	Rockwell South at Carmelray	70.00	100.00	
	Santolan Town Plaza		100.00	
	Stonewell		100.00	
	Terreno South		100.00	
	The Alvendia		100.00	
	The Proscenium at Rockwell		100.00	
	Two Nara Tower A		100.00	
	West Tower		100.00	

CONSTRUCTION AND ENERGY SERVICES

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
First Balfour Inc.		100.00	100.00	5.78
	First Balfour Construction Group			
	T1 Rentals			
	T1 Transport			
	Thermaprime Drilling Corp.			
	Torre Verde			

OTHER PRODUCTS

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) [1]	Revenue Share (%)
Asian Eye Institute		82.78[2]	100.00	0.87
	Rockwell - Asian Eye Institute Head Office			
	Asian Eye Alabang			
	Eyesite Cabrini			
	Eyesite Mandaluyong			
	Power Plant AEI			
	AEI Trinoma			
Other Units (mainly Pi Health and Pi Energy)				1.49

[2] Includes shares equivalent to 5.89% with pending issuance of Certificate Authorizing Registration

Business Units Excluded in the 2024 FPH Integrated Report

POWER GENERATION

Subsidiary	FPH Ownership (%)	Operational Control (%)
First Gas Corporation (FGPC)[2]	27.14	0.00
FGP Corporation (FGP)[2]	27.14	0.00
First Natgas Power Corporation (FNPC)[2]	27.14	0.00
Prime Meridian PowerGen Corporation (PMPC)[2]	27.14	0.00

REAL ESTATE

Subsidiary	FPH Ownership (%)	Operational Control (%)
First Philippine Realty Corporation[3]	100.00	100.00
First Philippine Properties Corporation[4]	100.00	100.00

OTHER PRODUCTS AND SERVICES [1]

Subsidiary	FPH Ownership (%)	Operational Control (%)
FP Island Energy Corporation[5]	100.00	100.00
First Industrial Science and Technology College[6]	100.00	100.00
Pi Health Inc[6]	100.00	100.00
Pi Energy[6]	100.00	100.00
The Medical Services of America (Philippines) Inc.[6]	100.00	100.00
Infopro Business Solutions, Inc.[6]	67.00	66.90
First Phil. Industrial Corp.[7]	100.00	100.00

[1] Other products and services whose revenues amount to 0.87% have no material contribution to the overall revenue of FPH in 2025.
[2] Selldown of the gas business effective November 17, 2025 resulted in the reduction of FPH's effective ownership stake. Operational control was transferred to the new owner with financial control.
[3] Business unit operated but discussion of sustainability principles with FPH not completed.
[4] Business unit is involved in property transfer, but it has limited physical office operations and their ESG data are already part of FPH head office record.
[5] Business unit operated but discussion of sustainability principles had not yet started due to staff limitations and location in a southern island
[6] Business unit operated, and discussion of sustainability principles started but full integration of practices was incomplete
[7] Business unit did not operate during the reporting period

Annex 2
Decarbonization Target Process

FPH Near-Term Target

FPH identified a decarbonization target of 42% by 2030 aligned with the 1.5C global temperature variance threshold. The process was referenced on the Science-based Targets Initiative (SBTi) protocols.

Parameter	SBTI Guidance Adopted	Reference
Organizational Boundary	Group level target was identified but contributions by its subsidiaries with operational control of their businesses were provided.	Chapter 4 GHG Protocol Setting Operational Boundaries[1] Rule C1[2] Rule C1[3]
Baseline	2023 as the year where Scopes 1, 2, and 3 are verifiable	Sec. 4.1[2]
Re-baselining (To ensure meaningful and accurate comparison of emissions data over time)	Recalculation due to the 60% sell down of natural gas assets, resulting in the structural change and decrease of GHG emissions by > 5% "Fixed base year" and all "All year" approaches to avoid double calculation.	Chapter 5[1] Rule C-33[2] Rule C-27[3] WRI/WBCSD[4]
Target Years	2026–2030 or five years	Rule C-13[3]
Target Methodology	Approaches: • Sectoral decarbonization for power segment • Cross sector or absolute emissions reduction for the rest of FPH business segments *(Note: The power segment's target based on the sectoral intensity curve was converted to absolute targets to enable comparison with the absolute reduction targets of the rest of the FPH segments)*	Annex B[2]
Scope 2 Methodology	Combination of location- and market-based approaches	Rule C-8[3]
Covered GHGs	Scopes 1 and 2 and all GHGs	Rule C2[3] Rule C3[3]
Excluded GHGs	Scope 3 with a total < 40% of the total GHG emissions No exclusion of Scopes 1 and Scope 2 from any reporting segment of FPH	Rule C4[3] Rule C5[3]
Level of Ambition	Aligned with 1.5C temperature increase	Rule C15[3]
Carbon Offset	Interim measure pending testing of mechanical mitigation (carbon capture and storage) *(Note: Applied for hard-to-abate power segment of FPH)*	Under review by the Department of Environment and Natural Resources (DENR)

[1] *WRI/WBCSD (2004). "GHG Protocol Corporate Accounting and Reporting Standard." Retrieved from https://ghgprotocol.org/corporate-standard*
[2] *SBTi (2025). "Corporate Net Zero Standard." Retrieved from https://sciencebasedtargets.org/*
[3] *SBTi (2025). "Corporate Near-Term Criteria." Retrieved from https://files.sciencebasedtargets.org/production/files/SBTi-criteria.pdf*
[4] *WRI/WBCSD (2005). "Base year calculation methodologies for structural changes." Retrieved from https://ghgprotocol.org/sites/default/files/2022-12/Base%20Year%20Adjustments.pdf*

Annex 3
Risks by Business Segment

Timeframe of Impact:

Short Term (1-5 years) | Medium Term (5-10 years) | Long Term (10 or more years)

Power Generation

The power segment continued to face both market and environmental pressures in 2025. The evolution of the EPIRA Act and the gradual lowering of the threshold for contestable markets continue to reshape competitive conditions in the industry. At the same time, the location and operating profile of the segment's assets—particularly geothermal facilities—expose the business to environmental and geological risks.

REGULATORY RISK

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The regulatory environment for the energy industry continues to evolve. While the local regulatory landscape has sought to support reforms needed for a renewables-led energy future, delays in, modified implementation of, or changes in regulatory issuances and amendments may affect the timeliness and financial viability of investments in existing and new assets. As First Gen continues to pursue a more renewables-led portfolio, RE-related programs and their implementation remain significant.	External	May affect the timing and financial viability of investments and slow down investment in expanding the clean energy portfolio	Direct		• Customers • Employees • Investors • Host Communities	• Financial • Social and Relationship • Manufactured • Natural	• Engaged regulators and local government units on energy sector policy and regulatory developments • Participated in technical working groups supporting the development of energy regulations • Coordinated with regulatory agencies and industry institutions to help advance key policy issues • Collaborated with industry associations, customer groups, and other stakeholders to advocate for regulations that support clean and renewable energy • Increase participation in clean energy dialogues to promote supportive market development for renewables

MARKET RISK

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The power market continues to face contracting challenges for capacity, alongside shifting industry dynamics toward more retail sales and shorter-tenor contracts. These changes may affect First Gen's ability to maintain its share of the Philippine power generation market and contribute to volatility in dividend income.	External	The market remains increasingly demanding and price sensitive. Low coal pricing continues to challenge competitiveness, while the growing retail market creates more competition for new customers.	Direct		• Customers • Employees • Investors	• Human • Financial • Social and Relationship • Manufactured	• Built Solutions-Based Customer Engagement (SBCE) as a core capability, offering integrated energy solutions informed by deeper customer insight • Implemented focused sales and marketing strategies to prospect and recontract across customer segments • Strengthened organizational readiness through the establishment of the Revenue Office and Customer Engagement Office, the acquisition of Pi Energy, and the development of back-office capabilities to support both retail and wholesale markets • Expand renewable energy capacity, particularly in geothermal where First Gen has established capabilities • Explore opportunities to grow the geothermal portfolio overseas, including in Indonesia • Strengthen the business model to address the growing retail electricity market

FUEL SUPPLY FOR GEOTHERMAL POWER

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The geothermal reservoirs have been in utilization for an average of 42 years across the various plants, requiring increased effort to maintain quality steam supply.	External	• Downward pressure on generating capacity, which may require the purchase of more expensive replacement power • Significant capital expenditure to explore new steam fields	Direct		• Customers • Investors	• Financial • Human • Manufactured • Natural	• Maximized modern technology to optimize steam extraction • Addressed steam decline through reinjection, scaling prevention, and targeted infill injection • Employed comprehensive well development planning, predictive modelling, and monitoring of production lines • Continued efforts to improve reliability and output for geothermal assets • Continuous drilling and non-drilling workovers

NATURAL CATASTROPHES

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Geothermal assets are located in mountainous and geologically active regions, including areas near fault lines or volcanic activity. Across the broader power portfolio, hydro, wind, solar, and geothermal assets may also be affected by climate-related physical risks.	External	Storms, strong winds, high water flow, landslides, extreme heat, and geological hazards may damage equipment and infrastructure, disrupt operations, and affect generation reliability.	Direct		• Customers • Co-creators • Investors • Host Communities	• Manufactured • Human • Financial	• Performed regular inspections of earthquake risk-mitigation measures • Developed resilience capabilities under the Resilient Asset Management Program and Natural Catastrophe Program • Advanced the standardization of the NatCat Risk Assessment Framework across the power group to improve consistency in risk identification and response through 2030 and beyond • Strengthened Emergency Response and Business Continuity Plans • Conduct natural catastrophe studies to ensure climate-related risk data remained updated and relevant • Implement plant design modifications, weather-proofing measures, infrastructure upgrades, enhanced monitoring systems, and strategic planning across assets

Manufacturing and Energy Solutions

As the manufacturing and energy solutions business expands into international markets, it has reduced a long-standing concentration risk around a single dominant customer. At the same time, this broader market position heightens the importance of operational continuity, safety, and supply chain readiness as more customers come to rely on the segment's products and services.

BUSINESS DISRUPTION

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Business operations, particularly manufacturing, are concentrated in one physical location. Natural catastrophes or fire incidents within the plant may cause severe disruption to operations.	Internal (in case of fires) and external (natural catastro-phes)	• Losses in revenues and reputational damage if client orders become unserved • Harm to personnel • Damage to infrastructure and equipment, with resulting repair costs	Direct		• Employees • Customers • Investors	• Manufactured • Human • Social and Relationship • Financial	• Conducted regular disaster risk assessments • Updated risk management and business continuity plans • Maintained sufficient insurance coverage • Maintained spare inventory in locations outside the main manufacturing facility • Explored plant expansion in different sites

SUPPLY CHAIN INTERRUPTION

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Changes in regulations, geopolitical instabilities, and demand fluctuations may delay or disrupt the availability of critical raw materials and components. These external market conditions can lead to supplier constraints and logistics delays.	External	The disruption in supply of critical materials may cause production line stoppages, delays in fulfillment of customer orders, and increase in customer prices, all of which may, in turn, create reputational risks or damage.	Direct		• Customers • Competitors	• Financial • Manufactured • Intellectual	• Expanded supplier networks • Fostered agile material sourcing • Continuously improve supply chain resilience • Maintain close engagement with suppliers through regular discussions and co-created solutions across the supply chain • Engineer flexibility into operations

Residential and Commercial Real Estate

The segment continued to face pressure from persisting local oversupply in condominium markets and from broader geopolitical and macro-financial uncertainty. These conditions may affect pricing, sell-out timelines, capital flows, and investment pacing.

MARKET

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The Philippine real estate market remains competitive and cyclical, with certain Metro Manila submarkets experiencing elevated condominium inventory levels. While long-term urbanization and income growth continue to support underlying demand, near-term supply imbalances and intensified competition among developers may exert pressure on pricing, absorption rates, and margins.	External	Slower take-up rates and extended project sell-out timelines	Direct		• Customers • Competitors • Investors	• Financial • Manufactured • Intellectual	• Pursued projects outside Metro Manila and horizontal developments with stronger demand • Maintained disciplined project launches aligned with market absorption capacity • Leveraged office and retail segments to enhance revenue diversification • Strengthened brand differentiation through premium positioning, design innovation, and integrated developments

GEOPOLITICAL

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Evolving geopolitical developments and global economic uncertainties may influence capital flows, investor sentiment, and purchasing behavior. Heightened international tensions can dampen cross-border investments and foreign buyer demand, potentially affecting sales velocity and expansion opportunities in selected segments.	External	Possible lower revenues and bottom line.	Direct		• Customers • Competitors • Investors	• Financial • Manufactured • Intellectual	• Prioritized investments and projects with resilient, domestically driven demand • Adopted targeted marketing strategies focused on more stable buyer segments • Explore product diversification in segments where opportunities may emerge from geopolitical shifts

FINANCIAL

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The segment remains exposed to macro-financial factors, including foreign exchange volatility, interest rate fluctuations, credit risks, and rising construction costs, which may affect project financing, development costs, and overall financial performance.	External	• Cash flow pressures arising from delayed collections or extended receivable aging • Potential revenue decline from slower sales or buyer financing constraints	Direct		• Employees • Investors • Shareholders	• Financial	• Proactively managed receivables and partnered with at-risk clients to control aging accounts • Maintained adequate liquidity buffers and credit lines • Monitored dollar-denominated requirements and maintain appropriate reserves • Applied prudent capital structure management and disciplined project phasing

Industrial Real Estate

The industrial property segment operates in an environment shaped by sustained demand for industrial spaces, rising competition, near full capacity risks and opportunities, and increasing resource and climate pressures. As geopolitical tensions continue to affect foreign direct investment and supply chain flows, neighboring industrial parks expand, and the segment faces macroeconomic and operating risks, while its location along a government backed and promoted also continues to shape its growth prospects.

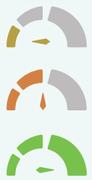
INVENTORY, COMPETITION, AND OPPORTUNITY LOSS

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Sustained investment approvals in the Philippines continue to support demand for industrial spaces, particularly within the Luzon Economic Corridor. This has led to an increasingly competitive landscape, as industry players accelerate expansions, increase inventory, and pursue integrated development strategies. With leasable spaces nearing full occupancy, the segment faces the risk of underserving market demand, while also presenting opportunities to expand the ecosystem through additional platform-based services.	External and Internal	Possible opportunity losses, margin or profit squeeze, and pressure to scale platform based services.	Direct		• Customers • Competitors	• Financial • Manufactured • Intellectual	• Accelerated development timelines to expand leasable capacity • Diversify the service ecosystem offered to existing locators to maintain competitiveness • Leverage the opportunity to scale platform-based services anchored on occupied leasable facilities, including potential expansion into utilities, park management, and sustainability-related services to support and de-risk locator operations within FPIP

WATER SUPPLY

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Declining groundwater levels and quality in the whole region are affecting internal park supply and straining shared resources with the surrounding community.	External	• Locator concerns regarding water volume and quality that may affect their operations • Extracted groundwater becomes more difficult to treat, increasing operation costs • Potential penalties from water supply regulators if extracted water exceed allowed limits and/or is not treated properly • Below than forecasted water supply revenues	Direct		• Customers • Competitors	• Financial • Manufactured • Intellectual • Natural	• Increased treatment frequency of water from deepwells • Pursue completion of the River Water Treatment Facility in 2026 • Explore recycled water, rain collection, and other water sources

CLIMATE VULNERABILITY

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Escalating impacts of climate change and exposure to natural disasters, higher flooding risks, and extreme weather events threaten infrastructure, operations, and business continuity.	External	• Potential disruption of operations during extreme weather events • Risk of harm to people working in and visiting the park • Cost of damage and repair to properties	Direct		• Customers • Employees • Community	• Manufactured • Human	• Conducted regular disaster risk assessments • Updated risk management and business continuity plans • Maintained sufficient insurance coverage • Conducted emergency drills and led proactive safety campaigns with locators • Developed climate adaptation and resilience plans • Implemented a strict preventive maintenance program to ensure infrastructure readiness and resilience • Continued to design and construct resilient infrastructure • Formulated climate adaptation and resilience plans as part of outputs from TCFD capability-building initiatives

Construction and Energy Services

While the Philippine economy slowed in 2025, the segment remained positioned in sectors such as power, transportation, water, and specialized buildings, which are proving to be resilient. The business nonetheless faces risks related to project execution, permitting and access, and climate-related disruption.

