

# Conquering Currents, Charting Horizons

2024 Annual & Sustainability Report

# About the Cover

Despite its numerous challenges in 2024, JG Summit Holdings, Inc. renews its commitment to reaching new heights, constantly discovering innovative ways to overcome obstacles, and forging a brighter future for all.

As it pushes through the crosswinds, including tempered consumer sentiment, industry-wide airline concerns, an oversupply of office and residential spaces, and a prolonged petrochemical downturn, the group remains resilient and steadfast in its mission to provide customers with better choices and shared success for all.



**Transforming Trials into Triumphs**



**Paving the Road to Prosperity**



**Onward to Clearer Skies and a Brighter Tomorrow**

# Transforming Trials into Triumphs

The journey to success is never without turbulence. However, fueled by the remarkable commitment of its business units, JG Summit was able to capitalize on the strengths of each company to turn setbacks into opportunities.

**Universal Robina Corporation** strengthened its international branded foods and pet food businesses and generated cost efficiencies in its domestic branded foods business to counter the impact of tempered consumer spending and high sugar inventory costs.

Despite ongoing supply chain challenges within the industry, **Cebu Pacific** successfully met rising travel demand, solidifying its leadership position in the domestic market and advancing its international recovery. The airline also signed a historic Memorandum of Understanding (MoU) with Airbus to purchase up to 152 aircraft over the next decade and acquired boutique airline AirSwift.

**Robinsons Land Corporation** posted significant growth in its malls, hotels, and logistics divisions, which countered concerns in the office and residential segments. It also opened new properties such as Opus, Nustar Hotel, and the Sierra 2 Warehouse.

In the face of persistent challenges in the global petrochemical market, **JG Summit Olefins Corporation** completed Project Sarimanok. This initiative identified key opportunities to optimize costs and operations by enhancing efficiencies and strengthening organizational capabilities.

The merger of **BPI** and **RBank** marked a significant milestone, culminating in the receipt of its inaugural dividends from BPI—heralding a new era of growth and value creation.



# Paving the Road to Prosperity

JG Summit's ecosystem plays have demonstrated progress in accelerating growth and moving towards achieving sustainable profitability.

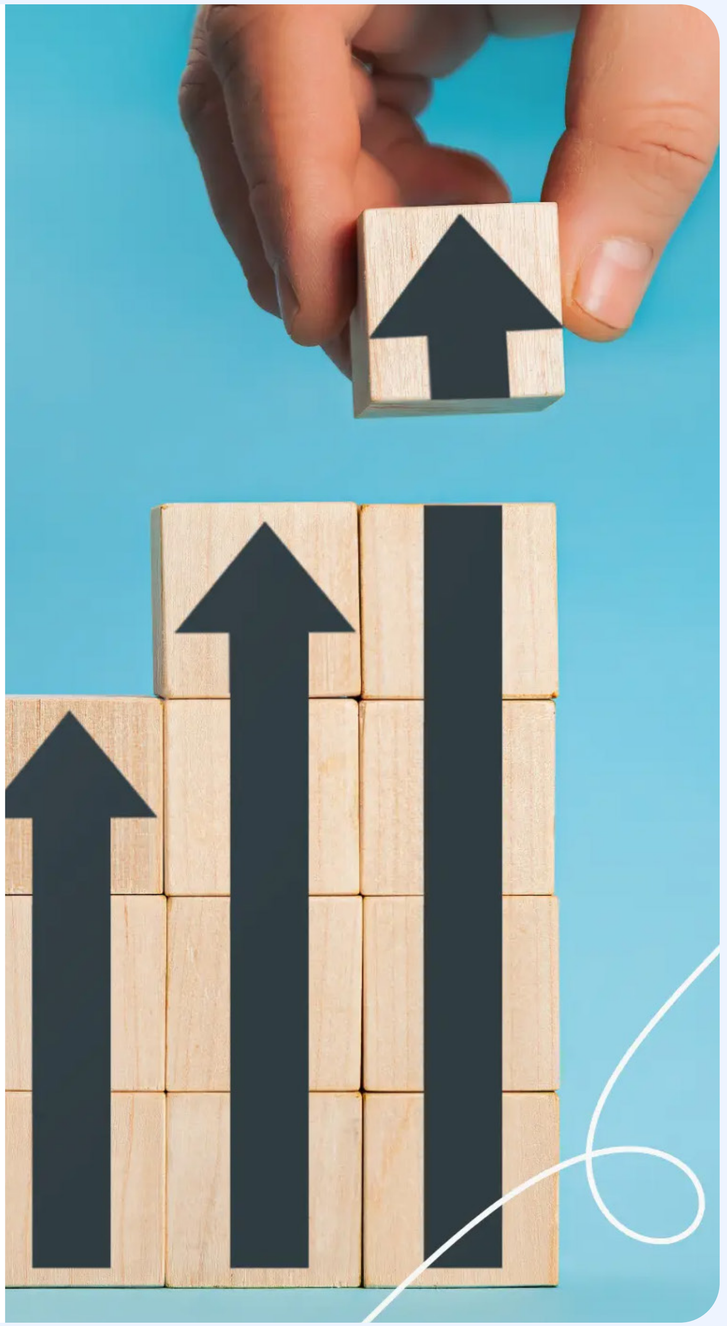
**GoTyme** exceeded 5 million customers while demonstrating strategic foresight through its acquisition of the Philippines' largest fintech salary lender, SAVii, cementing its position as a leader in the Philippine digital banking landscape.

**DHL Summit Solutions, Inc.** achieved remarkable growth by expanding its customer base beyond the Gokongwei Group, including a major multinational corporation. This is a testament to its exceptional service delivery and consistent improvement in key performance indicators.

**LIPAD Corporation** surpassed EBITDA breakeven, resumed various flights, inaugurated the Sunlight Air Clark Hub, and partnered with UPS and FedEx.

**JG Digital Equity Ventures, Inc.** invested in innovative startups such as Bot MD, which empowers healthcare with AI.

The member base of **Data Analytics Ventures, Inc.** grew to over 10.5 million. The company also launched a personalized in-app promo recommendation system.



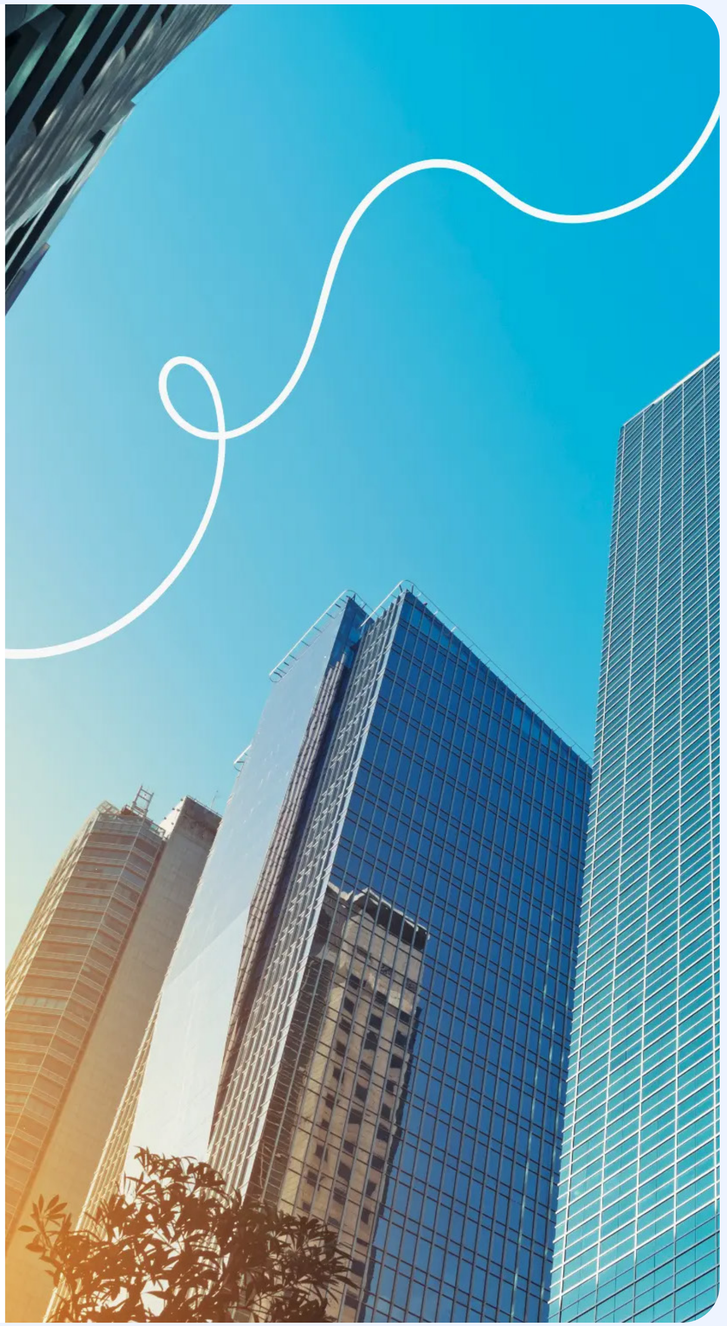
# Onward to Clearer Skies and a Brighter Tomorrow

Navigating through the headwinds of the past year, JG Summit demonstrated unwavering resilience to arrive at significant milestones—laying the foundation for a brighter future. From international expansion to portfolio growth and operational efficiencies, it has consistently moved onward and forward.

The release of the International Financial Reporting Standards (IFRS) S1/S2 has also guided the group to identify sustainability and climate risks and opportunities, aiding its understanding of reporting guidelines and enhancing its ability to adapt and comply with the new standards.

Through a steadfast commitment to sustainability and a proactive approach to the evolving business landscape, JG Summit is gearing up to face the shifting tides of geopolitics and cultural change—future-proofing its business units and positioning itself for continued growth.

*Together, JG Summit and its subsidiaries will continue to innovate and drive progress, elevating the group to greater heights and contributing to a better future for all.*



# About the Report

## Reporting Scope and Boundary

This report provides comprehensive information on the financial and non-financial highlights of JG Summit Holdings, Inc., including its Economic, Environmental, Social, and Governance (EESG) performance. It covers the period from January 1 to December 31, 2024, and includes data from its four strategic business units—Universal Robina Corporation, Cebu Air, Inc., Robinsons Land Corporation, and JG Summit Olefins Corporation—as well as its ecosystem plays and core investment companies. Data in this report are consolidated where applicable and available. Disclosures in the Environment and Social sections cover only the four strategic business units.

## Reporting Standards and Framework

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, the Philippine Securities and Exchange Commission's (SEC) Sustainability Reporting Guidelines for Publicly Listed Companies, and the IFRS Sustainability Disclosure Standards—specifically, IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures.

In 2022, the Company aligned its climate-related reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Beginning 2023, we have commenced our transition toward full adoption of IFRS S1 and S2.

JG Summit Holdings, Inc., has also aligned its initiatives with the United Nations Sustainable Development Goals (UN SDGs).

## Disclaimer on Forward-Looking Statements

This report contains forward-looking statements that are based on the goals, projections, and plans of JG Summit Holdings, Inc. These statements are not guarantees of future performance and should not be regarded as predictions of actual events or outcomes.

Actual results may differ materially from those expressed or implied in these statements due to various risks and uncertainties beyond the Company's control. These statements are made as of the date of publication, and the Company assumes no obligation to updateor revise them to reflect future events or developments.

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# At a Glance

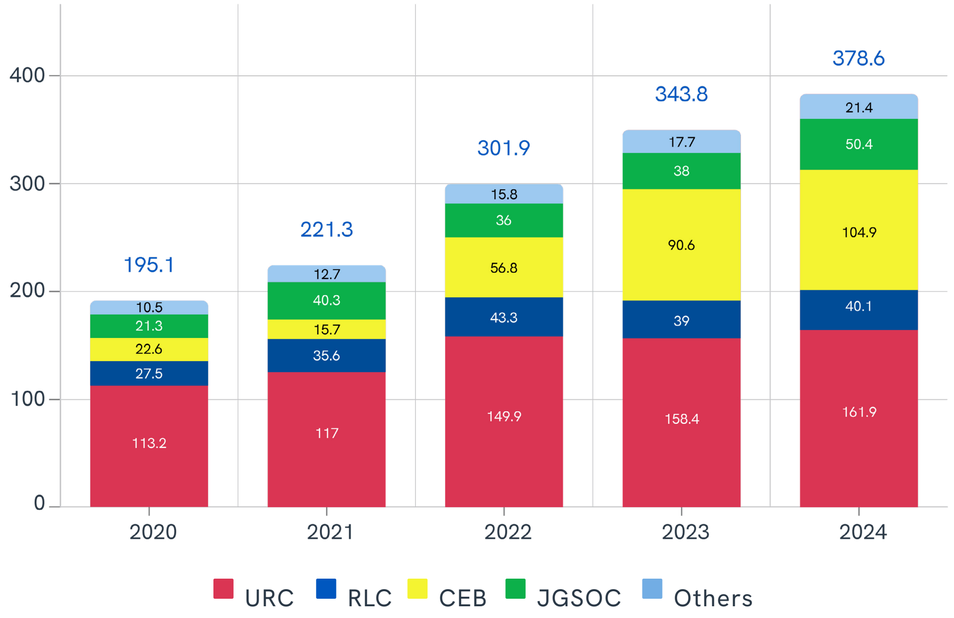


# Financial Highlights

## FY Revenue

in PHP billion

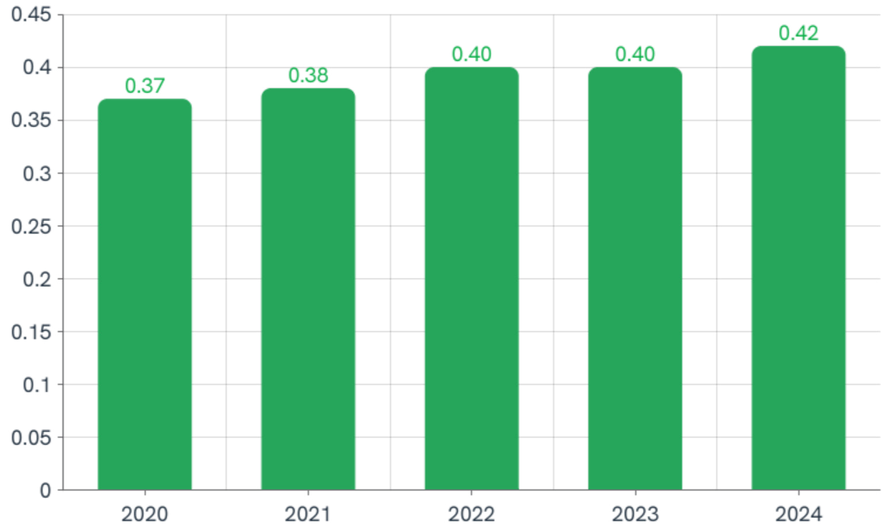
Total revenues have consistently increased over the past five years




## Cash Dividends

per common share

Steady dividends were provided to shareholders

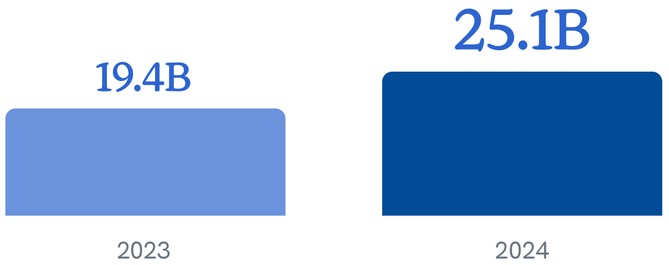



## Core Net Income

in PHP billion

Core net income increased by 30% versus 2024

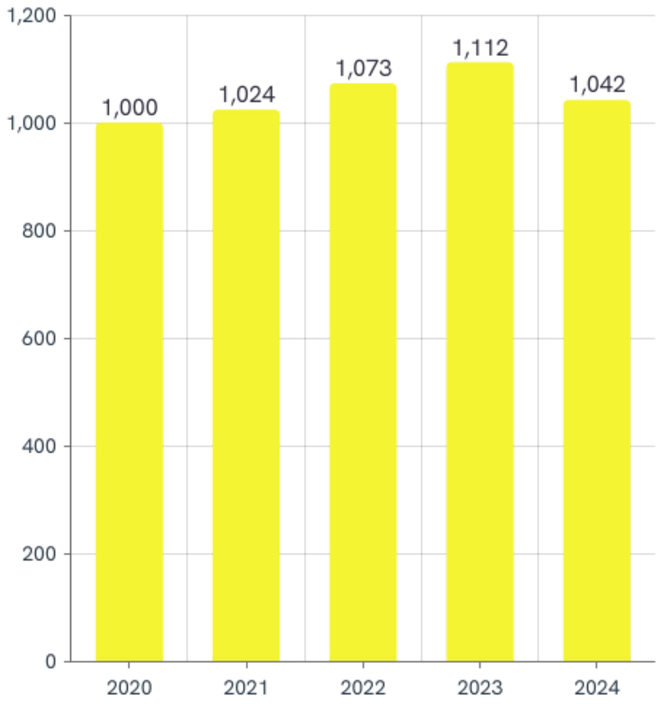
+30% vs SPLY



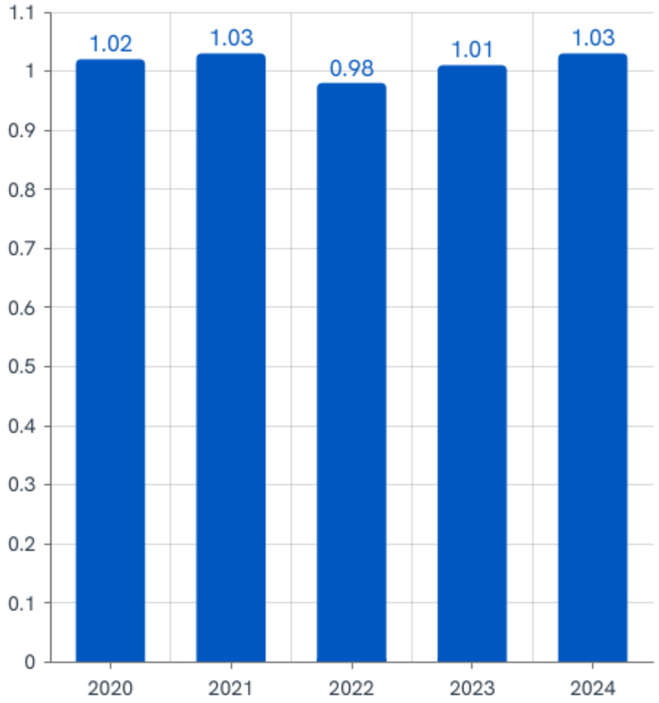
# A robust balance sheet serves as the foundation for growth across the group

## Total Assets

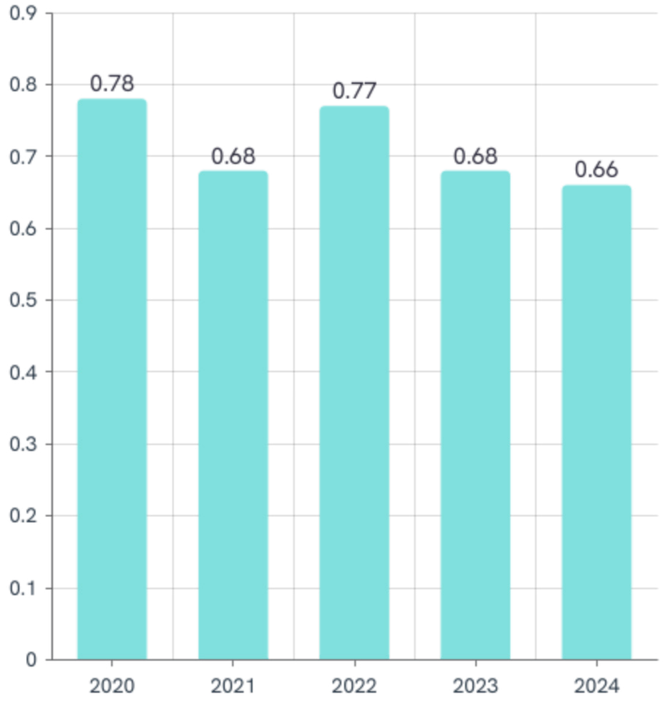
in PHP billion




## Current Ratio




## Debt-to-Equity Ratio



# Sustainability Performance Scorecard

## Economic

in PHP billion

380.5
Economic Value Generated

363.2
Economic Value Distributed

## Social

23,653
Employee Headcount

1.51:1
Male-to-Female Ratio

23.97
Average Training Hours per Employee

## Environmental

40,724,095
GJ
Energy Consumption

1,055,991
GJ
Total-Owned Generated Renewables

3,774,618
$tCO_2e$
Total GHG Emissions

9.92
$tCO_2e$/MPHP
GHG Intensity

107.04
GJ/MPHP
Energy Intensity

24,720,675
$m^3$
Water Withdrawal

15,312,144
$m^3$
Water Consumption

9,408,530
$m^3$
Water Discharge

MESSAGE TO SHAREHOLDERS

# Chairman's Message



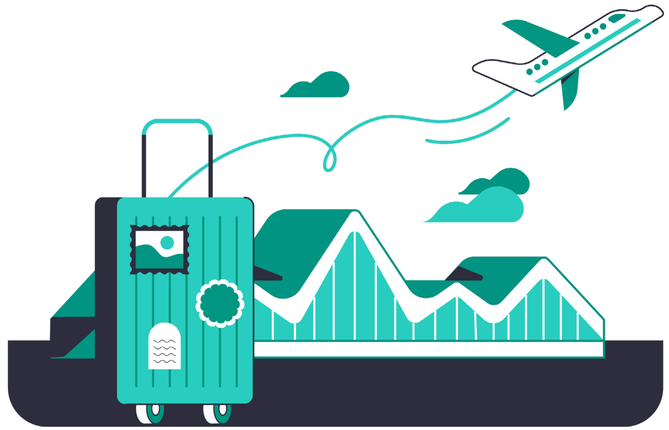
**James L. Go**
Chairman

# Conquering Currents

The Philippine macro environment saw rising and receding tides in 2024. Continuously increasing tourist activity, evidenced by the demand in our airline and hotels businesses, fostered growth and stimulated the economy. However, this was tempered by softer consumer sentiment, especially from a larger part of the population as a result of the lingering sticky inflation. The real estate sector also encountered various challenges, particularly in the office and residential segments. Through careful navigation, we were able to adapt to these headwinds, ensuring steady progress across our businesses.

Our food and beverage business saw some cyclical downtrading as spending gravitated towards more value-for-money offerings. Thus, we recalibrated our strategies to align with this transitory change in preferences. Additionally, local sugar prices in 2024 were significantly lower than the previous year's highs. Counterbalancing the difficulties in domestic operations was the stronger performance of our international businesses, with initiatives we had previously put in place already yielding positive results.

On aviation, the industry-wide aircraft supply issue continued to persist, coupled with the challenges we experienced with our engines significantly affecting our ability to introduce capacity to fulfill demand. Our airline, Cebu Pacific, worked towards building operational resilience. From a long-term perspective, Cebu Pacific cemented its growth strategy by signing an agreement with Airbus for its landmark 1.4-trillion-peso fleet order for up to 152 aircraft. This is the largest deal in Philippine aviation history and is anchored on our belief in the continuous increase in air travel. Aside from this, it also acquired AirSWIFT, strengthening its network and further solidifying its foothold in the country.



The Philippine real estate office and residential sectors suffered from the effects of the exit of the Philippine Offshore Gaming Operators (POGOs) and decelerating uptake for condominiums, respectively. We are fortunate that our exposure to POGOs is limited, thus occupancy rates for Robinsons Land's offices continue to be better than industry. On the residential segment, we have been tempering our project launches and have begun focusing on fast-growing horizontal developments outside of Metro Manila. Also, RLC's business leans more towards its investment portfolio, which makes up 70% of revenues and was able to offset the decline the business saw in its residential segment.

The global petrochemical industry remains under pressure as margins continue to be unfavorable with volumes muted. Navigating through this tide has been challenging, as the down cycle will continue to persist. We have decided to trim down our losses by announcing an indefinite shutdown of the plant this early 2025. We, however, continue to operate our LPG trading business.

These headwinds also affected investors' perception of JG Summit, leading to a steep decline in our share price in 2024. We believe that this is a temporary setback and we will work harder to overcome these challenges in our portfolio to improve our performance and drive long-term value creation.

# Charting Horizons

Coming into a new year, we have begun addressing the challenges we experienced in 2024 and expect the strategies we have set in place to gain traction as the year progresses. At the parent company, we remain focused on supporting our core businesses units to drive topline and profit growth. Owing to our vast consumer-facing footprint at the Gokongwei Group, we continue to look for ways to harness the group's strengths and unlock synergies within our ecosystem.

We also made some key leadership changes at the start of 2025. Mybelle Aragon-GoBio has been appointed as President and CEO of RLC to continue steering the company towards long-term, sustainable expansion. In URC, Mian David will lead the Branded Consumer Foods (BCF) Philippines business with a clear mandate to pivot this division back to growth and market share recovery.

We believe that Cebu Pacific will be a strong driver for our group in the coming year, fueled by 2024's significant fleet expansion. Meanwhile, for JG Summit Olefins, we continue to evaluate various strategic options while plant operations are on hold, taking into consideration all our stakeholders as we come up with a decision for the future of this business.

Our newer businesses are also gaining momentum with GoTyme's customer base expanding rapidly, our logistics joint venture with DHL onboarding more external clients, and our investment in Clark Airport seeing a significant increase in passenger volumes and flights.

The balance of the decade remains uncertain, mainly caused by the shifting tides in geopolitics along with the advent of new technologies that have the potential to revolutionize the labor and economic terrains. Nonetheless, the lessons we have learned from 2024 have strengthened our resolve to sail forward with confidence, meeting each challenge and embracing the opportunities on the horizon.



# President and CEO's Report

JG Summit navigated a year filled with both favorable tailwinds and challenging headwinds in 2024. On one hand, we saw an impressive surge in passenger traffic for our airline, increased activity in our property business' retail and hotel footprint, and a steady rise in volumes for our food and beverage arm. However, the industry-wide supply-demand imbalance continued to put downward pressure on the margins of petrochemical players globally including our wholly owned unit, JG Summit Olefins Corporation (JGSOC). Our subsidiaries also strategically maneuvered through specific hurdles that they faced during the year. They have deployed several initiatives, which we expect to bear fruit in the coming months.

As a holding company striving to harness the synergies available across the group, we have likewise steered significant progress in our ecosystem plays, specifically in GoTyme, our digital bank; in DHL Summit Solutions (DSSI), our logistics joint venture; and in Luzon International Premiere Airport Development (LIPAD) Corporation. Additionally, we have moved forward in our sustainability journey, beginning our adoption of the latest sustainability reporting standards released by the International Sustainability Standards Board (ISSB).

As we continue to navigate the shifting tides of business, we are steadfast in our commitment to conquer the currents that challenge us and chart our horizons towards a brighter future for all our stakeholders.



**Lance Y. Gokongwei**

Director, President and Chief Executive Officer



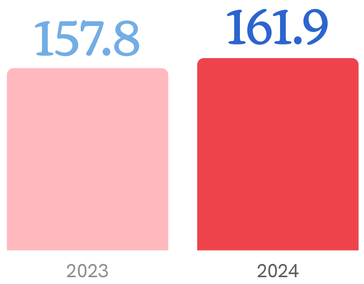
# 2024 Performance

JG Summit saw a strong 11% growth in its revenues to PHP 378.6 billion in 2024, coming from the robust demand for travel and leisure, improving sales volumes for consumer goods, as well as the increased petrochemical plant operations. This topline performance was further boosted by the PHP 7.9 billion gain that we recognized after the merger between Bank of the Philippine Islands and Robinsons Bank took effect at the start of 2024. However, we noted headwinds in our subsidiaries, specifically the unfavorable polymer margins in JGSOC, additional depreciation and interest recognized by CEB given the frontloading of capacity in the latter half of the year, as well as the sugar profit correction in URC. All in all, our core and net income closed at PHP 24.9 billion and PHP 22.0 billion, respectively, up 29% and 10% year-on-year.

Our consolidated balance sheet remains to be a sturdy foundation to support the growth that we envision for the group. As of the end of 2024, our consolidated gearing and net gearing ratios stood at 0.67 and 0.54, respectively. We also received an additional 10% in dividends in 2024, coming from our subsidiaries, URC and RLC, as well as our core investments in Meralco and BPI. These were more than enough to offset the decline in our dividends from PLDT due to the absence of the special dividend that was declared in 2023. At the parent level, our net debt rose by 17% year-on-year as we secured additional funding for our PHP 17.1 billion capital infusion to JG Summit Olefins in the fourth quarter of 2024. This was necessary for our subsidiary to meet its debt covenant of keeping its net debt-to-equity ratio below 2.5x.

## Revenues

in PHP billion

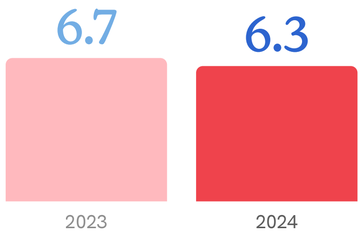



+3% vs SPLY

Momentum of the international division underpinned overall results, plus improving sales volumes in the domestic branded foods business.

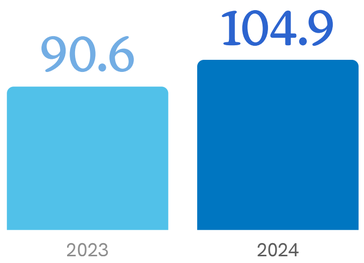
## Attributable Core Net Income

in PHP billion



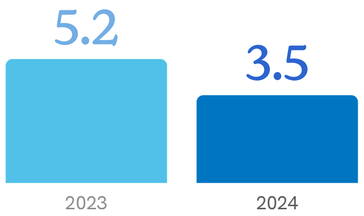

-5% vs SPLY

Profit corrections in the Sugar and Renewables segment led to the decline, but were cushioned by margin expansion in the branded foods business.




+16% vs SPLY

Higher passenger volumes were sustained domestically and internationally, further aided by attractive fares in the latter half of the year.

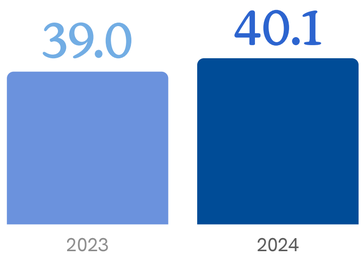



-31% vs SPLY

Additional fleet investments to combat expected challenges in the aircraft supply issues led to increased depreciation and interest expense that affected profits.

## Revenues

in PHP billion

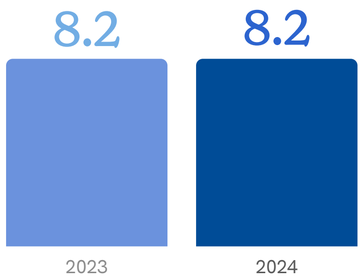



+3% vs SPLY

Strong investment portfolio growth outpaced the decline in the residential segment.

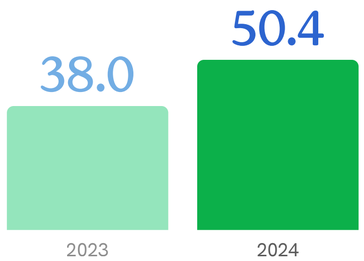
## Attributable Core Net Income

in PHP billion



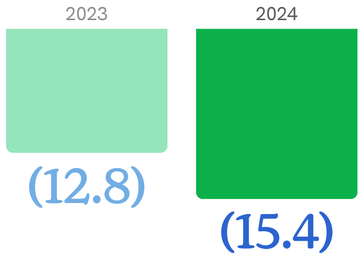

flat vs SPLY

Slightly higher financing costs in 2024 led core profits to be flat year-on-year.




+33% vs SPLY

Increased plant operations coming from a commercial shutdown in the previous year led to higher volumes in 2024.




PHP 2.6B wider losses vs SPLY

Persistent margin pressures in polymer and olefin products led to the further widening of losses despite the cushion from newer products.

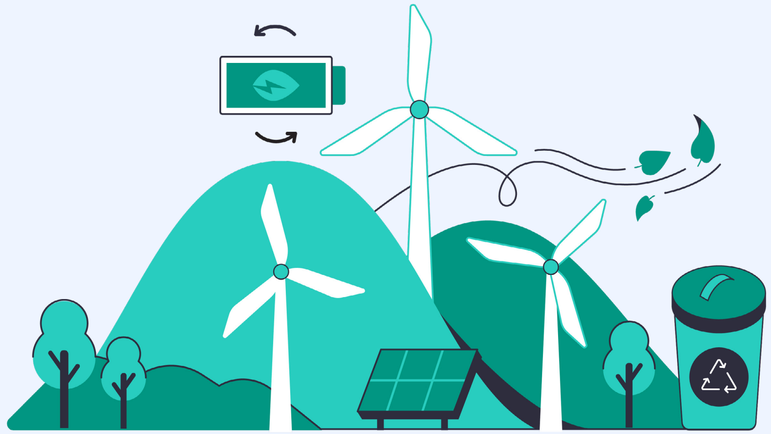
# Charting Our Path to the Future

As 2025 unfolds, we expect to gain momentum and see green shoots from several initiatives we have implemented across our businesses. For our food and beverage business, we have begun investing in our value-for-money offerings to cater to evolving consumer preferences. In our airline, we anticipate that the additional capacity in the tail end of 2024 will be absorbed by the continuously growing travel demand. Lastly, for our real estate arm, we continue to improve our investment portfolio and drive growth amid a challenged residential segment.

Our ecosystem plays in digital finance, supply chain and logistics, and airport operations also show great promise as future legs of growth for the group. Just a little over two years from being launched in October 2022, GoTyme now serves 5.4 million customers, with over a third of its customer base as active monthly users. The phygital model in subscriber acquisition using the group's wide footprint, coupled with our Go Rewards program, continues to attract more new customers at an average of 300,000 per month. It has also begun rolling out innovative financial services to customers, with more lending and investment products to come in the succeeding months.



Meanwhile, DSSI, our joint venture with DHL, which was formed to initially capture the baseload logistics requirements within the conglomerate, has also begun offering its trucking services beyond the group. Since 2023, it has already onboarded six external customers and is looking to expand more in terms of the number and size of its clients and its geographical scope beyond Luzon. LIPAD has also grown as it reached volumes of over 2.4 million passengers with 19,221 flights in 2024, and is expected to further benefit from the move of turboprop flights to Clark. This transfer from the Manila airport is projected to help bring Clark's total passenger volumes to 3.4 million for 2025, over 40% higher than its passenger count in the previous year.



Additionally, we have begun our transition to follow the latest standards on sustainability reporting, given that the International Sustainability Standards Board (ISSB) released the International Financial Reporting Standards (IFRS) S1 and S2. These standards guide us to examine sustainability- and climate-related risks and opportunities more comprehensively, looking at both their potential financial impact on our businesses as well as how our group contributes to these issues. These also help us strengthen our corporate governance practices towards better transparency and accountability. Ultimately, with a better understanding of these risks and opportunities, we would be able to build on our existing strategies and expedite our efforts to effectively reduce carbon intensity in our operations.

After the close of another year, we continue to uphold our purpose, resolute in our commitment to provide our customers with better choices and creating shared success with our stakeholders. We continue to adapt and refine our strategy to better align our course. We also acknowledge the continued patronage of our customers, as well as the invaluable contributions and support from our employees, business partners, and shareholders, which allow us to carry on as we navigate tides, conquer currents, and chart a path towards brighter horizons for all our stakeholders.

LEADERSHIP

# Board of Directors





**James L. Go**
Chairman



**Lance Y. Gokongwei**
Director, President and CEO



**Antonio L. Go**
Lead Independent Director



**Artemio V. Panganiban, Jr.**
Independent Director



**Bernadine T. Siy**
Independent Director



**Renato T. de Guzman**
Independent Director



**Patrick Henry C. Go**
Executive Director



**Johnson Robert G. Go, Jr.**
Director



**Robina Gokongwei Pe**
Director



Board of Directors

# James L. Go

## Chairman

Mr. James L. Go, 85, is the Chairman of JGSHI. He has also been the Chairman and Chief Executive Officer of Oriental Petroleum and Minerals Corporation, the Vice Chairman of Robinsons Retail Holdings, Inc., and a Board Advisor of Cebu Air, Inc. since January 1, 2023. He is the Chairman Emeritus of Universal Robina Corporation, Robinsons Land Corporation, and JG Summit Olefins Corporation. He is also the President and Trustee of the Gokongwei Brothers Foundation, Inc. He has been a Director of PLDT, Inc. ("PLDT") since November 3, 2011, serves as an Advisor to the Audit Committee, and is a member of the Risk Committee and the Technology Strategy Committee of PLDT. He was elected a Director of Manila Electric Company ("MERALCO") on December 16, 2013, and is a member of the Executive Committee, Finance Committee, Nomination and Governance Committee, Audit Committee, Risk Management Committee, and Related Party Transactions Committee of MERALCO.
Mr. James L. Go received his Bachelor of Science degree and Master of Science degree in Chemical Engineering from the Massachusetts Institute of Technology, USA.



Board of Directors

# Lance Y. Gokongwei

## Director, President and CEO

Mr. Lance Y. Gokongwei, 58, is the President and Chief Executive Officer of JGSHI. He is also the Chairman of Cebu Air, Inc., Universal Robina Corporation, Robinsons Retail Holdings, Inc., and JG Summit Olefins Corporation. Effective January 8, 2024, he became the Chairman, President, and Chief Executive Officer of Robinsons Land Corporation. He is a Director and a Vice Chairman of the Executive Committee of Manila Electric Company. He is also a Director of RL Commercial REIT, Inc., Altus Property Ventures, Inc., Oriental Petroleum and Minerals Corporation, Singapore Land Group Limited, Shakey's Asia Pizza Ventures, Inc., AB Capital and Investment Corporation, and Endeavor Acquisition Corporation. He is a Trustee and the Chairman of the Gokongwei Brothers Foundation, Inc. He received a Bachelor of Science degree in Finance and a Bachelor of Science degree in Applied Science from the University of Pennsylvania.



Board of Directors

# Antonio L. Go

## Lead Independent Director

Mr. Antonio L. Go, 85, has been a Non-Executive and Independent Director of JGSHI since May 28, 2018, and the Lead Independent Director since November 11, 2021. He is the Chairman of Equicom Savings Bank, ALGO Leasing and Finance, Inc., My Health Ventures Corporation, and the Vice Chairman of Maxicare Healthcare Corporation, and Maxicare Life Insurance Corporation. He is a Director of Equitable Development Corp.,Equitable Computer Services, Inc., Medilink Network, Inc., Equicom Manila Holdings, Inc., Equicom Property Holdings, Inc., Pin-An Holdings, Inc., Equicom Inc., Mioki Holdings Pte. Ltd., T32 Dental Centre Pte. Ltd. (Singapore), Dental Implant and Maxillofacial Centre Pte. Ltd. (Hong Kong), Steel Asia Manufacturing Corporation, Algo Healthcare Holdings Pte. Ltd., Equicom Health Solutions Pte. Ltd., Equicom Solutions, Inc., Maxicare Health Services, Inc., DDMP REIT, Inc. He is also a Non-Executive Officer of Dito Telecommunity Corporation. He is a Trustee of Go Kim Pah Foundation, Equitable Foundation, Inc., and Gokongwei Brothers Foundation, Inc. He graduated from Youngstown University, United States with a Bachelor of Science Degree in Business Administration. He attended the International Advanced Management program at the International Management Institute, Geneva, Switzerland, and the Financial Planning/Control program at the ABA National School of Bankcard Management, Northwestern University, USA.



Board of Directors

# Artemio V. Panganiban, Jr.

## Independent Director

Chief Justice Artemio V. Panganiban (Ret.), 88, has been an Independent Director of JGSHI since May 14, 2021. He previously served as an Independent Director of Robinsons Land Corporation. He is concurrently an Adviser, Consultant and/or Independent Director of several business, civic, non-government, and religious groups. He also writes a regular column in the Philippine Daily Inquirer. He is a retired Chief Justice of the Philippines and was concurrently Chairperson of the Presidential Electoral Tribunal, the Judicial and Bar Council and the Philippine Judicial Academy. Prior to becoming Chief Justice, he was Justice of the Supreme Court of the Philippines (1995–2005), Chairperson of the Third Division of the Supreme Court (2004–2005), Chairperson of the House of Representatives Electoral Tribunal (2004–2005), Consultant of the Judicial and Bar Council (2004–2005) and Chairperson of eight Supreme Court Committees (1998–2005). He authored (14) books. Retired Chief Justice Panganiban obtained his Bachelor of Laws degree, cum laude, from the Far Eastern University and placed 6th in the 1960 bar examination. He was conferred the title Doctor of Laws (Honoris Causa) by the University of Iloilo in 1997, the Far Eastern University in 2002, the University of Cebu in 2006, the Angeles University in 2006, and the Bulacan State University in 2006.



Board of Directors

# Bernadine T. Siy

## Independent Director

Ms. Bernadine T. Siy, 66, has been a Non-Executive and Independent Director of JGSHI since June 3, 2024. Concurrently, she serves as an Independent Director of Cebu Air, Inc., PLDT, Inc. and Anvaya Cove Golf and Country Club, Inc. She is currently the Chairperson of the Board of Trustees of Ateneo de Manila University, and a fellow and trustee of the Foundation for Economic Freedom, an economic policy advocacy organization. She is also a current member of the Board of Directors of Epicurean Partners Exchange Inc., the operators of the Kenny Rogers restaurant chain which she founded in 1994, and Seattle's Best Coffee which she introduced to the Philippine market in 2000. She also holds the position of President and Director of Interworld Properties Corporation and B289 Properties Inc. She previously served as a director of Security Diners International Corporation, which was then a wholly-owned subsidiary of Security Bank operating the Diners Card business, from 1986 to 1992. She was the President and Chief Executive Officer of Fil-Pacific Apparel Corporation (one of the country's leading garment corporations) from 1987 to 1995, and again from 2004 to 2013, EPEI from 1994 to 2011, and Consultant to the Board of Directors of Development Bank of the Philippines from November 2012 to June 2014. She obtained her Bachelor of Arts degree in Economics, Magna Cum Laude in 1980 from Ateneo de Manila University and Master's degree in Management with Majors in Finance and Accounting in 1984 from the J.L. Kellogg Graduate School of Management of Northwestern University in Chicago, Illinois, USA.



Board of Directors

# Renato T. de Guzman

## Independent Director

Mr. Renato T. de Guzman, 74, has been an independent director of JGSHI since April 28, 2015. He was appointed Chairman of the Board of Trustees of the Government Service Insurance System in July 2015 under the previous administration and served until December 2016. He has been a director of Maybank Philippines, Inc. since April 2016 and Maybank Singapore Limited since July 1, 2019. He is the Chairman of Nueva Ecija Good Samaritan Health System, Inc. and Good Samaritan College. He was a Senior Adviser of the Bank of Singapore until September 2017, Chief Executive Officer of the Bank of Singapore (January 2010–January 2015), ING Asia Private Bank (May 2000–January 2010), Country Manager Philippines of ING Barings (1990–2000), and Deputy Branch Manager of BNP Philippines (1980–2000). He holds a Bachelor of Science in Management Engineering from the Ateneo de Manila University, a Master's Degree in Business Administration with Distinction at the Katholieke Universiteit Leuven, Belgium, and a Masters in Management from McGill University, Canada.



Board of Directors

# Patrick Henry C. Go

## Executive Director

Mr. Patrick Henry C. Go, 55, has been a Non-Executive and Non-Independent Director of JGSHI since January 17, 2000, and was appointed as Executive Director effective August 1, 2023. He holds the positions of Director and Executive Vice President of Universal Robina Corporation, Director and Chief Executive Officer and President of Merbau Corporation, and Director of Robinsons Land Corporation, Manila Electric Company, Meralco Powergen Corporation, and JG Summit Olefins Corporation. He is a Trustee and Treasurer of the Gokongwei Brothers Foundation, Inc. He received a Bachelor of Science degree in Management from the Ateneo De Manila University and attended the General Management Program at Harvard Business School. Mr. Patrick Henry C. Go is a nephew of Mr. John L. Gokongwei, Jr.



Board of Directors

# Johnson Robert G. Go, Jr.

Director

Mr. Johnson Robert G. Go, Jr., 60, has been a Non-Executive and Non-Independent Director of JGSHI since August 18, 2005. He is currently a Director of Universal Robina Corporation, Robinsons Land Corporation, and A. Soriano Corporation. He is a Trustee of the Gokongwei Brothers Foundation, Inc. He received a Bachelor of Arts degree in Interdisciplinary Studies (Liberal Arts) from the Ateneo de Manila University. He is a nephew of Mr. John L. Gokongwei, Jr.



Board of Directors

# Robina Gokongwei Pe

## Director

Ms. Robina Gokongwei Pe, 63, has been a Non-Executive and Non-Independent Director of JGSHI since April 15, 2009. She is the Chairman of Robinsons Retail Holdings, Inc. (RRHI). Operating a diverse portfolio of brands, RRHI is one of the largest multi-format retailers in the country. She is also a Director of Robinsons Land Corporation and Cebu Air, Inc. She is a Trustee and the Secretary of the Gokongwei Brothers Foundation, Inc. and a Trustee and Vice Chairman of the Immaculate Concepcion Academy Scholarship Fund. She is also a member of the Xavier School Board of Trustees. She was formerly a member of the University of the Philippines Centennial Commission. She attended the University of the Philippines-Diliman from 1978 to 1981 and obtained a Bachelor of Arts degree (Journalism) from New York University in 1984. She has two children, Justin, 29, and Joan, 18. She is married to Perry Pe, a lawyer.

LEADERSHIP

# JGS Executive Leadership Council



JG Summit has corporate center units (CCUs) that equip the group to reach its goals by offering strategic guidance and functional leadership to ts strategic business units (SBUs). The CCUs also aid in maximizing the group's ecosystem, delivering business results, and ensuring the conglomerate's sustainability.

The Executive Leadership Council (ELC) meets monthly to discuss key strategic initiatives, share best practices and knowledge across the group, and review business performance. It is composed of the CCU heads and SBU CEOs.



**James L. Go**

Chairman



**Lance Y. Gokongwei**

President and Chief Executive Officer
JG Summit Holdings, Inc.

Chairman, President, and Chief Executive Officer
Robinsons Land Corporation*



**Patrick Henry C. Go**

Executive Director



**Michael P. Liwanag**

Chief Strategy Officer



**Maria Celia H. Fernandez-Estavillo**

Chief Legal Officer and Corporate Secretary



**Renato T. Salud**

Chief Corporate Affairs and Sustainability Officer***



**Aldrich T. Javellana**

Senior Vice President and Treasurer



**Lisa Gokongwei-Cheng**

Chief Digital Officer**



**Brian M. Go**

Chief Finance and Risk Officer



**David Gulliver G. Go**

Chief Human Resources Officer



**Irwin C. Lee**

President and Chief Executive Officer
Universal Robina Corporation



**Michael B. Szucs**

President and Chief Executive Officer
Cebu Air, Inc.



**Arnel L. Santos**

President and Chief Executive Officer
JG Summit Olefins Corporation



**Cindy Deng**

Chief Executive Officer
Data Analytics Ventures, Inc.

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* Effective February 1, 2025, Mr. Lance Y. Gokongwei has stepped down as President and CEO of Robinsons Land Corporation ("RLC"). The board of RLC has likewise appointed Ms. Maria Socorro Isabelle V. Aragon-GoBio as RLC's President and CEO.

** Effective January 1, 2025, Ms. Lisa Gokongwei-Cheng has stepped down as Chief Digital Officer of JG Summit Holdings, Inc. ("JGS"). Likewise, Ms. Ma. Cristina Bellafor P. Alvarez, Chief Information Officer of JGS, has been appointed as Chief Digital Officer of JGS. Ms. Alvarez will concurrently serve as Chief Information Officer and Chief Digital Officer of JGS.

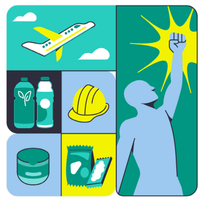
*** Effective May 1, 2025, Mr. Renato T. Salud has changed designation from Chief Corporate Affairs and Sustainability Officer to Chief Corporate Affairs Officer.

INVESTMENT PORTFOLIO

# Corporate Structure



JG Summit Holdings, Inc. (JGS) is a highly diversified Filipino conglomerate involved in leading businesses in the Philippines and across Asia. It caters to a strengthening middle class with growing disposable income. In line with its goal to solidify its position as one of the largest business groups in the country, JGS aims to increase its core net income and improve its return on equity. Its nonfinancial goals include attaining satisfactory ESG scores from key raters, high employee engagement, and above-average customer satisfaction. To achieve this, JGS focuses on strategically developing its portfolio—comprised of Strategic Business Units, Ecosystem Plays, and Core Investments—all working together to unlock synergies and provide value to its stakeholders.



# Strategic Business Units

**Strategic Business Units (SBUs)** are highly independent businesses in which JGS holds a majority stake. These businesses offer opportunities for synergy within the group, supporting JGS' goal of achieving reasonable returns from these investments.

### Food and Bevarage

One of the largest food and beverage companies in the Philippines, with interests in agro-industrial products and commodities as well as a significant and expanding presence in the ASEAN region.

56.7% STAKE

### Air Transportation

The leading carrier in the Philippine air transport industry, flying to over 60 destinations in more than 14 countries, with one of the greenest fleets.

65.3% STAKE

### Real Estate

A major Philippine real estate industry player with a proven track record of over 40 years and the second-largest REIT in the Philippines.

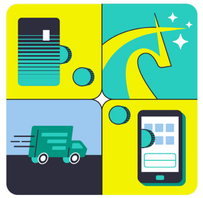
65.6% STAKE

### Petrochemicals

A pioneer in the Philippine petrochemical industry, operating the country's largest and only fully integrated petrochemical complex.

100% STAKE

Stakes displayed are based on data as of December 31, 2024.



# Ecosystem Plays

The group also has emerging businesses in related industries called **Ecosystem Plays** that maximize the group's vast network to increase shareholder value.

GOtyme bank

**Financial Technology**

A digital bank, established in partnership with Tyme Global, that uses a phygital strategy to serve its customers.

23.5% STAKE

DHL in partnership with JG SUMMIT HOLDINGS, INC.

**Logistics**

A joint venture that combines the logistics expertise of DHL Supply Chain and the market knowledge of JGS to provide world-class domestic transport operations in the Philippines.

50% STAKE

LIPAD Luzon International Premiere Airport Development Corporation

**Infrastructure**

A special-purpose company that manages the operations and maintenance of Clark International Airport.

33.0% STAKE

DAVI

**Technology**

The group's data analytics arm houses its rewards program and unlocks opportunities by uncovering new consumer patterns and insights.

44.4% STAKE

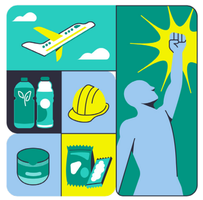
JGDEV

**Technology**

A venture capital firm that invests in sustainable business models that can be scaled up to create value for the core businesses of the group.

100% STAKE

Stakes displayed are based on data as of December 31, 2024.



# Core Investments

JG Summit also holds highly liquid minority stakes in market leaders under its **Core Investments.** These businesses generate dividends as stable cash flows and capital appreciation opportunities.

MERALCO

**Power Distribution**

The Philippines' largest electric power distribution utility company in the Philippines.

