JG SUMMIT HOLDINGS, INC.

35 Years In:

A Fresh Focus

2025 Annual & Sustainability Report

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About the Cover

For thirty-five years, JG Summit has worked to become a stronghold in the Philippine business landscape. Its progress today is the direct result of the Group's deliberate imperatives: investment in world-class talent, a commitment to sound governance, and relentless growth-building across its core industries.

In 2025, JG Summit didn't just celebrate milestones and fortify its structure; it refreshed edits strategies and recalibrated its portfolio to reflect the realities of an ever-changing operating environment. These decisions were driven by its dedication to continue creating value for its stakeholders—strengthening JG Summit as a whole by prioritizing discipline, focus, and performance as it manages its assets and drives capital allocation decisions.

With that clarity, JG Summit has reaffirmed a simple truth: **how it grows matters**. It continues to anchor on sustainability as a core enabler—optimizing efficiency, strengthening operations, and translating responsible growth into measurable value.

Core Businesses & Ecosystem Expansion

JGSHI strengthened its scale and leadership by expanding capacity and investing in assets while recovering demand. It also enhanced customer access, efficiency, and connectivity to support growth in financial services, logistics electrification, and aviation infrastructure.

Strategic Business Units

- **URC**'s focused on volume-based growth across its domestic business and market shares, especially in challenged categories. Aside from this, it ramped up the utilization of its flour mill in Sariaya, Quezon, which is expected to contribute to future growth in its Commodities division, and continued investing in its Malvar Mega Plant in Batangas.
- **RLC**'s malls and hotels continued to thrive, helping the total business grow amidst an oversupply in the residential and office segments. RLC opened its 56th mall in Pagadian City, Zamboanga del Sur and also broke ground for the Helios Pickleball Center in Bridgetowne.
- **CEB** expanded its fleet to 100 aircraft, allowing it to sustain its operations despite capacity constraints that affected airlines across the world, continue offering no-frills flights to the Philippines' strengthening middle class, and maintain its domestic market leadership.

Ecosystem Plays

- **GoTyme** broadened access to financial services for its customers, launching buy now pay later, inward remittance, cryptocurrency trading, and virtual cards.
- **DSSI** invested in its own electric vehicles, enhancing service delivery and operational flexibility as well as supporting long-term sustainability objectives, working towards becoming a pioneer in the Philippine trucking industry.
- **LIPAD** welcomed more passengers and flights as turboprop operations began shifting to the Clark Airport, advancing inter-island connectivity and decongesting the Manila Airport.

About the Report

Reporting Scope and Boundary

This Sustainability Report presents the material financial and non-financial sustainability information of JG Summit Holdings, Inc. for the period January 1 to December 31, 2025. It covers the Group's Economic, Environmental, Social, and Governance (EESG) performance and includes consolidated disclosures, where applicable and available, from its three strategic business units: Universal Robina Corporation, Cebu Air, Inc., and Robinsons Land Corporation.

Environmental and Social disclosures are limited to these three strategic business units and reflect the applicable reporting boundary in accordance with Securities and Exchange Commission (SEC) guidelines.

Reporting Standards and Frameworks

This report has been prepared in accordance with:

- Global Reporting Initiative (GRI) Standards
- SEC Sustainability Reporting Guidelines for Publicly Listed Companies (December 2025)
- IFRS Sustainability Disclosure Standards, including IFRS S1 (General Requirements for Sustainability-Related Financial Information) and IFRS S2 (Climate-Related Disclosures)

The Group began aligning its climate disclosures with the Task Force on Climate-Related Financial Disclosures (TCFD) in 2022 and subsequently transitioned to IFRS S1 and S2 beginning in 2023. The Company's sustainability priorities are also aligned with the United Nations Sustainable Development Goals (UN SDGs).

Governance, Review, and Approval

This report was reviewed by Executive Management, endorsed by the Board level Sustainability Committee, and approved by the Board of Directors. A Corporate Secretary's Certification, confirming Board approval, is provided in the **Annex E** of this report.

Forward-Looking Statements

This report contains forward-looking statements based on current expectations, plans, and projections. These statements are subject to risks and uncertainties that may cause actual results to differ materially. Forward-looking statements are made as of the date of publication, and the Company undertakes no obligation to update them.

At a Glance

Through the Years

1990s: Foundational Years

1990

JG Summit (JGS) was incorporated on November 23, with Universal Robina Corporation (URC) and Robinsons Land Corporation (RLC) as its main legs.

1993

The conglomerate went public on August 9. In the same year, JGS acquired Digitel, the parent company of Sun Cellular.

1994

JG Summit Petrochemicals (JGSPC) was established.

1996

Cebu Air Inc. (CEB) commenced passenger operations with its inaugural Manila-to-Cebu flight on March 8.

1998

Robinsons Bank (RBank) was incorporated as a thrift bank.

1999

JGS acquired a 23% stake in Singapore Land Group (SLG).

Through the Years

2000s: Age of Expansion and Scale

2001

Sun Cellular commenced operations, providing wireless telecom services.

2004

URC launched C2 in the Philippines.

2005

CEB shifted to the Low-Cost Carrier strategy.

2008

JG Summit Olefins Corporation (JGSOC) was established.

Through the Years

2010s: Age of Partnerships and Acquisitions

2010

RBank began operating as a commercial bank after acquiring the Royal Bank of Scotland Philippines.

2012

RBank acquired Legazpi Savings Bank.

2014

CEB acquired Tiger Air PH, JGSPC completed the first and only Naphtha cracker in the Philippines, and URC acquired Griffin's.

2018

LIPAD was awarded the 25-year O&M contract of the Clark International Airport.

2011

JGS acquired 8% of PLDT plus cash in exchange for Digitel.

2013

JGS acquired a 27.1% stake in Meralco.

2016

JGS acquired a 30% stake in GBPC, and URC acquired Snackbrands Australia.

Through the Years

2020-2025: Age of Digitalization

2020

DHL Summit Solutions Inc. (DSSI) began commercial operations.

2021

URC exited its Oceania business and acquired Munchy's in Malaysia, RLC listed RL Commercial REIT, and CEB partnered with IFC & Indigo.

2022

GoTyme was commercially launched.

2023

DSSI started catering to customers beyond the Gokongwei Group.

2024

RBank was merged with BPI.

2025

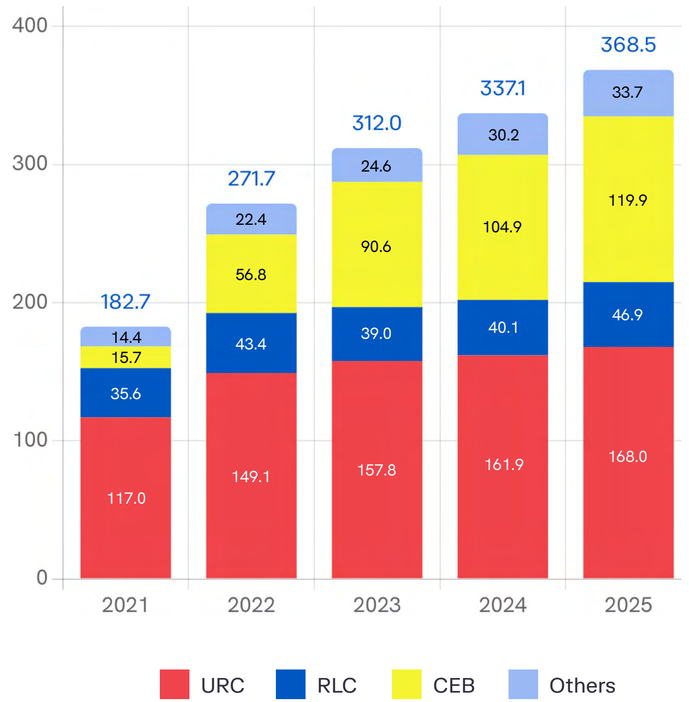
JGSOC placed its petrochemical plant under a prolonged shutdown.

Financial Highlights

FY Revenue

in PHP billion

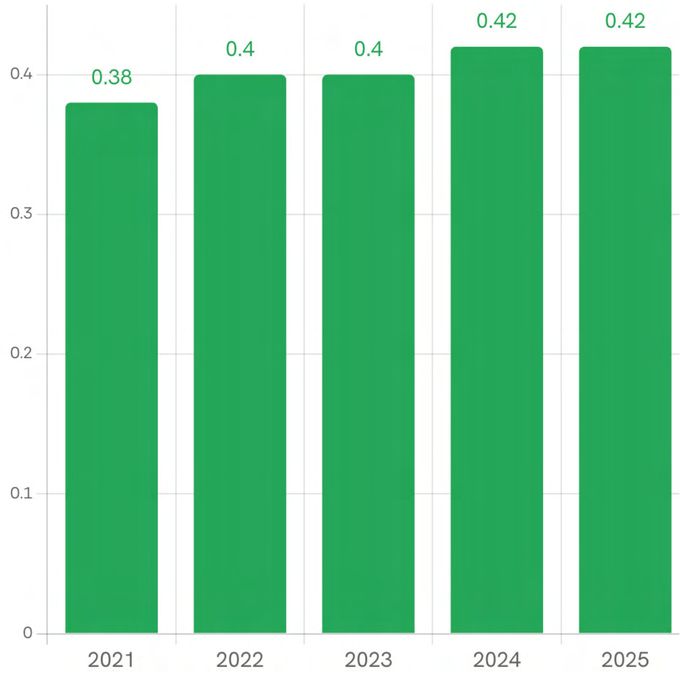
Total revenues from continuing operations have consistently grown over the past five years



Cash Dividends

Per common share

Steady dividends were provided to shareholders



Core Net Income

in PHP billion

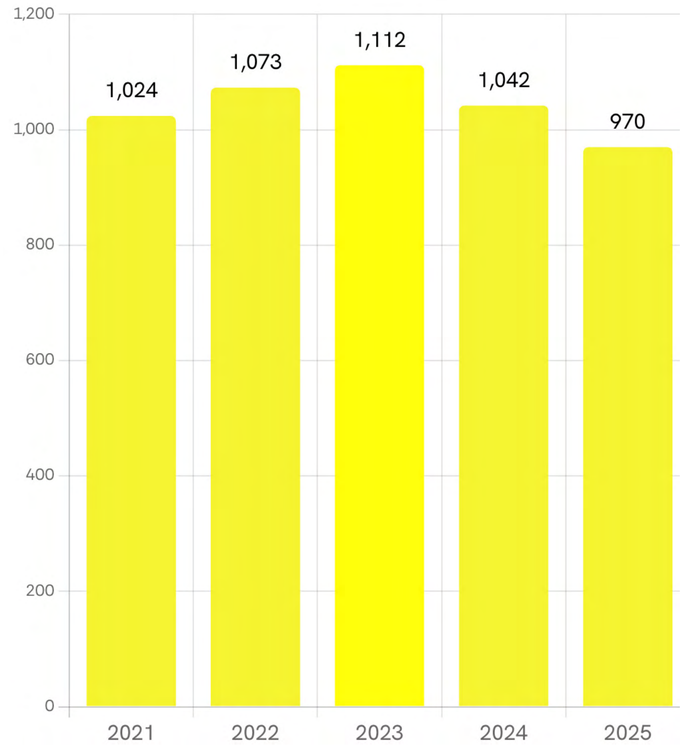
Core net income declined by 11% vs last year, with the absence of the bank merger gain recognized in 2024, but slightly cushioned by the gain on the engines received by our airline in 2025

36.3B

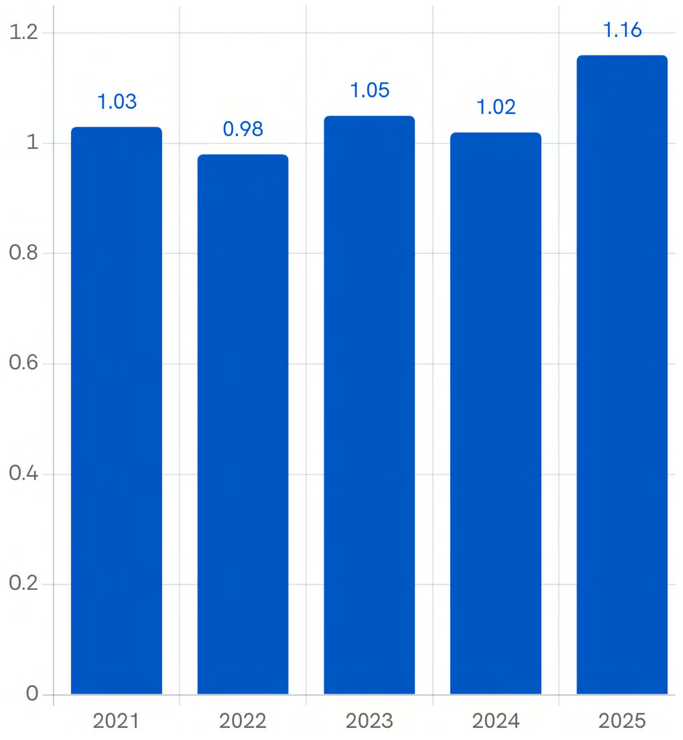
A robust balance sheet serves as the foundation for growth across the Group

Total Assets

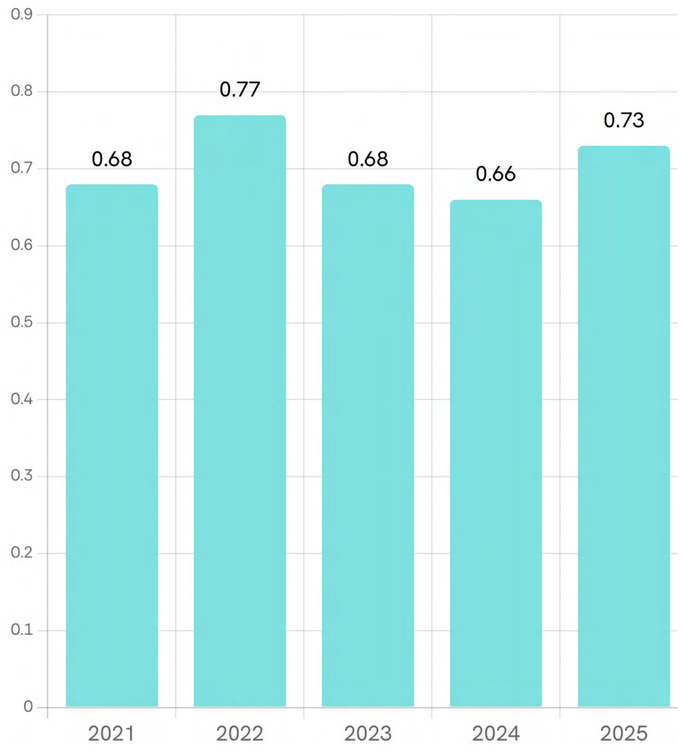
in PHP billion



Current Ratio



Debt-to-Equity Ratio



Key Sustainability Metrics

Economic

in PHP billion

Economic Value Generated

370.4

Economic Value Distributed

338.3

Social

Employee Headcount

22,639

Male-to-Female Ratio

1.49:1

Average Training Hours per Employee

38.08

Key Sustainability Metrics

Environmental

Energy Consumption

41,685,399

GJ

Total-Owned Generated Renewables

1,136,400

GJ

Total GHG Emissions

2,667,465

tCO_2e

GHG Intensity

7.20

tCO_2e/MPHP

Energy Intensity

112.54

GJ/MPHP

Water Withdrawal

20,088,232

m^3

Water Consumption

9,075,197

m^3

Water Discharge

11,013,035

m^3

Chairman's Message

Thirty-five years ago, JG Summit Holdings (JGS) was established upon a defining conviction—that the Philippines would continue to grow. This belief implied that we needed a vehicle to participate in emerging opportunities and drive national development, anchored on the view that industrialization and brand building are the key enablers to bring this vision to fruition.

The formation of a holding company was our way to unite all the businesses of the Group, which had been founded several decades prior. These included our core verticals in branded consumer foods and agro-industrial/commodities—most notably Universal Robina Corporation (URC), which celebrated its 70th anniversary in 2024, and Robinsons Land Corporation (RLC), which will mark its 50th anniversary in 2030. URC itself is the result of the combination of Universal Corn Products and Consolidated Food Corporation.

Against this backdrop, JGS completed its Initial Public Offering and was listed as a public company for the first time in 1993. At that milestone in our company's history, our Founding Chairman, Mr. John Gokongwei, together with myself as President and my late brothers Henry and Johnson, set out to access the international bond and equity capital markets to raise long-term funds for ambitious projects that would support the broader economy—in telecommunications, air transportation, cement, and petrochemicals, among others. This was built on the foundation of our success in branded consumer foods (URC) and real estate (RLC), which served as the anchor businesses of the JG Group.

Chairman’s Message

The listing also enabled us to issue a 10-year USD 300 million convertible bond—one of the largest and lowest-cost issuances out of Southeast Asia at the time. The proceeds from both the IPO and th bond funded our growth agenda. Being a publicly listed company further allowed us to strengthen our corporate governance practices, align the interests of the family with those of external shareholders, and establish a formal framework for stewardship and leadership succession.

Today, JGS has grown into a regional company with world-class businesses spanning food, real estate, air transport, financial services, power generation and distribution, and telecommunications. URC is now one of the largest regional players in FMCG across Southeast Asia, with clear market leadership in snack foods and ready-to-drink beverages in the Philippines, and in biscuits in both Thailand and Malaysia. Robinsons Land is one of the largest operators of malls, offices serving as anchors for business process outsourcing (BPO) companies, hotels, and warehouses in the country. Cebu Pacific is the largest domestic carrier and flies to over 26 international destinations across 16 countries.

While we continue to fortify our leadership in our core business units, we have also started new incubation bets. One example of which is GoTyme, where we identified a significant gap in financial inclusion and moved decisively to address it—combining our extensive physical footprint with best-in-class digital capabilities through our parternship with Tyme Bank.

Chairman's Message

Each of these investments reflects a consistent strategic logic: identify large, underserved markets; bring differentiated, better-value propositions; and scale with discipline. This approach has allowed JGS to build a diversified portfolio of consumer-facing businesses with strong competitive positions across multiple high-growth sectors.

Nation-Building Through Education

The Gokongwei Brothers Foundation (GBF) was established in 1992 with a belief that education is key to our country's progress and that businesses such as JG Summit must contribute to nation-building. Today, GBF continues to carry out its mission and has benefited and uplifted the lives of our scholars, supported schools through endowments, as well as our recent push into building STEM as a core competency for teachers.

A Fresh Focus

As we enter our next phase, we are applying that same strategic rigor to how we manage and grow the JGS portfolio. We are transitioning from an owner-operator model to that of an active, value-oriented investor. We will be equally disciplined about capital recycling—redirecting resources from mature or non-core positions toward opportunities where JGS can generate the greatest impact and return.

Chairman's Message

Closing Remarks

The strategic foundation we have built over 70 years—our consumer reach, our sectoral expertise, our capacity to scale, and our deep understanding of the Filipino market—positions JGS exceptionally well for the decade ahead. The macroeconomic trajectory of the Philippines, combined with the broader growth dynamics of Southeast Asia, presents a compelling set of opportunities that we are well-equipped to pursue.

To our shareholders, partners, employees, and the communities we serve: your continued confidence in JGS is both a responsibility we take seriously and a source of enduring conviction as we move forward. We are building with purpose, investing with discipline, and advancing with the long term in mind.

The next chapter of JG Summit Holdings will be defined not only by the growth we achieve, but by the strategic clarity and resolve with which we pursue it—always anchored in our mission to participate in nation-building and create sustainable value for all our stakeholders.

Maraming Salamat

James L. Go
Chairman

President & CEO's Report

The 2025 fiscal year demonstrated robust demand across JG Summit's leisure and consumption businesses, as reflected in the sustained growth of our branded food, air transport, and real estate operations. Concurrently, the year served as a strategic inflection point for the Group, marked by a comprehensive refresh of our Strategic Business Units' (SBUs') long-term plans and a proactive decision to pursue divestiture options for our petrochemicals business.

2025 Financial Performance

Consolidated revenues from continuing operations increased 9% year-on-year to PHP 368.5 billion, underpinned by double-digit expansion in our airline and real estate subsidiaries, alongside steady volume growth in our food and beverage arm. Core net income[1] and net income from continuing operations[1] amounted to PHP 36.3 billion and PHP 35.7 billion, respectively, reflecting declines of 11% and 8% versus the prior year. This was primarily attributable to the absence of the PHP 7.9 billion bank merger gain we recorded in 2024, partially offset by an equitized gain of PHP 4.2 billion arising from our airline's receipt of complimentary engines during 2025. Excluding these one-off items, recurring net profits reached PHP 31.5 billion, representing a 1% year-on-year improvement.

[1]Attributable to equity holders of the parent

President & CEO's Report

At the consolidated level, JG Summit reported a net loss[1] of PHP 88.3 billion, incorporating the impairment loss of PHP 114.3 billion recognized after writing down its petrochemical assets in the fourth quarter. This reflects the Board's approval to pursue monetization options for the business and to prudently align asset carrying values with their recoverable amounts.

Notwithstanding this impairment, the Group's consolidated financial position remains sound and capable of supportingcontinued growth. As of year-end 2025, JG Summit's debt-to-equity and net debt-to-equity ratios stood at 0.73 and 0.59, respectively. Dividends received by the Parent reached a record PHP 21.6 billion, with higher contributions from virtually all subsidiaries, core investments, and dividends in arrears distributed by our airline to convertible preferred shareholders.

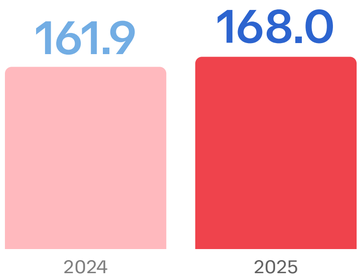
[1]Attributable to equity holders of the parent

Segment Highlights

Revenues
in PHP billion

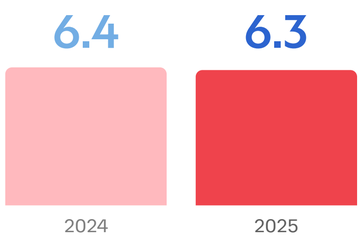
Attributable Core Net Income
in PHP billion

Universal Robina Corporation (URC) recorded revenues of PHP 168.0 billion, up 4% year-on-year, sustained by volume momentum in branded foods and sugar. Attributable core net income of PHP 6.3 billion reflected a modest 3% decline, as higher input costs in the coffee segment tempered overall profitability, partially offset by growth across other categories.



+4% vs SPLY

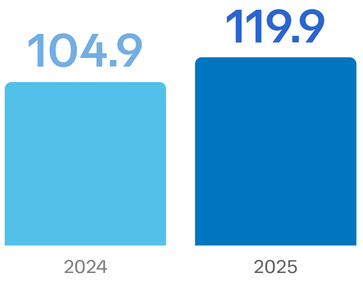
Sustained volume momentum in its branded foods and sugar businesses was slightly tempered by softer sales in animal nutrition and health, and Indochina



-3% vs SPLY

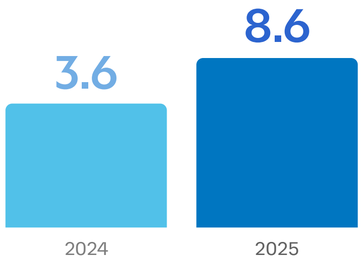
Higher input costs for its coffee business led to a decline in profits

Cebu Pacific (CEB) delivered revenues of PHP 119.9 billion, a 14% increase driven by record passenger volumes. Core net income surged 140% to PHP 8.6 billion, supported by operating efficiencies, lower fuel costs, and engine-related gains.



+14% vs SPLY

Record-high passenger volumes propelled topline expansion



+140% vs SPLY

Operating efficiencies and lower costs, plus engine gains, further boosted core profits

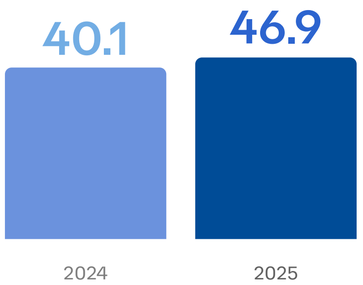
Segment Highlights

ROBINSONS LAND CORPORATION
YOUR DREAMS, OUR FOUNDATION.

Robinsons Land Corporation (RLC) reported revenues of PHP 46.9 billion, up 17% year-on-year, led by growth in the investment portfolio and continued recovery in the Residential division. Core net income rose 9% to PHP 8.9 billion, with the pace of profit growth moderated by lower equity income from joint ventures and higher corporate expenses.

Revenues

in PHP billion

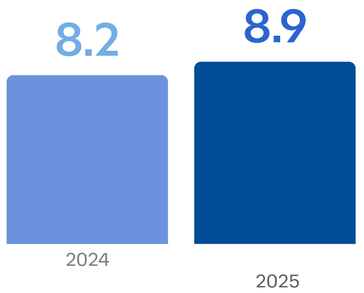


+17% vs SPLY

Revenue uplift was led by the investment portfolio and further supported by the sustained recovery of the Residential division

Attributable Core Net Income

in PHP billion



+9% vs SPLY

Lower equity income from joint ventures and higher corporate expenses slowed down core net income improvement

Portfolio Governance and Organizational Transformation

In parallel with the refresh of SBU long-term plans and the decision to discontinue our petrochemical operations, we undertook a thorough review of our portfolio governance at the Parent to ensure JG Summit is optimally positioned to create and capture value in an increasingly competitive environment. This includes a deep dive into our portfolio composition and review of performance in the last five years.

Following this review, the Group is transitioning its operating model from an owner-operator to an active investor. This shift entails granting greater accountability to individual business units while refocusing the Parent's mandate on portfolio oversight, capital allocation, and performance management.

To institutionalize this transformation, the Group has introduced five-year Value Creation Plans (VCPs) for each SBU. These plans challenge business units to identify three to five strategic battlegrounds expected to generate 80% of value creation over the planning horizon. Each VCP is supported by rigorous analysis, defined initiatives, and measurable targets—including revenue, net income, and return metrics—and is integrated with management scorecards and incentive structures to align performance with accountability.

In line with increased SBU autonomy, the Board has also expanded the involvement of independent directors in key strategic deliberations, providing external perspective and broader oversight across the Group's critical business priorities.

Looking Ahead

We enter 2026 with clear-eyed confidence—mindful of the volatility, uncertainty, complexity, and ambiguity that define today's global operating environment, yet grounded in the strength of our fundamentals and the quality of our portfolio.

The external landscape presents real headwinds: geopolitical tensions, shifting trade dynamics, inflationary pressures, and the continued recalibration of global supply chains all demand vigilance. We do not underestimate these risks. At the same time, we believe that these challenging conditions, when navigated with discipline and foresight, create meaningful opportunities for well-positioned organizations to differentiate and grow.

JG Summit enters this environment from a position of relative strength. Our balance sheet is sound, our core businesses are competitively resilient, and our governance transformation is already yielding more focused and accountable decision-making across the Group. The record dividends received by the Parent in 2025 affirm the underlying earnings quality of our portfolio, even as we absorb the one-time impact of the petrochemicals write-down.

Our approach in 2026 will be deliberate: protecting cash flows and balance sheet integrity remain non-negotiable priorities, while we selectively pursue opportunities that meet our strengthened investment guardrails and deliver long-term, risk-adjusted returns. We will not chase growth for its own sake—but neither will we allow caution to become complacency.

The Value Creation Plans now embedded across our SBUs provide a structured and measurable foundation for sustainable performance. With clearer accountability, stronger governance, and businesses that have demonstrated their capacity to grow even through adversity, we are cautiously but genuinely optimistic about the Group's trajectory.

We remain deeply grateful to our shareholders, partners, employees, and communities for their continued trust. It is this shared commitment to long-term value creation that will carry JG Summit forward.

Lance Y. Gokongwei
President and Chief Executive Officer

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

Antonio Jose U. Periquet, Jr.
Independent Director

Patrick Henry C. Go
Executive Director

Johnson Robert G. Go, Jr.
Director

Robina Gokongwei Pe
Director

James L. Go

Chairman

Mr. James L. Go, 86, has been the Chairman and Non-Executive, Non-Independent Director of JGSHI since May 14, 2018. He has also been serving as 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. Additionally, he is the Chairman Emeritus of Universal Robina Corporation, Robinsons Land Corporation, and JG Summit Olefins Corporation, as well as the President and Trustee of the Gokongwei Brothers Foundation, Inc. He has been a Director of PLDT, Inc. since November 3, 2011, and is an Advisor to the Audit Committee and a member of the Technology Strategy and Risk Committees. He was elected a Director of Manila Electric Company on December 16, 2013, and is a member of the Executive, Finance, Nomination and Governance, Audit, Risk Management, and Related Party Transactions Committees. Mr. James L. Go received a Bachelor of Science and Master of Science in Chemical Engineering from the Massachusetts Institute of Technology, USA.

Lance Y. Gokongwei

Director, President, and CEO

Mr. Lance Y. Gokongwei, 59, has been the President, Chief Executive Officer, and Executive Director of JGSHI since May 14, 2018. He has also been the Chairman of Cebu Air, Inc., Universal Robina Corporation, and Robinsons Land Corporation, and the Chairman, President, and Chief Executive Officer of JG Summit Olefins Corporation, effective October 1, 2025. Additionally, he has also served as the Director and Vice Chairman of Manila Electric Company, Vice Chairman of Maxicare Corporation, and a member of the Advisory Council of Bank of the Philippine Islands since April 2023. He is also a Director of Oriental Petroleum and Minerals Corporation, Singapore Land Group Limited, Shakey's Asia Pizza Ventures, Inc., and SP New Energy Corporation. On July 25, 2025, he was elected Director of Robinsons Retail Holdings, Inc. He is a Trustee and the Chairman of the Gokongwei Brothers Foundation, Inc. He holds a Bachelor of Science in Finance and a Bachelor of Science in Applied Science from the University of Pennsylvania, USA.

Antonio L. Go

Lead Independent Director

Mr. Antonio L. Go, 86, has been a Non-Executive and Independent Director of JGSHI since May 28, 2018, and has served as 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., and 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 in the USA with a Bachelor of Science in Business Administration. He attended the International Advanced Management program at the International Management Institute in Geneva, Switzerland, and the Financial Planning/Control program at the ABA National School of Bankcard Management at Northwestern University, USA.

Artemio V. Panganiban, Jr.

Independent Director

Mr. Artemio V. Panganiban, 89, has been a Non-Executive and 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 a Bachelor of Laws, cum laude, from Far Eastern University and placed 6th in the 1960 bar examination. He was awarded 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.

Bernadine T. Siy

Independent Director

Ms. Bernadine T. Siy, 67, 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 operator 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, and EPEI from 1994 to 2011. She was also a Consultant to the Development Bank of the Philippines' Board of Directors from November 2012 to June 2014. She obtained a Bachelor of Arts in Economics, magna cum laude, in 1980 from Ateneo de Manila University, and a Master 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.

Antonio Jose U. Periquet, Jr.

Independent Director

Mr. Antonio Jose U. Periquet, Jr., 65, is a Non-Executive and Independent Director of JGSHI, appointed on May 15, 2025. He is the Chairman and Chief Executive Officer of AB Capital & Investment Corporation, and Chairman of the Campden Hill Group, Inc. Mr. Periquet is also an Independent Director of the Albizia ASEAN Tenggara Fund, Globe Telecom, Semirara Mining and Power Corporation, Philippine Investment Management, Inc., and Universal Robina Corporation. Additionally, he is a Board Advisor to DMCI Holdings Corporation, ABS-CBN Corporation, and the Tech for Good Institute (Singapore). He is also a member of the SEA Advisory Committee of British International Investments and a trustee of Lyceum of the Philippines University. Mr. Periquet holds a Bachelor of Arts in Economics from Ateneo de Manila University, a Master of Science in Economics from Oxford University, United Kingdom, and a Master of Business Administration from the Darden School of Business at the University of Virginia, USA.

Patrick Henry C. Go

Executive Director

Mr. Patrick Henry C. Go, 56, has been a Non-Executive and Non-Independent Director of JGSHI since January 17, 2000, and was appointed Executive Director effective August 1, 2023. He holds the positions of Director and Executive Vice President of Universal Robina Corporation; Director, President, and Chief Executive Officer 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 is the Chairman and Nominee of Caballes-Go Securities, Inc. He received a Bachelor of Science in Management from 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.

Johnson Robert G. Go, Jr.

Director

Mr. Johnson Robert G. Go, Jr., 61, 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 Ateneo de Manila University. He is a nephew of Mr. John L. Gokongwei, Jr.

Robina Gokongwei Pe

Director

Ms. Robina Gokongwei Pe, 64, 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 in Journalism from New York University, USA, in 1984. She has two children, Justin, 30, and Joan, 20. She is married to Perry Pe, a lawyer.

Leadership

Executive Leadership Council

JG Summit has an Executive Leadership Council (ELC)—composed of Corporate Center Unit heads from JG Summit and the Chief Executive Officers of the Strategic Business Units—that convenes on a regular basis to align on key strategic initiatives, share best practices, and review business performance to unlock synergies across the Group's ecosystem.

James L. Go
Chairman

Lance Y. Gokongwei
President and
Chief Executive Officer
JG Summit Holdings Inc.

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 Officer

Aldrich T. Javellana
Senior Vice President and
Treasurer

Brian M. Go
Chief Finance and Risk Officer

David Gulliver G. Go
Chief Human Resources Officer

Ma. Cristina Bellafor
Chief Information Officer and
Chief Digital Officer

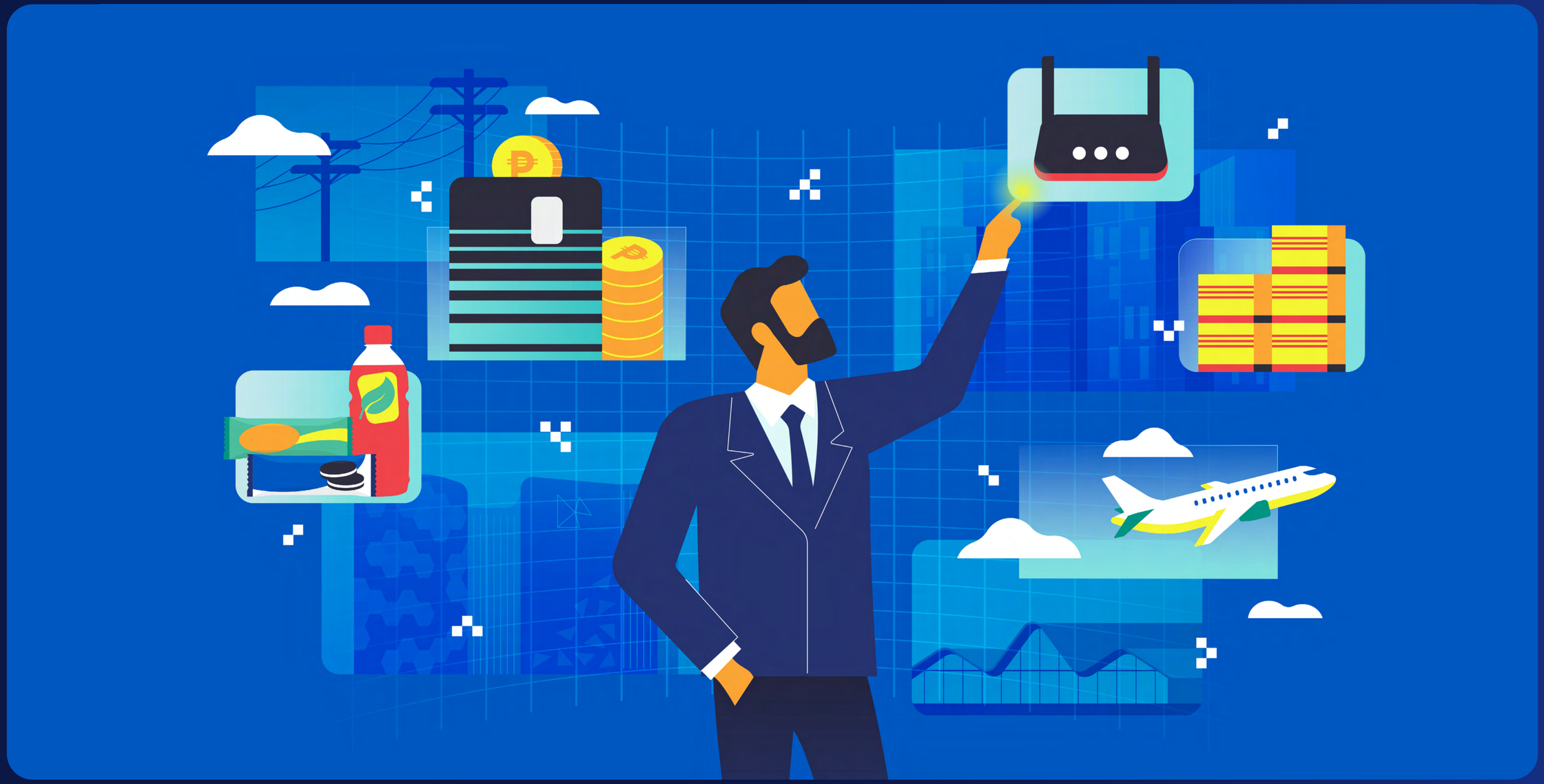
Irwin C. Lee
President and
Chief Executive Officer
Universal Robina Corporation

Michael B. Szucs
Chief Executive Officer
Cebu Air, Inc.

Mybelle V. Aragon-Gobio
President and
Chief Executive Officer
Robinsons Land Corporation

Investment Portfolio

Corporate Structure



JG Summit Holdings, Inc. (JGS) is a Filipino conglomerate with diversified interests across key industries in the Philippines and Southeast Asia. It serves a growing middle class with rising purchasing power. As it works toward its goal of solidifying its position as one of the largest business groups in the country, JGS seeks to expand its core net income and strengthen its return on equity. Beyond financial targets, the Group also aims to achieve satisfactory ESG ratings from key rating agencies, maintain high employee engagement, and deliver above-average customer satisfaction. To achieve these goals, JGS continues to strategically manage and grow its portfolio—comprising Strategic Business Units, Ecosystem Plays, and Core Investments—which collectively drive synergies across the group and create long-term value for stakeholders.