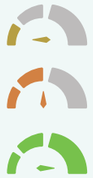
CHANGE MANAGEMENT IN PROJECTS

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Changes in a project's plans and processes, or in decision making, provision of access, or other client-side requirements may cause delays in the project timeline, that in turn impacts the timeline and execution of the project.	External and Internal	• Delays in project timeline • Slower cash collection due to long periods to agree on changes and variations • Underclaiming the full impact of variations and indirect works	Direct		• Customers • Employees • Investors	• Human • Financial • Manufactured	• Actively managed approvals and issuance of drawings • Expedited evaluation of design change impacts • Established a project-specific design management process at project start • Implemented contractual response timelines for approvals or rejections

RIGHT OF WAY ISSUES

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Similar as with change management in projects, factors related to right-of-way issues in a project—such as prolonged negotiations on lot purchases, processing documentation for lot acquisition, or changes in project boundaries—would lead to project delays.	External	• Project delays and low productivity • Standby cost and other resource impacts	Direct		• Customers • Competitors • Investors	• Financial • Manufactured • Human	• Included contractual buffers for price and completion period • Conducted Local Government Unit and community consultation during project planning • Prepared contingency route alignments in case of bottlenecks

IMPACTS OF CLIMATE CHANGE

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The impacts of climate change are felt in the operations for First Balfour through extreme weather events that may postpone construction operations or disrupt the supply chain, or in the more chronic sense where increasing temperatures can affect the health of workers.	External	• Harm to well-being of people • Supply chain disruptions due to weather-related transport delays or product damage • Project delays and lower labor productivity • Escalating insurance premiums or limited coverage for climate-related damages	Direct		• Customers • Suppliers • Competitors • Investors	• Human • Manufactured • Financial	• Developed and implemented a climate adaptation and mitigation plan • Conducted regular scenario planning and stress-testing for climate-related events • Engaged regulators, LGUs, and communities on climate adaptation initiatives

Healthcare Services

The healthcare market continues to evolve in terms of patient demand, technology, and operating models. For the health services segment, these shifts influence revenue mix, pace of service delivery, and competitive positioning. At the same time, evolving government policies may shape how different patient group classes and choose between public and private health care providers.

SHIFT IN MARKET

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
The healthcare market is experiencing shifts in patient demand, technology adoption, and service delivery models.	External	Changes in healthcare demand and service models may influence the segment's revenue mix, service delivery patterns, and competitive positioning. These developments may require adjustments in service offerings, patient engagement approaches, and operating processes to sustain long-term growth and commercial relevance.	Direct		• Patients • Employees • Healthcare partners • Investors	• Human • Financial • Social & Relationships • Intellectual	• Monitored evolving healthcare trends and adjust service delivery models, capabilities, and partnerships to support sustainable growth and resilience in the health services segment.

REGULATORY RISK

Driver	Nature of Risk	Impact	Impact Type	Timeframe of Impact	Stakeholders Impacted	Capitals Affected	Mitigating Measures
Government initiatives to expand access to ambulatory surgical services and Zero Balance Billing policies may influence patient preferences between public and private care providers.	External	The expansion of government-supported ambulatory services and Zero Balance Billing may intensify competition for certain patient segments that traditionally seek private healthcare services. This may affect patient volumes, particularly for subsidized procedures such as cataract surgery, and may shift patient preferences toward lower-cost alternatives. As a result, greater emphasis may be required on differentiation through clinical outcomes, advanced technology, and service quality.	Indirect		• Investors	• Financial	• Strengthened differentiation through premium technology, specialized services, and strong clinical outcomes

Annex 4
Awards and Recognitions

GOVERNANCE

Three (3) Golden Arrows Award based on the 2024 Asian Corporate Governance Scorecard (ACGS) assessment results
First Gen Corporation
From the Institute of Corporate Directors

BUSINESS EXCELLENCE

Two Golden Arrow recognition (ACGS Golden Arrow Awards)
First Philippine Holdings, Corp.
From the Institute of Corporate Directors

Certificates of Water Safety Plan (WSP)
First Philippine Industrial Park Utilities, Inc.
From Philippine Economic Zone Authority (PEZA) & Department of Health (DOH)
Awarded on February 2025

Certificates of Water Safety Plan (WSP)
First Industrial Township Water, Inc. (FITWI)
From the Philippine Economic Zone Authority (PEZA) & Department of Health (DOH)
Awarded on February 2025

Top 10 Real Property Taxpayers - Business Category
First Industrial Township, Inc. (FITI)
From the City Government of Tanauan
Awarded on July 14, 2025

Top 6 Real Property Taxpayers - Business Category
First Philippine Industrial Park, Inc. (FPIP)
From the City Government of Tanauan
Awarded on July 14, 2025

Top 7 Real Property Taxpayers - Business Category
First Philippine Industrial Park, Inc. (FPIP)
From the City Government of Santo Tomas
Awarded on September 1, 2025

City Urban Fire Olympics Competition
First Philippine Industrial Park, Inc. (FPIP)
From the Bureau of Fire Protection Santo Tomas
Awarded on March 26, 2025

Regional Urban Fire Olympics Competition
First Philippine Industrial Park, Inc. (FPIP)
From the Bureau of Fire Protection Region IV-A
Awarded on October 2, 2025

Sustainability Champions in 2025 - Leadership in Clean Energy, Environmental Protection, and Support for the UN Sustainable Development Goals
First Gen Corporation
From The Manila Times

Renewable Energy - Gold Winner (Energy Development Corporation's Tongonan Geothermal Plant: 40 years of clean, reliable 24/7 power)
Energy Development Corporation
From the Inquirer Group of Companies

Gold Award for Renewable Energy - 1st Asia ESG Positive Impact Awards 2025
Energy Development Corporation
From Star Media Group

Sustainable Energy Award for RE Projects On-Grid Areas
Energy Development Corporation - BacMan
From the Department of Energy (DOE)

Medal of Recognition, Enterprise Development - Threads of Change, supporting indigenous weavers in Jabonga
First Gen Corporation
From the League of Corporate Foundations (LCF)

Certificate of Recognition – Outstanding Private Corporation
FG Hydro
From the Department of Education, Nueva Ecija

ENVIRONMENTAL MANAGEMENT

Success Story Award
First Philippine Industrial Park Utilities, Inc.
From the Pollution Control Association of the Philippines, Inc. (PCAPI)
Awarded on May 14, 2025

Mother Nature Award
First Philippine Industrial Park Utilities, Inc.
From the Pollution Control Association of the Philippines, Inc. (PCAPI)
Awarded on May 14, 2025

PCAPI National Chapter's 2025 Outstanding Pollution Control Officers (TOPCO)
First Philippine Industrial Park Utilities, Inc.
From the Pollution Control Association of the Philippines, Inc. (PCAPI)
Awarded on May 14, 2025

Sustained commitment to environmental stewardship through the "Adopt-an-estero/ Waterbody Program"
First Philippine Industrial Park Utilities, Inc.
From the Department of Environment and Natural Resources - Environment Management Bureau
Awarded on August 16, 2025

Certificate of Recognition – Valued Partner in Environmental Awareness & Sustainability
FG Hydro
From Cadaclan Integrated School, Pantabangan

Sustainable Ecosystems / Biodiversity Conservation) - Gold Winner (BINHI's 15-Year Regenerative Journey: Restoring Ecosystems, Protecting Nature)
Energy Development Corporation
From the Inquirer Group of Companies

Silver Award for Biodiversity Conservation - 1st Asia ESG Positive Impact Awards 2025
Energy Development Corporation
From Star Media Group

Philippine Quill Division 4: Communication Skills Category 21: Communication for the Web (Energy Development Corporation's BINHI Greening Legacy Branches Out into the Digital Forest)
Energy Development Corporation
From the International Association of Business Communicators - Philippines

Responsible Business Leadership Award (Finalist) - BINHI
Energy Development Corporation
From Restor Life Award

AREA Award - Green Leadership Category (BINHI CommuniTree: Cultivating a Nationwide Movement for Native Tree Reforestation)
Energy Development Corporation
From Asia Responsible Enterprise Award (AREA)

RestorLife Award – Finalist - BINHI
Energy Development Corporation
From the United Nations Convention to Combat Desertification

Pag-Ataman Han Kalibungan Awards 2025 - BINHI
Energy Development Corporation
From the Department of Environment and Natural Resources (DENR) Region VIII

Gold Awardee for 2nd Photo Exhibition: AFOCO Annual Technical Workshop - BINHI
Energy Development Corporation
From Asian Forestry Cooperation Organization (AFOCO)

ENVIRONMENTAL MANAGEMENT

Asia ESG Positive Impact Awards Silver Award in Biodiversity Conservation - BINHI
Energy Development Corporation
From Asia ESG Positive Impact Regional Awards

Natatanging Kawani ng Lobo Batangas - BINHI
Energy Development Corporation
From the Municipal Government of Lobo

EMPLOYEE HEALTH AND SAFETY

12 Awards - Perfect Safety Record Institution:
First Balfour Head Office and Projects
Awarded on April 25, 2025
Safety Organization of the Philippines - 16th National Construction Safety Conference

Four Awards of Merit - Achieving Two-Million Safe Work Hours
First Balfour Head Office and Projects
From the Safety Organization of the Philippines - 16th National Construction Safety Conference
Awarded on April 26, 2025

Two Awards of Honor - Achieving Five-Million Safe Work Hours
First Balfour Head Office and Projects
From the Safety Organization of the Philippines - 16th National Construction Safety Conference
Awarded on April 27, 2025

Professional Awards
First Balfour Head Office and Projects
From the Safety Organization of the Philippines - 16th National Construction Safety Conference
Awarded on April 28, 2025

Outstanding Corporate Safety & Health Awards
First Balfour Corporate Office, First Balfour Leyte BAU CWRMS Project, ThermaOne (T1) Rentals, and ThermaOne (T1) Transport
From the Safety and Health Association of the Philippines for Energy Sector (SHAPES) - Energy Safety, Health and Environment Conference
Awarded on December 11, 2025

Outstanding Safety & Health Professional Awards
First Balfour Corporate Office, ThermaOne (T1) Rentals, and ThermaOne (T1) Transport
From the Safety and Health Association of the Philippines for Energy Sector (SHAPES) - Energy Safety, Health and Environment Conference

Three Million Man-Hours Safety Milestone Award
FGP Corporation
From the Department of Labor and Employment (DOLE) Region IV-A

One Million Man-Hours Safety Milestone Award
Prime Meridian Power Corporation
From the Department of Labor and Employment (DOLE) Region IV-A

Industrial Safety Award of Excellence (achieving 13,538,854 Safe Man-hours without lost time accident)
First Gen Corporation - Batangas
From the Safety Organization of the Philippines, Inc. (SOPI)

Perfect Safety Record (achieving 289,440 Safe Man-hours without lost time accident)
First Gen Corporation - Head Office
From the Safety Organization of the Philippines, Inc. (SOPI)

Perfect Safety Record (achieving 192,129.9 Safe Man-hours without lost time accident)
FG Bukidnon
From the Safety Organization of the Philippines, Inc. (SOPI)

Platinum Corporate Safety and Health Excellence Award (achieving 10 years or 20 million Safe Man-hours without lost time accident)
Energy Development Corporation-BacMan
From the Safety & Health Association of the Philippine Energy Sector, Inc. (SHAPES)

Bronze Corporate Safety and Health Excellence Award (achieving 2 years or 3 million Safe Man-hours without lost time accident)
Bac-Man Geothermal Inc.
From the Safety & Health Association of the Philippine Energy Sector, Inc. (SHAPES)

CORPORATE SOCIAL RESPONSIBILITY

Plaque of Recognition – Education & Community Empowerment
First Gen Corporation
From the Department of Education (DepEd) Caraga Region, Jabonga District

Top Scholarship Grantor – Gawad UBian 2025
First Gen Corporation
From the University of Batangas (UB)

Certificate of Participation – Support to "Ilawan sa Pandawan"
FG Hydro
From the Municipality of Pantabangan

Certificate of Appreciation for the invaluable support to the Brigada Eskwela
FG Hydro
From the Department of Education (DepEd) - Pantabangan National High School

AREA Award Social Empowerment Category - Kananga-First Gen Corporation-Energy Development Corporation Institute of Technology (KEITECH) Educational Foundation, Inc.
Energy Development Corporation
From the Asia Responsible Enterprise Award

Testimonial Plaque - 10 Years of Support with 1000 units of blood donation
First Gen Corporation - Batangas
From the Philippine National Red Cross

STAKEHOLDER ENGAGEMENT AND PEOPLE MANAGEMENT

Golden Quill Award - Community Relations Category - BINHI
Energy Development Corporation
From the International Association of Business Communicators - Philippines

Green Partnership Award
Energy Development Corporation - Mt. Apo
From the Department of Environment and Natural Resources (DENR) Region XII

Green Ally Award
Energy Development Corporation – Mt. Apo
From the Department of Environment and Natural Resources (DENR) Region XII

Certificate of Appreciation – Support to ICCs/IPs of Agusan del Norte
First Gen Corporation
From the National Commission on Indigenous People (NCIP) – Province of Agusan del Norte

Plaque of Appreciation – Industry–Academe Collaboration
First Gen Corporation
From Saint Joseph Institute of Technology, Butuan City

STAKEHOLDER ENGAGEMENT AND PEOPLE MANAGEMENT

Certificate of Recognition – Distinguished University Partner
First Gen Corporation
From Batangas State University (BSU)

Certificate of Recognition – University Partnership & Collaboration
First Gen Corporation
From Lyceum of the Philippines University (LPU)

Gawad Kaagapay as DepEd's Valued Stakeholders & Partners in achieving the Division's goals and objectives for the SIKAT Program
Energy Development Corporation – Mt. Apo
From the Department of Education (DOE) Region XII

DepEd's Stakeholders' Recognition for the SIKAT Program of Mt. Apo Foundation Inc.
Energy Development Corporation
From the Department of Education (DOE) Bago City

Ranked #27 on the 2025 Top 100 Employers List for Fresh Graduates
First Gen Corporation
From Prospie

Top 50 Employers in the Philippines - companies that hire, inspire, and lead with purpose
First Gen Corporation
From Kalibrr

SUSTAINABILITY AND INTEGRATED REPORTING

Bronze Award - Asia's Best Integrated Report (Large Company) Category - 11th Asia Integrated Reporting Awards
First Gen Corporation
From CSRWorks International

Annex 5
External Engagements

A. Mission Advocacy

FPH participates in national and international platforms to advance the dialogue on climate action, decarbonization, and sustainable development. Through policy discussions, technical working groups, and multi-stakeholder forums, the Group shares expertise and contributes to shaping the broader ecosystem that supports the country's transition to a low-carbon and climate-resilient future.

Date and Venue	Activity Description	Attendees	FPH's Role
January 22, 2025 Online	Launch of the Philippine Climate Change Assessment Report (PhilCCA) Working Group 3: Mitigation of Climate Change	Local and international public* • 59,000,000 digital strikes • 833 recorded engagements • 116 media mentions	Panelist as report author
February 4, 2025 Philippine Congress	Meeting of the Climate Change Committee, House of Representatives: • Briefing on carbon markets and climate change attribution accountability • Deliberation on the following bills: - Low Carbon Economy Investment - Climate Accountability	30-member Technical Working Group (TWG) from government, civil society organizations (CSOs), non-government organizations (NGOs), academe, and business	TWG member
February 19, 2025 Grand Xing Imperial Hotel, Iloilo City	5th Philippine Environmental Summit: Ako ang Bukas—Quantum Leap to Climate Neutrality, led by Green Convergence and the DENR. The event focused on accelerating climate action, reducing carbon emissions, and fostering sustainable, collaborative solutions across sectors	643 from academe, CSOs, NGOs, government agencies, and business	Presenter on Greenhouse Gas Calculator
February 20, 2025 Grand Xing Imperial Hotel, Iloilo City	5th Philippine Environmental Summit: Ako ang Bukas—Quantum Leap to Climate Neutrality, led by Green Convergence and the DENR. The event focused on accelerating climate action, reducing carbon emissions, and fostering sustainable, collaborative solutions across sectors	623 from academe, CSOs, NGOs, government agencies, and business	Day 2 Keynote Message on Climate Change as an Existential Threat to Human Civilization
March 12, 2025 Rockwell Center Tower 3, Ortigas, Pasig City	The Greenshift: Mapping your Decarbonization Journey—a forum organized by First Gen Corporation to guide businesses in reducing their carbon emissions	300 from business	Presenter on Climate Change and Greenhouse Gas Accounting
March 20, 2025 SMX Convention Center, Pasay City	PhilEnergy 2025 Exhibition and Conference – an international clean energy trade exhibition and conference focused on advancing energy security and sustainable development in the Philippines, bringing together industry leaders, policymakers, and advocates to discuss renewable energy solutions and the country's energy transition.	95 from business	Presenter on FPH Decarbonization, Renewable Strategies, and Advocacy

