



# BURNING LUNGS

2024 INTEGRATED REPORT

# 1.55°C

The World Meteorological Society confirms that 2024 is now the hottest year on record at 1.55°C above pre-industrial level, exceeding the 1.5°C target. The last 10 years in succession are the hottest on record and are the hottest in 125,000 years, with human activity the largest contributor to global warming.

Photo courtesy of Arsen P. Elements of this image were furnished by NASA

**POWERED BY GOOD™**



ONE MORE DEGREE MEANS DISASTER  
**BUT TOGETHER  
 WE CAN  
 STILL FIGHT  
 GLOBAL  
 WARMING**

2016 Annual Report



**WE ARE RUNNING  
 OUT OF TIME**

Global carbon emissions continue to rise to catastrophic levels. Today, the amount of carbon dioxide in the Earth's atmosphere is over 410 parts per million, the highest concentration in recorded history.

**2017  
 ANNUAL REPORT**



**It's getting harder  
 to breathe.**

There's more than one way to lose our breath if we don't act now. Since 2012, sea level rise has accelerated and is projected to rise 1.1 to 6.6 feet by 2100. Extreme weather events are increasing and are projected to cause significant loss of life and property. The impact of COVID-19 is a stark reminder of the impact of a global health crisis. The consequences of climate change are already being felt. We must act now to protect the health of our planet and the future of our children.

2020 INTEGRATED REPORT



POWERED BY GOOD™

**2021  
 INTEGRATED  
 REPORT** We will bear  
 the brunt of a  
**vulnerable  
 planet.**

15 times more people were killed in poor coastal countries versus rich coastal countries by floods, droughts, and storms in the last decade.  
 4th. The Global Climate Risk Index 2020 lists the Philippines as the 4th most affected country by extreme weather events from 2000-2019.  
 Up to 60% of the water population in the Philippines is threatened by extreme weather.



These can be addressed only if we act decisively against climate change. As businesses, hastening the shift to renewable energy sources and greening the supply chain, and as individuals, through conscientious consumption, everyone must play a role in the solution.



**FORGING COLLABORATIVE  
 PATHWAYS FOR A DECARBONIZED  
 AND REGENERATIVE FUTURE.**

2019 INTEGRATED REPORT



**IT'S  
 IMPOSSIBLE.**

Climate change may be daunting. But today, solutions are in sight.

These solar panels are part of a microgrid project off the coast of Cebu, Philippines. Through its microgrid subsidiary FPH, FPH is proud that it is possible to improve living standards while helping to protect the environment.

IT'S TIME TO REGENERATE A DAMAGED WORLD.



2023 INTEGRATED REPORT

**CAN WE  
 SECURE A  
 DECARBONIZED**

**AND  
 REGENERATIVE  
 FUTURE?**

**DUE TO CLIMATE  
 CHANGE, ONLY  
 THE STRONG  
 WILL SURVIVE.**

While many species are dying out, the strongest survive. In nature, the fittest survive. In business, the fittest survive. In a world of rapid change, only the strong will survive. Adaptability is key to survival. Only those who can adapt to change will survive.



## About the Cover

### Real People. Real Time. Real Impact.

Extreme weather events such as super typhoons, prolonged heatwaves, droughts, and wildfires have become more commonplace as the climate crisis continues to worsen. The World Meteorological Society confirmed that 2024 is now the hottest year on record, with the average global surface temperature reaching 1.55 degrees Celsius above pre-industrial levels in 2024, marking the first year the planet breached the 1.5 degrees Celsius warming limit set in the Paris Agreement signed in 2015. Furthermore, the past ten years, covering the period 2015 to 2024, are officially the hottest on record and are likely the hottest in the past 125,000 years, according to Samantha Burgess, Strategic Climate Lead of the European Union’s Copernicus Climate Change Service (C3S).

The 1.5-degree target is not an arbitrary number. The United Nations Climate Summit has emphasized that “1.5 degrees Celsius is a critical milestone beyond which the effects of climate change become increasingly dangerous and potentially irreversible. It also marks the line between difficult adaptation and widespread catastrophe. Science has shown that if warming exceeds 1.5 degrees Celsius by the end of this century, the chances of extreme storms and heatwaves skyrocket; sea level rise could put millions at risk; and coral reefs could suffer catastrophically.” While the 2024 breach is not permanent, it does serve as a stark reminder of things to come, if the climate crisis is left unaddressed.

The cover for First Philippine Holdings Corporation’s (FPH) 2024 Integrated Report features a satellite photo taken by the National Aeronautics and Space Administration (NASA) during the November 2018 Camp Fire in Northern California’s Butte County, showing the scale and magnitude of this singular wildfire. This wildfire event is one of the deadliest and most destructive in California’s history, claiming the lives of 85 people and destroying almost 19,000 homes and establishments. Sadly, we have since witnessed similar catastrophes across the globe with alarmingly increasing frequency, with the January 2025 Palisades Fire among the most recent.

These events underscore the reality of climate change and why we need to act swiftly to respond to this crisis. FPH’s investments in diverse industries of energy, real estate, construction, and health services all aim to work towards a common mission—to forge collaborative pathways for a decarbonized and regenerative future.

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<IR> Basis of preparation and presentation | GRI 2-1, 2-2, 2-3

# About the Report

First Philippine Holdings Corporation (FPH) presents the group's financial and non-financial performance to our internal and external stakeholders with our 2024 Integrated Report (IR). In 2024, the world breached the 1.5C limit temporarily for the greater period of the year. The worsening climate condition compels us to communicate how we stayed focused on progressing on the FPH mission of decarbonization and regeneration of planet and people, while fulfilling our obligation to the country of contributing to energy security and in delivering other services.

We understand that fundamental to our mission is our recognition of the connectivity of natural, social, and economic systems and how the climate-nature nexus will continue to affect our business operations and the communities in our areas of influence. We took these perspectives for a holistic execution of our mission, our selection of the sustainability frameworks, the identification of material topic indicators, and the overall content of the report on environmental, social and governance (ESG) matters.



## Scope and Boundary Criteria

This report covers business operations from January 1 to December 31, 2024 of five FPH business segments: power generation, manufacturing and energy solutions, construction and energy services, real estate development, and healthcare services. We discussed how their business results were delivered by our six capitals (financial, manufactured, human, intellectual, natural, and social and relationship) and the cautious management of operations guided by the FPH mission, the prescribed core content of the IFRS (governance, strategy and business model, risk management, and metrics and targets) and how we create value for the business and other stakeholders. The whole process was further informed by our material topics and influenced by the external factors screened during the reporting period.

The boundary of the disclosures specific to the subsidiaries and corresponding business units (BUs) is shown in Annex 1. FPH has oversight of the subsidiaries, though the subsidiaries are in charge of their own operations and the day-to-day work. FPH plays an advisory role in ensuring our subsidiaries' work is in alignment with the FPH governance structure. Energy Development Corporation (EDC) has an additional qualification in its operational control approach. It receives additional guidance from its investors, which have representatives in the EDC Operations Committee. Further references on the definition of "operational control" are included in the legend of Annex 1. The annex also discloses BUs that are out of the coverage of the report, with the following criteria:

- a. BUs that did not operate during the reporting period;
- b. BUs in operation but whose data management methodologies are not yet aligned with FPH sustainability protocols; and
- c. BUs whose sustainability data are already part of the records gathered by the FPH head office.

The data and disclosures were collected, consolidated and analyzed by the FPH Corporate Sustainability Group in collaboration with the Technical Working Groups of the participating subsidiaries. Finally, the information was reviewed by Management and approved by the FPH Board guided by its Corporate Governance Committee. The certification by Management and the Board is found on page 11 of the report.



### Sources of Guidance

This report was prepared in accordance with the International Integrated Reporting <IR> Framework of the Value Reporting Foundation. This framework was complemented by our reference to the International Financial Reporting Standards (IFRS) S1 which covers the General Requirements for the Disclosure of Sustainability-related Financial Disclosures.

The financial section of the report was prepared in compliance with the Philippine Financial Reporting Standards (PFRS) while the non-financial section was guided by Memo Circular No.4 of 2019 of the Philippine Securities and Exchange Commission (SEC).

We referenced our analysis of the material indicators on the following standards based on our need for a double materiality analysis due to the nature of our mission. For financial materiality, we were guided by:

- ▶ Task Force on Climate-related Financial Disclosures (TCFD);
- ▶ Climate-related disclosures from IFRS S2; and
- ▶ Task Force on Nature-related Financial Disclosures (TFND)

Another important reference for financial impact is the prescriptions of the Sustainability Accounting Standards Board (SASB). The Group has undergone training for these standards by the University of Asia and the Pacific – Center for Social Responsibility (UA&P – CSR) and we shall study the full industry specific standards in 2025 to prepare for the SEC adoption of IFRS in the next two years.

For impact materiality, we were guided by:

- ▶ Global Reporting Initiative (GRI) Standards;
- ▶ UN Guiding Principles on Business and Human Rights (UNGPR);
- ▶ UN Sustainable Development Goals (UN SDGs), and
- ▶ UN Conference on Trade and Development – International Standards of Accounting and Reporting Guidance on Core Indicators for SDG (UNCTAD-ISAR).

Even as the IFRS sustainability standards are not yet mandatory in the Philippines, considering them prepares us for the new sustainability rules of the SEC which plans to adopt the IFRS prescriptions. The index of the relevant ESG standards and frameworks is presented in Annex 7 on pages 283-299 of the report.

### Scoping of Material Topics

The FPH mission aspires to contribute to a healthy planet where everyone can thrive. Therefore, we continue to adopt the “double materiality” approach. This approach assesses the influence of the environment and people on the business (financial materiality) and the effects of business on the planet and people along the value chain (impact materiality). Our material topics were determined by the UA&P–CSR, an academic institution and independent third party. Topics were inventoried through a method that uses industry benchmarking and consultation with our internal and external stakeholders, among others. Details on the materiality assessment and its results can be found on page 74.

Our materiality analysis is done every three years, with the next assessment scheduled in 2025. All information disclosed is either in qualitative or quantitative terms. For this reporting period, the existing list of material topics screened by UA&P – CSR was reviewed and updated based on our weekly monitoring of local and global developments in the sustainability landscape from articles, participation in relevant forums, engagement with government agencies, and the developments in local legislature.

### Report Content and How to Read the Report

To assist our readers, this report flows as:

- ▶ We start with our leaders’ messages, which declare our concern for the metacrisis and the connectivity of the natural, human, and economic systems. We further expound on how this context will continue to affect our operations and host communities, and outline our possible responses (pages 18-33).
- ▶ The 2024 business developments are reviewed on pages 40-65.
- ▶ We discuss the core principles of governance, strategy and business model, risk management, and metrics and targets that inform the management of our operations on pages 82-125. At this point we describe how values are generated through the business model on page 98.
- ▶ The performance of our six capitals which are inputs to the business model are discussed on pages 126 to 203.
- ▶ A detailed value creation diagram is presented to show how the inputs from the capitals are

transformed by the business activities into products, services, and outcomes. These generate the values for the enterprise and the other stakeholders, including our contribution to the Sustainable Development Goals or SDGs (pages 204-213).

- ▶ Enabled by financial and non-financial capitals, our progress on our mission on decarbonization and regeneration is shared on pages 214-221.
- ▶ We projected the implications of the evolving external environment to the future of our business in the Outlook section on pages 223-229.
- ▶ Any significant change, its rationale, and implications to the Company are reflected in the Restatement Section of the report on pages 300-307.

### Assurance

To ensure the accuracy of and to improve the robustness of our report, we commissioned two third-party reviews:

- ▶ Assessment of the alignment of the report with the Guiding Principles and Content Elements of the <IR> Framework conducted by UA&P – CSR, whose Third Party Statement is found on pages 256-266.

- ▶ Limited ESG Data Assurance of selected material disclosures conducted by the ERM Certification and Verification Services Limited (ERM CVS), whose Assurance Statement is found on pages 253-255.

Below are the basic information on the report at a glance.

Integrated Reporting Process	
<ul style="list-style-type: none"> <li>▶ Topic Selection: Double Materiality<sup>1</sup></li> <li>▶ Framework: Integrated Reporting</li> <li>▶ Sources of Guidance: Philippine SEC regulation<sup>2</sup>, IFRS disclosure standards<sup>3</sup>, UN Sustainable Development Goals (SDG), UN Guiding Principles on Business and Human Rights, and Global Reporting Initiative</li> <li>▶ Data Consolidation: Control Approach<sup>4</sup></li> <li>▶ Report Team: Head Office and Technical Working Groups of participating subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>▶ Review of the Report</li> <li>▶ Internal: Board Corporate Governance Committee (p. 11)</li> <li>▶ External:               <ul style="list-style-type: none"> <li>• ESG Data Assurance c/o ERM CVS (p. 253)</li> <li>• Alignment with Principles and Content of integrated Reporting c/o UA &amp; P - Center for Social Responsibility (p. 256)</li> </ul> </li> </ul>
Information Coverage	
<ul style="list-style-type: none"> <li>▶ Criteria for Disclosure:               <ul style="list-style-type: none"> <li>▶ Influence on value creation</li> <li>▶ Mandated by Philippine laws and international conventions signed by the country</li> <li>▶ Information needed by the Board and Senior Management for decision-making</li> <li>▶ Expectations of investors and other stakeholders</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Report Content<sup>5</sup> <ul style="list-style-type: none"> <li>▶ Organization's profile</li> <li>▶ Core content (governance, strategy, risk management and metrics and targets)</li> <li>▶ Business environment</li> <li>▶ Performance of Capitals (financial, manufactured, natural, human, social and intellectual)</li> <li>▶ Value creation and contribution to the SDGs</li> <li>▶ Business Outlook</li> </ul> </li> </ul>
Basic Information	
<ul style="list-style-type: none"> <li>▶ Reporter: First Philippine Holdings Corporation (FPH)<sup>6</sup></li> <li>▶ Scope and Boundary:               <ul style="list-style-type: none"> <li>▶ FPH business segments (power generation, energy solutions, construction, real estate and healthcare services)</li> <li>▶ Business units (BUs) under FPH operational control and on service. The list of included and excluded units and the criteria are in Annex 1</li> </ul> </li> <li>▶ Reporting Principles<sup>7</sup>: Fair presentation, comparative information, and connected information adopted in 2023 IR (p.5-6)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Reporting Period and Timing:               <ul style="list-style-type: none"> <li>▶ From Jan. 1, 2024 to Dec. 31, 2024</li> <li>▶ The IR and Financial Statement were filed at the same time with the SEC on April 11, 2025.</li> </ul> </li> <li>▶ Location of disclosures: Report is uploaded on the company website, <a href="https://www.fphc.com">https://www.fphc.com</a></li> </ul>

<sup>1</sup> The process of double materiality is further described in the Materiality Section on page 74 of this report  
<sup>2</sup> SEC Memo Circular 4 of 2019 retrieved from <https://www.sec.gov.ph/investment-companies/memorandum-circulars/#gsc.tab=0>  
<sup>3</sup> Refers to the International Financial Reporting Standards (IFRS). The IFRS- S1 prescribes the General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 prescribes the Climate-related Financial Disclosures.  
<sup>4</sup> 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>  
<sup>5</sup> Each element forms the foundation for the next element similar to the connectivity explained in the "About the Report" section, sub-section on "Connected information" found on page 6 of the 2023 FPH Integrated Report  
<sup>6</sup> FPH is 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, Philippines. The company operates in the three major island groups of the country, namely Luzon, Visayas, and Mindanao.  
<sup>7</sup> Referenced on the IFRS S1 "Conceptual Foundation" specifying guidelines and principles as well as the required key report information

## Report Disclaimer

Certain portions of the 2024 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 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 other stakeholders are cautioned that the actual outcomes may differ materially from those expressed or implied. Due to the risks and uncertainties that may be beyond the company's control, future situations are difficult to predict.

## Board and Management Certification

In line with our responsibility to ensure the integrity of the 2024 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, 2024. 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. We acknowledge that this Integrated Report is presented in accordance with the <IR> Framework as affirmed by third-party experts who assessed the report's alignment with the principles and content for integrated reporting as prescribed by the Value Reporting Foundation of the International Financial Reporting Standards Board. Additionally, another third-party expert team conducted a limited assurance of the ESG data disclosures. The final review of the report was undertaken by the FPH Corporate Governance Committee of the Board on March 19, 2025, 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 2024 Integrated Report has been presented to the Board on and was authorized by the body for release to the public on March 27, 2025.

  
**Federico R. Lopez**  
Chairman and CEO

  
**Jaime I. Ayala**  
Head, Board Corporate Governance Committee

  
**Francis Giles B. Puno**  
President and COO

# Executive Summary

The holistic mission of FPH has helped us address the various evolving metacrises (environment, economy, and technology) in 2024. By increasing our efforts on governance and mitigating actions, we continue to minimize the adverse impacts on our financial and non-financial values. The following are the results of our operations in in 2024:

1. While our governance structure which provides control and stewardship to guide the company was maintained, several new mechanisms were installed:
  - ▶ Full implementation of the Integrated Management Framework ensuring the close coordination among key functions of strategic planning, corporate sustainability and enterprise risk management for strategy and risk-based resources allocation
  - ▶ ESG Data Management Guidelines for the proper collection and analysis of information as basis for decision making and performance monitoring
  - ▶ Independent ESG data assurance
  - ▶ New policies in the realm of IT, data privacy and cybersecurity to address evolving risks in a world continuing to go digital
  - ▶ Continued the preparation of the organization for the adoption of the international sustainability standards of the IFRS
2. There was greater attention to the parent strategy and priorities to support the subsidiaries in their operations. The support from various head office groups will maximize the synergy and enable our subsidiaries to focus on their own growth and to develop their distinctive capabilities.
3. We posted a modest increase in revenue from PHP165.0 billion in 2023 to PHP167.1 billion in 2024. This was driven by the stronger results of sale of real estate and merchandise. Consolidated Net Income decreased from PHP29.1 billion in 2023 to PHP24.7 billion in 2024. Recurring net income attributed to equity holders of the parent remained steady at PHP13.8 billion in 2023 and 2024.
4. A large part of our financial resources were allotted for acquisition of the Casecan Hydro Power Plant, allowing us to increase the amount of electricity generated from this renewable resource.
5. Our risk mitigating measures proved effective in preventing or minimizing the barriers posed by the external environment such as extreme temperature, mild economic recession, and acceleration of cybersecurity issues.

## 2024 Highlights

### Operational Highlights

Financial Capital
<ul style="list-style-type: none"> <li>▶ <b>PHP167.1 billion</b> in consolidated revenue</li> <li>▶ <b>PHP24.7 billion</b> consolidated net income</li> <li>▶ <b>PHP14.3 billion</b> net income attributable to Parent</li> <li>▶ <b>PHP13.8 billion</b> RNI attributable to Parent</li> </ul>
Manufactured Capital
<ul style="list-style-type: none"> <li>▶ <b>18,293.2 GWh</b> electricity sold</li> <li>▶ <b>238,439 sq.m.</b> built</li> <li>▶ <b>138,524 sq.m.</b> reservation sales</li> <li>▶ <b>358,752.3 sq.m.</b> leased</li> <li>▶ <b>4</b> new properties completed and operational</li> <li>▶ <b>6</b> new properties launched and begun construction</li> <li>▶ <b>24,469 transformers</b> manufactured</li> </ul>
Natural Capital
<ul style="list-style-type: none"> <li>▶ <b>127,608 ha</b> of natural forests protected</li> <li>▶ <b>1.8 million tCO2e</b> sequestered by FPH protected forests, parks, and landscapes</li> <li>▶ <b>9.6 million tCO2e</b> avoided by using natural gas and RE in power generation</li> <li>▶ <b>26.7 thousand tCO2e</b> avoided by using electricity from renewable suppliers</li> <li>▶ <b>7.0 million tCO2e</b> emitted</li> <li>▶ <b>9.8 thousand tonnes</b> of waste disposed</li> </ul>



**Human Capital**

- ▶ **9,671** permanent and temporary employees
- ▶ **34.5** average training hours per employee
- ▶ Scored **54%** at the UN WEPS Gender Gap Analysis Tool for 2024, surpassing the Global Average of 34%.
- ▶ Established trainings for embedding sustainability in the workplace, and overcoming unconscious bias
- ▶ Maintained safety incidence rates within industry benchmarks
  - 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

**Intellectual Capital**

- ▶ Various new policies, protocols, and procedures related to IT, data privacy, and cybersecurity
- ▶ All offices under the residential and commercial real estate segment achieving green building certifications
- ▶ ISO 9001, 14001, 45001 and 55001 certifications of various subsidiaries

**Social Capital**

- ▶ We continue to cultivate harmonious relationships with our stakeholders (customers, co-creators, earth, communities, and investors) and exert effort in sharing our mission with them.
- ▶ **PHP160.2 million** environment and community investments
- ▶ **17,969** individuals engaged on climate action.
- ▶ **11** engagements in 9 LGUs for disaster risk and hazards (See Annex 5)
- ▶ **28** engagements with national agencies, local government units, and civil society organizations on climate action

**Awards and Recognitions**

- ▶ **3** for corporate governance
- ▶ **5** for business excellence
- ▶ **4** for sustainability reporting
- ▶ **11** for environmental initiatives
- ▶ **8** for employee health and safety
- ▶ **2** for stakeholder engagement/CSR



**Financial Highlights**

	2024	2023	2022
<b>OPERATING RESULTS (IN MILLIONS, PHP)</b>			
Recurring net income attributable to equity holders of the parent	13,755	13,801	12,784
Revenues	167,110	164,952	170,338
Consolidated net income	24,745	29,056	23,874
Net income attributable to equity holders of the parent	14,316	15,066	12,676
<b>FINANCIAL POSITION (IN MILLIONS, PHP)</b>			
Total Assets	526,938	472,175	421,459
Total Liabilities	255,966	227,281	203,989
Total equity attributable to equity holders of the parent	165,703	148,769	132,756
Total equity attributable to equity holders of the parent - adjusted*	173,513	157,950	141,477
Total equity	270,972	244,894	217,470
Total equity - adjusted**	278,782	254,075	226,191
<b>FINANCIAL RATIOS</b>			
Return on equity	8.64%	10.06%	9.32%
Dividend payout ratio	6.97%	7.53%	8.67%
Current ratio	1.73	1.74	1.95
Debt to equity ratio	0.59	0.54	0.60
<b>STOCKHOLDERS' EQUITY</b>			
<b>PER SHARE DATA (IN PHP)</b>			
Earnings, Basic/Diluted	30.89	32.22	26.20
Book value	374.99	340.71	299.35
Price earnings ratio	1.91	1.94	2.31
Market price	59.00	62.50	60.55
<b>COMMON SHARES</b>			
Issued, subscribed and outstanding	462,713,791	463,586,091	472,618,944
Weighted average outstanding shares	463,378,658	467,677,613	483,860,611
Number of stockholders	11,854	11,902	11,929

\*Excluding minority interests and cumulative translation adjustments  
\*\*Excluding cumulative translation adjustments

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## Our Business

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Business Review

We understand that fundamental to our mission is our *recognition of the connectivity of natural, social, and economic systems* and how the climate-nature nexus will continue to affect our business operations and the communities in our areas of influence.

# Chairman's Message



Dear stakeholders,

Back in 2013, we witnessed first-hand as a company the destruction and devastation wrought by **Typhoon Haiyan**, the most powerful typhoon ever to make landfall. The storm made a direct hit on the Island of Leyte, severely damaging our largest geothermal power plants and disabling them for a few months. More than that, the death toll exceeded 6,300 but was likely higher as hundreds more were reported missing. For many months after, our more than 700+ employees simultaneously focused on rebuilding our plants to get them back to service as well as all the rescue and relief efforts for affected communities and residents around the province. That single typhoon upended the lives of thousands of people on the island for years and, despite help and efforts to rebuild, many never recovered what they lost. It became crystal clear to us even back then that we had just experienced the fury of being at **ground zero** of a climate-changed planet. Typhoon Haiyan was our rude wakeup call that it can no longer be **“business as usual.”** As a result, in 2016 we began building our energy portfolio around the theme of decarbonizing our electricity supplies and, by 2020, we had recast the FPH group’s mission statement to read **“to forge collaborative pathways for a decarbonized and regenerative future.”**

### Global Weirding

Since that time, all parts of the world have witnessed their own versions of the **“global weirding”** of our weather – a term that captures the intensifying, unpredictable, and often contradictory pattern of climate extremes. 2024 was another horrendous year for the planet with the average annual temperature hitting **1.55°C** above that of pre-industrial times. This makes the year the hottest it’s ever been in the last 125,000 years or so (surpassing 2023). The year



**“We must bear in mind that the ultimate goal is to solve the climate crisis that, by all accounts, is undeniably real and in urgent need of action.”**

also became a global demonstration of what happens when you have those higher temperatures that cause both extremely wet and insanely dry conditions. The planet will survive, but can humans and biodiversity as we know it adapt fast enough to what’s coming? And can we do what’s needed to mitigate emissions and even reverse these forces set in motion by our carbon-intensive economies?

In 2024, **deadly wildfires** continued to rage across several countries in South America and in California, causing billions in damage. Scorching **heatwaves** gripped India, Mexico, the Middle East, and Southeast Asia, with the Philippines recording a **55°C heat index** last May 26. Southern Africa suffered its worst **drought** in a century, threatening food security for millions of people and affecting livestock. Ocean temperatures hit record highs, fueling **stronger typhoons and floods** such as those experienced in Eastern Spain, Thailand and Malaysia. Metro Manila’s flooding from Super Typhoon Carina broke records set by Ondoy in 2009, dumping **471mm of rain in 24 hours**. Across the Philippines, we experienced six destructive typhoons between October and November, resulting in 160 deaths, widespread destruction of homes, significant damage to public infrastructure, and extensive damage to crops, livestock and fisheries. In each of these events we see families losing almost everything they have and, being uninsured, keep having to restart their lives over and over again in some vicious and cruel cycle of nature.

The rising global temperature is also having a profound and accelerating impact on the **Cryosphere**, which includes all of Earth’s frozen water. The melting of the world’s ice sheets is accelerating; from 1992 to 2020, the total amount of ice lost by **Greenland and Antarctica** was enough to raise sea level worldwide by an average of three-quarters of

an inch or more. **Glaciers**, which hold 75 percent of Earth’s freshwater, are disappearing at twice the rate they did in 2000 and its meltwater has contributed to **21 percent of global sea level rise**. At 1.5°C of warming, half of the world’s **glaciers could “disappear”** by the end of the century. Melting glaciers and ice sheets have already **raised sea levels by around 21 to 24 cm since 1880**. If all of Greenland’s ice melts, sea levels will rise by seven meters. If Antarctica follows, the increase will be a staggering 58 meters.

**Permafrost**, the frozen ground in Arctic regions, is thawing, **releasing massive amounts of methane**, that’s up to **86 times more potent** than carbon dioxide depending on the timeframe. The Arctic tundra has now **transitioned from a carbon sink to a carbon source** due to increasing wildfire activities and warmer temperatures. This could trigger a **climate time bomb**, accelerating warming in an irreversible way.

The rising temperature is also causing the destruction of our ecosystems, threatening biodiversity and disrupting the marine food chain. We experienced the world’s fourth **global coral bleaching event** in April 2024 that was “the worst on record,” as it affected 77 percent of the world’s coral reef areas. At 1.5°C of global warming, between 70-90 percent of coral reefs will suffer. At 2°C, more than 99 percent of coral reefs could be lost. Up to one million animal and plant species are now threatened with extinction, many within decades. This would lead to the further disruption of ecosystems and food chains, impacting agriculture and food security.

It’s becoming more and more apparent each year that **we are crossing several irreversible tipping points** for the planet. The rapidly changing climate is not only bringing **massive destruction** in its wake,



but also dispossessing millions of families of everything they have on a brutal and repeated basis. The effects are cascading, and further inaction will make it increasingly more difficult for life on this planet to adapt fast enough.

**Global Headwinds and Challenges**

Now recall how the world came together ten years ago in Paris and agreed to limit global warming to well below 2°C above pre-industrial levels, with an aspirational target of 1.5°C. More recently, the UN IPCC has underscored the urgency to target 1.5°C to avoid catastrophic climate impacts.

Of course, COP29 last November brought some good news and culminated in several pivotal agreements aimed at intensifying global climate action, among them: the tripling of climate financing pledges from developed nations to USD300 billion annually, and the Loss and Damage Fund that is designed to provide financing to climate-vulnerable nations.

However, these wins for climate advocates were somewhat dampened by subsequent events that threaten progress on climate actions. Firstly, despite the dramatic 90 percent decline in renewable energy prices over the last 15 years, 2024 was also a record year for the global economy producing its energy from oil and coal, with hydrocarbons comprising 80 percent of the global primary energy mix, down only slightly from 85 percent in the 1990s.

Secondly, the United States, under its new administration, withdrew from the Paris Agreement, cutting climate funding and potentially stalling progress worldwide. This exit from the landmark agreement may be seen as an excuse by less committed companies to ease off their own efforts to curb their carbon emissions. Some oil and gas companies have announced plans to increase their output, reversing previous commitments to reduce fossil fuel production. Still, there are others that are advocating for stable, long-term climate policies to effectively address greenhouse gas (GHG) emissions. Other corporate leaders face the dilemma of aligning with policy shifts or adhering to their sustainability commitments.

Six major US banks have abandoned the Net Zero Banking Alliance, reducing decarbonization financing for many climate-vulnerable nations in Southeast Asia seeking investments and loans to build climate-resilient infrastructures. The US Securities and Exchange Commission has also introduced regulations that reduce funding for clean energy projects and has made it easier for companies to contest shareholder resolutions related to environmental, social, and governance (ESG) issues.

The global landscape of net-zero commitments has also experienced significant shifts, reflecting both progress and emerging challenges.

**“A substantial portion of the world’s largest corporations have pledged to achieve net-zero emissions by 2050. Notably, 65 percent of the annual revenue of the world’s largest 2,000 companies is now covered by a net-zero target. However, a recent analysis reveals that only 16 percent of these companies are currently on track to meet their net-zero goals, with nearly half witnessing an increase in emissions.**”

And while the number of entities pledging net-zero emissions has increased, a significant portion still lacks concrete targets. An annual survey by Net Zero Tracker indicates that over 40 percent of major companies, cities, and regions have yet to set targets for reducing greenhouse gas emissions.

The 2023 Global Stocktake (GST), a core component of the Paris Agreement that assesses each country’s progress on climate action and encourages them to augment their climate goals, highlighted that **the world is not on track on limiting global warming to 1.5°C**. In response, countries are required to submit updated NDCs by February 2025, delineating their enhanced commitments to emission reductions and climate resilience. However, as of the February 10 deadline, only 13 out of 195 nations have complied, potentially impeding global mitigation efforts.

For the Philippines, despite the DOE’s **Renewable Energy Roadmap** and the **moratorium on new coal plants** in October 2020, we continue to be heavily reliant on coal for our energy needs, accounting for 62 percent of the electricity generated in 2024. However, even as we speak interests are at work to expand coal plants which will heighten our electricity grid’s reliance on even more coal and increase the carbon emissions per kWh of our electricity grid. The justification being that coal today is cheaper. If the grid moves in the wrong direction it will nullify the decarbonizing effects of electrification. (Electric Vehicles, for example, being effectively powered by even more coal.)

In the last few years, I've spoken about what many believe are the three necessary phases to "solve the climate crisis":

**PHASE 1**  
**REDUCING** Greenhouse Gases from current global emissions of 50 Gigatons of GHGs per year. (Emissions peak by 2025.)

**PHASE 2**  
**ELIMINATING** all emissions of GHGs and get to Net Zero by 2050

**PHASE 3**  
**NET NEGATIVE EMISSIONS** meaning reducing (or literally sucking out) the concentrations of greenhouse gases in the atmosphere.

Unfortunately, much of the world's actions are still primarily just focused on Phase 1 reductions, and emissions peaking by 2025 is certainly not about to happen.

Sometimes we visualize **technology breakthroughs** and the possibility that the **AI revolution** can help solve the world's most intractable and wicked problems. This is exciting as we acquire new and more powerful tools that enable us to go beyond historical human limits. But this is also a double-edged sword as fueling this AI revolution will now put even more strain on our power grids and the demands imposed by the energy transition to net zero. Prior to considerations for AI, the expectation was that we would need **five times more electricity and ten times more clean electricity by 2050** to shepherd us through the three phases of decarbonization. Just over the last two to three years there's been a growing recognition of the power requirements needed for the AI revolution currently projected to require an additional 45,000 MW between now and 2030. This is adding the equivalent of what a major economy like France or Germany uses today. The International Energy Agency also noted that the extreme heat of 2024 also increased emissions and energy use considerably due to higher needs for air conditioning and cooling. This underscores yet another deadly feedback loop that will make solving the climate crisis even more challenging.


The prospect of **cheaper, more affordable 24/7 renewable power, batteries, EVs** have been coming down fast over the last decades thanks in large part to China, economies of scale and globalization. All these may encounter headwinds as the world deglobalizes and bifurcates further. We will need to watch this space closely but in their drive for cheaper and cleaner power many data center developers are now looking toward nuclear power. Hopefully the smaller, safer technologies (Small and Micro Modular Reactors) develop fast enough but as of now are still five to ten years away from commerciality.

Admittedly, when we see the **compressed time frame of 25 years** we have left to achieve all three phases of decarbonizing our economies, our lives, and the planet before we tip into irreversibility, it all can feel extremely daunting.

### Staying The Course

Given all these headwinds and challenges, many of you may ask whether our group's Mission, Vision, and strategic directions are still realistic? Our answer to this is a resounding YES, even more so! We have always maintained that the forces of climate change are not linear. We have used the phrase "**gradually, then suddenly**" to describe how it will progress and today's almost exponential acceleration of climate shocks can no longer be ignored. Likewise, the socio-political and economic forces that will transform the way we live and work on this planet are not, and will also never be linear. But the direction and scale of the natural forces unleashed is undeniable and so must be the scale and intensity of our actions. I'll say it again: **this is the greatest transition in the history of mankind**. We are thus continuing to shape our platform of businesses to help shepherd our country's energy use toward staying relevant as well as profitable in this rapidly decarbonizing world.

Thank you for your continued trust and support as we stay the course.

  
**Federico Lopez**  
Chairman and Chief Executive Officer  
First Philippine Holdings Corporation



# President's Message



## To our valued shareholders:

I am pleased to share the progress we have made at First Philippine Holdings (FPH) in 2024, a year that saw us simultaneously make significant progress on our business goals, demonstrate resilience in the face of increasing challenges, while remaining faithful to our mission of forging collaborative pathways towards a decarbonized and regenerative future.

Our steadfastness to our mission is especially critical at a time when businesses should, more than ever, be a force for good in solving the world's greatest challenges.

### Our Changed World

The World Meteorological Organization reported an increase of 1.55 degrees Celsius in the global average surface temperature in 2024, the first calendar year to exceed the 1.5 degree threshold target after the pre-industrial era. We have seen heat records shattered year over year, marking the last ten years as the hottest on record. Samantha Burgess, Strategic Climate Lead of respected climate watchdog Copernicus Climate Service, says that these "may have been the hottest years in the last 125,000 years." We are witnessing how this climate crisis manifests itself in many different devastating forms, all equally disruptive.

Closer to home, it was a year of records, and not in a good way. We saw the Philippines' heat index reach a record 55 degrees. We experienced 'once-in-a-century' flooding several times last year, with a record 471mm of rainfall in Metro Manila brought about by

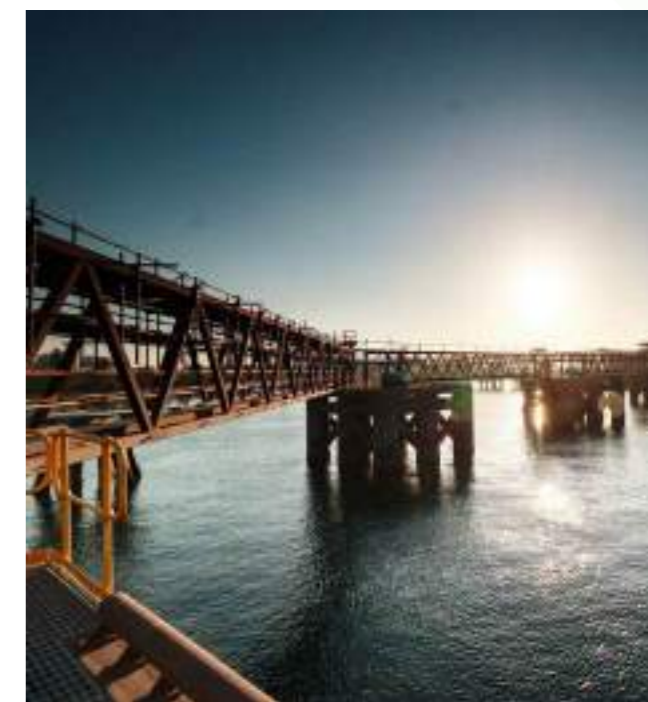
Super Typhoon Carina, followed by record rainfall across the Philippines of 528mm from Severe Tropical Storm Kristine only a few months after. At the end of the El Nino phenomenon in 2024, the Department Agriculture reported that total damage to agriculture reached PHP15.3 billion, affecting 15 regions nationwide. All these, at a time when numerous scientific reports now show that we have breached six of the nine planetary boundaries which define 'safe space' for mankind. This is especially alarming for us as we have the dubious distinction of consistently ranking #1 among 193 countries as most vulnerable to risk, according to the 2024 World Risk Report.

Today, we find ourselves closer than ever to the dreaded tipping point of 2.0 degrees Celsius, where the consequences make all of what we are encountering today pale in comparison. There is still hope, but our current situation now requires massive innovation and adaptation efforts to remain on track to navigate the challenges of a climate-changed world.

### Our Commitment to Our Mission, and Our Way Forward

FPH's mission is clearer than ever. We need to position, organize and execute our diverse business platforms to contribute towards a more resilient and sustainable future: in energy, we strive to play a leadership role in decarbonization by ensuring a cleaner and greener energy future; in property, we elevate industries, communities, and the environment by nurturing well-tempered and creative spaces; in construction, we will build resilient, high-quality infrastructure to advance national development; and in social service, we help provide elevated quality of life by providing access to affordable healthcare and education.

In 2014, we embraced the 'Powered By Good' campaign across our business platforms. To this day, we firmly believe that it is more than just a tagline, but a truly inspired reflection of the way the men and women of FPH operate its businesses. Across our business platforms, FPH remains fully committed to making a meaningful positive impact.



**"The interconnectedness to our mission positively engages and motivates our entire organization: 'Powered By Good' is in our DNA, influencing our thoughts, actions, decisions and choices as we collectively work in pursuit of our mission of securing a decarbonized and regenerative future.**

Our overarching goal is to create long-term value for our shareholders, our employees and the many communities we serve to deliver business growth that yields positive impact for generations to come.

This is how our businesses performed and contributed towards our mission in 2024:

### First Gen Corporation

#### Accelerating Decarbonization of the Energy Sector Through Clean and Renewable Energy

With its clean and renewable portfolio, First Gen remains well-positioned to address our country's energy security challenges and accelerate our country's energy transition. First Gen performs a critical role in ramping up low-carbon and renewable energy capacity through natural gas, geothermal, hydro, wind and solar technologies. **We are the largest producer of renewable energy today** with a 30% market share primarily from baseload geothermal, and among the largest in terms of total installed generation capacity at 3,639.2 MW.

Today, our efforts are focused on the following: 1) furthering the country's decarbonization plans by pursuing further investments in renewable energy projects including 83 MW of new geothermal expansion and integrating our newly acquired 165 MW Casecnan hydro plant as part of a growing RE portfolio; 2) keeping the lights on by securing the country's natural gas supply by utilizing the declining supply of domestic Malampaya gas supplemented by imported LNG through our now fully operational Floating Storage and Regasification Terminal; and 3) forging pathways by providing value-add solutions to a growing contestable customer base and through meaningful collaboration with other key stakeholders.

The power industry is increasingly competitive in the contestable markets we serve despite the long-delayed structural reforms prescribed by the Electric Power Industry Reform Act of 2001 which was enacted 24 years ago. Customer-friendly programs such as customer choice and open access are still awaiting implementation, resulting in most of the market demand still captured by incumbent utilities. The competitive landscape is further highlighted by: 1) the promotion of increased investments towards a broader contestable customer base, Wholesale Electricity Spot Market and Ancillary Services trading and Green Energy Auction Program; 2) the emergence of new market channels that yield new opportunities by the Retail Aggregation Program, Reserve Markets and other new ways to serve



customers; and 3) the challenging Contract Terms prescribed by incumbent utilities as electricity supply needs are bid out through a Competitive Selection Process approved by the Energy Regulatory Commission.

As we grow our platforms, global forces are also shaping the power industry: 1) the climate crisis continues to march on, bringing with it high heat and volatile climate conditions; and 2) increasing energy demand, as a result of the advancing technology, such as AI and Data Centers that are increasingly energy dense.

These are the dual priorities that a power industry must tackle, made more challenging by volatile geo-political conditions around the globe. These challenges have actually led to some renewed interest in coal, which is almost entirely imported and supplies over 60% of our country's electricity needs. Given this, our leadership in the transition to a cleaner and greener energy future is more critical than ever. The following describes how our portfolio performed in 2024:

#### ► First Gen Natural Gas and Liquefied Natural Gas (LNG) - 2,017 MW

Despite the expiration of the 414 MW San Gabriel power supply contract with Meralco in February 2024, it still yielded good performance while operating on a full merchant basis. San Gabriel's operational flexibility delivered much needed power supply during the hot summer months when demand increased and when other plants in the grid were unable to perform due to unplanned outages. However, San Gabriel's financial performance as a merchant plant was negatively affected by price cap restrictions

imposed by the market even during red alerts at a time when the higher prices would allow San Gabriel to recover supplemental revenue needed to cover its costs when there is less demand and the prices for power are low. For the country's merchant market to succeed, proper incentives and compensation are clearly needed for power plants to be properly maintained and ready to deliver supply in short notice when demand for power goes up or when supply is inadequate. The imposition of price caps may lead to diminishing investment interest in new merchant plant capacities at a time when the electricity market is growing. This is worrisome.

Moving forward in 2025, First Gen will continue to look for solutions to address the market risk of San Gabriel and the up and coming expiry of the 1,000 MW Santa Rita power purchase agreement in August.

On a positive note, our pioneering LNG Terminal secured its Permit to Operate and Maintain (POM), after resolving certain commissioning and operational concerns, including repairs completed in the FSRU vessel and the supporting onshore infrastructure. First Gen's LNG Terminal is the first to be awarded a POM by the Department of Energy. As a sign of confidence, Tokyo Gas completed their acquisition of a 20% ownership in FGen LNG in February 2025.

#### ► First Gen Geothermal - 1,160.86 MW

First Gen subsidiary Energy Development Corporation (EDC) remains the country's largest producer of renewable energy through its geothermal platform, accounting for an average of over 30% of the country's RE supply.

Geothermal energy has emerged as a most versatile platform due to its unique nature of being both renewable and available 24/7. In 2024, EDC pursued a challenging and massive well-drilling campaign with 19 completed wells, and another five ongoing and completed in early 2025. Over 20 additional wells will also be completed in 2025 to further enhance the steam production output for its power plants. This campaign was made possible by sourcing and deploying more rigs, from two to seven.

New geothermal projects totaling 83 MW located in its existing concessions reached substantial completion and are undergoing testing and commissioning: 28 MW Mahanagdong in Leyte; 29 MW Palayan Bayan in Albay; 20 MW Tanawon in Sorsogon; 5.6 MW Bago Binary in Northern Negros. In addition, EDC is also completing 40 MWh of Battery Storage projects in Leyte, Bacman and Negros to provide ancillary services for the grid.

#### ► First Gen Hydroelectric - 299.4 MW

In 2024, our hydro capacity made a meaningful step-up increase to the portfolio with the formal turnover of the newly acquired 165 MW Casecnan plant located in Pantabangan. We are studying ways to improve and optimize its operations, as well as complement the nearby 132.8 MW Pantabangan plant.

#### ► First Gen Solar and Wind - 162 MW

First Gen continued to explore potential solar and wind concessions to create a strengthened foothold in this segment. As a first step, we have put plans in place to move forward with our 50 MW Inara project in Batangas, which will be First Gen's biggest solar asset once completed, and will start the projected steady build out of our solar portfolio.

Going forward, we will strengthen our plans to simultaneously pursue our ambitions of: 1) growing our capacity to 13 GW while strengthening our renewable energy platforms, in line with the country's larger energy ambitions of targeting 35% of renewable energy in the mix by 2030; and 2) broadening our base of contestable customers. To do this, we are enhancing the First Gen organization and product portfolio with complementary solutions to gain the trust and privileged understanding of our customers' expectations.



### First Philec, Inc.

#### Transforming the Energy Distribution Landscape

First Philec, Inc. (FPI) continued to make significant strides in 2024, strengthening its position as the dominant distribution transformer manufacturer in the country. FPI focused on the successful production and delivery of its core distribution transformer products and expanded its product line of energy distribution solutions while simultaneously growing overseas. FPI enhanced its non-transformer products, including its new smart energy meters, transformer monitoring system, distribution line components, surge arresters, reclosers and protection panels. Many of FPI's new products offer innovative solutions that enhance energy efficiency and real-time monitoring. FPI was also awarded a three-year supply contract by Meralco, a first of its kind, which solidifies its position as a trusted provider in the industry.

In addition to cementing its leadership position in the transformer market today, FPI aims to accelerate market initiatives and solidify its footprint in the United States. FPI now supplies transformers in 17 states across the United States.

### Rockwell Land Corporation

#### Creating Well-Tempered Communities

In 2024, Rockwell Land continued to strengthen its market presence by pursuing developments of mixed-use urban centers outside Metro Manila to redefine modern lifestyles that also elevate neighborhood and community living. Rockwell's growing portfolio now includes the following: Balmori Suites and Edades West in Rockwell Makati, Arton North in Quezon City, Terreno South in Batangas, Rockwell South at Carmelray, 1 Rockwell at IPI Center Cebu and Rockwell Center Bacolod commercial lots and Nara Residence lots in Bacolod. Meanwhile, new developments not only cater to high-end markets but now expand to meet the needs of mainstream markets as well, promoting equitable access to sustainable living, including the following: The Samanean at Paradise Farms in San Jose del Monte, Bulacan and The Molinillo, the first residential phase at Rockwell Center Lipa.

Looking ahead, Rockwell Land will continue to focus on business growth by strengthening its presence outside Metro Manila through the launch of exciting new developments by way of regional horizontal developments, timely project execution and handover, and expansion of its overall product portfolio.



### First Philippine Industrial Park, Inc.

#### Enabling Industrial Growth and Job Creation

First Philippine Industrial Park, Inc. (FPIP) currently covers over 600 hectares of prime industrial land and is home to over 150 world-class locators collectively providing more than 80,000 jobs for Filipinos. FPIP continues to establish its position as the preferred manufacturing investment hub in the country. 2024 brought exciting new developments as FPIP's locator partners continue to flourish including the establishment of Dyson's Global Development Center; the expansion of Collins Aerospace's product line to now include aircraft seating modules; and the accelerated expansion of TE Connectivity as it ramps up production of connectivity wires in response to demand brought about by growth of data centers. In addition to building on FPIP's recurring revenue base, these new and expansion projects contribute towards high-quality job creation and billions of dollars in annual export revenues.

FPIP continues to be faithful to its mission to not just elevate industry, but also simultaneously elevate community and the environment. FPIP's

new initiatives include the new multi-storey FPIP mall that will provide more food, shopping and lifestyle activities for the growing FPIP community, and the new River Water Treatment Facility, which will ensure high-quality water supply to FPIP's industrial and community partners. FPIP continues to play a critical role in driving responsible industrialization through industry-leading environmental sustainability initiatives.

FPIP looks forward to expanding its manufacturing footprint through site expansion, as well as the operational expansion of key locators and the entry of new manufacturing investments, bringing about more high value-add jobs for Filipinos. Moreover, the ongoing development of new products and services will not only cater to locators but also the growing locator employee base, and also provide FPIP with additional recurring revenue streams.



### First Balfour Inc., T1 Rentals and ThermaPrime Drilling Corp.

#### Building Climate-Resilient Infrastructure

First Balfour, with its expertise in engineering and construction, plays a critical role in building infrastructure critical for national development, and simultaneously, that are essential for safeguarding communities and ecosystems. First Balfour, along with other FPH infrastructure subsidiaries T1 Rentals and Thermaprime, reported a significant recovery in 2024. Moreover, investments in water infrastructure, renewable energy, and sustainable transport projects contribute to enhancing societal resilience against future challenges. Key projects in 2024 included the energy sector projects with EDC, as well as the North-South Commuter Railway and the Polaris Data Center projects. First Balfour is also currently undertaking the engineering, procurement, and construction (EPC) works for the Balance of Plant (BOP) and Connection Assets (CA) of EDC's three stand-alone Battery Energy System Storage (BESS) facilities co-located with EDC's existing geothermal power plants in Sorsogon, Leyte, and Negros Oriental.

ThermaPrime, on the other hand, experienced significant growth in 2024, largely anchored on its successful deployment of five additional rigs to increase operational capacity to meet and support growing customer demand. Moreover, this growth was fueled by EDC's ongoing 40-well drilling program, and supported by an expanded workforce of 324 personnel, which is 60% higher than in 2023.

The infrastructure group expects a strong year ahead, with First Balfour's pipeline projects already accounting for 83% of its 2025 revenue target, alongside other key government infrastructure projects, and ThermaPrime's continuing to take on a key role in EDC's growth projects.

#### Asian Eye Institute (AEI), The Medical Services of America - PH (MSA-PH), and First College

#### Advancing Equitable Access to Healthcare and Education

FPH addresses escalating social issues that are prevalent in the country today by providing equitable access to healthcare and education. The Asian Eye Institute (AEI) is the country's premier eye care center in the Philippines, offering comprehensive eye care services, including advanced diagnostics and treatments, and specialized retinal care. MSA-PH, with over 40 years of experience, specializes in cardiopulmonary care and provides therapeutic, diagnostic, and home care services, as well as equipment rental. By collaborating with partner hospitals nationwide, MSA-PH strengthens the healthcare ecosystem, ensuring better access to quality medical services. First Industrial Science and Technology College (FIRST College), on the other hand, collaborates closely with industry professionals to deliver practical and innovative educational and training programs. These programs are designed to further careers in manufacturing and other industries, equipping workers with skills that meet modern demands.

As with any start-up, the health and education space that FPH currently occupies is currently still undergoing transformation. FPH continues to strengthen these business platforms to contribute to the group's overall business growth and fulfilment of our mission.



#### Our Financial Performance

For the year ended December 31, 2024, the Consolidated Revenues of the FPH group marginally increased to PHP167.1 billion from PHP165.0 billion the previous year. Consolidated Net Income stood at PHP24.7 billion, lower by PHP4.4 billion or 15 percent compared to PHP29.1 billion in 2023. This decline is primarily due to lower earnings from the FPH Group's Power Generation segment. For this same reason, the Attributable Net Income of the FPH Group declined by PHP750 million or 5 percent, from PHP15.1 billion in 2023 to PHP14.3 billion in 2024.

The FPH Group's Attributable Recurring Net Income (RNI) remained steady at PHP13.8 billion, reflecting the robust performance of the Group's Energy Solutions and Real Estate segments, which effectively counterbalanced the decline in the operating results of the Power Generation segment.

As of December 31, 2024, the FPH Group's Consolidated Assets stood at PHP526.9 billion and Consolidated Liabilities stood at PHP256.0 billion. Both increased by 12 and 13 percent respectively from previous year, primarily due to the acquisition of the Casecanan hydro plant by the Group's Power Generation segment and the debt it incurred to partially fund the acquisition. The FPH Group ended 2024 with Consolidated Equity of PHP270.9 billion.

**“ Our overarching goal is to create long-term value for our shareholders, our employees and the many communities we serve to deliver business growth that yields positive impact for generations to come.**

**First Gen**

First Gen’s attributable recurring net income declined by PHP1.4 billion or 9 percent from PHP15.4 billion to PHP14.0 billion. This was driven by lower earnings from its geothermal portfolio and higher interest expenses following the PHP20 billion loan that was availed to partially fund the acquisition of Casecnan.

The geothermal portfolio experienced reduced sales and higher operating expenses as EDC accelerated its drilling program. EDC also faced challenges from plant maintenance outages and lower steam availability. Despite these challenges, First Gen, through EDC, continues to invest in drilling and operational efficiencies, ensuring that the geothermal portfolio remains a core pillar in the FPH Group’s clean energy strategy.

The newly acquired Casecnan plant began contributing earnings since its turnover in February 2024. First Gen’s natural gas portfolio performed well in 2024 due to lower operating and financing expenses and higher revenues from the LNG terminal.

**First Philec**

FPI showed excellent financial results in 2024 with revenues of PHP4.9 billion and recurring net income of PHP1.1 billion, higher than previous year by 9% and 8%, respectively. FPI’s exemplary performance is a testament to the Energy Solutions team’s efforts to not only maintain FPI’s dominance in the country’s transformers manufacturing industry, but also in developing new products and service offerings for both the domestic and international markets.

**Rockwell Land**

Rockwell ended 2024 strong with revenues of PHP20.1 billion, its highest to date. The growth in real estate sales was propelled by strong sales bookings from Arton, Fordham, Mactan Residences, and Rockwell South. Strengthening its growth momentum, Rockwell launched six new projects in 2024, collectively valued at PHP10.3 billion. This stronger topline translated to an attributable recurring net income of PHP3.5 billion, another all-time high for Rockwell Land.

**FPIP**

FPIP’s recurring net income in 2024 grew to PHP184.6 million, higher by 4% compared to previous year, as it continues to focus on increasing its recurring earnings from leases, water, and park charges. In 2024, FPIP broke ground on a three-story mixed-use hub inside the industrial park. The new FPIP Plaza is a 15,000-square-meter space that will house various retail establishments and offices upon completion, and will open doors for more employment opportunities, adding to the over 80,000 employees working at FPIP. FPIP also broke ground on its River Water Treatment Facility Project, ensuring a sustainable and reliable water supply for its locators and customers.

**First Balfour, T1 Rentals and ThermaPrime**

First Balfour, T1 Rentals and ThermaPrime made significant progress in 2024, as they registered total of PHP14.3 billion, 63% higher than previous year, and recurring net income of PHP752 million, a reversal of its PHP125.7 million net loss in 2023. Their notable performance was driven by improved revenues and margins from its construction projects with EDC, as well as the North-South Commuter Railway and Globe Data Center projects, and from Thermaprime’s supply of geothermal drilling rigs and services to EDC and its logistics services to third parties. First Balfour ended 2024 with a construction order book totaling PHP29.0 billion.

**AEI, MSA-PH, and First College**

The Healthcare and Education Group posted a consolidated net loss of PHP114.8 million, significantly higher by PHP71.9 million from last year’s PHP42.9 million net loss. The losses are primarily due to increased operating expenses in AEI, MSA PH, and First College, partly tempered by less losses in PHMDSI, which ceased operations in April 2024.

FPH continues to believe in the potential of the Healthcare and Education Group. In 2024, FPH established a task force to support the Healthcare and Education Group as it further develops its business models and establishes its path to profitability.

**Our Thanks and Our Steadfast Commitment**

We cast a very wide net in pursuit of our aspirations, and admittedly these aspirations are not easy to achieve. This is not the time to waver in our commitments. Now, more than ever, our collective efforts towards accelerating the transition to a cleaner and greener energy future, our decarbonization efforts, building resilient and green and infrastructure and urban developments, elevating industry and creating jobs, and providing access to affordable quality healthcare and education play pivotal roles in mitigating the effects of the interconnected crises of climate change, environmental degradation, economic instability and social inequality.

There is a phrase attributed to Sr. Irene Kraus, a Roman Catholic nun who led the Daughters of Charity organization with a network covering over 80 hospitals: ‘No margin, no mission.’ Without the necessary resources, funds in this case, missions simply do not materialize, no matter how noble the cause is. It is a reality we all acknowledge - that robust financial health and business growth across our platforms are critical to achieve our own aspirations and our mission. We do, however, have utmost confidence that our portfolio of businesses, our decades of extensive and pioneering expertise, backed by a disciplined, hardworking and talented organization, our unique set of capabilities, and the absolute clarity of our mission will pave the way for this.

As we keep our business health robust, we also remain focused on our long-term intent of providing enduring value for our stakeholders. By aligning the way we run our businesses with the world’s urgent decarbonization and regeneration initiatives, we ensure that our business growth contributes to a much larger agenda, and caters to a much wider range of beneficiaries.

2024 was indeed another challenging year, and we foresee many more challenging years ahead. Although the world remains in constant flux, we will continue to exert our utmost efforts to do well to be able to do good, creating long-term value for our stakeholders, and remaining steadfast in our commitment to our mission. Our confidence in achieving this most important balance is anchored on our businesses being truly Powered by Good.

We thank you for your unwavering encouragement, support, and trust during this most important point in our journey.

**Francis Giles B. Puno**  
President and Chief Operating Officer  
First Philippine Holdings Corporation



<IR> Organizational overview and external environment, Business Model | GRI 2-6



# About the Company

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.

Achieving our purpose will not come at the cost of our revenues, as we believe the two are interconnected. Strong financial performance enables us to invest in both the environment and our people. At the same time, good ESG performance supports our financial success through the backing of customers, communities, and partners, as well as the continued support of our investors.

Through our business segments, we provide a diverse range of products and services catering to different sectors of the economy. Our energy

segment, consisting of power generation and energy solutions, produces power for baseload, mid-merit, and peaking needs of the country’s energy grid and the ancillary services and retail market. The energy solutions sub-segment produces transformers for electricity distributors and electric cooperatives and collaborates with their customers to develop more efficient smart grid solutions. Our real estate segment develops infrastructure for residential, commercial, retail, and industrial clientele. Our construction and energy services segment takes on complex infrastructure projects, including utilities, public infrastructure, and private infrastructure. Lastly, our health and education services segment will deliver innovative models to support societal progress.

With our planet facing climate change threats, a concerted effort toward reversing this trend is necessary. FPH’s businesses all work to ensure a decarbonized and regenerative future for all. Our clean and renewable energy portfolio brings us closer to a future independent of coal. In all our businesses, our goal—beyond financial gains—is to uplift the lives of the communities where our businesses operate without compromising the environment.

## 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:

- A Pioneering Entrepreneurial Spirit
- Business Excellence
- Unity
- Nationalism
- Social Justice
- Integrity
- Concern for Employee Welfare and Wellness

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, renewable, and low carbon energy



First Philec, Inc.'s (FPI) as a solution's 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



Strengthening our commitment to make quality healthcare and education accessible

# Business Review



## Power Generation

First Gen Corporation (First Gen) is the country's largest producer of clean, low-carbon energy with power plants that run on geothermal steam, water, wind, solar, and natural gas. This diversified and flexible portfolio of assets makes First Gen well-positioned to meet the country's growing demand for clean and reliable electricity while adapting to a world transitioning to a fully renewable energy (RE) future.

Through its subsidiaries, First Gen owns 32 power plants operating strategically in all three main island grids of the Philippines. As of December 31, 2024, the installed capacity of these power plants stood at 3,639.2 megawatts (MW). Energy Development Corporation (EDC), a subsidiary where First Gen holds a 56.1 percent voting stake, stands out as the world's largest vertically integrated geothermal company.

### Financial Performance

► First Gen reported a 12 percent decline in attributable recurring net income for 2024 at USD245.1 million in comparison to USD277.0 million due to the geothermal platform's lower revenue contribution and higher operating expenses as it focused on its drilling operation program in 2024. The San Gabriel natural gas plant likewise registered lower earnings following the expiration of its power supply agreement with Meralco in February 2024, and the scheduled plant maintenance outage in March 2024. Meanwhile, First Gen Parent reported a higher net loss caused

by the increased finance charges, mainly related to the PHP20 billion loan availed for the Casecanan hydro plant acquisition.

► First Gen generated USD2.4 billion in revenues in 2024, which is 3 percent lower compared to USD2.5 billion in 2023. The natural gas portfolio accounted for 65 percent of First Gen's total consolidated revenues, while 32 percent came from EDC's geothermal, wind, and solar plants. The balance comes from the Company's hydro business unit.

Revenues	Consolidated Net Income	Attributable Recurring Net Income
<b>2.4 billion</b> 2024 (in USD)	<b>337.8 million</b> 2024 (in USD)	<b>245.1 million</b> 2024 (in USD)
<b>2.5 billion</b> 2023 (in USD)	<b>449.3 million</b> 2023 (in USD)	<b>277.0 million</b> 2023 (in USD)
<b>2.7 billion</b> 2022 (in USD)	<b>369.5 million</b> 2022 (in USD)	<b>265.4 million</b> 2022 (in USD)



## Natural Gas

- ▶ The Santa Rita, San Lorenzo, San Gabriel, and Avion Plants (Gas Plants) achieved full operational capability on regasified LNG, following successful testing and commissioning in February, allowing the Gas Plants to supplement the depleting Malampaya gas field supply. Three LNG deliveries were made in 2024, enabling the Santa Rita and San Lorenzo power plants to supply the necessary power to the grid during the critical summer months.
- ▶ After the expiry of the Power Supply Agreement with Meralco, the San Gabriel plant started providing its output to the Wholesale Electricity Spot Market (WESM). It was able to meet dispatch requirements during the periods when other plants are conducting their planned or forced outages and the grid is experiencing red alerts. The San Gabriel plant was also given accreditation certificates by NGCP to provide Ancillary Services for Regulating and Contingency Reserve, in addition to offering its capacity to the electricity spot market.
- ▶ First Gen Ecopower Solutions, Inc. has ongoing permitting activities and contractor selection process related to the development of the 2 x 630-MW Santa Maria Gas-Fired Combined Cycle Power Plant Project (SM CCPP). In addition, the site is completing the site preparation works as part of the initial construction phase of the SM CCPP.
- ▶ The FGEN LNG – Interim Offshore LNG Terminal successfully completed commissioning and is now in the operations stage. Key achievements for the year include the receipt of 3 LNG cargoes, totaling 442,379 cubic meters; a total of 130,806 man-hours logged without any lost-time incidents.

## Geothermal

- ▶ On January 12 2024, EDC’s 28.9-MW Palayan Binary Geothermal Power Plant (PBGPP) completed its grid synchronization and in July 2024 marked the inauguration of its connection to the power highway, addressing the increasing power demand across the Philippines. The final grid compliance tests were completed in January 2025. The PBGPP is an expansion of EDC’s existing BacMan geothermal facility in the Bicol region.
- ▶ The 20-MW Tanawon Geothermal Power Plant in Albay and the 28-MW Mahanagdong Binary Plant in Leyte have completed their respective construction of electrical building structures and the majority of the necessary equipment have been successfully installed. The latter half of 2024 saw the construction of both connection assets and transmission line structures, and their commissioning date is scheduled in 2025.
- ▶ The 5.6-MW Bago Binary Geothermal Power Plant successfully underwent a 30-day reliability run from August 14 to September 14. Other milestones of the power plant include the start of hot commissioning on June 16; the first grid synchronization on June 26; and the completion of grid compliance tests with NGCP from August 5 to 7. The power plant encountered issues with its heat exchanger, which is now being resolved with the equipment manufacturer.



## Solar, Wind, and Battery Energy Storage System (BESS)

- ▶ The completion of Burgos leading edge blade repairs was a critical milestone before the high wind season. Despite various challenges in the different extent of blade damages per turbine, regulatory issues on the delivery of repair materials, and unfavorable weather conditions, Burgos completed 67 blade repairs. This included all 62 Category Four blade damages that required urgent repairs before the high wind season.
- ▶ Meanwhile, the Burgos Wind preventive maintenance schedule optimization significantly reduced the plant shutdown period from 15 days to 5 days, resulting in a net recovery of 0.95GWh. However, Burgos Wind encountered major challenges for the year having the lowest wind speed in history due to El Niño. During the last quarter of the year, Burgos Wind also experienced wind turbine outages caused by Typhoon Marce, and a fire incident involving a wind turbine generator (WTG).
- ▶ In 2024, the BESS core components for the 20-MW/ 20-MWh Bac-Man Energy Storage System (ESS), 10-MW/ 10-MWh Tongonan ESS, and the 10-MW/ 10-MWh Southern Negros ESS projects—consisting of battery cubes, inverters, and medium-voltage transformers—have been delivered, installed, and successfully interconnected at the project site. All three ESS projects achieved electro-mechanical completion in November 2024 and are presently preparing for the conduct of test and commissioning activities with the grid operator.

## Hydro

- ▶ On February 26, 2024, the government, through the Power Sector Assets and Liabilities Management Corporation (PSALM) and the National Irrigation Administration (NIA), officially transferred the ownership and operation of the 165-MW Casecan Hydroelectric Power Plant (CHEPP) to Fresh River Lakes Corp. (FRLC), a subsidiary of First Gen Corporation. FRLC promptly began delivering power to the grid at 00:00 hours, ensuring the continuation of electricity generation and potentially enhancing efficiency under private management.
  - ▶ On September 27, 2024, the Board of Investments BOI awarded FRLC the Certificate of Registration (COR) for the 165-MW CHEPP. This certification qualifies FRLC for fiscal incentives under the Renewable Energy Act of 2008, supporting the long-term viability of CHEPP and further strengthening the Company’s role in advancing clean energy solutions.
  - ▶ First Gen Hydro Power Corp. (FGHPC) was able to fulfill the power supply agreements to its connected and retail customers despite the challenges of curtailed generations for the Pantabangan-Masiway hydroelectric power plants (PMHEP). FGHPC was able to source replacement powers from the WESM, with some of the power customers of FGHPC temporarily assigned to FRLC’s CHEPP.
- As a result of the commercial operation of the Reserve Market last January 26, 2024, FGHPC’s Trading Group implemented the IEMOP’s Optimization Model. This model ensures that the PHEP’s capacity is maximized in providing the optimum mix of Energy and Ancillary services to the grid, thereby improving FGHPC’s bottomline.

- ▶ In 2024, the Agusan hydro plant delivered net energy of 9,241.55MWh (65.76 percent capacity factor) which is lower than the preceding years. The impact in low generation was mainly due to the low inflow brought about by the El Nino phenomenon in the first half of the year. The plant implemented the maintenance activities in the first quarter of 2024 when the inflow was at its lowest.
- ▶ First Gen also made significant advancements in its pre-development activities for several projects in Mindanao, including the 32-MW Bubunawan, 33-MW Tagoloan, 30-MW Puyo, and 49-MW San Isidro, leveraging opportunities in the renewable energy sector.

## Strategy to Implement the Mission

- ▶ First Gen is committed to operational resilience by integrating climate adaptation, risk mitigation, and business continuity strategies into its operations. It has implemented key initiatives in the First Gen Clean Energy Complex in Batangas, including completing the Shoreline Erosion Mitigation Project in 2023 for storm surge protection. To address fuel supply risks from Malampaya depletion, First Gen successfully commissioned the gas plants on regasified LNG in early 2024, ensuring flexible fuel use.
- ▶ First Gen is proactively executing our Natural Catastrophe Resiliency Program. This includes retrofitting key infrastructure such as the Mt. Apo powerhouses and reinforcing landslide mitigation measures (LMM)—particularly in Leyte and Negros—allowing us to safeguard assets with a total potential loss of PHP2.4 billion. First Gen also ensures the maintenance of existing LMMs to preserve the integrity of the asset structures.
- ▶ First Gen is also implementing the “Adopt a BINHI Program” as part of the carbon offsetting efforts for the gas projects. In May 2023, a Memorandum of Agreement was signed between FGPHC and the First Gen Gas Group to adopt the 1,209-hectare BINHI plantation in Pantabangan Carranglan Watershed Forest Reserve (PCWFR), Nueva Ecija. This partnership funds the farmer’s associations managing the plantations to help them maintain, enhance, and protect the plantations from illegal logging activities and wildfires. It also helps them purchase the necessary seedlings for replanting. The 1,209-hectare plantation site has an average carbon sequestration potential of 22,900 tons CO2 per year.

In 2024, replanting and maintenance, enrichment planting, and establishment of firelines were conducted in the adopted plantation sites. Ongoing activities such as manning at look-out towers, foot patrol, and fire control also continued at these sites and were used in establishing new plantations.



- ▶ In November 2024, the First Gen-EDC Innovation Lab was opened at the Asian Institute of Management (AIM), which showcases a state-of-the-art facility designed to empower students with the skills and tools needed to thrive in the digital age. The lab will serve as a hub for creative exploration and technological experimentation by providing access to these modern tools. Moving forward, the Innovation Lab aims to enhance student learning, spark innovation, develop digital skills, and collaborative spirit.
- ▶ First Gen has expanded its clean energy advocacy leadership through initiatives such as the Net Zero Carbon Alliance (NZCA), which supports businesses in their decarbonization efforts. The alliance has achieved significant milestones in 2024, including increased partner participation, enhanced emission tracking capabilities, and broader advocacy reach. Complementing this, First Gen’s Corporate Social Responsibility arm, FGBPC, drives community-based climate initiatives through the Create for the Climate program.



## 2025 Outlook

- ▶ First Gen is supporting the country’s clean energy transition by pursuing an ambitious growth agenda, anchored not only on expanding its natural gas but also its RE facilities, which will serve as the company’s main growth drivers of the future.
- ▶ In 2025, EDC will secure NGCP’s Final Certificate of Approval to Connect, and ERC’s Provisional Authority to Operate in the first quarter of 2025 for its 29-MW Palayan Bayan Binary Plant.
- ▶ For BESS projects, EDC is currently finishing their per-equipment testing, ensuring that all equipment are fully functional prior to energization of the entire system. Upon energization, the project will commence with the Test and Commissioning of the entire system as a whole. EDC has submitted the Energization Request Forms (ERF) to NGCP and is currently awaiting energization approvals via issuance of NGCP of the Project’s Provisional Certificate of Approval to Connect (PCATC). EDC aims to secure the PCATCs for the BESS projects by the first quarter of 2025.
- ▶ For hydro, the 100- to 120-MW Aya Pumped-Storage Hydro Power Project’s detailed engineering design of the electromechanical works has been completed, while the design for civil and hydromechanical works is still in progress. Most of the necessary permits and endorsements have already been secured, paving the way for the next phases of development. The project will play an instrumental role in regulating power by providing ancillary services to the grid.
- ▶ First Gen aims to decarbonize its operations without compromising energy security. By maintaining peak efficiency in its current portfolio and planning for significant renewable energy growth, First Gen remains agile and will continuously gather emissions data and adopt new technologies to further reduce its carbon footprint. For the gas units, First Gen actively monitors emerging decarbonization technologies that can contribute to First Gen’s Net Zero target by 2050. The team is continuously evaluating advancements in carbon capture and exploring the potential of hydrogen as a cleaner energy source. Ongoing monitoring and integration of these technologies will play a key role in reducing the company’s GHG emissions over time, as well as to future-proof gas plants and maintain a leadership position in clean energy.



## Manufacturing and Energy Solutions

First Philec Inc. (FPI) is a pioneer and leader in electrical transformer solutions in the Philippines with over 55 years of experience delivering innovative energy distribution solutions to power utilities and commercial and industrial companies. First Philec plays a vital role in driving national development by supporting companies in key industries and public infrastructure. Hand in hand with its pursuit of an expanding global presence, FPI has committed to advancing the transition to a decarbonized future by providing high-performance solutions that enhance reliability and operational efficiency of its customers. To ensure long-term growth and resilience in the rapidly changing energy landscape, FPI continues to innovate and develop resources that meet customer needs while driving sustainable growth of the transmission and distribution industry.

### Financial Highlights

- ▶ FPI increased its net income to PHP1.1 billion in 2024 from PHP1.0 billion in 2023, an overall increase of 10 percent. Revenues from its transformer business, which remains FPI’s core business, went up by 14 percent to PHP4.6 billion in 2024 from PHP4.0 billion in 2023. FPI’s export revenue also received a 40 percent boost after it completed trial orders for eight new customers last year. The share of FPI in the local market expanded to 72 percent in 2024, from 66 percent in 2023. Meanwhile, the pole line hardware business noted a 50 percent decrease in revenues last year due to delays in the rollout of tenders. FPI expects the pole line hardware business to recover in 2025.
- ▶ FPI succeeded in getting a significant increase in distribution transformers from Meralco. Distribution transformers awarded to FPI more than doubled in value from USD74 million in 2023 to USD178 million in 2024; and equivalent units from 23,710 in 2023 to 52,811 in 2024. FPI at the same time achieved a significant milestone by securing for the first time supply contracts for three National Electrification Administration regional hubs in Regions 5, 7, and 8. These contracts amounted to PHP456.0 million and covered 32 customers.