Strategic Business Units

Strategic Business Units (SBUs) function as listed, independent businesses where JGS holds majority ownership. These businesses provide avenues for cross-Group synergy and support JGS's objective of achieving reasonable and sustainable returns.

Food and Beverage

A leading food and beverage company in the Philippines with business interests in agro-industrial products and commodities, along with a growing footprint across the ASEAN region.

57.0% STAKE

Air Transportation

The Philippines' leading carrier in the air transport industry, operating flights to over 60 destinations across more than 14 countries, and supported by one of the greenest fleets in the region.

66.5% STAKE

Real Estate

A leading player in the Philippine real estate sector with 45 years of proven experience and a sponsor of the country's second-largest REIT.

65.9% STAKE

Stakes displayed are based on data as of December 31, 2025.

Ecosystem Plays

The Group also has emerging businesses in related industries, called **Ecosystem Plays**, that leverage its vast network to increase shareholder value.

GOtyme bank

Digital Banking

The Philippines' fastest-growing bank, in partnership with Tyme Global, employs a phygital strategy to deliver integrated digital and on-ground customer service.

21.5%* STAKE

LIPAD
Luzon International Premiere Airport Development Corporation

Infrastructure

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

33.0% STAKE

DHL
in partnership with
JG SUMMIT

Logistics

A joint venture leveraging DHL Supply Chain's logistics expertise and JGS's market insights to deliver high-quality domestic transport operations across the Philippines.

50% STAKE

Stakes displayed are based on data as of December 31, 2025.
*Stake in GoTyme excludes 6% indirectly owned through an associate.

Core Investments

JG Summit's **Core Investments** include highly liquid minority stakes in top-tier companies, delivering reliable dividend streams and opportunities for long-term value growth.

MERALCO

Power

The Philippines' largest private-sector electric distribution utility company.

26.4% STAKE

SINGAPORELAND

Real Estate

A leading real estate company headquartered in Singapore, owning key assets in Singapore and across prime global markets.

37.0% STAKE

PLDT

Communications

The leading fully integrated telecommunications provider in the Philippines.

11.2% STAKE

BPI

Banking

One of the country's top three financial services institutions, offering a comprehensive suite of products and solutions for both retail and corporate clients.

3.6% STAKE

Stakes displayed are based on data as of December 31, 2025.

Investment Portfolio

Strategic Business Units & Investments

Universal Robina Corporation

URC delivered a resilient performance in 2025, navigating a year marked by elevated input costs alongside a still value-conscious consumer environment. Revenues grew steadily, supported by volume-led growth across categories. While margins were pressured by high-cost inventory, the business's underlying momentum remained constructive. Core earnings declined modestly, broadly in line with operating performance, reflecting temporary headwinds rather than any structural weakness. Importantly, growth was driven by stronger execution in the Philippines and by improving scale and efficiency in the International business, helping offset these pressures. Across the portfolio, continued investments in brand building and innovation reinforced consumer relevance and supported long-term demand.

Looking ahead to 2026, URC is well-positioned to deliver quality growth.
The company expects steady topline expansion, with earnings growth outpacing revenue as input costs normalize and operating leverage strengthens. This will be supported by continued improvements in in-store execution, sharper commercial discipline, and sustained investment behind core brands. URC will continue to build the capacity and capabilities needed to support sustainable growth in key markets, with a disciplined focus on stronger margins and improved returns over time.

> 2025 showed the strength of our branded consumer business. We continued to grow volumes and saw good momentum in our International markets, which helped offset the pressure from elevated coffee costs. While margins were affected, the business on the ground remained healthy, driven by better in-store execution and steady consumer demand. As input costs begin to normalize, we're in a good position to reinvest in our brands and capabilities and continue driving sustainable growth in a value-conscious market.

Irwin C. Lee
President and Chief Executive Officer

Robinsons Land Corporation

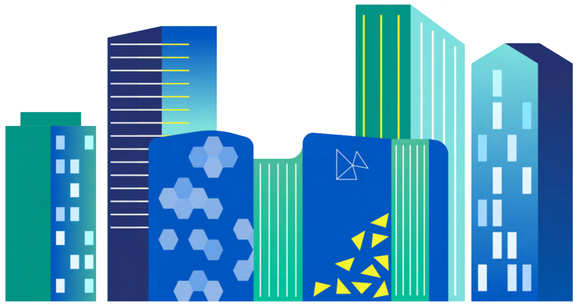
Over the past 46 years, one of Robinsons Land Corporation's (RLC) most significant milestones in advancing inclusive growth has been its expansion of accessible, well-integrated developments across key cities and emerging provinces in the Philippines. Through its diversified portfolio—spanning residential, commercial centers, offices, hotels, estates, and logistics facilities—the company has helped create jobs, stimulate local economies, and improve everyday access to essential services. Its growth beyond Metro Manila has enabled more Filipinos to benefit from quality developments closer to home, supporting regional progress and decongestion. At the same time, the company has introduced more attainable housing options, allowing a broader segment of Filipinos to participate in property ownership. These efforts collectively reflect RLC's commitment to building not just spaces, but inclusive communities that uplift lives nationwide.

> At Robinsons Land Corporation, we remain committed to fostering inclusive growth for every Filipino by developing projects that uplift communities and expand opportunities nationwide. Over the years, our strategy has been anchored in building accessible, well-integrated spaces that bring homes, jobs, and essential services closer to where people are. We believe that progress should not be limited to a few but shared across regions, empowering more Filipinos to participate in the country's growth story. Through innovation, sustainability, and strong partnerships, we continue to enhance the way people live, work, and connect. As we move forward, our focus remains clear—to create lasting value and meaningful impact that improves everyday life for all.

Mybelle B. Aragon-Gobio
President and Chief Executive Officer

In 2025, RLC delivered several customer-focused developments that enhanced everyday convenience, accessibility, and quality of life. The opening of premium and value-driven hospitality offerings, such as NUSTAR Hotel Cebu, elevated travel and leisure experiences, positioning Cebu as a world-class destination and showcasing Filipino hospitality to both luxury and domestic travelers. At the same time, the expansion of integrated estates and regional office developments, like Cybergate Iloilo Tower 3, brought modern workspaces closer to emerging cities, enabling job creation and bringing families together. Across its malls and commercial centers, improved occupancy and sustained foot traffic reflected stronger retail experiences, offering customers greater variety, convenience, and community engagement. Logistics arm Robinsons Logistix and Industrial Facilities (RLX) continued to expand its industrial and warehouse footprint to better support the growing needs of e-commerce, retail, and manufacturing customers with the completion of RLX Taytay 2 and Calamba 2E. These developments helped businesses reduce delivery times and operating costs, ultimately improving product availability and service for end consumers. In residential developments, robust project completions and increased revenue recognition signaled the delivery of more homes, helping Filipinos achieve homeownership. Collectively, these developments demonstrate RLC's continued focus on creating integrated, customer-centric environments that make everyday living more accessible, connected, and enjoyable.

RLC's long-term strategy refresh is anchored on Vision 5:25:50—a five-year roadmap to deliver PHP 25 billion in net income by the company's 50th anniversary in 2030. The strategy is built around five strategic levers: 1) betting on core expertise by accelerating capital deployment into the investment portfolio—targeting 50% growth in mall GLA, 50% growth in office space, 25% more hotel room keys, and doubling RLX logistics capacity by 2030 to strengthen the recurring income base; 2) forming strategic partnerships through alliances, joint ventures, and co-investments to expand reach and manage execution risk; 3) aiming for premiumization by upgrading key assets, product lines, and the customer experience; 4) involving capital recycling through RCR property infusions and strategic share sales to unlock value while replenishing the portfolio; and 5) pursuing new concepts such as the Sports, Entertainment & Recreation (SER) division, ecosystem synergies, and sustainability-driven services that broaden the platform beyond traditional property formats.



Cebu Air, Inc.

> As JGS celebrates 35 years, Cebu Pacific remains committed to its purpose—enabling every Juan to fly. Over the past 30 years, Cebu Pacific has transformed Philippine aviation by pioneering a low-cost model at a time when air travel was accessible to only a few. Through a strong focus on affordability, network expansion, and digitalization, Cebu Pacific has democratized air travel in the Philippines. With sustainability embedded in our business model, all capital and operational investments support long-term success, particularly through our focus on fuel efficiencies, expansion of pilot and cabin crew training facilities, and close collaboration with subsidiaries and industry partners. Together, these efforts support our commitment to making flying accessible while ensuring we can operate reliably even under challenging conditions.

Mike Szucs
Chief Executive Officer

100
Aircraft

270M+
Total Passengers

56%
Domestic Market Share

22%
International Market Share

One of the defining milestones for Cebu Pacific (CEB) has been sustainable growth that has brought families together, opened access to opportunities, and enabled new experiences across the country and beyond. Over the years, CEB has helped open doors for the next generation of Filipino travelers who seek to explore and share a world filled with new discoveries, yet are discerning about how they travel. From an initial fleet of four aircraft, Cebu Pacific has grown to operate 100 aircraft today and has flown over 270 million passengers across its network. Today, its reach extends beyond the Philippines, connecting the country to key markets across Southeast Asia, North and East Asia, the Middle East, and Australia. Covering 37 domestic and 26 international destinations, Cebu Pacific is the Philippines' leading airline, achieving 56% domestic market share and 22% of international share by the end of 2025.

In 2025, CEB focused on two things that matter most to customers: a simpler journey and operational reliability. Enhancements to its digital platforms and booking systems made travel planning simpler and more intuitive, while more personalized offerings delivered better value. Amid global supply chain challenges, it proactively managed capacity and strengthened operational resilience by increasing spare coverage and implementing more robust processes. Stronger cross-functional coordination and faster decision-making in disruption management accelerated recovery and reduced passenger inconvenience. Together, these efforts laid a stronger foundation for a more seamless and dependable travel experience.

CEB's long-term strategy is anchored in continuing its purpose: to Commit as a sustainable low-cost carrier, Connect people and communities, and Create value for all stakeholders. The airline aims to be the LCC of choice in Asia-Pacific, backed by clear targets on revenue, margins, returns, and leverage. Supporting these targets, its key priorities remain rooted in operational resilience, achieved through product innovation, fleet expansion, and investment in business continuity. Amid the continuously evolving oil crisis, it remains committed to all its stakeholders. The focus on operational sustainability, financial prudence, and strong risk management enables CEB to navigate these challenging conditions with resilience and a positive outlook.

Investment Portfolio

Ecosystem Plays

GoTyme

8.3M
Total Customers
1.5x vs 2024

1.3M
New Customers
Previously unbanked and underbanked segments

500+
Kiosks
Nationwide

P43B
Deposit Balance
70% YoY increase

In 2025, GoTyme expanded its total customer base to 8.3 million, with 1.3 million customers coming from previously unbanked and underbanked segments. This was achieved through the growing number of physical access points, which ended the year with over 500 kiosks nationwide. Additionally, deposits reached PHP 43 billion, a year-on-year increase of over 70%, reflecting sustained customer trust and account utilization.

The bank's loan book also increased 43% year on year, driven by the growth of its buy-now-pay-later product, MoreTyme, and the continued expansion of its salary lending portfolio—both of which cater to a broad base of underserved and credit-constrained consumers. Its SME lending solution was also boosted by its partnership with TikTok Shop, expanding access to working capital for online sellers. Additionally, GoTyme introduced several new products throughout the year, including inward remittance, cryptocurrency trading, and virtual cards, and was one of the first banks in the Philippines to launch Google Pay compatibility. These expand the range of accessible payment, credit, transfer, and digital investment options for Filipinos within one platform.

> In 2025, GoTyme continued to scale, expanding our customer base to 8.3 million, growing deposits by over 70% YoY, and increasing our loan book by 43% YoY. Throughout the year, we introduced new lending and investment products, significantly strengthening GoTyme Bank's proposition. We also became one of the first banks in the Philippines to launch with Google Pay, enhancing everyday payment convenience. Together, these initiatives expanded access points and deepened product adoption, supporting our commitment to make secure and relevant financial services more accessible to more Filipinos.

Nate Clark
Chief Executive Officer

Luzon International Premiere Airport Development Corporation

2.8M
Total Passengers
+14% vs 2024

1.0M
Domestic Passengers
+23% vs 2024

22,700
Flights
+23% vs 2024

Clark International Airport (CRK) delivered a strong performance in 2025, driven by increases in passenger volumes and air traffic. The airport served about 2.8 million passengers in 2025, a 14% increase from roughly 2.4 million in 2024, according to the latest airport traffic figures. Domestic travel surged by 23%, with CRK handling about 1 million passengers, up from around 800,000 in 2024. International demand also increased by 10%, reaching approximately 1.7 million passengers in 2025, up from about 1.6 million the previous year.

System-wide airline capacity at Clark International Airport also expanded in 2025. Total available seats increased by 12%, reaching approximately 3.8 million from around 3.4 million in 2024. This growth was driven by a 21% rise in domestic capacity and an 8% increase in international capacity, largely due to airlines adding more flight frequencies on existing routes. Air traffic movements also increased, with domestic flight movements up 34%, reaching 12,100 from 9,100 in 2024. International movements rose 5% to approximately 10,600, up from 10,200 in 2024. Overall, system-wide flight movements climbed 18%, rising from around 19,200 in 2024 to approximately 22,700.

> 2025 was a year of steady growth for Clark International Airport. The increase in passenger traffic and improvement of load factors were supported by stronger airline partnerships. This was also aided by the gradual transfer of turboprop operations from Metro Manila and Clark's role as a reliable alternative gateway outside the capital.

Noel Manankil
President and Chief Executive Officer

DHL Summit Solutions Inc.

> DSSI's investment in 23 electric vehicles (EVs) and 22 new prime movers in 2025 marks a significant step in transforming our fleet toward a more sustainable logistics future. The EVs, along with improved prime mover turnaround efficiency, substantially reduce overall carbon emissions across our network. This enables us to deliver faster and more reliably to our customers while minimizing our environmental footprint. We remain committed to leading the transformation of the Philippine trucking industry through innovation, discipline, and a continuous focus on service excellence.

Jake Ong
Country Managing Director

In 2025, DSSI delivered strong operational gains, driven by strategic fleet expansion and better resource utilization. The company's investment in its own fleet enabled higher service availability, improved on-time performance, and reduced dependence on third-party providers. These directly addressed previous years' capacity constraints, allowing DSSI to consistently meet and exceed customers' peak-season volume requirements. Operational efficiency also improved as route productivity increased with the deployment of newer, more reliable units. Overall, DSSI strengthened its foundation for scalable, sustainable growth and enhanced customer service delivery.

Investment Portfolio

Core Investments

Manila Electric Company

Manila Electric Company (Meralco) is the largest electric power distribution company in the Philippines, serving the country for 123 years within a 9,685 km² franchise area that covers 39 cities and 72 municipalities. It delivers 50% of the nation's electricity consumption and supplies power to over 8.2 million customer accounts.

26.4%

JG Summit's equity stake

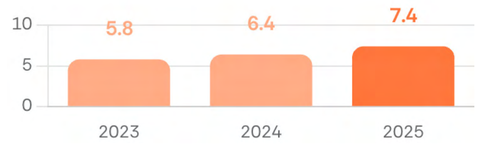
₱13.3B

12% increase vs last year

JG Summit's share in net income

₱170.6B

Market value of JG Summit's stake
as of December 29, 2025



Dividends paid to JG Summit
in PHP billions

Singapore Land Group Ltd.

Singapore Land Group Limited (SingLand) is a diversified real estate company with a portfolio that includes commercial offices, residential and retail properties, and hotels, featuring landmark assets such as Singapore Land Tower, Clifford Centre, and Marina Square. The Group maintains a substantial presence in Singapore and key international markets, managing 3.9 million ft² of office space and 1.2 million ft² of retail space.

37.0%

JG Summit's equity stake

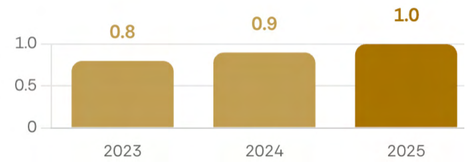
₱3.5B

7% increase vs last year

JG Summit's share in net income

₱75.9B

Market value of JG Summit's stake
as of December 29, 2025



Dividends paid to JG Summit
in PHP billions

PLDT, Inc.

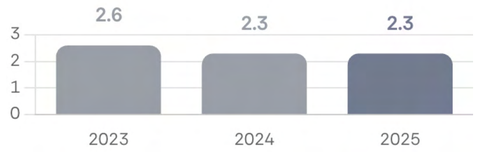
PLDT, Inc. (PLDT) is the Philippines' largest fully integrated telecommunications provider and a market leader in the broadband segment, offering both wireless and fixed-line services. Its common shares are listed on the Philippine Stock Exchange, while its American Depositary Shares are listed on the New York Stock Exchange.

11.2%

JG Summit's equity stake

₱30.7B

Market value of JG Summit's stake
as of December 29, 2025



Dividends paid to JG Summit
in PHP billions

Bank of the Philippine Islands

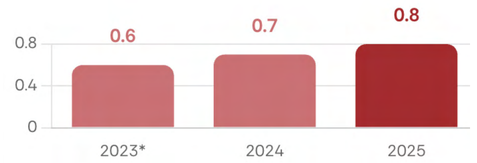
Bank of the Philippine Islands (BPI) is one of the top three banks in the Philippines and the oldest bank in Southeast Asia, founded in 1851. As of the end of 2025, it operates 1,277 branches and offers a comprehensive range of financial services for both individual and corporate clients, including consumer banking and lending, asset management, payments, insurance, securities brokerage and distribution, foreign exchange, leasing, and corporate and investment banking.

3.6%

JG Summit's equity stake

₱21.9B

Market value of JG Summit's stake
as of December 29, 2025



Dividends paid to JG Summit
in PHP billions

Investment Portfolio

Geographic Presence

JG Summit's vast footprint spans the Philippines and 15 other countries in Asia. It caters to a growing middle class with a variety of affordable and accessible products and services.

Australia
- 2 Cebu Air Inc.

Brunei
- 1 Cebu Air Inc.

Cambodia
- 1 Universal Robina Corp.

China
- 3 Cebu Air Inc.

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

Myanmar
- 1 Universal Robina Corp.

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

South Korea
- 1 Cebu Air Inc.

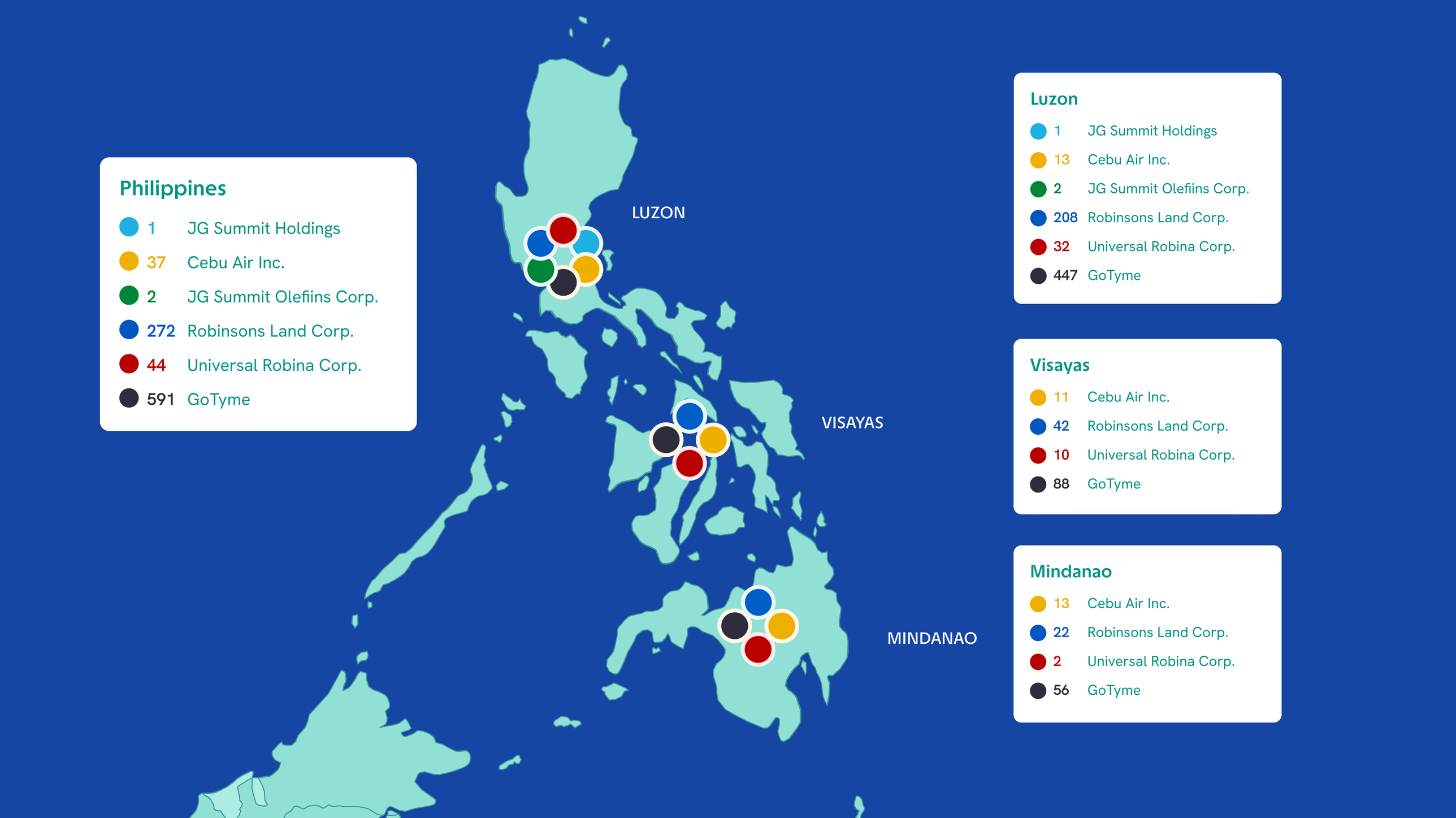
Taiwan
- 2 Cebu Air Inc.

Thailand
- 3 Cebu Air Inc.
- 6 Universal Robina Corp.

United Arab Emirates
- 1 Cebu Air Inc.

Vietnam
- 4 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
37	Cebu Air Inc.
2	JG Summit Olefiins Corp.
272	Robinsons Land Corp.
44	Universal Robina Corp.
591	GoTyme

Luzon

1	JG Summit Holdings
13	Cebu Air Inc.
2	JG Summit Olefiins Corp.
208	Robinsons Land Corp.
32	Universal Robina Corp.
447	GoTyme

Visayas

11	Cebu Air Inc.
42	Robinsons Land Corp.
10	Universal Robina Corp.
88	GoTyme

Mindanao

13	Cebu Air Inc.
22	Robinsons Land Corp.
2	Universal Robina Corp.
56	GoTyme

Strategic Enablers

Leadership & People Development

Learning Festival

The Learning Festival is a Group-wide learning and development initiative organized by the Group to strengthen employee capability, foster collaboration, and promote a culture of continuous learning across its diverse business units. Designed as a platform for knowledge sharing and inspiration, the festival brings together employees, leaders, and external experts to collectively address present and future business challenges.

The Learning Festival featured keynote talks, panel discussions, breakout sessions, and interactive workshops. Topics were carefully curated to address emerging trends and strategic priorities, while interactive elements—including a festival application with gamified features—encouraged engagement, collaboration, and cross-business unit networking.

The September 2025 run involved 1,668 employees, including 1,100 online attendees and 568 onsite participants. Feedback reflected high satisfaction levels, with average ratings of 4.69 for onsite participants and 4.71 for online participants.

Pride in Performance (PIP) Awards

The Pride in Performance (PIP) Awards is a bi-annual, Group-wide recognition program that honors exceptional teams, projects, and initiatives across the Gokongwei Group's diverse business units. The program celebrates outstanding performance that exemplifies the Group's core values and contributes meaningfully to business excellence, innovation, sustainability, and long-term growth.

The initiative provides several benefits. For employees and teams, it serves as a platform for recognition, motivation, and pride in their contributions. For the organization, it highlights best practices, showcases high-impact initiatives, and reinforces shared standards of excellence across the Group. The program also supports knowledge-sharing, as award-winning initiatives are often featured in other learning platforms such as the Learning Festival.

The 14th PIP Awards achieved participation of over 5,600 employees, an increase from the previous cycle. Participant satisfaction remained high, with an average rating of 4.71 out of 5, reflecting positive feedback on the event's organization, execution, and inspirational value.

Group Olympics

The Gokongwei Group Olympics is a Group-wide, internal sports and team-building initiative designed to strengthen employee engagement, promote wellness, and foster camaraderie across the Group's diverse business units. The program brings together employees through friendly competition and shared experiences, reinforcing a sense of unity and belonging across the organization.

The Gokongwei Group Olympics was executed through a series of organized competitions featuring a wide range of activities to accommodate diverse interests and abilities. These included traditional sports such as basketball, volleyball, badminton, and bowling; strategic and digital competitions such as chess and esports tournaments; and creative events like street dance performances. This varied format ensured broad participation and sustained engagement throughout the program.

The outcomes of the initiative were positive, with the successful completion of seven sports and competition categories and an average satisfaction rating of 4.20 out of 5. Individual events received strong feedback, reflecting positive employee experiences and high levels of engagement and enjoyment.

CCU Recognition Program

The CCU Recognition Program (Darwinbox Vibe) is an internal employee recognition and engagement initiative of the Corporate Center Unit (CCU) under the Group. Enabled by the Darwinbox Vibe digital platform, the program promotes a culture of appreciation by making recognition continuous, peer-driven, and visible across the organization. It recognizes both everyday contributions and outstanding performance, reinforcing behaviors aligned with CCU and Gokongwei Group core values.

The initiative is executed through the Darwinbox Vibe platform, which serves as a centralized hub for recognition and engagement. Employees can send peer-to-peer recognitions, tag core values, and gift GoRewards points. Recognitions appear on a shared social feed where colleagues and leaders can engage through reactions and comments. The program also includes quarterly recognitions for both Top Recognized Employees and Top Recognizers, ensuring balance between performance impact and generosity.

As of the latest reporting period, the program achieved a 75% adoption rate, with 207 employees having sent at least one recognition. Active engagement reached 57%, exceeding the original target, with 117 employees using the platform at least ten times. On average, 253 recognitions were sent per month, reflecting consistent participation and sustained engagement.

SIPAG (Scholars and Interns Program at the Gokongwei Group)

SIPAG (Scholars and Interns Program at the Gokongwei Group) is a talent development and early-career pipeline initiative designed to support students, scholars, and young professionals through education assistance, internships, and meaningful work exposure across the Group's companies. The program reflects the Filipino value of sipag (diligence), underscoring the Group's belief in hard work, potential, and inclusive growth.

SIPAG is executed through a combination of scholarship support, internship placements, mentorship, and on-the-job learning opportunities. Participants are immersed in actual projects and teams, gaining firsthand exposure to workplace culture, collaboration, and professional standards. Learning experiences are further enriched through structured activities and interactions with leaders.

The outcomes of the program have been highly positive, with participants reporting strong learning experiences and high satisfaction across different program activities. The initiative has successfully enhanced participants' readiness for employment while reinforcing the Group's reputation as a people-first organization.

Strategic Enablers

Digital Transformation & Customer Centricity

Artificial Intelligence (AI)

- JG Summit's Innovation Academy focused on GenAI in 2025. It launched Design Thinking with AI tools, GenAI Lab, GenAI for Leaders, GenAI for Everyone, and Copilot-curated workshops. It also reached over 10,000 employees across the Group through its weekly Teach in 15 sessions, upskilling their digital know-how.
- Various AI, automation, and analytics tools were launched in the Corporate Center Units (CCU), Robinsons Land Corporation (RLC), and Universal Robina Corporation (URC). Five GenAI pilots were produced to assist the Corporate Strategy and Corporate Treasury Offices in earnings presentation preparations, investor sentiment, market and economic factors movements, corporate disclosure compliances, and competitor/industry analyses.
- MIGO, the GenAI HR chatbot, expanded to the CCU, GoGBS (Go Global Business Services), and RLC. MIGO's functionality began to include employee-owned data and became more conveniently accessed via Microsoft Teams.

Upgrading Enterprise Resource Planning (ERP) Business Systems

- Transformed core platforms with SAP S/4HANA upgrades for JGS, GoGBS, and URC, as well as SAP BW/4HANA upgrades for JGS, GoGBS, RLC, and CEB (Cebu Air Inc).
- RLC's business transformation for all Robinsons malls nationwide, via the upgrade to SAP S/4HANA, was completed on time, on cost, and on scope.
- The focus for 2026 is on the next wave of SAP transformation for RLC, CEB, and URC International businesses.
- After a comprehensive vendor selection process, the Group entered into an agreement last September 2025 with Darwinbox, which will serve as the core HR system for Payroll, Timekeeping, Employee Data, and Benefits, under a four-year implementation plan, with the first wave going live by September 2026.

Delivering World-Class Services via GoGBS

Aspen has now been rebranded as GoGBS (Go Global Business Services), representing a renewed, stronger, world-class shared services company for HR, Finance, Procurement, and IT Operations, serving business units across the Group.

Sustainable Stewardship and Cybersecurity

- Group consumer data governance, compliance, and risk acceptance were fully completed for consent, consistency, and contactability.
- Gokongwei Group cybersecurity rating was maintained consistently at A levels throughout 2025.
- Integrated Zero-Trust Cybersecurity Transformation digital roadmap underway until 2028 to drive a scaled, secure, and cloud-only environment. Compliance and technical debt reduction were boosted through Windows 11 PC and legacy OS upgrades. Automation, shift-left operations, problem management, and trend analysis led to an 18% reduction in IT incident volume compared with 2024.

Strategic Enablers

2025 Sustainability Report

Our Sustainability Journey

Focusing on Sustainability in Culture and Transitioning to a Governing Principle

In 2025, JGSHI continued strengthening its commitment to embedding sustainability across the organization by deepening its integration into culture and everyday operations. Central to this journey is our recognition of the important role employees play in shaping the Company's environmental and social actions. By involving our people in defining what sustainability means for the organization, we strengthen a shared culture of responsibility and ensure that our future goals and actions reflect the values and expectations of those who drive our business forward.

JGSHI empowers employees by expanding avenues for participation, initiative, and ownership of sustainability efforts. Leadership reinforces this integration by modeling ethical, inclusive, and future-oriented decision-making and by championing initiatives that make sustainability an essential part of how JGSHI operates as a Group.

As we move forward, JGSHI transitions its approach from a strategic enabler to a governing principle that shapes and informs strategic direction, risk oversight, and capital allocation. As part of the Group's governance foundation, sustainability ensures that environmental and social considerations are consistently embedded into decision-making and long-term planning.

2018

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

2019

- Sustainability as a strategic enabler
- SBU adopted a 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

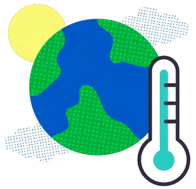
2022

- Enrichment sessions on Climate Change for CEOs and Senior Leaderships
- Initial alignment to Task Force on 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

- Start 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®

2025

- Sustainability Embedded in Culture

2026

- Sustainability as a Governing Principle

Our Management Approach to Sustainability and Climate

Governance

1. Sustainability as a Governing Principle

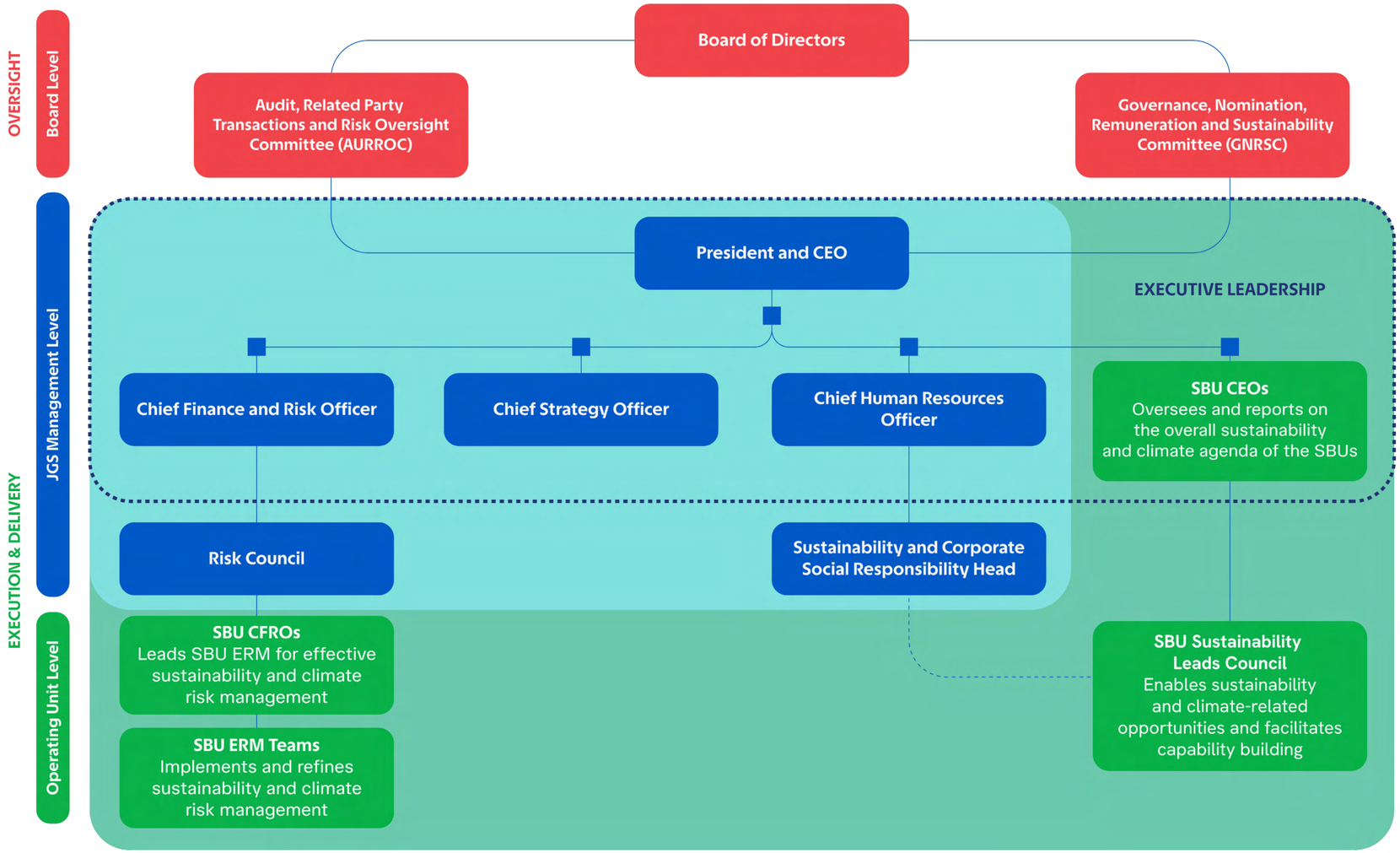
Sustainability as a governance principle is anchored in JGSHI's core value of Stewardship, which emphasizes responsible management of resources and long-term accountability for impacts. Stewardship provides the values and intent, while sustainability provides the governing discipline and system through which these values are operationalized across the Group.

Together, they strengthen oversight, uphold ethical conduct, and reinforce long-term organizational resilience.

Stewardship and Sustainability

Stewardship provides the value foundation; sustainability provides the governing principle and system that operationalizes it.

2. Sustainability Governance



2.1 Board of Directors

The Board provides independent oversight and ensures that sustainability and climate considerations remain aligned with the Group's Objectives, Goals, Strategies, and Measures (OGSM).

2.2 Audit, Related Party Transactions & Risk Oversight Committee (AURROC)

AURROC oversees financial reporting, internal controls, and the Group's Enterprise Risk Management (ERM) framework, ensuring the Board is fully informed of material exposures, including sustainability and climate-related risks.

2.3 Governance, Nomination, Remuneration & Sustainability Committee (GNRSC)

Working alongside AURROC, the GNRSC oversees corporate governance principles and the economic, environmental, social, and governance (EESG) aspects of sustainability. It reviews and recommends approval of the Sustainability and Climate Disclosure Report and evaluates management's performance in leveraging climate opportunities.

2.4 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 President and Chief Executive Officer (CEO) defines the overall strategic direction for the conglomerate, encompassing our approach to sustainability and climate action. The CEO plays a pivotal role in driving initiatives, managing risks, and ensuring transparent reporting on our performance.

The Chief Finance and Risk Officer (CFRO) manages our ERM processes, creating a strong framework for handling sustainability and climate-related risks, along with other key business risks. The CFRO communicates significant risk exposures and mitigation plans to AURROC.

The Chief Human Resources Officer (CHRO) oversees the conglomerate's sustainability efforts, including developing climate and sustainability strategies, leading disclosure initiatives, and embedding sustainability into the organization's culture.

The Sustainability Head reports to the CHRO and is responsible for designing and leading the development of our Climate Resilience and Transition plans, identifying relevant risks and opportunities, and helping SBUs achieve related targets. The Sustainability Head provides strategic direction, builds stakeholder relationships, and monitors performance. The Sustainability Head collaborates with the 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 (CSO) 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 CHRO and the CSO jointly oversee the development and integration of our sustainability and climate transition plan into our businesses, including setting targets and assessing risks and opportunities.

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 to implementing ERM, sustainability, and climate resilience strategies. SBU leadership continuously refines risk management strategies to address challenges within their respective business areas.

3. Governance Capability and Continuous Improvement

Directors undergo structured governance and sustainability training, including committee-specific orientation, ESG capability programs, and climate-related sessions—reinforcing JG Summit's governance culture.