Date and Venue	Activity Description	Attendees	FPH's Role
March 21, 2025 The Peninsula Manila Hotel, Makati City	Launch of Forests for Life: Five Million Trees by 2028—an initiative by the Department of Environment and Natural Resources (DENR) dedicated to fostering environmental stewardship, empowering communities, and building cross-sector partnerships toward a sustainable future	100 from government and business	Message of support by FPH
April 8, 2025 Institute for Small Scale Industries Building (ISSI), University of the Philippines, Quezon City	Philippine Center for Social and Environmental Sustainability Lecture Series on World Bank and Asian Development Bank standards on biodiversity (ESSI 6)	160 from government agencies	Presenter on Mt. Apo Geothermal Case Study (ESSI 6 Biodiversity Assessment and Implementation)
May 15, 2025 Ascott Hotel, Taguig City	Meeting of the National Disaster Risk Reduction and Management Council on Planning for Earthquake Resiliency	N/A	Participant
May 28, 2025 PBSP, Mandaluyong City	GHG Accounting Training	26 from small and medium enterprises	Presenter on Climate Change 101 and GHG Accounting
June 16, 2025 FPH Head Office, Ortigas Center, Pasig City	FPH Vendors' Assembly	309 representatives of FPH suppliers	Presenter on Climate Change 101 and GHG Accounting
June 24, 2025 SEC Building, Makati City	Accelerating Green and Climate Finance in the Philippines: Nature-based Solutions—a Canada-UNDP Philippines program for mobilizing private and public investment in nature-based climate solutions through capacity building, policy dialogue, and technical assistance	103 from business	Panelist on Opportunities and Challenges on Nature-based Solutions
July 21, 2025 National Museum, City of Manila	Katumbalikwasan: Linking Climate, Nature, and People—an immersive public exhibition at the National Museum of Natural History, organized by Aksyon Klima Pilipinas, exploring the interconnections among climate change, biodiversity, and communities	70 multi-stakeholders	Presenter on Climate Change and Emissions Calculation
August 11, 2025 DENR, Quezon City	Forest Management Bureau consultation on ESG Metrics for Sustainable Forestry Investments	20 from business sector	Participant
August 27, 2025 Manila Hotel, Pasay City	Project TRANSFORM Colloquium: From Science to Action: Local Government Units at the Forefront of Climate and Disaster Resilience Governance—an annual DENR-convened gathering of local government units, NGOs, and multi-sector partners to exchange science-based approaches to climate and disaster resilience governance	374 from local governments and NGOs	Presenter on EDC Ormoc's Partnership with Nature
September 3–4, 2025 Visayas State University, Leyte	Green SONA (State of Nature Assessment)—an annual multi-stakeholder forum organized by Green Convergence Philippines to assess the state of the country's natural environment and advance collective action on environmental sustainability and climate resilience	390 from academe, government, NGOs, and CSOs	Presenter on GHG Accounting

Date and Venue	Activity Description	Attendees	FPH's Role
September 18, 2025 SMX Aura, Taguig City	Philippine Net Zero Conference 2025: From Ambition to Action—Unlocking Opportunities in the Net Zero Transition. An annual conference co-organized by the Net Zero Carbon Alliance and the Southeast Asia Corporate Decarbonization Exchange, convening business leaders, policymakers, and sustainability advocates to accelerate corporate decarbonization and advance the Philippines' transition to a low-carbon economy	300 representatives from 100 companies and 41 partners)	• Panelist on Philippine Response to the 2030 Climate Imperative • Panelist on Beyond Commitments: Business Role in Achieving Philippines' Climate Goals
September 29, 2025 National Museum, City of Manila	Katumbalikwasan: Linking Climate, Nature, and People—an immersive public exhibition at the National Museum of Natural History, organized by Aksyon Klima Pilipinas, exploring the interconnections among climate change, biodiversity, and communities	89 multi-stakeholders	Presenter on GHG Accounting
October 6, 2025 SGV Museum, Grand Shang Tower, Makati City	Financial Executives Institute of the Philippines Academy's forum on Redefining Growth: Sustainability and Innovation in the Age of Climate and Capital Pressures	146 representatives from the business sector	Panelist on Sustainability as Strategy: Leading with Purpose in a Changing World
October 9, 2025 Heritage Hotel, Pasay City	10th National Population, Health and Environment (PHE) Conference, organized by the PHE Network and convened by PATH Foundation Philippines, Inc. (PFPI)	163 from academe, youth, CSOs, local government, and African students	Panelist on New Integrated Pathways
October 9, 2025 Philippine Trade Training Center, Pasay City	Economic and Social Commission for Asia and the Pacific (ESCAP) Program on Accelerating the Green Transition of Supply Chain Small and Medium Enterprises	N/A	Participant
October 16, 2025 Discovery Suites, Ortigas City	Training on GHG Accounting for Climate Action	111 from SDG Stakeholder Chamber members of the Department of Economy, Planning, and Development	Presenter on Greenhouse Gas Accounting
October 20, 2025 Pantabangan, Nueva Ecija	Training on GHG Accounting	30 representatives from local government units in Region III	Presenter on Greenhouse Gas Accounting
October 24–November 14, 2025	Mentorship of Mr. Mark Joseph Cancino, PhD student on thesis, "The Role of Business Leadership in Shaping Organizational Learning for Sustainability Transformation"	1 student	Thesis key informant
October 27,2025 Novotel Manila, Quezon City	OML Center's Actors Forum and Exchange	2,138 multi-stakeholders*	Panelist on Philippine Climate Assessment Report on Mitigation of Climate Change

** Includes in person and digital attendees*

Date and Venue	Activity Description	Attendees	FPH's Role
October 28, 2025 SMX Convention Center, Pasay City	Unlocking Infinite Possibilities: Future Proofing the Philippine Semiconductor and Electronics Through Sustainable and Intelligent Manufacturing at the Philippine Semiconductor and Electronics Convention and Exhibition (PSECE), the largest annual gathering of the Philippine electronics and semiconductor industry to advance sustainable and intelligent manufacturing	46 representatives from semiconductor and electronics companies	Breakout Session Presenter on Net Zero Carbon in the Semiconductor and Electronic Industries
November 12, 2025 Philippine Stock Exchange Tower, Taguig City	Roundtable discussion on International Sustainability Standards Board (ISSB) indicators for sustainability and climate-related financial disclosures, convened at the Philippine Stock Exchange ahead of the SEC's adoption of mandatory ISSB-aligned reporting requirements	12 from the business sector	Presenter on FPH's experience in developing robust ESG disclosures
TOTAL	**27 Activities**	**6,279**	

** Total outreach of the PhilCCA Working Groups 1 to 3 from October 2024–April 2025*
*** Engaged parties minus the digital record of PhilCCA event*

B. Long-Term Engagements

Beyond individual events, FPH sustains long-term collaborations with government, industry, academe, and civil society organizations. These engagements enable the Group to contribute knowledge, build partnerships, and support initiatives that reinforce its mission of helping restore the health of the planet and strengthen the resilience of communities.

Organization	Period	Description of Engagement	FPH's Role
Total Carbon Column Observing Network (TCCON) Partnership	August 18, 2016–Present	The Japan Institute for Environmental Studies provides the equipment and scientists. This is the 26th global station that captures the carbon data from the Pacific region 24 hours a day, seven days a week. The data support greenhouse gas monitoring satellites. The station has improved the accuracy of world carbon data.	FPH power segment's Burgos Wind Project provides security and maintenance assistance of the equipment
Business for Sustainable Development Philippines	January 2019–Present	Platform for collaboration of the business community to tackle societal challenges while promoting sustainable business practices that align with the sustainable development goals. In 2025, shared information on legislative action related to the environment and launched programs on nature-related strategies, climate reporting frameworks, and sustainability.	Member
Commission on Human Rights (CHR)	October 14, 2019 – Present	CHR's multi-stakeholder Business and Human Rights Working Group was formed by CHR to encourage responsible business conduct as a platform for learning and consultation of human rights policies, action plans and other initiatives. In 2025, the group shared info on the green agenda, mining tax bill, COP 30 climate summit, deep sea mining.	Member of Business and Human Rights Working Group
Green Convergence	June 28, 2021–Present	FPH volunteers of Ako ang Bukas (AAB; "I Am the Future"), the climate advocacy movement of Green Convergence anchored on its Quantum Leap NOW: Climate Neutrality 2050 campaign. AAB works to mobilize all sectors at all levels toward urgent climate action—through GHG emissions calculation training, footprint anatomy identification, and sharing tested measures to address GHG hotspots. In 2025, FPH provided technical and logistical support to AAB as well as served as lecturers in nine workshop sessions.	Adviser and Task Force Head of the Business Sector
Net Zero Carbon Alliance (NZCA)	September 20, 2021–Present	A multi-sectoral movement created by FPH's power segment that helps businesses attain net zero targets. In 2025, the group conducted fora on supply chain decarbonization and how businesses can move from ambition to action. It also submitted its position on the Low Carbon Economy bill.	Adviser
SDG Stakeholder Chamber of the Department of Economy, Planning, and Development	April 7, 2022–December 2025	The chamber is a platform for information exchange and venue for the implementation of the sustainable development goals of the country. In 2025, FPH implemented projects of the Environment Committee.	Member of the Environment Committee
DENR–DILG Program on TRANSFORM (Transdisciplinary Approach for Resilience and Environmental Sustainability Through Multistakeholder Engagement)	Jan.19, 2023–Present	A multistakeholder partnership led by the Department of Environment and Natural Resources (DENR) and the Department of the Interior and Local Government (DILG) that increased the resources and capability of local governments in natural resource management, climate and disaster resilience, and socio-economic development. In 2025, FPH started the last module, developing a proof of concept for nature-based solutions through a DENR-EDC pilot project.	Partner
Responsible Energy Initiative (REI) Philippines, supported by the Institute for Climate and Sustainable Cities, Oxfam Pilipinas, Business and Human Rights Centre, The CENTRE, Forum for the Future, and Friedrich-Ebert-Stiftung	June 20, 2024–Present	A multi-year, consortium-driven program to ensure the Philippines' renewable energy transition is ecologically sound, socially just, and inclusive. It is a multistakeholder collaboration among project developers, procurers, manufacturers, policymakers, financiers, and civil society organizations to help accelerate RE development in the country. In 2025, the consortium finalized its vision, guiding principles, and concept for prototype development and field testing in 2026, aimed at developing business models as options for all RE players.	Member

Annex 6

Research and Publications of the Oscar M. Lopez Center for Climate Change and Disaster Risk Reduction Foundation (OMLC)

Publication Title	Authors	Description
2024 Philippine Climate Change Assessment: The Physical Science Basis Original publishing date: 2024 Reprint date: October 2025 Link: http://bit.ly/2024PhilCCAWG1 via https://www.omlopezcenter.org/our-work/philcca-cycle2/	**Coordinating Lead Authors:** Jose Ramon T. Villarin and Rosa T. Perez **Chapter Lead Authors:** Faye Abigail T. Cruz, Lyndon Mark P. Olaguera, and Marcelino Q. Villafuerte II **Contributing Authors:** Wilmer A. Agustin, Francia B. Avila, Joseph Q. Basconcillo, Diana Mae T. Calde, Julie Mae B. Dado, Ger Anne Duran, Ma. Laurice P. Jamero, John Carlo A. Lambrento, Angela Monina T. Magnaye, John A. Manalo, and Lourdes V. Tibig **Technical Coordinators:** Rodel D. Lasco and Carlos Primo C. David	The Philippine Climate Change Assessment (PhilCCA) reports synthesize scientific information from available local and international literature to provide a comprehensive review and assessment of the state of knowledge on climate change science and impacts in the Philippines. Modeled after the global assessment reports of the Intergovernmental Panel on Climate Change, the PhilCCA is primarily designed to enhance understanding and inform decision-making. The 2024 reports represent the second cycle of the PhilCCA—an update to the initial reports first published in 2016—and are organized into three volumes: • Working Group 1: The Physical Science Basis • Working Group 2: Impacts, Vulnerabilities, and Adaptation • Working Group 3: Mitigation of Climate Change The PhilCCA is a quinquennial publication produced by the Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. in collaboration with the Department of Environment and Natural Resources and the Climate Change Commission.
2024 Philippine Climate Change Assessment: Impacts, Vulnerabilities, and Adaptation Original publishing date: 2024 Reprint date: Q1 2025 (forthcoming) Link: http://bit.ly/2024PhilCCAWG2 via https://www.omlopezcenter.org/our-work/philcca-cycle2/	**Coordinating Lead Authors:** Rex Victor O. Cruz and Laura T. David **Chapter Lead Authors:** Maria Sofia V. Amarra, Carlos Primo C. David, Regine Joy Evangelista-Javier, Beatrice Evaristo, Felino P. Lansigan, Juan M. Pulhin, Mae Belen L. Putian, Lourdes V. Tibig, and Maria Faith M. Varona **Contributing Authors:** Marie Danielle V. Guillen, Arlene Christy D. Lusterio, Justin Godfred Peralta, and Wilson G. Sumpio **Technical Coordinators:** Rodel D. Lasco and Carlos Primo C. David	
2024 Philippine Climate Change Assessment: Mitigation of Climate Change Original publishing date: 2024 Reprint date: October 2025 Link: https://bit.ly/2024PhilCCAWG3 via https://www.omlopezcenter.org/our-work/philcca-cycle2/	**Coordinating Lead Authors:** Leandro V. Buendia and Agnes C. de Jesus **Contributing Authors:** Rex B. Demafelis, Aimee S. Evangelista, Rodel D. Lasco, Albert A. Magalang, Florencia B. Pulhin, and Sandee G. Recabar **Data Contributors:** Arnold Grant Belver, Francisco S. Dacumos III, Joe Mari S. Francisco, Marie Danielle V. Guillen, Jerome E. Ilagan, Cleodette L. Lagata, Mary Martha D. Merilo, Richard Victor I. Palma, and Bernadette Tongko-Magadia **Technical Coordinators:** Rodel D. Lasco and Carlos Primo C. David	
State of the Philippine Climate 2023 September 2025 Link: bit.ly/SPC2023-OMLC	**Lead Author and Managing Editor (OMLC):** Jerome T. Tolentino **Co-Authors and Associate Editors (OMLC):** Alfi Lorenz Cura, Ayn G. Torres, Ma. Angelique Doctor **Technical Review Team (DOST-PAGASA):** Thelma A. Cinco, Joseph Q. Basconcillo, Rusy G. Abastillas, Kimberli Anne M. Aquino, Jeremiah Y. Morales, and Dan Paule B. Borjal	The State of the Philippine Climate (SPC) is an annual report that provides a summary of observations of the country's essential climate variables, as well as notable climatic and weather events. This publication is based on data provided by the Department of Science and Technology - Philippine Atmospheric, Geophysical and Astronomical Services Administration (DOST-PAGASA), National Disaster Risk Reduction and Management Council (NDRRMC), and other national and international institutions. The primary goal of this annual climate report is to efficiently disseminate necessary climate information that can aid policy makers, local government units, and other stakeholders in their decision-making processes toward science-based climate change adaptation and disaster risk management.
Science-Policy Brief I: Investing in Innovative Science-Based Solutions for Climate Adaptation and Sustainable Development July 2025 Link: bit.ly/2025_01_OMLC-SPB	Alfi Lorenz Cura, Ayn G. Torres, Jean Mariel M. Rañises, Krista Danielle S. Yu	This Policy Brief discusses concrete mechanisms in strengthening the interface of various actors in the climate change space as they co-develop innovative and socially inclusive adaptation solutions. These mechanisms seek to strengthen the country's climate and disaster resilience, which is central to achieving the SDGs, particularly SDG 13 (Climate Action), SDG 11 (Sustainable Cities and Communities), and SDG 1 (No Poverty). The discussions in this Brief were drawn from the Center's Public Lecture "Empowering Climate and Disaster Resilience: Innovative Science-Based Solutions for Sustainable Development and Societal Adaptation in the Philippines" held in March 2025 in partnership with DLSU and attended by multi-stakeholder actors in the climate change space.