26.4% STAKE

SINGAPORELAND

**Real Estate**

A leading Singapore-based real estate company with assets in Singapore and key overseas markets.

37.0% STAKE

PLDT

**Communications**

The leading fully integrated telecommunications company in the Philippines.

11.3% STAKE

BPI

**Banking**

One of the country's top three financial services providers that offers a wide range of financial products and solutions that serve both retail and corporate clients.

3.6% STAKE

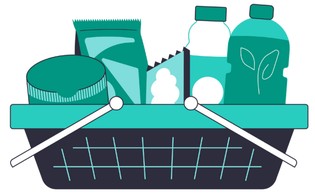
Stakes displayed are based on data as of December 31, 2024.

INVESTMENT PORTFOLIO

# Strategic Business Units & Investments



# Universal Robina Corporation



> 2024 delivered outstanding margin growth and international acceleration in URC's branded consumer foods businesses that helped offset a negative swing in Sugar profitability. This positions us well to reinvest in our brands, our people and our business partners to drive stronger volume growth, as consumers adjust to years of inflation and a new value-for-money environment.

**Irwin C. Lee**
President and Chief Executive Officer

URC successfully navigated through the turbulence of 2024, as consumers across Southeast Asia continued to contend with higher cost inflation and tepid macroeconomic growth. Despite the challenging environment, URC delivered volume growth across its markets, with strength in Vietnam, Thailand, Malaysia, and Indonesia helping to offset a more muted Philippine performance. While overall operating income declined slightly against last year's windfall sugar profits, our Branded businesses saw structural margin expansion and delivered strong double-digit profit growth.

Despite the tough consumer environment driven by high inflation over the past 2 years, URC remained true to its mission of providing good food choices, with price optimizations and strategic launches of value-focused products across business units. The company also invested behind its well-loved brands, working to deliver sustainable growth and consumer preference.

URC will continue accelerating its topline growth momentum, providing the best products at relevant price points, while leaning forward on brand-building programs and initiatives.

# Cebu Air, Inc.



Everyone at Cebu Pacific is proud of what the company achieved in 2024, turning various obstacles faced by the industry into strategic opportunities to embrace change and accelerate our growth. Strategic investments in hubs and fleets have been key catalysts for Cebu Pacific's growth. By seizing these opportunities early, we outpaced the competition and further solidified our position as the industry leader.

While investments in fleet expansion, route development, and operational improvements impacted our 2024 margins, these efforts are beginning to pay off; notable improvements are showing in our reliability, resiliency, and overall customer experience amidst continuing industry challenges. Just as important, these investments have laid a strong foundation that we can further build on to sustain and enhance our market-leading position.

In 2024, we also made a historic investment with the largest aircraft order in Philippine aviation history. This secures our position well into the next decade and reinforces our commitment to supporting the Philippines' continued growth and development.

**Michael B. Szucs**
Chief Executive Officer

2024 was a year of remarkable growth for Cebu Pacific. The airline successfully added 24 routes and carried 24.5 million passengers, reflecting an 18% year-on-year growth and contributing to a solid seat load factor of 84.4%. CEB's strategic expansion outside Manila played a key role in its accelerated growth. CEB expanded its hubs in Clark, Cebu, Davao, and Iloilo to both domestic and international flights. It also introduced new destinations, including San Vicente and Chiang Mai. El Nido was added to its network through the acquisition of AirSWIFT in the fourth quarter. By year-end, Cebu Pacific had the widest network in the Philippines, serving 123 routes with over 3,800 flights per week.

CEB was the leader and driver of aviation industry growth in the Philippines in 2024. Its domestic market share for the year strengthened to 54%, an increase from the pre-pandemic levels of 52%. With the growth of our operations throughout the year, this rose further to 58% in the fourth quarter. CEB also outperformed its competitors in the international market, capturing 20.6% of the total global market, which is higher than its 2019 market share. And in the fourth quarter, its international share had risen to 22.5%, making CEB the leading international carrier in the Philippines. These achievements secured Cebu Pacific's position at the forefront of both the domestic and international markets, solidifying its leadership in Philippine aviation.

Cebu Pacific triumphed over the complexities and challenges amidst the evolving landscape of the aviation industry. Factors such as global supply chain constraints, delivery and maintenance schedules, and engine reliability have required the airline to adapt and innovate. In response, CEB invested in additional aircraft and engines to enhance its operational resilience and ensure a more reliable and efficient service for passengers.

These initiatives have delivered positive results. CEB's on-time performance improved, averaging 73.6%—an improvement from 71.4% in 2023. CEB also saw notable improvements in customer sentiment, as it ended the year with an average Net Promoter Score of 28, a significant jump from its score of 14 in 2023. CEB also saw higher customer satisfaction scores for airport experience, agent service, and cabin crew service.

Strategic investments in hubs and aircraft have been key catalysts for Cebu Pacific's growth in 2024. By seizing these opportunities early, it has not only outpaced the competition but also solidified its position as the industry leader. This gives CEB confidence as it continues its rapid growth for 2025. Furthermore, CEB will leverage on its aircraft investments made in 2024, optimizing capacity to meet the growing travel demand.With the expectation that CAPEX will decrease, CEB aims to improve its returns and strengthen its overall financial position.

Looking ahead, the airline will continue to focus on providing the best value to its passengers, ensuring affordability, safety, and reliability, while upholding its commitment to exceptional service.

# Robinsons Land Corporation



2024 was a testament to Robinsons Land Corporation's resilience and strategic execution, marking another year of sustained growth and operational excellence. As we navigated economic headwinds, our disciplined approach and commitment to sustainable growth propelled us forward, reinforcing our market leadership. Our investment portfolio remained a key driver, fueling profitability and stability. With prudent financial management and strategic capital allocation, we have built a strong foundation for long-term success. As we continue to evolve, we remain steadfast in our vision to redefine the landscape and create lasting value for our stakeholders.

**Maria Socorro Isabelle V. Aragon-GoBio**
President and Chief Executive Officer*

* Effective February 1, 2025, Mr. Lance Y. Gokongwei has stepped down as President and CEO of Robinsons Land Corporation ("RLC"). The board of RLC has likewise appointed Ms. Maria Socorro Isabelle V. Aragon-GoBio as RLC's President and CEO.

In 2024, RLC successfully completed key projects across its portfolio. The company inaugurated the Opus Mall at Bridgetowne Estate, marking its entry into the upscale retail market. GBF Center 1, a premier office tower, was also completed, reinforcing RLC's strong presence in the office leasing sector. In the residential segment, RLC launched Mira Towers 1 and 2, LePont 2, and Sierra Valley Gardens 5. Additionally, Robinsons Logistics and Industrial Facilities (RLX) expanded its portfolio by completing RLX Sierra 2, RLX Calamba 2 C&D, and RLX San Fernando 2, further strengthening RLC's position in the industrial and logistics sector. These developments underscore the company's commitment to delivering high-quality, sustainable spaces that cater to evolving customer needs.

RLC powered through the headwinds of 2024 by leveraging its diversified portfolio and strong financial discipline. Despite global economic challenges, RLC focused on operational excellence and strategic investments in high-growth areas, particularly within its investment portfolio, which generated 77% of total revenues. RLC's disciplined approach to development, efficient capital allocation, and successful capital-raising initiatives—including placing RL Commercial REIT shares—provided the flexibility to reinvest in its core businesses. This, combined with prudent financial management, enabled the company to navigate uncertainties and continue creating long-term value for our stakeholders.

Looking towards 2025, RLC's strategy to address risks and convert these into opportunities to fuel value creation will likely involve initiatives in key areas such as real estate development, leasing, digital transformation, and sustainability.



JG SUMMIT OLEFINS CORPORATION

# JG Summit Olefins Corporation



JGSOC faced a defining year in 2024, navigating significant industry headwinds while driving operational discipline, leadership effectiveness, and structural change. Market pressures, economic volatility, and industry shifts created an environment of uncertainty, demanding tough decisions and an unwavering focus on execution. Through Project Sarimanok, we reinforced disciplined operations, strengthened leadership accountability, and sharpened our ability to respond to challenges in real-time. Employee engagement remained a priority, with leadership presence through “Go and See” and structured programs that ensured clarity and alignment across teams.

Despite the challenges, JGSOC made meaningful progress. Operational rigor improved through Disciplined Operations Excellence (DOE), while our value delivery strengthened through Accelerated Commercial Excellence (ACE). Sales & Operations Planning (S&OP) enabled sharper decision-making, ensuring agility amid shifting conditions. Leadership engagement remained strong, recognizing and valuing employee contributions throughout the year. While 2024 required resilience and adaptability, it reinforced the fundamentals that will carry JGSOC forward—clarity, discipline, and a deep commitment to its people.

**Arnel L. Santos**
President and Chief Executive Officer

In 2024, JGSOC initiated a business-wide transformation program centered on four key pillars: Accelerated Commercial Excellence (ACE), Disciplined Operational Excellence (DOE), Sales and Operations Planning (S&OP), and Integrated People Plan (IPP). The ACE workstream drives revenue growth, optimizes pricing, and expands JGSOC's market share by leveraging its domestic presence and technical expertise to outperform the market and establish itself as a premier supplier of top-quality products. The DOE workstream enhances efficiency and cost-effectiveness across JGSOC's operations while prioritizing safety, fostering a Total Safety Culture, and driving continuous improvement, innovation, and risk mitigation. The S&OP Workstream is dedicated to enhancing the accuracy of demand planning and forecasting processes, thereby optimizing both commercial and operational performance drivers. Lastly, the IPP Workstream drives cultural transformation, leadership development, and talent retention at JGSOC, promoting a trust-based, inclusive culture that empowers employees and builds adaptive organizational capabilities to achieve business goals.

Despite the challenges, we continued to implement initiatives in anticipation of market improvement. Across the petrochemical industry, JGSOC continued to refine strategies, optimize operations, and invest in talent, knowing that today's efforts would shape tomorrow's success. Leaders championed innovation and efficiency, ensuring businesses remained agile and ready to seize opportunities once conditions improved. Employees, in turn, embraced change, adapting to new challenges with unwavering determination and commitment. While uncertainty loomed, the collective resolve to push forward became a powerful force, proving that true strength lies in persistence and foresight.

Even though Project Sarimanok produced gains, unfavorable market conditions continued to pose significant challenges. JGSOC remained committed to implementing strategic initiatives; however, the external environment proved too challenging to sustain operations. As a result, the company decided to shut down its petrochemical operations indefinitely. However, all strategic options are still being explored to determine the best path forward for the business. While this marks a turning point, JGSOC's legacy of resilience and innovation will continue to shape its next chapter.



INVESTMENT PORTFOLIO

# Ecosystem Plays



# GoTyme Bank Corporation

> 2024 has been another milestone year for GoTyme Bank as we empower more Filipinos to unlock their financial potential. Our rapid growth continues, with customer acquisition and usage placing us alongside the country's largest and most established banks. With 5.4 million Filipinos already experiencing seamless banking, we're just getting started. Exciting new products, including lending and investments, are on the horizon—ensuring even more opportunities and building the best banking experience for our customers.

**Nate Clarke**
Chief Executive Officer

**5.4M**
Customers
1.6x vs 2023

**300K+**
Newly onboarded
Monthly

**4M**
Debit cards
2nd highest issuer of Visa debit cards in PH

**560**
Kiosks

**5,000**
Deposit and withdrawal points

**P25.4B**
Deposit balance

**P2.5B**
Lending book

**76**
Net promoter score

By the end of 2024, GoTyme Bank had onboarded a total of 5.4 million customers (1.6 times more versus 2023) across various use cases, with over 300,000 newly onboarded customers per month. To date, GoTyme Bank has issued over 4 million debit cards, making it the second-highest issuer of Visa debit cards in the Philippines. This feat was driven by the deployment of approximately 560 kiosks by the end of the year. GoTyme Bank's footprint has been further strengthened through the deployment of 5,000 deposit and withdrawal points since its launch. Moreover, in 2024, GoTyme Bank has more than doubled its deposit balance, now at PHP 25.4 billion, signaling the growing trust of Filipinos in the bank. GoTyme Bank has also made strides in growing its lending book to PHP 2.5 billion by the end of 2024. GoTyme Bank closed the year with a net promoter score of 76, the highest in the industry, indicative of the bank's commitment to delivering the best customer experience.

GoTyme Bank is committed to making financial services simple, secure, and accessible while ensuring long-term growth. It will continue to expand and improve its savings and transactions business to offer better products and services. In 2025, GoTyme Bank is focusing on deepening the adoption of its existing products while expanding its line of new and innovative products, namely, credit and investment, starting with a seamless, low-fee BNPL product for real-time, paperless credit and simple, cost-effective investment options to drive transactions and FX revenue.

In addition, regarding accessibility, GoTyme Bank is expanding its mobile kiosk network by at least 50 locations, strengthening its physical presence nationwide. It will also continue to increase its deposit and withdrawal points through partner networks. Additionally, GoTyme Bank is partnering with trusted domestic and international brokers and custodians to ensure security, competitive pricing, and strong customer protection. These efforts position GoTyme Bank for sustainable profitability while expanding financial access across the Philippines.



# DHL Summit Solutions Inc.

> The solid foundation of DHL Summit Solutions, Inc. (DSSI), alongside its strong partnerships with vendors, enabled it to deliver strong operational results through ongoing vehicle optimization and an increased focus on projects that provide operational efficiencies.
>
> We also launched the Connected Control Tower (CCT) in November 2024, which has provided DSSI with better fleet visibility. This enhancement enables us to leverage data for operational insights that will be crucial for the organization in the coming years as we invest in our own "green" fleet to reduce carbon emissions while also allowing us to expand our services beyond Luzon. We believe that our continuous investments in technology and our own fleet, coupled with the strong fundamentals of the business, will be the key growth and success levers for DSSI in 2025 and beyond.

**Vincent Roy Leobrera**
Country Managing Director

DSSI continues to provide value-based solutions to its customers, enabling it to achieve the efficiencies needed in its supply chain networks, thereby supporting growth and expansion. Moreover, the improvements in vehicle optimization and vehicle fill rate drove both profitability for DSSI and cost savings for its customers, creating a mutually beneficial partnership that will be sustainable for years to come.

DSSI will continue to lead the industry in investments in technology and a greener fleet on the back of its CCT. Furthermore, DSSI is gearing up to expand its network and services to Visayas and Mindanao by 2025, as it realizes its potential to become the leading transport provider in the Philippines.

# Luzon International Premiere Airport Development Corporation

> These numbers are more than just statistics; they represent the dedication of everyone involved in making CRK a valuable gateway to the Philippines. Our commitment to providing exceptional service to our passengers remains a primary focus while maintaining a close partnership with government stakeholders to ensure regional growth and global connectivity

**Noel Manankil**
Chief Executive Officer

| 2.4M | 35% | 65% | 19,222 |
|---|---|---|---|
| Passengers | Domestic Travelers | Int'l Travelers | Flights |
| +20% vs 2023 | +32% vs 2023 | +15% vs 2023 | +29% vs 2023 |

Clark International Airport (CRK) reported a significant increase in passenger traffic and flight operations for 2024. Last year, the airport served 2.4 million passengers, reflecting a 20% growth compared to 2023. Of this growth, 35% is attributed to domestic travelers and 65% to international passengers. Flight operations also experienced a remarkable 29% increase, reaching a total of 19,222 flights in 2024. This figure comprises 47% domestic and 53% international routes. Domestic passenger traffic surged by 32%, while international passenger numbers rose by 15%. Meanwhile, domestic flights increased by 56%, and international flights grew by 12%.

The airport's innovative initiatives, including the implementation of Minimum Performance Specifications and Standards (MPSS), have set benchmarks for quality and operational efficiency. Regular audits conducted by the Airports Council International (ACI), alongside robust passenger feedback systems, ensure that CRK consistently meets global standardsand enhances the travel experience. The proposed relocation of turboprop flights to Clark International Airport is also expected to gradually increase passenger numbers by 8–10% and flight frequency by 13% for Q1 2025.

# JG Digital Equity Ventures, Inc.

> Despite the challenges in the startup ecosystem, JGDEV remained committed to backing innovative founders and startups across the region in 2024. The fund also made strategic follow-on investments in key portfolio companies to strengthen their market positions and drive long-term growth.
>
> Leveraging our insight into emerging technologies, JGDEV will continue to identify and invest in transformative Southeast Asian companies. These investments will not only help the group navigate macroeconomic headwinds, but also position it to meet evolving consumer demands.

**Lance Y. Gokongwei**
Chairman and President

| | | |
|---|---|---|
| **2**<br>Initial investments approved | **4**<br>Follow-on invesments approved | **15**<br>Start-ups |
| **7**<br>Fund investments | **22%**<br>Deal flow growth<br>vs 2023 | **40**<br>External start-ups<br>Introduced to various group business units |

JGDEV approved two initial investments and four follow-on investments during the year, including a second deployment from DEV Fund II. Across the two DEV funds, JGDEV is now managing a portfolio of 15 start-ups and seven fund investments. Deal flow grew by 22% versus 2023, with approval rates continuing to reflect the fund's tighter investment criteria, despite challenging market conditions.

JGDEV's approach in 2024 centered on leveraging internal expertise and identifying potential synergies before pursuing further discussions with start-ups. As such, the fund introduced over 40 external start-ups to various business units within the group, along with startups from JGDEV's own portfolio. Portfolio returns remained stable overall, which compares favorably against the sector. This was driven by several notable fundraising rounds during the year, including a USD 250 million Series D round for Tyme Bank, which was led by NuBank.

DAVI

# Data Analytics Ventures, Inc.

> The growth and momentum of the Go Rewards program are undeniable. To stay ahead of the demand and the evolving needs of our member base, we will bring exciting enhancements in 2025. We're elevating our program with a next-generation loyalty platform, smarter technology, and expanded tiered benefits—offering our members more value, flexibility, and recognition.

**Cindy Deng**
President and Chief Executive Officer

| 10.9M | 5.6M | 1.8M | 4 |
|---|---|---|---|
| Members | Engaged members | App users | New coalition partbers |
| +44% vs 2023 | | | |

Go Rewards experienced strong growth in 2024, with its member base expanding by 44% to 10.9 million. Of these, 5.6 million were engaged members, and 1.8 million were active app users. It also onboarded four new coalition partners: Robinsons Hotels and Resorts, Summit Cafe, Spatio, and Sole Academy.

For 2025, its three major initiatives are: (1) upgrading to a new loyalty system to improve operational efficiency and unlock new opportunities for Go Rewards partners and members; (2) accelerating cross-partner promotions to enrich member benefits; and (3) enhancing Black Card preferential offers.

Go Rewards plans to level up its digital transformation by upgrading to a more advanced loyalty system that supports a coalition model, streamlining the onboarding and management of a wide variety of partners. This will provide each partner the flexibility to deploy customized and personalized benefits according to the nature of their products and services.

Cross-partner promotions help create more value for both Go Rewards members and coalition members, as data has shown a network effect that increases sales for the acquiring partner and enhances member loyalty to the program.

Go Rewards has been collaborating with coalition partners to develop offers and events designed to further increase engagement of Black Card tier members, who have demonstrated a customer lifetime value approximately ten times higher than the overall Go Rewards average 12 months after starting their membership.

INVESTMENT PORTFOLIO

# Core Investments



# Manila Electric Company

**Manila Electric Company (Meralco)** is the largest electric power distribution company in the Philippines. With 121 years in service and a franchise area covering 9,685 km², it encompasses 38 cities and 73 municipalities, which accounts for 55% of the country's electricity output in only 3% of the country's total land area. It provides power to over 7.99 million customer accounts.

JG Summit's equity stake

**26.4%**

JG Summit's share in net income

21% increase vs last year

**₱11.9 bn**

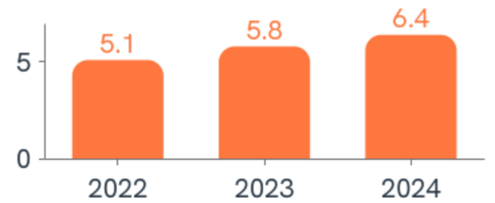
Market value of JG Summit's stake

as of December 27, 2024

**₱145.0 bn**

Dividends paid to JG Summit

in PHP billions



# Singapore Land Group Ltd.

**Singapore Land Group Limited (SingLand)** is a real estate company with a diverse portfolio of commercial offices, residential and retail properties, and hotels, including the Singapore Land Tower, Clifford Centre, and Marina Square. It has a large footprint in Singapore and in key overseas markets, with 3.9 million ft² of office space and 1.2 million ft² of retail space.

JG Summit's equity stake

**37.0%**

JG Summit's share in net income

**₱3.3 bn**

31% increase vs last year

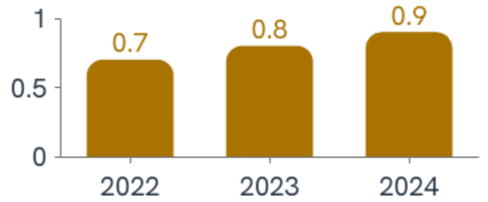
Market value of JG Summit's stake

as of December 27, 2024

**₱40.1 bn**

Dividends paid to JG Summit

in PHP billions



# PLDT, Inc.

**PLDT, Inc. (PLDT)** is the largest fully integrated telecommunications company in the Philippines and the market leader in the country's broadband sector, providing both wireless and fixed-line services. Its common shares are listed on the Philippine Stock Exchange, while its American Depositary Shares trade on the New York Stock Exchange.

JG Summit's equity stake

**11.3%**

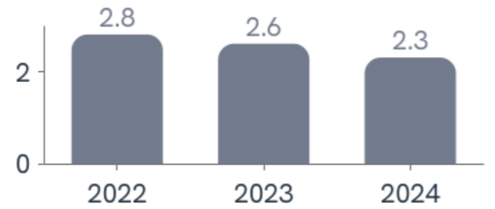
Market value of JG Summit's stake

as of December 27, 2024

**₱31.5 bn**

Dividends paid to JG Summit

in PHP billions



# Bank of the Philippine Islands

Bank of the Philippine Islands (BPI), founded in 1851, is one of the top three banks in the Philippines and the oldest bank in Southeast Asia. As of the end of 2024, it operated 1,252 branches and provided financial services to individuals and businesses. These services include consumer banking and lending, asset management, payments, insurance, securities brokerage and distribution, foreign exchange, leasing, and corporate and investment banking.

JG Summit's equity stake

**3.6%**

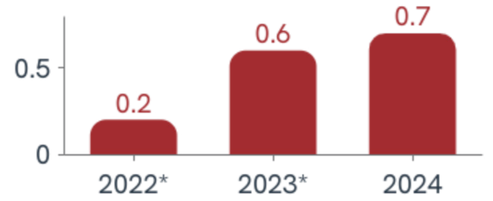
Market value of JG Summit's stake

as of December 27, 2024

**₱23.0 bn**

Dividends paid to JG Summit

in PHP billions

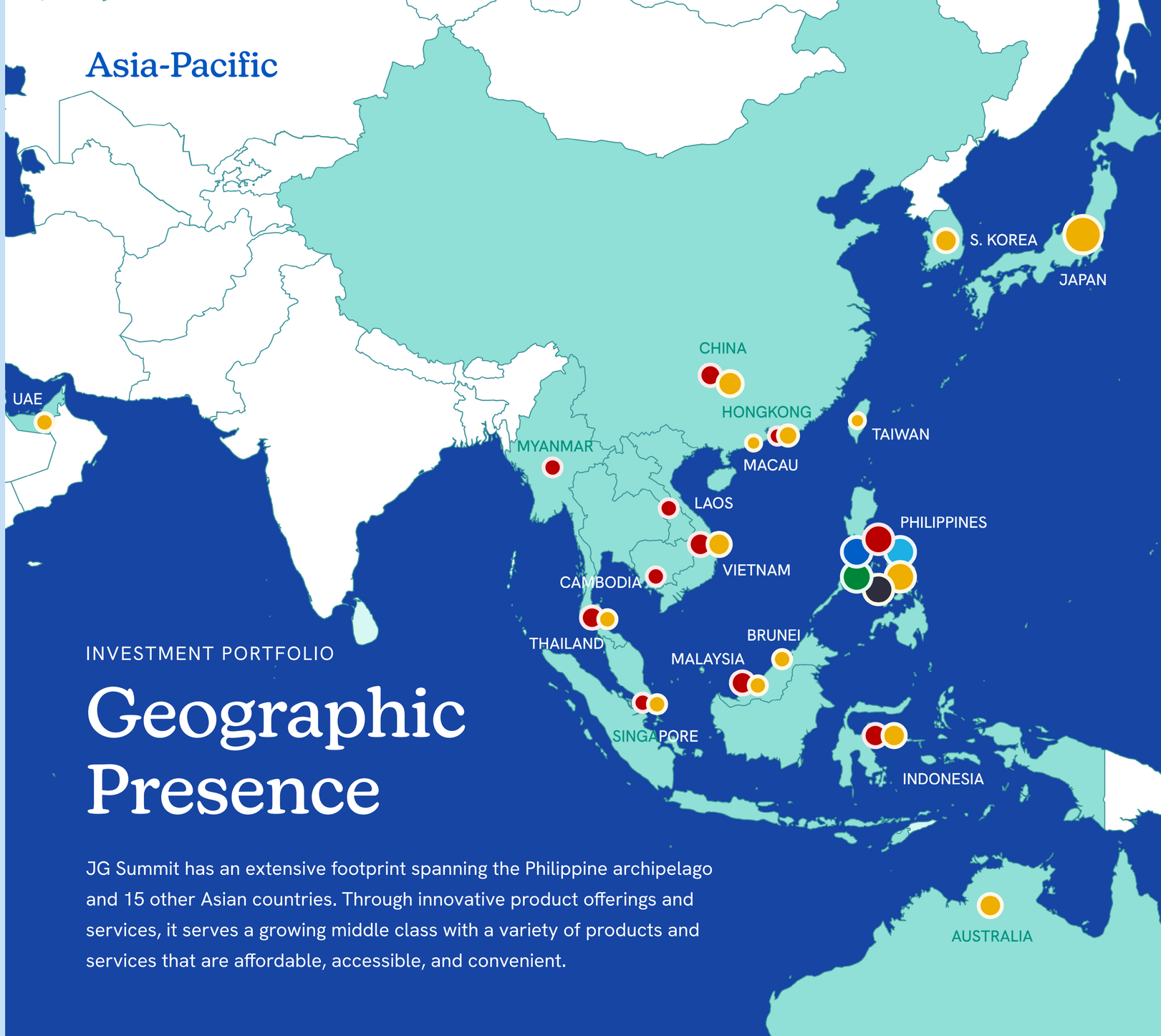



**Dividends received from RBank by virtue of the merger agreement with BPI*

INVESTMENT PORTFOLIO

# Geographic Presence

JG Summit has an extensive footprint spanning the Philippine archipelago and 15 other Asian countries. Through innovative product offerings and services, it serves a growing middle class with a variety of products and services that are affordable, accessible, and convenient.




**Australia**
- 2 Cebu Air Inc.

**Brunei**
- 1 Cebu Air Inc.

**Cambodia**
- 1 Universal Robina Corp.

**China**
- 6 Cebu Air Inc.
- 2 Universal Robina Corp.

**Hong Kong**
- 2 Cebu Air Inc.
- 1 Universal Robina Corp.

**Indonesia**
- 2 Cebu Air Inc.
- 2 Universal Robina Corp.

**Japan**
- 5 Cebu Air Inc.

**Laos**
- 2 Universal Robina Corp.

**Macau**
- 1 Cebu Air Inc.

**Malaysia**
- 2 Cebu Air Inc.
- 3 Universal Robina Corp.

**Myanmar**
- 1 Universal Robina Corp.

**Singapore**
- 1 Cebu Air Inc.
- 1 Universal Robina Corp.

**South Korea**
- 2 Cebu Air Inc.

**Taiwan**
- 1 Cebu Air Inc.

**Thailand**
- 1 Cebu Air Inc.
- 6 Universal Robina Corp.

**United Arab Emirates**
- 1 Cebu Air Inc.

**Vietnam**
- 3 Cebu Air Inc.
- 4 Universal Robina Corp.

* Count includes one sales office each in China, Japan, South Korea, and Hong Kong.




## Philippines

| | |
|---|---|
| 1 | JG Summit Holdings |
| 272 | Robinsons Land Corp. |
| 47 | Universal Robina Corp. |
| 35 | Cebu Air Inc. |
| 2 | JG Summit Olefiins Corp. |
| 474 | GoTyme |

## Luzon

| | |
|---|---|
| 1 | JG Summit Holdings |
| 12 | Cebu Air Inc. |
| 2 | JG Summit Olefiins Corp. |
| 208 | Robinsons Land Corp. |
| 34 | Universal Robina Corp. |
| 380 | GoTyme |

Opened **Opus Mall, GBF Tower 1, work.able RSC, Mira Towers 1 & 2, Le Pont Tower 2, Sierra Valley Garden 5, RLX Sierra 2, RLX Calamba 2 C & D, and RLX San Fernando 2**

**Cebu Pacific** restarted flights to **Laoag**.

## Visayas

| | |
|---|---|
| 10 | Cebu Air Inc. |
| 42 | Robinsons Land Corp. |
| 11 | Universal Robina Corp. |
| 62 | GoTyme |

## Mindanao

| | |
|---|---|
| 13 | Cebu Air Inc. |
| 22 | Robinsons Land Corp. |
| 2 | Universal Robina Corp. |
| 32 | GoTyme |

STRATEGIC ENABLERS

# Leadership & People Development





## Navigate: Leadership Foundation Academy – Cohort 1

The Leadership Foundations Academy is a five-day program where emerging leaders from the group develop essential skills for strategic innovation, deeply anchored in its six leadership competencies. This was delivered in close partnership with the Ateneo de Manila University John Gokongwei School of Management (JGSOM), leveraging their expertise from the academe and industry.

**25**

Participants across the group

**4.71/5.0**

Participants Satisfaction



## Orchestrate: Executive Coaching

Executive coaching was provided to 20 executives to support them during significant career transitions and their pursuit of growth opportunities. This tailored approach enabled them to enhance their leadership capabilities, align with organizational objectives, and achieve meaningful professional development.

**100%**

Retention of talents provided with coaching



## Orchestrate: ADVANCE

The ADVANCE Executive Development Program was created to empower functional heads, successors, and high-potential leaders to thrive in today's evolving workplace. Grounded in the group's purpose, values, and ambition, it offers experiential, business-centric learning that fosters personal growth and innovative leadership.

The program's leadership modules aim to:

- Provide clarity on how your personal brand of leadership can contribute to business success
- Offer practical ways to amplify team success and leverage individual talents
- Build the muscles needed to identify new and innovative ideas to promote business growth

**10**

Breakthrough ideas that promoted ecosystem play

**35**

Participants across the group

**9.5**

Net promoter score



## WIN: C-suite Conferences (CHRO, CRO, CFO)

Organized various conferences to enhance skill development based on the cohort's function:

CFO – Feb 2, 2024 | Dec 16, 2024

CHRO – Aug 24, 2024

## Leadership, Agile, and Commercial Programs

Three batches of the New Leaders Program were rolled out for newly appointed people leaders. This is essential to equip and give them mindset of how to be an effective people leader coming from an Individual Contributor role. Apart from this, more Leadership Programs for senior level executives were offered. A total of 94 training runs covering Leadership and Commercial Courses were completed this year covering 1,849 participants. This translates to a 16% increase in training hours for Leadership and Commercial courses alone. Agile Courses, on the other hand, provided Agile Coaches and Product Owners a total of more than 5,000 hours this year.

## Learning Management System (LMS)

Another key development for 2024 was the wide offering of digital content offered by the Company's LMS Platform, which essentially drives self-paced development. Digital content from the various established academies in the LMS has been uploaded while some old ones have been revisited and updated. This year also ushered in the creation of interactive in-house developed e-learning modules, making the learning experience more meaningful. A total of 7,000 hours has been contributed by the LMS platform. This is a promising figure considering all of the e-learning modules were only launched second half of the year. The Company is looking forward to a more heightened use of the LMS Platform for self-paced development this year.

## External Recognitions for Total URC Human Resources (HR)

URC's impact extends beyond internal benefits, as multiple external recognitions in 2024 validated its success. Achievements such as the Best Places to Work, HR Innovation Awards, and Employer Branding recognitions highlight URC's commitment to creating an outstanding employee experience. In contrast to traditional HR models that function independently, URC's efforts showcase a unified, people-centered approach that blends technology, engagement, and cultural excellence.

cebu pacific

## A Future-Ready CEB University

In 2024, CEB U **expanded its learning opportunities**, which consist of eight schools focusing on **Customer Centricity, Values, Leadership, Diversity and Inclusion, Functional Excellence, Digital Transformation, Safety, and Aviation.**

The **CEB U Relaunch** also aimed to integrate emerging technologies into learning and foster a strong learning culture within work processes through **Learnesday** and interest-driven sessions conducted with the **Juan CEB Community**.

ROBINSONS LAND

## RLC GenChats

RLC GenChats is a workplace campaign that is intended to bridge generational gaps, break stereotypes, and foster a more inclusive culture. It consists of a series of videos, podcasts, and discussions that tackle the varying perspectives and shared values by age group: Gen X, Millennials (Gen Y), and Gen Z within the company.

## Integrated People Plan (IPP)

The IPP is one of the workstreams under Project Sarimanok. By the end of 2024, the Employee Engagement Score rose to 70%, up from 62% last year, indicating an 8% increase. Additionally, there was a 97% completion rate for the Values in Action 2.0 roll-out by the end of December 2024, with a feedback score of 4.82 and a 15% improvement in the employee turnover rate compared to 2023.

Moreover, the following initiatives were implemented to transform the JGSOC's ways of working:

- Delivered the JGSOC Way Leaders Bootcamp, which focused on developing leaders, establishing standards, and engaging teams to ensure safety, efficiency, and reliability
- Strengthened the recognition program through various initiatives such as Hats Off and Proud of You
- Refreshed JGSOC's core values and behavior through the Values in Action 2.0 roll-out, as it evaluates not only the technical skills, but also the values it embodies as an organization

## Productivity through hands-on experience

GoTyme Bank cultivates a high-performance culture by equipping employees with on-the-job experience that drives efficiency and innovation. This results in the company's sustainable growth while staying aligned with its strategic business goals.

The company implements the 70-20-10 framework, which focuses talent development on on-the-job experience (70%), coaching (20%), and training (10%). This framework for growth allows for sustainability in various areas, such as productivity, cost, and decentralized talent development.

## Talent-driven learning

GoTyme Bank empowers employees to curate personalized learning programs that equip them with skills aligned with their career paths.

By mid-2025, the company will launch a learning management system that will help employees design career development plans and provide guidance on internal and external skill enhancement opportunities.

in partnership with JG SUMMIT

## Rising Star Program

This program reflects DHL's commitment to identifying talents based on their performance, potential, and alignment with the company's values an goals. The talents may receive specialized training, mentorship, and coaching to enhance their leadership skills. They will also be given opportunities to connect with current leaders and peers within the organization to build relationships and gain insights. Project involvement is also a key part of the program, where participants will engage in strategic projects or initiatives that provide hands-on leadership roles. To date, DSSI has identified a total of eight rising stars.

## Supervisory Academy

This 15- to 18-month program is designed to help supervisors and front-line leaders develop a sense of personal and professional pride in their critical role and its direct impact on DSSI's business performance while feeling connected to a larger team that exemplifies certified leadership. They will learn to manage tasks, teams, and individuals better while fostering team effectiveness through personal resilience. They will also develop the confidence to lead and inspire teams to a high level of performance while building core competencies in change leadership.

LIPAD
Luzon International Premiere Airport Development Corporation

## KRA Contracting

In 2024, LIPAD successfully transitioned and implemented the Key Results Area (KRA)-based Performance Management System (PMS). This system ensures that employee performance is strategically aligned with the organization's goals, objectives, core values, and leadership competencies, thereby driving enhanced accountability, productivity, and organizational success.

## MPSS Wall of Fame Awards

The CRK Wall of Fame is a recognition program designed to express LIPAD's appreciation and gratitude to all our employees and in-terminal stakeholders who have played significant roles in delivering an excellent customer (passenger) experience at Clark International Airport (CRK).

JGDEV

## Upskilling a Lean Team

The JGDEV team has remained streamlined, relying on subject matter experts from both the wider group and within the startup ecosystem to identify and evaluate promising early-stage deals within the region. The team's focus continues to be on upskilling and enriching existing roles through formal training, active participation in start-up events, and networking opportunities.

DAVI

## Talent Development in Data and Tech Innovation

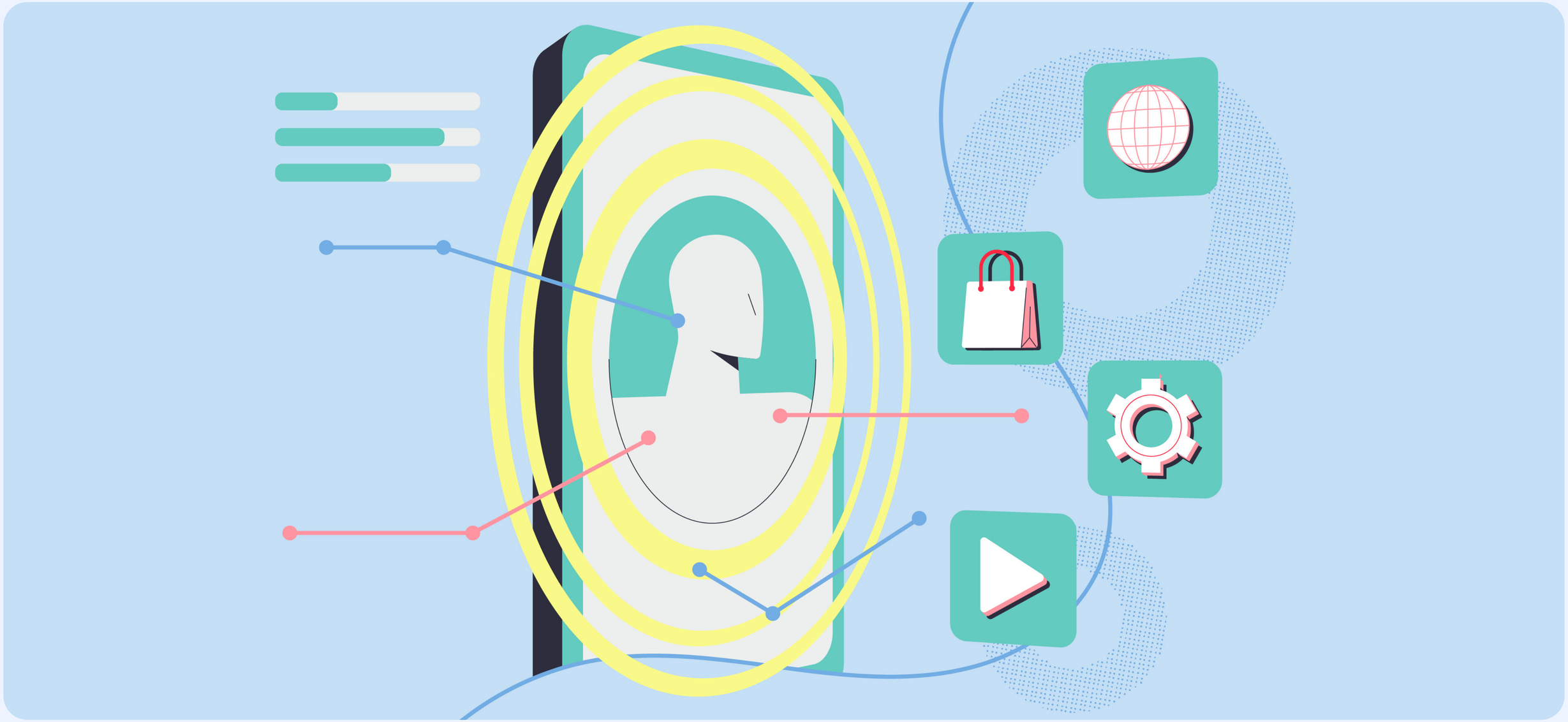
DAVI recognizes that in an increasingly competitive loyalty space, success isn't just about rewards; it's about building a more innovative, agile program driven by people and technology.

By investing in talent development, particularly in areas such as data literacy, AI and machine learning, and tech innovation, the Go Rewards program can unlock deeper customer insights, optimize personalization, and drive smarter decision-making.

Equipping teams with the skills to leverage data effectively ensures more impactful marketing strategies, better member engagement, and a seamless digital experience.

STRATEGIC ENABLERS

# Digital Transformation & Customer Centricity





## Developing a Culture of Innovation in the Conglomerate Through In-House Programs

In 2024, JG Summit DTO launched the sixth run of its in-house accelerator program, Launchbox: The Gokongwei Group Corporate Innovation Program, which enables cross-functional teams to solve critical business challenges through action learning and rapid prototyping. This season delivered impactful innovations across corporate center unit functions, driving efficiency, agility, and enhanced employee experiences.

Pilot Results

- Office of the Chief Finance and Risk Officer: Streamlined budgeting through an Integrated Planning Process, reducing the cycle from eight to ten weeks down to four to six weeks and consolidating multiple templates into one.
- Corporate Internal Audit: Developed a Continuous Integrated Assurance Framework, reducing open audit issues by 50% and cutting auditing time for high-risk areas from 50 to 10 man-days through real-time dashboard insights.
- Corporate Human Resources: Introduced a flexible benefits program, increasing employee satisfaction from 55% to 88% and benefit awareness from 32% to 75%.
- Corporate Information Technology: Implemented passwordless authentication, which reduced account lockouts and cut login time to under two seconds, achieving 66% adoption within the pilot phase.



## Innovation Academy: Empowering Talent Through Scaled Digital Learning

JG Summit DTO broadened access to critical skills development by offering a mix of interactive workshops and on-demand learning. These programs, which include Design Thinking, Digital Marketing, Data Science, Agile, GenAI, and Cybersecurity, equip employees with practical skills needed to tackle business challenges and drive growth. By making learning more accessible and action-driven, the GG Innovation Academy continues to help build a future-ready workforce.



## Driving Loyalty Through Better Promo Visibility

The enhanced promotional efforts delivered via Go Rewards channels, combined with multi-channel attribution, generated USD 2.4 billion in revenue from supermarket promotion redemptions. Moreover, customers exposed to these communications consistently increased their spending over time, averaging 1.7 times more than customers who were not exposed.

## Advantage Report

The company participated in the Advantage Report, which shows the performance of suppliers as evaluated by retailers. In 2024, URC BCF Philippines is part of the top 10 evaluated suppliers, ranking 8th overall among its peers. The survey covers both local and international companies in the consumer goods space.

## Supplier Awards

URC held its annual URPartner Global Supplier Excellence Awards on April 15, 2024, recognizing outstanding supplier performance and contributions to the company's success. The event aims to enable suppliers to commit to continuously improve and be sustainable, recognize the exemplary performance of the organization's suppliers and acknowledge those who made a difference and undoubtedly contributed to the success of URC in delighting everyone with good food choices. 34 suppliers were awarded with the following categories: Appreciation Award, Extra Mile Award, Collaboration Award, Sustainability Award, Supply Reliability Excellence Award, Quality Excellence and Supplier of the Year Award. URC's supplier recognition programs demonstrate the company's endless commitment to improving and acknowledging efforts and contributions that strengthen and set up the company for success. These programs and activities contribute to the promotion of UN Sustainable Development Goals (SDG) 8 (Decent Work & Economic Growth), SDG 9 (Industry, Innovation & Infrastructure), and SDG 11 (Sustainable Cities & Communities).

cebu pacific



## Launch of CEB’s Digital Office

The Digital Office consists of a dedicated team focused on leveraging technology to drive innovation, streamline processes, and ensure Cebu Pacific continues to thrive in today’s increasingly digital landscape. CEB’s goal is to create a more seamless digital journey for its customers by enhancing its website and app performance, focusing on simplifying the booking, check-in, and booking management journey while prioritizing customer needs and experiences at every stage.

ROBINSONS LAND




## Redefining RLC Residences' Customer Journey

RLC Residences has partnered with Salesforce, a global technology company and AI-powered customer relationship management (CRM) platform, to utilize Data Cloud to unify and harmonize structured and unstructured customer data in real-time. This collaboration establishes a foundation for personalized customer experiences and real-time analytics, facilitating data-driven actions and workflows while safely integrating AI across the Salesforce applications.

This approach ensures that every interaction—whether an initial inquiry, the purchase process, or after-sales support—remains seamless and memorable. By addressing pain points and anticipating needs before they arise, RLC Residences enhances customer satisfaction and personalizes interactions, resulting in a more tailored and efficient experience throughout the homeownership journey.

JG SUMMIT OLEFINS CORPORATION



## Accelerated Commercial Excellence (ACE)

ACE is a workstream under Project Sarimanok aimed at improving JGSOC's value delivery. By the end of 2024, there was a 33% increase in local sales volume year-to-date; a 300% increase in the booked price premium over the Independent Commodity Intelligence Services (ICIS)—the global source of information for the chemicals, energy, gas, carbon, and coal markets—since June 2024; and a 20% reduction in slow or non-moving inventory volume within the same timeframe.

Moreover, the following initiatives were implemented to transform the JGSOC's ways of working:

- A new sales governance process to monitor performance, assess customer strategies, and develop initiatives to enhance commercial outcomes
- A fit-for-purpose commercial organization with new roles established in pricing, market intelligence, business development, and sales planning
- A revamped demand planning process to improve forecast accuracy and drive on-time fulfillment



## Mobile Check Deposits

The mobile check deposit feature enables customers to deposit checks anytime, anywhere through the mobile app, eliminating the need for in-person branch visits and reducing wait times. With this, GoTyme Bank enhances convenience with a secure, fast, and paperless process, allowing customers to manage their funds at any time.



## Merchant Cash Advance

MCA provides eligible MSMEs with the ability to obtain real-time access to credit, eliminating the challenges of traditional loan requirements. By utilizing merchants' transaction data, GoTyme Bank is able to underwrite its loans and offer terms that better align with the sales cycle of its merchant partners. Key partners include Paymongo and Foodpanda.



## Salary Loans

Salary loans enable employees of partner companies to instantly access their earned wages on demand, helping reduce financial stress between paydays. This feature is seamlessly integrated into the GoTyme Bank user journey, ensuring fast, secure, and frictionless salary advances.

DHL in partnership with JG SUMMIT



## Connected Control Tower

The Connected Control Tower enables DSSI to leverage data for operational insights, offering visibility and real-time analytics to manage performance and control costs.

LIPAD
Luzon International Premiere Airport Development Corporation



## Automation of Internal Processes for Efficiency

Process automation helped increase productivity, improve employee experience, enhance data security, eliminate manual processes, and reduce business risks.

Transitioning to a fully digital approach saved time and allowed LIPAD to benefit from streamlined processes, enhanced report monitoring, and reduced costs.

JGDEV




## Zuzu and Go Hotels Partnership

A key partnership formed in 2024 involves a pilot between Zuzu, a JGDEV portfolio company, and Go Hotels. As part of the pilot, Go Hotels measures and assesses the impact of revenue optimization from using Zuzu for its OTA channels, with the goal of expanding to more branches if the pilot is successful.

DAVI



## Mobile App Recommender System

By leveraging machine learning and personalization, DAVI introduced a recommender feature in its mobile app, highlighting relevant promotions and leading to increased engagement and sales, with the potential to generate advertising income.

# 2024 Sustainability Report



# Sustainability at JG Summit Holdings, Inc.

## Dual approach to growth and responsibility

JGSHI views sustainability as a commitment to its long-term growth, social progress, and environmental responsibility, as well as a natural consequence of sound commercial strategy and decisions. This dual approach ensures that growth and sustainability are complementary goals. By prioritizing efficient resource use, innovative solutions, and responsible governance, JGSHI can achieve long-term progress while addressing environmental and social challenges.

This integration creates value for all stakeholders and embeds sustainability into the company's operations and decision-making processes. The approach is built around five key pillars: Resource Efficiency and Circularity, Climate Action, Employee Growth and Well-Being, Shared Success, and Better Choices. Each pillar underscores the company's efforts in fostering an inclusive and sustainable business ecosystem while addressing global challenges such as economic development, resource optimization, and climate change.





# Our Sustainability Journey

## Advancing transparency in our sustainability reporting

We recognize increasing expectations from investors, regulators, and consumers on transparency in sustainability performance including alignment to global reporting standards.  Our sustainability journey is marked by key milestones in the adoption of these global reporting standards.

In 2024, we initiated a capability-building initiative across our conglomerate to deepen our knowledge of International Financial Reporting Standards S1 and S2. This capability building initiative focused on understanding the following:

1. Implementing double materiality to identify priority issues, directing our efforts toward financial, environmental, and social gains.
2. Integration of sustainability and climate risks into our Enterprise Risk Management.
3. Utilizing our sustainability and climate risk assessments to inform our strategic planning.

## 2018

- SBU Sustainability Teams formed;  Sustainability Leads Council organized across the group
- URC released its inaugural Sustainability Report







## 2019

- SBU adopted five-year sustainability-integrated strategy
- RLC and CEB released their inaugural Sustainability Report







## 2020

- JGSHI published its inaugural Sustainability Report aligned to SEC guidelines and GRI standards




## 2021

- ERM integration of sustainability risks
- Governance and Sustainability Committee at Board Level established



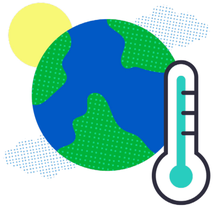

## 2022

- Enrichment sessions on Climate Change for CEOs and Senior Leaderships
- Initial alignment to Taskforce in Climate-related disclosures released

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

## 2023

- JGSHI ESG Targets released
- Climate Resilience project (Climate Scenario Analysis) initiated across strategic business units



## 2024-2025

- Adoption of International Financial Reporting Standards (IFRS)
  - S1 - General Requirements for Disclosure of Sustainability-related Financial Information
  - S2 - Climate-related Disclosures
- Transition Roadmap Development

IFRS®

# Evolving Our Approach to Sustainability

While we remain pragmatic in our approach to sustainability, our commitment to transparency evolves alongside these standards. The outputs of our IFRS S1/S2 adoption efforts are reflected in this report, specifically in the Governance, Risk Management and Strategy sections. Full adoption will be completed and reported in subsequent disclosures through 2026.

# Strategy, Metrics, and Targets

## Adapting strategies based on changing landscape

Our strategic approach is founded on the principle of double materiality, which informs the continuous development of our Sustainability Strategy. This ongoing process, involving JGSHI and its subsidiaries, is set to culminate in 2026 that includes agreed metrics and targets. Upon completion, we will publish our enhanced strategy which will reflect our commitment to sustainable growth and future readiness.

| Implementing Double Materiality | Developing Sustainability Strategy | Continuous Improvement |
|---|---|---|
| Considering Financial Impact to Business<br>Considering Impact to Stakeholders | Identification of Key Focus Areas based on top risks<br>Development of strategy statements, metrics, and targets | Implementing feedback loop<br>Adapting the strategies based on changing landscape |

In today's rapidly evolving business landscape, harnessing insights from sustainability risk management is crucial for developing a robust sustainability strategy. This journey begins with the implementation of double materiality, a concept that emphasizes the importance of considering both financial impacts and stakeholder concerns in sustainability risk identification, assessment, and prioritization.

# Implementing Double Materiality

## Considering Financial Impact to Business

Guided by our 5-year Strategic Plan, we have identified risk and opportunity areas that can materially impact the execution of our strategies and the achievement of our long-term goals.