Revenues	Net Income	Recurring Net Income
<b>4.9 billion</b> 2024 (in PHP)	<b>1.1 billion</b> 2024 (in PHP)	<b>1.1 billion</b> 2024 (in PHP)
<b>4.5 billion</b> 2023 (in PHP)	<b>1.0 billion</b> 2023 (in PHP)	<b>1.0 billion</b> 2023 (in PHP)
<b>4.5 billion</b> 2022 (in PHP)	<b>1.0 billion</b> 2022 (in PHP)	<b>998.4 million</b> 2022 (in PHP)



### 2024 Key Highlights

- ▶ FPI aims to secure Green Certification for its Supergreen transformer. This certification is a third-party validation of the product’s sustainability, ensuring compliance with recognized environmental standards.
- ▶ FPI completed the first build of its Aluminum Winding Transformer that is a pushbutton-ready solution should global copper supply constraints escalate. FPI also launched dual/triple high voltage transformer solutions to support electric utilities and the US Department of Energy initiative to streamline transformer Stock Keeping Units. FPI likewise received trial orders for its Transformer Monitoring System from Batangas Electric Cooperative II and South Cotabato Electric Cooperative II, showcasing a growing interest in FPI’s innovative solutions.
- ▶ FPI also started serving a broader customer base for its distribution line components, surge arresters, and reclosers business segment outside of Meralco. This particular business segment with a projected PHP3.03 billion market value included Benguet Electric Cooperative, Batangas Electric Cooperative I, Cagayan Electric Cooperative I&II, Pampanga Electric Cooperative III, Central Pangasinan Electric Cooperative, Davao Light and Power Company, and Isabela Electric Cooperative I.
- ▶ FPI’s manufacturing plant maintained a consistent output throughout 2024, while also achieving a new production month record. In October 2024, it produced 2,648 units to surpass the previous record high of 2,604 in May 2022. FPI showcased operational readiness by meeting and effectively responding to the demand spike in the fourth quarter. By the end of 2024 the plant had produced a total of 24,469 units, a 5 percent increase versus 2023.
- ▶ FPI saw a promising addition of 41 new orders in the Commercial and Industrial Segment that contributed PHP78 million in value in 2024. Over 90 percent came from the long tail driven by telesales efforts. Two-fifths are new customers, highlighting the success of FPI’s customer acquisition strategies.
- ▶ FPI also widened its customer base in the US adding eight new clients and extending its presence to 17 states. FPI has two US stocking distributors (the American Modular Power Transmission Distribution in the Northeast Coast and the Western United Electric Supply in the West Coast) to promote the presence of the brand.

## Strategy to Implement the Mission

- ▶ FPI consistently implements the greening of its supply chain in support of FPH’s mission of forging collaborative pathways for a decarbonized and regenerative future. All the distribution transformers that FPI delivered to Meralco in 2024 featured biodegradable insulating fluid made from natural ester. Distribution utilities under the Aboitiz Group (Davao Light and Power Corporation and Visayan Electric Company) now utilize eco-friendly transformers that FPI supplied. FPI’s facility continues to lead the way in environmental stewardship by eliminating the use of single-use plastics. Moreover, FPI achieved 88 percent reduction in plastic waste compared to the 2021 baseline.
- ▶ FPI has integrated electric-powered vehicles (EV) into its operations in support of a cleaner transportation sector. FPI’s EV fleet now includes two electric buses, two electric vans, and one electric pickup truck, enhancing both sustainability and efficiency.
- ▶ FPI further reinforced its commitment to a green energy and sustainable future by getting from clean and renewable energy sources all the electricity requirements of its FPI Batangas Facility. Geothermal energy now supplies 75 percent of the facility’s power needs, and the balance is delivered by solar.
- ▶ In January 2024, FPI hosted a suppliers’ meeting that brought together 22 direct suppliers and seven logistics providers. The event aligned partners with FPI’s sustainability objectives, strengthening their role in the FPI’s net-zero campaign. This collaborative effort underscored its commitment to embedding sustainability across the entire supply chain.



## Looking Forward

- ▶ As part of its commitment to its decarbonization mission, FPI will deliver tailored solutions to empower industries with sustainable and cost-effective alternatives while enhancing its supplemental portfolio services to directly address clients’ existing challenges.
- ▶ In 2025, FPI will accelerate the commercialization of its three-phase amorphous transformers, which outperform traditional silicon core models; and solar transformers, which are a critical component for renewable energy systems. Moreover, FPI will secure certifications for 7-, 11-, and 22-kilowatt EV chargers that will reinforce FPI’s position in the growing e-mobility market and expand its footprint in sustainable transportation infrastructure.
- ▶ FPI will continue to achieve milestones in energy storage and will focus on completing the prototype of Gen-1 sodium-ion battery that will set a new benchmark as the first locally developed sustainable battery with performance at par with market-leading alternatives. This breakthrough will play a key role in advancing energy independence and resilience.
- ▶ FPI will seize opportunities where it could serve or potentially provide valuable solutions to challenges such as the increasing integration of Distributed Energy Resources (DERs), particularly solar power, which introduces the risk of elevated voltage stresses on connected equipment, including transformers. Effective monitoring and mitigation of these stresses are essential to prevent overloads and ensure the safe and stable feeding of solar photovoltaic energy into the grid.
- ▶ In a volatile, uncertain, complex, and ambiguous world, FPI believes its products will be well-suited to meet the current and future needs of its customers. FPI is optimistic these products will be able to address pain points caused by extreme weather; a hotter Philippines due to climate change; higher penetration of renewables; and the impact of electrification of transport.
- ▶ The widespread adoption of EVs with fast charging systems may accelerate the aging of transformers, diminishing their lifespan. These developments pose an opportunity for FPI to improve the technology and performance of its products to be better prepared for these changes in the market.





## Commercial and Residential Real Estate

Rockwell Land Corporation (Rockwell Land) is a pioneer in developing master-planned residential and commercial communities in the Philippines. With several developments in the country, including its flagship, Rockwell Center in Makati, Rockwell Land continues to elevate the standards of luxury living by providing beyond ordinary experiences for its discerning clientele. Rockwell Land continues to bring its brand of luxury lifestyle to more key cities outside of Metro Manila, including Cebu, Laguna, Batangas, Bacolod, and Pampanga.

### Financial Highlights

In 2024, Rockwell Land's net income increased by 21.0 percent to PHP4.1 billion from the PHP3.4 billion in 2023, mainly driven by higher construction progress in existing projects, improved average rental rates, and stable occupancy across its office and retail

commercial projects. Rockwell Land's total revenues in 2024 also went up by 8.7 percent to PHP20.1 billion from PHP18.5 billion in 2023. However, it noted lower reservation sales due to delays in project launches and soft market demand.

Revenue	Consolidated Net Income
<b>20.1 billion</b> 2024 (in PHP)	<b>4.1 billion</b> 2024 (in PHP)
<b>18.5 billion</b> 2023 (in PHP)	<b>3.4 billion</b> 2023 (in PHP)
<b>16.5 billion</b> 2022 (in PHP)	<b>2.6 billion</b> 2022 (in PHP)
Attributable Net Income	Reservation sales
<b>3.7 billion</b> 2024* (in PHP)	<b>15.7 billion</b> 2024* (in PHP)
<b>3.1 billion</b> 2023 (in PHP)	<b>20.3 billion</b> 2023 (in PHP)
<b>2.3 billion</b> 2022 (in PHP)	<b>21.5 billion</b> 2022 (in PHP)



### 2024 Key Highlights

- ▶ Rockwell Land launched six developments in 2025, majority of which are horizontal projects. These include The Samanean at Paradise Farms in Bulacan, The Molinillo at Rockwell Center Lipa in Batangas, Cluster 6 of The Rockwell South at Carmelray in Laguna, and Phase 2 of Commercial Lots in Rockwell Center Bacolod. Rockwell also launched 1 Rockwell at IPI Center in Cebu which is an office commercial development.
- ▶ Rockwell Land has also completed and turned over key projects, including Rockwell South at Carmelray (Clusters 1, 2, and 3), Terreno South (Phase 3), Nara Residences (Residential Lots), Arton North, and The Balmori Suites.
- ▶ To date, Rockwell Land has grown its recurring portfolio to 88,234 sqm of retail gross leasable area (GLA), and 151,960 sqm of office GLA.



## Strategy to Implement the Mission

► Rockwell Land has taken substantial steps to minimize its environmental impacts and curb its carbon footprint through the use of green technologies and the implementation of sustainability measures. Among other steps, it installed electric vehicle charging stations in commercial developments, incorporated solar panels at Santolan Town Plaza, and upgraded cooling units to enhance energy efficiency. Rockwell Land’s entire office portfolio has now achieved **100% Green Office Building** status, with Santolan Town Plaza earning EDGE Advance certification and RBC Ortigas securing EDGE

certification in 2024. Additionally, 94% of the electricity consumption across our residential properties is now powered by renewable energy.

► Further sustainability efforts that Rockwell Land adopted last year included automating mall chiller units to reduce consumption, replacing the lighting systems in all common areas with light emitting diode bulbs, reducing water consumption by installing low-flow bathroom fixtures, and using recycled water for irrigation. Rockwell Land has also partnered with Smart Recycle and Black Soldier Fly Larvae Technology to optimize waste recycling.



## Looking Forward

- As part of its ongoing growth strategy for 2025, Rockwell Land will utilize part of its 500-hectare landbank and is set to launch new developments in Batangas, Bulacan and Cebu.
- To further demonstrate its commitment to decarbonization and regeneration, Rockwell Land is pursuing the shift to renewable energy of the power requirements of its projects when applicable. It will upgrade to energy- and water-efficient technologies; increase the use of recycled water for irrigation; reduce waste bound for landfill; prioritize efficient building design; and collaborate with stakeholders on environmental protection.
- Rockwell Land will continue to deliver exceptional experiences as the market continues to shift towards quality. It also plans to bolster its position in its core market and further expand its reach with projects spanning different segments and geographic locations.



## Industrial Real Estate

First Philippine Industrial Park, Inc. (FPIP), owns and operates one of the largest and fastest-growing industrial parks in the Philippines today. With over 600 hectares of prime industrial land, its industrial park straddling the cities of Santo Tomas and Tanauan in the province of Batangas stands out as the preferred site of over 150 world-class locators.

FPIP was established in 1996 in response to the government’s call for private sector assistance in catalyzing industrial growth. Today, FPIP continues to work with its locator-partners and contributes to national development and economic growth by helping create almost 80,000 local jobs and generating billions of pesos in annual export earnings.

### Financial Highlights

- ▶ In 2024, FPIP achieved significant milestones that reinforced its position as a leading industrial park. It posted an increase in revenue after successfully closing the second tranche of the land sale to First Philec, while welcoming TE Connectivity’s reservation for Ready Built Factory (RBF) Z.
- ▶ FPIP’s Water Resource Management Group also introduced new services and secured the approval of new water tariffs for 2025, while FPIP’s Park Management and Utilities Group (PUG) successfully implemented its park management fee adjustment to further support the Company in enhancing FPIP’s operations. PUG likewise launched new telecommunications infrastructure to better serve locator-partners, allowing for a wider choice of providers, faster deployment of internet services, and more affordable interconnection fees.
- ▶ With a remarkable occupancy rate nearing full capacity, FPIP continues to be the preferred choice for businesses. 2024 saw the start of construction for the FPIP Plaza and the enhancement of Collins RBF with build-to-suit solutions, reflecting the FPIP’s dedication to innovation and providing world-class facilities to its locator-partners.
- ▶ Despite lower land sales in 2024, FPIP’s net income grew to PHP184.6 million\* due to increased recurring revenues and effective cost management. This was achieved despite higher depreciation costs for new assets and increased interest expenses for financing growth requirements.

#### Recurring Revenue

**1.4 billion**  
2024 (in PHP)

**1.2 billion**  
2023 (in PHP)

**1.1 billion**  
2022 (in PHP)

#### Net Income

**184.6 million\***  
2024 (in PHP)

**174.9 million**  
2023 (in PHP)

**220.4 million**  
2022 (in PHP)

\*PHP 69.1 M after one-off loss on impairment of RBF X3



### 2024 Key Highlights

- ▶ In 2024, FPIP welcomed seven new locators including suppliers of existing anchor locators such as TE Connectivity and Honda Philippines. TE Connectivity made the reservation for Building Z in 2024, with lease commencing in February 2025.
- ▶ FPIP broke ground on September 10, 2024 for the FPIP Plaza, a three-story mixed-use hub that FPIP is constructing inside its industrial park in Santo Tomas, Batangas. The FPIP Plaza will create a more convenient and elevated experience for FPIP locator employees, visitors, and the local community. Upon its completion, FPIP Plaza’s 15,000-square meter commercial space will house various retail establishments, restaurants, service centers, corporate offices, and government offices.
- ▶ FPIP Utilities Incorporated (FUI), FPIP’s water subsidiary, broke ground on September 19, 2024 for its river water treatment facility to ensure a reliable

water supply for its current and future locators, as well as its other customers. This project aims to address the pressing issue of groundwater depletion and promotes sustainable water management practices.

FPIP also made significant strides to foster a culture of growth and to enhance its organizational capabilities. It launched the ABCS Program, a key initiative aimed at driving excellence across the company’s operations. FPIP likewise rolled out several capability-building initiatives, including eight focused projects designed to strengthen organizational capabilities. These projects engaged and empowered 39 dedicated team members, reflecting the Company’s commitment to cultivating a high-performing and empowered workforce that aligns with FPIP’s vision for continuous improvement and innovation.

## Strategy to Implement the Mission

In 2024, FPIP enhanced its sustainability efforts, highlighting the Company’s deep commitment to environmental stewardship and social responsibility. The FPIP community planted over 3,280 trees, aiding the sequestration of 101 metric tons of carbon dioxide equivalent (MTCO2e) annually. FPIP’s initiatives reduced its emissions in 2024 by 13 percent, or by 5,200 MTCO2e.

The deployment of five electric vehicles further contributed to a reduction of 7.5 MTCO2e annually. Through waste management efforts, FPIP successfully diverted around 47 percent (10 tons) of recyclable and scrap waste from landfills. In terms of workplace safety, FPIP celebrated a milestone of 1 million safe man-hours as of August 10, 2024.

On the social front, FPIP conducted a Gender Gap Analysis and Human Rights Impact Assessment, which laid the groundwork for a more inclusive and equitable organization. These efforts were solidified with the approval of a comprehensive sustainability policy, ensuring FPIP’s long-term commitment to sustainability and regeneration.

FPIP also received several prestigious recognitions for achieving key breakthroughs that highlighted its commitment to excellence and sustainability. Its dedication to environmental management earned first runner-up honors from the Pollution Control Association of the Philippines, Inc. (PCAPI) during PCAPI’s 2024 National Sustainability Awards, an annual event that recognizes companies with major environmental impact projects.

In 2024, FPIP emerged the sole industrial park among 1,000 nominees to win the Asia-Pacific Stevie Award, an international business awards competition honoring innovative practices and outstanding achievements. Edwin de Chavez, FPIP Utilities, Inc. (FUI) senior manager, received a Certificate of Appreciation for his valuable contributions to the “FUI Adopt-a-River” initiative. This award recognized his team’s active participation in community and environmental programs. FPIP was also named one of the Top Green Companies of 2024, further solidifying its reputation as a leader in environmental stewardship and sustainability.



## Looking Forward

### Grow Recurring Revenues

Efforts are directed toward acquiring new anchor locators with high potential for downstream revenues and finalizing deals with current hot prospects to expand the recurring revenue base.

### Enhance Lead Generation

New leads will be generated through strengthened network development and deeper engagements with key anchor locators, including Collins, Dyson, TE Connectivity, Brother, Canon, Honda, Murata, and Ividen.

### Drive Expansion and Scale while Managing CAPEX

Plans include identifying new sites, building additional RBF inventory, and ensuring the on-time construction of FPIP Plaza. Further investments will bolster water resource management capacity, and potential buybacks will be pursued to create new facility inventory.

### Expand Reach and Develop New Offerings

Allied services for locators, including shared warehouses and container yards, will be expanded. Commercial businesses will grow through increased letters of intent and signed leases for FPIP Plaza. Efforts will also focus on maintaining occupancy at Oasis and Consuelo Park Residences while designing and identifying sites for new workers’ accommodations.

### Capability and Culture Building

The year will see the full implementation and completion of all capability-building projects, alongside the embedding of productivity tools and culture-promotion initiatives to nurture organizational excellence.

Major opportunities for FPIP in 2025 include leveraging the growing positive sentiment towards the Philippines as a prime investment destination, alongside improvements in the investment climate that have already spurred widespread investments across the country. The rising demand for RBFs and new buildings presents another key opportunity, alongside the introduction of the Board of Investments (BOI) and Philippine Economic Zone Authority (PEZA) priority sectors.

FPIP plans to capitalize on these developments by fostering a robust locator ecosystem within the park and introducing distinct programs that enhance the living and working experience of our locators and their employees. By forging new partnerships with anchor locators and supporting the key priority sectors of the BOI and PEZA, FPIP is poised to strengthen its position and ensure the futureproofing of the park. This will enable a broader range of tailored service offerings that cater specifically to the needs of industrial and commercial customers, driving long-term success and growth.



# First Balfour

## Construction and Energy Services

First Balfour, Inc. (First Balfour) 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 delivering world-class engineering and construction services for a wide range of projects in energy, water, transport, and specialized building sectors. First Balfour was one of the first construction companies to be accredited by the Philippine Contractors Accreditation Board as a Quadruple A contractor, the highest license given to construction firms in the Philippines.

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.

On top of its main construction business, First Balfour has also diversified its businesses to include distinct capabilities in geothermal well drilling and equipment rentals through its wholly owned subsidiary, ThermaPrime Drilling Corporation (ThermaPrime), and its Plant and Equipment Division, T1 Rentals, and its heavy equipment and sustainable people transport subsidiary, T1 Transport.



### Financial Highlights

In 2024, First Balfour and Thermaprime reported a consolidated net income of PHP760.7 million, a reversal of the PHP125.7 million consolidated net loss it recorded in the previous year. The successful completion of the Palayan Binary Power Plant of EDC, along with disciplined execution and improved operational efficiencies, provided the main drive for this welcome development.

Revenue	Consolidated Net Income
<b>14.3 billion</b> 2024 (in PHP)	<b>760.7 million</b> 2024 (in PHP)
<b>8.8 billion</b> 2023 (in PHP)	<b>-125.7 million</b> 2023 (in PHP)
<b>9.0 billion</b> 2022 (in PHP)	<b>526.4 million</b> 2022 (in PHP)
Recurring Net Income	Order Backlog
<b>752.0 million</b> 2024 (in PHP)	<b>29.2 billion</b> 2024 (in PHP)
<b>-141 million</b> 2023 (in PHP)	<b>31.6 billion</b> 2023 (in PHP)
<b>547.6 million</b> 2022 (in PHP)	<b>6.5 billion</b> 2022 (in PHP)

## Key Highlights for 2024

- ▶ First Balfour remains a key partner of EDC. Following the successful completion of the 3.6-MW Mindanao 3 Binary Power Plant in 2022, First Balfour turned over another binary power plant project to EDC with the completion of the 28.9-MW Palayan Binary Power Plant in Manito, Albay. Inaugurated on July 5, 2024, it expands the overall power capacity of the existing Bacman Geothermal Plant from 130MW to 158.9MW.
- ▶ First Balfour is also advancing EDC’s clean energy initiatives through the engineering, procurement, and construction (EPC) of Balance of Plant (BOP) and Connection Assets for its three standalone battery energy storage systems (BESS), which collectively contribute 40MW. These systems are strategically located at EDC’s geothermal power plants in Sorsogon, Leyte, and Negros Oriental. By optimizing energy use, BESS technologies are crucial in facilitating the transition to clean energy and in realizing FPH’s mission.
- ▶ In 2024, First Balfour was awarded the contract to design and build a river water treatment facility for FPIP Utilities, Inc. (FUI), a subsidiary of First Philippine Industrial Park. Once operational, the facility will have the capacity to treat 20 million liters per day (MLD) of water from the San Juan River, significantly bolstering water supply within the industrial park while offering a more

sustainable alternative to current groundwater sources. The scope of the project includes the design and build of the intake structure, raw water conveyance system, the main treatment plant, and ancillary buildings, as well as the testing and commissioning of the facility.

- ▶ First Balfour is also involved in Package S-03A and Package S-03B of the North-South Commuter Rail (NSCR), a flagship project under the Philippine government’s Build Better More (BBM) program. Package S-03A covers 7.9 kilometers of railway viaduct, an elevated station at Buendia (located at the corner of Buendia Avenue and the South Luzon Expressway in Makati City), and two ground-level stations: one at EDSA (near MRT-3 Magallanes Station) and another at the Senate (near the new Senate Building). Package S-03B involves civil works and tunnel construction, including 4.7 kilometers of underground rail and a 1.4-kilometer elevated segment running parallel to the South Luzon Expressway. This package also includes the construction of FTI Station and tunneling work to connect the project with the Metro Manila Subway’s Senate Station. Once completed, the NSCR will provide a critical mass transport solution for Metro Manila’s growing population, enhancing mobility across the Luzon Economic Corridor.



## Newly Awarded Projects

### Metro Manila Priority Bridges Seismic Improvement Project (MMPBSIP)

The Department of Public Works and Highways (DPWH) awarded the contract for the MMPBSIP to the joint venture of JFE Engineering Corporation and First Balfour in 2024. This project aims to enhance the earthquake resilience of two major bridges in Metro Manila (the Lambingan Bridge in Santa Ana, Manila and the Guadalupe Bridge along EDSA) spanning the cities of Mandaluyong and Makati. The contract is funded by the Japan International Cooperation Agency.

### EDC Drilling Operations Plan (DOP) Level 3

The DOP intends to address the steam decline in various EDC geothermal plants in Leyte, Bacon-Manito in Bicol, and Mount Apo in Mindanao being brought about by the forces of nature in action and well retirements. The DOP calls for the accomplishment of civil, structural, piping and mechanical works prior to drilling operations.

### FPIP Plaza in Santo Tomas City, Batangas

This project, which First Balfour is undertaking for the First Philippine Industrial Park is a three-level structure with a 15,000-square meter commercial space that will be developed to transform the frontage of the industrial park into an integrated nano-township. The FPIP Plaza has three major components: a retail complex with a transport terminal, a multi-building dormitory complex, as well as a mixed-use commercial hub.

### River Water Treatment Facility

A 20 MLD river water treatment facility was awarded to First Balfour by FUI.



## T1 Rentals and T1 Transport

- ▶ In 2024, T1 Rentals made a significant investment of PHP 162.5 million in new equipment, expanding its fleet to 891 units with an average fleet age of 60 months. Operating under the sharing economy model, T1 Rentals achieved an impressive fleet utilization rate of 72%, effectively minimizing idle time when equipment is available but not in use.



- ▶ The company also partnered with the Association of Carriers and Equipment Lessors (ACEL) to assess equipment operators at PhilConstruct 2024 for TESDA NCII certification in truck-mounted cranes and hydraulic excavators. T1 Rentals has been recognized by TESDA as an early adopter of Extended Reality (XR) technology in technical vocational education and training (TVET). Since November 2023, T1 Rentals has been using XR simulators to conduct competency assessments. This innovative approach has resulted in 66 operators earning their TESDA NCII certificates through these advanced, technology-assisted evaluations.
- ▶ In November 2024, T1 Transport introduced three brand-new, fully electric 16-seater vans to First Philec (FPIP). With these additions, T1 Transport now operates a total of five electric vehicle (EV) units at the FPIP site, reinforcing its commitment to sustainability.
- ▶ In addition to its investments in electric vehicles, T1 Transport also acquired four brand-new Dongfeng tractor heads. These units meet the stringent Euro V emissions standards, marking the first Euro V units in T1 Transport’s fleet.

## Strategy to Implement the Mission

- ▶ First Balfour has long been an advocate for sustainable construction practices, with its head office in Sucat, Paranaque being the first to receive a BERDE certification from the Philippine Green Building Council (PHILGBC). This commitment to sustainability has only deepened with the adoption of FPH’s mission to forge collaborative pathways for a decarbonized and regenerative future. First Balfour continues to collaborate with like-minded organizations, including the PHILGBC, where one of its executives serves on the board of trustees, and the Net Zero Carbon Alliance, where it is a founding member.
- ▶ In 2024, both T1 Rentals and T1 Transport took significant steps to reduce emissions across their rental and transport fleets in alignment with FPH’s sustainability goals. These efforts included acquiring equipment and vehicles that meet stricter emissions standards than those being replaced. First Balfour also expanded its fleet by increasing the number of trucks and vehicles with Euro V emission ratings. Additionally, the company invested in heavy machinery and equipment with the highest available emission ratings in the Asian market—primarily US Environmental Protection Agency Tier III ratings or their Euro V counterparts.
- ▶ To further enhance fleet efficiency, both T1 Rentals and T1 Transport have implemented telematics technology to monitor equipment usage and track fuel consumption, ensuring better performance while reducing emissions.
- ▶ As part of their broader commitment to sustainability, T1 Rentals and T1 Transport are also integrating Heavy Equipment Simulators and Heavy Goods Vehicle (HGV) Simulators into their training and certification programs. These simulators significantly reduce the environmental impact of traditional operator training by cutting fuel consumption, lowering carbon emissions, and decreasing wear and tear on equipment. Furthermore, they provide a controlled, safe environment for skill development, enhancing safety and reducing workplace accidents. By adopting this technology, T1 Rentals and T1 Transport ensure that their training programs are not only cost-effective and eco-friendly but also equip operators with the highest industry standards, aligning with their sustainability goals.



## Looking Forward

- ▶ On infrastructure development, First Balfour is focusing on four key infrastructure areas: transport, power and energy, water, and specialized buildings such as data centers and hospitals. Since 2023, its order backlog has doubled to PHP30 billion by taking part in several major private and government infrastructure projects, including those of EDC, ST Telemedia Global Data Centres, FPIP, the Department of Transportation, and the DPWH. First Balfour may also venture into residential and commercial construction in the near future as it seeks to deliver better value to its customers.
- ▶ In 2025, First Balfour is launching its Best in Sustainability Awards for its ongoing projects, aimed at increasing awareness and interest among its project teams on the importance of sustainability and decarbonization.
- ▶ First Balfour launched its multi-year, digital transformation program, called Project UNLAD (Unleashing Next-Level Automation & Digitalization), which it will implement from 2025 to 2027 as an additional avenue for technological adoption.
- ▶ To respond to the ongoing labor shortage, First Balfour has expanded its recruitment hubs and increased its training programs both for skilled and project management level personnel. In addition, First Balfour started scholarship program tie-ups with a number of educational institutions in 2024, with the Mariano Marcos State University in North Luzon and Keitech Educational Foundation in the Visayas.





## Health Services

Asian Eye Institute is a world-class eye institute that puts the Philippines on the map of quality health care. Established in 2001, Asian Eye is at the forefront of efforts to make breakthrough technologies for eye care treatment available to all patients. It serves 75,000 local and foreign patients annually.

### Financial Highlights

Asian Eye's 2024 revenue grew by PHP14 million or by 2%, year-on-year, primarily driven by optical and major surgeries such as for cataract and glaucoma. Asian Eye likewise increased its general and administrative expenses, primarily to support its strategic initiatives and projects.



#### Revenues

**697 million**  
2024\* (in PHP)

**683.5 million**  
2023 (in PHP)

**640.4 million**  
2022 (in PHP)

#### Net Loss

**-117 million**  
2024 (in PHP)

**-86.9 million**  
2023 (in PHP)

**-132.7 million**  
2022 (in PHP)

\*Unaudited numbers

## 2024 Key Highlights

In 2024, Asian Eye undertook several key initiatives, such as the opening of a new office at the Phinma Building in Makati City and the construction of the new ambulatory surgical center at the Ayala Malls Trinoma in Quezon City. It also expanded its digital presence by launching an online store on major e-commerce platforms, such as Shopee, Lazada, and TikTok. Additionally, it successfully implemented an enterprise resource planning program and enhanced its electronic health records and practice management systems through Compulink. Asian Eye also welcomed two new medical doctors to its roster of eye care experts, enabling it to accommodate an additional volume of surgeries and consultations.

## Strategies to Implement the Mission

- ▶ To further enhance its sustainability efforts, Asian Eye has partnered with its suppliers for the centralized handling of empty ink cartridges at the HP Head Office, where the empty ink cartridges are either disposed, sold, or reused by direct HP manufacturers with remanufacturing initiatives. To reduce costs and energy consumption, Asian Eye now has shifted to renting energy-efficient printer models that consume less power and enter low-power standby mode when not in use.
- ▶ Since 2021, Asian Eye's in-house Optical Laboratory has refurbished and collected 343 pairs of used eyewear, thereby reducing direct disposal to landfills. Additionally, it collected and provided to recyclers over 150 empty medication bottles.

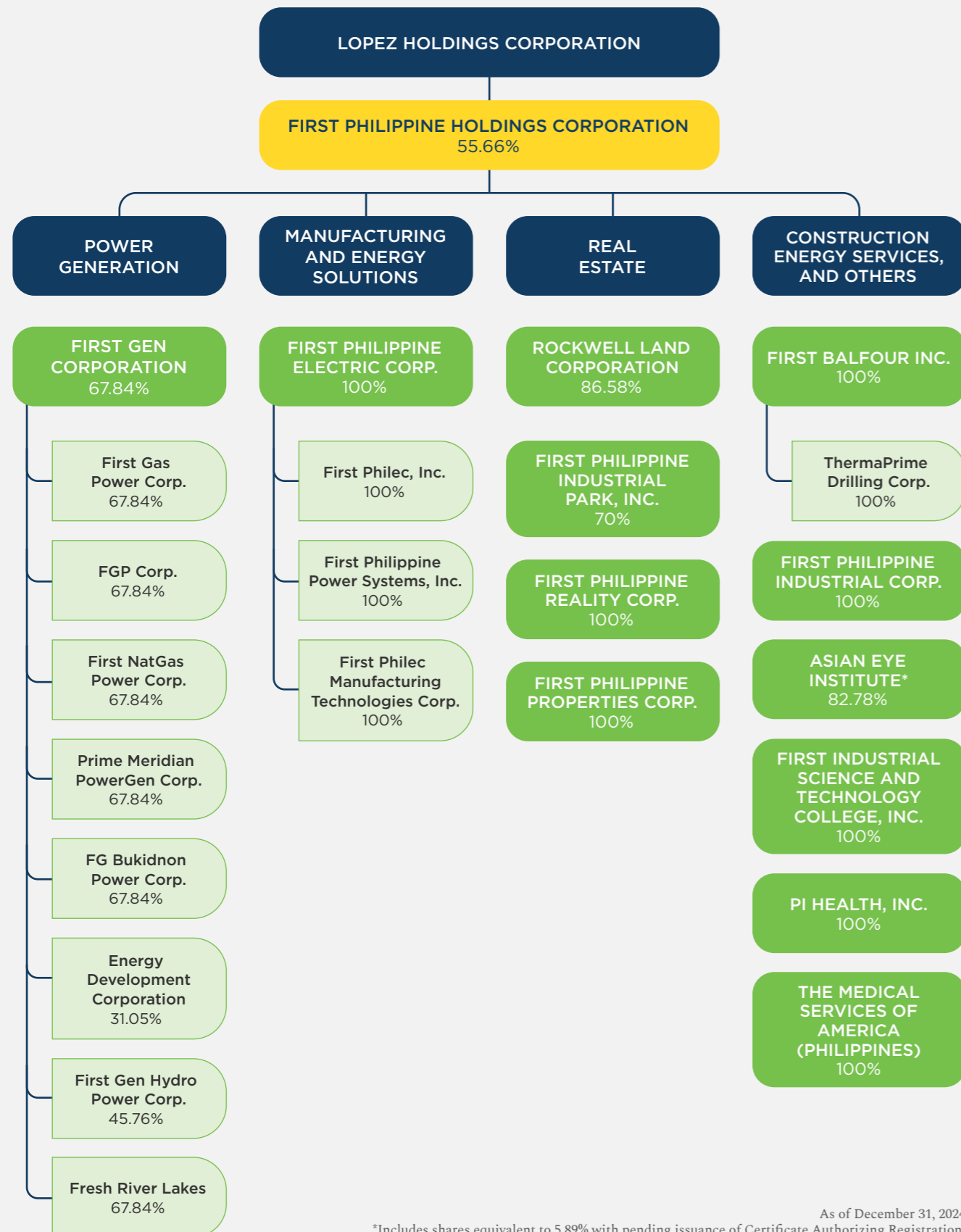
## Looking Forward

- ▶ Asian Eye will begin its transition from a hub-and-spoke model to a multiple-hub configuration with the introduction of its first satellite clinic at the Ayala Malls Trinoma. This expansion will enhance service offerings through the addition of an operating room. Asian Eye is also expanding its non-core business including optical and pharmacy services, to enhance its offerings and drive growth.
- ▶ Asian Eye is establishing a comprehensive Customer Contact Center and a Customer Relationship Management platform as part of preparations to celebrate the company's 25th anniversary in 2026. This event also honors the legacy of its founders such as the company's late Chairman Emeritus Oscar M. Lopez. These initiatives will streamline scheduling and enhance interactions with patients, while ensuring their seamless experience.

In the healthcare sector, one popular trend is the transformative era defined by innovation and collaboration such as AI-enabled diagnostics and "phygital" solutions that can shape a future where care is more personalized, proactive and accessible. In response to this, Asian Eye conducts regular internal medical conferences, researches, and partnerships for learning and skills development of our doctors.



# Organizational Structure



As of December 31, 2024

\*Includes shares equivalent to 5.89% with pending issuance of Certificate Authorizing Registration.





# Business Environment

The business environment we faced in 2024 mirrored many global challenges. The mix of natural and manmade challenges is an influential factor in how we deliver the FPH mission, especially as we adapt our process to the different opportunities this landscape presents.

## Our Process:

External developments were captured from daily news reports, literature search, participation in fora, engagement of experts, and networking with the government, industry, academe, and civil society organizations. As we impart information to our networks, we also gain insights from them. Annex 5 is a list of our 28 short-term and 6 long-term engagements in 2024.

Macroeconomic indicators, business trends, and international and local issues were tracked by our Corporate Planning Group. These are then regularly evaluated in terms of benchmarking with the industry, analysis of the impact of market trends to the business, and the monitoring of various market movements that may signify shifts that FPH must consider.

The local and global developments in ESG were tracked by our Corporate Sustainability Group. The other organic groups of FPH contributed to the inventory of the external factors based on their areas of responsibility. The influence of these non-financial factors informed the strategic business plan of each subsidiary.

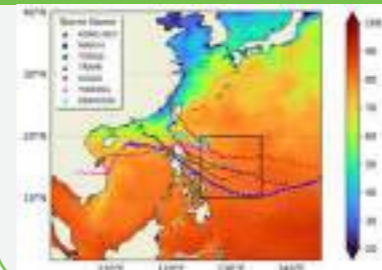
In terms of timing, the external factors were discussed during the strategic presentation of the various subsidiaries to Senior Management at least twice a year. As needed, critical plans are elevated to the Board for guidance during its monthly meetings, but the Board conducts its own strategy meeting for the year.

## Influence of External Factors on our Business:

External factors affected the availability, affordability, and quality of the capitals that were used for business activities in 2024. These resulted in either the acceleration or impediment of the execution of our business strategy and value creation. In 2024, the major contexts that affected our business are summarized below.

**BARRIERS TO EXECUTION OF FPH BUSINESS STRATEGY**

**Environmental Developments**



**GLOBAL:**  
Extreme climate conditions persisted in 2024. The year was the hottest on record where the temperature has temporarily breached the 1.5C limit. Climate change added 41 days of dangerous heat.<sup>8</sup>

**LOCAL:**  
The rising temperatures super-charged local typhoons, with the country experiencing six typhoons within 30 days between October and November of 2024.<sup>9</sup>

**AVAILABILITY OF RELEVANT CAPITALS**  
There was adequate supply of the relevant natural capital for FPH subsidiary operations as their sites are outside water-stressed regions.

Within our energy projects, the geothermal power plants are dependent on steam and surface water, but they are in watershed areas that our operating companies protect and restore.

The non-power companies are found in the lowlands and are served by efficient water utilities.

**IMPLICATIONS ON FPH**  
No present risk to current operations. But if extreme heat conditions continue in the future, FPH will conduct a review of water sustainability plans as needed.

In 2024, FPH subsidiary teams advanced their skills related to the requirements of the Task Force on Climate-related Disclosures (TCFD), through a formal training provided by external experts. This will enable them to develop or update their climate resilience plans.

The dire situation led countries and corporations to take a more serious look at the Conference of Parties (COP) 28 consensus on tripling renewable energy (RE) and shifting away from fossil fuels. Our subsidiary, First Gen Corporation is pursuing its targeted 13GW expansion with bias for RE from 2023-2030.

**IMPACT ON VALUE CREATION**  
*Direct Effects: Negative*  
*Potential effects were minimized*

Global temperature extremes in 2024 affected local weather conditions in the sites of our businesses in the form of extreme heat. This potentially affected the productivity and health of workers, especially in our construction and manufacturing segments. This meant that additional safety measures, through our heat stress plans and advisories, had to be implemented.

The extreme heat, particularly with the El Niño phenomenon, greatly affected our hydro and wind power projects. Our power projects have measures in their respective resiliency plans to address potential climate impacts.

**Indirect Effects: Negative**  
Extreme weather led to more stringent policy proposals from Congress on GHG management and on ESG requirements as contained in the Climate Accountability Bill, which aims to address greenwashing concerns in reporting. More details on this in the fourth item on Governance Developments.

There was no impact to FPH as the rules are not yet finalized, but the Company is already preparing for them.

<sup>8</sup> WMO (2024). State of the Climate. Retrieved from <https://library.wmo.int/records/item/69075-state-of-the-climate-2024>.

<sup>9</sup> World Weather Attribution (2024). Climate change supercharged late typhoon season in the Philippines, highlighting the need for resilience to consecutive events. Retrieved from <https://www.worldweatherattribution.org/climate-change-supercharged-late-typhoon-season-in-the-philippines-highlighting-the-need-for-resilience-to-consecutive-events/>

### BARRIERS TO EXECUTION OF FPH BUSINESS STRATEGY

#### Economic Developments

**GLOBAL:**  
The world was more resilient to the recession than expected but economic uncertainties were still experienced due to climate extremes and political conflicts that led to rising costs of living and disrupted supply chains.<sup>10</sup>

**LOCAL:**  
The country missed its target to be a high middle income country in 2024 but is likely to attain it by 2025. The economic slowdown for most of the year was due to interest rate hikes, higher prices of commodities, and lower government consumption. These were seen as temporary and can be managed by the country’s economic managers.

**AVAILABILITY OF RELEVANT CAPITALS**  
Financial capital for our businesses was available, although enough was costlier.

**IMPLICATIONS ON FPH**  
Prudent fiscal management needed to be continued in the form of optimizing operations, prioritizing projects and informed decisions on allocation for efficient use of resources.

**IMPACT ON VALUE CREATION**  
*Direct Effects: Negative*  
*Measures taken by FPH reduced the impact*

In 2024, there were signs of recovery of the Philippine economy, but the recovery was fragile and uneven. High interest rates were a side effect of geopolitical conflicts. This resulted in a general decrease in customer demand for products and services in the country, thus affecting FPH operations. Fiscal and supply chain measures reduced the impact.

#### Technological Developments

**GLOBAL:**  
Cyberattacks continued to accelerate and their ferocity increased in 2024. Artificial Intelligence (AI), which can lower the barrier to entry for would-be digital adversaries, made it easier to launch attacks<sup>11</sup>. These remained unmitigated for lack of global regulations. A high-level guidance for AI was studied. A Global Digital Compact, which includes the enhancement of AI governance was adopted by the UN General Assembly in September 2024 as part of the Pact for the Future.<sup>12</sup>

**LOCAL:**  
The Philippines was vulnerable to cyberattacks. In 2024, cyber threats targeted government agencies, the academe, and corporations. To focus on strengthening cybersecurity, Executive Order 58 was issued in April 2024 requiring all government agencies to adopt the National Cybersecurity Plan 2023-2028. The result was a leap in the global security ranking of the Philippines during the year.<sup>13</sup>

**AVAILABILITY OF RELEVANT CAPITALS**  
Our capacity to address cyberattacks, counted under intellectual capital, was adequate. Company governance and cybersecurity measures are in place and continuously evolving, enabling FPH to proactively address emerging technological risks.

**IMPLICATIONS ON FPH**  
FPH continuously enhances cybersecurity measures, fosters collaboration, and invests in appropriate technologies to mitigate emerging AI risks, while driving innovation, building stakeholder trust, and sustaining value creation across all capitals.

**IMPACT ON VALUE CREATION**  
*Indirect Effects: Negative*  
*Potential impacts were prevented*

The influx of Artificial Intelligence (AI) tools and applications posed potential risks to data privacy and security breaches. The FPH units improved their cybersecurity measures, which minimized adverse impacts on operation.

<sup>10</sup> World Economic Forum (2024). Global Risk Report 2024. Retrieved from [https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2024.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf)  
<sup>11</sup> CrowdStrike (2024). 2024 Global Threat Report. Retrieved from <https://go.crowdstrike.com/global-threat-report-2024-thank-you.html>  
<sup>12</sup> UN (2024). The Pact for the Future. Retrieved from <https://www.un.org/pga/wp-content/uploads/sites/109/2024/09/The-Pact-for-the-Future-final.pdf>  
<sup>13</sup> Philippine News Agency (2024). PH makes a big leap in global security rankings. Retrieved from <https://www.pna.gov.ph/articles/1233410>

### BARRIERS TO EXECUTION OF FPH BUSINESS STRATEGY

#### Developments in Governance

**GLOBAL:**  
Greenwashing directives were issued in Europe to avoid the misleading claims made on climate initiatives. Cases then declined by 12% for the first time in 6 years. While the prevalence of incidents has fallen, the number of severe greenwashing cases increased by 30%.

**LOCAL:**  
Since 2022, the Securities and Exchange Commission (SEC) has taken proactive steps to safeguard investors from greenwashing. No investment company other than those using the Sustainable and Responsible Investment (SRI) Funds are allowed to use the term “ESG” or “sustainability” in their name and/or marketing materials unless otherwise permitted by the SEC. In 2023, local legislators filed the Climate Accountability Bill (House Bill 9609) to punish greenwashing and climate denialism, among others. The deliberation of the bill started in 2024.

**AVAILABILITY OF RELEVANT CAPITALS**

In terms of intellectual capital, the leaders of FPH are being prepared for the provisions of the bill.

**IMPLICATIONS ON FPH**

Adequate mechanisms are needed to translate skills and knowledge necessary for TCFD requirements, such as climate risk and opportunity analysis, climate risk scoring, and financial impact assessment across the FPH value chain. These are present in our businesses in the form of inclusion of climate concerns in the Company’s risk dictionary; a grievance redress mechanism where stakeholders may report any concern, including climate-related concerns; and the adoption of an Integrated Management Framework for a holistic analysis of climate issues across business functions. More information on this may be found in the section on “Progress on Our Mission” on page 190 of the [2023 IR](#).

**IMPACT ON VALUE CREATION**  
*Indirect Effects: Negative*  
*Potential impact was not realized*

As a result of the wave of greenwashing concerns worldwide, several policies were proposed by the government. FPH operations were not affected in 2024 in the absence of finalized rules.

FPH attended the policy consultations so the particulars of its operation could be considered by the policy makers. At the same time, FPH has prepared its units for the new regulatory landscape.

No greenwashing concern was received from FPH stakeholders for the reporting period.



ACCELERATORS OF EXECUTION OF FPH BUSINESS STRATEGY

Environmental Developments

**GLOBAL:**  
The accelerated loss of nature requires mainstreaming a consciousness on biodiversity in operations. The Global Reporting Initiative (GRI) updated its biodiversity disclosure by adopting the prescriptions of the Task Force on Nature-related Financial Disclosures (TNFD). The companies embracing the new protocols increased in 2024.

**LOCAL:**  
The GRI, World Wide Fund for Nature (WWF) and TNFD conducted information drives in 2024 to prepare the country for the TNFD protocols.

The TNFD reinforces the Philippine Ecosystem and Natural Capital Accounting System (PEN-CAS) Act of 2023 which promotes sustainable development by recognizing and valuing the country's natural assets. Corporate data shall be collected by the government to complete its analysis.

AVAILABILITY OF RELEVANT CAPITALS

Natural capital (which is the source of raw materials for various RE projects of FPH) remained adequate in 2024. FPH continues to protect and restore forested sites under our oversight since 1994, primarily through the efforts of our subsidiary EDC.

IMPLICATIONS ON FPH

The adoption of TNFD will be beneficial to the RE segment of FPH due to its dependence on natural resources. TNFD provides detailed guidance on a company's dependencies, risks and opportunities, as well as its impacts on nature. A more granular analysis of this set of information will further protect the source of raw material for the Company's RE business.

IMPACT ON VALUE CREATION

Direct Effects: *Positive*

The emerging concern on the nature-climate-business nexus reinforced FPH's program on habitat restoration in relevant areas of operations of our businesses. Bringing the issue to the next level, FPH partnered with the government to develop a pilot project on nature-based solutions.

Economic Developments

**GLOBAL:**  
The inter-state wars that occurred in 2024 had varying economic effects globally, including inflation, rising interest rates and supply chain disruptions.

**LOCAL:**  
The Philippines remained resilient and was one of those with the highest economic growth in Asia in 2024 despite the challenges.<sup>14, 15</sup>

AVAILABILITY OF RELEVANT CAPITALS

The financial capital was available in 2024 which allowed the continued expansion of FPH projects and the increase in its manufactured capital.

IMPLICATIONS ON FPH

The resilience of the local economy will have positive impacts on FPH. If the country's growth will be sustained to reach its goal as a high middle-income country by 2025 and beyond, the country will need the basic services and products offered by FPH (power generation, real estate development, construction, energy solutions, and healthcare).

IMPACT ON VALUE CREATION

Direct Effects: *Positive*

The slight but uneven recovery of the Philippine economy opened opportunities for our construction and manufacturing and energy solutions segments as interest in these industries was sustained.

<sup>14</sup> Gonzales, A. (2024). PH posts one of highest economic growth in Asia. Retrieved from <https://www.pna.gov.ph/articles/1240519>  
<sup>15</sup> Oplás Jr., B. (2024). The economic impact of 2 years of war in Ukraine, and the Philippine fiscal situation. Retrieved from [https://www.bworldonline.com/opinion/2024/02/27/577880/the-economic-impact-of-2-years-of-war-in-ukraine-and-the-philippines-fiscal-situation/#google\\_vignette](https://www.bworldonline.com/opinion/2024/02/27/577880/the-economic-impact-of-2-years-of-war-in-ukraine-and-the-philippines-fiscal-situation/#google_vignette)

ACCELERATORS OF EXECUTION OF FPH BUSINESS STRATEGY

Social Developments

**GLOBAL:**  
The World Economic Forum reported societal polarization and erosion of human rights as global threats in 2024<sup>10</sup>. Thus, governments started to focus on mandating human rights due diligence.<sup>16</sup> It is also now a standard in the global ESG frameworks.

**LOCAL:**  
The Philippine government crafted the National Action Plan for Business and Human Rights and held consultations in July 2024 with focus on the rights of Filipinos for a healthy environment, prevention of climate impacts and protecting the human rights defenders.

AVAILABILITY OF RELEVANT CAPITALS

FPH's human and social capitals are protected. The concern for upholding universal human rights is evident in the Company's Human Rights Policy of 2018. These rights were discussed as early as the 2019-2020 Integrated Reports of FPH. Human rights due diligence has been conducted across the subsidiaries of FPH since 2021. More information on these can be found in the following documents:

- Pages 84-86 of the [2019 IR](#)
- Page 152 of the [2020 IR](#)
- Pages 71-72 of the [2021 IR](#)
- Pages 121, and 133-135 of the [2022 IR](#)
- Pages 163-166, and 248-252 of the [2023 IR](#)
- Pages 188-192 of this report

IMPLICATIONS ON FPH

The rise in the demand for respect for human rights by various stakeholders can boost the FPH brand, which embraces human rights recognition in the company's operations.

IMPACT ON VALUE CREATION

Indirect Effects: *Positive*

The worldwide demand for respect for human rights validated FPH's move to embrace human rights as a fundamental principle in its operations.

Developments in Governance

**GLOBAL:**  
The ERM Sustainability Institute reported that despite the backlash against ESG policies in the US in 2024, there was a global shift from voluntary to mandatory ESG integration in many countries. Investors who continued to favor integrating ESG in their portfolios despite pushback in some countries paid attention to greenwashing and green-hushing.<sup>16</sup>

**LOCAL:**  
The Philippine Sustainability Reporting Committee has developed a jurisdictional roadmap on the adoption of the IFRS S1 and S2 disclosure standards. Meanwhile, the SEC, the Philippine Stock Exchange, and International Sustainability Standards Board (ISSB) of the IFRS conducted information campaigns on the new rules in November 2024. The revised SEC rules adopting the IFRS sustainability standards are expected to be released in 2025.

AVAILABILITY OF RELEVANT CAPITALS

FPH has been preparing its organizational systems (human and intellectual capitals) for the past three years to comply with the new disclosure standards of the IFRS.

IMPLICATIONS ON FPH

FPH is generally ready to meet the ESG requirements of IFRS. In addition to capacity building, FPH has updated its ESG structure and integrated ESG into its various corporate functions for a holistic approach. Please see page 214 of this report for more details.

IMPACT ON VALUE CREATION

Indirect Effects: *Positive*

Mainstreaming ESG in FPH's mission and business strategy positively assisted FPH in its operations. No issue was raised during the reporting period.

<sup>10</sup> World Economic Forum (2024). Global Risk Report 2024. Retrieved from [https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2024.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf)  
<sup>16</sup> ERM (2024). Annual Trends Report: The Next Steps for Sustainable Business. Retrieved from <https://www.erm.com/contentassets/a2434731461f49c7a38b039c7d5cd0e4/erm-si-2024-annual-trends-report-webinar-deck.pdf>

# Materiality

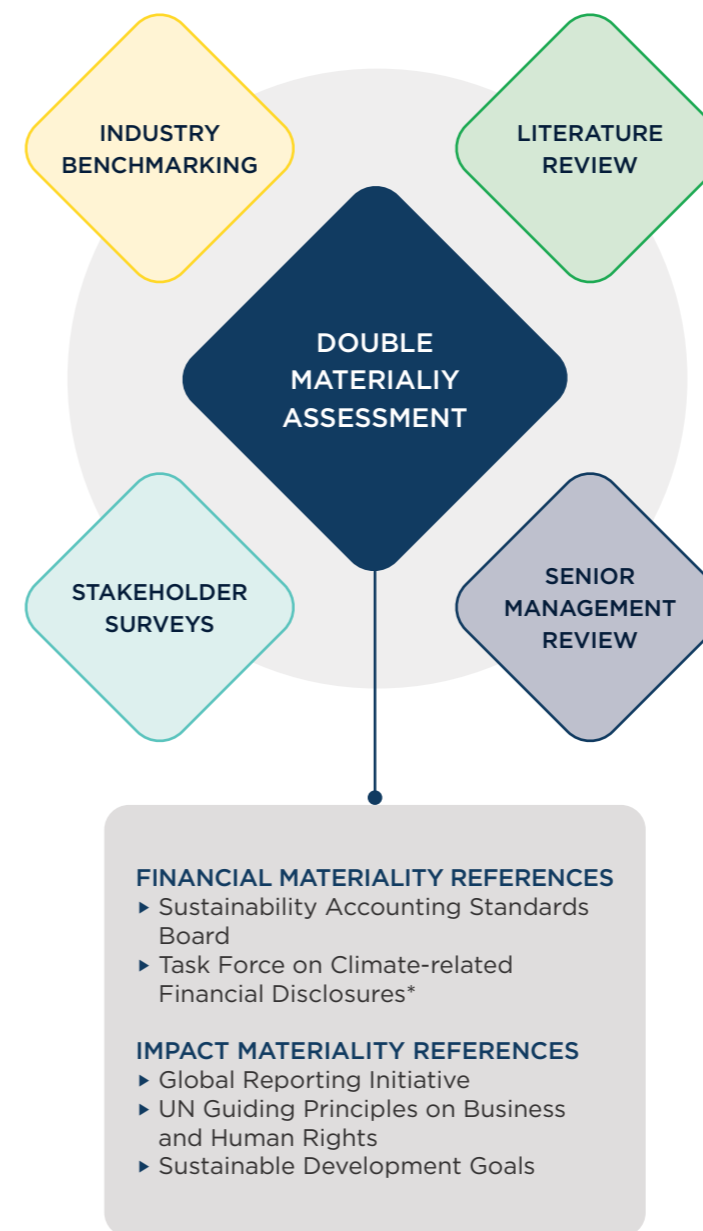
FPH regularly conducts materiality assessments to identify priority non-financial ESG indicators. These indicators inform the Company’s ESG program and set how the Company monitors ESG progress.

The list of material ESG topics are reassessed every two to three years by an independent third party. The FPH ESG material topics were last reassessed in 2022 using a double materiality approach, and is set to be reviewed in 2025. The methodology to assess the material topics are discussed further in this section.



## Quadrilateral Assessment and Double Materiality

### Quadrilateral Materiality Assessment Methodology



FPH commissioned the University of Asia & Pacific – Center for Social Responsibility (UA&P-CSR) to assess its ESG material topics.

The Quadrilateral Materiality Assessment Tool was developed by UA&P — CSR to capture “true impact reporting” and the Double Materiality Approach. The Double Materiality Approach melds financial and impact materiality to emphasize how the company creates economic value for its investors while also contributing to sustainable development.

Pertinent ESG topics were surfaced through a four-pronged procedure involving literature review, peer benchmarking, senior management consultations, and stakeholder consultations. After the process of surfacing ESG topics, prioritization is conducted with further discussions with the Corporate Sustainability Group and FPH Senior Management.

The methodology ensures that the ESG topics assessed are grounded on current standards and best practices; local policies such as the ESG reporting requirement of the Philippine Securities and Exchange Commission (SEC); and international commitments. The report adopted corresponding standards and frameworks for multiple stakeholders at FPH. These standards considered the perspectives of internal and external stakeholders such as customers, employees, vendors and partners, government, communities, and investors.

\*IFRS-S2 is broadly consistent with TCFD

## Material Topics

The materiality assessment of 2022 resulted in 37 material topics. After considering changes in the business environment and a review of other internal and external factors, the list of the material topics was amended to 36. The changes made were as follows:

- ▶ The COVID-19 pandemic was no longer seen as a threat and dropped from the list; and
- ▶ The time frame of the impact for 3 classes of material issues (procurement-related, talent-related and corporate governance-related) were amended from medium-term to short-term.



Material Topic	Importance to FPH	Timeframe <i>This column indicates potentially how long the development and execution of action plans may be</i>	Potential impact of material topic		Stakeholders Impacted	Relevant GRI Standards	Related Metrics or Measures	Addressed in this report	
			To the company	To our stakeholders					
<b>CLIMATE ACTION</b>	Accelerating climate impacts have adverse effects on our infrastructure and operations but may also create opportunities for our businesses.		Positive and Negative	Positive	All stakeholders within our value chain	N/A	Climate Strategy	Risk Management	
<b>CLIMATE GOVERNANCE</b>									
<b>EMISSIONS</b>	Indicators that are related to our mission on decarbonization and regeneration		Positive and Negative	Positive	Regulators, Host Communities	GRI 305	GHG emissions generation, emissions mitigated, carbon sequestration	Natural Capital	
<b>ENERGY</b>						GRI 302			Energy consumed
<b>MATERIALS</b>						GRI 301			Materials consumed
<b>WASTE</b>						GRI 306			Waste generated, Waste diverted
<b>WATER AND EFFLUENTS</b>						GRI 303			Water consumption
<b>BIODIVERSITY</b>	Continued biodiversity loss due to the degradation of nature can potentially affect raw material input to operations and the overall physical protection of assets in work sites.		Negative	Negative		GRI 304	Natural habitats protected and restored, species diversity		
<b>ENVIRONMENTAL COMPLIANCE</b>	Expectations of investors and stakeholders.		Positive	Positive	Regulators, Investors	GRI 2-27	Non-compliance incidences	Content Index	
<b>SOCIAL COMPLIANCE</b>									

Timeframe of impact:

- Short-term 1-5 years
- Medium-term 6-10 years
- Long-term > 10 years or continuous planning and execution

Material Topic	Importance to FPH	Timeframe <i>This column indicates potentially how long the development and execution of action plans may be</i>	Potential impact of material topic		Stakeholders Impacted	Relevant GRI Standards	Related Metrics or Measures	Addressed in this report
			To the company	To our stakeholders				
<b>PROCUREMENT PRACTICES</b>	Disruptions in the supply chain can affect the ability of our businesses to deliver products and services. Furthermore, these material topics also relate to the collaboration component of the FPH mission, as well as clamor in the sustainability landscape for responsibility in our value chain.		Positive and Negative	Positive and Negative	Suppliers, Contractors, Raters	N/A	Compliance of suppliers with labor regulatory requirements and other company requirements	Social and Relationship Capital
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>						GRI 308		
<b>SUPPLIER SOCIAL ASSESSMENT</b>						GRI 414		
<b>TALENT RECRUITMENT AND MANAGEMENT</b>	These topics are significant due to risks related to competition for talent, as well as in maintaining harmonious relations with our workforce to maintain efficiency and operations and productivity.		Positive	Positive	Employees, Contractors, Regulators	GRI 401	Employee hires and turnover, policies and programs for employees	Human Capital
<b>EMPLOYEE TRAINING AND EDUCATION</b>						GRI 404	Employee training hours, training programs	
<b>LABOR AND MANAGEMENT RELATIONS</b>						GRI 402	Compliance with Collective Bargaining Agreement	
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						GRI 403	Occupational health and safety (OSH) statistics, OSH policies and programs	
<b>HUMAN RIGHTS</b>	These topics are foundational to the way we operate.		Positive	Positive	Employees, Customers, Contractors and Suppliers, Host Communities	GRI 2-26	Policies and programs, cases if any	Human Capital, Social and Relationship Capital
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>						GRI 2-7	Employee demography, HR policies and programs	Human Capital
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>					Employees	GRI 407	Policies and processes, number of cases and measures in event of transgression	Social and Relationship Capital
<b>NON-DISCRIMINATION</b>						GRI 406		
<b>RIGHTS OF INDIGENOUS PEOPLES</b>					Host Communities, Regulators	GRI 411	Policies and processes	Social and Relationship Capital
<b>CHILD LABOR</b>					Host Communities, Regulators, Contractors and Suppliers	GRI 408		
<b>FORCED OR COMPULSORY LABOR</b>					Employees, Regulators, Contractors and Suppliers	GRI 409		

Timeframe of impact:	<b>Short-term</b> 1-5 years	<b>Medium-term</b> 6-10 years	<b>Long-term</b> > 10 years or continuous planning and execution
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Material Topic	Importance to FPH	Timeframe <i>This column indicates potentially how long the development and execution of action plans may be</i>	Potential impact of material topic		Stakeholders Impacted	Relevant GRI Standards	Related Metrics or Measures	Addressed in this report
			To the company	To our stakeholders				
<b>LOCAL COMMUNITIES</b>	Local communities are major stakeholders of FPH business and projects.		Positive or Negative	Positive	Host Communities, Regulators	GRI 413	Beneficiaries of programs, contributions to communities	Social and Relationship Capital
<b>CUSTOMER RELATIONSHIPS</b>	Customers are our primary stakeholders		Positive or Negative	Positive or Negative	Customers	GRI 2-29	Customer satisfaction scores, customer feedback	Social and Relationship Capital
<b>CUSTOMER HEALTH AND SAFETY</b>						GRI 416	Non-compliance cases	Content Index
<b>CUSTOMER PRIVACY</b>						GRI 418	Cybersecurity processes, complaints or cases	Intellectual Capital
<b>ECONOMIC PERFORMANCE</b>	Economic value generated and distributed by an organization contributes to progress in areas of operations.		Positive	Positive	Investors, Financial Institutions, Government	GRI 201	Revenue, economic value distributed, retained earnings	Financial Capital
<b>INDIRECT ECONOMIC IMPACTS</b>	These measures the impact of an organization's infrastructure investments and services it has support.		Positive or Negative	Positive	Host Communities	GRI 203	Community programs and beneficiaries, stakeholder engagement, grievance cases if any	Social and Relationship Capital
<b>MARKET PRESENCE</b>						Positive	Positive	Employees
<b>CORPORATE GOVERNANCE</b>	Corporate governance provides the systems of rules, practices, and processes by which a company is directed and controlled.		Positive	Positive	All stakeholders within our value chain	GRI 2	Corporate governance systems, policies, and processes	Governance
<b>RISK MANAGEMENT</b>	Risk management, in tandem with our business strategy, is necessary for the enterprise to thrive in the business landscape it is in.		Positive	Positive	All stakeholders within our value chain	N/A	Enterprise risk management process, and related policies and processes	Risk Management
<b>BUSINESS ETHICS AND CONDUCT</b>	These processes represent the integrity in running our businesses.		Positive	Positive	All stakeholders within our value chain	GRI 2	Corporate governance policies and processes, non-compliance incidences if any	Governance
<b>ANTI-CORRUPTION AND BRIBERY</b>						GRI 205		
<b>DATA PRIVACY</b>	An increasingly digital work calls for robust safeguards to intellectual property. This is also relevant to the rights of our employees and partners.		Positive	Positive	All stakeholders within our value chain	N/A	Data privacy policies and processes, data privacy cases, if any, and measures for cases.	Intellectual Capital

Timeframe of impact:	<b>Short-term</b> 1-5 years	<b>Medium-term</b> 6-10 years	<b>Long-term</b> > 10 years or continuous planning and execution
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# 03 Core Content

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The *strategic objectives and initiatives* must be coupled with innovation, as there will always be challenges that will be faced by our customers and our markets. We recognize that it is only through *innovative solutions* that we can contribute to the decarbonization of our planet and to the regeneration of our economy and society.

<IR> Governance | GRI 2-9, 2-11, 2-12, 2-13

TCFD Governance

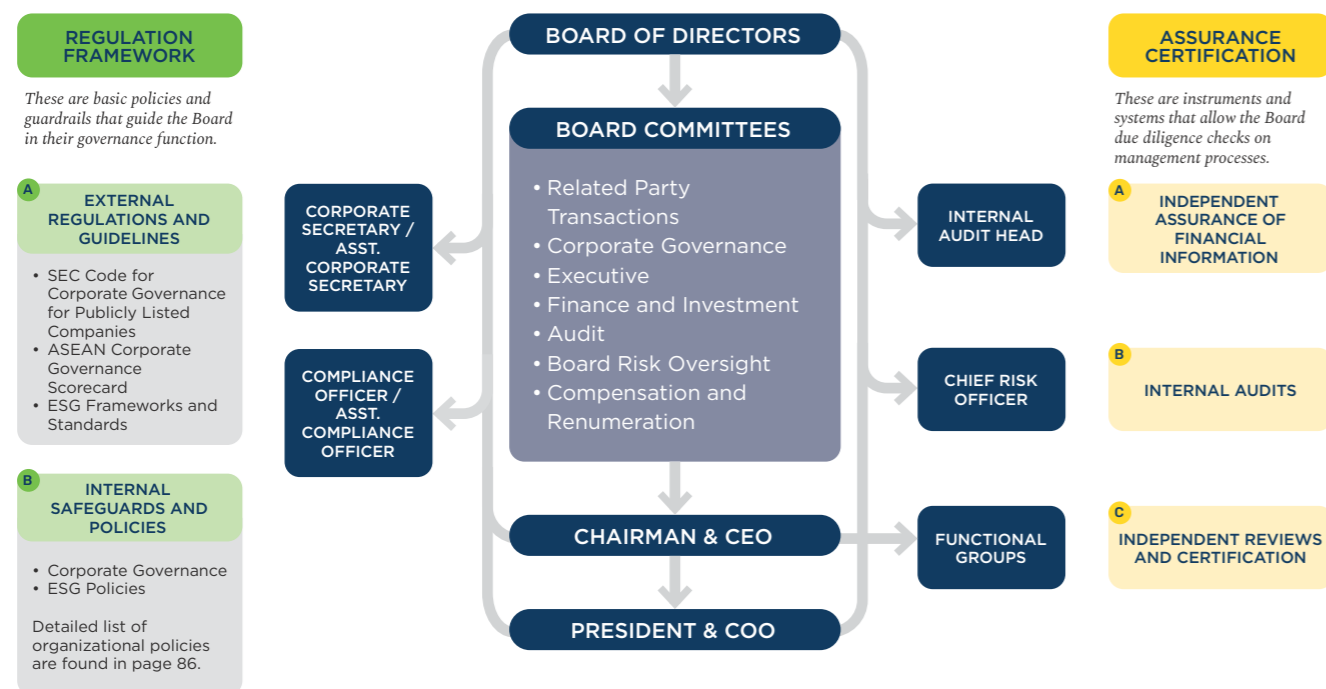
# Governance

For the successful implementation of our mission to forge collaborative pathways to decarbonize and regenerate for the future, we continue to build a strong governance system to plan our strategies and carry out their execution. We see our governance as one that provides control and stewardship to guide the Company in fulfilling our long-term financial and non-financial responsibilities to our shareholders, stakeholders, and the general public.

## Governance Structure

The authority, accountability, and responsibility to steer the course of the Company are vested in the Board and its committees that support the decision-making process. However, consultation and utmost collaboration between the Board of Directors and Management are fostered to assess and decide on issues material to the Company.

The Company is in full compliance with its Manual of Corporate Governance and Code of Corporate Conduct and Ethics. Shown below are our governance structure and mechanisms.



## Management Approach to Governance

Our management approach is guided by the Lopez values, the respect for human rights, and our commitment to environmental, social and governance (ESG) safeguards principles. Our structures, policies, programs and protocols ensure:

- ▶ full compliance with local regulations and international conventions signed by the country and relevant to our operations;
- ▶ skillful and adequate oversight of the company's purpose, business strategy and performance;
- ▶ sufficient controls through internal audit, enterprise risk management, and accountability; and
- ▶ steadfast protection of the enterprise value.

## ESG Controls and Responsibilities

ESG regulatory requirements and sustainability policies are central to the design of the governance structure, as reflected in the framework's emphasis on compliance with the SEC Code for Corporate Governance, ASEAN Scorecard, and ESG standards. These requirements have shaped the roles of committees, the delegation of responsibilities to management, and the integration of ESG considerations into decision-making processes.

The Board of Directors, supported by relevant committees (e.g., Corporate Governance, Audit, and Board Risk Oversight), ensures oversight of ESG risks and opportunities. These committees regularly review reports and conduct assessments to ensure that delegated management bodies effectively address ESG priorities.

ESG-related responsibilities are delegated to specific management positions such as the Compliance Officer/Assistant Compliance Officer and Corporate Secretary/Assistant Corporate Secretary. These roles ensure adherence to external regulations (e.g., SEC Code for Corporate Governance, ASEAN Corporate Governance Scorecard, and ESG standards) and internal safeguards (Corporate Governance Policies and ESG Policies). Management controls include internal audits, independent reviews, and certifications. These are integrated with other control functions such as risk management and financial oversight to ensure a cohesive approach to ESG risk and opportunity management.

FPH has a Chief Sustainability Officer (CSO) who leads the Company's sustainability efforts, focusing on strategies to reduce carbon emissions, manage climate-related risks, and ensure compliance with ESG (Environmental, Social, and Governance) standards. The CSO collaborates closely with the Senior Management, and the various subsidiaries to ensure the execution of the strategic directions set by the Board on sustainability and climate-related risks and opportunities.

## Strategic Decisions

Strategic decisions are made through a structured process involving the Board of Directors and relevant committees, such as the use of the Board Committees (e.g., Finance and Investment, Corporate Governance) to evaluate ESG risks and opportunities in alignment with corporate goals. The organization's culture, including its attitude towards risk and ethical issues, is established and monitored through comprehensive policies and regular assessments.



The Board influences strategic direction through oversight of ESG matters via the Corporate Governance Committee. The Committee, in turn, is assisted by the Board Risk Oversight Committee through their oversight of the Company's risks. Other controls are in place throughout the governance system, including independent assurance of financial information and ESG-related internal audits, which are integrated with risk management and compliance functions to ensure effective oversight.



## Organizational Policies

The FPH Manual for Corporate Governance codifies its principles for good governance as required by the Securities and Exchange Commission. It also contains the FPH Code of Conduct and Ethics, business mission, and commitments. FPH has issued several policies below, which work together to strengthen business ethics and integrity—a core Lopez Value. Further details of these policies can be found on the [FPH website](#).

Manual for Corporate Governance	Enterprise Risk Management Policy
Corporate Code of Conduct and Ethics	Corporate Social Responsibility Policy
Whistleblower Policy	Corporate Sustainability Policy
Conflict of Interest Policy	Human Rights Policy
Disclosure and Trading Policy	Gender Equality and Diversity Policy
Material Related Party Transactions Policy	Cultural Heritage and Indigenous Peoples Policy
Anti-Bribery and Corruption Policy	Responsible Asset Protection Policy
Loan Prohibition Policy	Procurement Policy (with added ESG considerations but variable per subsidiary)
Environment, Safety, and Health Policy	

From our knowledge, during 2024, there were no corruption or bribery issues reported; no cases related to anti-trust and anti-competitive behavior; no incidents related to violation of Indigenous People’s rights; no incidences concerning the health and safety impacts of the products and services of our businesses; and no non-compliance issues related to regulations on marketing and communications.

## Anti-Bribery and Anti-Corruption

To safeguard against corruption and bribery, FPH has several corporate governance policies that cover possible entry points. FPH communicates its anti-corruption policies to stakeholders, including suppliers, partners, and clients, through its procurement and vendor accreditation policies. These require compliance with a Code of Conduct that emphasizes ethical business practices, anti-bribery, and related party transactions. FPH also has a

Whistleblower mechanism in place, which is referred to in the Whistleblower Policy.

In addition, the Code of Discipline for FPH has provisions on allegations of corruption for all employees. This is discussed during employee on-boarding, and copies of the policies are provided on our website and our internal portals.

## New Policies

As the Company grows and evolves in a dynamic business landscape, new practices and policies need to be developed to ensure good governance. The following policies were developed or updated in 2024:

### IT Policies

- ▶ **End-User Computing Policy**  
This policy outlines the management, use, and disposal of IT hardware and software provided to employees and authorized users.
- ▶ **WiFi Network Access Policy**  
This policy governs the access to the company’s WiFi network to ensure secure and authorized usage.
- ▶ **User Access Management Policy**  
This policy establishes the principles and guidelines for managing user access to IT systems to ensure security and compliance.
- ▶ **IT Security Policy**  
This policy defines the framework for securing IT systems, ensuring confidentiality, integrity, and availability of information.
- ▶ **IoT Policy**  
This policy addresses the secure implementation and management of “Internet of Things” (IoT) devices within the organization to minimize security risks.
- ▶ And several more policies, practices and procedures, expounded in the section on Intellectual Capital.

### HR Policies

- ▶ **Solo Parent Policy**  
This policy implements Republic Acts 8972, and 11861, or the Acts for *Providing for Benefits and Privileges to Solo Parents and Their Children* and the *Expanded Solo Parents Welfare Act*, respectively. The policies present guidance in providing solo parents with the necessary resources and support to raise their children given their unique circumstances.
- ▶ **Absence and Separation Due to Medical Reasons Policy**  
This policy gives guidance on how to address situations where diseases, illnesses, or injuries affect employee performance, workplace safety, and overall well-being of employees. This policy also ensures compliance with legal requirements on employee separation due to medical reasons.

# Board of Directors

Full, detailed profiles may be found on pages 236-244.

### Legend

- E Executive Committee
- CG Corporate Governance Committee
- CR Compensation and Remuneration Committee
- FI Finance and Investment Committee
- BRO Board Risk Oversight Committee
- A Audit Committee
- RPT Related Party Transactions Committee
- ◆ Committee Chairman



**Federico R. Lopez**  
63 Years Old, Filipino  
Chairman and Chief Executive Officer

- + E
- CG
- CR
- + FI

Elected Chairman and Chief Executive Officer in May 2010. Mr. Lopez has been a Director of the Corporation since February 2006.

**Tenure:** 18 years  
**Areas of Expertise:** Business, Economics, Education, Energy, Finance, Governance, International Relations, Real Estate, Sustainability



**Benjamin R. Lopez**  
55 Years Old, Filipino

- CG

Appointed Director and Vice Chairman of the Corporation in March 2023.

**Tenure:** 2 years  
**Areas of Expertise:** Business, Governance, Real Estate



**Francis Giles B. Puno**  
60 Years Old, Filipino  
President, and Chief Operating Officer

- E
- CG
- CR
- FI

Mr. Puno was elected Director in March 2011. He was appointed as President and Chief Operating Officer of FPH in October 2015.

**Tenure:** 14 years  
**Areas of Expertise:** Banking, Construction, Education, Energy, Governance, Operations, Real Estate, Sustainability



**Miguel Ernesto L. Lopez**  
56 Years Old, Filipino

- E
- A
- FI

Mr. Lopez was elected Director of the Corporation in October 2020.

**Tenure:** 5 years  
**Areas of Expertise:** Business, Business Process Outsourcing, Governance, Real Estate, Utilities



**Anita B. Quitain**  
78 Years Old, Filipino

- BRO

Ms. Quitain was elected Director in 2018. She resigned on April 19, 2024 due to the end of her tenure as a member of the Social Security Commission (the governing board of the SSS) of which she was its director-nominee.

**Tenure:** 6 years  
**Areas of Expertise:** Accounting, Education, Insurance, Governance, Public Service



**Mercedes Lopez Vargas**  
67 Years Old, Filipino

- A

Ms. Vargas was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Arts and artisanal crafts, Human Resources, Logistics, Philanthropy, Public Service



**Santiago Dionisio R. Agdeppa**  
62 Years Old, Filipino

Mr. Agdeppa was elected Director in 2024. He resigned on January 13, 2025 in view of his retirement from the Social Security System (SSS), of which he was its director-nominee.