Publication Title	Authors	Description
Science-Policy Brief II: From Misconceptions to Meaningful Inclusion: A Case of Deaf-Led Climate Resilience Building August 2025 Link: bit.ly/2025_02_OMLC-SPB	Alfi Lorenz Cura, Ayn G. Torres, Jean Mariel M. Rañises, and Krista Danielle S. Yu	Climate change is a global threat, but its impacts are unevenly felt across communities. For the Deaf community, exclusion begins long before disaster strikes. Gaps in accessible communication, limited data visibility, and exclusion from planning processes increase their vulnerability to climate- and disaster-related risks. To address these gaps, the Center implemented Project SIGND (Signs for Inclusive Governance and Development) from 2022-2025. This Policy Brief shares key insights and lessons based on the project team's experience in co-implementing Project SIGND with Deaf partners. It underscores the urgent need to move beyond symbolic gestures of inclusion of the Deaf by establishing systems that empower them as co-leaders in climate resilience and development.
PhilCCA C2 WG2 Fact Sheet - Powering the Future: The Philippines' Crossroads in Energy Transition January 17, 2025 Link: https://climatetracker.asia/powering-the-future-the-philippines-crossroads-in-energy-transition/	Climate Tracker Asia Team	These fact sheets are condensed versions of the Philippine Climate Change Assessment, Working Group 2 reports. They provide clear, actionable insights into the country's climate trends, projects, and risks. They are produced by Climate Tracker Asia supported by the Oscar M. Lopez Center.
PhilCCA C2 WG2 Fact Sheet - Farming for the future in the Philippines January 19, 2025 Link: https://climatetracker.asia/farming-for-the-future-in-the-philippines/	Climate Tracker Asia Team	
PhilCCA C2 WG2 Fact Sheet - Wheels of Change: Electrifying Philippine Transport January 20, 2025 Link: https://climatetracker.asia/wheels-of-change-electrifying-philippine-transport/	Climate Tracker Asia Team	
PhilCCA C2 WG2 Fact Sheet - Wheels of Change: How Philippine Forests are Fighting Climate Change March 5, 2025 Link: https://climatetracker.asia/how-philippine-forests-are-fighting-climate-change/	Climate Tracker Asia Team	

Publication Title	Authors	Description
PhilCCA C2 WG2 Fact Sheet - Wheels of Change: Managing Waste, Managing Emissions March 5, 2025 Link: https://climatetracker.asia/managing-waste-managing-emissions/	Climate Tracker Asia Team	
PhilCCA C2 WG2 Fact Sheet - Water Wars: Climate and Rising Risk of Conflict Over Scarce Resources October 25, 2025 Link: https://climatetracker.asia/water-wars-climate-and-the-rising-risk-of-conflict-over-scarce-resources/	Climate Tracker Asia Team	
PhilCCA C2 WG2 Fact Sheet - Displaced by Degrees: When Climate Change Forces You to Leave Home October 25, 2025 Link: https://climatetracker.asia/climate-displacement-philippines-migration/	Climate Tracker Asia Team	
PhilCCA C2 WG2 Fact Sheet - When Climate Hits the Fields: The New Age of Filipino Food Insecurity November 3, 2025 Link: https://climatetracker.asia/climate-change-philippines-agriculture-food-security/	Climate Tracker Asia Team	

Annex 7
Content Indices

Integrated Reporting (<IR>) Framework

Core Elements	Related Topics	Page No. / Remarks
Organizational Overview and External Environment	• About the Company • Business Environment	• About the Company: pp. 40 to 45 • 2025 Highlights: pp. 15 to 21 • Business Environment: pp. 80 to 87
Governance	Corporate Governance	Corporate Governance: pp. 108 to 123
Business Model	• About the Company • Strategy and Business Model • Summary of our Outcomes • Value Creation Framework	• About the Company: pp. 40 to 45 • Strategy and Business Model: pp. 124 to 135 • Summary of our Outcomes: pp. 256 to 259 • Value Creation Framework: pp. 246 to 249
Risks and Opportunities	Risk Management	Risk Management and Opportunities: pp. 136 to 145 Annex 3: pp. 316 to 329
Strategy and Resource Allocation	Strategy and Business Model	pp. 124 to 135
Performance	• 2025 Highlights • Value Creation	• Executive Summary: p 14 • 2025 Highlights: pp. 15 to 21 • Value Creation: pp. 152 to 275
Outlook		Outlook: pp. 276 to 287
Basis of preparation and presentation	• About the Report • Materiality	• About the Report: pp. 6 to 12 • Materiality: pp. 88 to 105

International Financial Reporting Standards (IFRS)

Core Elements	Disclosure	Related Material Topic	Page No. / Remarks
Core Content			
Governance	Describe the board's oversight of sustainability/climate-related risks and opportunities.	Corporate Governance, Climate Governance	Governance: pp. 108 to 123 Risk Management: pp. 136 to 138
	Management's role in assessing and managing sustainability/climate-related risks and opportunities.	Corporate Governance, Climate Governance	
Strategy	Sustainability/climate-related risks and opportunities.	Risk Management	Risk Management: pp. 140 to 142 Annex 3: pp. 316 to 329
	Impact of sustainability/climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Risk Management	
	Organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Governance	Risk Management pp. 143 to 145
Risk Management	Organization's processes for identifying and assessing sustainability/climate-related risks.	Risk Management	Risk Management: pp. 136 to 145
	Organization's processes for managing sustainability/climate-related risks.	Risk Management	Risk Management: pp. 136 to 145
	Integration of processes to identify, assess, and manage sustainability/climate-related risks in the organization's overall risk management.	Risk Management	Risk Management: pp. 136 to 145
Metrics and Targets	Metrics used by the organization to assess sustainability/climate-related risks and opportunities in line with its strategy and risk management process.		Currently in development, see Metrics and Targets: pp. 146 to 151
	Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, and the related risks.		Emissions: pp. 184 to 186
	Targets used by the organization to manage sustainability/climate-related risks and opportunities, and performance against targets.		Metrics and Targets: pp. 146 to 151 Annex 2: page 314

Global Reporting Initiative (GRI)

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
GRI 2: General Disclosures – The organization and its reporting practices			
GRI 2: General Disclosures	2-1 Organizational details		About the Report: pp. 6 to 12
	2-2 Entities included in the organization's sustainability reporting		About the Report: pp. 6 to 12
	2-3 Reporting period, frequency, and contact point		About the Report: pp. 6 to 12
	2-4 Restatements of information		Annex 8: pp. 379
	2-5 External assurance		No external assurance in 2025 report
GRI 2: General Disclosures – Activities			
GRI 2: General Disclosures	2-6 Activities, value chain, and other business relationships		About the Company: pp. 40 to 45 Social and Relationships Capital: pp. 224-225, 230-233

Global Reporting Initiative (GRI)

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
GRI 2: General Disclosures – Governance			
GRI 2: General Disclosures	2-9 Governance structure and composition	Corporate Governance	Governance: p. 109
	2-10 Nomination and selection of the highest governance body		Governance: p. 112
	2-11 Chair of the highest governance body		Governance: p. 109
	2-12 Role of the highest governance body in overseeing the management of impacts		Governance: p. 109
	2-13 Delegation of responsibility for managing impacts		Governance: pp. 109-110
	2-14 Role of the highest governance body in sustainability reporting		In 2018, the FPH Board issued a resolution declaring sustainability a fiduciary duty of directors. The Board is assisted by the Corporate Governance Committee on sustainability matters.
	2-15 Conflicts of interest		Covered by FPH's Conflict of Interest Policy, under the oversight of the Audit Committee. The policy is available on our website.
	2-16 Communication of critical concerns		Critical concerns are communicated to the Board by the CEO, the President, and the Chief Risk Officer through the Board Risk Oversight Committee.
	2-17 Collective knowledge of the highest governance body		Governance: pp. 116, 123
	2-18 Evaluation of the performance of the highest governance body		Governance: p. 123
	2-19 Remuneration policies		Human Capital: p. 204
	2-20 Process to determine remuneration		Governance: p. 122 Human Capital: p. 204
GRI 2: General Disclosures – Strategy, Policies, and Practices			
GRI 2: General Disclosures	2-22 Statement on sustainable development strategy		Contributions to the SDGs: pp. 250 to 255
	2-23 Policy commitments		Governance: pp. 120 to 122
	2-24 Embedding policy commitments		Governance: pp. 120 to 122 Human Capital: pp 198 to 211 Social Capital: pp 226 to 230
	2-25 Processes to remediate negative impacts		Social and Relationship Capital: pp. 226 to 240
	2-26 Mechanisms for seeking advice and raising concerns		Social and Relationship Capital: pp. 226 to 240
	2-27 Compliance with laws and regulations		Governance: p. 122

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
GRI 201: Economic Performance 2016			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	Financial Capital: page 159
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management	Risk Management: pp. 143 to 145
	201-3 Defined benefit plan obligations and other retirement plans	Talent Recruitment and Management	Human Capital: page 204
	201-4 Financial assistance received from government		No financial assistance was received from government.
GRI 203: Indirect Economic Impacts 2016			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Indirect Economic Impacts	Outlook: pp. 284-287
	203-2 Significant indirect economic impacts		Social and Relationship Capital: p. 239
GRI 205: Anti-corruption 2016			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics and Conduct	Governance: pp. 120 to 122
	205-2 Communication and training about anti-corruption policies and procedures		Governance: pp. 120 to 122
	205-3 Confirmed incidents of corruption and actions taken		Governance: pp. 120 to 122
GRI 302: Energy 2016			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy	Natural Capital: pp. 182 to 184 Annex 8: pp. 379 to 380
	302-2 Energy consumption outside of the organization		Data collection process for this data is still under development.
	302-3 Energy intensity		Natural Capital: pp. 183
	302-4 Reduction of energy consumption		Natural Capital: pp. 182 to 184
GRI 303: Water and Effluents 2018			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		Natural Capital: pp. 187 to 188
	303-2 Management of water discharge-related impacts		Natural Capital: pp. 187 to 188
	303-3 Water withdrawal		Natural Capital: p. 189 Annex 8: p. 382

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
GRI 305: Emissions 2016			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions	Natural Capital: page 184 Annex 8: pp 380 to 382
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		Natural Capital: pp. 185
	305-5 Reduction of GHG emission		Natural Capital: pp. 184 to 186
	305-6 Emissions of ozone-depleting substances (ODS)		Natural Capital: page 184 Annex 8: page 380
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Natural Capital: p. 187
GRI 306: Waste 2020			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Natural Capital: pp. 191 to 192
	306-2 Management of significant waste-related impacts		Natural Capital: pp. 191 to 192
	306-3 Waste generated		Natural Capital: page 191 Annex 8: page 383
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		
GRI 101: Biodiversity 2024			
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity	Natural Capital: pp. 193 to 195
	101-2 Management of biodiversity impacts		Natural Capital: pp. 193 to 195
	101-4 Identification of biodiversity impacts		Natural Capital: p. 194
	101-5 Locations with biodiversity impacts		Natural Capital: p. 194
GRI 308: Supplier Environmental Assessment 2016			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria		Social and Relationship Capital: p. 233
	308-2 Negative environmental impacts in the supply chain and actions taken		No negative environmental impacts from the supply chain reported in 2025. FPH implements a Code of Conduct for Vendors which states that, if a vendor violates environmental laws, the vendor shall provide FPH with an improvement plan and act accordingly. Failure to fulfill such shall lead to termination of engagement.
GRI 2: General Disclosures – Stakeholder Engagement			
GRI 2: General Disclosures	2-29 Approach to stakeholder engagement		Social and Relationship Capital: pp. 222 to 245
	2-30 Collective bargaining agreements		Social and Relationship Capital: pp. 222 to 245

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
GRI 2: General Disclosures – Employees			
GRI 2: General Disclosures	2-7 Employees	Talent Recruitment and Management	Human Capital: pp. 200-201 Annex 8: Restatements and Data Details: pp. 384-388
GRI 404: Training and Education 2016			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Recruitment and Management	Human Capital: p. 201
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Human Capital: p. 204 Annex 8: Restatements and Data Details: pp. 384-388
GRI 404: Training and Education 2016			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Training and Education	Human Capital: pp. 202-204 Annex 8: Restatements and Data Details: pp. 384-388
	404-2 Programs for upgrading employee skills and transition assistance programs		Human Capital: pp. 202-204
	404-3 Percentage of employees receiving regular performance and career development reviews		Human Capital: pp. 202-204
GRI 402: Labor and Management Relations 2016			
GRI 402: Labor and Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Labor and Management Relations	30 days
GRI 405: Diversity and Equal Opportunity 2016			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		Human Capital: p. 203 Governance: p. 115
GRI 403: Occupational Health and Safety 2018			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	Human Capital: pp. 205-207
	403-2 Hazard identification, risk assessment, and incident investigation		Human Capital: pp 206 to 210
	403-3 Occupational health services		Human Capital: p. 205
	403-4 Worker participation, consultation, and communication on occupational health and safety		Human Capital: p. 207
	403-5 Worker training on occupational health and safety		Human Capital: pp. 205-207
	403-6 Promotion of worker health		Human Capital: pp. 205-207
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Human Capital: pp. 205-207

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	Human Capital: pp. 208-210
	403-9 Work-related injuries		Human Capital: pp. 208-210
	403-10 Work-related ill health		Human Capital: pp. 208-210
GRI 406: Non-discrimination 2016			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Rights	Human Capital: p. 199
GRI 408: Child Labor 2016			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		Social and Relationship Capital: pp. 227-230
GRI 409: Forced or Compulsory Labor 2016			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced or Compulsory Labor	Social and Relationship Capital: pp. 227-230
GRI 413: Local Communities 2016			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Local Communities	Social and Relationship Capital: pp. 227-230
	413-2 Operations with significant actual and potential negative impacts on local communities		Social and Relationship Capital: pp. 227-230
GRI 411: Rights of Indigenous Peoples 2016			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Rights of Indigenous Peoples	Social and Relationship Capital: pp. 227-230
GRI 414: Supplier Social Assessment 2016			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria		Social and Relationship Capital: pp. 232-233
	414-2 Negative social impacts in the supply chain and actions taken		Social and Relationship Capital: pp. 232-233

Sustainability Accounting Standards Board (SASB)

FIRST GEN CORPORATION — SASB: ELECTRIC UTILITIES & POWER GENERATORS

SASB Code	Description	Response
IF-EU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served	• Residential: 0 • Commercial: 0 • Industrial: 0 • All other retail: 245 • Wholesale: 23 • RES/GENCO: 5 • Green Energy Option (GEOP) End-users: 165
IF-EU-000.B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	4,664,206.3MWh to retail and wholsesale customers
IF-EU-000.C	Length of transmission and distribution lines	Not applicable. First Gen does not distribute energy.
IF-EU-000.D	Total electricity generated, percentage by major energy source, percentage in regulated markets	Edit to: Annex 8 - Restatements and Data Details: pp. 379 to 380 More detailed information about our power generation business may be found in the First Gen 2025 Integrated Report, available at www.firstgen.com.ph
IF-EU-000.E	Total wholesale electricity purchased	First Gen purchased 145,024.7MWh of wholesale electricity during the reporting period
IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations and (3) emissions-reporting regulations	Annex 8 - Restatements and Data Details: pp. 380 to 381 100% of emissions are reported in compliance with the SEC Sustainability Reporting Guidelines. As of this report, no emissions-limiting regulations are in effect in the Philippines.
IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	Not applicable. First Gen is not involved in the transmission business.
IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Progress on Our Mission: pp. 260 to 275 Annex 2 - Decarbonization Target Process: p. 314 More details may be found in the First Gen 2025 Integrated Report, available at www.firstgen.com.ph
IF-EU-120a.1	Air emissions	None. More details in First Gen's 2025 Integrated Report.
IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Annex 8 - Restatements and Data Details: p. 382 More details in First Gen's 2025 Integrated Report.
IF-EU-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	None

SASB Code	Description	Response
IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Prioritizing regional water security, First Gen strictly adheres to the extraction limits set by the National Water Resources Board (NWRB) and the Department of Environment and Natural Resources (DENR) for both groundwater and surface water. First Gen-EDC implements a Zero Discharge System (ZDS) in its operations, whereby geothermal fluids, including brine and condensate, are re-injected into the subsurface. No geothermal fluid is released into the surface environment. EDC consistently adheres to the Philippine Clean Water Act of 2004 (RA No. 9275), with no recorded violations.
IF-EU-150a.1	Amount of coal combustion residuals (CCR) generated, percentage recycled	Not applicable. First Gen does not generate power using coal.
IF-EU-150a.2	Total number of coal combustion residual (CCR) impoundments, broken down by hazard potential classification and structural integrity assessment	Not applicable. First Gen does not generate power using coal.
IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	The retail electricity rate is subject to confidentiality
IF-EU-240a.2	Typical monthly electric bill for residential customers for (1) 500kWh and (2) 1,000kWh of electricity delivered per month	The retail electricity rate is subject to confidentiality
IF-EU-240a.3	Residential customer electric disconnections from non-payment	Metrics related to residential customer affordability, electric disconnections for non-payment, and reconnection rates do not apply to First Gen's operations, as First Gen does not directly serve residential or captive customers of Distribution Utilities.
IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	Metrics related to residential customer affordability, electric disconnections for non-payment, and reconnection rates do not apply to First Gen's operations, as First Gen does not directly serve residential or captive customers of Distribution Utilities.
IF-EU-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	First Gen data: • TRIR: 0.35 • Fatality Rate: 0 • Near-Miss Rate: 0.46 Human Capital : pp. 208 to 209
IF-EU-420a.1	Percentage of electric utility revenues from rate structures that (1) are decoupled and (2) contain a lost revenue adjustment mechanism (LRAM)	Not Applicable since revenue decoupling and lost revenue adjustment mechanism are not implemented in the Philippines. We have, however, the Energy Efficiency and Conservation Act (Republic Act No 11285) which institutionalizes energy efficiency and conservation, enhances the efficient use of energy, and grants incentives to energy efficiency and conservation projects. First Gen, through Pi Energy, Inc., supports the EECA by offering Energy Audits and Remote Energy Monitoring System to its customers to help them identify energy efficiency measures, track consumption, and monitor its facilities' energy performance.

SASB Code	Description	Response
IF-EU-420a.2	Percentage of electric load served by smart grid technology	Not applicable to First Gen's business.
IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	Not applicable.
IF-EU-540a.1	Total number of nuclear power units, broken down by results of most recent independent safety review	Not applicable. First Gen does not operate any nuclear power units.
IF-EU-540a.2	Description of efforts to manage nuclear safety and emergency preparedness	Not applicable. First Gen does not operate any nuclear power units.
IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	None
IF-EU-550a.2	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Not applicable. First Gen is not involved in the energy distribution business.