A key step in this process is assessing the financial impact of sustainability risks. By using financial impact as the primary criterion for rating and prioritizing risks, JGSHI ensures that our risk management efforts align with our overall financial health. We then match our top risks to Sustainability Accounting Standards Board (SASB) related topics, ensuring that the most relevant and common material issues across the sectors we operate in are addressed.

To enhance preparedness, scenario analysis is incorporated to evaluate potential impacts of transition and physical risks. This forward-looking approach allows us to anticipate and plan for various future scenarios, thereby strengthening our resilience.

## Considering Financial Impact to Business

In addition to financial implications, it is essential to consider the impact on stakeholders. By understanding and addressing the concerns of stakeholders, we can build trust and foster long-term relationships. This holistic approach ensures that sustainability efforts are not only financially sound but also socially responsible.

# Developing Sustainability Strategy

With a comprehensive understanding of sustainability and climate risks, the next step is to develop a sustainability strategy. This involves identifying key focus areas based on consolidated and prioritized risks. By focusing on the most critical issues, we can allocate resources effectively and drive meaningful change.

The development of key strategies, metrics, and targets is crucial for guiding sustainability efforts. Clear and measurable goals provide a roadmap for action and enable us to track progress over time.

# Continuous Improvements

Sustainability is a dynamic field, and continuous improvement is essential for long-term success. Implementing a feedback loop allows us to gather insights from the implementation process and refine their strategies accordingly. This iterative approach ensures that sustainability efforts remain relevant and effective in the face of changing circumstances.

Adaptation is also key to sustainability. As new information emerges and stakeholder expectations evolve, we must be prepared to adjust their strategies. Flexibility and responsiveness are critical for navigating the complexities of sustainability and achieving lasting impact.

# Our Impact

## Improving the way we do business while addressing critical challenges

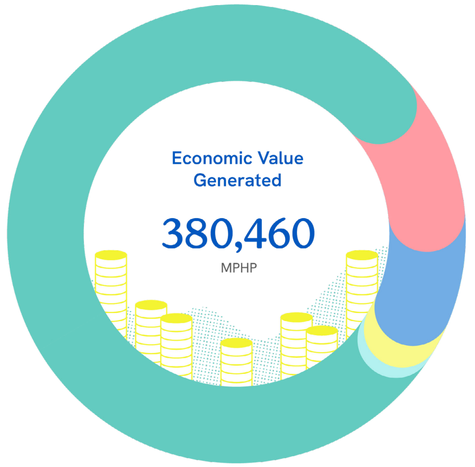
At JGSHI, we are committed to making tangible and lasting impact across key areas. Our initiatives are designed to improve the way we do business while addressing critical challenges. We focus on climate action, resource efficiency, partner and community engagement, employee well-being, and innovative solutions. By integrating sustainability into our business model, we aim to create long-term value for our stakeholders. Our efforts include modernizing operations, supporting local communities, and fostering a culture of continuous improvement. Through collaboration and strategic partnerships, we strive to build a resilient and sustainable future for all.

# Shared Success

For JGSHI, Shared Success is more than just a business objective—it is a guiding principle that underscores our commitment to inclusive growth, collaboration, and long-term value creation. We believe that true success is not achieved in isolation but rather through strong partnerships and meaningful engagement with our key stakeholders and community partners. By working together, we create synergies that drive innovation, enhance operational efficiency, and generate positive socio-economic impact. We extend our commitment to the community by actively supporting local initiatives and engaging in corporate social responsibility programs that uplift society.

By embracing Shared Success, JGSHI not only strengthens its business foundation but also contributes to a more resilient and equitable economy. Through collaboration, transparency, and shared goals, we create an environment where all stakeholders can thrive, ensuring that our growth is both sustainable and impactful.

## Economic Value Generated and Distributed




- 80% Payments to Suppliers, Other Operating Costs
- 10% Payments to Employees
- 8% Payment to Providers of Capital
- 2% Payment to Government
- 0.005% Community Investments, Donations & Distributions

**Target**

**All major vendors are aligned and comply to JGSHI key ESG practices by 2025**

**Key Actions**

- **All key partners and vendors are assessed on ESG risks**
- **2024: All key suppliers go through assessment process**

**2024 Progress**

URC launched the Sustainable Procurement program to revolutionize and lead the transformation towards the sustainable supply chain through the integration of seven (7) core subjects - organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement - in developing a holistic procurement and sourcing strategy.

# Robinsons Malls Nationwide Job Fairs: Empowering Communities and Expanding Opportunities




Robinsons Malls' nationwide Job Fair Initiative exemplifies Stewardship by fostering economic empowerment and community development. In collaboration with the Department of Labor and Employment (DOLE) and the Public Employment Service Office (PESO), this program directly connects job seekers with employment opportunities, ensuring financial stability and meaningful careers. By actively addressing employment gaps, Robinsons Malls has successfully partnered with government agencies and private companies to bring career opportunities closer to communities.

The initiative spans 47 malls nationwide, hosting 120 job fairs that attracted over 50,000 applicants. Additionally, 3,274 exhibitors participated, broadening the range of job opportunities available across multiple industries. These figures highlight the initiative's role in enhancing workforce participation and economic sustainability.

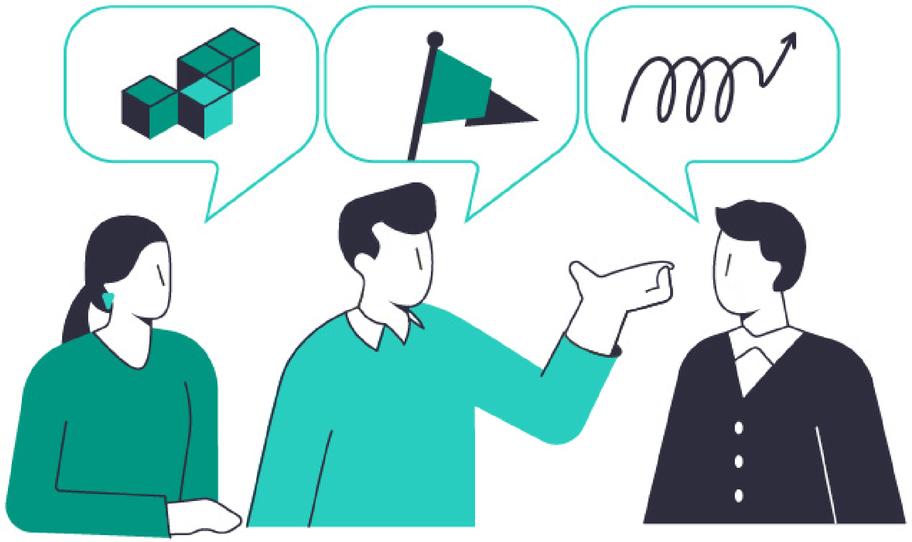
A key success story is the Robinsons Iloilo Job Fair, which saw thousands of job seekers qualify and hundreds hired on the spot. With participation from 120 companies—including 88 local businesses, 12 overseas employment agencies, and 20 BPO firms—cthe event positioned Iloilo as an emerging employment hub. PESO-Iloilo's recognition by the Overseas Workers Welfare Administration (OWWA) for its dedication to overseas Filipino workers further underscore the program's positive impact.

Beyond job placement, the initiative aligns with the government's employment generation goals, providing structured recruitment processes and reducing barriers to employment. The partnership with the Department of Agriculture's (DA) Kadiwa Program also promotes job creation within the agricultural sector, encouraging youth and rural communities to view agriculture as a viable and modern industry. This contributes to regional economic balance and discourages urban migration, further strengthening national development.

What makes this initiative unique is its scale and holistic approach. Unlike traditional recruitment efforts, Robinsons Malls leverages its extensive nationwide presence to deliver employment solutions directly to local communities. By working closely with government agencies, the initiative ensures that job seekers, including marginalized groups such as youth and persons with disabilities, have access to meaningful employment that matches their skills and aspirations. The program also upholds ethical hiring practices, fostering transparency and trust between employers and job seekers.

The measurable impact of the initiative is substantial. With over 50,000 job seekers engaged, and thousands of employers benefiting from streamlined recruitment, Robinsons Malls has established itself as a key driver of employment facilitation. Employers gain access to pre-screened talent, optimizing recruitment costs and reducing hiring time, while government agencies benefit from a structured and efficient employment generation platform.

Ultimately, the initiative contributes to increased household incomes, financial stability, and overall economic productivity. By continuously bridging the gap between job seekers and employers, Robinsons Malls demonstrates its commitment to social responsibility, workforce development, and sustainable economic growth. Through innovation, strategic partnerships, and a steadfast dedication to community engagement, the Job Fair Initiative is shaping brighter futures—one job at a time.



# #JuanCommitment 2024 Impacting Employees and Communities Through Volunteerism




Guided by the #JuanCommitment volunteerism program, JGSHI and RRHI made significant strides in its nation-building mission through education in 2024. This initiative exemplifies the Group's fundamental value of stewardship, actively engaging employees in meaningful ways to support local schools with essential resources and community service.

Building upon the strong foundation established in previous years, #JuanCommitment has expanded its impact by empowering our dedicated employees to contribute their time, treasure, and talent to their respective communities. Also rooted in Mr. John Gokongwei Jr.'s living mission for education, our objective in 2024 was to deepen our connections with local communities, underscoring our unwavering commitment to education.

Over 1,591 employees participated and collaborated to accrue 6,192 hours of volunteer time. This remarkable teamwork benefited 100 schools nationwide, each receiving PHP 20,000 in in-kind donations. In addition to this support, our employees facilitated the provision of school supplies and equipment and organized various community services like clean-up drives, facility refurbishments, restoration, and beautification activities.
All these acts of kindness created a positive ripple effect throughout the communities we have served.

Furthermore, #JuanCommitment has generated an impressive PHP 807,934 in donations from various donors, particularly from different business units of the Group and employees, topping up the initial PHP 2 million contribution from the Gokongwei Brothers Foundation (GBF). These community efforts have impacted two hundred thousand (200,000) individuals, including students, educators, and parents, spreading hope and opportunity throughout the region.

#JuanCommitment aligns seamlessly with the JGSHI and RRHI's strategic goals of sustainability, particularly in community development and education. By fostering a culture of volunteerism, we empower our employees to act as catalysts for positive change within their communities.

This program's achievements reflect the collaborative efforts among key stakeholders. Significant support came from GBF, Corporate Affairs and Sustainability (CAS), and Corporate Human Resources (CHR), all of which worked closely with our business units to identify schools in need, coordinate volunteer activities, and ensure effective resource allocation.

Our structured approach has facilitated these accomplishments, which include:

- Conducting needs assessments to understand the unique requirements of schools.
- Organizing employee volunteer sign-ups and hosting orientation sessions.
- Managing logistics to streamline donations and refurbishments.
- Coordinating on-site activities such as clean-up drives and general services.
- Documenting outcomes to track the program's impact comprehensively.

The overwhelmingly positive results of #JuanCommitment in 2024 underscored the significant role of employee volunteerism in generating meaningful impact. This initiative has provided essential support to schools and fostered a strong sense of community and purpose among our employees.

Looking ahead, JGSHI and RRHI is committed to further enhancing the #JuanCommitment program for nation-building. By investing in these initiatives, we aspire to empower our employees to create lasting change in the lives of Filipinos, thereby paving the way for a brighter and more equitable future through education. Together, we can achieve meaningful progress.

# Food Rescue

## Systemizing Surplus Food Towards a Nourishing Tomorrow




JGSHI subsidiaries, Universal Robina Corporation (URC) and Robinsons Land Corporation (RLC), together with our affiliate, Robinsons Retail Holdings, Inc. (RRHI), have continued to strengthen their collaboration with Scholars of Sustenance Philippines (SOS PH) by integrating food security into their company-wide sustainability initiatives.

The partnership began in December 2022 when the conglomerate recognized the critical role of nutrition in driving a community's progress. This awareness led to the company redirecting their surplus edible food to those in need, supporting efforts to achieve Zero Hunger.

Scholars of Sustenance (SOS), a registered non-profit organization, works to address food waste and insecurity across Southeast Asia. Operating in Thailand, Indonesia, and the Philippines, SOS partners with restaurants, food manufacturers, hotels, and retailers to recover excess high-quality food and distribute it to vulnerable communities. In the Philippines, SOS PH has been instrumental in rescuing and redistributing food to underserved communities, significantly reducing food waste and enhancing food security.

In 2024, JGSHI's business units have donated nearly 118,369 kg of food, providing approximately 497,148 meals while preventing around 299,472 kg of $CO_2$ emissions by diverting food from landfills—almost tripling the previous year's contributions. This remarkable achievement underscores the effectiveness of the partnership and the commitment of JGSHI and its subsidiaries to sustainability and community support.

Looking ahead, JGSHI aims to further expand its collaboration with SOS PH by incorporating more entities into its food rescue initiatives, reinforcing its long-term commitment to enhancing food security in the country. By scaling up these initiatives, the conglomerate aims to maximize food redistribution, reduce waste, and provide greater support to underserved communities. This expansion underscores JGSHI's enduring dedication to promoting food security and sustainability across the nation.

# JGSOC Family PatikaRun



JGSOC Family PatikaRun brought together employees, their families, and the broader Batangas community for a meaningful cause. More than just a fun run, the event served as a fundraising initiative to support the Abot Kamay program, JGSOC's flagship corporate social responsibility (CSR) initiative focused on education and community development.

JGSOC's commitment to sustainability extends beyond environmental efforts—it also encompasses social responsibility. The Family PatikaRun was designed to generate funds for Abot Kamay, reinforcing the company's dedication to uplifting local communities through education-focused projects. The event also aimed to promote health and wellness among participants while fostering a sense of unity and camaraderie.

Held at the Provincial Capitol Site in Batangas City, the event was open to JGSOC employees, their families, and members of the local community.

The day started with an energetic Zumba session to warm up participants, followed by the fun run itself, which encouraged runners of all ages to participate at their own pace. The event culminated in a Palarong Pinoy, a traditional Filipino game segment that added a cultural and nostalgic touch to the festivities. To recognize outstanding performance, the top three finishers among JGSOC employees were awarded medals and cash prizes.

Through the collective efforts of participants, sponsors, and the JGSOC community, the Family PatikaRun successfully raised PHP 244,150.00. These funds were allocated to the Abot Kamay initiative, furthering the company's mission to provide educational support and resources to underserved communities and its dedication to meaningful initiatives that empower lives and create lasting change.

# JGSOC's Sustaining Livelihoods



JGSOC, in partnership with the Department of Agriculture – Bureau of Fisheries and Aquatic Resources (BFAR), launched a community-based training program titled Sustaining Livelihoods: Transforming Fish Byproducts into Valuable Community Assets. This initiative aimed to enhance the skills of fisherfolk and fish vendors in Batangas City by equipping them with knowledge on fish preservation techniques and value-added processing.

Aligned with JGSOC's Abot Kamay program, this initiative sought to support sustainable community development by fostering livelihood opportunities. The training focused on teaching participants traditional and modern fish preservation methods, such as making bagoong (shrimp paste) and preparing dried squid. These skills not only help maximize the value of fish byproducts but also promote sustainable fishing practices that reduce waste and improve economic resilience among local fisherfolk.

The training brought together 89 fisherfolk and fish vendors from Barangay Simlong, Pinamucan Proper, and Pinamucan Ibaba. By partnering with BFAR, JGSOC ensured that participants received expert guidance on best practices in fish processing, hygiene, and market potential. The program also highlighted environmentally friendly techniques that align with sustainable resource management, helping the community adopt responsible fishing practices.

During the training sessions, participants engaged in practical, hands-on demonstrations to refine their skills in fish drying and fermentation. They learned how to optimize the quality of their products, enhance food safety, and explore new market opportunities. These workshops encouraged innovation while preserving traditional knowledge, bridging the gap between heritage and modern business practices.

The Sustaining Livelihoods training program is part of JGSOC's commitment to strengthening its host communities by providing sustainable economic opportunities. By equipping local fisherfolk with essential skills and knowledge, JGSOC and BFAR aim to improve the economic well-being of Batangas' coastal communities while promoting responsible fishing and waste reduction practices.

Future plans for the program may include expanding training modules to cover additional fish byproduct innovations and exploring market linkages to help participants commercialize their products. Through continued collaboration with industry experts and local stakeholders, JGSOC aims to foster self-sufficient and environmentally conscious communities in Batangas City.



# URC's Sustainable Procurement




Since 2022, the sustainable procurement program was launched to promote responsible sourcing of raw and packaging materials, demonstrate environmental stewardship, and enable sustainable development of communities where the company operates to revolutionize and lead the transformation towards the sustainable supply chain through the integration of seven (7) core subjects: organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues and community involvement in developing a holistic procurement and sourcing strategy.

Responsible sourcing: 60% of the palm olein procured and used by the company in its operations in 2024 was RSPO Certified, ensuring the implementation of the highest standards and industry practices in the sourcing of palm olein and its derivatives. Also, 100% of the company's chipping potatoes were sourced from GAP-certified suppliers. The AIG business unit has been continuously using soybeans with the Sustainable US Soy Seal, receiving recognition from the US Soybean Export Council as the first company to use this in Southeast Asia in 2022.

cebu pacific

Program

## UNICEF Change for Good

SDG




### Activities

Collection of spare change from passengers for donation

### Results and Impact

Surpassed PHP 100 million marks for inflight fundraising program since the start of program

### Outcome

Improved health, nutrition, education, and emergency support for children nationwide

cebu pacific

**Program**

# Community center renovation in partnership with aviation finance leader, Avolon

**SDG**




**Activities**

Construction of an outdoor kitchen, play area, and vegetable garden for the center in Llang-llang, Cebu Province managed by City Gates Academy

**Results and Impact**

- 50 volunteers from CEB and Avolon
- Renovated community center

**Outcome**

Reduction of GHG emissions (Scope 1): 31,600 $tCO_2e$

Program

## Transportation of wildlife

SDG




Activities

Transportation of rescued and rehabilitated pangolins back to their natural habitat in collaboration with DENR

Results and Impact

2 Pangolins transported from Manila to Puerto Princesa

Outcome

Protection of biodiversity, and strengthened conservation efforts

Program

## Waves for Water (W4W)

SDG




### Activities

Transport of water filtration systems in partnership with W4W

### Results and Impact

- Daraga
- Zamboanga
- Dumaguete
- Gensan
- Cebu
- Tawi-Tawi
- Puerto Princesa

### Outcome

Improved access to safe water in disaster-affected and low-quality water regions, enhancing public health

Program

## Project Salig

SDG




### Activities

Initiated a trust-based partnership with sugarcane planters in districts where URC sugar mills operate by addressing key concerns such as sugar recovery, farm yield, truck turnaround times, and customer service provision

### Results and Impact

455,162 cubic meters of spent wash was effectively delivered, contributing to the fertilization of over 53% of the expansive 4,296 hectares of sugarcane farmland, benefiting 108 sugarcane farmers

### Outcome

Established a trust-based partnerships with sugarcane planters

Program

# Sustainable Potato Program

SDG




## Activities

URC and the Department of Agriculture (DA) signed a five-year Memorandum of Agreement (MOA) on July 29, 2024, to expand the Sustainable Potato Program (SPP)

## Results and Impact

Distributed 506 metric tonnes of high-quality potato seeds across 202 hectares, yielding up to 45 metric tonnes per hectare and generating PHP 920 million in income for 14 farmer groups since 2019

## Outcome

Under the MOA, DA regional offices and URC will identify and select farmers groups that will undergo capacity building, training in good agricultural practices, seed multiplication, pest, and disease management, storage, handling and marketing

Program

# Sustainable Procurement

SDG




## Activities

URC has developed a responsible sourcing of raw and packaging materials since 2022 through integrating 7 core values in its supply chain strategy: organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues and community involvement

## Results and Impact

- 60% of the palm olein procured and used by URC is RSPO Certified
- 100% of chipping potatoes used is GAP Certified
- First to receive Sustainable US Soy Seal from the US Sobean Export Council in Southeast Asia

## Outcome

Promotion of environmental stewardship and sustainable development of communities where the company operates

ROBINSONS LAND

Program

## Robinsons Malls Nationwide Job Fairs

SDG




### Activities

RLC, DOLE, DA, and OWWA collaborated by holding a total of 120 job fairs in over 47 malls nationwide

### Results and Impact

Approximately 50,000 job seekers engaged and, over 3,274 exhibitors from across multiple industries participated

### Outcome

Enhanced workforce participation and economic sustainability through aiding employment facilitation in the country

JG SUMMIT OLEFINS CORPORATION

**Program**

## Family PatikaRun

**SDG**




**Activities**

Organized a fun run event at Provincial Capitol Site in Batangas City to fundraise for the Abot Kamay program of JGSOC

**Results and Impact**

Successfully raised PHP 244,150.00 through collective efforts of participants, sponsors, and the JGSOC Community

**Outcome**

Provide educational support and community resource development to Barangays Simlong and Pinamucan Ibaba in Batangas City

JG SUMMIT OLEFINS CORPORATION

**Program**

# One Million Trees Project

**SDG**




**Activities**

Distributed seedlings of indigenous and fruit-bearing trees to local government units and non-government organizations

**Results and Impact**

665,441 tree seedlings donated/distributed from May 2016 to December 2024

**Outcome**

Reforestation efforts, through the help of various external stakeholders (i.e., LGU, host barangay, universities, NGOs, etc.)

JG SUMMIT OLEFINS CORPORATION

Program

# Sustaining Livelihoods: Transforming Fish Byproducts into Valuable Community Assets

SDG




## Activities

Partnered with DA's BFAR by launching a community-based training program aimed to enhance the skills of fisherfolk and fish vendors in Batangas City by equipping them with knowledge on fish preservation techniques and value-added processing

## Results and Impact

89 fisherfolk and fish vendors from Barangay Simlong, Pinamucan Proper, and Pinamucan Ibaba received expert guidance on best practices in fish processing, hygiene, and market potential that align with sustainable resource management

## Outcome

Improve the economic well-being of Batangas' coastal communities while promoting responsible fishing and waste reduction practices

**Program**

# Juan Commitment

**SDG**




**Activities**

JGSHI and RRHI actively engaged 1,591 employees to facilitate the provision of school supplies and equipment as well as organize various community services such as clean-up drives, facility refurbishments, restoration, and beautification activities in over 100 schools nationwide. In addition, JGSHI garnered donations from their SBUs

**Results and Impact**

- Total of 6,192 hours of volunteer time was accrued which led to procurement of PHP 2,000,000 contributions and PHP 807, 934 in-kind donations from various SBUs
- Impacted 200,000 individuals (students, educators, and parents) from community efforts

**Outcome**

Provided essential support for schools while fostering community values and sense of purpose amongst employees

# Better Choices

Better Choices represents our unwavering commitment to innovation and accessibility. This initiative is not a one-time effort but a continuous journey towards improving our offerings and achieving meaningful breakthroughs that enhance lives. By consistently innovating, we empower our customers with products and services that are better options.

Our dedication to Better Choices means providing healthier food, developing greener buildings, offering affordable and accessible flight options, and creating innovative petrochemical products. Each of these efforts is designed to make a positive impact to our valued customers.

**Target**

**100% passing three (3) wellness criteria (BCF PH and INTL)**

**For URC *(updated target)*, by 2023**

**Key Actions**

The group will continue to offer better choices through:

- **Healthier food;**

**2024 Progress**

- Total URC Wellness Score for 2024 using updated criteria showed 87% passed 3 URC Wellness Criteria

| Target | Key Actions | 2024 Progress |
| --- | --- | --- |
| **100% of new office buildings in Metro Manila will be GREEN Certified starting 2021**<br><br>**For RLC** | The group will continue to offer better choices through:<br>• **Greener buildings;** | • Six (6) additional office buildings certified, two (2) residential buildings certified |

| Target | Key Actions | 2024 Progress |
| --- | --- | --- |
| **34 million passengers, 100 routes and 50 destinations, 39 million seat capacity by 2026**<br><br>**For CEB** | • **Affordable and accessible flight options; and** | • 24.5 million passengers;<br>• 123 routes (84 Domestic, 39 International);<br>• 63 destinations (38 Domestic, 25 International);<br>• 29 million seat capacity |

| Target | Key Actions | 2024 Progress |
| --- | --- | --- |
| **Expanded polymer product portfolio of EVALENE and EVALENE PLUS by 20% in 2027 Potential for increased incorporation of recyclates, up to 50%, in 2029 for targeted resin grades**<br><br>**For JGSOC** | • **Innovative petrochemical products** | • JGSOC's premium polypropylene resins—EVALENE PLUS® PRJ1102 and EVALENE PLUS® PRJ3501—utilizing the clarifying additive Millad® NX® 8000 made by Milliken & Company—received a UL Environmental Claims Validation (ECV) Certification from UL Solutions, a globally recognized safety science company in 2024. This additive and our resins enable an average of 10% energy savings when manufacturing plastic products, showcasing our shared commitment to sustainability |

# ESG Excellence at Cebu Pacific



2024 was a landmark year for Cebu Pacific (CEB) in sustainability, marked by unprecedented achievements. The airline received its best-ever ESG ratings from two of the most respected independent third-party raters, MSCI and S&P Global.

An ESG Score evaluates how well a company manages the environmental, social, and governance (ESG) dimensions of sustainability. It offers a quantitative assessment of a company's performance in managing sustainability-related risks and opportunities, enabling comparisons with industry peers.

CEB's Sustainability Strategy spans three ESG pillars:

- **Caring for Juan Planet:** Focuses on reducing environmental impact and encouraging stakeholders to do the same
- **Growing as Juan Family:** Prioritizes employee well-being, customer experience, and community engagement
- **Building Juan Community:** Promotes effective and responsible governance to support sustainable growth

CEB has shown consistent progress across these pillars. In July 2024, MSCI upgraded CEB's ESG rating to AA, a distinction no other local airline has achieved, and placed CEB among the top-rated carriers worldwide.

CEB has made notable strides in reducing its environmental impact, ranking in the top quartile among its peers for carbon emissions management. CEB has effectively improved fuel efficiency and reduced carbon emissions with its modern fleet of next-generation aircraft.

In addition, CEB has excelled in social performance metrics through robust data privacy measures and improved labor management practices. The airline consistently ranks highly in these areas, driven by strong employee engagement programs and a commitment to international safety standards, including the IATA Operational Safety Audit (IOSA).

On the governance front, CEB has earned recognition for its strong anti-bribery and anti-corruption policies and its comprehensive governance frameworks that uphold ethical and responsible business practices. These initiatives demonstrate the airline's unwavering commitment to strong corporate governance.

CEB also received high marks for cybersecurity, with stringent data protection protocols and advanced security systems to safeguard digital assets and customer information.

In December 2024, S&P Global upgraded CEB's ESG score to 46, marking the airline's largest gain since 2021. The five-point increase, from 41 in 2023 to 46 in 2024, represents the most significant improvement in years.

The 2024 score places CEB in the top 25% of the airline industry. CEB outperformed the industry average across all three ESG dimensions, with the most notable improvement in the environmental dimension, which saw a remarkable 20-point increase.

CEB remains strongest in the social dimension, scoring 51, well above the industry average of 33. Additionally, CEB made strides in governance and economic dimensions, each showing a 3-point increase.



# Building Juan Community - Strengthening Trust Through Governance and Security




CEB remains committed to strong governance, cybersecurity, risk management, and crisis preparedness—safeguarding operations and ensuring stakeholder trust.

With rising cyber threats, CEB has strengthened its defenses through the 2024 Cybersecurity Awareness Program. Employees serve as human firewalls, enhancing security through improved compliance rates: Security Awareness Proficiency Assessment (SAPA) completion rose to 96% from 89% in 2023, and awareness training reached 97%, up from 78%. A phishing test showed a low 6% phish-prone rate, underscoring employee vigilance. The program includes SAPA assessments, targeted training, phishing simulations, and remedial courses for at-risk employees.

CEB also conducted a Cyber Risk Assessment to evaluate its security posture. A third-party review found 90% of security controls compliant, with 10% marked for improvement. This structured approach involved security analysis, risk evaluation, and strategic recommendations for enhanced protection. CEB is also registered with the National Privacy Commission through the Data Protection Officers and Data Processing Systems Seal of Registration. This demonstrates compliance with data privacy and protection regulations, signifying its commitment to safeguarding personal data.

Beyond cybersecurity, CEB prioritizes business resilience. In October 2024, the airline introduced the Disruption Management Team (DMT) to swiftly address short-term operational disruptions.

In addition, a Business Continuity Plan (BCP) exercise tested headquarters transition protocols, ensuring operational continuity. Annual emergency response training with GoCrisis further reinforced crisis preparedness.

CEB also launched the Enterprise Risk Management P.R.I.M.E. Roadshow to instill a risk-aware culture. Through interactive workshops, employees improved risk identification and mitigation, supported by standardized risk registers and continuous learning sessions. This initiative enhanced decision-making and organizational resilience.

CEB earned the prestigious three Golden Arrows award from the Institute of Corporate Directors, recognizing its transparency, shareholder protection, and ethical leadership. This achievement reflects CEB's dedication to corporate excellence and sustainable growth.

By continuously advancing cybersecurity, risk management, and resilience, CEB fortifies its operations and sets a benchmark for governance excellence, ensuring long-term success and stakeholder confidence.



# RLC's Immersive Experiences: Transforming Malls into Ultimate Family Destinations



Robinsons Malls redefined family entertainment by pioneering three groundbreaking themed experiences that captivated audiences and delivered tangible business results. These attractions were not merely crowd-pullers; they became widely discussed experiences that strengthened Robinsons Malls' reputation as a premier destination for unique, interactive, and shareable moments.

In September 2023, Robinsons Galleria Cebu, in partnership with Live House Production, unveiled Dinosaurs Alive, a first-of-its-kind immersive attraction that transported visitors back to the Jurassic era. Featuring lifelike animatronic dinosaurs that moved and roared, the exhibit created thrilling encounters for children while evoking nostalgia among parents, making it a must-visit family destination. The overwhelming success of Dinosaurs Alive reinforced Robinsons Malls' ability to curate engaging, family-friendly experiences that increased foot traffic and extended visitor dwell time.

Wintermagic transformed Robinsons Galleria Ortigas and Robinsons General Trias into an enchanting winter wonderland, offering shoppers an immersive holiday experience. This captivating spectacle not only entertained visitors but also fostered family bonding, generated significant social media engagement, and reinforced Robinsons Malls' reputation as a leader in experiential retail.

Building on the viral success of the Young-hee Doll's 2021 debut, Robinsons Galleria once again became the focal point of Squid Game excitement through an exclusive collaboration with Netflix. Featuring large-scale installations of the show's iconic stairs and the striking presence of pink-clad guards, the activation recreated the series' suspenseful atmosphere. Enthusiastic fans flocked to Robinsons Malls, demonstrating the powerful influence of pop culture-driven experiences.

These themed attractions extended beyond entertainment, solidifying Robinsons Malls as a premier family destination. These attractions redefined the traditional mall visit, offering families interactive and educational experiences while benefiting mall tenants through increased foot traffic and prolonged customer engagement. As Robinsons Malls continued to innovate, it remained committed to transforming the shopping experience, ensuring it remained a vibrant destination where memorable moments came to life.




Image by Dinosaurs Alive Philippine Tour

# Robinsons Malls—A Mall for All: Creating Inclusive and Empowered Communities




Robinsons Malls remained steadfast in its commitment to being Our Favorite Place by fostering an inclusive, safe, and empowering environment for all. In 2024, the company intensified its focus on three key areas: inclusivity, livelihood support, and women empowerment, reinforcing its role as a socially responsible retail leader. A major initiative was the establishment of Safe Zones for persons with disabilities (PWDs), senior citizens, and pregnant women, ensuring accessibility and comfort during large events. In collaboration with Mall Operations, Marketing, and Security teams, Robinsons Malls implemented security and accessibility training, enabling seamless event experiences for these groups. The partnership with organizations like Banana Peel and Best Buddies Philippines further underscored this commitment through Slide Together, Embrace Inclusion, an event that promoted inclusivity and raised funds for individuals with intellectual and developmental disabilities.

Beyond accessibility, Robinsons Malls championed livelihood support through BJMP Trade Fairs, providing Persons Deprived of Liberty (PDLs) with opportunities to sell handmade crafts. In collaboration with local governments and the Bureau of Jail Management and Penology (BJMP), these fairs, hosted in eight malls, benefited over 2,200 PDLs and generated sales income for their families. Robinsons Malls demonstrated a commitment to uplifting marginalized communities while promoting socially responsible consumerism by offering a platform for rehabilitation and financial support.

Women empowerment also took center stage, with Robinsons Malls partnering with World Vision and the Antipolo Local Confederation of Women to celebrate Women's Month through financial literacy, skill-building, and self-defense programs. The initiative equipped over 300 participants with practical knowledge and skills, fostering economic independence and personal growth. The #GIRLSCAN campaign further amplified these efforts by inspiring and empowering women and children, reinforcing Robinsons Malls' role in nation-building.

These initiatives exemplified Robinsons Malls' dedication to stakeholder engagement by addressing diverse community needs. The Safe Zones initiative, for example, ensured inclusivity at major events, with nearly 10% of attendees coming from special needs groups.

Similarly, the BJMP Trade Fairs distinguished Robinsons Malls from competitors by transforming shopping spaces into platforms for social good, fostering rehabilitation, and creating responsible shopping opportunities. Meanwhile, the Women Empowerment initiative strengthened the mall's commitment to fostering self-sufficiency and resilience among women.

Through these strategic and impactful initiatives, Robinsons Malls redefined the role of shopping centers as inclusive and socially responsible community hubs.

By integrating accessibility, livelihood opportunities, and women empowerment into its core operations, Robinsons Malls strengthened its brand image, enhanced customer engagement, and solidified its position as a retail leader committed to meaningful and sustainable community development.



# Robinsons Malls Champions Active Lifestyle




Robinsons Malls has redefined the traditional mall experience by transforming underutilized spaces into dynamic community hubs that promote sports, wellness, and social engagement. This initiative fosters healthier lifestyles and strengthens community involvement, positioning Robinsons Malls as a leader in innovative and sustainable urban spaces.

A key component of this transformation is repurposing mall spaces to accommodate sports and recreational activities. Previously underutilized areas have been converted into pickleball and table tennis courts, providing accessible venues for casual play and competitive matches. These spaces have become focal points for skill-building, social interaction, and overall well-being.

Additionally, Robinsons Malls introduced the RKids Push Bike Racing Series in collaboration with the National Bicycle Organization, encouraging children to engage in cycling through structured and interactive activities. The initiative includes a Push Bike Racing Passport and Push Bike Lab, designed to make cycling more engaging for young riders and their families. Further supporting active lifestyles, the RMalls Academy Summer Clinics offer dedicated spaces for structured sports training, reinforcing camaraderie, skill development, and physical activity within the community.

These efforts have received widespread recognition and acclaim. Robinsons GenSan was commended by the Sangguniang Panlungsod for introducing pickleball to the local community, fostering health, wellness, and family bonding. The initiative also gained praise from the GenSan Pickleball Group, leading to the growth of a thriving pickleball community. Furthermore, Robinsons Malls was honored as the Sports Tourism Mall Sports Venue of the Year at the 6th Sports Tourism Awards and successfully hosted the 2024 SOCCSKSARGEN Regional Athletic Association's table tennis and arnis competitions, earning commendations from local government bodies.

These initiatives have also empowered young athletes, producing multiple champions and bringing pride to schools and cities such as Bacolod and Tagum, further solidifying Robinsons Malls as a hub for athletic excellence.

The transformation of spaces into sports hubs reflects a commitment to embracing emerging trends while fostering community engagement. Unlike traditional retail spaces, these interactive environments increase foot traffic, enhance customer satisfaction, and contribute to local sports development. Strategic partnerships with the National Bicycle Organization, local government units (LGUs), and community groups ensure the initiative's long-term impact and sustainability.

The measurable impact of these initiatives is significant. Nationwide, Robinsons Malls has introduced 12 pickleball courts and 15 table tennis courts, attracting 50-80 players per session and fostering a growing sports community. The Push Bike Racing Series has expanded from 8 races to 22 by 2024, with nearly 70 events held, engaging over 2,500 young participants and 11,500 family members. The RMalls Academy now hosts 88 monthly classes, with 2,000+ participants joining activities such as chess, badminton, karate, taekwondo, and jiu-jitsu.

Robinsons Malls has reimagined the mall as more than a shopping destination—it is now a thriving space for health, wellness, and social connection. Merging sports, recreation, and retail has created an environment where families bond, athletes grow, and communities come together.

This transformation elevates the mall experience and inspires a new way of living—one that prioritizes active lifestyles, well-being, and sustainability. As Robinsons Malls continues to evolve, it remains committed to fostering spaces where individuals can thrive, proving that malls can be powerful catalysts for positive change.



# JGSOC Leads the Way in Preparing A Healthy Baon with Sunnyware®




JGSOC, in collaboration with Sunnyware® and Lions Club, embarked on an educational school tour titled “Preparing A Healthy Baon with Sunnyware®.” This initiative aimed to teach parents, students, and teachers about the importance of preparing healthy and affordable packed meals while promoting sustainable food storage solutions.

The program emphasized the value of balanced and nutritious meals for students, addressing concerns about both health and affordability. A key segment of the event focused on educating participants on the safety of high-quality, reusable plastic products for food storage, contributing to everyday convenience while also supporting sustainability. The program further highlighted the role of proper solid waste management in protecting the environment, reinforcing the initiative’s alignment with JGSOC’s broader sustainability commitments.

During the three-day tour, the team visited Antonio Uy Tan Senior High School and Urduja Elementary School in Caloocan City, Centex Elementary School in Manila, and Acacia Elementary School in Malabon City. These visits provided an interactive platform where parents, students, and teachers learned firsthand about the benefits of reusable plastics in food preparation. Sunnyware® showcased its durable, BPA-free bento boxes and tumblers, which were also given away to attendees as part of the educational outreach.

JGSOC plays a crucial role in producing the resins used for Sunnyware®'s food storage solutions. Notably, in July, Sunnyware®'s products earned a UL Environmental Claims Validation (ECV) Certification from UL Solutions, a globally recognized safety science company.

These products are manufactured using JGSOC's UL ECV-certified premium polypropylene resins—EVALENE PLUS® PRJ1102 and EVALENE PLUS® PRJ3501—enhanced with Millad® NX® 8000, an additive from Milliken & Company. This innovation not only ensures product safety but also enables an average of 10% energy savings in plastic production, reinforcing JGSOC and Sunnyware®'s shared commitment to sustainability.

Through this initiative, parents and students gained valuable insights into the advantages of reusable plasticware in meal preparation, promoting healthier eating habits while reducing environmental impact. The success of "Preparing A Healthy Baon with Sunnyware®" reflects JGSOC's dedication to sustainability, innovation, and community engagement.

While future plans for the program are still in development, its positive reception suggests potential expansions to reach more schools and communities. With continued collaboration and advocacy, JGSOC and Sunnyware® remain committed to fostering a healthier, more sustainable future for families across the country.



cebu pacific

**Program**

# Reopening and addition of new routes and destinations

**SDG**




**Activities**

- Upsizing MNL, strengthening CEB, CRK, opening new bases – DVO, ILO
- Launch of New Routes: DMK, KHH, CNX, SWL, CTS

**Results and Impact**

Over 159 thousand flights and over 24.5 million passengers flown

**Outcome**

Connecting communities and people

cebu pacific

**Program**

## Adopt a Station Program

**SDG**







**Activities**

Evaluation by Customer Journey Managers of domestic and international stations for disruption handling and customer touchpoints

**Results and Impact**

Customer Net Promoter Score: +28

**Outcome**

Enhanced disruption management, customer experience, and stakeholder collaboration

Program

## Cabin Services Immersion

### SDG







### Activities

Training and immersion for cabin services on disruption management, passenger flow and recovery, and cabin management

### Results and Impact

- Engagement with ground handlers, cabin crew, and other departments
- Streamlined communication platforms
- Deeper understanding of passenger recovery across the network
- Upskilled Cabin Services Leaders

### Outcome

Improved leadership skills among the cabin services team

Program

## Test and Learn Experimentation

SDG




### Activities

Digital channel experiments to gauge customer sentiment and optimize conversion and order value

### Results and Impact

Potential financial benefits

### Outcome

Enhanced revenue growth through scalable digital optimizations

Program

## Enhanced Baggage Policy

SDG




### Activities

More flexibility to passengers through purchase of prepaid excess baggage

### Results and Impact

Reduced number of baggage turnouts at the airport

### Outcome

Improved operational efficiency while maximizing capacity for baggage handling

Program

# Wellness Criteria

SDG




## Activities

Continues to innovate its products to offer consumers good food choices in the health and wellness space

## Results and Impact

- 100% of total products passed 1 URC Wellness Criterion, 99% passed 2 URC Wellness Criteria, 87% passed 3 URC Wellness Criteria, 40% passed 4 URC Wellness Criteria and 7% passed 5 Wellness Criteria
- Significant number of products meet most of the Risk Reduction Criteria Thresholds:
- 15% of products fall within the Threshold for Total Fat
- 40% meet the criterion for Less than 6% Added Sugar in Beverages, but less than 10% of total calories
- 99.6% meet the criterion for <230 Calories per serving
- 67% meet the criterion for 1mg Sodium per 1 Kcal Product
- 92% meet the criterion for 0 Trans Fat and 0 Cholesterol

## Outcome

- Continue to innovate its products to offer consumers good food choices in the health and wellness space
- Continue to consider further innovations and renovations that prioritizes its wellness criteria

ROBINSONS LAND

**Program**

## Active Lifestyle

**SDG**




**Activities**

Repurposing underutilized Robinsons Malls' space into dynamic community hubs that promote sports, wellness, and social engagements nationwide (RKids Push Bike Racing Series and RMalls Academy Summer Clinics)

**Results and Impact**

- 12 pickleball courts and 15 table tennis courts that attract 50-80 players per session
- Push Bike Racing Series Expansion of 8 races to 22 by 2024, with nearly 70 events held, engaging over 2,500 young participants and 11,500 family members
- The RMalls Academy hosts 88 monthly classes with over 2,000 participants

**Outcome**

- Provided a space for health, wellness, and social connection among various communities
- Encourages active lifestyle, environmental sustainability, and overall well-being

ROBINSONS LAND

Program

## A Mall for All: Creating Inclusive and Empowered Communities

SDG




### Activities

- Establishment of Safe Zones for persons with disabilities (PWDs), senior citizens, and pregnant women
- Launched #GIRLSCAN campaign which aims to inspire confidence and economic independence among women and children to celebrate Women's Month
- Collaborated with LGUS and Bureau of Jail Management and Penology (BJMP) to create Trade Fairs providing Persons Deprived of Liberty (PDLs) with opportunities to sell handmade crafts

### Results and Impact

- Nearly 10% of event attendees were from special needs groups
- Partnered with BJMP and LGUs to host BJMP Trade Fairs in 8 malls
- Benefited over 2,200 Persons Deprived of Liberty (PDLs)
- Empowered 300+ women through financial literacy, skill-building, and self-defense workshops

ROBINSONS LAND

**Program**

## A Mall for All: Creating Inclusive and Empowered Communities

**SDG**







**Outcome**

- Improved customer engagement by integrating community-focused initiatives into mall operations
- Reinforced the mall's positioning as a community hub promoting inclusivity, empowerment, and economic support
- Differentiated Robinsons Malls from competitors by leveraging mall spaces for social impact

ROBINSONS LAND

**Program**

# Green Building Certification

**SDG**




**Activities**

Leadership in Energy and Environmental Design (LEED) and EDGE Certification

**Results and Impact**

6 Additional Office Buildings certified

- Cyberscape Delta 2
- Cybergate Iloilo Tower 1
- Cybergate Iloilo Tower 2
- Robinsons Summit Center
- Robinsons Cybergate Bacolod 2
- Robinsons Cybergate Center 1

2 Residentials Buildings certified

- Le Pont Residences
- Mantawi Residences

**Outcome**

Improved building credentials required by tenants

JG SUMMIT OLEFINS CORPORATION

Program

# Innovative petrochemical products and solutions

## SDG




## Activities

Collaboration with leading third-party institution, UL Solutions, towards verification of sustainability claims for JGSOC products

## Results and Impact

EVALENE PLUS® random copolymer polypropylene injection molding grades that are validated for enabling an average of 10% energy savings when used to produce clarified polypropylene parts

## Outcome

- Energy cost savings
- Increased share of polymer and retail products with UL ECV certifications

JG SUMMIT OLEFINS CORPORATION

Program

# Preparing A Healthy Baon with Sunnyware®

## SDG




## Activities

Collaboration with Sunnyware® and Lions Club in conducting reusable plastic learning sessions and food preparation for 4 schools in Caloocan City, Manila City and Malabon City

## Results and Impact

- Recognition of Sunnyware®'s UL Environmental Claims Validation certification
- Promoted environmental responsibility through solid waste management education
- Distribution of free bento boxes and tumblers to attendees

## Outcome

- Shifted perception toward eco-friendly, reusable food containers by enforcing sustainability practices
- Reinforced JGSOC and Sunnyware®'s commitment to responsible innovation and sustainability



# Employee Growth and Well-Being

We are committed to implementing diverse programs and initiatives that cater to the evolving needs of our workforce. These efforts are designed to help employees unlock their full potential, continuously develop their skills, and achieve their career aspirations within a supportive and encouraging environment. From extensive training, mentorship, skills development programs to wellness initiatives that promote physical and mental well-being, we provide the necessary resources to support employees throughout their professional journey.

Ultimately, our dedication to employee growth and well-being is not just an objective—it is a core value that defines our approach to building a positive and thriving workplace. By investing in our people, we aim to create an environment where every individual has the opportunity to reach their highest potential.

| Target | Key Actions | 2024 Progress |
|---|---|---|
| **Zero lost-time incidents annually** | Continue Safety initiatives and monitoring of safety incidents | 40.82% increase from 49 to 69 Lost time incidents |

| Target | Key Actions | 2024 Progress |
|---|---|---|
| **JGSHI Employees receive an average of 24 training hours annually per employee** | Continue provision of online and face-to-face training for all JGSHI employees | Average of 23.97 training hours per employee in 2024 |

# JGSHI Learning Festival: Fostering Growth, Innovation & Collaboration




In 2024, the inaugural Learning Festival was held at Opus Mall and served as a catalyst for knowledge-sharing, bringing together employees, industry leaders, and experts to explore ideas that drive long-term business resilience and environmental responsibility.

Under the theme “Celebrate Meaningful Breakthroughs,” the event underscored the power of building partnerships, fostering innovation, and promoting sustainable growth across the organization in order to shape a sustainable and future-ready for all.

Various panel discussions and breakout sessions provided a platform for thought leaders to highlight ongoing efforts to embed responsible and innovative practices across the company’s operations. Experts across business units shared actionable strategies aimed at achieving corporate sustainability goals with three key themes: customer experience, sustainability and, digital transformation.

## Customer Experience

- **Redefining the Banking Experience:** Lionel Lacad of GoTyme Bank presented how they are revolutionizing banking.
- **Customer-Centric Homeownership:** Chad Sotelo of Robinsons Land Corporation (RLC) shared insights on how a customer-focused approach helps fulfill clients’ homeownership dreams.
- **Building Trust for Lasting Relationships:** Apple Ignacio of Cebu Pacific emphasized the crucial role of customer trust in fostering strong, lasting connections.
- **Innovation-Driven Customer Excellence:** Elvis Contado Jr. of UNICON highlighted the insurance brokerage firm’s journey toward customer-centric excellence through innovation.
- **Transforming Supplier Engagement Through Innovation:** Bismarck Orbe of JG Summit & Donna Armas of Aspen Philippines discussed how innovation reshapes supplier engagement and drives industry-wide changes.

## Sustainability and Social Impact

- **Advancing Circularity:** Francis Paul Bayan of Robinsons Retail championed the 3Rs (Reduce, Reuse, Recycle), emphasizing the need for responsible resource management to minimize environmental impact.
- **Building Sustainable Supply Chains:** Dr. Shirlyn Reyes of Universal Robina Corporation (URC) detailed the company's sustainability transformation journey, showcasing initiatives that improve efficiency and reduce waste.
- **Environmental Awareness & Education:** Ralph Joseph Roy of JG Summit Olefins Corporation (JGSOC) underscored the vital role of ecological education in fostering an environmentally conscious workforce.
- **Decarbonization Efforts:** Ves Yraola of Cebu Pacific outlined the airline's roadmap toward reducing carbon emissions, aligning with global climate commitments.
- **People-First Strategies:** Ramon Rivero of Robinsons Land Corporation (RLC) emphasized how sustainability is embedded in workforce development and community engagement.

As for the digital transformation and leadership resilience experts from JG Summit, URC, Data Analytics Ventures, MaxiGroup, Boston Consulting Group, Amazon Web Services Philippines, Summit Media, IDEO, and Microsoft explored how leadership and technology play a transformative role in adaptability and innovation of a business across various industries. Interactive exhibits from various business units were also provided to showcase tangible demonstrations of innovation and advancements across retail, petrochemicals, aviation, and real estate.

These exhibits encouraged cross-industry collaboration and inspired employees to integrate sustainable practices into their respective fields. The festival also introduced the Learning Festival App—a gamified platform designed to enhance participation through interactive challenges, networking features, and knowledge-sharing activities. This initiative exemplifies how technology can be harnessed to promote sustainability education and engagement at scale.

The festival concluded with an exciting preview of upcoming initiatives that will further embed sustainability into the company's DNA, including the 2025 Pride in Performance Awards and the company Olympics—programs designed to sustain the momentum of continuous learning, employee recognition, and collaboration.

As JGSHI continues to advance its sustainability journey, the Learning Festival stands as a testament to its commitment to fostering a culture of innovation, resilience, and sustainability—equipping its people with the skills, knowledge, and mindset needed to build a greener and more prosperous future.

# JGSHI's Comprehensive Employee Wellness Program




In today's fast-paced corporate environment, employee well-being is essential for maintaining productivity, engagement, and overall job satisfaction. Recognizing the importance of holistic wellness, our organization launched the Comprehensive Employee Wellness Program in 2022. This initiative was designed to address employees' physical, mental, and emotional health, ensuring they have the resources to lead healthier, more balanced lives.

We developed a structured wellness program with multiple initiatives addressing different aspects of employee well-being. The program includes:

- **Physical Wellness Initiatives** – Step Challenge, Annual Physical Exam, Onsite Phlebotomy, ECG, and Ultrasound
- **Educational & Awareness Initiatives** – Monthly Wellness Webinars, Monthly Wellness Posters in Restrooms
- **Preventive Healthcare Programs** – Vaccination Program, Blood Donation Drives
- **Mental Health & Emotional Well-being** – Psychological Health & Safety Workshop, Free Mental Health Consultation
- **Holistic Wellness & Lifestyle Support** – Wellness Bazaar, Free Wellness App.