For a more detailed discussion on Governance, please click **here**.

Sustainability and Climate Risk Management

JG Summit embeds sustainability and climate risks within its Enterprise Risk Management (ERM) framework. This ensures ESG and climate considerations are treated with the same rigor as operational and financial risks.

The Board, through AURROC, oversees the ERM framework and reviews risk appetite, mitigation plans, and exposure levels. These are published through JG Summit's Annual & Sustainability Report, which is transitioning to full IFRS S1/S2 alignment.

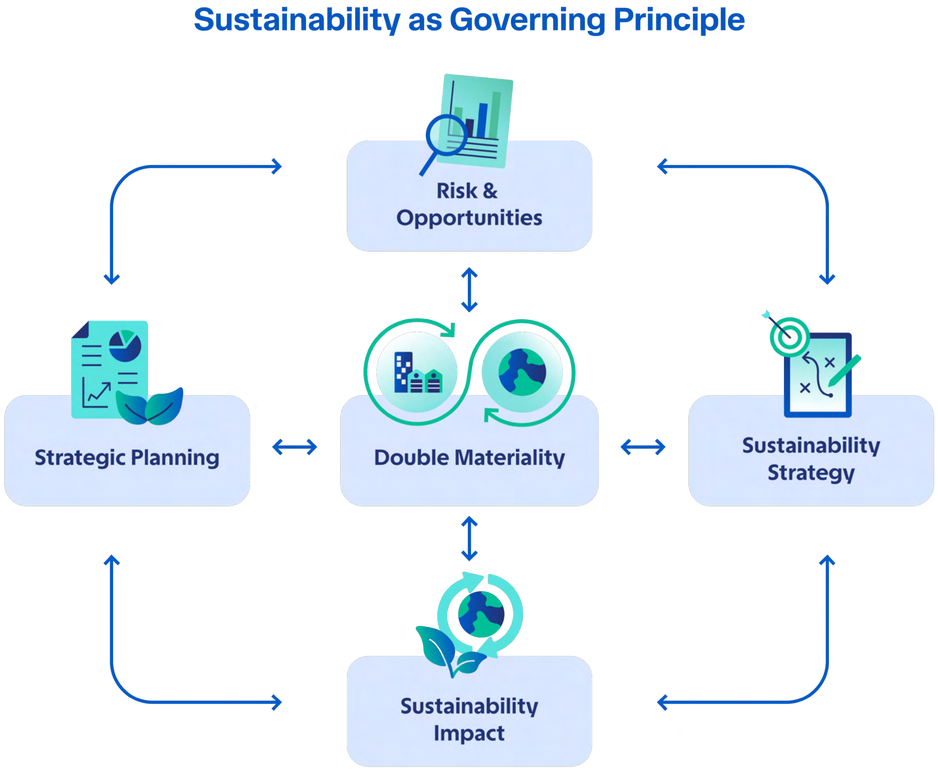
Sustainability and Climate Risk and Opportunity Management Framework	
Identification	**Determine Relevant Sustainability and Climate Risks and Opportunities:** Consider the following references in 'identifying': • For Sustainability Risks and Opportunities – reference to Sustainability Accounting Standards Board (SASB) industry-specific disclosure topics and World Business Council for Sustainable Development (WBCSD) system risks • For Climate-related Physical Risks and Opportunities – incorporation of Philippine-relevant climate hazards such as typhoons, flooding, extreme heat, and sea level rise • For Transition-related Risks and Opportunities – reference to emerging trends on the transition to low-carbon operations ◦ Global references include but are not limited to: ▪ United Nations Environment Programme Finance Initiative (UNEP FI)World Bank ▪ International Energy Agency (IEA) ▪ European Commission ▪ Asian Development Bank (ADB) ▪ International Civil Aviation Organization (ICAO) ▪ Principles for Responsible Investment (PRI) - Inevitable Policy Response (IPR) ◦ Local references include but are not limited to: ▪ Local legislation (Executive Orders, Senate and Congress Bills) ▪ Department of Energy (DOE) Philippine Energy Plan (PEP) ▪ Securities and Exchange Commission (SEC) ▪ 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. • **Scenario Analysis:** Use scenario analysis to evaluate the potential impacts of climate-related physical and transition risks and opportunities under various future conditions. • 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. • 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. • **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 sustainability and climate risk disclosures follow the Group's ERM reporting processes and undergo review by AURROC and GNRSC.

For a more detailed discussion on Enterprise Risk Management, please click **here**.

Strategy, Metrics, and Targets

1. Developing the Sustainability Strategy



Our Sustainability Strategy is developed through a structured cycle that begins with identifying material risks, opportunities, and impacts across the portfolio. A Double Materiality analysis provides the foundation, ensuring that both financial materiality (risks and opportunities) and impact materiality (effects on stakeholders and the environment) are fully considered. These insights feed into strategic planning and guide the formulation of the Sustainability Strategy. Sustainability, as a governing principle, ensures that this strategy is embedded into decision-making and leads to meaningful, measurable sustainability impacts.

1.1 OGSM as JGSHI's Strategic Planning Backbone

JGSHI follows a disciplined, long-range planning process anchored on the OGSM (Objectives, Goals, Strategies, Measures) framework. This approach creates a clear cascade—from defining the Group's purpose and long-term vision, to setting five-year financial and non-financial goals, to determining strategic choices and the actions required to achieve them. Guided by a unified direction, SBUs craft and refine their own sector-specific strategies and targets that contribute towards the realization of the conglomerate's overall ambition.

With 2025 serving as a rebasing year, JG Summit refreshed its long-term strategy, charting its path for 2026 up to 2030. As part of this, the Group is also evolving its governance structures to effectively monitor and ensure the delivery of SBU commitments, with Value Creation Plans (VCPs) serving as performance contracts between the Parent Company and its major subsidiaries: CEB, URC, and RLC. These VCPs complement the OGSM by providing clear prioritization and quantification of three to five battlegrounds that would deliver substantial value uplift over the next five years. Each battleground is supported by a roadmap of initiatives and metrics to effectively track progress. In line with Sustainability being a governing principle within the OGSM, climate and broader ESG considerations are taken into account in developing, measuring, and prioritizing specific initiatives in the VCPs. Lastly, management scorecards and incentives are also being redesigned to ensure these are anchored on metrics and targets documented in the VCPs.

How Sustainability Is Integrated Into the OGSM Framework		
OGSM Element	**Meaning Within JGSHI**	**How Sustainability Is Integrated**
O — Objectives	Enterprise-wide ambitions	Sustainability as a governing principle guiding long-term direction
G — Goals	Clear, measurable outcomes	Group-level climate and ESG targets (2026 onwards)
S — Strategies	Strategic choices and allocation	Includes top sustainability-related strategies that generate positive environmental and social outcomes (e.g., transition to low-carbon operations)
M — Measures	KPIs and monitoring cadence	Environmental and Social targets and performance data

1.2 Double Materiality as Input to Sustainability Strategy

Implementing Double Materiality

Consider:

- Financial impact to business
- Impact to stakeholders
- Employee perceptions

Developing Sustainable Strategy

- Identification of key focus areas based on top risks
- Development of strategy, metrics, and targets

Continuous Improvement

- Implementing feedback loop
- Adapting the strategies based on changing landscape

Insights from double materiality, including financial impact evaluations, stakeholder expectations, and employee perceptions, shape the sustainability strategy by:

- Identifying priority sustainability themes;
- Guiding resource allocation;
- Establishing measurable climate and ESG targets; and
- Aligning SBU-specific plans with Group-wide direction

The enhanced sustainability strategy and consolidated climate and ESG targets will be published in 2026.

1.2.1 Financial Impact

JGSHI assesses sustainability and climate-related risks that may materially impact financial performance through:

- Analysis of climate and sustainability risks
- Prioritization based on financial impact and likelihood
- Mapping risks to SASB industry topics across CEB, URC, and RLC
- Climate scenario analysis for transition and physical risks

1.2.2 Stakeholder Impact

JGSHI also evaluates how sustainability issues affect employees, customers, communities, and regulators. This ensures strategic choices reflect stakeholder expectations and support long-term trust.

Employee Insights on Environmental & Social Responsibility

Purpose of the Listening Exercise

JGSHI engaged employees to understand perceptions on environmental and social responsibility and to ensure that their views inform the next cycle of our sustainability strategy. This aligns with IFRS S1's emphasis on stakeholder-informed strategy formation and IFRS S2's requirements for understanding organizational readiness for climate-related objectives.

Key Findings

- Strong recognition of Environmental and Social (E&S) initiatives: Employees consistently perceive JGSHI as environmentally responsible, socially engaged, and positively contributing to communities.
- High values alignment: Most employees report that their personal values align with JGSHI's environmental and social commitments, reinforcing cultural cohesion and stewardship.
- Appetite for deeper involvement: Employees want more opportunities to participate in E&S activities, especially those that use their professional skills.
- Supportive leadership: Leadership is viewed as ethical, inclusive, and clear in providing direction—an important factor for embedding sustainability within governance and strategic planning.
- Barriers identified: Competing priorities and limited budgets were highlighted as common challenges to contributing more meaningfully.

How Employees Shape Our Sustainability Approach

Employee insights will inform JGSHI's double materiality assessment and the development of Group-level ESG and climate targets. Findings will be used to:

- Strengthen internal communication and participation platforms
- Shape employee-led and skills-based volunteerism
- Clarify leadership expectations and visibility on ESG priorities
- Address resourcing gaps to enable a more meaningful contribution
- Anchor culture programs on shared values and sustainability stewardship

1.2.3 Scenario-Informed Strategic Choices

Between 2023 and 2024, all Strategic Business Units (SBUs) undertook a coordinated series of Sustainability Risk Assessments, Transition Risk Assessments, and Physical Climate Risk Assessments. These activities were designed to align with IFRS S1 and IFRS S2 expectations by systematically identifying material sustainability and climate-related risks and opportunities, assessing their potential financial and operational impacts, and evaluating the resilience of SBU strategies under different forward-looking conditions.

Insights from these assessments inform sector-specific strategic responses across the portfolio, such as:

Aviation (CEB)	Real Estate (RLC)	Food & Beverage (URC)
• Fleet modernization • Sustainable aviation fuel (SAF) pathways • Operational efficiency programs	• Green-certified building developments • Energy-efficient building systems • Rooftop solar and renewable integration	• Manufacturing efficiency enhancements • Circularity and packaging improvements • Waste reduction and resource stewardship

These strategic actions are reflected in the S — Strategies and M — Measures components of OGSM or the SBU Sustainability Strategy, ensuring that sustainability risks and opportunities shape business direction, resource allocation, and performance accountability.

2. Sustainability Strategy, Metrics, and Targets

Responsible Portfolio Governance, Risk, and Resilience

JGSHI embeds material sustainability considerations into portfolio management

Material Topics

- Governance, Board oversight, and compliance
- Risk management, controls, cybersecurity, and data resilience
- Climate governance and climate-risk oversight

Targets

- 100% SBUs compliant with governance templates/expectations (FY2026)
- 100% risk and controls attestation (FY2027)
- Satisfactory audit reports and ESG ratings

Planet & Climate Stewardship

JGSHI upholds good environmental and climate practices across the portfolio to support responsible operations and long-term resilience

Material Topics

- Environmental and climate guardrails
- Environmental compliance expectations

Targets

- 100% SBUs reporting minimum environmental metrics (FY2026)
  - Zero major environmental non-compliance incidents (FY2026)
  - Post-consumer plastic recovered/diverted by ≥80% (2030)
  - GHG emissions intensity by sector
  - Water intensity per sector
- 100% SBU climate-risk assessments and plans (2028)

People & Community Impact

JGSHI promotes a high-performance culture and meaningful community impact

Material Topics

- Employee engagement and safety
- Community impact

Targets

- Maintain or improve employee engagement score (FY2026)
- Zero fatalities and Lost Time Incidents (LTIs)
- 100% SBUs with community focus areas and targets (FY2026)

Our Impact

We highlight the key initiatives of JGSHI and its subsidiaries that demonstrate how we translate our sustainability commitments into meaningful outcomes. These efforts reflect our collective determination to create long-term value for our stakeholders, protect the environment, and uplift communities. As we continue this journey, we remain focused on realizing impact, strengthening partnerships, and advancing a more sustainable and inclusive future for all.

2025 Sustainability Performance Scorecard

Economic

Economic Value Generated

370,400

MPHP

Economic Value Distributed

338,270

MPHP

Social

Employee Headcount

22,639

Male-to-Female Ratio

1.49:1

Average Training Hours per Employee

38.08

2025 Sustainability Performance Scorecard

Environmental

Energy Consumption

41,685,399

GJ

Energy Intensity

112.54

GJ/MPHP

Total GHG Emissions

2,667,465

tCO_2e

GHG Intensity

7.20

tCO_2e/MPHP

Total-Owned Generated Renewables

1,136,400

GJ

Water Withdrawal

20,088,232

m^3

Water Consumption

9,075,197

m^3

Water Discharge

11,013,035

m^3

Shared Success

Creating Opportunities and Uplifting Communities

Shared Success underscores the Group's belief that business growth is most meaningful when it elevates people and communities. Stories across SBUs highlight how JG Summit creates inclusive opportunities—from Cebu Pacific's education, relief, and OFW support programs, to Robinsons Land's nationwide job fairs, government service access, and community-resilience initiatives, to URC's entrepreneurship and livelihood development programs such as Bida sa Masa.

These initiatives demonstrate how the Group supports socio-economic mobility, strengthens community resilience, and fosters partnerships that enable long-term, positive impact. In every story, the Group's values of stewardship and inclusivity are brought to life through programs that meet real community needs while building trust and shared value.

Economic Value Generated and Distributed

76%
Payments to Suppliers, Other Operating Costs

11%
Payments to Employees

10%
Payment to Providers of Capital

3%
Payment to Government

0.002%
Community Investments, Donations & Distributions

Figure 1. Economic Value Generated and Distributed

JGSHI Pride in Performance (PIP) Awards – Celebrating Collective Achievement and Culture-Building Excellence

The JGSHI Pride in Performance (PIP) Awards stand as a hallmark of shared success across the organization—bringing together employees, teams, and leaders to honor exceptional contributions that uplift not only individual business units but the entire JGSHI community. Held every two years, the program recognizes breakthrough initiatives that demonstrate outstanding teamwork, innovation, service excellence, and values-driven performance. By shining a light on accomplishments that deliver meaningful impact, the PIP Awards strengthen a culture where achievements are celebrated collectively and success is shared widely.

The PIP Awards create powerful ripple effects across JGSHI. For employees, it is a moment of affirmation—an opportunity to see their hard work acknowledged and their stories elevated to the broader organization. For teams, it reinforces collaboration and unity, showcasing how shared commitment can translate into standout results. And for the organization, it provides a platform to surface best practices, highlight role models, and inspire others to drive positive change in their own spheres. The 14th cycle, which engaged more than 5,600 employees, demonstrated how deeply the program resonates as a unifying cultural experience.

This initiative is also a meaningful expression of inclusivity and organizational unity. With participation spanning different industries, roles, and backgrounds, the PIP Awards ensure that excellence can emerge from any corner of the organization. From frontline teams to corporate project groups, every nomination reflects the belief that impactful work—regardless of function or level—deserves recognition. Through the hybrid ceremony and widely shared success stories, employees across multiple locations can take part, celebrate wins together, and feel connected to a shared purpose.

The PIP Awards will continue to evolve to strengthen participation, enhance visibility of winning initiatives, and deepen its role as a catalyst for collaboration and continuous improvement. As a Shared Success initiative, the PIP Awards affirm a powerful message: When employees succeed, JGSHI succeeds. When their achievements are celebrated together, the entire organization becomes stronger, more inspired, and more connected.

JGSHI SIPAG – Enabling Education, Opportunity, and Inclusive Growth

The JGSHI SIPAG (Scholars and Interns Program at JGSHI) is one of the organization's most meaningful expressions of Shared Success—a commitment to uplift young people by expanding access to education, skills development, and early-career opportunities. Inspired by the Filipino value of sipag (diligence), the program supports students and interns who demonstrate potential and perseverance, ensuring that talent and hard work can lead to genuine advancement.

SIPAG generates a strong impact by equipping participants with scholarship support, hands-on internships, real project exposure, and professional mentoring. These experiences strengthen participants' confidence, work ethic, and readiness for future employment. For JGSHI, SIPAG helps build a future-ready talent pipeline, enhances employer reputation, and fosters early connections with individuals who may become part of the organization in the long term.

More importantly, SIPAG is a clear example of inclusivity in action. By opening opportunities to students from varied backgrounds and providing equal access to meaningful learning experiences, the program supports social mobility and creates pathways for young people who may otherwise face barriers entering corporate environments. SIPAG brings together interns, mentors, leaders, and business units in a shared effort to nurture the next generation—demonstrating how shared success grows when education and opportunity are made accessible to all.

Looking ahead, JGSHI aims to continue expanding SIPAG and strengthening its developmental components to deepen its impact. Through this program, JGSHI reinforces its belief that when young people are empowered, communities benefit—and the whole organization becomes stronger together.

Cebu Pacific Strengthening Community Resilience

Beyond connectivity, Cebu Pacific advances broader social and environmental resilience through sustained community partnerships. In collaboration with the Tapon Fisherfolks Association and the Ramon Aboitiz Foundation Inc. (RAFI), the airline supported coastal restoration efforts in Brgy. Dumanjug, Cebu by planting 10,000 mangrove seedlings to rehabilitate more than five hectares of degraded shoreline. A similar initiative with the Samahan ng Mangingisda sa Sulok (SAMLOK) in Sitio Sulok, Batangas, expanded these efforts, strengthening ecosystems and helping shield vulnerable coastal areas from erosion and storm surges. Community members also received training on sustainable management, empowering fisherfolk groups to protect their livelihoods while leading long-term conservation work.

Through partnerships that restore ecosystems, Cebu Pacific continues to deliver meaningful impact nationwide by supporting local economies and building environmental resilience for generations to come.

Robinsons Malls Fuels Global Job Opportunities for Filipinos Nationwide

Robinsons Land Corporation (RLC) continues to play a pivotal role in nation-building and economic empowerment by transforming its malls into gateways of opportunity through expansive and sustained nationwide job fair initiatives. In strong collaboration with government partners, including the Department of Labor and Employment (DOLE), the Department of Migrant Workers (DMW), Public Employment Service Offices (PESO), Employers' Confederation of the Philippines (ECOP), and the Civil Service Commission (CSC), Robinsons Malls connects thousands of Filipinos to life-changing career opportunities, both locally and abroad.

Among last year's milestones was the first-ever India–Philippines Job Fair, held at Robinsons Metro East in collaboration with the Indian Embassy, the City Government of Pasig, and Indian business councils. The event offered over 2,500 job opportunities and 1,000 free upskilling opportunities.

Robinsons Galleria further advanced international recruitment through two job fairs celebrating the Philippines–Austria and the Philippines–Czech Republic Friendship Weeks. These events welcomed over 20 foreign employers and recruitment agencies, offering more than 1,800 jobs in healthcare, construction, logistics, food processing, and hospitality. Attendees also benefited from government-led orientation sessions on ethical recruitment, realities of overseas employment, and legal safeguards for migrant workers.

In March, Robinsons Galleria hosted the Philippines–Hungary Friendship Week Job Fair, offering nearly 3,000 overseas job opportunities across various skilled sectors, including manufacturing, hospitality, and construction.

Locally, Robinsons Malls marked Labor Day and the 127th Philippine Independence Day with high-impact nationwide job fairs. On June 11, in celebration of Independence Day and World Franchise Day, Robinsons Malls partnered with the Philippine Franchise Association (PFA) to promote entrepreneurship as a path to financial freedom. Robinsons Antipolo hosted PFA's first-ever Franchise B2B Seminar, followed by a nationwide job fair on June 12, organized by the Lingkod Pinoy Center in partnership with Jobstreet by SEEK, DMW, PFA, and PESO. Held across multiple malls, the event provided thousands of job seekers with access to top employers. Government agencies such as SSS, Pag-IBIG, PhilHealth, TESDA, and OWWA were also present to assist with employment requirements. These job fairs are part of the broader Lingkod Pinoy Center initiative, which brings essential services, livelihood support, and job access closer to Filipinos.

By opening its doors to both local and global recruitment efforts, Robinsons Malls remains a catalyst for inclusive growth, empowering communities and connecting Filipinos to brighter futures. For more information on upcoming job fairs, career opportunities, and application guidelines, follow Robinsons Malls' official social media channels.

Robinsons Malls and the Department of Finance Launch First-Ever GOCC Caravan to Bring Services Closer to Filipinos

Robinsons Manila, Robinsons Land's flagship lifestyle destination in the country's capital, served as the venue for the Government-Owned or -Controlled Corporations (GOCCs) Caravan, a one-stop shop designed to bring government corporations' services closer and more accessible to Filipinos. This two-day event was held at the mall's Midtown Atrium. 10 of the country's largest GOCCs participated in the event, including the Philippine Health Insurance Corporation (PhilHealth), Social Security System (SSS), Government Service Insurance System (GSIS), Pag-IBIG Fund, Philippine Deposit Insurance Corporation (PDIC), Land Bank of the Philippines (LBP), and Development Bank of the Philippines (DBP). The Caravan was formally opened by Finance Secretary Ralph G. Recto, alongside top executives from the participating agencies.

The GOCC Caravan is a project of the Department of Finance (DOF), in partnership with Robinsons Malls and in collaboration with the Bureau of Internal Revenue (BIR) and participating GOCCs. With the theme "Serbisyo sa Bayan, Hatid ng GOCCs, Kaakbay ang DOF," the Caravan aims to bring frontline government services directly to the people by setting up booths in widely accessible locations such as Robinsons Manila. Throughout the event, participating GOCCs offered a wide range of services, from addressing claim inquiries and loan applications to membership concerns, as well as financial literacy sessions to help ordinary Filipinos gain financial freedom. Business-minded individuals and MSMEs also received loan application support and guidance from the Small Business Corporation (SBC).

Meanwhile, the National Development Company (NDC) and Bases Conversion and Development Authority (BCDA) were also present to promote investments and highlight the country's flagship projects. The DOF CSSIG is tasked with ensuring that GOCCs operate efficiently, remain fiscally sound, and generate consistent value for the Filipino people. As a long-time partner of the government through its Lingkod Pinoy Centers, Robinsons Malls reaffirms its commitment to making government services more accessible, convenient, and safe for the Filipinos.

URC Flour's "Bida sa Masa 2025" Supports Aspiring Filipino Bakerpreneurs

URC Flour continues to support local entrepreneurship through "Bida sa Masa 2025: Be the Next Bakerpreneur," a program designed to empower aspiring bakers and help them transform their passion into sustainable livelihoods. The initiative reflects URC Flour's commitment to strengthening the local baking industry while supporting inclusive economic growth within communities.

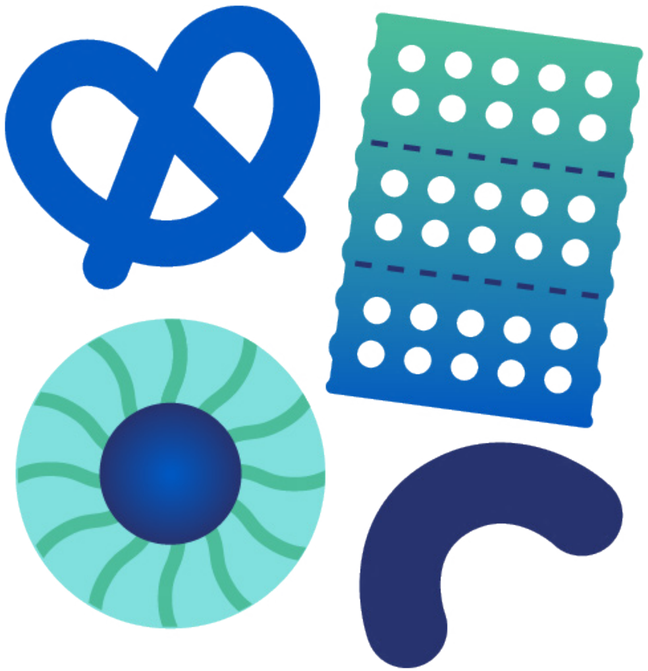
Bida sa Masa aims to develop the technical and entrepreneurial skills of Filipino bakers. Through the program, participants are given a platform to showcase their creativity, improve their baking capabilities, and learn how to turn their products into viable businesses. By combining baking expertise with entrepreneurial training, the initiative helps participants build the confidence and skills needed to succeed in the food industry.

In 2025, the competition attracted more than 80 professional and home bakers from across the Philippines. Participants went through several stages of evaluation before the top finalists advanced to the championship round. The final competition was held from August 26 to 28, 2025, at the Baker John Academy in Quezon City, where the top six finalists competed for the title of the next Bakerpreneur. The program engages several stakeholders, including local bakers, baking communities, industry experts, and URC Flour representatives. Judges evaluated the finalists based on product quality, creativity, and the potential of their baked products to become successful commercial offerings.

Two bakers were named the grand champions of the 2025 competition. Maelyn Mendoza from Sariaya, Quezon, won the Pro Baker category with her Nutritious Focaccia Wellness Bite, while Carol Llabres from Pasig City won the Home Baker category with her Triple Layered Halo-Halo Cake. Each champion received a PHP 100,000 prize package, which included PHP 70,000 in cash and PHP 30,000 worth of baking equipment and URC Flour products to support the development of their baking businesses.

Beyond recognizing talent, the initiative provides meaningful opportunities for participants to build sustainable livelihoods. By supporting aspiring baker-entrepreneurs, the program contributes to local economic activity and encourages the growth of small food businesses within communities.

URC Flour plans to continue expanding the Bida sa Masa program in the coming years to reach more aspiring bakers across the country. Through initiatives like this, URC reinforces its commitment to supporting entrepreneurship, strengthening industry capabilities, and helping communities thrive thrugh sustainable livelihood opportunities.



cebu pacific

Program

UNICEF Change for Good

SDG

Activities

- Collected spare change from passengers for donation
- Organized a Youth Career Talk paired with an airport tour for ALS students to mark the 9th anniversary, providing them with exposure to aviation careers

Results and Impact

Over PHP 112 million raised since the start of the program

Outcome

- Improved health, nutrition, education, and emergency support for children nationwide
- Enhanced youth development, career awareness, and strengthened CSR impact

cebu pacific

Program

Fun for Little Juans and the Juan Community Program

SDG

Activities

Engaged AHA! students at the Mind Museum and provided school supplies to public schools through the Gokongwei Brothers Foundation

Results and Impact

Over 100 students engaged in learning, while schools received essential educational resources

Outcome

Promoted youth empowerment, inspired love for learning, and strengthened community support for education

cebu pacific

Program

Community Relief Initiative for Typhoon Victims

SDG

Activities

Delivered over 5,000 Christmas packs and Waves for Water (W4W) filters to families and LGUs in typhoon-affected areas

Results and Impact

Provided essential food, hygiene, and safe drinking water while supporting community recovery efforts

Outcome

Strengthened community resilience and reinforced CEB's commitment to nationwide CSR and social support

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Program

Advancing Aviation Engineering through Industry-Academe Partnerships

SDG

Activities

Mentored students to create practical aviation solutions in partnership with universities

Results and Impact

Started an initiative with a five-year partnership with De La Salle University (DLSU) College of Engineering

Outcome

Developed future skilled Filipino aviation professionals

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Program

Cebu Pacific OFW Balikbayan Program

SDG

Activities

Recruited Filipino engineers abroad and partnered with the Department of Migrant Workers (DMW) and Aboitiz InfraCapital to establish an OFW Processing Center at MCIA Terminal 2

Results and Impact

Hired 11 skilled professionals from 153 applicants and streamlined travel document processing for departing and returning OFWs

Outcome

Provided local career opportunities and improved OFW travel

cebu pacific

Program

Recognition for Hong Kong OFWs in Celebration of CEB's 20-Year Presence

SDG

Activities

Partnered with the Philippine Alliance Filipino community to honor five outstanding OFWs through the "Gawad Parangal Para sa Bagong Bayani" ceremony

Results and Impact

Recognized the contributions of OFWs and highlighted their role in Cebu Pacific's history

Outcome

Reinforced support and appreciation for OFWs while connecting Filipinos to opportunities and loved ones

ROBINSONS LAND

Program

Robinsons Malls' Lingkod Pinoy Program

SDG

Activities

- Conducted nationwide job fairs and international recruitment events with government and industry partners
- GOCC Caravan and Lingkod Pinoy Centers delivered financial, employment, and government services

Results and Impact

- Connected thousands of Filipinos to local and overseas job opportunities
- Expanded access to government services and financial literacy programs
- Recognized as CSR Company of the Year – Circle of Excellence Awardee at the 2025 Asia CEO Awards for impactful community and social development initiatives (education, MSMEs, disaster response, sustainability, public service)

Outcome

Expanded economic opportunities and improved access to employment and government services

Program

Bida sa Masa: The Next Bakerpreneur 2025

SDG

Activities

URC Flour held a baking competition and training program to support aspiring community bakers

Results and Impact

Winners received cash, equipment, and product support to start or expand their baking businesses

Outcome

Supported entrepreneurship and created livelihood opportunities for local bakers

Program

URC–DHL Logistics Partnership

SDG

Activities

Partnered with DHL Supply Chain and DSSI to strengthen warehouse and distribution operations

Results and Impact

Partnership improved logistics efficiency through integrated systems and large-scale warehousing

Outcome

Strengthened URC's supply chain capability and operational efficiency

Program

URC–Ninja Van Distribution Partnership

SDG

Activities

Collaborated with Ninja Van to improve product distribution using the Ninja Restock system

Results and Impact

Enabled faster and more efficient deliveries to retail stores

Outcome

Improved product availability and distribution efficiency

Better Choices

Delivering Safer, Smarter, and More Sustainable Experiences Across Our Businesses

Better Choices showcases how JG Summit's businesses translate sustainability into everyday value by offering safer, healthier, more inclusive, and more sustainable products and services across the Group. Through stories from Cebu Pacific, Robinsons Land, and Universal Robina Corporation, this section highlights how operational excellence and customer-centered innovation improve travel safety and accessibility, elevate community-oriented retail and government service experiences, and expand healthier product offerings for consumers.

Whether through Cebu Pacific's industry-leading safety record and enhanced travel accessibility, Robinsons Land's award-winning malls and inclusive facilities, or URC's growing portfolio of wellness-driven food products, Better Choices reflects the Group's commitment to making responsible and thoughtful options the norm for millions of people we serve.

Cebu Pacific's Safe, Accessible, and Sustainable Air Travel for EveryJuan

Cebu Pacific remains steadfast in its purpose to provide safe, affordable, reliable, and sustainable air transport for every Filipino. In 2025, the airline sustained its industry-leading safety performance, achieving zero passenger fatalities and zero aviation accidents—a testament to the strength of its safety systems and the competence of its flight and ground teams. Continuous risk assessments, enhanced operational procedures, and comprehensive training programs supported this outcome, reinforced by Safety Workshops and Safety Week campaigns that deepen the company's just safety culture. Cebu Pacific likewise expanded its Wildlife Hazard Management Program across six airports, reducing bird-strike risks.

Anchored in its "low cost, low fare" model, Cebu Pacific continued to expand safe and accessible travel for Filipinos. The airline served 27.7 million passengers in 2025, strengthened its network with new routes and destinations, and completed the acquisition of AirSWIFT—broadening inter-island links and boosting local economies. Its impact is most evident in destinations like Siargao, where improved connectivity transformed a niche surf spot into a thriving tourism hub. From merely 62,000 visitors in 2012, arrivals have grown to nearly 600,000 today, supported by 63 weekly flights from four hubs—demonstrating how affordable air travel accelerates inclusive growth, job creation, and regional resilience.

Cebu Pacific also plays an essential role in keeping Filipino families connected and supporting overseas workers seeking better opportunities abroad. Through its hallmark low fares, including Piso Sale promotions and flexible optional add-ons, the airline enables passengers to save on travel costs and redirect more of their resources toward family needs. With frequent flight options across 37 domestic and 26 international destinations, Cebu Pacific provides the accessibility and schedule flexibility that allow OFWs and travelers to return home more often and reach workplaces efficiently. The continued expansion of direct routes into key labor markets likewise widens opportunities for Filipinos seeking employment overseas, reinforcing the airline's role as a critical bridge between livelihood and family life.

Cebu Pacific's cargo operations further contributed to national development, transporting 211.8 million kilograms of essential goods, including food, agricultural products, electronics, and pharmaceuticals. At the same time, the airline strengthened the end-to-end customer experience through enhanced touchpoints and digital innovation, driving digital adoption to 84% (online booking) and achieving a Net Promoter Score (NPS) of +35. With a targeted eNPS of +34 to +38, Cebu Pacific continues to invest in people, technology, and service reliability—ensuring that safe, accessible, and sustainable air travel remains within reach for EveryJuan.

Robinsons Land Brings Home Two Wins at Retail Asia Awards 2025

Robinsons Land Corporation's (RLC) Robinsons Malls clinched two prestigious awards at the Retail Asia Awards 2025: New Mall of the Year for Opus, its newest upscale retail destination, and Regional Mall of the Year for Robinsons Antipolo. These accoladeshighlight RLC's role in redefining the Filipino mall experience through innovation, thoughtful design, and customer-centric spaces.

Launched in July 2024, Opus has quickly emerged as Metro Manila's premier destination for luxury, leisure, and lifestyle. Spanning 148,000 square meters across five levels, it features experiential concepts such as Spatio, a hybrid of retail, wellness, and grooming, and Maisonette, a multi-brand boutique with a café. It's also home to cinematic experiences, including the Opus Premier Cinema and the country's first inclusive Family Cinema. International dining icons like St. Ali, Il Lupino Prime, and the much-anticipated Dave & Buster's have chosen Opus for their Philippine debut, solidifying its reputation as a top-tier gastronomic and entertainment hub.

Meanwhile, Robinsons Antipolo earned recognition for seamlessly integrating lifestyle and local culture. With open-air spaces, pet-friendly zones, and a vibrant mix of local and global tenants, the mall has become a true extension of Rizal's dynamic community. More than a mall, it regularly hosts school events, city parades, livelihood fairs, and even weddings, reinforcing its role as a regional social hub. As Rizal grows as a residential and tourism hub, the mall evolves alongside it, supporting connection, celebration, and economic growth.

The Retail Asia Awards, organized by Charlton Media Group, celebrate excellence and innovation in retail across the Asia-Pacific region. This year's recognition highlights Robinsons Land's commitment to reimagining the Filipino mall experience as elevated, inclusive, and always community-driven.

Robinsons Galleria Inaugurates NCR's Expanded and Modernized DFA Consular Office

To bring government services closer to Filipinos, Robinson's Land Corporation's (RLC) Robinsons Malls and the Department of Foreign Affairs (DFA), launched the newly expanded and modernized Department of Foreign Affairs (DFA) NCR Central Consular Office on June 10, 2025, at Robinsons Galleria, Quezon City.

Strategically located in one of the metro's most accessible malls, the upgraded consular office offers a significantly larger and more streamlined space, designed to enhance service delivery and accommodate a higher volume of daily applicants. With improved facilities and a more efficient layout, the office now caters to an increased volume of passport and consular service applications, delivering a faster and more comfortable experience for the public.

The opening ceremony was attended by government and private-sector leaders, including the DFA Office of Consular Affairs (OCA) Assistant Secretary, Ma. Antonina M. Mendoza-Oblena, Quezon City 3rd District Representative, Franz S. Pumaren, Quezon City Vice Mayor, Gian Carlo G. Sotto, DFA Consular Office Coordinating Division (COCD) Acting Director, Atty. Manuel C. Ayap, and CO NCR Central Head, Maria Luisa L. Remulla.

On its first day of operations, the DFA NCR Central Consular Office successfully processed over 115 passport applications, a clear testament to the demand for accessible government services. This initiative in Quezon City follows the recent successful expansion of the DFA Consular Office in General Santos, inaugurated on May 20, 2025, at Robinsons GenSan. The improved office features larger processing areas and better customer flow, serving 291 clients for passport applications on opening day alone. Both offices are open to the public from Monday to Friday, 10:00 AM to 5:00 PM. With these developments, Robinsons Malls continues to solidify its role as a trusted partner of the government in delivering essential services closer, faster, and better for every Filipino.

Robinsons Galleria Inaugurates NCR's Expanded and Modernized DFA Consular Office

Robinsons Malls inaugurated a new Muslim Prayer Room at Robinsons Iligan, marking the first time a shopping mall in the city has dedicated a sacred space for the Muslim community. The new facility was formally opened to the public on August 15, 2025, underscoring Robinsons Land Corporation's commitment to inclusivity, mutual respect, and community well-being.

Located on the third level of Robinsons Iligan, the prayer room offers a dedicated and accessible space for members of the Muslim faith, welcoming tenant-partner employees and mall customers. The initiative was warmly welcomed by the Muslim community, who expressed deep gratitude for the facility. Following the inauguration, Muslim leaders requested the local government to pass an ordinance requiring major commercial establishments and schools with ample space to provide prayer rooms, citing Robinsons Iligan as a model.

