COVER SHEET
for
AUDITED FINANCIAL STATEMENTS

SEC Registration Number

					1	8	4	0	4	4

COMPANY NAME

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES

PRINCIPAL OFFICE *(No. / Street / Barangay / City / Town / Province)*

43rd Floor, Robinsons-Equitable Tower, ADB Avenue corner Poveda Road, Pasig City

Form Type	Department requiring the report	Secondary License Type, If Applicable
17-A		N/A

COMPANY INFORMATION

Company's Email Address	Company's Telephone Number	Mobile Number
www.jgsummit.com.ph	8633-7631	-

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
979	Last Thursday of May	12/31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Brian M. Go	brian.go@jgsummit.ph	8633-7631	–

CONTACT PERSON's ADDRESS

41st Floor, Robinsons-Equitable Tower, ADB Avenue corner Poveda Road, Pasig City

NOTE 1 : *In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.*

2 : *All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies*

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-A

**ANNUAL REPORT PURSUANT TO SECTION 17
OF THE SECURITIES REGULATION CODE AND SECTION 141
OF THE CORPORATION CODE OF THE PHILIPPINES**

1. For the year ended **December 31, 2024**

2. SEC Identification Number **184044**

3. BIR Tax Identification No. **000-775-860**

4. **JG Summit Holdings, Inc.**
   Exact name of registrant as specified in its charter

5. **Pasig City, Philippines**
   Province, Country or other jurisdiction of incorporation or organization

6. Industry Classification Code: [ ] (SEC Use Only)

7. **43rd Floor, Robinsons-Equitable Tower, ADB Ave. corner Poveda Road, Pasig City 1600**
   Address of principal office Postal Code

8. **(632) 633-7631**
   Registrant's telephone number, including area code

9. **Not Applicable**
   Former name, former address, and former fiscal year, if changed since last report.

10. Securities registered pursuant to Sections 8 and 12 of the RSC, or Sec. 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Stock	**7,520,983,658**

11. Are any or all of these securities listed on the Philippine Stock Exchange.

Yes [/] No [ ]

12. Check whether the registrant:

(a) has filed all reports required to be filed by Section 17 of the SRC and SRC Rule 17 thereunder or Section 11 of the RSA and RSA Rule 11(a)-1 thereunder and Sections 26 and 141 of The Corporation Code of the Philippines during the preceding 12 months (or for such shorter period that the registrant was required to file such reports);

Yes [/] No [ ]

(b) has been subject to such filing requirements for the past 90 days.

Yes [/] No [ ]

13. State the aggregate market value of the voting stock held by non-affiliates of the registrant. The aggregate market value shall be computed by reference to the price at which the stock was sold, or the average bid and asked prices of such stock, as of a specified date within 60 days prior to the date of filing. If a determination as to whether a particular person or entity is an affiliate cannot be made without involving unreasonable effort and expense, the aggregate market value of the common stock held by non-affiliates may be calculated on the basis of assumptions reasonable under the circumstances, provided the assumptions are set forth in this Form.

The aggregate market value of stocks held by non-affiliates is ₱101,484,600,328.

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PART I - BUSINESS AND GENERAL INFORMATION

Item 1. Description of Business

(A) Business Development

JG Summit Holdings, Inc. (JG Summit / the Company / the Group), was incorporated in November 1990 as the holding company for a group of companies with substantial stakes in foods, agro-industrial and commodities, real estate and hotel, air transportation and petrochemicals. The Company also has core investments in telecommunications and power generation and distribution.

The Company is one of the largest and most diversified conglomerates within the Philippines. The Company was listed on the PSE in 1993.

The Company and its subsidiaries (the Group), conduct businesses throughout the Philippines, but primarily in and around Metro Manila (where it is based) and in the regions of Luzon, Visayas and Mindanao.