The program is executed through collaborations with trusted healthcare and wellness partners, including Maxicare, Unicon, Aspen, Red Cross, Southstar, MindCare Club, and Rebel. Key activities include:

- **Step Challenge (Twice a Year):** Employees track steps using the Rebel app, with rewards for top performers
- **Monthly Wellness Webinars:** Hosted by health and wellness partners covering various topics
- **Blood Donation Drives (Twice a Year):** Organized in partnership with the Red Cross
- **Annual Physical Exams:** Conducted onsite for convenient access to health check-ups
- **Wellness Bazaar:** Featuring vaccination programs, free medicine samples, and mental health resources
- **Psychological Health & Safety Workshops:** Training focused on stress management and mental resilience

- **Rebel Wellness App:** Providing fitness tracking, healthy recipes, and mental health resources
- **Onsite Phlebotomy, ECG, and Ultrasound Services:** Ensuring easy access to diagnostic healthcare
- **Free Initial Mental Health Consultations:** Employees can access consultations through MindCare Club

Since the program's launch, there has been a significant increase in employee participation in physical and mental wellness initiatives. Employees are more engaged in health activities, leading to improved morale and productivity. Notable outcomes include:

- **Higher participation in step challenges and preventive health measures**
- **Greater awareness of mental health resources and support systems**
- **Improved overall employee satisfaction and well-being**
- **Stronger corporate commitment to sustainability through health-focused initiatives**

Building on the program's success, we plan to:

- **Expand wellness webinars** to include specialized topics like nutrition and stress management
- **Explore partnerships with fitness centers** to offer exclusive employee wellness programs
- **Enhance mental health support** by providing continuous access to resources and consultations

The **Comprehensive Employee Wellness Program** has transformed the organization's approach to employee well-being. By **integrating holistic health initiatives**, the program fosters a healthier, more engaged workforce, ultimately driving productivity and reinforcing our commitment to organizational sustainability. Moving forward, we will continue evolving the program to meet the changing needs of employees, ensuring long-term success and impact.



# JGSHI Comprehensive Workplace Safety and Preparedness Initiative




A safe and secure workplace is essential for organizational success. Recognizing the importance of emergency preparedness, risk mitigation, and regulatory compliance, JGSHI has implemented a Comprehensive Workplace Safety and Preparedness Initiative. This initiative includes RET Fire Drill Program, GG Project Level Up ISO 45001:2018 Training, Basic Life Support (BLS) Training, GG Occupational Safety and Health (OSH) Council Meetings, GG OSH Convention, OSH Audit for GG Facilities, and Security and Third-Party Services Provider OSH Audit.

These programs are designed to enhance emergency response, ensure compliance with occupational safety standards, and cultivate a proactive safety culture across the organization.

Before implementing these initiatives, the company faced several safety challenges. Employees had limited exposure to emergency response training, which led to uncertainty in critical situations. Additionally, there was a need to enhance compliance with occupational safety standards and equip employees with life-saving skills.
The initiatives were developed to address these concerns and create a safer workplace in alignment with corporate sustainability goals.

To ensure a well-rounded approach, our organization implemented the following key initiatives:

- **RET Fire Drill Program** – Conducted annually to improve emergency response and evacuation procedures.
- **Project Level Up ISO 45001:2018 Training** – Designed to enhance workplace safety compliance with international occupational health and safety standards.
- **Basic Life Support (BLS) Training** – Hands-on training for Emergency Response Team (ERT) members, equipping them with critical life-saving skills.
- **GG Occupational Safety and Health (OSH) Council Meetings (Twice a Year)** – Regular meetings to review safety protocols, analyze workplace hazards, and implement continuous improvements.
- **GG OSH Convention** – Company-wide event focusing on safety awareness, training, and policy updates.

- **OSH Audit for GG Facilities** – Comprehensive evaluation of workplace safety standards across company locations.
- **Security and Third-Party Services Provider OSH Audit** – Ensuring that third-party contractors comply with organizational safety standards and regulations.

The initiatives were executed through structured activities, including:

- **RET Fire Drill Program**
  - Annual fire drills in coordination with RET emergency response teams and local fire authorities.
  - Fire safety training covering the use of fire extinguishers, emergency exits, and evacuation procedures.
  - Post-drill evaluations and feedback collection to refine response strategies.

- **GG Project Level Up ISO 45001:2018 Training**
  - Conducted in collaboration with safety professionals to ensure compliance with international safety standards.
  - Training sessions covering workplace hazard identification, risk assessment, and preventive measures.
  - Certification program for employees to reinforce safety culture and accountability.

- **Basic Life Support (BLS) Training**
  - Hands-on training sessions for ERT members, focusing on CPR.
  - Simulated real-life emergency scenarios to improve confidence and response effectiveness.
  - Collaboration with certified trainers to ensure high-quality instruction.

- **GG Occupational Safety and Health (OSH) Council Meetings**
  - Biannual meetings to assess workplace safety performance and update protocols.
  - Review of past incidents, near misses, and safety audit results.
  - Implementation of new safety policies and corrective measures based on feedback and industry best practices.

- **OSH Audit for GG Facilities & Security and Third-Party Services Provider OSH Audit**
  - Comprehensive audits to assess and ensure compliance with safety regulations.
  - Implementation of necessary corrective actions and safety improvements based on audit findings.
  - Strengthening collaboration with third-party service providers to maintain high safety standards.






Since the launch of these initiatives, the following outcomes have been achieved:

- **Improved employee preparedness** – Employees now respond more efficiently to emergency situations.
- **Enhanced workplace safety culture** – Greater awareness and adherence to safety protocols across all departments.
- **Increased compliance with safety standards** – Successful integration of ISO 45001:2018 guidelines into daily operations.
- **Stronger emergency response capabilities** – BLS-trained ERT members are equipped to handle medical emergencies effectively.
- **Proactive risk management** – OSH Council Meetings and safety audits have led to continuous improvements in workplace safety policies and hazard mitigation.
- **Industry-wide engagement** – Active participation in safety conventions has strengthened our network and knowledge base in occupational safety.

Building on the success of these initiatives, the company plans to:

- Expand safety training to include more advanced first aid and CPR certification for a broader group of employees.
- Continue the Project Level Up training. This year's focus will be on Systems Documentation, with the primary goal of streamlining processes and ensuring compliance to further enhance workplace safety standards.
- Maintain biannual OSH Council Meetings to refine policies and identify emerging safety challenges.
- Enhance OSH audits to include more in-depth evaluations of third-party service providers.
- Increase company-wide engagement in safety conventions and industry-led safety programs.

The implementation of these workplace safety initiatives has significantly strengthened the company's commitment to occupational health and safety. By integrating emergency preparedness, compliance audits, and safety training, the organization fosters a proactive safety culture. Through continuous improvement and adherence to best practices, the company ensures long-term workplace safety, regulatory compliance, and risk mitigation.



# Growing as Juan Family - Empowering Growth, Inclusion, and Skills at Cebu Pacific




CEB fosters a culture of growth, innovation, and excellence by actively investing in and empowering its employees. Through structured training, career development, and diversity initiatives, CEB continues to build a future-ready workforce that is skilled, inclusive, and agile.

To keep up with the evolving aviation talent landscape, the relaunch of CEB University (CEB U) revitalized the Schools of Values, Performance, and Leadership. Led by internal experts, the program enhances learning through three key pillars: Unveil, which integrates AI and VR into digital transformation; Unleash, embedding learning into daily work through Learnesdays and interest-based programs; and Upskill, expanding leadership, customer-centricity, and digital transformation programs. With 27 CEB U programs, 524 training hours, and 1,044 unique learners, this initiative strengthens the airline's long-term operational efficiency and employee growth. In parallel, the Learning is for everyJuan (LinkedIn Learning) initiative ensures that all employees have access to LinkedIn Learning for personal and professional development. Activation rate was 90% within the first 90 days. This program democratizes learning, driving business impact through a more skilled and agile workforce.

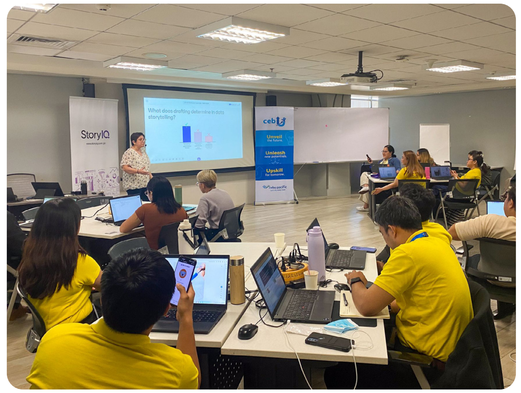
A key part of workforce agility is the Functional Skills Program, which, in collaboration with Talent View, creates a competency-based framework for talent mobility and performance management. By integrating functional skills within HR processes like internal mobility, CEB enhances career development paths and job laddering, fostering a transparent and growth-driven culture.

Meanwhile, Sky Camp is CEB's structured training initiative for future aviation leaders. Covering Flight Operations and Engineering & Fleet Management, Sky Camp provides extensive training for new pilots and engineering graduates, ensuring a steady pipeline of skilled professionals. By the end of 2024, 50 first officers will have completed training, with 50% released as first officers, along with two batches of Sky Camp graduates.

Beyond skills development, CEB is dedicated to fostering a diverse and inclusive work environment. The Juan CEB Community is a prime example, expanding its 12 employee communities by adding three DEI-focused groups: empowHER for women's empowerment, Rainbow Routes for LGBTQ+ inclusion, and Sky Parents for solo parent support. With 15 CEB communities, these groups employee engagement through diverse perspectives. To enhance inclusivity, CEB is exploring Neurodiversity Inclusion through a three-year agreement with The Vanguard Academy. With two intern batches deployed, this initiative fosters a more supportive workplace for neurodivergent and neurotypical individuals.

CEB also recognizes the importance of equality. The Extended Benefits for Same-Sex and Common-Law Partners initiative ensures registered partners receive travel benefits and HMO coverage. In 2024, at least 297 employees have registered their partners for travel benefit, reinforcing Cebu Pacific's commitment to encourage a supportive and equitable workplace.

CEB's commitment to a thriving workplace has earned it the Great Place To Work® certification for 2024, making it the first airline in Southeast Asia to receive this recognition. This distinction highlights CEB's dedication to credibility, respect, fairness, pride, and camaraderie. Alongside this, CEB has been named one of the top employers in the Philippines for fresh graduates by Prosple and received the Best Employer Brand award at the 2024 LinkedIn Talent Awards, reinforcing its reputation as an exceptional workplace.









# URC's 2024 Growth in Talent Initiatives and Achievements



Learning Interventions for 2024 has been aggressive compared to 2023 across the organization (corporate and plant level). This is generally due to well- defined development needs of employees identified through the Advanced Planning process (for the executives) and the agreed Individual Development Plan as specified in the Year-End Performance Evaluation of employees in the previous year.

## Leadership, Agile, and Commercial Programs

On the Leadership programs, 3 batches of the New Leaders Program were rolled out for newly appointed people leaders. This is essential for them to be equipped and given the mindset of how to be an effective people leader coming from an Individual Contributor role. Apart from this, more Leadership Programs for senior level executives were participated in both from the offerings of Gokongwei Group L&D and internal URC offerings. A total of 94 training runs covering Leadership/Commercial Courses were completed this year covering 1,849 participants. This translates to a 16% increase in training hours for Leadership and Commercial courses alone. Agile Courses, on the other hand, provided Agile Coaches and Product Owners a total of more than 5,000 hours this year.

## Technical / Function Programs

Similar to Leadership and Commercial Programs, all the plants (BCFG, AIG, Flour and SURE) including international counterparts – Malaysia, Vietnam, Thailand, Indonesia, and Myanmar, have all been able to render more time to address the development needs of its employees. An average of 15% increase has been posted compared to 2023 learning hours.

## Learning Management System (LMS)

Another key development for 2024 is the wide offering of digital content offered by the Company's LMS Platform which essentially drives self-paced development. Digital contents from the various established academies in the LMS has been uploaded while some old ones have been revisited and updated.

This year also ushered in the creation of interactive in-house developed e-learning modules making the learning experience more meaningful. A total of 7,000 hours has been contributed by the LMS platform. This is a promising figure considering all of the e-learning modules were only launched second half of the year. We are looking forward to a more heightened use of the LMS Portal for self-paced development this year.

## External Recognitions for Total URC Human Resources (HR)

URC's impact extends beyond internal benefits, as multiple external recognitions in 2024 validated its success. Achievements such as the Best Places to Work, HR Innovation Awards, and Employer Branding recognitions highlight URC's commitment to creating an outstanding employee experience. In contrast to traditional HR models that function independently, URC's efforts showcase a unified, people-centered approach that blends technology, engagement, and cultural excellence.

## URC Honors Outstanding Projects at Annual UR Choice Awards

URChoice Awards recognizes outstanding efforts and contributions of teams and business units across the organization. In 2024, 16 awards were presented across categories such as Business Excellence, Game Changer, Organizational Transformation, and People Focus.

The event served as a testament to the dedication and commitment of URC employees, who consistently uphold the company's core values in their daily work. From innovative projects to transformative initiatives, each finalist demonstrated exemplary performance, making the selection process both challenging and rewarding. The accomplishments celebrated at the URChoice Awards serve as a reminder to continue pushing boundaries, embracing change, and maintaining an unwavering commitment to excellence.

As a result of all the efforts put in this year, our average learning hours per employee has improved by 13% from last year's 26.7 hours to this year's 30.3 hours, which is 26% higher than our year-end target of 24 hours.



cebu pacific

**Program**

## CEB University Relaunch

**SDG**




**Activities**

Revamp of CEB University's Schools of Values, Performance, and Leadership led by internal experts

**Results and Impact**

- 27 CEB U Programs
- 524 total training hours
- 1,044 unique learners

**Outcome**

- Enhanced learning opportunities and skill development across all levels
- Prepare the workforce for future growth

Program

## Learning is for EveryJuan (LinkedIn Learning)

SDG




### Activities

Provides access to LinkedIn Learning for personal and professional growth

### Results and Impact

- 90% activation rate within the first 90 days
- 22,418 Learning hours

### Outcome

- Democratized learning for all employees
- Skilled and agile workforce

cebu pacific

**Program**

## Functional Skills Program

**SDG**




**Activities**

Development of a skills-based framework for workforce agility in collaboration with Talent View

**Results and Impact**

Functional skills framework for integration within HR processes

**Outcome**

Improved career development paths and job laddering

Program

## SkyCamp training

SDG




### Activities

Structured training initiatives for Flight Operations (Pilots) and Engineering and Fleet Management (Fresh graduates)

### Results and Impact

- 50 First Officers
- Two (2) batches of SkyCamp graduates from EFM

### Outcome

Strengthened talent pipeline

cebu pacific

**Program**

## Juan CEB Community

**SDG**




**Activities**

Expanded communities with three new DEI-focused groups:

- EmpowHER (women empowerment)
- Rainbow Routes (LGBTQ+ inclusion)
- Sky Parents (support for solo parents)

**Results and Impact**

Total of 15 CEB communities

**Outcome**

Enhanced employee engagement through diverse perspectives in DEI-focused communities

cebu pacific

**Program**

## Neurodiversity Inclusion

**SDG**







**Activities**

Creating a more inclusive environment for neurodiverse and neurotypical students in collaboration with The Vanguard Academy

**Results and Impact**

Two (2) batches of interns deployed

**Outcome**

Enhanced workplace inclusivity and support for neurodiversity

Program

# Extended benefits for same-sex or common-law partners

SDG




## Activities

Travel benefit and HMO program

## Results and Impact

- 297 employees have registered partners for travel benefit
- 1 for HMO program

## Outcome

Increased inclusivity and equal recognition of same-sex and common-law partners, fostering a more supportive and equitable workplace

Program

# Growth in Talent Initiatives and Achievements

SDG




## Activities

A more aggressive learning interventions compared to 2023 due to well-defined employee development needs identified through the Advanced Planning process and Individual Development Plans

## Results and Impact

- 3 batches of the New Leaders Program were rolled out for newly appointed people leaders
- 94 training runs covering Leadership/Commercial courses were completed, engaging 1,849 participants
- Agile Courses provided Agile Coaches and Product Owners with over 5,000 hours of training
- Plants across BCFG, AIG, Flour, SURE, and international counterparts (Malaysia, Vietnam, Thailand, Indonesia, Myanmar) increased learning hours by an average of 15% compared to 2023
- Launch of interactive in-house e-learning modules, contributing 7,000 learning hours despite being introduced only in the second half of the year
- Average learning hours per employee increased by 13%, from 26.7 hours in 2023 to 30.3 hours in 2024

Program

## Growth in Talent Initiatives and Achievements

SDG




Outcome

- Exceeded the year-end learning hours target (30.3 hours vs. 24-hour target, a 26% improvement
- Increased employee engagement in learning and development programs
- Enhanced leadership capabilities and skill development across all levels
- Strengthened leadership pipeline and employee competency development
- Reinforced URC's commitment to continuous learning and organizational excellence

JG SUMMIT OLEFINS CORPORATION

**Program**

# Project Sarimanok's Integrated People Plan

**SDG**




**Activities**

- Robust Talent Attraction and Retention
- Strengthening the Core
- Capability Development
- Values-led, Inspiring Leadership

**Results and Impact**

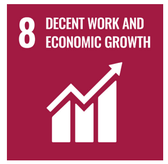
- 13% increase in Employee Engagement Score (EES) to 70% from 62% last year
- 100% completion of Goals Setting as of February 2024
- 97% Completion of Values in Action 2.0 Roll-out by end of December 2024 (with a 4.82 feedback score)
- 15% Improved Employee Turnover Rate from 19.70 at the end of last year

JG SUMMIT OLEFINS CORPORATION

**Program**

## Project Sarimanok's Integrated People Plan

**SDG**




**Outcome**

- Improved EES and Turnover rate through robust review of salary structure, competitive advantage, and total rewards approach
- Improved employee experience through employee recognitions programs, development initiatives
- Overall skills development and knowledge retention through commercial and operations capability building
- Embed Values and develop inspiring leaders through VIA 2.0, Leaders Bootcamp, and Leader Standard Work

**Program**

# JGSHI's Comprehensive Employee Wellness Program

**SDG**







**Activities**

Partnered with 7 major local and international wellness providers to create programs and initiatives for 4 key health pillars:

- Physical wellness
- Preventive healthcare
- Mental and emotional well-being
- Lifestyle support and holistic wellness

**Results and Impact**

- Increased employee morale and participation in physical, mental, and preventive health initiatives
- Raised awareness of mental health and preventive care
- Convenient access to medical and wellness services on-site

**Program**

# JGSHI's Comprehensive Employee Wellness Program

**SDG**




**Outcome**

- Fostered partnerships with fitness centers to offer exclusive employee wellness programs
- Enhanced mental health support by providing continuous access to resources and consultations
- **Reinforced sustainability goals** through health-oriented organizational strategies

**Program**

# Learning Festival: Fostering Growth, Innovation, and Collaboration

**SDG**




## Activities

Conducted panel discussions and breakout sessions for JGSOC employees, where 11 industry leaders discussed three core themes:

- Customer Experience
- Sustainability and Social Impact
- Digital Transformation & Leadership Resilience

## Results and Impact

- Cross-industry knowledge sharing fostered innovative ideas and strategies
- Highlighted key sustainability and customer-centered efforts across subsidiaries
- Empowered employees through insights from experts and thought leaders

## Outcome

- Promoted employee recognition and motivation through upcoming initiatives
- Enhanced corporate resilience through shared strategies in digital transformation and customer experience

# Resource Efficiency and Circularity

Natural materials remain fundamental to our operations, serving as critical resources that sustain our business activities across various industries. As we continue to grow, we recognize the pressing need to optimize resource use due to waste generated from various modes of procurement. Our commitment to resource efficiency and circularity drives us to implement innovative strategies that maximize the utility of these essential resources while minimizing waste and environmental impact.

We continuously explore technologies and best practices to reduce consumption and repurpose materials by investing in waste management solutions, recycling programs, and sustainable alternatives. JGSOC led its 16th International Coastal Cleanup® in Batangas, bringing together volunteers from various organizations to remove marine debris and protect coastal ecosystems. CEB advanced sustainability through fuel-efficient-flight operations, waste reduction initiatives, and expanded use of biodegradable materials onboard. URC strengthened circularity with its Juan Goal for Plastic program and deepened its waste management partnership with Holcim and local government units. Water efficiency remained a key focus for URC, implementing rainwater harvesting, wastewater recycling, and reuse initiatives across multiple facilities. This holistic approach underscores our dedication to sustainable business practices that benefit both our operations and the communities we serve.

| Target | Key Actions | 2024 Progress |
| --- | --- | --- |
| **Plastic neutrality by 2030**[1] | **Circularity: Post Consumer Plastic wastes across the group are fully recovered and diverted**<br>▪ **2024** - 40% of plastic waste footprint | • 40% of post-consumer plastic footprint diverted<br>• 54 additional Collection Hubs in JGSHI and RRHI Facilities; Total Collection Hubs since 2022: 228 |

[1]**Plastic neutrality** shall refer to a system or its desired outcome where, for every amount of plastic product footprint created, an equivalent amount thereof is recovered or removed from the environment by the product producers through an efficient waste management system. - EPR Law

# URC's Extended Producer Responsibility Strategy




In 2022, URC, together with JGSHI subsidiaries and affiliates such as Robinsons Retail Holdings, Inc., launched a comprehensive strategy to tackle plastic waste management. Leading this initiative, URC developed an end-to-end approach that emphasizes packaging circularity and actively engages communities in collection and diversion efforts. This strategy ensures compliance with the Extended Producers Responsibility Law and promotes the sustainability of the programs.

This initiative highlights URC's dedication to reducing its plastic footprint and advancing a more sustainable future.

## Packaging Circularity

The company has ongoing efforts to reduce its plastic packaging footprint by:

- Redesigning packaging of its coffee mixes wrapper to be recycle-ready
- Reducing trim waste of total print width by incorporating tonal scales in wrapper design
- Reducing cut length of Great Taste Premium and Granule sticks
- Reducing the thickness of shrink wrap used for C2
- Light weighting of C2 bottles

URC also undertook initiatives to lightweight its Refresh water bottles, reducing plastic usage while maintaining product integrity. The Refresh 330 mL bottle, originally weighing 13 grams, was replaced with a 350 mL version weighing only 7.85 grams. Similarly, the Refresh 500 mL bottle was reduced from 16 grams to 8.85 grams. These efforts aligned with URC's commitment to sustainability by minimizing plastic consumption and promoting resource efficiency in packaging.

## Community Engagement and Collection Programs

URC recognizes that community engagements is essential to leverage ecosystem support and shared environmental goals. It also worked local government units and communities to create programs on plastic waste management. The company also actively collects and recovers post-consumer plastic waste through programs like 'Juan Goal for Plastic, leveraging the Gokongwei Group ecosystem for its collection hubs.

## Juan Goal for Plastic Program

URC initiated this program in 2022 to support the company's contribution to address marine pollution. Its primary objectives include establishing plastic waste collection programs in selected pilot communities and developing a communication and training manual that other Strategic Business Units (SBUs) can use to launch their plastic waste collection projects. The key outcomes and positive impacts of these environmental initiatives include:

- Raising awareness and knowledge about plastic waste recycling in communities and providing long-term solutions to address the issue.
- Engaging communities and fostering partnerships with Local Government Units and Environment and Natural Resources Office partners.
- Increasing employee engagement and volunteerism within JGSHI and RRHI.
- Supporting compliance with the Extended Producer Responsibility (EPR) required by law.
- These initiatives have gradually made a positive impact, influencing thousands of Filipino citizens to become more environmentally conscious, contributing to a happier and healthier environment step by step.

## Waste Management Partnership with Holcim

URC recognizes that addressing plastic pollution requires a comprehensive, circular approach, which can only be achieved through collaboration with organizations, private sector partners, institutions, communities, and local government units (LGUs). Through this shared understanding, URC continues to work with one of its existing partners, Holcim Philippines, as they endeavor to achieve this. URC, particularly the ESMO Plant, and Holcim Philippines have been in partnership in the management of the plant's industrial waste wherein Holcim oversees the pre-processing and co-processing of waste material from the plant's operations.

This partnership enables URC ESMO Plant to divert their waste from the landfill and concurrently ensures its compliance to the LGU's directive prohibiting landfill disposals.

Building on this existing partnership, URC and Holcim ventured into an enhanced waste management partnership, partnering with Local Government Units, to work together on a program to support and incentivize waste workers in its partner communities to improve the efficiency of segregation of municipal solid waste.

Through the tripartite partnership between URC, Holcim, and the LGUs, each player plays a role in the implementation of proper plastic waste management. This collaboration is a key component of the company's strategy to manage plastic waste sustainably as well as fulfill its EPR Compliance. In 2024, URC and Holcim partners with LGUs in Obando, Bulacan, El Salvador City and Sto. Tomas Pampanga. These partnerships positively impacted more than 100 waste workers across 3 LGUs.

## Diversion Initiatives

As part of URC's EPR strategy, the collected plastic waste from partner LGUs was processed through Holcim's waste management arm – Geocycle. Using cement kiln co-processing, the plastic waste was converted into alternative fuels for Holcim's cement kilns, integrating waste into industrial processes.

Through these collaborative efforts, URC continues to advance its commitment to sustainable waste management, landfill diversion, and circularity, demonstrating the power of strategic partnerships in creating a lasting environmental impact.

# URC's Commitment to Water Conservation: Reduction, Reuse, and Recycling



## Reduction Initiatives

As part of the company's ongoing efforts to reduce water consumption, URC installed rainwater harvesting units to continuously collect rainwater as an alternative source of water for basic utility cleaning activities in various sites across URC.

In 2024, a total of 6,652.46 cubic meters of rainwater was harvested. The company also increased its water efficiency through its continued use of level controllers and automatic shut off valves for feed water tanks in a number of Agro-Industrial Commodities (AIC) group sites. Additional actions around process improvements have significantly improved water usage like utilizing recycled water, eliminating wastage, optimizing water intensive cleaning activities, reducing frequent changeovers, to name a few. Leak detection and correction were also carried out in various sites across all business units, such as the underground pipe repair and replacement projects at Robina Farms and the rehabilitation of CMC water system in Flour Division.

The WaterCon projects for AIC were launched to help achieve year-over-year reductions which include several initiatives aimed at improving water management across different facilities. In Balayan, efforts focus on recovering cooling water, installing sub-meters in the factory, reusing treated wastewater for wet scrubbers, and implementing rainwater harvesting. At Robina Farm (RF), ongoing work includes repairing and replacing leaking underground pipes. The La Carlota Distillery (LCD) facility has resumed spent wash recycling, installed water meter, and corrected water line leaks.

Meanwhile, at SONEDCO, leak detection and repair efforts are underway in both the mill and raw areas, along with repairing dilapidated roofing in these sections. Additionally, dry cleaning is conducted when necessary to optimize water use. Flour Davao has also installed high-level sensors in water tanks to automatically shut off the water pump when the tanks reach full capacity.

## Re-Using Initiatives

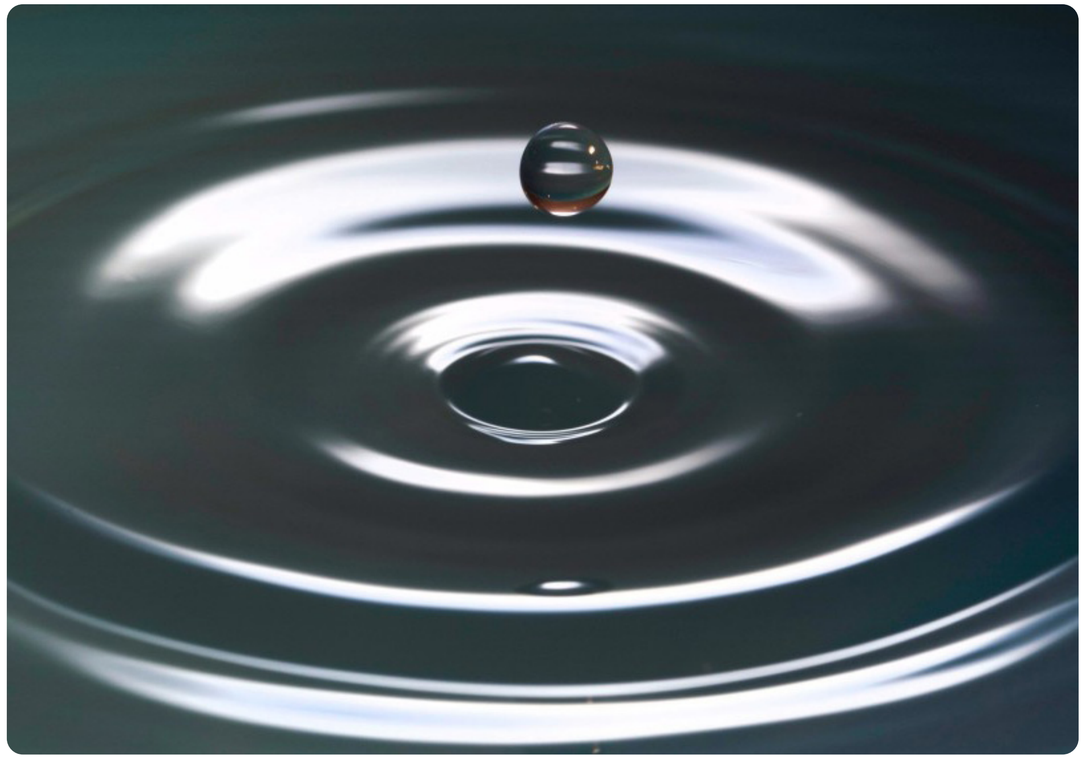
To facilitate water reuse in its operations, URC has implemented steam recovery systems, including the construction of condensate lagoons and recovery lines for projects and make-up water at select sites. This process allows condensate to be returned and used for pre-heating boiler feed water. Additionally, Cleaning-in-Place (CIP) rinse water reuse and Reverse Osmosis (RO) reject water recovery systems have been established. Beyond these initiatives, the company also repurposes water for daily activities such as cleaning pallets, watering greenery, and flushing toilets.

## Recycling Initiatives

Several URC sites minimize water wastage by utilizing treated wastewater in spray ponds and wet scrubbers and reusing the same for cooling tower systems. This practice is being implemented in SURE plants such as CARSUMCO, Balayan, Passi, SONEDCO, URSUMCO, La Carlota Sugar Mill, and La Carlota Distillery. Flour Pasig also utilizes barge ballast water to augment its water sources.

The company also recycles water by using used water for the initial washing of key raw materials, such as unpeeled potatoes, one of the most water-intensive processes in its value chain. Additionally, wastewater effluent is repurposed as top-up water for cooling towers.

URC remains steadfast in enhancing and expanding its water conservation programs, reinforcing its commitment to achieving its water consumption targets.



# Araw-Araw for a Greener Future by RLC




Robinsons Malls launched the *Araw-Araw for a Greener Future* initiative to embed sustainability into everyday activities, encouraging consumers to adopt eco-friendly habits in shopping, dining, and entertainment. By addressing critical environmental concerns such as waste management, climate action, and community engagement, the initiative reinforced the mall's commitment to green operations while promoting consumer participation in sustainability efforts.

The campaign's waste management and circular economy initiatives significantly expanded in 2024. The waste collection program grew from four malls in 2023 to 14 in 2024, diverting 79.63 metric tons of recyclables from landfills. Through a partnership with *Basuhero*, 17.76 metric tons of recyclables were recovered, with the generated sales value donated to the QC Kabahagi Center. The *Recycling Market*, in collaboration with the Department of Environment and Natural Resources (DENR), processed 18.12 metric tons of recyclables, contributing a portion of the sales to the RLove Foundation. Additionally, Reverse vending machines were installed in two malls, collecting nearly 16,875 PET bottles to support a circular economy, while the e-waste collection program, in collaboration with PLDT-Smart, ensured the responsible disposal of electronic waste. The *Food Rescue Program* rescued 426 kg of surplus food, preventing 1,076 kg of $CO_2$ emissions and providing 1,787 meals to eight communities.

At the mall level, sustainability innovations were also implemented. The composting program processed 98.92 metric tons of fruit and vegetable scraps, repurposed 39.6 metric tons of paper and landscaping waste, and produced 103,800 liters of organic liquid fertilizer, along with 75,266 kg of natural compost. Robinsons Tuguegarao's *Waste Segregation Project* preventing 148.68 metric tons of waste from reaching landfills and saving thousands per month on garbage collection fees.

Community engagement and cultural initiatives played a key role in fostering environmental awareness. Robinsons Malls actively participated in *Earth Hour*, saving energy and preventing $CO_2$ emissions. Cultural engagement projects, such as mural painting activities across 17 malls, involved nearly 2,000 participants.

The *Dreamify Festival* supported 14 artists, nine startups, and 28 musicians, blending environmental advocacy with cultural appreciation. The *Biodiversity Escape Room*, which educated 120 participants, won the ASPAC Creative Award 2024, while Project KaLIKHAsan showcased sustainable fashion, eco-friendly art, and environmental storytelling through film.

The *Araw-Araw for a Greener Future* initiative exemplified stewardship by integrating waste reduction, climate action, and community empowerment. Unlike conventional sustainability initiatives, it blended environmental responsibility with cultural engagement and interactive participation, ensuring long-term impact. In 2024 alone, 81.97 metric tons of recyclables were collected with the generated revenue reinvested in sustainability initiatives.

The campaign also prevented greenhouse gas emissions and secured government grants for sustainability projects. By embedding sustainability into its core operations and consumer experiences, Robinsons Malls established a benchmark for environmental and social responsibility in the retail industry, demonstrating how businesses could drive meaningful impact through innovation and community collaboration.



# JGSOC's Commitment to a Cleaner Coastline: The 16th International Coastal Cleanup® Day



Every year, the third Saturday of September marks a global movement dedicated to protecting marine ecosystems from pollution. This year, JGSOC once again took part in the 16th International Coastal Cleanup® (ICC) Day, reinforcing its commitment to environmental stewardship and sustainability. The ICC is one of the largest volunteer-driven environmental initiatives worldwide, bringing together millions of participants from over 150 countries.

The Philippines has been an active participant since 1994, and in 2003, the government institutionalized the event through Presidential Proclamation 470. JGSOC, recognizing the importance of preserving marine biodiversity, has been implementing this initiative annually since 2007.

This year, JGSOC's ICC efforts focused on the coastal areas of Brgy. Simlong, Batangas City. The initiative gathered around 570 volunteers from various organizations, including industry partners such as the Samahan sa Pilipinas ng mga Industriyang Kimika (SPIK), the Philippine Institute of Chemical Engineers Inc. – Batangas Chapter, the Philippine Coast Guard, students from Batangas University, and community members from Batangas City. Their collective efforts resulted in the removal of approximately 1,460 kilograms of trash from the shoreline.

The primary objective of the cleanup is to reduce marine debris that threatens the biodiversity of the area's coastal waters. By removing waste materials, the initiative helps prevent pollution that could harm marine life, disrupt ecosystems, and affect local communities relying on these waters for their livelihood.

JGSOC's participation in ICC is not a one-time effort but a continuous commitment to sustainability. The company has been conducting this project annually for over a decade and remains dedicated to fostering environmental awareness and action among its employees and stakeholders.

As JGSOC looks ahead, it remains steadfast in its goal to create a cleaner, healthier marine environment for future generations. With each volunteer-driven cleanup, the company strengthens its resolve to be a responsible corporate citizen, championing sustainability one coastal cleanup at a time.

Program

# Best practices in fuel efficiency

SDG




## Activities

Adoption of best practices in fuel efficiency:

- Reduced flaps at landing
- Continuous descent approach
- Single-engine taxiing
- Reduced acceleration altitude
- Idle reverse thrust
- Optimized fuel load

## Results and Impact

Total jet fuel saving of 10 million kg

## Outcome

Reduction of GHG emissions (Scope 1): 31,600 $tCO_2e$

cebu pacific

**Program**

## Flight Optimization

**SDG**




**Activities**

Implementation of green and direct routes to reduce flight distances

**Results and Impact**

Total jet fuel saving of 1 million kg

**Outcome**

Reduction of GHG emissions (Scope 1): 3,400 $tCO_2e$

Program

## Biodegradable utensils and cups

SDG




### Activities

Expansion of the use of wooden cutleries to cover flights from MNL (domestic and regional), CEB, CRK and long-haul flights

### Results and Impact

Reduction of single-use plastic usage by 6,417 kg in 202

### Outcome

Reduction in plastic waste

Program

# Onboard plastic bottle collection

SDG




## Activities

Segregation of onboard plastic bottles in 5J (MNL and CEB hubs) and CEBGO flights

## Results and Impact

36,230 kg of plastic bottles collected

## Outcome

Increase awareness of recycling amongst passengers and improve waste management within CEB operations

cebu pacific

**Program**

## Scholars of Sustenance (SOS) Partnership for food waste reduction

**SDG**







**Activities**

Collection of surplus food from operations for donation

**Results and Impact**

2,178 kg of food donated

**Outcome**

Reduce food wastage and support underprivileged communities

cebu pacific

**Program**

## Cyclean engine core wash

**SDG**







**Activities**

Diminishing engine wash time and wastewater collection

**Results and Impact**

Reduced water consumption by cutting washing time from 16 to 4 hours per A330neo engine

**Outcome**

Reduced water consumption, wastewater collection, and potential financial benefits

cebu pacific

Program

## Rainwater harvesting system

SDG




### Activities

Collecting rainwater at the head office and utilizing it for various non-potable purposes

### Results and Impact

7,364 cubic meters of rainwater collected

### Outcome

Reduced cost and water reliance from concessionaires

Program

# Juan Goal for Plastic Program

SDG




## Activities

Plastic Waste Collection Program in partnership with employees, communities, and local government units (LGU)

## Results and Impact

- 36 metric tons of plastic waste was collected
- Over 30 collection sites activated across URC's facilities and its partner communities

## Outcome

- Increasing awareness about plastic waste recycling in communities and providing long-term solutions to address the issue
- Engaging communities and fostering partnerships with Local Government Units and Environment and Natural Resources Office partners

Program

# Waste Management Partnership with Holcim

## SDG




## Activities

- Partnership with Holcim to support LGUs in co-processing of laminates
- Building on this existing partnership, URC and Holcim ventured into an enhanced waste management partnership which was extended to include the involvement of Holcim's existing LGU partners

## Results and Impact

Through the tripartite partnership between URC, Holcim, and the LGUs, each player plays a role in the implementation of proper plastic waste management. This collaboration is a key component of the company's strategy to manage plastic waste sustainably as well as fulfill its EPR Compliance.

## Outcome

- Management of Post-Industrial Waste through co-processing
- Supporting LGUs' Management of Plastic Wastes

Program

# Water Use Efficiency

SDG




Activities

**Reduction Initiatives:**

- Installed harvesting units continued to be utilized to act as alternative sources of water for basic utility cleaning activities in various sites across URC
- Continued use of level controllers and automatic shut-off valves for feed water tanks in several Agro-Industrial Commodities (AIC) group sites
- Leak detection and correction were also carried out in various sites across all business units

**Reusing initiatives:**

- Steam recovery systems such as the construction of condensate lagoon and lines to recovery projects & make-up water have been put in place in select sites. This process returns condensate to be used as boiler feed water pre-heating.
- Cleaning in Place (CIP) Rinse Water Reuse and Reverse Osmosis (RO) water reject recovery were also established. URC reuses its water in daily activities such as cleaning pallets, watering the greenery and for toilet- flushing.

Program

# Water Use Efficiency

SDG




**Recycling Initiatives:**

- Several URC sites minimize water wastage by utilizing treated wastewater in spray ponds and wet scrubbers and reusing the same for cooling tower systems. This practice is being implemented in SURE plants such as CARSUMCO, Balayan, Passi, SONEDCO, URSUMCO, La Carlota Sugar Mill, and La Carlota Distillery. Flour Pasig also utilizes barge ballast water to augment its water sources. The company also recycles water by using used water for the initial washing of key raw materials, such as unpeeled potatoes, one of the most water-intensive processes in its value chain. Additionally, wastewater effluent is repurposed as top-up water for cooling towers.

**Results and Impact**

- 6,652.46 cubic meters of rainwater was harvested
- 10% of wastewater was recycled and reused

**Outcome**

- Increased its water efficiency
- Reduction of water withdrawal from other sources

ROBINSONS LAND

**Program**

## Juan Goal for Plastic

**SDG**




**Activities**

RLC partners with URC for plastic waste recovery

**Results and Impact**

- 14 RLC Malls, 1 office for plastic waste recovery
- Total volume of plastic waste recovered: 10.67 MT

**Outcome**

- Increasing awareness about plastic waste recycling in communities and providing long-term solutions to address the issue
- Engaging communities and fostering partnerships with Local Government Units and Environment and Natural Resources Office partners

ROBINSONS LAND

**Program**

# Compostable Waste Circularity

**SDG**




**Activities**

RLC turning compostable waste into compost and liquid fertilizer

**Results and Impact**

Total food waste hauled: 212,647 kg

**Outcome**

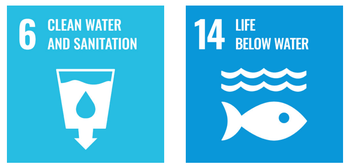
- Total Compost produced: 93,554 kg
- Total Liquid Fertilizers produced: 161,524 Liters

JG SUMMIT OLEFINS CORPORATION

Program

# Cleaner Coastline: The 16th International Coastal Cleanup® Day

SDG




## Activities

Participated in International Coastal Cleanup Day (ICC), the largest volunteer-driven environmental initiative worldwide

## Results and Impact

Collected 1,460 kg of trash for the coastal areas of Barangay Simlong, Batangas City with over 570 volunteers from Samahan sa Pilipinas ng mga Industriyang Kimika (SPIK), the Philippine Institute of Chemical Engineers Inc. – Batangas Chapter, the Philippine Coast Guard, students from Batangas University, and community members from Batangas City

## Outcome

- Significant reduction of marine debris in the targeted coastal area
- Promoted a culture of shared responsibility in preserving natural ecosystems

JG SUMMIT OLEFINS CORPORATION

Program

# Efficient recovery and treatment of hazardous waste

## SDG




## Activities

- Oily water treatment system ensuring efficient recovery of oil in wastewater
- Recovered oil hauled by/sold to accredited haulers/buyers

## Results and Impact

- PHP 1,530,00.00 cost savings in handling, treatment, and disposal of hazardous wastes
- 153,000 liters of oil recovered and sold to the company's accredited buyer

## Outcome

- Oily water treatment system ensuring efficient recovery of oil in wastewater
- Recovered oil hauled by/sold to accredited haulers/buyers

JG SUMMIT OLEFINS CORPORATION

**Program**

# Plastic ni Juan

**SDG**




**Activities**

- Launched in collaboration with URC UFLEX to promote plastic waste reduction
- Conducted collection drives in Brgy. Pinamucan Proper and Brgy. Mabacong, Batangas City

**Results and Impact**

Collected a total of 314 kilograms of plastic waste from host communities

**Outcome**

- Strengthened community engagement in environmental stewardship
- Promoted a culture of sustainability and responsible plastic disposal



# Climate Action

Climate change is one of the most pressing global challenges in current times, requiring immediate and sustained action. We actively seek innovative solutions and forge strategic partnerships to transition towards a low-carbon economy while maintaining operational excellence.

By embedding climate-related risk management into our business model, we aim to not only mitigate environmental hazards but also create long-term value for our stakeholders. Each SBU has developed ways forwards to integrate climate resilience into their business models. CEB is modernizing its fleet with NEO aircraft, electrifying ground support equipment, and transitioning key facilities to renewable energy, ensuring a more sustainable aviation industry. URC is optimizing boiler efficiencies, utilizing biomass and biogas as fuel alternatives, and renewing utility assets to drive energy efficiency and reduce reliance on fossil fuels. JGSOC is advancing its solar rooftop project. By prioritizing sustainable practices, we contribute to a climate resilience future for our industry and communities.

| Target | Key Actions | 2024 Progress |
| --- | --- | --- |
| **Low carbon transition roadmap released by 2025, as we aspire to achieve net zero by 2050** | **Evaluate our carbon reduction initiatives and offset opportunities** | All strategic business units evaluated their transition risks and opportunities. Scenario Analysis was also initiated. Results are still being processed and to be integrated in our Enterprise Risk Management and Strategic Planning processes. |

# Caring for Juan Planet - Cebu Pacific Leads Sustainable Aviation in the Philippines




Cebu Pacific (CEB) continues to lead sustainable aviation in the Philippines, showcasing a record performance in carbon emission intensity since 2019. An airline's carbon emission intensity measures the amount of carbon dioxide ($CO_2$) emissions produced per unit of output, typically in grams of $CO_2$ per revenue passenger-kilometer ($gCO_2$/RPK).

This key sustainability metric evaluates the environmental impact of air travel. It allows airlines to track improvements in efficiency and sustainability on a per-passenger basis, highlighting their progress in decarbonization efforts. The lower the carbon emission intensity, the more successful an airline is at reducing carbon emissions.

In 2024, CEB once again stands out among Philippine-based carriers for producing the lowest carbon emissions per passenger per kilometer. CEB achieved its best-ever carbon emission intensity performance of 80 $gCO_2$/RPK, surpassing its previous record of 81 $gCO_2$/RPK set in 2023. The airline also performs favorably compared to the global industry average. For context, the global average carbon emission intensity for airlines in 2019 was 90 $gCO_2$/RPK, according to the International Council on Clean Transportation. CEB's success in reducing carbon emissions is driven by its Five F (5Fs) Decarbonization Strategy, which integrates emission reduction principles, perspectives, and programs across various aspects of the airline's operations.

## Fundamentals

CEB's low-cost carrier (LCC) model aligns with the aviation industry's push for sustainability and emissions reduction. By using high-density aircraft configurations, the airline significantly reduces emissions per passenger. CEB leads the industry in operating the most efficient A330neos, maximizing seat density to achieve the lowest carbon footprint per passenger-kilometer. Additionally, CEB optimizes fleet deployment by matching aircraft to specific route demands, utilizing larger-capacity A330s and A321s for high-density and longer routes.

## Fleet

CEB operates one of the youngest fleets in the industry, with an average age of just 5.9 years as of the end of 2024, compared to the global average of 10.1 years. Aircraft modernization is at the heart of CEB's decarbonization strategy. Newer models like the Airbus A320neo (New Engine Option) offer fuel savings of 15–20% compared to previous engine technologies. These fuel-efficient aircraft significantly reduce fuel consumption, lowering emissions per passenger. By the end of 2024, CEB had further modernized its fleet, with 53% of its aircraft (51 out of 97) now comprising NEOs, resulting in an estimated 49.7 million kilograms of jet fuel saved and 157,000 tonnes of carbon emissions avoided in 2024.

In addition to its aircraft modernization program, CEB has launched an electrification initiative for its ground fleet to further reduce $CO_2$ emissions, including electric employee shuttles, passenger buses, and baggage tractors.

## Fuel

CEB employs a variety of industry best practices to improve fuel efficiency across its operations, including optimized procedures for descent, taxiing, and cruise altitude. The airline also enhances fuel efficiency through flight optimization, taking more direct routes than traditional airways. Together, these strategies saved an estimated 10.8 million kilograms of jet fuel, avoiding 34,000 tonnes of carbon emissions.

CEB also pioneered the use of sustainable aviation fuel (SAF) in the Philippines, becoming the first low-cost carrier in Southeast Asia to incorporate SAF into its commercial operations, starting with a flight from Singapore to Manila in October 2022. SAF, an alternative to traditional crude-based jet fuel, can reduce $CO_2$ emissions by up to 80%. Today, CEB uses SAF for all its new aircraft deliveries from Airbus.

## Footprint

Beyond managing carbon emissions from jet fuel, CEB actively reduces emissions across other areas of its operations. The airline has transitioned two key facilities, the Aplus and AirJuan buildings, to renewable energy sources, reducing electricity-related emissions. These facilities support CEB's maintenance, ground handling, and catering operations.

## Finance

In 2024, CEB made history by securing Southeast Asia's first sustainability-linked loan (SLL) for a low-cost carrier, reinforcing its commitment to decarbonization. Under the loan agreement, CEB committed to sustainability performance targets to further reduce its carbon emission intensity. Achieving these targets will unlock financial incentives to support the ongoing modernization of CEB's fleet.

# URC's Climate Action Program




The Climate Action Program is URC's mechanism to facilitate GHG reduction efforts geared towards identifying initiatives to reduce Scope 1 & 2 emissions. Kicked off in 2024, key functions across all URC business units globally were trained on GHG fundamentals such as inventory and accounting, and key decarbonization levers. Business units were onboarded on URC's Climate Action priorities, goals, and key activities.
The Climate Action Program streamlined energy-savings and RE adoption projects in the pipeline to measure its contribution to GHG reduction for URC, grouping them into decarbonization levers, providing a baseline view of the impact of future projects.

Since 2020, URC has seen reductions in its GHG emissions. These reductions are attributed to the mentioned initiatives under the Energy consumption portion. In addition, adoption and increase of renewable energy in the company's energy mix remains to be one of the key strategies to reduce emissions.

# RLC Residences Announces Climate Target by 2031




RLC Residences announced the development of one million square meters of resilient condominiums by 2031. This initiative was shared by RLC Residences Senior Vice President Chad Sotelo at the International Finance Corporation's 2nd Climate Forum.

The initiative will focus on implementing green building measures and achieving EDGE certification together with an advisory by the International Finance Corporation (IFC).

RLC Residences' first EDGE-certified project, Le Pont Residences in Bridgetowne, highlights their commitment to sustainability. Despite being new to sustainable residential developments, RLC Residences has already achieved preliminary EDGE Certification for Le Pont Residences Tower 1 in Pasig City. This certification recognizes the project's energy and water efficiency measures, sustainability features, and lower carbon design for future homeowners.

Chad Sotelo expressed gratitude for IFC's support in understanding and improving sustainability and resilience in their residential projects. He emphasized that sustainability has been a focus since 2022, and the partnership with IFC is helping them integrate these practices into their day-to-day operations. This collaboration is seen as a significant step towards creating more sustainable and resilient living spaces.

Ommid Saberi, IFC's Global Lead for EDGE and Building Resilience Index, commended RLC Residences' commitment to green and resilient initiatives. He highlighted the importance of incorporating climate resilience practices into building design and construction, especially in disaster-prone areas like the Philippines. The EDGE certification aims to empower developers to build sustainable properties through cost-effective and environment-friendly means while delivering high-quality buildings.