This is the second Muslim prayer room opened by Robinsons Malls, following the first, inaugurated in 2023 at Robinsons General Santos.

cebu pacific

Program

Providing Access to Safe Transport Systems

SDG

Activities

Adhered to rigorous safety standards through IOSA, implementing wildlife hazard assessments, and continuing to invest in training and advanced safety technologies

Results and Impact

Maintained zero aviation accidents and passenger fatalities, and conducted six wildlife hazard assessments across airports

Outcome

Enhanced passenger confidence through safe, reliable, and sustainable air travel

cebu pacific

Program

Route Expansion and Strengthening of Hubs

SDG

Activities

- Strengthened MNL, CEB, CRK, DVO, and ILO
- Launch of New Destinations: CTS and ENI

Results and Impact

Enhanced connectivity to one previously unserved destination, reaching 37 total destinations and 26 international destinations

Outcome

Connected communities and people

cebu pacific

Program

Fleet Expansion

SDG

Activities

A total of seven NEO aircraft were delivered, bringing the fleet to 100 aircraft in 2025

Results and Impact

- Over 169,000 flights carried more than 26.9 million passengers
- A total of 214,952 tonnes of cargo goods were transported

Outcome

Enhanced community well-being and economic growth

cebu pacific

Program

Customer Council Initiative

SDG

Activities

Established a Customer Council to conduct surveys, focus groups, product testing, and monthly discussions on ancillary products, customer service, and digital experience

Results and Impact

Gathered structured customer insights across diverse demographics to inform strategic and product decisions

Outcome

Strengthened customer-driven decision-making and enhanced overall travel experience

cebu pacific

Program

1Av-Customer Journey Management

SDG

Activities

- Launched the 1Av-CJMT Support Team in Cebu
- Conducted a year-long Critical Station Assessment across domestic stations in partnership with 1Aviation

Results and Impact

Handled 80–100 daily flights with a stronger customer-centric approach, resulting in higher CSAT scores and fewer complaints

Outcome

Improved customer experience and operational efficiency

Program

Navitaire New Skies Upgrade (Version 4.7)

SDG

Activities

Upgraded the passenger service system, including user acceptance testing, system integration, training, and data migration

Results and Impact

Modernized and stabilized core passenger systems, strengthened online booking and ancillary services, and ensured smoother restoration during IT outages

Outcome

Enhanced system reliability, scalability, and support for operational growth

cebu pacific

Program

Capability Building and Recognition Elevate Cebu Pacific Service Quality

SDG

Activities

Implemented training and recognition initiatives (Compass Day, CEB Way, Behavioral Standards, Public Communications, and Leaders as Coaches)

Results and Impact

Participated by 3,088 customer-facing employees

Outcome

Enhanced on-ground and in-flight service quality through sustained employee development and engagement

cebu pacific

Program

Launch of Novelty Drinks as Part of Buy-on-Board Products

SDG

Activities

Introduced three new novelty drinks: Hibiscus Lychee with Mango Popping Boba, Classic Milk Tea with Brown Sugar Jelly, and Iced Black Coffee

Results and Impact

Buy-on-board revenue increased 27% year-on-year

Outcome

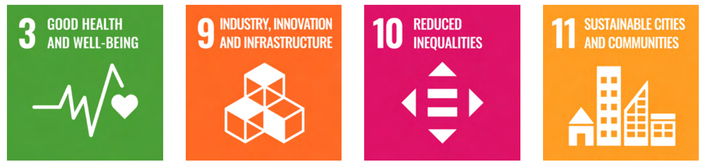
Enhanced in-flight passenger experience and expanded opportunities for Buy-on-Board sales

ROBINSONS LAND

Program

Robinsons Malls' Inclusive Spaces & Customer Experience Program

SDG



Activities

- Development of innovative mall concepts, such as the Opus Family Cinema and community-integrated malls
- Offered accessible services and inclusive facilities, including government offices and Muslim prayer rooms

Results and Impact

- Retail Asia Awards 2025: Opus named New Mall of the Year and Robinsons Antipolo named Regional Mall of the Year
- Robinsons Magnolia recognized as a finalist at the Maynilad Oro Inodoro Awards, an annual program honoring the cleanest and most well-maintained public toilets in the Philippines
- Expanded access to public services and improved inclusivity through facilities such as Muslim prayer rooms and integrated government service centers

Outcome

Improved accessibility, inclusivity, sanitation standards, and customer well-being in mall spaces

Universal Robina

Program

Update Wellness Criteria

SDG

Activities

Continued to innovate its product portfolio to offer consumers healthier and more nutritious food choices

Results and Impact

- 100% URC products passed 1 WC (Wellness Criteria)
- 97% URC products passed 2 WC (Wellness Criteria)
- 85% URC products passed 3 WC (Wellness Criteria)

Outcome

- Continued to innovate its products to provide consumers with better food choices in the health and wellness spaces
- Continued to pursue further product innovations and renovations that prioritize wellness criteria

Employee Growth and Well-Being

Building a Future-Ready, Empowered Workforce

The Employee Growth and Well-Being section highlights JG Summit's commitment to nurturing talent, promoting a culture of belonging, and enabling people to thrive. Across the Group, programs like the JGSHI Learning Festival, the JGSHI Olympics, and the CCU Recognition Program strengthen organizational capability, connection, and culture through continuous learning, inclusive engagement, and values-driven recognition. CEB expands career pathways, technical excellence, and diversity and inclusion programs; RLC Hotels builds cross-property learning ecosystems; and URC enhances leadership development, workplace facilities, and employee engagement platforms. Together, these efforts reflect the Group's belief that a skilled, healthy, and motivated workforce is essential to long-term organizational success—ensuring employees are empowered, supported, and future-ready.

JGSHI Learning Festival (JGSLF)

Accelerating Skills, Strengthening Capabilities, and Preparing Employees for the Future

The JGSHI Learning Festival (JGSLF) serves as a cornerstone of the organization's long-term capability-building agenda, providing employees with structured access to emerging knowledge, modern skills, and expert insights needed to thrive in a rapidly evolving business landscape. More than a traditional training program, the JGSLF functions as a strategic development platform—curating learning experiences on leadership, digital transformation, customer centricity, sustainability, and innovation to ensure employees stay relevant and future-ready. Its 2025 hybrid format, which engaged 1,668 participants across JGSHI, expanded learning reach and reinforced the organization's commitment to making growth opportunities available to all employees.

What distinguishes the JGSLF is its role in strengthening organizational capability at scale. By bringing together employees, leaders, and external practitioners in a single learning ecosystem, the festival drives cross-pollination of ideas, promotes strategic thinking, and encourages employees to explore new ways of solving business challenges. The program's design—featuring interactive workshops, gamification elements, and themed learning tracks—intentionally builds curiosity, adaptability, and continuous-improvement mindsets. Strong satisfaction scores and growing interest in sessions on sustainability, technology, and innovation demonstrate that employees value development opportunities that elevate both technical and strategic competencies.

Over time, the JGSLF has emerged as an important lever in JGSHI's goal of building a resilient and future-ready workforce. It not only equips employees with the knowledge to meet present demands but also prepares them for shifts in technology, market expectations, and business environments. By positioning learning as a shared responsibility and strategic enabler, the JGSLF reinforces JGSHI's belief that long-term organizational success depends on a workforce that is skilled, agile, and continuously evolving.

JGSHI Olympics – Championing Belonging, Connection, and Inclusive Participation

The JGSHI Olympics is one of the organization's most inclusive and unifying programs, bringing together employees from every business unit, level, and background to celebrate teamwork, camaraderie, and shared joy. By offering a wide mix of activities—from traditional sports to digital games and creative performances—the Olympics ensures that every employee can find a meaningful way to participate, regardless of physical ability, interests, or experience. This deliberate inclusivity strengthens employees' sense of belonging and creates shared moments that remind everyone that they are valued members of one JGSHI community.

Beyond its fun and energetic atmosphere, the initiative fosters deep cross-SBU relationships, helping employees connect with colleagues they might otherwise never meet. These interactions break down organizational silos and build trust, strengthening collaboration in the workplace. The Olympics also plays a meaningful role in employee well-being by encouraging physical activity, supporting mental wellness, and providing a positive outlet for self-expression and team pride. High engagement levels and strong satisfaction ratings underscore the program's impact in elevating morale and reinforcing a culture where people feel supported and included.

As the JGSHI Olympics continues to evolve, the focus remains on expanding accessibility, offering a wider range of activities, and ensuring that every employee—whether on the court, behind a screen, or cheering from the sidelines—has a space to contribute. In doing so, the initiative embodies Shared Success in its truest form: when everyone has a voice, a role, and a chance to shine, the entire organization moves forward together.

JGSHI's Employee Wellness Program

At the beginning of 2025, JGSHI set out to strengthen its commitment to employee well-being by launching a comprehensive Wellness Program that focused on physical, mental, financial, and social health. The program introduced a variety of initiatives, ranging from physical health services, such as the Annual Physical Exam, Flu Vaccination, Wellness Bazaar, and the twice-yearly Step Challenge, to educational webinars, such as Beyond Resolutions, Feast Smarter, Not Harder, and the Disaster Preparedness Webinar. Mental wellness was supported through sessions on gratitude, growth, and stress management, where employees were also introduced to the Employee Assistance Program. Financial literacy improved through webinars with SAVii and BPI Wealth, while community engagement grew through the Blood Donation Drive with the Philippine Red Cross. The Rebel Fitness App tied the wellness journey together by providing a digital platform for physical, mental, and nutritional support.

These initiatives were executed through a mix of live webinars, onsite health services, digital engagement via Rebel, and interactive wellness events. Employees actively participated in fitness challenges, attended wellness sessions, and accessed tools that helped them build healthier routines.

As a result, employees became more health-conscious, demonstrated stronger engagement in wellbeing activities, and developed greater awareness of mental health and financial stability. The Annual Physical Exam (APE) and vaccination programs improved preventive health practices, while community involvement deepened through blood donation efforts. The company also observed growing participation in digital wellness through the Rebel app.

Looking ahead, JGSHI plans to expand its wellness offerings, increase access to on-site health services, and continue promoting a strong culture of well-being across the organization.

JGSHI Corporate Center Unit Recognition Program (Darwinbox Vibe)

The JGSHI Recognition Program (Darwinbox Vibe) is an internal employee recognition and engagement initiative of the Corporate Center Unit (CCU) under the Gokongwei Group. Enabled by the Darwinbox Vibe digital platform, the program promotes a culture of appreciation by making recognition continuous, peer-driven, and visible across the organization. It recognizes everyday contributions as well as outstanding performance, reinforcing behaviors aligned with CCU and Gokongwei Group core values.

The primary objective of the program is to strengthen employee engagement, motivation, and morale while embedding appreciation into daily work practices. This initiative supports the Group's sustainability commitments under the Social pillar, particularly in advancing positive workplace culture, employee well-being, and inclusive people practices. By encouraging peer-to-peer recognition and reinforcing value-based behaviors, the program contributes to long-term human capital development and organizational resilience.

The JGSHI CCU Recognition Program is an ongoing initiative and has been fully implemented across the CCU. Since its rollout, adoption and engagement have steadily increased, demonstrating growing acceptance of digital recognition as a core people practice.

The program delivers significant benefits to both employees and the organization. Employees feel valued and motivated through timely and meaningful recognition, while the organization benefits from higher engagement, improved morale, and stronger collaboration. The integration of GoRewards points as a tangible token of appreciation enhances the program's impact by allowing recipients to redeem rewards across participating Gokongwei Group brands, linking workplace recognition to real-world value.

Key stakeholders include all CCU employees, managers, and peer recognizers, with oversight from Human Resources and culture teams. Recognition champions and active users also play a vital role in amplifying positive behaviors across the organization.

The initiative is executed through the Darwinbox Vibe platform, which serves as a centralized recognition and engagement hub. Employees can send peer-to-peer recognitions, tag core values, and gift GoRewards points. Recognitions appear on a shared social feed where colleagues and leaders can engage through reactions and comments. The program also includes quarterly recognitions for both Top Recognized Employees and Top Recognizers, ensuring balance between performance impact and generosity.

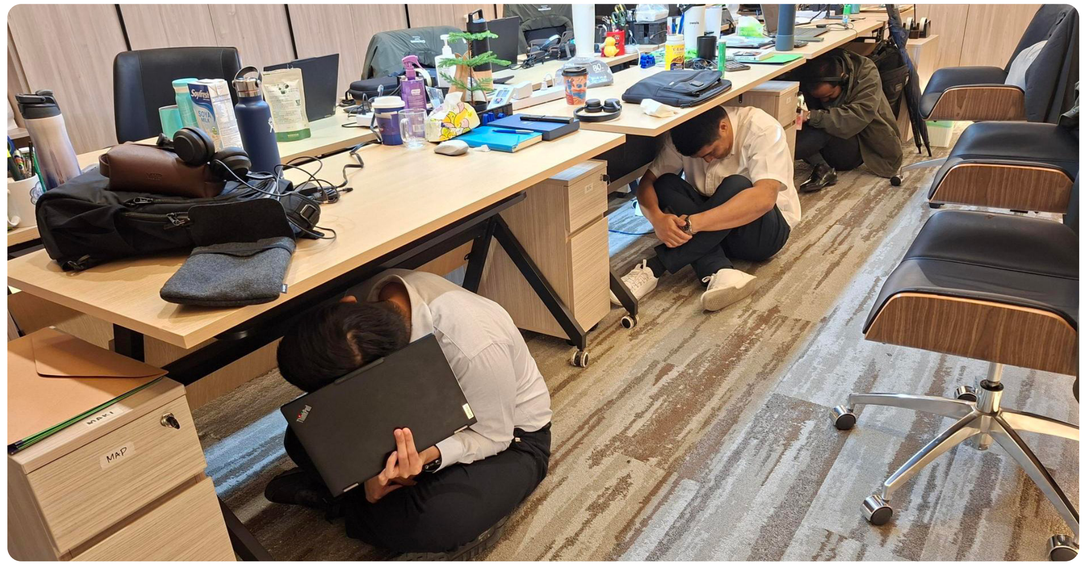
As of the latest reporting period, the program achieved a 75% adoption rate, with 207 employees having sent at least one recognition. Active engagement reached 57%, exceeding the original target, with 117 employees using the platform at least ten times. On average, 253 recognitions were sent per month, reflecting consistent participation and sustained engagement.

Looking ahead, the CCU plans to further enhance the program by increasing adoption, deepening engagement through campaigns and communication, and leveraging recognition insights to inform broader people and culture strategies. Overall, the CCU Recognition Program demonstrates the Group's commitment to cultivating an engaged, appreciative, and values-driven workplace that supports sustainable organizational success.

JGSHI Safety and Preparedness Initiative

To strengthen workplace resilience and safety, JGSHI rolled out its comprehensive Workplace Safety and Preparedness Initiative. The program brought together essential components, including the RET Fire Drill Program, ISO 45001:2018 Training, Basic Life Support (BLS) Training, Occupational Safety and Health (OSH) Council Meetings, the annual OSH Convention, and safety audits for Security and Third-Party Service Providers.

Execution was carried out through structured, hands-on activities. Annual fire drills conducted with local authorities allowed employees to practice evacuation routes and proper fire response techniques. ISO 45001 training equipped teams with foundational knowledge in hazard identification and safety compliance. BLS training equipped Emergency Response Team members with CPR skills and emergency simulation training, enhancing medical readiness. Regular OSH Council Meetings ensured safety performance was closely monitored, while the OSH Convention fostered awareness and recognized achievements in workplace safety. Third-party safety audits reinforced contractor compliance with organizational standards.



These initiatives resulted in stronger emergency preparedness, more consistent adherence to safety protocols, and improved organizational compliance with occupational safety requirements. BLS-trained responders enhanced the company's capacity to address medical incidents, and proactive risk identification helped prevent potential safety issues.

Looking ahead, JGSHI aims to further strengthen third-party safety oversight and continue its active involvement in industry-wide safety learning activities, ensuring the company remains committed to providing a safe, resilient, and sustainable workplace for all.

Cebu Pacific Empowering EveryJuan Towards Meaningful Careers and an Inclusive Workplace

CEB continues to put people at the center of its long-term growth strategy, reinforcing its position as the low-cost carrier of choice by creating meaningful careers and an inclusive workplace. In 2025, the airline welcomed 619 new hires, with 20% of movements driven by internal mobility—demonstrating a strong culture of developing talent from within. The OFW Balikbayan Program also brought seasoned Filipino engineers back home, bolstering specialized technical roles and strengthening the domestic aviation talent pool.

A robust learning and development ecosystem underpins CEB's people strategy. Through CEB U, LinkedIn Learning, the Juan Leader Program, WINGS, and the Cadet Pilot Program, employees accessed 339,823 training hours in 2025. These learning efforts were complemented by 54,527 pilot training hours and 252,988 cabin crew training hours, equipping teams with the competencies to deliver safe, efficient, and customer-centric service. Employee engagement is further fostered through the Juan

CEB Community (JCC), a network of 15 interest-based groups—from Sky Pickleball to Skybound Crew Dance and the Tennis Club—that strengthens camaraderie and workplace wellbeing.

CEB continues to strengthen its approach to diversity, equity, and inclusion (DEI) through workforce representation, strategic partnerships, and inclusive employee policies. Women represent 54% of the airline's workforce and management, reflecting the company's efforts to support gender representation in aviation. In 2025, Cebu Pacific also partnered with Women in Aviation International – Philippines to promote greater participation of women in aviation-related careers.

The airline also supports opportunities for underrepresented groups. It entered into a partnership with The Vanguard Academy to offer internship opportunities for neurodivergent youth, providing exposure to workplace environments and avenues for skill development. In addition, CEB's employee benefits extend HMO coverage and travel privileges to same-sex and common-law partners, supporting more inclusive access to employee benefits.

These initiatives were recognized at the 2025 Economic Times Human Capital Awards, where CEB received a Bronze Award in the Diversity & Inclusion category. The airline was the only Southeast Asian carrier recognized in this category that year.

Institutionalizing Cross-Property Learning Through RHR Academy Presents: Flash Talk

As part of Robinsons Hotels and Resorts' commitment to nurturing our people by investing in their growth and well-being, we strengthened nationwide capability-building through RHR Academy Presents: Flash Talk. The initiative directly

supports Strategy 1: attracting and retaining talent by institutionalizing a nationwide learning platform where in-house specialists share practical knowledge across properties through interactive sessions. By scaling shared operational know-how, Flash Talk reinforces consistent standards across hotels and reduces learning gaps created by siloed, site-specific practices.

The program was launched in May 2025 and remains ongoing. It is designed as a virtual, talk show–style learning series featuring internal subject matter experts (technical and functional). Topics covered in CY2025 included Hospitality by Heart, Mindset Matters: Fostering a Culture of Growth Through Learning, and Behind the Lobby: Secrets to Seamless Hotel Operations, among others. Execution focused on three elements: 1) delivering sessions virtually to ensure broad, nationwide reach; 2) scaling participation across properties to enable cross-hotel knowledge sharing; and 3) driving engagement through interactive chat and open Q&A, including anonymous questions to encourage participation and candid discussion.

In Calendar Year 2025, Flash Talk covered 20 properties nationwide and delivered nine episodes, averaging 132 attendees per episode. The series generated 1,184 total participant training hours, demonstrating sustained uptake and scale. As an outcome, the initiative reinforced engagement and culture—aligned with 97% Pulse Employee Engagement and 98% Great Place to Work (2025)—while strengthening talent development and retention drivers through structured cross-property learning.

Key stakeholders include RHR leadership, the RHR Academy team, in-house specialists serving as speakers, and property-level employees participating and applying learnings on the ground. Sustainability alignment is anchored on Primary SDG 4 (Quality Education) with Secondary SDG 8 (Decent Work and Economic Growth) through continuous capability-building and employee development. Building on CY2025 results, Flash Talk will continue as an ongoing platform, with a broader pipeline of topics and speakers being developed to deepen employee growth, expand practical skill-building, and sustain well-being outcomes across the portfolio.

Empowering Excellence and Leading with Heart: Robinsons Malls Recognized Among the Philippines' Best Employers — Earning the Top Spot Across Malls Nationwide!

Robinsons Malls has been named one of the Best Employers in the Philippines, earning the top spot across malls nationwide. The recognition, awarded in the Philippines' Best Employers 2025 list by the Philippine Daily Inquirer and Statista, highlights companies that demonstrate exceptional workplace culture, employee satisfaction, and strong commitment to people development.

The nationwide ranking is based on thousands of employee evaluations covering career development, compensation and benefits, work-life balance, and workplace culture. Being ranked #93 out of the 300 Best Employers and #1 among malls on the list underscores Robinsons Malls' strong reputation as an employer of choice.

Beyond creating vibrant shopping and lifestyle destinations, Robinsons Malls continues to invest in its people through leadership programs, continuous learning opportunities, and wellness initiatives, fostering an environment where talent thrives and where purpose drives performance.

With 56 malls nationwide, Robinsons Malls is not only a leader in retail innovation but also a benchmark for excellence in employee engagement and organizational culture.

URC Recognized for Excellence in Human Resources Across Southeast Asia

Universal Robina Corporation (URC) continues to be recognized for its strong people programs and positive workplace culture. In 2025, the company received several regional awards for excellence in human resources and employer branding across Southeast Asia. These recognitions reflect URC's ongoing efforts to support its employees and build a workplace where people can grow and succeed.

The initiative focuses on strengthening URC's people development and employee engagement programs. Its main objective is to attract, develop, and retain talented employees while creating a supportive and collaborative work environment. This supports URC's broader sustainability commitment to responsible business practices and people development, recognizing that employees play a key role in the company's long-term growth.

URC has been implementing various people-focused programs for several years. These initiatives remain ongoing across the company's operations in the region. They include leadership development programs, training opportunities, campus recruitment, internship programs, and employee engagement activities. These efforts help employees build skills, gain experience, and contribute more effectively to the organization.

Several stakeholders are involved in these initiatives. These include URC employees, company leaders, human resources teams, academic institutions, and external organizations that assess workplace practices and employer reputation. Collaboration among these groups helps strengthen URC's workplace culture and talent development programs.

In 2025, URC received several recognitions for its human resources initiatives. Among these are the HR Asia Best Companies to Work for in Asia award and recognition in the Graduate's Choice of Employer Top 10 in the FMCG category in Malaysia. These awards highlight URC's continued efforts to create a positive workplace and provide opportunities for employee growth.

The recognition also reflects the benefits of URC's people programs. These initiatives support higher employee engagement, stronger leadership capabilities, and improved talent attraction across the company.

Moving forward, URC plans to continue strengthening its people programs. The company will focus on developing leadership capabilities, expanding learning opportunities, and improving the overall employee experience. Through these efforts, URC aims to remain an employer of choice and continue building a workplace where employees can thrive.

Employee Development Programs

cebu pacific

Program

Cadet Pilot Program

SDG

Activities

Recruited and trained aspiring pilots through a structured 96-week training initiative

Results and Impact

20 Cadets (Batch 1) completed the program and were employed as First Officers in 2025

Outcome

- Strengthened pilot skills
- Enhanced employability

cebu pacific

Program

Juan Leader Program

SDG

Activities

Held a three-day leadership development workshop incorporating GG leadership competencies

Results and Impact

35 trainees enrolled across two batches in 2025

Outcome

Equipped leaders to accelerate growth, navigate change, and deliver impactful results

cebu pacific

Program

Workforce Innovation and Navigation for Growth in the Skies (WINGS) Pilot Training Program

SDG

Activities

Created four learning tracks aligned to role levels with progressive modules designed to enhance communication, empathy, conflict resolution, and psychological safety

Results and Impact

A total of 120 First Officers (Batch 13) have successfully completed the Level 1 - CEB WAY program

Outcome

Pilots' interpersonal, leadership, and strategic management skills were developed

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Program

LinkedIn Learning

SDG

Activities

Provided access to LinkedIn Learning for personal and professional growth

Results and Impact

- Completion rate of 5,492 with an average of 3 hours 55 minutes per viewer
- Total of 6,800 hours viewed

Outcome

Democratized learning that builds a skilled and agile workforce

cebu pacific

Program

Comprehensive Wellness Framework

SDG

Activities

Expanded health facility offering increased capacity, diverse onsite and digital services, and healthcare access for employees and their dependents

Results and Impact

- Total of 14,877 consultations
- 1,277 employees availed of onsite lab/procedures in 2025
- HMO utilization was at 74.45 % vs 96% in 2023

Outcome

Improved health and well-being of employees and dependents

cebu pacific

Program

Juan CEB Community

SDG

Activities

- Expanded communities with Sky Pickleball, Juan Dance Crew, and Tennis Club
- Extended membership to 1Aviation, Aviation Partnership, and AirSWIFT

Results and Impact

Engaged 18 CEB communities

Outcome

Championed engagement and boosting the sense of community and belongingness among employees

cebu pacific

Program

Promoting Gender Diversity in Aviation

SDG

Activities

- Developed awareness, mentorship, and leadership development programs
- Ensured equal opportunities in training and promotion
- Rolled out self-paced access to DEI modules via CEB's Learning
- CEB hosted the official launch of the Women in Aviation International – Philippine Chapter (WAI PH) and introduced Girls in Aviation Day

Results and Impact

- Reached 93% participation with 97% satisfaction across four DEI modules
- Women made up 51% of leadership positions (excluding pilots) and 8% of total pilots

Outcome

- Improved awareness and knowledge of DEI concepts and encouraged behavioral changes that support inclusive practices
- Increased representation of females in the workforce

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Program

Extended Benefits for Same-Sex or Common-Law Partners

SDG

Activities

Updated travel benefits and HMO programs

Results and Impact

306 employees registered partners for travel benefit, and one availed the HMO benefit

Outcome

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

ROBINSONS LAND

Program

RHR Academy Presents: Flash Talk

SDG

Activities

- Conducted virtual, talk show-style learning sessions featuring in-house subject experts (technical/functional specialists)
- Scaled across properties to enable cross-hotel knowledge sharing
- Held an interactive chat and open Q&A (incl. anonymous questions) to encourage participation

Results and Impact

- 20 properties covered nationwide
- Nine episodes delivered (launched May 2025)
- Avg 132 attendees/episode
- 1,184 total participants/training hours

Outcome

- Reinforced engagement and culture, aligned with 97% Pulse Employee Engagement and 98% Great Place to Work (2025)
- Strengthened talent development and retention drivers through cross-property learning and knowledge sharing

ROBINSONS LAND

Program

Robinsons Malls' Inclusive Workplace Program

SDG

Activities

- Leadership development, employee training, and wellness initiatives promoted an inclusive workplace culture
- Held Online Share and Learn Sessions (two delivered in 2025) and F2F Technical Training Sessions for Chief Engineers and Design & Planning Managers (two sessions in 2025)

Results and Impact

- 300 employees on average nationwide participated in the Online Share and Learn Sessions, strengthening knowledge sharing and professional development
- 60–80 technical leaders trained through F2F sessions to enhance operational expertise and collaboration
- Named among the Philippines' Best Employers 2025 by the Philippine Daily Inquirer and Statista, ranking highest among mall operators

Outcome

Strengthened employee capability, engagement, and inclusive workplace culture

Program

Leadership Engagement (Town Halls)

SDG

Activities

- Held the H1 town hall in a cinema-style venue
- Held the H2 town hall at the newly renovated Head Office to align on performance and plans

Results and Impact

Improved message clarity, transparency, and alignment with strategic priorities

Outcome

Sustained employee engagement and a stronger understanding of organizational direction

Program

Workplace Enhancements (Tera & Giga Offices)

SDG

Activities

- Renovated Tera Office
- Opened Giga Office with upgraded collaboration spaces for hybrid work

Results and Impact

Promoted modern, productivity-supportive facilities that encourage collaboration

Outcome

Created a better employee experience

Program

Employee Recognition & Family Engagement

SDG

Activities

- Held the Service Awards for long-tenured employees
- Held the Star City Family Day to recognize and engage the employees' families

Results and Impact

Strengthened employee pride, loyalty, and cross-functional engagement

Outcome

Enhanced sense of belonging and sustained engagement with URC values

Universal Robina

Program

Talent Acquisition Transformation & Digital Onboarding

SDG

Activities

- Transitioned TA to GoGBS to standardize workflows and accelerate recruiting
- Implemented a digital Onboarding Module

Results and Impact

- Promoted stronger recruiter–hiring manager coordination
- Streamlined submission of pre-boarding requirements

Outcome

Improved hiring efficiency and accuracy of pre-boarding requirement submission

Program

Employer Branding & Integrated Communications

SDG

Activities

Created the “Grow Beyond UR Job” framework and a multi-platform strategy via LinkedIn, Facebook; internal platforms (Outlook, One URC Portal)

Results and Impact

Enabled a consistent and coherent employee value proposition across employer branding initiatives

Outcome

Reinforced reputation as employer of choice, supported by multiple external recognitions across SEA

Program

Health and Safety Trainings

SDG

Activities

- First Aid Certification for identified employees conducted by the Philippine Red Cross
- Conducted a mandatory eight-hour OSH training through URLearning
- Health and Safety Webinars (e.g., Earthquake Preparedness, Monkeypox Awareness) were conducted with Global Safety

Results and Impact

- Employees were certified in first aid, making them capable of providing immediate assistance during medical emergencies in the workplace
- Employees were updated on occupational safety and health policies, procedures, and responsibilities
- Employees were informed of emerging health risks and disaster preparedness measures

Outcome

- Improved emergency response capability and reduced the severity of workplace incidents
- Increased awareness and compliance with workplace safety standards
- Increased employee awareness and proactive health and safety practices

Program

Emergency Preparedness & Response

SDG

Activities

- Fire Drills and a Fire Seminar were conducted by the Bureau of Fire Protection
- Conducted Earthquake Drills (Duck, Cover, and Hold)

Results and Impact

- Employees practiced evacuation procedures and emergency response protocols
- Employees gained knowledge on fire prevention, fire hazards, and the proper use of fire safety equipment
- Employees practiced protective actions during earthquakes

Outcome

- Improved readiness and organized response during fire emergencies, and strengthened preparedness and prevention of fire-related incidents
- Reduced risk of injuries during seismic events due to increased preparedness

Program

Proactive Workplace Safety and Risk Management

SDG

Activities

Developed the Workplace Hazard QR Code reporting system

Results and Impact

Employees can easily report hazards, enabling faster identification and correction of unsafe conditions

Outcome

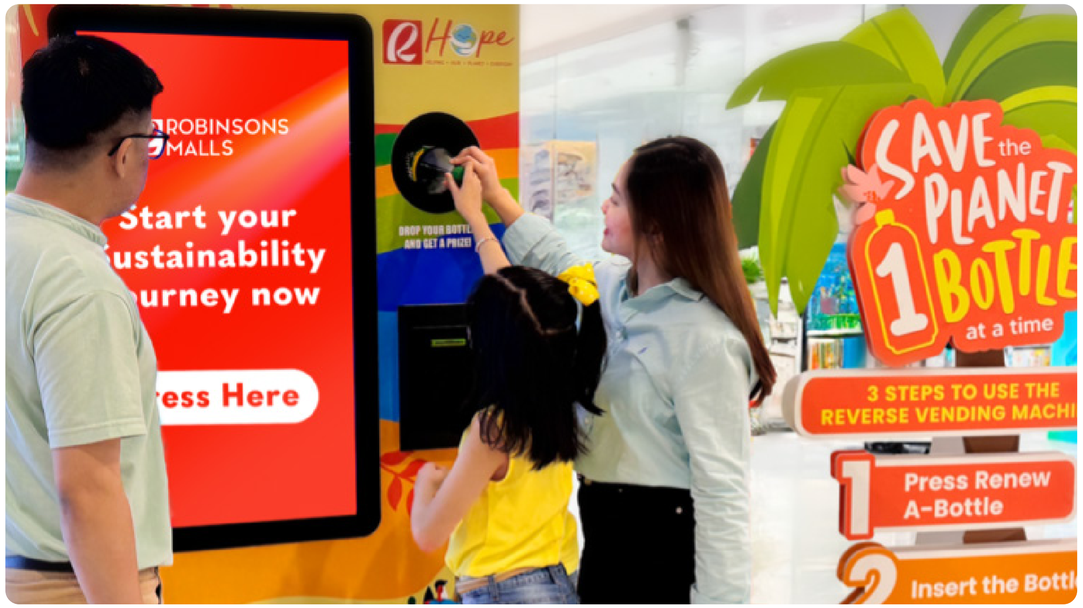
Increased employee participation in safety programs and proactive hazard management

Resource Efficiency and Circularity

Maximizing Resource Value and Minimizing Waste

The Resource Efficiency & Circularity section showcases how JG Summit embeds responsible consumption and waste reduction into its operations. Robinsons Hotels & Resorts leads with circular provisioning systems, such as the R Water bottling program, removing hundreds of thousands of single-use plastic bottles and cutting emissions through closed-loop, reusable models. Robinsons Malls scales waste-diversionand recycling systems—earning global recognition for programs that encourage everyday sustainable habits among millions of mall visitors. CEB integrates waste reduction into in-flight operations through biodegradable materials, plastic recovery, and food-waste diversion, while also conserving water and improving equipment efficiency. URC advances water stewardship, alternative fuels, solar generation, and packaging circularity through large-scale resource recovery and waste-to-value initiatives. Collectively, these actions demonstrate the Group's commitment to reducing its environmental footprint while building operational resilience through circularity.

Robinsons Malls Named Global Recycling Hero for Transforming Everyday Habits into a Greener Future



Robinsons Malls proudly announces its international recognition as one of the 2025 Recycling Heroes Competition winners by the Global Recycling Foundation (GRF), revealed during the observance of Global Recycling Day on March 18, 2025. The esteemed award honors Robinsons Malls' sustainability campaign, "Everyday for a Greener Future," which integrates eco-consciousness into daily life. Through this initiative, Robinsons Malls encourages Filipino consumers to adopt environmentally friendly habits in their everyday routines—from shopping and dining to entertainment—while addressing critical environmental concerns, including waste management, climate action, and community involvement.

The "Everyday for a Greener Future" campaign exemplifies Robinsons Malls' commitment to environmental responsibility through a range of impactful strategies. These include the expansion of mall-wide waste management and recycling systems, collaborations with organizations such as the Department of Environment and Natural Resources (DENR), Department of Sanitation Quezon City (DSQC) BasuHero, PLDT-Smart and various local government units, the installation of Reverse Vending Machines, E-waste and chopstick recycling bins, and the organization of recycling markets, educational activities including eco-art workshops, composting demonstrations, and sustainability fairs.

Robinsons Malls is one of 20 winners globally selected by the GRF for demonstrating excellence in sustainability, innovation, and community engagement. The full list of 2025 Recycling Heroes includes: Cartridge Depot (South Africa), Chelmsford College (England), Clean Circle Limited (Cameroon), Ecoact (Tanzania), Erni Suhaina Fadzry of the Indonesian Islamic Propagation Council (Indonesia), Evan J Schwartz of AMCS Group (North Carolina, USA), Going Green Dubai (UAE), GreenLite Solutions (Nigeria), Ittisha Sarah of Northeast Waste Collective and Azure Lotus Foundation (India), Lennart Osthoff of Repartly (Germany), Mercy Amarachukwu Abayomi of Ama Shop It (Nigeria), Mosquito-Shield Potpourri (Uganda), Princes Town West Secondary School (Trinidad and Tobago), Project Kaagaz by Learning Paths School (India), Sabine Janneck of Circle Cook Island, Safisana (Ghana), The Koru Foundation (India), Torre Plastik (Portugal), Toys Up (Netherlands), and Robinsons Malls (Philippines).

R Water: Advancing Circular Guest Water Provisioning Through In-House Bottling

As part of Robinsons Land Corporation's commitment to "optimize our use of natural resources and foster circularity in all our businesses," Robinsons Hotels and Resorts implemented R Water – RHR's In-House Water Bottling Plant, a closed-loop provisioning model that replaces single-use plastic (SUP) bottled water with purified water bottled in reusable glass. The initiative directly advances Strategy 1: improving water stewardship and guest water provisioning through safe, responsible distribution; Strategy 2: reducing solid waste at source by eliminating single-use plastics in core guest-facing operations; and Strategy 3: advancing circular practices by shifting from SUP consumption to reusable systems and closed-loop provisioning.

The initiative began with the completion of a centralized in-house bottling facility in August 2024, which remained operational and expanded through Calendar Year 2025. Execution focused on: 1) establishing an in-house filtration and bottling system to ensure safe, consistent water quality; and 2) deploying reusable glass bottles for guestrooms and conference and events, removing reliance on externally sourced plastic-bottled water. Rollout required cross-property coordination, supplier partnerships for bottle sourcing and logistics, and staff training aligned with health and safety standards to protect guest experience and operational consistency. In CY2025, the program included participation from The Westin Manila, Summit Hotel Greenhills, and Summit Hotel Magnolia, enabling broader adoption within the portfolio.

The bottling system produces an average of ~470 bottles per day. For CY2025, it diverted over 265,000 SUP bottles from landfill, with projected annual reductions of ~8.1 tons of single-use plastic/landfill waste and an estimated 64% reduction in carbon emissions associated with the transport and disposal of SUP bottles. Beyond waste and emissions benefits, the initiative institutionalizes a cost-efficient, closed-loop provisioning model that maintains guest satisfaction while strengthening resilience against packaging-related supply constraints.

The initiative's sustainability alignment is anchored on Primary SDGs: SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action), with Secondary alignment to SDG 14 (Life Below Water). Building on CY2025 results, additional properties are being studied for scaling moving forward using the same closed-loop water provisioning approach.

Robinsons Malls Recognized as a Sustainability Champion by The Manila Times

Robinsons Malls, the Commercial Centers Division of Robinsons Land Corporation (RLC), was honored as one of 15 companies recognized for their outstanding sustainability programs at the inaugural Sustainability Champions 2025 by The Manila Times, the country's oldest newspaper. The award ceremony was held on September 23 at Conrad Manila, Pasay City.

Companies were evaluated based on The Manila Times' Four I's of Sustainability, namely: Initiative, Impact, Inclusiveness, and Integration, which highlight environmental, social, and governance (ESG) practices, as well as efforts toward a circular economy.

Robinsons Malls was recognized for its wide range of sustainability initiatives, including the adoption of rainwater harvesting technologies, the use of clean and affordable energy through solar panel installations, comprehensive waste management and recycling programs, and facilities such as bike parking and repair stations, along with EV charging stations that promote greener modes of transport. The malls also champion local food producers through initiatives like the Locally Sourced fairs, which support sustainable livelihoods and homegrown businesses.