FIRST PHILEC, INC. — SASB: ELECTRICAL & ELECTRONIC EQUIPMENT

SASB Code	Description	Response
RT-EE-000.A	Number of units produced by product category	Total electrical transformers: 26,715
RT-EE-000.B	Number of employees	Annex 8: pp. 384 to 385
RT-EE-130a.1	Energy consumption (total energy consumed)	Annex 8: p. 380
RT-EE-130a.1	Energy consumption (% from grid)	Annex 8: pp. 379 to 380
RT-EE-130a.1	Energy consumption (% from renewable energy)	Annex 8: pp. 379 to 380
RT-EE-150a.1	Amount of hazardous waste generated, percentage recycled	Annex 8: p. 383
RT-EE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	None
RT-EE-250a.1	Number of recalls issued, total units recalled	None
RT-EE-250a.2	Total amount of monetary losses as a result of legal proceedings associated with product safety	None
RT-EE-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	0%
RT-EE-410a.2	Percentage of eligible products, by revenue, certified to an energy efficiency certification	None
RT-EE-410a.3	Revenue from renewable energy-related and energy efficiency-related products	None

SASB Code	Description	Response
RT-EE-440a.1	Description of the management of risks associated with the use of critical materials	Critical material: Copper, due to structural tightness in global supply and sustained demand from electrification and infrastructure transitions. Risk management approach: First Philec has developed an aluminum-based transformer design as an alternative to copper. In parallel, the company is implementing a three-horizon copper sourcing strategy designed to protect near-term costs, secure supply continuity, and reduce long-term exposure to market volatility: (a) Short-term: Secure supplier commitments to avoid disruption. (b) Medium-term: Diversify suppliers and regions, and introduce flexible contract terms. (c) Long-term: Reduce exposure to market volatility by expanding multi-year supplier partnerships, investing in copper recycling, and optimizing transformer design.
RT-EE-510a.1	Description of policies and practices for prevention of: (1) corruption and bribery, and (2) anti-competitive behavior	Under Rule 1 (Integrity and Honesty) of the FPI Behavior Standards at Work, bribery and corruption are expressly prohibited. The policy classifies the offering or acceptance of any sum, goods, services, or unauthorized commission in exchange for a favorable act, contract, or employment condition—whether involving suppliers, vendors, or other business counterparties—as a Class D grave offense, subject to disciplinary action up to and including termination following due process. As of this reporting period, no formal policy provisions on anti-competitive behavior are in place.
RT-EE-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	None
RT-EE-510a.3	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	None

FIRST PHILIPPINE INDUSTRIAL PARK (FPIP) — SASB: WATER UTILITIES & SERVICES

SASB Code	Description	Response
IF-WU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served, by service provided	Water, wastewater, and laboratory services provided to clustered commercial, industrial, and contractor customers; 151 total customers
IF-WU-000.B	Total water sourced, percentage by source type	Annex 8 - Restatements and Data Details: p. 382
IF-WU-000.C	Total water delivered to: (1) residential, (2) commercial, (3) industrial, and (4) all other customers	Provided to clustered commercial, industrial, and contractor customers: 8,750,940 cubic meters
IF-WU-000.D	Average volume of wastewater treated per day, by (1) sanitary sewer, (2) stormwater, and (3) combined sewer	21,250 cubic meters per day
IF-WU-000.E	Length of (1) water mains and (2) sewer pipe	16.5 km
IF-WU-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Annex 8 - Restatements and Data Details: pp. 379 to 380
IF-WU-140a.1	Water main replacement rate	0%
IF-WU-140a.2	Volume of non-revenue real water losses	1,307,864 cubic meters The non-revenue water includes the volume used in maintenance (46.16% of the 1.3M cu.m. or 6% of the total water extracted).
IF-WU-140b.1	Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations	Zero
IF-WU-140b.2	Discussion of strategies to manage effluents of emerging concern	a) Infrastructure upgrades and system optimizations, including the installation of diversion pipelines and hydraulic control systems, supported by SCADA and automation, to provide real-time monitoring and control across multiple treatment facilities, better distribute effluent loads across treatment facilities for efficiency, and to maintain regulatory compliance b) effluent monitoring
IF-WU-240a.1	Average retail water rate for (1) residential, (2) commercial, and (3) industrial customers	Tariff rates approved by PEZA; information is confidential.
IF-WU-240a.2	Typical monthly water bill for residential customers for 10 Ccf of water delivered per month	Data collection processes are still being established for this metric.
IF-WU-240a.3	Number of residential customer water disconnections for non-payment, percentage reconnected within 30 days	Data collection processes are still being established for this metric.
IF-WU-240a.4	Discussion of impact of external factors on customer affordability of water, including the economic conditions of the service territory	Data collection processes are still being established for this metric.
IF-WU-250a.1	Number of (1) acute health-based, (2) non-acute health-based, and (3) non-health-based drinking water violations	Not applicable. FPIP does not produce or distribute drinking water.
IF-WU-250a.2	Discussion of strategies to manage drinking water contaminants of emerging concern	Not applicable. FPIP does not produce or distribute drinking water.
IF-WU-420a.1	Percentage of water utility revenue from rate structures designed to promote conservation and revenue resilience	Data collection processes are still being established for this metric.
IF-WU-420a.2	Customer water savings from efficiency measures, by market	Data collection processes are still being established for this metric.
IF-WU-440a.1	Total water sourced from regions with High or Extremely High Baseline Water Stress; percentage purchased from a third party	Annex 8 - Restatements and Data Details: p. 382
IF-WU-440a.2	Volume of recycled water delivered to customers	None

SASB Code	Description	Response
IF-WU-440a.3	Discussion of strategies to manage risks associated with the quality and availability of water resources	In 2025, FPIP enhanced water resource transitions through infrastructure automation and risk-based management: a) System Automation: Deployed SCADA-integrated hydraulic controls across 100% of critical nodes. This enables real-time monitoring of 3 MLD of supply, ensuring >99% regulatory compliance and sustainable aquifer abstraction through data-driven tracking of static and pumping water levels. b) Operational Efficiency: Implementation of the Water Safety Plan formalized risk-based oversight across the supply chain. Concurrent initiatives reduced non-revenue water (NRW) to <15%, aligning with PEZA's leading industrial benchmarks for system loss reduction. More information in Annex 3 - Risks by Business Segment: pp. 318 to 321
IF-WU-450a.1	Wastewater treatment capacity located in 100-year flood zones	18,000 cubic meters per day
IF-WU-450a.2	(1) Number and (2) volume of sanitary sewer overflows (SSO) and (3) percentage of volume recovered	None
IF-WU-450a.3	(1) Number of unplanned service disruptions and (2) customers affected, each by duration category	None
IF-WU-450a.4	Description of efforts to identify and manage risks and opportunities related to the impact of climate change on distribution and wastewater infrastructure	Risk Management: pp. 136 to 145 Annex 3 - Risks by Business Segment: pp. 316 to 329

ROCKWELL LAND — SASB: REAL ESTATE

SASB Code	Description	Response
IF-RE-000.A	Number of assets, by property sector	• 43 residential buildings and properties • 6 office towers • 2 mall complex • 21 retail hubs
IF-RE-000.B	Leasable floor area, by property sector	• Office: 169,886 sqm gross leasable area • Retail: 146,835 sqm sqm gross leasable area
IF-RE-000.C	Percentage of indirectly managed assets, by property sector	0%
IF-RE-000.D	Average occupancy rate, by property sector	• Office: 96% • Retail: 93%
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property sector	Data collection process still being established for this metric
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property sector	• Office: 7,024.0MWh • Retail: 7,315.1MWh • Residential: 24,924.7MWh Annex 8 - Restatements and Data Details: pp 379 to 380

SASB Code	Description	Response
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	Data collection process still being established for this metric
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	Not applicable
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	The integration into property investment analysis and operational strategy follows Rockwell's Energy Decarbonization Roadmap and Goals
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	Data collection process still being established. Meanwhile, total water extraction covering all properties is available in Annex 8: pp. 379 to 389
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	Data collection process still being established. Meanwhile, total water extraction covering all properties is available in Annex 8: pp. 379 to 389
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Data collection process still being established. Meanwhile, total water extraction covering all properties is available in Annex 8: pp. 379 to 389
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	This varies per project and is included in the water and geographic assessment per project
IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector	Data collection process still being established for this metric
IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	Data collection process still being established for this metric
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Data collection process still being established for this metric

ROCKWELL LAND — SASB: REAL ESTATE SERVICES

SASB Code	Description	Response
IF-RS-000.A	Number of property management clients, categorised by: (1) tenants and (2) real estate owners	Data collection process still being established for this metric
IF-RS-000.B	Floor area under management with owner operational control	Data collection process still being established for this metric
IF-RS-000.C	Number of buildings under management with owner operational control	43 properties
IF-RS-000.D	Number of leases transacted, categorised by: (1) tenants and (2) real estate owners	Data collection process still being established for this metric
IF-RS-000.E	Number of appraisals provided	Not applicable
IF-RS-410a.1	Revenue from energy and sustainability services	Not applicable

SASB Code	Description	Response
IF-RS-410a.2	(1) Floor area and (2) number of buildings under management provided with energy and sustainability services	97% or 41 of the residential properties managed by Rockwell Property Management Corp. are powered by renewable energy Further detailed data collection process still being established for this metric
IF-RS-410a.3	(1) Floor area and (2) number of buildings under management that obtained an energy rating	Not applicable
IF-RS-510a.1	Brokerage revenue from dual agency transactions	Not applicable
IF-RS-510a.2	Revenue from transactions associated with appraisal services	Not applicable
IF-RS-510a.3	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	None

ROCKWELL LAND — SASB: LEISURE FACILITIES

SASB Code	Description	Response
SV-LF-000.A	Attendance	360
SV-LF-000.b	Number of customer-days	Data collection process still being established
SV-LF-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	1,679.5MWh 100% renewable energy
SV-LF-250a.1	(1) Fatality rate and (2) injury rate for customers	(1) 0% fatality rate (2) Data collection process still being established
SV-LF-250a.2	Percentage of facilities inspected for safety, percentage of facilities that failed inspection	100% of facilities were inspected for safety, and 0% of facilities failed inspection
SV-LF-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) permanent employees and (b) seasonal employees	100% of facilities were inspected for safety, and 0% of facilities failed inspection

ROCKWELL LAND — SASB: HOTEL AND LODGING

SASB Code	Description	Response
SV-HL-000.A	Number of available room-nights	41,610
SV-HL-000.B	Number of occupied room-nights	74%
SV-HL-000.C	Total area of lodging facilities	114 rooms (Rockwell and Individual - owned rooms); 7,186 sqm
SV-HL-000.D	Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	(1) All are managed by Aruga (2) 51 rooms (3,583 sqm) Rockwell-owned and leased to Aruga (3) Not applicable
SV-HL-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	73,810kWh; Hotel and lodging facilities run on 100% renewable energy
SV-HL-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 2,042 cubic meters (2) Hotel and lodging facilities do not operate in areas of water stress
SV-HL-310a.1	(1) Voluntary and (2) involuntary turnover rate for lodging facility employees	Data collection process still being established for this metric
SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	None
SV-HL-310a.3	(1) Average hourly wage and (2) percentage of lodging facility employees earning minimum wage, by region	Data collection process still being established for this metric
SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Rockwell has a Code of Discipline in place with supplementary developmental programs. The Company also adheres to its parent company's policies on Human Rights, Gender Equality and Diversity, and all regulatory requirements of the Labor Code.
SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	None

FIRST PHILIPPINE INDUSTRIAL PARK (FPIP) — SASB: WATER UTILITIES & SERVICES

SASB Code	Description	Response
IF-WU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served, by service provided	Water, wastewater and laboratory services provided to clustered commercial, industrial, and contractor customers; 151 total customers
IF-WU-000.B	Total water sourced, percentage by source type	Annex 8 - Restatements and Data Details: p. 382
IF-WU-000.C	Total water delivered to: (1) residential, (2) commercial, (3) industrial, and (4) all other customers	Provided to clustered commercial, Industrial, and contractor customers; 8,750,940 cubic meters
IF-WU-000.D	Average volume of wastewater treated per day, by (1) sanitary sewer, (2) stormwater, and (3) combined sewer	21,250 cubic meters per day
IF-WU-000.E	Length of (1) water mains and (2) sewer pipe	16.5 km
IF-WU-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Annex 8 - Restatements and Data Details: pp 379 to 380
IF-WU-140a.1	Water main replacement rate	0%
IF-WU-140a.2	Volume of non-revenue real water losses	1,307,864.0 cubic meters
IF-WU-140b.1	Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations	Zero
IF-WU-140b.2	Discussion of strategies to manage effluents of emerging concern	No information yet as of this reporting period.
IF-WU-240a.1	Average retail water rate for (1) residential, (2) commercial, and (3) industrial customers	Confidential tariff rates approved by PEZA

SASB Code	Description	Response
IF-WU-240a.2	Typical monthly water bill for residential customers for 10 Ccf of water delivered per month	Data collection processes are still being established for this metric.
IF-WU-240a.3	Number of residential customer water disconnections for non-payment, percentage reconnected within 30 days	Data collection processes are still being established for this metric.
IF-WU-240a.4	Discussion of impact of external factors on customer affordability of water, including the economic conditions of the service territory	Data collection processes are still being established for this metric.
IF-WU-250a.1	Number of (1) acute health-based, (2) non-acute health-based, and (3) non-health-based drinking water violations	Not applicable; FPIP does not produce nor distribute drinking water
IF-WU-250a.2	Discussion of strategies to manage drinking water contaminants of emerging concern	
IF-WU-420a.1	Percentage of water utility revenue from rate structures designed to promote conservation and revenue resilience	Data collection processes are still being established for this metric.
IF-WU-420a.2	Customer water savings from efficiency measures, by market	Data collection processes are still being established for this metric.
IF-WU-440a.1	Total water sourced from regions with High or Extremely High Baseline Water Stress; percentage purchased from a third party	Annex 8 - Restatements and Data Details: p. 382
IF-WU-440a.2	Volume of recycled water delivered to customers	Zero
IF-WU-440a.3	Discussion of strategies to manage risks associated with the quality and availability of water resources	Annex 3: pp. 324 to 325
IF-WU-450a.1	Wastewater treatment capacity located in 100-year flood zones	18,000 cubic meters per day
IF-WU-450a.2	(1) Number and (2) volume of sanitary sewer overflows (SSO) and (3) percentage of volume recovered	None
IF-WU-450a.3	(1) Number of unplanned service disruptions and (2) customers affected, each by duration category	None
IF-WU-450a.4	Description of efforts to identify and manage risks and opportunities related to the impact of climate change on distribution and wastewater infrastructure	Annex 3: pp. 324 to 325

FIRST PHILIPPINE INDUSTRIAL PARK (FPIP) — SASB: REAL ESTATE

SASB Code	Description	Response
IF-RE-000.A	Number of assets, by property sector	• Office: 4 • Residential: 1 • Retail: 4 • Industrial: 73 ready-built factories
IF-RE-000.B	Leasable floor area, by property sector	• Office: 3,283.6 sqm • Residential: 1,425.0 sqm • Retail: 4,940.8 sqm • Lodging: 3,310.5 sqm • Industrial: 177,616.5 sqm
IF-RE-000.C	Percentage of indirectly managed assets, by property sector	• Lodging: 10% • Industrial: 100%
IF-RE-000.D	Average occupancy rate, by property sector	• Office: 56.34% • Residential: 76.97% • Retail: 100% • Lodging: 38.8% • Industrial: 96.0%
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property sector	• Office: 100% • Residential: 100% • Retail: 100% • Lodging: 100% • Industrial: 0%
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity, and (3) percentage renewable, by property sector	Annex 8 - Restatements and Data Details: p. 380
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	Data collection processes are still being established for this metric.
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	None
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Data collection processes are still being established for this metric.
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	• Office: 100% • Residential: 100% • Retail: 100% • Lodging: 100% • Industrial: 100%
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	Annex 8 - Restatements and Data Details: p. 382
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Annex 8 - Restatements and Data Details: p. 382
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Annex 3 - Risks by Business Segment: pp. 324 to 325
IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector	• Office: 100%, 3,283.61 sqm • Residential: 100%, 1,425 sqm • Retail: 100%, 4,940.80 sqm • Lodging: 100%, 3,310.48 sqm
IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	• Office: 100% • Residential: 100% • Retail: 100% • Lodging: 100% • Industrial: 100%
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Data collection processes are still being established for this metric.