Program

## Modernizing fleet with NEO

SDG




### Activities

Use of NEO aircraft

### Results and Impact

51 NEO out of 97 total Fleet

### Outcome

Estimated reduction of GHG emissions: 157,000 $tCO_2e$

**Program**

# Purchase agreement (PA) for additional aircraft for future growth

**SDG**




**Activities**

Signing of PA with Airbus and Pratt & Whitney (P&W)

**Results and Impact**

Additional NEO aircraft (AC), up to 152 AC, with deliveries starting 2028

**Outcome**

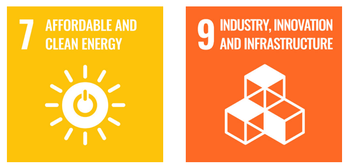
Contribution to GHG emissions reduction from additional NEOs

cebu pacific

**Program**

# Electrification of GSE

**SDG**







**Activities**

Deployment of electric baggage tractors for NAIA operations

**Results and Impact**

13 baggage tractors

**Outcome**

Potential annual reduction of GHG emissions (Scope 1): 307 $tCO_2e$

cebu pacific

**Program**

## Shift to off-site RE supply

**SDG**




**Activities**

Transition of key facilities to RE via ACEN RES

**Results and Impact**

Two (2) key facilities (Aplus and Airjuan buildings)

**Outcome**

Reduction in GHG emissions (Scope 2)

cebu pacific

**Program**

# Availment of Sustainability-linked Loan (SLL) for Aircraft Financing

**SDG**







**Activities**

Securing Southeast Asia's First SLL for Low-Cost Airlines from Crédit Agricole CIB

**Results and Impact**

Acquisition of a new Airbus A321neo

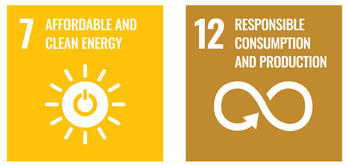
**Outcome**

Contribution to GHG emissions reduction and financial incentives

Program

# Project BOPIES (Boiler Optimization: Improvement of Efficiency and Standardization of Processes)

## SDG




## Activities

- Improving boiler efficiencies, religious execution of preventive maintenance, and conduct of audits
- Capability building was conducted focusing on review and standardization of operating procedures
- Boiler operators are trained and qualified to ensure highly-skilled personnel and best-in-class boiler operations

## Results and Impact

- Delivered substantial improvements, reducing the business unit's energy consumption by 15% and 3%, from coal and diesel respectively
- Boiler efficiencies improved by 13% compared to 2023 numbers, contributing a PHP 73 million cost avoidance for boiler fuel usages

## Outcome

High efficiency and cost-effective operations

Program

# Utilization of Biomass & Biogas as Fuel Displacers

SDG




## Activities

Use of biomass and biogas as fuel fed to boilers to generate steam and electricity used in its operations. These are commonly by-products or wastes from the manufacturing process which are redirected as fuel alternatives, displacing some of the fossil fuels such as coal and diesel

- Sugar & Renewables (SURE): Bagasse, a by-product of sugarcane milling, is used as fuel for the boilers in the SURE plants, producing steam and electricity. In its Distilleries, another by-product called spent wash is used as fuel to boilers while a portion undergoes bio-methanation process producing biogas.
- Agro-Industrial Group (AIG): In our farms business, discarded animal wastes are converted into biogas and is used to generate electricity
- Branded Consumer Foods (BCFG): Coffee spent grounds, spent tea leaves, and sludge are some of the by-products utilized by our plants in San Pedro, Calamba, and Vietnam

## Results and Impact

Generated 659,694 GJ of energy from its by-products displacing 9.5% of its total energy consumption

## Outcome

Cost-effective and efficient energy sources

Program

# Project JAGUAR (Journey in Achieving Sustainability Goals through Utilities and Assets Renewal)

SDG




## Activities

Introduced in 2020, it is an ongoing project with the following objectives:

- Review of assets in terms of reliability and resource efficiency
- Define master plan for utility system set-ups
- Serve as reference for new plant and installations
- Renewal of utility assets and equipment (such as compressors, chillers)

## Results and Impact

- 18 out of 21 projects planned with an estimated investment of PHP 1,003 million
- Generated 78,760 GJ of energy savings with an equivalent to PHP 216.9 million in annual cost savings

## Outcome

Energy and cost savings

Program

# Climate Action Program

## SDG




## Activities

- Facilitate GHG reduction efforts geared towards identifying initiatives to reduce Scope 1 & 2 emissions
- Kicked off in 2024, key functions across all URC business units globally were trained on GHG fundamentals such as inventory and accounting, and key decarbonization levers
- Business units were onboarded on URC's Climate Action priorities, goals, and key activities

## Results and Impact

Streamlined energy-savings and RE adoption projects in the pipeline to measure its contribution to GHG reduction for URC, grouping them into decarbonization levers, providing a baseline view of the impact of future projects

## Outcome

Capacity building and baseline view of the impact of future projects

Program

# On-Site Generation of Power through Solar Panel Installations

SDG




## Activities

- Solar panel installations in twelve (12) of URC's facilities with a combined capacity of 18.1 MWp
- Three (3) Solar projects were added in 2024 located in Myanmar, Malaysia, and the Philippines
- Installation of 1 MW ground-mounted solar farm in the La Carlota Distillery Plant in Negros Occidental

## Results and Impact

- Investments on solar energy projects contributed 63,173GJ to URC's total energy usage in 2024
- Avoiding 6,217 $tCO_2e$ in GHG emissions if the same quantity was purchased from the grid

## Outcome

Energy and cost savings

Program

# Purchased Electricity from Renewable Energy Sources

SDG




## Activities

- Signed an agreement with Retail Electricity Suppliers (RES) to supply 21 URC local facilities with electricity generated from solar and geothermal energy
- URC Vietnam formed a Power Purchase Agreement (PPA) that provides one of its plants with electricity generated from solar energy, bought at a lower rate compared to average market price

## Results and Impact

51% of electricity the company purchased came from renewable energy sources

## Outcome

Continue to maximize opportunities to utilize renewable energy in purchased electricity for all of its plants

Program

# Nationwide Tree Planting Activities

SDG




## Activities

Collaboration with various stakeholders

## Results and Impact

Planted 11,376 seedlings, consisting of various endemic species of trees and mangroves

## Outcome

- Increased climate resilience in local communities
- Increased absorption of carbon dioxide

Program

# Environment Recognition Program

SDG




## Activities

- GREEN Excellence in Environment is awarded to a URC facility/plant and Pollution Control Officer (PCO) with high optimization and responsible resource management in terms of energy and water consumption, waste management and environmental compliance
- Recognized as best-in-class facilities in Government and Legal Compliance, Resources Optimization (Waste Minimization), Efficient Water Use, Energy Efficiency and Nature Protection

## Results and Impact

Excellence Award was given to URC Vietnam Plant 2, including the category award for Best in Energy Efficiency Management

## Outcome

Increased morale and employee engagement

ROBINSONS LAND

**Program**

## IFC on Climate Mitigation Response

**SDG**




**Activities**

Partnered with International Finance Corporation (IFC) to develop 1 million square meters of resilient condominiums by 2031

**Results and Impact**

Achieved first EDGE-certified project, Le Pont Residences in Bridgetowne and preliminary EDGE Certification for Le Pont Residences Tower 1 in Pasig City

**Outcome**

- Accelerated transition toward sustainable residential developments
- Improved disaster resilience of future homes in high-risk regions like the Philippines

ROBINSONS LAND

**Program**

# Rooftop Solar projects in Malls

**SDG**




**Activities**

RLC Malls currently operates 29 solar plants across 24 malls nationwide

**Results and Impact**

- The total installed capacity stands at 31,581.28 kWp
- The total capacity of solar plants currently under development across four (4) malls is 6,480.81 kWp
- The target capacity of upcoming solar plants across four (4) new malls is approximately 4,500.00 kWp

**Outcome**

- Total energy production to date is 195,204,834.27 kWh across all 29 plants
- The total $CO_2$ emissions avoided amounts to 138,342.57 metric tons
- This reduction is equivalent to planting 2,287,446 trees

JG SUMMIT OLEFINS CORPORATION

**Program**

# JGSOC Solar Rooftop Project

**SDG**







**Activities**

Current operation of 13.8 MW solar energy installation across its rooftops

**Results and Impact**

Offsets power sourcing from the grid and from in-house power plant

**Outcome**

- Annual energy savings of 17.8 GW-hours
- Reduction of 17,000 metric tons of $CO_2$ emissions annually

# Annexes

# Annex A. Economic, Environment, Social, and Governance (EESG) Performance Indices

# Economic Performance

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

| | 2022 | | 2023 | | 2024 | |
|---|---|---|---|---|---|---|
| | *(per 17A)* | *(including RBank)* | *(per 17A)* | *(including RBank)* | *(per 17A)* | *(including URC China)* |
| Direct economic value generated (revenue) | 303,614 | 314,116 | 345,919 | 358,865 | 380,460 | 380,699 |
| Direct economic value distributed | 308,725 | 317,009 | 324,319 | 336,200 | 363,161 | 363,449 |
| Payment to employees (Employee wages and benefits) | 27,558 | 29,672 | 32,671 | 35,051 | 34,237 | 34,295 |
| Payments to suppliers, other operating costs | 252,619 | 257,795 | 259,035 | 267,219 | 290,814 | 291,043 |
| Payment to Providers of Capital | 19,811 | 19,811 | 24,590 | 24,590 | 29,507 | 29,507 |
| Payment to Government | 8,726 | 9,718 | 8,015 | 9,331 | 8,584 | 8,585 |
| Community Investments Donations & Distributions | 11 | 12 | 8 | 8 | 19 | 19 |
| Direct Economic Value Retained | (5,111) | (2,893) | 21,600 | 22,665 | 17,299 | 17,250 |

**Note:**

1. The amounts reflected herein are taken from the Company's audited financial statements for the year. Certain items in direct economic value distributed such as dividends given to stockholders are sourced from the previous year's economic value generated based on the SEC guidelines and found in the Company's balance sheet accounts. All other items are taken from the Company's financial statement. Hence, economic value distributed can be greater than economic value generated.
2. Philippine Financial Reporting Standards (PFRS) 5, Noncurrent Assets Held for Sale and Discontinued Operations, requires income and expenses from disposal groups to be presented separately from continuing operations, down to the level of profit after taxes. In June 2024, several China entities ceased operations and abandoned their business activities. The resulting profit or loss (after taxes) is reported separately in the consolidated statements of income. Accordingly, the consolidated statements of income for the years ended December 31, 2024 is presented as 'Net Income or Loss After Tax from Discontinued Operations'.

   For purposes of the sustainability report, references should be made to the total JG consolidated balances including China Operations.

## Procurement Practices

**Proportion of Spending on Local Suppliers**

| Disclosure | Unit | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| Percentage of procurement budget used for significant locations of operations that is spent on local suppliers[2] | % | 61 (URC) | 55 (URC) | 65 (URC)[3] |
| | | 15 (JGSOC) | 11 (JGSOC) | 10 (JGSOC) |
| | | 62 (CEB) | 62 (CEB) | 52 (CEB) |

[2] JGSHI is still in the process of consolidating this data from all subsidiaries.

[3] URC data covers BCF-PH and BCF-INT which composed of direct materials (raw material and packaging material) only.

# Environmental Performance

## Energy Consumption Within the Organization

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[4] |
|---|---|---|---|---|---|---|
| **Total Energy Consumption** | **GJ** | **29,658,971** | **36,907,400** | **37,089,446** | **40,724,095** | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| **Total Renewable Energy Consumption** | **GJ** | **1,668,296** | **2,086,356** | **2,276,972** | **2,018,030** | URC, RLC, CEB, JGSOC |
| Renewable Energy Generated (Solar and Biomass)[5] | GJ | 822,408 | 1,064,918 | 1,253,714 | 1,055,991 | URC, RLC, JGSOC |
| Renewable Energy from the Grid[6] | GJ | 845,888 | 1,020,215 | 1,022,036 | 961,906 | URC, RLC |
| Sustainable Aviation Fuel-SAF | GJ | - | 1,222 | | 133 | CEB |
| **Total Non-renewable Energy Consumption[7]** | GJ | **27,990,674** | **34,821,044** | **34,821,474** | **38,706,065** | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Gasoline | GJ | 28,753 | 39,542 | 37,960 | 25,839 | |
| LPG | GJ | 680,856 | 668,311 | | 883,365 | URC, RLC, JGSOC |
| Diesel | GJ | 751,290 | 632,908 | | 782,947 | URC, RLC, CEB, JGSOC, JGSHI-CCU |

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[4] |
|---|---|---|---|---|---|---|
| Bunker | GJ | 4,286,595 | 3,260,924 | | 3,164,014 | URC, JGSOC |
| Coal | GJ | 2,839,396 | 2,876,263 | 2,876,271 | 2,633,400 | URC |
| CNG | GJ | 385,683 | 356,211 | | 395,842 | |
| LNG | GJ | 106,268 | 169,254 | | 161,009 | |
| Jet fuel | GJ | 15,700,919 | 23,670,702 | | 26,846,018 | CEB |
| Grid Electricity | GJ | 3,210,914 | 3,146,930 | 3,148,178 | 3,824,522 | URC, RLC, CEB, JGSOC, JGSHI-CCU |

* Restatement of 2023 numbers to reflect exclusion of URC China operations, recalculations of carbon emission of PH grid electricity using Department of Energy's new released emission factors and migration to Department for Environment Food and Rural Affairs (DEFRA), URC and RLC's correction of data errors, and inclusions of late utility billings by CEB. Total energy consumption is 0.49% higher compared to previously disclosed 2023 figures.

[4] Data covers information of total URC (BCF-PH, Flour, SURE, AIG, head offices, and external distribution centers in the Philippines, BCF-INT excl. China)

[5] Data includes on-site generation of solar power, biomass and biogas utilization

[6] Purchased electricity from renewable sources through Retail Electricity Contracts

[7] Includes fossil fuel used from operations and company-owned vehicles

## Energy Intensity

| Disclosure | Unit | 2024 | 2024 Boundaries |
|---|---|---|---|
| Energy Intensity | GJ/MPHP | 107.04 | URC, RLC, CEB, JGSOC, JGSHI-CCU |

## GHG Emissions

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[8] |
|---|---|---|---|---|---|---|
| **Total GHG Emissions** | **$tCO_2e$** | **2,615,183** | **2,585,360** | **2,028,257** | **3,774,618[9]** | |
| Gross Direct (Scope 1) GHG Emissions | $tCO_2e$ | 2,114,530 | 2,171,880 | 1,602,983 | 1,742,175 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Gross Energy Indirect (Scope 2) GHG Emissions[10] | $tCO_2e$ | 391,600 | 302,488 | 314,283 | 368,077 | |
| Gross Other Indirect (Scope 3) GHG Emissions | $tCO_2e$ | 109,053 | 110,991 | | 1,664,366 | RLC, CEB, JGSOC |
| GHG emissions intensity | $tCO_2e$/ MPHP | 8.32 | 7.20 | 5.65 | 9.92 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| ODS | tonnes | 23.48 | 24.39 | | 0.51 | RLC[11] |

*Restatement of 2023 numbers to reflect exclusion of URC China operations, recalculations of carbon emission of PH grid electricity using Department of Energy's new released emission factors and migration to Department for Environment Food and Rural Affairs (DEFRA), correction of data errors, and inclusions of late utility billings by CEB. Total GHG emissions are 21.55% lower than the emissions previously reported for 2023. Similarly, GHG intensity is 21.53% lower.

[8] URC's GHG emissions cover information of total URC (BCF-PH, Flour, SURE, AIG, head offices, and external distribution centers in the Philippines, BCF-INT excl. China).

[9] This includes fugitive emissions. Fugitive emissions include emissions from refrigerants consumed by the plants which include R22 / Freon, R134a, R404, R407, R410, R507, R141B, R417, R32.

[10] The increase in total GHG emissions in 2024 is primarily due to the inclusion of Scope 3 data from CEB and JGSOC, which were reported for the first time. Scope 2 emissions from renewable energy sourced from the grid were calculated using the market-based approach, applying emission factors provided by Retail Electricity Suppliers.

[11] RLC's data refers to ODS produced from generator sets.

## Air Pollutants

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries[12] |
|---|---|---|---|---|---|
| Nitrogen Oxides ($NO_x$) | tonnes | 1,438.93 | 2,019.41 | 2,037.09 | URC, RLC, CEB |
| Sulfur Oxides ($SO_x$) | tonnes | 418.54 | 272.98 | 282.65 | |
| Persistent Organic Pollutants (POP) | tonnes | - | - | - | No available data |
| Volatile Organic Pollutants (VOC) | tonnes | - | - | 3.38 | RLC |
| Hazardous Air Pollutants (HAP) | tonnes | - | - | - | No available data |
| Particulate Matter (PM) | tonnes | 365.65 | 158.63 | 180.46 | URC, RLC |

**Note:**

1. All stationary, mobile, and vehicular equipment of JGSHI subsidiaries undergo mandatory emission testing as required by DENR and the Land Transportation Office (LTO).
2. URC data covers information from air pollution source equipment (APSE), such as boilers, generator sets, ovens, and chimneys of URC, with air emission test results in 2024 conducted by a DENR Accredited Laboratory (PH operations).
3. Per National Emission Standards for Source-Specific Air Pollutants, all the emission test results in PH operations (expressed in mg/Nm3) were within the standards set by the DENR-EMB. For purposes of the sustainability report, references should be made to the total JG consolidated balances including China Operations.

[12] URC's scope of disclosure for 2024 has expanded to include BCF-International, AIG, FLOUR, and SURE business units.

## Water Consumption Within the Organization

**Total Water Withdrawal from All Areas by Source**

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[13] |
|---|---|---|---|---|---|---|
| Total Water Withdrawal | $m^3$ | 26,534,593 | 26,158,218 | 26,688,045 | 24,720,675 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Third-Party Water | $m^3$ | 8,295,525 | 8,489,120 | 9,018,208 | 9,622,273 | |
| Ground Water | $m^3$ | 10,719,582 | 10,629,357 | 10,630,096 | 9,578,879 | URC, RLC, JGSOC |
| Surface Water | $m^3$ | 4,974,552 | 5,426,496 | | 3,337,008 | URC |
| Sea Water | $m^3$ | 2,544,934 | 1,613,245 | | 2,182,515 | JGSOC |
| Water Discharge | $m^3$ | 7,578,379 | 9,113,680 | 9,144,241 | 9,408,530 | URC, RLC, CEB, JGSOC |

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[13] |
|---|---|---|---|---|---|---|
| Water Consumption | $m^3$ | 18,956,215 | 17,044,537 | 17,543,804 | 15,312,144 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Water Intensity | $m^3$ | - | 72.89 | 74.37 | 64.89 | |
| Water recycled and reused[14] | $m^3$ | 1,084,659 | 1,207,273 | 1,205,102 | 1,030,707 | URC, RLC, JGSOC |
| % of wastewater recycled | $m^3$ | 14.32 | 13.28 | 13.21 | 10.96 | |

*Restatement of 2023 numbers to reflect exclusion of URC China operations and RLC's correction of data errors. Total water withdrawal is 2.03% higher compared to previously disclosed 2023 figures. Similarly, water intensity is 2% higher.

[13] Data covers information of total URC (BCF-PH, Flour, SURE, AIG, and BCF-INT excl. China).

[14] Water recycled and re-used is the volume of water from wastewater and rainwater recovery.

## Materials Used by Weight or Volume

**Material Used by the Organization**

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries[15] |
|---|---|---|---|---|---|---|
| Renewable Materials | tonnes | 1,981,157 | 1,113,691 | 6,834,127 | 5,589,427 | URC[16] |
| Non-renewable Materials[17] | tonnes | 767,659 | 693,298 | 730,444 | 805,662 | URC, RLC[18], JGSOC |
| Percentage of recycled input materials used to manufacture the organization's primary products and services[19] | % | 3.0 | 6.87 | 0.58 | 0.61 | URC |

*Restatement of 2023 numbers to reflect exclusion of URC China operations and an updated URC's data boundary which now covers all available raw and packaging materials used by the organization. Renewable materials are 514% higher compared to previously disclosed 2023 figures. Similarly, non-renewable materials increased by 5%.

[15] Data covers information of total URC (BCF-PH, Flour, SURE, AIG, and BCF-INT excl. China).

[16] URC's renewable material pertains to raw materials of agricultural origin and cartons for packaging.

[17] Includes, but not limited to, construction materials such as cement, concrete, glass, and rebars from RLC, as well as URC's re-grind PET bottles reused to mix with virgin resin for bottle making of BCF-PH

[18] RLC data includes only materials used for repairs and renovations of existing properties, not materials used for the construction of new buildings. RLC aims to improve data collection for materials to facilitate comparison and analysis in the future. RLC aims to report data on construction materials for all business segments starting 2025.

[19] Percentage of recycled input materials is computed as the amount of re-grind PET used as feedstock divided by the total input for packaging materials. Scope includes URC BCFG-PH

## Waste Generation

**Solid Waste and Hazardous Waste**

| Disclosure | Unit | 2022 | 2023 | 2023 (Restatement)* | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|---|
| Total solid waste generated | tonnes | 2,977,125 | 2,495,844 | 2,495,571 | 1,768,388 | URC, RLC, CEB, JGSOC |
| Reusable | tonnes | 120 | 2,950 | | 2,641 | RLC |
| Recyclable | tonnes | 952,316 | 627,758 | 627,757 | 369,884 | URC, RLC, CEB, JGSOC |
| Composted/Bio | tonnes | 8,367 | 5,170 | | 5,663 | RLC, CEB, JGSOC |
| Residual | tonnes | 35,196 | 46,020 | 45,748 | 41,307 | URC, RLC, CEB, JGSOC |
| Renewables | tonnes | 1,981,125 | 1,813,946 | | 1,348,892 | URC, CEB |
| Solid Waste Intensity | tonnes/MPhp | - | 6.95 | | 4.65 | URC, RLC, CEB, JGSOC |
| Total weight of hazardous waste generated | tonnes | 2,683 | 1,797 | | 1,990 | URC, RLC[20], JGSOC |
| Total weight of hazardous waste transported | tonnes | 2,477 | 1,468 | | 1,690 | |

Note: Discrepancy from hazardous waste generated and transported are stored in the DENR -prescribed Hazwaste onsite storage waiting for schedule of transport and treatment.

*Restatement of 2023 numbers to reflect exclusion of URC China operations. The total solid waste generated decreased by 0.01% compared to the previously disclosed 2023 figures.

[20] RLC already transported all remaining hazardous waste from 2024 in Q1 2025 to DENR-accredited treatment facilities.

### Non-compliance with Environmental Laws and Regulations

| Disclosure | Unit | 2024 | 2024 Boundaries |
|---|---|---|---|
| Total amount of monetary fines for noncompliance with environmental laws and/or regulations | PHP | 0 | JGSHI-CCU |
| No. of non-monetary sanctions for noncompliance with environmental laws and/or regulations | # | 0 | |
| No. of cases resolved through dispute resolution mechanism | # | 0 | |

# Social

### Employee Data

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Total Employees | # | 23,122 | 24,298 | 23,653 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Males | # | 13,597 | 14,227 | 14,227 | |
| Females | # | 9,525 | 10,071 | 9,426 | |
| Attrition Rate | % | 7.58[21] | 3.27 | 1.55[22] | |
| | | 10.5[23] | | | |
| Ratio of lowest paid employee against minimum wage | Ratio | 1:1 | 1:1 | 1:1[24] | |

[21] Attrition rate of CCU, RBank, CEB, RLC, JGSOC

[22] Attrition rate is calculated using SEC formula: Attrition rate = (No. of new hires – No. of turnover)/ (Average of total no. of employees of previous and current year)

[23] Attrition rate of URC

[24] The ratio is based on the comparison between the wage of the lowest paid employee (base fare) and the minimum wage on the specific region. JGSHI is compliant with the minimum wage requirement.

**Employees by Age Group**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| 26 years old and below | # | 2,108 | 4,462 | 5,614 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| 27-41 years old | # | 5,880 | 13,598 | 12,716 | |
| 42–56 years old | # | 1,737 | 5,584 | 4,923 | |
| 57 years old and up | # | 224 | 654 | 400 | |

**Employees by Contract Type**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Regular | # | 7,926 | 21,248 | 20,748 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Consultant, FTE, and Project-Based | # | 154 | 1,188 | 981 | |
| Probationary | # | 1,869 | 1,862 | 1,924 | |

**Employees by Length of Tenure**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| <1 year | # | 3,301 | 4,275 | 3,477 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| 1-3 years | # | 1,550 | 5,519 | 7,311 | |
| 3-5 years | # | 1,306 | 2,793 | 2,186 | |
| 5-7 years | # | 1,151 | 2,720 | 1,948 | |
| 7+ years | # | 2,641 | 8,991 | 8,731 | |

**Employees by Rank**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Executives/Senior Management | # | 398 | 439 | 264 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | 217 | 248 | 156 | JGSOC, JGSHI-CCU |
| Female | # | 181 | 191 | 108 | |
| Rank-and-File | # | 4,583 | 12,750 | 13,050 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | - | - | 322 | JGSOC, JGSHI-CCU |
| Female | # | - | - | 205 | |

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Supervisor | # | 1,368 | 3,352 | 3,117 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | - | - | 109 | JGSOC, JGSHI-CCU |
| Female | # | - | - | 61 | |
| Manager | # | 2,649 | 3,969 | 3,420 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | - | - | 152 | JGSOC, JGSHI-CCU |
| Female | # | - | - | 127 | |
| Seasonal | # | 5 | 378 | 368 | URC |
| Male | # | | | - | |
| Female | # | | | - | |
| Professional/Technical | # | 946 | 3,410 | 3,434 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | | | 279 | JGSOC, JGSHI-CCU |
| Female | # | | | 195 | |

**Employees by Place of Origin**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Local | # | 9,884 | 18,875 | 9,631 | RLC, CEB, JGSOC, JGSHI-CCU |
| National Capital Region | # | 6,334 | 5,346 | 3,840 | |
| Luzon (outside NCR) | # | 2,234 | 3,585 | 3,806 | |
| Visayas | # | 993 | 1,561 | 1,485 | |
| Mindanao | # | 323 | 582 | 500 | |
| International | # | 65 | 5,423 | 70 | |
| Africa | # | 0 | 0 | 0 | |
| America | # | 2 | 2 | 1 | |
| Asia | # | 58 | 5,416 | 65 | |
| Australia | # | 0 | 0 | 0 | |
| Europe | # | 5 | 5 | 4 | |

## New Hires for Permanent Employees

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| New Employee Hires | # | 3,652 | 4,602 | 3,735 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | 1,617 | 2,035 | 2,046 | |
| Female | # | 2,035 | 2,567 | 1,689 | |

**New Hires by Age Group**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| 26 years old and below | # | 1,460 | 2,003 | 2,057 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| 27-41 years old | # | 1,897 | 2,139 | 1,384 | |
| 42–56 years old | # | 281 | 395 | 248 | |
| 57 years old and up | # | 14 | 65 | 46 | |

**New Hires by Contract Type**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Permanent or indefinite | # | 3,474 | 4,042 | 3,461 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Temporary or fixed-term | # | 178 | 560 | 274 | |

**New Hires by Place of Origin**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Local | # | 3,647 | 4,026 | 2,185 | RLC, CEB, JGSOC, JGSHI-CCU |
| National Capital Region | # | 2,410 | 2,345 | 741 | |
| Luzon (outside NCR) | # | 600 | 986 | 864 | |
| Visayas | # | 540 | 533 | 451 | |
| Mindanao | # | 97 | 162 | 129 | |
| International | # | 5 | 660 | 6 | |
| Africa | # | 0 | 0 | 0 | |
| America | # | 0 | 2 | 0 | |
| Asia | # | 5 | 651 | 6 | |
| Australia | # | 0 | 3 | 0 | |
| Europe | # | 0 | 4 | 0 | |

## Turnover for Permanent Employees

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Employee Turnover | # | 1,979 | 3,826 | 3,364 | URC[25], RLC, CEB, JGSOC, JGSHI-CCU |
| Male | # | 873 | 1,689 | 1,618 | |
| Female | # | 1,106 | 1,500 | 1,272 | |

[25] URC's breakdown of turnover by gender pertains solely to voluntary departures.

**Employee Turnover by Age Group**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| 26 years old and below | # | 445 | 846 | 866 | URC[26], RLC, CEB, JGSOC, JGSHI-CCU |
| 27-41 years old | # | 1,328 | 1,920 | 1,599 | |
| 42-56 years old | # | 157 | 327 | 348 | |
| 57 years old and up | # | 49 | 96 | 77 | |

[26] URC's breakdown of turnover by age pertains solely to voluntary departures.

**Employee Turnover by Rank**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Executives/Senior Management | # | 48 | 41 | 22 | URC[27], RLC, CEB, JGSOC, JGSHI-CCU |
| Middle managers and supervisors | # | 671 | 1,009 | 783 | |
| Rank-and-file permanent | # | 1,051 | 1,497 | 1,434 | |
| Professional/Technical | # | 209 | 642 | 640 | |

[27] URC's breakdown of turnover by rank pertains solely to voluntary departures.

**Employee Turnover by Type**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Voluntary | # | 1,852 | 2,887 | 2,543 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Involuntary | # | 126 | 939 | 821 | |

**Diversity and Equal Opportunity**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Percent of male workers in the workforce | % | 59 | 59 | 60 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Percent of female workers in the workforce | % | 41 | 41 | 40 | |
| Number of employees from indigenous communities and/or vulnerable sector[28] | # | 30 | 0 | - | |

[28] Vulnerable sector includes, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E). This metric is currently not tracked by the group.

**Employee Benefits**

JGS and its subsidiaries provide all mandatory benefits to 100% of its regular employees. Listed below are these mandatory requirements as well as some additional benefits that JGSHI and its subsidiaries offer its employees:

| List of Benefits[29] | Y/N | % of male employees who availed for the year | % of female employees who availed for the year | Boundaries |
|---|---|---|---|---|
| SSS<br>1.Salary Loan<br>2.Parental Benefit<br>3.Sickness Benefit | Y | <br>14.47%<br>0%<br>1.57% | <br>12.76%<br>0%<br>1.64% | URC[30], RLC, CEB, JGSOC, JGSHI-CCU |
| PhilHealth | Y | 1.29% | 3.20% | |
| Pag-ibig Salary loan | Y | 13.92% | 6.03% | |
| Parental leaves | Y | 0.40% | 1.01% | |
| Vacation leaves | Y | 33.63% | 35.13% | |
| Sick leaves | Y | 31.76% | 33.67% | |
| Emergency leaves | Y | 3.62% | 2.95% | |
| Medical benefits (aside from PhilHealth): HMO | Y | 100% covered | 100% covered | |
| Housing assistance (aside from Pag-ibig) | Y | 3.13% | 5.37% | |
| Retirement fund (aside from SSS) | Y | 12.17% | 6.68% | |
| Further education support | Y | 0.40% | 0.83% | |
| Company stock options | Y | 0% | 0% | |

| List of Benefits[29] | Y/N | % of male employees who availed for the year | % of female employees who availed for the year | Boundaries |
|---|---|---|---|---|
| Telecommuting | Y | 12.88% | 8.38% | URC[30], RLC, CEB, JGSOC, JGSHI-CCU |
| Flexible-working Hours | Y | 1.80% | 4.63% | |
| Others<br>1.Rice Subsidy<br>2.Medicine Allowance<br>3.Uniform Allowance<br>4.Other Employee Perks and Partnerships | Y | 100% | 100% | This covers JGSHI CCU employees only. Benefits not mandated by the government are specifically allocatedby the business units based on what is most suitable to their industry and their employees' needs. While JGSHI ensures that 100% of eligible employees are given government-mandated and company benefits. |

[29] Benefits not mandated by the government are specifically allocated by the business units based on what is most suitable to their industry and their employees' needs. While JGSHI ensures that 100% of eligible employees are given government-mandated and company benefits.

[30] URC data covers employees working in the head office.

## Employee Training and Development

**Training Hours Provided to Employees**

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Total training hours provided to employees | hours | 391,377 | 476,652 | 566,887 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Male | hours | 71,576 | 80,649 | 204,265 | |
| Female | hours | 78,082 | 38,296 | 362,622 | |
| Average training hours per employee | hours/employee | 16.93 | 21.34 | 23.97 | |
| Male | hours/employee | 15.42 | 18.10 | 14.36 | |
| Female | hours/employee | 14.71 | 8.14 | 38.47 | |

## Labor Management Relations

| Disclosure | Unit | 2022 | 2023 | 2024 | 2024 Boundaries |
|---|---|---|---|---|---|
| Percentage of employees covered with Collective Bargaining Agreements | % | 11.03 | 20.15 | 19.87 | URC, CEB |
| Average training hours per employee | # | 16 | 5 | 204 | URC, RLC, CEB |

**Labor Laws and Human Rights**

| Disclosure | Unit | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| Number of legal actions or employee grievances involving forced or child labor | # | 0 | 0 | 0 |

Do you have policies that explicitly disallows violations of labor laws and human rights (e.g. harassment, bullying) in the workplace?

| Topic | Y/N | If Yes, cite reference in the company policy |
|---|---|---|
| Forced labor | Y | The Company adopts and complies with the rules and regulations issued by the Department of Labor and Employment. Moreover, the Company ensures that engaged Service Providers comply with the same. |
| Child labor | Y | The Company adopts and complies with the rules and regulations issued by the Department of Labor and Employment. Moreover, the Company ensures that engaged Service Providers comply with the same. |
| Human Rights | Y | ▪ Policy on Sexual Harassment<br>▪ Policy on Health, Safety and Welfare (Protection of Company Employees, Creditors and other Stakeholders' Rights)<br>▪ Corporate Environment, Health and Safety Policy<br>▪ Drug-Free Workplace Policy<br>▪ Workplace Policy on Prevention Control of HIV and AIDS, Hepatitis B and Tuberculosis<br>▪ Special Benefits for Women/Magna Carta for Women<br>▪ Leave Benefits Policy (includes Expanded Maternity Leave, Solo Parent Leave, Vacation Leave, Sick Leave, Service Incentive Leave, Nuptial Leave, Emergency Leave, Bereavement Leave)<br>▪ Whistleblowing Policy<br>▪ Data Privacy Policy<br>▪ Flexible Work Arrangement Policy<br>▪ Work-From-Home Program<br>▪ Mental Health and Wellness Policy<br>▪ Retirement and Separation Benefits Policy<br>▪ Hazard Pay Policy<br>▪ Covid Protect Vaccination Policy<br>▪ Information Security and Management Services Policies<br>▪ Modern Slavery Statement and Recruitment Policy<br>▪ Solo-Parent Leave Policy |

## Occupational Health and Safety

| Disclosure | Unit | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| Safe Man-Hours | hours | 93,248,790 | 108,227,225.93 | 119,277,735 |
| Number of safety drills conducted | # | 272 | 446 | 386 |
| Number of work-related injuries | # | 341 | 149 | 272 |
| Number of work-related fatalities | # | 4 | 4 | 1 |
| Number of work-related ill-health | # | 0 | 3 | 0 |
| Number of Lost Time Incidents (LTI) | # | 66 | 49 | 69 |
| Number of Days lost due to LTI | # | 27,386 | 191 | 8,781 |
| Number of First Aid Incidents | # | 219 | 74 | 139 |
| Number of Medical Treatment Incidents | # | 61 | 27 | 87 |
| All Injury Frequency Rate (AIFR) | rate | 4.15 | 0.32 | 4.82 |

# Governance

## Anti-corruption

**Training on Anti-corruption Policies and Procedures**

| Disclosure | Unit | Value | 2024 Boundaries |
|---|---|---|---|
| Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to | % | 100 | This total accounts for employees in JGSHI to whom the Code of Business Conduct have been communicated to |
| Percentage of business partners to whom the organization's anticorruption policies and procedures have been communicated to | % | 100 | This total accounts for suppliers in JGSHI to whom the Code of Business Conduct, the Code of Discipline, and related Offenses Subject to Disciplinary Actions (OSDA) have been communicated to during the onboarding and orientation processes only. Primarily, such offenses are covered by the Dos and Don'ts in transacting and doing business with the business. |
| Number of directors and management that have received anti-corruption training | % | 100 | The JGSHI Board of Directors and Officers[31] attended the in-house SEC-accredited Corporate Governance Training entitled "Building a Resilient Gokongwei Group: Corporate Governance Training on Sustainability, Cybersecurity, and Integrity" on September 10, 2024[32] |
| Percentage of employees that have received anti-corruption training | % | 100 | This total accounts for the JGSHI employees who took the 2024 Business Conduct and Ethics E-learning Refresher Course, which includes the Anti-Bribery and Anti-Corruption Policy. |

[31] The Board of Directors, with the exception of Mr. James L. Go as he is granted permanent exemption from attending Corporate Governance trainings, attended the SEC-accredited Corporate Governance training.

[32] The SEC-accredited Corporate Governance training included a session on the Anti-Money Laundering Act entitled "Unraveling the Link: Corruption and Money Laundering".

### Incidents of Corruption

| Disclosure | Unit | Quantity | 2024 Boundaries |
|---|---|---|---|
| Number of incidents in which directors were removed or disciplined for corruption | # | 0 | URC, RLC, CEB, JGSOC, JGSHI-CCU |
| Number of incidents in which employees were dismissed or disciplined for corruption | # | 0 | |
| Number of incidents when contracts with business partners were terminated due to incidents of corruptio | # | 0 | |

## Customer Management

### Customer Satisfaction

| Disclosure | Score | Did a third party conduct the customer satisfaction study (Y/N)? | 2024 Boundaries |
|---|---|---|---|
| Customer Satisfaction | +28 | N | CEB[33] |
| | Rank 8 | Y | URC[34] |
| | 70% | N | RLC[35] |

[33] Net Promoter Score (Post-Flight)

[34] URC participated in the Advantage Report, which shows the performance of suppliers as evaluated by retailers. In 2024, URC BCF Philippines is part of the top 10 evaluated suppliers, ranking 8th overall among its peers. The survey covers both local and international companies in the consumer goods space. URC defines its customers as the trade (key accounts & distributors).

[35] Customer Satisfaction Score. General Note: For 2025, we will be transitioning to NPS (Net Promoter Score) which is correlated to the CSAT Score, for our measure of customer satisfaction.

**Health and Safety**

| Disclosure | Unit | Quantity | 2024 Boundaries |
|---|---|---|---|
| No. of substantiated complaints on product or service health and safety* | # | 106 | CEB |
| | | 1,909 | RLC[36] |
| | | 0 | URC[37] |
| No. of complaints addressed | # | 106 | CEB |
| | | 1,909 | RLC[38] |
| | | 0 | URC[39] |

*Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

[36] RLC data covers Malls and Residences

[37] URC information includes data from BCF-PH only

[38] RLC data covers Malls and Residences

[39] URC information includes data from BCF-PH only

**Marketing and Labelling**

| Disclosure | Unit | Quantity | 2024 Boundaries |
|---|---|---|---|
| No. of substantiated complaints on marketing and labelling* | # | 14 | CEB |
| | | 0 | URC[40] |
| No. of complaints addressed | # | 14 | CEB |
| | | 0 | URC[41] |

*Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

[40] URC data from BCF-PH only

[41] URC data from BCF-PH only

**Customer Privacy**

| Disclosure | Unit | Quantity | 2024 Boundaries |
|---|---|---|---|
| No. of substantiated complaints on customer privacy* | # | 0 | URC[42], RLC, CEB |
| No. of complaints addressed | # | 0 | |
| No. of customers, users, and account holders whose information are used for secondary purposes | # | 0 | |

*Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms, as well as complaints that were lodged to and acted upon by government agencies.

[42] URC's customers are defined as key accounts and exclusive distributors. URC will ensure that the account management process handles account/customer information with strict confidentiality.

**Data Security**

| Disclosure | Unit | Quantity | 2024 Boundaries |
|---|---|---|---|
| No. of data breaches, including leaks, thefts and losses of data | # | 1 | RLC |

JGSHI implements cyber-security capability increase and preventive measures to ensure the security of confidential company data. As of to date, the Data Privacy Policy and Information Security (InfoSec) Policies applicable to the whole conglomerate are in place.

The Company established the Information Security Management Systems (ISMS) Policies that institutionalized information security as part of the Conglomerate's enterprise risk management, protect the Company's information assets and reputation, and to comply with relevant laws and regulations.

The ISMS consists of the following:

**1. Core Information Security Policies** drive the primary objectives of the ISMS: establish, maintain, and improve information security.

1.1 **Information Security Policy** aims to establish, maintain, and continuously improve the ISMS to protect information assets, maintaining competitive advantage and increasing stakeholders' confidence.
1.2 **Information Asset Management Policy** aims to define and classify information assets in both physical and electronic formats and provide guidance on how to appropriately handle information assets according to classification.
1.3 **Information Security Incident Management Policy** aims to mandate a structured approach in managing incidents that compromise corporate information and personal data of the business units' customers.
1.4 **Compliance Policy** aims to ensure that Business Units comply with applicable legal, regulatory requirements and contractual obligations, when conducting business activities.

**2. Organizational Policies** aim to establish Information Security organization, roles and responsibilities as well as accountability of those who have access to corporate information.

2.1 **Information Security Internal Organization Policy** aims to establish the appropriate internal organization that ensure security of information assets.
2.2 **Human Resource Security Policy** aims to protect the company's business interests by ensuring that employees and contractors understand and fulfill their roles and responsibilities to preserve information security before, during, and after employment.
2.3 **Supplier Relations Policy** aims to mandate controls that protect information assets exposed to suppliers and preserve the integrity of supplier selection activities.

**3. Access and Use Policies** enforce controls for access and authorization, as well as acceptable use of information assets.

3.1 **Access Control Policy** aims to implement adequate measures to regulate access to different information assets and facilities, ensuring that facilities and equipment are only accessed by authorized personnel.
3.2 **Acceptable Use of Assets Policy** aims to ensure that employees understand how corporate assets should and should not be used, ensuring that the BU gets the most value out of its corporate assets and networks to avoid unintended security breaches.
3.3 **Physical and Environmental Security Policy** aims to protect corporate assets and information by mandating controls that prevent unauthorized physical access to company premises, as well as equipment that support business operations.
3.4 **Mobile Device and Teleworking Policy** aims to establish rules for the use, management and security of all mobile devices that process company information and establish rules for conducting official business outside the work premises.

**4. Operational Security Policies** refer to the implementation of technical controls to maintain the target level of security.

4.1 **Cryptographic Controls Policy** aims to apply cryptographic controls (i.e. encryption) on confidential electronic information (e.g. files, databases), to add another layer of protection and prevent unauthorized use or disclosure.
4.2 **Operations Security Policy** aims to apply appropriate controls to ensure that day-to-day operations are carried out in a controlled and a secure manner.
4.3 **Communications Security Policy** aims to implement measures that will protect information as it moves both within the corporate network and outward.
4.4 **Data Security Policy** aims to implement measures to protect corporate information from possible loss and leakage, avoiding breaches to legal, statutory or contractual obligations.
4.5 **Secure Development Policy** aims to protect corporate information and minimize breaches by ensuring that information security is taken into consideration when developing or acquiring systems and services.

Regular and ad hoc exercises ensure the relevant teams practice cyber incident response and breach management procedures.

A 24/7 Security Operations Center was established in January 2020 to continuously monitor JGSHI's information assets and help protect the enterprise security baseline.

Corporate IT Audit conducts year-on-year assessments on JGSHI Information Security Office's programs and activities ensuring alignment to corporate policies, statutory and regulatory requirements, and enterprise risk management.

# Biodiversity

## Habitats Protected or Restored

### Brgy. Tapon, Dumanjug, Cebu

Area: Five (5) Hectares

CEB has partnered with the Ramon Aboitiz Foundation Inc. One to Tree program (RAFI OTT) to support the conservation and restoration of mangroves in Cebu. CEB and RAFI are jointly enhancing a mangrove plantation in Barangay Tapon, Dumanjug, Cebu. The 10,000 mangrove seedlings were planted across an estimated five (5) hectares of mangrove area. A people's organization, the Tapon Fisherfolks Association were engaged for seedling production, site preparation, actual planting, maintenance, and monitoring for eight (8) quarters. Survival rate as of 2024 is at least 90%.

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### MOU with DENR BMB for Wildlife Conservation

Area: N/A

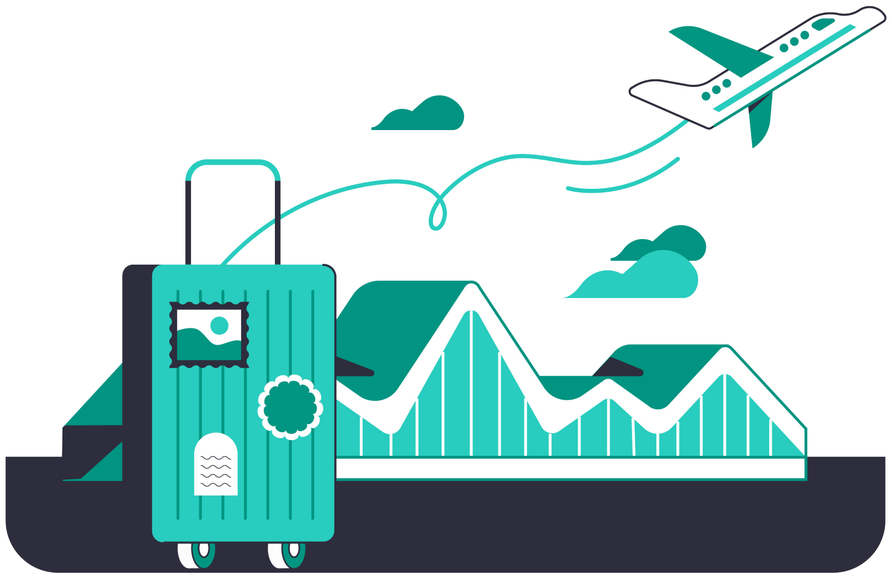
The Philippines has more than 1,000 flora and fauna listed as threatened species. It will take collective action from various stakeholders including the government, local and international non-governmental organizations, and local communities to provide innovative solutions and efforts to continue to protect and conserve wildlife for sustainability and for resilient biodiversity.

In response to the call to action of the Department of Environment and Natural Resources (DENR) Biodiversity Management Bureau (BMB) for Wildlife Conservation, Cebu Pacific signed a Memorandum of Agreement to transport threatened wild fauna back to their natural habitat to ensure their survival. The MOA took effect in August 2022 and will be valid until August 2025.

## Philippine Eagle Center

Area: N/A

The Philippine Eagle is a highly endangered species, with only less than 400 pairs remaining in the wild. CEB supported the Philippine Eagle Center in Davao City from 2015-2023. For almost a decade, CEB has been committed in its support for ‘Mindanao’, providing essential resources such as food, shelter maintenance, keeper care, and veterinary services for the facility's captive-bred eagle.



## Wetland No. 8 in Boracay

Area: 1.8 ha (with the possibility of increasing land area)

JGSOC, in partnership with DENR-EMB, rehabilitated and restored Boracay Wetland No. 8, a 1.8-hectare swamp and marshland located in Brgy. Manocmanoc, Boracay Island, which is home to 39 species of flora and 20 faunal species of birds, fishes, mammals, and gastropods. The initiative was launched in July 2019 and the MOA was renewed in November 2023, to restore the environmental sustainability of Wetland No. 8 and prevent further degradation of its ecosystem, espousing a private-public sector collaborative approach with the involvement of other stakeholder communities.

## Artificial reef in Batangas Bay

Area: 160 $m^2$

The JGSOC Artificial Reef Project is located in a sandy area along the coastal zone of Barangay Simlong in Batangas City, near the JGSOC petrochemical complex. The artificial reefs function similarly to natural reefs, providing protection and habitat for a diverse range of marine life. Each artificial reef is a concrete block measuring approximately two (2) cubic feet. According to the latest monitoring survey of the faunal communities found at the sites, conducted last August 2024 by the Batangas Community Divers Seal, Inc. (BCDSI), there have been positive changes in marine biodiversity in the area, such as an increase in fish species and coral growth.

## "One Million Trees" Initiative

Area: ~640,000 seedlings (as of December 2024)

JGSOC's "One Million Trees" initiative aims to plant one million indigenous and fruit-bearing tree seedlings within ten (10) years. The key programs under this initiative are tree planting and protection and maintenance of a two-hectare mini-forest with tree nursery, located at Brgy. Pinamucan Ibaba, Batangas City. As of December 2024, there are around 640,000 seedlings planted. The success of this initiative is made possible through partnerships with DENR, LGU, the host barangays, and with various NGOs and universities.

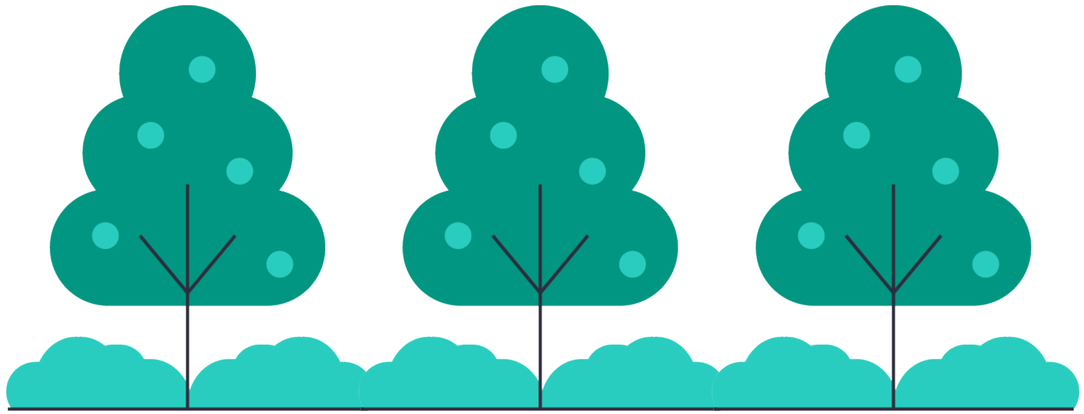
## URC-wide tree planting and nurturing activities

Area: 11,376 seedlings

URC-wide tree planting and nurturing activities were conducted across different sites.

In support to the Expanded National Greening Program (NGP) stated in Executive Order 193, SURE URSUMCO and PASSI have signed MOA with DENR CENRO to Adopt-a-Forest of 3 Ha in Tanglad, Manjuyod, Negros Oriental and 5 Ha in San Enrique, Iloilo. This partnership will rehabilitate the forest/watershed identified by DENR through establishment of seedling and plantation nursery as well as conducting maintenance and protection activities in 3 years. In 2024, a total of 2,500 seedlings were planted through this program. In addition, ESMO continuously conducted activities in its commitment to the adopt-a-creek program in partnership with their respective LGUs and MENRO/CENRO.

In 2024, collaborative efforts with various stakeholders resulted in the successful planting of 11,376 seedlings, consisting of various endemic species of trees and mangroves, fostering environmental sustainability.