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Program

In-Flight Use of Biodegradable Utensils and Cups

SDG

Activities

Use of wooden cutlery to cover flights from MNL (domestic and regional), CEB, CRK, and long-haul flights

Results and Impact

Reduction of single-use plastic usage by 15 tonnes in 2025

Outcome

Reduction in plastic waste

cebu pacific

Program

Onboard Plastic Bottle Collection

SDG

Activities

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

Results and Impact

35 tonnes of plastic bottles collected in-flight

Outcome

- Increased awareness of recycling amongst passengers
- Improved waste management within CEB operations

cebu pacific

Program

Scholars of Sustenance (SOS) Partnership for Food Waste Reduction

SDG

Activities

Collected surplus food from operations for donation

Results and Impact

4,043 kg of food donated

Outcome

Reduced food wastage and supported underprivileged communities

cebu pacific

Program

Cyclean Engine Core Wash

SDG

Activities

Diminished engine wash time and wastewater collection

Results and Impact

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

Outcome

Reduced water consumption, wastewater collection, and potential financial benefits

cebu pacific

Program

Rainwater Harvesting System

SDG

Activities

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

Results and Impact

21,426 m^3 of rainwater collected

Outcome

Reduced water reliance from concessionaires and reduced costs

ROBINSONS LAND

Program

R Water – In-House Water Bottling Plant

SDG

Activities

- Implemented a centralized in-house water filtration and bottling system using reusable glass bottles to replace single-use plastic bottled water in operations
- Deployed the solution across guestrooms and conference and event rooms for participating properties, eliminating the need for external plastic-bottled water suppliers
- Enabled rollout via cross-property coordination, supplier partnerships (glass bottles), and staff training aligned with health and safety standards

Results and Impact

- 100% reduction in single-use plastic bottles in guestrooms and across conference and event rooms at the two properties
- Three additional property participation post-launch (phased adoption)
- Over 265,000 Single-Use Plastic (SUP) bottles diverted from landfills in 2025
- Projected annual reductions: 8.1 tons of single-use plastic waste; 8.1 tons of landfill waste; and 64% reduction in carbon emissions from transport/disposal of SUP bottles

Outcome

Institutionalized a closed-loop, cost-efficient water provisioning model that reduces waste and carbon while maintaining guest experience

ROBINSONS LAND

Program

Robinsons Malls Everyday for a Greener Future Program

SDG

Activities

- Mall-wide recycling systems, reverse vending machines, and environmental education programs
- Renewable energy, rainwater harvesting, and sustainable mobility initiatives

Results and Impact

- 4373.93 MT of recyclables collected across 53 malls, strengthening circular waste management and community participation
- Recognized as a Sustainability Champion by The Manila Times and a winner of the Global Recycling Hero Award 2025 by the Global Recycling Foundation
- Araw-Araw for a Greener Future earned Twin Silver Wins at The Next Awards PH and Asia-Pacific
- Eight Robinsons Malls recognized as Bicycle-Friendly Establishments by the 2025 Mobility Awards (three Silver-rated and five Bronze-rated malls)

Outcome

Reduced environmental footprint and increased community participation in sustainability

Program

Water Reuse Initiatives

SDG

Activities

- Use of treated wastewater for spray ponds, wet scrubbers, and cooling towers
- Installed rainwater harvesting units across various sites, used as an alternative source for basic utility cleaning activities

Results and Impact

576,131 m^3 of water reused from wastewater treatment and rainwater harvesting initiatives

Outcome

Reduced water withdrawal

Program

Utilization of Alternative Sources

SDG

Activities

- Biomass and bagasse were utilized as alternative fuel sources in operations, contributing to sustainable energy practices
  - SURE – Bagasse and spent wash
  - AIG - Biogas
  - BCFG – Coffee spent grounds, spent tea leaves, and sludge

Results and Impact

247,412,232 MJ of energy generated

Outcome

Reduced energy reliance on coal, diesel, bunker, and LPG

Universal Robina

Program

Juan Goal for Plastic

SDG

Activities

Held a plastic collection program with the objective of diverting plastic waste from landfills

Results and Impact

12 MT of post-consumer plastic collected

Outcome

Plastic waste diverted from landfill

Climate Action

Catalyzing a Low-Carbon, Climate-Resilient Future

Climate Action highlights how JG Summit's businesses are reducing emissions, strengthening resilience, and transitioning toward a low-carbon future through decisive, portfolio-wide initiatives. CEB advances fleet modernization, operational fuel efficiency, and ground electrification—achieving reductions in fuel burn and carbon intensity while expanding the use of renewable energy and SAF. RLC accelerates renewable deployment through onsite solar systems and climate-ready developments designed to reduce environmental impact and enhance community resilience. URC scales renewable sourcing, on-site solar generation, and alternative fuels while progressing Scope 3 baselining and decarbonization planning. Together, these efforts illustrate JG Summit's commitment to climate-aligned strategy, operational innovation, and long-term risk management that supports a more resilient future for the Group and the communities it serves.

Cebu Pacific Advances Low-Carbon Growth Through Efficiency and Responsible Resource Use

Cebu Pacific continued to strengthen its resource efficiency and decarbonization pathway through disciplined fleet modernization and operational improvements. By the end of 2025, 58% of its fleet comprised NEO aircraft, significantly reducing fuel burn and emissions while enhancing operational reliability. These next-generation aircraft deliver 15–20% greater fuel efficiency than previous models. The landmark 2024 agreement with Airbus for up to 152 A321neo and A320neo aircraft, the largest order in Philippine aviation history, further accelerates the company's transition to an all-NEO fleet by 2030.

Alongside fleet modernization, Cebu Pacific continues to optimize fuel performance through operational and digital tools. The airline uses the SkyBreathe® MyFuelCoach application and Fuel Management System, which provide pilots with post-flight analytics and fuel-saving dashboards to support more efficient flight operations. In 2025, compliance with Pilot Discretionary Fuel best practices reached a record 89%, exceeding the 45% target, contributing to 11,051 tonnes of fuel saved and 34,919 tCO_2e in emissions reductions. Flight plan optimization through direct routing also saved 1,126 tonnes of fuel, equivalent to 3,558 tCO_2e avoided.

These investments directly support Cebu Pacific's long-term climate ambition by lowering carbon intensity to 75.7 gCO_2e/RPK in 2025, outperforming its target of less than 78.6 gCO_2e/RPK, and by enabling access to incentives under Asia's first Sustainability Linked Loan for a low-cost carrier.

Cebu Pacific also addresses emissions beyond flight operations, including Scope 2 indirect emissions. To reduce these emissions, Cebu Pacific transitioned key facilities, including the Aplus and Juan buildings, to 100% renewable energy beginning in 2024. In 2025, the Group further advanced its ground electrification efforts by completing the Philippines' first all-electric aircraft turnaround at Mactan-Cebu International Airport (MCIA). The turnaround utilized fully electric ground support equipment (GSE), including baggage tractors, loaders, and pushback vehicles.

Building Better Lives Through Climate-Resilient and Low-Carbon Malls

Robinsons Malls, a key business unit of Robinsons Land Corporation (RLC), launched a series of sustainability initiatives to transform its nationwide portfolio into climate-resilient, low-carbon community hubs aligned with RLC's long-term sustainability commitments. The main objective was to respond to rising climate risks, increasing energy costs, and the growing demand for greener public spaces while operationalizing the company's mission of "Building Better Lives." By integrating renewable energy, ecological resilience, circular-economy practices, and clean mobility, the initiative demonstrates how sustainability can be embedded across the retail value chain—from infrastructure to customer experience.

The program began with early sustainability pilots, including a plastic collection partnership launched in 2023, and has since scaled into a portfolio-wide strategy that remains ongoing through 2025 and beyond. It aligns with RLC's broader ESG priorities, particularly climate action, responsible land use, and stakeholder wellbeing. Key components include installing 37.9 MW of solar energy across 28 malls, planting nearly 10,000 trees with LGU partners using indigenous, climate-hardy species, and expanding EV charging points from 14 to 42 to support accessible, low-carbon mobility.

Stakeholders involved span multiple sectors: Robinsons Malls operations and marketing teams, local government units, sustainability partners, renewable energy providers, EV infrastructure collaborators, tenants, and mall communities. Execution relied on a cross-functional model that integrated engineering upgrades, community engagement programs, and measurable sustainability metrics. Waste and water management systems were strengthened alongside public-facing initiatives, including recycling drives, environmental education activities, and climate-resilient landscaping.

The outcomes have been both environmental and social. Renewable energy adoption has helped reduce emissions and improve energy resilience across the mall network, while communities benefit from safer, greener environments, improved air quality, and access to sustainable transport options. The initiative also earned external recognition, including the Excellence in Resilience Award at the 2025 QC Green Awards, Sustainability Champion at the inaugural Sustainability Champions 2025 by The Manila Times, and Silver recognition at the Next Awards APAC, validating its measurable impact and innovation.

Looking ahead, Robinsons Malls plans to further expand renewable energy capacity, scale EV charging nationwide, and deepen partnerships with LGUs and sustainability advocates to strengthen climate resilience at the community level. Beyond infrastructure, the initiativecontinues to evolve as a platform for awareness and behavioral change, encouraging visitors, tenants, and stakeholders to adopt more sustainable lifestyles. Ultimately, this program reflects a shift from isolated green projects to a holistic, future-ready mall ecosystem designed not only for commerce but for long-term environmental stewardship and community wellbeing.

Robinsons Hotel and Resorts Scaling Renewable Power Sourcing Through Zero-CapEx Solar

As part of RHR's Climate Action commitment to enable a low-carbon transition and strengthen climate-related risk management, we implemented a portfolio pilot that directly supports Strategy 1: "We will scale renewable power sourcing in all our businesses." The initiative deploys on-site solar generation through a Zero-CapEx Power Purchase Agreement (PPA) model, accelerating renewable adoption without requiring upfront capital—an approach designed for faster replication across properties.

The program covers three hotel sites under a unified rollout in Calendar Year 2025: Grand Summit General Santos, Go Hotels Plus Naga, and Summit Hotel Naga. Execution focused on two complementary methods: 1) entering into a PPA to procure solar energy, and 2) installing on-site solar panels and solar carports to convert available roof and parking/driveway areas into productive, renewable energy assets. This configuration allows properties to generate clean electricity within existing operational footprints while supporting business continuity and reducing dependence on grid-supplied power.

Across the three hotels, the initiative installed 378 kWp of renewable capacity. For CY2025, it generated 235,832 kWh of solar energy, offsetting an equivalent amount of grid electricity consumption. As a direct Climate Action outcome, the program delivered a 13% reduction in Scope 2 GHG emissions (191.03 tCO2e), demonstrating measurable decarbonization impact at the property level while providing a scalable template for future expansion.

The initiative's sustainability alignment is anchored on Primary SDGs: SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action), with Secondary alignment to SDG 9, SDG 11, and SDG 12 through resilient infrastructure, more efficient use of built environments, and responsible energy consumption practices. Building on the 2025 results, additional properties are being studied for scaling moving forward, using the same renewable sourcing and on-site generation approach.

Robinsons Malls Honored for Excellence in Disaster Preparedness and Community Resilience at the 2025 QC Green Awards

Robinsons Malls, the Commercial Centers Division of Robinsons Land Corporation (RLC), has been recognized for its exceptional commitment to safety, disaster preparedness, and sustainable operations at the 2025 Quezon City Green Awards. The company received the Excellence in Resilience Award, underscoring its vital role in promoting safe, sustainable, and climate-ready communities.

Held at the Quezon City MICE Center and led by Mayor Joy Belmonte, the annual QC Green Awards celebrate organizations that demonstrate leadership and innovation in environmental stewardship and disaster risk reduction. Robinsons Malls was commended for its proactive emergency preparedness programs, community-focused response protocols, and sustained efforts to protect the well-being of shoppers, tenants, and surrounding communities during times of crisis.

Among its flagship initiatives is Roots & Runoff: Robinsons Galleria's Tree Planting and Flood Resilience Project, a nature-based solution that integrates green infrastructure and native tree planting to manage stormwater, reduce urban heat, and enhance flood resilience in Metro Manila.

“We are deeply honored to receive the Excellence in Resilience Award, which affirms our commitment to providing not only safe and enjoyable spaces for our customers but also resilient and responsive communities,” said Joel S. Lumanlan, Vice President for Operations and Marketing at Robinsons Malls. “Our mission goes beyond business continuity; it is about being a steadfast partner to the communities we serve, especially in times of need. We are proud to work alongside the Quezon City government in advancing a safer and more sustainable city.”

This recognition adds to Robinsons Malls’ growing roster of sustainability achievements. In previous years, Robinsons Novaliches received the Excellence in Climate Action Award for its Recycling Market initiative, while Robinsons Magnolia was honored for its green residual waste management program and sustainable shopping center design—highlighting Robinsons Land Corporation’s long-standing commitment to climate action, responsible development, and environmental stewardship across its nationwide portfolio.

Through Robinsons Malls, RLC continues to strengthen its emergency preparedness measures and community-building programs in alignment with local and national resilience goals, fostering safe, sustainable, and disaster-ready communities that stand as pillars of strength and stability throughout the country.

cebu pacific

Program

Fleet Modernization to NEO

SDG

Activities

Use of NEO aircraft

Results and Impact

58 NEO out of 100 total fleet

Outcome

Estimated reduction of GHG emissions: 251,543 tCO_2e

cebu pacific

Program

Implementation of Fuel-Saving Initiatives and Utilization of SAF for Aircraft Deliveries

SDG

Activities

- Implementation of fuel-saving best practices and direct routes to reduce flight distances
- All Airbus aircraft deliveries from Hamburg, Toulouse, and Tianjin were blended with 5% SAF

Results and Impact

- The adoption of fuel efficiency best practices resulted in 11,051 tonnes of jet fuel savings, while direct routing contributed a further 1,126 tonnes in savings
- Total of 24,156 liters of SAF consumption in 2025

Outcome

- Reduction of GHG emissions (Scope 1):
  - Fuel efficiency best practices – 34,921 tCO_2e
  - Direct routing – 3,558 tCO_2e
- Reduction in jet fuel consumption

cebu pacific

Program

Resource Efficiency and Decarbonization Program Beyond Flight Operations

SDG

Activities

- Electrification of ground-support equipment
- Transition to renewable energy by shifting two key facilities (Aplus and AirJuan) to renewable power sources

Results and Impact

- An additional 27 electric baggage tractors were deployed in 2025, bringing the total fleet to 40 electric units
- Renewable energy consumption of 2,983,297 kWh

Outcome

- Potential annual reduction of GHG emissions (Scope 1) from e-baggage tractors: 946 tCO_2e
- Reduction in GHG emissions (Scope 2): 2,069 tCO_2e

cebu pacific

Program

Nature-Based Solutions

SDG

Activities

Held a mangrove planting project for coastal resilience in collaboration with RAFI and SMBC

Results and Impact

A total of 13,000 trees planted since 2023

Outcome

A total of two communities have been supported since 2023

cebu pacific

Program

Sustainable Financing

SDG

Activities

Sustainability Linked-Loan (SLL)

Results and Impact

Additional SLL Financing for two PW GTF Engines

Outcome

Contribution to GHG emissions reduction and financial incentives

cebu pacific

Program

Climate Scenario Analysis

SDG

Activities

Conducted a Climate Scenario Analysis in 2023

Results and Impact

41 airports assessed for climate exposure

Outcome

Strengthened climate risk identification and long-term resilience planning across operations

ROBINSONS LAND

Program

Solar Project in Hotels

SDG

Activities

- 0 CapEx – Power Purchase Agreement (PPA)
- Installation of on-site solar panels and solar carports in three sites:
  - Grand Summit General Santos
  - Go Hotels Plus Naga
  - Summit Hotel Naga

Results and Impact

- Three hotels with PPA for solar energy
- Three hotels with onsite solar panels and carports
- 378 kWp renewable capacity installed across three hotels
- 235,832 units of solar energy generated, offsetting an equivalent amount of grid electricity

Outcome

191.03 (13%) tCO_2E Scope 2 GHG emissions Reduction

ROBINSONS LAND

Program

Climate-Resilient Malls Program

SDG

Activities

- Expansion of renewable energy through rooftop solar installations and clean energy infrastructure across Robinsons Malls
- Conducted climate resilience initiatives, including tree planting, disaster preparedness programs, and EV charging infrastructure, to support sustainable mobility

Results and Impact

- Renewable energy scaled to 28 solar-powered malls with 37.9 MW installed capacity, including 6.5 MW from newly energized rooftop solar facilities, equivalent to 156,623.13 MT of CO_2 emissions avoided or 2,589,713 trees planted
- EV charging points expanded from 14 to 42 nationwide, supporting low-carbon mobility
- Recognized with the DOE Energy Efficiency Awards for Robinsons Cybergate Cebu for excellence in energy management
- Recognized for resilience and sustainability initiatives through the Excellence in Disaster Preparedness and Community Resilience Award at the 2025 QC Green Awards and the LLDA Bantayog ng Lawa Award for Robinsons Galleria

Outcome

Strengthened climate resilience, reduced carbon emissions, and supported sustainable transport across mall communities

Universal Robina

Program

GHG Scope 3 Baselining

SDG

Activities

Partnered with a third-party service provider to establish the baseline for our GHG Scope 3 emissions

Results and Impact

- Six categories are included in the Baseline Accounting, namely:
  - Category 1: Purchased goods and services;
  - Category 3: Fuel and energy-related activities;
  - Category 5: Waste generated in operations;
  - Category 6: Business travel;
  - Category 7: Employee commuting; and
  - Category 12: End-of-life treatment of sold products
- This will improve the company's compliance performance as to GHG Scope 3 Accounting and will serve as a critical reference point that will influence and guide the company's existing and future decarbonization initiatives

Outcome

50% completion of baseline accounting of the applicable Scope 3 categories

Program

Green Power Purchasing

SDG

Activities

Entered into an agreement with a third-party renewable energy supplier, so that plants/sites will consume green power instead of power coming from the national grid

Results and Impact

- 17 plants/sites are currently buying and consuming green electricity
- Lower cost per kilowatt-hour consumption
- Contributed to the reduction of GHG Scope 2 emissions

Outcome

- Improved the company's decarbonization initiatives
- Total Purchased RE consumed for 2025 is at 186,471,197 kWh, which accounts for 24.46% of URC's total electricity consumption (inclusive of international sites)

Program

On-Site Renewable Energy Generation

SDG

Activities

- Implemented on-site renewable energy generation by installing rooftop solar photovoltaic (PV) systems across several applicable sites (Philippines and International) as a decarbonization initiative, reducing reliance on grid electricity and lowering Scope 2 emissions
- Implementation of a ground-mounted solar photovoltaic (PV) system at La Carlota Distillery

Results and Impact

- 19 sites are installed with rooftop solar PV
- La Carlota Distillery is the only site yet with a ground-mounted solar farm
- Clean energy results in the reduction of GHG Scope 2 emissions, thereby improving the company's decarbonization initiatives
- Reduced the company's reliance on the national grid for electricity

Outcome

- 26,859, 012 kWh is the total solar energy consumed by PH and Int'l sites
- 1,196,630 kWh of solar harvested from the ground-mounted PV is used by La Carlota Distillery Plant, with a zero-emission factor
- On-site RE generation accounts for 3.49% of URC's total electricity consumption

Universal Robina

Program

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

SDG

Activities

- Optimized boiler performance via preventive maintenance and audits
- Standardized operating procedures through targeted capability-building
- Ensure top-tier performance with trained and certified boiler operators

Results and Impact

- 56% among the identified plants have improved fuel usage per kilogram of product
- Diesel usage efficiency improvement
- Coal usage efficiency improvement

Outcome

High-efficiency and cost-effective operations

Program

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

SDG

Activities

- Reviewed assets for reliability and resource efficiency
- Defined a master plan for utility system setups
- Served as a reference for new plants and installations
- Planned and managed the renewal of utility assets and equipment, including compressors and chillers

Results and Impact

- 95% of the identified plants have achieved high efficiency of their chillers and compressors
- Contributed to company savings
- Avoided fugitive emissions brought by equipment leakage

Outcome

Energy and equipment efficiency

Annexes

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

Economic Performance

Direct Economic Value Generated and Distributed (in PHP Million)

Disclosure	2023		2024		2025	
	(per 17A)	*(including RBank)*	*(per 17A)*	*(including URC China)*	*(per 17A)*	*(including URC China & JGSOC)*
Direct economic value generated (revenue)	345,919	358,865	380,460	380,699	370,400	377,260
Direct economic value distributed	324,319	336,200	363,161	363,449	338,270	354,346
Payment to employees (Employee wages and benefits)	32,671	35,051	34,237	34,295	38,735	39,688
Payments to suppliers, other operating costs	259,035	267,219	290,814	291,043	257,453	270,261
Payment to Providers of Capital	24,590	24,590	29,507	29,507	33,287	35,137
Payment to Government	8,015	9,331	8,584	8,585	8,787	9,252
Community Investments Donations & Distributions	8	8	19	19	8	8
Direct Economic Value Retained	21,600	22,665	17,299	17,250	32,130	22,914

Note:

- 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, the economic value distributed can be greater than the economic value generated.
- 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 Chinese entities ceased operations and abandoned their business activities. In December 2025, JGSOC qualified as a discontinued operation under PFRS 5 as it constitutes a separate major line of business that has ceased operations and is subject to a management-approved plan to dispose of or otherwise exit the business. The shutdown of operations, the transfer of debt to the Parent, workforce reductions, and the recognition of significant impairment losses collectively demonstrate management's commitment to the plan. 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, 2025, are 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 JGSOC and China Operations.

Procurement Practices

Proportion of Spending on Local Suppliers

Disclosure	Unit	2023	2024	2025
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers[1]	%	55 (URC)	65 (URC)	50 (URC)[2]
		11 (JGSOC)	10 (JGSOC)	52 (CEB)[3]
		62 (CEB)	52 (CEB)	

1 JGSHI is still in the process of consolidating this data from all subsidiaries.

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

3 CEB defines local suppliers as those based in the Philippines who transact using Philippine currency.

Environmental Performance

Energy Consumption Within the Organization

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries[4]
Total Energy Consumption	**GJ**	**37,089,446**	**36,198,552**	**40,723,962**	**41,894,553**	**41,685,399**	CEB, RLC, URC, JGSHI-CCU
Total Renewable Energy Consumption	**GJ**	**2,276,972**	**2,132,992**	**2,017,897**	**1,811,495**	**1,940,194**	
Renewable Energy Generated (Solar and Biomass)[5]	GJ	1,253,714	1,255,541	1,055,991	907,198	1,136,400	RLC, URC
Renewable Energy from the Grid[6]	GJ	1,022,036	877,451	961,906	904,298	803,794	CEB, RLC, URC
Total Non-Renewable Energy Consumption[7]	**GJ**	**34,821,474**	**34,065,560**	**38,706,065**	**40,083,057**	**39,745,205**	
Gasoline	GJ	37,960	36,736	25,839	24,710	19,673	CEB, RLC, URC, JGSHI-CCU
LPG	GJ	668,311	682,213	883,365	797,512	878,715	RLC, URC

*Restatements from CEB, RLC, and URC data in 2023 and 2024 are due to alignments to global standards.

[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.

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries[4]
Diesel	GJ	632,908	641,849	782,947	791,869	745,951	CEB, RLC, URC, JGSHI-CCU
Bunker	GJ	3,260,924		3,164,014		180,001	URC
Coal	GJ	2,876,271		2,633,400		2,570,236	
CNG	GJ	356,211		395,842		348,329	
LNG	GJ	161,009		150,118		150,324	
Jet Fuel	GJ	23,670,702		26,846,018	29,033,272	32,221,694	CEB
Grid Electricity	GJ	3,148,178	2,379,646	3,824,522	29,033,272	2,360,282	CEB, RLC, URC, JGSHI-CCU
Energy Intensity[8]	GJ/ MPHP	103.36	100.87	107.04	110.12	112.54	

Note:

- CEB's sustainable aviation fuel (SAF) was previously reported under this disclosure, but is now excluded as it is used for aircraft delivery flights and is considered outside CEB's operational control.

*Restatements from CEB, RLC, and URC data in 2023 and 2024 are due to alignments to global standards.

[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).

[8] JGSHI's 2024 and 2025 energy intensity data includes RCR's data.

Reduction of Energy Consumption

Disclosure	Percentage change vs. 2024
Energy reduction (Gasoline)	↓20.4%
Energy reduction (LPG)	*No reduction* (↑10%)
Energy reduction (Diesel)	↓5.8%
Energy reduction (Bunker)	↓94.3%
Energy reduction (Coal)	↓2.4%
Energy reduction (CNG)	↓12.0%
Energy reduction (LNG)	*No reduction* (↑0.14%)
Energy reduction (Jet Fuel)	*No reduction* (↑11%)
Energy reduction (Non-Renewable Grid Electricity)	↓14.9%

GHG Emissions

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries[9]
Total GHG Emissions	**tCO_2e**	**2,028,257**	**2,621,321**	**3,774,618**	**3,975,902**	**2,667,465**	CEB, RLC, URC, JGSHI-CCU
Gross Direct (Scope 1) GHG Emissions	tCO_2e	1,602,983	1,697,854	1,742,175	1,841,969	1,774,725	
Gross Energy Indirect (Scope 2) GHG Emissions	tCO_2e	314,283[10]	366,073	368,077[11]	389,726	321,506	
Gross Energy Indirect (Scope 2) GHG Emissions (Location-Based)	tCO_2e	-	-	-	-	311,275	
Gross Energy Indirect (Scope 2) GHG Emissions (Market-Based)[12]	tCO_2e	-	-	-	-	10,230	

*Restatements from CEB, RLC, and URC data in 2023 and 2024 are due to alignments to global standards.

9 URC's GHG emissions cover information on the total URC (BCF-PH, Flour, SURE, AIG, Packaging, head offices, and external distribution centers in the Philippines, BCF-INT excl. China). This includes fugitive emissions. Fugitive emissions include emissions from refrigerants consumed by the plants which include R134a, R141B, R22, R32, R404, R407, R410, R427A, R507A. Calculations only include Kyoto-protocol products. R22 will be phased out consistent with the phase-out schedule set by DENR Administrative Order (DAO) 2013-25. Emissions from biomass are considered biogenic emissions and should be tracked separately as per the GHG Protocol and are thus not included in the overall GHG emissions inventory.

10 Scope 2 emissions represent the total of both location-based and market-based emissions.

11 Scope 2 emissions represent the total of both location-based and market-based emissions.

12 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.

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries[9]
Gross Other Indirect (Scope 3) GHG Emissions	tCO_2e	110,991	575,394	1,664,366	1,744,207	571,234	CEB, RLC
GHG emissions intensity	tCO_2e/ MPHP	5.65	7.30	9.92	10.45	7.20	CEB, RLC, URC, JGSHI-CCU
ODS	tonnes	24.39		0.51		0.50	RLC[13]

*Restatements from CEB, RLC, and URC data in 2023 and 2024 are due to alignments to global standards.

[9] URC's GHG emissions cover information on the total URC (BCF-PH, Flour, SURE, AIG, Packaging, head offices, and external distribution centers in the Philippines, BCF-INT excl. China). This includes fugitive emissions. Fugitive emissions include emissions from refrigerants consumed by the plants which include R134a, R141B, R22, R32, R404, R407, R410, R427A, R507A. Calculations only include Kyoto-protocol products. R22 will be phased out consistent with the phase-out schedule set by DENR Administrative Order (DAO) 2013-25. Emissions from biomass are considered biogenic emissions and should be tracked separately as per the GHG Protocol and are thus not included in the overall GHG emissions inventory.

[13] RLC refers to ODS produced from generator sets.

Air Pollutants

Disclosure	Unit	2023	2024	2025	2025 Boundaries[14]
Nitrogen Oxides (NO_x)	tonnes	2,019.41	2,037.09	2,880.04	CEB, URC
Sulfur Oxides (SO_x)	tonnes	272.98	282.65	1,151.94	
Persistent Organic Pollutants (POP)	tonnes	-	-	-	No available data
Volatile Organic Pollutants (VOC)	tonnes	-	3.38	13.08	
Hazardous Air Pollutants (HAP)	tonnes	-	-	-	
Particulate Matter (PM)	tonnes	158.63	180.46	537.64	URC

Note:

- All stationary, mobile, and vehicular equipment of JGSHI subsidiaries undergo mandatory emission testing as required by DENR and the Land Transportation Office (LTO).

[14] URC data covers information from air pollution sources equipment (APSE) such as boilers, generator sets, ovens, and chimneys with air emission test results conducted by a DENR Accredited Laboratory (PH operations).

Water Consumption Within the Organization

Total Water Withdrawal from All Areas by Source

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries
Total Water Withdrawal	**m^3**	**26,688,045**	**24,678,713**	**24,720,675**	**22,467,729**	**20,088,232**	CEB, RLC, URC, JGSHI-CCU
Third-Party Water	m^3	9,018,208	7,562,512	9,622,273	8,041,253	7,879,002	
Ground Water	m^3	10,630,096	10,076,460	9,578,879	8,899,589	8,778,011	RLC, URC
Surface Water	m^3	5,426,496		3,337,008	3,344,372	3,431,219	CEB, URC
Sea Water	m^3	1,613,245		2,182,515			No available data
Water Discharge	m^3	9,144,241	11,238,559	9,408,530	11,589,976	11,013,035	CEB, RLC, URC
Water Consumption	m^3	17,543,804	13,440,154	15,312,144	10,877,753	9,075,197	CEB, RLC, URC, JGSHI-CCU
Water Intensity	m^3/MPHP	74.37	68.77	64.98	59.05	54.23	
Water Recycled and Reused[15]	m^3	1,205,102	1,198,644	1,030,707	1,034,497	806,602	CEB, RLC, URC
% of Wastewater Recycled	%	13.21	10.67	10.96	8.93	7.32	

Note:

- Water consumption = Total water withdrawal – Water discharge

*Restatements from CEB and RLC data in 2023 and 2024 are due to alignments to global standards.

[15] 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	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries
Renewable Materials	tonnes	6,834,127		5,589,427		8,149,848	URC[16]
Non-Renewable Materials	tonnes	730,444	732,327	805,662	794,401	71,120	RLC[17], URC
Percentage of recycled input materials used to manufacture the organization's primary products and services	%	0.58		0.61		0.56	URC[18]

*Restatements from CEB and RLC data in 2023 and 2024 are due to alignments to global standards.

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

[17] RLC data only includes materials used for repairs and renovation of existing properties, not materials used for the construction of new buildings.

[18] 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	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries
Total Solid Waste Generated	**tonnes**	**2,495,571**	**2,492,723**	**1,768,388**	**1,849,160**	**2,981,660**	CEB, RLC, URC
Reusable	tonnes	2,950	4,940	2,641	3,007	1,670	RLC, URC
Recyclable	tonnes	627,757	626,623	369,884	445,797	776,872	CEB, RLC, URC
Composted/Bio	tonnes	5,170	3,804	5,663	9,152	19,617	
Residual	tonnes	45,748	43,411	41,307	42,312	57,626	
Renewables	tonnes	1,813,946		1,348,892		2,125,025	CEB, URC[19]
Incinerated	tonnes	-	13,440,154	-	-	11	URC
Used as Alternative Fuel	tonnes	-	68.77	-	-	839	CEB[20]
Solid Waste Intensity	tonnes/ MPHP	6.95		4.65	4.86	8.05	CEB, RLC, URC

*Restatements from RLC data in 2023 and 2024 are due to alignments to global standards.

[19] Renewable are waste materials used as alternative fuel to generate the Company's own energy (e.g.: Coffee Spent Grounds used as alternative fuel to boiler to produce steam for the production).

[20] Used as alternative fuel by CEB's third-party hauler.

Disclosure	Unit	2023	2023 (Restatement)*	2024	2024 (Restatement)*	2025	2025 Boundaries
Total Weight of Hazardous Waste Generated	tonnes	1,797	1,683	1,990	1,989	1,883	CEB, RLC, URC
Total Weight of Hazardous Waste Transported	tonnes	1,468	1,430	1,690	1,587	844	

Note:

- Discrepancy from hazardous waste generated and transported are stored in the DENR-prescribed Hazwaste onsite storage waiting for schedule of transport and treatment. All remaining hazardous waste from 2024 was already transported in Q1 2025 to DENR-accredited treatment facilities.

*Restatements from RLC data in 2023 and 2024 are due to alignments to global standards.

Non-Compliance with Environmental Laws and Regulations

Disclosure	Unit	2025	Boundaries
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	PHP	No material monetary fines or penalties	URC[21]
		0	CEB, RLC, JGSHI-CCU
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	#	1	URC
		0	CEB, RLC, JGSHI-CCU
No. of cases resolved through dispute resolution mechanism	#	No material cases resolved through the dispute resolution mechanism	URC
		0	CEB, RLC, JGSHI-CCU

[21] Neither URC nor its subsidiaries was penalized for material monetary fines or penalties for 2025 that had, or would have, a material adverse effect on the Company's financial position.

Social

Employee Data

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Total Employees	#	24,298	23,653	22,639	CEB, RLC, URC, JGSHI-CCU
Males	#	14,227	14,227	13,534	
Females	#	10,071	9,426	9,105	
Attrition Rate	%	3.27	1.55	0.93	
Ratio of Lowest-Paid Employee Against Minimum Wage[22]	Ratio	1:1	1:1	1:1	

Note:

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

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

Employees by Age Group

Disclosure	Unit	2023	2024	2025	2025 Boundaries
26 years old and below	#	4,462	5,614	3,746	CEB, RLC, URC, JGSHI-CCU
27-41 years old	#	13,598	12,716	12,477	
42–56 years old	#	5,584	4,923	5,757	
57 years old and up	#	654	400	659	

Employees by Contract Type

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Regular	#	21,248	20,748	20,488	CEB, RLC, URC, JGSHI-CCU
Consultant, FTE, and Project-Based	#	1,188	981	830	
Probationary	#	1,862	1,924	1,321	

Employees by Length of Tenure

Disclosure	Unit	2023	2024	2025	2025 Boundaries
<1 year	#	4,275	3,477	2,694	CEB, RLC, URC, JGSHI-CCU
1–3 years	#	5,519	7,311	7,818	
3–5 years	#	2,793	2,186	1,614	
5–7 years	#	2,720	1,948	2,078	
7+ years	#	8,991	8,731	8,435	

Employees by Rank

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Executives	#	**439**[23]	**264**[24]	**55**	CEB, RLC, URC, JGSHI-CCU
Male	#	248	156	36	
Female	#	191	108	19	
Senior Management	#			224	
Male	#			118	
Female	#			106	

[23] Data includes employees within Executive and Senior Management categories.

[24] Data includes employees within Executive and Senior Management categories.

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Rank & File	#	**12,750**	**13,050**	**14,055**	CEB, RLC, URC, JGSHI-CCU
Male	#	-	322	8,516	
Female	#	-	205	5,539	
Supervisor	#	**3,352**	**3,117**	**2,034**	
Male	#	-	109	1,121	
Female	#	-	61	913	
Manager	#	**3,969**	**3,420**	**3,029**	
Male	#	-	152	1,970	
Female	#	-	127	1,059	
Seasonal	#	**378**	**368**	**0**	
Male	#	-	-	-	
Female	#	-	-	-	
Professional/Technical	#	**3,410**	**3,434**	**3,242**	
Male	#	-	279	1,773	
Female	#	-	195	1,469	

Employees by Place of Origin

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Local	#	**18,875**	**9,631**	**17,230**	CEB, RLC, URC, JGSHI-CCU
National Capital Region	#	5,346	3,840	5,004	
Luzon (outside NCR)	#	3,585	3,806	7,591	
Visayas	#	1,561	1,485	3,650	
Mindanao	#	582	500	985	
International	#	**5,423**	**70**	**5,409**	
Africa	#	0	0	0	
America	#	2	1	1	
Asia	#	5,416	65	5,406	
Australia	#	0	0	1	
Europe	#	5	4	1	

New Hires for Permanent Employees

Disclosure	Unit	2023	2024	2025	2025 Boundaries
New Employee Hires	#	4,602	3,735	2,951	CEB, RLC, URC, JGSHI-CCU
Male	#	2,035	2,046	1,637	
Female	#	2,567	1,689	1,314	

New Hires by Age Group

Disclosure	Unit	2023	2024	2025	2025 Boundaries
26 years old and below	#	2,003	2,057	1,333	CEB, RLC, URC, JGSHI-CCU
27–41 years old	#	2,139	1,384	1,316	
42–56 years old	#	395	248	243	
57 years old and up	#	65	46	59	

New Hires by Contract Type

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Permanent or indefinite	#	4,042	3,461	2,731	CEB, RLC, URC, JGSHI-CCU
Temporary or fixed-term	#	560	274	220	

New Hires by Rank

Disclosure	Unit	2025	2025 Boundaries
Executives	#	5	CEB, RLC, JGSHI-CCU
Male	#	3	RLC, JGSHI-CCU
Female	#	1	
Senior Management	#	10	CEB, URC, JGSHI-CCU
Male	#	6	URC, JGSHI-CCU
Female	#	1	
Manager	#	322	CEB, RLC, URC, JGSHI-CCU
Male	#	100	RLC, URC, JGSHI-CCU
Female	#	103	
Supervisor	#	229	CEB, RLC, URC, JGSHI-CCU
Male	#	127	RLC, URC, JGSHI-CCU
Female	#	80	
Rank & File	#	1,931	CEB, RLC, URC, JGSHI-CCU
Male	#	897	RLC, URC, JGSHI-CCU
Female	#	560	

Disclosure	Unit	2025	2025 Boundaries
Seasonal	#	2	RLC
Male	#	0	
Female	#	2	
Professional/Technical	#	452	RLC, URC, JGSHI-CCU
Male	#	238	
Female	#	214	

New Hires by Place of Origin

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Local	#	4,026	2,185	2,472	CEB, RLC, URC, JGSHI-CCU
National Capital Region	#	2,345	741	651	
Luzon (outside NCR)	#	986	864	1,089	
Visayas	#	533	451	544	
Mindanao	#	162	129	188	

Disclosure	Unit	2023	2024	2025	2025 Boundaries
International	#	660	6	479	CEB, RLC, URC, JGSHI-CCU
Africa	#	0	0	0	
America	#	2	0	0	
Asia	#	651	6	479	
Australia	#	3	0	0	
Europe	#	4	0	0	

Turnover for Permanent Employees

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Employee Turnover	#	3,826	3,364	2,736	CEB, RLC, URC, JGSHI-CCU
Male	#	1,689	1,618	1,574	
Female	#	1,500	1,272	1,162	

Employee Turnover by Age Group

Disclosure	Unit	2023	2024	2025	2025 Boundaries
26 years old and below	#	846	866	638	CEB, RLC, URC, JGSHI-CCU
27–41 years old	#	1,920	1,599	1,574	
42–56 years old	#	327	348	364	
57 years old and up	#	96	77	160	

Employee Turnover by Rank

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Executives	#	41[25]	22[26]	15	CEB, RLC, URC, JGSHI-CCU
Male	#			4	RLC, JGSHI-CCU
Female	#			0	
Senior Management	#			8	CEB, JGSHI-CCU
Male	#			2	JGSHI-CCU
Female	#			2	

[25] Data includes employees within Executive and Senior Management categories.