**Tenure:** 1 year  
**Areas of Expertise:** Accounting, Education, Governance, Insurance, Public Service



**David O. Chua**  
58 Years Old, Filipino

- BRO

Mr. Chua was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Banking, Business, Construction, Education, Governance



**Roberta L. Feliciano**  
64 Years Old, Filipino

- BRO

Ms. Feliciano was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Conservation of marine biodiversity, Disaster response, Environment preservation, NGO (Fundraising) for Child Welfare and Protection



**Emmanuel Antonio P. Singson**  
59 Years Old, Filipino

- E
- FI
- CR

Mr. Singson was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Finance, Management, Governance



**Richard B. Tantoco**  
58 Years Old, Filipino

- E
- CG
- FI
- RPT

Mr. Tantoco was elected Director of the Corporation in March 2018.

**Tenure:** 7 years  
**Areas of Expertise:** Business, Education, Energy, Finance, Governance, Management Consultancy, Marketing, Mergers and Acquisition, Operations, Sustainability



**Jaime I. Ayala**  
63 Years Old, Filipino  
Independent Director

- A
- BRO
- + CG

Mr. Ayala was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Banking, Conservation of animals and tropical rainforest, Economics, Energy, Entrepreneur, Governance, Healthcare, Philanthropy, Real Estate

Legend

- E** Executive Committee
- CG** Corporate Governance Committee
- CR** Compensation and Remuneration Committee
- FI** Finance and Investment Committee
- BRO** Board Risk Oversight Committee
- A** Audit Committee
- RPT** Related Party Transactions Committee
- ◆ Committee Chairman



**Stephen T. CuUnjieng**

65 Years Old, Filipino  
Independent Director

- A** **CG** **+CR** **+RPT**

Mr. CuUnjieng was elected Director in 2018.

**Tenure:** 6 years  
**Areas of Expertise:** Banking, Energy, Finance, Governance, Law, Real Estate



**Francisco Ed. Lim**

70 Years Old, Filipino  
Independent Director

- A** **BRO** **CG**

Atty. Lim was elected Director in 2021.

**Tenure:** 4 years  
**Areas of Expertise:** Law, Finance, Judicial Reform, Business, Real Estate, Telecommunications, Energy, Banking, Mergers and Acquisition



**Rizalina G. Mantaring**

65 Years Old, Filipino  
Lead Independent Director

- +A** **BRO** **CR** **RPT**

Ms. Mantaring was elected Director in 2016.

**Tenure:** 9 years  
**Areas of Expertise:** Engineering, Governance, Insurance, Operations



**Cirilio P. Noel**

68 Years Old, Filipino  
Independent Director

- A** **+BRO** **RPT**

**Tenure:** 4 years  
**Areas of Expertise:** Accounting, Banking, Energy, Governance, Healthcare, Law, Real Estate, Retail, Taxation, Telecommunications



**Jonathan C. Russell**

60 Years Old, British  
Senior Adviser

Mr. Russell has been Senior Adviser of FPH since August 2012.

**Tenure:** 12 years  
**Areas of Expertise:** Business, Export, Management, Energy, Power Plant, Development, Governance



**Mario L. Bautista**

71 Years Old, Filipino  
Senior Board Adviser

Mr. Bautista has been Board Adviser of FPH since May 2015.

**Tenure:** 10 years  
**Areas of Expertise:** Civil, Commercial and Criminal Litigation, Labor Law, Telecommunications, Corporate Law, Family Law, Probate, Immigration, Insurance, Banking, Securities and Finance

## Board Committees

### Executive Committee

- Chairman:**  
**Mr. Federico R. Lopez**
- Vice Chairman:**  
**Mr. Francis Giles B. Puno**
- Members:**  
**Mr. Miguel Ernesto L. Lopez**  
**Mr. Victor Emmanuel B. Santos, Jr.**  
**Mr. Emmanuel Antonio P. Singson**  
**Mr. Jose Valentin A. Pantangco, Jr.**

The Executive Committee is provided for in the Company's By-laws. It is composed of directors and officers who exercise the powers of the Board of Directors in between meetings, as may be necessary. Its powers involve the management and direction of the affairs of the Corporation in all cases in which specific direction has not been given by the Board. As such, all actions taken by the Executive Committee are reported to the Board at the next meeting for ratification or revision.

### Audit Committee

- Chairman:**  
**Ms. Rizalina G. Mantaring**
- Members:**  
**Mr. Cirilo P. Noel**  
**Mr. Stephen T. CuUnjieng**  
**Mr. Jaime I. Ayala**  
**Mr. Francis Ed. Lim**  
**Mr. Miguel Ernesto L. Lopez**  
**Ms. Mercedes Lopez Vargas**

The Audit Committee assists the Board of Directors in fulfilling its oversight responsibilities for management and financial reporting processes, the system of internal controls, the maintenance of an effective audit process, as well as the process for monitoring compliance with the Corporate Code of Conduct and Ethics.

### Board Risk Oversight Committee

- Chairman:**  
**Mr. Cirilo P. Noel**
- Members:**  
**Mr. Jaime I. Ayala**  
**Mr. Francis Ed. Lim**  
**Mr. David O. Chua**  
**Ms. Roberta L. Feliciano**  
**Ms. Rizalina G. Mantaring**

The Board Risk Oversight Committee assists the Board of Directors in ensuring that there is an effective and integrated risk management process in place. The Committee is responsible for the oversight of the Company's Enterprise Risk Management (ERM) system to ensure its functionality and effectiveness.

GRI 2-10, 2-19

### Compensation and Remuneration Committee

**Chairman:**  
**Mr. Stephen T. CuUnjieng**

**Members:**  
**Ms. Rizalina G. Mantaring**  
**Mr. Federico R. Lopez**  
**Mr. Francis Giles B. Puno**

To promote a culture that supports enterprise and innovation, the Board of Directors (through its Compensation and Remuneration Committee) is empowered to determine appropriate short-term and long-term performance-related rewards that are fair and achievable in motivating the management and employees.

Responsibilities of the committee include:

- ▶ Review and recommend to the Board the Company’s compensation system, policies, and guidelines
- ▶ Oversee the development and implementation of compensation and incentives program
- ▶ Establish the policy on remuneration of directors and officers to ensure that their compensation is consistent with the Company’s culture
- ▶ Regularly review the salary structure of the President and Senior Management

### Corporate Governance Committee

**Chairman:**  
**Mr. Jaime I. Ayala**

**Vice-Chairman:**  
**Mr. Federico R. Lopez**

**Members:**  
**Mr. Stephen T. CuUnjieng**  
**Mr. Benjamin R. Lopez**  
**Mr. Francis Ed. Lim**  
**Mr. Francis Giles B. Puno**  
**Mr. Richard B. Tantoco**

The Corporate Governance Committee shall have the principal function of selecting directors and passing upon their qualifications. It shall also ensure that Board elections provide a mix of proficient directors, each of whom can add value and bring prudent judgment in the decision-making process.

### Finance and Investment Committee

**Chairman:**  
**Mr. Federico R. Lopez**

**Vice-Chairman:**  
**Mr. Francis Giles B. Puno**

**Members:**  
**Mr. Miguel Ernesto L. Lopez**  
**Mr. Richard B. Tantoco**  
**Mr. Emmanuel Antonio P. Singson**

The Finance and Investment Committee shall review and recommend investment objectives, policies, and strategies, as well as recommend major fundraising activities. It shall also review and recommend major capital expenditures, investment opportunities, or divestment.

### Related Party Transactions Committee

**Chairman:**  
**Mr. Stephen T. CuUnjieng**

**Members:**  
**Mr. Cirilo P. Noel**  
**Ms. Rizalina G. Mantaring**  
**Mr. Richard B. Tantoco**  
**Mr. Emmanuel Antonio P. Singson**

The Related Party Transactions Committee shall assist the Board of Directors in fulfilling its oversight responsibilities, furthering good corporate governance, ensuring the protection of minority investors, and monitoring compliance with the Material Related Party Transactions Policy.

### Board Matters

The strategic objectives set by the Board are deeply connected to FPH’s mission “*to forge collaborative pathways for a decarbonized and regenerative future.*” By focusing on strengthening corporate governance, driving sustainability and climate action, and enhancing risk management, the Board ensures that FPH’s operations align with its mission to lead the transition to a low-carbon economy and promote regenerative practices that would contribute to the restoration of the planet and communities. The integration of science-based carbon reduction targets and ESG principles into business strategies reflects the Board’s commitment to advancing sustainability and creating long-term value for FPH’s stakeholders.

Additionally, the Board prioritizes financial integrity and stakeholder engagement to build trust and ensure that resources are used efficiently to support sustainable growth. By promoting innovation and digital transformation, the Board drives operational efficiency. Finally, the Board reinforces ethical leadership and accountability to foster a culture of integrity across the organization, ensuring that FPH’s efforts to create a decarbonized and regenerative future are rooted in transparency and responsibility. Together, these strategic objectives enable FPH to fulfill its mission while delivering sustainable growth and value for all stakeholders.



## Board Activities

- ▶ **Board Strategic Updates**  
Review of FPH’s strategic direction and priority initiatives
- ▶ **Board Risk Oversight Committee**  
Review of subsidiary risk profiles
- ▶ **Audit Committee**  
Reviewed the financial figures for SEC submission
- ▶ **Corporate Governance Committee**  
Review the qualifications of nominees based on the Code of Corporate Governance
- ▶ **Related Party Transactions Committee**  
Reviewed and approved transactions between the Company and its related parties, ensuring fairness, compliance with regulations, and with risk management

## Board Attendance

Overall attendance to board meetings in 2024 was 88 percent. The following table shows board attendance by each director during the reporting period.

DIRECTORS	FEB 1	APR 4	APR 19	MAY 2	MAY 31 <small>ASM</small>	MAY 31 <small>OMB</small>	JUL 4	AUG 8	SEPT 12	OCT 18	NOV 7	DEC 5
F.R. Lopez	■	■	■	■	■	■	■	■	■	■	■	■
S.T. CuUnjieng	■	■	■	■	■	■	■	■	■	■	■	■
M.E.L. Lopez	■	■	■	■	■	■	■	■	■	■	■	■
R.G. Mantaring	■	■	■	■	■	■	■	□	■	■	■	■
F.G.B. Puno	■	■	■	■	■	■	■	■	■	■	■	■
A.B. Quitain <sup>17</sup>	■	■										
S.R. Agdeppa <sup>18</sup>						■	■	■	■	■	■	■
R.B. Tantoco	■	□	■	■	□	□	■	■	■	■	■	■
J.I. Ayala	■	□	□	■	■	■	■	■	□	■	■	■
D.O. Chua	□	■	□	□	■	■	■	■	■	■	■	■
R.L. Feliciano	■	■	■	■	■	■	■	□	■	■	□	■
F.E. Lim	□	■	■	■	■	■	□	■	■	■	■	■
M. Lopez-Vargas	■	■	□	□	■	■	■	□	■	■	■	■
C.P. Noel	■	■	■	□	■	■	■	■	■	■	■	□
E.P. Singson	■	■	■	■	■	■	■	■	■	■	■	■
B. R. Lopez	■	■	■	■	□	□	■	■	■	■	■	■

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

<sup>17</sup> Resigned on April 19, 2024 due to the end of her tenure as a member of the Social Security Commission, the governing board of the SSS, of which she was its director-nominee. Upon resignation of Comm Quitain in April, the seat remained vacant until the 2024 Annual Stakeholder Meeting where Mr. Agdeppa was elected for 2024-2025.  
<sup>18</sup> Resigned on January 13, 2025 in view of his retirement from the Social Security System (SSS), of which he was its director-nominee.

## Board Governance

Board members are elected annually, results of which are disclosed to the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC), and uploaded to the corporate website within five (5) days from their election.

Based on the FPH Manual for Corporate Governance, directors should concurrently, as much as possible, have directorship in only up to a maximum of five publicly listed companies. However, the Manual also states that exceptions may be granted in meritorious cases such as when the concerned director possesses exceptional experience, stature, and the ability to accommodate the additional demands arising from such multiple appointments.

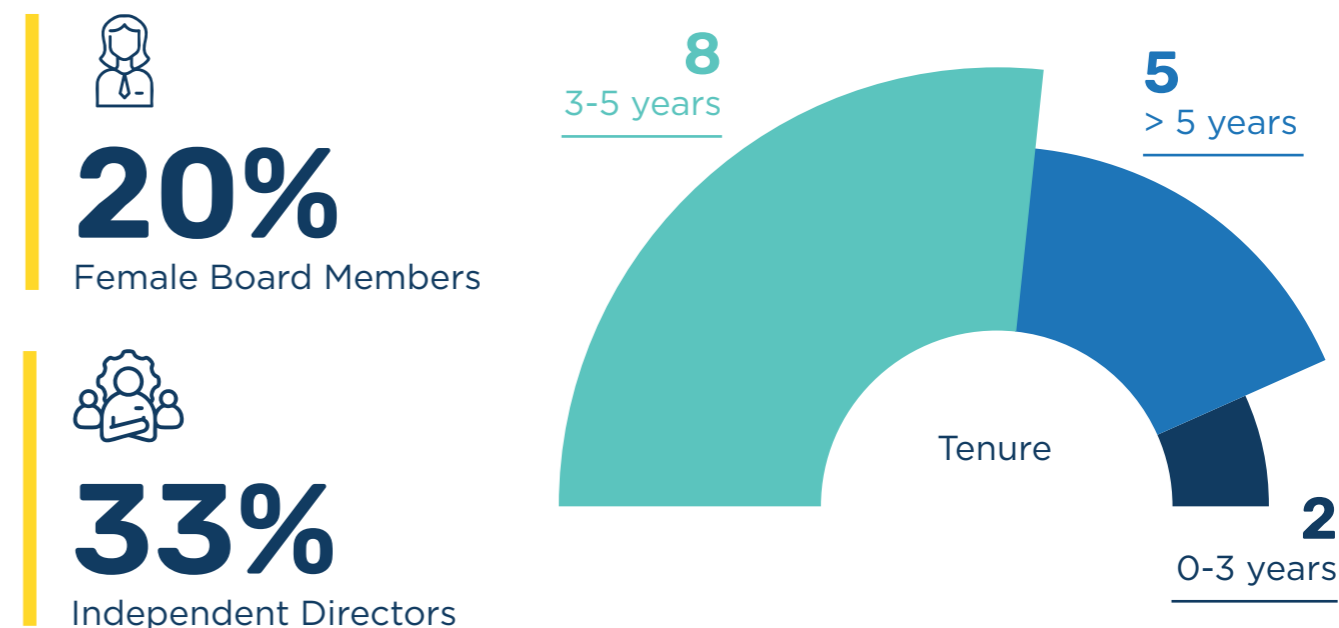
The FPH Manual of Corporate Governance also stipulates that board directors must attend at least 50 percent of board meetings.

An internal, annual Corporate Governance Assessment is conducted and sent to all members of the board to ensure that it is aligned with strategic objectives and governance framework. The most recent assessment evaluated the Chairman’s, President’s, Key Management’s, and Board’s conduct of responsibilities as commendable. While overall performance was strong, the assessment noted opportunities for further enhancement in certain areas, including succession planning.

The Board’s activities are intrinsically linked to the organization’s strategic objectives, progress, and outcomes through governance, oversight, and alignment with strategic goals. The Board Risk Oversight Committee ensures that risk management practices align with strategic objectives by monitoring risks that could impact goal achievement, assessing the viability of strategic initiatives in light of market, financial, or operational risks, and reviewing the effectiveness of risk mitigation strategies. This proactive approach ensures risks are managed effectively rather than reacting to setbacks. Additionally, the Audit Committee oversees financial reporting to ensure resources are used efficiently and aligned with strategic priorities. It also provides assurance on the reliability of financial information used in strategic planning.

Furthermore, the Board receives regular strategic updates from the management of the various subsidiaries. These updates allow the Board to assess whether milestones are being met and whether the organization is on track to achieve its objectives. This continuous oversight ensures alignment between the Board’s governance activities and the organization’s strategic direction.

### Board Composition



## Business-related Competencies

3 Accounting	7 Energy	1 Management	8 Real Estate
5 Banking	1 Engineering	1 Management Consultancy	1 Retail
6 Business	1 Entrepreneur	1 Marketing	1 Taxation
1 Business Process Outsourcing	5 Finance	2 Merger and Acquisition	2 Telecommunications
2 Construction	3 Insurance	3 Operations	1 Utilities
1 Economics	1 Logistics		

## Environmental

## Social

## Governance

2 Biodiversity Conservation	1 Arts and Artisanal Crafts	2 Healthcare	13 Governance
2 Environmental Preservation	1 Child Welfare and Protection	1 Human Resources	1 International Relations
2 Sustainability	1 Disaster Response	2 Philanthropy	6 Public Service, Law, and Judicial Reform
	3 Education		

Number of board members with competency



## Board Skills Development

In 2024, members of the board of directors continued to build their knowledge through the following conferences, training, or activities:

- ▶ **Lopez Group's Corporate Governance Training**  
October 28, 2024, attended by Lopez Group directors and senior management
- ▶ **GIC Insights 2024 Invested in Global Future**  
November 2024, attended by Director Giles Puno
- ▶ **2024 FPH Geopolitical Risk Briefing**  
December 2024, attended by Director Giles Puno
- ▶ **Lecture Tour of the Potato Head Sustainability and Upcycled Facility Project (Indonesia)**  
Attended by Director Mercedes Lopes-Vargas
- ▶ **2024 Ayala Integrated Corporate Governance, Risk Management and Sustainability Summit**  
November 2024, attended by Director Cirilo Noel

<IR> Business Model, Strategy and Resource Allocation

# Strategy and Business Model

## Our Business Strategy

Based on the Philippine jurisdictional roadmap for the adoption of international sustainability standards last July 2024, it is envisioned that all publicly-listed and non-listed large corporations will embrace the new rules.<sup>19</sup> The Philippine Securities and Exchange Commission (SEC) is likewise campaigning for small and medium enterprises to adopt sustainability in due time.<sup>20</sup> Both moves are aimed at building resilience and the adaptive capability of businesses due to the deteriorating environment.

The evolving regulatory landscape requires companies to prepare and to be clear on their roles as sustainability becomes universal for all sizes of enterprises. Thus, our strategy focuses on the role of FPH as a parent company in supporting our portfolio companies not only to adjust to the challenging operating environment but to thrive and soar. With adequate backing from FPH, the main responsibility of our subsidiaries is to chart their growth so they can create values for their respective internal and external stakeholders. Through collaboration with our subsidiaries, we will deliver the FPH's ultimate value of contributing to the restoration of the planet's and the people's health in our areas of influence.

- The section defines:
- ▶ our business strategy as guided by our purpose and mission;
  - ▶ factors influencing the strategy and its execution;
  - ▶ the ensuing strategic objectives;
  - ▶ the mechanism to deliver the strategy;
  - ▶ our business model, and
  - ▶ the resilience to the company brought about by our strategy so subsidiaries can create values for their respective stakeholders.



## Elements of our Business Strategy

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”.

At the parent level, we assist our subsidiaries meet their ambitions through our 3-pronged business strategy:



### 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.

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.



### Talent Centricity

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.



### Organizational Agility

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 distinctive capabilities.

<sup>19</sup> PSRC (2024). Philippine Jurisdictional Roadmap Towards IISB Adoption. Retrieved from <https://www.pfsrsc.org/wp-content/themes/financialreportca453/pdf/PSRC-Private-Sector-Forum-on-the-Prototype-Jurisdictional-Roadmap-FINAL.pdf>  
<sup>20</sup> Mercurio, R. (2024). SEC wants SMEs to embrace sustainability. Retrieved from <https://www.philstar.com/business/2024/03/24/2342775/sec-wants-smes-embrace-sustainability>

<IR> Organizational overview and external environment

## Factors Influencing our Business Strategy

We ensure that our business strategy aligns with our decarbonization mission being climate-centric (in particular) and regenerative elements are ESG-centric (in general), while also being mission driven and attuned to the needs of the times. Our force multiplier is our workforce, which is guided by our strategic objectives of synergy and talent centricity.

Our businesses had three top risks in 2024 and we mobilized key measures to minimize their impacts on our strategy and its execution. The details of the risks and opportunities of our portfolio are discussed in the Risk Management section of the report, on pages 114-121.

Risk/Opportunity Type	Risk/Opportunity Drivers	Impact on Strategy	Response
<b>1. ENVIRONMENTAL</b>	Acceleration of the climate change crisis that leads to the deterioration of environmental conditions	<ul style="list-style-type: none"> <li>Exposure to physical and transitional climate risks potentially put a strain on our strategies of ecosystem approach to growth and agility of the organization.</li> </ul> <p><i>(Direct and negative effects)</i></p>	Beginning August 2024 and continuing in 2025, we engaged external experts and embarked on intense training of our subsidiaries on skills to respond to TCFD requirements, such as climate scenario analysis, climate risks and opportunities analysis, risk scoring, and financial impact analysis. Our aim was for our subsidiaries to gain self-reliance and long-term resilience. The review and update of their climate resiliency plans are ongoing until 2025.
<b>2. REGULATORY</b>	The clean energy transition of the country still requires significant policy support. Bills have been filed and are under deliberation in Congress as of the end of 2024. The executive branch has issued a national plan for execution of the Nationally Determined Contributions (NDC), which shall be reinforced by the planned laws.	<ul style="list-style-type: none"> <li>Uncertainty of the laws affected our planning process.</li> </ul> <p><i>(Indirect and negative effects)</i></p> <ul style="list-style-type: none"> <li>The implementation plan for the NDC is helpful in guiding some of our decisions.</li> </ul> <p><i>(Indirect and positive effects)</i></p>	FPH is a member of the Technical Working Group of the bills and has actively participated in the discussion of policies related to the national decarbonization plan and climate accountability of sectors.
<b>3. MARKET</b>	Evolving contracting and power market conditions (e.g. terms of shorter tenors and pricing)	<ul style="list-style-type: none"> <li>The contract rules potentially require difficult terms for new projects</li> </ul> <p><i>(Direct and negative effects)</i></p>	Adopt other market mechanisms to buffer the impacts of the contract risks.



Risk/Opportunity Type	Risk/Opportunity Drivers	Impact on Strategy	Response
<b>3. MARKET</b>	Preference for green field energy projects and green products and services	<ul style="list-style-type: none"> <li>Our natural gas plants which serve as energy transition facilities continued to be contracted and our renewable energy (RE) plants are must-run facilities.</li> </ul> <p><i>(Direct and positive effects)</i></p> <ul style="list-style-type: none"> <li>FPH expansion plans for RE and sustainable investments of FPH are aligned with this development</li> </ul> <p><i>(Direct and positive effects)</i></p>	Served customer needs by leveraging on FPH's sustainable portfolio (e.g. RE power, green transformers, EV, etc.)
	In our real estate businesses, aggressive competition in the industry and specific customer needs or preferences	<ul style="list-style-type: none"> <li>The competition will test our strategy on agility and adaptability to the new market situation.</li> </ul>	Due to the heightened competition, we needed to diversify and scout for businesses close to our core to expand our market.

We also reviewed our strengths and weaknesses as we prepared to meet the challenges of our operating environment to ensure we can deliver on our long-term strategy. In summary:

**POWER GENERATION**

The FPH power companies are heavily reliant on generated energy. Through time, our subsidiaries have grown under the secured contracting environment of long-term supply agreements. However, because they are expected to operate under a more volatile market with short-term contracts, customer intimacy and the deep knowledge of our power companies helped them develop new and more responsive offerings for additional markets. Their ability to continue to adopt new technologies will be crucial for them to create new solutions and continuously pave the way for decarbonization. At the same time, we give attention to growing the core business units to diversify and to reduce the risks that may be faced in the energy industry.

**REAL ESTATE**

FPH exhibited leadership in two important real estate development sub-sectors through the consistent success of our industrial park and commercial and real estate projects. However, the significant capital that is tied up in land assets could adversely affect future investments. Being able to replicate and create game changers through our regenerative and resilient community concepts are crucial for FPH's ability to unlock values from these real estate investments.

**HEALTH AND EDUCATION SERVICES**

FPH's value of pioneering spirit has historically driven the Group to invest in sectors of society where there is a large gap in basic services. However, it is sometimes challenging to create sustainable business models for this sector. FPH's management systems must be further strengthened and embedded in these subsidiaries to improve their performance and to drive new innovations to succeed in these sectors.

**MANUFACTURING AND ENERGY SOLUTIONS**

FPH's subsidiary, First Philec, is the dominant manufacturer of distribution transformers nationwide. However, focusing only on this product and the local network does not fully utilize the potential of the subsidiary. To address this, we have cautiously entered foreign markets for our transformers while expanding our local offerings beyond transformers to provide solutions to the needs of the future Philippine grid. The goal is to make the system more efficient and to reduce the GHG intensity of the grid so we may better serve the general public moving forward.

**CONSTRUCTION**

The construction business of FPH has significantly grown through its ability to manage risks and the cyclical nature of this business sector. We are now supporting this subsidiary business unit in exploring more recurring businesses, and in improving their working capital management as they continue to be involved in large infrastructure projects.



**Our Strategic Objectives and Priorities**

FPH's Strategic Objectives were identified through a series of management discussions and strategic planning workshops of the top management and key executives. The long-term blueprint (approved by the FPH Board on February 3, 2023) was reviewed in 2024, and was confirmed to remain unchanged. These strategic objectives are expected to be reinforced in the years to come. The FPH strategic objectives include:

- ▶ Capability Building
- ▶ Diversification and Rebalancing
- ▶ Transformation of Core Models


challenges that will be faced by our customers and our markets. We recognize that it is only through innovative solutions that we can contribute to the decarbonization of our planet and to the regeneration of our economy and society. Innovation therefore is critical to the execution of the FPH mission. We place the formidable challenge upon ourselves to become problem solvers and innovators as we pursue our long-term growth.



The following are our strategic objectives, priority initiatives for desired outcomes, corresponding targets, and their status:

The strategic objectives and initiatives must be coupled with innovation, as there will always be

Strategic Objective and Time Horizon	Priority Initiative	Relevant Capitals	Target	Status/Outcomes
<b>TRANSFORMATION OF CORE MODEL</b> 	<ul style="list-style-type: none"> <li>▶ Expand the scope and scale of our current business to help catalyze the transition to a decarbonized and regenerative future within the respective sectors of our subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>▶ Financial</li> <li>▶ Human</li> <li>▶ Intellectual</li> <li>▶ Social and Relationship</li> <li>▶ Natural</li> <li>▶ Manufactured</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Balanced growth of all our capitals</b> Sustainable success requires an integrated approach due to the interdependence of the six capitals. This integrated approach ensures that the capitals are managed in a way that they support both our business objectives and broader stakeholder interests.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Sustainable investments of subsidiaries supported by balanced capitals and based on opportunities.</li> <li>▶ Expansion of renewable energy portfolio for low carbon economy</li> <li>▶ Export of locally manufactured green transformers</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Leverage on our distinct capabilities and Group synergies to pursue opportunities in adjacent markets and deepen customer engagements to catalyze the transition to a decarbonized and regenerative future</li> </ul>	<ul style="list-style-type: none"> <li>▶ Financial</li> <li>▶ Human</li> <li>▶ Intellectual</li> <li>▶ Social and Relationship</li> <li>▶ Natural</li> <li>▶ Manufactured</li> </ul>	<ul style="list-style-type: none"> <li>▶ Entry to new and adjacent markets that are consistent with the mission and strategy of the Group</li> </ul>	<ul style="list-style-type: none"> <li>▶ Projects in adjacent areas. In the energy sector:</li> <li>▶ Microgrid project</li> <li>▶ Energy solutions</li> </ul>

Timeframe of impact: Short-term 1-5 years Medium-term 6-10 years Long-term > 10 years or continuous planning and execution

Strategic Objective and Time Horizon	Priority Initiative	Relevant Capitals	Target	Status/Outcomes
<b>DIVERSIFICATION AND REBALANCING</b> 	<ul style="list-style-type: none"> <li>▶ Maintain a calibrated approach towards growth through financial prudence and discipline</li> </ul>	<ul style="list-style-type: none"> <li>▶ Financial</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>A disciplined approach in capital allocation and debt funding for our growth projects</b> FPH enforces a disciplined approach on financial capital by strictly adhering to established due diligence procedures, pre-approved evaluation criteria and management approval process.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Exercised in-depth operational, financial and risk due diligence on all growth projects, a stringent project approval process, and prudent debt funding within pre-approved parameters</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Strengthen strategic planning and asset management process to support subsidiaries in developing multiple pillars of growth</li> </ul>	<ul style="list-style-type: none"> <li>▶ Human</li> <li>▶ Intellectual</li> <li>▶ Financial</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop robust and resilient short and long term business plans to grow in selected growth areas</li> <li>▶ Maximize the value of our capital by prudently investing in businesses that deliver our mission and create sustainability for the company</li> </ul>	<ul style="list-style-type: none"> <li>▶ Completed the regular cycle of <b>Strategy and Synergies Planning (SSP)</b> discussions which acted as a review by senior leadership of all the subsidiaries' business performance. Through this venue, the parent company guided and cascaded its directions to ensure alignment of its businesses.</li> <li>▶ The SSP was also a venue for the review of the Subsidiaries' financial performance, inclusive of the review of their investments for the year.</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Seek frontier areas that build on our core and those with massive potential to achieve decarbonization and regeneration impacts</li> </ul>	<ul style="list-style-type: none"> <li>▶ Natural</li> <li>▶ Social and Relationship</li> <li>▶ Financial</li> </ul>	<ul style="list-style-type: none"> <li>▶ Entry to new/adjacent markets that are consistent with the mission and strategy of the Group (part of transformation of core models that translates also to how we try to rebalance our portfolio)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing pilot study on nature-based solutions</li> </ul>

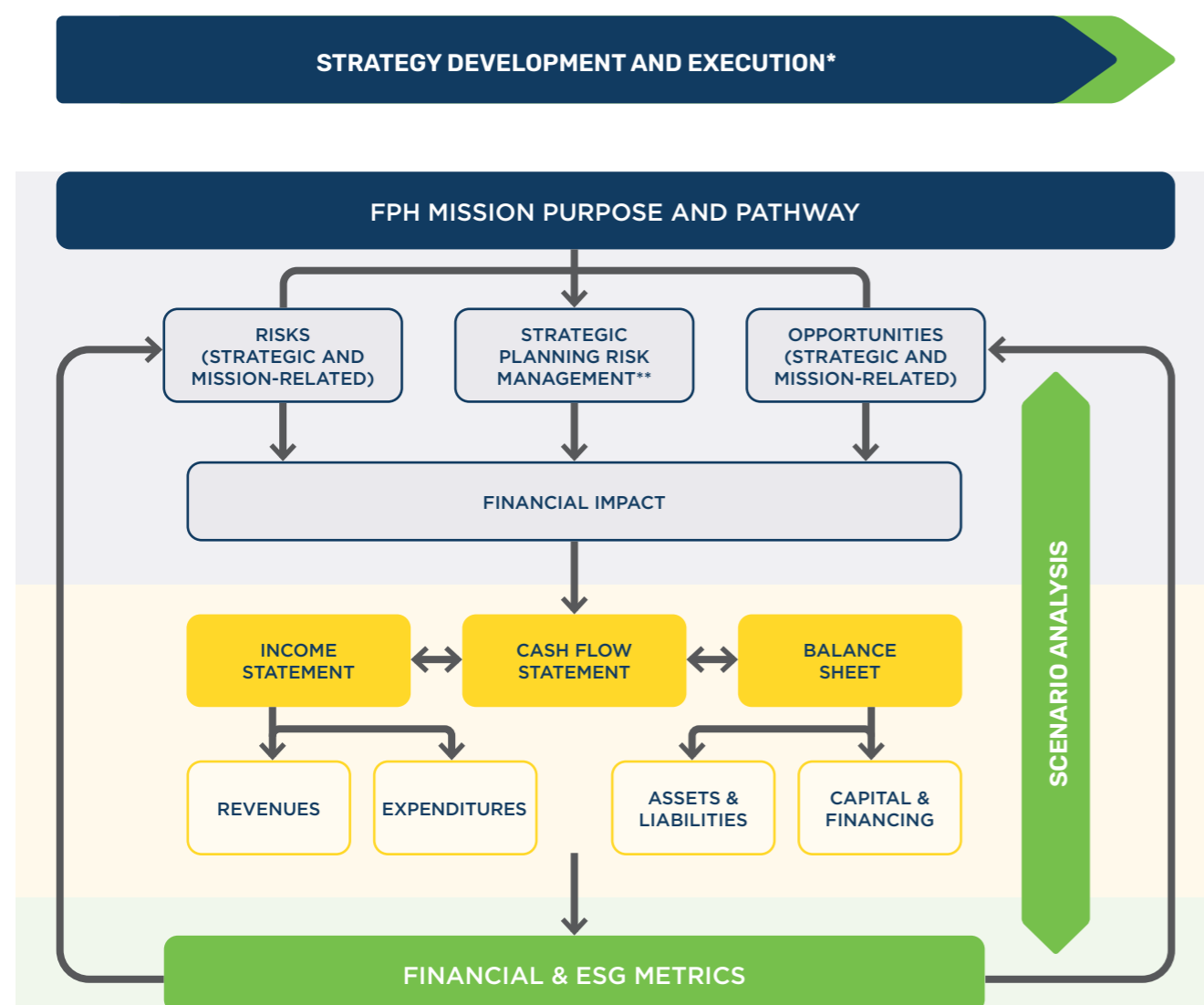
Strategic Objective and Time Horizon	Priority Initiative	Relevant Capitals	Target	Status/Outcomes
<b>CAPABILITY BUILDING</b>  	<ul style="list-style-type: none"> <li>▶ Provide upskilling and re-skilling support to enable subsidiaries to focus on their growth and to develop their distinct capabilities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Human</li> <li>▶ Intellectual</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Leadership development</b> The target involves building the skills of the leadership pool of the FPH Group. The focus is on strengthening people managers' skills on People Management to lead business growth.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Roll out of 4 leadership learning programs for:                             <ul style="list-style-type: none"> <li>▶ executives</li> <li>▶ people managers</li> <li>▶ individual contributors</li> </ul> </li> <li>▶ Results are found in the discussion on Human Capital on page 167</li> <li>▶ Results:                             <ul style="list-style-type: none"> <li>▶ total training hours: 85,816</li> <li>▶ average training hours per employee retained at 35 hours</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>▶ Focus on talent attraction, employee development, and employee retention. Engage people with values and a set of capabilities that fit our aspirations and culture</li> </ul>	<ul style="list-style-type: none"> <li>▶ Human</li> </ul>	<ul style="list-style-type: none"> <li>▶ Workplace initiatives that will create a respectful and positive work environment.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Programs for the well-being of the workforce:                             <ul style="list-style-type: none"> <li>▶ Diversity, equality and inclusion (DEI) and Unconscious Bias</li> <li>▶ Wellness Learning sessions</li> <li>▶ Workforce surveys</li> </ul> </li> <li>▶ Results are found in the discussion on Human Capital on page 168</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Strengthen the collaboration with government and other stakeholders to develop broader partnerships to meet enterprise as well as national goals</li> </ul>	<ul style="list-style-type: none"> <li>▶ Social and Relationship</li> </ul>	<ul style="list-style-type: none"> <li>▶ Bring others along on FPH's mission journey by encouraging more climate champions and mobilizing individuals and groups from various sectors to act on the climate crisis.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Participated in 28 engagements and 6 long-term partnerships to create awareness among sectors on the state of the planet so they can consider contributing to climate actions. FPH also contributed to a number of nature and social policies to support its mission.</li> <li>▶ See Annex 5 for the list of external engagements</li> </ul>

## Mechanism to Meet our Strategic Objectives

FPH’s overall strategy planning process is characterized by regular dialogues among the various business units, the parent company, and the Board of Directors to ensure that the needs of all our pentad stakeholders are considered. In 2023, the Group initiated the integration and alignment of its key management processes affecting strategy, risk management, sustainability and financial management. This was done to ensure that the organization uses a holistic lens in assessing the external and internal

factors that affect the execution of its strategy, while also giving equal focus on financial and non-financial factors that can impact its execution. We have continued to follow these key management processes in 2024.

More information on the evolution of FPH’s Integrated Management Framework are discussed on pages 98-90 of the [2023 Integrated Report](#).

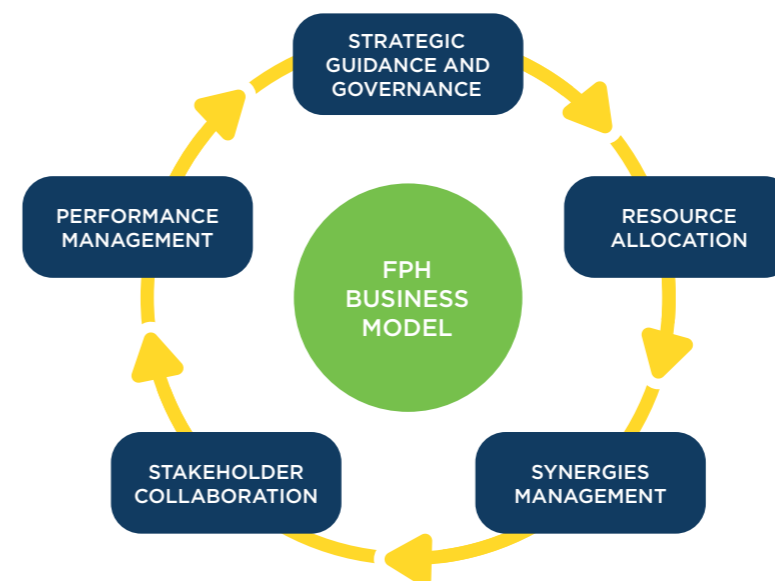


\*Framework referenced on Task Force on Climate-related Financial Disclosures  
\*\*ESG are part of the enterprise risk dictionary as of 2023

## FPH Business Model

Our business model is composed of activities that transform our capitals into products and services that create value for the stakeholders and the enterprise.

The business model is a set of the following activities of the parent company to shepherd the success of the subsidiaries:



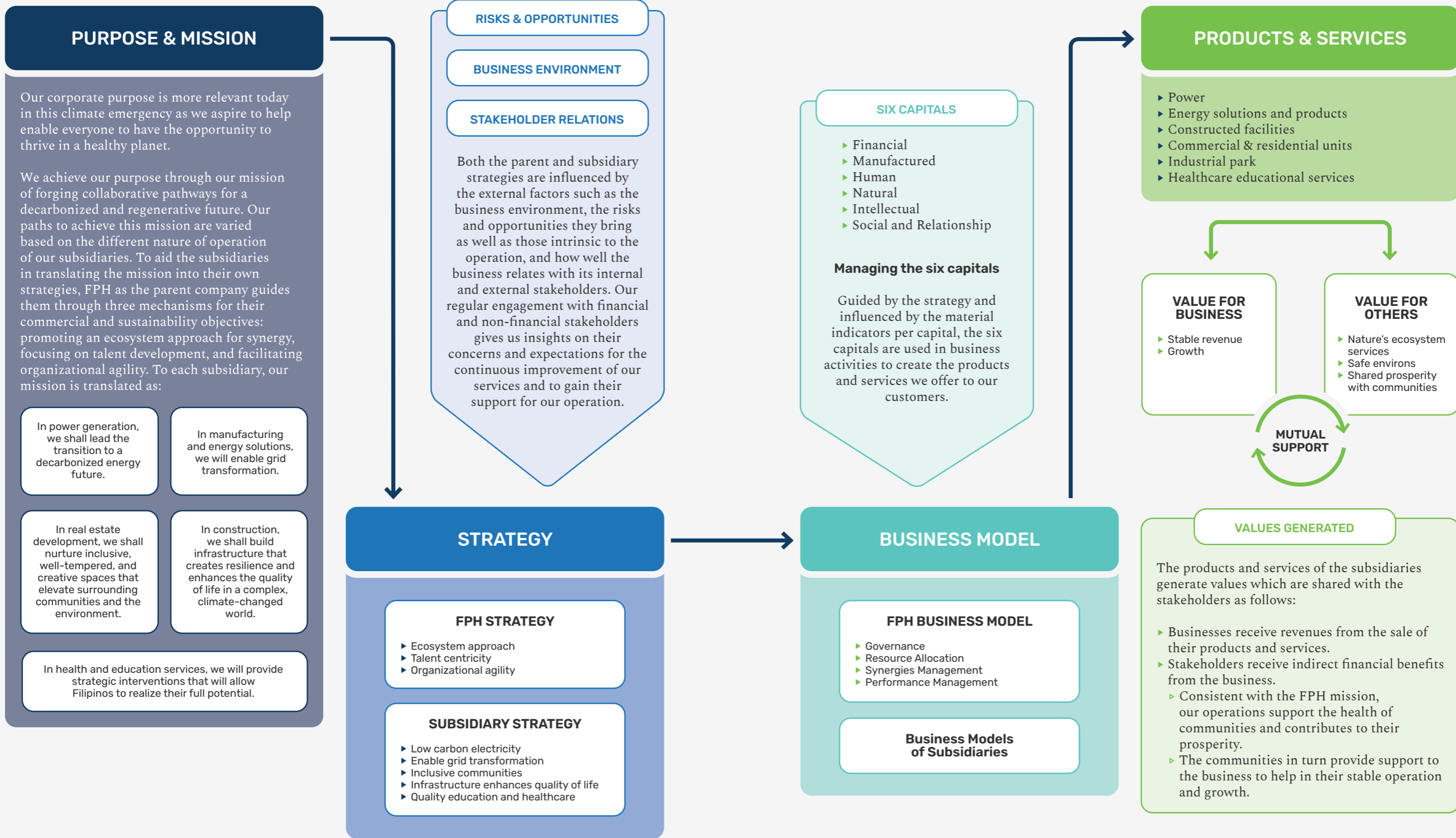
- ▶ **Strategic guidance and effective governance**  
Providing direction to subsidiaries that align with the overall goal of the organization, as well as maintaining oversight to ensure successful management of the subsidiaries.
- ▶ **Disciplined investments and optimal resource allocation across the portfolio**  
Efficiently distributing resources to achieve the best overall results.
- ▶ **Maximized synergies and functional excellence**  
Optimizing coordination among different business functions to achieve the highest level of performance.
- ▶ **Meaningful collaboration with various stakeholders**  
Engaging in purposeful relationships with other parties to achieve common goals.
- ▶ **An agile and high-performing organization**  
Fostering a culture that can quickly respond to challenges and consistently deliver in its goals and objectives.

## Implications of the Strategy and Business Model on FPH’s Resilience

Our strategic objectives that guide the execution of our business model are also channels of resilience against financial and sustainability risks:

- ▶ **Capability Building**  
Capability building is critical to lower the risks faced by FPH and can enhance the ability of the company to compete effectively. A skillful and agile workforce will respond to issues timely and will develop creative solutions to problems that the company may encounter.
- ▶ **Diversification and Rebalancing**  
Diversification and rebalancing focuses on reducing risks inherent to the business portfolio and improving profitability. FPH can reduce its reliance on a single major revenue source, mitigating the impact of industry-specific downturns to the overall performance. The strategic initiative allows FPH to blaze new trails to evade threats in some areas of operation. A wider range of products and services is aligned with FPH’s mission of building integrated platforms that increase shared value.
- ▶ **Transformation of Core Models**  
The strategic objective strengthens and supports FPH’s ability to avoid obsolescence, innovate and grow in an evolving economic landscape. It is responsive to the needs of the market that FPH subsidiaries choose to serve. By transforming core models, FPH can effectively adapt to changing market conditions and emerging technologies, ensuring long-term sustainability and success as it navigates towards a decarbonized and regenerative future.

# How We Create Value



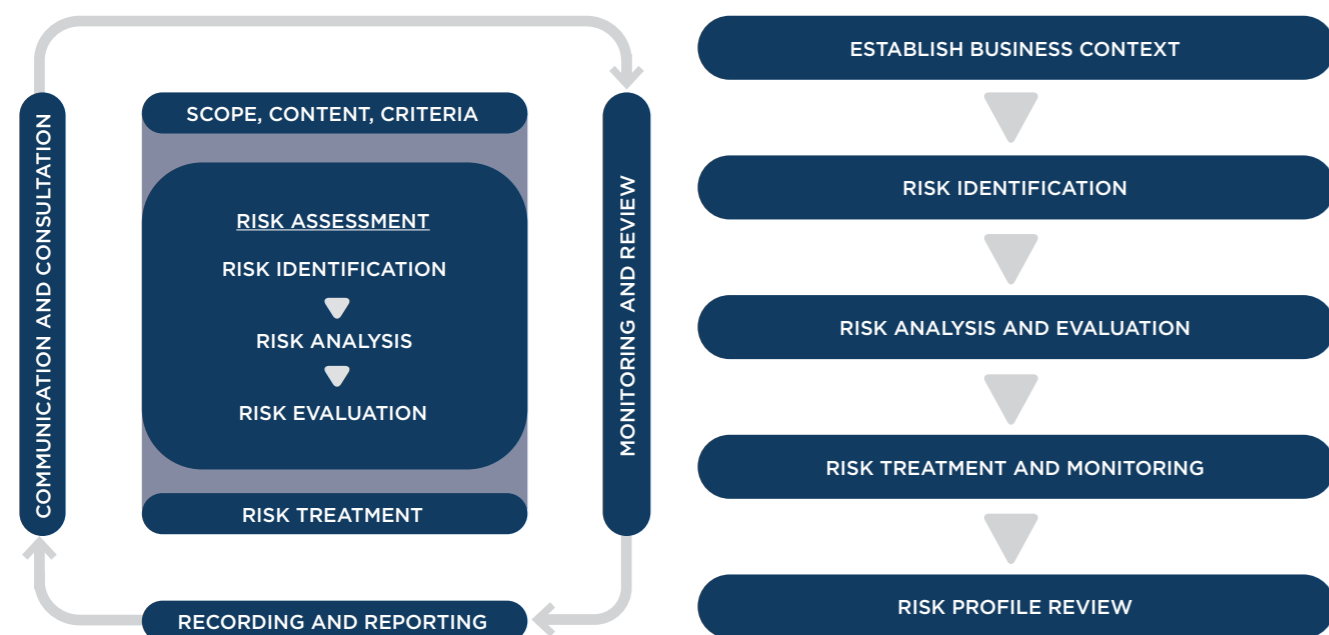
# Risk Management and Opportunities

FPH has a robust enterprise risk management process that brings to light areas of the business where rigorous monitoring may be needed, and effectively supports our businesses in their strategy and decision-making processes.

## Enterprise Risk Management Process

The FPH Enterprise Risk Management (ERM) process follows the ISO 31000:2018 Standard. It is iterative, taking into account changes in our business' context, objectives, and internal and external factors that may have an impact on value creation.

The FPH ERM process is conducted annually across the relevant FPH subsidiaries. The engagement with each subsidiary is guided by the following steps:



Our risk process includes the determination of credible worst case scenarios, using which the subsidiaries assess the sufficiency of risk treatment plans and calibrate where necessary. This ensures that mitigation plans best manage the worst case scenario of a given risk.

Our ERM policy and processes are included in the Internal Audit Group's (IAG) audit universe, and is subject to IAG's own periodic risk assessment. The ERM function is not currently assessed as a high risk audit priority based on IAG's risk assessment in 2024. Nevertheless, IAG recently performed a review of the Information Security risk being a subset of

ERM processes, as the need to focus on increasing cybersecurity risk was raised by some of the organization's key stakeholders. Results of the review were generally satisfactory, showing that internal controls were effective.

The ERM process uses a risk register that captures all possible risks our businesses can experience. In the annual risk review, each subsidiary reviews the risk register to assess each risk. Risks are prioritized using a 5x5 matrix where they are scored one to five on likelihood and impact. Risks with the highest scores have the highest priority.

		IMPACT				
		Insignificant 1	Minor 2	Significant 3	Major 4	Very Significant 5
LIKELIHOOD	Almost Certain 5	Yellow	Yellow	Red	Red	Red
	Likely 4	Green	Yellow	Yellow	Red	Red
	Possible 3	Green	Yellow	Yellow	Yellow	Red
	Unlikely 2	Green	Green	Yellow	Yellow	Yellow
	Remote 1	Green	Green	Green	Green	Yellow

In 2024, our ERM process and governance structure was expanded to better focus on three aspects of a subsidiary's business: organizational capability risk, operational risks, and project risks. This will enable us to have more in-depth assessments of risks and opportunities throughout our businesses.

# Enterprise Risk Governance



## Cybersecurity Risks

Cybersecurity risk is a joint responsibility of ERM and IT, and its management is lodged with the Chief Risk Officer and the Chief Digital Officer. Cybersecurity risks and their management are included in the annual risk management review cycle.

## ESG and Climate-related Risks

These risks are part of the FPH risk register. During the annual review of risks, the risk register is reviewed and top risks are identified. Where ESG-related and climate-related risks are surfaced to be material, these are further discussed with senior management.

## Risk Culture

Risk management and risk awareness are embedded into employee knowledge through ERM 101 lectures. These are part of the onboarding process of all new employees and are given as a refresher to everyone involved in the risk review process every ERM cycle. The ERM team also gives risk lectures to the subsidiaries, as requested.



## Risk Profile

In the 2024 review of our business' risks, the following were the resulting risk profiles of our business segments presenting their top three risks.

POWER GENERATION							
Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<p><b>MARKET RISK</b></p> <ul style="list-style-type: none"> <li>Expiration of contracts in the next 3 years that may expose up to 1500MW of capacity</li> <li>Aggressive competitors</li> </ul>	<ul style="list-style-type: none"> <li><b>Financial performance</b></li> <li><b>Funding of projects</b></li> </ul> <p>The inability to recontract plants which have expired or upcoming contract expirations will expose the Company to volatile earnings which may affect decisions on whether to pursue growth projects due to possible financial considerations.</p>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers</li> <li>Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Financial</li> <li>Manufactured</li> <li>Human</li> <li>Social and Relationship</li> </ul>		External	<ul style="list-style-type: none"> <li>Explore other market segments such as WESM and contestable customers</li> <li>Expense management</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in contract offers and packages with clients</li> </ul>
<p><b>REGULATORY RISK</b></p> <ul style="list-style-type: none"> <li>Delays or changes in energy-related regulations</li> </ul>	<ul style="list-style-type: none"> <li><b>Income volatility of natural gas plants</b></li> <li><b>Investments in prospective renewable energy projects</b></li> </ul> <p>Our natural gas projects are expected to find relief in the newly passed law which aims to increase the share of natural gas in the country as a safe, efficient, and cost-effective energy source that is needed for energy security, depending on the issuance of supportive implementing rules and regulations.</p> <p>The Low Carbon Economy bill sets a clear path for green investments like RE via enabling measures such as the access to decarbonization fund, carbon markets and international climate finance. However, committing to Investment timelines continues to be challenging due to regulatory issues supporting the projects' financial viability.</p>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers</li> <li>Communities</li> <li>Regulators</li> <li>Investors</li> </ul>	<ul style="list-style-type: none"> <li>Manufactured</li> <li>Financial</li> <li>Human</li> <li>Social and Relationship</li> </ul>		External	<ul style="list-style-type: none"> <li>Continuing engagement with regulators and local government on key issues in the upcoming regulations</li> <li>Continuing participation in Technical Working Group regulations development</li> <li>Push for regulations that promote clean and renewable energy with other advocacy groups</li> </ul>	<ul style="list-style-type: none"> <li>Provision of operations data and information to government can aid in their decision-making, as well as can help consider the industry's recommendations</li> </ul>
<p><b>FUEL SUPPLY RISK</b></p> <ul style="list-style-type: none"> <li>Depletion of the Malampaya gas field</li> <li>Steam supply challenges</li> </ul>	<ul style="list-style-type: none"> <li>The depleting supply of natural gas from Malampaya and intermittent supply of renewable energy (e.g. steam, water, wind, sunlight), may adversely affect our supply commitments to customers as well as our capability to participate in WESM.</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Customers</li> <li>Contractors</li> <li>Investors</li> </ul>	<ul style="list-style-type: none"> <li>Financial</li> <li>Manufactured</li> <li>Natural</li> <li>Social and Relationship</li> <li>Human</li> </ul>		External	<p><b>Natural Gas</b></p> <ul style="list-style-type: none"> <li>Completion of the LNG Interim Offshore Terminal</li> <li>Ensure procurement options for available and adequate liquid fuel</li> </ul> <p><b>Geothermal</b></p> <ul style="list-style-type: none"> <li>Optimize steam extraction from wells</li> <li>Address steam decline through various interventions</li> <li>Drilling of new wells</li> </ul>	<ul style="list-style-type: none"> <li>These mitigation measures enable the company to fulfill its role in the climate transition. A decarbonization plan is being crafted for the long-term.</li> </ul>

More details on the risk profile of First Gen may be found in their [2024 Integrated Report](#).

Timeframe of impact:

- Short-term (1-5 years)
- Medium-term (6-10 years)
- Long-term (> 10 years or continuous planning and execution)

**MANUFACTURING AND ENERGY SOLUTIONS**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<b>LOCATION RISK</b> ▶ The business is centralized in single location	▶ Plant operations may be disrupted by localized events (e.g. natural disasters, fire)	▶ Employees ▶ Customers	▶ Financial ▶ Manufactured ▶ Human ▶ Social and Relationship		Internal	▶ Disaster Resilience & Business Continuity Planning ▶ Infrastructure & Facility Hardening ▶ Structural Resilience Upgrades ▶ Flood & Fire Protection Systems ▶ Insurance Coverage ▶ Employee Safety & Emergency Preparedness ▶ Regular Safety Training & Drills ▶ Emergency Communication Systems (Crisis Response Management)	▶ First Philec has established a robust program for Health & Safety and Business Continuity Management, ensuring preparedness and swift response to disruptions
<b>CUSTOMER RISK</b> ▶ Single dominant customer	▶ First Philec's business rises and falls with the business of the dominant customer ▶ End of business with dominant customer may make the Company's business unsustainable	▶ Employees ▶ Customers	▶ Financial ▶ Social and Relationship		External	▶ Increase market share in other business segments ▶ Penetrate the international market ▶ Explore new products and markets ▶ Reinforce good relationships with dominant customer and build long term supply partnerships	▶ Expanded market share gives First Philec stability and increased revenues
<b>SUPPLY CHAIN RISK</b> ▶ Possible supply chain disruptions, especially due to geopolitics	▶ Potential delays in delivering customer commitments ▶ Impacts to competitiveness ▶ While present in 2024, these impacts were mitigated by proactive sourcing and inventory management	▶ Customers ▶ Competitors	▶ Financial ▶ Manufactured ▶ Natural ▶ Social and Relationship		External	▶ Continuously improve supply resiliency ▶ Material and engineering flexibility ▶ Study demand growth and its effect on material requirements	▶ The procurement approach following the mitigating measures gives First Philec flexibility in sourcing materials and services

**RESIDENTIAL AND COMMERCIAL REAL ESTATE**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<b>FINANCIAL RISK</b> ▶ Peso depreciation ▶ Volatile interest rates ▶ Non-performing loans	▶ Increase in construction costs ▶ Increase in financing costs ▶ Cash flow constraints ▶ Potential revenue decline	▶ Employees ▶ Investors ▶ Shareholders	▶ Financial ▶ Human		External	▶ Cost management strategies ▶ Maintain sufficient dollar reserves ▶ Pro-actively manage partnerships with clients	▶ None
<b>MARKET RISK</b> ▶ Slower growth of real estate industry globally ▶ Shifting customer preferences to horizontal and regional developments ▶ Inventory overhang in the Philippine market for condominiums ▶ Elevated mortgage rates	▶ Slower sales, inventory build-up ▶ Market oversupply and high vacancies ▶ Declining demand for traditional retail spaces	▶ Customers ▶ Employees ▶ Communities ▶ Investors ▶ Shareholders	▶ Financial ▶ Intellectual ▶ Social and Relationship ▶ Manufactured ▶ Human		External	▶ Extend reach through digital channels and international roadshows ▶ Enhancing customer experience and exciting clients with on-site orchestration, leveling up facilities and systems, and sustainability efforts ▶ Manage office tenancy mix ▶ Offer fresh and local brands within the malls	▶ Regional and horizontal expansion





Timeframe of impact:

- Short-term 1-5 years
- Medium-term 6-10 years
- Long-term > 10 years or continuous planning and execution

**RESIDENTIAL AND COMMERCIAL REAL ESTATE**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<p><b>CONSTRUCTION RISK</b></p> <ul style="list-style-type: none"> <li>▶ Slow recovery of the economy from various factors, e.g. the pandemic, geopolitical risks, and oversupply of condominiums</li> <li>▶ Supply chain disruptions due to geopolitical factors</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase in construction and overhead costs</li> <li>▶ Potential project delays</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customers</li> <li>▶ Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>▶ Financial</li> <li>▶ Manufactured</li> <li>▶ Social and Relationship</li> </ul>	 → 	External	<ul style="list-style-type: none"> <li>▶ Optimize cost management through various procurement strategies</li> <li>▶ Bundling of packages</li> <li>▶ Alternative materials or suppliers</li> <li>▶ Procure from established partners</li> </ul>	<ul style="list-style-type: none"> <li>▶ None</li> </ul>

**INDUSTRIAL REAL ESTATE**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<p><b>BUSINESS RISK</b></p> <ul style="list-style-type: none"> <li>▶ Increasing water demand in and around FPIP</li> <li>▶ Deteriorating aquifer</li> <li>▶ Stricter requirements from the National Water Resources Board</li> </ul>	<ul style="list-style-type: none"> <li>▶ Potential loss of revenue from water business</li> <li>▶ Possible penalties and reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customers</li> <li>▶ Regulators</li> <li>▶ Host Communities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Manufactured</li> <li>▶ Natural</li> <li>▶ Financial</li> <li>▶ Social and Relationship</li> </ul>	 → 	Internal External	<ul style="list-style-type: none"> <li>▶ Implementation of a Water Sustainability Master Plan and Water Safety Plan</li> </ul>	<ul style="list-style-type: none"> <li>▶ FPIP's water management expertise and customer engagement have translated into allied water related services for locators in FPIP as well as other industrial parks generating growing additional revenues</li> </ul>
<p><b>COMPETITIVE RISK</b></p> <ul style="list-style-type: none"> <li>▶ Aggressive competition within the industry</li> <li>▶ Planned Luzon Economic Corridor</li> <li>▶ Lean inventory of FPIP</li> </ul>	<ul style="list-style-type: none"> <li>▶ Delay in growth of the industrial business</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customers</li> <li>▶ Regulators</li> </ul>	<ul style="list-style-type: none"> <li>▶ Financial</li> <li>▶ Manufactured</li> <li>▶ Social and Relationship</li> <li>▶ Intellectual</li> </ul>		External	<ul style="list-style-type: none"> <li>▶ Provision of better amenities and services for clients</li> <li>▶ Establish target industry clusters</li> <li>▶ Coordinate and engage with government agencies to understand new regulations</li> <li>▶ Robust lead generation management system</li> </ul>	<ul style="list-style-type: none"> <li>▶ FPIP's solutions development approach presents opportunities for new businesses and services for locators</li> <li>▶ The planned economic corridor includes and can benefit Batangas</li> </ul>
<p><b>INVESTMENT RISK</b></p> <ul style="list-style-type: none"> <li>▶ Delays in leasing out certain facilities due to conditions, specialization, or size</li> </ul>	<ul style="list-style-type: none"> <li>▶ Opportunity loss and impact to revenue</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customers</li> <li>▶ Investors</li> </ul>	<ul style="list-style-type: none"> <li>▶ Manufactured</li> <li>▶ Financial</li> <li>▶ Natural</li> <li>▶ Social and Relationship</li> </ul>		Internal	<ul style="list-style-type: none"> <li>▶ Rehabilitation of facilities as needed</li> <li>▶ Employ appropriate property management and investment strategies</li> </ul>	<ul style="list-style-type: none"> <li>▶ Specific locators with tight timetables for leasing and built-to-suit requirements are markets for FPIP buy back; said facilities have been reserved by new locators as of February 2025.</li> </ul>

Timeframe of impact:

-  **Short-term**  
1-5 years
-  **Medium-term**  
6-10 years
-  **Long-term**  
> 10 years or continuous planning and execution

**CONSTRUCTION AND ENERGY SERVICES**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<b>FINANCIAL RISK</b> ▶ Project delays ▶ Cost overrun ▶ Collection issues	▶ Risk may negatively affect project cashflow and financing	▶ Customers ▶ Suppliers ▶ Employees ▶ Subcontractors	▶ Financial ▶ Manufactured		Internal	▶ Ensure proper project planning, cost control, cash flow management, and contract management ▶ Expand financing strategy ▶ Diversify revenue and cash sources	▶ Improvement of our cash to cost ratios will lead to a reduction of short term external borrowing
<b>REPUTATIONAL RISK</b> ▶ Poor project delivery ▶ Safety incidents	▶ Negative impact to reputation ▶ Potential legal disputes with, or loss of clients	▶ Employees ▶ Subcontractors ▶ Clients ▶ Communities	▶ Human ▶ Social and Relationship ▶ Intellectual ▶ Financial		Internal	▶ Ensure project management and quality control ▶ Strict safety protocols and ready crisis management plan ▶ Inclusion of dispute resolution in contracts and engage clients proactively	▶ Customers who will give repeat business.
<b>HUMAN RESOURCE RISK</b> ▶ Heavy competition of talent in the construction industry	▶ Brain drain ▶ Slow business growth	▶ Employees ▶ Contractors ▶ Clients	▶ Human ▶ Intellectual ▶ Financial ▶ Social and Relationship		Internal External	▶ First Balfour has programs to build a robust talent pipeline ▶ Close collaboration with stakeholders ▶ Review compensation strategy and salary structures	▶ First Balfour achieved the Platinum accreditation by Investors in People, showcasing its commitment to best in class people practices ▶ To continue to attract the best talent

**HEALTH CARE SERVICES**

Risk & Risk Driver	Impacts	Stakeholders Impacted	Capitals Affected	Timeframe of Impact	Nature of Risk	Mitigating Measures	Opportunities
<b>HUMAN RESOURCE RISK</b> ▶ High demand for health care workers ▶ Specialized needs for career growth of talents	▶ Insufficient talent resources ▶ Increased burnout and turnover, which affects services delivery and quality of care	▶ Employees ▶ Customers	▶ Human ▶ Financial ▶ Social and Relationship		Internal External	▶ Retention and employee engagement strategies ▶ Proactive recruitment for critical clinical services roles ▶ Partner with training institutions to develop talent pipeline ▶ Implementation of a talent roadmap ▶ Career development pathways	▶ Build a sustainable workforce pipeline for medical professionals such as nurses and optometrists
<b>OPERATIONS MAINTENANCE AND MANAGEMENT RISK</b> ▶ Improvements needed in Facilities Maintenance	▶ Potential sudden failure of the Heating, Ventilation, and Air Conditioning (HVAC) system across all Sites	▶ Employees ▶ Customers ▶ Investors	▶ Manufactured ▶ Financial		Internal	▶ Updated daily inspection activity with a new break-fix tracker ▶ Updated tracker for all critical Mechanical, Electrical, Plumbing, and Facilities (MEPF) systems, which includes an inventory of all equipment across all sites ▶ New Sites and Facilities handbook with detailed processes and metrics, as approved by the Quality Management System (QMS) team	▶ Review and enhance service agreements with suppliers ▶ Build up a spare parts inventory for critical systems ▶ Improve systems and processes with hiring an MEPF technician

Our strategy of talent centricity and organizational agility rendered by our governance, structures and systems gave us the flexibility to adapt to the risks and to identify opportunities to create optionality.

Timeframe of impact:

- Short-term 1-5 years
- Medium-term 6-10 years
- Long-term > 10 years or continuous planning and execution

### Emerging Risks

FPH supports its businesses to maintain stable operations and, where possible, find opportunities in the dynamic and, at times, uncertain landscape we operate in. The following risks were identified as emerging in the business environment FPH plays a role in.

#### Cybersecurity Risks

The influx of Artificial Intelligence (AI) tools and applications poses risks for data privacy and security breaches.

<p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Financial losses from fines, legal issues, or system downtime.</li> <li>▶ Compromise of personal data, potentially resulting in non-compliance with data protection laws, which may lead to penalties.</li> <li>▶ Operational disruptions that affect productivity.</li> <li>▶ Public exposure, which may harm the Company's reputation.</li> </ul>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>▶ New policies and information campaigns have been released on the use of such tools</li> <li>▶ Proofs of concept with reputable partners (e.g. ChatGPT, Copilot, Gemini) have been conducted</li> <li>▶ Continued strict implementation of Information Security and IT policies</li> </ul>
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#### Political Risks

2025 in the country is an election year for national and local officials. This event, along with the transition to new officials, may result in delays in new national policies and regulations that are currently being developed.

<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>▶ Potential delays in projects of our businesses that are in heavily regulated industries</li> </ul>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>▶ Functional teams in the business are currently assessing the possible outcomes and impacts of the upcoming mid-term elections</li> <li>▶ Systems and protocols were made more adaptive to the changing political landscape to minimize disruptions</li> </ul>
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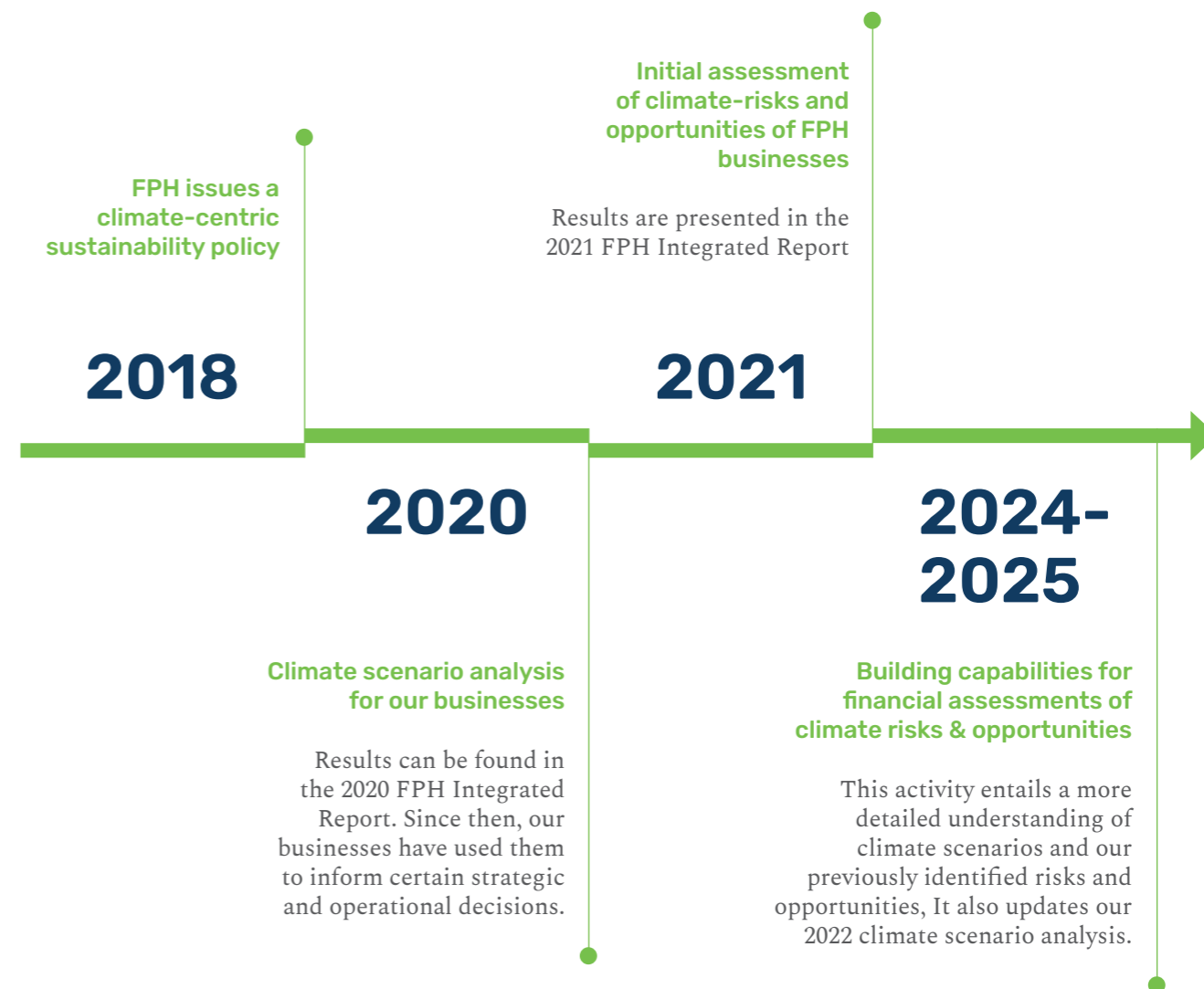
#### Geopolitical Risks

Tensions in the global setting have indirect consequences on our businesses, from disruptions in the supply chain to increased costs due to tariffs.

<p><b>Impacts:</b></p> <ul style="list-style-type: none"> <li>▶ Supply chain interruptions, which in turn can lead to higher material costs or project delays</li> <li>▶ Increased costs due to tariffs, which may necessitate calibration of finance management strategies</li> </ul>	<p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>▶ Consultants are being tapped to aid FPH in assessing the impact of political risks and to calibrate our strategies</li> </ul>
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### Climate Risks and Opportunities

The analysis and embedding of climate risks and opportunities in our processes and strategies has been a continuing and fruitful journey. In 2024, we began capability-building sessions to bridge the process of identifying climate-related risks and opportunities while determining what their financial impacts are to our businesses. This engagement with our businesses is ongoing and will continue on to 2025.



# Metrics and Targets

Our metrics and targets were selected with the IFRS S1 disclosure standards as a reference, resulting in the following objectives:

- ▶ To measure our compliance with regulatory requirements;
- ▶ To check our progress on our mission;
- ▶ To assist our stakeholders understand our performance relative to our material risks and opportunities;
- ▶ To guide our decisions on strategy implementation; and
- ▶ To guide performance against the metrics to help decide on appropriate actions to keep the business on track.

The following are the attributes of our selected metrics:

- ▶ Crosscutting (applies to the varied nature of our subsidiaries)
- ▶ Quantitative metrics for those required by regulations and qualitative for others

- ▶ To ensure consistency in reporting, the procedures and methods to arrive at the metrics are encoded in an ESG Data Management Guideline which the group developed in 2024. The guidelines prescribe the definition of terms, sources of data, calculation methodologies, and other references to needed databases derived from international standards and protocols

Our quantitative/qualitative metrics and outcomes were subjected to a third-party limited ESG data assurance. The assurance report is available as Annex 2 on pages 253-255.



Below are the common metrics that our subsidiaries comply with:

ENVIRONMENTAL PILLAR		
Topics	Desired Outcomes	Metric
<b>Climate action</b>	Net zero by 2050	<ul style="list-style-type: none"> <li>▶ GHG inventory covering scopes 1,2,3 emissions</li> <li>▶ Decarbonization roadmap</li> </ul>
<b>Air quality</b>	Compliant with standards	Presence of non-compliance incidents
<b>Energy</b>	Reduction in energy consumption Shift to using renewable energy	<ul style="list-style-type: none"> <li>▶ Fuel consumption</li> <li>▶ Electricity consumption</li> <li>▶ Percentage of renewable energy use</li> </ul>
<b>Materials</b>	Efficient resource use	Percentage use of renewable and non-renewable materials
<b>Water</b>	Compliance to water use permit limits	Presence of non-compliance incidents
<b>Waste</b>	Waste reduction and diversion	Waste diverted and recycled
<b>Land use</b>	Habitats conserved and restored	Impact on biodiversity

SOCIAL PILLAR		
Topics	Desired Outcomes	Metric
<b>Human rights</b>	Zero human rights violation, any transgression acted upon	Cases / complaints, Policies and internal mechanisms in place to avoid transgressions
<b>Gender equality and diversity</b>	Equal or higher than global benchmark	Percentage

GOVERNANCE PILLAR		
Topics	Desired Outcomes	Metric
<b>Corporate Governance</b>	Compliance with code of business conduct and ethics, anti-corruption and anti-bribery, and anti-trust policies	Presence of non-compliance incidents and cases

We shall use the GRI standards and UNGP-BHR for our impact materiality analysis and the IFRS S2 for financial materiality. FPH and its subsidiaries have been trained by experts on SASB standards for financial materiality. We shall study the appropriate industry specific standards in 2025 in preparation for the SEC adoption of IFRS which is proposed for compliance in 2027 based on the latest jurisdictional road map of PSRC in July 2024<sup>18</sup>.

Our targets, which are slowly being developed, are discussed under the section Progress on Our Mission on pages 214-221.



# 04 Value Creation

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Progress on Our Mission

Fostering innovation, keeping up with management systems, and further development of intellectual property *bolsters our portfolio's business models* and operations, which in turn the value *they can create*.

# Financial Capital

Financial Capital is defined as the pool of funds available to an organization for use in the production of goods and provision of services. It is obtained through financing such as debt, equity, grants, or as generated through the organization's operations or investments.