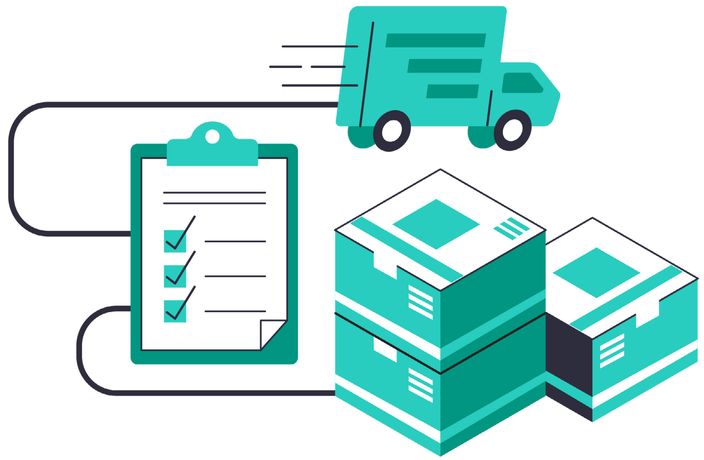


| | |
|---|---|
| **Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas** | JGSOC Batangas plant operates in a city-designated heavy industrial zone along Batangas Bay, along with several other industries such as the Batangas port, tank farms and depots, several power plants, food manufacturing facilities, and other similar companies. |
| **Protected Areas affected by operations** | Batangas Bay is within a Key Biodiversity Area located in the Verde Island Passage. |
| **International Union for Conservation of Nature (IUCN) Red List Species in protected areas affected by operations** | The company has no operations affecting the habitats of species listed in the IUCN red list of threatened species and national conservation list species. |
| **IUCN Red List Category** | n/a |

| | |
|---|---|
| **Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas** | CMC Davao Flour Mill located in Km 10 Sasa, Buhangin District, Davao City, Davao del Sur is situated on the gulf's west coast. Davao City is among the four provinces that surrounds Davao Gulf which is listed by DENR-Biodiversity Management Bureau as Key Biodiversity Area. |
| **Protected Areas affected by operations** | Davao gulf situated in the southeastern part of Mindanao is one of the priority conservation areas of the Sulu-Sulawesi Marine Ecoregion. It is a breeding and nursery ground for small and large species, with frequent sightings of whale sharks, dugongs and leatherback turtles, among the list of species cited in the Convention on the International Trade of Endangered Species (Source: WWF). |
| **International Union for Conservation of Nature (IUCN) Red List Species in protected areas affected by operations** | The company has no operations affecting the habitats of species listed in IUCN17 Red list species and national conservation list species. |
| **IUCN Red List Category** | n/a |

# Supplier Accreditation

Execution of this policy is on a per SBU basis. JGSHI Corporate Procurement's role is to consolidate the output from SBUs into a central supplier database and to provide the framework for policy development.



| JG SUMMIT HOLDINGS, INC. | POLICY | | |
|---|---|---|---|
| Group | GOKONGWEI GROUP | Document No.<br>JG CMS Bulletin 2025-01 | Page<br>Page 1 of 6 |
| Company | ALL | Reference Policy No: Bulletin Nos:<br>2004-16 Revised Supplier Accreditation<br>CORP-5001 Edition 2 - Revised Supplier Accreditation Policy<br>2022-02 CCU Supplier Accreditation Implementing Guidelines | Revision No.<br>3 |
| Chapter | PROCUREMENT | Document Date:<br>14 January 2025 | |
| Section | SUPPLIER MANAGEMENT | Effectivity (Approval Date):<br>20 January 2025 | |
| Policy | **AMENDMENT TO SUPPLIER ACCREDITATION POLICY** | Approved by:<br>(Original Signed)<br>**JGSHI President and CEO** | |

| | |
|---|---|
| **POLICY STATEMENT** | The Gokongwei Group (referred to as the "Company", in this policy) is committed to conducting business with the highest ethical and legal standards. In line with this commitment, the Company strives to build strong, sustainable relationships with suppliers (alternately referred to as "vendors", in this policy) who meet the highest standards of quality, integrity, and compliance, ensuring alignment with the Company's core values. The Company believes that shared values and maintaining professional relationships with suppliers results in quality products and services, contributing to mutual success. |
| **OBJECTIVES** | This policy aims to:<br>1. Provide the implementing guidelines for the accreditation of suppliers across the Company;<br>2. Establish the roles of the appointed members of the Strategic Business Unit/Corporate Center Unit (SBU/CCU) Supplier Accreditation Team (SAT);<br>3. Ensure compliance to the policy that the Company shall purchase only from duly accredited suppliers; and<br>4. Ensure that all local and foreign suppliers adhere to the supplier accreditation process by submitting the required documentation. |
| **SCOPE** | This policy outlines the procedures to be followed by the Company's authorized employees or group engaged in procurement and accreditation transactions.<br>However, this policy does not apply to the following categories as they are handled separately and excluded from the responsibilities of the SBU/CCU Procurement:<br>• Internal Suppliers (e. g. Employees); and<br>• Government Agencies and similar Institutions. |

| JG SUMMIT HOLDINGS, INC. | POLICY | | |
|---|---|---|---|
| Group | GOKONGWEI GROUP | Document No.<br>JG CMS Bulletin 2025-01 | Page<br>Page 2 of 6 |
| Company | ALL | Reference Policy No: Bulletin Nos:<br>2004-16 Revised Supplier Accreditation<br>CORP-5001 Edition 2 - Revised Supplier Accreditation Policy<br>2022-02 CCU Supplier Accreditation Implementing Guidelines | Revision No.<br>3 |
| Chapter | PROCUREMENT | Document Date:<br>14 January 2025 | |
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| Policy | **AMENDMENT TO SUPPLIER ACCREDITATION POLICY** | Approved by:<br>(Original Signed)<br>**JGSHI President and CEO** | |

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|---|---|
| **GENERAL POLICY** | 1. The SBU/CCU shall establish their respective SAT, with at least three (3) members representing various identified functional groups appointed by their respective Company President and CEO, capable of assessing the supplier's overall competencies. |
| **Application and Mandatory Requirements** | 2. The local and foreign suppliers applying for accreditation shall comply with the company's mandatory documentary requirements.<br>3. The required documents for foreign vendors, as indicated in the Supplier Accreditation Application Form (SAAF), may be reduced if the minimum requirements are already met. The Procurement must ensure that these documents are either notarized, or accompanied by an Apostille, whichever is applicable, issued by the respective government of the foreign supplier. |
| **Review and Assessment** | 4. Upon submission, the Procurement team shall conduct a preliminary assessment of the application and verify the completeness of the mandatory requirements. Applications with incomplete documentation will not be processed until all required information has been submitted.<br>5. If, upon evaluation, any discrepancies or issues arise that require justification or submission of additional documents (e.g. bid tabulation, certificate of distributorship), the SBU/CCU SAT shall notify the supplier through Procurement to submit the necessary documents. Otherwise, the application shall be put on-hold until the discrepancies are resolved and the required information is provided.<br>6. Rating and assessment of supplier's capability shall be documented using the Suppliers Accreditation Rating Sheet (SARS), and shall be approved by the Functional Head of the endorsing group and the SBU/CCU SAT.<br>7. Procurement shall provide an Endorsement Letter as attachment to the supplier accreditation application, for suppliers with below 75% rating. The Endorsement Letter shall be signed/approved by the following: |

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| | 7.1. Non-IT Suppliers - Functional Head of the endorsing group; and<br>7.2. IT Suppliers - Functional Head of the endorsing group and the Company's Chief Digital Officer (CDO) / Chief Information Officer (CIO) or its equivalent position.<br>8. SBU/CCU SAT may seek assistance of a Subject Matter Experts (e. g. IT, Technology, Engineering Team), who shall provide technical advice and assistance in assessing the supplier.<br>9. The SBU/CCU SAT shall grant Regular, Conditional or One-Time Accreditation to the applicant supplier after careful deliberation.<br>10. SBU/CCU SAT may customize their accreditation rating system either by type of business organization such as Corporation, Cooperative, and Sole Proprietorship or size of business transaction.<br>11. Suppliers with a Regular Accreditation Status from other SBUs shall qualify to engage and provide the requirement of other SBU/CCU, unless otherwise restricted or subject to additional requirements imposed by the other SBU/CCU SAT. The information of these suppliers, including its approved category/ies, shall be recorded in the Supplier Masterlist, which is shared with the procurement teams of the Company. Only the approved category/ies for each supplier shall be utilized for procurement purposes within the Company. |
| **Accreditation Exemption** | 12. A list of categories of goods and services that are exempt from undergoing supplier accreditation process shall be maintained by the SBU/CCU SAT.<br>13. These categories are typically considered low risk or minimal risk to the Company. The exemption from supplier accreditation for these categories is intended to streamline the procurement process, reducing administrative burdens while ensuring that compliance and supplier performance are monitored closely when necessary. |



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| | 14. SBU/CCU SAT shall review the exempted categories list on a regular basis, at least annually, or more frequently, if necessary, to ensure it remains aligned with evolving procurement needs, and supplier performance standards.<br>15. Any changes to the list of exempted categories, including the addition, removal, or modification of items, shall be subject to review and approval by the SBU/CCU SAT. |
| **Vendor Code Creation** | 16. The SBU/CCU Procurement shall be responsible for endorsing the accredited suppliers for Vendor Code creation to the following:<br>16.1. To Aspen Business Solutions Inc. – Central Data Management (ABSI-CDM) - for suppliers in JGSHI, JGSOC, JG DEV, JG Capital Services, RLC, UNICON, URC and ABSI;<br>16.2. To designated/appointed SBU Functional Unit exercising similar mandate as mentioned above-for suppliers of all other SBUs/BUs not mentioned in 16.1 |
| **Re-Accreditation** | 17. The following shall be required to submit updated documentary requirements and shall undergo a re-accreditation process:<br>17.1. Regular Suppliers<br>17.1.1. Application for inclusion of additional category/ies;<br>17.1.2. Update of supplier's name due to Change of Name or Entity; and<br>17.2. One-time or Conditional Suppliers<br>17.2.1. Application to grant regular accreditation or extension of accreditation. |
| **Periodic Review** | 18. Procurement shall conduct a formal review of accredited suppliers as deemed necessary and its guidelines shall be established on a separate policy. |
| **Investigation, Penalties and Reinstatement** | 19. The SBU shall be responsible for conducting investigation with the assistance of the JGSHI Corporate Procurement regarding the disposition of endorsed cases that warrants suspension or debarment of a particular supplier. This Joint Investigation Team shall coordinate with other SBU/CCU SATs to inquire on the matters related to |

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| | supplier performance and other relevant evidence to support judicious disposition of inquiry.<br><br>20. Depending on the nature of offense and accompanying circumstances, JGSHI Corporate Procurement shall impose disciplinary actions to the supplier; either put on hold for future requirements (suspension) or to be banned permanently (debarment).<br><br>21. The JGSHI Corporate Procurement shall release an incident memo containing the background and the investigation results.<br><br>22. The JGSHI Corporate Procurement shall keep a repository of all suspended/debarred Suppliers.<br><br>23. The decision of the Joint Investigation Team shall be final and immediately executory. It shall apply across all SBUs within the Company.<br><br>24. The JGSHI Corporate Procurement shall endorse the suspended/debarred suppliers for blocking in the system, to the following:<br><br>24.1. To Aspen Business Solutions Inc. – Central Data Management (ABSI-CDM) - for suppliers in JGSHI, JGSOC, JG DEV, JG Capital Services, RLC, UNICON, URC and ABSI ;<br><br>24.2. To designated/appointed SBU Functional Unit exercising similar mandate as mentioned above-for suppliers of all other SBUs/BUs not mentioned in 2.1.<br><br>25. Suppliers may request reinstatement, through SBU/CCU SAT, if they have already satisfactorily resolved the cause of their suspension or debarment. The SBU/CCU SAT shall then inform JGSHI Corporate Procurement of the reinstatement. |
| **Transitory Provision** | 26. All active local and foreign suppliers who have been long-time partners of the Company, prior to the approval of this policy, will be automatically granted |



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| | accreditation status, provided they have no record of poor performance with any SBUs and no pending criminal cases in Philippine courts. |
| **Repealing Clause** | 27. Effective immediately upon the adoption of this policy, all prior policies, practices, and procedures that are in conflict with the provisions of this policy are hereby repealed and shall be considered null and void. |
| **Effectivity** | 28. This Policy shall serve as the reference and guide for all SBUs. It will take effect for each SBU once the new Implementing Guidelines or a Memorandum adopting this policy "as is" is approved by their respective Presidents and CEOs.<br><br>29. All SBUs are encouraged to adopt these guidelines and make any necessary adjustments to ensure compliance and alignment with this Policy. |

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# 2024 Stakeholder Engagement Results

Effective stakeholder engagement aids JG Summit to identify critical issues and concerns that could affect its long-term success. By actively engaging with stakeholders, we gain valuable insights into expectations, values, and potential risks from our partners as it fosters collaboration in addressing common challenges and contributes to meaningful, positive outcomes.

Ultimately, stakeholder engagement plays a crucial role in driving continuous improvement, aligning business practices with societal expectations, and promoting sustainable and ethical business practices.

### Investors and Shareholders

**Material Concerns**

- Financial growth and profitability
- Ethical standards for governance and business conduct
- Commitment and targets related to social and environmental responsibility especially on Climate Change
- Resilience and strategy against key business and sustainability risks

**Modes of Engagement**

- Result briefings through Quarterly and Annual Reports
- Annual stockholder meetings
- Disclosures to the Philippine Stock Exchange and other pertinent agencies
- Meetings with investors
- Oversight of the Board through its Governance, Nomination, Remuneration and Sustainability Committee (GNRSC)
- Correspondence with ESG rating agencies (e.g., CDP, MSCI)

**Response**

- Continuous development of business strategy to improve financial and operational performance
- Compliance with laws and regulations
- Adherence to good governance principles
- Incorporation of sustainability to business strategy
- Enhanced sustainability disclosure to include strategy to reach targets along with milestones
- Communication of received feedback to top management through Executive Leadership Council (ELC) meetings to further incorporate sustainability into business strategy
- Enhanced ERM policies, systems, and procedures

## Employees

### Material Concerns

- Competitive compensation and benefits
- Frequent career conversations between employees and their managers
- Exposure to career advancement opportunities
- Positive work culture driven by purpose, values, and community

### Modes of Engagement

- Town hall meetings
- Open dialogues
- Pulse Employee Engagement Survey

### Response

- Continuous benchmarking to ensure up-to-date provision of competitive salaries, benefits, and employee growth initiatives such as formal training and e-training
- Strong partnership between HR and leadership on employees' performance management and development
- Setting of town hall meetings and other avenues for employee communication
- Adherence to good labor practices and workplace standards
- Purpose and values-driven initiatives to strengthen group identity, engagement, and community

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## Suppliers and Service Providers

### Material Concerns

- Lasting business commitments
- Complying to sustainability policies of JGSHI
- Timely payment

### Modes of Engagement

- Vendor audits
- Open line communication

### Response

- Execution of purchasing ethics, strategic purchasing, and supplier relationship management
- Strict implementation of Supplier Accreditation Policy
- Practice of due diligence in processing liabilities

## Regulators and Government Bodies

**Material Concerns**

- Legal compliance with laws and regulations
- Comments and improvements on legislative proposals
- Partnership in social and environmental responsibility
- Feedback and suggestions on existing policies, laws and regulations affecting our other stakeholders

**Modes of Engagement**

- Annual and Sustainability Reports
- Statement of compliance
- Licenses to operate
- Position Papers
- Corporate social responsibility programs
- Association and/or community engagement with discussion regarding policies, laws, and regulations affecting the association members and/or communities

**Response**

- Compliance with laws and regulations
- Submission of official position papers on legislative proposals
- Implementation of initiatives to support government programs (e.g., Lingkod Pinoy Centers and tree planting)
- Drafting and submission of feedback and suggestions for and on behalf of the Association and/or community

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## Communities

**Material Concerns**

- Community engagement and development
- Responsible environmental management

**Modes of Engagement**

- Corporate social responsibility programs
- Environmental compliance programs

**Response**

- Continuous development and design of projects and programs that respond to community needs
- Compliance with environmental standards

## Customers of SBUs

### Material Concerns

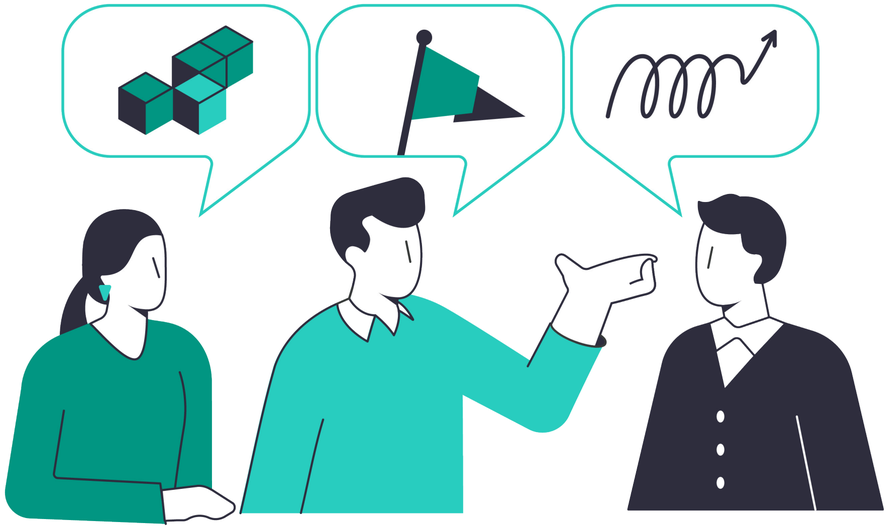
- Product quality
- Health and safety
- Marketing and labelling
- Data privacy

### Modes of Engagement

- Open communication channels
- Customer Satisfaction Survey

### Response

- Quality assurance for products and services of each SBU
- Implementation of environmental, safety, and quality standards and assurance systems
- Proper marketing and labelling for product content, usage, and service inclusions
- Enhanced JGSHI-wide information security system to prevent any data leak and security breach



# Annex B. Philippine SEC Sustainability Reporting for Publicly Listed Companies Content Index

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| **Economics** | | |
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| Procurement Practices | Duties to Stakeholders, Risk Categories – Operational Risk, Our Impact – Shared Success, EESG Performance Indices – Procurement Practices, EESG Performance Indices – Supplier Accreditation, EESG Performance Indices – 2024 Stakeholder Engagement Results | 315–318, 362–363, 91–92, 216, 252–255, 256–259 |
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| **Resource Management** | | |
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| Water Consumption within the Organization | Our Impact – Shared Success, Our Impact – Resource Efficiency and Circularity, Sustainability Performance Scorecard, EESG Performance Indices – Environmental Performance | 91–113, 167–191, 12, 221–222 |

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| Air Pollutants | Risk Categories – Operational Risk, EESG Performance Indices – Environmental Performance | 362–363, 220–221 |
| Solid and Hazardous Wastes | Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance | 167–191, 224 |
| Effluents | Our Impact – Resource Efficiency and Circularity, Sustainability Performance Scorecard, EESG Performance Indices – Environmental Performance | 167–191, 12, 221–222 |
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| Customer Health and Safety | Duties to Stakeholders, Risk Categories – Reputational Risk, Our Impact – Better Choices, EESG Performance Indices – Governance, 2024 Stakeholder Engagement Results | 315, 366, 114–140, 241, 259 |
| Customer Privacy | Risk Categories – Reputational Risk, EESG Performance Indices – Governance, 2024 Stakeholder Engagement Results | 364, 243, 259 |
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# Annex C. IFRS (S1 and S2) Sustainability Disclosure Standards Content Index

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| | b. Management's role in assessing and managing sustainability and climate-related risks and opportunities | Evolving Our Approach to Sustainability – Governance: Governance Framework, Enterprise Risk Management, Sustainability and Climate | 322–324, 334–336, 342–344 |
| **Risk Management** | a. Processes and related policies the entity uses to identify, assess, prioritize, and monitor sustainability and climate-related risks | Evolving Our Approach to Sustainability – Enterprise Risk Management | 347–365 |
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| | c. Resilience of the organization's strategy, taking into consideration different sustainability and climate-related scenarios | Evolving Our Approach to Sustainability – Strategy, Metrics, and Targets, 2024 Stakeholder Engagement Results, Our Approach to Managing Climate Risks | 88–89, 256–259 |
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# Annex D. GRI Content Index

**Statement of use**

JG Summit Holdings, Inc. has reported the information cited in this GRI content index for the period January 1 to December 31, 2024 with reference to the GRI Standards.

**GRI 1 used**

GRI 1: Foundation 2021

| GRI Standard | Disclosure | Section or Direct Answer | Page Number |
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| | 2-2 Entities included in the organization's sustainability reporting | Corporate Structure, Strategic Business Units | 36–37, 38 |
| | 2-3 Reporting period, frequency and contact point | January 1–December 31, 2024, Corporate Directory | 366–369 |
| | 2-4 Restatements of information | EESG Performance Indices – Environmental Performance<br><br>The 2023 sustainability data has been restated to incorporate several updates and corrections. These include the exclusion of URC China operations across all metrics, recalculations of carbon emission of PH grid electricity using Department of Energy's newly released emission factors and migration to Department for Environment Food and Rural Affairs (DEFRA) for other energy data. Corrections of data errors by URC and RLC, as well as the inclusion of late utility billings from CEB, were also applied. As a result of these adjustments, changes were observed in total energy consumption, greenhouse gas (GHG) emissions, water withdrawal, solid waste generation, and material usage. | 217–225 |
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| | 2-7 Employees | EESG Performance Indices – Employee Data | 225–226 |
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| | 2-11 Chair of the highest governance body | The Board of Directors | 325–346 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | Corporate Governance, 2024 Stakeholder Engagement Results | 307–365, 256–259 |
| | 2-13 Delegation of responsibility for managing impacts | Corporate Governance | 307–365 |
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| | 2-15 Conflicts of interest | Code of Business Conduct and Ethics, Compliance Monitoring and Implementation | 320, 337–338 |
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| | 2-21 Annual total compensation ratio | Composition and Qualification, Remuneration | 326–328, 339–340 |
| | 2-22 Statement on sustainable development strategy | Sustainability at JGSHI, Strategy, Metrics, and Targets | 84–86, 88–89 |
| | 2-23 Policy commitments | Corporate Governance Policies, Labor Management Relations, EESG Performance Indices - Governance, Supplier Accreditation | 320, 236, 243, 252–255 |
| | 2-24 Embedding policy commitments | Corporate Governance Policies, Labor Management Relations, EESG Performance Indices - Governance, Supplier Accreditation | 320, 236, 243, 252–255 |
| | 2-25 Processes to remediate negative impacts | Compliance Monitoring and Implementation, Employee Training and Development | 337–338, 236 |
| | 2-26 Mechanisms for seeking advice and raising concerns | Compliance Monitoring and Implementation, 2024 Stakeholder Engagement Results | 337–338, 256 |
| | 2-27 Compliance with laws and regulations | Compliance Report, Internal Controls, Governance Programs, URC's Extended Producer Responsibility Strategy, Non-compliance with Environmental Laws and Regulations, Labor Management Relations | 321, 336, 337–339, 169–170, 225, 236 |

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| GRI 2: General Disclosures 2021 | 2-28 Membership associations | JGSHI is a member of Makati Business Club (MBC), which is a private, non-profit business association in the Philippines. Established in 1981, MBC represents the interests of the country's largest and most prominent businesses, including major corporations and conglomerates. It serves as a forum for discussion on economic, political, and social issues affecting the business environment in the Philippines. MBC engages in policy advocacy, publishes research, and reports, and facilitates dialogues between the private sector and government. The organization aims to promote good governance, transparency, and sustainable economic development in the country. It is also involved in various initiatives that support business growth, social responsibility, and national competitiveness.<br><br>JGSHI is also a member of the Philippine Alliance for Recycling and Materials Sustainability (PARMS), which is a non-profit, multi-stakeholder coalition that promotes recycling and materials sustainability in the Philippines. Established in 2014, PARMS brings together various sectors, including businesses, government agencies, non-governmental organizations (NGOs), academic institutions, and communities, to collaborate on solutions for waste management and environmental sustainability. The alliance aims to address the country's growing waste problem through initiatives such as developing sustainable packaging solutions, promoting recycling practices, and advocating for policies that support a circular economy. PARMS focuses on educating the public, raising awareness about the importance of responsible waste management, and supporting innovations in recycling and sustainable materials use. PARMS is known for its commitment to working towards zero waste and a more sustainable future by fostering partnerships among its members and stakeholders, which include some of the largest companies and organizations in the Philippines. |

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| GRI 2: General Disclosures 2021 | 2-29 Approach to stakeholder engagement | 2024 Stakeholder Engagement Results | 256 |
| | 2-30 Collective bargaining agreements | Labor Management Relations | 236 |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Strategy, Metrics, and Targets, 2024 Stakeholder Engagement Results | 88–89, 256–259 |
| | 3-2 List of material topics | Sustainability at JGSHI, Our Impact, 2024 Stakeholder Engagement Results | 84, 90, 256–259 |
| | 3-3 Management of material topics | Our Impact | 90 |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | Our Impact – Shared Success, Sustainability Performance Scorecard | 91–113, 12 |
| | 201-2 Financial implications and other risks and opportunities due to climate change | Risk Categories – Climate Risk, Sustainability and Climate Risk and Opportunity Management Framework | 362, 353–354 |
| GRI 202: Market Presence 2016 | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage | Employee Data | 225 |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | EESG Performance Indices – Procurement Practices | 216 |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | Compliance Monitoring and Implementation, Risk Categories – Governance Risk | 337–338, 365 |
| | 205-2 Communication and training about anti-corruption policies and procedures | Board Trainings, EESG Performance Indices – Governance | 344–345, 239 |
| | 205-3 Confirmed incidents of corruption and actions taken | EESG Performance Indices – Governance | 240 |

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| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | EESG Performance Indices – Environmental Performance | 223 |
| | 301-2 Recycled input materials used | EESG Performance Indices – Environmental Performance | 223 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | EESG Performance Indices – Environmental Performance | 217–218 |
| | 302-3 Energy intensity | EESG Performance Indices – Environmental Performance | 219 |
| | 302-4 Reduction of energy consumption | Our Impact – Climate Action, EESG Performance Indices – Environmental Performance | 192–212, 217 |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | EESG Performance Indices – Environmental Performance | 221–222 |
| | 303-2 Management of water discharge-related impacts | Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance | 167–191, 221–222 |
| | 303-3 Water withdrawal | EESG Performance Indices – Environmental Performance | 221–222 |
| | 303-4 Water discharge | EESG Performance Indices – Environmental Performance | 221–222 |
| | 303-5 Water consumption | EESG Performance Indices – Environmental Performance | 221–222 |

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| GRI 304: Biodiversity 2016 | 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | EESG Performance Indices – Biodiversity | 246–251 |
| | 304-2 Significant impacts of activities, products and services on biodiversity | EESG Performance Indices – Biodiversity | 246–251 |
| | 304-3 Habitats protected or restored | EESG Performance Indices – Biodiversity | 246–251 |
| | 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations | EESG Performance Indices – Biodiversity | 246–251 |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | EESG Performance Indices – Environmental Performance | 219–220 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | EESG Performance Indices – Environmental Performance | 219–220 |
| | 305-3 Other indirect (Scope 3) GHG emissions | EESG Performance Indices – Environmental Performance | 219–220 |
| | 305-4 GHG emissions intensity | EESG Performance Indices – Environmental Performance | 219–220 |
| | 305-5 Reduction of GHG emissions | Our Impact – Climate Action, EESG Performance Indices – Environmental Performance | 192–212, 219–220 |

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| GRI 305: Emissions 2016 | 305-6 Emissions of ozone-depleting substances (ODS) | EESG Performance Indices – Environmental Performance | 219–220 |
| | 305-7 Nitrogen oxides (NOx, sulfur oxides (SOx), and other significant air emissions | EESG Performance Indices – Environmental Performance | 220–221 |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | Our Impact - Resource Efficiency and Circularity | 167–191 |
| | 306-2 Management of significant waste-related impacts | Our Impact - Resource Efficiency and Circularity | 167–191 |
| | 306-3 Waste generated | EESG Performance Indices – Environmental Performance | 224 |
| | 306-4 Waste diverted from disposal | EESG Performance Indices – Environmental Performance | 224 |
| | 306-5 Waste directed to disposal | EESG Performance Indices – Environmental Performance | 224 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | EESG Performance Indices – Social | 230 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | EESG Performance Indices – Social | 234–235 |
| | 401-3 Parental leave | EESG Performance Indices – Social | 224 |

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| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | EESG Performance Indices – Social, Our Impact – Employee Growth and Well-Being | 238, 141–166 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | Enterprise Risk Management | 347–365 |
| | 403-3 Occupational health services | Duties to Stakeholders – Employees | 315–317 |
| | 403-5 Worker training on occupational health and safety | Our Impact – Employee Growth and Well-Being | 141–166 |
| | 403-6 Promotion of worker health | Duties to Stakeholders – Employees, Risk Categories – People Risk, Our Impact – Shared Success, Our Impact – Employee Growth and Well-Being, Our Impact – Employee Growth and Well-Being, EESG Performance Indices – Social | 315–317, 361, 98, 144–145, 165, 236–237 |
| | 403-9 Work-related injuries | EESG Performance Indices – Social | 238 |
| | 403-10 Work-related ill health | EESG Performance Indices – Social | 238 |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | EESG Performance Indices – Social | 236 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Our Impact – Better Choices, Our Impact – Employee Growth and Well-Being, EESG Performance Indices – Social | 131, 141–166, 236 |

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| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Corporate Governance Policies, Board Diversity, EESG Performance Indices – Social | 320, 326, 233 |
| GRI 407: Freedom of Association and Collective Bargaining 2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | EESG Performance Indices – Social | 236 |
| GRI 408: Child Labor 2016 GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | EESG Performance Indices – Social | 236–237 |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | EESG Performance Indices – Social | 236–237 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | Our Impact – Shared Success, EESG Performance Indices – Biodiversity | 91–113, 246–251 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | Our Impact – Shared Success, EESG Performance Indices – Biodiversity | 91–113, 246–251 |

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| GRI 416: Customer Health and Safety 2016 | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | EESG Performance Indices – Governance<br>**URC Food Safety and Quality Management Commitment**<br>URC is dedicated to maintaining the highest standards of Quality and Food Safety throughout all facets of its operations. This commitment is aligned with the latest global standards and adheres to internal policies and procedures, ensuring that products meet the expectations of the company's consumers and stakeholders.<br><br>To reinforce this commitment, URC is continuously enhancing its initiatives, notably through the implementation of the **One GMP (Good Manufacturing Practices)** Requirements and the **URC Operational Requirements (URCORe) Integrated Quality and Food Safety Standards**. URCORe serves as a comprehensive framework for establishing management systems ensuring business continuity through rigorous standards governance, thorough documentation support, and a centralized platform for accessing the Operational Requirements across all URC operations<br><br>The organization's Global **Quality and Food Safety Team** has made significant strides in evolving systems to further enhance quality and food safety through the following initiatives:<br><br>**1. Risk-Based Internal Audit Programs:** The company designed and implemented a robust internal audit programs focused not only on manufacturing facilities but also on material suppliers. Programs like One GMP Audit, Supplier FSQMS Audit and Management System Preparatory Audits are aimed at ensuring compliance with established standards while driving continuous improvement across the company's operations. By identifying potential risks and areas for enhancement, URC can proactively address issues before they impact its processes. | 241 |

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| GRI 416: Customer Health and Safety 2016 | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | **2. Training and Development Initiatives:** URC developed comprehensive training programs tailored to elevate the skills of its plant internal auditors across different quality and food safety systems. These programs empower plant auditors to effectively detect systemic issues and enhance the overall effectiveness of management systems. By investing in its team's capabilities, URC ensures a more resilient and responsive quality assurance process.<br><br>Source: URC SEC 17A Form Dec 31 2024, *pp. 232-233*<br>---<br>Passenger safety remains the priority of CEB. The Group continues to implement strict safety measures designed to reassure travelers and protect the public from unnecessary dangers.<br><br>The measures taken by the Group to ensure occupational and aviation safety, described earlier under the Workplace Conditions topic, result in a safer environment for its customers. Apart from mitigating the risks posed by wildlife and bird strikes, Cebu Pacific also ensures its employees are well-trained to handle emergency situations such as fire and earthquakes and maintains their mental and physical well-being to handle customers and carry out their duties properly.<br><br>CEB has maintained air safety certification by IATA through the Operational Safety Audit (IOSA) program. The Group's operations are subject to continuous audits and surveillance programs by civil aviation authorities. | 241 |

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| GRI 416: Customer Health and Safety 2016 | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | All health and safety-related matters are discussed in the monthly ASRC meetings, as described in the relevant section above under Governance.<br><br>*Source:* **CEB SEC Form 17A, Conso FS and Sustainability Report_December 31, 2024**, *p.261*<br><br>From the design and construction of properties to their operation, RLC takes measures to reduce health and safety risks to both employees and customers. Structural threats are minimized by meeting the highest building standards, and risks of slippage and fall are regularly assessed and audited.<br><br>*Source:* **RLC_SEC 17-A_December 31 2024**, *p. 150* | 241 |
| GRI 417: Marketing and Labeling 2016 | 417-3 Incidents of non-compliance concerning marketing communications | EESG Performance Indices – Governance<br><br>URC adheres closely to the Philippine Food Safety Act (Republic Act or R.A. 10611) which protects consumer health and safety. Regulatory compliance encompasses product registration, sale, inspection, labeling, and marketing.<br><br>URC ensures full compliance with regulatory labeling and product information requirements, implementing the necessary analysis for nutritional facts and claims. | 242 |

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| GRI 417: Marketing and Labeling 2016 | 417-3 Incidents of non-compliance concerning marketing communications |  | 242 |

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|---|---|---|---|
| GRI 417: Marketing and Labeling 2016 | 417-3 Incidents of non-compliance concerning marketing communications | *Source:* **URC SEC 17A Form Dec 31 2024**, *pp. 234-235*<br>---<br>CEB continues to proactively address the needs of its customers through appropriate marketing communications. It also adheres to the Ad Standards Council (ASC) and Department of Trade and Industry (DTI) regulations in the Philippines to ensure commitment to advertising responsibly and upholding the highest standards of ethics.<br><br>*Source:* **CEB SEC Form 17A, Conso FS and Sustainability Report_December 31, 2024**, *p.261* | 242 |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | EESG Performance Indices – Governance | 243 |

# Gokongwei Brothers Foundation



GBF remains dedicated to uplifting STEM education and developing more quality STEM professionals and leaders who will help fuel nation-building.

We are guided by these key strategic pillars:

- Elevating the professional development of STEM educators
- Expanding access to quality education for underprivileged students
- Creating accessible, high-quality resources for both STEM educators and learners
- Engaging stakeholders to support communities through education-based initiatives

2024 has been a milestone year for the Gokongwei Brothers Foundation (GBF), marked by significant advancements in its educator-focused initiatives. The GBF Class Builder, a proprietary platform designed to enhance content mastery and teaching practices of public-school elementary teachers, successfully completed the first phase of its scale-up for the 2024–2025 school year. Meanwhile, the GBF STEM Collab community saw remarkable growth, expanding to 81,000 members by the end of the year—an impressive jump from 30,000 in 2023. Furthermore, the GBF STEM Scholarship programs continue to provide vital financial support to both educators and students pursuing STEM degrees, with 542 new scholars joining the program.

# 2024 Milestones






## Educator Programs

**81,000**

Teachers in GBF STEM Collab Community
As of December 31, 2024

**20,743**

Unique teachers provided with certificates
From January–December 2024

**1,500**

Teachers empowered through GBF Class Builder
From January–December 2024

# 2024 Milestones







## Scholarships

**3,293**

Lifetime scholars
As of December 31, 2024

**1,759**

Lifetime graduates
As of December 31, 2024



## Juan Community for Education

**4,698**

Learners served
As of December 31, 2024

**230**

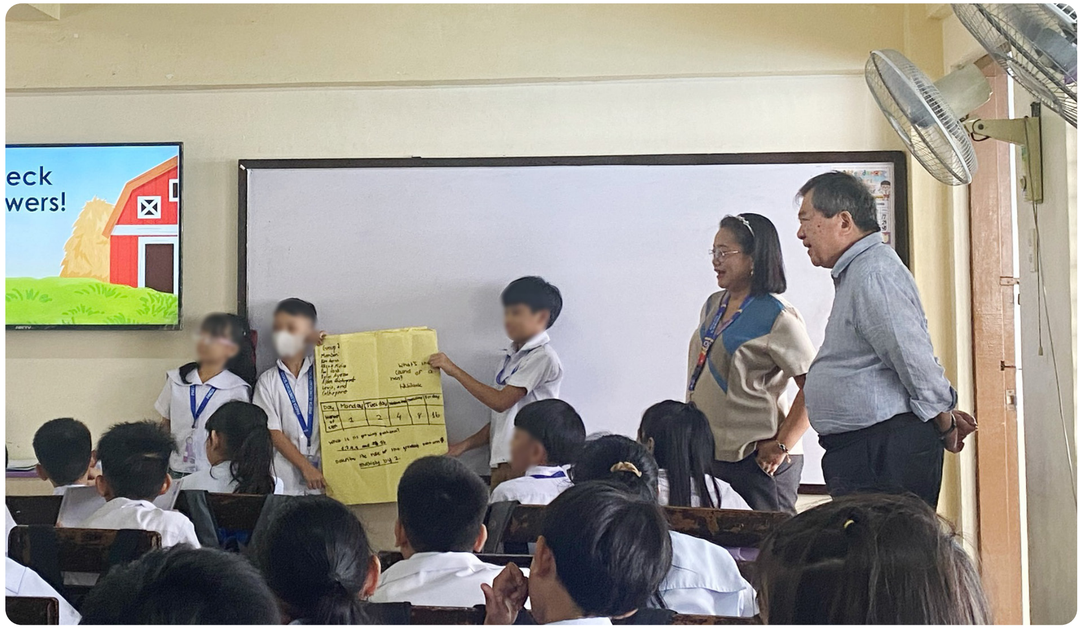
Schools served
For SY 2024–2025



# Educator Programs

At GBF, we believe educators are the true agents of change in our classrooms. They have the power to shape the minds of our future, making it essential to prioritize teacher quality and professional development to improve student learning outcomes.

## GBF Class Builder



GBF's flagship program for educators, **GBF Class Builder**, is a dynamic platform designed to empower STEM educators by enhancing their content mastery and pedagogy through accessing effective lesson resources. This is done using a micro-coaching approach through lesson guides coupled with well-scaffolded, DepEd-aligned materials to be used in the class. These ready-to-use materials not only embed content mastery and strengthen pedagogy but are ultimately designed to improve student engagement and learning outcomes.

In 2024, the program successfully completed Phase 1 of its Scale-Up initiative. By the end of the year, the platform had been implemented in 374 schools across 12 divisions in three key regions, reaching more than 1,500 teachers.

## GBF Class Builder by the Numbers in 2024 (Scale-Up Phase 1)

**1,500+**

Math teachers engaged

**374**

Schools in 12 partner school divisions

**338**

Grade 4 and 5 Math lessons produced and loaded into the platform



## GBF STEM Collab




STEM Collab is a thriving community of STEM educators committed to knowledge-sharing and peer-to-peer learning. In just two years from launch, membership has doubled, now representing teachers from all regions of the country. 2024 marked a breakthrough year, driven by strategic partnerships that significantly boosted both membership and engagement. Notably, the Department of Education (DepEd) National Educators Academy of the Philippines and the Professional Regulation Commission (PRC) endorsed the “MATATAG-Readiness” series in August, making it the most-watched series to date. The community also became a key platform for the Gokongwei Group to support teachers during National Teacher’s Month, with 16 business units participating in exclusive gifts and promotions for educators.

## STEM Collab by the Numbers in 2024

**81,000**

Members
As of December 31, 2024

**31**

Learning sessions
From January–December 2024

**21,874**

Material downloads
From January–December 2024

**1,906**

Average live online learning session attendees
As of December 31, 2024

**20,743**

Teachers issued with certifications
From January–December 2024



# GBF Scholarships

In keeping with its thrust to provide access to quality STEM education, GBF continues to be one of the biggest private sector providers of STEM-related scholarships in the country. In 2024, GBF welcomed 542 new scholars, reaching a total of 3,293 scholars supported since 2016.

**1,172**

Total Current Active Scholars
As of December 31, 2024

**421**

Learners
High School & College



**621**

Educators
College & Masters




**130**

Iskolar ni Juan
Tech-Voc



Educators **Scholarships**

| | | |
|---|---|---|
| 391 scholars | TeachSTEM College Scholarship<br>2018 | For undergraduate students who aspire to teach and champion STEM in public schools |
| 229 scholars | TeachSTEM Master's Scholarship<br>2019 | For public school teachers and college instructors who champion STEM and aspire to become academic leaders |

Learners **STEM**

| | | |
|---|---|---|
| 201 scholars | GBF-Gokongwei Group STEM Scholarship for Excellence<br>2011 | For outstanding students and future STEM professionals requiring financial assistance to pursue their STEM undergraduate degree in centers of excellence |
| 30 scholars | STEM Agri Senior High School and College Scholarship<br>2020 | For URC partner planter-farmers' children enrolled in agriculture-related fields of study |

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|---|---|---|
| 28 scholars | Young Scientist Award Scholarship<br>2019 | For outstanding finalists of leading Philippine-based STEM and innovation competitions |

Learners

## Scholarships with Affiliates and Partners

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|---|---|---|
| 123 scholars | Next Gen Scholarship for Excellence<br>2010 | For Gokongwei Group employees' children and siblings who demonstrate academic excellence and leadership potential |
| 6 scholars | DLSU Gokongwei College of Engineering Grant<br>2012 | For outstanding students taking any undergraduate degree program at DLSU Gokongwei College of Engineering |
| 9 scholars | Ateneo John L. Gokongwei Scholarship<br>2006 | For outstanding students of the Ateneo John Gokongwei School of Management and GBSEALD |
| 11 scholars | Go Family Association College Scholarship<br>2019 | For outstanding members of the Go clan |

Learners

## High School

| | | |
|---|---|---|
| 10 scholars | St. Stephen High School Scholarship<br>2012 | For select students enrolled in St. Stephen High School |
| 5 scholars | Xavier-Zuloaga Scholarship Fund<br>2020 | For select students of Xavier High School |

## Technical-Vocational Scholarship

| | | |
|---|---|---|
| 130 scholars | Iskolar ni Juan Tech-Voc Scholarship Program<br>2014 | For senior high school graduates with technical inclination and financial challenges |

## Iskolar Ni Juan TechVoc Program




GBF's Tech-Voc scholarship program has been transforming lives through technical vocational education for ten years. "Iskolar ni Juan" (INJ) marked its 10th anniversary at the GBF Technical Training Center in Calamba, Laguna, in July 2024. The celebration was attended by key partners, including Universal Robina Corporation, local government units and employment offices, and various youth development organizations that have been integral to the INJ journey. Since its inception, Iskolar ni Juan has graduated over 500 students and continues to actively recruit out-of-school youth and senior high school graduates who face financial barriers to higher education. The program equips them with industry-relevant skills in Mechatronics Servicing, earning them a TESDA NCII certification with the promise of a job opportunity at employment partners such as URC.

## Scholar Development




The annual servant leadership program for select GBF scholars, titled *"Juan to Serve (JTS) 2024: Layag: Dahil sa 'tin, posible,"* took place last November, with 58 scholars participating in immersive activities and workshops. The program began with visits to various organizations, including local government units (LGUs) and non-governmental organizations (NGOs) such as Pasig LGU, Don Bosco Youth Center, to name a few. These visits deepened the scholars' connection to their communities and reinforced their commitment to service. Following this, scholars applied the insights gained from their Futures and Design Thinking Workshops to develop actionable project proposals aimed at creating a positive impact on these communities they visited.

The goal of all our scholarship development programs is to enhance our graduates' work readiness and develop co-advocates for nation building not only through promoting excellence in their field but also by encouraging and co-creating pathways for giving back to the community.



# Juan Community

GBF strives to contribute to building the nation through education, one community at a time. Through Juan Community, GBF seeks to encourage and support communities to work together toward building a better future through education.

## Juan Kapatid




**Juan Kapatid** is GBF's community-based learning recovery program designed to support struggling learners in developing foundational literacy and numeracy skills. By applying the proven "teaching-at-the-right-level" approach, combined with a robust socio-emotional learning framework, Juan Kapatid has effectively improved the literacy and numeracy competencies of learners committed to the program.

Since its launch in 2021, Juan Kapatid has implemented three intervention models to scale its impact: Direct-to-Learner Intervention, Teacher-to-Learner Intervention, and its most recent iteration, Teachers Training Teachers. To date, the program has trained 351 teachers across 30 schools in the CALABARZON and CARAGA regions, positively impacting 4,500 struggling learners.

**4,698**

JK Achievers supported
As of December 31, 2024

**351**

JK Teachers from 30 public schools
in CALABARZON and CARAGA

**12%**

non-numerates at the end of the session from 60% non-numerates at the start, which means more students could perform basic mathematical operations expected of their grade level.
SY 2023–2024

**6%**

non-literates at the end of the session from 47% at the beginning, which means more students are able to read full sentences and paragraphs.
SY 2023–2024

## Juan Brigada Eskwela




Through Juan Brigada Eskwela, GBF supports both learners and educators by addressing their essential needs in schools. In 2024, the program expanded through the Juan Commitment initiative of the Gokongwei Group, broadening its reach to 201 schools nationwide. 18 business units participated by contributing in-kind donations and volunteering for activities like school repair and clean-ups, further amplifying the program's impact.

## Juan Community for Disaster Resilience



GBF together with the Gokongwei Group supported families affected by natural disasters namely Typhoon Carina, Typhoon Kristine, and the Mount Kanlaon eruption. Relief items were distributed to 7,324 families in 18 communities with the help of six Gokongwei Group business units.

# Advocacy

GBF furthers its advocacy for advancing STEM education and excellence in STEM fields by strategically supporting our partners' relevant initiatives.

## GBF Young Scientist Award



GBF Young Scientist Award (YSA) is a recognition given to selected outstanding finalists of two prestigious STEM and innovation competitions in the country: DepEd National Science and Technology Fair (NSTF) and DOST's "imake.wemake.wecollaborate". In 2024, GBF awarded STEM college scholarship grants to 28 winners of these two competitions.

GBF also supported the 12 finalists from the NSTF competition in their participation in the International Science and Engineering Fair in Los Angeles last May. Two projects won special recognition: three students from Cebu National High School won fourth place in the Life Science Category, and one student from Tarlac National High School won a special award from National Geographic Society.


7TH


REGENERON
ISEF
A PROGRAM OF
SOCIETY FOR SCIENCE

## Supporting Teachers through DepEd




GBF was present at the Regional Assembly of Education Leaders in Makati City last August, attended by over 1,000 teachers in the NCR region. GBF presented its programs for educator capacity building and set up a booth with raffle giveaways to teachers present during the gathering.




For the first time, GBF participated in the National Teacher's Month by bringing together 16 Gokongwei Group business units to show their love and support for teachers through special gifts and promotions. In this month-long celebration, teachers got treated to shopping vouchers in Robinson's Supermarkets, free movie passes in Robinson's Movieworld, and gifts such as free Cebu Pacific tickets, GoTyme e-cash, GoRewards points, clinic vouchers from Maxicare, to name a few. To cap the celebration, GBF brought Rita Daniela to offer a special serenade for teachers during the National Teacher's Day celebration at Araneta Coliseum attended by almost 9,000 teachers from all over the country.



# Endowments & Synergies

GBF has supported centers of excellence and innovations in Philippine education through endowments that consist of significant allocations for student scholarships, faculty and student research, and facility improvement.

## Ateneo de Manila University John Gokongwei School of Management

2002

- Launched the Business Insights Laboratory and Development (Ateneo BUILD)
- Supported students in academic competitions
- Enhanced private sector engagement and regional partnerships with other educational institutions to strengthen its curriculum

## De La Salle University Gokongwei College of Engineering

2011

- 13 faculty development grants were approved that supported research and publication in journals and conference presentations
- Seven additional research projects approved and initiated in 2024

## Ateneo de Manila University
## Gokongwei Brothers School of Education and Learning Design

2021

- Launched the first undergraduate degree program in Education, Bachelor of Science in Education and Learning Design (BS LEARN)
- Welcomed the second cohort of doctoral students
- Established the Research Institute on the Futures of Education (RIFE)
- Full-fledged operations of the Lily NgoChua Leadership Academy



# 2025 Plans and Targets




The gaps in the country's education landscape continue to pose significant challenges for both the government and private sector. As a result, GBF is more committed than ever to improving learning outcomes by focusing on educator capacity-building programs and providing access to quality education for underprivileged students. GBF will continue to improve and strengthen the impact of its various programs through close on-ground observation and collaboration, iterating for relevance and broadening program reach.

## 120,000

STEM educators receiving timely and relevant professional development opportunities through the STEM Collab Community by end of 2025

## 30,000

teachers in 7,800 schools supported with quality learning and teaching materials for Grades 3-6 Math and Grade 3 Remediation through GBF Class Builder by end of SY 2025–2026

## 529

new scholars onboarded by end of 2025

# Board Matters

Setting the tone from the top through oversight of our Board Directors



# Governance Statement, Strategies, and Objectives

JG Summit Holdings, Inc. (“JGSHI” or the “Company”) upholds its commitment to doing business in accordance with its long-held values of exercising the highest ethical standards and always acting in good faith and in the best interest of all stakeholders. These values, which extend to corporate governance, have been the foundation of the Company in advocating and promoting the principles of integrity, fairness, transparency, and accountability.

JGSHI is compliant with the Code of Corporate Governance for Publicly-Listed Companies (“CG Code”). It continuously strives to strengthen its governance practices within the framework of evolving laws and regulations of the Securities and Exchange Commission (“SEC”) and the Philippine Stock Exchange (“PSE”) on the recommended corporate governance principles and industry best practices. Consequently, there is a regular review of JGSHI’s company policies, such as its Revised Corporate Governance Manual, Code of Business Conduct and Ethics, and Anti- Bribery and Anti-Corruption, which all of its operating companies and employees are expected to follow. In 2024, we initiated a capability-building initiative across our conglomerate to deepen our knowledge of International Financial Reporting Standards S1 and S2. This capability building initiative focused on understanding the following:

In addition, it adopts the long-term strategic planning framework “**OGSM” (Objectives, Goals, Strategies, and Measures)**. It begins with a **purpose**, an inspiring articulation of the company’s reason for being and the role it plays in the lives of its stakeholders; the vision for the next 3-5 years; the **financial and non-financial goals**, the strategic choices **about where to compete**, and the **strategies to be employed to win**. The Board also regularly reviews and monitors the execution of the OGSM through discussions of JGSHI’s CEO Scorecard, the group’s quarterly financial performance, and updates on its How-to-Win strategies. Ultimately, in its pursuit to heighten observance of good corporate governance in light of emerging trends, JGSHI is resolutely and relentlessly carrying out its business purpose and intention of offering better choices to its customers and creating shared success with all its stakeholders.

# The Company

## A. Organizational Structure

JGSHI is currently one of the largest and most diversified Filipino conglomerates engaged primarily in businesses that serve a growing middle class with rising disposable incomes in the **Philippines and Southeast Asia**. JGSHI's place in Philippine business has for its cornerstone a portfolio of market leaders, management team, and a vision of leading the country to global competitiveness and making life better for every Filipino. The Group Corporate Structure is reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1), Part I, Item 1 (B).**

## B. Management Leadership Chart

See **JGS Annual Report SEC Form (17A) December 2024 (Part 1)**, Part III, Item 9 (1) Directors (*for Mr. Lance Gokongwei as Executive Director*), (2) Executive Officers for the full write-up of on the above-mentioned officers. For the role of key officers, please refer to the "**Governance Framework**" section of this Sustainability Report.



**Lance Gokongwei**
President and CEO
JG Summit Group



**Michael Liwanag**
Chief Strategy Officer



**Renato Salud**
Chief Corporate Affairs and Sustainability Officer



**Rya Aissa Agustin**
Chief Audit Executive



**David Gulliver Go**
Chief Human Resources Officer



**Aldrich Richard Javellana**
Senior Vice President and Treasurer



**Maria Celia Estavillo**
Chief Legal Counsel and Corporate Secretary



**Brian Go**
Chief Finance and Risk Officer



**Ma. Cristina Bellaflor Alvarez**
Chief Information Officer

# C. Ownership Structure

## 1. Top Shareholdings (shareholders holding >5%)

The persons who beneficially owns in excess of 5% of the Company's common stocks as of December 31, 2024 are specified and reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1)**, **Part III, Item 11 (2)**.

## 2. Management Beneficial Ownership

The detailed table of Security Ownership of Management over any shares of the Company as of 31 December 2024 is reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1)**, **Part III, Item 11 (2)**.