[26] Data includes employees within Executive and Senior Management categories.

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Manager	#	1,009[27]	783	297	CEB, RLC, URC, JGSHI-CCU
Male	#			58	RLC, JGSHI-CCU
Female	#			62	
Supervisor	#			148	CEB, RLC, JGSHI-CCU
Male	#			78	RLC, JGSHI-CCU
Female	#			63	
Rank-and-File Permanent	#	1,497	1,434	1,599	CEB, RLC, URC, JGSHI-CCU
Male	#			167	RLC, JGSHI-CCU
Female	#			212	
Professional/Technical	#			669	CEB, RLC, URC, JGSHI-CCU
Male	#			74	RLC, JGSHI-CCU
Female	#			89	

[27] Data includes employees within manager and supervisor categories.

Employee Turnover by Type

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Voluntary	#	2,887	2,543	2,328	CEB, RLC, URC, JGSHI-CCU
Involuntary	#	939	821	408	

Diversity and Equal Opportunity

Disclosure	Unit	2023	2024	2025	2024 Boundaries
Percent of male workers in the workforce	%	59	60	60	URC, RLC, CEB, JGSHI-CCU
Percent of female workers in the workforce	%	41	40	40	
Number of employees from indigenous communities and/or vulnerable sector[28]	#	0	0	20	CEB

[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).

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 1. Salary Loan 2. Parental Benefit 3. Sickness Benefit	Y	 13.66% 0% 1.76%	 12.95% 29.88% 1.67%	CEB, RLC, URC, JGSHI-CCU
PhilHealth	Y	0.69%	1.45%	
Pag-IBIG Salary loan	Y	8.26%	6.11%	
Parental Leaves	Y	26.51%	1.05%	
Vacation Leaves	Y	71.45%	76.72%	
Sick Leaves	Y	70.56%	76.71%	
Emergency Leaves	Y	34.14%	39.10%	
Medical Benefits (aside from PhilHealth): HMO	Y	100% covered	100% covered	
Housing Assistance (aside from Pag-IBIG)	Y	0.37%	0.26%	
Retirement Fund (aside from SSS)	Y	0.21%	0.25%	
Further Education Support	Y	6.29%	3.15%	

[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.

List of Benefits[29]	Y/N	% of male employees who availed for the year	% of female employees who availed for the year	Boundaries
Company Stock Options	Y	0%	0%	CEB, RLC, URC, JGSHI-CCU
Telecommuting	Y	6.63%	13.21%	
Flexible Working hours	Y	7.00%	14.62%	
Solo Parent Leaves	Y	0.04%	0.60%	
Emergency Loan	Y	21.46%	10.69%	
Others 1. Rice Subsidy 2. Medicine Allowance 3. Uniform Allowance 4. Christmas GCs 5. HMO for Dependent 6. Other Employee Perks and Partnerships	Y	100%	100%	This covers JGSHI-CCU employees only. 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.

[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.

Employee Training and Development

Training Hours Provided to Employees

Disclosure	Unit	2023	2024	2024 (Restatement)*	2025	2025 Boundaries
Total training hours provided to employees	hours	476,652	566,887	917,211	862,098	CEB, RLC, URC, JGSHI-CCU
Male	hours	80,649	204,265	329,086	444,013	
Female	hours	38,296	362,622	588,125	418,087	
Average training hours per employee	hours/employee	21.34	23.97	38.78	38.08	
Male	hours/employee	18.10	14.36	23.13	32.81	
Female	hours/employee	8.14	38.47	62.39	45.92	

*Restatement in 2024 training data is due to CEB's expanded scope to include training for pilots and cabin crew.

Training Hours Provided by Rank

Disclosure	Unit	2025	2025 Boundaries
Executives/Senior Management	hours	1,096	CEB, RLC, JGSHI-CCU
Supervisor	hours	4,652	
Manager	hours	9,894	
Rank & File	hours	29,212	
Professional/Technical	hours	325,745	

Labor Management Relations

Disclosure	Unit	2023	2024	2025	2025 Boundaries
Percentage of employees covered with Collective Bargaining Agreements	%	20.15	19.87	10.04	CEB, URC
Number of consultations conducted with employees concerning employee-related policies	#	5	204	265	CEB, RLC

Labor Laws and Human Rights

Disclosure	Unit	2023	2024	2025
Number of legal actions or employee grievances involving forced or child labor	#	0	0	0

Do you have policies that explicitly disallow 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 • Policy on Health, Safety and Welfare (Protection of Company Employees, Creditors and other Stakeholders' Rights) • Corporate Environment, Health and Safety Policy • Drug-Free Workplace Policy • Workplace Policy on Prevention Control of HIV and AIDS, Hepatitis B and Tuberculosis • Special Benefits for Women/Magna Carta for Women • Leave Benefits Policy (includes Expanded Maternity Leave, Solo Parent Leave, Vacation Leave, Sick Leave, Service Incentive Leave, Nuptial Leave, Emergency Leave, Bereavement Leave) • Whistleblowing Policy • Data Privacy Policy • Flexible Work Arrangement Policy • Work-From-Home Program • Mental Health and Wellness Policy • Retirement and Separation Benefits Policy • Hazard Pay Policy • Covid Protect Vaccination Policy • Information Security and Management Services Policies • Modern Slavery Statement and Recruitment Policy • Solo-Parent Leave Policy

Occupational Health and Safety

Disclosure	Unit	2023	2024	2025
Safe Man-Hours	hours	108,227,225.93	119,280,615	121,857,611
Number of safety drills conducted	#	446	385	427
Number of work-related injuries	#	149	295	251
Number of work-related fatalities	#	4	1	1
Number of work-related ill-health	#	3	0	20
Number of Lost Time Incidents (LTI)	#	49	69	54
Number of Days lost due to LTI	#	191	8,781	6,340
Number of First Aid Incidents	#	74	139	130
Number of Medical Treatment Incidents	#	27	87	87
All Injury Frequency Rate (AIFR)	rate	0.32	4.82	0.44

Governance

Anti-Corruption

Training on Anti-Corruption Policies and Procedures

Disclosure	Unit	Value	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 has 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.
Percentage of directors and management who have received anti-corruption training	%	100	On October 1, 2025, JGSHI launched its annual online refresher course on the Code of Business Conduct and Ethics, which includes the Anti-Bribery and Anti-Corruption Policy, for all employees, directors, and management.
Percentage of employees that have received anti-corruption training	%	100	This 100% compliance rate reflects the completion of the 2025 Business Conduct and Ethics E-Learning Refresher Course by all JGSHI employees, which includes the Anti-Bribery and Anti-Corruption Policy.

Incidents of Corruption

Disclosure	Unit	Quantity	2025 Boundaries
Number of incidents in which directors were removed or disciplined for corruption	#	0	CEB, RLC, URC, 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 corruption	#	0	

Customer Management

Customer Satisfaction

Disclosure	Unit	Quantity	Did a third party conduct the customer satisfaction study (Y/N)?	2025 Boundaries
Customer Satisfaction	#	+35	Y	CEB
		48%	Y	RLC[30]
		7	Y	URC[31]

[30] RLC now measuring NPS (Net Promoter Score) which is correlated to the CSAT Score.

[31] URC defines its customers as the trade (key accounts and distributors).

Health & Safety

Disclosure	Unit	Quantity	2025 Boundaries
No. of substantiated complaints on product or service health and safety*	#	95	CEB
		2,038	RLC
		0	URC[32]
No. of complaints addressed	#	95	CEB
		1,983	RLC
		0	URC

*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 with and acted upon by government agencies.

[32] URC information includes data from BCF-PH only.

Marketing and Labelling

Disclosure	Unit	Quantity	2025 Boundaries
No. of substantiated complaints on marketing and labelling*	#	22	CEB
		0	URC[33]
No. of complaints addressed	#	22	CEB
		0	URC

*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 with and acted upon by government agencies.

[33] URC data is from BCF-PH only

Customer Privacy

Disclosure	Unit	Quantity	2025 Boundaries[34]
No. of substantiated complaints on customer privacy*	#	0	CEB, RLC
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 with and acted upon by government agencies.

[34] 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. Therefore, this area is not applicable.

Data Security

Disclosure	Unit	Quantity	2025 Boundaries
No. of data breaches, including leaks, thefts and losses of data	#	0	CEB, RLC, URC, JGSHI-CCU

JGSHI continues to strengthen its cybersecurity capabilities and preventive controls to safeguard confidential company data and support the Group's long-term sustainability. The Company has established and implemented Group-wide Data Privacy and Information Security (InfoSec) policies, providing a consistent governance framework across the conglomerate.

In support of this, JGSHI has institutionalized an Information Security Management System (ISMS), embedding information security into the Group's enterprise risk management framework. This ensures the protection of information assets, strengthens stakeholder trust, and supports compliance with applicable laws and regulations—while reinforcing the Company's commitment to operational resilience and responsible digital stewardship.

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 ensures 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 supports 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 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 hectares of mangrove area. A people's organization, the Tapon Fisherfolks Association, was engaged for seedling production, site preparation, actual planting, maintenance, and monitoring for eight quarters. Survival rate as of 2024 is at least 90%.

In 2025, the 10,000 trees planted in 2023 were turned over to the local community.

MOU with DENR BMB for Wildlife Conservation

Area: N/A

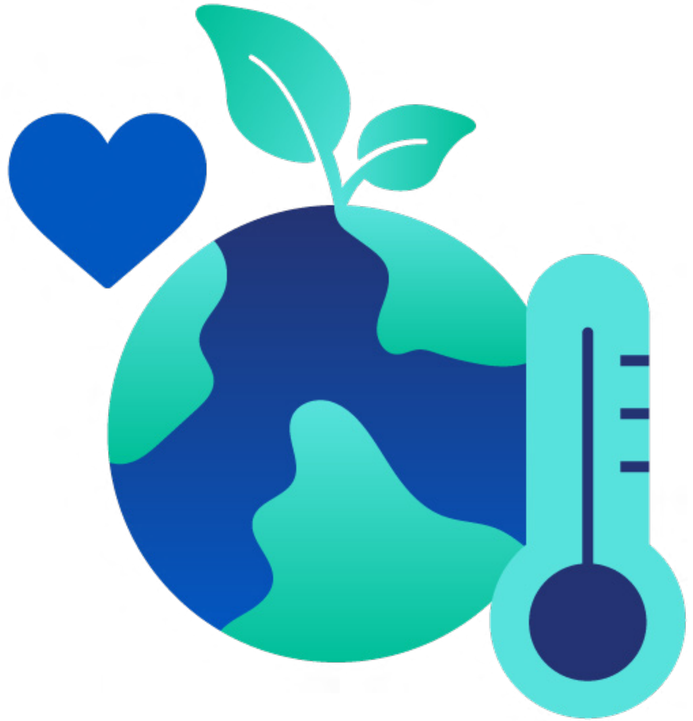
The Philippines has more than 1,000 flora and fauna listed as threatened species. It will take collective action from various stakeholders, including the government, local and international non-governmental organizations, and local communities, to provide innovative solutions and efforts to continue 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 fewer than 400 pairs remaining in the wild. CEB supported the Philippine Eagle Center in Davao City from 2015 to 2023. For almost a decade, CEB has been committed to its support for ‘Mindanao,’ providing essential resources such as food, shelter maintenance, keeper care, and veterinary services for the facility’s captive-bred eagle.



2025 National Arbor Day URC-Wide Tree Planting Activity

Area: 6,476 seedlings

From June 25 to 28, 2025, URC organized the 2025 National Arbor Day URC-Wide Tree Planting Activity, mobilizing employees and partners across 12 nationwide planting sites. The activity brought together 365 URC employee volunteers, 216 external volunteers, and 17 partner organizations, demonstrating strong collaboration among employees, communities, government partners, and environmental groups.

The initiative covered a total of 17.7 hectares of land, contributing to forest restoration and biodiversity protection through the planting of native and endemic tree species. Through these collective efforts, URC continues to support national reforestation initiatives and strengthen partnerships with stakeholders in promoting long-term environmental sustainability and climate action.

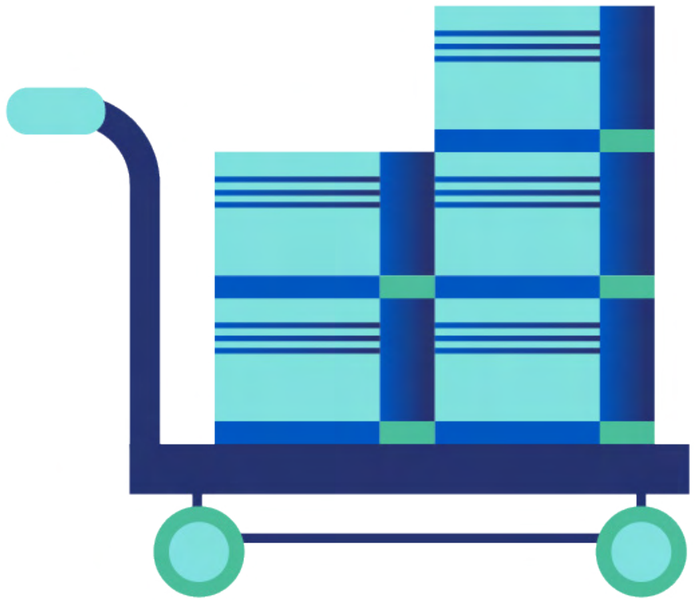
Operational Sites Affecting Biodiversity Protected Areas

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 surround Davao Gulf, which is listed by DENR-Biodiversity Management Bureau as a Key Biodiversity Area.
Protected Areas affected by operations	The 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 the IUCN 17 Red List species and the 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.

See the Full-Resolution Version



JG SUMMIT HOLDINGS, INC.	POLICY		
Group	GOKONGWEI GROUP	Document No. JG CMS Bulletin 2025-01	Page Page 1 of 6
Company	ALL	Reference Policy No: Bulletin Nos: 2004-16 Revised Supplier Accreditation CORP-5001 Edition 2 - Revised Supplier Accreditation Policy 2022-02 CCU Supplier Accreditation Implementing Guidelines	Revision No. 3
Chapter	PROCUREMENT	Document Date: 14 January 2025	
Section	SUPPLIER MANAGEMENT	Effectivity (Approval Date): 20 January 2025	
Policy	**AMENDMENT TO SUPPLIER ACCREDITATION POLICY**	Approved by: (Original Signed) **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: 1. Provide the implementing guidelines for the accreditation of suppliers across the Company; 2. Establish the roles of the appointed members of the Strategic Business Unit/Corporate Center Unit (SBU/CCU) Supplier Accreditation Team (SAT); 3. Ensure compliance to the policy that the Company shall purchase only from duly accredited suppliers; and 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. 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: • Internal Suppliers (e. g. Employees); and • Government Agencies and similar Institutions.

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

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. 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. 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. 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. 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:

	7.1. Non-IT Suppliers - Functional Head of the endorsing group; and 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. 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. 9. The SBU/CCU SAT shall grant Regular, Conditional or One-Time Accreditation to the applicant supplier after careful deliberation. 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. 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. 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.

	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. 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: 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; 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: 17.1. Regular Suppliers 17.1.1. Application for inclusion of additional category/ies; 17.1.2. Update of supplier's name due to Change of Name or Entity; and 17.2. One-time or Conditional Suppliers 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

JG SUMMIT HOLDINGS, INC.	POLICY		
Group	GOKONGWEI GROUP	Document No. JG CMS Bulletin 2025-01	Page Page 5 of 6
Company	ALL	Reference Policy No: Bulletin Nos: 2004-16 Revised Supplier Accreditation CORP-5001 Edition 2 - Revised Supplier Accreditation Policy 2022-02 CCU Supplier Accreditation Implementing Guidelines	Revision No. 3
Chapter	PROCUREMENT	Document Date: 14 January 2025	
Section	SUPPLIER MANAGEMENT	Effectivity (Approval Date): 20 January 2025	
Policy	**AMENDMENT TO SUPPLIER ACCREDITATION POLICY**	Approved by: (Original Signed) **JGSHI President and CEO**	

	supplier performance and other relevant evidence to support judicious disposition of inquiry. 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). 21. The JGSHI Corporate Procurement shall release an incident memo containing the background and the investigation results. 22. The JGSHI Corporate Procurement shall keep a repository of all suspended/debarred Suppliers. 23. The decision of the Joint Investigation Team shall be final and immediately executory. It shall apply across all SBUs within the Company. 24. The JGSHI Corporate Procurement shall endorse the suspended/debarred suppliers for blocking in the system, to the following: 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 ; 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. 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

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

	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. 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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2025 Stakeholder Engagement Results

Effective stakeholder engagement enables JG Summit to identify issues and concerns that may influence its long-term performance and resilience. By proactively consulting and collaborating with stakeholders, the company gains insights into their expectations, priorities, and emerging risks, allowing it to respond effectively and resonsibly.

Incorporating stakeholder feedback into decision-making strengthens partnerships, addresses shared challenges, and drives positive, lasting impact. This engagement supports continuous improvement, aligns business strategies with societal expectations, and reinforces JG Summit's commitment to responsible and sustainable 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 and regular review of total rewards to ensure competitive salaries, benefits, incentives, and employee growth initiatives, including formal and e-training programs
- Active talent management through a strong HR-leadership partnership, covering performance management, career development discussions, and structured promotion and compensation processes
- Structured employee engagement and purpose-driven initiatives, including town halls and other communication platforms, to foster a positive work culture, strengthen group identity, and build community
- Adherence to good labor practices and workplace standards to promote fair, safe, and responsible employment conditions

Suppliers and Service Providers

Material Concerns

- Lasting business commitments
- Complying with 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
- Engagement with LGUs and creation of a database of their leaders

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
- Establishment with LGU leaders, to be led by the Sustainability team, as it is the same team handling Community Relations for the Gokongwei Group

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
- Introduction of the team to the leaders, especially if newly elected

Communities

Material Concerns

- Community engagement and development
- Responsible environmental management

Response

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

Modes of Engagement

- Corporate social responsibility programs
- Environmental compliance programs

Customers of SBUs

Material Concerns

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

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

Modes of Engagement

- Open communication channels
- Customer Satisfaction Survey

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

Disclosure	Section	Page Number
Contextual Information	Our Company	38–42
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Economic Performance	Our Impact – Sustainability Performance Scorecard, Shared Success, EESG Performance Indices – Economic Performance	89–90, 91–109, 188–189
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Anti-Corruption	Corporate Governance Policies, Governance Programs, Risk Categories – Governance Risk, EESG Performance Indices – Governance	293, 308–310, 332, 219–225
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Resource Management		
Energy Consumption Within the Organization	Sustainability Performance Scorecard, Our Impact – Climate Action, EESG Performance Indices – Environmental Performance	89–90, 168–185, 190–191
Water Consumption Within the Organization	Sustainability Performance Scorecard, Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	89–90, 154–167, 196
Materials Used by the Organization	Risk Categories – Operational Risk, Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	333–334, 154–167, 197
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Effluents	Sustainability Performance Scorecard, Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	89–90, 154–167, 196
Environmental Compliance	Our Impact – Resource Efficiency and Circularity, 2025 Stakeholder Engagement Results — Customer of SBUs	154–167, 237
Non-compliance with environmental laws and regulations	Risk Categories – Legal and Compliance Risk, EESG Performance Indices – Environmental Performance	336, 200
Social		
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Employee Data	EESG Performance Indices – Social	201
Employee Benefits	EESG Performance Indices – Social	213–214
Employee Training and Development	Duties to Stakeholders, EESG Performance Indices – Social	289–291, 215
Labor Management Relations	EESG Performance Indices – Social	216

Diversity and Equal Opportunity	EESG Performance Indices – Social	212
Workplace Conditions, Labor Standards, and Human Rights		
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Supply Chain Management	Our Impact – Shared Success, Duties to Stakeholders, Risk Categories – Emerging Risk, Risk Categories – Climate Risk, Risk Categories – Operational Risk, EESG Performance Indices – Supplier Accreditation, 2025 Stakeholder Engagement Results	91–109, 289–291, 332, 333, 333–334, 230–233, 234–237
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Customer Satisfaction	Our Impact – Better Choices, Duties to Stakeholders, Risk Categories – Reputational Risk, EESG Performance Indices – Governance, 2025 Stakeholder Engagement Results	110–125, 289–291, 331, 220, 237
Customer Health and Safety	Our Impact – Better Choices, Duties to Stakeholders, Risk Categories – Reputational Risk, EESG Performance Indices – Governance, 2025 Stakeholder Engagement Results	110–125, 289–291, 331, 221, 237
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Annex C. ISSB Climate Disclosure Index (IFRS - S1 and S2)

Pillar	Climate Disclosure	Section	Page Number
Governance	a. Board's oversight of sustainability and climate-related risks and opportunities	Our Management Approach – Governance	74–75
	b. Management's role in assessing and managing sustainability and climate-related risks and opportunities	Our Management Approach – Governance	76–78
Risk Management	a. Processes and related policies the entity uses to identify, assess, prioritize, and monitor sustainability and climate-related risks	Our Management Approach – Sustainability and Climate Risk Management	78–80
	b. Processes used to identify, assess, prioritize, and monitor sustainability and climate-related opportunities	Our Management Approach – Sustainability and Climate Risk Management	78–80
	c. Processes for identifying, assessing, and managing sustainability and climate-related risks that are integrated into the organization's overall risk management	Our Management Approach – Sustainability and Climate Risk Management	78–80

Pillar	Climate Disclosure	Section	Page Number
Strategy	a. Sustainability and climate-related risks and opportunities that the organization has identified	Our Management Approach – Strategy, Metrics and Targets, 2025 Stakeholder Engagement Results	81–87, 234–237
	b. Impact of sustainability and climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Our Management Approach – Strategy, Metrics and Targets, 2025 Stakeholder Engagement Results	81–87, 234–237
	c. Resilience of the organization's strategy, taking into consideration different sustainability and climate-related scenarios	Our Management Approach – Strategy, Metrics and Targets, 2025 Stakeholder Engagement Results	81–87, 234–237, Our approach and strategy in climate resilience
Metrics and Targets	a. Metrics used by the organization to assess sustainability and climate-related risks and opportunities in line with its strategy and risk management process	Our Management Approach – Strategy, Metrics, and Targets	86–87
	b. Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, and the related risks	EESG Performance Indices – Environmental Performance	193–194
	c. Targets used by the organization to manage climate-related risks and opportunities, and performance against targets	Our Management Approach – Strategy, Metrics, and Targets	86–87

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, 2025, with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Section or Direct Answer	Page Number
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Company	38–42
	2-2 Entities included in the organization's sustainability reporting	Corporate Structure, Strategic Business Units	38–42, 43–48
	2-3 Reporting period, frequency and contact point	January 1–December 31, 2025, Corporate Directory	337–340
	2-4 Restatements of information	EESG Performance Indices – Environmental Performance, Restatements from CEB, RLC, and URC data in 2023 and 2024 are due to alignments to global standards.	190–200
	2-5 External assurance	This report is not externally assured.	
	2-7 Employees	EESG Performance Indices – Employee Data	201
	2-9 Governance structure and composition	Corporate Governance, The Board of Directors	283–291, 296–300
	2-10 Nomination and selection of the highest governance body	Board and Board Committees	301–303
	2-11 Chair of the highest governance body	The Board of Directors, Our Management Approach — Governance	296–300, 76–78
	2-12 Role of the highest governance body in overseeing the management of impacts	The Board of Directors, Our Management Approach — Governance	296–300, 76–78
	2-13 Delegation of responsibility for managing impacts	Our Management Approach— Governance	76–78
	2-14 Role of the highest governance body in sustainability reporting	Governance Framework, Our Management Approach — Governance	294–296, 76–78

GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Code of Business Conduct and Ethics, Compliance Monitoring and Implementation	293, 308–309
	2-16 Communication of critical concerns	Compliance Monitoring and Implementation	308–309
	2-17 Collective knowledge of the highest governance body	Board Competencies, Board Trainings	299–300, 313–314
	2-18 Evaluation of the performance of the highest governance body	Board Performance Assessment	315
	2-19 Remuneration policies	Remuneration	Succession Planning and Remuneration, 311–313
	2-20 Process to determine remuneration	Remuneration	Succession Planning and Remuneration, 311–313
	2-21 Annual total compensation ratio	Remuneration	312–313
	2-22 Statement on sustainable development strategy	Our Impact, Our Management Approach — Strategy, Metrics, and Targets	88–185, 81–87
	2-23 Policy commitments	Corporate Governance Policies, Labor Management Relations, EESG Performance Indices - Governance, Supplier Accreditation	293, 216–217, 224–225, 230–233
	2-24 Embedding policy commitments	Corporate Governance Policies, Labor Management Relations, EESG Performance Indices - Governance, Supplier Accreditation	293, 216–217, 224–225, 230–233

GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Compliance Monitoring and Implementation, 2025 Stakeholder Engagement Results	308–309, 234–237
	2-26 Mechanisms for seeking advice and raising concerns	Compliance Monitoring and Implementation, 2025 Stakeholder Engagement Results	308–309, 234–237
	2-27 Compliance with laws and regulations	Compliance Reports, Internal Controls, Governance Programs, Non-compliance with Environmental Laws and Regulations, Labor Management Relations, 2025 Stakeholder Engagement Results, EESG Performance Indices — Governance	293, 307, 308–309, 200, 216–217, 234–237, 224–225

GRI 2: General Disclosures 2021	2-28 Membership associations	JGSHI is a member of the 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. 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.

GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	2025 Stakeholder Engagement Results	234–237
	2-30 Collective bargaining agreements	Labor Management Relations	216
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Management Approach — Strategy, Metrics, and Targets, 2025 Stakeholder Engagement Results	81–87, 234–237
	3-2 List of material topics	Our Impact, 2025 Stakeholder Engagement Results, Our Management Approach — Strategy, Metrics and Targets	88–185, 234–237, 86–87
	3-3 Management of material topics	Our Impact, Our Management Approach — Strategy, Metrics and Targets	88–185, 81–87
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Our Impact – Shared Success, Sustainability Performance Scorecard, EESG Performance Indices — Economic Performance	91–109, 89–90, 188–189
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Categories – Climate Risk, Our Management Approach — Sustainability and Climate Risk Management	333, 78–80
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	EESG Performance Indices — Social	201
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	EESG Performance Indices – Procurement Practices	189

GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Compliance Monitoring and Implementation, Risk Categories – Governance Risk	308–309, 332
	205-2 Communication and training about anti-corruption policies and procedures	Board Trainings, EESG Performance Indices – Governance, Our Impact – Employee Growth and Well-Being	313–314, 219, 126–153
	205-3 Confirmed incidents of corruption and actions taken	EESG Performance Indices – Governance	220
GRI 301: Materials 2016	301-1 Materials used by weight or volume	EESG Performance Indices – Environmental Performance	197
	301-2 Recycled input materials used	EESG Performance Indices – Environmental Performance	197
GRI 302: Energy 2016	302-1 Energy consumption within the organization	EESG Performance Indices – Environmental Performance	190–191
	302-3 Energy intensity	EESG Performance Indices – Environmental Performance	192
	302-4 Reduction of energy consumption	Our Impact – Climate Action, EESG Performance Indices – Environmental Performance	168–185, 192
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	EESG Performance Indices – Environmental Performance	196
	303-2 Management of water discharge-related impacts	Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	154–167, 196
	303-3 Water withdrawal	EESG Performance Indices – Environmental Performance	196
	303-4 Water discharge	EESG Performance Indices – Environmental Performance	196
	303-5 Water consumption	EESG Performance Indices – Environmental Performance	196

GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	EESG Performance Indices – Environmental Performance	193–194
	305-2 Energy indirect (Scope 2) GHG emissions	EESG Performance Indices – Environmental Performance	193–194
	305-3 Other indirect (Scope 3) GHG emissions	EESG Performance Indices – Environmental Performance	193–194
	305-4 GHG emissions intensity	EESG Performance Indices – Environmental Performance	193–194
	305-5 Reduction of GHG emissions	Our Impact – Climate Action, EESG Performance Indices – Environmental Performance	168–185, 193–194
	305-6 Emissions of ozone-depleting substances (ODS)	EESG Performance Indices – Environmental Performance	193–194
	305-7 Nitrogen oxides (NOx, sulfur oxides (SOx), and other significant air emissions	EESG Performance Indices – Environmental Performance	195
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our Impact – Resource Efficiency and Circularity	154–167
	306-2 Management of significant waste-related impacts	Our Impact – Resource Efficiency and Circularity	154–167
	306-3 Waste generated	EESG Performance Indices – Environmental Performance	198–199
	306-4 Waste diverted from disposal	EESG Performance Indices – Environmental Performance	198–199
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	EESG Performance Indices – Social	216–212
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	EESG Performance Indices – Social	213–214
	401-3 Parental leave	EESG Performance Indices – Social	213–214

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	218, 126–153
	403-2 Hazard identification, risk assessment, and incident investigation	Enterprise Risk Management	316-336
	403-3 Occupational health services	Duties to Stakeholders – Employees	289–291
	403-5 Worker training on occupational health and safety	Our Impact – Employee Growth and Well-Being	126–153
	403-6 Promotion of worker health	Duties to Stakeholders – Employees, Risk Categories – People Risk, EESG Performance Indices – Social, Our Impact — Employee Growth and Well-being, Our Impact — Employee Growth and Well-being	289–291, 335, 216–217, 127–128, 128–129
	403-9 Work-related injuries	EESG Performance Indices – Social	218
	403-10 Work-related ill health	EESG Performance Indices – Social	218
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	EESG Performance Indices – Social	215
	404-2 Programs for upgrading employee skills and transition assistance programs	Duties to Stakeholders – Employees, Our Impact – Employee Growth and Well-being	289–291, 126–153
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance Policies, Board Diversity, EESG Performance Indices – Social	293, 298, 212
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	216

GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	EESG Performance Indices – Social	216–217
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	216–217
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	91–109, 226–229
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Impact – Shared Success, EESG Performance Indices – Biodiversity	91–109, 226–229

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 **URC Food Safety and Quality Management Commitment** URC is committed to maintaining the highest standards of Quality and Food Safety across all aspects of its operations. This commitment is aligned with current global standards and reinforced through internal policies and procedures, ensuring that products consistently meet the expectations of consumers and stakeholders. To strengthen this commitment, URC continues to enhance its initiatives, including the implementation of the One GMP (Good Manufacturing Practices) Requirements and the URC Operational Requirements (URCORe) Integrated Quality and Food Safety Standards. URCORe provides a comprehensive framework for establishing robust management systems that support business continuity through clear standards governance, structured documentation, and a centralized platform for accessing operational requirements across all URC sites. The Global Quality and Food Safety Team continues to advance systems and processes to further strengthen quality and food safety performance through the following initiatives: 1. **Risk-Based Internal Audit Programs:** The company designed and implemented 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.	221

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 that 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. *Source: URC SEC 17A Form Dec 31 2025, p. 242–244* --- Passenger safety remains Cebu Pacific's top priority. It continues to implement strict safety measures designed to reassure travelers and protect the public from unnecessary dangers. **Wildlife Management** Wildlife management is crucial for Cebu Pacific because wildlife strikes (especially bird strikes) pose serious safety risks to aircraft during any phase of flight. These strikes can damage engines and critical aircraft structures, endanger passengers and crew, and in rare cases lead to accidents. Effective wildlife management around airports also reduces flight delays, cancellations, and costly repairs, helping airlines maintain operational reliability. Additionally, it supports regulatory compliance, reduces insurance and maintenance costs, and helps protect surrounding biodiversity from harm. Bird strike risks at Cebu Pacific are under the jurisdiction of its Wildlife Hazard Management Program (WHMP). This program ensures that Cebu Pacific has a comprehensive bird strike incident mitigation strategy across all its hubs, and closely works with airport and aviation personnel to reduce bird strike risks.	221

GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Cebu Pacific values the safety of its passengers, and plans to explore and test new technological advancements to enhance the WHMP in high-risk stations. In doing so and by ensuring that partnerships with airport authorities, staff, and LGUs are sustained, Cebu Pacific continues to uphold its commitment to safer skies for everyone. **Customer Journey Management** In addition to the WHMP, which mitigates the risk of bird strikes, Cebu Pacific implements other initiatives to protect passengers and maintain public confidence in air travel. Across its areas of operation, Cebu Pacific designates trained first aid responders and safety officers within its offices to provide immediate assistance to employees. For 62 passengers, the cabin crew is responsible for delivering first aid and immediate attention as needed during flights. Cebu Pacific also continuously strengthens its crisis and disruption management through the Customer Journey Management Team (CJMT), established in 2023 to ensure passengers' welfare and safety during operational disruptions. The CJMT addresses issues such as delayed updates, poor coordination, outdated communications, multiple AOGs, extended turnaround times, and customer dissatisfaction at different touchpoints. It implements proactive measures, including real-time internal updates, timely passenger announcements, recovery actions (rebooking, food, accommodations), and efficient complaint handling, ensuring safe and smooth passenger movement across check-in counters, boarding gates, and service areas.	221

GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	By shifting the organization's focus from purely operational metrics to prioritizing customer safety and satisfaction, the CJMT has driven tangible results, including a 100% increase in customer net promoter score (NPS), from +14 to +28, even with a growing passenger base. The team has enhanced operational resilience by improving response times and on-ground coordination, reducing the need for crisis activations during disruptions such as typhoons. Looking ahead, the CJMT continues to identify inefficiencies, trial new tools, and gather passenger feedback, reinforcing Cebu Pacific's commitment to safe, efficient, and customer-focused disruption management. *Source: PSE Disclosure Form 17-1 - Annual Report (as of 31 December 2025) 28 March 2026, p.393–394* --- 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. Source: *RLC_SEC 17-A_December 31 2025*, p. 144	221
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	EESG Performance Indices – Governance 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. URC ensures full compliance with regulatory labeling and product information requirements, implementing the necessary analysis for nutritional facts and claims.	222

GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	 *Source: URC SEC 17A Form Dec 31 2025, p. 242–244*	222

GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	In 2025, Cebu Pacific rapidly grew its brand valuation. According to Brand Finance's Philippines 2025 brand rankings, Cebu Pacific was highlighted as one of the top-performing Philippine brands, particularly noted as the fastest-growing brand in the country. Taking advantage of growing passenger numbers and revenues in 2025, Cebu Pacific cemented its rising relevance within key markets. Brand Finance awarded Cebu Pacific an AAA brand rating, one of the highest possible designations, paired with a BSI score of 86.1 out of 100—signaling robust consumer perception and competitive strength in the airline sector. 2025 was a milestone year for Cebu Pacific's brand valuation. It showcased significant growth, strong equity, and regional recognition while continuing its strategy as a leading LCC in Southeast Asia. 1. 2025 Valuation: The brand value rose to USD 386 million, making it the fastest-growing Filipino brand of the year. It ranked 23rd in the "Philippines 50" list for overall brand value. 2. 2024 Valuation: While the exact 2024 standalone figure is often cited through the 86% growth rate observed in 2025, the implied valuation for 2024 was approximately USD 208 million. 3. 2023 Valuation: Cebu Pacific debuted on Brand Finance's most valuable Filipino brands list with a valuation of USD 194 million, ranking 20th in the country at that time. Cebu Pacific continues to adhere to the ASC and DTI regulations in the Philippines, ensuring it uses responsible advertising, follows rules that protect consumers, and promotes ethical marketing practices. *Source: PSE Disclosure Form 17-1 - Annual Report (as of 31 December 2025) 28 March 2026, p. 394–395*	222

GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	EESG Performance Indices – Governance	223

Annex E. Certification

Certification of Board Approval

See the Full-Resolution Version

JG SUMMIT
HOLDINGS, INC.
43rd FLOOR ROBINSONS EQUITABLE TOWER ADB AVE. COR. POVEDA RD. ORTIGAS CENTER, PASIG CITY
TEL. NO.: 633-7631 to 40, 240-8801 FAX NO.: 633-9207, 240-9106

CERTIFICATION

I, **MARIA CELIA H. FERNANDEZ-ESTAVILLO**, of legal age, Filipino, with office address at the 40th Floor, Robinsons Equitable Tower, ADB Avenue corner Poveda St., Ortigas Center, Pasig City, having been duly sworn in accordance with law, hereby certify that:

1. I am the incumbent and duly appointed Corporate Secretary of **JG SUMMIT HOLDINGS, INC.** (the "Corporation") with office address at the 43rd Floor, Robinsons Equitable Tower, ADB Avenue corner Poveda Street, Ortigas Center, Pasig City, Metro Manila.

2. On March 24, 2026, at the Meeting of the Board of Directors of the Corporation, at which meeting a quorum was present, the Board approved the 2025 Sustainability Report presented and endorsed for approval by the Corporation's Governance, Nomination, Remuneration, and Sustainability Committee.

MARIA CELIA H. FERNANDEZ-ESTAVILLO
Corporate Secretary

SUBSCRIBED AND SWORN to before me this April 10, 2026 at Pasig City, Philippines, affiant exhibiting to me her SSS ID with No. 33-1625577-9.