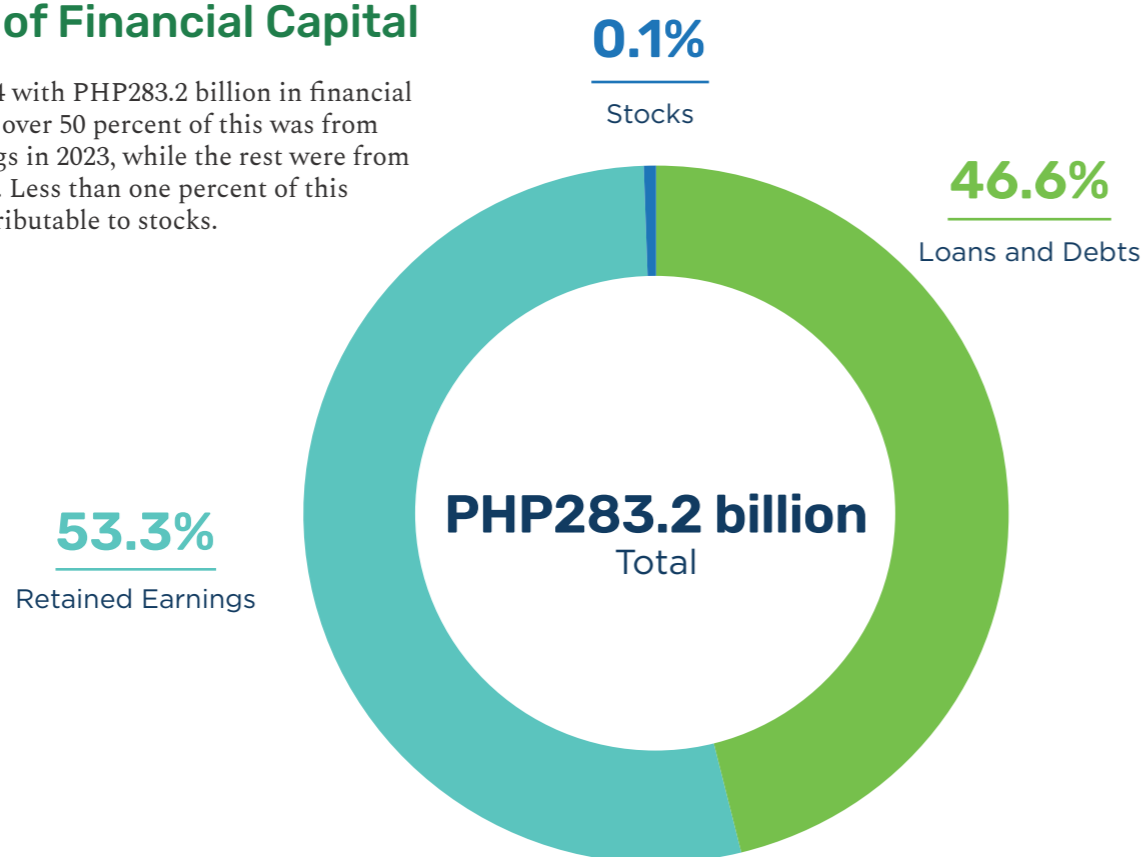
This section presents FPH's sources of financial capital in 2024. It also summarizes the distribution of financial capital by our subsidiaries, and the financial performance of our portfolio. For more details on the business performance of each of our businesses, you may refer to the Business Review section of this report.

Our approach to managing our financial capital adopts strategies that increase financial returns while avoiding, mitigating, or remediating risks. More details on our management approach for financial capital can be found in Annex 3 of our 2020 Integrated Report, uploaded on our website at [www.fphc.com](http://www.fphc.com).



## Sources of Financial Capital

FPH began 2024 with PHP283.2 billion in financial capital. A little over 50 percent of this was from retained earnings in 2023, while the rest were from loans and debts. Less than one percent of this amount was attributable to stocks.



## Distribution of Financial Capital

In 2024, about 86.3 percent of the group's generated value was returned to the economy. Termed as Total Value Distributed, this includes value distributed through the company and to stakeholders in the form of operating costs, employee wages and benefits, payments to providers of capital, payments of

dividends to stockholders, payments to government, and community investments. Throughout the different business segments, values distributed were between 83.2 to 97.8 percent.

### Direct Economic Value Generated and Distributed (in million PHP)

Major Subsidiaries	Total Value Generated	Total Value Distributed	Economic Value Retained
<b>FIRST GEN CORPORATION</b>	139,595.4	126,905.9	12,689.5
<b>ROCKWELL LAND CORPORATION</b>	19,842.8	16,508.3	3,334.4
<b>FIRST PHILIPPINE INDUSTRIAL PARK</b>	1,599.1	1,414.4	184.6
<b>FIRST PHILEC INC.</b>	4,928.6	4,818.1	110.5
<b>FIRST BALFOUR INC.</b>	14,466.8	13,968.8	498.0
<b>ASIAN EYE INSTITUTE</b>	700.5	817.5	(117.0)
<b>FPH CONSOLIDATED*</b>	173,260.6	149,534.4	23,726.2

\*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.

## Financial Performance

At the close of 2024, consolidated revenues were at PHP167.1 billion. This presents an increase of 1.3 percent (or PHP2.1 billion) compared to 2023. This was driven by the stronger results of sale of real estate and merchandise.

We recorded a Consolidated Net Income of PHP24.7 billion in 2024, 14.8 percent lower than the previous year. The Net Income Attributable to FPH also decreased by 5 percent. Overall, the corresponding Recurring Net Income attributable to FPH was at PHP13.8 billion for 2024, the same as it was in 2023.

(Figures in billion PHP)

	2024	2023	2022
<b>REVENUE</b>	167.1	165.0	170.3
<b>CONSOLIDATED NET INCOME</b>	24.7	29.1	23.9
<b>RECURRING NET INCOME ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT</b>	13.8	13.8	12.8

Major Subsidiaries	Recurring Net Income (RNI) Contribution	Drivers of RNI
<b>FIRST GEN CORPORATION</b>	PHP9.5 billion (▼ 9%)	<ul style="list-style-type: none"> <li>▶ Lower electricity sales volume by EDC due to plant maintenance outages and low steam availability in geothermal plants</li> <li>▶ Lower earnings from the San Gabriel plant following the expiration of its Power Supply Agreement (PSA) with Meralco in February 2024</li> <li>▶ Higher net loss in First Gen from increased finance charges, mainly related to the acquisition of the Casecnan hydro plant</li> </ul>
<b>ROCKWELL LAND CORPORATION</b>	PHP3.0 billion (▲ 12%)	<ul style="list-style-type: none"> <li>▶ Higher sales in Residential Development, particularly from sales in Arton, Fordham, Mactan Residences, and Rockwell South projects</li> <li>▶ Non-recurring gain on bargain purchase and investment remeasurement from the step-up acquisition of Rockwell Nepo Development Corp.,</li> </ul>
<b>FIRST PHILIPPINE INDUSTRIAL PARK</b>	PHP129 million (▲ 5%)	<ul style="list-style-type: none"> <li>▶ Higher recurring earnings from leases, water distribution, and park changes make up for the lower gains from land sales</li> </ul>
<b>FIRST PHILEC INC.</b>	PHP1.1 billion (▲ 8%)	<ul style="list-style-type: none"> <li>▶ Higher revenues and improved margins from delivery of transformer units to Meralco</li> <li>▶ New contracts awarded to First Philec with Private Distribution Utilities and export sales.</li> </ul>

Major Subsidiaries	Recurring Net Income (RNI) Contribution	Drivers of RNI
<b>FIRST BALFOUR INC.</b>	PHP752 million (▲ 688%)	<ul style="list-style-type: none"> <li>▶ Improved revenues and margins of First Balfour from Energy Sector projects complemented by the higher contributions from the North-South Commuter Railway and Polaris Data Center projects</li> <li>▶ Notable recovery of ThermaPrime from last year's net loss driven by the mobilization and operations of five rigs and the logistics services provided this 2024</li> </ul>
<b>ASIAN EYE INSTITUTE</b>	(PHP97 million) (▲ net loss by 41%)	<ul style="list-style-type: none"> <li>▶ Higher net loss caused by increased operating expenses incurred in 2024.</li> </ul>



### Financial Outcome

By the end of 2024, there was a modest decline in net income attributable to FPH as compared to the previous year. This was due to the reduced earnings contributions of the Power Generation and Healthcare and Education segments, but were partly mitigated by the stronger results delivered by the Real Estate, Energy Solutions, and Construction segments of the Group.

### Non-financial Outcomes

The reduced earnings in the power generation and health and education segments would lead to the respective subsidiaries developing judicious financial management strategies and the preservation of their current capitals in 2025. The rest of the business segments with increased earnings in 2024 will invest more resources to build up the rest of their capitals.

# Manufactured Capital

Manufactured Capital is defined as the physical objects, as opposed to natural physical objects, that an organization uses to produce its goods and services. This encompasses buildings, infrastructure, and equipment, as well as assets manufactured by the organization for sale or its own use.<sup>21</sup>

The following section details the performance of our business segments under this capital, with updates on production, asset performance, and upcoming projects. For further information on our approach to managing our manufactured capital, please refer to Annex 3 of our [2020 Integrated Report](#) available on our website.

## Power Generation

### Power Plant Performance and Improvements

#### Overall Net Generation (▼15.4 percent)

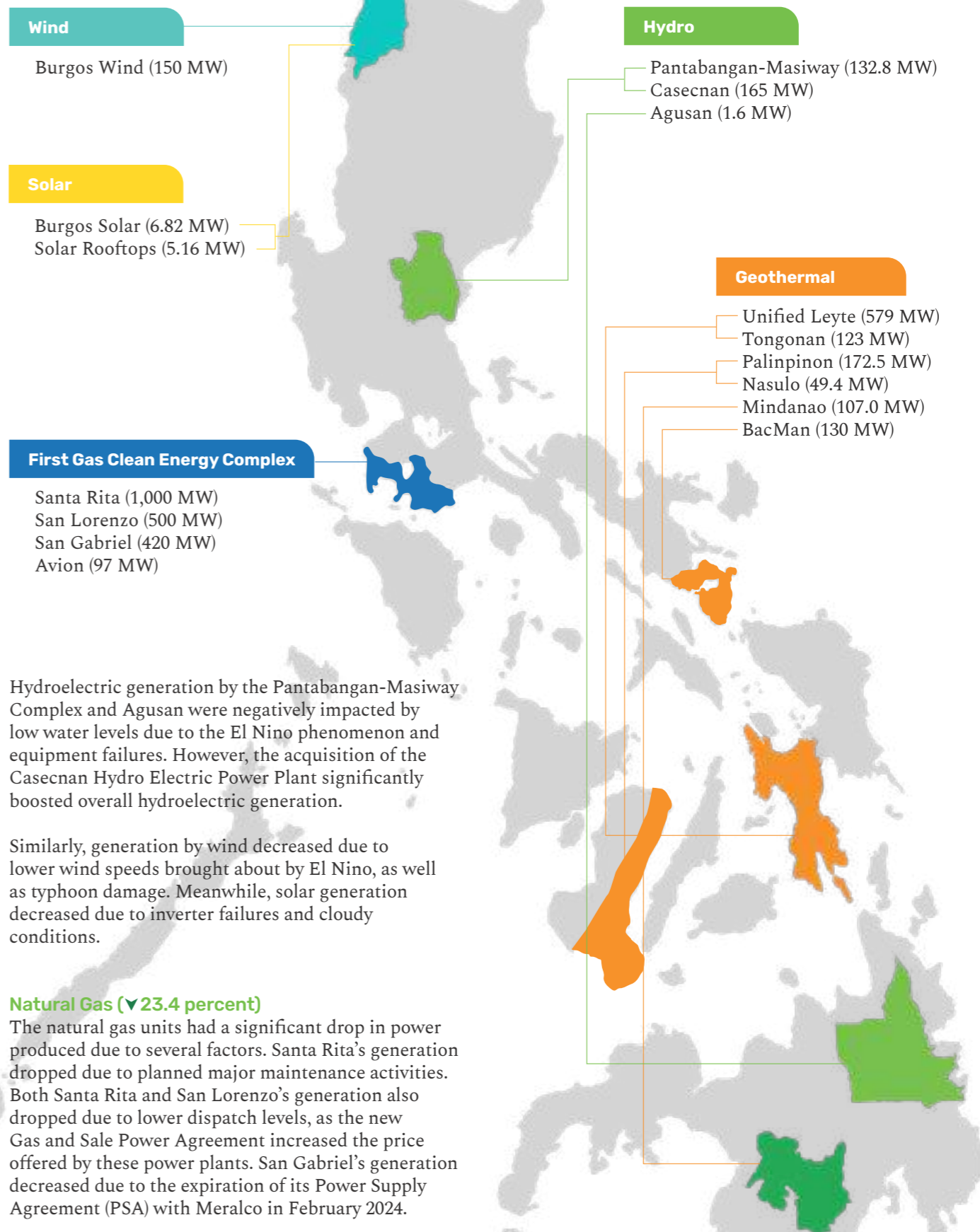
Overall net generation decreased by 15.4 percent since 2023, due to a number of factors affecting different energy sources. Generation from natural gas dropped significantly due to planned maintenance, lower dispatch levels, and the expiration of the Power Supply Agreement of San Gabriel. However, the completion of testing and commissioning of natural gas facilities on regasified LNG allowed for greater flexibility in fuel sources.

Geothermal power generation saw a slight decline due to outages caused by maintenance, repairs, and safety inspections. The impact of these were minimized by various optimization activities and efforts to address maintenance and repair issues.

Power Plant	Installed Capacity (MW)	Net Generation (MWH)		
		2024	2023	2022
<b>NATURAL GAS</b>				
Santa Rita	1,000	5,791.1	7,056.6	7,812.4
San Lorenzo	500	3,273.2	3,738.9	3,875.6
San Gabriel	420	1,266.6	2,786.8	2,632.1
Avion	97	331.3	341.9	372.0
<b>GEO THERMAL</b>				
Unified Leyte	579	2,474.3	2,718.2	2,921.8
Palinpinon	172.5	1,218.3	1,250.5	1,195.8
BacMan	130	1,077.3	1,099.5	1,050.3
Tongonan	123	896.4	925.4	885.8
Mindanao	107.0	669.9	669.2	670.1
Nasulo	49.4	362.7	377.0	375.2
<b>HYDRO</b>				
Pantabangan-Masiway	132.8	223.3	251.0	300.7
Agusan	1.6	9.2	10.2	10.2
Casecnan*	165	410.2	-	-
<b>WIND</b>				
Burgos Wind	150	274.8	364.6	311.9
<b>SOLAR</b>				
Burgos Solar	6.82	8.4	10.2	10.2
Solar Rooftops	5.16	5.1	4.5	5.2
<b>TOTAL</b>	<b>3,639.3</b>	<b>18,293.2</b>	<b>21,604.5</b>	<b>22,439.3</b>

\*Covers generation from Feb 26 to Dec. 31. The CHEPP was officially turned-over to FRLC last Feb 26, 2024.

<sup>21</sup> IFRS Foundation (2021). International <IR> Framework.



After the PSA expiration, San Gabriel started providing its output to the Wholesale Electricity Spot Market (WESM). The unit was able to meet dispatch requirements during the periods when other power plants were conducting their planned/forced outages and when the grid experienced red alerts. San Gabriel was accredited by the National Grid Corporation of the Philippines (NGCP) to provide Ancillary Services for Regulating and Contingency Reserve, in addition to offering its capacity to the electricity spot market.

In February 2024, First Gen completed testing and commissioning its natural gas facilities on regasified LNG. This enables the Santa Rita, San Lorenzo, San Gabriel, and Avion power plants to use 100 percent regasified LNG, 100 percent Malampaya gas, or a blend of the two natural gas fuels. This achievement helps supplement the depleting supply from the Malampaya gas field. Three LNG shipments in 2024 ensured sufficient power to the grid, particularly during the critical summer months.

**Geothermal (▼5.2 percent)**

In 2024, the overall power generation from geothermal powerplants experienced a slight decline. This was due to outages in various units, for different reasons:

- ▶ The Upper Mahiao Power Plant in Leyte was shut down in October for safety risk inspections and expects to return to service in 2025;

- ▶ A unit in Malitbog, in Unified Leyte, went offline in July due to turbine blade damage, with repairs expected to be completed by June 2025;
- ▶ A Mahanagdong Pad, part of Unified Leyte, was shut down in November. It required pipe replacement with the pad and is expected to return to service by January 2025;
- ▶ Steam line maintenance also contributed to generation challenges of the Mahanagdong power plant;
- ▶ On January 11, a unit in Palinpinon tripped and required comprehensive repairs. After completing major repairs, the unit was restored to service on January 24.
- ▶ A unit in Palinpinon, following its preventive maintenance schedule and distributed control system upgrade from September 2023, required major repairs through the first quarter of 2024. After conducting the necessary tests to ensure compliance with industry standards, it went back online on April 21, 2024.
- ▶ A unit in Mindanao was put on emergency outage in August to conduct repairs due to clogged pipes. The pipes were cleared temporarily and will be fully serviced during its major preventive maintenance in the first quarter of 2025.
- ▶ A unit in BacMan experienced a 10-day unplanned shutdown due to an issue with its brush gear that required machining. The operations team used the shutdown period as an opportunity to do other maintenance works.
- ▶ The same BacMan unit also experienced lower steam supply due to a well collapse. The appropriate interventions were conducted and the drilling of a new well unit was moved to an earlier date to maintain the BacMan unit at full capacity.

Despite these operational challenges, the impact on overall generation remained manageable, aided by steam optimization activities. Various optimization activities in the geothermal plants were done throughout the year:

- ▶ Leyte received an uplift of 10MW in its load after a successful gas lifting activity and cut-in of the MG55D well.
- ▶ Additional output from well-managed wells in Mt. Apo, leading it to achieve its target of 598GWh in November.
- ▶ The Solenis project in Negros effectively addressed mineral scale issues in the power plant’s reinjection well. The project exceeded expectations and avoided an anticipated deration of the power plant.



**Hydro (▲148.7 percent)**

Towards the end of February 2024, the Casecan Hydro Electric Power Plant (CHEPP) was officially turned over to First Gen from the government, through the Power Sector Assets and Liabilities Management Corporation (PSALM) and the National Irrigation Administration (NIA). It produced 417.1MW of power in 2024, significantly bringing up power produced from hydro sources. CHEPP is located just across the Pantabangan reservoir where the Pantabangan Hydro Electric Power Plant is located.

The Pantabangan and Masiway Hydro Electric Plants (PHEP and MHEP) produced less power in 2024 due to low water levels. The Pantabangan reservoir reached a record low water level during the first semester of the year, brought about by high water release for irrigation by NIA compounded by the El Nino phenomenon. NIA adjusted the cropping season to two seasons from October to January and February to May, instead of the former cropping season from June to October in order to minimize the impact of typhoon damage to crops. This shift changed the schedule water is released from the Pantabangan Reservoir for irrigation, and in turn affected the Pantabangan-Masiway complex’s generation for the year.

The Pantabangan-Masiway complex also experienced outages towards the end of the year, due to failure of certain parts. This resulted in the need to derate PHEP from 60MW per unit to 50MW in November, and a 12-day downtime of MHEP in December due to the unavailability of electronic parts. Solutions were developed to coordinate with suppliers of reliable equipment for PHEP, and to upgrade the asset system of MHEP.

The Agusan plant generated lower energy in 2024, and is the lowest since the plant’s acquisition in 2005. This was due to low inflow brought on by the El Nino Phenomenon, especially in the first half of the year. First Gen took this as an opportunity to conduct maintenance activities when the inflow was at its lowest.

**Wind (▼24.7 percent)**

The decrease in generation from wind at Burgos was primarily due to low wind speeds. Burgos experienced the lowest historical wind speeds in 2024, due to the El Nino Phenomenon.

During the last quarter of the year, Burgos Wind also experienced wind turbine outages caused by Typhoon Marce (international name Typhoon Yinxing) damaging five Wind Turbine Generators (WTGs), and a fire incident involving one WTG unit. On the other hand, the team completed 67 blades for the blade leading edge repairs just before the arrival of high winds last October 2024, as well as expediting restoration of the 5 WTGs affected by TY Marce.

The Burgos Wind site has an extreme wind management strategy, where a yaw backup system is engaged to ensure that the WTGs can effectively reposition their blades to minimize damage. Maintenance activities including typhoon preparedness measures and reviewing the design limits of the WTGs are done during the low wind season.

**Solar (▼8.8 percent)**

The decrease in generation of Burgos Solar was due to multiple inverter failures as well as cloudy conditions. Inverter failures were reported in March; the supplier for inverters of Burgos Wind no longer manufactured the inverter models required, but the Burgos team was able to acquire enough spare parts to restore the downed inverters in May. Burgos Solar has also initiated the procurement of upgraded inverters throughout 2024 to 2025.



## Ongoing and Upcoming Projects

### Liquefied Natural Gas (LNG)

Following its successful commissioning in September 2023, the Interim Offshore LNG Terminal has been fully operational throughout 2024. During the period, the terminal achieved key milestones, including the safe receipt of three LNG shipments totaling 442,379m<sup>3</sup>. The terminal also logged 130,806 man-hours with zero lost-time incidents (LTI), demonstrating First Gen's commitment to workplace safety. In December 2024, the Department of Energy (DOE) issued the LNG terminal a Permit to Operate and Maintain, marking a regulatory milestone.

### Santa Maria Gas-Fired Combined Cycle Power Plant (1,260-MW)

First Gen Ecopower Solution, Inc. is making progress on the development of the 2 x 630MW Santa Maria Gas-Fired Combined Cycle Power Plant Project (SM CCPP). The initial construction phase, which includes site preparation, is currently underway. Additionally, the company is working on permitting activities and contractor selection.

### Palayan Bayan Binary Plant (29-MW)

The power plant was successfully synchronized to the grid on January 12, 2024 and has been generating electricity since then. Final grid compliance tests were completed in January 2025.

### Tanawon Geothermal Power Plant (20-MW)

The connection asset was completed and successfully energized on December 13, 2024. On December 17, the Balance of Plant (BOP) contractor finalized the erection of Toshiba Original Equipment Manufacturer (OEM) systems, enabling successful power reception from backfeed power. The power plant was successfully synchronized to the grid on February 7, 2025 and is now undergoing grid compliance tests.

### Mahanagdong Binary Plant (28-MW)

The key achievements of the Mahanagdong Binary Plant in 2024 were completing the electrical building structure and installing most major equipment in the second half of the year. The installation of the connection asset and transmission line structures was finalized in October 2024, alongside the full-scale installation of the fluid collection and re-injection system equipment.

### Bago Binary Geothermal Plant (5.6-MW)

The plant successfully underwent a 30-day reliability run from August 14 to September 14. Other milestones of the Bago Binary Geothermal Power Plant include the start of hot commissioning on June 16, the first grid synchronization on June 26, and the completion of grid compliance tests with NGCP from August 5 to 7.

### Battery Energy Storage System (BESS) Projects

The core components for the BacMan (20-MW/20-MWh), Tongonan (10-MW/10-MWh), and Southern Negros (10-MW/10-MWh) energy storage system projects have been delivered, installed and interconnected at their respective sites. These include the battery cubes themselves, inverters, and medium-voltage transformers. The supporting infrastructure, including the control room, switchyards, and high-voltage transmission lines, have also been completed. All three BESS projects achieved electro-mechanical completion in November 2024, and are presently preparing for the conduct of test and commissioning activities with the grid operator.

### 100- to 120-MW Aya Pumped-Storage Hydro Power Project

The Aya Pumped-Storage Hydro Power Project is scheduled for implementation in the second half of 2025. The detailed engineering design for the electromechanical works have been completed, while the design for civil and hydromechanical works is still in progress. Most of the necessary permits and endorsements have already been secured, paving the way for the next phases of development.



## Manufacturing and Energy Solutions

During 2024, First Philec reached a record-high monthly production and delivery of 2,650 and 3,000 transformer units, respectively. A total of 24,469 units of transformers were produced and sold during the year. When demand spiked in the fourth quarter of 2024, production effectively met the increased requirements without needing to add resources, showcasing FPI's operational readiness.

To support its growing production and new business lines, FPI will be optimizing its current facility while planning expansion to a new facility. There is also an option to acquire an existing facility for immediate use for new products and services.

	2024	2023	2022
<b>TOTAL TRANSFORMER UNITS PRODUCED</b>	24,469	22,744	26,572

With its growth in capacity and production, FPI is able to support 8 new local customers and 8 new overseas customers.



## Residential and Commercial Real Estate

By the end of 2024, Rockwell Land manages a total of 33 properties: 24 residential properties, four commercial properties, and five offices. During the year, Rockwell Land:

- ▶ Finished the construction of four properties: Balmori Suites in Makati; Arton North in Quezon City; The Pavilions at Nara, Bacolod City; and the Residential Lots of Nara Residences in Bacolod City
- ▶ Rockwell Land launched six developments in 2025, majority of which are horizontal projects. These include The Samanean at Paradise Farms in Bulacan, The Molinillo at Rockwell Center Lipa in Batangas, Cluster 6 of The Rockwell South at Carmelray in Laguna, and Phase 2 of Commercial Lots in Rockwell Center Bacolod. Rockwell also launched 1 Rockwell at IPI Center in Cebu which is an office commercial development.

For 2025, Rockwell will be launching several properties in Lian, Batangas, namely Luan Ridges and Los Cabos.

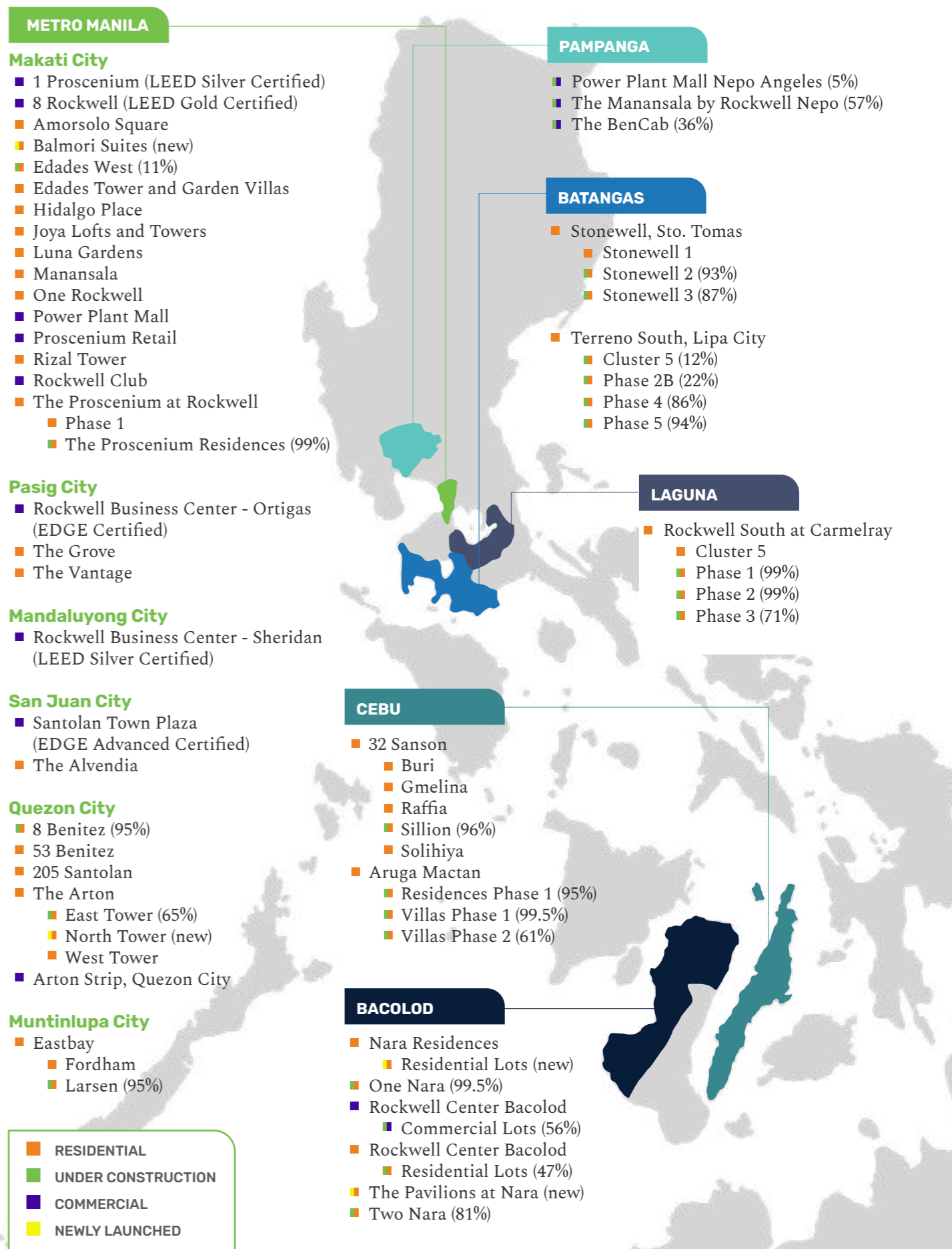
Of its leased assets, the occupancy rates of Rockwell Land's Retail and Office properties are respectively at 90 percent and 94 percent, maintaining steady rates for the past 3 years.

Occupancy rates	2024	2023	2022
Retail	90%	89%	88%
Office	94%	94%	95%

**112,887.6 sqm**  
Total area constructed

**224,734.0 sqm**  
Total area leased

**132,000.0 sqm**  
Total area sold and reserved



## Industrial Real Estate

FPIP manages an industrial park of over 600 hectares. In the service of its locators and community, the park's infrastructure and facilities include:

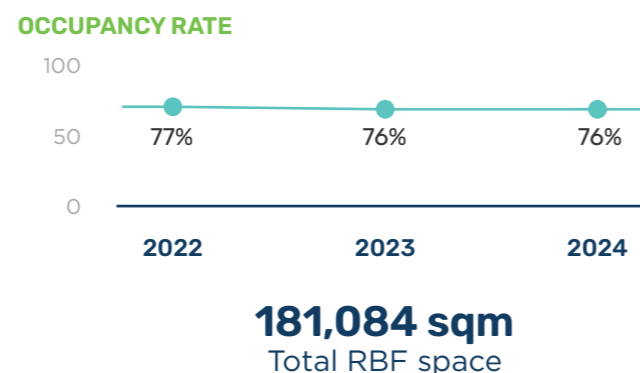
- ▶ 30 leasable ready-built factories (RBF) totalling about 181,084 square meters
- ▶ Water extraction and distribution facilities, capable of providing approximately 30 million liters per day for its locators
- ▶ Centralized water treatment facilities, with a capacity to treat 20 million liters per day
- ▶ Transmission and distribution facilities, ensuring the supply of electricity to park locators
- ▶ FPIP Administration Complex and Annexes that include a Service Support Building and SanTomas Suites
- ▶ Service Support Building, which mainly houses the fire brigade, emergency support teams and other park support services.
- ▶ San Tomas Suites, FPIP's hotel that can cater to the accommodation needs of locators, their suppliers, and the public in general
- ▶ Consuelo Park Residences, FPIP's dormitory available primarily for those working inside the park. The Residences have a total of 95 units, which can house a maximum of 380 people
- ▶ Oasis Commercial Building, which is leased out to commercial and institutional tenants, such as a school, banks, government offices and sales / representative offices of locator suppliers
- ▶ Recreational facilities and spaces, which include a covered court, the Consuelo Park, and the Consuelo Park Pavilion
- ▶ Road management, monitoring, and maintenance facilities which include traffic facilities at the main highway, CCTVs to view the traffic conditions at Maharlika Highway, and speed cameras for the implementation of traffic regulations and the mitigation of vehicular incidents
- ▶ Further structures that promote mobility around the park, such as pedestrian overpasses, a pedestrian overpass interconnection at the main gate, covered walkways and waiting sheds, and dedicated bike lanes
- ▶ Security infrastructure, which includes two PNP detachments and an access management system in all park gates

FPIP continues to improve its infrastructure, and in 2024 completed the following:

- ▶ Installation of solar panels at their FUI units, adding to the solar capacity of FPIP
- ▶ Installation of CCTVs for traffic control
- ▶ Construction of a Materials Recovery Facility, allowing better segregation and diversion of waste
- ▶ Maintenance of water treatment facilities
- ▶ Continued maintenance of RBFs

FPIP has ongoing upgrades to its waste water facilities to accommodate and treat concentrated discharge from its customers. Customers have also identified the traffic within the park as a point of improvement, to which FPIP continuously collaborates and works with the Local Government Unit (LGU) for short term resolutions while identifying solutions for the long-term. The CCTV Live Feed at the FPIP Gates 2 and two are available for all locators through the locator portal so they may monitor actual traffic conditions.

FPIP is currently the preferred location of 157 world-class locators. Of its total RBF space, 77 percent was occupied in 2024. Though FPIP has been maintaining this occupancy rate for the past few years, its revenue continues to increase through contracted lease rate increases and the provision of other services to locators.



## Construction and Energy Services

### First Balfour

First Balfour remains active in four primary markets that present opportunities aligned with the decarbonization and regeneration mission. In 2024, it completed 16 projects, most of which were for the energy sector. A key project completed was the 28.9-MW Palayan Binary Geothermal Power Plant for EDC.

In support of First Balfour's construction operations, they have invested in a new Ringlock Scaffolding and Formworks System alongside a portable drilling rig. These equipment can also be rented out to projects that require them. To support its manpower and administrative work, First Balfour also invested in more service vehicles for its manpower, a sewage treatment plant for its Sucat Office, and various computer equipment and software to support its growing needs for information systems and development.

### Asian Eye Institute

#### Asian Eye Branches Headquarters and Main Surgical Center

Asian Eye, Phinma Plaza Building, Rockwell Center Makati City

#### Surgical Centers

St. Francis Cabrini Medical Center, Sto. Tomas, Batangas  
Williams Center, Mandaluyong City

#### Satellite Clinics

Trinoma Mall, Quezon City  
CommerCenter, Muntinlupa City  
SM Mall of Asia, Pasay City

#### Optical Shop

Asian Eye Vision Center, Powerplant Mall, Makati City

#### Water Infrastructure

- 20-MLD River Water Treatment Facility, FPIP
- Various water and wastewater facility improvements, FPIP

#### Transport Infrastructure

- North-South Commuter Railway works, Department of Transportation
- Metro Manila Priority Bridges Seismic Improvement Project, Department of Public Works and Highways

#### Specialized Buildings

- Diagon South, FPIP
- Hyperscale Data Center, ST Telemedia Global Data Centres (STT GDC) Philippines
- FPIP Plaza, FPIP

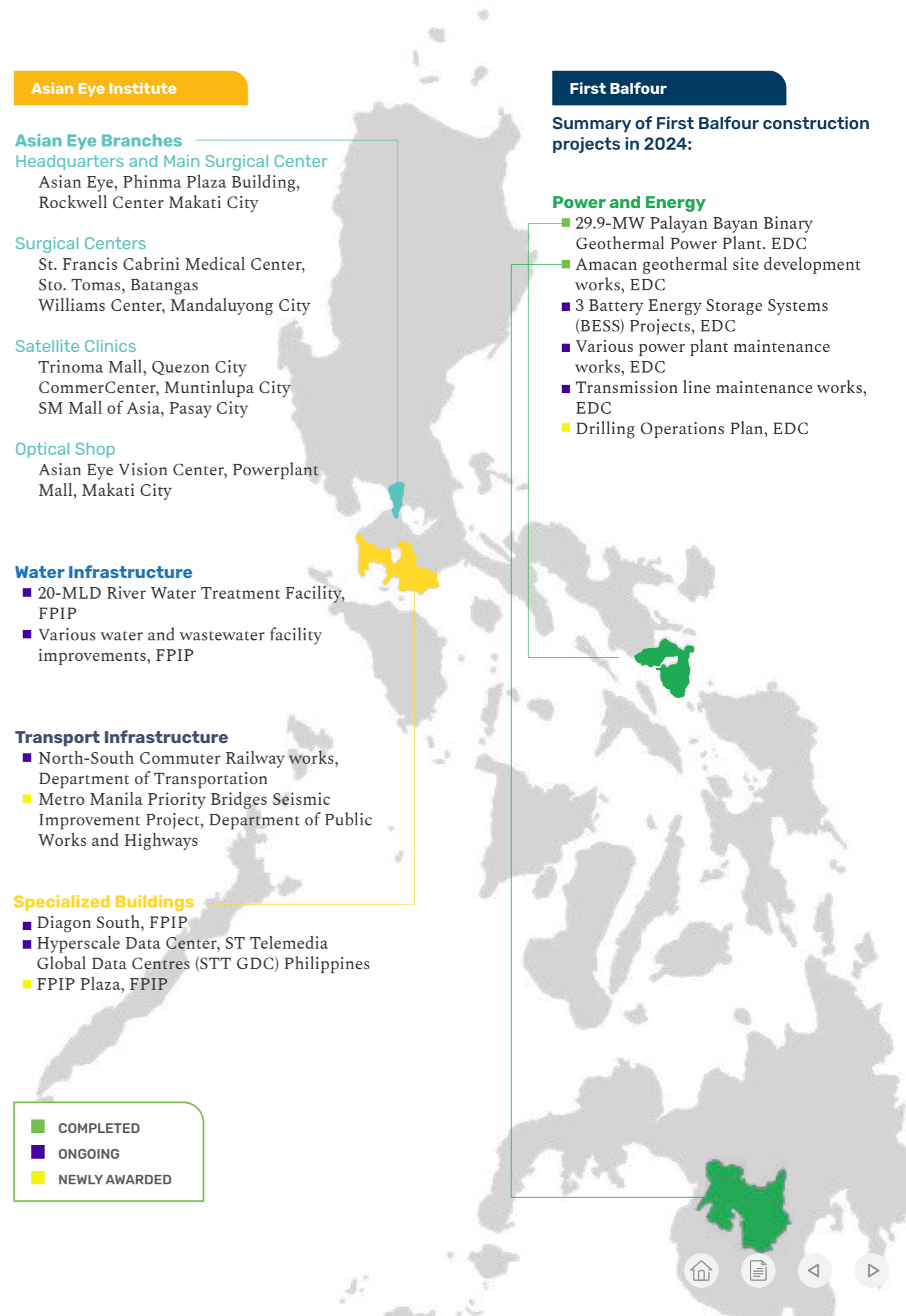
- COMPLETED
- ONGOING
- NEWLY AWARDED

### First Balfour

#### Summary of First Balfour construction projects in 2024:

#### Power and Energy

- 29.9-MW Palayan Bayan Binary Geothermal Power Plant, EDC
- Amacan geothermal site development works, EDC
- 3 Battery Energy Storage Systems (BESS) Projects, EDC
- Various power plant maintenance works, EDC
- Transmission line maintenance works, EDC
- Drilling Operations Plan, EDC



### T1 Rentals

T1 Rentals, the Plant and Equipment Division of First Balfour, currently maintains a fleet of:

- ▶ 217 heavy trucks
- ▶ 179 earthmovers
- ▶ 53 lifting equipment
- ▶ 182 service vehicles
- ▶ 20 general rental equipment (welding machines, towerlights, etc)
- ▶ 58 generator sets

T1 Rentals has five yards across the nation in the service of customers. These are located in Paranaque City, Metro Manila; Tanauan City, Batangas; Clark Global City, Pampanga; Mandaue City, Cebu; and Davao City, Davao del Sur.

It is also assessing the viability of using a 30 Truck Mounted Crane, a new crane type that has the same lifting capabilities as T1 Rentals' other cranes, but with a more mobile chassis that enables it to travel long distances with its own power. This feature would eliminate the need for trailer transportation, significantly enhancing operational efficiency and the services T1 Rentals can offer to its clients.

T1 Rentals also upgraded its rental monitoring system in 2024 to digitalize and streamline operation records, greatly enhancing operational efficiency by expediting the equipment rental billing process, improving the monitoring of human and equipment resource utilization, and promoting sustainability through the reduction of paper transactions as part of the company's digital transformation efforts. Additionally, T1 Rentals developed several internal applications to further drive digitalization and eliminate the reliance on paper-based forms and processes. These tools are part of T1 Rentals' broader initiative to enhance operational efficiency while supporting environmentally sustainable practices.

### T1 Transport

First Balfour's Heavy Equipment and People Transport arm, T1 Transport, is building up its equipment fleet which now covers:

- ▶ 46 Tractor Heads
- ▶ 59 Trailers
- ▶ 3 Boom Trucks
- ▶ 14 Service Vehicles
- ▶ 6 Electric Vehicles

Notably, T1 Transport's electric vehicles supported Cebu Pacific before the termination of its contract in November 2024; and currently supports First Philec with two units of GET COMET electric buses and three units of Chery H6 electric vans.

### ThermaPrime

In 2024, ThermaPrime ramped up its drilling activities, completing 17 wells using five geothermal rigs. This was in full support of EDC's commitment to work on the geothermal wells identified in their Drilling Operations Program (DOP) for the year. This was a major rebound from the previous year when two rigs underwent recertification activities, while two other rigs (one from Texas USA and one from EDC) were acquired and prepared for the busy drilling season of the following year.

## Health Services

As of 2024, the Asian Eye Institute manages three surgical centers, three satellite clinics, and one optical shop. In 2024, AEI closed down its Eyesite clinic in SM Fairview. Meanwhile, AEI is upgrading its Trinoma clinic with operating room facilities, and will be improving its Rockwell facility in 2025

Asian Eye Institute has a Technical Services Team that monitors, maintains, and calibrates its medical and surgical equipment to ensure optimal patient care. The team performs preventive maintenance and calibration regularly. In addition, AEI has a plan in place to procure new equipment to replace older models.



## Summary

### Power Generation

- ▶ Overall decrease in net generation, from a combination of major maintenance activities, lower dispatch levels, and the expiration of the Power Supply Agreement of San Gabriel.
- ▶ Major maintenance and repairs of nat gas plants, geothermal plants, and wind plants were completed and helped mitigate the decline of energy generation.
- ▶ Significant increase in electricity generation from hydro, with the Casecanan hydro power plant beginning operations.
- ▶ Upcoming projects in natural gas, hydro, geothermal, and battery storage are ongoing.

### Manufacturing and Energy Solutions

- ▶ Achieved record high monthly production of transformers during the fourth quarter of 2024.
- ▶ Ongoing facility optimization and planned expansion of facilities to continue accommodating increase in demand and business growth.

### Commercial and Residential Real Estate

- ▶ Completed construction of four properties.
- ▶ Launched four new properties.
- ▶ Occupancy rates of 90 percent and 95 percent of retail properties and office properties, respectively

### Industrial Real Estate

- ▶ Various facility improvements for renewable energy, waste management, water management, and traffic control.

### Construction and Energy Services

- ▶ Completed 16 construction projects, mostly within the energy sector.
- ▶ Geothermal drilling operations increased the number of operational rigs from two to five, all of which were operational in 2024.

### Healthcare Services

- ▶ Closed down one Eyesite clinic in SM Fairview.
- ▶ Upgrading the surgical facilities in the Trinoma clinic.

## Financial Outcome

- ▶ The decrease in energy generation by the power generation segment translates to an overall decrease in revenue, but this was buffered by strong performance in the real estate and construction segments.

## Non-Financial Outcome

- ▶ Though there was less electricity generation by the energy segment, its physical assets were still improved with the successful maintenance and repair activities conducted during the reporting period. Manufactured capital of all the other business segments were increased, with the exception of the Healthcare segment that reduced its capital by one facility.

# Natural Capital

Natural Capital is defined as all the renewable and non-renewable environmental resources and processes that provide goods and services to an organization.<sup>22</sup> This includes resources in the form of raw materials, water, land, and air; and includes biodiversity and ecosystem health and services.

The following section presents the natural resources and ecosystem services we use in the production and provision of our businesses' goods and services, as well as how we, in turn, manage these resources and the environment they come from. This section also presents the metrics we use to monitor our environment-related material ESG topics, and discuss the performance of our business within these areas.

For more details on our approach to managing our natural capital, please refer to Annex 3 of our 2020 Integrated Report, available on our website at <https://www.fphc.com>.



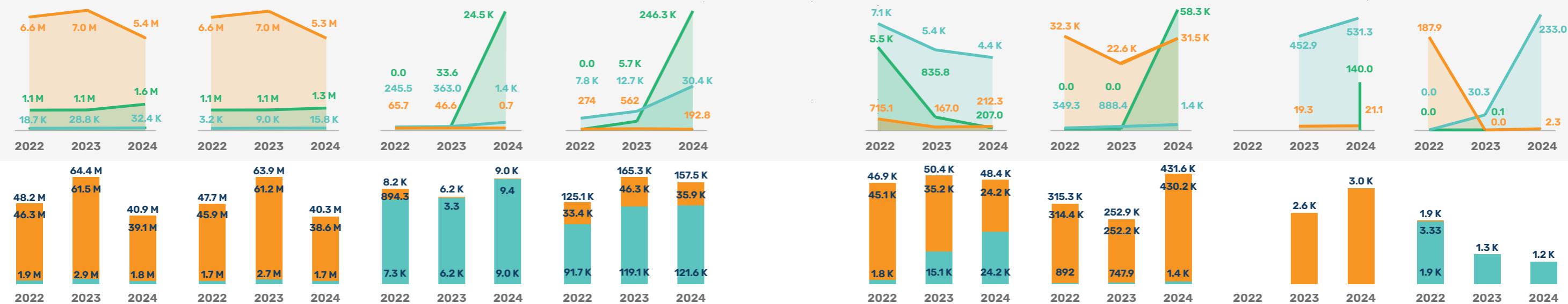
<sup>22</sup> IFRS Foundation (2021). International <IR> Framework.  
Note: The data presented in this section were covered by a limited ESG Assurance process, with the exception of GHG Scope 3 emissions for all subsidiaries and the data of the entity FRLC which was newly acquired by First Gen. More information on this can be found in Annex 8 of this report.

GRI 302-1, 302-4, 305-1, 305-2, 305-3

## Energy Management

Overall energy consumption across the portfolio declined in 2024. This was primarily due to the dip in the energy generation (related to power plant houseload consumption) of First Gen as the natural gas plants had reduced energy dispatches. Of the non-power subsidiaries, First Balfour and First Philec,

had increased energy use related to an uptick of operations. Both Rockwell Land and FPIP had slight decreases in energy use due to less consumption of fuel, and continued increases in the renewable energy (RE) share of their total energy consumption.



### TOTAL FPH

### First Gen

First Gen's trend of energy use reflects its performance for power generation and grid dispatch. 2024 saw lower dispatch rates resulting from increased price of energy from natural gas, and reduced generation from the San Gabriel power plant generation due to the expiration of its Power Supply Agreement in February 2024.

\*Beginning this 2024, the computation for energy use for power generation follows the methodology of the GRESB Public Disclosure. This methodology is simpler and more accurately reflects energy consumption in an organization. Energy data for FGen for 2022-2023 has been recalculated to follow this methodology.

### First Philec

Energy consumption increased as FPI ramps up transformer production to cater to increased product demand. All of FPI's electricity use is renewable, while remaining non-renewable energy consumption is attributable to fuel used by certain equipment and its vehicle fleet.

Moving forward, FPI has pinpointed optimization initiatives and the integration of digital measurement systems in its operations as an enabler for greater efficiency and performance across the organization.

### Rockwell

Energy use slightly decreased by 5.0 percent, mostly as a result of reduced electricity consumption due to less tenant occupancy in certain properties, energy saving measures, and with the conversion of 17 percent of its vehicle fleet to hybrid vehicles. Rockwell also continues to steadily shift its properties to renewable electricity. In 2024, four properties transitioned to using renewable electricity, bringing to a total of 20 out of 33 properties using RE.

## Greenhouse Gas Emissions

The greenhouse gas (GHG) emissions of our portfolio, specifically scopes 1 and 2, closely track the energy use of our businesses. The trends in these scopes over the years align with the trends in fuel consumption, as is influenced by the level of business operation. Most notably, these trends also align with the shift towards increased use of renewable energy.

TCFD Metrics and Targets | GRI 305-1, 305-2, 305-5

2022 is the base year for Scopes 1 and 2 emissions as this is the year the FPH businesses adjust to post-pandemic conditions. For Scope 3 on the other hand, 2024 is the base year as we complete our Scope 3 exercise for all our major businesses.

The Scope 3 figures below are preliminary figures for all businesses and will be refined in the next reports. Some figures are underreported as we complete data as this time.

### FPIP

Overall energy use decreased by 4.1 percent due to less civil construction activity. Notably, of its electricity use, FPIP has been increasing the share of renewable energy. In 2024, three facilities of its water distribution utility subsidiary transitioned to using renewable energy. In total, 11 out of 15 facilities of said subsidiary now sources its power from RE. FPIP will continue to use RE and use solar panels where feasible in the next few years.

FPIP also completed in 2024 the training of five energy managers and an energy auditor. The capacity building and competency development will be used to craft and implement energy management programs commencing in 2025.

### First Balfour

Increased construction work and geothermal drilling activities drove the 70.6 percent increase in energy use, primarily from the use of fuel in vehicle fleets and heavy equipment.

With regards to increasing their use of RE, First Balfour is in an identity-and-plan-stage on how to pursue such a transition. To start, First Balfour already has solar panels installed at the Sucat office since 2016, while T1 rentals have upgraded their lighting systems in their yards to use solar-powered streetlights in 2024.

### Asian Eye

The increased energy use reflects improved data collection across sites, with two facilities completing their utilities data in 2024.

### FPH Head Office

Our head office saw slightly reduced energy consumption in 2024 as we implemented energy saving practices.

### Energy Consumption and Greenhouse Gas Emissions across the Portfolio

- NON-RENEWABLE ENERGY
- RENEWABLE ENERGY
- SCOPE 1 EMISSIONS
- SCOPE 2 EMISSIONS
- SCOPE 3 EMISSIONS

Energy Units: GigaJoules

Emissions Units: tonnes CO2e

### Scope 3 Emissions Inventory

Following the capability-building session conducted in 2023 on Scope 3 emissions, we present updated estimates of Scope 3 emissions across the portfolio in 2024. Conclusions from our first exercise to account for the portfolio’s emissions are as follows:

- ▶ Our portfolio’s Scope 3 emissions is driven by that of our energy generation company, whose Scope 3 emissions are dominantly from upstream fuel and energy-related emissions (category 3).
- ▶ The second and third largest sources of Scope 3 emissions across the portfolio are from purchased goods and services (category 1) and capital goods (category 2) respectively. This is primarily driven by the power generation segment due to its scale compared to the other business units, but within each business segment category 1 and 2 emissions also present the largest source of Scope 3 emissions.

The scope 3 emissions inventory across the portfolio will continue to evolve in the next few years as we refine the methodology, scope, and attain better data collection processes.

### Carbon Sequestration and Avoided Emissions



## 1,780,582.4 tCO2e

sequestered by forest reservations and landscapes across our businesses



## 9,655,161.5 tCO2e

avoided using natural gas and RE to produce electricity as compared to coal



## 26,732.0 tCO2e

avoided through solar panel installations and sourcing RE for electricity across our portfolio, as compared to grid use

### First Gen Methane Fugitive Emission Management Program

Abiding with due diligence in operations, First Gen continues to implement its Methane Fugitive Emissions Management Program for the natural gas power plants, which it started in July 2020. The program aims for the regular inspection of equipment for potential leaks and needed repairs, if any devices need replacement, and for monitoring of fugitive gases using an optical gas imaging camera. The program resulted in the rectification of gas leaks and reduction of fugitive methane gas emissions from gas leakage.

First Gen’s total fugitive methane emission in 2024 was equivalent to 1.75tCO2e, a deep decline from its methane emissions of 170 tCO2e in 2023 after the company completed immediate corrective maintenance activities to address the leaks.

### First Gen GHG Intensity Reduction

First Gen’s Gas Business Unit actively monitors emerging decarbonization technologies that may contribute to achieving net zero emissions by 2050. The team is continuously evaluating advancements in carbon capture and exploring the potential of hydrogen as a cleaner energy source. Its renewable energy subsidiary, the Energy Development Corporation (EDC), has also developed targets by adapting the methodology of the Science-Based Targets Initiative (SBTi) following a 1.5 degrees Celsius pathway.

By 2040, EDC aims to achieve net-zero emissions with a target of 0kg CO2/kWh. By 2030, EDC aims to reduce its GHG intensity to 0.1kg CO2/kWh. These targets demonstrate the company’s commitment to reducing its carbon footprint and aligning with global climate goals.

For more information on the energy intensities of its energy products, these metrics are available in [First Gen’s 2024 Integrated Report](#).

### Real Estate’s Transition to Renewable Energy

Among our portfolio, the real estate segment posted significant reductions in their emissions resulting from continued efforts to transition their facilities to procuring renewable electricity, installing solar panels, and shifting to using hybrid or electric vehicles.

Of the real estate segment’s total electricity consumption of 205,882.0MWh in 2024, 70.8 percent comes from the above-mentioned renewable energy sources.

### FPIP’s Progress Towards Decarbonization

In addition to its ongoing activities to electrify and shift to renewable energy, FPIP is exploring other avenues to decarbonize its operations. This includes exploring how to increase their waste diversion rates and tree planting initiatives. In 2024, the following were accomplished under FPIP’s decarbonization program:

- ▶ Increased its renewable electricity in the power mix
- ▶ Acquired 5 electric vehicles, reducing emissions by 7.5tCO2e per year
- ▶ Planted more trees within the park, with now about 19,000 trees sequestering around 100 tCO2e per year
- ▶ Training of personnel in energy management
- ▶ Construction of a new Materials Recovery Facility to better divert waste from landfills and reduce emissions from waste

### First Philec Near Complete Electrification

In 2024, FPI implemented two key initiatives to reduce emissions: the continuous adoption of renewable energy across their facilities and production operations, and the complete transition to electric vehicle material handling equipment. The latter significantly reduced fuel and gasoline consumption in transformer production. Of FPI’s total scope 1 and 2 emissions of 273.0tCO2e, only 0.7tCO2e is attributed to fuel consumption (scope 1) while the rest are from emissions related to electricity use.

### First Balfour GHG Reduction Initiatives

Similar to FPIP, First Balfour has ongoing initiatives to reduce emissions, including solar panel rooftop extensions and the use of electric buses in its projects. First Balfour is also active in bringing down the practice of measuring emissions to its suppliers through its Vendors Forum. The latter activity will help First Balfour better understand its Scope 3 emissions.



### Clean Energy Advocacy

The Net Zero Carbon Alliance (NZCA), founded by EDC, is leading the advocacy towards decarbonization within the nation’s business sector. NZCA’s mission is to empower Filipino companies to achieve net-zero emissions by 2050, providing them with the tools and expertise derived from EDC’s deep decarbonization experience.

In 2024, NZCA broadened its reach, welcoming 13 new partners and solidifying its strategic direction. Notable achievements included active engagement at regional forums, strengthened partnerships with key stakeholders, and the launch of the Net Zero Stages framework. The successful inaugural Philippine Net Zero Conference celebrated NZCA’s third year. This collaborative effort has produced measurable results, with partners demonstrating significant emissions reductions and increased adoption of renewable energy. NZCA continues to enable the private sector to play a crucial role in achieving the Philippines’ goals in addressing climate change.

## Other Air Pollutants

In addition to GHGs, other businesses in our portfolio may generate other air emissions specific to their operations. These include carbon monoxide, nitrogen oxides, sulfur oxides, and suspended particulate matter. Most of these are emitted by the natural gas power plants, followed by the generator sets of the geothermal drilling arm of First Balfour, ThermaPrime Drilling Corporation.

## Material Use

Of our portfolio businesses, the key subsidiaries wherein material use is a key metric are the real estate and manufacturing and energy solutions segments. This is primarily because materials are directly incorporated into their products and offerings.

The use cement in residential and commercial real estate has increased considerably, due to the fact that seven properties were under construction in 2024, compared to six properties in 2023.

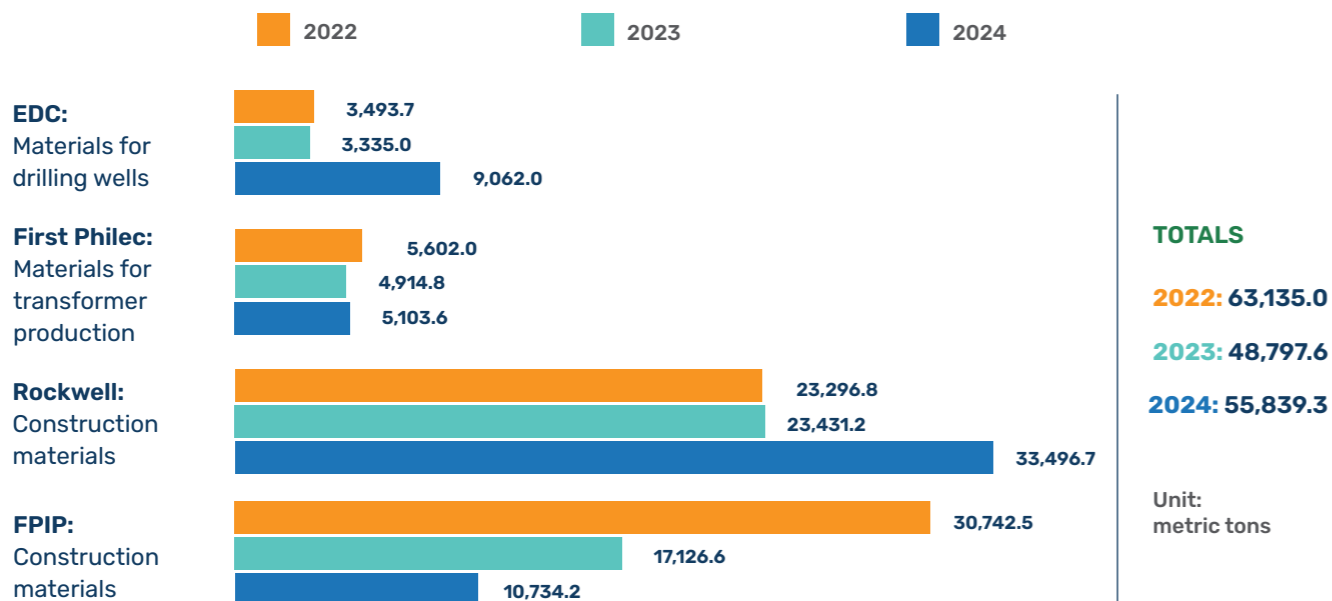
In the industrial real estate segment, the use of construction materials declined in 2024 as there were

All sources of air emissions are monitored and emission concentrations remain within the allowable limits prescribed by the national government. More details on these metrics for the power generation businesses are available in the First Gen 2024 Integrated Report. Details of air emissions by weight are available in Annex 8.

fewer structure- and design-related construction activities. Most of the activity in this area during the year focused on maintenance and electrical work.

With the manufacturing business segment, the increase in demand for transformers directed the increase in materials consumption for 2024.

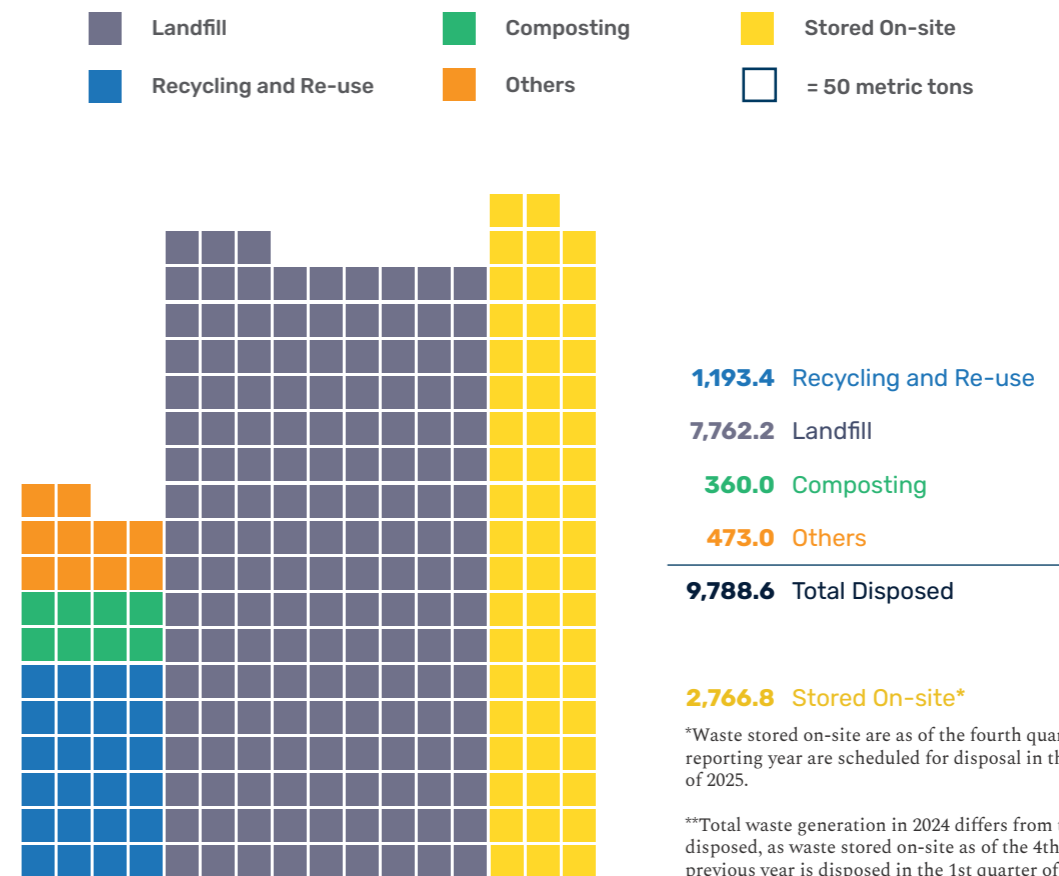
Other business segments (notably the energy segment) saw an uptick in material use, which is directly influenced by the level of operations activity. In 2024, this was influenced by EDC's drilling operations program to drill new geothermal wells and maintain old wells for efficient steam output.



Data for materials used in this report has been modified from previous reports. Water as a material used by hydroelectric power plants will no longer be categorized as a material, as it is already counted under the "Water Use" metric where it is more relevant. Likewise, steam as a material used by geothermal power plants will no longer be included here. Energy produced from steam is already counted under the "Energy Consumption" metrics. Fuel use for all subsidiaries where fuel is a key component of products or services will no longer be categorized as a material, as it is already counted under the "Energy Consumption" metric, where it is more relevant.

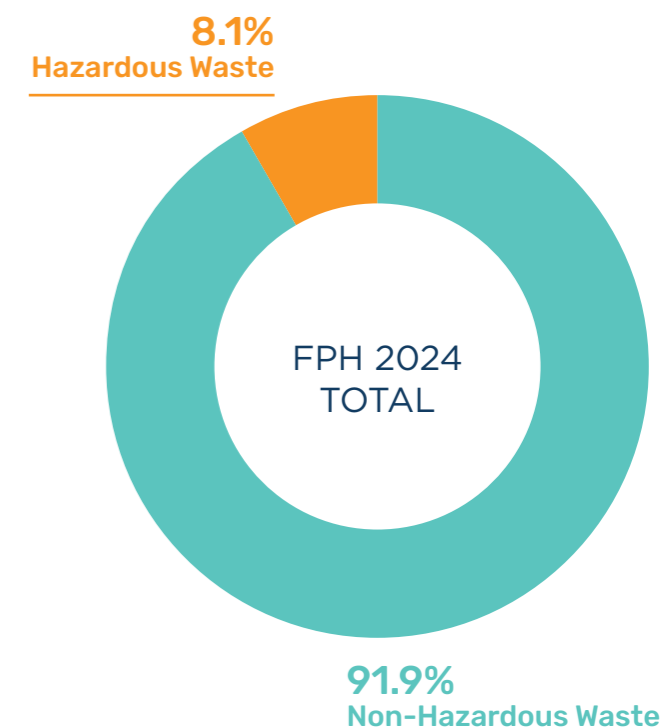
## Waste Management

Total Waste Generated and Disposed across FPH Portfolio



The waste managed by our portfolio companies is driven by our residential and commercial business as Rockwell manages the waste of its retail tenants and unit owners in the properties they manage. Their overall waste disposed increased by 14.3 percent, with a general increase across most properties. A considerable part of the waste was due from construction, such as that of Aruga Mactan. Other properties post an increase in waste due to either tenants moving in newly constructed properties, or increased tenant activity.

In our power generation segment, waste consumption increased significantly. This increase was brought about by significant maintenance activities in the natural gas and geothermal power plants and the extensive drilling of geothermal wells under EDC's Drilling Operations Program (DOP). The DOP activities in 2024 focus on making up for delays in well maintenance and optimization activities that transpired during the COVID-19 pandemic.



GRI 306-3, 306-4, 306-5

Additionally, several growth projects in EDC (such as the construction of the battery storage systems) have contributed to the increase in waste generation, along with the acquisition and full operation of the Casencan hydropower plant.

Asian Eye has a notable increase in waste recorded. This is due to improvements in data collection processes in satellite clinics. First Balfour on the other hand, posted a decrease in waste generated.

Majority of waste generated across the portfolio are non-hazardous in nature, predominantly as municipal waste. The subsidiaries with a significant portion of hazardous waste are First Gen and Asian Eye. First Gen's hazardous waste is composed of waste oil and waste chemicals from their laboratories and geothermal drilling, while Asian Eye's hazardous waste is composed of pathological waste from their surgical centers and clinics. All hazardous waste is appropriately treated by the respective subsidiary's DENR-accredited waste haulers prior to disposal.

2024	Landfill	Recycling and Re-use	Composting	Others	Total Disposed	% Non-Hazardous % Hazardous		Stored On-site	Total Generated
Rockwell Land	6,064.0	767.0	0.0	0.0	6,831.0	98.3%	1.7%	0.0	6,831.0
First Gen	1,090.4	329.7	346.5	427.6	2,194.2	70.6%	29.4%	2,766.4	2,658.6
First Balfour	575.0	67.5	0.0	24.3	666.8	100.0%	0.0%	0.0	666.8
First Philec	10.7	19.1	0.0	14.7	44.5	41.1%	58.9%	0.0	44.5
FPIP	21.1	10.1	13.5	2.3	47.1	95.0%	5.0%	0.4	47.5
AEI	0.9	0.0	0.0	4.1	5.0	18.0%	82.0%	0.0	4.9
<b>TOTAL</b>	<b>7,762.2</b>	<b>1,193.4</b>	<b>360.0</b>	<b>473.0</b>	<b>9,788.6</b>	<b>91.9%</b>	<b>8.1%</b>	<b>2,766.8</b>	<b>10,253.4</b>

\*\*Total waste generation in 2024 differs from total waste disposed, as waste stored-on site as of the 4th quarter of the previous year is disposed in the 1st quarter of the next year.

2023	Landfill	Recycling and Re-use	Composting	Others	Total Disposed	% Non-Hazard	% Hazard	Stored On-site	Total Generated
Rockwell Land	5,581.0	394.0	0.0	0.0	5,975.0	98.4%	1.6%	0.0	5,975.0
First Gen	795.4	776.6	67.8	0.0	1,639.9	52.8%	47.2%	8.0	1,647.9
First Balfour	1,730.5	1,370.2	0.0	0.0	3,100.7	100.0%	0.0%	0.0	205.7
First Philec	139.0	66.7	0.0	0.0	205.7	62.9%	37.1%	0.0	78.6
FPIP	9.1	22.3	0.9	0.2	32.5	99.5%	0.5%	0.0	32.5
AEI	0.0	0.0	0.0	4.6	4.6	0.0%	100.0%	0.0	4.6
<b>TOTAL</b>	<b>6,967.9</b>	<b>1,563.8</b>	<b>68.7</b>	<b>4.8</b>	<b>8,605.3</b>	<b>93.5%</b>	<b>6.5%</b>	<b>8.0</b>	<b>8,613.3</b>

2022	Landfill	Recycling and Re-use	Composting	Others	Total Disposed	% Non-Hazard	% Hazard	Stored On-site	Total Generated
Rockwell Land	4,803.0	446.0	0.0	0.0	5,249.0	99.6%	0.4%	0.0	5,249.0
First Gen	889.2	830.5	112.7	0.0	1,832.4	62.3%	37.7%	4.6	1,837.0
First Balfour	1,730.5	1,370.2	0.0	0.0	3,100.7	100.0%	0.0%	0.0	3,100.7
First Philec	25.5	53.0	0.0	0.0	78.6	93.0%	7.0%	0.0	78.6
FPIP	4	4.1	0.0	0.0	8.2	91.0%	9.0%	0.8	8.9
AEI	0.0	0.0	0.0	0.0	0.0			0.0	0.0
<b>TOTAL</b>	<b>7,452.3</b>	<b>2,703.9</b>	<b>112.7</b>	<b>0.0</b>	<b>10,268.8</b>	<b>92.3%</b>	<b>7.7%</b>	<b>5.3</b>	<b>10,274.1</b>

GRI 303-1, 303-2 | SDG 6

## Water Use and Wastewater Management

All our businesses comply with the national and local regulations for wastewater treatment before its release to the appropriate receiving systems or bodies of water. All our offices produce domestic wastewater which is collected and treated in the wastewater systems in their respective properties. In our real estate businesses, each property has its own wastewater management system that treats the wastewater before releasing the effluents into the nearest body of water, in compliance with the water quality requirements of national and/or local

regulations. For our construction and energy services segment, wastewater from construction and drilling activities are managed by their clients.

The following presents the details on where water is extracted, how water is used, the treatment process of effluents by each of our subsidiaries, and the receiving water bodies or systems of the treated effluents. FPH does not yet have any water-related targets at this time.

Water Source	Processes that use water	Effluents produced	Treatment processes	Receiving water bodies or systems
<b>Power Generation</b>				
Groundwater is extracted using deepwells within the site of the First Gas Clean Energy Complex in Batangas.	Groundwater is used in the natural gas plants as feed water for the heat recovery steam generator boilers, in injection water for NOx control, and for domestic purposes.	Treated Wastewater	Various types of wastewater treatment methods are used to handle specific types of wastewater, such as oil-water separators, neutralization systems, and Sewage Treatment Plants (STPs) for domestic wastewater	Batangas Bay, based on the discharge permit issued by the DENR.
Seawater is extracted from the Batangas Bay, within the extraction limits indicated in the permit issued by the National Water Resources Board (NWRB).	Seawater passes through the cooling system of the gas plant once, in a non-contact method.	Seawater, after use in cooling the power plants.	Seawater is returned to the sea compliant with standards for ambient temperature variance.	Batangas Bay, based on the discharge permit issued by DENR.
Geothermal condensates from steam extracted from the earth are used in the power plants' cooling towers.	EDC follows a zero discharge system for its geothermal fluid collection and reinjection system to maximize recharge into the geothermal system.	Brine, after use in cooling the geothermal power plants.	No treatment as brine is reinjected in the geothermal reservoirs.	Geothermal reservoirs, respective to each geothermal power plant.
Lost water by evaporation is replenished by makeup water from rivers near the power plants, although these are in small quantities.	Geothermal condensates are recirculated through the cooling towers of the geothermal power plants, then reinjected to the geothermal reservoir where they originated.			
The following are the sources of water of the geothermal plants:				
BacMan - from the BacMan Catchment Leyte - from the Bao River Catchment Mt. Apo - from the Matingao-Marbel River Catchment Southern Negros - from the Okoy-Banica River Catchment				

The impact of FPH business segments on water and the water management measures are shown in Annex 8.

Water Source	Processes that use water	Effluents produced	Treatment processes	Receiving water bodies or systems
<b>Power Generation</b>				
<b>Casecnan</b>				
Water is taken in from the weirs at Taan and Casecnan River.			Water discharge from Casecnan initially passes through an oil and water separator before it goes directly to the Pantabangan main reservoir.	Water is discharged from Casecnan into the Pantabangan main reservoir.
<b>Pantabangan-Masiway</b>				
Water is sourced from the impounded water of the Pantabangan Main Reservoir, which is administered by the National Irrigation Administration (NIA).	Water drives the hydroelectric turbines to produce energy.	Water, after passing through the turbines of the plants	Water used for domestic use passed through a sewage treatment plant prior to being released. Quarterly monitoring of water quality is conducted at various test points upstream and downstream Casecnan and the Pantabangan-Masiway Complex.	Water is discharged into the Masiway Reservoir
<b>Agusan</b>				
Water is extracted from the Agusan River.				Water is returned to the Agusan river downstream from the plant.
<b>Manufacturing and Energy Solutions</b>				
First Philec is located within FPIP and hence, FPIP is the supplier of water.	Water is used only for domestic purposes. It is not required for the production of transformers.	Domestic effluent	Wastewater is treated in FPIP's water treatment facility.	See more details on FPIP below.
<b>Residential and Commercial Real Estate</b>				
Water is supplied to properties from the municipal water supplier available in the area of each respective property.	Water used for domestic purposes within the residential, retail, or office properties.	Domestic effluent	Wastewater is treated by sewage treatment plants on-site each property.	Treated effluents are released into bodies of water nearest the property, based on discharge permits of the DENR and/ or the Laguna Lake Development Authority (LLDA).
<b>Industrial Real Estate</b>				
Groundwater is extracted via deepwells from within the industrial park in Sto. Tomas, Batangas.	FPIP supplies water to its locators for their industrial and domestic use. Extracted water is also used for domestic purposes within the operations of FPIP	FPIP produces domestic effluents while their locators produce both domestic and industrial effluents.	Wastewater is treated in a Centralized Wastewater Treatment Facility that uses conventional activated sludge treatment.	Treated effluents are released into the San Juan River, based on the discharge permit issued by the Laguna Lake Development Authority (LLDA).