FIRST PHILIPPINE INDUSTRIAL PARK (FPIP) — SASB: HOTEL AND LODGING

SASB Code	Description	Response
SV-HL-000.A	Number of available room-nights	3,496
SV-HL-000.B	Number of occupied room-nights	1,226.7
SV-HL-000.C	Total area of lodging facilities	1,175.5 sqm
SV-HL-000.D	Number of lodging facilities and the percentage that are: (1) managed, (2) owned and leased, (3) franchised	1 lodging facility, 38 rooms managed
SV-HL-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Annex 8 - Restatements and Data Details: p. 380
SV-HL-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Annex 8 - Restatements and Data Details: p. 382
SV-HL-310a.1	(1) Voluntary and (2) involuntary turnover rate for lodging facility employees	11.5%
SV-HL-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	None
SV-HL-310a.3	(1) Average hourly wage and (2) percentage of lodging facility employees earning minimum wage, by region	(1) PHP75/hour (2) 50%
SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Human Capital: pp. 198 to 211
SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	1 facility

FIRST BALFOUR, INC. — SASB: ENGINEERING AND CONSTRUCTION SERVICES

SASB Code	Description	Response
IF-EN-000.A	Number of active projects	22
IF-EN-000.B	Number of commissioned projects	25
IF-EN-000.C	Total backlog	PHP24,791,387,363
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	None
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Processes include: Environmental Impact Assessment; identification of preventive and mitigation measures; development of an Environmental Management Plan; regular environmental monitoring and inspections; compliance with regulations; internal and external audits; requirements for subcontractors; incident reporting; and management reviews.
IF-EN-250a.1	Amount of defect- and safety-related rework costs	PHP0
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	PHP0

SASB Code	Description	Response
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Active projects seeking certification: STT Fairview Data Center Project—targeting LEED Gold
IF-EN-410a.2	Discussion of energy and water efficiency in design	During the bidding stage, First Balfour provides an Environmental Management Plan that incorporates energy and water efficiency considerations for the operational phase of the project.
IF-EN-410b.1	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	• Hydrocarbon: PHP0 • Geothermal: PHP1,494,140,400 • Wind: PHP1,878,704,912
IF-EN-410b.2	Hydrocarbon backlog cancellations	PHP0
IF-EN-410b.3	Backlog for climate change mitigation projects	PHP3,276,709,101
IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	None
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	None
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding process	First Balfour maintains the following policies: 1. Business Integrity Policy: Prohibits fraud and corruption by employees, customers, suppliers, and other stakeholders. All employees are expected to uphold the highest ethical, personal, and professional standards. 2. Whistleblower Policy: Encourages reporting and supports a culture of trust and integrity. 3. Gifts and Donations Policy: Prohibits employees from offering, soliciting, or accepting gifts and donations related to their business functions. Every employee is responsible for the implementation of these integrity policies.

FIRST BALFOUR, INC. — SASB: CONSTRUCTION MATERIALS

SASB Code	Description	Response
EM-CM-000.A	Production by major product line	Gravel/Sand: 60,432.4 metric tons
EM-CM-110a.1	Scope 1 emissions under emissions-limiting regulations	As of this report, the Philippines does not have emissions-limiting regulations. GHG emissions by subsidiary may be found in Annex 8 - Restatements and Data Details: pp. 380 to 382
EM-CM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Strategies include: conducting energy audits and implementing smart monitoring systems to reduce energy waste; applying rigorous, real-time maintenance schedules to prevent leaks and maximize equipment efficiency; transitioning industrial heating and processes from fossil fuels to renewable energy sources (e.g., green hydrogen, geothermal, electrification); and implementing fuel efficiency measures, regular vehicle maintenance, and low-carbon transport options.
EM-CM-120a.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	• Nitrogen dioxide (near admin area): 4 tonnes • Nitrogen dioxide (near crusher area): 0.8 tonnes • Sulfur dioxide (near admin area): 4 tonnes • Sulfur dioxide (near crusher area): 0.2 tonnes • Total suspended particulates (near admin area): 19 tonnes • Total suspended particulates (near crusher area): 9 tonnes
EM-CM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, and (4) percentage renewable	Annex 8 - Restatements and Data Details: p. 380
EM-CM-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Annex 8 - Restatements and Data Details: p. 382
EM-CM-150a.1	Amount of waste generated, percentage hazardous and percentage recycled	Annex 8 - Restatements and Data Details: p. 383
EM-CM-160a.1	Description of environmental management policies and practices for active sites	Policies and practices include: source reduction strategies to minimize waste, emissions, and energy consumption; pre-operation and operational risk assessments to identify and mitigate impacts on biodiversity, air, water, and community well-being; use of an Environmental Management System (EMS) or Quarry Management Plan (QMP) for large operations to document and monitor regulatory compliance; and progressive land reclamation as areas become exhausted, ensuring the site is left in a safe and stable condition.
EM-CM-160a.2	Terrestrial acreage disturbed, percentage of impacted area restored	Data collection process still being developed for this metric
EM-CM-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	Human Capital: pp 208 to 209
EM-CM-320a.2	Number of silicosis cases	None
EM-CM-320a.2	Prevention of silicosis	Controls include: dust-collecting systems, wet drilling, and enclosed blasting cabinets to minimize airborne silica; use of appropriate respirators (N95 or higher) when air levels exceed safety limits; personal hygiene practices (changing clothes, washing hands, showering before leaving the worksite); substitution of silica-containing materials with safer alternatives (e.g., garnet or steel grit for abrasive blasting); and regular medical surveillance (chest X-rays, lung function tests) for early detection, supported by vaccinations and smoking cessation programs.
EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	None
EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water, or material impacts during usage or production	Not applicable
EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	None

FIRST BALFOUR, INC. — SASB: ROAD TRANSPORTATION

SASB Code	Description	Response
R-RO-000.A	Revenue tonne-kilometres (RTK)	7,713,381,630.2
R-RO-000.B	Load factor	0%
R-RO-000.C	Number of employees; number of truck drivers	Total employees: 157 Truck drivers: 92
TR-RO-110a.1	Gross global Scope 1 emissions	Annex 8 - Restatements and Data Details: p. 380
TR-RO-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Progress on Our Mission: pp. 260 to 275 Annex 2 - Decarbonization Target Process: p. 314 T1 Transport implements a Fuel Incentive Program to encourage fuel-efficient driving among truck trailer drivers. Drivers who meet or exceed the company's fuel performance benchmark (current target: 1.8 L per km) receive performance incentives. In addition, solar-powered lighting has been installed at T1 Rentals' yard in Tanauan, Batangas, to reduce fuel-related energy consumption in fleet operations.
TR-RO-120a.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, and (3) particulate matter (PM10)	Data collection processes for vehicle fleet emissions are still being developed.
TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Human Capital: pp 208 to 209

SASB Code	Description	Response
TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	29%; figure cannot be broken down into voluntary and involuntary turnover rates at this time
TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	T1 Transport's approach includes: strict monitoring of driving hours, with a maximum of 11 hours per day to prevent fatigue; provision of compensatory rest days following long-haul deployments; and annual physical examinations (APE) to monitor and manage long-term driver health
TR-RO-540a.1	Number of road accidents and incidents	22
TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	None. This is managed under First Balfour's Hazardous Waste Disposal Management procedures.

FIRST BALFOUR, INC. (THERMAPRIME) — SASB: OIL AND GAS SERVICES

SASB Code	Description	Response
EM-SV-000.A	Number of active drill sites	1 active drill site as of end-December 2025. The remaining 4 rigs were idled effective December 27, 2025.
EM-SV-000.B	Number of active well sites	One, as of the end of 2025
EM-SV-000.C	Total amount of drilling performed (in meters)	37,684 meters, covering 10 drilled wells and 12 workover wells in 2025.
EM-SV-000.D	Total number of hours worked by all employees (man-hours)	• ThermaPrime employees: 969,207 • Contractors: 899,373 • Combined: 1,868,580 man-hours
EM-SV-110a.1	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	Annex 8 - Restatements and Data Details: pp. 379 to 380 Breakdown between on-road and off-road equipment is not available at this time.
EM-SV-110a.2	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	Air emissions during operations are managed through preventive maintenance of vehicles and equipment, good housekeeping practices, and strict prohibition of chemical spillage within areas of operational control. ThermaPrime complies with the Philippine Clean Air Act of 1999 (RA 8749) and applicable emission standards. All fuel-burning, non-road engine equipment holds a valid Permit to Operate and undergoes annual emission testing by a DENR-EMB accredited testing company.
EM-SV-110a.3	Percentage of engines in service that comply with the highest level of emissions standards for non-road diesel engine emissions	100%
EM-SV-140a.1	(1) Total volume of water handled in operations, (2) percentage of the water used that is recycled	Water used for drilling operations is supplied and managed by the project proponent. ThermaPrime does not directly source water; accordingly, data on total water use and recycling rates is not available.

SASB Code	Description	Response
EM-SV-140a.2	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	ThermaPrime implements operational controls to support efficient water use, including: pressure testing of the mud circulating system prior to drilling to ensure a leak-free system; continuous monitoring of mud tank areas by competent personnel to prevent overflow; use of secondary containment and leak-proof sumps for excess drilling fluids; and operation of the rig circulating system as a closed-loop cycle to limit fluid losses and reduce the risk of environmental releases.
EM-SV-150a.1	(1) Volume of hydraulic fracturing fluid used, (2) percentage hazardous	Not applicable. The sourcing, volume, and management of hydraulic fracturing fluids are under the responsibility of project proponents. ThermaPrime, as a drilling contractor, executes client-directed procedures only and does not procure, control, or track hydraulic fracturing fluids.
EM-SV-150a.2	Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	ThermaPrime's chemical management plans cover diesel engine maintenance chemicals, governed by the company's Chemical Management Procedure. This includes proper labeling, on-site storage, transport, and compatibility-based segregation.
EM-SV-160a.2	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	ThermaPrime supports EDC's ecological goals by adhering to the approved site-specific Environmental Management Plan and implementing control measures, including closed-loop mud circulating systems, chemical management protocols, and spill prevention programs to minimize environmental impacts during drilling operations.
EM-SV-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) direct employees and (b) contract employees	Human Capital: pp 208 to 209 Annex 8 - Restatements and Data Details: pp. 379 to 389 Average HSE training hours: • Direct employees: 17.30 hours • Contract employees: 40.75 hours
EM-SV-320a.2	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	ThermaPrime operates a structured Health, Safety, and Environment Management System (HSEMS) aligned with ISO 45001 elements and applicable regulatory and client requirements.
EM-SV-320a.3	Number of road accidents and incidents	13
EM-SV-510a.1	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Not applicable

SASB Code	Description	Response
EM-SV-530a.1	Discussion of corporate positions related to government regulations or policy proposals that address environmental and social factors affecting the industry	Non-compliance with air emissions standards could result in fines, penalties, and operational restrictions. Major spills could expose the company to regulatory violations and remediation obligations. Delay or failure to secure and monitor a Permit to Operate (PTO) could restrict or delay drilling operations. ThermaPrime manages regulatory and environmental risk through a Legal and Other Requirements Register, which identifies, evaluates, and periodically monitors applicable regulatory and client requirements to ensure compliance and mitigate potential adverse risk exposure.
EM-SV-540a.1	Description of management systems used to identify and mitigate catastrophic and tail-end risks	ThermaPrime identifies and mitigates catastrophic and tail-end risks through its HSE Management System, which includes Hazard Identification, Risk Assessment and Control (HIRAC) and Job Hazard Analysis. High-risk and routine activities are governed by a Permit to Work System. Compliance is monitored through continuous verification, inspections, and audits. Emergency Preparedness and Response Procedures are developed in accordance with the Incident Command System and supported by trained emergency response teams and regular drills. Emergency events are recorded in event logs; lessons learned are reviewed and applied to strengthen controls and reduce the likelihood and impact of future catastrophic events.

ASIAN EYE INSTITUTE — SASB: HEALTHCARE DELIVERY

SASB Code	Description	Response
HC-DY-000.A	Number of (1) facilities and (2) beds, by type	(1) 1 hospital facility and 5 clinics (2) 8 beds throughout surgical facilities
HC-DY-000.B	Number of (1) inpatient admissions and (2) outpatient visits	(1) Not applicable to Asian Eye (2) 64,999 outpatient visits
HC-DY-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Annex 8 - Restatements and Data Details: pp. 379 to 380
HC-DY-150a.1	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated and (c) landfilled	All medical waste is collected and treated by a DENR-accredited waste company. Data collection processes for detailed data are still being established.
HC-DY-150a.2	Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated and (c) landfilled	
HC-DY-230a.1	Percentage of patient records that are Electronic Health Records (EHR) that meet meaningful use requirements	Data collection process still being established
HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	AEI has a Data Privacy Policy and Manual in place
HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	None
HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	None
HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance status	Data collection process still being established
HC-DY-240a.2	Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received	Not applicable
HC-DY-250a.1	Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities	Not applicable
HC-DY-250a.2	Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)	Not applicable
HC-DY-250a.3	Hospital-Acquired Condition (HAC) Score per hospital	Not applicable
HC-DY-250a.4	Excess readmission ratio per hospital	Not applicable
HC-DY-250a.5	Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	Not applicable but AEI monitors unplanned surgical outcomes
HC-DY-260a.1	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Alignment of established policie and procedures regarding Controlled Substances under the Toxic Substances and Hazardous and Nuclear Wastes Control Act of 1990 (RA 6969)
HC-DY-260a.2	Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Data collection process still being established
HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Included in the current procedure on the Surgical Counselling - Quotation Process, with said procedure undergoing review and revision
HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Guidelines to be developed
HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Data collection process still being established
HC-DY-320a.1	(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	Human Capital: pp. 208 to 209
HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Data collection process still being established
HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Recruitment is done by the medical director and senior medical doctors

SASB Code	Description	Response
HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change and (3) emergency preparedness and response	These are covered by the overall Risk Management process. See Risk Management section, pp. 136 to 145
HC-DY-510a.1	Total amount of monetary losses as a result of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act	PHP0

ASIAN EYE INSTITUTE — SASB: DRUG RETAILERS

SASB Code	Description	Response
HC-DR-000.A	Number of pharmacy locations	Pharmacies are located in the four clinics of AEI
HC-DR-000.B	Total area of retail space	15 sqm for all clinics
HC-DR-000.C	Number of prescriptions filled, percentage for controlled substances	Data collection process still being established
HC-DR-000.D	Number of pharmacists	7
HC-DR-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Annex 8 - Restatements and Data Details: pp 379 to 380
HC-DR-230a.1	Description of policies and practices to secure customers' personal health data records and other personal data	Data Privacy Policy and Manual in place
HC-DR-230a.2	(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	None
HC-DR-230a.3	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	None
HC-DR-250a.1	Description of efforts to reduce the occurrence of compromised drugs within the supply chain	Not applicable
HC-DR-250a.2	(1) Number of drug recalls issued, (2) total units recalled and (3) percentage for private-label products	Not applicable
HC-DR-260a.2	Total amount of monetary losses as a result of legal proceedings associated with controlled substances	None
HC-DR-260b.1	First fill adherence rate	None
HC-DR-260b.2	Description of policies and practices to prevent prescription dispensing errors	Included in the Pharmacy Procedure
HC-DR-260b.3	Total amount of monetary losses as a result of legal proceedings associated with prescription dispensing errors	None

ASIAN EYE INSTITUTE — SASB: E-COMMERCE

SASB Code	Description	Response
CG-EC-000.A	Entity-defined measure of user activity	Data collection process still being established
CG-EC-000.B	Data processing capacity, percentage outsourced	Data collection process still being established
CG-EC-000.C	Number of shipments	Data collection process still being established
CG-EC-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Annex 8 - Restatements and Data Details: pp. 379 to 380
CG-EC-130a.2	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Annex 8 - Restatements and Data Details: p. 382 AEI units do not operate in areas of water stress
CG-EC-130a.1	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Not applicable
CG-EC-220a.1	Number of users whose information is used for secondary purposes	None
CG-EC-220a.2	Description of policies and practices relating to targeted advertising and user privacy	No existing policy
CG-EC-230a.1	Description of approach to identifying and addressing data security risks	Data Privacy Policy and Manual in place
CG-EC-230a.2	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	None
CG-EC-330a.1	Employee engagement as a percentage	Data collection process still being established for this metric
CG-EC-330a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Data collection process still to be established for this metric
CG-EC-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	Annex 8 - Restatements and Data Details: pp. 384 to 387
CG-EC-330a.4	Percentage of technical employees that require a work visa	Not applicable
CG-EC-410a.1	Total greenhouse gas (GHG) footprint of product shipments	Data collection process still to be established for this metric
CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	Data collection process still to be established for this metric

ASIAN EYE INSTITUTE — SASB: BIOTECHNOLOGY

SASB Code	Description	Response
HC-BP-000.A	Number of patients treated	Not applicable
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	To be determined if applicable to AEI
HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	Covered under SCMC-AEI Ethics Review Committee (ERC)

SASB Code	Description	Response
HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	None
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	None
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	To be determined if applicable to AEI
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	To be determined if applicable to AEI
HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	To be determined if applicable to AEI
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	To be determined if applicable to AEI
HC-BP-250a.1	Products listed in public medical product safety or adverse event alert databases	Not applicable
HC-BP-250a.2	Number of fatalities associated with products	Not applicable
HC-BP-250a.3	(1) Number of recalls issued, (2) total units recalled	Not applicable
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	Not applicable
HC-BP-250a.5	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Not applicable
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Not applicable
HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	Not applicable
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	Not applicable
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	None
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Guidelines to be fomalized and developed
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	To be determined if applicable to AEI
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives and senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Annex 8 - Restatements and Data Details: pp. 386 to 387 Data collection process for detailed data still to be established

SASB Code	Description	Response
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit programme or equivalent third-party audit programmes for integrity of supply chain and ingredients	Not applicable
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	None
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	AEI to review their existing Code of Ethics

ASIAN EYE INSTITUTE — SASB: PROFESSIONAL AND COMMERCIAL SERVICES

SASB Code	Description	Response
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Annex 8 - Restatements and Data Details: pp. 384 to 387
SV-PS-000.B	Employee hours worked, percentage billable	Data collection process to be established
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Data Privacy Policy and Manual in place Also see Intellectual Capital: pp. 212 to 221
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Data Privacy Policy and Manual in place
SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	None
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Annex 8 - Restatements and Data Details: pp. 384 to 387
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Data collection process for detailed data still to be established
SV-PS-330a.3	Employee engagement as a percentage	Data collection process to be established
SV-PS-510a.1	Description of approach to ensuring professional integrity	Documented in the Anti-Bribery Policy
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	None