Doc No. 272;
Page No. 56;
Book No. IV;
Series of 2026.

PHOEBE ANN S. BAYONA NOTARY PUBLIC ROLL NO. 62586 PASIG AND PATEROS, PHILIPPINES

ATTY. PHOEBE ANN S. BAYONA
Notary Public for Pasig and Pateros
Notarial Commission No. 63; Until December 31, 2026
40th Floor Robinsons Equitable Tower, ADB Ave.
cor. Poveda Road, Ortigas Center, Pasig City, 1605
Roll of Attorneys No. 62586
MCLE Compliance No. VIII-0015553; Valid until 14-Apr-2028
IBP O.R. No. 535562 / 19-Dec-2025 (for 2026)
PTR No. MKT10769301 / 07-Jan-2026 / Makati City

Gokongwei Brothers Foundation

The Gokongwei Brothers Foundation (GBF) continues to advance its mission of empowering Filipino learners and educators through transformative education initiatives. Anchored on the belief that education is the most powerful pathway to inclusive national development, GBF's programs focus on strengthening STEM education, expanding access to scholarships, empowering teachers, and supporting communities.

In 2025, GBF opened with a ceremonial MOA signing with the Department of Education to signify the foundation's long-term commitment to supporting education in the country. The foundation deepened its investments in teacher development, scholarship pathways, community engagement, and strategic partnerships. Through innovative platforms such as the GBF Class Builder and the rapidly growing GBF STEM Collab educators' community, GBF reached tens of thousands of teachers nationwide. At the same time, the foundation expanded scholarship opportunities and strengthened programs that develop future STEM professionals and educators.

These initiatives were complemented by community-driven programs and volunteer activities that brought the Gokongwei Group's spirit of service to schools and communities across the country. As GBF looks toward the future, the organization remains committed to scaling its programs, strengthening strategic partnerships, and ensuring that Filipino learners have the opportunities and support needed to thrive in a rapidly evolving world.

Impact Highlights of 2025

41,000

Teachers onboarded to the GBF Class Builder platform
across 6,000 schools in 45 school divisions.

210,000

Teachers reached through the ARAL Remediation Series of the GBF STEM Collab Community
—the largest virtual audience in the foundation's history.

164,000

Teachers completed certification requirements
while 34,000 teachers earned Continuing Professional Development units from the GBF STEM Collab Community learning sessions in partnership with DepEd NEAP.

1,263

Active scholars currently pursuing studies across various scholarship programs
bringing the total to 3,428 lifetime scholars supported by GBF programs.

140

New techvoc students through the Iskolar ni Juan program
and 198 trained employees through the Technical Short Courses of the GBF Technical Training Center. 169 volunteer activities conducted under the Juan Community program, gathering around 2,000 volunteers who contributed close to 10,000 volunteer hours nationwide.

169

Volunteer activities conducted under the Juan Community Program
gathering around 2,000 volunteers who contributed close to 10,000 volunteer hours nationwide.

Strengthening Educators Nationwide

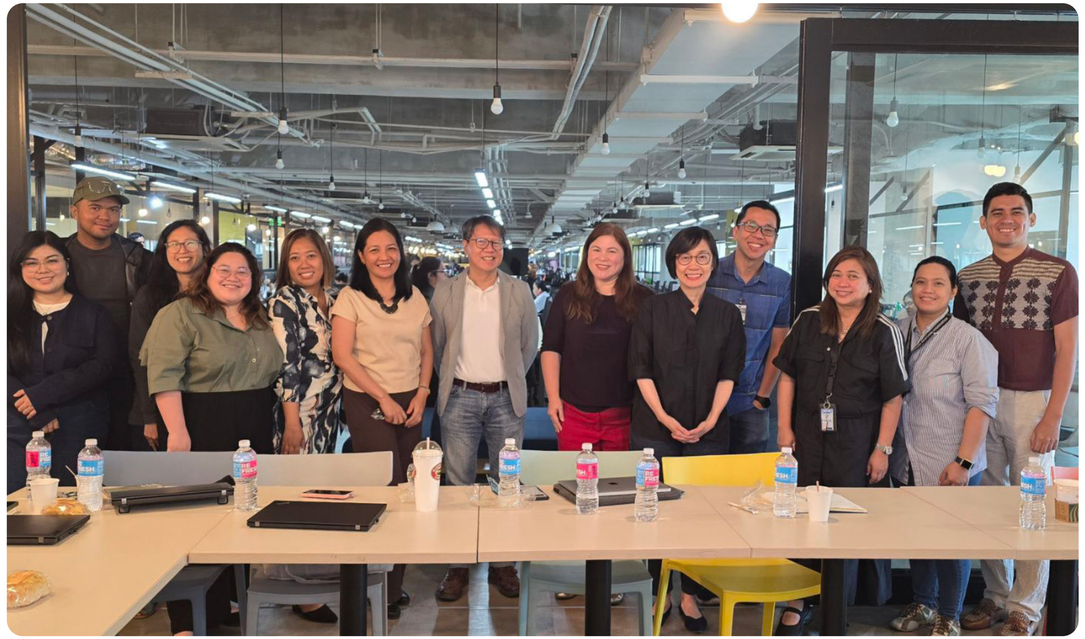
Teachers are the cornerstone of educational transformation. Recognizing their critical role, GBF continues to invest heavily in teacher development programs designed to strengthen instructional quality, deepen subject mastery, and empower educators with innovative teaching tools.

Innovating Through the GBF Class Builder Platform

The GBF Class Builder platform serves as a flagship initiative supporting STEM teachers across the country. It is an innovative platform that provides teachers with learning resources while simultaneously helping them build their content mastery and pedagogical skills. Its integrated coaching modules allow teachers to continuously refine their practice through guided instruction anchored on the lesson material itself.

Throughout 2025, GBF significantly expanded the platform's reach, onboarding 41,000 teachers across 6,000 schools in six regions. The foundation aims to further scale this initiative, targeting 120,000 teachers by 2026. This growth reflects a strong demand for high-quality teaching resources and improvements in pedagogy.

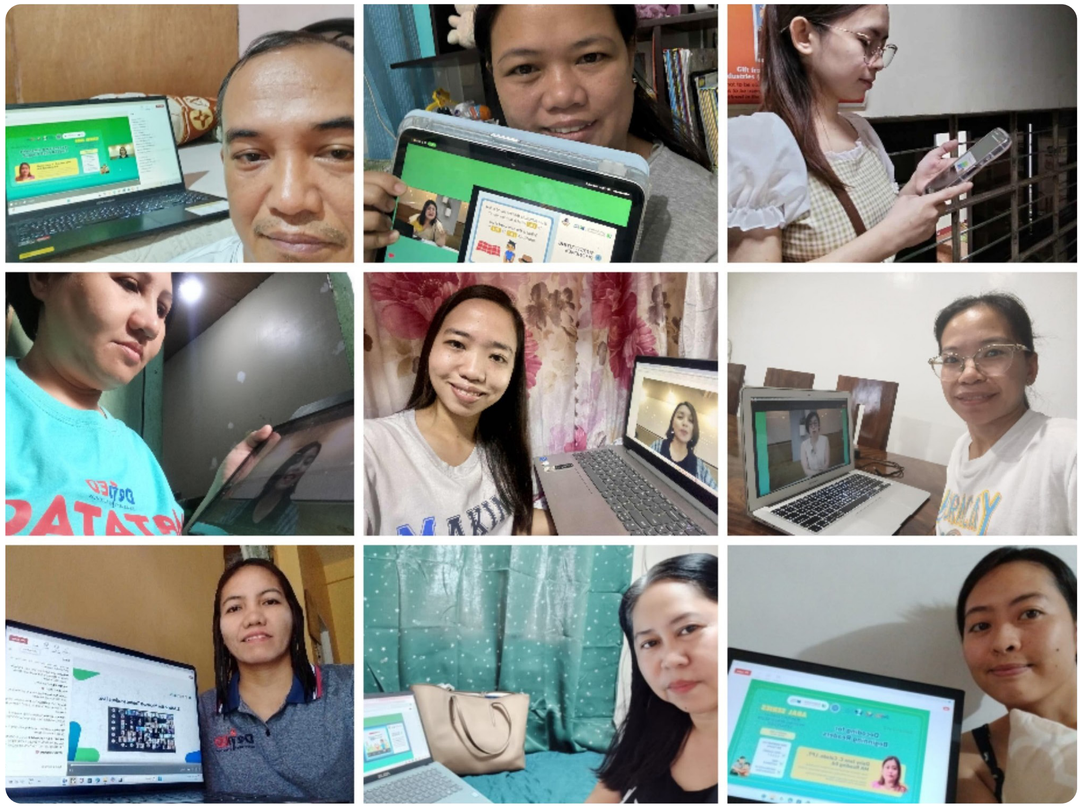
Content development remained a priority throughout the year. New lesson materials for Math were expanded to cover Grades 3–6. The CB Reading Remediation Toolkit was also launched to support literacy remediation among Key Stage 1 struggling readers. GBF also partnered with Let's Read Asia for access to thousands of digital storybooks to strengthen the learning experience.



The Class Builder Teacher Development Curriculum was also developed in collaboration with leading Teacher Education Institutions, including Ateneo de Manila University, De La Salle University, and Philippine Normal University. These consultations ensure that the content is grounded in strong pedagogical research and aligned with national curriculum standards.

In addition, GBF began incorporating AI-assisted content development tools to improve efficiency in producing lesson materials. This innovation reduced development lead time while maintaining high standards for instructional quality.

Building an Active STEM Educators Learning Community



The GBF STEM Collab program continues to grow as a vibrant community of educators committed to strengthening STEM teaching and learning.

In 2025, the program delivered five learning series comprising 24 sessions, attended by teachers from across the country. A major highlight was the ARAL Remediation Series, which attracted more than 210,000 live participants, the biggest online audience to date.

The community tripled its membership from 81,000 members by the end of 2024 to almost 265,000 by the end of 2025. Community engagement increased dramatically, and the number of daily active members grew from 7,900 to over 42,000 teachers. Moreover, the program encourages peer learning through the implementation of Learning Action Cells (LAC) within school Communities. GBF STEM Collab Community members are able to access a full resource library, including presentation materials from experts, worksheets, and LAC guides that empower teachers to share their learnings with peers and apply them in their classrooms.

Educators Impact Numbers

41,000

Teachers onboarded to the GBF Class Builder platform
as of the end of December 2025

264,423

Total GBF STEM Collab Community Members
as of the end of December 2025

322,000

Total resource material downloads from GBF STEM Collab Community Members
as of the end of December 2025

164,000

Total unique teachers certified
as of the end of December 2025

34,000

PRC-certified teachers with CPD points
Part of total unique teachers certified

Expanding Opportunities Through Scholarships

GBF's scholarship programs continue to support talented Filipino youth pursuing education in STEM fields and teacher education. By expanding access to quality education, the foundation helps cultivate future innovators, educators, and leaders who will contribute to national development.

Since its establishment, the scholarship program has supported 3,428 scholars, with nearly 2,000 graduates already contributing to various sectors of society.

As of 2025, 1,263 scholars remain actively supported across multiple scholarship tracks.

To further support scholar development, GBF introduced a holistic scholar development framework centered on Character, Competency, Career, and Community Engagement. GBF gathered scholars for a needs assessment to determine the support they needed beyond financial grants, and areas such as self-care, leadership, and time management emerged. Five modules are being designed to support their various needs across their tertiary education journey.

Module 1, the introductory module, focuses on self-awareness and goal setting. This first module was piloted in 2025 across 5 locations, gathering 147 scholars from Ilocos, Quezon, Calamba, Batangas, Iloilo, Iligan, and Davao.

Developing Future STEM Educators

According to a study published by the Second Congressional Commission on Education (EDCOM2), 62% of high school STEM teachers teach subjects outside of specialization. Therefore, GBF launched the TeachSTEM Certificate Course Scholarship to address the gap of teacher-subject mismatch. This certificate course scholarship provides an accessible avenue for teachers to master their current teaching assignments. The first three cohorts focus on Science, Math, and Educational Assessment at university partners, namely Centro Escolar University, University of Sto. Tomas, and University of the Philippines, respectively.

Raising Opportunities Through Technical Vocation

The GBF Technical Training Center (TTC) in Calamba, Laguna, continues to provide technical vocational scholarships to underprivileged youth through the GBF Iskolar Ni Juan (INJ) program. For over 10 years now, GBF TTC has produced 649 techvoc graduates, and in 2025 alone, 133 new scholars have been onboarded to undergo training on Mechatronics Servicing NCII.

Last September 2025, 48 INJ students from Batch 24 and 25, supported by Shang Properties Inc. and the Kerry Group Philippines Foundation, officially graduated. After their training at GBF TTC, they completed their OJT with Schneider Electric Philippines towards full employment. These two batches represent a milestone in the program, where they were the first to be supported by an external funder and employment partner outside Universal Robina Corporation.

Learners Impact Numbers

3,428
Total lifetime scholars supported

1,988
Total graduates

1,263
Active scholars

650
TeachSTEM Scholars

302
STEM-focused

149
Iskolar ni Juan TechVoc

162
Other scholarships
NextGen and high school scholarships

Serving Communities Through Time, Talent, and Treasure

Beyond education programs, GBF remains deeply committed to uplifting communities through volunteerism and service.

The Juan Community program mobilizes employees across the Gokongwei Group to support education projects in local school communities. In 2025 alone, 123 volunteer activities were conducted, engaging over 1,700 Gokongwei Group volunteers who contributed more than 10,000 hours of service. These activities included storytelling programs, STEM learning initiatives, school improvement projects, and donations of much-needed school equipment.

Through key partnerships, such as Shang Properties Inc. and the Kerry Group Philippines Foundation, GBF was able to donate lab equipment and TVs to partner schools in Metro Manila.

MANNY
DANI
BAKIT MAHIGAL ANG SUNDO KO?

DR. LARRY L. IBAJO
DR. MARY ANN MARGARET L. MORDEN
DR. ESTRELLA C. ONG
MS. ALMINA F. BUNGGAY
DR. GINA J. TOLLEDO
TCL | Google TV
QLED TV
55
GOKONGWEI
BROTHERS FOUNDATION

Community Impact Numbers

169
School reached

123
Volunteer activities conducted

1,725
Volunteers mobilized

10,034
Volunteer hours contributed

Innovating Agricultural Practices

GBF also supports community-based initiatives that promote sustainable livelihood and agricultural innovation.

One such initiative is the PATTATTAS (Potato Advanced Technologies for Transfer and Adoption towards Transformation and Agripreneurial Sustainability) project in Benguet, which helps potato farmers adopt advanced seed technologies through collaboration with Benguet State University, Shang Properties Inc., and the Kerry Group Philippines Foundation.

By introducing Apical Rooted Cutting (ARC) technology, the project aims to improve crop yield, enhance farmer income, and promote more sustainable agricultural practices in the community.

In 2025, the project was able to build three greenhouses, train 24 farmers, and produce 3,500 tissue-cultured potato plantlets for greenhouse propagation.

Looking Ahead

As GBF continues its work, the foundation remains focused on scaling its impact and strengthening systems that support education and innovation.

Future priorities for our Educators capacity building programs include: 1) expanding resource coverage for Math Grades 1–9 and Key Stage 1 Reading Remediation across Emerging, Developing, and Transitioning levels for the Class Builder platform; 2) rolling out an enhanced teacher development curriculum aligned with classroom needs, content mastery, and pedagogical skill progression; 3) delivering a more targeted Learning Series via the GBF STEM Collab Community aligned with capacity-building priorities for STEM and remediation teachers; and 4) streamlining the measurement of classroom application to ensure capacity building translates into improved teaching practice.

On expanding access to quality education through scholarships, GBF remains focused on providing financial support to STEM students while fostering their holistic development. The five scholar development modules will be rolled out to at least half of the current active scholar base for 2026. The TeachSTEM certificate course for educators will also expand to a bigger cohort to include Reading Remediation.

GBF will continue to engage stakeholders in uplifting education by recruiting more Gokongwei Group volunteers to implement projects in their local school communities and continuing specialized training for underserved sectors, such as farmers. Also, under the Juan Community banner, GBF will donate 10 classrooms to help address the country's classroom backlog.

On upskilling the technical workforce, the GBF Technical Training Center has developed a three-year roadmap to strengthen techvoc training grounded in industry needs and trends to ensure that the program continues to provide education-to-employment opportunities for underprivileged youth.

Through these initiatives, the Gokongwei Brothers Foundation continues to invest in the future of Filipino learners, educators, and communities—helping build a nation driven by innovation and inclusive progress.

Board Matters

Setting the tone from the top through oversight of our Board of Directors.

Governance Statement, Strategies and Objectives

JG Summit Holdings, Inc. ("JGSHI" or the "Company") upholds its commitment to do 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, JGSHI's company policies, including its Revised Corporate Governance Manual ("RCGM"), Code of Business Conduct and Ethics, and Anti-Bribery and Anti-Corruption Policy, are regularly reviewed and are expected to be followed by all of its operating companies and employees.

In addition, it adopts the **"OGSM" (Objectives, Goals, Strategies, and Measures)** framework as its long-term strategic planning model. It begins with a clear **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 three to five years; the **financial and nonfinancial goals**; the strategic choices **on where to compete**; and the **strategies to be employed to win.** The Board of Directors (the "Board") also regularly reviews and monitors the execution of the OGSM through discussions of JGSHI's Chief Executive Officer ("CEO") Scorecard, the Gokongwei Group's (the "Group") 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 remains steadfast in fulfilling its purpose—offering better choices to its customers and creating shared success with all its stakeholders.

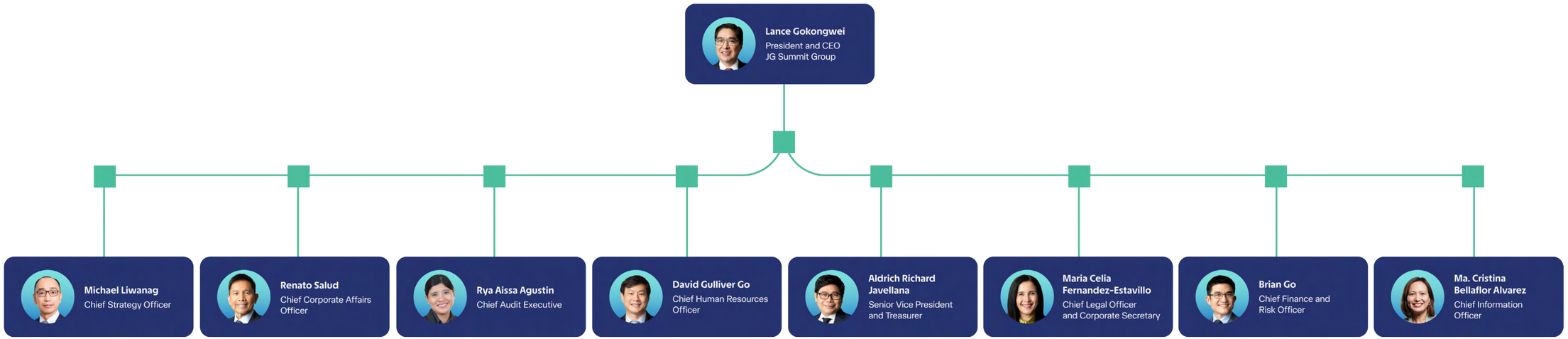
In 2025, JGSHI refreshed its OGSM, which includes reviewing the Company's long-term strategy and setting its ambition for the next five years, allowing the business to better position itself for continued success. To effectively monitor and ensure the delivery of commitments made by its Strategic Business Units ("SBUs") in their OGSMs, the Company has begun instituting Value Creation Plans ("VCPs") across the Group. The VCPs for each SBU would identify key battlegrounds for the business to focus on in the coming years, with metrics that allow the parent to closely track progress against the SBUs' targets on a regular basis.

The Company

A. Organizational Structure

JGSHI is currently one of the largest and most diversified Filipino conglomerates, primarily engaged in businesses serving a growing middle class with rising disposable incomes in the **Philippines and Southeast Asia**. JGSHI's place in Philippine business is built on a portfolio of market leaders, a strong management team, and a vision to lead the country toward global competitiveness and improve the lives of every Filipino. The Group Corporate Structure is reported in the JGS Annual Report SEC Form (17A) December 2025, **Part I, Item 1 (B)**.

B. Management Leadership Chart



See JGS Annual Report SEC Form (17A) December 2025, **Part III, Item 9 (1) Directors *(for Mr. Lance Gokongwei as Executive Director)*, (2) Executive Officers** for the full write-up on the above-mentioned officers. For the role of key officers, please refer to the **"Governance Framework"** section of this Report.

C. Ownership Structure

Top Shareholdings (Shareholders Holding >5%)

The persons who beneficially own in excess of 5% of the Company's common stock as of December 31, 2025, are specified and reported in the **JGS Annual Report SEC Form (17A) December 2025, Part III, Item 11 (2).**

Management Beneficial Ownership

The detailed table of Security Ownership of Management over any shares of the Company as of 31 December 2025 is reported in the **JGS Annual Report SEC Form (17A) December 2025, Part III, Item 11 (2).**

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 business days from said occurrence under the Company's **Insider Trading Policy.**
The Office of the Corporate Secretary shall file the required disclosure to comply with the reporting requirements of the PSE and the SEC within the prescribed period.

Below is the table of shareholdings of the Directors and Officers in 2024 and 2025.

	Shareholdings as of December 31, 2024				*Shareholdings as of December 31, 2025*			
	Direct ***	Indirect ***	Total Direct and Indirect Shares	% to Total Outstanding	Direct ***	Indirect ***	Total Direct and Indirect Shares	% to Total Outstanding
DIRECTORS								
James L. Go	156,288,580	0	156,288,580	2.08	156,288,580	0	156,288,580	2.08
Lance Y. Gokongwei	324,180,555	246,781,724	570,962,279	7.59	324,180,555	246,781,724	570,962,279	7.59
Patrick Henry C. Go	98,175	34,989	133,164	0	98,175	34,989	133,164	0
Robina Y. Gokongwei-Pe	190,435,617	29,157	190,464,774	2.53	190,435,617	29,157	190,464,774	2.53
Johnson Robert G. Go, Jr.	1	43,833	43,834	0	1	43,833	43,834	0
Artemio V. Panganiban	10	0	10	0	10	0	10	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	1	0	1	0	1	0	1	0
Antonio Jose U. Periquet, Jr.*	1,000	0	1,000	0	1,000	0	1,000	0
TOTAL	***671,026,778***	***246,889,703***	***917,916,481***	***12.20***	***671,026,778***	***246,889,703***	***917,916,481***	***12.20***

*Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman as director effective May 15, 2025.
***Table has been adjusted to comply with PSE (January 2025 Consolidated Listing and Disclosure Rules), requiring disclosure of direct and indirect ownership of directors and principal officers.

	Shareholdings as of December 31, 2024				*Shareholdings as of December 31, 2025*			
	Direct ***	Indirect ***	Total Direct and Indirect Shares	% to Total Outstanding	Direct ***	Indirect ***	Total Direct and Indirect Shares	% to Total Outstanding
OFFICERS								
Lisa Y. Gokongwei-Cheng**	146,018,275	0	146,018,275	1.94	-	-	-	-
Michael P. Liwanag	0	105,000	105,000	0	0	105,000	105,000	0
Maria Celia H. Fernandez-Estavillo	0	5,250	5,250	0	0	5,250	5,250	0
David Gulliver G. Go	0	43,832	43,832	0	0	43,832	43,832	0
Brian M. Go	0	2,237,577	2,237,577	0.03	0	2,237,577	2,237,577	0.03
TOTAL	***146,018,275***	***2,391,659***	***148,409,934***	***1.97***	***0***	***2,391,659***	***2,391,659***	***0.03***

**Ma. Cristina Bellaflor P. Alvarez replaced Ms. Lisa Y. Gokongwei-Cheng as Chief Digital Officer effective May 15, 2025.
***Table has been adjusted to comply with PSE (January 2025 Consolidated Listing and Disclosure Rules), requiring disclosure of direct and indirect ownership of directors and principal officers.

The other Executive Officers of the Company have no beneficial ownership over any shares of the Company as of December 31, 2025, namely:

1. **Renato T. Salud** – Chief Corporate Affairs Officer
2. **Aldrich T. Javellana** – Senior Vice President and Treasurer
3. **Michele F. Abellanosa** – Vice President, Corporate Controllership
4. **Rya Aissa S. Agustin** – Chief Audit Executive
5. **Laurinda R. Rogero** – Chief Compliance Officer
6. **Ma. Cristina Bellaflor P. Alvarez** – Chief Information Officer and Chief Digital Officer
7. **Bach Johann M. Sebastian** – Senior Advisor
8. **Alan D. Surposa** – Senior Advisor
9. **Maria Gay D. Advincula** – Data Protection Officer
10. **Andre Ria B. Buzeta-Acero** – Assistant Corporate Secretary

The shareholdings as of December 31, 2024, and 2025, indicated above, may be viewed on the JGSHI website through this link: **Public Ownership Report**.

Rights of Shareholders

The Company is committed to ensuring fair and equitable treatment of all shareholders, whether controlling or minority, local or foreign. It upholds and 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: 1) participating and voting on all matters that require their consent or approval in general shareholder meetings, including the election and removal of Board members; 2) inspecting corporate books and records; 3) obtaining relevant and material information on the corporation on a timely and regular basis; 4) receiving dividends; 5) requesting appraisal; 6) accessing secure methods of ownership registration; 7) conveying or transferring shares; 8) nominating directors in accordance with the By-Laws and notice of the Annual Stockholders' Meeting ("ASM") procedures; and 9) submitting proposals on items for inclusion in the agenda in accordance with relevant laws, regulations, and internal policy.

The ASM

JGSHI conducts its Annual and Special Stockholders' meetings with transparency and fairness and encourages active shareholders' participation. Under its By-Laws, shareholders—including minority shareholders—may nominate candidates for the board or request the calling of a general or special meeting by minority stockholders in accordance with relevant laws, regulations, the By-Laws, and the procedures outlined in the notice of the ASM.

The ASM was held on May 15, 2025. The initial **Notice of the Annual Stockholders' Meeting** ("Notice") was filed on March 12, 2025, or at least 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 April 21, 2025. In addition, the Notice was published in English and disseminated to shareholders and other stakeholders via the Manila Standard and Business World for two consecutive days, both online and in print. It enumerated and explained the agenda items requiring stockholders' approval with one agenda item per topic and contained the following: 1) a rationale and explanation for each agenda item; 2) the profiles of directors (with age, academic qualification, date of first appointment, experience, and directorships in other listed companies); 3) the reappointment of SyCip Gorres Velayo & Co. ("SGV & Co.") as the external auditor; 4) the readily available proxy documents; 5) the ratifying acts of the Board, such as the compensation or

remuneration of executive directors and key officers; 6) the voting procedure (by proxy, live voting or in absentia); 7) the information regarding the appointment of an independent party to validate the votes; and 8) the class of shares allowed to vote, among others.

The ASM was conducted both in person and remotely and was attended by all members of the Board and by shareholders owning or representing a majority of the outstanding capital stock. The shareholders individually elected each director through ballot and were allowed to cast their votes by proxy, live (through real-time electronic voting), 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 in advance of their right to appoint a proxy, subject to the requirements of law, rules and regulations, and the By-Laws. Stockholders who wished to participate via remote communication were requested to notify the Company by email of their intention to vote in absentia. The Company employed a third-party provider, P&A Grant Thornton, to conduct validation procedures.

The shareholders were also given the opportunity to submit their questions, express their opinions, and make suggestions on various issues related to the Company via email. 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 were uploaded to the Company website within 24 hours or the next day: **ASM Minutes**.

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 Thirty Centavos (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, 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, the medium and long-term growth and investment strategies, the cash flow requirements, and other relevant factors.

In its regular meeting on May 14, 2025, 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, 2024, to all stockholders of record as of May 30, 2025. This was paid on June 11, 2025. See: **Dividend Disclosure Report**.

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 receive all material information relating to it. Shareholders and other stakeholders may visit the Company website, under the **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. 396
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 in which 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 of its Strategic Business Units to protect the customer's welfare. This includes providing and making available the contact information of the Customer Relations representative, 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 its suppliers and contractors are qualified to meet their commitments. In addition to the accreditation process, suppliers and contractors also undergo orientation on the Company's policies and ethical practices. See: **Supplier Accreditation Policy**.

3. Employees

The Board oversees the policies and programs that encourage employees to take an active role in helping the Company achieve its goals and uphold strong governance practices. These include initiatives on **Health, Safety, and Welfare; Training and Development; and Rewards, Compensation, and Benefits**, which support an engaged and productive workforce aligned with the Company's long-term direction.
The Company continues to comply fully with the requirements of the **Department of Labor and Employment ("DOLE")**. It also maintains updated **Security and Safety Manuals** to ensure that all employees across its workplaces remain safe, healthy, and well-protected.

In **2025**, the Company continued to strengthen employee participation through clear and consistent practices supporting health, safety, well-being, learning, and long-term rewards. These efforts highlight the Company's commitment to building a safe, supportive, and high-performing workforce that contributes to long-term success.

Health, Safety, and Welfare Policies and Practices

In 2025, the Company continued to strengthen its **Occupational Safety and Health ("OSH")** programs to ensure a safe, healthy, and supportive workplace. Preventive health care remained a priority through the continued rollout of the **Annual Physical Examination, free first-session mental health consultations**, and access to the **Rebel wellness app**. To promote healthier daily routines, the Company also upgraded workplace facilities and created wellness-focused spaces. Activities such as the **biannual Step Challenge** and **monthly well-being webinars** encouraged employees to stay active and practice healthy habits.

The Company renewed its partnership with the **Philippine Red Cross** to conduct an on-site **blood donation drive**, supporting employee involvement in community health initiatives. These efforts demonstrate the Company's commitment to providing a safe, healthy, and enabling work environment where employees can perform at their best.

Employee Training and Development

The Company advanced its leadership and capability-building efforts through targeted development programs that support both current and emerging leaders. The Corporate Human Resources Group delivered Leaders' Conferences that strengthened the leadership capabilities of key functional heads across the organization, including those in the CHRO, CRO, and CFRO roles, among others. The **Executive Development Program ("EDP")** continued to build leadership depth through its Navigate, Orchestrate, and Win tracks. Selected leaders also participated in programs at **IMD**, further improving their strategic thinking and decision-making skills. In addition, Corporate Center units provided functional training programs that enhanced technical proficiency and supported everyday operational excellence. Adoption of **Individual Development Plans ("IDPs")** reached **82%** in the Corporate Center units, surpassing the **75% target** and demonstrating strong employee engagement in personal and professional growth. Together, these initiatives strengthened a future-ready leadership pipeline and ensured ongoing alignment with the Company's long-term strategic priorities.

Rewards and Compensation Policy Aligned with Long-Term Performance

The Company affirms that strong governance is essential to long-term success. In 2025, the Company continued to strengthen its rewards framework to ensure that employee performance aligns with long-term goals and the Company's overall success.

a. Performance-Based Compensation

The Company's rewards programs prioritize performance. Through the **Long-Term Cash Bonus**, employees are rewarded based on sustained results and progress toward key business goals. This helps attract, retain, and motivate high-performing talent while ensuring everyone is accountable for long-term growth.

b. Balanced Scorecard Approach

The Company uses a balanced set of measures—not just financial results—to evaluate performance. These include customer satisfaction, innovation, employee development, social responsibility, and environmental efforts. This ensures that employees contribute to the Company's goals in a well-rounded and sustainable way.

c. Performance Assessment and Goal Setting

Performance management focuses on achieving the Company's committed objectives. Employees are supported through development plans, regular feedback, and learning programs to help them perform their roles effectively. Career discussions and the year-end performance review help employees understand their achievements, areas for improvement, and long-term goals.

d. Transparent Communication

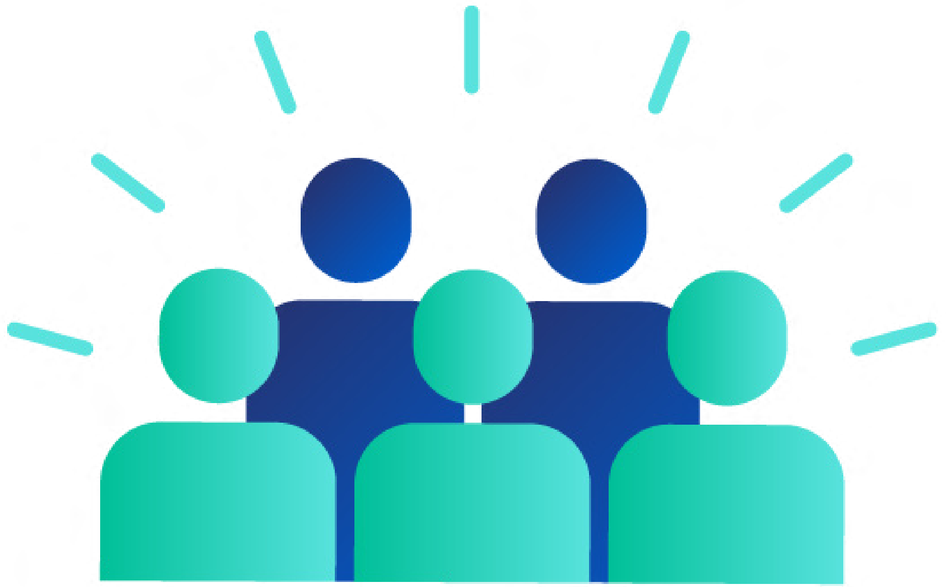
The Company continues to communicate clearly about performance expectations, evaluation standards, and reward systems. Regular communication helps employees understand how their work contributes to the Company's long-term success and strengthens trust and accountability across the organization.

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' Right Policy**.

5. Communities

The Company conducts various projects for its communities, as discussed in "**Shared Success**" of this Annual/Sustainability Report.



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.

1. Revised Corporate Governance Manual (“RCGM”)

The Company’s RCGM institutionalizes the principles of good corporate governance throughout the organization. It lays the foundation for 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. Continuous improvement and monitoring of governance and management policies have been undertaken to ensure that the Company observes good governance. The Company also consistently strives to raise its financial reporting standards by adopting and implementing the prescribed Philippine and International Financial Reporting Standards.

2. 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 interests of the Company and in accordance with the highest legal and ethical standards while maintaining a firm stance against corrupt practices. Thus, everyone must adhere to the Company’s core values, acceptable norms, and policies indicated in the Code in all of the Company’s 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 publicly listed companies to disclose the Company’s compliance or non-compliance with the recommendations provided under the CG Code, the Company submitted the 2024 I-ACGR to the SEC and PSE on May 29, 2025. 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, which outlines adherence to applicable laws, regulations, and internal policies. It is subject to regular review to ensure its continued relevance and effectiveness. The manual has the following contents: 1) Compliance System; 2) Compliance Structure; 3) Compliance Program; 4) Compliance Review; and 5) Compliance Training and Awareness initiatives.

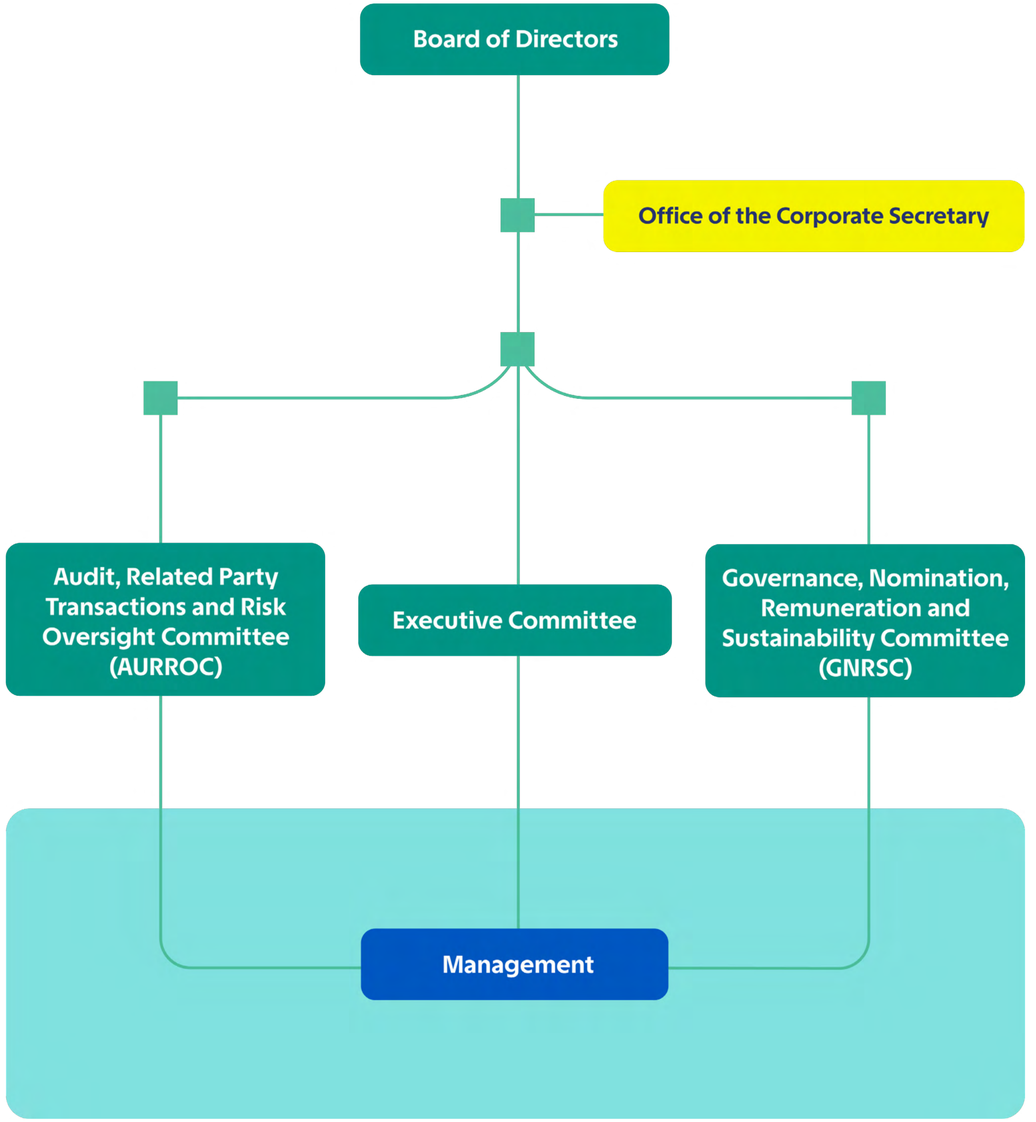
Governance Framework

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**, which plays a critical role in providing strategic direction and overseeing the Company's governance, including its overall strategy, Enterprise Risk Management ("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: 1) the ***Audit, Related Party Transactions, and Risk Oversight Committee ("AURROC")***, 2) the ***Executive Committee ("ExCom")***, and 3) 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, 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 Report, are discussed on the next page.