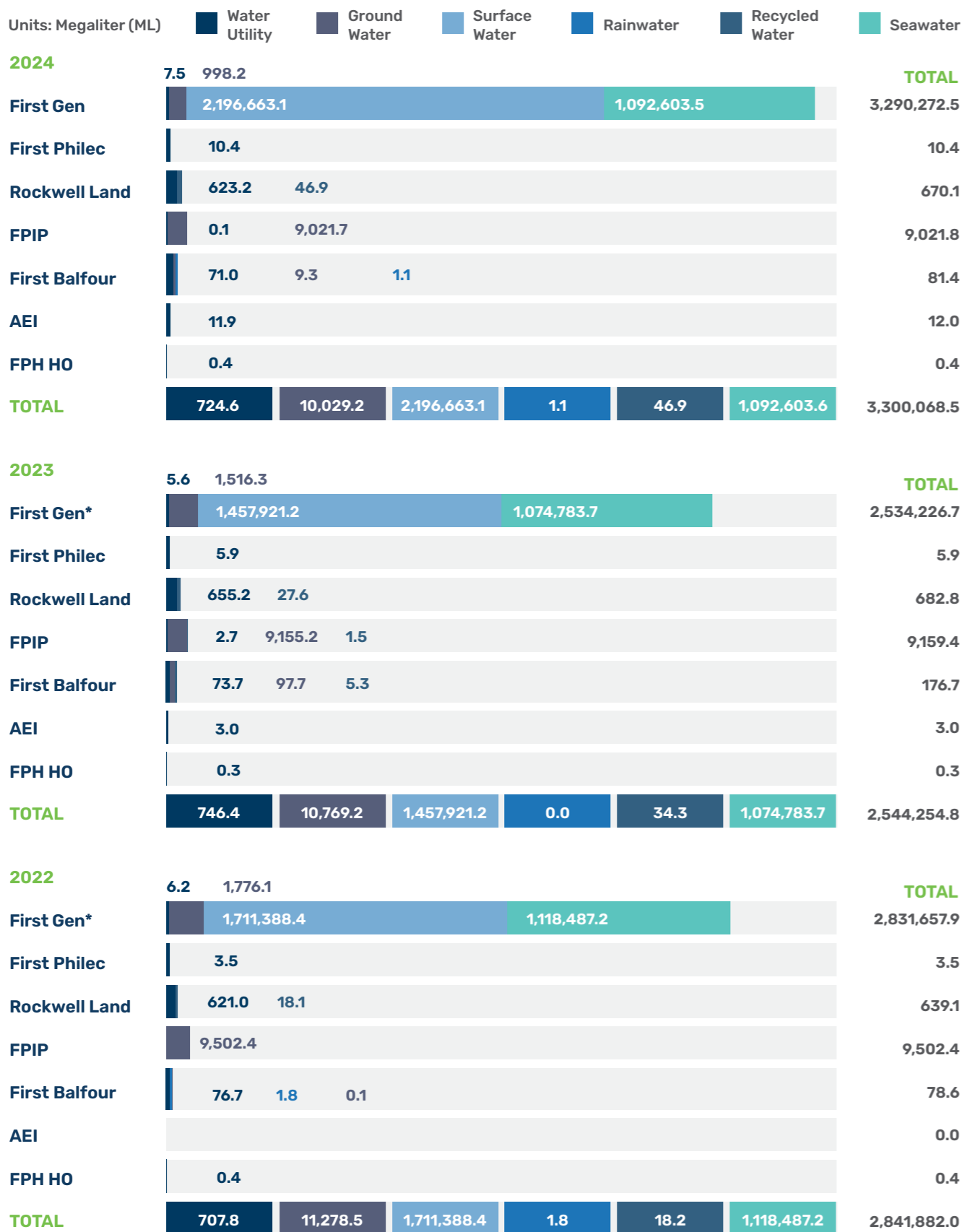
Water Source	Processes that use water	Effluents produced	Treatment processes	Receiving water bodies or systems
<b>Construction and Energy Services</b>				
First Balfour facilities draw water from municipal supply	Water is used only for domestic purposes.	Domestic effluent	On-site biological treatment	Effluents are discharged into the sewerage network of third-party utility
For construction projects, water supply is taken care of by the project clients.	Waste is used both for domestic purposes as well as in construction. Construction-related uses include for concrete, hydrostatic tests, and dust suppression on haul roads.	Construction projects produces wastewater at the project sites	Wastewater is managed by the project clients.	Wastewater is managed by the project clients.
<b>Health Services</b>				
Asian Eye's offices, surgical centers, and clinics draw water from municipal suppliers where their sites are located.	Water is used either for domestic purposes or in surgical operations.	Domestic effluent	Domestic wastewater from offices, optical shops, clinics, and surgical centers are treated in the treatment facilities of the buildings or malls that AEI facilities are located in.	Effluents are managed by the hospital or building that AEI's branches reside in.

The impact of FPH business segments on water and the water management measures are shown in Annex 8.



GRI 303-3 | SDG 6

## Water Use



\*First Gen's 2023 and 2022 figures for Water Utility and Surface Water are amended in this report, as the withdrawal data from FG Hydro is reclassified from Water Utility (water intake/discharge controlled by NIA) to Surface Water (more reflective of the water source).

GRI 1.1, 101-1, 101-4, 101-5, 304-1, 304-2, 304-3 | SDG 6, 15

## Biodiversity

FPH and its subsidiaries rely heavily on nature as the source of raw materials and for ecosystem services that can provide physical protection. Protecting nature enables continued business operations, improves the well-being of our host communities, and contributes to the economy in the areas where we operate. This is central to the FPH mission of regeneration.

In this area, we consider two indicators of nature's health: a) the structural integrity of the ecosystem, as in the dynamics between flora and fauna and its physical environment which allows the ecosystem to continue to thrive; and b) biodiversity of organisms which maintains the quality, quantity, and resilience of ecosystems and ecosystem services. FPH supports the goal of the United Nations Convention on Biological Diversity (CBD) to halt, prevent, and reverse ecosystem degradation, and to restore degraded lands and water habitats in our worksites and areas of influence.<sup>23</sup>

In analyzing the interactions between our businesses and nature, we reference the disclosures of GRI 304 (Biodiversity 2016) and the guidelines of the Task Force on Nature-related Financial Disclosures.<sup>24</sup>



<sup>23</sup> Convention on Biological Diversity (2022). Decision Adopted by the Conference of Parties to the Convention on Biological Diversity. Retrieved from <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>

<sup>24</sup> GRI (2024). GRI and TFND make reporting on biodiversity easier. Retrieved from <https://www.globalreporting.org/news/news-center/gri-and-tnfd-make-reporting-on-biodiversity-easier/>

<sup>25</sup> DENR (2023). Amending Provisions of DMO 2023-01 or Additional Guidelines for Projects Applying for an Environmental Compliance Certificate (ECC) which are Within or with Close proximity to Protected Areas and RAMSAR Sites. Retrieved from <https://eia.emb.gov.ph/wp-content/uploads/2023/12/DMO-2023-04.pdf>

### Guiding Principles on Protecting Habitat and Biodiversity

Our Management Approach to Environmental Performance was declared in FPH's maiden Sustainability Report in 2016 which establishes our commitment to environmental protection. It highlights:

- ▶ the application of the management approach to all FPH units;
- ▶ protecting affected communities;
- ▶ preserving and enhancing the environment;
- ▶ adoption of the "Mitigation Hierarchy" principle of avoidance, minimization, restoration, and offsetting to compensate adverse impacts; and
- ▶ establishment of an Environmental, Safety and Health Management System aligned with the Philippine Environment Impact Assessment System.

### Operational Sites Within or Close to Areas of High Biodiversity Value

All of our non-power generation subsidiaries operate in urban or intensively used areas, far from the lands' original, natural state. The exception to this is our construction and energy services subsidiary First Balfour, which operates within the areas of EDC.

With our power generation subsidiaries, some operational sites are within or close to areas of biodiversity. The DENR Memorandum Order 2023-04 defines that projects within three kilometers of protected areas and declared Ramsar Sites (protected wetland) will require a more stringent technical assessment on top of an Environmental Impact Assessment.<sup>25</sup> Based on this criterion, below are the projects of our power generation subsidiaries within or near Key Biodiversity Areas (KBAs). All sites of operation comply with regulations for air and quality standards, as well as the conditions of environmental permits with the DENR.

**Power Projects Within or Adjacent to Key Biodiversity Areas and Impacts to Operation**

Operational Project	Project Land Use	Key Biodiversity Area (KBA) <sup>26</sup>	Distance of Project from KBA	Impacts of Operation on Biodiversity for this Reporting Period
Natural Gas/LNG ► First Gen Clean Energy Complex (FGCEC)	Open area classified as heavy industrial zone of Batangas City <sup>27</sup>  The project has a foreshore lease agreement with the DENR which allowed improvements to be introduced.	Verde Island Passage	FGCEC facilities cover 89 hectares out of the 1,140,000-hectare KBA or 0.0076%	No habitat clearing as the facility is within a heavy industrial zone in Batangas City  Monitoring of indicator species of avifauna in November 2024 recorded moderate to high diversity  The Complex is compliant with air and quality standards and the conditions of environmental permits.
Hydroelectric Project ► Pantabangan-Masiway	Brushland	Pantabangan-Carranglan Watershed Reserve	Within the initial component of the National Integrated Protected Areas System*  Pantabangan-Masiway Project covers 3.13 hectares out of the 84,500-hectare KBA or 0.004%	The facility is in a grassland/bushland area of the reserve. As a result, neither NIA as the government administrator nor DENR has required biodiversity monitoring for the project site.
Geothermal Project ► Leyte	Secondary forest	Lake Danao Natural Park	3.67 km	One pad of 3.5 hectares was opened in the open forest of Upper Mahiao. Replacement planting of 100,000 native trees in open areas was implemented. No drilling was conducted on this pad in 2024.  Drilling in 3 existing well pads for maintenance and repair was done with no damage observed in nearby areas.  The Battery Energy Storage System (BESS) project of Leyte required 1 hectare of open forest and affected 15 trees. Replacement planting of 3,200 native trees will be done in 2025.
Geothermal Project ► Southern Negros	Secondary Forest	Balinsasayao Twin Lakes Natural Park <sup>28</sup>	2.50 km	An expansion of two well pads and the area for the Negros BESS require 450 sq.m. of secondary forest. Replacement planting of 650 native trees will be done in 2025.  Drilling for maintenance in one well pad was done with no impact observed in nearby areas.

<sup>26</sup> DENR, Conservation International and Haribon Foundation (2006). Priority Sites for Conservation in the Philippines. Key Biodiversity Areas. Retrieved from [https://philchm.ph/wp-content/uploads/2019/02/KBA\\_Booklet.pdf](https://philchm.ph/wp-content/uploads/2019/02/KBA_Booklet.pdf)  
<sup>27</sup> Comprehensive Zoning Ordinance of Batangas City and the Urban Zoning Map of Batangas City 2015 and Batangas City Integrated Zoning Ordinance 2019. Retrieved from <https://www.batangascity.gov.ph/web/images/Offices/LEIPO/Zoning-Ordinance.pdf>  
<sup>28</sup> Republic of the Philippines (2017). Expanded National Protected Areas System Act. Retrieved from [https://web.senate.gov.ph/public\\_acts/ra%2011038.pdf](https://web.senate.gov.ph/public_acts/ra%2011038.pdf)

Operational Project	Project Land Use	Key Biodiversity Area (KBA) <sup>27</sup>	Distance of Project from KBA	Impacts of Operation on Biodiversity for this Reporting Period
Geothermal Project ► 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%	The BESS in BacMan required 1 hectare of open forest and affected 255 trees. Replacement planting of 25,500 native trees will be done.  There was also maintenance drilling on two existing well pads in the open forest. No damage to nearby areas was observed.
Geothermal Project ► Mt. Apo	Secondary Forest	Mt. Apo Natural Park	0.50 km	In 2024, three openings in the operation site were done, for a transmission line and well pads. This affected 2.2 hectares of built up land and open forest, and affected 232 trees. Replacement planting of 23,200 native trees in open areas is scheduled for 2025 with DENR and the indigenous peoples communities for livelihood.

\*Initial component under Sec. 5 RA 7586 (National Integrated Protected Areas System) of 1992 which shall be reviewed as to its suitability to be part of the system and declared through an act of Congress.

**Management of Biodiversity Impacts and Measures**

The main impacts of our power projects to biodiversity is on habitat conversion through civil works and the potential impacts to air and water during regular operations. All the identified projects inside or near KBAs were compliant with their environmental permits with DENR, resulting in no violation in 2024.

To minimize the impacts of the identified projects on biodiversity and to enhance their habitats, the FPH power companies comply with the watershed or marine management plan of the KBA where their sites are either located or adjacent to. The compliance of the projects with their environmental permits were monitored by a Multipartite Team composed of the DENR, local government unit, and the host community of the respective projects. In addition, biodiversity monitoring was conducted by third party experts. Below are the environmental management activities of these projects in 2024.

**Pantabangan-Masiway Hydro Project**

First Gen’s Pantabangan-Masiway hydropower project is located in the Pantabangan-Carranglan Watershed Reserve, which is under administration by the NIA. As an initial component of the National Integrated Protected Areas System (NIPAS) and pending the finalization of its status as a protected area under RA 7586, First Gen (as the project operator) has partnered with NIA since 2009 to protect and conserve the area.

**2024 Accomplishments:**

- Protected an adopted 1,209-hectare plantation
- Maintained 90 hectares of reforested area
- Established 50 hectares of new reforestation area
- Conducted enrichment planting of 53 hectares of reserve area
- Published a field guidebook titled “A Guide to Trees and Shrubs of Pantabangan” in partnership with Institute of Biology, University of the Philippines Diliman. The guidebook was turned over to DENR-PENR, CENR and to the PAMB (Protected Area Management Board of the Pantabangan-Carranglan Watershed Forest Reserve) for their biodiversity monitoring activities.

SDG 14

**First Gas Clean Energy Complex (FGCEC)**

FGCEC (which houses the natural gas projects of First Gen) is located in the Verde Island Passage. This area is under the administration of the Department of Environment and Natural Resources (DENR) in coordination with Marine Protected Area Network, a group of marine protected areas collaborating on their protection efforts.

**2024 Accomplishments:**

- ▶ Planted 900 mangrove seedlings
- ▶ Maintained a 10.6-hectare mangrove restoration area.
- ▶ Generated 289 terrestrial forest seedlings and 3,100 mangrove seedlings that were dispersed to government and non-government organizations.
- ▶ Continued biannual monitoring of mangrove stands within the site for biodiversity and habitat protection. In October 2024, severe tropical storm Kristine (international name Trami) significantly impacted the mangrove stands and its biodiversity.
- ▶ Monitoring of mangrove stands after severe tropical storm Kristine (International Name, Trami) in Oct 2024 to inform the reforestation activities.
- ▶ Avifauna monitoring in November 2024 recorded a Species Diversity Index ranging from moderate to high, indicating that the area around the power plant is a source of food, shelter, breeding areas, and flyways for various resident, endemic and migratory bird species.
- ▶ First Gen has recorded the following IUCN Red List species within the site:

Status	Flora	Fauna
Endangered	1	1
Near Threatened	2	2
Least Concern	89	19
Not Evaluated	23	11



**Protection activities on Verde Island Passage in 2024 consisted of the following:**

- ▶ The 389 Batangas Bantay Dagat (sea patrol) members were provided with life and accident insurance.
- ▶ Assistance was provided to 387 sea patrollers affected by severe tropical storm Kristine of October 2024.
- ▶ The company supports the annual Seasonal Fishing Closure of Batangas province on the implementation of RA 10654 and strict banning on the use of fine mesh nets. The activity is an

inter-local government initiative for fisheries management which is an adaptation effort to enhance coastal protection and to strengthen fisheries resilience.

- ▶ The company continues to be a technical partner of the Batangas Marine Protected Area and Bantay Dagat Network. It supported the preparation of the network's Strategic Management Plan which was approved by the Batangas Provincial Council in 2024.

**Geothermal Reservations**

In 2007, EDC was deputized by the government corporation, Philippine National Oil Company (PNOC) to manage the watersheds of its geothermal reservations in Leyte, Southern Negros, Bacon-Manito, and Mindanao. Their watershed management plans are compliant with Executive Order 223 of 1987 guided by the Forestry Reform Code of the Philippines (Presidential Decree 705). EDC's watershed management program consists of forest protection, forest restoration, and biodiversity conservation.

**2024 Accomplishments:**

- ▶ **Forest Protection**
  - ▶ Three forestry violations were recorded in Leyte
  - ▶ 32 forest fire incidents were recorded in Southern Negros during the dry season started by slash and burn farmers but were suppressed by EDC forest guards and response teams from the community
- ▶ **BINHI Forest Restoration**
  - ▶ A total of 100 hectares were reforested in Bacon-Manito
  - ▶ A total of 171,892 native seedlings produced from Vegetative Material Recovery nurseries:
    - Bacon-Manito : 21,315
    - Southern Negros : 68,056
    - Leyte : 5,090
    - Mt. Apo : 60,016
    - Burgos : 3,500
    - Head Office : 10,605
    - Lobo : 3,310
- ▶ **Biodiversity Monitoring**

The biodiversity of fauna is an important metric monitored in the geothermal reservations. The following are current records faunal biodiversity:
- ▶ **Mainstreaming Philippine Native Trees**

As part of its conservation efforts, EDC also partners with various institutions in the preservation and propagation of threatened species, as well as to educate. In 2024, EDC has:

  - ▶ Maintained 6 Vegetative Material Recovery nurseries
  - ▶ Safeguarding and propagating 145 native species
  - ▶ Seven new arboreta were established in partnership with various BINHI partners. These new arboreta are located at the:
    - University of the Philippines Open University, Los Baños, Laguna;
    - Eastern Visayas State University, Burauen, Leyte;
    - Silliman University, Dumaguete City, Negros Oriental;
    - Cavite State University, Indang, Cavite;
    - Far Eastern University, Silang, Cavite;
    - Barangy Olympog, General Santos City, South Cotabato; and
    - AFOCO Bacon-Manito Arboretum, Manito, Albay.

IUCN Red List Status	Bacon-Manito	Leyte	Southern Negros	Mt. Apo
Not Assessed	9	8	7	13
Data Deficient	3	6	1	5
Least Concern	194	240	157	242
Endangered	2	3	7	2
Critically Endangered		1	1	1
Vulnerable	10	11	8	13
Near Threatened	13	14	6	21
<b>Total within Area</b>	<b>231</b>	<b>283</b>	<b>187</b>	<b>297</b>

This brings EDC and its BINHI partners to a total of 48 arboreta, with one more in development.

- ▶ EDC continues to be the partner of the International Union for the Conservation of Nature (IUCN) for its Global Tree Assessment. To date, EDC has completed the review of 1,410 Philippine endemic trees. In 2024, an additional 317 species were published in the IUCN Red List website. A total of 49 newly assessed species were added to EDC's priority list for protection.
- ▶ A total of 1,600 volunteers joined the CommuniTree program planting 2,643 native trees across the country. Another 5,000 trees were planted by First Philec, a sister subsidiary of EDC.
- ▶ Conducted 14 information drives on environmental conservation.

### Other Activities Of The Non-Power Generation Business

Despite the non-power generation businesses being situated in urban areas, there are still many activities by our businesses to build up natural capital and contribute to the restoration of nature. The following are their activities for 2024:

- ▶ First Balfour engaged in several coastal clean-up activities, collecting a total of 643kg of waste from beaches and wetland parks. First Balfour also had several tree planting initiatives on Arbor These activities aimed to support ecosystem restoration and conservation, with positive outcomes such as reduced waste in coastal areas and increased green cover through reforestation.

- ▶ First Philec joined the Communi-Tree Program of EDC-BINHI, which focuses on environmental regeneration through reforestation. FPI also adopted a forest in Lobo, Batangas, wherein they planted 1,000 saplings of Philippine Teak, a critically endangered species endemic to the region.
- ▶ FPIP has an annual tree planting activity. It planted 3,590 saplings in 2024.
- ▶ Rockwell donated trees to AIPI. They are also in ongoing discussions with Masungi Georeserve Hiding on preservation efforts. Rockwell has also partnered with Smart Recycle and Black Soldier Fly Larvae Technology to help with waste recycling efforts.



### Summary

- ▶ Energy consumption across the portfolio declined, primarily as a result of less power generated by the power businesses. The real estate segment continues to shift its electricity use to renewable sources.
- ▶ Overall emissions across the portfolio decreased, following the trend of having less energy produced and dispatched by the power generation segment. Records of scope 3 emissions increased due with better processes to account for Scope 3 emissions. This will help the portfolio begin to assess Scope 3 emissions for GHG reduction activities.
- ▶ Material use increased with the increase in the number of properties being constructed in the residential and commercial real estate segments.
- ▶ Water use across the portfolio increased due to the Casecnan hydro power plant beginning operations. Whereas for the non-power generation subsidiaries, water use only increased slightly due to increased activity in operations.
- ▶ Waste disposed across the portfolio increased, primarily driven by the level of activity in the residential and commercial property segment. The energy segment also disposed of more waste due to major maintenance activities conducted in 2024.
- ▶ Management of biodiversity and related impacts in relevant sites was maintained.

### Financial Outcome

- ▶ Programs and activities under Natural Capital require financial resources, particularly with due diligence in operations, abiding by regulatory requirements, and investments in the areas of greenhouse gas reduction programs, energy efficiency and management, and water management-related programs of relevant subsidiaries.

### Non-Financial Outcome

- ▶ With the overall decrease in energy consumption and GHG emissions, natural capital in general was preserved. Water use may have increased, but this was due to the operations of the Casecnan hydro power plant wherein water merely passes through the turbine and is not consumed, per se.
- ▶ Natural capital under the theme of biodiversity and conservation slightly increased with the activities under the BINHI program and nature conservation and restoration activities across the portfolio.



# Human Capital

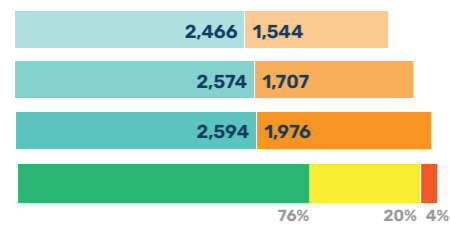
Human Capital is defined as the competencies, capabilities, and experience of an organization's workforce, as well as their motivations to innovate and their alignment with the organization's values and ways of working.<sup>29</sup> In this section, we present the metrics related to our human capital along with the programs and activities to develop their skills and capabilities and promote their well-being.

We comply with all local and national labor laws, general labor standards, and international labor conventions entered by the Philippine government. Internally, we have stringent policies, initiatives, and programs to ensure the welfare of our workforce. Additional details on our approach to managing our human capital can be found in Annex 3 of our 2020 Integrated Report, uploaded on our website at [www.fphc.com](http://www.fphc.com).

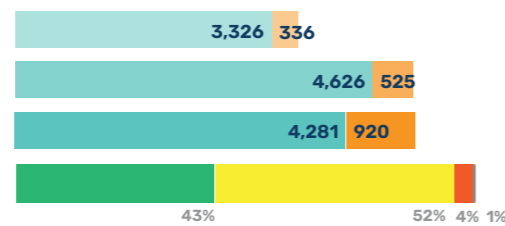


## Our Talents

### Permanent Employees



### Temporary Employees



### TOTALS

2022: 7,672  
2023: 9,432  
2024: 9,671

MALE FEMALE LUZON VISAYAS MINDANAO OTHERS Publicly-listed Company

<sup>29</sup> IFRS Foundation (2021). International <IR> Framework.

GRI 2-7, 405-1

### TOTALS

2022: 2,145  
2023: 2,259  
2024: 2,453

2022: 981  
2023: 1,118  
2024: 1,188

2022: 121  
2023: 130  
2024: 155

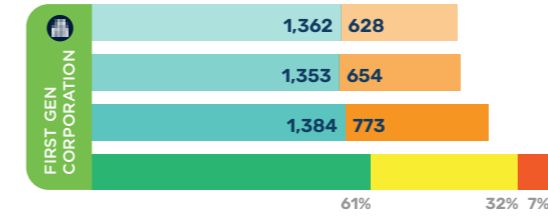
2022: 2,145  
2023: 2,259  
2024: 5,201

2022: 270  
2023: 308  
2024: 297

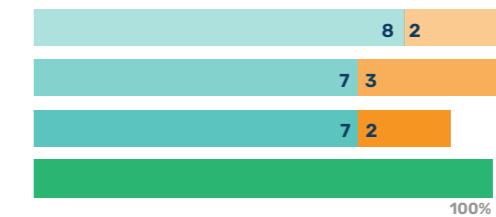
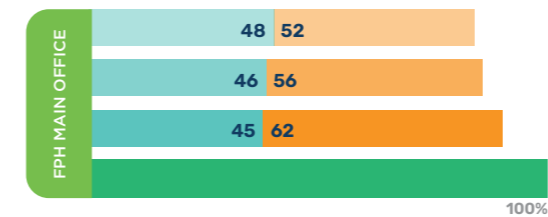
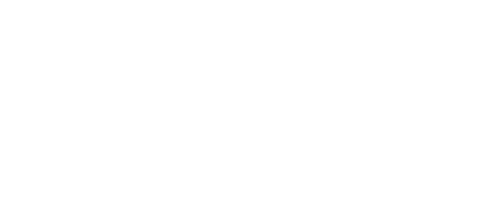
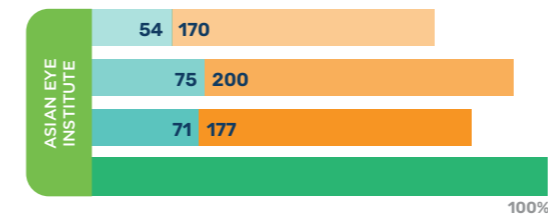
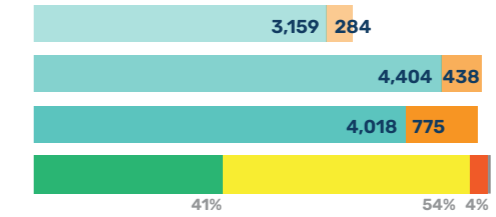
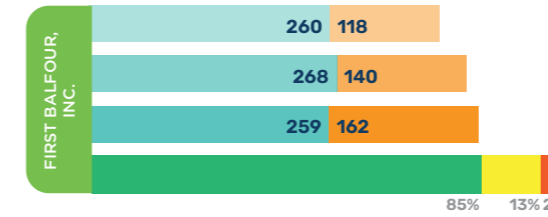
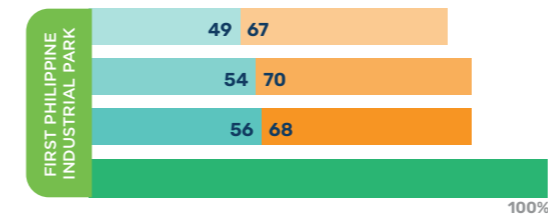
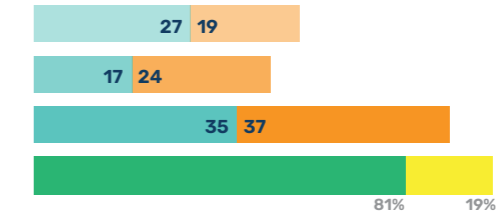
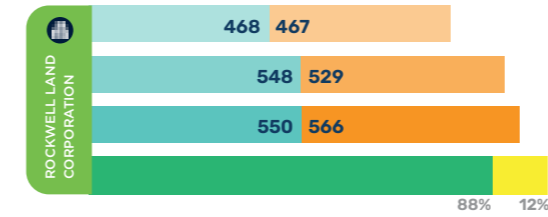
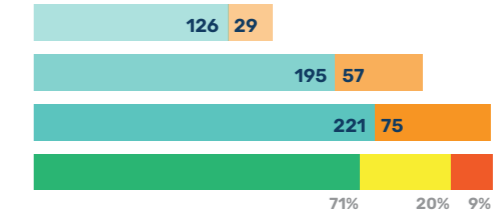
2022: 224  
2023: 275  
2024: 248

2022: 110  
2023: 112  
2024: 116

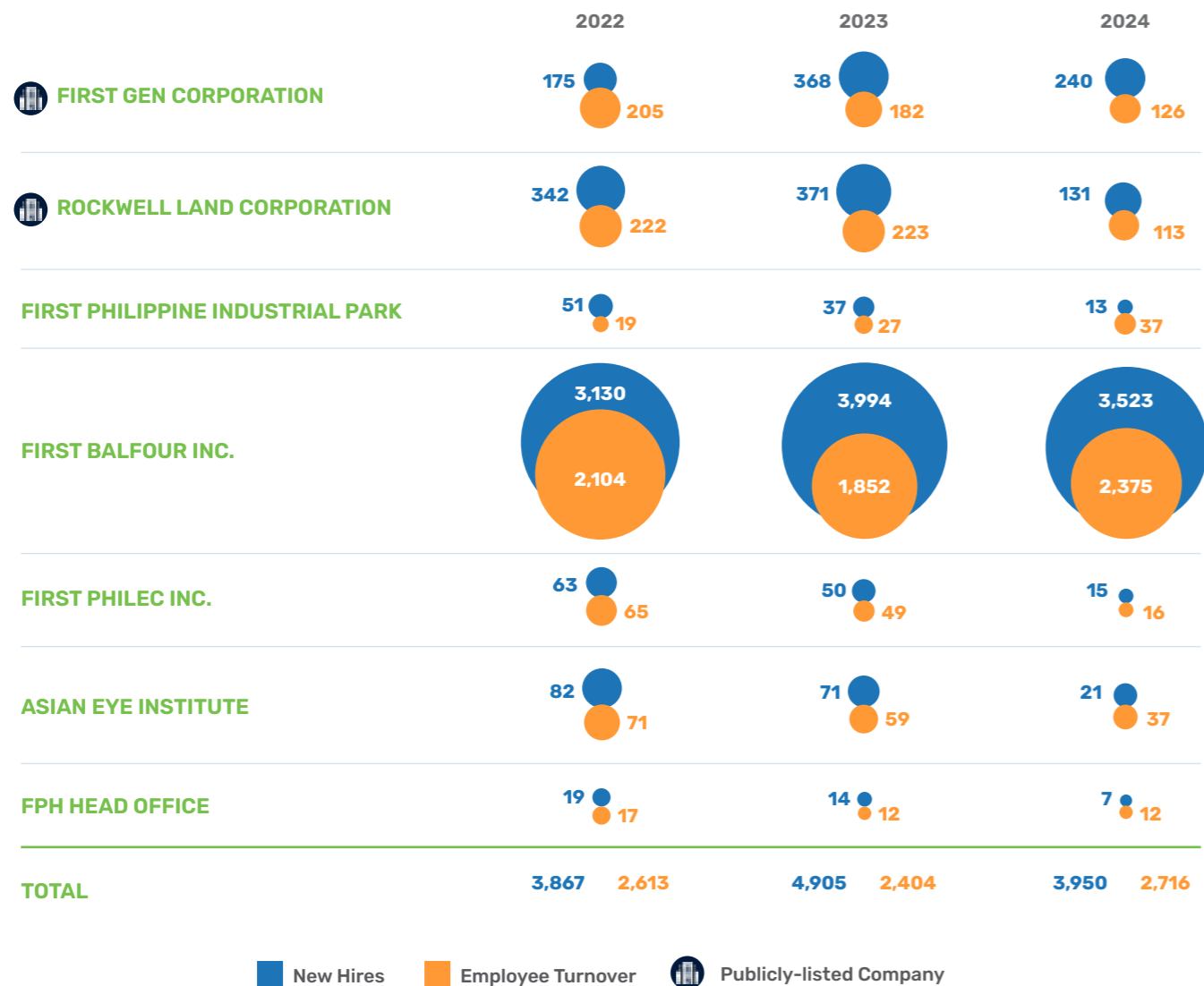
### Permanent Employees



### Temporary Employees



New Hires and Turnover



The success of our business rests in the hands of our human capital. In 2024, a total of 9,671 employees across our business groups contributed to our business performance throughout the year, remaining close to our headcount in the previous year.

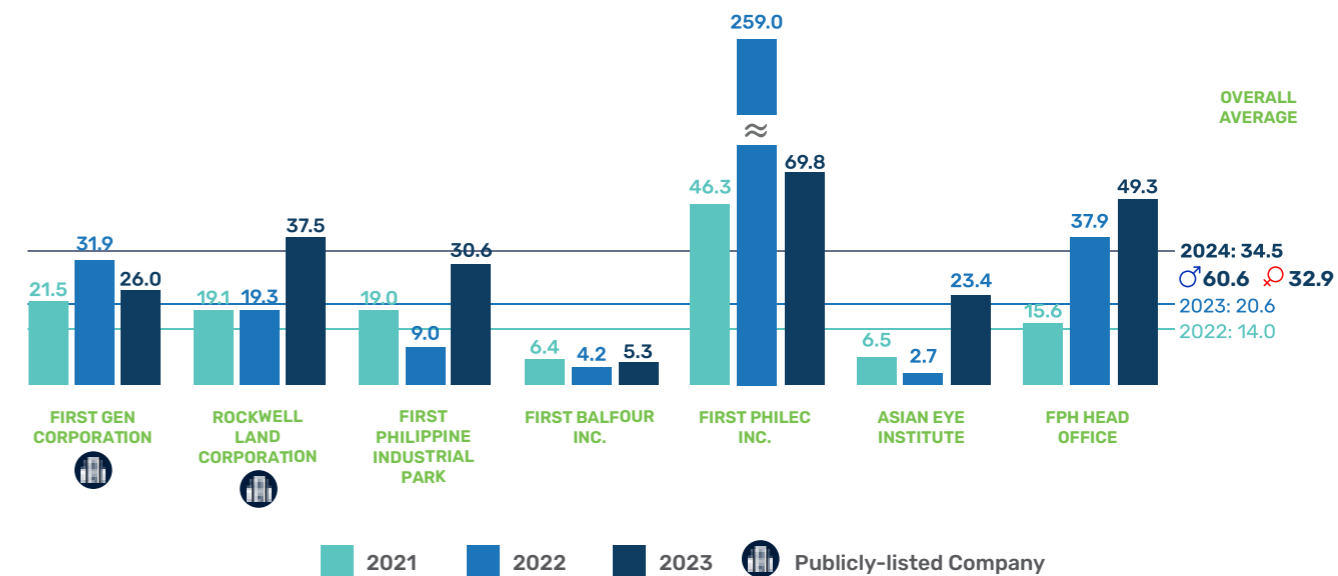
A total of 2,716 employees in 2024 left the group, taking up 28% of our workforce. Majority of these are from the Construction Business Segment that work on a per project basis. These employees are given the opportunity to sign on again with First Balfour's when new projects arise. In other business segments, those who have separated from the group cited better career opportunities locally.

In 2024, the group welcomed 3,938 employees across all business segments, again with majority from within the Construction Business Group, in line with increased projects for 2024.

As part of our efforts to continuously invite talents for our business segments, our businesses continue to participate in job fairs and university career for a for talent attraction and employer branding. Through these, we expand our connection with academic institutions across the country enabling us to build stronger applicant pools.

Strengthening our Human Capital towards our Mission

Average Training Hours per Employee



Equipping our employees with the right tools, resources, and skills enables them to make the most significant impact in our industries. We are deeply committed to enhancing and empowering our workforce so they can perform their best and continue to grow in their careers.

Embedding Sustainability in our Talents

The Human Resources Group (HRG) has implemented various learning initiatives aimed at enhancing our workforce's skills and capabilities that are aligned with the organization's commitment to decarbonizing their operations. This embedding of awareness and building a mindset towards decarbonization starts during the onboarding process for new hires. Topics during the onboarding process include discussing the Company's Mission, Purpose, and ESG advocacies. This initiative fosters an understanding of regenerative language and appreciation of decarbonization goals from the beginning of our employees' careers with FPH.

The group has also made available learning on-demand content through video recordings on Workday. This proactive approach enables our employees to be updated on ESG Company initiatives, fostering continuous learning.

These initiatives collectively empower the workforce with the knowledge and skills to actively contribute to FPH's journey towards a decarbonized and regenerative future.



SDG 5

### Unified Human Resource Services across FPH

In our efforts to streamline human resource services across the conglomerate, one of the key initiatives of our Human Resource Group at the FPH enterprise level is the creation of the FPH Corporate Human Resource Shared Services (CHRS). The CHRS began its implementation in 2024 and will continue its gradual roll out in the following year.

During the year, the HRG has taken steps in implementing the CHRS through Workday to automate the employee life-cycle processes across the FPH Group. Adjacent to managing employee data, the HRG has also initiated the development of the Enterprise Data Management Guidelines with the goal of defining standards, guidelines, rules, and discipline in handling employee data across the FPH group.

### Fortifying Diversity, Equity, and Inclusion in the Workplace

The HRG led the in-person celebration of International Women’s Day; this is the first time in three years that we held our event face-to-face. With the theme of #InspireInclusion, we have curated an exciting array of activities, invited insightful and inspiring speakers, and prepared interactive sessions. The goal was to honor women’s achievements, raise awareness, and promote the value of diversity and inclusion in the workplace.

Diversity, Equity, and Inclusion (DEI) has been tackled previously through seminars and learning sessions organized by the group but in 2024 FPH has decided to embrace DEI in practice and encourage our workforce to embody DEI values in the workplace. The initial step towards this goal was the launch of the Overcoming Unconscious Bias Training. This was initially launched exclusively for leaders and people managers in 2023 but with the goal of raising the entire group’s awareness on how one’s biases may influence their decision making and how they interact with their colleagues, in 2024, all employees were required to complete this training.

The training course consisted of 3 modules from the introduction of unconscious bias, the different types of unconscious bias, and strategies for awareness and how to veer away from the unconscious inclination to form a bias. These modules were made possible by our partnership with the United States Agency for International Development’s (USAID) Enhancing Equality in Energy in Southeast Asia (E4SEA) program.

New Policies in 2024	Description	Implementation Date
<b>SOLO PARENT POLICY</b>	<ul style="list-style-type: none"> <li>The policy is in line with the implementation of Republic Act 8972 (Solo Parents Welfare Act) that provides solo parents with the necessary resources and support to raise their children despite their unique circumstances. With the R.A. 1186 (Expanded Solo Parents Welfare Act) enacted in 2022, this called for changes in FPH’s Solo Parent Policy, which now include a broader definition of Solo Parents and grant some additional benefits such as an additional 15 days of maternity leave, among others. For the purposes of applying for Parental Leave, we also defined examples of valid reasons to use solo parent leave.</li> </ul> <p>This is in addition to the initial benefits given to qualified solo parents such as the parental leave, additional maternity leave days, flexible work arrangements, and telecommuting.</p>	<ul style="list-style-type: none"> <li>Nov. 1, 2024</li> </ul>
<b>POLICY ON ABSENCE AND SEPARATION DUE TO MEDICAL REASONS</b>	<ul style="list-style-type: none"> <li>This new policy reflects our commitment to providing all employees with a healthy and supportive workplace. It gives guidance on how to address situations where diseases, illnesses, or injuries affect employee performance, workplace safety, and overall well-being of employees. The policy also ensures compliance with legal requirements on employee separation due to medical reasons.</li> </ul>	<ul style="list-style-type: none"> <li>Dec 1, 2024</li> </ul>



28.9% of our headcount are women

34.8% of FPH senior management are women

72% of women who availed the maternity leave returned to work

100% of women who availed the paternity leave returned to work

GRI 401-2

## Compensation and Benefits Strategy

In ensuring pay equity within the organization, we regularly review our compensation packages and external labor market through a benchmarking process. Our salary structure and benefits package are designed to follow regulatory requirements. To remain competitive in the talent market, we look for ways to improve our total compensation package while balancing affordability. Our core compensation strategy lies on three principles:

- ▶ Ensuring that compensation programs and policies support the delivery of the corporate strategy and create long-term, sustainable shareholder value;
- ▶ Pay for performance;
- ▶ Keeping our competitive market position concerning total rewards (these include base pay, variable compensation, and benefits)

Through these, we seek to attract people to join the organization, retain key talent and reward high performing individuals, and motivate employees to develop their skills and competencies based on the changing demands of their job and of the business. This policy and practice applies to the Company's senior management and the overall workforce.

Protecting the well-being of our employees continues to be a top priority for the conglomerate. By ensuring access to quality health and well-being services, we are able to create a healthy work environment for our employees to perform at their best. FPH does this through periodic employee-centric learning sessions focused on self development, work productivity and one's social responsibility, and partnering with health and wellness service platforms that provide counselling and consultations with psychologists, well-being coaches, nutritionists, and financial planners. Our employees also enjoy access to health services based on the needs of our employees through a company-run medical clinic located within the

office building, health maintenance organizations (HMO), access to medical benefits including annual physical assessments, medical emergency response, annual flu vaccination program, blood supply program, and medical allowances.

Our compensation and benefits programs contribute to our business success by balancing market competitiveness and affordability based on a total compensation approach. These are performance-driven, flexible, legally compliant, and are absent of any gender-discriminatory pay practices. The key elements of our compensation structure are annual base salary, fixed bonuses, variable compensation based on annual targets, and employee benefits.

Inherent to our mission of regeneration, the company views sustainability as a mindset expected from everyone, from our executives down to the employees, hence performance related to ESG is not incentive-based at the moment.

### Directors

Under the Corporation's By-Laws, directors shall receive a reasonable per diem for attendance at each meeting and receive a portion of the annual profits as determined by the Chairman and the President. Directors receive a per diem for every board and committee meeting. In addition, Section 29 of the Revised Corporation Code provides that 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.

The Corporation does not have any other arrangements pursuant to which any director is compensated directly or indirectly for any service provided as a director.



## Workplace Health and Safety

Safeguarding health and safety in the workplace ensures the smooth operations in our businesses. FPH and its subsidiaries have policies, procedures, and initiatives consistent to its values and business objectives to ensure the success of the group's Occupational Health and Safety Management Systems (OHSMS). These are installed as a guiding principle adhered to by its employees and contractors across the group following local and national laws, regulations, and international standards.

### KEY PROCESSES OF OUR OHS MANAGEMENT SYSTEM

- ▶ Developing measurable leading and lagging OHS indicators, with periodic monitoring;
- ▶ Identifying and assessing OHS hazards and risks planning for mitigating measures using hierarchy of controls, monitoring and appraising the effectiveness of mitigating actions;
- ▶ Providing OHS training and awareness programs to all employees and workers to help them perform their functions safely;
- ▶ Complying with OHS regulations and timely submission of reports;
- ▶ Integrating OHS programs and safe work practices into operations through the Permit to Work (PTW) system for medium to high-risk works;
- ▶ Determining and using of appropriate Personal Protective Equipment (PPE) for various tasks, and installing safety and emergency control systems in different areas of operations;
- ▶ Empowering employees and workers to report hazards, risks, and incidents to prevent injuries and ill-health; and
- ▶ Implementing and cascading tools for incident investigation and root cause analysis

### PRIORITY AREAS OF OSH



ENDPOINT SECURITY STANDARDS



RISK MANAGEMENT



ROAD TRANSPORTATION SAFETY



ENVIRONMENT & COMPLIANCE



SAFE WORK PRACTICES



QUALITY MANAGEMENT

GRI 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

GRI 403-9, 403-10

## Cascading Workplace Health and Safety

To ensure full adaptation of our OHSMS across the group, the FPH Quality, Environment, Sustainability, Health (QESH) Group consults with its stakeholders regularly through committee meetings, Technical Working Group sessions, and engages with employees through activities such as Kapihan sa QESH and Kumustahan. It is through these dialogues that the group is able to receive feedback on execution, insights, and inputs are considered in policy or program initiatives.

In 2024, the Kapihan sa QESH initiative has covered the following topics to an average audience of 50 participating employees and contractors:

- ▶ Emergency Preparedness and Response and Safe Work Practices
- ▶ Go Bag Preparation
- ▶ Managing Heat Stress
- ▶ Motor Vehicle Safety
- ▶ Importance of Vaccination
- ▶ Smoking Cessation Program
- ▶ Preparing for the Big One
- ▶ Emerging Viruses with Outbreak Potential

The Incident Reporting and Investigation Standard (IRIS) remains an effective tool in incident reporting and investigation. This procedure has been implemented by the First Gen Corporation since 2017 and has been adopted at the FPH Corporate level in 2024. The procedure establishes the roles and responsibilities of parties involved, as well as requirements that have to be fulfilled. Through IRIS, FPH QESH and its subsidiaries are informed and able to manage incidents and learnings. The details of the foregoing safeguards in our health and safety system are discussed in Annex 8.

To ensure our employees' safety in times of emergency, FPH also implements an Emergency Response Plan (ERP) and has established an organized Emergency Operations Center to coordinate emergency preparedness and response. This is aligned with the Incident Command System and in collaboration with Philippine Disaster and Resilience Foundation.

### Health and Safety Metrics (Employees)

Metrics	First Gen Corp	Rockwell Land	First Philec Inc.	First Balour Inc.	FPIP	Asian Eye Institute	FPH Consolidated
Employee Working Hours (Manhours)	5,891,708	2,535,678	580,684	13,070,579	225,669	295,847,650	318,151,968
Work related fatalities	0	0	0	0	0	0	0
Cases related to disabling injury	0	0	0	0	0	0	0
Number of days charged for the disabling injury	0	0	0	0	0	0	0
Cases resulting to restricted work activity	1	0	0	1	0	0	2
Cases resulting to medical treatment	3	0	0	13	1	0	17
Near Miss	59	0	18	25	0	0	102



**Health and Safety Metrics (Contractors)**

Metrics	First Gen Corp*	Rockwell Land	First Phil-ec Inc.	First Balour Inc.	FPIP	Asian Eye Institute	FPH Consoli-dated
<b>Employee Working Hours (Manhours)</b>	34,762,723	12,484,939	51,780	2,442,684	0	0	49,742,126
<b>Work Related Fatalities due to injury</b>	1	0	0	0	0	0	1
<b>Cases related to disabling injury***</b>	15	0	0	0	0	0	15
<b>Number of days charged for the disabling injury</b>	2029	0	0	0	0	0	2029
<b>Cases resulting to restricted work activity</b>	14	0	0	0	0	0	14
<b>Cases resulting to medical treatment</b>	43	0	0	0	0	0	43
<b>Close Call or Near Miss</b>	77	0	0	3	0	0	80
<b>Fatality Rate</b>	0.005	0.000	0.000	0.000	0.000	0.000	0.001
<b>High Consequence Work-related Injury Rate</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Recordable Incident Rate (TRIR)</b>	0.379	0.000	0.000	0.180	0.886	0.000	0.050
<b>TRIR</b>	0.379	0.000	0.000	0.180	0.886	0	
<b>Industry Average**</b>	1.5	1.700	4.200	2.300	1.700	2.200	

\*Within the data of First Gen, the data of FRLC was not covered by the limited ESG Assurance process being that it is a newly acquired entity with its data collection processes still being formalized.

\*\*Industry averages used were for: electric power generation; real estate; power, distribution, and specialty transformer manufacturing; construction; and ambulatory health care services.

\*\*\*Count in 2024 excludes 1 occupational illness case that is under investigation.

**Summary**

- ▶ In 2024, a total of 9,641 employees across our business groups contributed to our business performance throughout the year, remaining close to our headcount in the previous year.
- ▶ Our group average in training hours reached 34.5 hours in 2024, showing our investment in developing our human capital.
- ▶ Our human capital development efforts are not only limited skill-based trainingn 2024, training on Embedding Sustainability In The Workplace and Overcoming Unconscious Bias has been offered through our Human Resource platform, signifying our commitment in cascading ESG principles in our workforce.
- ▶ FPH scored 54% in UN WEPS' Gender Gap Analysis Tool (GGAT), a tool developed by the UN Women to assess businesses around the world on gender equality performance in the workplace surpassing the global average of 31.5 percent.
- ▶ We remain committed to safekeeping the health and safety of our employees. In line with this, FPH has adopted the Incident Reporting and Investigation Standard (IRIS) at the corporate level to ensure health and safety of our employees and we continue to engage with our employees in consulting and imparting health and safety practices.

**Financial Outcome**

- ▶ Investing in human capital development through training and ensuring the health and safety of our workforce enables our employees to perform to the best of their abilities, contributing to higher quality of products and services that we deliver to our consumers, which reflects in our financial performance.

**Non-Financial Outcome**

- ▶ We continue to strengthen our human capital through efforts in unifying our human resource services and engaging our employees in occupational health and safety initiatives, promoting a better working experience. We strive to equip our employees with information and knowledge to embed sustainability and practice DEI in the workplace aligned with the organization's mission.



# Intellectual Capital

Intellectual Capital is defined as organizational, knowledge-based intangible properties. This includes intellectual property and the tacit knowledge, systems, procedures, and protocols of an organization.<sup>29</sup> Maximizing our intellectual capital allows us to deliver value to all our stakeholders to meet our business objectives and attain our mission of a decarbonized and regenerative future. More details on our approach to managing intellectual capital can be found in Annex 3 of our 2020 Integrated Report, uploaded on our website at [www.fphc.com](http://www.fphc.com).

## Maintaining Our Management Systems

With our businesses positioned to provide quality services to Filipinos across the country, it is our responsibility to ensure excellence in service delivery by maintaining robust management systems. To maintain these systems, our business processes follow globally recognized standards. We regularly review our policies, conduct internal audits, and undergo third-party evaluations from trusted providers. By doing so, we are able to provide high-quality products and services to our customers, ensure the well-being of our employees, contractors, and workers, protect the environment where we operate, and create value for society.

## Certified Management systems across the portfolio

**ISO 9001:2015**  
(Quality Management Systems)

- ▶ Asian Eye Institute
- ▶ First Balfour, Inc.
- ▶ T1 Rentals, Inc.
- ▶ First Gen Corporation
- ▶ First Gen Hydro Power Corporation
- ▶ Energy Development Corporation
- ▶ First Philec, Inc.
- ▶ First Philippine Industrial Park

**ISO 45001:2018**  
(Occupational Health and Safety Management System)

- ▶ Asian Eye Institute
- ▶ First Balfour, Inc.
- ▶ First Gen Corporation
- ▶ First Gen Hydro Power Corporation
- ▶ Energy Development Corporation
- ▶ First Philippine Industrial Park

**ISO 14001:2015**  
(Environment Management Systems)

- ▶ Asian Eye Institute
- ▶ First Balfour, Inc.
- ▶ First Gen Corporation
- ▶ Energy Development Corporation

**ISO 55001:2014**  
(Asset Management Systems)

- ▶ First Gen Hydro Power Corporation

<sup>29</sup> IFRS Foundation (2021). International <IR> Framework.



## Corporate Information Technology (IT) Services

With the goal of ensuring efficiency in our operations across our businesses, investments in digitalization of business processes play a vital role. Throughout the year, our IT Group has provided technical services to our businesses in implementing projects geared towards digitalization. These projects, developments, and improvements in our Corporate Information Technology Services are managed by the IT Council composed of experts and specialists across the group.

Through Joint Business Plans with our subsidiaries, the IT Group has facilitated technological solutions to operational requirements. These projects include the implementation of the Comprehensive Accidental and Medical Monitoring System (CAMMS)

adapted by First Gen Corp. This system serves as a comprehensive platform that allows our business groups to identify, assess, and manage risks while integrating compliance and strategic planning for effective decision-making.

In 2024, Asian Eye Institute integrated Project Eve in its operations with the assistance of the IT Group. Project Eve is a platform piloted in 2023 which aims to streamline report generation by automating the data pipeline from source to visualization tools. This platform will deliver an Executive Dashboard to FPH and its subsidiaries to enhance decision-making through timely, accessible, and reusable data while improving time efficiency.

## Strengthening Information Security and Data Privacy

The group acknowledges that with the continuous developments in the digital space and as we move towards digitalization, inevitably there will be evolving risks related to the safety and security of data and information. We remain proactive in ensuring the safety of our businesses and the customers we serve.

**There were no cases of non-compliance laws and regulations regarding our IT systems, Data Privacy, or Cyber-security in 2024, or any breaches in customer privacy or loss of customer data.**

The IT Group and the Enterprise Risk Management (ERM) Group - InfoSec Team continue to identify risks and implement appropriate mitigation measures in this area. In 2024, they have identified the following:

Risk	Mitigation
<p><b>PROCESS RISK:</b> The lack of standardized policies, documentation, and governance leads to inefficiencies and poor quality assurance.</p>	<ul style="list-style-type: none"> <li>▶ Hired officers for IT policy, compliance, and planning.</li> <li>▶ Started a Quality Assurance Framework</li> <li>▶ Initiated process alignment discussions with relevant departments</li> </ul>
<p><b>INFORMATION SECURITY (INFOSEC) RISK:</b> Considerations about developing Cybersecurity threats, including risks from GenAI and IT/OT integrations.</p>	<ul style="list-style-type: none"> <li>▶ Collaborated with InfoSec Group to clarify roles and strengthen governance.</li> <li>▶ Introduced security policies, awareness initiatives, and Multi-Factor Authentication (MFA) and Single Sign-On (SSO) controls.</li> <li>▶ Initiated IT audits and developed an IT/OT security roadmap.</li> </ul>
<p><b>IT RISK:</b> End-of-life systems, absence of disaster recovery plans, and lack of high-availability setups contribute to this risk.</p>	<ul style="list-style-type: none"> <li>▶ Upgraded infrastructure, including Windows Server and endpoint protections.</li> <li>▶ Started Business Continuity Management program for disaster recovery planning.</li> <li>▶ Drafted enterprise application and infrastructure roadmaps.</li> </ul>

In 2024, the IT Group developed several policies aimed towards mitigating the occurrences of these risks.

Policy	Coverage
<b>END-USER COMPUTING POLICY</b>	<ul style="list-style-type: none"> <li>▶ Outlines the management, use, and disposal of IT hardware and software provided to employees and authorized users.</li> </ul>
<b>WIFI NETWORK ACCESS POLICY</b>	<ul style="list-style-type: none"> <li>▶ Governs the access to the company's WiFi network to ensure secure and authorized usage.</li> </ul>
<b>USER ACCESS MANAGEMENT POLICY</b>	<ul style="list-style-type: none"> <li>▶ Establishes the principles and guidelines for managing user access to IT systems to ensure security and compliance.</li> </ul>
<b>IT SECURITY POLICY</b>	<ul style="list-style-type: none"> <li>▶ Defines the framework for securing IT systems, ensuring confidentiality, integrity, and availability of information.</li> </ul> <p>It includes all IT systems under the IT Group's jurisdiction, addressing areas like access management, asset management, and incident handling.</p>
<b>INTERNET OF THINGS (IoT) POLICY</b>	<ul style="list-style-type: none"> <li>▶ Addresses the secure implementation and management of IoT devices within the organization to minimize security risks.</li> </ul> <p>It applies to all IoT devices deployed within the organization, encompassing their acquisition, usage, and decommissioning.</p>

Policy	Coverage
<b>COMPUTER EMERGENCY RESPONSE TEAM (CERT) FRAMEWORK</b>	<ul style="list-style-type: none"> <li>▶ The CERT framework is composed of policies and procedures to ensure proper governance on computer emergency response and handling. The framework developed included a process flow, CERT organization, defined CERT categories, defined roles and responsibilities, and covered processes from notification until issue resolution.</li> </ul>
<b>ACCESS CONTROL PLAYBOOKS</b>	<ul style="list-style-type: none"> <li>▶ These procedures including blocking specific IOC on firewalls, isolating specific user to subnet, blocking GEO-IP or country address, and blocking specific applications on firewalls</li> </ul>
<b>INFORMATION SECURITY POLICY</b>	<ul style="list-style-type: none"> <li>▶ A set of rules and principles set by our organization to protect its information assets and ensure the confidentiality, integrity, and availability of data and information.</li> </ul>
<b>INFORMATION ASSET MANAGEMENT POLICY</b>	<ul style="list-style-type: none"> <li>▶ A set of rules to systematically identify, classify, protect, and manage our organizational information assets.</li> </ul>
<b>INFORMATION SECURITY INCIDENT MANAGEMENT POLICY</b>	<ul style="list-style-type: none"> <li>▶ A set of rules that defines the acceptable use, handling, and security measures for removable media devices.</li> </ul>
<b>INFORMATION SECURITY AWARENESS TRAINING POLICY</b>	<ul style="list-style-type: none"> <li>▶ A formal set of rules that outlines our organization's approach to educating employees and stakeholders on information security risks, best practices, and compliance requirements.</li> </ul>
<b>INFORMATION ASSET CLASSIFICATION GUIDELINES</b>	<ul style="list-style-type: none"> <li>▶ A structured set of guidelines that define how our organization classifies its information assets based on sensitivity, value, and impact to ensure appropriate protection and handling.</li> </ul>
<b>INFORMATION SECURITY WORK FROM HOME GUIDELINES</b>	<ul style="list-style-type: none"> <li>▶ A set of security measures and best practices designed to protect our organization's information assets when employees work remotely.</li> </ul>
<b>ACCESS CONTROL STANDARDS</b>	<ul style="list-style-type: none"> <li>▶ A set of standard statements that define how our organization manages access to its information systems.</li> </ul>
<b>ENDPOINT SECURITY STANDARDS</b>	<ul style="list-style-type: none"> <li>▶ A set of standard statements designed to protect our organization's endpoints (e.g., desktops, laptops, mobile devices, and servers) from information security threats and attacks.</li> </ul>

Aside from policies, the ERM Group - InfoSec Team has been actively engaging employees within our businesses through information security awareness programs. In 2024, the InfoSec Team led the implementation of the following initiatives:

- ▶ InfoSec Awareness Training and Assessment
- ▶ InfoSec Awareness Month
- ▶ InfoSec Weekly e-Cards
- ▶ InfoSec Advisories
- ▶ Phishing Test Campaigns

All of these initiatives and engagements have contributed to strengthen cognizance on information security and cybersecurity issues across the conglomerate.



## Digitalization Roadmap

Our digitalization Roadmap focuses on enhancing operational excellence, fostering innovation, and streamlining processes across FPH and its subsidiaries. Key objectives include delivering exceptional customer experiences, standardizing processes to ensure consistency and scalability, and driving data-driven decision-making. By promoting financial transparency, improved subsidiary coverage, and organizational agility, the roadmap lays the foundation for sustained growth and resilience.

Significant strides were made toward these objectives. The scope of digital services expanded to include enhanced cybersecurity, Internet of Things (IoT) applications, artificial intelligence (AI), and advanced data analytics capabilities. Key accomplishments include broader subsidiary coverage, the development of customer-centric solutions like SAP road mapping and implementation, network refreshers, and infrastructure upgrades. Efforts in automation saw the implementation of data pipeline automation and hyper automation tools to streamline workflows and increase efficiency. Governance and compliance

were strengthened through initiatives like security scorecards and vulnerability assessments, enhanced Business Continuity Management (BCM), and initiating sustainable IT (Green IT), including the integration of Green IT principles, reflecting the organization's commitment to environmentally responsible digital transformation.

Investments were also made in developing internal capabilities. Employees were trained on enterprise architecture like Six Sigma methodologies, while new roles such as Records Management Officers and Application Operations staff were introduced to address evolving needs.

The organization also deepened its engagement with industry groups and strategic partners, fostering innovation through co-creation models and ecosystem collaboration. Enhancements in collaboration tools, such as the deployment of Unified Communications as a Service (UCCaaS), further improved productivity and operational cohesion.

## Utilizing Technologies and Capabilities to Advance Decarbonization and Regeneration

### First Gen Corporation

As one of the leading power generation companies in the Philippines, First Gen and its subsidiaries are positioned to support the country in its energy security aspirations. Through the Green Energy Option Program (GEOP), our retail and industrial consumers can purchase electricity from our renewable energy portfolio, which includes geothermal, solar, wind, and hydroelectric technologies. First Gen produced 7,631 GWh of renewable energy in 2024.



### First Philec, Inc.

At First Philec (FPI), we are urgently advancing our decarbonization strategy to align with the critical 1.5°C climate target by embedding sustainability into every aspect of our operations. Through a comprehensive shift to renewable energy, reduced fuel consumption, and the adoption of electric vehicles and battery-powered machinery, we aim to significantly cut carbon emissions while enhancing efficiency.

In 2024, First Philec began its expansion of its B3 Plant to accommodate warehouse expansion and production capacity. Additionally, there is an ongoing plan to utilize its B1 facility as a transition facility to operate new business such as DLC, smart meters, surge arresters, protection panels. New facilities are also expected to be built in 2025 to cater to the expansion of the business.



### Rockwell Land Corporation

Rockwell Land is a pioneer in developing master-planned integrated communities. We incorporate resource-saving technologies throughout our commercial and residential projects, including solar panel installations for energy use and low-flow fixtures for efficient water management. This allows our communities and tenants to fully enjoy the benefits of sustainable living, improving their quality of life.

Rockwell Land has undertaken several initiatives in 2024 to further integrate decarbonization and regeneration in its business. By the end of 2024, 94 percent of our properties were powered by renewable-energy. The group has also formed partnerships with recycling technology providers in waste recycling efforts across its properties.



### First Philippine Industrial Park, Inc.

Home to over 150 locators and more than 70,000 employees, FPIP is a thriving, regenerative, and decarbonized job-centered community championing sustainability practices across its value chain and operations.

In 2024, three water facilities under FPIP Utilities, Inc. shifted to renewable energy sources through the Green Energy Option Program (GEOP) adding 13 solar lamps within the park, increasing the number of solar-powered street lights. Integrating sustainability in its value chain, the park's Material Recovery Facility (MRF) was constructed to improve waste sorting, recycling, and waste diversion programs.



### First Balfour, Inc.

First Balfour positions itself in retooling its organization and adopting new technologies to take on more complex projects in its main sectors: transport infrastructure, power and energy, water infrastructure, and specialized buildings. This includes advancements in engineering techniques such as bridge construction methods, the use of tunnel boring machines (TBM) for building water conveyance systems, and the integration of electric vehicles and buses for both internal operations and external clients.

First Balfour's use of the aforementioned technologies continues to open a host of opportunities for the company in 2024. By completing the construction of projects like expressways and waterways, the company is able to expand its operations. First Balfour also supports other FPH subsidiaries, particularly the Energy Development Corporation in constructing its two (2) geothermal powerplants in 2024. Moreover, T1 Transport continues to expand its electric vehicle rental offerings for various corporate clientele in the country.



### Asian Eye Institute

Asian Eye Institute is a world-class eye care provider in the country. Since 2021, Asian Eye has been committed to reducing waste by collecting used eyewear to be refurbished by our in-house Optical Laboratory and donated to indigent patients. Asian Eye also integrates recycling in its operations by turning over office waste to its partner recyclers.



### Summary

- ▶ Our businesses continue to maintain their respective ISO certifications for quality management, environment management, occupational health and safety management, and asset management.
- ▶ The Enterprise Risk Management and IT Groups continue to be vigilant against data privacy and cybersecurity risks and have ongoing activities to develop mitigation measures.
- ▶ Five new policies related to cybersecurity and data privacy were developed.
- ▶ We continue to progress on our digitalization roadmap to expand its scope, strengthen related governance processes, and continue to build the capabilities of employees to address evolving needs in this area.
- ▶ Our businesses continued to offer products and services aligned with the principles of our mission.

### Financial Outcome

- ▶ Financial resources are necessary to support the development of policies, processes, and capabilities for cybersecurity, data privacy and keeping up with the increasing digital world. These endeavors bring up the defenses of the company against related risks while fostering innovation.
- ▶ Innovations, improvements to our management systems, and further development of our intellectual property bolsters our portfolio's business models and operations. This increases the value they have in the short-term, and increase their later value long-term.

### Non-Financial Outcome

- ▶ Intellectual Capital during the reporting period was greatly increased, given the developments summarized above.
- ▶ The work related to Intellectual Capital also builds up our Human Capital as capabilities related to the topic are developed. It also builds our Social and Relationships Capital as it covers and protects our engagements with various stakeholders.



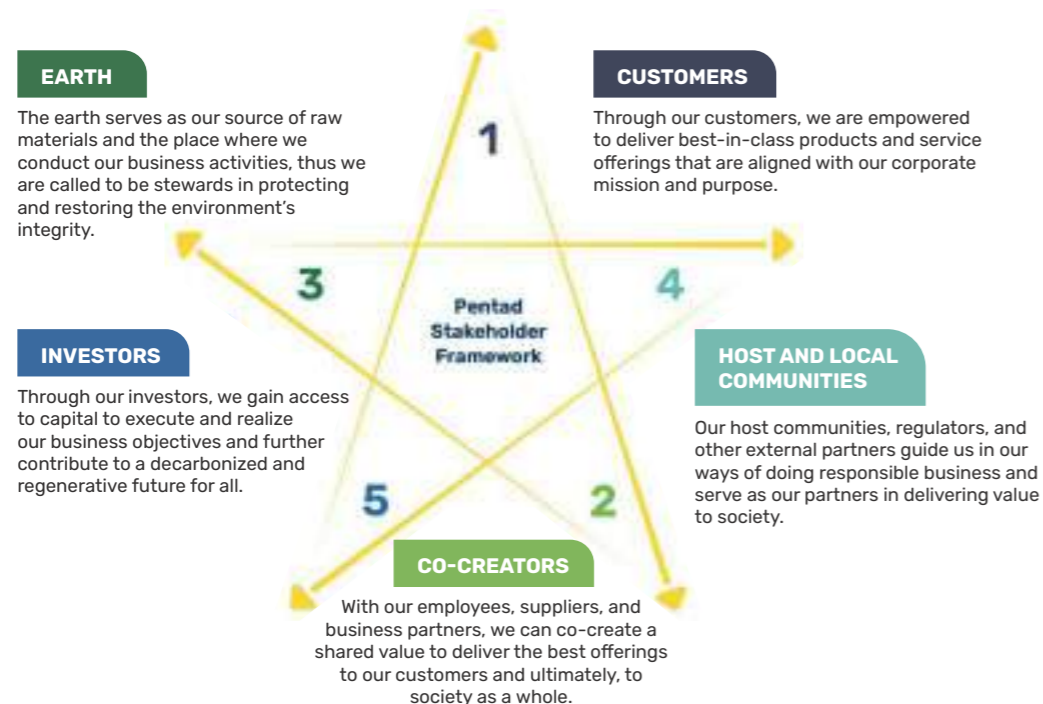
# Social and Relationships Capital

Social Capital is defined as the relationships and partnerships between communities, groups of stakeholders, and other networks, as well as the ability to share information to enhance individual and collective well-being.<sup>29</sup> The following section presents the partnerships we have fostered with our stakeholders in executing our business objectives and company mission. Guided by the Pentad Stakeholder Framework of Carol Sanford, we enrich our relationships with our customers, co-creators (employees, suppliers, and business partners), earth, communities, and investors. Through their support, we are able to continuously improve the value we provide to society.

As a corporate citizen, we ensure our compliance with local and national laws and regulations. These ultimately grant our businesses the social license to operate in various parts of the Philippines.

## Fostering Meaningful Engagements

Maintaining mutually beneficial relationships with our stakeholders strengthens the efficacy of our conglomerate's varying business models. FPH's stakeholder engagement framework is an inclusive and regular discussion between the company and the people or groups that can be impacted by our product, service or process throughout the life of the project. The components include stakeholder mapping, sharing of information about the project, consultation, and grievance redress management. For projects with distinct host communities, there are additional activities such as reporting to stakeholders and their participation in monitoring of the project's compliance with regulations and commitments.



<sup>29</sup> IFRS Foundation (2021). International <IR> Framework.

GRI 2-9



### Stakeholder Engagement for the FPH Group

Stakeholder	Interests and Concerns	Strategic Engagement Mechanisms
Customers	<ul style="list-style-type: none"> <li>Availability, affordability, and quality of products and services</li> <li>Process improvement</li> <li>Social and environmental impact of offerings</li> <li>Creating shared value with consumers</li> </ul>	<ul style="list-style-type: none"> <li><b>A</b> Customer Satisfaction Surveys (CSAT)</li> <li><b>AN</b> Client dialogues and meetings</li> <li><b>AN</b> Information and Communication campaigns</li> <li><b>AN</b> Product certifications</li> <li><b>AN</b> Trade shows, exhibitions, and expos</li> </ul> <p>► Communicating and seeking the feedback of our consumers enable us to meet their requirements, while subsequently improving our offerings. Through these surveys and dialogues we are able to strategize ways to maintain the highest level of quality in our products and services while maintaining competitive rates.</p> <p>► Details on our interactions with consumers can be found in the succeeding subsections on page 92.</p>
Co-creators (employees)	<ul style="list-style-type: none"> <li>Employee safety, health and well-being</li> <li>Job security and human capital development</li> <li>Keeping abreast with Company updates and processes</li> </ul>	<ul style="list-style-type: none"> <li><b>A</b> Pulse Surveys and feedback forms</li> <li><b>Q</b> Employee Assemblies</li> <li><b>AN</b> Information and communication campaigns</li> <li><b>AN</b> Internal communication platforms</li> <li><b>AN</b> HR business partners and help-desks</li> <li><b>BI</b> Employee Engagement Surveys</li> </ul> <p>► As the main drivers of our business, safeguarding the rights, dignity, well-being, and development of our employees are always our top priority. We proactively communicate with our employees to better understand their needs and properly address them through different means of communications and employee engagement initiatives.</p> <p>► Details on the initiatives, engagement mechanisms, programs, and policies for our employees can be found in the Human Capital section on page 164.</p>

**A** Annual   **B** Bi-Annual   **Q** Quarterly   **AN** As Needed   **BI** Biennial   **M** Monthly

Stakeholder	Interests and Concerns	Strategic Engagement Mechanisms	
<b>Co-creators (suppliers)</b>	<ul style="list-style-type: none"> <li>Business and financial performance of the organization</li> <li>Embedding Sustainability in the Supply Chain</li> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li><b>A</b> Supplier-focused events: Supplier Assemblies, Vendor's Forum, Supplier Day</li> <li><b>AN</b> Regular supplier dialogues and meetings</li> <li><b>AN</b> Trade shows, exhibitions, and industry expos</li> </ul>	<ul style="list-style-type: none"> <li>Our suppliers and business partners are our collaborators in service delivery and more importantly in carrying out our mission across our value chain. We encourage and provide them with information to be aligned with our business objectives and our mission of decarbonization and regeneration.</li> <li>Details on our relationships with suppliers can be found in the succeeding subsections on page 193.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Environmental impacts of the organization</li> <li>Extreme impacts of climate change</li> <li>Natural capital performance</li> <li>Biodiversity conservation and restoration efforts</li> <li>Decarbonization strategies</li> </ul>	<ul style="list-style-type: none"> <li><b>A</b> Decarbonization and Regeneration Strategy</li> <li><b>A</b> Environment Management Systems</li> <li><b>M</b> Corporate Social Responsibility initiatives</li> <li><b>M</b> Compliance with local and national environmental regulations</li> </ul>	<ul style="list-style-type: none"> <li>Environmental stewardship continues to be at the center of our mission as a company. At FPH, we commit to the protection, conservation, and restoration of our natural environment in our business operations and corporate responsibility.</li> <li>Our environmental risks and opportunities are detailed on page 123.</li> <li>Details on our environmental initiatives and programs can be found in the Natural Capital section on page 157.</li> </ul>
<b>Community (Local Communities and Indigenous Peoples)</b>	<ul style="list-style-type: none"> <li>Social license to operate</li> <li>Socioeconomic and environmental impacts of business activities</li> <li>Health, safety, and well-being of community members</li> <li>Corporate social responsibility</li> <li>Creating shared value with our host communities</li> </ul>	<ul style="list-style-type: none"> <li><b>M</b> Compliance with local and national regulations</li> <li><b>AN</b> Ad-hoc communications through verbal and written modalities</li> <li><b>M</b> Corporate Social Responsibility</li> <li><b>M</b> Community Dialogues</li> <li><b>AN</b> Localized grievance redress mechanisms (GRM)</li> </ul>	<ul style="list-style-type: none"> <li>We consider the communities within our areas of operations as our partners in creating value for society, ensuring inclusivity in our business approach. Maintaining a healthy and harmonious relationship with our host community members, regulators, and civil society organizations enables us to thrive, protect, and to contribute to the development of our communities.</li> <li>We maintain open communication channels to consult on our business activities and address their concerns and have installed policies within our businesses to ensure the protection of our local communities.</li> <li>Details on our engagement activities with our local and host communities can be found in the succeeding subsections on page 195.</li> </ul>

Stakeholder	Interests and Concerns	Strategic Engagement Mechanisms	
<b>Community (Regulators)</b>	<ul style="list-style-type: none"> <li>Business and financial performance of the organization</li> <li>Compliance with regulations and reportorial requirements</li> <li>Social and environmental impacts of the organization</li> </ul>	<ul style="list-style-type: none"> <li><b>M</b> Compliance with local and national regulations</li> <li><b>A</b> Annual corporate filings to government agencies</li> <li><b>AN</b> Ad-hoc communications through verbal and written modalities</li> <li><b>AN</b> Policy and position papers</li> <li><b>AN</b> Participation in government-initiated activities and events</li> </ul>	<ul style="list-style-type: none"> <li>We regularly engage with our regulators and external partners through our compliance with regulations.</li> </ul>
<b>Community (External Partners)</b>	<ul style="list-style-type: none"> <li>Socioeconomic and environmental impacts of business activities</li> <li>Environmental risks and opportunities</li> <li>Strategic imperatives of the organization</li> <li>Creating shared value with civil society organizations</li> </ul>	<ul style="list-style-type: none"> <li><b>AN</b> Ad-hoc communications through verbal and written modalities</li> <li><b>M</b> Compliance with local and national regulations</li> <li><b>AN</b> Participation in events initiated by civil society organizations</li> <li><b>A</b> Membership in industry organizations</li> </ul>	<ul style="list-style-type: none"> <li>We continue to reach out to external partners from the government and civil society organizations to fulfill and further advocate the FPH mission and establish collaborative partnerships.</li> <li>Details of our external engagements are found in the succeeding subsections.</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>Business and financial performance of the organization</li> <li>Compliance with regulations and reportorial requirements</li> <li>Social and environmental impacts of the organization</li> <li>Climate Change Impacts on business activities</li> <li>Risk Mitigation strategies</li> </ul>	<ul style="list-style-type: none"> <li><b>A</b> Annual Integrated Reports</li> <li><b>A</b> Annual Stockholders Meeting</li> <li><b>A</b> Compliance with Investor Due Diligence Questionnaires</li> <li><b>AN</b> Ad-hoc communications through verbal and written modalities</li> <li><b>AN</b> Company websites and external platforms</li> </ul>	<ul style="list-style-type: none"> <li>We reassure our investors that we are committed to achieving both our business and financial goals while working towards a decarbonized and regenerative future.</li> <li>As a reputable corporation, we prioritize ethical operations and management. We keep our shareholders and investors informed by regularly publishing updates on our business activities through official communication channels. We also maintain open lines of communication to promptly address any concerns from stakeholders.</li> <li>Furthermore, we organize Annual Shareholders Meetings (ASM) where we present our business and sustainability performance. Comprehensive information about our financial activities can be found in the Financial Capital section on page 128.</li> <li>Details on our Corporate Governance can be found on Page 84.</li> </ul>

GRI 2-30, 408-1, 409-1, 411-1 | SDG 8

## Safeguarding our Stakeholders by Respecting their Human Rights

Aligned with our goal of becoming a regenerative business, we are committed to protecting the rights and dignity of individuals affected by our operations. We have continued to uphold and enhance our Human Rights practices, empowering our stakeholders to fully contribute to and benefit from our value creation efforts.