## 3. Trading of Securities

The Directors and Officers of the Company are required to report any changes in ownership of Company shares to the Office of the Corporate Secretary within three (3) business days from said occurrence under the **Insider Trading Policy**. The Office of the Corporate Secretary shall file the required disclosure to comply with reporting requirements of the PSE and the SEC within the prescribed period.



| | *Shareholdings as of December 31, 2023* | | | | *Shareholdings as of December 31, 2024* | | | |
|---|---|---|---|---|---|---|---|---|
| | Direct | Indirect | Total Direct and Inderect Shares | % of Total Outstanding | Direct | Indirect | Total Direct and Inderect Shares | % of Total Outstanding |
| **INDUSTRY** | | | | | | | | |
| James L. Go | 156,288,580 | 0 | 156,288,580 | 2.08 | 156,288,580 | 0 | 156,288,580 | 2.08 |
| Lance Y. Gokongwei | 570,962,279 | 0 | 570,962,279 | 7.59 | 570,962,279 | 0 | 570,962,279 | 7.59 |
| Patrick Henry C. Go | 133,164 | 0 | 133,164 | 0 | 133,164 | 0 | 133,164 | 0 |
| Robina Y. Gokongwei-Pe | 190,464,774 | 0 | 190,464,774 | 2.53 | 190,464,774 | 0 | 190,464,774 | 2.53 |
| Johnson Robert G. Go, Jr. | 43,737 | 0 | 43,737 | 0 | 43,737 | 0 | 43,737 | 0 |
| Artemio V. Panganiban | 10 | 0 | 10 | 0 | 10 | 0 | 10 | 0 |
| Jose T. Pardo* | 1 | 0 | 1 | 0 | — | — | — | — |
| Renato T. De Guzman | 22,838 | 0 | 22,838 | 0 | 22,838 | 0 | 22,838 | 0 |
| Antonio L. Go | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Bernadine T. Siy* | — | — | — | 0 | 1 | 0 | 1 | 0 |
| **TOTAL** | ***917,915,384*** | ***0*** | ***917,915,384*** | ***12.2*** | ***917,915,481*** | ***0*** | ***917,915,481*** | ***12.2*** |

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

| | *Shareholdings as of December 31, 2023* | | | | *Shareholdings as of December 31, 2024* | | | |
|---|---|---|---|---|---|---|---|---|
| | Direct | Indirect | Total Direct and Inderect Shares | % of Total Outstanding | Direct | Indirect | Total Direct and Inderect Shares | % of Total Outstanding |
| **OFFICERS** | | | | | | | | |
| Lisa Y. Gokongwei-Cheng | 146,018,275 | 0 | 146,018,275 | 1.94 | 146,018,275 | 0 | 146,018,275 | 1.94 |
| Michael P. Liwanag | 105,000 | 0 | 105,000 | 0 | 105,000 | 0 | 105,000 | 0 |
| Maria Celia H. F ernandez-Estavillo | 5,250 | 0 | 5,250 | 0 | 5,250 | 0 | 5,250 | 0 |
| David Gulliver G. Go | 43,735 | 0 | 43,735 | 0 | 43,832 | 0 | 43,832 | 0 |
| Brian M. Go | 2,237,577 | 0 | 2,237,577 | 0.3 | 2,237,577 | 0 | 2,237,577 | 0.3 |
| **TOTAL** | ***148,409,837*** | ***0*** | ***148,409,837*** | ***1.97*** | ***148,409,934*** | ***0*** | ***148,409,934*** | ***1.97*** |

The other Executive Officers of the Company have no beneficial ownership over any shares of the Company as of December 31, 2024, namely:

1. Renato T. Salud - Chief Corporate Affairs and Sustainability Officer
2. Aldrich T. Javellana - Senior Vice President and Treasurer
3. Michele F. Abellanosa - Vice President, Corporate Ownership
4. Rya Aissa S. Agustin - Chief Audit Executive
5. Laurinda R. Rogero - Chief Compliance Officer
6. Ma. Cristina Bellaflor P. Alvarez - Chief Information Officer
7. Bach Johann M. Sebastian - Senior Advisor
8. Alan D. Surposa - Senior Advisor
9. Ian Pajantoy - Data Protection Officer
10. Andre Ria B. Buzeta-Acero - Assistant Corporate Secretary

The shareholdings as of December 31, 2023 and 2024 indicated above may be viewed at the JGSHI website through this link: **Public Ownership Report**

## 4. Rights of Shareholders

The Company is committed to ensuring fair and equitable treatment of all shareholders, whether controlling or minority, local or foreign. The Company respects the rights of all shareholders as provided under the Revised Corporation Code and other laws and as stated in its RCGM and the Company's website. These rights relate to the following, among others: the (1) participate and vote on all matters that require their consent or approval in general shareholder meetings, including election and removal of Board members; (2) inspect corporate books and records; (3) obtain relevant and material information on the corporation on a timely and regular basis; (4) dividends; (5) appraisal; (6) secure methods of ownership registration; (7) convey or transfer shares; (8) nominate directors in accordance with the by-laws and notice of the annual stockholders' meeting procedures; and (9) submit proposals on items for inclusion in the agenda in accordance with relevant laws, regulations and internal policy.

### A. The Annual Stockholders Meeting

JGSHI is transparent and fair in conducting its Annual and Special Shareholders' meetings and encourages active shareholders participation under its By-Laws, such as nominating candidates to the board or calling for a general or special meeting by minority stockholders in accordance with relevant laws, regulations, by-laws and notice of the annual stockholders' meeting procedures.

The Annual Stockholders' Meeting ("ASM") was held on June 3, 2024. The initial **Notice of the Annual Stockholders' Meeting** ("Notice") was filed at least twenty-eight (28) days before the ASM, in compliance with the CG Code, the By-Laws and the RCGM. The **Definitive Information Statement**, which contains the Notice, was filed with the SEC and PSE on May 9, 2024. In addition, the Notice was published in English and disseminated to shareholders and other stakeholders via the Manila Standard and Business World for two (2) consecutive days in both online and print. It enumerated and explained the agenda items requiring stockholders' approval with one agenda item per topic and contained the following: i.) a rationale and explanation for each agenda item; ii.) the profiles of directors (with age, academic qualification, date of first appointment, experience, and directorships in other listed companies); iii.) SyCip Gorres Velayo & Co. ("SGV & Co.") as the external auditor seeking reappointment; iv.) readily available proxy documents; v.) ratifying acts of the Board such as the compensation or remuneration of

executive directors and key officers; vi.)  voting procedure; vii.) information regarding the appointment of an independent party to validate the votes; and viii.) the class of shares allowed to vote, among others.

The ASM was conducted both by face-to-face and by remote communication and was attended by all of the Board of Directors and by shareholders owning or representing a majority of the outstanding capital stock. The shareholders individually elect each director through ballot and were allowed to cast their votes by proxy or in absentia on each agenda item presented to them for approval, with the number of votes approving each agenda item indicated in their respective sections in the Minutes of the ASM. Shareholders who could not attend were apprised ahead of time of their right to appoint a proxy, subject to the requirements of law, rules and regulations, and the By-Laws. In order for the Company to properly conduct validation procedures through its external auditor, SGV & Co., stockholders who wished to participate via remote communication were instructed to notify the Company through email of their desire to vote in absentia.

The shareholders were also given the opportunity to send in their questions, express opinions, and make suggestions on various issues related to the Company by electronic mail. The Company received questions and provided responses indicated in the section on "**Consideration of Other Matters**" of the Minutes.

As shown in the Minutes of the ASM, the ASM was attended by the Chairman of the Board, all Board Committees, the President and CEO, the Investor Relations Officer, the External Auditor, and other officers of JGSHI.

The Minutes of the ASM and results of the meeting was uploaded the next day in the Company website: **Annual Stockholder Meeting Minutes**

**B. Dividends**

The Company's policy is to deliver a steady flow of dividends to its shareholders. In the past five years, JGSHI has successfully paid out at least PHP 0.30 per share annually despite the significant adverse impact of the pandemic on the Company's operations and profitability. The Company shall declare cash dividends annually. The dividend rate, however, shall be reviewed every year by the Board of Directors, taking into account the absence of circumstances which may restrict the payment of such dividends and considering applicable laws and regulations, the Company's results of operations, medium and long-term growth and investment strategies, cash flow requirements, and other relevant factors.

In its regular meeting on May 8, 2024, the Board approved the declaration of a regular cash dividend in the amount of Forty-Two Centavos (PHP 0.42) per common share from JGSHI's unrestricted retained earnings as of December 31, 2023, to all stockholders of record as of May 23, 2024. This was paid on June 5, 2024.

**Declaration of Cash Dividends (PDF)**

### C. Investor Relations

In furtherance of the shareholders' rights, an Investor Relations Officer ("IRO") under the Corporate Strategy Office was appointed so that the shareholders can engage with the Company beyond general meetings and all material information relating to it can be communicated to them. Shareholders and other stakeholders may visit the Company website **Investor Relations** and **Contact Us** tabs or contact the Company's IRO below:

**Carlos R. Yu, Jr.**

Director, Corporate Strategy and Investor Relations

Phone: +632 8633-7631 loc. 530
Email: IR@jgsummit.com.ph
40F Robinsons Equitable Tower, Ortigas Center, Pasig 1605

## D. Duties to Stakeholders

The Company recognizes and values the interdependence between business and society. It promotes a mutually beneficial relationship that encourages the Company's sustainable growth while contributing to the advancement of the society where it operates. The Company employs value chain processes that consider Economic, Environmental, Social, and Governance issues and concerns.

### 1. Customers' Welfare

The Company adopts customer relations policies and procedures to protect the customer's welfare. This includes providing and making available the customer relations contact information, who is empowered to address and attend to customer questions and concerns.

### 2. Supplier/Contractor Selection

The Company follows the Supplier Accreditation Policy to ensure that the Company's suppliers and contractors are qualified to meet its commitments. Besides the accreditation process, suppliers and contractors also undergo orientation on Company policies and ethical practices.

### 3. Employees

The Board also establishes policies, programs, and procedures that encourage employees to actively participate in the realization of the Company's goals and its governance, including but not limited to: Health, Safety, and Welfare; Training and Development; and Rewards, Compensation, and Benefits.

The Company complies with the standards and policies set by the Department of Labor and Employment. Likewise, the Company has Security and Safety Manuals that are implemented, reviewed, and regularly updated to ensure the security, safety, health, and welfare of the employees in the workplace.

**Health, Safety and Welfare**

*Foster the health and well-being of our people*

Worker safety and well-being are of utmost importance to the Company. To support our employees' physical and mental health, the Company continued to improve its office spaces and included areas where people can work, eat, and relax. To provide a space that caters to new workplace realities, workspace renovations took place. Aside from this, to strengthen the culture of well-being, monthly webinars were conducted on diverse topics from subject matter experts. To further support employees' mental health, the Company introduced a program offering a free initial consultation with a mental health professional. Additionally, the Company launched a wellness app in partnership with Rebel, providing employees with guided fitness and well-being resources. As part of this initiative, a twice-a-year step challenge was introduced to encourage movement and an active lifestyle. To check the health of employees, an Annual Physical Examination was likewise made available.

*Leveraging employee feedback for data-driven decision-making*

The Company actively monitored and responded to employee needs through structured listening initiatives. By leveraging surveys across various stages of the employee lifecycle, we identified key pain points in the employee experience. Coupled with robust analytics dashboards, we transformed these insights into data-driven, targeted action plans, ensuring tailored and meaningful interventions.

*Improved employee services via digitalization*

Access to efficient employee services on an online platform was made possible through the Company's internal Employee Service Portal. To provide a delightful employee experience, the Company's business units continued to utilize the Darwinbox human resource management platform with modules in Recruitment, Performance, Career Development, and more. Implementation of the Darwinbox platform was also expanded to more business units.

*Embraced the hybrid environment to engage and recognize its people*

Connections were built through groupwide and localized engagement and recognition initiatives. Likewise, employees adapted by socializing their values and culture through hybrid events accessible to both onsite and online participants, resulting in better choices for the Company's people.

*Great Place to Work® recertified*

Building upon the Great Place to Work® certification from 2023, the company has been recertified for 2024, demonstrating an ongoing commitment to fostering an exceptional workplace.

*From culture awareness to culture connectedness*

In 2024, the culture team of the Company's Corporate Human Resources Group strengthened the integration of Company Purpose, Values, and Ambition ("PVA") into working ways through the Culture Connect program, which created meaningful and fun conversations with employees.

*Blood donation drive with the Philippine Red Cross*

As part of the OSH initiatives pursuant to the Company's advocacy to provide impactful ways for individuals to make a positive difference in the lives of others and contribute to the overall health and well-being of the community, an onsite blood donation drive in partnership with the Philippine Red Cross was held in 2024.

**Performance-Enhancing Mechanisms for Employee Participation**

*Rewards policy that accounts for the Company's performance in the long term*

The Company firmly believes that good governance is the cornerstone of sustainable success. As JGSHI strives to attain excellence in corporate governance, the crucial role that rewards programs play in aligning the interests of our employees and stakeholders with the long-term goals of the company is recognized. The Company's commitment to fostering a culture of accountability, transparency, and ethical behavior is reflected in the design and implementation of our rewards programs, which effectively account for the company's performance in the long term.

*Performance-based compensation*

The Company's rewards programs are structured to emphasize performance-based compensation, ensuring that the financial incentives provided to employees are directly linked to the Company's long-term success. JGSHI has implemented a comprehensive system that combines individual and team performance metrics with strategic objectives, enabling the Company to reward employees based on their contributions toward sustainable growth.

*Balanced scorecard approach*

To account for the Company's performance holistically, the Corporate Human Resources Group has adopted a balanced scorecard approach in our rewards programs. Beyond financial metrics, a wide range of key performance indicators ("KPIs") that align with its long-term strategy, including customer satisfaction, innovation, employee engagement, social responsibility, and environmental sustainability, is considered. This approach helps foster a well-rounded performance evaluation and rewards system, where employees are incentivized to contribute to the Company's overall success across multiple dimensions.

*Performance assessment and goal setting*

The Company's performance management philosophy is anchored on the employee's ability to deliver the committed Company objectives. The employee's ability is honed through the creation of his annual Individual Development Plan, regular feedback giving, and appropriate development programs. The Company is committed to equip employees to perform and deliver with the highest standards. Career conversations is at the heart of the performance management process to ensure that employees know their achievements and areas for development to sustain the delivery of the Company's long-term objectives. These conversations also ensure clarity and visibility of goals through the annual year-end performance management review.

*Transparent communication*

Transparency is fundamental to the Company's good governance, and open communication throughout rewards programs is prioritized. Employees are given clear guidelines and expectations regarding their performance assessments, rewards criteria, and the Company's long-term objectives. Regular communication channels are established to share updates on progress and reinforce the link between performance and rewards, fostering a culture of trust and accountability.

At JGSHI, rewards programs are designed to account for the Company's performance in the long term through salary adjustments and merit increases, reflecting its commitment to good governance and sustainable success. By embracing performance-based compensation, adopting a balanced scorecard approach, engaging in regular performance assessments, and promoting transparent communication, rewards programs effectively align the interests of our employees and stakeholders with the Company's long-term goals. Through these efforts, JGSHI demonstrates its dedication to fostering a culture of accountability, transparency, and ethical behavior, which underpins our pursuit of excellence in corporate governance.

**Employee Trainings**

The Corporate Human Resources Group of the Company conducts various trainings for its key officers and employees, as follows:

1. **Leaders' Conferences** – strengthens enablement of skills for CHRO, CRO and OCFRO functions held in 2024.
2. **Executive Development Program** – catered to over 160 graduates, such as i.) Navigate: Leadership Foundations Academy (25 leaders); ii.) Orchestrate: ADVANCE and Executive Coaching (75 leaders); iii.) Win: Executive Assessment and Programs (215 leaders).
3. **Individual Development Plan** – with a KPI of 75%, CCU adoption exceeded this target at 82% compliance and 243 employees who submitted their IDPs.
4. **LinkedIn Learning** – ensure continuity and reinforcement of leadership learning via the online platform that can also help support self-directed learning.

## 4. Creditors

The Company honors its contracted obligations and ensures the protection of creditors' rights. The policy is posted on its website and may be viewed at this link: **Protection of Creditors' Rights Policy**

## 5. Communities

The Company conducts various projects for its communities discussed in "**Shared Success**" of this **Annual/Sustainability Report**.

CORPORATE GOVERNANCE

# Policies



The Company's RCGM and Corporate Governance policies cited therein are posted on its website under the Governance section at **CG Manual and Policies.**

# Corporate Governance Policies

## Revised Corporate Governance Manual ("RCGM")

The Company's RCGM institutionalizes the principles of good corporate governance throughout the organization. It lays the foundation to the Company's compliance system and identifies the roles and responsibilities of the Board and Management, as well as the rights of all shareholders, including minority shareholders, and the protection of their interests. Likewise, it requires adoption of and/or discloses the Company policies such as (1) **Anti-Bribery and Anti-Corruption**; (2) **Board Diversity**; (3) **Board Nomination and Election**; (4) **Conflict of Interest**; (5) **Dividend Policy**; (6) **Material Related Party Transactions**; (7) **Stakeholders Health, Safety, and Welfare**; (8) **Whistleblowing**; and (9) **Succession Planning and Remuneration**, among others.

The RCGM, company policies, **Board** and **Committee Charters**, and the Corporate Governance organizational structure are regularly reviewed to ensure compliance with regulatory issuances and to keep pace with the constant development of corporate governance best practices.

## Code of Business Conduct and Ethics ("Code")

The fundamental principle of this Code is the expectation that all JGSHI directors, officers, employees, subsidiaries, and affiliates conduct their dealings in the best interest of the Company and in accordance with the highest legal and ethical standards, with a firm stance against corrupt practices. Thus, everyone must observe the Company's core values, acceptable norms, and the policies indicated in the Code in all of our business activities and future endeavors.



# Compliance Reports

## 1. Integrated Annual Corporate Governance Report (“I-ACGR”)

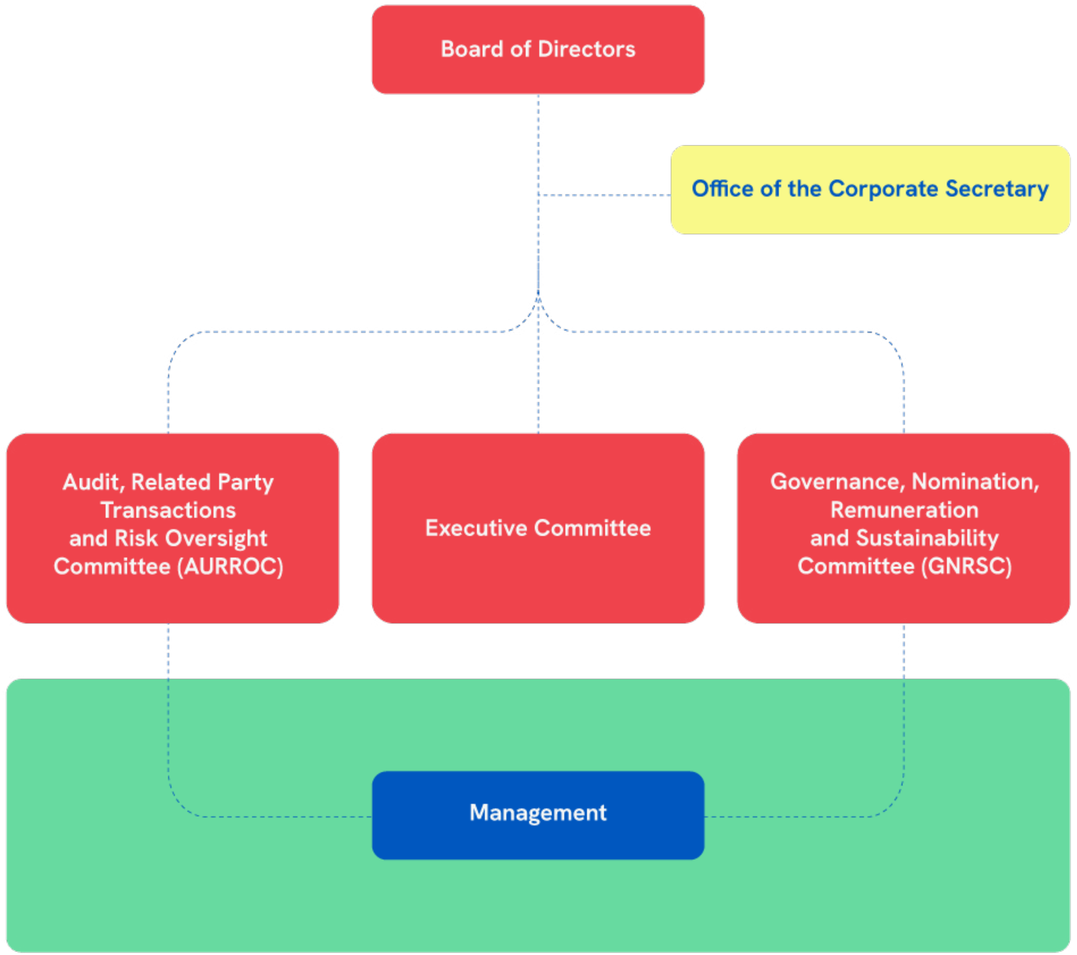
In compliance with SEC Memorandum Circular No. 15 series of 2017 for all PLCs to disclose the Company’s compliance or noncompliance with the recommendations provided under the CG Code, the Company submitted the 2023 Integrated Annual Corporate Governance Report (“I-ACGR”) to the SEC and PSE on May 28, 2024. This can be accessed in the Governance section of its website under **Compliance Reports - IACGR.**

## 2. Compliance Manual

The Company has a compliance program or manual, approved on March 29, 2023, and covers compliance with relevant laws, regulations, and policies that is regularly reviewed. The manual has the following contents: i.) Compliance System, ii.) Compliance Structure; iii.) Compliance Program, iv.) Compliance Review, and v.) Compliance Training and Awareness initiatives.



# Governance Framework




The governance framework of JGSHI is fundamental to ensuring that it operates in alignment with its core values of Entrepreneurial Mindset, Stewardship, and Integrity. At the heart of this structure is the **Board of Directors**, which plays a critical role in providing strategic direction and overseeing the governance of the Company, including its overall strategy, ERM effectiveness, sustainability initiatives, climate-related risks, and opportunities.

To support the Board in effectively fulfilling its roles and responsibilities, several **Board Committees** have been established, including: i) the ***Audit, Related Party Transactions, and Risk Oversight Committee ("AURROC")***, ii) the ***Executive Committee ("ExCom")***, and iii) the ***Governance, Nomination, Remuneration, and Sustainability Committee ("GNRSC")***. Further details regarding the AURROC and GNRSC are provided in the **"Board Committees"** section of this Sustainability Report.

The Board and its Committees are supported by the **Office of the Corporate Secretary**, which plays a key role in facilitating communication between the Board of Directors, Board Committees, Management, and shareholders.

Moreover, the Board and its Committees work closely with **Management** to ensure that the Company achieves its objectives and strategic goals. The roles of the key officers of Management outlined in the **"Management Leadership Chart"** section of this Sustainability Report, are discussed below:

The **President and Chief Executive Officer (CEO)** oversees the operations of the Company and manages human and financial resources in accordance with the strategic plan. He also provides leadership for Management in determining, developing, and implementing business strategies, plans and budgets to the extent approved by the Board. He provides the Board with a balanced and understandable account of the Company's performance, financial condition, results of operations and prospects, on a regular basis. He defines the overall strategic direction for the conglomerate, encompassing its approach to sustainability and climate action. The President and CEO plays a pivotal role in driving initiatives, managing risks, and ensuring transparent reporting on performance.

The **Corporate Secretary** assists the Board and the Board Committees in the conduct of their meetings, including preparation of the annual schedule of Board and Committee meetings and the annual Board calendar. She also assists the Chair and its Committees in setting agendas for the meetings, attends Corporate Governance trainings, safekeeps and preserves the integrity of the minutes of the meeting of the Board and its Committees, as well as other official records of the Company. The Corporate Secretary is a lawyer by profession, and possesses all the qualifications and none of the disqualifications to hold the position.

The **Chief Finance and Risk Officer (CFRO)** leads the financial reporting, controllership and corporate forecasting functions guiding the Company to make sound business and financial decisions. He ensures a sound ERM framework is in place to effectively identify, monitor, assess, and manage key business risks, including sustainability and climate-related risks.

The **Chief Legal Officer (CLO)** offers expert and strategic legal advice to senior management, overseeing all legal and regulatory matters within the company. She plays a pivotal role in safeguarding the company's legal interests, particularly in areas such as labor law, mergers and acquisitions, litigation, and other commercial and corporate matters. Additionally, she ensures the organization operates in compliance with all relevant laws and regulations. The CLO also manages legal and regulatory risks and leads the in-house legal team.

The **Chief Audit Executive (CAE)** is in charge of periodically reviewing and ensuring the implementation of the Internal Audit charter, and internal audit plan, and presenting it to the Senior Management and the AURROC for approval, coordinating activities with the work of other internal and external assurance and advisory/consulting service providers as needed, submitting to the AURROC a risk-based internal audit plan for review and approval, communicating to the AURROC the impact of resource limitations on the internal audit plan, ensuring adherence to the Company's relevant policies and procedures, and emerging trends and successful practices in internal auditing are considered. The CAE likewise provides independent assessments to the AURROC, Management and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the Company.

The **Chief Corporate Affairs and Sustainability Officer (CCASO)** oversees the conglomerate's efforts in government affairs, communications, and sustainability. The CCASO is responsible for managing the key relationships with external stakeholders such as government agencies, regulators, industry associations and the media, including addressing any issues or crises that may impact corporate reputation. He ensures government mandates on sustainability are complied with and sustainability principles and best practices are duly considered across all business units. The CCASO collaborates with the Chief Strategy officer in overseeing the development of sustainability and climate strategies, metrics and targets for the conglomerate.

The **Sustainability and Corporate Social Responsibility Head** reports to the CCASO and oversees the preparation and disclosure of sustainability reports ensuring compliance and transparency. The Sustainability Head collaborates with the Enterprise Risk Management (ERM) and Corporate Strategy teams to integrate sustainability and climate-related risks and opportunities into the company's strategy and risk management framework. Additionally, the Sustainability Head engages with relevant internal and external stakeholders to discuss and build support for key sustainability related initiatives and policies.

The **Chief Strategy Officer** is in charge of assisting the Board in overseeing the long-term OGSM of the Company and executing the same to ensure an effective management performance that is attuned to the Company's business environment, and culture. He ensures that sustainability and climate considerations are integrated into the company's broader business strategy and that ecosystem synergies are maximized.

The CSO also participates in investor conferences, roadshows, and other engagement platforms to communicate the company's strategy, goals, and progress directly to investors.

The **Investor Relations Officer** is tasked to effectively manage the two-way communication between the capital markets and the JGSHI leadership team to drive shareholder value maximization.

The **Chief Compliance Officer** monitors, reviews, evaluates, and ensures compliance by the Company, its directors, officers, and employees with the provisions and requirements of the relevant laws, rules and regulations. She also attends Corporate Governance trainings, ensures the integrity and accuracy of all documentary submissions to the regulators, identifies possible areas of compliance issues, and works towards their resolution. She assists the Board and the GNRSC in the performance of their governance functions, including their duties to oversee the formulation or review and implementation of the Corporate Governance framework and policies of the Company.



# The Board of Directors

## A. Responsibilities of the Board

The Board is primarily responsible for the governance of the Company. A competent and working Board heads JGSHI to ensure the Company's unremitting success and sustain its competitiveness and profitability in a manner consistent with its OGSM and the long-term best interests of shareholders and other stakeholders. They exercise care, exceptional skill, and sound judgment, as well as observe good faith and loyalty in the conduct and management of the Company's businesses and affairs. This ensures that all the Company's actions are within the scope of power and authority prescribed in the **Articles of Incorporation, By-Laws**, and existing laws, rules, and regulations. Accordingly, the Board performs its duties and responsibilities conscientiously and with honesty and integrity, in accordance with and as disclosed in the Company's Revised Corporate Governance Manual ("RCGM"), **Board** and **Committee Charters**, and policies.

### 1. Roles and Functions

**a. The Chairman**

The Board is headed by a competent and qualified Chairman, who presides at all meetings of the Board and shareholders. He also assists in ensuring compliance with and implementing corporate governance policies and practices. He ensures that the agenda focuses on strategic matters and guarantees that the Board receives accurate, timely, relevant, insightful, concise, and clear information to enable it to make sound decisions.

The detailed duties and responsibilities of the Chairman can be referenced in the **RCGM**.

In JGSHI, the position of the Chairman of the Board is separate from the President and CEO to further strengthen the Board's independence. This is to ensure a clear distinction between the Chairman's responsibility to manage the Board that exercises corporate powers and conducts business and the CEO's responsibility to manage the executives that implement the policies in the conduct of the business in accordance with the Company's By-Laws and RCGM. The Chairman of the Board is Mr. James L. Go, while the President and CEO is Mr. Lance Y. Gokongwei.

**b. Independent Directors**

The Board has Independent Directors, who occupy four (4) out of the nine (9) Board seats or more than one-third (1/3) of the members of the Board, and who possess all the necessary qualifications and none of the disqualifications to hold the position. They are independent of management and the controlling Shareholders and are free from any business or other relationship that could, or could reasonably be perceived to materially interfere with their exercise of independent judgment in carrying out their responsibilities as Directors.

**c. Lead Independent Director**

The Company's RCGM provides that the Board may consider designating a Lead Independent Director among the Independent Directors if the Chairman of the Board is not an Independent Director and if one person holds the position of the Chairman of the Board and CEO. His role is to lead the independent directors and guide the Board in cases where matters of conflict of interest may arise.

On June 3, 2024, the Board re-appointed Independent Director Antonio L. Go as the Lead Independent Director to perform the following functions: i.) To serve as an intermediary between the Chairman and the other directors when necessary; ii.) To convene and chair meetings of the Non-Executive Directors; and iii.) To contribute to the performance evaluation of the Chairman, as required.

# B. Composition and Qualification

## 1. Incumbent Board (2024 Individual Profiles)

The Directors' biographical details are set out in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1)**, **Part III Control and Compensation Information, Item 9, Directors** or **Leadership** page of the Annual/Sustainability Report.

Chairman: **James L. Go** (Non-Executive Director and Non-Independent Director)

Lead Independent Director: **Antonio L. Go** (Non-Executive and Independent Director)

Members:

1. **Lance Y. Gokongwei** (President and CEO)
2. **Robina Gokongwei-Pe** (Non-Executive and Non-Independent Director)
3. **Patrick Henry C. Go** (Executive and Non-Independent Director)
4. **Johnson Robert G. Go, Jr.** (Non-Executive and Non-Independent Director)
5. **Renato T. De Guzman** (Non-Executive and Independent Director)
6. **Artemio V. Panganiban** (Non-Executive and Independent Director)
7. **Bernadine T. Siy** (Non-Executive and Independent Director)

## 2. Board Diversity

The Company recognizes the benefits of having a diverse Board and its value in maintaining sound corporate governance while achieving strategic objectives and sustainable growth. Board diversity shall be considered from varied aspects when structuring the Board's composition including but not limited to gender, age, culture and educational background, geographical location, professional experience, skills, knowledge, and length of service of directors, among others. Likewise, in the implementation of its **Board Diversity Policy**, JGSHI does not discriminate by reason of ethnicity, nationality, political, or religious backgrounds of its directors, officers, and employees. Specifically for the Board, when searching for candidates for director, the Company uses professional search firms or other external sources as a policy. Thus, the incumbent Board is diverse in terms of expertise, gender, professional experience, and academic backgrounds.

In line with the RCGM, Board Diversity Policy, and Nomination and Election Policy framework, the Governance, Nomination, Remuneration, and Sustainability Committee (GNRSC), reviewed the structure, size, and composition of the Board. In accordance with its objective of having at least four Non-Executive Independent Directors, including one female, with diverse backgrounds beneficial to the Company's business that possesses all necessary qualifications, Ms. Bernadine T. Siy, was elected to the Board of Directors, during the Annual Stockholders' Meeting on June 3, 2024. Currently, there are two female directors in the Board: one Non-Executive Independent Director and one Non-Executive Non-Independent Director.

## 3. Nomination and Election

The Company's directors are elected at the Annual Stockholders' Meeting to serve until the next annual meeting and until their respective successors are elected and qualified. In 2024, the Board's composition, with all members meeting the necessary qualifications and none of the disqualifications, is as follows: three (3) Non-Executive Directors, four (4) Independent Directors, and two (2) Executive Directors, including the President and CEO.

Currently, the Company has two female Directors—one (1) Non-Executive Director, Ms. Robina Gokongwei-Pe, and one (1) Independent Director, Ms. Bernadine T. Siy, who was elected at the 2024 Annual Stockholders' Meeting.

## 4. Board Competencies (Matrix)

Each Director provides a unique business perspective, experience, and skill set that are all valuable to the Company.

| Expertise | JLG | LYG | RGP | PCG | JRG | RDG | ALG | AVP | BTS |
|---|---|---|---|---|---|---|---|---|---|
| Governance | √ | √ | | | | √ | √ | √ | √ |
| Sustainability and Climate Change | √ | √ | | √ | | √ | √ | √ | √ |
| Audit | √ | √ | | | | √ | √ | √ | √ |
| Risk | √ | √ | | | | √ | √ | √ | √ |
| Business Management | √ | √ | | √ | | √ | √ | | √ |
| Legal | | | | | | | √ | √ | |
| Economics | √ | √ | | | | √ | | √ | √ |
| Finance | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Education | √ | √ | √ | √ | √ | √ | | √ | √ |
| Technology | √ | √ | | | | | √ | | |

| Expertise | JLG | LYG | RGP | PCG | JRG | RDG | ALG | AVP | BTS |
|---|---|---|---|---|---|---|---|---|---|
| **INDUSTRY** | | | | | | | | | |
| Oil | √ | √ | | | | | | | |
| Retail | √ | √ | √ | | | | | √ | √ |
| Transportation | √ | √ | √ | | | | | √ | √ |
| Food and Beverage | √ | √ | | √ | √ | | | | √ |
| Property | √ | √ | √ | √ | √ | | √ | √ | √ |
| Telecommunications | √ | √ | | | | | √ | √ | √ |
| Power | √ | √ | | √ | | | | √ | |
| Petrochemical | √ | √ | | √ | | | | | |
| Healthcare | | √ | | | | √ | √ | √ | |
| Media | | | √ | | | | | √ | |
| **AGE & GENDER** | | | | | | | | | |
| Age* | 85 | 58 | 63 | 54 | 59 | 74 | 84 | 88 | 65 |
| Gender | M | M | F | M | M | M | M | M | F |

*For data on age, refer to **JGS Annual Report SEC Form (17A) December 2024 (Part 1), Part III, Item 9 (1) Directors.**

# C. Board and Board Committee Meetings

## 1. General Requirements: Quorum, Notification, Frequency

The Board diligently makes informed and prudent decisions, consistently acting in the best interest of the company and its shareholders. The Company requires a meeting quorum of 2/3 for board decisions, except for the election of officers, which requires a vote of majority of all members of the board.In accordance with the Company's By-Laws , board meetings are scheduled in the last quarter of the preceding year, with regular sessions held and special meetings convened when required by business exigencies. The Board receives meeting notices and agenda, and other relevant meeting materials at least five (5) business days prior to each meeting, to allow for review before said meetings. As seen in the **Certificate of Attendance of Meetings** uploaded in the website, all Directors have complete attendance for 2024.

In 2024, the Board met sixteen (16) times and there was a quorum (2/3 of the number of directors) in all meetings. There was a total of eight (8) Board Committee meetings in 2024: four (4) AURROC Meetings, and four (4) GNRSC meetings, which included updates on Governance and Sustainability. All the members of the Board were likewise present in the ASM.

On August 7, 2024, under the chairmanship of Mr. Go as the Lead Independent Director, the Non-Executive Directors ("NEDs") and Independent Directors ("IDs") met without executives present. Likewise, on November 7, 2024, they had a meeting with the External Auditor ("EA"), Chief Audit Executive ("CAE"), Chief Finance and Risk Officer ("CFRO"), and Chief Compliance Officer ("CCO"). On the same date, the IDs, who are members of AURROC, had a meeting with the External Auditor without anyone from management present.



## 2. Attendance in Board Meetings and ASM

| Board | Name | Date of Election | ASM | Board Meetings | NED and IDs' Meetings |
|---|---|---|---|---|---|
| Chairman | James L. Go | June 3, 2024 | 1/1 | 16/16 | N/A |
| Member | Lance Y. Gokongwei | June 3, 2024 | 1/1 | 16/16 | N/A |
| Member | Patrick Henry C. Go | June 3, 2024 | 1/1 | 16/16 | N/A |
| Member | Johnson Robert G. Go, Jr. | June 3, 2024 | 1/1 | 16/16 | N/A |
| Member | Robina Gokongwei Pe | June 3, 2024 | 1/1 | 16/16 | N/A |
| Independent | Jose T. Pardo* | May 15, 2023 | N/A | 8/8 | N/A |
| Independent | Renato T. De Guzman | June 3, 2024 | 1/1 | 16/16 | 3/3 |
| Independent (Lead) | Antonio L. Go | June 3, 2024 | 1/1 | 16/16 | 3/3 |
| Independent | Artemio V. Panganiban | June 3, 2024 | 1/1 | 16/16 | 3/3 |
| Independent | Bernardine T. Siy* | June 3, 2024 | 1/1 | 8/8 | 3/3 |

11 - Special meetings; 4 – regular meetings; 1 - Organizational meeting

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo

## 3. Attendance in Board Committee Meetings

**All major vendors are aligned and comply to JGSHI key ESG practices by 2025**

| Board | Name | Date of Election | No. of Meetings Attended |
|---|---|---|---|
| Chairman | Antonio L. Go | June 3, 2024 | 4/4 |
| Member | Renato T. De Guzman | June 3, 2024 | 4/4 |
| Member | Jose T. Pardo* | May 15, 2023 | 2/2 |
| Member | Artemio V. Panganiban | June 3, 2024 | 4/4 |
| Member | Bernardine T. Siy* | June 3, 2024 | 2/2 |
| Advisory Member | James L. Go | June 3, 2024 | 4/4 |

**Governance Nomination Remuneration and Sustainability Committee (GNRSC) Meetings**

| Board | Name | Date of Election | No. of Meetings Attended |
|---|---|---|---|
| Chairman | Jose T. Pardo* | May 15, 2023 | 2/2 |
| Member | Renato T. De Guzman | June 3, 2024 | 4/4 |
| Member | Antonio L. Go | June 3, 2024 | 4/4 |
| Member | Artemio V. Panganiban | June 3, 2024 | 4/4 |
| Chairperson | Bernardine T. Siy* | June 3, 2024 | 2/2 |

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo

# D. Board Committees

For a better and more focused attention on the affairs of the Company and to aid in the optimal performance of its roles and responsibilities, the Board approved the delegation of particular matters to two (2) Board Committees, namely: i.) Audit, Related Party Transactions and Risk Oversight Committee (AURROC) and ii.) Governance, Nomination, Remuneration, and Sustainability Committee (GNRSC).

## 1. AURROC

**a. Roles and Functions**
**Audit, Related Party Transactions and Risk Oversight Committee ("AURROC")**

As provided in the Company's RCGM and the **AURROC Charter**, the role of the AURROC is to oversee the Company's financial reporting, internal control system, internal and external audit processes, and monitor compliance with applicable laws and regulations and internal policies for efficiency and effectiveness of business operations, and proper safeguarding and use of the Company's resources and assets; to ensure that the group-wide policy and system governing Material Related Party Transactions ("MRPTs"), particularly those that breach the materiality threshold is in place and effectively working including review and approval thereof to guarantee that transactions are transparent, conducted fairly and at arm's length; and to oversee the establishment of Enterprise Risk Management ("ERM") framework that will effectively identify, monitor, assess, manage, and report key business risks as well as provide oversight over its risk management policies and procedures. In addition to these, under the RCGM and the AURROC Charter, the AURROC has the primary responsibility to appoint and remove the external auditor as well as the head of internal audit.

**i. Audit and Accountability**

*1. Internal Audit*

The Board ensures that its shareholders receive a balanced and comprehensible quarterly assessment of the Company's performance, position, and prospects. Interim and other reports that could adversely affect its businesses, including its submissions and disclosures to the SEC and PSE, are also made available on the company website.

The Board also appointed, Rya Aissa S. Agustin, as the Chief Audit Executive upon the recommendation of the AURROC to perform the Internal Audit function, pursuant to the RCGM.

The Internal Audit Group is focused on adhering to its purpose, mission, and vision to be the trusted advisors of the Board and Management and become world-class internal audit professionals who deliver independent, objective, quality, and agile audit services at benchmark value, enabled by innovative audit systems and technologies.

The activities of the Internal Audit Group are governed by an Internal Audit Charter, which is approved and reviewed periodically by the AURROC. The Internal Audit adopts a risk-based audit approach and performs a dynamic risk assessment to consider new and emerging risks.

The Internal Audit Group provides independent and objective assurance, consulting, and investigative services to assess and enhance the overall control environment encompassing governance practices, risk management, internal controls, and compliance with applicable laws and regulations.
To create a competitive advantage through Governance, Risk Management and Compliance ("GRC") scale and synergies, the Internal Audit Group continues to work closely with the internal audit teams of the different business units through benchmarking and sharing knowledge, best practices, and tools.

The Internal Audit Group provides continuing training and professional development programs to remain relevant and keep up with the conglomerate's evolving business needs.

2. *External Audit*

The RCGM and **AURROC Charter** provide that the AURROC shall ensure the integrity and independence of Internal and External Auditors, perform oversight functions over the Company's Internal and External Auditors to review and monitor their independence and objectivity, and review and monitor compliance with applicable laws and regulations. The AURROC shall likewise review and monitor the External Auditor's effectiveness on an annual basis. The External Auditor shall be rotated or changed every five (5) years or earlier. In the event of the removal or change of the External Auditor, the AURROC shall provide justifications and ensure proper disclosure of the reasons for such removal or change.

The Board, after consultations with the AURROC, recommends to the Shareholders a competent External Auditor duly accredited by the SEC (under Group A category) who shall undertake an independent audit of the Corporation. SyCip, Gorres, Velayo & Co., the External Auditor appointed, has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions, adequate quality control procedures, and agrees to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC's Office of the General Accountant (OGA).



The AURROC evaluates and approves all non-audit services conducted by the External Auditor. Below is a table of all audit and non-audit related fees in 2024:

| Name of Auditor | Audit and Non-Audit-Related Fees | Yr. 2024 |
|---|---|---|
| SyCip, Gorres, Velayo & Co. | Fees for services that are normally provided by the external auditor in connection with statutory and regulatory filings or engagements | PHP 5,620,000.00 |
| | All Other Fees | PHP 115,500.00 |
| | Total | PHP 5,735,500.00 |

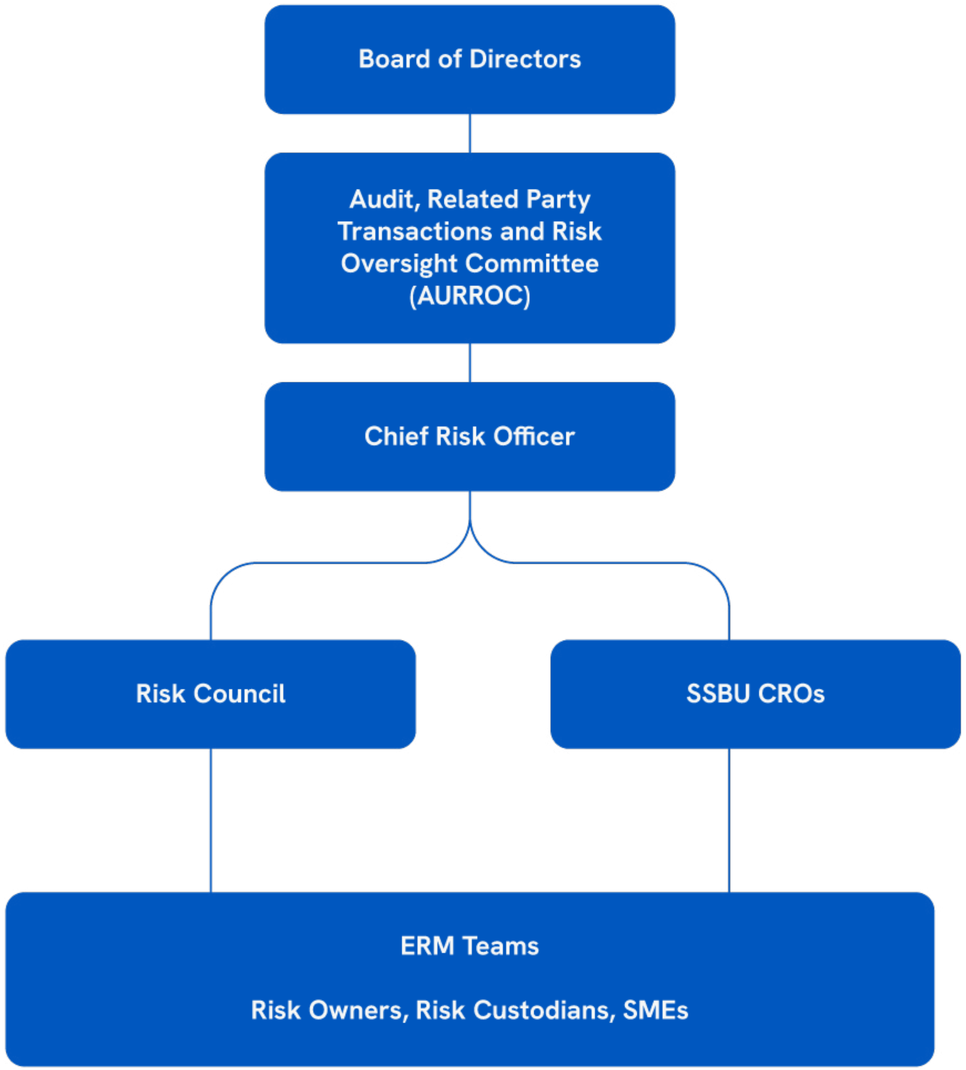
No other service was provided by external auditors to the Company for the calendar year 2024.

**ii. Related Party Transaction**

The Company conducts all MRPTs on an arm's length basis, on fair and reasonable terms and conditions no less favorable than any such terms available to unrelated third parties under the same or similar circumstances. The **MRPT Policy** ensures that accountability of the Board and Management for MRPTs are in place. Aside from disclosure of conflict of interest, directors, and officers with material interests in any transaction and an actual or potential conflict with the Company abstain from participating in the deliberation of the same.

**iii. Enterprise Risk Management**

Effective risk governance is fundamental to the Company's ERM framework, ensuring a structured approach to identifying and managing key business risks. The governance structure provides clear lines of responsibility and accountability, guiding the Board and Management in overseeing risk exposures at both the business unit and enterprise levels. This includes the governance of sustainability-related and climate-related risks, reinforcing the Company's commitment to integrating these important risks into its overall risk management approach.




- The Board of Directors (BOD) provides oversight to JGSHI's risk management practices and sets guidelines in managing critical risks.
- The Audit, RPT and Risk Oversight Committee (AURROC) supports the BOD by monitoring the implementation of and assessing the effectiveness of the ERM framework.
- The Chief Executive Officer (CEO) holds ultimate accountability for the overall risk management approach of the company, ensuring that risk considerations are embedded in strategic decision-making and operations.
- The Chief Risk Officer (CRO) leads the development and implementation of the ERM framework and processes and is responsible for reporting risk exposures and mitigation efforts to Senior Management and AURROC.
- The Risk Council, composed of JGSHI functional heads, supports the CRO in identifying and addressing significant risk exposures and in overseeing the Company's risk management strategies. Additionally, SBU CROs participate in Risk Council meetings to provide insights into the key risks affecting their respective business units, and support efforts to achieve a well-aligned and cohesive risk management approach across the Group.
- Risk Owners are accountable for the identification and management of risks in their assigned areas of responsibility, and communicating risk status and progress to the relevant stakeholders.
- Risk Custodians support the Risk Owners in the monitoring, analysis and reporting of risk status, trends, and progress of mitigation initiatives.
- The ERM Team supports the CRO in the development, continuous improvement and effective implementation of the ERM framework and methodologies across the organization.

- The Internal Control Team ensures that robust control mechanisms are in place to mitigate risks effectively, conducts periodic evaluations on the adequacy and effectiveness of controls and communicates significant control weaknesses or breaches to Management and AURROC.
- The Internal Audit Team provides independent assurance to Management and AURROC on the adequacy and effectiveness of the Company's risk management and internal control processes.

**iv. Internal Controls**

To further advocate the Company's commitment to the pursuit of good governance and achieving compliance with applicable laws and Company policies and procedures, the Company ensures to strengthen the Enterprise Governance, Risk Management and Compliance (GRC) Culture and maintains a strong system of internal controls focused on accountability and oversight of operations. With the leadership of the Company's CFRO, internal control is embedded in the company's operations and each Business Unit (BU) and Corporate Center Unit (CCU). To accomplish the established goals and objectives, the BUs and CCUs implement robust and efficient process controls to ensure: i.) Compliance with policies, procedures, laws, and regulations; ii.) Economic and efficient use of resources; iii.) Check and balance and proper segregation of duties; iv.) Identification and remediation control weaknesses; v.) Reliability and integrity of information; and vi). Proper safeguarding of company resources and protection of company assets through early detection and prevention of fraud.

The annual **Statement of Internal Controls and Compliance System Attestation ("SICCSA") for 2024**, is signed by the Chief Audit Executive, Chief Finance and Risk Officer, and President and Chief Executive Officer. It attests that the Corporation's internal controls, risk management and compliance system, and governance practices are adequate, and was reported in AURROC and to the Board. This is in accordance with the Board's function to annually review the internal control system and risk management framework of the Company. The 2024 SICCSA cited in the SEC 17-A (Annual Report) and the **Internal Audit Charter** are both available in the **"Internal Controls"** portion of the **"Shareholders"** tab of the **"Corporate Governance"** page of the Company website.

**b. Composition**

The Board Committee Chairman and Members, who are all Independent Directors, and have finance, accounting and/or business administration background, are as follows:

**AURROC**

- Chairman: Antonio L. Go (ID)
- Members:
  - Jose T. Pardo* (ID)
  - Bernadine T. Siy* (ID)
  - Renato T. De Guzman (ID)
  - Artemio V. Panganiban (ID)
- Advisory Member: James L. Go (NED)

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

## 2. GNRSC

### a. Roles and Functions

As provided in the Company's RCGM and the **GNRSC Charter**, the role of the GNRSC is to oversee the development and implementation of Corporate Governance principles and policies and perform oversight functions on the Economic, Environment, Social, and Governance aspects of Sustainability, and recommend a formal framework on the nomination, and evaluation of the performance of the Directors and Senior Management to ensure that this framework is consistent with the Company's culture, strategies and the business environment. This includes the following functions: oversight of the implementation of a Corporate Governance framework and periodic review of the same to ensure that it remains relevant to the Company; monitor compliance with the Code of Business Conduct and Ethics and accompanying Corporate Governance policies; oversee Board evaluation and continuing education/training; implement remuneration matters for corporate and individual performance; define and approve the nomination, election, and succession planning for the Board and key officers; and provide guidance and oversee policy-making on the Company's sustainability strategies, programs, initiatives and reports. The GNRSC also evaluates management's effectiveness in maximizing climate-related risks and opportunities into JGSHI's strategy planning.

#### i. Governance Programs

##### Compliance Monitoring and Implementation

*Business Conduct and Anti-corruption Programs and Procedures*

The ethical and behavioral standards expected of directors, officers and employees are set out and embodied in the Company's Code of Business Conduct and Ethics, Anti-Corruption Programs, Company Policies, and Offenses Subject to Disciplinary Action ("OSDA"), among others. The same are disseminated to all directors and employees across the Company through trainings and advisories to embed them in the Company culture. On October 31, 2024, JGSHI launched its annual online refresher course of the Code of Business Conduct and Ethics and completed 100% training compliance for both its directors and employees by the end of 2024. Likewise, new employees undergo an orientation program on the Company's policies and procedures (e.g., Business Conduct and Ethics) embedded in its Darwinbox System.