The **President and CEO** oversees the Company's operations and manages its human and financial resources in accordance with the strategic plan. He also provides leadership to 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, operational results, 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 its Committees in conducting their meetings by preparing the annual schedule of Board and Committee meetings and the annual Board calendar. She also assists the Chair and its Committees in setting meeting agendas, attending Corporate Governance trainings, and safeguarding and preserving the integrity of the minutes of the Board and Committees' meetings, 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. He communicates significant risk exposures, control issues, and risk mitigation strategies to the AURROC. Under the risk and controls function, the CFRO is the steward of risk management, specifically those that have financial impact and affect Company value.

The **Chief Legal Officer ("CLO")** offers expert, strategic legal advice to senior management and oversees all legal and regulatory matters within the Company. She plays a pivotal role in safeguarding the Company's legal interests, particularly in labor law, mergers and acquisitions, litigation, and other commercial and corporate matters. Additionally, she ensures the organization complies 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")** oversees the implementation of the Internal Audit Charter and the annual risk-based Internal Audit Plan and submits these to Senior Management and the AURROC for review and approval. The CAE ensures effective coordination with other internal and external assurance providers and communicates any significant resource limitations that may affect the delivery of the audit plan. The CAE is responsible for ensuring that internal audit activities adhere to Company policies, applicable internal auditing standards, and leading practices. The CAE provides independent and objective assessments to the AURROC, Management, and external stakeholders on the adequacy and effectiveness of the Company's governance, risk management, and internal control processes.

The **Chief Human Resources Officer (“CHRO”)** oversees the conglomerate’s sustainability efforts, particularly by developing climate and sustainability strategies, leading disclosure initiatives, and embedding sustainability in the organization’s culture.

The **Sustainability Head** reports to the CHRO and is tasked with designing and leading the development of the Company’s Climate Resilience and Transition plans, identifying relevant risks and opportunities, and helping SBUs achieve related targets. The Sustainability Head provides strategic direction, builds stakeholder relationships, and monitors performance. The Sustainability Head collaborates with the 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 (“CSO”)** is responsible for assisting the Board and CEO in overseeing the Company’s long-term OGSM and ensuring its effective implementation in line with the 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 with effectively managing two-way communication between the capital markets and the JGSHI leadership team to drive shareholder value maximization.

The **Chief Compliance Officer (“CCO”)** 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 potential compliance issues, and works towards their resolution. She assists the Board and the GNRSC in performing their governance functions, including overseeing the development, review, and implementation of the Company’s Corporate Governance framework and policies.

The Board of Directors

A. Responsibilities of the Board

The Board is primarily responsible for the Company’s governance. 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 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 over all Board and shareholder meetings. He also assists in implementing and ensuring compliance with 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 are outlined 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 ("IDs")

The Board has Independent Directors, who occupy four out of the nine Board seats, or more than one-third (1/3) of the Board members, 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 designate 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 positions of Chairman of the Board and CEO. His role is to lead the independent directors and to guide the Board in cases where conflicts of interest may arise.

On May 14, 2025, the Board re-appointed ID Antonio L. Go as the Lead ID to perform the following functions: 1) to serve as an intermediary between the Chairman and the other directors when necessary; 2) to convene and chair meetings of the Non-Executive Directors ("NEDs"); and 3) to contribute to the performance evaluation of the Chairman, as required.

B. Composition and Qualification

1. Incumbent Board (2025 Individual Profiles)

The Directors' biographical details are set out in the JGS Annual Report SEC Form (17A) December 2025, **Part III Control and Compensation Information, Item 9, Directors** or Leadership page of the Annual/Sustainability Report.

Chairman

James L. Go (Non-Executive 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. Artemio V. Panganiban (Non-Executive and Independent Director)
6. Bernadine T. Siy (Non-Executive and Independent Director)
7. Antonio Jose U. Periquet, Jr. (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 the 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 background of its directors, officers, and employees. Specifically for the Board, when searching for candidates for a 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, GNRSC reviewed the Board's structure, size, and composition. In accordance with its objective of having at least four Non-Executive IDs, including one female, with diverse backgrounds beneficial to the Company's business that possess all necessary qualifications, Ms. Bernadine T. Siy was elected to the Board during the ASM on May 15, 2025. Currently, there are two female directors on the Board: one Non-Executive ID and one Non-Executive Non-ID.

3. Nomination and Election

The Company's directors are elected at the ASM to serve until the next annual meeting and until their respective successors are elected and qualified. In 2025, the Board's composition, with all members meeting the necessary qualifications and none of the disqualifications, is as follows: three NEDs, four IDs, and two Executive Directors, including the President and CEO.

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	PCG	RGP	JRGG	ALG	AVP	BTS	AUP
Governance						✓	✓	✓	✓
Sustainability			✓			✓	✓	✓	✓
Audit	✓			✓		✓	✓	✓	✓
Risk	✓	✓		✓		✓	✓	✓	✓
Business Management			✓	✓		✓		✓	✓
Legal							✓		
Economics	✓	✓					✓	✓	✓
Finance		✓	✓	✓	✓	✓	✓	✓	✓
Academe	✓	✓	✓	✓	✓		✓	✓	✓
Technology	✓					✓			✓

Expertise	JLG	LYG	PCG	RGP	JRGG	ALG	AVP	BTS	AUP
INDUSTRY									
Oil	✓	✓							
Retail	✓	✓					✓	✓	✓
Transportation	✓	✓					✓	✓	
Food and Beverage	✓	✓	✓	✓	✓			✓	✓
Property	✓	✓	✓	✓	✓	✓	✓	✓	✓
Telecommunications	✓					✓	✓	✓	✓
Power	✓		✓				✓		✓
Petrochemical		✓	✓						
Healthcare						✓	✓		
Media							✓		✓
AGE & GENDER									
Age*	86	59	55	64	60	85	89	66	64
Gender	M	M	M	F	M	M	M	F	M

*Data on age is from the JGS Annual Report SEC Form (17A) December 2025, **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 interests of the Company and its shareholders. The Company requires a quorum of 2/3 for Board decisions, except for the election of officers, which requires a vote by a majority of all Board members. 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, agendas, and other relevant meeting materials at least five business days prior to each meeting to allow for review before said meetings. As seen in the **Certificate of Attendance of Meetings** uploaded to the website, all incumbent Directors have complete attendance for 2025.

In 2025, the Board met 15 times, with a quorum (2/3 of the number of Directors) in all meetings. There was a total of nine Board Committee meetings in 2025: five AURROC Meetings and four GNRSC meetings, which included updates on Governance and Sustainability. All the members of the Board were likewise present in the ASM.

On August 7, 2025, under the chairmanship of Mr. Go as the Lead Independent Director, the NEDs and IDs met without executives present. Likewise, on November 6, 2025, they met with the External Auditor, CAE, CFRO, and CCO. On the same date, the IDs, who are members of AURROC, met with the External Auditor without any 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	May 15, 2025	1/1	15/15	N/A
Member	Lance Y. Gokongwei	May 15, 2025	1/1	15/15	N/A
Member	Patrick Henry C. Go	May 15, 2025	1/1	15/15	N/A
Member	Johnson Robert G. Go, Jr.	May 15, 2025	1/1	15/15	N/A
Member	Robina Gokongwei Pe	May 15, 2025	1/1	15/15	N/A
Independent	Renato T. De Guzman*	May 15, 2025	1/1	6/7	3/3
Independent (Lead)	Antonio L. Go	May 15, 2025	1/1	15/15	3/3
Independent	Artemio V. Panganiban	May 15, 2025	1/1	15/15	3/3
Independent	Bernadine T. Siy	May 15, 2025	1/1	15/15	3/3
Independent	Antonio Jose U. Periquet, Jr.	May 15, 2025		7/7	

10 - Special meetings; 4 – Regular meetings; 1- Organizational meeting
*Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman

3. Attendance in Board Committee Meetings

Audit, Related Party Transaction, Risk Oversight Committee (AURROC) Meetings

Board	Name	Date of Election	No. of Meetings Attended
Chairman	Antonio L. Go	May 15, 2025	5/5
Member	Renato T. De Guzman*	June 3, 2024	2/3
Member	Artemio V. Panganiban	May 15, 2025	5/5
Member	Bernadine T. Siy	May 15, 2025	5/5
Member	Antonio Jose U. Periquet, Jr.	May 15, 2025	2/2
Advisory Member	James L. Go	May 15, 2025	5/5

Governance, Nomination, Remuneration, and Sustainability Committee (GNRSC) Meetings

Board	Name	Date of Election	No. of Meetings Attended	%
Chairperson	Bernadine T. Siy	May 15, 2025	4/4	100%
Member	Antonio L. Go	May 15, 2025	4/4	100%
Member	Artemio V. Panganiban	May 15, 2025	4/4	100%
Member	Antonio Jose U. Periquet, Jr.*	May 15, 2025	2/2	100%
Member	Renato T. De Guzman*	June 3, 2024	2/2	100%

*Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman

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 Board Committees, namely: 1) AURROC; and 2) GNRSC.

1. Audit, Related Party Transactions and Risk Oversight Committee ("AURROC")

a. Roles and Functions

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, regulations, and internal policies for improving business operations' efficiency and effectiveness, as well as safeguarding and properly utilizing the Company's resources and assets. It also ensures that the group-wide policy and system governing Material Related Party Transactions ("MRPTs"), especially those exceeding the materiality threshold, are in place and functioning effectively—including review and approval processes—to guarantee transparency, fairness, and arm's-length conduct of transactions. Furthermore, the AURROC is responsible for overseeing the establishment of an ERM framework that accurately identifies, monitors, assesses, manages, and reports on key business risks, including those related to Information Technology (such as disruptions, cybersecurity, and disaster recovery). It also provides oversight of the risk management policies and procedures. Additionally, under the RCGM and the AURROC Charter, the AURROC has the primary responsibility to appoint and remove the external auditor and 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 CAE upon the recommendation of the AURROC to perform the Internal Audit function, pursuant to the RCGM.

The Internal Audit Group ("IAG") is committed to its purpose and mission of serving as a trusted advisor to the Board and Management. It strives to deliver independent, objective, and high-quality assurance and advisory services through agile audit methodologies and modern audit technologies. The IAG is likewise committed to complying with the Global Internal Audit Standards and to maintaining processes that support ongoing enhancements in quality, independence, and professionalism.

Further, the IAG operates under an Internal Audit Charter that is periodically reviewed and approved by the AURROC. It applies a risk-based and data-driven audit approach, strengthened by dynamic risk assessments to identify new and emerging risks. The IAG leverages technology-enabled audit techniques, data analytics, and automated testing to enhance coverage, insight, and audit efficiency.

Moreover, the IAG provides independent assurance, consulting, and investigative services over governance, risk management, internal controls, and compliance with applicable laws and regulations. Its audit coverage includes key areas such as Cybersecurity and IT governance, data protection, digital transformation initiatives, artificial intelligence ("AI")-related risks, and Environmental, Social, and Governance ("ESG")-related processes and controls.

To promote synergy and scale across the conglomerate, the IAG collaborates closely with the internal audit teams of various business units through benchmarking, best practice sharing, and the use of common GRC tools.

The IAG continues to invest in training, certifications, and professional development to ensure its auditors remain globally competitive and responsive to the organization's evolving needs and risk landscape.

2. External Audit

Under the RCGM and the **AURROC Charter**, the AURROC is mandated to safeguard the integrity and independence of both the Internal and External Auditors. It exercises oversight by reviewing and monitoring their independence, objectivity, and adherence to applicable laws and regulations. The AURROC also conducts an annual assessment of the External Auditor's effectiveness. In the event of the removal or change of the External Auditor, the AURROC is responsible for providing justification for such action and ensuring the appropriate disclosure thereof.

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. SGV & Co., the External Auditor appointed, has the ability to understand complex related party transactions, their counterparties, and valuations of such transactions. It employs 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 2025:

Name of Auditor	Audit and Non-Audit-Related Fees	Yr. 2025
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 5,830,000.00
	All other fees	PHP 121,300.00
	Total	**PHP 5,951,300.00**

No other service was provided by external auditors to the Company for the calendar year 2025.

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 is in place. Aside from disclosing conflicts of interest, directors and officers with material interests in any transaction, or who have an actual or potential conflict with the Company, must abstain from participating in the deliberation of the same.

iii. Internal Controls

To further demonstrate the Company's commitment to the pursuit of good governance and achieving compliance with applicable laws and Company policies and procedures, the Company actively strengthens 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 CCU. To accomplish the established goals and objectives, the BUs and CCUs implement robust and efficient process controls to ensure: 1) compliance with policies, procedures, laws, and regulations; 2) economic and efficient use of resources; 3) check and balance and proper segregation of duties; 4) identification and remediation control weaknesses; 5) reliability and integrity of information; and 6) 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 2025** is signed by the CAE, CFRO, and President and CEO. It attests that the Company's internal controls, risk management and compliance system, and governance practices are adequate, and were reported in AURROC and to the Board. This is in accordance with the Board's function of annually reviewing the Company's internal control system and risk management framework. The 2025 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 IDs and have finance, accounting, and/or business administration backgrounds, are as follows:

AURROC

- Chairman: Antonio L. Go (ID)
- Members:
  - Bernadine T. Siy (ID)
  - Renato T. De Guzman (ID)*
  - Artemio V. Panganiban (ID)
  - Antonio Jose U. Periquet, Jr. (ID) *
- Advisory Member: James L. Go (NED)

*Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman effective May 15, 2025.

2. Governance, Nomination, Remuneration, and Sustainability Committee (“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: 1) overseeing the implementation of a Corporate Governance framework and conducting periodic reviews to ensure it remains relevant to the Company; 2) monitoring compliance with the Code of Business Conduct and Ethics and accompanying Corporate Governance policies; 3) overseeing Board evaluation and ongoing education/training; 4) implementing remuneration matters for corporate and individual performance; 5) defining and approving the nomination, election, and succession plans for the Board and key officers; and 6) providing guidance and overseeing policy delevopment on the Company’s sustainability strategies, programs, initiatives and reports. The GNRSC also evaluates management’s effectiveness in maximizing climate-related risks and opportunities in 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 1, 2025, 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 2025. 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: 1) Conflict of Interest, 2) Conduct of Business and Fair Dealings, 3) Receipt of Gifts from Third Parties, 4) Compliance with Laws and Regulations, 5) Confidential Information, 6) Use of Company Funds, Assets, and Information, 7) Disciplinary Action, 8) Whistleblowing, and 9) 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 ("GGAPP"), Institute of Corporate Directors ("ICD"), and the International Bar Association ("IBA"), 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.

In this relation, on January 28, 2025, the Company launched the Annual Self-Disclosure of Conflict of Interest and Declaration of Gifts Received, covering the calendar year 2024 until the date of disclosure. All directors and employees of JGSHI submitted their respective self-disclosure forms. For the third consecutive year, the Company achieved a 100% compliance rate for the online self-disclosure of conflict of interest, reflecting the organization's strong commitment to ethical standards and transparency. Out of 284 employees covered, there were 45 who disclosed a conflict of interest for 2025. After evaluating the disclosures—including direct clarifications with relevant employees, where necessary—the respective immediate supervisors and the Integrity and Ethics Council ("IECON") reviewed and approved all disclosures. These disclosures were reported to the GNRSC and Board for approval.

In addition, the foregoing program also reminded participants to update their disclosures should any circumstances reported in the form subsequently change.

Whistleblowing

Integrity and Ethics Council

The Company has established a robust whistleblowing framework that allows employees and other stakeholders to freely communicate, without fear of any form of retaliation, concerns about any aspect of business operations (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 is treated with strict confidentiality and is not disclosed to any person without the prior consent of the IECON. Both internal and external reporters can use email, *iSpeak*, or postal mail, and have direct access to JGSHI's designated Lead ID through its IECON, a unit created to handle whistleblowing concerns and tasked with reporting all whistleblowing incidents directly to the Lead ID.

Any employee, business partner, or other stakeholder 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:
iSpeak, 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 2025, three whistleblowing cases were received through the iSpeak channel, directly intended for JGSHI, while 12 cases were submitted via email. The reports deemed valid were forwarded to the appropriate SBUs, and feedback on the actions taken was monitored and reported to the GNRSC and the Board.

a. iSpeak

On June 4, September 30, and November 6, 2025, 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 2025, the IECON Secretariat received a total of 22 whistleblowing reports via the iSpeak portal. Of these, 13 reports were deemed valid for IECON's purposes, though all submissions were endorsed to the relevant SBUs for appropriate action. Out of the 13 valid reports, one pertained to the Company, while the remaining 12 were endorsed to the concerned SBUs for further handling.

b. Email

The IECON Secretariat received a total of 174 reports via the iecon@jgsummit.com.ph email address in 2025. Out of the 174 emailed reports, eight reports were customer-related, eight were employment-related, and 158 were other emails pertaining to requests for information, sponsorships or solicitations, supplier submissions and offers, proposals, marketing, accreditation, job and mentoring applications, and event invitations, among others. Of these emails, two pertaining to the Company were reported to IECON for handling.

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, 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 RCGM.

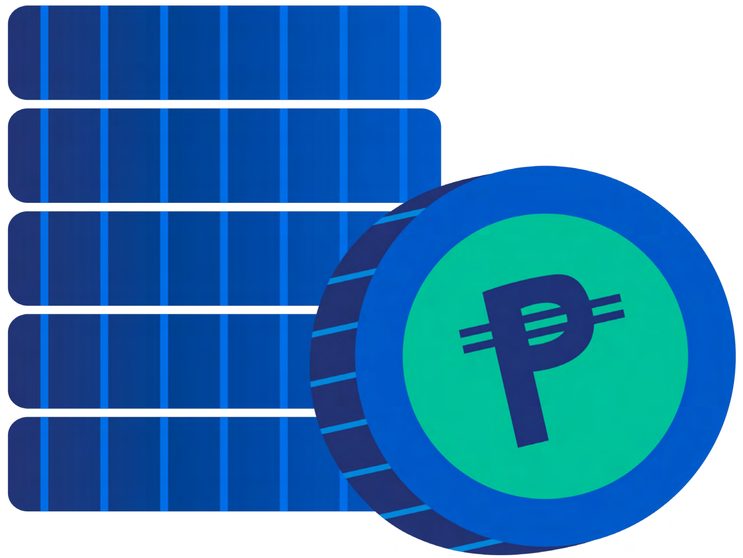
iii. Remuneration

Through the GNRSC, the Company ensures that the remuneration of directors, officers, and employees is sufficient and competitive with other similar industries through market salary surveys to attract and retain qualified and competent employees. 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 NEDs, subject to approval by the Board. The fixed remuneration for NEDs (including IDs) 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
Renato T. De Guzman (ID)*		70,000.00	140,000.00	210,000.00
Antonio L. Go (ID)	800,000.00	320,000.00	340,000.00	1,460,000.00
Artemio V. Panganiban (ID)	700,000.00	280,000.00	315,000.00	1,295,000.00
Bernadine T. Siy (ID)	700,000.00	280,000.00	335,000.00	1,315,000.00
Antonio Jose U. Periquet, Jr. (ID)*	700,000.00	140,000.00	140,000.00	980,000.00
TOTAL	5,900,000.00	2,290,000.00	1,390,000.00	9,580,000.00

* Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman effective May 15, 2025.

b. Executive Compensation

The aggregate compensation given to officers and directors of the Company for the year 2025 is reported in the **JGS Annual Report SEC Form (17A) December 2025, Part III, Item 10**.

iv. Sustainability

Sustainability as a Governing Principle

Sustainability as a governing principle is anchored in JGSHI's core value of Stewardship, which emphasizes responsible management of resources and long-term accountability for impacts. Stewardship provides the values and intent, while sustainability provides the governing discipline and system through which these values are operationalized across the Group.

Together, they strengthen oversight, uphold ethical conduct, and reinforce long-term organizational resilience.

Please see discussion on **Sustainability** in the Report.

b. Composition

The Board Committee Chairman and Members, who are all Independent Directors and have finance, accounting, and/or business administration backgrounds, are as follows:

GNRSC

- Chairman: Bernadine T. Siy (ID)
- Members:
  - Renato T. De Guzman (ID)*
  - Antonio L. Go (ID)
  - Artemio V. Panganiban (ID)
  - Antonio Jose U. Periquet, Jr. (ID) *

*Mr. Antonio Jose U. Periquet, Jr. replaced Mr. Renato T. De Guzman effective May 15, 2025.

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 its functions. On June 17, 2025, newly elected Independent Director Mr. Antonio Jose U. Periquet, Jr., received an orientation training session regarding the Company, its Corporate Governance structure, and policies.

As part of its commitment to continuous professional education, JGSHI annually organizes in-house corporate governance trainings for its directors and key officers to ensure they remain informed about industry developments, business trends, and best practices, as provided in the RCGM. In this relation, an in-house SEC-accredited Corporate Governance session entitled “Corporate Governance in the Age of AI: Navigating Opportunities and Risks for a Future-Ready Gokongwei Group” was held on September 18, 2025, with the following topics and speakers:

Topic	Speaker
First Session: AI Opportunity	Mohan Jayaraman Partner *Bain & Company, Singapore*
Second Session: Art of Reinvention with Agentic AI and Impact on Shared Corporate Services	Krithiga Thakkar Managing Director *Accenture*
Third Session: Secure AI Adoption and Governance	David Rajoo ASEAN Senior Solutions Engineer *Microsoft Security*

This Corporate Governance training session was rebroadcast on November 18, 2025, for directors and key officers who were unable to attend the September 18, 2025 training.

Additionally, another Corporate Governance training session entitled “The Philippines in the World Today” was held in a hybrid format on September 26, 2025, from 2:45 pm to 3:45 pm, at the 42F Board Room, Robinsons Equitable Tower, Pasig City, and via MS Teams. The session was conducted by Dean Antonio La Viña for the benefit of the Executive Leadership Council, comprised of directors and officers of JGSHI.

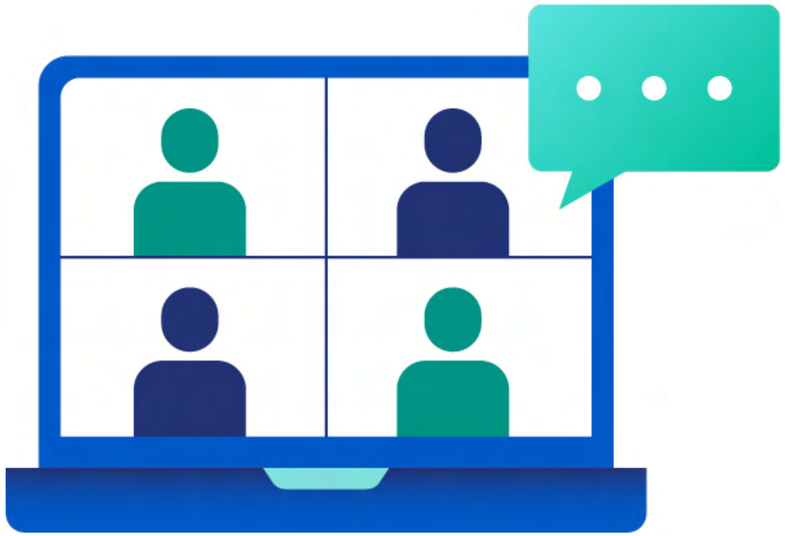
F. Board Performance Assessment

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 of good governance: ***A. for the Board***: 1) Board Composition, 2) Board Efficiency and Performance, and 3) Board Meetings and Participation; ***B. for the Board Committees***: 1) Board Committee Performance, and 2) Board Committee Structure; and ***C. for individual directors***: 1) Independence, 2) Participation, 3) Expertise, 4) Character, 5) Fiduciary Duty, and 6) Innovation. On the other hand, the ***Chairman's*** and the ***President and CEO's*** self-assessment questionnaires contain the following criteria: 1) Leadership, 2) Integrity, 3) Diligence, 4) Corporate Governance, 5) Entrepreneurial Mindset, and 6) Stewardship. Lastly, the ***key officers***, namely the Corporate Secretary, the CCO, the CFRO, and the CAE, were rated based on their key functions.

The annual self-assessment is also supported by an external facilitator every three years and provides a feedback mechanism for stockholders, pursuant to the recommendation in the CG Code. In 2022, JGSHI engaged GGAPP as its independent Third-Party Board Performance Evaluator. In 2023 and 2024, JGSHI customized the GGAPP Form to conduct its Board Self-Assessment, the results of which were reported to the GNRSC and the Board. On February 18, 2025, or three years since the last third-party board assessment, the Company once again engaged GGAPP as its external facilitator. The results were also reported to the GNRSC and to the Board on August 7 and August 11, 2025, respectively.



Corporate Governance

Enterprise Risk Management

JG Summit recognizes that robust risk management is instrumental to building resilience and ensuring sustainable growth in an increasingly complex and volatile business environment. Following the principles of the COSO ERM framework, we promote integrated risk governance to foster a strong risk-aware culture and adopt a proactive, forward-looking approach to risk management. 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 2025, JG Summit convened its annual risk conference, bringing together risk heads and functional leaders from across the Group to tackle pressing and emerging risks. In the same forum, the participants deepened their understanding of risk leadership in building a resilient organization with insights shared by Mr. Anton Periquet, JG Summit and URC Independent Director, and Ms. Rizalina Mantaring, URC Independent Director and Head of Board Risk Oversight Committee. Market trends and evolving policies on climate transition were also presented to enable risk leaders to assess how these developments affect our various industries.

Independent Directors, Ms. Rizalina Mantaring and Mr. Anton Periquet, share insights on risk leadership, reform, and organizational resilience during the Group's Annual Risk Conference

Risk Leaders participate in a megatrends workshop to evaluate emerging risks and drive future-ready strategies.

Risk Governance

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.

1. The Board of Directors (BOD) provides oversight to JGSHI's risk management practices and sets guidelines for managing critical risks.
2. The Audit, RPT, and Risk Oversight Committee (AURROC) supports the BOD by monitoring the implementation of and assessing the effectiveness of the ERM framework.
3. 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.
4. 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.

5. 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 to support efforts to achieve a well-aligned, cohesive risk management approach across the Group.
6. Risk Owners are accountable for the identification and management of risks in their assigned areas of responsibility and for communicating risk status and progress to the relevant stakeholders.
7. Risk Custodians support Risk Owners in monitoring, analyzing, and reporting on risk status, trends, and the progress of mitigation initiatives.
8. The ERM Team supports the CRO in the development, continuous improvement, and effective implementation of the ERM framework and methodologies across the organization.
9. 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.
10. 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.

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 each risk. Each operating company develops its own risk assessment scale according to its 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 depends on the velocity, or how quickly we will feel the impact of the risks when they materialize, and the 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

Risks related to implementation of and adherance 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

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 Risk

Risk of business disruption 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 wellbeing, 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

Refers to risks arising from non-compliance with applicable laws, rules, and regulations, including new or amended government issuances, as well as, exposures related to contractual obligations, anti-competition and anti-monopolization concerns, and potential legal disputes involving 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 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': • 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 • For Climate-related Physical Risks and Opportunities – incorporation of Philippine-relevant climate hazards such as typhoons, flooding, extreme heat, and sea level rise • For Transition-related Risks and Opportunities – reference to emerging trends on the transition to low-carbon operations ◦ Global references include but are not limited to: ▪ United Nations Environment Programme Finance Initiative (UNEP FI)World Bank ▪ International Energy Agency (IEA) ▪ European Commission ▪ Asian Development Bank (ADB) ▪ International Civil Aviation Organization (ICAO) ▪ Principles for Responsible Investment (PRI) - Inevitable Policy Response (IPR) ◦ Local references include but are not limited to: ▪ Local legislation (Executive Orders, Senate and Congress Bills) ▪ Department of Energy (DOE) Philippine Energy Plan (PEP) ▪ Securities and Exchange Commission (SEC) ▪ 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. • **Scenario Analysis:** Use scenario analysis to evaluate the potential impacts of climate-related physical and transition risks and opportunities under various future conditions. • 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. • 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. • **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 sustainability and climate risk disclosures follow the Group's ERM reporting processes and undergo review by AURROC and GNRSC.

Risk Appetite

JG Summit's risk appetite framework articulates the level and types of risk the Group is willing to accept in pursuit of its strategic objectives. In defining risk appetite statements across major risk categories, we are guided by the following core principles:

1. On capital and financial management: long-term shareholder value creation and financial resilienceOn strategy and portfolio management: disciplined approach to business decisions and consistency with strategic priorities
2. On people, leadership, and culture: ethical leadership and long-term organizational stability
3. On digital transformation: robust cybersecurity, regulatory compliance, and effective internal controls
4. On reputation and stakeholder management: ethical business conduct, social responsibility, and upholding stakeholder trust

These principles guide us as we pursue prudent risk-taking in areas that support growth and innovation, while maintaining a conservative stance in areas that could materially impair financial stability, compliance, or corporate reputation.

Top Risks

At least once a year, members of the Risk Council convene to deliberate on developments in JG Summit's business environment, emerging risks, and shifts in the overall risk profile. This structured dialogue enables a forward-looking assessment of material exposures and ensures calibration of risk ratings relative to our risk appetite. The outcome of this process serves as the basis for JG Summit's top risks for the year.

Risk	Category	Rank		
		2024	2025	Change
Cybersecurity	IT and Digitalization	1	1	-
Interest rate / Forex risk	Financial	2	3	▲1
Material cost and availability	Operational	3	8	▲5
Product safety and quality	Operational	4	7	▲3
New business risk	Strategic	5	-	New
Funding / Liquidity risk	Financial	6	-	New
Business continuity risk	Operational	7	-	New
IT vendor / third-party risk	IT and Digitalization	8	-	New
Geopolitical tensions	Emerging	9	10	▲1
Regulatory changes	Legal and Compliance	10	4	▼6

Despite ongoing improvements to our risk mitigation and control environment, cybersecurity remains the most critical and evolving risk, amplified by the Group's accelerating digitalization and growing exposure to sophisticated and rapidly advancing threats. Interest rate and foreign exchange risk also remain prominent amid growing market uncertainty. We also consider material cost and availability to be one of the most impactful risks to the Group as a consequence of increasing volatility in global trade and geopolitical tensions that intensified cost pressure and input constraints.

1. Cybersecurity

Loss of confidentiality, integrity, or availability of information, data, or information systems resulting from a cyber attack or data breach.

Implications

- Loss of credibility and erosion of brand value
- Loss of critical information
- Operational disruptions
- Sanctions and fines

Risk Drivers

- Increasing cyber threats in frequency and sophistication
- Vulnerabilities of vendors and third-party service providers
- Lack of employee awareness and human error
- Inadequate incident response plans

Mitigation

- Robust vulnerability management, assessment, and testing
- Enhanced identity and access management
- Use of data encryption solutions
- Regular back-up of critical data and disaster recovery testing
- Due diligence on outsourced partners
- Regular information security compliance audits
- Continuous monitoring and threat scanning
- Employee awareness programs

2. Interest Rate / Forex risk

Volatility 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 raw materials

Risk Drivers

- Central bank monetary policy changes
- Excessive debt burden 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
- Regular monitoring of investment portfolio and communication with Investment Committee

3. Material Cost and Availability

Volatility in material costs and disruptions in the availability of critical inputs adversely affecting operational efficiency, project delivery, profitability, and business continuity.

Implications

- Operational disruptions and reduced efficiency
- Higher working capital requirement and margin crunch
- Project delays and inability to meet customer demands
- Exposure to quality risks and reputational risks

Risk Drivers

- Geopolitical tensions, natural disasters, or transportation issues affecting global commodity prices and supply
- Inflationary pressures, currency fluctations
- Long lead times for specialized materials
- Dependence on single source or geographically concentrated suppliers

Mitigation

- Supplier diversification and expansion of supplier network
- Supplier performance management and contract life cycle management
- Material price hedging and forward contracting
- Production/construction efficiency improvement
- Use of alternative energy source and energy-efficient design to counter high energy costs

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.

Strategic Risk

Our strategic risk covers 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.

Reputational Risk

Our reputational risk pertains to how public sentiment, alongside third-party ratings and views, affects 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, loss of stakeholder trust, and 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 geopolitical tensions continue to pose significant and evolving risks that may materially affect our business environment and strategic outlook. Heightened global uncertainty, including instability in the Middle East, the ongoing Russia-Ukraine conflict, persistent US-China trade frictions, and territorial disputes in the West Philippine Sea, has contributed to volatility in energy markets, supply chains, foreign exchange rates, and investor sentiment.

These dynamics may lead to disruptions in trade flows, rising fuel and commodity prices, regulatory shifts, and constraints in the movement of goods and capital, potentially affecting operational stability, cost structures, and growth prospects across the Group's portfolio. Given the interconnected nature of global markets, localized conflicts may have broader second-order impacts on financing conditions, inflation, and cross-border transactions.

To manage these exposures, we actively monitor geopolitical developments and incorporate structured geopolitical risk assessments into strategic planning, capital allocation decisions, and market evaluations. We also strengthen business continuity and supply chain resilience measures at the SBU level, ensuring scenario planning, contingency protocols, and proactive risk mitigation strategies are in place to enhance the Group's preparedness amid an increasingly uncertain global landscape.

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, and the endangerment of 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 **Sustainability and Climate Risk Management** of our 2025 Sustainability Report.

Operational Risk

Material costs and availability present significant operational, financial, and strategic implications, 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.

Product and service quality remain equally critical to operational integrity. Any lapse may result in customer dissatisfaction, regulatory sanctions, reputational damage, and financial loss. Operational reliability and efficiency are closely linked, as equipment failures, system disruptions, or process inefficiencies 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.

Business continuity risk is also a key focus area, particularly in light of increasing operational interdependencies and exposure to external disruptions. Natural hazards, infrastructure constraints, and other unforeseen events may affect physical assets, personnel, and service delivery. We regularly assess site and operational vulnerabilities, maintain and test business continuity and disaster recovery plans, and ensure appropriate insurance coverage to mitigate potential financial impacts and support timely recovery from disruptions.

Beyond immediate operational considerations, we also recognize the long-term implications of resource consumption and environmental impact. In addition to reducing greenhouse gas emissions, we are taking steps to address potential material scarcity by reducing reliance on non-renewable resources and adopting sustainable sourcing practices. We actively manage risks related to air emissions, pollutants, and solid waste through improved combustion efficiency, the use of lower-emission fuels, structured waste management programs, recycling initiatives, and product design enhancements aimed at minimizing waste. Regular monitoring and maintenance further help prevent leakages and mitigate potential impacts on human health, the environment, and surrounding communities.

IT and Digitalization Risk

Cybersecurity risk remains the most relevant IT and digitalization risk for the Group. The consequences of this risk include loss of information, disruptions to business operations, increased costs for 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 the event of personal data leaks. We are actively mitigating this risk by strengthening our security posture with pragmatic, holistic solutions to proactively identify, protect, detect, respond, and recover, as well as to improve our system and data access controls. Critical data is regularly backed up, and its integrity is verified through periodic disaster recovery testing to ensure recoverability in the event of a cyber incident or system disruption. Actual cybersecurity incidents and their impacts are investigated, resolved, and reported to the business unit management and the Data Privacy Officer in case of data security breaches.

In addition to cybersecurity, JG Summit faces risks arising from its increasing reliance on third-party providers of IT products and services. Dependencies on external vendors for critical systems, cloud infrastructure, and specialized digital solutions expose the Group to potential service disruptions, data security incidents, compliance gaps, and operational delays originating outside our direct control. Broader digital ecosystem partnerships may further expand our exposure through interconnected platforms and shared data environments. To manage these risks, we implement structured vendor due diligence, contractual safeguards, performance monitoring, and cybersecurity assessments to strengthen oversight and resilience across our extended technology landscape.

The accelerated adoption of artificial intelligence also introduces governance and security risks. Uncoordinated or undocumented use of AI solutions may expose the Group to data privacy breaches, intellectual property risks, regulatory non-compliance, and inconsistent application of ethical standards. In response, we established an AI and Data Governance Council to provide structured oversight, and we are formalizing data and AI policies to guide responsible use. We are strengthening governance over AI tools through centralized standards, inventory management, and security validation processes to promote safe reapplication, transparency, and alignment with enterprise risk management principles.

People Risk

On people risk, talent development and retention remain 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 wage and benefits benchmarking, and leverage data insights and advanced analytics to develop HR programs that support 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, open environment where employees can communicate their concerns to management. Maintaining constructive labor relations is essential to reaching mutually beneficial agreements and 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. Non-compliance with health and safety standards and regulations could also result in penalties from regulators, suspension of operations, attrition, and damage to the Company's reputation.

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 have 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.

Legal and Compliance Risk

Regulatory changes pose a significant risk to the Company, as failure to comply with evolving laws and industry standards could lead 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.

Given the Group's operations across various industries and jurisdictions, it is critical to establish strong controls that minimize non-compliance risks and ensure adherence to diverse regulatory requirements. To mitigate these risks, we closely monitor legislative developments, including key policies related to the 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.

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