### Human Rights Due Diligence Process

Our conceptual framework for identifying human rights concerns in our operations served as the foundation of our business segment’s respective HRDD process. It is aligned with the Ruggie Framework and the UN Guiding Principles for Business and Human Rights (UNGPR), emphasizing the role of the state in protecting human rights, the role of businesses in respecting human rights, and allowing stakeholders access to remedy if human rights are transgressed. Our HRDD process covers all stakeholders impacted by our operations, such as employees, suppliers, contractors, communities, and consumers. Following the completion of our HRDD in 2022, we focused on improving our policies, processes, and initiatives to further safeguard the rights of our stakeholders.

In 2022, the organization established a Grievance Redress Mechanism (GRM) under the Workplace Issues Resolution policy which is still being practiced today. The organization understands that unacknowledged or unresolved grievances may result in loss of trust and dissatisfaction towards the organization. As such, the goal of the GRM is to provide an avenue to communicate grievances and formulate a fair and rational solution to the problem.

Actionable issues covered by the policy are

- ▶ concerns involving compliance with, interpretation, implementation or application of Company policies, procedures, terms and conditions of employment, and personnel actions; including those pertaining to salaries and benefits;
- ▶ concerns on working conditions and/or environment and;
- ▶ other work-related issues that give rise to a perceived unfairness, disrespect, indignity, or arbitrariness, or other similar experiences.

### Human Rights Risks

Risks	Mitigation Strategy
<b>Labor Management</b>	<ul style="list-style-type: none"> <li>▶ We safeguard the rights of our employees by abiding by the Labor Code of the Philippines and other labor-related laws and regulations.</li> <li>▶ We respect the rights of our employees to voice their feedback and recommendations through conducting consultations and surveys, which feed into the improvement of our workplace practices and policies.</li> <li>▶ GRMs are also in place to properly address employee concerns.</li> </ul>
<b>Child and Forced Labor</b>	<ul style="list-style-type: none"> <li>▶ We strictly implement Anti-Child and Forced Labor policies across our business and make sure that this policy is implemented and extended to our suppliers, vendors, and contractors. A screening mechanism is done to ensure that our stakeholders abide by these policies. We regularly evaluate the risks of our business operations and their respective suppliers for practices related to child and forced labor.</li> </ul>
<b>Collective Bargaining and Freedom of Association</b>	<ul style="list-style-type: none"> <li>▶ We strictly implement Anti-Child and Forced Labor policies across our business and make sure that this policy is implemented and extended to our suppliers, vendors, and contractors. A screening mechanism is done to ensure that our stakeholders abide by these policies. We regularly evaluate the risks of our business operations and their respective suppliers for practices related to child and forced labor.</li> </ul>
<b>Discrimination and Harassment</b>	<ul style="list-style-type: none"> <li>▶ We do not tolerate harassment and discrimination in the workplaces and policies are in place to protect our employees from such cases. We have put in place an active and robust grievance machinery to investigate cases should they occur.</li> </ul>

GRI 2-30, 408-1, 409-1, 411-1 | SDG 8

Risks	Mitigation Strategy
<b>Health &amp; Safety of Employees and Other Stakeholders</b>	<ul style="list-style-type: none"> <li>▶ We maintain health and safety programs and policies to ensure a safe working environment for our employees and workers. Regular inspections are done in our areas of work to identify any potential safety risks in our workplace and we work closely with rural health units (RHU) and local government units (LGU) to safeguard the health and safety of our communities.</li> </ul>
<b>Environmental Impacts on Stakeholders (Right to a Healthy Environment)</b>	<ul style="list-style-type: none"> <li>▶ In our project sites, we conduct rigorous environmental impact assessments (EIA) to address and mitigate our businesses’ negative impacts. Simultaneously, we hold regular consultation sessions with stakeholders and monitor our environmental performance. In the workplace, we employed technologies on Industrial Hygiene to ensure the well-being of our employees.</li> </ul>
<b>Community Relations</b>	<ul style="list-style-type: none"> <li>▶ Guided by our social safeguard policies, we are committed to protecting and respecting the rights of our host and local communities where our operations are nested. Consistent with the regeneration principle, we assist them in realizing their potential through various community projects. We regularly conduct corporate social responsibility (CSR) projects to address their needs. For sites with indigenous cultural communities, we abide by RA 8371 or the Indigenous Peoples’ Rights Act, signifying our role to respect the four bundles of rights of our host IP communities.</li> </ul>

Risks	Mitigation Strategy
<b>Physical and Social Displacement</b>	<ul style="list-style-type: none"> <li>▶ We conduct early consultation and relocation assistance for communities impacted by our operations. Additionally, we support potentially displaced communities by replacing lost structures, livelihoods and amenities.</li> </ul>
<b>Priority Hiring Concerns</b>	<ul style="list-style-type: none"> <li>▶ In our areas of operation, we installed local hiring processes to consider employing members of local communities. This considers local regulations and our organization’s hiring standards.</li> </ul>
<b>Delivery of Quality Products and Services</b>	<ul style="list-style-type: none"> <li>▶ Aligned with our quality policy, we ensure that our products and service offerings are held to the highest standards. The majority of</li> </ul>
<b>Equitable Benefit Sharing</b>	<ul style="list-style-type: none"> <li>▶ We conduct rigorous stakeholder profiling, periodic community consultations, and regular social acceptability surveys to ensure that the needs of our local communities are met.</li> </ul>
<b>Bribery and Corruption</b>	<ul style="list-style-type: none"> <li>▶ Our procurement systems contain prohibitions for instances of bribery and corruption. We have GRMs, such as our whistle-blower policy, to ensure the strict implementation of our anti-corruption practices.</li> </ul>
<b>Cultural Issues</b>	<ul style="list-style-type: none"> <li>▶ In our areas of operations, we secure the free and prior informed consent (FPIC) of our host IP communities. They are also regularly engaged to seek where we can assist.</li> </ul>

### Forced Labor

We are concerned with potential forced labor issues in all the workplaces across the Group. We adopt the international definition that a forced labor situation exists when an employee or worker (regular or contractual) is instructed to do a service under any penalty or disadvantage for which he or she has not volunteered for. Thus, below are the related measures that have been put in place to protect our employees and other workers in the value chain:

► **Governance**

The company adheres to relevant local labor laws, policies, and international conventions adopted by the Philippine government and specifically with Sec. 6 on Forced Labor of RA 11058 of 2017, or the law strengthening compliance with occupational safety and health standards. A tailored compliance policy was issued by FPH in 2023 entitled ‘Forced Labor and Child Labor Policy’ in support of the Group’s Manual for Corporate Governance and the Corporate Code of Business Conduct and Ethics. We abide by the policy in our hiring, operations and in contractor administration.

We have a Code of Conduct for Vendors to encourage the alignment of the vendors’ practices with those of FPH. The code includes forced labor under social safeguards.

► **Human Rights Impact Assessment (HRIA)**

Consistent with our corporate value of concern for [employee welfare](#), we consider the right to refuse work that will imperil a person as a right of employees covered by the [FPH Human Rights Policy of 2018](#). The policy is complemented with the Human Rights Guidelines of 2020 that calls for the review of the potential and actual human rights impacts of the value chain, specifically the impacts of our activities, products and services and impacts on employees, suppliers, partners, and communities. All subsidiaries were trained by the Commission on Human Rights and the [maiden HRIA](#) was conducted by all subsidiaries in 2021. These are updated as the need arises.

► **Grievance Redress Mechanism (GRM)**

A GRM is available in all subsidiaries with similar elements and processes but customized to their specific needs. Complaints on forced labor are entertained in the GRM system or whistleblower process in the company. More details on the GRM are discussed in succeeding subsections.

► **Monitoring**

Under the FPH Forced Labor policy, the responsible groups to implement the guidelines include the management team of projects, sustainability, human resources, procurement, legal and employees themselves, a transactional due diligence and monitoring are undertaken for their areas of responsibility.

## Safeguarding the Rights of our IP Communities

In 2024, there were 33 recorded grievances, 26 of which were social and related to local hiring by the contractors. These grievances underwent the Indigenous Peoples’ customary practice of resolution and the company’s procedure. All were closed out, and all parties involved reached a settlement. These resolutions led to the strengthening of our local hiring guidelines and their dissemination to the contractors. The remaining issues pertained to safety and security, primarily due to misunderstandings and the spread of inaccurate and unverified information about safety concerns, such as forest fires. These were also settled.

It is important to note that the recorded incidents do not indicate violations of IP rights as defined in the Indigenous Peoples Rights Act (RA 8371 of 1997) but rather serve as documentation of grievances including how it was managed and resolved.

We have identified several factors that contribute to the effective management of grievances especially those involving the IP community.

### Established Grievance Redress Mechanism (GRM) for IP Communities

As practiced in our projects with IP communities inside the operational site, a Grievance Redress Mechanism (GRM) remains in place that guides the resolution of grievances of our IP communities in Mt. Apo. Resolution of grievances involves the participation of major stakeholders and recognized IP groups that include:

- Manobo-Apao Descendants Ancestral Domain of Mt. Apo (MADADMA) IP Organization
- Barangay Local Government Unit (BLGU)- Bgy Ilomavis, Kidapawan City
- Barangay Tribal Council (BTC) - Bgy Ilomavis, Kidapawan City.

### Local Hiring Policy (LHP)

Given that employment concerns constitute the majority of recorded grievances, a Local Hiring Policy (LHP) was developed by the Company to ensure that qualified local community members are given priority for employment opportunities within the company including local contractors that the company is engaging. This is being executed in close coordination with the BLGU Ilomavis and MADADMA IPO who provide recommendations and endorse members of the local community who are interested in applying for various job opportunities within the company.

We intend to continue close coordination with relevant government institutions and IP organizations in ensuring that IP rights are not violated and we remain above-board in the implementation of various initiatives within our areas of operation.

## Grievance Redress Mechanism

To foster strong relationships with our stakeholders, we maintain open feedback channels that effectively capture their concerns and issues. Serious matters, particularly those that impact stakeholders' rights, are submitted to our grievance mechanisms. These systems are designed to safeguard the dignity of employees, community members, consumers, suppliers, and other stakeholders whose rights may be violated.

Our HRDD processes have reinforced these mechanisms, ensuring they are in line with internationally recognized standards.

## Creating Value with and Through Our Customers

Sustaining healthy relationships with our customers empowers our businesses to thrive in our chosen industries. With our continued engagements with them, we are able to elevate our offerings to meet their growing demands.

Through our engagements with our customers, we are able to explore different avenues to extend our mission for a regenerative and decarbonized future as our partners in the business. Our Energy Business Group continues to provide virtual PowerEd learning sessions to raise awareness about actionable steps our customers can take to combat climate change while simultaneously benefiting their businesses.

For FPIP, the company makes sure to include our customers in various CSR activities such as Earth Hour, Tree Planting, and Coastal Clean-Ups, as well as conducting information campaigns to embed sustainability practices with them.

We also take the opportunity to showcase how we develop our products and services towards decarbonization. First Philec continues to participate in public exhibitions and expos to highlight the company's ongoing journey toward decarbonization.

Social activities are also initiated by our business groups to build holistic relationships with our customers. These come in the form of sports and wellness activities. Socialization and networking events such as the Power Hour and Customer Appreciation Nights are also conducted by First Gen Corp to express gratitude and celebrate its relationship with our Retail and Wholesale Customers.

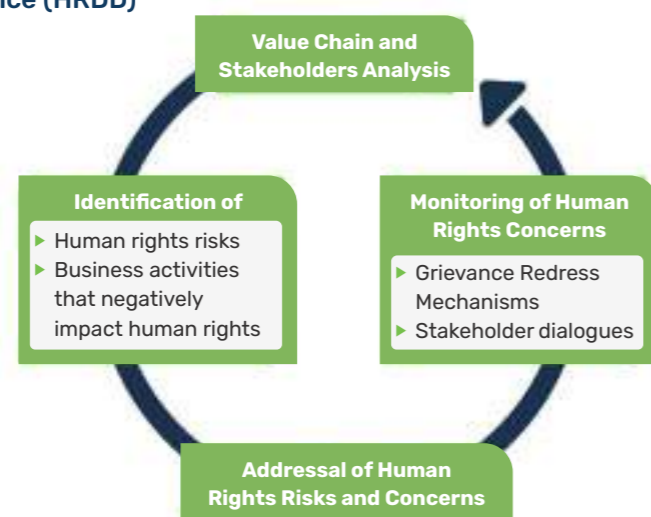
Asian Eye also offers an option to provide its services to our customers through telemedicine.

Information on how we integrate our mission and advocacy into our products and services is detailed in the Intellectual Capital section found on page 176.

Company	CSAT Score	Highest Score
First Gen Corporation	80%	100%
First Balfour Inc.	94%	100%
FPIP	86%	100%

\*Results for other subsidiaries for the year 2024 are not yet available

### Human Rights Due Diligence (HRDD)



## Collaborating with our Suppliers for a Shared Purpose

Our suppliers and business partners are our collaborators in service delivery and in carrying out our mission throughout our value chain. As one of our key partners in value creation, we ensure that they meet our business requirements while empowering them to adopt responsible business practices.

In 2022, FPH released the Code for Responsible Sourcing to be adopted by the Head Office and all of our business segments. This details our commitment to enjoining our suppliers in attaining a decarbonized and regenerative future for all. In 2024, headed by our Procurement Group, FPH conducted its annual Vendor Assembly to share our Company's Vendor Accreditation Policy and Guidelines as well as some of our ESG initiatives in line with the FPH Code for Responsible Sourcing.

First Philec reiterates its commitment to decarbonization and regeneration to its suppliers, which was highlighted at their first Suppliers Meeting in 2024. This event aligned our partners with First Philec's sustainability goals and strengthened collaboration on our net-zero roadmap. The company's initial strategy includes optimizing logistics and transportation processes, ensuring greater efficiency and environmental responsibility.

## Fostering Collaboration towards a Regenerative and Decarbonized Future

The environmental and social issues we face today are beyond the capability of one organization to solve and instead require a whole-country approach. We recognize these challenges as borne by the FPH mission, which calls for collaboration to meet our decarbonization and regeneration goals. We will need the help of our employees, peers in the industry, communities, various institutions, and the government to attain the world we want, where the planet, people, and businesses are vibrant and resilient. We believe in the natural partnership among the government, civil society, and the private

sector in formulating the right policies, inventing the needed technologies, and setting beneficial relationships for all to succeed. This is the backdrop of our networking activities.

SDG 13, 17

## Advocacy on the FPH Mission

To fulfill our mission, we continue to reach out to other sectors, engaging 17,969 people in various modes. In 2024, we participated in and sponsored 28 events to advance our mission. These included discussions on:



### Environment

(general sustainability, biodiversity protection, greenhouse gas accounting, energy transition, renewable energy and efficiency, and climate action)



### Social Welfare

(human rights, gender equality and diversity, climate resilience, and disaster risk reduction in communities)



### Governance

(climate accountability bill and human rights action plan).

We also continued six long-term partnerships on carbon measurement, human rights, sustainable development, and renewable energy.



## Resilience Building

Regarding the practical application of resiliency skills in organizations and communities, FPH (through its disaster risk management expert, Dr. Teofredo Esguerra of EDC) provided eleven emergency response training sessions to external partners—these partners including local government units, government agencies, schools, and companies.

## Partnership with Government

In 2023, we reported our partnership with the Department of Environment and Natural Resources (DENR) on Project TRANSFORM, also known as Transdisciplinary Approach for Resilience and Environmental Sustainability Through Multi-Stakeholder Engagement. It is a platform for collaboration of all sectors to assist the Local Government Units (LGUs) in protecting their natural wealth, improving community well-being, and building a robust local economy. We joined Project TRANSFORM as its goals align with our corporate purpose of allowing everyone to thrive on a healthy planet. Through our subsidiary EDC, we implemented the pilot in Ormoc City, the host LGU of its Leyte Geothermal Project. From the start, the Ormoc project was designed to be replicated through our local partners to amplify the benefits to the city. By December 2024, four of the five modules have been completed with our following recommendations:

TRANSFORM Ormoc Modules	Way Forward
Biodiversity profiling of the residual lowland forest and mangroves	Establishment of a program for habitat restoration and biodiversity conservation
Pilot community GHG foot printing to identify hotspots and measures that will be included in the Local Climate Change Action Plan (LCCAP) of the LGU	Replication of the process in the rest of the barangays (villages) of Ormoc City
Financial literacy for 48 associations accredited by the city	Annual financial reviews can be used as indicator of the economic well-being of the associations
Disaster risk reduction and management (awareness, risk assessment, trainings on disaster events and formulation of protocols)	Replicate the process in other high-risk areas in the city.

The pilot projects of Ormoc and Bataan served as proof of concept for TRANSFORM. In October 2024, the DENR and the Department of Interior and Local Government issued a joint circular guiding the nationwide implementation of TRANSFORM. DENR and TRANSFORM also received the 2024 Gold Anvil Award for transforming science into action and changing the local governance landscape. TRANSFORM has shown how we can contribute to solving the global crisis through local actions. It can be a platform that can deliver sustainable development to many parts of the country.



## Partnership for Climate Neutrality 2050

In 2024, we continue to be a volunteer member of the Ako ang Bukas Movement (AAB) for its campaign entitled “Quantum Leap NOW to Climate Neutrality 2050. AAB is the advocacy program of the Green Convergence, a civil society organization of more than three decades. In 2024, FPH provided technical assistance to the movement to train and develop modules on GHG accounting for various sectors:

<b>Government</b>	Provincial Environmental and Natural Resources Office of Cavite
<b>Business</b>	<ul style="list-style-type: none"> <li>▶ First Balfour suppliers</li> <li>▶ The Hongkong and Shanghai Banking Corp. Ltd. Philippines Branch suppliers</li> <li>▶ InfoPro Business Solutions, Inc. leaders and employees</li> </ul>
<b>Village</b>	Barangay Cogon and its 7 sitios or communities in Ormoc City

SDG 3, 10

## Dissemination of Technical Information

In addition to engaging in forums, dialogues, projects, and disaster training, FPH has contributed to scientific studies. Our Chief Sustainability Officer Agnes De Jesus was a co-lead author of the Philippine Climate Change Assessment Report on the Mitigation of Climate Change sponsored by the OML Center. The report was released in November 2024 in time for the UN climate meeting of COP 29. Reflecting the current and comprehensive local data available from government and non-state actors, DENR and the Climate Change Commission believe that the report can be instrumental in refining the Nationally Determined Contribution implementation plan and the country's commitment to the Paris Agreement. Further, the local findings will empower communities to respond effectively to the issues on the ground. Lastly, all sectors are encouraged by the government to use the report to inform their policies, plans, programs, and projects.

The FPH Chief Sustainability Officer also contributed to the environmental and social chapter in the book Geothermal Power Generation, New Developments and Innovation, Second Edition, published by Elsevier Publishing Company. FPH advocates for geothermal energy because it has a long history of addressing the challenges of economic development, energy security, and, today, climate change.



## Empowering our Communities

Pushing forth a regenerative and decarbonized future entails empowering our communities and developing our communities to attain better and healthier quality of living. We can promote such by catering holistic development programs both in the environment and social aspect. Our environment and biodiversity initiatives are detailed in the Natural Capital section, found on page 157. Our efforts in social development are detailed below.

### Healthcare

Through close collaboration with government health offices, local organizations, and volunteer practitioners, our group was able to contribute in blood donation drives and hold medical missions to provide primary healthcare consultation and distribute medicines to our partner communities.

These medical missions were carried out by First Gen Corp in Batangas City, Agusan del Norte, Pantabangan in Nueva Ecija, and Bukidnon, catering to 9,423 patients.

FPIP and First Balfour contributed to blood donation drives in partnership with their local government and the Philippine Red Cross respectively. These initiatives were participated by their employees and partners, providing help to at least 2,865 recipients.

SDG 4, 8

## Education and Training

Supporting our young learners and educational institutions in ensuring access to quality education is an area FPH continues to advocate. Together with our business groups, we have conducted several activities and implemented programs to support the education sector.

Through participating in Brigada Eskwela initiatives, we have provided support in refurbishment of school facilities to help improve the learning environment for the students in at least 21 schools, reaching 31,203 students.

The group has also awarded a total of 728 scholarships through the various scholarship programs supported by our businesses.

Beyond granting scholarships, First Balfour has also opened career opportunities to young graduates through its Project K-12. Five Project K-12 graduates from Valencia National High School in Ormoc were assigned to First Balfour's BESS Tongonan project. Similarly, one Project K-12 graduate from Dr. Arcadio National High School has been deployed to the Polaris Project.



## Sustainable Livelihood

As part of our commitment to empowering our host communities, offering sustainable livelihood programs allow members of the community to be equipped with the tools and opportunities to improve their economic independence. Our Social Development Program, carried out by the Energy Development Corporation, has successfully provided sustainable livelihoods to 174 individuals. Among them, 146 members of the BINHI Farmers Association have benefited from selling mangoes and vegetables to our market partner, Sari Suki. In addition, 28 members of the MAMAFASWAS association have earned income by developing abaca-based products and participating in 10 trade fairs, connecting with markets and clients across Mindanao and Manila.



Scholarship Program	Scholars
First Gen Scholarship Program	66
EDC's SIKAT Program	132
EDC's Technical-Vocational training in Negros in partnership with LGU and TESDA	372
EDC's Mt. Apo Foundation Inc. Scholarships	47
EDC's BGI Tanawon Geothermal Project College Scholarship Program	70
First Balfour's MMSU Scholarship Program	4
FPIP's Scholastic Excellence through Empowerment and Development Support (SEEDS) Project	9
FPIP Achievers College Education Scholarship (FACES) Grant	3
FPIP's Kabuhayan Scholarship Grant for Senior High School Students	15
First Philec's Adopt-a-Scholar-Program	10

We are also committed to bridging career and livelihood opportunities to our partner communities through facilitating job fairs. FPIP conducts these job fairs open to its surrounding communities to align local employment needs with the available opportunities from business locators, resulting in increased local hiring and the creation of valuable employment opportunities. In 2024, the FPIP Job Fair resulted in 3,782 applicants, with 497 hired on the spot by 27 locator participants.

Through these initiatives, we continue to empower individuals and communities, providing them with the resources to become more self-sufficient and resilient.

### Indigenous Communities

EDC's Mt. Apo Geothermal Project operates within the ancestral lands of Indigenous Peoples (IPs). We recognize our responsibility and are committed to upholding the rights of these communities as outlined in the Indigenous Peoples' Rights Act (RA 8371). This includes respecting their right to ancestral domains, self-governance, social justice, and cultural integrity.

As part of our efforts to preserve and promote the Indigenous Peoples' traditional cultures (who comprise 80 percent of the local population around Mt. Apo), we launched the Schools of Indigenous Knowledge (SIK) in partnership with the National Commission on Indigenous Peoples (NCIP). These schools were established in Brgy. Bongolanon (Magpet) and Brgy. Kisante (Makilala), serving as platforms for preserving indigenous practices and traditions, particularly among the youth.

In 2024, approximately 50 high school students from Magpet had completed their cultural education, with another group set to finish their classes in 2025. Future curricula will expand to include environmental teachings, such as sustainable harvesting and BINHI best practices.

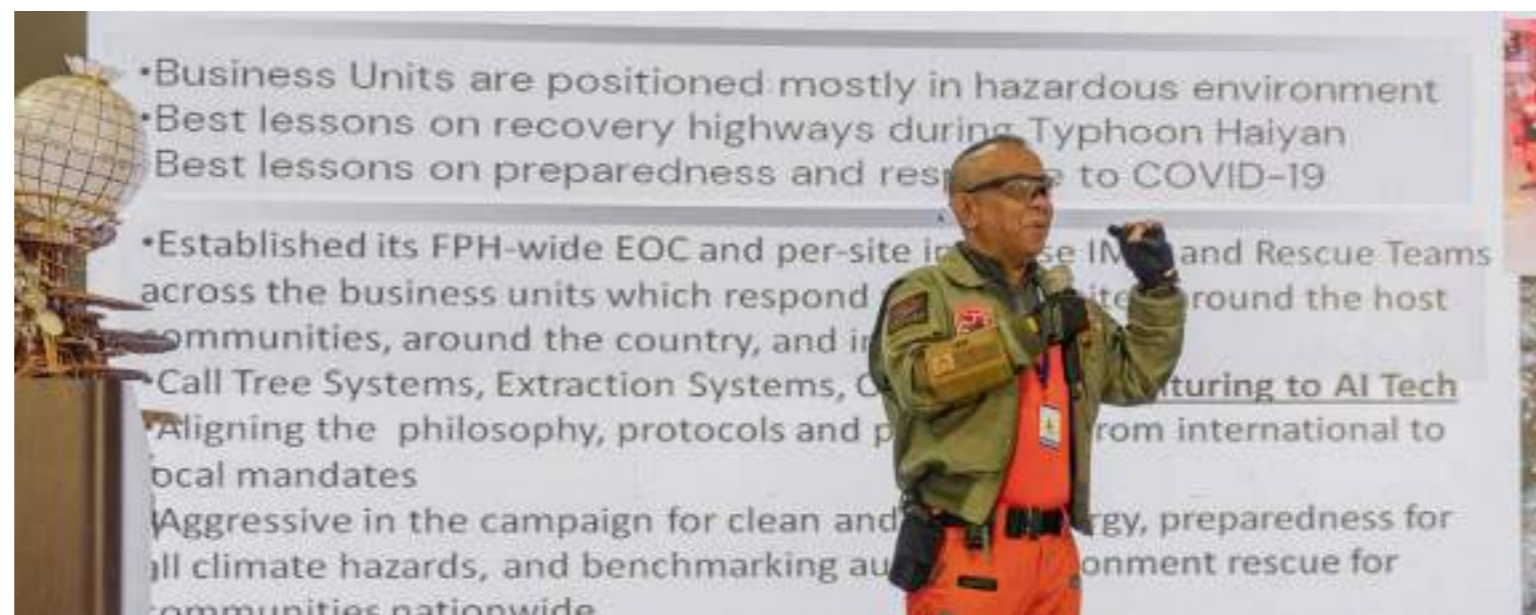
Through these initiatives, we preserve the cultural heritage of Indigenous Peoples and support their empowerment and integration of sustainable practices for future generations.

### Disaster Risk Reduction and Management

Given the current climate crisis and our country's vulnerability to climate-related disasters, our businesses share the responsibility of preparing our partner communities for disaster. Our businesses are committed to supporting our communities in climate resilience programs and disaster preparedness by conducting training and workshops in partnership with the local government.

EDC strengthened its commitment to supporting Leyte in its climate resilience program by conducting training sessions for 14 high-risk barangays in Ormoc City entitled "Strengthening Community-Based Disaster Response Protocols." 103 participants from local government agencies participated in this training in partnership with the Local Government of Ormoc City and the DENR. In the Municipality of Capoocan, an All-Hazard Community Emergency Response (ACER) and Austere Environment Rescue Operation (AERO) training was conducted, with 47 participants representing barangay officials and environment officers.

Similarly, FPIP also conducted training to develop the Barangay Protocols during disasters. 173 Senior High School student volunteers were trained to identify emergency rescue materials and handle equipment.



## Updates on our Foundation's Activities

### Lopez Group Foundation Inc. (LGFI)

The Lopez Group Foundation Inc. (LGFI) harmonizes and synergizes the corporate social responsibility (CSR) efforts of the FPH group and other affiliated companies. Through these collaborative efforts, we capitalize on and maximize these companies' advocacies and expertise to deliver exponential value to our stakeholders continuously.

To account for the varying nature of the businesses under the Lopez Group, LGFI has identified seven advocacy clusters in which it can maximize its impact on community members. These clusters are Environment, Education, Child's Rights and Development, Humanitarian Action, Social Entrepreneurship and Sustainability, Livelihood, Health and Wellness, and Arts and Culture.

After its pilot in 2021, LGFI continues to support Lobo, Batangas through its Integrated Area Development (IAD) program. The Foundation focused on four clusters, Children's Rights and Development, Social Entrepreneurship and Sustainable Livelihood, Education, and Environment, as these programs are geared towards enabling our partner communities to be self-reliant. These initiatives were not solely implemented by LGFI, as various partners from the private sector and local and national governments poured their support into the success of these activities.

### Oscar M. Lopez Center

The Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (OMLC) is a non-profit organization born out of a private sector initiative to enhance support for research and innovative solutions towards climate change adaptation and disaster risk management.

In 2024, OMLC produced The 2024 Philippine Climate Change Assessment, a second cycle of the Philippine Climate Change Assessment (PhilCCA). The 2024 report is an update to the initial reports first published in 2016, which synthesizes scientific information from 2016 onwards, providing a comprehensive review and assessment of the state of knowledge on climate change science and impacts in the Philippines. The PhilCCA 2024 Reports 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

Now in its third year of implementation, OMLC continues to promote inclusivity and climate resilience in partnership with the USAID for the "Climate Resilience of the Deaf: Signs for Inclusive Governance and Development" or Project SIGND. In 2024, the Center partnered with other non-profit organizations in enhancing and supporting capacity building programs enabling the development of climate-related FSL signs. The Center was also given the opportunity to join the inaugural Stanford Sustainability Summit (S-Cubed) organized by the Stanford Graduate School of Business in California, which brought together 40 global changemakers from diverse sectors including entrepreneurship, innovative firms, non-government organizations, policymaking, and health & education.

The Center continues to collaborate with young filmmakers in exploring different ways to communicate the impacts of climate change to the public with the 2024 Mga Kwento ng Klima (Stories about the Climate) Short Films competition. A total of nine films were produced through this initiative, exploring stories and concepts on the threats of sea level rise, health risks brought about by negative environmental impacts, the cross-sections on economic privilege and disaster risk, among many others.

SDG 7

**Ang Misyon Inc.**

Ang Misyon Inc. is a non-profit organization that supports the musically talented, less privileged youth. They believe that social change is sparked through the learning of orchestral music. Their flagship music program and main performing arm is the Orchestra of the Filipino Youth (OFY).

Under the guidance of professional mentors, the OFY curriculum is specifically curated for a high-quality youth orchestra. OFY regularly held rehearsals to continuously hone and master their musical instrument skills.

Ang Misyon Inc. held the OFY Music Camp, a four-day intensive, camp-style format where the scholars get to commune with peers and learn challenging pieces together. It engages them to interact with their peers not only by socialization but also through sectional workshops and full orchestra rehearsals.

In 2024, OFY achieved a significant milestone by being invited to perform at the prestigious Orkestra Festival Kuala Lumpur held at the Dewan Bandaraya Hall in Malaysia. 30 OFY scholars traveled to Kuala Lumpur and collaborated with musicians from the Malaysia Philharmonic Youth Orchestra (MPYO). The performance was reprised at the Dewan Filharmonik Petronas Hall, Malaysia's premier concert venue located at the base of the iconic Petronas Twin Towers in Kuala Lumpur. OFY showcased traditional Filipino folk songs such as "Pamulinawen," "Lawiswis Kawayan," "Sampaguita," and "Dandansoy" in this prestigious venue. This not only showcased our rich cultural heritage, but also highlighted the talent and versatility of our young musicians.

Another notable achievement of the OFY in 2024 was having the honor of being the first musicians to perform the original music by National Artist Ryan Cayabyab as accompaniment of Ballet Manila's production of Florante at Laura under the baton of Toma Cayabyab.

**Sikat Solar Challenge Foundation, Inc.**

Sikat Solar Challenge Foundation, Inc., or SIKAT, is a non-profit organization that aims to uplift the lives of rural communities through electrification. Aligned with decarbonization and regeneration, SIKAT projects involve installing renewable energy systems and nano grids powered by solar energy in its supported communities.

SIKAT continued to provide electrification to off-grid mountain communities in Mindoro through The Liwanag sa Sitio Program. These communal assets are turned over under a conditional agreement but are regularly monitored by our partners, Keep Hope Alive (KHA). In 2024, SIKAT, together with KHA, conducted assessments to explore the possible expansion of The Liwanag sa Sitio Program, resulting in plans for the solar electrification program of additional five off-grid Sitios of Barangay Panaytayan, Mansalay, Or. Mindoro.

To ensure the long-term utilization of the electrification program, SIKAT also conducts training activities to equip local communities on the proper use and maintenance of the turned-over equipment and systems.

Through electrification, we improve their access to communication and expand sustainable livelihood opportunities to community members. With the help of other business segments, FPH turned over carpentry tools to Sitio Tanawan to construct the Coffee Processing Center. This initiative was made possible with the donation of First Balfour Inc., enabling better economic performance of the community.



SIKAT and KHA have also explored a partnership with Kerry Manufacturing for the Kapeng Mangyan Project, which aims to improve the coffee production of farmers in Mansalay, Mindoro, and increase their income from coffee farming. A coffee center was constructed by Mangyan farmers to be used as the central hub for coffee production and storage of supplies and equipment. As part of SIKAT's support, the organization PROVIDED THE INSTALLATION OF a PV solar system to provide light and a charging station for the coffee center.

Sikat, together with its partner Solar Hope, also turned over two integrated systems to the Sto under its Sikat Ugnay Project. Nino Integrated School and Mamuyao Elementary School in Tanay Rizal. Since the project's launch in 2023, Sikat has assisted three DepEd schools in Tanay.



**Summary**

- ▶ We continue to cultivate harmonious relationships with our stakeholders (customers, co-creators, earth, communities, and investors) and exert effort in sharing our mission with them.
- ▶ As our partners in business, we remain committed to ensuring that our suppliers and vendors carry out our mission of a regenerative and decarbonized future by embedding our ESG values in our engagements and ESG data collection efforts.
- ▶ Our business segments continue to promote holistic social development in partnership

- with communities, civil society organizations, and local government units in implementing programs on education, healthcare, sustainable livelihood, protecting our IP communities, and disaster preparedness and resilience.
- ▶ Our foundations, LGFI, OMLC, SIKAT, and Ang Misyon, continue to implement their chosen socioeconomic and environmental programs and collaborate with our business segments to amplify their projects.
- ▶ We engaged with government and civil society organizations through dialogues and partnerships.

**Financial Outcome**

The social license we obtain through stakeholder engagement and socioeconomic programs allows our business segments to operate throughout the country.

**Non-Financial Outcome**

We continue to preserve our Social and Relationship capital by having meaningful engagements with our consumers, co-creators, community members, and investors. We also continue to expand our capitals when we forge new partnerships.

# Summary of Our Outcomes

Capital	Financial Materiality	Impact Materiality	Impact/Support to Strategic Priorities
<b>Financial</b> ▶ Capital decreased ▶ Short-term Impact	By the end of 2024, there was a modest decline in net income attributable to FPH as compared to the previous year. This was due to the reduced earnings contributions of the Power Generation and Healthcare and Education segments, but were partly mitigated by the stronger results delivered by the Real Estate, Energy Solutions, and Construction segments of the Group.	The reduced earnings in the power generation and health and education segments would lead to the respective subsidiaries developing judicious financial management strategies and the preservation of their current capitals in 2025. Whereas for the rest of the business segments, the increased earnings provide more resources to build up the rest of their capitals (manufactured, natural, human, intellectual, social and relationships).	There was prudence in selection of projects where resources were allocated. Priorities were investments on resilience and fuel security of our existing power facilities, completion of projects, and acquisition or construction of well selected new projects in the real estate and power segments.
<b>Manufactured</b> ▶ Capital preserved and created ▶ Long-term Impact	The decrease in energy generation by the power generation segment translates to an overall decrease in revenue, but this was buffered by strong performance in the real estate and construction segments.	Though there was less electricity generation by the energy segment, its physical assets were still improved with the successful maintenance and repair activities conducted during the reporting period. Manufactured capital of all the other business segments were increased, with the exception of the Healthcare segment that reduced its capital by one facility. The increase in Manufactured Capital thus increases the ability of our businesses to deliver their products and services.	Fulfilled the strategic priority of transforming core models by expanding the scale of the real estate and manufacturing businesses.
<b>Natural</b> ▶ Capital preserved ▶ Med to Long-term Impact	Programs and activities under Natural Capital require financial resources, particularly with due diligence in operations, abiding by regulatory requirements, and investments in the areas of greenhouse gas reduction programs, energy efficiency and management, and water management-related programs of relevant subsidiaries.	With the overall decrease in energy consumption and GHG emissions, natural capital in general was preserved. Water use may have increased, but this was due to the operations of the Casecnan hydro power plant wherein water merely passes through the turbine and is not consumed, per se.  Natural capital under the theme of biodiversity and conservation slightly increased with the activities under the BINHI program and nature conservation. Equal attention given to both financial and ESG concerns ensures the continued creation of natural capital.	The management of Natural Capital was greatly assisted by the strategic initiative on continued capacity building of the Group on the needed technical knowledge and skills.

Capital	Financial Materiality	Impact Materiality	Impact/Support to Strategic Priorities
<b>Intellectual</b> ▶ Capital created ▶ Medium-term Impact	Financial resources are necessary to support the development of policies, processes, and capabilities for cybersecurity, data privacy and keeping up with the increasing digital world. These endeavors bring up the defenses of the company against related risks and foster innovation.  On the other hand, fostering innovation, keeping up with management systems, and further development of intellectual property bolsters our portfolio's business models and operations, which in turn increases the value they can create.	Intellectual Capital during the reporting period was greatly increased, given the developments summarized above.  The work related to Intellectual Capital also builds up our Human Capital as capabilities related to the topic are developed, and in Social and Relationships Capital it covers and protects our engagements with various stakeholders.	IT training, workshops and testing as part of the strategic priority on capacity building to prevent the adverse impacts of emerging cybersecurity risks.
<b>Human</b> ▶ Capital created ▶ Short-term Impact	Investing in human capital development through trainings and ensuring the health and safety of our workforce enables our employees to perform to the best of their abilities, contributing to higher quality of products and services that we deliver to our consumers, which reflects in our financial performance.	We continue to strengthen our human capital through efforts in unifying our human resource services and engaging our employees in occupational health and safety initiatives, promoting a better working experience. We strive to equip our employees with information and knowledge to embed sustainability and practice DEI in the workplace aligned with the organization's mission.	All subsidiaries launched culture-related programs to align the interests and values of employees with the corporate purpose to advance the FPH mission.
<b>Social and Relationships</b> ▶ Capital created ▶ Medium-term Impact	The social license we obtain through stakeholder engagement and socioeconomic programs allows our business segments to operate throughout the country.	We continue to preserve our Social and Relationship capital by having meaningful engagements with our consumers, co-creators, community members, and investors. We also continue to create new capital when we forge new partnerships.	The activities support our strategic priority of strengthening collaboration with stakeholders to meet our enterprise and national goals.

### Business Segments of FPH



### 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 2024, we started the year with PHP283.2 billion. This was from:
- ▶ 53.5% retained earnings
  - ▶ 46.6% loans and debts
  - ▶ 0.1% stocks

##### Distribution of Resources

- Through the subsidiaries, financial resources were distributed to:
- ▶ PHP79.3 billion for Manufactured Capital
  - ▶ PHP74.6 billion for Natural Capital
  - ▶ PHP12.1 billion for Human Capital
  - ▶ PHP2.7 billion for Social Capital
  - ▶ PHP1.3 billion for Intellectual Capital

##### MANUFACTURED CAPITAL

###### Assets across FPH

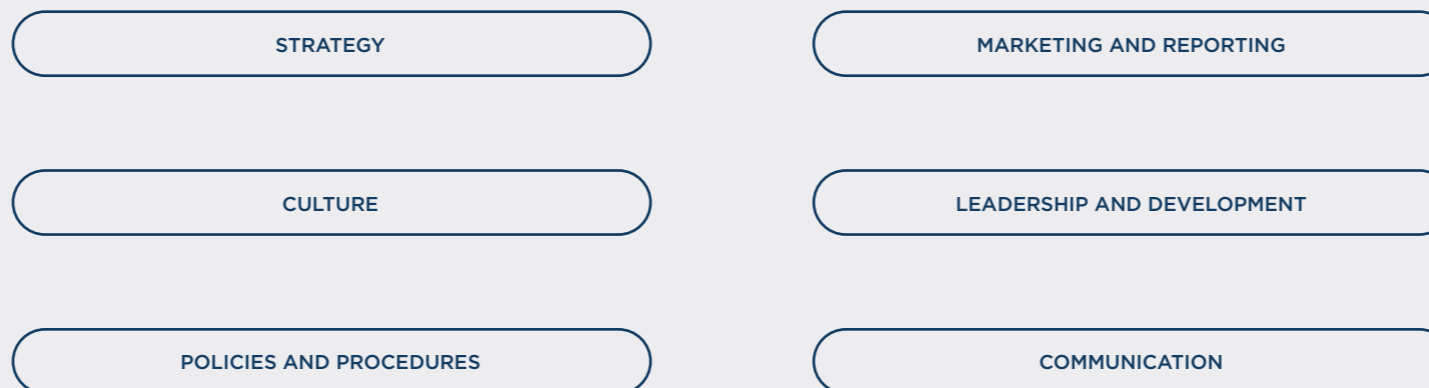
- ▶ 32 power plants across natural gas, geothermal, hydro, solar, and wind
- ▶ 33 residential, commercial, and office properties
- ▶ First Philippine Industrial Park and expansion
- ▶ Transformer production plant
- ▶ Equipment fleet for construction and five drilling rigs
- ▶ Three clinics, two Eyesites, and one optical shop
- ▶ The FPH Head Office, and the respective offices of our subsidiaries

##### NATURAL CAPITAL

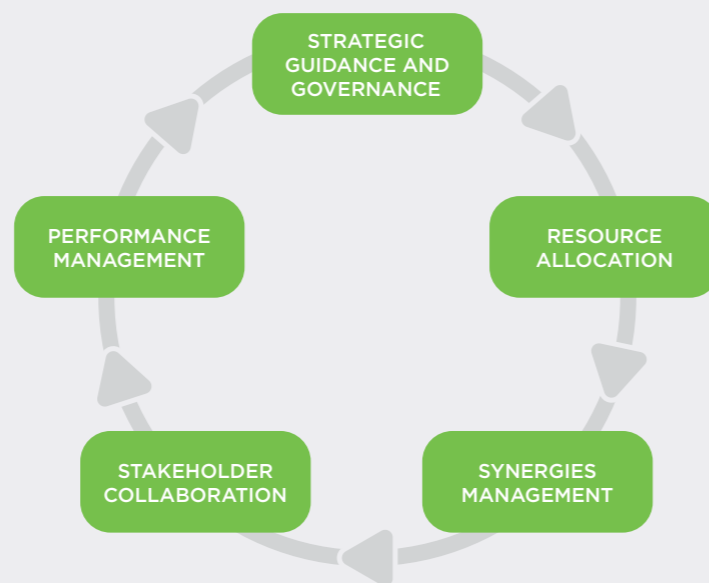
###### Total resources used by FPH as a whole

- ▶ 82.3GWh electricity
- ▶ 21,326.4GWh equivalent of fuel used by the natural gas plants
- ▶ 15.6 million liters of fuel for equipment and vehicles
- ▶ 2.2 million ML water for hydro plants
- ▶ 1.1 million ML seawater for power plant cooling
- ▶ 9,803.6 ML water used for non-power purposes
- ▶ 58.4 thousand tonnes materials used

### Governance Processes



### Business Model



### Parent Roles



#### OUTCOMES

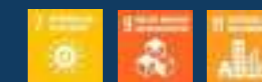
FPH as the parent does not have outputs; instead our outcomes are the outputs of our subsidiaries as we guide them via our value creation model, parent roles, and governance processes.

##### FINANCIAL CAPITAL (INCREASE) (SHORT-TERM IMPACT)

- ▶ PHP167.1 billion in consolidated revenue
- ▶ PHP24.7 billion consolidated net income
- ▶ PHP13.8 billion RNI attributable to parent

##### MANUFACTURED CAPITAL (CREATED) (SHORT, MEDIUM, AND LONG-TERM IMPACT)

- ▶ 18,277.1GWh electricity sold by the power generation segment
- ▶ In the residential and commercial real estate segment
  - ▶ 238,439 sq.m. built
  - ▶ 138,524 sq.m. reservation sales
  - ▶ 358,752.3 sq.m. leased
  - ▶ Four new properties completed and operational
  - ▶ Six new properties launched and begun construction
- ▶ 24,469 transformers manufactured and delivered to customers
- ▶ Drilling projects with one major client
- ▶ Total of PHP134.9 billion in book value of assets as of year-end



##### NATURAL CAPITAL (MAINTAINED AND CREATED) (SHORT AND LONG-TERM IMPACT)

- ▶ 127,608 ha of natural forests protected
- ▶ 1.8 million tCO2e sequestered by FPH protected forests, parks, and landscapes

###### By-products of our businesses:

- ▶ 7.0 million tCO2e emitted
- ▶ 9.8 thousand tonnes of waste disposed





# ESG Values

Integrating ESG principles into our business operations generates value for our various stakeholders. Our investments in the six capitals, as discussed in the previous sections, have yielded both direct and indirect benefits to our stakeholders and to the company. In 2024, the following are the values we believe we created for our stakeholders, as well as the value we have received.

Stakeholders	Values for the Stakeholder	Values for FPH
<b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>▶ Continued delivery of products and services;</li> <li>▶ In the manufacturing segment, able to cater to the growing demand of customers</li> <li>▶ In the power segment, more focus on retail products</li> </ul>	<ul style="list-style-type: none"> <li>▶ Recurring revenues from customers</li> </ul>
<b>CO-CREATORS (EMPLOYEES, SUPPLIERS AND BUSINESS PARTNERS)</b>	<p>Employees</p> <ul style="list-style-type: none"> <li>▶ Stable livelihoods and good working conditions</li> <li>▶ More policies and training programs to protect their human rights</li> <li>▶ Continued programs to promote their well-being</li> <li>▶ More focus on culture and alignment of employee interest with the company mission</li> </ul> <p>Suppliers and Partners</p> <ul style="list-style-type: none"> <li>▶ Continued business operations of our suppliers</li> <li>▶ Contributions to the local economy</li> <li>▶ Human rights protection extends to the value chain</li> </ul>	<ul style="list-style-type: none"> <li>▶ Attraction and retention of employees</li> <li>▶ Engagements with like-minded partners</li> </ul>
<b>ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>▶ Efficient use of natural resources</li> <li>▶ Environmental conservation, preservation, and restoration activities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continued supply of raw materials from natural resources</li> </ul>
<b>HOST COMMUNITIES</b>	<ul style="list-style-type: none"> <li>▶ Contributions to the local economy</li> <li>▶ Empowerment of communities through CSR programs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Received a social license to operate</li> </ul>
<b>GOVERNMENT</b>	<ul style="list-style-type: none"> <li>▶ Participation in policy discussions in executive and legislative branches to share the business perspective</li> <li>▶ Partnerships to develop proofs of concept for environmental initiatives</li> <li>▶ Due diligence and compliance to all regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>▶ Government support to perform business activities and new projects</li> </ul>
<b>INVESTORS</b>	<ul style="list-style-type: none"> <li>▶ FPH's early adoption of IFRS standards to protect their investments</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continued access to capital</li> </ul>

## Expenses and Investments per Capital

Trends in the data for amount spent per capital are driven by the power generation business due to its scale as compared to the other portfolio businesses. In 2024, there is a considerable increase in the amount invested in Manufactured Capital, driven by the acquisition of Casecanan, and the growth projects and maintenance projects of EDC. Expenses and investments in Natural Capital remained similar as that in 2023. Under Human Capital, considerable investments were made by First Balfour and Asian Eye for the compensation and benefits, skills

training, and well-being programs for its employees. With Intellectual Capital, there are significantly less expenses in 2024 primarily due to the fact that in 2023, there was a significant one-time expense on permits related to rights of use assets for First Gen's LNG terminal. But across all subsidiaries, there were increased investments related to cybersecurity activities. And finally under Social Capital, there has been an increase in expenses related to taxes following the full operation of the LNG terminal.

Capital	Amount (PHP millions)	Percent of Total	Composition of Expenses
<b>MANUFACTURED CAPITAL</b>	79,341.4	46.6%	Buildings, facilities, heavy equipment, infrastructure such as roads, substations, transmission towers, and other related physical structures and equipment
<b>NATURAL CAPITAL</b>	74,622.4	43.9%	Land acquisition and maintenance, research for alternative materials, energy efficiency projects, water use efficiency, waste management, GHG reduction initiatives, biodiversity projects, environmental CSR projects, and environmental permits
<b>HUMAN CAPITAL</b>	12,127.4	7.1%	Employee compensation and benefits, training and development, well-being initiatives, and health and safety programs
<b>INTELLECTUAL CAPITAL</b>	1,324.3	0.8%	Intellectual property, software, tools, cyber security, permits, licenses, rights, and certifications
<b>SOCIAL CAPITAL</b>	2,689.6	1.6%	Social CSR projects, customer and investor relations, partnerships, permits, and conferences
<b>TOTAL EXPENSES AND INVESTMENTS</b>	170,105.3		
<b>TOTAL BOOK VALUE OF ASSETS</b>	134,947.4		

# Contribution to SDGs

FPH businesses are nested in the environment and communities where they operate. This interconnection of the natural, social, and economic systems steers us to act as one with the government to protect the total system. Thus, our businesses are designed to contribute to the sustainable development of our country.

In executing our mission, we are guided by the Philippine Development Plan (PDP), which addresses our national circumstances, and the UNCTAD-ISAR covering the developmental concerns of business. The outcomes generated by the utilization of our six capitals are aligned with PDP's strategies of expanding and upgrading the infrastructure (energy in particular), accelerating climate action, and strengthening disaster resilience, among others<sup>30</sup>. They also support two out of the six UN transformation entry points that UNCTAD is working on to promote business and trade, namely, energy transition and climate change, biodiversity loss and pollution<sup>31</sup>.

With only five years to go for the world to meet the SDGs, our government needs the support especially from the business sector as underscored by UNDP<sup>32</sup>. The agency cited the new urgency for the mobilization of the private sector for the country to achieve sustainable and inclusive growth. At the same time, almost all the SDGs have not been achieved by the country.<sup>33</sup>

In 2024, FPH continued to do its share contributing to almost all SDGs due to the slow progress reported. In identifying our SDG contributions, we assessed our outcomes and aligned them with SDG targets and indicators. Results show that our businesses have positively impacted the environment and society through their business activities and corporate initiatives. Consolidating these, we contributed to 15 out of the 17 goals and impacted 47 targets and indicators.

We continue to be an active member of the Environment Committee of the SDG Stakeholder Chamber of the country's National Economic and Development Authority in the pursuit of sustainable development. We present below the details of our SDG contributions.

## Philippine SDG Dashboard and Trends



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

<sup>30</sup> National Economic and Development Authority (2023). Philippine Development Plan 2023-2028. Retrieved from <https://pdp.neda.gov.ph/philippine-development-plan-2023-2028/>  
<sup>31</sup> UN Department of Economic and Social Affairs (2024). UNCTAD/UN Trade and Development. Retrieved from <https://sdgs.un.org/un-system-sdg-implementation/unctadun-trade-and-development-57135>  
<sup>32</sup> Center for Impact Investment and Practices, UNDP (2024). SDG Investor Map Philippines. Retrieved from <https://www.undp.org/philippines/publications/philippine-sdg-investor-map>  
<sup>33</sup> Sachs, J.D., Lafortune, G., Fuller, G. (2024). The SDGs and the UN Summit of the Future. Sustainable Development Report 2024. Paris: SDSN, Dublin: Dublin University Press.10.25546/108572.





## PEOPLE

SDG No.	Target	Contributions
	1.5	<ul style="list-style-type: none"> <li>103 barangay officials trained by EDC on Strengthening Community-Based Disaster Response Protocols</li> <li>173 student volunteers trained by FPIP on Barangay Protocols during a disaster</li> </ul>
	3.8	<ul style="list-style-type: none"> <li>9,423 patients provided with free medical, dental, and optical services through First Gen's health missions</li> <li>27,450 cc of blood donated by First Balfour employees to the Philippine Red Cross</li> <li>2,865 blood donation recipients from FPIP's Blood Donation Drive</li> </ul>
	4.1 4.2 4.3 4.4 4.5 4.7	<ul style="list-style-type: none"> <li>728 scholars awarded through scholarship programs across FPH's business groups</li> <li>23 elementary and high schools supported through Brigada Eskwela (assistance in cleaning, maintenance and improvement of school facilities in preparation for the school period)</li> <li>31,203 students and 743 teachers supported through educational initiatives such as distribution of learning materials and refurbishment of class rooms.</li> <li>At least Php 35.9M investment in supporting elementary and high school students through scholarship grants.</li> </ul>
	5.1 5.5	<ul style="list-style-type: none"> <li>28.91% of employees are women</li> <li>34.8% of our senior management are women.</li> <li>20% of our board members are women</li> <li>Scored 54% in UN WEPS' Gender Gap Analysis Tool (GGAT), a tool developed by the UN Women to assess businesses around the world on gender equality performance in the workplace, surpassing the 35% Global GGAT Average.</li> <li>FPH is a UN WEPS Signatory.</li> <li>FPH Gender Equality and Diversity Policy is in place.</li> <li>Overcoming Unconscious Bias Training is made available to all employees.</li> </ul>



## PEACE

SDG No.	Target	Contributions
	16.2	<ul style="list-style-type: none"> <li>Maintained our social safeguard policies, and created related policies and guidelines further respecting human rights.</li> <li>Maintained our Grievance Redress Mechanism to address human rights risks in their respective value chains</li> </ul>




**PROSPERITY**

SDG No.	Target	Contributions
	7.1	<ul style="list-style-type: none"> <li>Five off grid Sitios planned for inclusion in the Liwanag sa Sitio Program of Solar Sikat Challenge Foundation</li> <li>7,614.9GWh net power generated from RE sources (41.7% of total power generated from portfolio)</li> <li>1,622.3GW installed capacity of renewable energy plants (44.6% of total power generation portfolio)</li> </ul>
	7.2	
	8.5	<ul style="list-style-type: none"> <li>Around 74,400 jobs generated by FPIP and its locators</li> <li>9,671 employees across the FPH group</li> <li>Nine policies respecting the rights of our employees and other stakeholders</li> <li>FPH group has a robust grievance redress mechanism</li> <li>PHP141.5 million worth of investments for occupational health and safety</li> </ul>
	8.8	
	9.1	<ul style="list-style-type: none"> <li>PHP65.9 billion worth of investments for infrastructures in 2024</li> <li>Around 83,900 jobs generated by the entire FPH Group</li> <li>Five developments of Rockwell Land with green building certifications: 8 Rockwell, 1 Proscenium, RBC - Ortigas, RBC - Sheridan, and Santolan Town Plaza. This constitutes all of their currently operating office properties.</li> <li>Biodegradable Distribution Transformers (BioDT) and Super Green Transformers are made available by First Philec</li> </ul>
	9.4	
	10.2	<ul style="list-style-type: none"> <li>We continue to work closely with IP groups in our host communities as well as IP organizations</li> <li>50 high school students from IP communities had completed their cultural education</li> </ul>
	10.3	


**PLANET**

SDG No.	Target	Contributions
	6.3	<ul style="list-style-type: none"> <li>46,923.7 cubic meters of recycled water used in Rockwell properties</li> <li>1,140.0 cubic meters of rainwater used in operations</li> <li>FPIP has a Water Sustainability Masterplan addressing supply and demand concerns in the park.</li> <li>First Gen, through its subsidiary EDC, is engaged in forest restoration and conservation activities in the watersheds the geothermal reservations are part of. Likewise, in its Pantabangan-Masiway Hydro Project, First Gen also does forest restoration and rehabilitation within the Pantabangan-Carranglan Watershed Reserve.</li> <li>Several FPH subsidiaries have joined DENR's Adopt-A-Forest program.</li> </ul>
	6.4	
	6.6	
	12.6	<ul style="list-style-type: none"> <li>Our businesses have developed various plans to address their waste management, and continue to improve their waste management practices.</li> <li>FPH and First Gen have a Code for Responsible Sourcing</li> </ul>
	12.7	

**PLANET**

SDG No.	Target	Contributions
	13.3	<ul style="list-style-type: none"> <li>First Gen's Create for the Climate program empowers the youth to take on the issue of climate change.</li> <li>2,557 students engaged in climate information initiatives</li> <li>17,969 individuals engaged in external engagements on climate action</li> <li>11 engagements in 9 LGUs for disaster risk and hazards (See Annex 5)</li> <li>28 engagements with national agencies, local government units, and civil society organizations on climate action (See Annex 5)</li> </ul>
	14.1	<ul style="list-style-type: none"> <li>Several of our businesses conduct regular coast and river clean up activities. 643 kilos of waste collected from participating in such activities.</li> <li>First Gen supports the provincial network plan of the Batangas Bantay Dagat Network</li> </ul>
	14.2	
	14.4	
	14.5	
	15.1	<ul style="list-style-type: none"> <li>171,892 seedlings produced at central and satellite nurseries</li> <li>48 arboreta established by BINHI and its partners to date</li> <li>127,608 hectares of natural tropical rainforest protected.</li> <li>Species diversity of flora and fauna recorded in First Gen sites:                             <ul style="list-style-type: none"> <li>FGCEC Mangrove Forest: 148 species</li> <li>Bacon-Manito Geothermal Reservation: 231 species</li> <li>Leyte Geothermal Reservation: 283 species</li> <li>Southern Negros Geothermal Reservation: 187 species</li> <li>Mt. Apo Geothermal Reservation: 297</li> </ul> </li> <li>Several FPH subsidiaries have joined DENR's adopt-a-forest program.</li> <li>More details on the above discussed in the section on Natural Capital, Biodiversity, on pages 157 to 163.</li> </ul>
	15.2	
	15.3	
	15.4	
	15.5	
	15.7	

**PARTNERSHIPS**

SDG No.	Target	Contributions
	17.7	<ul style="list-style-type: none"> <li>Active collaboration and engagement with the government, academic institutions, and civil society organizations for our environmental and social initiatives.</li> <li>Maintained our social safeguard policies, and created related policies and guidelines further respecting human rights.</li> <li>Maintained our GRM to address human rights risks in their respective value chains.</li> <li>28 events participated and sponsored relative to the FPH mission</li> <li>FPH sits at NEDA's SDG Stakeholder Chamber Council, working with the government and other stakeholders to achieve the global goals</li> <li>More information on our external engagements in Annex 5A.</li> </ul>

<IR> Performance

# Progress on Our Mission

## Making Headway in Our Process

To shepherd the implementation of the FPH mission, we introduced four mechanisms in 2024 to ensure its delivery:

- ▶ The Integrated Management Framework which embeds sustainability and risk/opportunity assessment in key corporate functions
- ▶ The ESG Data Management Guidelines on data collection, analysis and reporting
- ▶ The ESG Data Management Platform that stores, consolidates and provides the initial ESG analytics
- ▶ A pilot project on supplier engagement

In 2024, we combined these mechanisms with our other ESG practices for the past years into one cohesive process to institutionalize how we execute our mission. This process assists our subsidiaries in achieving the following:

- ▶ self-sufficiency in skills for their ESG-related decision-making
- ▶ long-term compliance by embedding ESG requirements in regular functions
- ▶ elimination of external support and additional costs by building competency in ESG

Process to Guide the Execution of the FPH Mission



### Step 1: Material Factors

We regularly inventory and prioritize the financial and non-financial ESG factors that can potentially affect the execution of our mission. Among many considerations, we are focusing on two aspects: a) governance practices related to ESG policies, SEC regulations, and investors' standards; b) any ESG-related threats and opportunities to our operations.

### Step 2: Required Skills and Knowledge

We identify the knowledge and skills needed to address the material factors. Based on our learnings from training sessions since 2021 to the present, we use three criteria: a) support for regulatory compliance, b) good practices to address ESG issues, and c) ease of execution of the methodology proposed for adoption.

### Step 3: Capability Building

Capability building activities are either special studies that are shared with the subsidiaries or training for re-skilling or upskilling. The objective of any learning session is to develop knowledge products such as plans, templates, or tools. With our shift in mission in 2020, we first paid attention to the SEC requirements and our climate pillars from 2021-2023. In 2024, we deepened our understanding of specific skills such as those of TCFD (climate scenario analysis, climate risks and opportunity assessment, risk scoring, and financial impact assessment) and Scope 3 GHG accounting.

### Step 4: Integrated Management Approach

Since 2024, sustainability is being embedded in key corporate functions such as in corporate governance, strategic planning, risk management, and budget allocation. Integrated management will continue to be expanded to other responsibilities next year.

### Step 5: Road Mapping

With the skills and knowledge acquired from capability building and with the key functional groups being integrated through the Integrated Management Approach, the subsidiaries were able to craft initial decarbonization and regeneration measures in 2023. By 2024, more definite measures and targets were established in varying degrees across the Group.

### Step 6: Data Management

In 2024, we were able to fully use the ESG Data Management Guidelines which standardized the capture, analysis and storage of ESG data. These protocols were used in tandem with our digital ESG Data Management platform to increase the integrity of the data used for disclosures in this report and for other external communications.

### Step 7: Performance Monitoring

There is a regular performance review of financial or non-financial or ESG operations by the Executive Committee at least twice a year during the Strategy and Synergies Planning (SSP) discussions which serve as a review session by senior leadership of all the subsidiaries' business and ESG performance. To get the fundamentals right, in 2024 we revisited our subsidiaries' "plumbing" (structure and processes) to check the fundamentals of their accuracy and efficiency in implementing the FPH mission. One-on-one sessions were held from June to December 2024. The activity included a review of the subsidiaries' grasp of the mission, Technical Working Group structure, identification of their pentad stakeholders, and screening of material ESG indicators. This support to the subsidiaries is ongoing.

### Step 8: Reporting

The Integrated Report is written in full compliance with the Philippine SEC rules and other international standards. Since the report is the primary source of financial and non-financial information of our stakeholders, a major feature of the 2024 report is a third party Limited ESG Data Assurance to improve its reliability to the users of the report.

### Our Progress in Decarbonization

We are one with Andrew Winston, a global expert on sustainable business on his argument for climate action. He said, “Businesses and their leaders should act because they must realize we need to, have to and want to.”<sup>34</sup> He explained that we need to act because of the worsening weather events in order to survive, we have to act because of the new waves of legal requirements and stakeholder expectations, and we must want to act as smart climate strategies can cut costs, reduce risks, boost revenues, and build brand value.

Below is our general climate transition plan referenced on the Transition Plan Taskforce (TPT) Disclosure Framework.<sup>35</sup>



**AMBITION**

**Strategic Objectives**

- ▶ Decarbonize the operation to net zero by 2050 via GHG Scopes 1, 2, and 3 (with assistance to supply chain partners).
- ▶ Decarbonize the value chain (Scope 3) as much as applicable.
- ▶ Respond to identified climate risks and capture the opportunities to enhance our adaptation and resilience.

**Business Model**

- ▶ No foreseeable changes as the business model already supports decarbonization as part of the FPH mission.

**Key Assumptions and External Factors**

- ▶ Role of FPH in the Philippine Energy Plan and NDC Implementation Plan
- ▶ Availability of renewable energy
- ▶ Technological developments (speed, access, and cost of clean technologies)

**ACTION**

**Implementation Strategy**

- ▶ Climate strategy to deliver net zero shall follow the mitigation hierarchy:
  - ▶ energy efficiency
  - ▶ less intensive inputs/raw materials
  - ▶ renewable energy
  - ▶ other low GHG technologies
  - ▶ nature-based solutions (NBS)
- ▶ Adoption of Responsible Sourcing Code for the Group
- ▶ Develop sustainable products and services that are aligned with the transition to a low carbon economy.

**Engagement Strategy**

- ▶ Engage stakeholders along the value chain to reduce Scope 3 GHG emissions. Activities will include the alignment of suppliers' ESG policies/practices with FPH and capacity building sessions.
- ▶ Participate in policy consultations of the government and other sectors for rules that can provide incentives for green initiatives and for the systematic implementation of the NDC towards the low carbon economy of our country.

**ACCOUNTABILITY**

**Metrics and Targets**

- ▶ Variable (absolute or intensity, as applicable)
- ▶ Metrics vary based on the nature of operation of the subsidiary

**Governance**

- ▶ Climate governance shall lie with the FPH Board and Senior Management
- ▶ The climate mission and sustainability policy are climate-centric
- ▶ A Steering Committee and/or a Technical Working Group shall shepherd the execution of the subsidiary plan
- ▶ Embed sustainability in the culture of the Company

### Status of Decarbonization Plans

Like many companies across the world that are constrained with the dearth of GHG removal technologies and limited financial resources, FPH is adopting the GHG mitigation hierarchy approach involving the adoption of the low hanging fruits or measures available now (e.g. energy conservation and efficiency, renewable energy, circularity, etc.). As summarized by Project Drawdown<sup>36</sup> and as practiced by many organizations, we need to “step on the emergency brakes” to reduce the emissions as quickly as we can. While our foot is on the brake, we will continue to scan evolving clean technologies that are technically feasible and at the same time economically viable to lead us to net zero by 2050.

Even as clean technology is critical to meet the net zero goal, today the world does not have the needed carbon capture technologies. The last IPCC report (AR 6 Working Group III)<sup>37</sup> discussed the challenges in the implementation of mitigation strategies in Section 3.6. These include technology risks, scaling, and cost. Another challenge cited in Section C.4.6 is the availability of appropriate geological storage for large scale fossil-based GHG emissions. For the non-power segment, Section C.5.2 reported that low to net zero GHG intensity for primary industrial materials is at the pilot stage and if in near commercial stages, they are not yet established as the industry practice. Thus, we are piloting with

<sup>34</sup> Winston, A. (2024). Why we need to, have to, want to act on climate change. Retrieved from <https://andrewwinston.com/why-we-need-to-have-to-want-to-act-on-climate-change/>  
<sup>35</sup> Sustainable Stock Exchanges Initiative (2023). Transition Plans Training Tool. Retrieved from <https://sseinitiative.org/publication/transition-plans-tool>  
<sup>36</sup> Foley, J. (2022). Hitting the “emergency brake” on climate. Retrieved from <https://drawdown.org/insights/hitting-the-%E2%80%9Cemergency-brake%E2%80%9D-on-climate>  
<sup>37</sup> IPCC, 2022: Summary for Policymakers [P.R. Shukla, J. Skea, A. Reisinger, R. Slade, R. Fradera, M. Pathak, A. Al Khourdajie, M. Belkacemi, R. van Diemen, A. Hasija, G. Lisboa, S. Luz, J. Malley, D. McCollum, S. Some, P. Vyas, (eds.)]. In: Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [P.R. Shukla, J. Skea, R. Slade, A. Al Khourdajie, R. van Diemen, D. McCollum, M. Pathak, S. Some, P. Vyas, R. Fradera, M. Belkacemi, A. Hasija, G. Lisboa, S. Luz, J. Malley, (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA. doi: 10.1017/9781009157926.001

the Department of Environment and Natural Resources on a Nature-based Solutions Project (NbS) to sequester the carbon emissions as a stop gap measure while scouting for the appropriate carbon removal technologies. The NbS pilot project will consider not only the volume of carbon that can be sequestered by the project but more importantly, the ecological parameters required to increase the resilience of the vegetation stands from extreme heat that we expect in the years to come.

From the list of decarbonization options screened in 2023, each subsidiary further analyzed the mitigation measures it will pursue up to 2030 while scanning the evolving clean technologies that will bring them to net zero by 2050. Thus, for now firm decarbonization measures up to 2030 were defined but we will continue to conduct our analysis for years beyond 2030. Our path on decarbonization was designed without compromising our role in energy security under the Philippine Energy Plan, and the delivery of our products and services to our customers.

Mapping of FPH Decarbonization Measures

FPH Segment	2024-2030 Measures	Target Setting to 2030	Measures to 2050
<b>REAL ESTATE (COMMERCIAL &amp; RESIDENTIAL)</b>		Partial	
<b>REAL ESTATE (INDUSTRIAL PARK)</b>		Process completed	
<b>CONSTRUCTION &amp; ENERGY SERVICES</b>		Partial	
<b>MANUFACTURING &amp; ENERGY SOLUTIONS</b>		Partial	
<b>POWER GENERATION (NATURAL GAS)</b>		Partial	
<b>POWER GENERATION (RENEWABLE ENERGY)</b>		Process completed	
<b>HEALTHCARE</b>		Partial	

Carbon capture and future clean technologies	Green building	Nature-based solutions	Renewable energy
Circularity / Waste Management	Green electric fleet/logistics	Productivity efficiency	Sustainable materials
Energy efficiency	LED lighting		

### Our Progress in Regeneration

In the context of our mission, regeneration means the restoration and healing of our climate changed planet and people. The FPH mission of decarbonization and regeneration is premised on the principle of the interconnectedness of nature and man. Nature is the whole physical world that includes man. Since man is nested in nature, man through his activities, like our businesses, constantly interacts with nature and influences the state of nature. Interaction with nature can be positive when we derive environmental services from it, or it can be negative if our activities harm nature.

Today, the World Economic Forum reported that the top four global risks for the next decade will be nature-related (extreme weather events, biodiversity loss and ecosystem collapse, critical changes in the earth system, and natural resources shortage)<sup>38</sup>. Because nature has no boundary, these top global risks are expected to impact the local environment and communities in the areas we operate. The problem may be global, but our actions must be local within our work sites and our areas of influence. This is our mindset in implementing our mission of regeneration. We must not only contribute to restore nature but also the communities in our localities.

### Restoring Nature

Nature in its normal state has three attributes: a) integrity or intactness of ecosystem structure, b) environmental sustainability as nature's intact structure ensures its delivery of ecosystem services, and c) resilience as an intact structure and a fully functioning nature will have the capacity to adapt to external shocks or disturbances.

delivering minimum functions. In the normal state, man or business puts little pressure on nature and nature fully delivers its ecosystem services. Our mission is to improve these three attributes in our work sites, reducing the pressure on nature and facilitating its recovery.

We need to restore nature from its sub-optimal to a better normal state by protecting its structural integrity and functions. A sub-optimal environment has a small natural foundation because of low integrity, sustainability, and resilience. In a sub-optimal state, man or business puts pressure on nature resulting in a fragmented environment

The initiatives of FPH in restoring nature in its project sites and areas of influence are in the form of land /aquatic habitat protection, revegetation, biodiversity conservation, alternative livelihoods to host communities, and engaging them on climate change awareness and action. The details of the FPH initiatives are found in the Natural Capital section of this report.



<sup>38</sup> World Economic Forum (2025). Global Risks report 2025. Retrieved from <https://www.weforum.org/publications/global-risks-report-2025/>

### Restoring People

The other half of our mission is improving the well-being of our internal and external stakeholders. We are continuing the regeneration programs of the FPH business segments started in 2023 as shown below. These programs cover both internal and external stakeholders. Basic processes that capture employee experience and aid in culture development are critical regeneration elements, so they are found in all the business segments.

Support programs for sustainability safeguard policies such as: a) nature restoration, b) health and safety, and c) gender equality and diversity are also common across the Group. Programs for external

stakeholders vary based on the nature of operation of the business segments, except for respect for human rights which applies to their whole value chain.