The anti-corruption programs and procedures of the Company cover the following: i.) Conflict of Interest, ii.) Conduct of Business and Fair Dealings, iii.) Receipt of Gifts from Third Parties, iv.) Compliance with Laws and Regulations, v.) Confidential Information, vi.) Use of Company Funds, Assets and Information, vii.) Disciplinary Action, viii.) Whistleblowing, and ix.) Resolution of Conflicts.

JGSHI participates in organizations engaged in programs in the field of corporate governance, compliance, and business ethics, which enables the Company to have access to materials, discussions, and trainings related to corporate governance, as well as interact with other governance and ethics professionals around the world. JGSHI representatives are members of the Good Governance Advocates and Practitioners of the Philippines, Institute of Corporate Directors, and the International Bar Association, and attend their trainings.

Risk assessments are conducted on various aspects of the business, such as strategic, governance, operational, legal, and compliance. This process encompasses assessing the risk of corruption and bribery within the organization and external parties.

*Conflict of Interest Disclosures*

Directors and employees of the Conglomerate are required to comply annually with the Self-Disclosure Activity on Conflict of Interest and Declaration of Gifts Received pursuant to the CG Code, and as embodied in the Company's Code of Business Conduct and Ethics and Conflict of Interest Policy.

As such, on May 21, 2024, the Company commenced the Annual Self-Disclosure of Conflict of Interest and Declaration of Gifts Received covering calendar year 2023 until the date of disclosure. All directors and employees of JGSHI submitted their self-disclosure forms and out of 295 employees, 16 employees disclosed a conflict of interest. The IECON investigated, evaluated, and resolved all disclosures.

**Whistleblowing**

*Integrity and Ethics Council*

The Company also has an established suitable framework for whistleblowing. It allows employees and other stakeholders to freely communicate, without fear of any form of retaliation, concerns about any aspect of business operation (e.g., violations of Company policies, its Code of Business Conduct and Ethics, criminal or unlawful acts or omissions, instances when an act or omission endangers the health and safety of employees) and any other complaints including unethical practices or behavior, misconduct, malpractice, irregularities or risks against the Company.All information received in connection with the reports are strictly confidential and not disclosed to any person without prior consent of the Integrity and Ethics Council ("IECON"). Internal and external persons reporting have the option to use either email, iSpeak, or send mail through the postal services and have direct access to JGSHI's designated Lead Independent Director ("LID") through its IECON, a unit created to handle whistleblowing concerns that directly reports all whistleblowing incidents to the LID.

Any employee, business partner, and other stakeholders may discuss or disclose in writing any concern or potential violation of the Code of Business Conduct and Ethics with the IECON. Reports can be done through email using the following contact details:

**Email:** iecon@jgsummit.com.ph

**Mailing Address:** IECON JG Summit Holdings, Inc., 40/F Robinsons Equitable Tower ADB Avenue corner Poveda St., Ortigas Center, Pasig City, Metro Manila, Philippines

**Online Platform:** "i-Speak, is an online whistleblowing portal available for access/by the public on the Company's website through this link: **iSpeak**

The above-mentioned whistleblowing portals are likewise on the **Contact Us** page of the Company website.

In 2024, two (2) whistleblowing cases were received through the iSpeak channel directly intended for JGSHI, while no cases were submitted via email The reports deemed valid were forwarded to the appropriate Strategic Business Units ("SBUs"), and feedback on the actions taken were monitored and reported to the GNRSC and the Board.

### C.2. iSpeak

On August 30, October 8, and December 12, 2024, pursuant to the Company's Code of Business Conduct and Ethics and Conflict of Interest Policy, the Company released email communications encouraging employees to report whistleblowing concerns via iSpeak. In 2024, the IECON Secretariat received a total of thirty-nine (39) whistleblowing reports via the iSpeak portal. All thirty-nine (39) reports were valid. Out of the Thirty-nine (39) reports, two (2) were reports related to JG, while thirty-seven (37) were endorsed to the SBU for further handling.

### C.3. Email

The IECON Secretariat received a total of two hundred four (204) reports via the iecon@jgsummit.com.ph email address in 2024.

Out of the 204 emailed reports, fifteen (15) reports were customer-related, thirty-two (32) were employment-related, one (1) was request for information/data, fourteen (14) were regarding sponsorships or solicitation, one hundred forty-one (141) reports were for supplier offers/proposals/marketing/accreditation/job applications, while one (1) was addressed to an unrelated corporation. These emails received were no longer reported to the IECON as these were not whistleblowing cases.

### ii. Nomination

Pursuant to the **Board Election and Nomination Policy**, the GNRSC pre-screens and shortlists all candidates nominated to become members of the board of directors, and considers engaging external sources, such as professional search firms, director databases and/or other reputable external sources to further enhance the search for and widen the base of potential nominees in accordance with the list of qualifications and disqualifications as defined in the Company's Corporate Governance Manual.

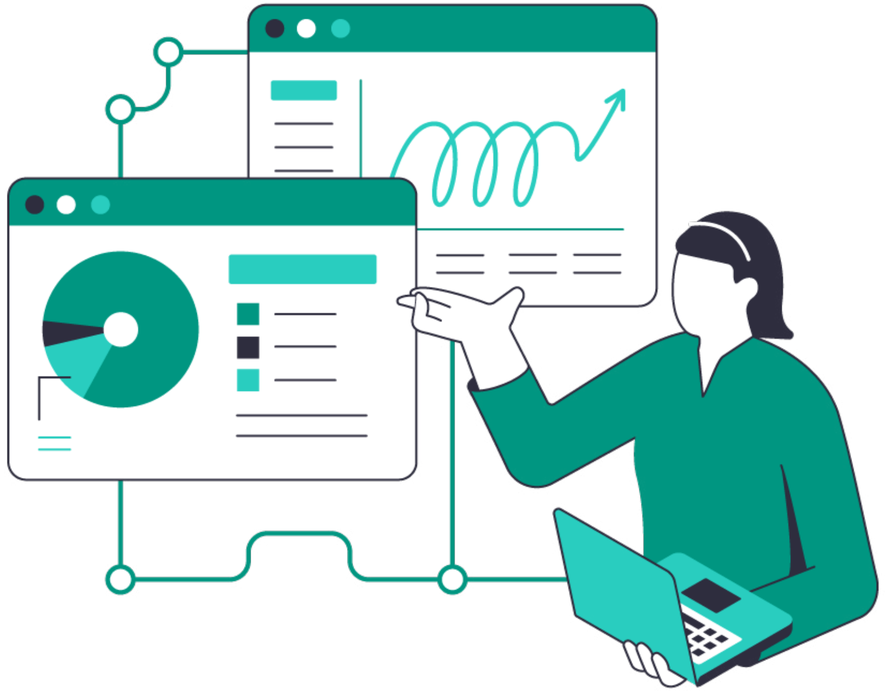
### iii. Remuneration

The Company through the GNRSC ensures that the remunerations of directors, officers, and employees are sufficient and competitive with other similar industries through market salary surveys to attract qualified and competent employees and retain them. Formal procedures for the development and implementation of succession planning and remuneration for directors and officers are in place through the **Succession and Remuneration Policy.**

The GNRSC recommends the remuneration for both Executive and Non-Executive Directors, subject to approval by the Board of Directors. The fixed remuneration for Non-Executive Directors (including Independent Directors) is based on the time commitment and responsibilities associated with the role. The remuneration for Executive Directors may include a fixed monthly salary, as approved by the Board in line with their appointment, along with variable pay tied to the Company's and individual performance.

The GNRSC likewise defines the performance criteria and measurable standards, including climate and sustainability, which will determine the basis for the variable pay. Additionally, the Committee may consider aligning the remuneration of Key Executives and the Board with the long-term interests of the Company and its shareholders.

On the other hand, the compensation structure for Key Management Personnel and Senior Management Team members may consist of both a fixed salary and performance-based variable compensation. This framework will be designed to help the Company attract and retain top talent, ensuring effective management with a long-term strategic focus.



*a. Board*

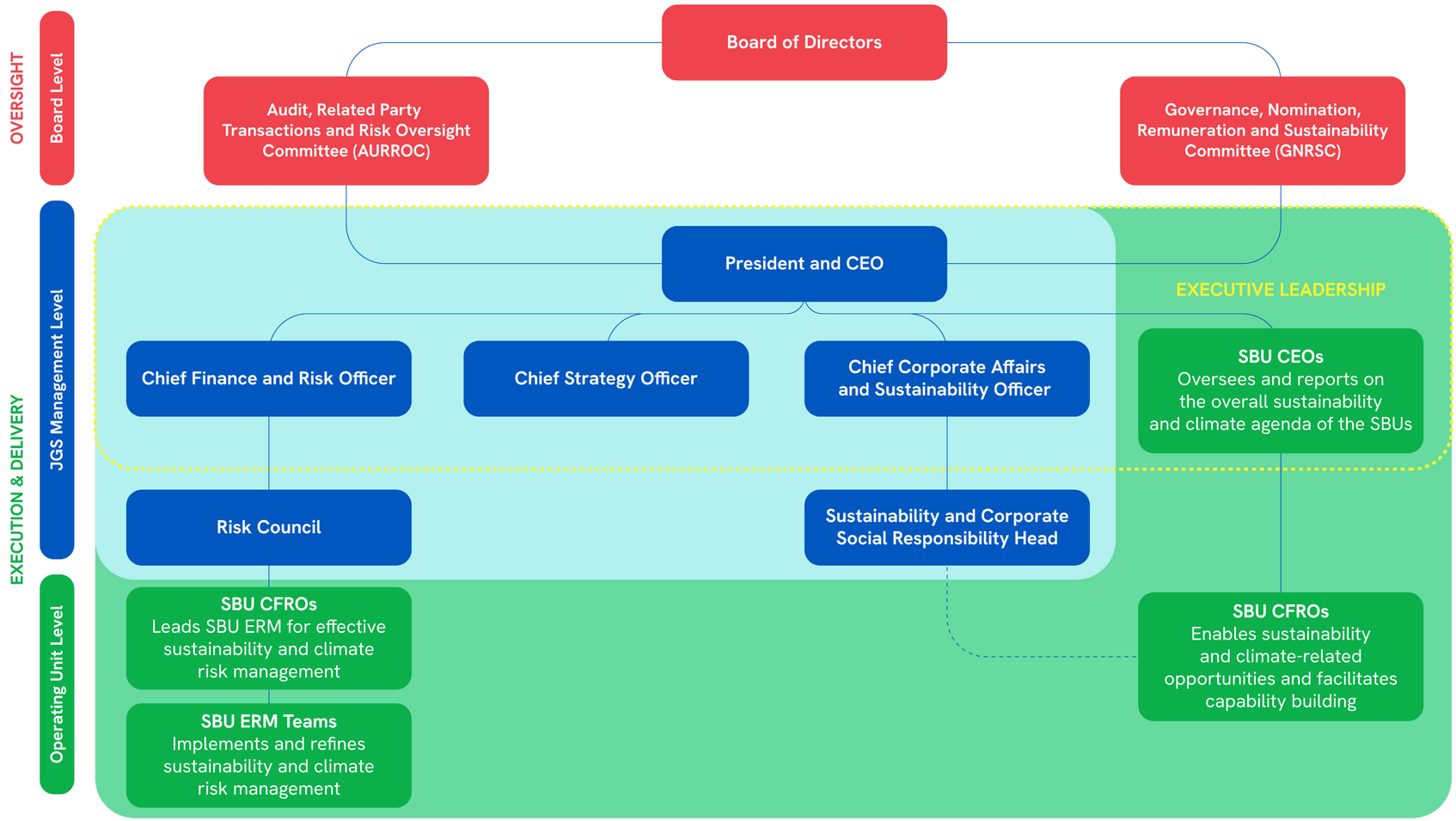
| Director | Retainer Fee | Per Diem | | Total |
|---|---|---|---|---|
| | | Board Meetings | Committee | |
| James L. Go | ₱600,000.00 | 240,000.00 | 120,000.00 | 960,000.00 |
| Lance Y. Gokongwei | ₱600,000.00 | 240,000.00 | - | 840,000.00 |
| Patrick Henry C. Go | ₱600,000.00 | 240,000.00 | - | 840,000.00 |
| Robina Gokongwei Pe | ₱600,000.00 | 240,000.00 | - | 840,000.00 |
| Johnson Robert G. Go, Jr. | ₱600,000.00 | 240,000.00 | - | 840,000.00 |
| Jose T. Pardo* (ID) | - | 120,000.00 | 120,000.00 | 240,000.00 |
| Renato T. De Guzman (ID) | ₱700,000.00 | 260,000.00 | 260,000.00 | 1,220,000.00 |
| Antonio L. Go (ID) | ₱800,000.00 | 280,000.00 | 270,000.00 | 1,350,000.00 |
| Artemio V. Panganiban (ID) | ₱700,000.00 | 260,000.00 | 260,000.00 | 1,220,000.00 |
| Bernadine T. Siy* (ID) | ₱700,000.00 | 140,000.00 | 150,000.00 | 990,000.00 |
| **TOTAL** | ₱5,900,000.00 | 2,260,000.00 | 1,180,000.00 | 9,340,000.00 |

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

*b. Executive Compensation*

The aggregate compensation given to officers and directors of the Company for the year 2024 is reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1), Part III, Item 10.**

**iv. Sustainability and Climate**



Effective governance in sustainability and climate-related matters is crucial for organizations aiming to address environmental challenges and promote long-term resilience. Our leadership framework is designed to proactively manage potential environmental, social and governance risks while also identifying and leveraging new opportunities.

Our governance structure facilitates informed decision-making at various levels:

- **Board Oversight:** The Board of Directors ensures top-level oversight, guaranteeing the effectiveness and alignment of our sustainability and climate strategy with corporate goals.
- **Management Execution:** The Management Team integrates sustainability and climate initiatives across the entire organization and regularly reports progress to the Board.
- **Operational Integration:** Operating units are responsible for implementing sustainability and climate strategies, embedding them into daily operations, and ensuring they align with the company's objectives and goals.

*The Board is primarily responsible for overseeing sustainability and climate-related risks and opportunities.*

The **Board of Directors** ensure that the sustainability and climate related considerations are integrated into our strategies, procedures, and systems. Through the **AURROC**, the Board evaluates management's actions on risk matters and reviews and approves **Objectives, Goals, Strategies, and Measures (OGSM)** to drive our sustainability and climate initiatives across the group's businesses and stakeholder engagements.

The AURROC consistently updates the Board on sustainability and climate-related risks and significant exposures. It recommends changes to risk appetite and tolerance in response to business developments, regulatory shifts, and major external events. The AURROC oversees the management of the Enterprise Risk Management (ERM) framework, ensuring policies effectively address sustainability and climate-related risks for both operational and financial stability. It also directs the creation, execution, and assessment of our risk management plans.

Working alongside AURROC, the GNRSC supports the Board by overseeing the creation and implementation of corporate governance principles and policies, with a focus on Economic, Environment, Social, and Governance (EESG) aspects of sustainability. The GNRSC reviews and recommends the approval of our Sustainability and Climate Disclosure Report for submission to regulatory bodies and public release. It also assesses management's effectiveness in leveraging sustainability and climate-related opportunities.

**Role of the Executive Leadership Council**

The **Executive Leadership Council**, which includes Corporate Center Unit Heads and Strategic Business Unit CEOs, tackles sustainability and climate-related risks and opportunities. Under the leadership of the President and CEO, they formulate and implement strategies to manage these risks and leverage opportunities for the organization.

The roles of the Board and relevant officers belonging to the **Executive Leadership Council** in the illustration (President and CEO, CFRO, CSO, CCASO and Sustainability Head) are in the **"Governance Framework"** section of this Sustainability Report. For the roles not covered therein, please refer to additional roles below:

The **Risk Council**, composed of Corporate Center Unit (CCU) Heads, plays a crucial role in establishing a sustainability and climate risk register. They initiate enterprise-wide discussions on risks and provide feedback to risk owners. In collaboration with the CFRO, the Risk Council combines expertise and guidance with strategic direction and risk oversight to ensure effective management of both business and sustainability risks.

The **Strategic Business Units (SBUs)** are essential in implementing the ERM, sustainability and climate resilience strategies. SBU leadership continuously refines risk management strategies to address challenges within their specific business areas.

**b. Composition**

The Board Committee Chairman and Members, who are all Independent Directors, and have finance, accounting, and/or business administration background, are as follows:

**GNRSC**

- Chairman – Jose T. Pardo* (ID)
- Chairperson – Bernadine T. Siy* (ID)
- Members:
  - Renato T. De Guzman (ID)
  - Antonio L. Go (ID)
  - Artemio V. Panganiban (ID)

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

# E. Board Trainings

## Board Training and Orientation

The Company ensures that directors can perform their functions effectively in this rapidly changing environment to cope with heightened regulatory policies, foreign and local demands, and the growing complexity of the business.

Orientation programs are conducted for first-time directors to ensure that new members are appropriately apprised of their duties and responsibilities. This includes an overview of the Company's operations, Corporate Governance framework, and other relevant topics essential to the performance of their functions. On June 27, 2024, newly-elected Independent Director Ms. Bernadine T. Siy, received an orientation training session regarding the Company, its Corporate Governance structure and policies.

As a matter of continuous professional education, JGSHI annually organizes in-house corporate governance trainings for its directors and key officers to ensure that they stay informed about industry developments, business trends, and best practices, as provided in the RCGM.

An in-house SEC-accredited Corporate Governance session entitled *"Building a Resilient Gokongwei Group: Corporate Governance Training on Sustainability, Cybersecurity, and Integrity"* was organized and held on September 10, 2024 with the following topics and speakers:

| Topic | Speaker |
|---|---|
| *First Session:* Unraveling the Link: Corruption and Money Laundering | Atty. Laurinda R. Rogero |
| *Second Session:* Cybersecurity Governance | Sunil Prabhakaran |
| *Third Session:* Fireside Chat on IFRS S1/S2 Adoption: Will It Be a Game Changer or More of the Same? | Wilson Tan<br>Atty. Roel Refran<br>Victoria Kalb |

This Corporate Governance training session, which complies with the annual Code of Business Conduct and Ethics and anti-corruption training of the Company, was approved by SEC to be rebroadcasted on November 14, 2024, for directors and key officers that were not able to attend the September 10, 2024 training.

# F. Board Performance Assessment

## Board Assessment

An annual self-assessment to evaluate performance is conducted by the Board as a whole, the Board Committees, the individual directors, and the Company's key officers. This exercise helps them to review their performance, understand their roles and responsibilities, and lead effectively. It also assesses a director's attendance at board and board committee meetings and participation in boardroom discussions.

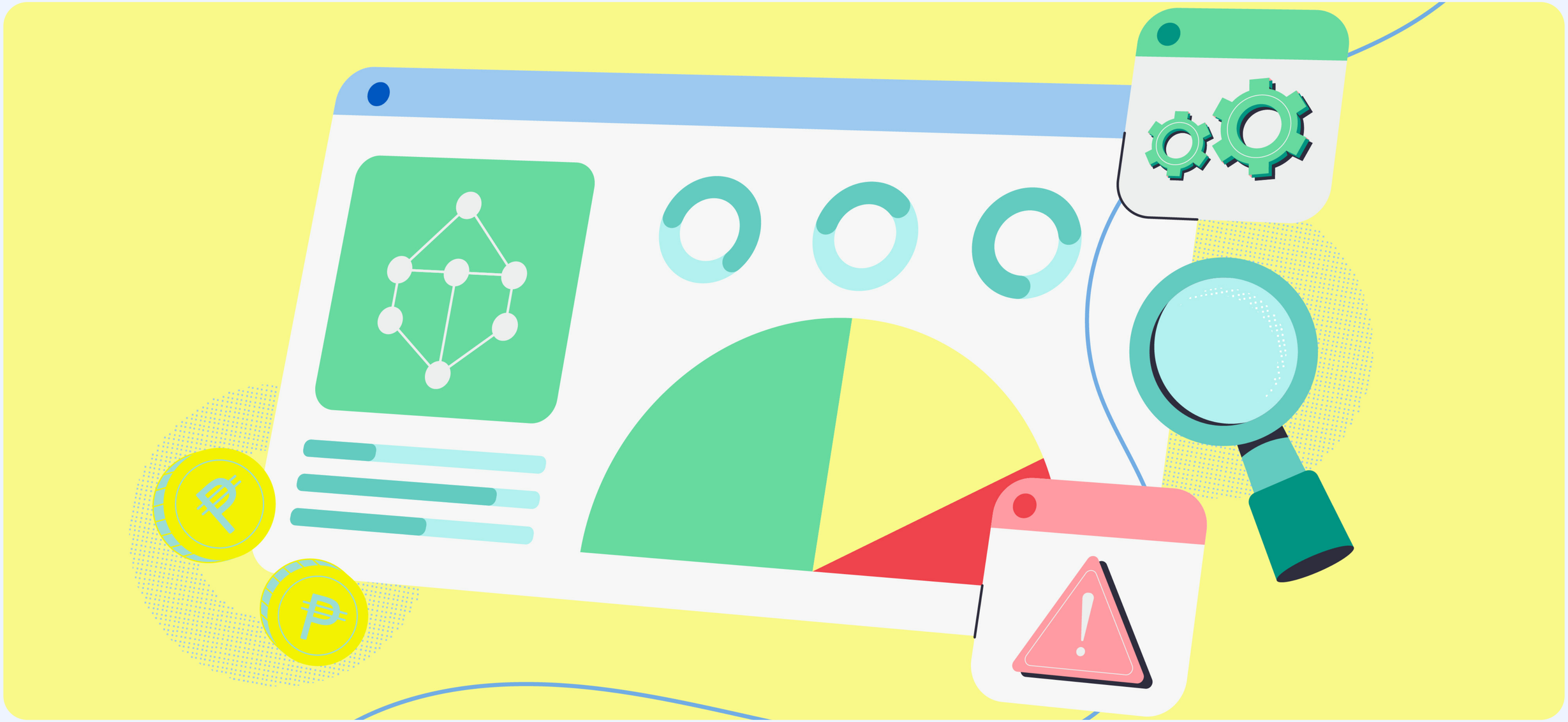
The Board Committees' self-assessment questionnaires contain the following criteria based on leading practices and principles on good governance: ***A. for the Board***: i.) Board Composition, ii.) Board Efficiency and Performance, and iii.) Board Meetings and Participation; ***B. for the Board Committees***: i.) Board Committee Performance, and ii.) Board Committee Structure; and ***C. for individual directors***: i.) Independence, ii.) Participation, iii.) Expertise, iv.) Character, v.) Fiduciary Duty, and iv.) Innovation. On the other hand, the ***Chairman's*** and the ***President and CEO's*** self-assessment questionnaires contain the following criteria: i.) Leadership, ii.) Integrity, iii.) Diligence, iv.) Corporate Governance, v.) Entrepreneurial Mindset, and vi.) Stewardship. Lastly, the ***key officers***, namely the Corporate Secretary, the Chief Compliance Officer, the Chief Finance and Risk Officer, and the Chief Audit Executive were rated based on their key functions.

The annual self-assessment is also supported by an external facilitator every three (3) years and allows for a feedback mechanism for stockholders pursuant to the recommendation in the Code of Corporate Governance for Publicly-Listed Companies ("CG Code"). In 2022, JGSHI engaged Good Governance Advocates and Practitioners of the Philippines ("GGAPP") as its independent Third-Party Board Performance Evaluator. In 2024, JGSHI customized the **GGAPP Form** to conduct its **Board Self-Assessment**. The results were reported to the GNRSC and the Board on November 6 and 13, 2024, respectively. As of February 2025, or three (3) years since the last third-party board assessment, the Company once again engaged GGAPP as its external facilitator.



CORPORATE GOVERNANCE

# Enterprise Risk Management



## Fostering a strong risk-aware culture

JG Summit continues to strengthen its enterprise risk management (ERM) practices to support business growth and long-term sustainability. With the increasing volatility and complexity in the global and national landscape, we continuously refine our risk management processes to deepen our understanding of key business risks, and enhance the organization's capabilities in proactively identifying, assessing, and mitigating risks. Our risk management approach is guided by the principles outlined in the COSO ERM Framework connecting strategy setting with governance and risk management processes to foster a strong risk-aware culture across the organization. We have also integrated sustainability and climate-related risks and opportunities into the Company's ERM framework, aligning our risk strategies with long-term ESG considerations to ensure a holistic approach in addressing key business risks.In line with this commitment, we conducted several ERM capability-building initiatives across different levels of the organization during the year. These programs include risk assessment methodology training for risk owners and custodians, and risk learning sessions for the general employee population to promote first-line risk awareness and risk management behaviors. Our annual group-wide CRO conference also continually enrich our CROs and risk leaders with knowledge on ERM best practices, evolving issues and emerging risks.



ERM teams across the group participate in climate risk assessment simulation during the 2024 Gokongwei Group CRO Conference



Risk owners and custodians attend a Bow-Tie Methodology workshop

# Risk Management Process

At the parent level, the Company provides guidance on the ERM framework to promote alignment in the risk management approach across the Group. It also fosters group-wide sharing of best practices and ERM learning initiatives. Each SBU establishes its own risk governance structure and processes to address the unique risks of its operations, according to its business environment, risk profile and strategic and operational goals.



# Risk Identification, Assessment, and Prioritization

Risks are identified using different tools such as risk factor analysis, megatrends analysis, and systems dynamics analysis. Identified risks are categorized and their potential impact is evaluated based on the risk assessment scale we developed for various impact areas. Likewise, we set the likelihood parameters to define the probability of occurrence of the risks. Each operating company develops its own risk assessment scale according to their context and risk appetite.

Highly-rated risks are subjected to further evaluation for prioritization, considering the organization's overall risk profile, level of vulnerability, and contribution to amplifying certain risks. Furthermore, we also consider the urgency of the risks which is a factor of velocity or how quickly we will feel the impact of the risks when they materialize, and mitigation timeframe or the length of time needed to manage these risks.





### Strategic Risk

Concerns events that could affect the outcome of strategic decisions, such as mergers and acquisitions, key investments, resource allocations, and new business ventures.



### Reputational Risk

Refers to anything that could impact the company's brand value, public perception and stakeholder relationships.



### Governance Risk

Pertains to risks related to implementating and adhering to policies and procedures and ethical practices within the organization.



### Emerging Risk

Refers to new or developing risks that the company has little to no experience in.



### Climate Risk

Refers to potential physical risks that may arise from climatic events or business risks arising from regulatory efforts or changing stakeholder expectations associated with the shift towards a carbon-neutral economy.



### Operational Risk

Relates to factors that could disrupt routine business activities or impair property, infrastructure, and security.



### IT and Digitalization Ris

Risk of business disruption which may be caused by hardware or software failure, cyberattacks, unauthorized access to company information, and the like, or lost opportunities associated with lack of innovation or investments in technology.



### People Risk

Refers to factors and events that could compromise the well-being, productivity, and performance of our employees.



### Financial Risk

Refers to matters that could affect the financial position or performance of the Company such as credit, liquidity and foreign currency risks.



### Legal and Compliance Risk

Includes risks related to compliance to rules and regulations, adaption to changing political landscapes and new government pronouncements, as well as exposures that could arise from contractual obligations, anti-competition and monopolization concerns, and legal disputes against the company.

# Risk Response, Monitoring, and Reporting



For each priority risk, we develop appropriate risk responses that align with the Company's risk appetite and overall risk management strategy. At the enterprise level, we implement responses for risks that are common across the Group, fostering a cohesive and integrated approach to risk management.

Risk Owners are tasked to continually monitor and evaluate the effectiveness of the risk responses. Material residual risks are regularly assessed to improve risk responses and identify recovery measures. Given the dynamic nature of risks, the entire risk management is an iterative process at the functional units of our operating companies and at the Group level. The risk management framework is presented to the AURROC for review on a regular basis, and the key risks are being updated and reported annually.

Building on our overarching ERM framework, the following outlines the risk management process adopted and applied to sustainability and climate-related matters.

| Sustainability and Climate Risk and Opportunity Management Framework | |
|---|---|
| Identification | **Determine Relevant Sustainability and Climate Risks and Opportunities:** Consider the following references in 'identifying':<br><br>• For Sustainability Risks and Opportunities – reference to Sustainability Accounting Standards Board (SASB) industry-specific disclosure topics and World Business Council for Sustainable Development (WBCSD) system risks<br>• For Climate-related Physical Risks and Opportunities – incorporation of Philippine-relevant climate hazards such as typhoons, flooding, extreme heat, and sea level rise<br>• For Transition-related Risks and Opportunities – reference to emerging trends on the transition to low-carbon operations<br><br>◦ Global references include but are not limited to<br>▪ United Nations Environment Programme Finance Initiative (UNEP FI)<br>▪ World Bank<br>▪ International Energy Agency (IEA)<br>▪ European Commission<br>▪ Asian Development Bank (ADB)<br>▪ International Civil Aviation Organization (ICAO)<br>▪ Principles for Responsible Investment (PRI) - Inevitable Policy Response (IPR)<br><br>◦ Local references include but are not limited to:<br>▪ Local legislation (Executive Orders, Senate and Congress Bills)<br>▪ Department of Energy (DOE) Philippine Energy Plan (PEP)<br>▪ Securities and Exchange Commission (SEC)<br>▪ Bangko Sentral ng Pilipinas (BSP) |

| Sustainability and Climate Risk and Opportunity Management Framework | |
|---|---|
| Assessment | • **Qualitative and Quantitative Analysis:** Assess the likelihood and impact of identified sustainability and climate risks using both qualitative and quantitative methods.<br>• **Scenario Analysis:** Use scenario analysis to evaluate the potential impacts of climate-related physical and transition risks and opportunities under various future conditions.<br>• Employ business sense and expert judgment from relevant teams such as, but not limited to, sustainability, risk, strategy, finance, and operations. |
| Prioritization | • **Risk Ranking:** Determine which sustainability and climate risks are most material to the organization based on their potential impact on business operations and stakeholder value. Rank the identified risks based on their severity and likelihood, focusing on their financial impact.<br>• Employ business sense and expert judgment from relevant teams such as, but not limited to, sustainability, risk, strategy, finance, and operations. |
| Response and Monitoring | • **Response and Mitigation Strategies:** Develop and implement strategies to mitigate high-priority sustainability and climate risks, while maximizing relevant opportunities.<br>• **Integration into Business Processes:** Ensure sustainability and climate risk management feed into decision-making and core business processes (such as Enterprise Risk Management and Strategic Planning). |
| Reporting | **External disclosure:** Given the integration of sustainability and climate risks, disclosure follows the overall ERM process. |

# Top Risks

To ensure that all relevant risks are identified, assessed, and mitigated, the Company's risk register is reviewed periodically, considering changes in the Company's business environment. Risks that are rated high are deliberated and calibrated by the Risk Council as they relate to the Company's risk appetite and perceived vulnerabilities. The result of this assessment is reflected in the key risks for the year.

In 2024, we recognize cybersecurity, capital allocation and portfolio management, and volatility in interest and foreign exchange rates as the most impactful risks to the Company's operational resilience, financial performance, and strategic priorities. Given their significance, we continuously enhance and implement targeted mitigation strategies to proactively manage these risks.



| Risk | Category | Rank | | |
|---|---|---|---|---|
| | | 2024 | 2023 | Change |
| Cybersecurity | IT and Digitalization | 1 | 1 | - |
| Capital allocation / Portfolio strategy | Strategic | 2 | 9 | ▲ (7) |
| Interest rate / Forex risk | Financial | 3 | 3 | - |
| Regulatory changes | Legal and Compliance | 4 | 5 | ▲ (1) |
| Talent development and retention | People | 5 | 6 | ▲ (1) |
| Climate-related physical and transition risk | Climate | 6 | 4 | ▼ (2) |
| Product safety and quality | Operational | 7 | 7 | - |
| Material cost and availability | Operational | 8 | 8 | - |
| Legal risk | Legal and Compliance | 9 | 2 | ▼ (7) |
| Geopolitical tensions | Emerging | 10 | 10 | - |



## 1. Cybersecurity

Loss of confidentiality, integrity, or availability of information, data, or information systems resulting from a cyber attack or data breach

### Implications

- Operational disruptions
- Loss of critical information
- Loss of credibility and erosion of brand value
- Sanctions and fines

### Risk Drivers

- Increasing cyber threats in frequency and sophistication
- Vulnerabilities of vendors and third-party service providers
- Human error and gaps in employee awareness
- Deficiencies in incident response plans

### Mitigation

- Robust vulnerability management, assessment and testing
- Enhanced identity and access management
- Use of data encryption solutions
- Due diligence on outsourced partners
- Regular information security compliance audits
- Continuous monitoring and threat scanning
- Employee awareness and training programs



## 2. Capital Allocation / Portfolio Strategy

Overexposure to industries that are experiencing unfavorable trends, and missed opportunities in high-growth and profitable sectors due to potentially suboptimal capital allocation or investment decisions derived from assumptions that may not materialize

### Implications

- Lower return on investments and financial losses
- Impaired or stranded assets
- Negative impact to long-term value creation

### Risk Drivers

- Unfavorable macro-economic conditions and industry-specific trends
- Elevated debt levels and limited funding access
- Deviations of actual investment/divestment outcomes from assumptions

### Mitigation

- Consistent monitoring of industry trends
- Regular review of investment and divestment opportunities and capital funding requirements
- Stringent investment/divestment evaluation and approval process
- Periodic review of the SBUs' strategic plan



## 3. Interest Rate / Forex Risk

Variability in the group's financial performance due to unpredictability of interest rates and/or forex rates

### Implications

- Forex losses on foreign-denominated debts and transactions
- Increased debt service cost
- Reduced margins on imported goods and raw materials

### Risk Drivers

- Central bank monetary policy changes
- High debt levels and unfavorable mix of interest rate structures and maturities
- Forex fluctuation, depreciation of local currency
- Market volatility due to geopolitical events

### Mitigation

- Borrowing in local currency to avoid forex risk on debt
- Investments in less risky fixed-income instruments
- Preparation of sensitivity analysis and regular reporting of exposure and potential impact to bottom line
- Constant monitoring of macro factor movements

# Risk Categories

Beyond the top risks, we recognize the broader risk landscape that could affect different aspects of our business. The following outlines our approach to managing risks under each risk category.



# Legal and Compliance Risk



Regulatory changes pose a significant risk to the Company as failure to comply with evolving laws and industry standards could expose the Company to legal penalties, fines, and reputational damage. Non-compliance with regulations, including those related to tax laws, product safety, environmental protection, data privacy, and corporate governance, may lead to financial liabilities, operational disruptions, and erosion of stakeholder trust.

Considering that the Group operates in various industries across different jurisdictions, it is critical to establish strong controls that minimize non-compliance risks and ensure adherence to varied regulatory requirements. To mitigate these risks, we closely monitor legislative developments, including key policies related to transition to low carbon operations and climate resilience. We are also committed to strict adherence to data privacy laws, recognizing the potential legal and reputational consequences of non-compliance. To ensure compliance, we conduct extensive employee training on data protection, regularly review contracts and policies, and assess corporate activities for regulatory alignment.

Our in-house legal experts work proactively with business units to assess regulatory impacts, implement necessary legal safeguards, and ensure adherence to compliance requirements. When needed, we engage third-party consultants to strengthen our legal position and provide specialized expertise. Additionally, we actively engage with regulators, industry bodies, and other stakeholders to stay ahead of regulatory developments and advocate for fair and balanced policies.

# People Risk



On people risk, talent development and retention remain to be crucial in the face of intense competition for key talents, especially for those within the information technology and digital space. High attrition could result in business disruptions, compromised service quality and increased cost of talent acquisition and training. We continually upgrade our talent acquisition strategies, conduct wages and benefits benchmarking, and employ data insights and advanced analytics in developing HR programs for employees' professional growth and development to address these risks.

The Company values a diverse workforce, recognizing that different perspectives drive innovation and enhance our ability to serve a broad range of stakeholders. A culture of inclusivity strengthens our talent pipeline and helps unlock opportunities in untapped markets. We also foster a safe and open environment for employees to communicate their concerns with management. Maintaining constructive labor relations is essential in reaching mutually beneficial agreements, minimizing the risk of disputes that could escalate into unrest and operational disruptions.

We continue to highlight the importance of health and safety, not just in the workplace but everywhere else. We strive to ensure that employees are healthy and safe because we understand the consequences to life and property if this is not addressed properly. Noncompliance with health and safety standards and regulations could also cost the Company penalties from regulators, suspension of operations, attrition, and damage to reputation.

# Climate Risk



JG Summit recognizes the significance of climate-related risks. A company's inability to mitigate or address the impact of extreme weather events could result in damage to facilities, obsolescence or loss of assets, disruptions in its supply chain and operations, as well as endanger people and the ecosystem. Enhancing infrastructure resilience against extreme weather events and adapting to changing conditions could require significant financial and capital investments. Regulatory changes related to climate change, such as carbon pricing, emissions caps, and extended producer responsibility, may also affect the company's operations and financial results due to escalating compliance costs.

To address these risks, we have encouraged the SBUs to conduct vulnerability assessments of critical facilities and implement risk management measures across operations and supply chains. Furthermore, we enabled the SBUs to assess and prioritize climate related regulatory and market risks and conduct scenario analyses to anticipate potential impacts. We are monitoring evolving carbon policies and sustainability regulations to ensure that the Group will be prepared to navigate compliance challenges while exploring opportunities for efficiencies and savings.

For a more comprehensive discussion of our approach to managing climate risks, please refer to pages 18-27 of our **2023 Sustainability Report**.

# Operational Risk



We take compromised product or service quality risks very seriously, as any failure in this area can lead to customer dissatisfaction, regulatory penalties, reputational damage, and financial losses. Maintaining high safety and quality standards is essential to preserving trust and ensuring business continuity. Closely linked to this is operational reliability and efficiency, as equipment failures, system disruptions, or inefficient processes can compromise product integrity and service delivery. To mitigate these risks, we enforce stringent quality controls, adhere to safety regulations, and invest in preventive maintenance and continuous process improvements to enhance operational resilience.

Material cost and availability present additional operational challenges, as fluctuating commodity prices, rising input costs, and material shortages can significantly impact production efficiency, profitability, and overall business continuity. Supply chain disruptions, whether driven by geopolitical factors, economic conditions, or logistical constraints, may further amplify these risks by limiting access to critical raw materials. To address these potential vulnerabilities, we diversify our sourcing strategies and maintain strong supplier accreditation processes to ensure a stable and sustainable supply of quality inputs.

Our Company also considers the long-term implications of resource consumption, beyond just reducing greenhouse gas emissions. By recognizing the potential for material scarcity, we are taking steps to reduce the Company's reliance on nonrenewable

materials and adopt sustainable sourcing practices. We also recognize the potential risks to human health and the environment, posed by air emissions, air pollutants, and solid waste, and we are taking steps to manage them responsibly. We are implementing measures to reduce these emissions, such as improving combustion efficiency or using low-emission fuels. Similarly, we adopt solid waste management practices, including recycling and better product designs to minimize waste generation, in order to reduce negative impacts on the environment and surrounding communities. We also address the potential for leakages in the waste management system through regular maintenance and monitoring.

Geohazards and man-made disasters pose another significant operational risk, with potential impacts on physical assets, business operations, and personnel safety. In response, we continuously assess site vulnerabilities and implement robust emergency response protocols. We also ensure that adequate insurance coverage is maintained to mitigate financial exposure, and that business continuity plans are in place to ensure swift recovery from disruptions.

## Strategic Risk



Our strategic risk cover areas of capital allocation, business performance and competition. This relates to how our long-term portfolio investment decisions may yield lower-than-expected returns. Additionally, unfavorable industry trends, market volatilities, and geopolitical uncertainties can affect enterprise value and market capitalization. These factors may also create an unfavorable perception of our value creation efforts and limit our growth prospects.

To manage these risks, we conduct in-depth sector analysis aligned with customer trends, integrate risk management into our strategic planning process, regularly review capital allocation decisions, and assess their impact on our risk-return profile. We also ensure that we effectively communicate our business performance and sustainability initiatives to key stakeholders.

## IT and Digitalization Risk



Cybersecurity risk remains the most relevant IT and digitalization risk for the Group. The consequences related to this risk include loss of information, disruptions in business operations, increased cost of added security or disaster recovery, and potential loss of credibility and damage to brand and company image. This risk could also lead to significant regulatory violations. Data breaches could compromise the Company's sensitive or confidential information and even jeopardize individuals' privacy and protection, in case of personal data leaks. We are actively mitigating this risk as we continue to strengthen our security posture with pragmatic and holistic solutions to proactively identify, protect, detect, respond, and recover, as well as improve our system and data access controls. Actual cybersecurity incidents and their impact are investigated, resolved, and reported to the business unit management and Data Privacy Officer, in case of data security breaches.

Beyond cybersecurity, the Company may also face challenges related to the availability and scalability of technological resources, the capacity for digital transformation, and potential IT system failures. The effectiveness of digital initiatives depends on the integration of people, processes, and tools, as well as employees' ability to adapt to

evolving technologies and new ways of working. A lack of agility in digital adoption could hinder operational efficiency and long-term growth. To address these challenges, the Group leverages its ecosystem, resources, and partnerships to drive key digitalization initiatives. We also conduct external benchmarking to ensure alignment with industry best practices, and strategic organizational planning to support the sustainability and continuity of digital transformation efforts.

## Financial Risk



Our key financial risks are primarily related to changes in market variables and liquidity. In recent years, we have experienced fluctuations in interest rates, commodity prices and foreign exchange rates which significantly impacted our Group's financials. This includes margin compression due to higher input costs, higher cost of debt, and lower returns from financial investments.

We maintain a well-diversified mix of foreign-denominated financial assets and local currency borrowings, utilizing risk-appropriate instruments to hedge against foreign exchange volatility. Furthermore, we conduct rigorous periodic cash requirement analysis to optimize our debt portfolio and proactively manage financial obligations. Additionally, we continue to strengthen our onshore and offshore banking relationships to enhance our financial flexibility, allowing us to effectively manage liquidity needs.

## Reputational Risk



Our reputational risk pertains to how public sentiment and third-party ratings and views affect our corporate image and brands. Misinformation about JG Summit and its subsidiaries, as well as unfavorable public opinion could impact the Company's social license to operate. Furthermore, unresolved customer complaints—especially when amplified through digital platforms—can shape wider customer perceptions of our product and service quality. Issues related to product safety, customer privacy, and advertising, if left unaddressed, may lead to declining customer satisfaction, sales, and market share.

We actively monitor mainstream and social media, track our market positioning, and manage external reputation risks. We follow established protocols for obtaining a social license to operate, recognizing that strong public and community engagement is essential to our long-term success. Failing to properly address stakeholder concerns could lead to opposition that negatively affects our operations.

# Governance Risk



Our governance risk relates to compliance with company policies, ethical business practices, and adequate top management oversight. Unintended or intentional breaches of policies and ethical standards may lead to operational inefficiencies, significant financial losses, and loss of stakeholder trust, or reputational damage. Weak governance structures could also compromise our ability to equitably distribute economic value to the right stakeholders.

To mitigate these risks, we continuously strengthen our internal processes and controls through capability-building initiatives, self-assessment tools, and effective risk management methodologies. We reinforce good corporate governance by conducting regular training on the Code of Business Conduct and Ethics and fostering a culture of transparency and accountability across all levels of the organization.  Additionally, we have strict anti-bribery and anti-corruption policies in place that prohibit corrupt practices, and a whistleblowing mechanism that allows stakeholders to report any suspected corruption or ethical misconduct.

# Emerging Risk

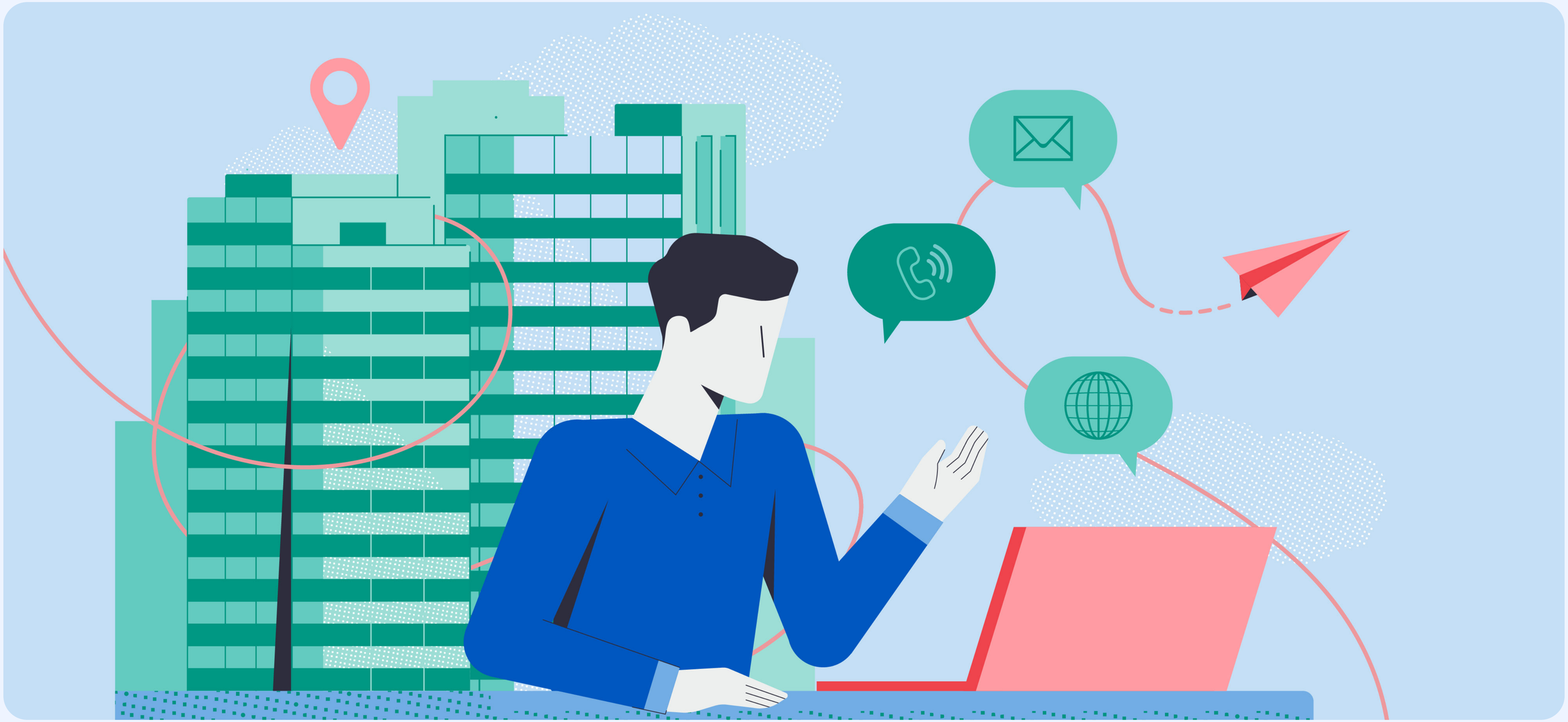


We recognize that emerging risks, particularly geopolitical uncertainties and the rapid advancement of generative AI, could have significant implications for our business operations and strategic direction.

Geopolitical risks, including the ongoing Russia-Ukraine and Middle East conflicts, US-China trade tensions, and territorial issues in the West Philippine Sea, pose business challenges such as supply chain disruptions, rising input costs, and raw material sourcing difficulties potentially hampering stability, growth, and profitability. To address these risks, we actively monitor global developments and incorporate geopolitical risk analysis into our market and transaction evaluations. We also strengthen our business continuity planning by integrating supply chain resilience as a key scenario and ensuring emergency response plans and proactive measures are in place at the SBU level.

The rise of generative AI presents both opportunities and risks. While AI can drive efficiencies and innovation, it also introduces concerns such as increased cybersecurity threats, misinformation, ethical considerations, and the need for workforce reskilling and upskilling. If not effectively leveraged, AI advancements could impact our competitive position. In response, we are enhancing our cybersecurity measures, implementing AI policies and governance frameworks, and conducting awareness campaigns to educate employees on AI-related risks. Additionally, we are investing in upskilling programs to equip our workforce with the necessary digital competencies, ensuring that we harness AI's potential while mitigating associated risks.

# Corporate Directory



## Common Stock

Listed on the Philippine Stock Exchange, Inc.
PSE Tower, 5th Avenue cor. 28th Street
Bonifacio Global City, Taguig City, Metro Manila 1635
Philippines

## Stock Transfer and Dividend Paying Agent

**BDO Unibank, Inc.**
**Trust and Investment Group**

15/F BDO South Tower
Makati Avenue cor. HV Dela Costa St.
Makati City, Metro Manila 1209
Philippines

## Corporate Head Office

**JG Summit Holdings, Inc.**

43/F Robinsons Equitable Tower
ADB Avenue cor. P. Poveda Street
Ortigas Center, Pasig City, Metro Manila 1600
Philippines

(632) 8633 7631 to 40
www.jgsummit.com.ph

## Independent Public Accountants

**BDSyCip Gorres Velayo & Co.**
**Certified Public Accountants**

SGV Building, 6760 Ayala Avenue
Makati City, Metro Manila 1226
Philippines

# Business Unit Directory

## Universal Robina Corporation

8/F Tera Tower
Bridgetowne Estate
E. Rodriguez Jr. Avenue (C5 Road)
Ugong Norte, Quezon City, Metro Manila 1100
Philippines

(632) 8516 9888
www.urc.com.ph

## Cebu Air, Inc.

Cebu Pacific Building
Domestic Airport Road
Pasay City, Metro Manila, 1301
Philippines

(632) 8802 7000
www.cebupacificair.com

## Robinsons Land Corporation

Level 2, Galleria Corporate Center
Edsa cor. Ortigas Avenue, Quezon City, Metro Manila 1100
Philippines

(632) 8397 1888
www.robinsonsland.com

## JG Summit Olefins Corporation

9/F-11/F Robinsons Cyberscape Gamma Bldg.
Topaz and Ruby Roads, Ortigas Center
Brgy. San Antonio, Pasig City, Metro Manila 1605
Philippines

(632) 8230 5000 or (632) 8397 3200
www.jgspetrochem.com

## Luzon International Premiere Airport Development Corp.

Clark International Airport
Clark Freeport Zone, Pampanga, Region III 2023
Philippines
N6900 Clark Airport Road

Civil Aviation Complex
Andres Bonifacio Avenue
Clark Freeport Zone, Pampanga, Region III 2023
Philippines

(045) 598 3120
www.clarkinternationalairport.com

## JG Digital Equity Ventures

37/F Robinsons Cyberscape Gamma Bldg.
Topaz and Ruby Roads, Ortigas Center
Brgy. San Antonio, Pasig City, Metro Manila 1605
Philippines

(632) 8991 4720
www.jgdev.ph

## Data Analytics Ventures, Inc.

37/F Robinsons Cyberscape Gamma Bldg.
Topaz and Ruby Roads, Ortigas Center
Brgy. San Antonio, Pasig City, Metro Manila 1605
Philippines

(632) 8991 4700
www.davi.com.ph

## DHL Summit Solutions, Inc.

2/F Exxa Tower, Office 12 & 20 Work.able
Bridgetowne Estate
E. Rodriguez Jr. Avenue (C5 Road)
Ugong Norte, Quezon City, Metro Manila 1100
Philippines

(632) 8246 7162 loc 0212 / 2122 / 2123