UN Sustainable Development Goals (UN SDGs)

Goal Number	Target	Page No. / Remarks
1 — No Poverty	1.5	Social and Relationship Capital: p. 239 Contribution to the SDGs: pp. 250-255
3 — Good Health and Well-being	3.8	Social and Relationship Capital: p. 239 Contribution to the SDGs: pp. 250-255
4 — Quality Education	4.1, 4.2, 4.3, 4.4, 4.5, 4.7	Social and Relationship Capital: p. 239 Contribution to the SDGs: pp. 250-255
5 — Gender Equality	5.1, 5.5	Human Capital: pp. 199-200, 203 Contribution to the SDGs: pp. 250-255
6 — Clean Water and Sanitation	6.3, 6.4, 6.6	Natural Capital: pp. 193-196 Contribution to the SDGs: pp. 250-255
7 — Affordable and Clean Energy	7.1, 7.2	Manufactured Capital: pp. 163-166 Contribution to the SDGs: pp. 250-255
8 — Decent Work and Economic Growth	8.5, 8.8	Human Capital: pp. 199-200, pp. 204-207 Contribution to the SDGs: pp. 250-255
9 — Industry, Innovation and Infrastructure	9.1, 9.2, 9.3, 9.4	Outlook: pp. 278-287 Contribution to the SDGs: pp. 250-255
10 — Reduced Inequalities	10.2, 10.3	Social and Relationships Capital: pp. 227, 230, 237 Contribution to the SDGs: pp. 250-255
12 — Responsible Consumption and Production	12.6, 12.7	Natural Capital: pp. 191-192 Contribution to the SDGs: pp. 250-255
13 — Climate Action	13.1, 13.2, 13.3	Risk Management: p. 143 Social and Relationship Capital: pp. 239, 241-243 Contribution to the SDGs: pp. 250-255
14 — Life Below Water	14.1, 14.2, 14.4, 14.5, 14.6	Natural Capital: p. 191-192 Social and Relationship Capital: p. 241-243 Contribution to the SDGs: pp. 250-255
15 — Life on Land	15.1, 15.2, 15.3, 15.4, 15.5, 15.7	Natural Capital: pp. 193-197 Contribution to the SDGs: pp. 250-255
17 — Partnerships for the Goals	17.17	Social and Relationships Capital: pp. 234-235 Contribution to the SDGs: pp. 250-255 Annex 5: External Engagements pp. 335-339

UN Guiding Principles on Business and Human Rights (UNGP)

Item	Description	Page No. / Remarks
The State Duty to Protect Human Rights		
	The State Duty to Protect Human Rights	Not applicable to FPH as a private organization.
The Corporate Responsibility to Respect Human Rights — Foundational Principles		
Foundational Principles	Business enterprises should respect human rights. This means that they should avoid infringing on the human rights of others and should address adverse human rights impacts with which they are involved.	FPH has established social safeguard policies that affirm its commitment to respecting the human rights of all stakeholders. These policies cover: Human Rights; Gender Equality and Diversity; Cultural Heritage and Indigenous Peoples; and Responsible Asset Management. FPH and its subsidiaries have completed the foundational requirement of Human Rights Due Diligence (HRDD) to identify and prevent potential salient issues. Details are provided in the Social and Relationship Capital section (see: pp. 222 to 245).
	The responsibility of business enterprises to respect human rights refers to internationally recognized human rights—understood, at a minimum, as those expressed in the International Bill of Human Rights and the principles concerning fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.	Respect for universal rights under the International Bill of Rights is a core requirement of FPH's Human Rights Guidelines, in support of the policy issued on December 15, 2020.
	The responsibility to respect human rights requires that business enterprises: (a) Avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur; (b) Seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products, or services by their business relationships, even if they have not contributed to those impacts.	FPH and its subsidiaries conducted a Human Rights Impact Assessment (HRIA) across the value chain to address these requirements.
	The responsibility of business enterprises to respect human rights applies to all enterprises regardless of their size, sector, operational context, ownership, and structure. Nevertheless, the scale and complexity of the means through which enterprises meet that responsibility may vary according to these factors and with the severity of the enterprise's adverse human rights impacts.	Our subsidiaries range in size and complexity—from fewer than 50 employees to as many as 6,530, and from single-site operations to nationwide and international presence. All operating units are covered by FPH's Human Rights policy and guidelines.
	In order to meet their responsibility to respect human rights, business enterprises should have in place policies and processes appropriate to their size and circumstances, including: (a) A policy commitment to meet their responsibility to respect human rights; (b) A human rights due diligence process to identify, prevent, mitigate, and account for how they address their impacts on human rights; (c) Processes to enable the remediation of any adverse human rights impacts they cause or to which they contribute.	All three requirements are in place across FPH and its subsidiaries: Policy issued: December 19, 2018 Training conducted by the Philippine Commission on Human Rights, the University of the Philippines Human Rights Institute, the Ateneo Human Rights Center, and the Business and Human Rights Resource Centre (UK) in August 2021, completed in 2022. Potential human rights risks across the value chain have been identified and are reviewed on a regular basis. A Grievance Redress Mechanism and Whistleblower Policy are in place.
The Corporate Responsibility to Respect Human Rights — Foundational Principles		
Policy Commitment	As the basis for embedding their responsibility to respect human rights, business enterprises should express their commitment to meet this responsibility through a statement of policy that: (a) Is approved at the most senior level of the business enterprise;	(a) FPH's social safeguard policies—including those on Human Rights; Gender Equality and Diversity; Cultural Heritage and Indigenous Peoples; and Responsible Asset Management—were approved and signed by the FPH Chairman.

Item	Description	Page No. / Remarks
	(b) Is informed by relevant internal and/or external expertise; (c) Stipulates the enterprise's human rights expectations of personnel, business partners, and other parties directly linked to its operations, products, or services; (d) Is publicly available and communicated internally and externally to all personnel, business partners, and other relevant parties; (e) Is reflected in operational policies and procedures.	(b) The Human Rights policy was informed by training sessions received from the Philippine Commission on Human Rights, the University of the Philippines Human Rights Institute, the Ateneo Human Rights Center, and the Business and Human Rights Resource Centre (UK). (c) Requirements for personnel, business partners, and other parties are detailed in the Human Rights Guidelines dated December 15, 2020. (d) Policies were cascaded to all employees, from management to staff level. FPH has also completed its HRDD processes for 2021–2022. (e) Details of activities undertaken across the conglomerate are provided in the Social and Relationship Capital section (see: pp. 222 to 245).
Human Rights Due Diligence	In order to identify, prevent, mitigate, and account for how they address their adverse human rights impacts, business enterprises should carry out human rights due diligence. The process should include assessing actual and potential human rights impacts, integrating and acting upon the findings, tracking responses, and communicating how impacts are addressed. Human rights due diligence: (a) Should cover adverse human rights impacts that the business enterprise may cause or contribute to through its own activities, or which may be directly linked to its operations, products, or services by their business relationships; (b) Will vary in complexity with the size of the business enterprise, the risk of severe human rights impacts, and the nature and context of its operations; (c) Should be ongoing, recognizing that human rights risks may change over time.	Training was conducted by the Philippine Commission on Human Rights, the University of the Philippines Human Rights Institute, the Ateneo Human Rights Center, and the Business and Human Rights Resource Centre (UK) in August 2021, with completion in 2022. FPH's Human Rights policies and HRDD process encompass all business activities and stakeholders. A Human Rights Impact Assessment (HRIA) was conducted per subsidiary across the value chain to capture the specificities of each operation. Impacts are reviewed on a regular basis.
	In order to gauge human rights risks, business enterprises should identify and assess any actual or potential adverse human rights impacts with which they may be involved either through their own activities or as a result of their business relationships. This process should: (a) Draw on internal and/or independent external human rights expertise; (b) Involve meaningful consultation with potentially affected groups and other relevant stakeholders, as appropriate to the size of the business enterprise and the nature and context of the operation.	With the Human Rights Impact Assessment now completed, the current focus is on monitoring. For power companies with multiple host communities organized into associations, a dedicated community partner is assigned to engage them regularly—at minimum, on a monthly basis.

Item	Description	Page No. / Remarks
	In order to prevent and mitigate adverse human rights impacts, business enterprises should integrate the findings from their impact assessments across relevant internal functions and processes, and take appropriate action.	HRDD processes are performed by FPH's business segments across the value chain, in collaboration with relevant corporate functions, including human resources, community relations, operations, project management, corporate communications, and procurement.
	In order to account for how they address their human rights impacts, business enterprises should be prepared to communicate this externally, particularly when concerns are raised by or on behalf of affected stakeholders. Business enterprises whose operations or operating contexts pose risks of severe human rights impacts should report formally on how they address them.	Part of FPH's HRDD activities is the identification of human rights-related risks encountered by subsidiaries in their respective operations. Businesses are required to enumerate measures to address or mitigate these risks. Identified risks and corresponding measures are detailed in the Social and Relationship Capital section (see: pp. 222 to 245).
Remediation	Where business enterprises identify that they have caused or contributed to adverse impacts, they should provide for or cooperate in their remediation through legitimate processes.	In accordance with FPH's Human Rights policy, business operations are required to maintain a Grievance Redress Mechanism (GRM) that enables stakeholders to report concerns, allowing the organization to provide appropriate remedy. The GRM also serves as a tool for analyzing the root causes of rights violations and informing preventive measures.
Issues of Context		
	In all contexts, business enterprises should: (a) Comply with all applicable laws and respect internationally recognized human rights, wherever they operate; (b) Seek ways to honor the principles of internationally recognized human rights when faced with conflicting requirements; (c) Treat the risk of causing or contributing to gross human rights abuses as a legal compliance issue wherever they operate.	FPH's human rights policies are aligned with applicable local laws and internationally recognized human rights legislation.
	Where it is necessary to prioritize actions to address actual and potential adverse human rights impacts, business enterprises should first seek to prevent and mitigate those that are most severe or where delayed response would make them irremediable.	Social and Relationship Capital: (see pp. 222 to 245) All projects undergo an Environmental and Social Assessment to identify areas of impact and affected individuals or communities. Mitigation measures are submitted as part of the Environmental Compliance Certificate application required for project approval. This includes an Environmental and Social Management Plan following the mitigation hierarchy: avoid, minimize, restore, and remediate. Grievance Redress Mechanisms (GRMs) are operationally focused to capture issues on the ground in a timely manner.

Item	Description	Page No. / Remarks
Access to Remedy — Foundational Principles		
Foundational Principles	To make it possible for grievances to be addressed early and remediated directly, business enterprises should establish or participate in effective operational-level grievance mechanisms for individuals and communities who may be adversely impacted.	FPH and its subsidiaries maintain an established GRM designed to provide remedy to stakeholders affected by business operations. In addition, the company identifies potential human rights risks through its HRDD process, which is conducted on a regular basis to ensure all potential and actual incidents are mitigated or addressed.
	Industry, multi-stakeholder, and other collaborative initiatives that are based on respect for human rights-related standards should ensure that effective grievance mechanisms are available.	FPH and its subsidiaries work with local agencies and institutions to support the effective implementation of HRDD activities. FPH maintains a partnership with the Commission on Human Rights of the Philippines to guide its HRDD program. The Grievance Redress Mechanism applies to all external stakeholders.
Access to Remedy — Operational Principles		
Operational Principles	Operational-level mechanisms should also be: (h) Based on engagement and dialogue: consulting the stakeholder groups for whose use they are intended on their design and performance, and focusing on dialogue as the means to address and resolve grievances.	Stakeholder engagement is integral to the success of FPH's HRDD processes and human rights policies. In areas of operation, community relations and operations teams conduct regular dialogues with community members on these matters.

Annex 8
Restatements and Data Details

Restatements

Item	In this report	In 2024 FPH IR	Remarks
2023, First Balfour, Total Waste, in metric tons	747.7	3,100.7	Graphic error in the 2024 report. The total sum of waste for all subsidiaries is correct in the report.
2024, First Gen Revenue	856,583	2,407,978	To ensure comparability with 2025 figures, 2024 revenues have been restated to reflect the deconsolidation of FGEN's natural gas assets. The deconsolidation is a result of the transfer of 60 percent ownership of FGEN's natural gas assets to Prime Infra in November 2025.
2023, First Gen Revenue	857,606	2,474,748	
2024, First Gen Scope 2 Emissions, in tCO_2e	14,896.8	15,728.8	Correction of 2024 emission factor for renewable electricity used.
2024, Rockwell Total water extracted, in ML	536.4	623.2	Water extraction data for one property was corrected, as data in the previous report had double counted values.
2024 First Philec Total waste, in metric tons	274.6	44.5	Data presented in the 2024 FPH IR was incomplete.
2023 First Philec Total waste, in metric tons	336.3	205.7	Data presented in the 2024 FPH IR was incomplete.
2024, Rockwell Waste composted, in metric tons	236.0	0.0	The amount of waste composted was not included in the 2024 FPH IR.
2024, Rockwell Total water extracted, in ML	536.4	623.2	Water extraction data for one property was corrected, as data in the previous report had double counted values.
2024, Asian Eye Revenue	704.6 million	697 million	Based on audited numbers

Data Details

The following presents the detailed breakdown of data, per subsidiary, for 2025.

ENERGY CONSUMED
Units: GigaJoules (GJ)

Subsidiary	Energy Imported				
	Biofuel	Renewable Electricity	Diesel	Gasoline and LPG	Non-Renewable Electricity
AEI	0.0	0.0	246.2	0.0	2,544.0
First Balfour	0.0	795.0	410,407.6	8,572.4	7,954.5
First Gen	0.0	7,033.9	130,435.5	31.0	22,126.3
First Philec	0.0	11,327.6	493.7	152.2	0.0
FPH	0.0	1,233.1	0.0	0.0	0.0

FPIP	0.0	33,227.6	1,967.7	922.2	8,618.4
Rockwell	0.0	141,299.4	0.0	0.0	6,895.8
TOTAL	**0.0**	**194,916.7**	**543,550.8**	**9,677.8**	**48,139.0**

Subsidiary	Energy Generated On-Site				
	Geothermal	Hydroelectric	Wind	Solar	Total Generation
AEI	0.0	0.0	0.0	0.0	**0.0**
First Balfour	0.0	0.0	0.0	211.1	**211.1**
First Gen	26,669,015.7	4,133,430.0	1,015,383.6	28,954.3	**31,846,783.5**
First Philec	0.0	0.0	0.0	0.0	**0.0**
FPH	0.0	0.0	0.0	0.0	**0.0**
FPIP	0.0	0.0	0.0	1,180.9	**1,180.9**
Rockwell	0.0	0.0	0.0	0.0	**0.0**
TOTAL	**26,669,015.7**	**4,133,430.0**	**1,015,383.6**	**30,346.2**	**31,848,175.5**

Subsidiary	Energy Exported or Sold		Total Energy Consumption		
	Renewable Electricity	Non-Renewable Electricity	Renewable	Non-Renewable	Total Consumption
AEI	0.0	0.0	0.0	2,790.3	**2,790.3**
First Balfour	0.0	0.0	1,006.1	426,934.5	**427,940.6**
First Gen	29,879,036.2	0.0	1,974,781.2	152,592.8	**2,127,374.0**
First Philec	0.0	0.0	11,327.6	645.9	**11,973.5**
FPH	0.0	0.0	1,233.1	0.0	**1,233.1**
FPIP	0.0	0.0	34,408.5	11,508.2	**45,916.7**
Rockwell	0.0	0.0	141,299.4	6,895.8	**148,195.2**
TOTAL	**29,879,036.2**	**0.0**	**2,164,055.9**	**601,367.6**	**2,765,423.4**

GREENHOUSE GAS EMISSIONS
Units: Metric Tonnes of CO_2e (tCO_2e)

SCOPE 1 EMISSIONS			
Subsidiary	2023	2024	2025
AEI	19.3	21.1	**19.9**
First Balfour	22,614.0	31,490.3	**33,703.9**
First Gen	6,966,796.1	5,329,611.0	**1,024,920.7**
First Philec	46.6	0.7	**49.5**
FPH Head Office	0.0	2.3	**0.6**
FPIP	167.0	212.1	**223.8**
Rockwell	562.0	192.8	**0.0**
TOTAL	**6,990,205.2**	**5,361,530.3**	**1,058,918.4**

SCOPE 2 EMISSIONS			
Subsidiary	2023	2024	2025
AEI	452.9	531.3	**490.0**
First Balfour	888.4	1,375.4	**1,558.6**
First Gen	9,037.0	14,896.6	**4,429.0**
First Philec	363.0	272.3	**494.6**
FPH Head Office	30.3	28.9	**27.8**
FPIP	5,355.3	4,441.8	**2,890.6**
Rockwell	12,695.4	9,922.7	**5,877.3**
TOTAL	**28,822.3**	**31,469.0**	**15,768.0**

SCOPE 3 EMISSIONS			
Subsidiary	2023	2024	2025
AEI	-	140.0	**6.9**
First Balfour	0.0	58,256.0	**15,764.5**
First Gen	1,093,958.4	1,254,188.1	**1,901,085.9**
First Philec	33.6	24,459.0	**38,456.0**
FPH Head Office	0.1		**0.2**
FPIP	835.8	207.0	**349.4**
Rockwell	5,703.8	246,336.0	**1,027.3**
TOTAL	**1,100,531.7**	**1,583,586.1**	**1,857,032.2**

Notes:
1. Scope 3 inventory and calculations are still being improved and may have restatements in the next report.
2. The total value for 2025 across subsidiaries excludes intra-FPH transactions within Categories 1 and 2.