The operating units with defined host communities like the power companies, industrial park and our manufacturing and energy solutions subsidiary have additional initiatives beyond their business fence consisting of community engagement, education, livelihood support, and climate resilience. The health segment has an outreach program in non-host areas. The initiatives selected by the units were based on their available resources and skills.

Regeneration Initiatives (2024 Up)		FPH SEGMENT						
		Real Estate (Commercial & Residential)	Real Estate (Industrial Park)	Construction & Energy Services	Manufacturing & Energy Solutions	Power Generation (Natural Gas)	Power Generation (Renewable Energy)	Healthcare
INTERNAL STAKEHOLDERS	Nature Restoration	●	●	●	●	●	●	
	Respect for Human Rights	●	●	●	●	●	●	●
	Gender equality and diversity	●	●	●	●	●	●	●
	Water Conservation	●	●	●	●	●	●	●
	Employee Engagement	●	●	●	●	●	●	●
	Safety and Health	●	●	●	●	●	●	●
	Regenerative Culture	●	●	●	●	●	●	●
EXTERNAL STAKEHOLDERS	Respect for Human Rights	●	●	●	●	●	●	●
	Community Engagement		●		●	●	●	
	Livelihood		●			●	●	
	Education		●	●	●	●	●	
	Community Resilience					●	●	



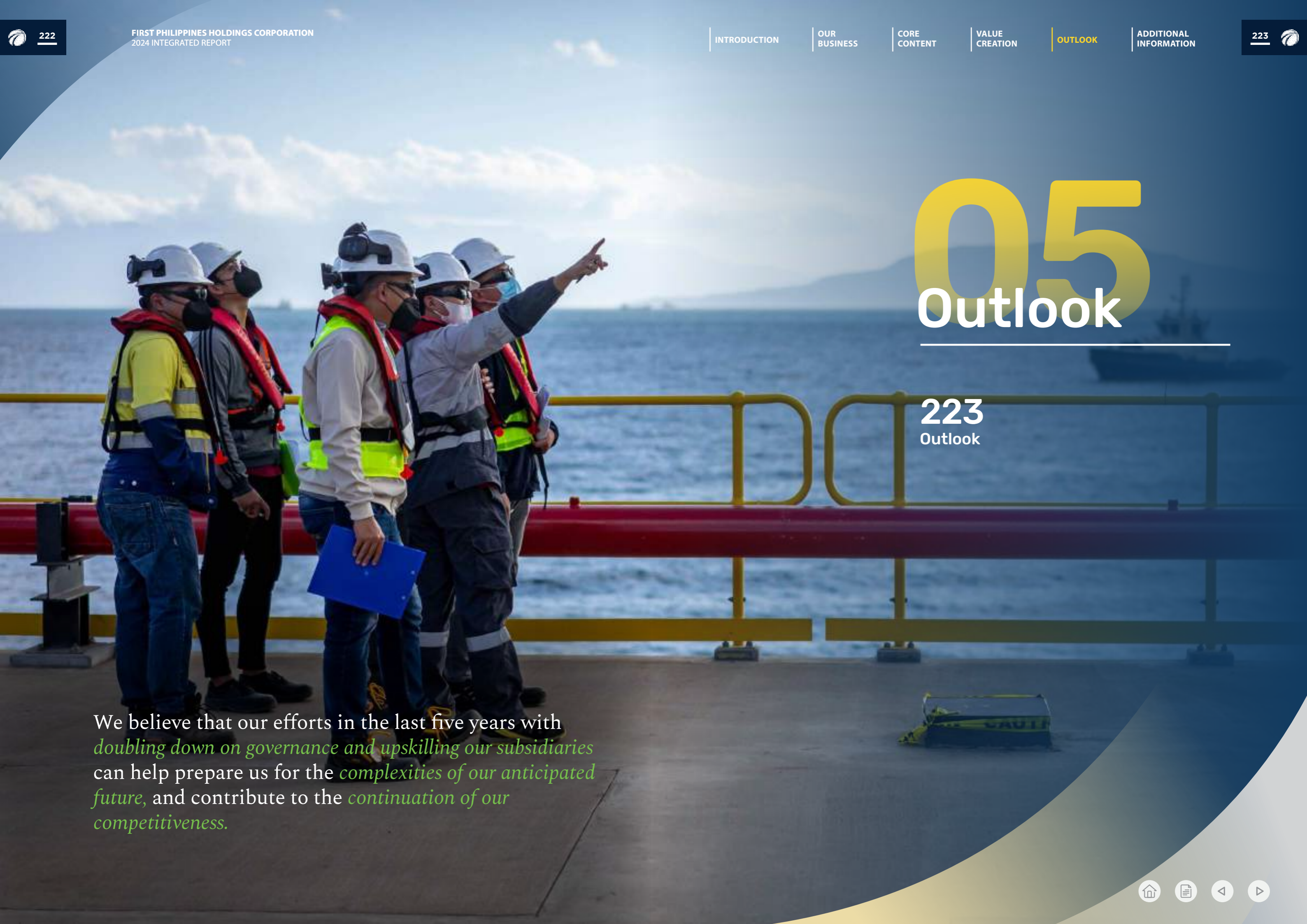
By contributing to the restoration of nature’s integrity and people’s health, FPH creates a hospitable worksite where nature continues to provide the raw materials and physical protection we need for our operation, and the communities support and prosper with us as we grow our business in their area.

The decarbonization and regeneration measures we selected are aligned with our strategic objectives, as follows:

- **Transformation of core models.** In pursuit of our strategic objective to expand our scope and scale to catalyze decarbonization, the sustainable investments we chose to grow form part of our main decarbonization measures. These investments include renewable energy, which increased in scale and export of our green transformers. We also invest in adjacent businesses and other measures in energy solutions like energy audits and energy efficiency assessments.
- **Capability building.** The decarbonization and regeneration measures we are pursuing require technical skills that are supported by FPH training and our collaboration with the local government for enabling policies on clean energy technologies and NbS.

In implementing our strategic objectives, we can fulfill our commercial plans while meeting our mission of decarbonization and regeneration.

- **Diversification.** Nature-based Solutions(NbS) is a frontier enterprise that we are studying with the government because of its massive decarbonization and regeneration potential.



# 05 Outlook

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Outlook

We believe that our efforts in the last five years with *doubling down on governance and upskilling our subsidiaries* can help prepare us for the *complexities of our anticipated future*, and contribute to the *continuation of our competitiveness*.

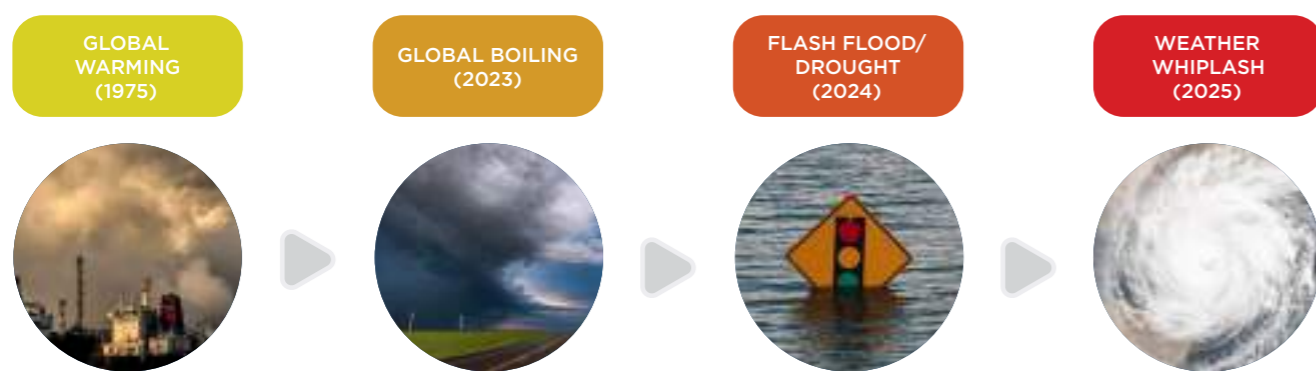


**Our Future Context:**

**Environment**

Climate change has rapidly accelerated since it caught the attention of governments in 1988 with the Congress testimony of NASA scientist James Hansen. He specifically described the climate phenomenon as “global warming”. By July 2023, the climate situation worsened to “global boiling” according to UN Secretary General Antonio Guterres,<sup>39</sup> accompanied by reports on the discovery of a new phenomenon described as flash droughts between 2023 and 2024.<sup>40</sup> As we prepared to submit this 2024 IR, the January

2025 California fires manifested a higher level of disruption scientists call a “weather whiplash” or more frequent, sudden, and high magnitude swings of the weather with wet-dry-wet conditions.<sup>41</sup> Experts say the volatility of weather conditions is connected to the temporary breaching of the 1.5C limit in temperature in 2024, leading to the projected breaking of the thresholds of some climate tipping points between 2026 to 2042.<sup>42,43</sup>



**Wrath of Nature Evolving in Rapid Speed**

<sup>39</sup> UN (2023). Hottest July ever signals ‘era of global boiling has arrived’ says UN Chief. Retrieved from <https://news.un.org/en/story/2023/07/1139162>  
<sup>40</sup> American Geophysical Union (2024) Warming climate intensifies flash droughts worldwide. Retrieved from <https://www.sciencedaily.com/releases/2024/05/240521124249.htm>  
<sup>41</sup> Swain, D. et al. (2025). Hydroclimate volatility on a warming Earth. Retrieved from <https://www.nature.com/articles/s43017-024-00624-z>  
<sup>42</sup> Igini, M. (2024). The tipping points of climate change: How will our world change? Retrieved from <https://earth.org/tipping-points-of-climate-change/>  
<sup>43</sup> Tandon, A. (2024). Every 0.1C of overshoot above 1.5C increases risk of crossing tipping points. Retrieved from [https://www.carbonbrief.org/every-0-1c-of-overshoot-above-1-5c-increases-risk-of-crossing-tipping-points/?utm\\_source=cbnewsletter&utm\\_medium=email&utm\\_term=2024-0802&utm\\_campaign=Daily+ Briefing+02+08+2-24](https://www.carbonbrief.org/every-0-1c-of-overshoot-above-1-5c-increases-risk-of-crossing-tipping-points/?utm_source=cbnewsletter&utm_medium=email&utm_term=2024-0802&utm_campaign=Daily+ Briefing+02+08+2-24)

**Economy**

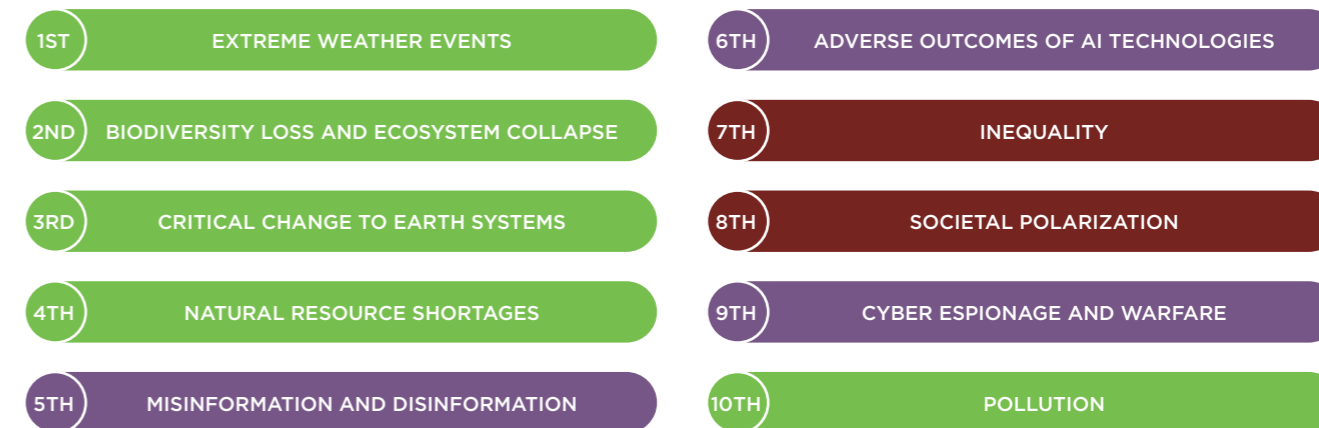
A 2024 study concluded that emerging markets led by China, Vietnam and the Philippines are expected to contribute 65 percent of the global economic growth by 2035.<sup>44</sup> These findings were echoed in another report that assessed the Philippines and Malaysia having improved prospects for economic revival and development compared to other Southeast Asian countries.<sup>45</sup>

**► Geopolitics**

Geopolitical risks are becoming dominant due to polarization and inter-state conflicts resulting in knock-on effects on crosscutting themes. The World Economic Forum reported that their multi-stakeholder informants see 2035 as a “point of no return” with most of the risks increasing in rating over the long-term.<sup>46,47</sup> However, it was also noted that widely-supported political leadership and institutions can be the key to bringing back stability to solve the risks identified in the next decade.



**Global Risks Ranked by Severity<sup>30</sup>**



Amidst these predicted disruptions, the Heads of State and Governments (including the Philippines) strongly supported the pact presented during the UN Summit for the Future in September 2024. The pact focuses on adapting international cooperation to the problems of today and the issues to come. It highlights the importance of multilateralism to address: a) sustainable development and international finance; b) science, technology, innovation and digital regulation; c) youth and future generations; and the d) transformation of global governance.<sup>48</sup>

<sup>44</sup> S & P Global (2024). Look forward. Emerging markets: A decisive decade. Retrieved from [https://www.spglobal.com/content/dam/spglobal/global-assets/en/special-reports/look-forward/volume-7/Corp\\_1015\\_LookForwardEmergingMarkets.pdf](https://www.spglobal.com/content/dam/spglobal/global-assets/en/special-reports/look-forward/volume-7/Corp_1015_LookForwardEmergingMarkets.pdf)  
<sup>45</sup> Ormiston, C. and Baig, T. (2024). Navigating high winds: Southeast Asia Outlook 2024-2034. Retrieved from <https://www.bain.com/insights/southeast-asia-outlook-2024-34/>  
<sup>46</sup> Economics Observatory (2024)/ How are geopolitical risks affecting the world economy? Retrieved from <https://www.economicsobservatory.com/how-are-geopolitical-risks-affecting-the-world-economy>  
<sup>47</sup> World Economic Forum (2025). The Global Risks Report 2025. Retrieved from [https://reports.weforum.org/docs/WEF\\_Global\\_Risks\\_Report\\_2025.pdf](https://reports.weforum.org/docs/WEF_Global_Risks_Report_2025.pdf)  
<sup>48</sup> UN (2024). Draft resolution submitted by the President of the General Assembly. The Pact for the Future. Seventy ninth session, September 20, 2024. Retrieved from <https://www.un.org/en/summit-of-the-future/pact-for-the-future>

## Implications of the Future Context on FPH

Today, FPH is highly competitive in the key areas where it participates. Its power subsidiary is the largest renewable energy producer in the country based on 2024 data from the Independent Market Operator of the Wholesale Electricity Spot Market (WESM). The manufacturing and energy solutions subsidiary has captured most of the transformer demand of Private Distribution Utilities and is increasing its sale with Electric Cooperatives. In real estate, our commercial and residential subsidiary is a major player in the high-end market while our

industrial park continues to be one of the leaders in their segment based on cumulative new and expansion investment values in the last 5 years covering the period January 2020-October 2024. The yearend data for this segment are not yet available as of the writing of the report. Lastly, our construction subsidiary is one of the biggest local players in terms of revenues generated. For us to maintain our standing, we reviewed below the trends, impacts on FPH's future, our response to adverse factors, and opportunities.

We believe that our efforts in the last five years with doubling down on governance and upskilling our subsidiaries can help prepare us for the complexities of our anticipated future, and contribute to the continuation of our competitiveness. Crucial to this is our approach to protect the planet, care for the well-being of our employees and host communities, and partnership with government agencies and non-state organizations. At the same time, the openness of our workforce for innovation and change also heavily contributes to these preparations. Our ethical






framework is also centered on the recognition of the human rights of our stakeholders within our work sites and in our areas of influence. All of these initiatives build our foundation for a resilient future.

Below is our analysis of the effects of future contexts and our responses.

Outlook	Impact on FPH	Response	Opportunities	Relevant Capitals	Time Horizon <i>Time horizon of the potential impact of future conditions to FPH or to realize the opportunities</i>
<b>ENVIRONMENTAL CONTEXT:</b> WORSENING CLIMATE CONDITIONS	Extreme weather events and rising sea level can disrupt our operations and infrastructure.	<p>FPH units have begun in-depth training to acquire skills that address the TCFD requirements in 2024 to improve their capability to develop their climate resiliency plan.</p> <p>We plan to update our scenario analysis, climate risks and opportunities assessment, risk scoring, and financial impact analysis.</p> <p>A number of the FPH subsidiaries have progressed on their decarbonization plans.</p>	Aligned with our strategic priorities, FPH will continue to invest in sustainable enterprises (scaling up our existing investments while also entering adjacent enterprises in the sectors or test frontier ones)	<ul style="list-style-type: none"> <li>Human</li> <li>Intellectual</li> <li>Financial</li> <li>Manufactured</li> </ul>	
	Due to the interdependency of climate and nature, there is growing interest by government, investors and the public on net nature positive activities. A major future concern is raw material availability of resources like water that can impact all our operations.	FPH will adopt the prescriptions of the Task Force on Nature-related Financial Disclosures (TFND) as it is a robust guide to assess dependencies and impacts of business on nature, business risks and opportunities, as well as financial implications. Adopting the TFND will give us better appreciation of the mitigation of risks on nature and contribute to the resilience of our operation.	<p>TFND protocols give us the opportunity to have a full valuation of our risks and further improve our operations. Nature risks have not been priced in the past.</p> <p>Environmental impact assessments have always focused on the adverse effects of business on nature but TFND can uncover environmental products and services that may be explored (e.g. carbon credits, payment for ecosystem services, avoided costs due to nature's protection)</p>	<ul style="list-style-type: none"> <li>Human</li> <li>Intellectual</li> </ul>	
	The increasing cost of damages due to climate change led insurance companies to reconsider their approach. More stringent criteria are expected to be imposed by the sector.	Capacity building on TCFD skills of FPH units that started in 2024 is a move towards FPH's improvement of its technical know-how to safeguard assets and to reduce reliance on insurance as a mitigating measure moving forward.	Reducing insurance costs.	<ul style="list-style-type: none"> <li>Human</li> <li>Intellectual</li> <li>Social and relationship</li> </ul>	

Timeframe of impact:

- Short-term 1-5 years
- Medium-term 6-10 years
- Long-term > 10 years or continuous planning and execution

Outlook	Impact on FPH	Response	Opportunities	Relevant Capitals	Time Horizon <small>Time horizon of the potential impact of future conditions to FPH or to realize the opportunities</small>
<b>ENVIRONMENTAL CONTEXT:</b> WORSENING CLIMATE CONDITIONS	The impacts of climate change are more felt now as people regularly experience extreme weather events. This situation will help in the climate advocacy program of FPH.	FPH is a member of the SDG Stakeholder Chamber of the country. The company can conduct trainers' training to reach the regional chapters and their stakeholders.	Opportunity to multiply climate advocates through more partnerships with state and non-state actors.	<ul style="list-style-type: none"> <li>▶ Human</li> <li>▶ Social and relationship</li> </ul>	
<b>ECONOMIC CONTEXT:</b> PROJECTED ECONOMIC GROWTH OF THE PHILIPPINES	There can be potential economic prosperity in the near future (2035) for FPH due to the demands its portfolio can supply. There will be greater demand for: <ul style="list-style-type: none"> <li>▶ energy due to increased economic activities</li> <li>▶ high value manufacturing that will require more skilled talents</li> <li>▶ improved health care and education</li> </ul>	FPH is reviewing the integrity of processes and monitoring systems of all its subsidiaries to ensure their optimal operations and readiness to take advantage of opportunities.	<p>Government moves to boost infrastructure projects may be explored by the Group.</p> <p>Beyond partaking of prosperity in the region, FPH's services will promote care for people and the planet, meeting its purpose where all are given the ability to thrive.</p>	<ul style="list-style-type: none"> <li>▶ Financial</li> <li>▶ Human</li> <li>▶ Intellectual</li> <li>▶ Manufactured</li> </ul>	
<b>TECHNOLOGICAL CONTEXT:</b> RISE OF NEW TECHNOLOGIES	Digitalization, the rise of AI, other new technologies relating to renewable energy, construction, and other sectors where FPH participates in will put pressure on the Group to innovate and adapt. This may require investments in digital infrastructure and cybersecurity.	FPH crafted its IT guidelines in 2024 to protect the company from cyberattacks. Other initiatives are discussed on page 177.	<p>Adoption of ethical and regulatory framework that will be developed under the "Pact for the Future", specific to the topic of global governance of AI and digital technology.</p> <p>Digitalization and adoption of AI and new technologies may require investments in digital infrastructure and cybersecurity.</p>	<ul style="list-style-type: none"> <li>▶ Intellectual</li> </ul>	
	Empowered by digital tools, consumers will have more power to influence consumption patterns.	FPH units have started to develop their skills to deepen customer engagement to meet the sophisticated needs of their customers.	Developing new products and services segments attuned to the needs of customers.	<ul style="list-style-type: none"> <li>▶ Human</li> <li>▶ Intellectual</li> <li>▶ Social and relationship</li> </ul>	
<b>GEOPOLITICAL CONTEXT:</b> CONTINUING INTERSTATE CONFLICTS WITH RIPPLE EFFECTS IN THE PHILIPPINES	Inflation/controlling high prices is still a top issue to FPH as it might impact the costs of raw materials for construction and manufacturing, as well as consumer spending. In relation to these, any increase in interest rates to curb inflation will result in higher borrowing costs that might hinder FPH's growth.	Exercised in-depth operational, financial and risk due diligence on all growth projects, a stringent project approval process, and prudent debt funding within pre-approved parameters.	Creation of new assessment tools.	<ul style="list-style-type: none"> <li>▶ Human</li> <li>▶ Financial</li> </ul>	

Timeframe of impact:	 <b>Short-term</b> 1-5 years	 <b>Medium-term</b> 6-10 years	 <b>Long-term</b> > 10 years or continuous planning and execution
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*We have to act* because of the new waves of legal requirements and *stakeholder expectations*, and *we must want to act* as smart climate strategies can cut costs, reduce risks, boost revenues, and build brand value.

- Andrew Winston

# Board of Directors

**David O. Chua**  
*Director*

**Jaime I. Ayala**  
*Independent Director*

**Benjamin R. Lopez**  
*Director and Vice Chairman*

**Federico R. Lopez**  
*Chairman and Chief Executive Officer*

**Mercedes Lopez Vargas**  
*Director*

**Francisco Ed. Lim**  
*Independent Director*

**Roberta L. Feliciano**  
*Director*

**Stephen T. CuUnjieng**  
*Independent Director*



**Emmanuel P. Singson**  
*Director*



**Jonathan C. Russell**  
*Senior Adviser*



**Francis Giles B. Puno**  
*President and Chief Operating Officer*



**Rizalina G. Mantaring**  
*Lead Independent Director*



**Mario L. Bautista**  
*Senior Board Adviser*



**Richard B. Tantoco**  
*Director*



**Cirilio P. Noel**  
*Independent Director*



**Miguel Ernesto L. Lopez**  
*Director*



# Board Profiles



**Federico R. Lopez**

63 Years Old, Filipino  
Tenure: 18 years

- + E
- CG
- CR
- + FI

Mr. Federico R. Lopez was elected Chairman and Chief Executive Officer in May 2010, and 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., Terraprima, 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**

55 Years Old, Filipino  
Tenure: 2 years

- CG

Mr. Benjamin R. Lopez was appointed Director and Vice Chairman of the Corporation last March 30, 2023, and 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., Terraprima, 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). Harvard Business School -OPM 60, Executive Education (2023).

### Legend

- E** Executive Committee
- CG** Corporate Governance Committee
- CR** Compensation and Remuneration Committee
- FI** Finance and Investment Committee
- BRO** Board Risk Oversight Committee
- A** Audit Committee
- RPT** Related Party Transactions Committee
- +** Committee Chairman



**Jaime I. Ayala**

Independent Director  
63 Years Old, Filipino  
Tenure: 4 years

- BRO

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 Philippine Tropical Forest Conservation Foundation, and the Chairman of Healthway Medical Inc. He earned his MBA from Harvard Business School (honors, 1988) and completed his undergraduate work in Economics at Princeton University (magna cum laude, 1984).



**David O. Chua**

58 Years Old, Filipino  
Tenure: 4 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 (UERMMMMC). 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.

Legend

- E Executive Committee
- CG Corporate Governance Committee
- CR Compensation and Remuneration Committee
- FI Finance and Investment Committee
- BRO Board Risk Oversight Committee
- A Audit Committee
- RPT Related Party Transactions Committee
- ✦ Committee Chairman



**Stephen T. CuUnjieng**

Independent Director  
65 Years Old, Filipino  
Tenure: 6 years

- A
- CG
- + CR
- + RPT

Mr. Stephen T. CuUnjieng was elected Director in 2018 and Chairman of the Related Party Transactions Committee. He is a member of the Compensation and Remuneration, Corporate Governance, and Audit Committees. He is an independent director at Century Properties Group, Century Pacific Food, Inc. Philippine Bank of Communications, Pasay Harbor City Corporation and Cebuana Lhuilier 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 is 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 (2008-2017), 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).



**Roberta L. Feliciano**

64 Years Old, Filipino  
Tenure: 4 years

- BRO

Ms. Roberta L. Feliciano was elected Director in 2021 and is a member of the Board Risk Oversight Committee. She has been the Managing Director of ABS-CBN Foundation, Inc. (AFI) since 2021. She is active in the civil society sector with designations that include Director, Philippine Council for Non-Government Certification (since 2022); Trustee, League of Corporate Foundations (since 2022); Chairperson of the SEA Institute (since 2010); President, Yoga Manila Inc. (since 2006); Trustee, Lopez Group Foundation, Inc. She is also a member of the Rockwell Land Corporation and Lopez Holdings Corporation board. She graduated from the Connecticut College in New London, Connecticut with a Bachelor of Arts in Government.



**Francisco Ed. Lim**

Independent Director  
70 Years Old, Filipino  
Tenure: 4 years

- A
- BRO
- CG

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 a Senior Legal Counsel of the Angara Abello Concepcion Regala & Cruz Law Offices (ACCRAALAW). 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); 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.



**Mercedes Lopez Vargas**

67 Years Old, Filipino  
Tenure: 4 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. 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 and the Asian Eye Institute, 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; Co-Founder and President of Stilo Artefino Foundation, Inc., a movement that advocates the preservation, promotion, and sustainability of Philippine artisanal crafts and livelihood; Trustee of Asia Society Philippines; Founding Member of the Asia Venture Philanthropy Network Gender Platform; and Trustee of De La Salle College of St. Benilde. She took up BA in Communication Arts at Assumption College.



**Miguel Ernesto L. Lopez**

56 Years Old, Filipino  
Tenure: 5 years

E A RPT

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  
68 Years Old, Filipino  
Tenure: 4 years

A + BRO 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 2024 of Security Bank Corporation, and has been a Director since April 2018, while also being appointed Vice Chairman in 2020. He is a lawyer and certified public accountant (CPA). He is the Chairman of Palm Concepcion Power Corporation, Juxtapose Ergo Consultus, Inc., and Cofiar Land Corp. He is a Director of Eton Properties, Inc., Transnational Diversified Group Holdings, Amber Kinetics Holdings Co., PTE Ltd., Globe Telecom, Inc., LH Paragon Group, Golden ABC, San Miguel Foods and Beverage, Inc., and Robinsons Retail Holdings. 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 a Director of Philippine Airlines, PAL Holdings, Inc., and JG Summit Holdings. He was recognized as the 2019 Outstanding CPA by the Professional Regulations Commission for his distinguished contributions to the fields of accountancy, tax, and law. 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 E&Y Global Advisory Council member. He was also Ernst & Young (EY) ASEAN Tax Head and Far East East Area Tax Leader from 2004 to 2009 and the Presiding Partner of E&Y Asia Pacific Council. 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 Program Management Development Program.



**Francis Giles B. Puno**

60 Years Old, Filipino  
Tenure: 14 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 First Batangas Hotel Corp. 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 FPH Land Ventures, Inc., and First Philec, 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.



**Rizalina G. Mantaring**

Lead Independent Director  
65 Years Old, Filipino  
Tenure: 9 years

+ A BRO CR RPT

Ms. Rizalina "Riza" Gervasio Mantaring was elected Director in 2016 and is Chairperson of the Audit Committee. She is a member of the Compensation and Remuneration, Related Party Transactions, and Board Risk Oversight Committees. She likewise serves as Lead Independent Director. She is currently a Director of Sun Life Grepa Financial. She retired as CEO and Country Head of the Sun Life Financial group of companies in the Philippines in June 2018. She first joined Sun Life in 1992 as Senior Manager for Asia Pacific of its Information Systems Department. She progressively took on a variety of roles until she was appointed Chief Operations Officer for Asia in 2008. The following year, she became Deputy President for Sun Life Philippines in March, then President and CEO in August. Riza graduated cum laude with a BS in Electrical Engineering degree from the University of the Philippines and an MS in Computer Science from the State University of New York at Albany. She is a Fellow of the Life Management Institute (with distinction). Currently, Ms. Mantaring also serves as Independent Director of Ayala Corporation, Bank of the Philippine Island, PHINMA Corporation, Universal Robina Corporation, Inc., Maxicare Healthcare Corp., GoTYME Bank, BPI Asset Management & Trust Corp. and East Asia Computer Center Inc. She was the President of the Management Association of the Philippines in 2019. She is also a member of the Boards of Trustees of the Makati Business Club (Treasurer), Philippine Business for Education, and Private Sector Advisory Council of the President of the Philippines.



**Santiago Dionisio R. Agdeppa<sup>1</sup>**

62 Years Old, Filipino  
Tenure: 1 year

Mr. Santiago Dionisio R. Agdeppa is a Certified Public Accountant (CPA) – Lawyer. He is also a Career Service Executive eligible. He was elected as Director in May 2024. He is also a Director of Union Bank of the Philippines starting December 2024. He was a director with Philex Mining Corporation until January 2024, Philamlife Tower Management Corporation and PLDT Corporation until December 2024, and Vice Chairman of AIA Tower Corporation until December 2023. After passing the CPA Board Examination, he worked briefly from 1984 to 1985 as an accounting staff in the private sector. From 1985 to 1990, he worked in the Commission on Audit with the last position held as State Auditor II. He transferred to the SSS Legal Department in 1990. In 2005, he became the Assistant Vice President of Cluster Legal Support (renamed as Operations Legal Department). He was also the Officer-in-Charge of the NCR Central Cluster Legal Unit from 2005-2010 and Legal Adviser and Legal Counsel, SSS Provident Fund (2003 - 2010). He was promoted as Senior Vice President in November 2014. He was a non-voting member of the SSC Board Audit Committee (from 2010 to 2014) and was a member of various SSS Management Committees. He attended official seminars such as the Training Program on Pension Schemes (Italy), Management Course (U.S.), Data Security (U.S.), Compliance and Ethics (U.S.), and various seminars on legal education as well as training courses by the Institute of Corporate Directors.

Legend

- E** Executive Committee
- CG** Corporate Governance Committee
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- RPT** Related Party Transactions Committee
- +** Committee Chairman



**Emmanuel P. Singson**

59 Years Old, Filipino  
Tenure: 4 years

Mr. Emmanuel P. Singson was elected 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 USD1.5B EDC acquisition in 2007 and the USD544M Sta. Rita Refinancing in 2008, and the USD360M Acquisition of British Gas shares in the First Gas companies in 2012. 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).

- E**
- FI**
- CR**



**Anita B. Quitain<sup>2</sup>**

78 Years Old, Filipino  
Tenure: 6 years

Ms. Anita B. Quitain was elected Director in 2018 and was a member of the Board Risk Oversight Committee. She is a Commissioner of the Social Security System, having been appointed by President Rodrigo R. Duterte at the start of his administration in 2016. She was elected Director of the Corporation last March 1, 2018. She graduated from the University of Mindanao in Davao City, where she earned the degree of Bachelor of Science in Elementary Education. She worked as a public school classroom teacher for ten (10) years, after which she transferred to the Social Security System, Region 09. Ms. Quitain also studied accounting for two (2) years at the University of Mindanao and took up masteral studies, earning thirty-seven (37) units. Starting her SSS stint as a simple clerk, she slowly rose through the ranks and served the SSS in various capacities. She headed the following sections of the SSS Region 09: Membership, Real Estate, Operations Accounting, Membership Assistance Center, and Sickness, Maternity, and Disability. She also served as Head of the then-newly-opened SSS Representative Office in Digos, Davao del Sur, for five (5) years. She retired from the SSS on July 15, 2009, after 31 years of continuous and dedicated service.

- BRO**



**Richard B. Tantoco**

58 Years Old, Filipino  
Tenure: 6 years

Mr. Richard B. Tantoco was elected Director of the Corporation on March 1, 2018, and is a member of the Executive, 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., Business for Sustainability Development, Inc., The Eugenio Lopez Foundation, Inc., and The Knowledge Channel. Before joining FPH, he worked with Procter and 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).

- E**
- CG**
- FI**
- RPT**

<sup>1</sup> Resigned on January 13, 2025 in view of his retirement from the Social Security System (SSS), of which he was its director-nominee.

<sup>2</sup> Resigned on April 19, 2024 due to the end of her tenure as a member of the Social Security Commission, the governing board of the SSS, of which she was its director-nominee.



**Jonathan C. Russell**  
*Senior Adviser*  
60 Years Old, British

Mr. Jonathan C. Russell has been a Senior Adviser of FPH since August 2012, and 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.



**Mario L. Bautista**  
*Senior Board Adviser*  
71 Years Old, Filipino

Mr. Mario L. Bautista has been Board Adviser of FPH since May 2015. He is currently a Director of ABS-CBN Corporation. He also 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 the present. 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.

# Senior Management



**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 of Corporate Planning*



**RAMON A. CARANDANG**  
*Vice President*



**KAREN Y. CHUNG**  
*Vice President and Investor Relations Officer*



**SHIRLEY H. CRUZ**  
*Vice President and Chief of Staff, Office of the Chairman*



**AGNES C. DE JESUS**  
*Vice President and Chief Sustainability Officer*



**MILAGROS D. FADRI**  
*Vice President*



**ANNA KARINA P. GEROCHI**  
*Vice President and Head, Human Resources Management*



**RACHEL R. HERNANDEZ**  
*Vice President, Assistant Corporate Secretary, and Compliance Officer*



**ERNIE G. IMPERIAL**  
*Vice President and Chief Digital Officer*



**ANGELO G. MACABUHAY**  
*Vice President and Head of Internal Audit*



**RENE J. MAYOL**  
*Vice President*



**JANNINA CYNTHIA P. MENDOZA**  
*Vice President for Strategic Brand Management*



**ALEXANDER M. ROQUE**  
*Vice President*



**EMELITA D. SABELLA**  
Vice President



**JONATHAN C. TANSENGCO**  
Vice President



**MARIA CARMINA Z. UBAÑA**  
Vice President and Controller



**ENRIQUE I. QUIASON**  
Corporate Secretary



**LIANNE M. BACORRO**  
Assistant Compliance Officer

# Annex 1

## Boundary of 2024 FPH Integrated Report

### Business Units Covered in the FPH Integrated Report

#### POWER GENERATION

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) <sup>1</sup>	Revenue Share (%)
<b>First Gen Corporation</b>		67.84	100.00	82.18
	First Gas Power Corporation (FGPC)	67.84	100.00	
	FGP Corporation (FGP)	67.84	100.00	
	First Natgas Power Corporation (FNPC)	67.84	100.00	
	Prime Meridian PowerGen Corporation (PMPC)	67.84	100.00	
	Energy Development Corporation (EDC)	31.05	100.00	
	First Gen Hydropower Corporation (FGen Hydro)	45.76	100.00	
	Fresh River Lakes Corp. (FRLC) <sup>2</sup>	67.84	100.00	
	FG Bukidnon Power Corporation	67.84	100.00	

#### ENERGY SOLUTIONS

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) <sup>1</sup>	Revenue Share (%)
<b>First Philippine Electric Corp.</b>				2.92
	First Philec Inc.	100.00	100.00	
	First Philippine Power Systems Corp.	100.00	100.00	
	First Philec Manufacturing Technology Corp.	100.00	100.00	

#### REAL ESTATE

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) <sup>1</sup>	Revenue Share (%)
<b>First Philippine Industrial Park</b>	All facilities except the 3rd party locators of the park	70.00	100.00	0.82

<sup>1</sup> 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>

<sup>2</sup> The sustainability information of FRLC was not verified through third-party assurance for lack of time as this is a newly acquired asset. The ESG data of the business unit are found in Annex 8.

REAL ESTATE

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) <sup>1</sup>	Revenue Share (%)
<b>Rockwell Land Corp.</b>		86.58		10.53
	1 Proscenium		100.00	
	205 Santolan		100.00	
	32 Sanson		100.00	
	53 Benitez		100.00	
	8 Benitez		100.00	
	Amorsolo Square		100.00	
	Aruga Mactan		100.00	
	Balmori Suites		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	
	Luna Gardens		100.00	
	Nara Lots		100.00	
	One Rockwell		100.00	
	Rizal Tower		100.00	
	The Arton		100.00	
	The Grove		100.00	
	The Manansala by Rockwell Nepo		100.00	
	The Vantage		100.00	
	8 Rockwell		100.00	
	Rockwell Business Center - Ortigas		100.00	
	Rockwell Business Center - Sheridan		100.00	
	1 Rockwell at IPI		100.00	
	Arton Strip		100.00	
	Lincoln at IPI		100.00	
	Manansala		100.00	
	One Nara Tower B		100.00	
	Power Plant Mall		100.00	
	Rockwell Center Bacolod	75.00	100.00	
	Rockwell Club		100.00	
	Rockwell Nepo Building B	70.00	100.00	
	Rockwell South at Carmelray		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 (%) <sup>1</sup>	Revenue Share (%)
<b>First Balfour Inc.</b>		100.00	100.00	2.66
	First Balfour Construction Group			
	T1 Rentals			
	T1 Transport			
	Thermaprime Drilling Corp.			
	Torre Verde			

OTHER PRODUCTS AND SERVICES

Subsidiary	Business Unit	FPH Ownership (%)	Operational Control (%) <sup>1</sup>	Revenue Share (%)
<b>Asian Eye Institute</b>		82.78	100.00	0.42
	Rockwell - Asian Eye Institute Head Office			
	Asian Eye Alabang			
	Eyesite Cabrini			
	Eyesite Mandaluyong			
	Power Plant AEI			
	SM Mall of Asia			
	AEI Trinoma			
<b>Other units (mainly Pi Health and Pi Energy)</b>				0.47

<sup>1</sup> FPH is adopting the Operational Boundary Approach. This refers to FPH's authority to direct the policies and control the operations of 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 has 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>

<sup>2</sup> The sustainability information of the BU were not verified through third-party assurance for lack of time as this is a newly acquired asset. The ESG data of the business unit are found in Annex 8.

## Business Units Excluded in the 2024 FPH Integrated Report

POWER GENERATION		
Subsidiary	Business Unit	FPH Ownership (%)
First Gen Corporation	LNG Operation <sup>4a</sup>	67.84
FP Island Energy Corp. <sup>4b</sup>		100.00

REAL ESTATE DEVELOPMENT		
Subsidiary	Business Unit	FPH Ownership (%)
First Philippine Realty Corp. <sup>4c</sup>		100.00
First Phil. Property Corp. <sup>4d</sup>		100.00

OTHER PRODUCTS AND SERVICES <sup>3</sup>		
Subsidiary	Business Unit	FPH Ownership (%)
First Industrial Science and Technology College <sup>4e</sup>		100.00
Pi Health Inc. <sup>4e</sup>		100.00
Pi Energy Inc. <sup>4e</sup>		100.00
The Medical Services of America (Philippines) Inc. <sup>4e</sup>		100.00
Infopro Business Solutions Inc. <sup>4e</sup>		66.9
First Phil. Industrial Corp. <sup>4f</sup>		100.00

<sup>3</sup> Other products and services whose revenues amount to 0.41% have no material contribution to the overall revenue of FPH in 2024.  
<sup>4</sup> Criteria for exclusion of business unit:  
a. Business unit just started operation but discussion of sustainability principles with FPH not yet started  
b. Business unit operated but discussion of sustainability principles not yet started due to staff limitations and location in a southern island.  
c. Business unit operated and sustainability principles substantially discussed during the reporting period but not completed.  
d. 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.  
e. Business unit operated, and discussion of sustainability principles started but full integration of practices was incomplete  
f. Business unit did not operate during the reporting period.

## Annex 2 ESG Limited Assurance Statement



### ENGAGEMENT SUMMARY

**Scope of our assurance engagement** Whether the following Selected Information based on the GRI standards for 2024 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

- |                             |   |
|-----------------------------|---|
| <b>Selected Information</b> | <p><b>Environmental:</b></p> <ul style="list-style-type: none"> <li>• 301-1 Renewable and non-renewable materials used</li> <li>• 302-1 Energy consumption within the organization</li> <li>• 303-1 Interactions with water as a shared resource</li> <li>• 303-2 Management of water-related impacts</li> <li>• 303-3 Water extracted by the organization</li> <li>• 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</li> <li>• 304-2 Significant impacts of activities, products, and services on biodiversity</li> <li>• 304-3 Habitats protected or restored</li> <li>• 305-1 Direct Greenhouse Gas (GHG) Emissions (Scope 1)</li> <li>• 305-2 Indirect Greenhouse Gas (GHG) Emissions from Purchased Electricity (Scope 2)</li> <li>• 305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions</li> <li>• 306-3 Waste generated</li> <li>• 306-4 Waste diverted from disposal</li> <li>• 306-5 Waste directed to disposal</li> </ul> |
|-----------------------------|---|

- |               |  |
|---------------|--|
| <b>Social</b> | <ul style="list-style-type: none"> <li>• 401-1 New employee hires and employee turnover</li> <li>• 404-1 Average hours of training per year per employee by gender, and by employee category</li> <li>• 405-1 Diversity of Governance Bodies and Employees</li> <li>• 403-1 Occupational health and safety management system</li> <li>• 403-2 Hazard identification, risk assessment, and incident investigation</li> <li>• 403-3 Occupational health services</li> <li>• 403-4 Worker participation, consultation, and communication on occupational health and safety</li> <li>• 403-6 Promotion of worker health</li> <li>• 403-9 Work-related injuries</li> <li>• 403-10 Work-related ill health</li> <li>• 409 Forced labour</li> <li>• 411 Rights of indigenous people</li> <li>• 413 Local communities</li> </ul> |
|---------------|--|

- |                   |  |
|-------------------|--|
| <b>Governance</b> | <ul style="list-style-type: none"> <li>• 2-29 Approach to stakeholder Engagement</li> <li>• 2-26 Mechanisms for seeking advice and raising concerns</li> </ul> |
|-------------------|--|

<b>Reporting period</b>	January 01, 2024 – December 31, 2024
<b>Reporting criteria</b>	<ul style="list-style-type: none"> <li>First Philippine Holding ("FPH") ESG Data Management Guidelines</li> <li>The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions</li> <li>GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions</li> <li>2021 GRI Sustainability Reporting Standards</li> </ul>
<b>Assurance standard and level of assurance</b>	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<b>Respective responsibilities</b>	<p>FPH is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide a conclusion to FPH on the agreed assurance scope based on our engagement terms with FPH, the assurance activities performed and exercising our professional judgement.</p>

### OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

### EMPHASIS OF MATTER

Without affecting our conclusion towards the totals within these categories, we draw attention to the missing subset data in the Waste Management section on pages 151-152, and in the Human Capital section on pages 164-169 of the Report. In particular, the missing information from the GRI standards:

- 306-4 Waste diverted from disposal
  - b. Total weight of hazardous waste diverted from disposal and a breakdown of hazardous waste recovery options
  - c. Total weight of non-hazardous waste directed from disposal and a breakdown of non-hazardous recovery options
  - d. Breakdown of total weight diverted from disposal onsite or offsite
- 306-5 Waste directed to disposal
  - b. Total weight of hazardous waste directed to disposal and a breakdown of hazardous waste by disposal option
  - c. Total weight of non-hazardous waste directed to disposal and a breakdown of non-hazardous waste by disposal option
  - d. Breakdown of total weight diverted from disposal onsite or offsite
- 404-1 Average hours of training per year per employee
  - ii. Employee category
- 405-1 Diversity of governance bodies and employees
  - ii. Age group

### OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting two in-person visits to FPH Head Office and Sites in the Philippines to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



09 April 2025  
Sydney, Australia

ERM Certification and Verification Services Limited  
[www.ermcvs.com](http://www.ermcvs.com) | [post@ermcvs.com](mailto:post@ermcvs.com)

### THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

### OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to FPH in any respect.

# Annex 3

## Third Party Review of IR Principles and Content



UNIVERSITY OF ASIA AND THE PACIFIC  
CENTER FOR SOCIAL RESPONSIBILITY

FPH 2024 Integrated Report *Internal Review*

### Third-Party Statement on the Internal Review of the FPH 2024 Integrated Report

The University of Asia and the Pacific - Center for Social Responsibility (UA&P-CSR), recognized as a competent and independent practitioner of the International Integrated Reporting <IR> Framework, conducted an internal review of First Philippine Holdings (FPH) Corporation's 2024 Integrated Report (IR). Leveraging its expertise in sustainability and integrated reporting, UA&P-CSR provides technical assistance and content development support to various publicly listed companies in the Philippines. Over the years, this has established the position of the Center as a trusted and preferred partner in this industry.

#### Purpose of the Internal Review

Integrated reporting, guided by the concept of "integrated thinking," functions as a strategic communication mechanism that enables organizations to convey how their strategy, governance, performance, and outlook are shaped by the external environment and drive value creation across multiple capitals, while taking into account key risks and opportunities. Anchored on the principles of the <IR> Framework, this approach seeks to strengthen corporate reporting by providing clear, relevant, and interconnected information that illustrates how various factors contribute to the organization's ability to create, preserve, and enhance value over time.

UA&P-CSR's internal review of the 2024 IR of FPH aims to assess its quality and adherence to the guidelines set by the <IR> Framework. The review specifically focused on the report's alignment with the framework's requirements, providing insights to enhance its clarity, coherence, and strategic depth—while excluding considerations related to writing style. This process ensures that the final IR, including the reporting structure, content, and disclosures, undergoes internal quality control and compliance assessments.

#### Methodology: UA&P <IR> Practitioners Scorecard

To ensure a rigorous and objective assessment, we have applied our formal evaluation tool—the UA&P <IR> Practitioners Scorecard—which provides a structured framework for reviewing the report. This scorecard serves as a comprehensive reference tool, aligning with the <IR> Framework's Content Elements and Guiding Principles (see Figure 1) to support the development of an IR.

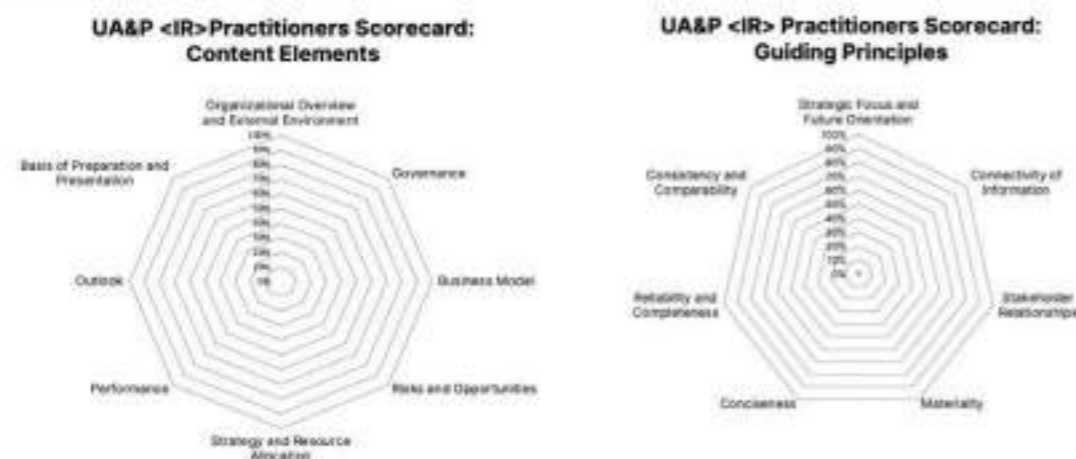


Figure 1. UA&P <IR> Practitioners Scorecard: Content Elements and Guiding Principles

FPH 2024 Integrated Report *Internal Review*

In line with the <IR> Framework, the UA&P <IR> Practitioners Scorecard is designed to provide FPH with recommendations for enhancing its discussion of the Content Elements and incorporating the Guiding Principles throughout the report. UA&P-CSR conducted the review using both quantitative and qualitative approaches, assigning percentage scores for evaluation while also benchmarking against leading global IR practices recognized by the International Integrated Reporting Council (IIRC), including icon companies of FPH.

As part of this assessment, UA&P-CSR provided feedback on two draft submissions from FPH, dated February 21 and April 7, 2025. These reports included scores, observations, and recommendations for each <IR> Content Element and Guiding Principle. However, it is important to note that the scorecard does not set benchmarks for these elements, and the recommendations should not be interpreted as "investment-grade" information.

#### Findings and Recommendations: Enhancing FPH's 2024 IR in Alignment with the <IR> Framework

The 2024 IR of FPH serves as a strategic tool for communicating the Company's vision and mission and how it translates inputs across capitals to create, sustain, and enhance value over time through its diverse business portfolio. The report demonstrates FPH's application of the <IR> Framework, with dedicated sections addressing the Content Elements and integration of the Guiding Principles throughout the report. Below are the key findings and recommendations to further strengthen the report's alignment with the <IR> Framework.

##### Assessment of the <IR> Content Elements

In relation to the <IR> Content Elements sections in the report, the Organizational Overview and External Environment section articulates its organizational purpose and positioning in a dynamic and evolving environment, demonstrating a balanced consideration of global trends and local context. The Governance section reflects transparency, with clear Board oversight of ESG related matters. However, this section could be further strengthened by disclosing specific key performance indicators (KPIs) used to evaluate management and employee performance. The Business Model section provides a clear and structured explanation of how value is created through its inputs, activities, outputs, and outcomes. Although adding a brief introductory narrative before the Value Creation Diagram would enhance clarity and guide readers through the visual. It is also recommended that the diagram be regularly updated to reflect recent developments and emerging priorities. In the Risks and Opportunities section, FPH presents a comprehensive overview of its risk management framework across business segments. This could be further enhanced by elaborating on how risks are turned into growth opportunities such as in real estate expansion or repeat business in construction. Moreover, strengthening the link between risks, opportunities, and stakeholder impacts would provide additional depth and insight.

The Strategy and Resource Allocation section is well-articulated, highlighting its focus on sustainability and organizational agility. To further reinforce this, the inclusion of measurable targets would allow stakeholders to track progress against the Company's long-term strategic objectives more effectively. Meanwhile, the Performance section provides a thorough account of results, integrating both qualitative discussion and quantitative data to demonstrate alignment with strategy. Nonetheless, it would be helpful to clarify how KPIs inform decision-making and operational adjustments, providing readers a clearer sense of how performance metrics translate into actions. In the Outlook section, FPH addressed climate-related risks and opportunities, alongside its competitive positioning. To enhance this, the Company could provide a deeper market analysis, identifying key trends, industry disruptors, and sectoral challenges, while linking these to its strategic responses and long-term positioning. Lastly, the Basis for Preparation and Presentation section is grounded in a clear materiality framework and aligned with relevant international reporting standards. While FPH acknowledges certain limitations in its reporting boundary, it would add value to outline specific plans or commitments for strengthening this aspect in future reporting cycles.

##### Evaluation of the <IR> Guiding Principles

In terms of embedding the <IR> Guiding Principles, the report reflects a thoughtful and increasingly mature approach to integrated thinking. On Strategic Focus and Future Orientation, the Company linked its objectives to measurable outcomes and long-term plans, supported by Board and senior management oversight. While the strategic direction is clear, the inclusion of quantitative targets would enable more precise tracking of progress over time. In terms of Connectivity of Information, FPH improved the report's structure and storytelling, showing how value is created across its diverse business segments and aligned with 15 UN Sustainable Development Goals (SDGs). To further strengthen this, the report would benefit from more consistent use of multi-year data, refined terminology, and clearer updates to the

FPH 2024 Integrated Report *Internal Review*

Value Creation Diagram to better illustrate how inputs are transformed into long-term outcomes. On Stakeholder Relationships, FPH outlined its engagement processes well, highlighting how these inform strategy development and risk management. Incorporating a visual that directly links stakeholder input to specific decisions, similar to best practices seen in the reports of its peers, could elevate this further.

The report also demonstrated a strong grasp of Materiality, applying the Double Materiality Approach and aligning disclosures with global standards such as GRI Standards, Sustainability Accounting Standards Board (SASB) Standards, and Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. However, more clarity is needed on how each material topic specifically contributes to value creation. As for Conciseness, the report is well-organized and accessible, though the use of infographics could further lighten the data-dense sections and improve readability. In terms of Reliability and Completeness, FPH presented a balanced and transparent view of performance and challenges, including disclosure of sensitive areas such as concerns from Indigenous People (IP) communities and asset maintenance. Finally, under Consistency and Comparability, FPH aligned its disclosures with international reporting standards and introduced internal ESG data protocols. To further strengthen this, the report could better explain how peer benchmarking shaped its materiality assessment and continue refining the visual presentation of key metrics for ease of comparison across reporting periods.

Following two rounds of review of FPH's IR drafts, submitted to UA&P-CSR on February 12 and March 30, 2025, respectively, we have observed significant improvements in aligning the report with the requirements and guidelines of the <IR> Framework, as illustrated in Figure 2. The detailed findings and recommendations for each <IR> Content Element and Guiding Principle are presented in Tables 1 and 2, respectively, based on the final draft IR submitted by the Company on March 30, 2025.

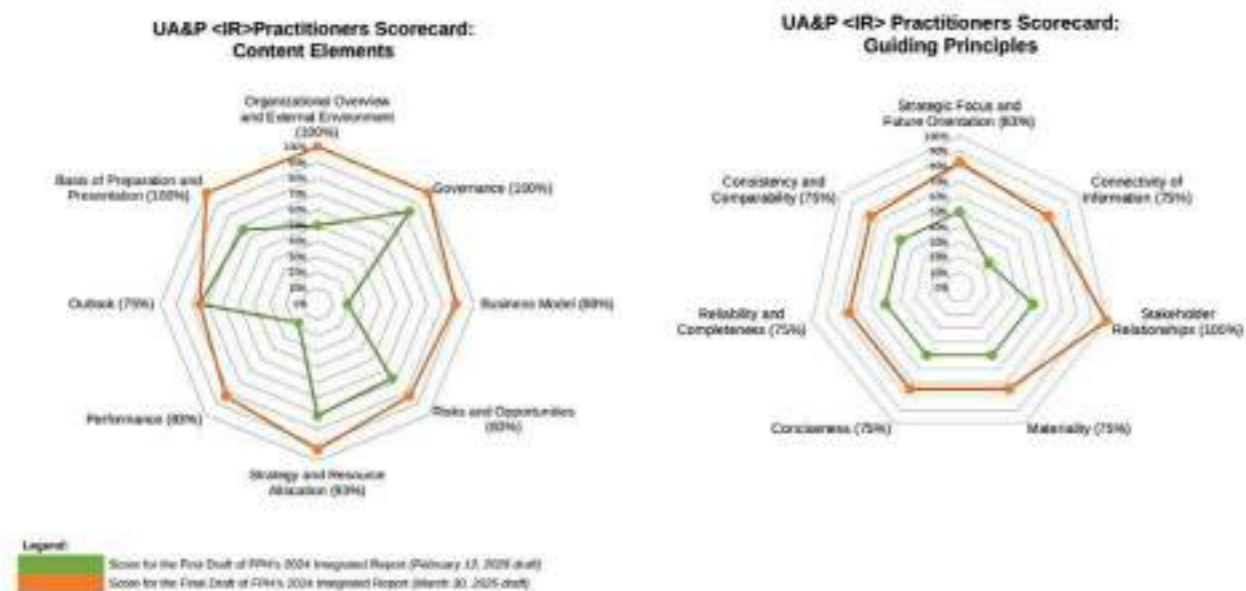


Figure 2: Summary of Scores of the Content Elements and Guiding Principles of FPH's 2024 IR

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Table 1. Assessment on the <IR> Content Elements of FPH's 2024 IR (March 30, 2025 version)

<IR> Content Elements	Findings and Recommendations
Organizational Overview and External Environment	As a conglomerate, FPH demonstrated how it operates across its various business segments through key sections of its report. The "About the Company" section outlined its corporate profile, mission, credo, values, and organizational structure, providing a comprehensive overview of its identity and governance. Meanwhile, the "Business Review" detailed the financial highlights, strategic priorities, and future plans of each subsidiary. To further deepen the understanding of its business operations, the "Business Environment" section discussed external factors influencing FPH's ability to deliver on its corporate mission. These external factors were categorized into two main groups: (1) barriers to the execution of its business strategy and (2) accelerators of the execution of its business strategy. For each factor, the Company provided both global and local context, discussed its impact on FPH's capital availability, explained its implications for value creation (whether direct or indirect, positive or negative), and described the Company's corresponding response strategies.
Governance	FPH provided its governance structure and mechanisms. It also disclosed its ESG controls and responsibilities, as well as the role of the Board in influencing the strategic direction of the Company through ESG matters oversight. Moreover, FPH identified its Board of Directors, Board Committees, their functions, and outlined its organizational policies to strengthen its integrity and business ethics. Furthermore, the Company discussed its compensation strategy and goal of maintaining its competitiveness in the talent market through enhancing its compensation packages while balancing affordability.
Business Model	The Company presented the key elements of its business model, including inputs, business activities, outputs, and outcomes. It also demonstrated the interrelatedness of the <IR> Content Elements, highlighting value creation guided by its purpose and mission. In terms of outcomes, it showed whether value was created, preserved, or eroded, including the timeframe of impact.  While a sample was shown, it should also ensure that the information in the Value Creation Diagram is updated accordingly.
Risks and Opportunities	FPH detailed how it manages risks across all its business segments by discussing its Enterprise Risk Management (ERM) Process and presenting its Enterprise Risk Governance framework. This provided an overview of how risk management is communicated and applied at various levels of the organization. It also supported FPH's approach to identifying risks and opportunities across its business segments, including power generation, manufacturing and energy solutions, residential and commercial real estate, industrial real estate, construction and energy services, and health care services.  Moving forward, FPH should consistently provide context on how it capitalizes on identified opportunities or the specific steps it takes to seize them. While in its next report, FPH is also encouraged to further elaborate on how identified risks impact its business segments and stakeholders, as well as how these risks affect its various capitals.

FPH 2024 Integrated Report *Internal Review*

<p>Strategy and Resource Allocation</p>	<p>FPH provided a clear presentation of its strategic direction, informed by developments in the regulatory landscape and an assessment of its risks and opportunities. Anchored on its purpose, its three-pronged business strategy includes an ecosystem and systemic approach, talent centrality, and organizational agility. These are supported by information on strategic objectives, priority initiatives, relevant capitals, qualitative targets, and current status. They are also regularly updated through management discussions and strategic planning workshops. FPH also discussed the implications of its strategy and business model on resilience against financial and sustainability risks. Moreover, the strategic objectives were aligned with the Company's decarbonization and regeneration efforts.</p> <p>The Company has provided updates on its decarbonization measures and regeneration initiatives, including the development of its target-setting, plans for 2050, and stakeholder engagement. While qualitative targets were provided for each strategic objective, FPH should also include quantitative information to measure and monitor its progress over time in relation to its long-term strategy.</p>
<p>Performance</p>	<p>The Company assessed its current performance by linking it to the strategic objectives and outlook. This evaluation incorporated both qualitative and quantitative data across the six capitals. Specifically, the qualitative analysis highlighted the impact of key initiatives, while quantitative indicators measured defined outcomes. To improve comparability, the Company included historical KPI data, allowing stakeholders to track progress over time. This approach helped connect performance metrics to strategic objectives, showing how financial and non-financial results relate. Additionally, FPH outlined how current initiatives align with potential risks and opportunities, providing context for decision-making.</p> <p>Moving forward, FPH may further clarify how specific KPIs influence operational adjustments to offer a clearer view of how these metrics shape performance outcomes.</p>
<p>Outlook</p>	<p>FPH analyzed the impacts on its operations, considering factors such as climate change, economic growth, and geopolitical risks. It also detailed specific uncertainties such as policy changes and technological disruptions, and outlined the Company's responses, including decarbonization goals and cybersecurity enhancements. It provided an overview of its competitive position, focusing on strengths in renewable energy and real estate. FPH also addressed risks across various contexts, using scenario analysis and aligning with TCFD Recommendations to manage risks and support long-term value creation.</p> <p>However, FPH should enhance its market positioning narrative by incorporating a market position analysis, including industry trends and disruptive forces to complement its current analysis of operational impact and strategic responses. The Company should also explicitly connect its current strategies to its long-term competitive positioning across all business segments.</p>
<p>Basis of Preparation and Presentation</p>	<p>FPH provided a narrative of its Integrated Reporting Process, Information Coverage, and Basic Information. Using the Double Materiality Approach for its materiality assessment, it identified material topics and explained their relevance to the Company's strategic objectives. It also detailed its alignment with relevant reporting frameworks and standards and acknowledged current limitations in defining its reporting boundary.</p>

FPH 2024 Integrated Report *Internal Review*

Table 2. Assessment on the <IR> Guiding Principles of FPH's 2024 IR. *(March 30, 2025 version)*

<IR> Guiding Principles	Findings and Recommendations
<p>Strategic Focus and Future Orientation</p>	<p>FPH discussed its strategic objectives throughout the report, particularly in the following key sections: Business Environment, Strategy and Business Model, Business Review, Risk Management and Opportunities, and Outlook. It highlighted the role of the Board and management in driving strategic growth. Moreover, the strategic objectives were supported by action plans, desired outcomes, and performance progress.</p> <p>Moving ahead, the President's message could be further refined by providing more complete information. Additionally, including quantitative targets would enhance the ability to measure progress toward achieving the Company's long-term vision.</p>
<p>Connectivity of Information</p>	<p>The Company made key improvements in the structure of its 2024 report. The report conveyed how FPH creates value as a conglomerate through its various business segments across different industries, as reflected in its discussion of the &lt;IR&gt; Content Elements. This was further reinforced in the "Business Review" section, which presented the financial highlights of its subsidiaries from 2022 to 2024, alongside its 2024 performance highlights, key strategies undertaken to implement the corporate mission, and future plans. In addition, the value created by FPH and its subsidiaries across all capitals was further elaborated in other sections, such as "Values Generated" and "ESG Values." The Company also monitored its contributions to 15 out of the 17 UN SDGs under the "Contribution to SDGs" section.</p> <p>However, while the Company presented its three-year performance using both quantitative and qualitative data, it is recommended that this approach be applied consistently across the entire report. Furthermore, audited financial figures should be presented, and data tables for material topics should be complete, accurate, and supported by qualitative discussion. More importantly, to further enhance the report's connectivity of information, the use of cross-references is encouraged, and all referenced page numbers should be finalized.</p>
<p>Stakeholder Relationships</p>	<p>FPH highlighted its engagement with key stakeholders by outlining its advocacy initiatives, long-term partnerships, and channels of communication. It disclosed how stakeholder feedback influenced decision-making through strategic engagement mechanisms. The Company also provided a detailed risk profile of its business segments and identified the committees responsible for monitoring ESG developments, which informed its strategic direction.</p>
<p>Materiality</p>	<p>FPH presented its approach to identifying key ESG topics through the application of the Double Materiality Approach. The Company used SASB Standards and TCFD Recommendations to guide financial materiality, and GRI Standards, the UN Guiding Principles on Business and Human Rights, and the UN SDGs for impact materiality. This process refined the list of material topics, removing COVID-19 due to its diminished relevance. FPH also highlighted capacity-building efforts, including training across subsidiaries in preparation for upcoming SEC regulations on IFRS Disclosures. A table outlined the significance of each material topic, its associated impacts, key stakeholders, and alignment with GRI Standards and report sections across ESG dimensions.</p> <p>Furthermore, FPH should clarify the timeframe adjustments and provide context or explanation on "Addressed in this report." It should also include a discussion</p>

FPH 2024 Integrated Report Internal Review

	on how each material topic affects value creation, beyond indicating its importance and impact to the Company to strengthen its ESG topic discussion.
Conciseness	<p>The Company provided a clear structure for its report, explaining the relevance and interconnectedness of the &lt;IR&gt; Content Elements. It used plain language and provided background information to ensure the content was understandable to readers. Tables were utilized to represent connections, and icons were used to reduce the repetition of information.</p> <p>FPH could further enhance the report by incorporating visual elements, such as infographics, to strengthen the discussion and improve readability.</p>
Reliability and Completeness	<p>FPH provided a detailed and balanced overview of its financial and non-financial performance, highlighting key areas of focus and impact. The report addressed both positive and negative aspects, including those related to financial performance. Moreover, the Company discussed its ongoing efforts related to asset maintenance, environmental impact, and social responsibility. In light of these efforts, challenges, such as the effects of expanded activities and concerns from IP communities, were also acknowledged. Additionally, FPH outlined specific actions on how it addressed these issues.</p> <p>To affirm the reliability of the report, FPH should integrate the Third-Party Review Statement and Assurance Statement in the final report once available.</p>
Consistency and Compatibility	<p>FPH aligned its 2024 IR with global and local reporting standards and frameworks and emphasized key principle such as fair representation. Its performance tracking focused on decarbonization and material risks, and supported by the introduction of its internal ESG Data Management Guidelines and Third-Party Limited Data Assurance. The Company also disclosed that it reviews its material ESG topics every two to three years through literature reviews and stakeholder engagement to reflect changes in the business environment. FPH also adhered to ISO-aligned ERM processes and refined its sustainability targets. It also shared its plans to include updates on metrics and insights in its future reports, along with narratives on its multi-year financial and non-financial KPIs.</p> <p>However, FPH should explain how insights from peer benchmarking influenced the selection and prioritization of its material topics, comparing these with industry norms and ESG trends.</p>

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Synthesis of Expert Strategic Analysis, Insights, and Recommendations

FPH continues to demonstrate commitment to its course in the face of evolving global dynamics. In its 2024 performance and value creation disclosures, FPH recognizes the emerging wave of pushback—starting in early 2025—from the United States, major financial institutions, and industries against net-zero and ESG commitments. Despite these developments, FPH remains firmly focused on driving decarbonization and regeneration through collaboration while creating and preserving long-term value for society and the environment.

As a diversified holding company with interests in energy, construction, real estate, and manufacturing, FPH highlights how its various businesses contribute to sustainable value creation while staying true to its mission and long-term sustainability goals. The report underscores the Company's efforts to integrate these commitments through governance, resource allocation, internal synergies, collaboration, and performance management, while allowing each strategic business unit (SBU) the flexibility to navigate its unique operating environment, assess risks, and manage capital for value creation.

The following analysis assesses key aspects of FPH's 2024 IR:

**Alignment with Reporting Frameworks & Sustainability Standards.** FPH maintains a long-standing commitment to aligning its disclosures with globally recognized reporting frameworks and emerging sustainability standards. Its reporting approach is anchored on the <IR> Framework of the Value Reporting Foundation, incorporating Double Materiality Approach and relevant guidance from frameworks and standards such as the GRI Standards, UN Guiding Principles on Business and Human Rights (UNGP BHR), UN Trade and Development - International Standards of Accounting and Reporting (UNCTAD-ISAR), and the latest IFRS Sustainability Standards.

In pursuit of its net-zero ambitions, FPH also aligns with the TCFD Recommendations and Task Force on Nature-related Financial Disclosures (TNFD) Recommendations. The report reflects an integrated approach, balancing financial, environmental, and social considerations, as the Company navigates an increasingly complex global landscape where ESG and decarbonization priorities are being challenged.

**Strategic Focus, Portfolio Connectivity, Governance, & Risk Management.** FPH adopts an integrative approach that emphasizes an ecosystem thinking, organizational agility, and talent-centricity across all business units. The report details how FPH ensures alignment with its mission, operational consistency, and proactive management of external risks, strategies, and opportunities at both the holding company and SBU levels.

The report also articulates how each portfolio contributes to responsible business practices, environmental stewardship, and societal value creation. Its adoption of IFRS S2 (Climate-related Disclosures) further strengthens the integration of financial performance with environmental and social impact across its subsidiaries.

**Transparency, Balance, Credibility, & Readability.** FPH's 2024 IR presents a balanced and transparent narrative highlighting both achievements and ongoing challenges in delivering its mission and sustainability goals. The independent third-party assurance of the report supports the credibility of its disclosures and performance claims.

Moreover, the report presents how each portfolio contributes to overall value creation through concise performance data, tables, and figures that facilitate reference, verification, and comparability. Furthermore, the report openly acknowledges the increasingly complex, high-risk future, and outlines the Company's strategic response through its diversified portfolio.

Recognizing the emerging trends, particularly the global pushback against net-zero and ESG commitments, FPH can further enhance the relevance, credibility, and strategic positioning of its the succeeding IRs by considering the following recommendations:

**Simulate the Impact of Competitive Differentiation.** As FPH sustains its decarbonization agenda, it should further position itself as a resilient, future-ready, and responsible brand, while adopting SBU-level strategies to enhance business and customer value. This approach will help mitigate potential short-term competitive

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disadvantages should industry peers scale back sustainability efforts to cut costs and appeal to price-sensitive markets. Strengthening its long-term value proposition will reinforce FPH's market positioning and stakeholder trust.

**Reframe the Mission and ESG as a Core Business Imperative for Value Creation.** Building on the strategy above, FPH should emphasize that its mission is not only a social responsibility but also a driver of financial and economic benefits for shareholders, capital providers, suppliers, and even customers. This includes benefits such as cost efficiencies, risk reduction from climate adaptation measures, and enhanced talent and customer attraction and retention through purpose-driven engagement. To support this, FPH should continue improving data transparency and adopt a creative, evidence-based communication strategy that effectively conveys quantifiable, and where possible, third party-audited disclosures. This will reinforce credibility and demonstrate the real business impact of its sustainability strategy.

07 April 2025  
University of Asia and the Pacific  
Center for Social Responsibility

FPH 2024 Integrated Report *Internal Review*

**Disclaimer:**

The UA&P-CSR review team has the necessary competencies and qualifications to maintain independence during the internal review process. While their assessment report and review of First Philippine Holdings Corporation's 2024 Integrated Report may yield positive outcomes, it should be noted that this engagement does not result in an assurance engagement. The review team only provides professional findings and does not express any assurance. Additionally, it is important to clarify that the views expressed by the review team are their own and may not necessarily reflect the views of UA&P-CSR.

As undersigned, we have conducted a thorough review of First Philippine Holdings Corporation's 2024 Integrated Report, as well as the relevant information provided by the management. To fulfill our vetting engagement, we conducted appropriate procedures to determine whether the information presented in the Integrated Report is fairly stated, in all material respects, in alignment with the International <IR> Framework.

Our responsibility is to express a conclusion based on our engagement. After careful evaluation, we are pleased to report that in our opinion, the information presented in First Philippine Holdings Corporation's 2024 Integrated Report is fairly stated in material respects, in alignment with the International <IR> Framework.

FPH 2024 Integrated Report *Internal Review*

### The UA&P-CSR Review Team



Dr. Winston Conrad Padojinog is the President of the University of Asia and the Pacific (UA&P) and a professor of industrial economics and strategic management. Concurrently, he also serves as the President of the Center for Research and Communication Foundation, Inc. – the research and communication arm of UA&P that aims to promote inclusive growth and development. As an expert in the fields of industry dynamics, strategic management, finance, and business sustainability he has externally authored the sustainability reports of various companies in the Philippines in partnership with the UA&P Center for Social Responsibility. Also, he sits on the board of non-government organizations that promote good governance and education for the less privileged including CSR Philippines, Center of Excellence in Governance, the Institute of Solidarity in Asia, the Institute of Corporate Director, Center for Family Governance and Center for School Governance, and the Jose Jun Tiamey Foundation that extends scholarships to deserving students in Iloilo City. He also serves as policy advisor to several industry associations in the country such as Subdivision and Housing Developers Association (SHDA), Organization of Socialized and Economic Housing Developers of the Philippines (OSHDPEP), the National Real Estate Association, Inc. (NREA), Semiconductor and Electronics Industries of the Philippines (SEIIP), Philippine Franchise Association (PFA), and the Philippine Retailers Association (PRA).

**Dr. Winston Conrad Padojinog**  
President, University of Asia and the Pacific

Mr. Colin Legarde Hubo, a global ambassador of the International Integrated Reporting Council (IIRC London), is certified in leading international sustainability frameworks, including ISSB Standards, GRI Standards, <IR> Framework, TCFD Recommendations, SASB Standards, and the UN Guiding Principles on Business and Human Rights. Recognized in 2022 as an ESG, Diversity, and Climate Trailblazer by Diligent (New York) and featured in the Modern Governance 100 list, he also serves as a board trustee of the Petron Foundation.