TOTAL EMISSIONS			
Subsidiary	2023	2024	2025
AEI	472.2	692.4	**516.8**
First Balfour	23,502.4	91,121.8	**51,026.9**
First Gen	8,069,791.6	6,598,695.6	**2,941,175.6**
First Philec	443.2	24,732.0	**39,000.1**
FPH Head Office	30.4	31.2	**28.6**
FPIP	6,358.2	4,860.9	**3,463.9**
Rockwell	18,961.2	256,451.5	**6,904.6**
TOTAL	**8,119,559.1**	**6,976,585.4**	**3,031,612.0**

Note:
Total across subsidiaries for 2025 excludes intra-FPH transactions within the Scope 3 inventory.

SCOPE 2 EMISSIONS, MARKET-BASED VS LOCATION-BASED
Units: Metric Tonnes of CO_2e

Subsidiary	Market-Based Emissions	Location-Based Emissions
AEI	490.1	490.1
First Balfour	1,558.2	1,694.9
First Gen	4,429.0	5,625.4
First Philec	494.8	2,182.1
FPH	27.8	237.6
FPIP	2,890.8	8,061.2
Rockwell	5,877.8	28,548.2
TOTAL	**15,768.5**	**46,839.4**

WATER EXTRACTED
Units: Megaliters (ML)

Subsidiary		Surface Water Total		Groundwater		Third-Party Water Total	Subsidiary Total
		Freshwater (<= 1,000 mg/L Total Dissolved Solids)	Other Water (>= 1,000 mg/L Total Dissolved Solids)	Freshwater (<= 1,000 mg/L Total Dissolved Solids)	Other Water (>= 1,000 mg/L Total Dissolved Solids)	Surface Water	
AEI	All Areas					14.4	**14.4**
	Areas with Water Stress						
First Balfour	All Areas					62.7	**62.7**
	Areas with Water Stress						
First Gen	All Areas	3,487,252.3		77.0		8.4	**3,487,337.7**
	Areas with Water Stress						
First Philec	All Areas					10.7	**10.7**
	Areas with Water Stress						
FPH Head Office	All Areas					1.0	**1.0**
	Areas with Water Stress						
FPIP	All Areas			10,026.7		0.2	**10,026.9**
	Areas with Water Stress						
Rockwell	All Areas					342.7	
	Areas with Water Stress						
TOTAL		**3,487,252.3**		**10,103.7**		**431.2**	**3,497,787.2**

WASTE GENERATED, DIVERTED AND DISPOSED
Units: Metrics Tonnes

Waste by Disposal Type									
Subsidiary	Waste Generated			Waste Diverted from Disposal			Waste Directed to Disposal		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
AEI	4.6	5.0	**5.7**	0.0	0.0	**0.0**	0.0	0.9	**1.2**
First Balfour	815.9	709.2	**692.3**	304.3	67.5	**165.9**	443.4	575.0	**458.5**
First Gen	478.8	2,676.8	**1,117.7**	435.7	702.0	**481.3**	415.1	1,133.0	**640.4**
First Philec	336.3	274.6	**375.9**	66.7	19.1	**650.6**	63.4	150.2	**36.6**
FPH	0.0	0.0	**0.0**	0.0	0.0	**0.0**	0.0	0.0	**0.0**
FPIP	32.5	47.1	**49.9**	23.2	23.7	**38.7**	9.1	21.1	**6.8**
Rockwell	5,975.0	6,831.0	**7,938.7**	394.0	767.0	**1,713.4**	5,581.0	6,064.0	**5,505.7**
TOTAL WASTE	**8,121.9**	**13,220.5**	**11,297.8**	**1,659.7**	**2,281.2**	**3,531.3**	**6,927.7**	**9,077.1**	**7,287.6**

Waste Diverted from Disposal by Recovery Operation						
Subsidiary	Recycling & Reuse			Composting		
	2023	2024	2025	2023	2024	2025
Hazardous Waste						
AEI	0.0	0.0	0.0	0.0	0.0	0.0
First Balfour	0.1	0.3	7.5	0.0	0.0	0.0
First Gen	283.0	191.8	334.9	0.0	0.0	0.0
First Philec	0.0	0.0	0.0	0.0	0.0	0.0
FPH	0.0	0.0	0.0	0.0	0.0	0.0
FPIP	0.0	0.0	0.0	0.0	0.0	0.0
Rockwell	0.0	0.0	107.8	0.0	0.0	0.0
TOTAL	**283.1**	**192.1**	**450.2**	**0.0**	**0.0**	**0.0**
Non-Hazardous Waste						
AEI	0.0	0.0	0.0	0.0	0.0	0.0
First Balfour	304.2	67.2	158.4	0.0	0.0	0.0
First Gen	84.9	462.9	144.8	67.8	47.3	1.7
First Philec	198.9	92.0	301.6	0.0	0.0	0.0
FPH	0.0	0.0	0.0	0.0	0.0	0.0
FPIP	22.3	10.1	38.7	0.9	13.6	0.0
Rockwell	394.0	767.0	1,605.6	0.0	0.0	719.6
TOTAL	**1,004.3**	**1,399.2**	**2,249.1**	**68.8**	**60.8**	**721.3**

TOTAL PERMANENT EMPLOYEES BY GENDER

Company	2023			2024			2025		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
AEI	75	200	**275**	71	177	**248**	70	163	**233**
First Balfour	268	140	**408**	259	162	**421**	273	73	**346**
First Gen	1,353	654	**2,007**	1,384	773	**2,157**	1,393	718	**2,111**
FPH Head Office	46	56	**102**	45	62	**107**	43	59	**102**
First Philec	230	58	**288**	229	68	**297**	265	71	**336**
FPIP	54	70	**124**	56	68	**124**	56	74	**130**
Rockwell	548	529	**1,077**	550	566	**1,116**	595	602	**1,197**
GRAND TOTAL	**2,574**	**1,707**	**4,281**	**2,594**	**1,876**	**4,470**	**3,884**	**1,880**	**4,455**

TOTAL TEMPORARY EMPLOYEES BY GENDER

Company	2023			2024			2025		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
AEI	0	0	**0**	0	0	**0**	0	0	**0**
First Balfour	4,404	438	**4,842**	4,018	775	**4,793**	2,731	301	**3,032**
First Gen	195	57	**252**	221	75	**296**	175	57	**232**
FPH Head Office	7	3	**10**	7	2	**9**	5	2	**7**
First Philec	0	0	**0**	0	0	**0**	0	0	**0**
FPIP	3	3	**6**	0	31	**31**	2	4	**6**
Rockwell	17	24	**41**	35	37	**72**	48	54	**102**
GRAND TOTAL	**4,626**	**525**	**5,151**	**4,281**	**920**	**5,201**	**2,961**	**418**	**3,379**

TOTAL PERMANENT EMPLOYEES BY REGION

Company	2024				2025			
	Luzon	Visayas	Mindanao	TOTAL	Luzon	Visayas	Mindanao	TOTAL
AEI	248	0	0	**248**	233	0	0	**233**
First Balfour	358	55	8	**421**	273	54	19	**346**
First Gen	1,316	690	151	**2,157**	1,216	719	176	**2,111**
First Philec	297	0	0	**297**	336	0	0	**336**
FPH Head Office	107	0	0	**107**	102	0	0	**102**
FPIP	124	0	0	**124**	130	0	0	**130**
Rockwell	982	134	0	**1,116**	1,049	148	0	**1,197**
GRAND TOTAL	**3,432**	**879**	**159**	**4,470**	**3,339**	**921**	**188**	**4,455**

TOTAL TEMPORARY EMPLOYEES BY REGION

Company	2024				2025			
	Luzon	Visayas	Mindanao	TOTAL	Luzon	Visayas	Mindanao	TOTAL
AEI	0	0	0	**0**	0	0	0	**0**
First Balfour	1,965	2,588	192	**4,745**	847	1,800	385	**3,032**
First Gen	210	59	27	**296**	142	62	28	**232**
First Philec	0	0	0	**0**	0	0	0	**0**
FPH Head Office	9	0	0	**9**	6	1	0	**7**
FPIP	31	0	0	**31**	4	2	0	**6**
Rockwell	58	14	0	**72**	70	32	0	**102**
GRAND TOTAL	**2,274**	**2,661**	**218**	**5,153**	**1,069**	**1,897**	**413**	**3,379**

TOTAL NUMBER OF NEW HIRE EMPLOYEES BY GENDER AND BY AGE GROUP

Company	Male							Female							Combined						
	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL
AEI	0	6	3	1	1	0	11	0	9	5	3	1	0	18	0	15	8	4	2	0	29
First Balfour	88	1,351	1,042	612	262	20	3,375	1	63	67	14	12	1	158	89	1,414	1,109	626	274	21	3,533
First Gen	0	95	28	18	9	4	154	0	55	18	6	3	0	82	0	150	46	24	12	4	236
FPH Head Office	0	1	1	0	1	1	4	0	4	0	1	1	0	6	0	5	1	1	2	1	10
First Philec	0	33	17	3	2	1	56	0	15	4	0	0	0	19	0	48	21	3	2	1	75
FPIP	0	4	0	0	0	1	5	0	8	3	1	0	0	12	0	12	3	1	0	1	17
Rockwell	0	194	21	9	4	1	229	0	207	14	1	0	0	222	0	401	35	10	4	1	451
GROUP-WIDE TOTAL	88	1,686	1,112	643	279	28	3,836	1	362	111	27	18	1	520	89	2045	1,223	669	296	29	4,351

TOTAL NUMBER OF TURNOVER EMPLOYEES BY GENDER AND BY AGE GROUP

Company	Male							Female							Combined						
	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL	< 19	20-30	31-40	41-50	51-60	60 <	TOTAL
AEI	0	8	3	3	3	0	17	0	13	17	4	1	0	35	0	21	20	7	4	0	52
First Balfour	55	321	61	197	140	36	810	1	82	28	5	0	13	129	56	403	89	202	140	49	939
First Gen	0	29	45	29	72	16	191	0	29	24	7	7	5	72	0	58	69	36	79	21	263
FPH Head Office	0	1	2	0	1	4	8	0	3	1	1	3	2	10	0	4	3	1	4	6	18
First Philec	0	15	11	3	0	0	29	0	9	4	0	0	0	13	0	24	15	3	0	0	42
FPIP	0	2	1	1	1	0	5	0	2	2	2	0	0	6	0	4	3	3	1	0	11
Rockwell	0	135	29	6	2	1	173	0	136	43	1	0	0	180	0	271	72	7	2	1	353
GROUP-WIDE TOTAL	88	1,395	999	557	281	42	3,362	1	274	120	22	13	20	450	89	1,669	1,119	579	294	62	1,678

TOTAL NUMBER OF NEW HIRE EMPLOYEES BY GENDER AND BY REGION

Company	Luzon		Visayas		Mindanao		TOTAL
AEI	29	100%	0	0%	0	0%	29
First Balfour	1,240	35%	1,869	53%	424	12%	3,533
First Gen	134	57%	72	31%	30	13%	236
FPH Head Office	10	100%	0	0%	0	0%	10
First Philec	75	100%	0	0%	0	0%	75
FPIP	17	100%	0	0%	0	0%	17
Rockwell	367	81%	84	19%	0	0%	451
GRAND TOTAL	1,872	43%	2,025	47%	454	10%	4,351

TOTAL NUMBER OF TURNOVER EMPLOYEES BY GENDER AND BY REGION

Company	Luzon		Visayas		Mindanao		TOTAL
AEI	52	100%	0	0%	0	0%	54
First Balfour	509	54%	383	41%	47	5%	939
First Gen	186	71%	58	22%	19	7%	263
FPH Head Office	18	100%	0	0%	0	0%	18
First Philec	42	100%	0	0%	0	0%	42
FPIP	11	100%	0	0%	0	0%	11
Rockwell	294	83%	59	17%	0	0%	353
GRAND TOTAL	1,112	36%	1,881	53%	387	11%	1,658

AVERAGE TRAINING HOURS BY GENDER

Average Hours of Training Per Year			
Company	2025		
	Male	Female	Total
AEI	10.25	15.68	12.97
First Balfour	8.56	25.1	16.83
First Gen	30.89	32.59	31.74
FPH Head Office	11.55	30.48	21.01
First Philec	19.53	34.54	27.03
FPIP	16.37	10.73	13.55
Rockwell	48.23	47.24	47.73
GRAND TOTAL	20.77	28.05	24.41

**Gender breakdown for 2023 and 2024 are not available*

AVERAGE TRAINING HOURS BY GENDER AND BY EMPLOYEE CATEGORY (2025)

Company	Female					Male				
	Senior Management	Management	Supervisory	Non-Supervisory	Consultant	Senior Management	Management	Supervisory	Non-Supervisory	Consultant
AEI	0.00	16.50	25.68	11.43	0.00	0.00	11.42	16.50	11.74	0.00
First Balfour	5.31	13.61	9.86	9.67	0.00	18.25	12.54	28.45	10.18	0.00
First Gen	18.41	25.74	36.94	64.03	0.00	12.93	33.42	44.78	38.24	0.00
FPH Head Office	6.00	34.18	23.50	38.17	0.00	7.90	26.03	30.00	80.75	0.00
First Philec	4.50	114.38	25.90	23.16	0.00	68.83	133.06	32.38	3.07	0.00
FPIP	2.00	13.37	18.24	0.85	0.00	4.80	11.41	34.47	11.33	0.00
Rockwell	31.41	40.47	50.34	50.84	0.00	31.20	27.98	50.07	46.49	8.95
Group-wide Average per employee category	6.97	20.22	16.07	17.22	0.00	13.10	15.37	27.22	25.00	0.00

Methodology on GHG Emissions

Greenhouse gas emissions across the FPH businesses are calculated mostly through the use of an ESG data management platform. Certain categories of Scope 3 emissions are manually calculated as of this report, with one business unit employing a third-party service to calculate for their Scope 3 emissions to establish a baseline.

Emission factors for fuel use are sourced from the GHG Protocol emission factor database. Emission factors for Scope 2 emissions are based on:

- The latest available National Grid Emission Factors published by the Department of Energy for electricity consumption for the grid; and
- The emission factors provided by retail electricity suppliers where renewable electricity is purchased.

Meanwhile, the following tools and databases were referenced for Scope 3 emissions:

- The United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA) Emission Factors
- The United States' Environmental Protection Agency (EPA) Supply Chain Greenhouse Emission Emission Factors Dataset

Base year emission recalculations are triggered when significant changes in FPH's GHG inventory exceed a 5 percent threshold.

In line with FPH's decarbonization mission and the global net zero goal, near-term GHG reduction targets for 2030 have been identified. Referencing the 2025 Corporate Net Zero Standards of the Science-based Targets Initiative (SBTi), we selected 2023 as the base year, as it is the year for which FPH's Scopes 1, 2, and 3 are verifiable. The rationale for selecting the 42 percent GHG reduction target is detailed in Annex 3 (Near-Term Target Process) Annex 2: Decarbonization Target Process (p. 314).

Acknowledgments

STEERING COMMITTEE
Office of the Chairman
Office of the President
Corporate Sustainability
Integrated Corporate Communications
Legal and Regulatory
Finance and Treasury
Strategic Brand Management
Comptrollership

CONTRIBUTORS
FPH Subsidiaries' Sustainability Technical Working Groups
Site Operations
Corporate Planning
Enterprise Risk Management
Human Resources Group
Information Technology Group
Investor Relations Group
Corporate Social Responsibility

EDITORIAL AGENCY
Imaginable Impact

COVER DESIGN
PINO Design Studio Incorporated

INSIDE LAYOUT DESIGN
Drink Sustainability Communications

PORTRAITURES
Albert Labrador
Victor "Toto" Labrador

Contact Information

invrel@fphc.com
+63 2 8631-8024 (trunklines)

FPH
A Lopez Group Company

At First Philippine Holdings, trust is built over time through consistent decisions, long-term partnerships, and disciplined execution. Each good choice strengthens our businesses, strengthens our partnerships, and strengthens the communities we serve.

Across our businesses in power, real estate, infrastructure, manufacturing, and social services, we continue to invest with a long-term view—building platforms designed to endure, adapt, and grow responsibly over time.

We believe that companies built on trust are built to last. Over time, these platforms and partnerships allow value to grow, endure, and carry forward across generations.

6th Floor Rockwell Business Center Tower 3
Ortigas Avenue, Pasig City 1604 Philippines

www.fphc.com