Colin advises major Philippine publicly listed companies across various industries, including energy (First Gen Corporation, Energy Development Corporation), conglomerates (San Miguel Global Power, GT Capital Holdings, Inc.), real estate (SM Prime Holdings, Inc., Filinvest Development Corporation), utilities (Maynilad Water Services, Inc.), food (Jollibee), and The Philippine Stock Exchange. He spearheaded the integration of sustainability into the University of Asia and the Pacific (UA&P) curriculum and started the UA&P Applied Sustainability Management in Asia Pacific (ASMAP) executive program, accredited by the Philippine Securities and Exchange Commission. He is also part of the UNCTAD Regional Partnership for Sustainability Reporting in Asia.

An alumnus of the University of the Philippines and UA&P, he completed the Wharton's Executive Education Program and UA&P's Strategic Business Economics Program. Colin has also been a Fleishman Fellow at Duke University. He previously worked with Control Risks Group, IFC-World Bank, the UK Embassy Manila, and the French Development Agency, bringing vast global experience to his leadership in sustainability.

**Mr. Colin Legarde Hubo**  
Global Ambassador, International Integrated Reporting Council  
Former Stakeholder Council Member, Global Reporting Initiative  
Global Specialist, International Sustainability Standards Board (ISSB) Standards

  
**Lindsay-Anne Estacio**  
**Francesca Louise Cabugoy**  
**Joanna Marie Aguilar**  
**Haizel Anne Ballesteros**  
**Zhina Mae Nido**

GRI Standards and <IR> Framework Practitioners  
UA&P Center for Social Responsibility

## Annex 4 Awards and Recognition

### Corporate Governance

**One (1) Golden Arrow Awards based upon the ASEAN Corporate Governance Scorecard for FPH**  
Institute of Corporate Directors

**Two (2) Golden Arrows in the Golden Arrow Awards based upon the ASEAN Corporate Governance Scorecard for First Gen**  
Institute of Corporate Directors

### Business Excellence

**Company of the Year Award for EDC**  
Asia's Corporate Excellence and Sustainability Awards

**Top 8 Real Property Taxpayer Corporation Category for FPIP**  
City Government of Tanauan

**Top 7 Business Taxpayer for FPIP**  
City Government of Tanauan

**Top 7 Real Property Taxpayer Corporation Category for FPIP**  
City Government of Santo Tomas

**Top 4 Business Taxpayers for First Philec**  
City Government of Tanauan

### Stakeholder Engagement and People Management

**Platinum Accreditation of Investors in People for First Balfour**  
Investors in People

**Runner Up in the Learning and Development Award, IIP Local Awards for First Balfour**  
Investors in People

**Top 6 Award for Overseas Employer of the Year, IIP International Awards for First Balfour**  
Investors in People

**5th ASEAN Red Ribbon for Outstanding Workplace (ARROW) Awards for First Gen - FGPC**  
ASEAN Business Coalition on HIV and AIDS (ASEAN-BCA)

**Finalist in the 13th Gawad Kaligtasan at Kalusugan (GKK) - National Level, for First Gen - PMPC**  
Department of Labor and Employment

### Stakeholder Engagement and People Management

**Regional OSH Champion in the 13th Gawad Kaligtasan at Kalusugan (GKK) - Regional Level, for First Gen - FGPC, FGP, FNPC, and FGBPC**  
Department of Labor and Employment

**Certificate of Recognition for Valuable Partnership for First Philec**  
Technical Education and Skills Development Authority (TESDA)

### Employee Health and Safety

**Award of Honor for 3 Million Safe Work-hours Without LTI for First Balfour**  
Safety Organization of the Philippines, Inc. (SOPI)

**Industrial Safety Award of Excellence for First Gen - FGPC**  
Safety Organization of the Philippines, Inc.

**Industrial Safety Award of Honor for First Gen - FGP**  
Safety Organization of the Philippines, Inc.

**Industrial Safety Award of Merit for First Gen - FNPC and PMPC**  
Safety Organization of the Philippines, Inc.

**Perfect Safety Record for First Gen - FGBPC**  
Safety Organization of the Philippines, Inc.

**Platinum Corporate Safety and Health Excellence Award for First Gen - FGPC**  
Department of Energy - Safety and Health Association of the Philippine Energy Sector (SHAPES)

**Silver Corporate Safety and Health Excellence Award for First Gen - FGP**  
Department of Energy - Safety and Health Association of the Philippine Energy Sector (SHAPES)

**Titanium Corporate Safety and Health Excellence Award for First Gen - FNPC and PMPC**  
Department of Energy - Safety and Health Association of the Philippine Energy Sector (SHAPES)

### Environmental Initiatives

**Plaque of Recognition for the 3rd GenSan Environmental Convergence for First Balfour**  
LGU General Santos City

**Kasugbong Award for First Balfour**  
DENR Region 8

**Kasugbong ha Kalibungan Award for EDC**  
DENR Region 8

**Gawad Kalikasan sa Rehiyon 12 for First Balfour**  
DENR Region 12

### Environmental Initiatives

**Asia Responsible Enterprise Award for Green Leadership (BINHI: 15 Years of Greening the Future) for EDC**  
Enterprise Asia

**Saringgaya Award - Industry Category for EDC**  
DENR Region 5

**Significant Contribution in the Adopt-an-Estero/Waterbody Program for First Gen - FGPC**  
DENR - Environmental Management Bureau

**1st Runner Up in the Success Story Award for FPIP**  
Pollution Control Association of the Philippines, Inc.

**Silver Stevie Winner for Innovation in Sustainability - Reuse and Recycle for FPIP - FUI**  
2024 Asia-Pacific Stevie Awards

**Awardee for Top Green Companies in Asia for FPIP - FUI**  
Asia Corporate Excellence & Sustainability

**Certificate of Appreciation for the Adopt-A-River Program for FPIP-FUI**  
DENR-EMB Calabarzon

**Sustained Remarkable Compliance to Environmental Laws for FPIP - FUI**  
DENR-EMB Calabarzon

### Corporate Social Responsibility

**Asia Responsible Enterprise Award for Social Empowerment (Baslay Coffee Farm: Brewing a Regenerative Future) for EDC**  
Enterprise Asia

**Asia Responsible Enterprise Award for Corporate Sustainability Reporting (2022 IR) for EDC**  
Enterprise Asia

### Sustainability and Integrated Reporting

**Finalist for Asia's Best Integrated Report, Asia Integrated Reporting Awards 2024 (2023 IR) for FPH**  
CSRWorks International Pte Ltd Singapore

**Finalist for Asia's Best Community Impact, Asia Sustainability Reporting Awards 2024 (2023 IR) for FPH**  
CSRWorks International Pte Ltd Singapore

**Finalist for Asia's Best Materiality Reporting, Asia Sustainability Reporting Awards 2024 (2023 IR) for FPH**  
CSRWorks International Pte Ltd Singapore

**Finalist for Asia's Best SDG Reporting, Asia Sustainability Reporting Awards 2024 (2023 IR) for First Gen**  
CSRWorks International Pte Ltd Singapore

# Annex 5 External Engagements

## I. Engagements related to advocacy

### A. 2024 ENGAGEMENT

Date & Venue	Attendees	Activity Description	FPH Role
<b>January 16, 2024</b> (via Zoom)	Academe (3 researchers)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Study on Politics of Climate Change in the Philippines: An Evaluation of Institutions and Organizations in Relation to Climate Change Policy and Action</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>University of the Philippines, Los Banos, Laguna</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The project aims to identify mechanisms for enhancing the ability of institutions and organizations to enable policy and/or action, and to determine if there are conditions that impede policy and/or action towards climate change response</li> </ul>	Key informant
<b>January 30, 2024</b>	Presidential Commission on Human Rights (Cocoon Boutique Hotel, Quezon City) (Multi-stakeholders)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>National Action Plan (NAP) on Business and Human Rights</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>Philippine Commission on Human Rights</li> <li>SDG Stakeholders Chamber of National Economic Development Authority</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Review of Philippine NAP which highlights the right of Filipinos to a healthy environment, prevention of climate change impacts, protection of human rights defenders and complementation of the initiatives of government, civil society organizations, and business</li> </ul>	FPH was a participant of the consultation as member of the Technical Working Group of the Commission on Human Rights
<b>February 22, 2024</b> (via Zoom)	World Bank environmental specialists (200 experts)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Achieving and Measuring Net Gain of Critical Habitat Species</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>World Bank, Washington DC, U.S.A.</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Capacity building of World Bank's environmental specialists</li> </ul>	Panelist and shared the successful watershed and community management program for the conservation of biodiversity in Mt. Apo Geothermal Project

Date & Venue	Attendees	Activity Description	FPH Role
<b>February 23-24, 2024</b> (Ormoc City)	Local government unit officers, community and enterprise owners (109 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Consultation of Ormoc City Sectors on GHG Accounting Data</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> <li>Ormoc City Government</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Project of FPH-DENR to pilot GHG Accounting in communities</li> </ul>	Project sponsor and technical adviser
<b>February 29, 2024</b> (Ynares Center, Antipolo City, Rizal)	Local government officials, local agencies, academe and business (400 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Project RIZAL TRANSFORM (Transdisciplinary Approach Towards Sustainability and Resilience through Multi-stakeholder Engagement)</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Department of Environment and Natural Resources</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The project was launched for the Rizal province to preserve nature, alleviate poverty, enhance community resilience, and promote public-private partnerships</li> </ul>	Presenter of case study on Ormoc GHG Accounting
<b>March 18, 2024</b> (DENR Head Office, Quezon City)	Section heads and employees of the Department of Environment and Natural Resources (DENR) (50 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Brown Bag on Gender Equality and Diversity</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Department of Environment and Natural Resources</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The session aims to increase awareness and understanding of DENR officials and employees on the tools needed to drive meaningful change within the organization, contributing to a more gender-equal and resilient community.</li> </ul>	Resource Person
<b>April 16, 2024</b> (SEDA Hotel, Bonifacio Global City, Taguig)	Business professionals and entrepreneurs (80 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Achieving Balance in the Philippine Energy System Sustainability</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>BusinessWorld</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Dialogue on the state of sustainability in the Philippine energy sector.</li> </ul>	Panelist on the theme, "Tracking the progress in energy sector's transition to sustainability."

Date & Venue	Attendees	Activity Description	FPH Role
<b>April 28-29, 2024</b> (Tarlac Agricultural University, Camiling, Tarlac)	Multi-sectoral (300 face to face + 2,900 online)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Green State of Nature Assessment (SONA)</li> <li>Theme: Climate Change: Challenge to Sustainability</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The event brought together environmental experts, government officials, industry leaders, and community stakeholders to confront the critical challenges posed by climate change and to explore sustainable solutions essential for the Philippines and beyond.</li> </ul>	Presenter on FPH's Regenerative Path
<b>May 3, 2024</b> (Max's Restaurant, Sucat, Paranaque)	Suppliers (60 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Training Program on GHG Accounting</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> <li>First Balfour Inc.</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Trained the SME suppliers of First Balfour Corporation to amplify climate action. The training was conducted by Ako ang Bukas ("I am the Future") or AAB Movement</li> </ul>	Presenter as member of AAB
<b>May 16, 2024</b> (Proscenium, Rockwell, Makati City)	50 people/public (undetermined)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Signing of Memo of Understanding among the Department of Environment and Natural Resources, Department of Energy, First Gen Corporation and ABS CBN Foundation</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Department of Environment and Natural Resources</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The objective is to provide the government with technical support for the conservation, protection and enhancement of biodiversity and coastal marine resources of the Verde Island Passage (VIP), one of the most diverse marine ecosystems in the world.</li> </ul>	Sponsor
<b>May 22, 2024</b> (Grand Hyatt Hotel, Manila)	Policy makers, industry leaders and top executives (undetermined)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>BusinessWorld Economic Forum 2024 PH NEXT: Growth Drivers</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>BusinessWorld</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Many multilateral lenders and research firms expect the Philippines to be one of the fastest-growing economies in 2024 and in the next decade amidst a looming global slowdown. The forum explored what the country must do to sustain resilience despite future challenges.</li> </ul>	Panelist on "Economic Development through Sustainable Power: Navigating Adversities & Opportunities in the Power Sector"

Date & Venue	Attendees	Activity Description	FPH Role
<b>May 30, 2024</b> (DENR Calabarzon, PENRO, Trece Martires City, Cavite)	DENR staff (20 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Training on GHG Accounting for DENR- Provincial Environment and Natural Resources Office (PENRO)</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Pilot training session for DENR office conducted by Ako ang Bukas ("I am the Future") or AAB Movement</li> </ul>	Presenter as member of AAB
<b>April 8, June 20-21, September 5, and November 6-7 all in 2024</b>	<p>Institute for Climate and Sustainable Cities</p> <p>Oxfam</p> <p>Center for Empowerment, Innovation and Training on Renewable Energy</p> <p>Friedrich Ebert Stiftung</p> <p>Forum for the Future</p> <p>Business and Human Rights Resource Center</p>	<p><b>Responsible Energy Initiative (REI)</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The Responsible Energy Initiative (REI) is a multi-country program aimed at ensuring ecologically safe and socially just production and deployment of utility-scale renewable energy. It is designed to support actors in the renewable energy system to innovate and adopt business models, financing frameworks and value chain relationships that create the conditions to achieve this goal</li> </ul>	Participant
<b>June 3, 2024</b> (via Zoom)	SteelAsia Manufacturing Corporation officers and staff (46 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>FPH sustainability story</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>SteelAsia Manufacturing Corporation</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Orientation for SteelAsia Manufacturing Corporation to assist in their sustainability journey</li> </ul>	Resource Person
<b>June 14, 2024</b> (Max's Restaurant, Quezon City)	Mega Roja (6 officers)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Training on GHG Accounting</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Training of Mega Roja, a small enterprise to amplify climate action</li> </ul>	Presenter as member of AAB

Date & Venue	Attendees	Activity Description	FPH Role
<b>June 20, 2024</b> (SMX Convention, Pasay City)	Multi-stakeholders (250 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Project TRANSFORM Colloquium (Transdisciplinary Approach Through Sustainability and Resilience through Multi-stakeholder Engagement)</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Department of Environment and Natural Resources</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Sharing of good practices, challenges and advice to prospective Local Govt Unit partners</li> </ul>	Presenter of Ormoc TRANSFORM experience
<b>July 8-9, 2024</b> (UP Law, Quezon City)	Academe, judges and corporates from 13 countries (600 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Regional and National Conference on Corporate Climate Litigation in Asia</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>University of the Philippines College of Law Center Information and Publication Division</li> <li>British Institute of International and Comparative Law</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Guidance on litigating climate cases to assist complainants and judges based on current regulations and soft laws. The forum also discussed measures beyond litigation and how businesses with the right mindset can be partners of climate action.</li> </ul>	Panelist on "Business Perspective on Case Remedies"
<b>July 16 and October 14, 2024</b> (House of Representatives, Quezon City)	Committee on Climate Change, Philippine Congress	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Climate Accountability Bill Consultation</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Philippine Congress (House of Representatives)</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The bill institutes policies and systems for the protection of vulnerable communities from loss and damage due to climate change, providing for corporate and state accountabilities and reparations. FPH participated to be aware of its corporate responsibilities and to contribute insights on business concerns and suggestions on how to ensure the feasibility of the administration of the law.</li> </ul>	Technical Working Group member
<b>August 14, 2024</b> (Manila House, Bonifacio Global City, Taguig)	High level in person participants (leaders and decision-makers) from government, financial institutions and civic society (130 face to face and 362 via zoom)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Unlocking capital for sustainability. Philippines: New nexus for energy and nature</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Eco-Business</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>How to enable equitable transition and access finance the new era of nature and energy in the Philippines</li> </ul>	Panelist

Date & Venue	Attendees	Activity Description	FPH Role
<b>August 15, 2024</b> (Fairmont Hotel, Makati City)	Finance executives (undetermined)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>8th FINEX General Membership Meeting</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Financial Executives Institute of the Philippines</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Theme: Future Forward: Advocating Energy for a Sustainable World</li> <li>Insights on the critical role of sustainable power in driving economic development. As one of the leading Philippine companies championing clean and renewable energy, FPH's initiatives are pivotal in shaping a more sustainable future.</li> </ul>	Keynote Speaker
<b>August 22, 2024</b> (Coca-Cola Foundation, Bonifacio Global City, Taguig)	USAID, NGOs and business (40 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Water Forum</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Water Alliance</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The session encouraged private sector engagement in addressing water security challenges</li> </ul>	Panelist on "Upstream protection of water supply through watershed management"
<b>September 19, 2024</b> (The Fifth, Rockwell, Makati City)	Business, NGOs, academe and government agencies (400 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Strengthening Resilience: Scaling the Philippine Private Sector's Net Zero Ambitions</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Net Zero Carbon Alliance</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Session to help scale net zero progress among the country's private sector actors via leadership panel and deep-dive workshops</li> </ul>	EDC, an FPH subsidiary as convener
<b>September 24, 2024</b> (University of Asia and the Pacific, Ortigas Center, Pasig City)	Chief Sustainability Officers and Managers of businesses (45 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Strategic Transition to ISSB Standards for Publicly Listed Companies in the Philippines and ASEAN: Executive Session for Chief Sustainability Officers and Managers</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>University of Asia and the Pacific</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Equipped industries in preparing for the new sustainability era. The session discussed updates, outlook, research highlights on implementation strategies and facilitated the discussion of best practices for alignment with global and local frameworks.</li> </ul>	Panelist

Date & Venue	Attendees	Activity Description	FPH Role
<b>September 25, 2024</b> (FPH, Rockwell Center, Ortigas, Pasig City)	Nordic Chamber of Commerce Sustainability Committee (30 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Renewable Energy and Energy Efficiency</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Nordic Chamber of Commerce</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Shared First Gen's sustainability experience, importance of energy efficiency and opportunities for decarbonization, Renewable Energy Management Systems and their role in optimizing energy use by organizations</li> </ul>	FPH and First Gen Presenters
<b>October 4, 2024</b> (Environmental Studies Institute, Miriam College, Quezon City)	Representatives from 23 organization members	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Green Convergence Assembly</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Training of members and officers on GHG accounting to amplify climate action</li> </ul>	Presenter
<b>October 14-17, 2024</b> (Philippine International Convention Center, Manila)	APAC government representatives, business, academe, civil society groups, youth (5000 in person and 7000 online delegates)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>2024 Asia-Pacific (APAC) Ministerial Conference on Disaster Risk Reduction (DRR)</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>Department of Environment and Natural Resources</li> <li>Department of Interior and Local Government</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Multi-sectoral biennial conference to share innovative solutions and gather actionable commitments to accelerate disaster reduction by 2030. It fostered calls for localized, inclusive, and sustainably financed disaster risk reduction efforts. It discussed the ample opportunities for the private sector to adopt and integrate DRR in business models, practices, and supply chains, beyond business continuity planning and corporate social responsibility, with a resilience dividend across sectors</li> </ul>	Co-sponsor and presenters
<b>October 23, 2024</b> (HSBC, Bonifacio Global City, Taguig)	SME Suppliers (30 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Training of GHG Accounting</li> </ul> <p><b>Sponsors:</b></p> <ul style="list-style-type: none"> <li>Green Convergence</li> <li>Hongkong and Shanghai Banking Limited Philippines Branch Corporation</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Training of a small enterprise suppliers to amplify climate action</li> </ul>	Presenter as member of AAB

Date & Venue	Attendees	Activity Description	FPH Role
<b>December 5, 2024</b> (via Zoom)	Asia Pacific businesses (400 people)	<p><b>Theme:</b></p> <ul style="list-style-type: none"> <li>Demystifying Nature-related Financial Disclosures in the Philippines</li> </ul> <p><b>Sponsor:</b></p> <ul style="list-style-type: none"> <li>Global Reporting Initiative</li> <li>Task Force on Nature-related Financial Disclosures</li> </ul> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The session's objective was to increase the understanding of companies on the "why" and "how" to integrate nature-related disclosures in existing frameworks, standards, and regulations on sustainability reporting</li> </ul>	Panelist

**B. LONG-TERM PARTNERSHIP**

Date & Venue	Attendees	Activity Description	FPH Role
<b>August 18, 2016 to present</b>	Japan National Institute for Environmental Studies	<p><b>Total Carbon Column Observing Network (TCCON) Partnership</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>Partnership based on a Cooperation Agreement for the Operation of a Total Carbon Column Observing Network (TCCON) dedicated to understanding the sources and sinks of greenhouse gases by making accurate measurements of carbon. TCCON is mission critical to the GHG monitoring satellites. The facility captures the data for the Pacific region.</li> </ul>	The 26th global station of TCCON is hosted by EDC Burgos Wind Project
<b>October 14, 2019 to present</b>	Commission on Human Rights (CHR)	<p><b>Business and Human Rights Working Group</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The multi-sectoral group was formed by the CHR to encourage responsible business conduct, as platform for learning, and to facilitate the consultation of sectors on human rights policies, action plans and other initiatives.</li> </ul>	Member

Date & Venue	Attendees	Activity Description	FPH Role
<b>June 28, 2021 to present</b>	Green Convergence	<p><b>Ako ang Bukas Movement or AAB (I am the Future)</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>AAB is a Philippine environmental movement whose central campaign, "Quantum Leap NOW: Climate Neutrality 2050," seeks to involve all sectors and levels of society nationwide in taking urgent, concerted action to address the climate crisis facing the country and the world. Specifically, it aims to reduce the country's greenhouse gas emissions while increasing its sinks and drawdowns, to achieve net zero emissions by 2050. This will be the Philippines' contribution to the global effort to keep the rise in earth temperature within the 1.5°C limit set by climate scientists, beyond which climate change and its worst effects are predicted to become irreversible, putting humanity in real danger of extinction.</li> </ul>	Adviser for Business Sector and Business Task Force Head
<b>September 20, 2021 to present</b>	Energy Development Corporation  Multiple industries	<p><b>Net Zero Carbon Alliance (NZCA)</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>FPH subsidiary, Energy Development Corporation established a multi-sectoral movement towards attaining net zero carbon emissions among businesses in the Philippines— as part of the company's mission to forge collaborative pathways for a decarbonized and regenerative future.</li> </ul>	Adviser
<b>April 7, 2022 to present</b>	Philippine National Economic Development Authority (NEDA)	<p><b>SDG Stakeholder Chamber of the Philippine National Economic Development Authority</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The Chamber is a platform for information exchange, mapping of stakeholders and a venue for implementation of the UN Sustainable Development Goals (SDGs) through projects, awareness raising events and policy formulation.</li> </ul>	Member of Environmental Committee
<b>January 19, 2023 to present</b>	Department of Environment and Natural Resources (DENR)  Local Government Units (LGUs)  NGOs  Business	<p><b>Resilience and Environmental Sustainability Through Multistakeholder Engagement</b></p> <p><b>Description:</b></p> <ul style="list-style-type: none"> <li>The project is a DENR- LGU-led multistakeholder partnership model that aims to engage local governments in increasing their capacities for environment and natural resource management, climate and disaster resilience, and socio-economic development. The DENR launched Project TRANSFORM in the following municipalities: Ormoc City in Leyte, Malimono, San Francisco, and Burgos in Surigao del Norte, and Limay, Mariveles, and Orion in Bataan and will be replicated in other LGUs. On October 3, 2024 a Joint Memorandum Circular No.1 was issued by the Department of Environment and Natural Resources and the Department of Interior and Local Government for the implementation of Project TRANSFORM nationwide.</li> </ul>	<p>Pilot for TRANSFORM in geothermal area in Ormoc City, Leyte</p> <p>DENR development partner</p>

## II. Engagements related to disaster risk management

Date & Venue	Attendees	Activity Description
<b>January 30, 2024</b>	Tanay National High School, Rizal, Metro Manila	Disaster risk reduction training
<b>February 5-9, 2024</b>	Tagum City, Davao de Oro Local Government	Amacan Multi-Hazard Emergency Response Training
<b>March to April 2024</b>	National (multi-stakeholder)	Contribution to video information material on hazard management sponsored by Cebuana Lhuiller Foundation for dissemination throughout the country
<b>May 15-16, 2024</b>	Bureau of Fire Protection, Baguio, Province of Benguet	Landslide Rescue Operations Course
<b>July 3-5, 2024</b>	Civil defense agencies of Camarines Sur	Casualty and emergency care
<b>July 2024</b>	Persons with disabilities (PWD)	Emergency Preparedness for Seniors and PWDs in all SM malls (sponsored by Shoemart (SM), EDC and Wilderness Search and Rescue Philippines)
<b>August 16, 2024</b>	Primary health care groups, Pasay City, Metro Manila	Preparing for the Big One (earthquake) sponsored by EDC and University of the Philippines Resilience Institute
<b>October 1-3, 2024</b>	Capoocan, Leyte Local Government	Multi-hazard Emergency Response and Austere Environment Training
<b>December 3, 2024</b>	Civil defense agencies, Zamboanga City	Multi-hazard Emergency Response and Austere Environment Training
<b>October 1-3, 2024</b>	Capoocan, Leyte Local Government	Casualty Care Course
<b>December 23-27, 2024</b>	Quezon City, Metro Manila	Disaster Risk Reduction Management Incident Command System Training

# Annex 6 Research and Publications of OML Center

## Research and Publications:

- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. & Philippine Atmospheric, Geophysical and Astronomical Services Administration (2024). **State of the 2022 Philippine Climate**. Available at [https://drive.google.com/file/d/1m-N7SyM49zISUIHo\\_4Yg3C7-dzLytsOO/view](https://drive.google.com/file/d/1m-N7SyM49zISUIHo_4Yg3C7-dzLytsOO/view)

In December 2024, the Oscar M. Lopez Center released the State of the 2022 Philippine Climate (SPC). This eighth installment of the SPC provides a comprehensive analysis of key climate indicators, patterns, and trends that shaped the Philippines' climate in 2022.

- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (2024). **2024 Philippine Climate Change Assessment: Mitigation of Climate Change**. Available at <https://drive.google.com/file/d/1Q6mXdAvGmDaFcKqsPit56qhI0wJavyJ4/view>

In time for the opening of the 2024 UN Climate Change Conference or COP29 in November 2024, the Oscar M. Lopez Center released the *2024 Philippine Climate Change Assessment (PhilCCA) - Working Group 3: Mitigation of Climate Change* report. This builds on the findings of PhilCCA 2018 with focus on data and information for tracking the progress of the Philippine Nationally Determined Contributions.

- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (2024). **2024 Philippine Climate Change Assessment: The Physical Science Basis**. Available at <https://drive.google.com/file/d/15ndFvI8I47oGySoXoQ9F0zD27LKRqriG/view>

In October 2024, the Oscar M. Lopez Center released the *2024 Philippine Climate Change Assessment (PhilCCA) - Working Group 1: The Physical Science Basis* report. This report focuses on the physical mechanisms driving climate change in the country. It examines key trends, including temperature shifts, changing rainfall patterns, tropical cyclones, and rising sea levels.

- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (2024). **Content Matters: Interdisciplinary Approaches to Climate Change Discourse in the Philippines**. Abstract available at [https://drive.google.com/file/d/1R52It0sZ\\_gnITXmTbe3d03gLfRMff6iF/view](https://drive.google.com/file/d/1R52It0sZ_gnITXmTbe3d03gLfRMff6iF/view)
- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (2024). **Improving Local SLR Estimates in the Philippines: Integration of Local Oceanographic Processes Using Machine Learning Methods**. Abstract available at [https://drive.google.com/file/d/1R52It0sZ\\_gnITXmTbe3d03gLfRMff6iF/view](https://drive.google.com/file/d/1R52It0sZ_gnITXmTbe3d03gLfRMff6iF/view)
- ▶ Oscar M. Lopez Center for Climate Change Adaptation and Disaster Risk Management Foundation, Inc. (2024). **The Deaf Amidst Climate Disasters: A Vulnerability Assessment of Deaf Communities in the Philippines**. Abstract available at [https://drive.google.com/file/d/1R52It0sZ\\_gnITXmTbe3d03gLfRMff6iF/view](https://drive.google.com/file/d/1R52It0sZ_gnITXmTbe3d03gLfRMff6iF/view)

### ▶ Regional Climate Overviews

With the support of PAGASA, the Oscar M. Lopez Center developed the *Regional Climate Overviews (RCOs)* which aims to provide insights into the climate type, climate impacts, vulnerabilities, history of extreme events, potential adaptation strategies, and notable initiatives being done in the 17 regions of the country. The data used to produce the RCOs come from national and local government agencies, including but not limited to the National Disaster Risk Reduction and Management Council, Philippine Statistics Authority, and PAGASA, as well as from the first cycle of the Philippine Climate Change Assessment Report.

- ▶ **BARMM: Bangsamoro Autonomous Region in Muslim Mindanao** available at <https://drive.google.com/>

- ▶ <file/d/1SjLXXJKQ-RRoZ4j03KMVzqWpTTLrHN0c/view>
- ▶ **CAR: Cordillera Administrative Region** available at [https://drive.google.com/file/d/1zwnp\\_YvyiYxpen\\_b6hN-OtpAT\\_AMM0Kt/view](https://drive.google.com/file/d/1zwnp_YvyiYxpen_b6hN-OtpAT_AMM0Kt/view)
- ▶ **NCR: National Capital Region** available at <https://drive.google.com/file/d/1SjLXXJKQ-RRoZ4j03KMVzqWpTTLrHN0c/view>
- ▶ **Region I: Ilocos Region** available at <https://drive.google.com/file/d/1oMrGLmuIaRm8MRa9eC6GYTCMM0kaxC1O/view>
- ▶ **Region II: Cagayan Valley** available at [https://drive.google.com/file/d/1-Y5oFrFXbUs5HTE92\\_zkWJqXec8Cw88B/view](https://drive.google.com/file/d/1-Y5oFrFXbUs5HTE92_zkWJqXec8Cw88B/view)
- ▶ **Region III: Central Luzon** available at <https://drive.google.com/file/d/1Aw2O1pSv6e6iBPS5Sp27be1QCqY34QdP/view>
- ▶ **Region IV-A: CALABARZON** available at [https://drive.google.com/file/d/1i6ksUZtwEtzTjhFeDUNoAA86v\\_xg86fQ/view](https://drive.google.com/file/d/1i6ksUZtwEtzTjhFeDUNoAA86v_xg86fQ/view)
- ▶ **Region IV-B: MIMAROPA** available at [https://drive.google.com/file/d/1rJh8dUseOQ0lpMxaYOYLdQLuGp\\_22Bt/view](https://drive.google.com/file/d/1rJh8dUseOQ0lpMxaYOYLdQLuGp_22Bt/view)
- ▶ **Region V: Bicol Region** available at [https://drive.google.com/file/d/1cRK56Oozqi\\_RcQD5AaCdjzKADnbWMC3E/view](https://drive.google.com/file/d/1cRK56Oozqi_RcQD5AaCdjzKADnbWMC3E/view)
- ▶ **Region VI: Western Visayas** available at [https://drive.google.com/file/d/1DizxCwO6H2zcp8eLwTe7h9KOYr\\_dG3DTP/view](https://drive.google.com/file/d/1DizxCwO6H2zcp8eLwTe7h9KOYr_dG3DTP/view)
- ▶ **Region VII: Central Visayas** available at <https://drive.google.com/file/d/1Y0G9izGlxUmpAqVUazpmxDXKzm3PdsnW/view>
- ▶ **Region VIII: Eastern Visayas** available at <https://drive.google.com/file/d/11WiPUBBdf1QGmPu46twwgGDJ121njhHn/view>
- ▶ **Region IX: Zamboanga Peninsula** available at <https://drive.google.com/file/d/1nEl2kdCOEhw1V-9JzHMijmEO47-VwJ5t/view>
- ▶ **Region X: Northern Mindanao** available at [https://drive.google.com/file/d/1NFZQKMnKGr5MfhFVdvQzCA\\_N7Hwcp7Elf/view](https://drive.google.com/file/d/1NFZQKMnKGr5MfhFVdvQzCA_N7Hwcp7Elf/view)
- ▶ **Region XI: Davao Region** available at <https://drive.google.com/file/d/1jt4x-mKDARzt7ojexSSMWPgKxso1hRx4/view>
- ▶ **Region XII: SOCCSKSARGEN** available at <https://drive.google.com/file/d/1TkuHZVTPH57UJ-oB8rKltfdM4w3EZWBX/view>
- ▶ **Region XIII: CARAGA** available at [https://drive.google.com/file/d/1\\_ABNydbTpvSLxRMNt8\\_oOzixMI6iwHyl/view](https://drive.google.com/file/d/1_ABNydbTpvSLxRMNt8_oOzixMI6iwHyl/view)

### ▶ KAS Solutions Conference: The Solutions Review

In October 2024, the Konrad Adenauer Stiftung (KAS) Philippines released the publication, *The Solutions Review: Confronting the Climate Crisis (Volume II | 2024)*, a compilation of expert insights, thought pieces, and key themes from The Solutions Conference 2023, focused on climate resilience and sustainability. The OML Center contributed an article titled “*Localizing Climate Resilience: The Philippines’ Path to Community-Centric Climate Solutions*,” highlighting the role of localized climate information, accessible tools, and active community engagement in planning and decision-making toward resilience building.

Access the publication: <https://www.kas.de/en/web/philippinen/single-title/-/content/the-solutions-review>

### ▶ Fact Sheet: Drawing Weather Phenomena Together: Rainy Season

This Fact Sheet provides definitions and explanations of various weather phenomena to enhance the public’s understanding and awareness of the terms and concepts used in weather forecasts, advisories, and media reporting commonly encountered during the rainy season. This includes definitions of concepts such as “tropical cyclone,” “ENSO,” and “monsoon,” among others.

Access the fact sheet here: <https://drive.google.com/file/d/1vUDmkvGWm1d2njTCO0IKuVTf7XoTqICN/view>

### Thought Pieces and Articles:

- ▶ Lasco, R.D. “[Accelerating climate action through AI](#)”, *Philippine Daily Inquirer*. 22 November 2024.
- ▶ Lasco, R.D. “[Beware of the platisphere](#)”, *Philippine Daily Inquirer*. 23 October 2024.
- ▶ Lasco, R.D. “[‘Climatopias’: Human settlements of the future?](#)”, *Philippine Daily Inquirer*. 7 September 2024.

- ▶ Lasco, R.D. [“Tropical island animals at greater risk of extinction”](#), *Philippine Daily Inquirer*. 7 August 2024.
- ▶ Lasco, R.D. [“Sustainable Development Goals in the Philippines: Where are we headed?”](#), *Philippine Daily Inquirer*. 1 July 2024.
- ▶ Lasco, R.D. [“Record high temperatures: Is this climate change?”](#), *Philippine Daily Inquirer*. 20 May 2024.

**Articles on the 2024 Philippine Climate Change Assessment: The Physical Science Basis:**

- ▶ Cariaso, B. [“Christmas typhoons up 210%”](#). *The Philippine Star*. 29 November 2024.
- ▶ Bosano, R. [“More Filipinos aware of climate change, but only a few take action”](#). *ABS-CBN News*. 28 November 2024.
- ▶ [“More warmer days, fewer cold nights ahead for Philippines”](#). *Climate Tracker Asia*. 19 November 2024.
- ▶ [“Climate change fuels surge in ‘Christmas typhoons’ in Philippines”](#). *Climate Tracker Asia*. 14 November 2024.
- ▶ Fernandez, H.A. [“In photos: As Typhoon Trami batters the Philippines, scientists sound warning of exponential increase in tropical cyclones”](#). *Eco-Business*. 29 October 2024.
- ▶ Angelo, F.A.L. [“Stronger Christmas Typhoons Hit PHL Amid Climate Crisis”](#). *Daily Guardian*. 25 October 2024.
- ▶ [“Christmas Typhoons and the Heat: Harsh Climate Realities”](#). *Daily Guardian*. 16 October 2024.
- ▶ Angelo, F.A.L. [“CLIMATE CHANGE IN PHL HEIGHTENS: Sea Level, Cyclones, and Rainfall Rise”](#). *Daily Guardian*. 15 October 2024.
- ▶ Angelo, F.A.L. [“PHL Climate Change Report Warns of Intensified Disasters”](#). *Daily Guardian*. 14 October 2024.
- ▶ Sabillo, K. [“Climate change drives rise in rainfall, ‘Christmas typhoons’ in Philippines”](#). *Mongabay*. 11 October 2024.

**Articles on Project SIGND:**

- ▶ Untalan, S. [“Surviving a Hearing World not for Everyone: Developing Filipino Sign Language in a Disaster-Prone Country”](#). *GMA News Online*. 25 December 2024.
- ▶ Francisco, M.A.S. [“PHILIPPINES: Listen to the Deaf in the Climate Crisis”](#). *Reporting ASEAN*. 16 October 2024.
- ▶ [“KWF and USAID toward inclusive Climate Change Awareness Program”](#). *The Manila Times*. 7 May 2024.
- ▶ [“KWF AND USAID TOWARDS INCLUSIVE CLIMATE CHANGE AWARENESS PROGRAM”](#). *Daily Guardian*. 6 May 2024.
- ▶ Gozum, I. [“Deaf community builds sign language corpus for climate change vocabulary”](#). *Rappler*. 22 April 2024.
- ▶ Locus, S. [“Advocates seek inclusive climate response using FSL glossary”](#). *GMA News Online*. 22 April 2024.

**Others:**

- ▶ Lasco, R.D., Paelmo, R.F., Gabriel, A.V., Delfino, R.J.P., Duque-Piñon, C., & Comia, R.A.<sup>†</sup> (2024). **Climate Change Adaptation through Agroforestry in the Philippines**. Available at <https://www.searca.org/pubs/monographs?pid=575>.

Dr. Lasco is one of the authors of the monograph, **Climate Change Adaptation through Agroforestry in the Philippines**, published by Southeast Asian Regional Center for Graduate Study and Research in Agriculture and the Oscar M. Lopez Center. This monograph is intended for academicians, researchers, extension officers, practitioners, students, and farmers who are and will be promoting good practices and technologies in agroforestry to adapt to climate change.

# Annex 7 Content Indices

## INTEGRATED REPORTING FRAMEWORK

Core Elements	Related Material Topic	Page No. / Remarks
<b>Organizational overview and external environment</b>		About the Company: pp 34 to 39 2024 Highlights: pp 13 to 15
<b>Business Environment</b>		pp 68 to 73
<b>Governance</b>	Corporate Governance	pp 84 to 97
<b>Business Model</b>		About the Company: pp 34 to 39 Strategy and Business Model: pp 98 to 109 Summary of Our Outcomes: pp 202 to 203 Value Creation Framework: pp 204 to 207
<b>Risks and Opportunities</b>	Risk Management	pp 110 to 123
<b>Strategy and Resource Allocation</b>		Strategy and Business Model: pp 98 to 109
<b>Performance</b>		2024 Highlights: pp 13 to 15 Progress on Our Mission: pp 214 to 221 Summary of Our Outcomes: pp 202 to 203
<b>Outlook</b>		pp 223 to 229
<b>Basis of preparation and presentation</b>		About the Report: pp 34 to 39 Materiality: pp 74 to 81

## TASK-FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Core Elements	Disclosure	Related Material Topic	Page No. / Remarks
<b>Governance</b>	a) Describe the board’s oversight of climate-related risks and opportunities.	Corporate Governance, Climate Governance	Governance Structure: pp 84 to 85
	b) Management’s role in assessing and managing climate-related risks and opportunities.	Corporate Governance, Climate Governance	Enterprise Risk Governance: pp 112 to 113

Core Elements	Disclosure	Related Material Topic	Page No. / Remarks
<b>Strategy</b>	a) Climate-related risks and opportunities	Risk Management	p 123
	b) Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Risk Management	p 123
	c) Organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Governance	pp 216-221
<b>Risk Management</b>	a) Organization's processes for identifying and assessing climate-related risks.	Risk Management	pp 112 to 113
	b) Organization's processes for managing climate-related risks.	Risk Management	pp 112 to 113
	c) Integration of processes to identify, assess, and manage climate-related risks in the organization's overall risk management.	Risk Management	pp 112 to 113
<b>Metrics and Targets</b>	a) Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Emissions	Currently in development, more information on page 123
	b) Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Emissions	pp 146 to 148
	c) Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Risk Management	Targets to be established

**GLOBAL REPORTING INITIATIVE (GRI)**

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks	
<b>GENERAL DISCLOSURES</b>				
<b>GRI 2:</b> General Disclosures; The organization and its reporting practices	2-1 Organizational details		pp 6 - 10	
	2-2 Entities included in the organization's sustainability reporting		pp 249 - 252	
	2-3 Reporting period, frequency and contact point		p 10	
	2-4 Restatements of information		p 300	
	2-5 External assurance		pp 253-366	
<b>GRI 2:</b> General Disclosures; Activities	2-6 Activities, value chain and other business relationships		pp 34 to 39	
	<b>GRI 3:</b> Material Topics 2021	3-1 Process to determine material topics		p 74
3-2 List of material topics			pp 76 - 81	
3-3 Management of material topics			pp 76 - 81	
<b>GOVERNANCE</b>				
<b>GRI 2:</b> General Disclosures; Governance	2-9 Governance structure and composition		p 84	
	2-10 Nomination and selection of the highest governance body		p 92	
	2-11 Chair of the highest governance body			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance		p 84
	2-13 Delegation of responsibility for managing impacts			
	2-14 Role of the highest governance body in sustainability reporting		In 2018, the FPH Board issued a resolution declaring sustainability as a fiduciary duty of directors. Further, the Board shall be assisted by the Corporate Governance Committee in sustainability matters.	

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
	2-15 Conflicts of interest		This is within the responsibility of the Audit Committee and is covered by our Conflict of Interest Policy, available on our website.
	2-16 Communication of critical concerns	Corporate Governance	Critical issues 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		pp 96 - 97
	2-18 Evaluation of the performance of the highest governance body		p 95
	2-19 Remuneration policies		p 92
	2-20 Process to determine remuneration		p 92
<b>GRI 2:</b> General Disclosures; Strategy, Policies, and Practices	2-22 Statement on sustainable development strategy		p 210
	2-23 Policy commitments		p 86
	2-24 Embedding policy commitments		pp 86 - 87
	2-25 Processes to remediate negative impacts	Corporate Governance	p 192
	2-26 Mechanisms for seeking advice and raising concerns		pp 188-189, 192
	2-27 Compliance with laws and regulations		Governance section

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
<b>ECONOMIC</b>			
<b>GRI 201:</b> Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	p 129
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management	We are still building the capability of our organization to determine the financial implications of climate risks and opportunities. More details on page 123.
	201-3 Defined benefit plan obligations and other retirement plans	Talent Recruitment and Management	p 170
	201-4 Financial assistance received from government		No assistance received from government
<b>GRI 203:</b> Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Indirect Economic Impacts	Social Capital
	203-2 Significant indirect economic impacts		Social Capital
<b>GRI 205:</b> Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption and Bribery	p 87
	205-2 Communication and training about anti-corruption policies and procedures		p 87
	205-3 Confirmed incidents of corruption and actions taken		p 86
<b>ENVIRONMENT</b>			
<b>GRI 301:</b> Materials 2016	301-1 Materials used by weight or volume	Materials	p 150
<b>GRI 302:</b> Energy 2016	302-1 Energy consumption within the organization	Energy	pp 146-147, 303-304
	302-4 Reduction of energy consumption		pp 146-147
<b>GRI 303:</b> Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Effluents	pp 153-155
	303-2 Management of water discharge-related impacts		pp 153-155
	303-3 Water withdrawal		p 156

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
<b>GRI 305:</b> Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions	pp 146-147
	305-2 Energy indirect (Scope 2) GHG emissions		pp 146-147
	305-3 Other indirect (Scope 3) GHG emissions		pp 146-147
	305-5 Reduction of GHG emissions		pp 146-149
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		pp 150, 303
<b>GRI 306:</b> Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste	pp 151-152
	306-2 Management of significant waste-related impacts		pp 151-152
	306-3 Waste generated		p 151
	306-4 Waste diverted from disposal		p 151
	306-5 Waste directed to disposal		p 151
<b>GRI 101:</b> Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity	p 157
	101-2 Management of biodiversity impacts		pp 159-161
	101-4 Identification of biodiversity impacts		pp 157-159
	101-5 Locations with biodiversity impacts		pp 158-159
<b>GRI 304:</b> Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		pp 158-159
	304-2 Significant impacts of activities, products and services on biodiversity		pp 158-159
	304-3 Habitats protected or restored		pp 159-162

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
<b>GRI 308:</b> Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier Environmental Assessment	No progress yet in 2024; we are still firming up our ESG program for suppliers
	308-2 Negative environmental impacts in the supply chain and actions taken		
<b>SOCIAL</b>			
<b>GRI 2:</b> General Disclosures; Stakeholder Engagement	2-29 Approach to stakeholder engagement		pp 185-187
	2-30 Collective bargaining agreements	Freedom of Association and Collective Bargaining	p 188
<b>GRI 2:</b> General Disclosures	2-7 Employees	Talent Recruitment and Management	pp 164-167
<b>GRI 401:</b> Employment 2016	401-1 New employee hires and employee turnover	Talent Recruitment and Management	p 166
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Recruitment and Management	p 169
	401-3 Parental leave	Diversity and Equal Opportunity	Social Capital
<b>GRI 404:</b> Training and Education 2016	404-1 Average hours of training per year per employee	Employee Training and Education	p 167
	404-3 Percentage of employees receiving regular performance and career development reviews	Diversity and Equal Opportunity	100% of employees received performance reviews
<b>GRI 402:</b> Labor and Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Labor and Management Relations	30 days
<b>GRI 405:</b> Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Equal Opportunity	p 169
<b>GRI 403:</b> Occupational Health and Safety 2018	403-1 Occupational health and safety management system		p 171
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	p 172
	403-3 Occupational health services		pp 170, 172

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
	403-4 Worker participation, consultation, and communication on occupational health and safety		p 172
	403-5 Worker training on occupational health and safety		p 172
	403-6 Promotion of worker health		p 172
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	p 172
	403-8 Workers covered by an occupational health and safety management system		p 172
	403-9 Work-related injuries		pp 173 - 174
	403-10 Work-related ill health		pp 173 - 174
<b>GRI 406:</b> Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Non-discrimination	No incidences of discrimination have been reported in 2024.
<b>GRI 408:</b> Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Child Labor	p 188
<b>GRI 409:</b> Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced or Compulsory Labor	p 188
<b>GRI 413:</b> Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Local Communities	p 191
	413-2 Operations with significant actual and potential negative impacts on local communities		p 191
<b>GRI 411:</b> Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Rights of Indigenous Peoples	p 191
<b>GRI 414:</b> Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier Social Assessment	No progress yet in 2024; we are still firming up our ESG program for suppliers
	414-2 Negative social impacts in the supply chain and actions taken		

Topic / Standard	Disclosure	Related Material Topic	Page No. / Remarks
<b>GRI 416:</b> Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety	No cases of non-compliance
<b>GRI 418:</b> Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy	p 177

UN SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

Goal Number	Target	Page No. / Remarks
<b>1 No Poverty</b>	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	pp 193-198
<b>3 Good Health and Well-being</b>	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	pp 196-197
<b>4 Quality Education</b>	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	p 197
	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 equal access for all women and men 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	pp 193-194, 249-307

Goal Number	Target	Page No. / Remarks
<b>5 Gender Equality</b>	5.1 End all forms of discrimination against all women and girls everywhere	Natural Capital
	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	
<b>6 Clean Water and Sanitation</b>	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	pp 154-156
	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	p 156
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	pp 157-162
<b>7 Affordable and Clean Energy</b>	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	p 200
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	p 132
<b>8 Decent Work and Economic Growth</b>	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	pp 197-198
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	pp 188-189
<b>9 Industry, Innovation and Infrastructure</b>	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	pp 38-39
	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	pp 38-39

Goal Number	Target	Page No. / Remarks
<b>10 Reduced Inequalities</b>	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	pp 196-198
	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	
<b>12 Responsible Consumption and Production</b>	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	FPH annually produces an Integrated Report that details the conglomerate’s impact on the environment and its stakeholders.
	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	p 193
<b>13 Climate Action</b>	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	pp 194-196
<b>14 Life Below Water</b>	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	pp 157-162
	14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	
	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	
	14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	
	14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation	
	14.7 By 2020, increase the number of marine protected areas and substantially increase their effective management, consistent with national and international law	

Goal Number	Target	Page No. / Remarks
<b>15 Life on Land</b>	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	pp 157-162
	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	
	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	
<b>17 Partnership for the Goals</b>	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	pp 194-196

**UNGP GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS**

Item	Description	Page No. / Remarks
<b>The State Duty to Protect Human Rights</b>		Not applicable to FPH as a private organization
<b>The Corporate Responsibility to Respect Human Rights</b>		
<b>Foundational Principles</b>	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.	<p>FPH has existing social safeguard policies that realize its role and commitment in respecting the human rights of all of its stakeholders. These policies are: Human Rights, Gender Equality and Diversity, Rights of Indigenous Peoples, and Responsible Asset Management.</p> <p>FPH and its subsidiaries have undertaken the basic requirement of "Human Rights Due Diligence" to ensure potential salient issues are prevented.</p> <p>These are detailed in our Social and Relationship Capital.</p>
	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.	The respect for universal rights under the International Bill of Rights is a requirement under the FPH Human Rights Guidelines to support the policy issued Dec. 15, 2020.
	The responsibility to respect human rights requires that business enterprises: <ul style="list-style-type: none"> <li>(a) Avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur;</li> <li>(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.</li> </ul>	The "Due Diligence" process undertaken by FPH and subsidiaries included a Human Rights Impact Assessment 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.	The FPH subsidiaries are of varied sizes and complexities numbering from less than 50 to as high as 4,800 employees or operating in one location or across the country and abroad. All these operating units are covered by the Human Rights policy and guidelines.

Item	Description	Page No. / Remarks
	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 the 3 requirements are present in FPH and its subsidiaries:  <ul style="list-style-type: none"> <li>▶ Policy was issued on Dec. 19, 2018</li> <li>▶ Training conducted by the Philippine Commission on Human Rights, University of the Philippines Human Rights Institute and Ateneo Human Rights Center, and Business and Human Rights Resource Center, UK in Aug. 2021 and completed in 2022</li> <li>▶ Grievance Redress Mechanism is available in all subsidiaries</li> </ul>
<b>Operational Principles</b>	<b>POLICY COMMITMENT</b> 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; (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 necessary to embed it throughout the business enterprise.	<p>FPH has existing social safeguard policies that realize the role of businesses in respecting human rights. These policies are: Human Rights, Gender Equality and Diversity, Rights of Indigenous Peoples, and Responsible Asset Management.</p> <p>Similarly, we completed our Human Rights Due Diligence processes in 2021-2022. Details on our progress and activities done by the conglomerate are detailed in our Social and Relationship Capital.</p>
	<b>HUMAN RIGHTS DUE DILIGENCE</b> 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 its business relationships;	<p>Training conducted by the Philippine Commission on Human Rights, University of the Philippines Human Rights Institute and Ateneo Human Rights Center, and Business and Human Rights Resource Center, UK in Aug. 2021 and completed in 2022</p> <p>Our Human Rights policies and HRDD process encompasses all of our business activities and all of our stakeholders. Details on our progress and activities done by the conglomerate are detailed in our Social and Relationship Capital.</p> <p>The Human Rights Impact Assessment was conducted per subsidiary across the value chain to capture the peculiarities of their respective operations.</p>

Item	Description	Page No. / Remarks
	(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 the human rights risks may change over time as the business enterprise's operations and operating context evolve.	
	18. 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.	pp 188 - 192  For our power companies with multiple host communities which have been organized to associations, a community partner is assigned to engage them regularly (monthly at least)
	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. (a) Effective integration requires that: (i) Responsibility for addressing such impacts is assigned to the appropriate level and function within the business enterprise; (ii) Internal decision-making, budget allocations and oversight processes enable effective responses to such impacts.  (b) Appropriate action will vary according to: (i) Whether the business enterprise causes or contributes to an adverse impact, or whether it is involved solely because the impact is directly linked to its operations, products or services by a business relationship; (ii) The extent of its leverage in addressing the adverse impact.	Our HRDD processes are performed by our business segments across the value chain or in collaboration with various of their respective corporate functions. These include key personnel such as those from human resources, community relations, operations, project management, corporate communications, and procurement to name a few.

Item	Description	Page No. / Remarks
	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. In all instances, communications should: (a) Be of a form and frequency that reflect an enterprise's human rights impacts and that are accessible to its intended audiences; (b) Provide information that is sufficient to evaluate the adequacy of an enterprise's response to the particular human rights impact involved; (c) In turn not pose risks to affected stakeholders, personnel or to legitimate requirements of commercial confidentiality.	Part of our human rights due diligence activities is the identification of Human Rights-related risks encountered by our subsidiaries in their respective operations. Our businesses are required to enumerate measures to address or mitigate these risks from occurring.  These risks are identified on pages 188 - 189 of the Social and Relationship Capital section.
	<b>REMEDIATION</b> 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.	Prescribed by our Human Rights policy, our business operations are encouraged to maintain a grievance redress mechanism (GRM), enabling stakeholders to report cases, therefore allowing the organization to provide remedy for such cases and instances. The GRM is also a tool not only to get the incidents but to analyze how the transgression of rights can be prevented.
	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.	pp 188 - 192  Our projects undertake an Environmental and Social Assessment where we can identify the areas of impact and on whom (individuals or communities). Measures are provided and submitted to secure an Environmental Compliance Certificate from the government to operate the project. This includes having an Environmental and Social Management Plan.  The GRMs are operations focused so we can capture the issues on the ground.

Item	Description	Page No. / Remarks
<b>Access to Remedy</b>		
<b>Foundational Principles</b>	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 have an established GRM targeted to provide remedy to stakeholders impacted by our business operations. Additionally, the company identifies potential human rights risks through the existence of our Human Rights Due Diligence process. These are performed on a regular basis to ensure that all potential and actual incidences are mitigated and remediated.
	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 properly execute its HRDD activities. It has a firm partnership with the Commission of Human Rights in the Philippines guiding the organization's HRDD activities. The Grievance Redress Mechanism of FPH and its subsidiaries apply to all external stakeholders, including partners.
<b>Operational Principles</b>	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 plays a key role in ensuring the success of our HRDD processes and human rights policies. In our areas of operation, we deploy our community relations and operation teams to regularly dialogue with community members on these matters.

# Annex 8

## Restatements and Annotations

### I. Restatements

Item	In this report	In 2023 IR	In 2023 IR
<b>2023 First Gen Total Materials, in tonnes</b>	3,335.0	1,521,395,537.0	
<b>2022 First Gen Total Materials, in tonnes</b>	3,493.7	1,761,157,598.2	Steam and water recorded as a fuel that drives the geothermal and hydroelectric power plants, as well as fuel consumed in the real estate and construction business segments, in previous reports are no longer included starting this report as these are already included in the data on energy consumption and water use where they are more relevant.
<b>2023, Rockwell Total Materials, in tonnes</b>	23,431.2	37,282.7	
<b>2023, FPIP Total Materials, in tonnes</b>	17,126.6	17,128.1	
<b>2023, First Balfour Total Materials, in tonnes</b>	0.0	5,780.8	
<b>2022 Rockwell Total Materials, in tonnes</b>	23,296.8	48,356.9	The collection method for this data was reviewed and corrected.
<b>2023 Rockwell Total Waste, in tonnes</b>	5,975.0	11,551.6	Enhancement in data collection process for waste data across all properties, and the correction of 2023 data for one property.
<b>2023 AEI Total Waste, in tonnes</b>	4.6	9.7	Data in 2023 report double counted one site.
<b>2023 First Balfour Total Waste, in tonnes</b>	747.6	807.5	Data in 2023 report double counted one site.
<b>2023 First Gen Surface Water, in ML</b>	1,457,921.2	36,935.6	Reclassification of the water extracted by the Patabangan-Masiway Complex for hydro power generation from "Municipal Water" with the National Irrigation Authority (NIA) as water rights holder to "Surface Water". This change better reflects the water source and aligns with the reports of First Gen.
<b>2022 First Gen Surface Water, in ML</b>	1,711,388.4	44,703.0	
<b>2023 First Gen Municipal Supply Water, in ML</b>	5.6	1,420,985.6	
<b>2022 First Gen Municipal Supply Water, in ML</b>	6.2	1,666,691.6	

Item	In this report	In 2023 IR	In 2023 IR
<b>2023 First Gen Total Renewable Energy Consumed, in GJ</b>	2,742,481.1	213,881,292.6	The methodology to calculate total energy consumption was revised to follow the methodology used by GRESB as adopted by the FPH power companies. In the previous years, data on the energy equivalent of steam extracted was included in the methodology to calculate total energy. All data for 2022-2023 were recalculated following the change in methodology. This lets us better understand our energy data.
<b>2023 First Gen Total Non-Renewable Energy Consumed, GJ</b>	61,183,459.2	158,611,738.7	
<b>2023 First Gen Total Energy Consumed, GJ</b>	63,925,940.3	55,269,553.9	
<b>2022 First Gen Total Renewable Energy Consumed, in GJ</b>	1,747,347.0	213,272,875.5	
<b>2022 First Gen Total Non-Renewable Energy Consumed, GJ</b>	45,929,361.3	167,132,228.6	The previous report was missing a data point on fuel consumed. Related data is corrected in this report.
<b>2022 First Gen Total Energy Consumed, GJ</b>	47,676,708.3	46,140,646.9	
<b>2023 FPIP Total Energy, in GJ</b>	50,366.9	39,125.0	
<b>2023 FPIP Scope 1 Emissions, in tCO2e</b>	167.0	163.0	
<b>2023 FPIP Scope 2 Emissions, in tCO2e</b>	5,355.3	5,542.7	Misclassification of data between the two subsidiaries. Related data is corrected in this report.
<b>2023 First Balfour Scope 2 Emissions, in tCO2e</b>	888.4	704.3	
<b>2023 AEI Total Energy, in GJ</b>	2,575.7	1,946.4	Addition of 2023 data for one site.

### II. Annotations

#### A. Fresh River Lakes Corporation (FRLC)

The following data of the entity FRLC were not included in the limited ESG assurance conducted by ERM-CVS, due to being a newly acquired asset of First Gen wherein its data collection processes are still being refined.

	Energy (in GJ)			GHG Emissions (in tCO2e)	
	Renewable	Non-renewable	Total	Scope 1	Scope 2
<b>FPH</b>	1,709,915.5	39,082,332.4	<b>40,792,247.9</b>	5,361,530.6	57,862
<b>First Gen</b>	1,664,365.4	38,589,021.4	<b>40,253,386.8</b>	5,329,611.0	15,873
<b>FRLC</b>	121,409.6	5,463.5	<b>126,873.10</b>	68	1,058

**Water (in ML)**

	Water Utility	Ground Water	Surface Water	Rain Water	Recycled Water	Seawater	Total
<b>FPH</b>	722.7	10,029.2	2,196,801.6	1.1	46.9	1,092,603.6	<b>3,300,205.1</b>
<b>First Gen</b>	5.7	998.2	2,196,801.6			1,092,603.6	<b>3,290,409.1</b>
<b>FRLC</b>		0.3	800,274.6				<b>800,274.9</b>

**Waste (in tonnes)**

	Disposed		Stored On-Site, as of Q4	Total Generated
	Hazardous	Non-Hazardous		
<b>FPH</b>	790.9	8,996.4	2,766.8	<b>10,877.5</b>
<b>First Gen</b>	643.9	1,549.7	2,766.4	<b>2,658.6</b>
<b>FRLC</b>	0.0	9.8	4.8	<b>12.5</b>

**Waste (in tonnes)**

	Breakdown by disposal type				Total Disposed
	Landfill	Others	Recycled	Composting	
<b>FPH</b>	7,762.2	473.0	1,193.4	360.0	<b>9,788.6</b>
<b>First Gen</b>	1,090.4	427.6	329.7	346.5	<b>2,194.2</b>
<b>FRLC</b>	7.4	0.0	0.5	1.8	<b>9.8</b>

**Health and Safety**

Incidents	FGEN Total	FRLC
<b>Fatality</b>	1	0
<b>Cases resulting to disabling injury</b>	15	0
<b>No. of days away from work due to disabling injury</b>	2,029	0
<b>Cases resulting to restricted work</b>	15	0
<b>Cases resulting to medical treatment</b>	46	0
<b>Near Miss</b>	136	0
<b>TRIR</b>	0.0	0

**B. Details on Air Emissions**

The following are the air emissions, by weight, from our subsidiaries:

Subsidiary	NOx	SOx	CO	PM
<b>Asian Eye</b>	0.0	0.0	0.0	0.0
<b>First Balfour</b>	275.1	86.8	73.1	8.6
<b>First Gen</b>	2,726.2	296.2	872.4	162.0
<b>First Philec</b>	0.0	0.0	0.0	0.0
<b>FPIP</b>	0.0	0.0	0.0	0.0
<b>Rockwell</b>	0.0	0.0	0.0	0.0
<b>FPH Head Office</b>	0.0	0.0	0.0	0.0
<b>Total</b>	<b>3,001.3</b>	<b>383.0</b>	<b>945.5</b>	<b>170.6</b>

**C. Details on Energy Consumption**

The following presents the breakdown on energy generation and consumption across the FPH businesses.

Subsidiary	Energy Imported					Non-renewable Electricity
	Biofuel	Renewable Electricity	Diesel	Gasoline	Natural Gas	
<b>AEI</b>	0.0	0.0	286.2	0.0	0.0	2,756.9
<b>First Balfour</b>	0.0	432.9	223,593.0	7,335.4	0.0	6,998.1
<b>First Gen</b>	70,702.9	7,158.0	194,551.1	31.9	76,704,448.3	74,198.0
<b>First Philec</b>	0.0	6,945.1	9.4	0.0	0.0	0.0
<b>FPH</b>	0.0	1,198.8	0.0	0.0	0.0	0.0
<b>FPIP</b>	0.0	23,035.7	4,739.3	1,379.1	0.0	18,078.5
<b>Rockwell</b>	0.0	121,632.6	2,598.9	0.0	0.0	33,287.1
<b>TDC</b>	0.0	599.4	192,251.6	0.0	0.0	0.0
<b>Total</b>	<b>70,702.9</b>	<b>161,002.4</b>	<b>618,029.5</b>	<b>8,746.5</b>	<b>76,704,448.3</b>	<b>135,318.6</b>

Subsidiary	Energy Generated On-site				
	Geothermal	Hydroelectric	Wind	Solar	Total RE
<b>AEI</b>					
<b>First Balfour</b>				399.3	399.3
<b>First Gen</b>	25,596,007.9	2,443,607.2	988,592.6	30,184.9	29,058,392.6
<b>First Philec</b>				2,021.7	2,021.7
<b>FPH</b>					
<b>FPIP</b>				1,130.9	1,130.9
<b>Rockwell</b>					
<b>TDC</b>					
<b>Total</b>	<b>25,596,007.9</b>	<b>2,443,607.2</b>	<b>988,592.6</b>	<b>33,736.9</b>	<b>29,061,944.5</b>

Subsidiary	Energy Exported or Sold		Total Energy Consumption		
	Renewable Electricity	Non-renewable Electricity	Renewable	Non-renewable	Total
<b>AEI</b>			0.0	3,043.1	3,043.1
<b>First Balfour</b>			832.2	237,926.5	238,758.7
<b>First Gen</b>	27,471,888.0	38,384,208.0	1,664,365.4	38,589,021.4	40,253,386.8
<b>First Philec</b>			8,966.8	9.4	8,976.2
<b>FPH</b>			1,198.8	0.0	1,198.8
<b>FPIP</b>			24,166.5	24,196.9	48,363.4
<b>Rockwell</b>			121,632.6	35,886.0	157,518.6
<b>TDC</b>			599.4	192,251.6	192,851.0
<b>Total</b>	<b>27,471,888.0</b>	<b>38,384,208.0</b>	<b>1,821,761.8</b>	<b>39,082,334.9</b>	<b>40,904,096.7</b>

#### D. Methodology on GHG Emission Calculations

Greenhouse gas emissions across the FPH businesses are calculated through the use of an ESG data management platform. Emission factors for fuel use makes use of the emission factor database from the GHG Protocol.

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

Scope 3 emissions were calculated with the help of a third-party expert. With regards to emission factors, the following tools and databases were used:

- ▶ UK DEFRA Emission Factors
- ▶ US EPA Supply Chain Greenhouse Emission Emission Factors Dataset

Base year emission recalculations are triggered by a 5% threshold on significant changes in the GHG inventory of FPH.

#### E. Water Impacts and Management

The impact of the FPH business on water was assessed using the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) prescribed by TFND which can be accessed at <https://encorenature.org/en/explore>. In summary, the tool provides the following results on the water dependencies of our FPH business segments and the management measure:

Business Activity	Nature dependency/Impact	Management Measure
<b>Office admin support</b>	Very low	Conservation and leak detection
<b>Real estate</b>	Very low	Low flow fixtures, recycling, water collection
<b>Human health</b>	Low	Conservation and leak detection
<b>Industrial park</b>	Medium	Conservation and water treatment
<b>Construction</b>	Medium	Use of non-potable water, water efficiency,
<b>Manufacturing</b>	Medium	Conservation and leak detection; First Philec's specific operations do not use water in the manufacturing of products, only for office use.
<b>Geothermal</b>	Medium	Use of geothermal effluents for cooling and surface water only as make-up water
<b>Solar</b>	*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.
<b>Wind</b>	Very Low	The wind and solar sites of EDC are in the same location and use the same rainwater harvesting system.
<b>Hydropower</b>	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.

### F. Health and Safety Protocols

The following are the safeguards of workers from work-related hazards:

#### ► Hazard Identification and Risk Assessment

FPH employs a systematic approach to identify and manage work-related hazards and risks. Routine identification involves scheduled inspections, job safety analysis (JSAs), and regular hazard reporting mechanisms. Non-routine hazard identification addresses new tasks, incidents, and changes in operations through risk assessments and change management processes.

Risk assessment, for both routine and non-routine hazards, evaluates the likelihood and severity of potential harm. Subsequently, the group applies the hierarchy of controls (elimination, substitution, engineering controls, administrative controls, and personal protective equipment) to eliminate hazards where feasible and minimize remaining risks to acceptable levels. This process is continuously reviewed and updated.

FPH ensures quality hazard identification and risk assessment through defined procedures, competent personnel (achieved via training and assessment), multi-disciplinary teams, regular reviews (inspections, audits, incident analysis), and documentation.

#### ► Enhancement of Processes for Continual Improvement.

FPH uses the results of hazard identification and risk assessment to evaluate OH&S performance by:

- Identifying areas needing improvement: High-risk areas and recurring hazards highlight weaknesses in the system.
- Informing control measure effectiveness: The success or failure of implemented controls is assessed.
- Tracking progress: Changes in risk levels over time indicate the impact of interventions.
- Identifying training needs: Recurring human factors in incidents point to competency gaps.

This evaluation then drives continual improvement by:

- Prioritizing actions: Focusing resources on the most significant risks.
- Revising procedures: Updating processes based on findings and lessons learned.
- Adjusting controls: Implementing more effective measures where needed.
- Setting new objectives: Establishing targets for risk reduction and safety enhancement.
- Informing management review: Providing data for strategic decision-making regarding the OH&S management system.

#### ► Reporting work-related hazards

FPH provides accessible channels for workers to report work-related hazards and hazardous situations through verbal reporting to supervisors, written hazard report forms/systems, and potentially anonymous reporting options.

Workers are protected against reprisals through a clearly communicated non-retaliation policy, management commitment to investigate all reports fairly and confidentially, and mechanisms for workers to raise concerns about potential retaliation without fear of negative consequences. The focus is on encouraging open reporting to proactively address safety issues.

#### ► Protecting the rights of workers to avoid work-related hazardous situations

FPH empowers workers to remove themselves from imminently dangerous situations through a “Stop Work Authority” (SWA) policy. This policy grants workers the right and responsibility to cease work when they have a reasonable belief that it poses an immediate risk of serious injury or ill health”

Workers are protected against reprisals for exercising their SWA through a clearly communicated non-retaliation policy, management commitment to support and respect SWA decisions made in good faith, and processes for reviewing and learning from SWA events without assigning blame. The emphasis is on fostering a safety culture where workers feel empowered to prioritize their well-being without fear of negative consequences.

#### ► Investigation of work-related hazards and corrective actions

FPH investigates work-related incidents using a structured process that includes:

- Incident Reporting & Initial Response: Prompt reporting and securing the incident scene.
- Fact-Finding & Data Collection: Gathering evidence through interviews, site examination, and document review.
- Hazard Identification & Risk Assessment: Analyzing the incident to pinpoint specific hazards and assess the associated risks that contributed to the event.
- Root Cause Analysis: Identifying the underlying causes beyond immediate triggers.
- Corrective Action Determination: Developing solutions using the hierarchy of controls (elimination, substitution, engineering, administrative, PPE) to prevent recurrence.
- System Improvement Identification: Determining broader OH&S management system deficiencies revealed by the incident, such as inadequate procedures, training gaps, or control measure failures.
- Implementation & Follow-up: Implementing corrective actions and verifying their effectiveness.
- Communication & Learning: Sharing lessons learned to prevent similar incidents across the organization.

# 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

## COVER DESIGN

- ▶ Mikaela Balita

## INSIDE LAYOUT DESIGN

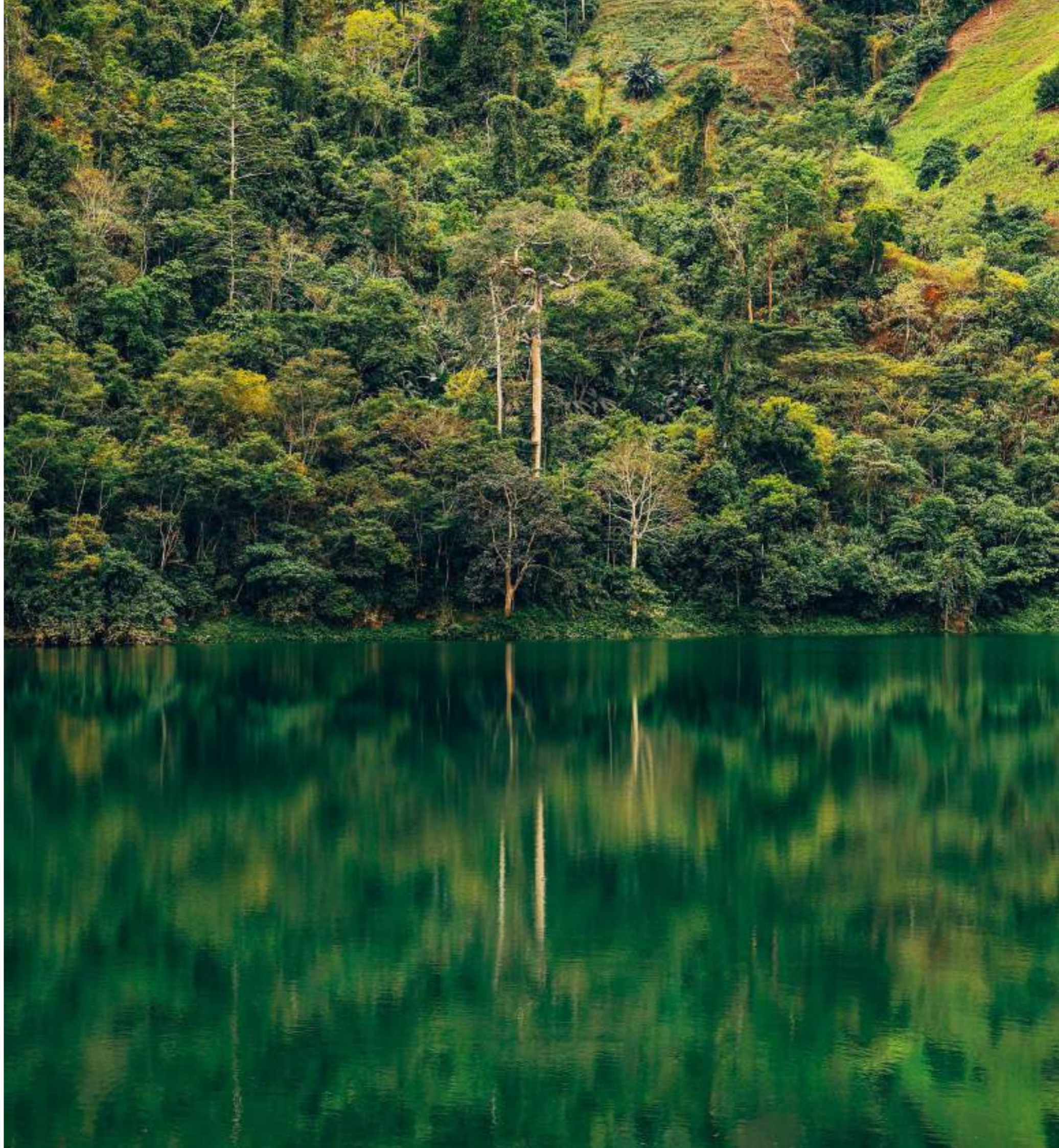
- ▶ Drink Sustainability Communications

## COVER PHOTOGRAPHY

- ▶ Artsiom P., with elements of the image supplied by National Aeronautics and Space Administration

## PORTRAITURES

- ▶ Albert Labrador
- ▶ Victor "Toto" Labrador





# BURNING LUNGS

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