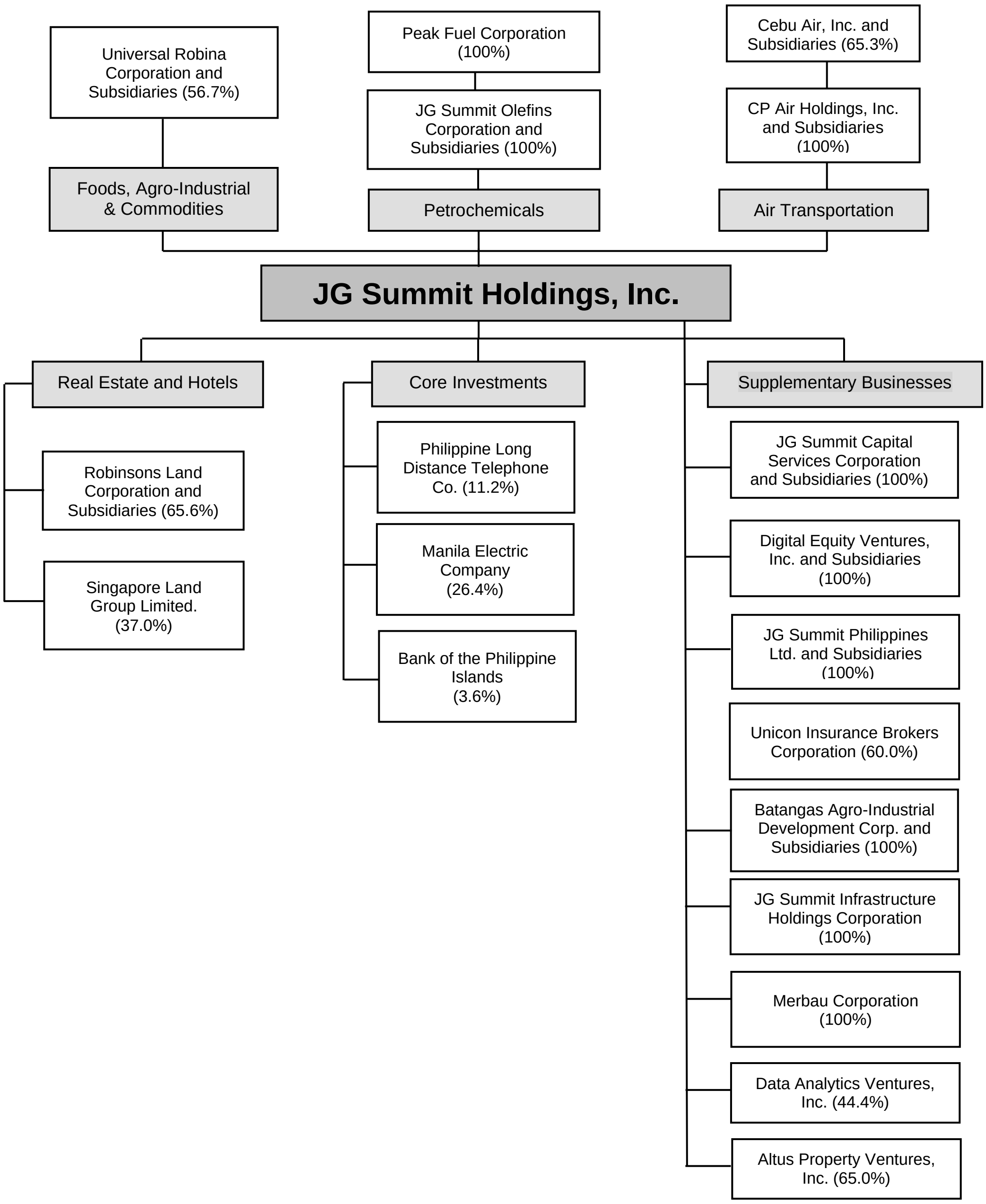
The Group also has a branded consumer foods business in the Association of Southeast Asian Nations (ASEAN), and a core investment in a property development company in Singapore.

The Company has not been into any bankruptcy, receivership or similar proceedings for the past two years.

The Gokongwei Family beneficially owns approximately 14.2% of the outstanding share capital of the Company. In addition, certain members of the Gokongwei Family are trustees of the Gokongwei Brothers Foundation, which holds interest in approximately 27.9% of the existing outstanding share capital of the Company.

(B) Business of Issuer

The industry segments where the Company and its subsidiaries and affiliates operate are summarized below:



The following table shows the breakdown of the Company's revenues and net profits from continuing operations by business areas (in millions except % amounts):

	REVENUES						Net Income attributable to Parent Company		
	2024		2023		2022		**2024**	2023	2022
	Peso	**%**	Peso	%	Peso	%	Peso	Peso	Peso
Food, Agro-Industrial and Commodity Food Products	**161,776**	**43**	157,530	46	148,826	49	**6,797**	6,770	7,771
Air Transportation	**105,016**	**28**	90,661	26	56,638	19	**3,628**	5,314	(9,163)
Real estate and hotels	**46,168**	**12**	44,030	13	48,241	16	**11,461**	10,683	9,158
Petrochemicals	**51,247**	**13**	38,883	11	37,003	12	**(17,275)**	(12,920)	(14,904)
Other Supplementary Businesses	**15,371**	**4**	13,346	4	11,690	4	**16,819**	9,730	6,801
Adjustments/eliminations	**(936)**	**–**	(1,095)	–	(1,269)	–	**125**	57	38
Total from Continuing Operations	**378,642**	**100**	343,355	100	301,129	100	**21,555**	19,634	(299)

Information as to domestic and foreign revenues, including foreign currency-denominated revenues and dollar-linked revenues, and their contributions to total revenues follow (in millions except % amounts):

	2024		2023		2022	
	Amount	**%**	Amount	%	Amount	%
Domestic	**273,429**	**72**	253,009	74	213,196	71
Foreign	**105,213**	**28**	90,346	26	87,933	29
	378,642	**100**	343,355	100	301,129	100

a) FOODS, AGRO-INDUSTRIAL AND COMMODITIES

Business Development

Universal Robina Corporation (URC) is one of the largest branded food and beverage companies in the Philippines and has established a strong presence in the ASEAN region. URC was founded in 1954 when Mr. John Gokongwei, Jr. established Universal Corn Products, Inc., a cornstarch manufacturing plant in Pasig. Today, URC is involved in a wide range of food-related businesses, including the manufacture and distribution of branded consumer foods, production of hogs and poultry, manufacture of animal feeds and veterinary products, flour milling, sugar milling and refining and renewable business.

No material reclassifications, merger, consolidation, or purchase or sale of significant amount of assets (not ordinary) were made in the past three years (2022-2024) except those mentioned in the succeeding paragraphs. URC's financial condition has remained solid in the said period.

Principal Products or Services

URC manages its food business through operating divisions and wholly-owned or majority-owned subsidiaries that are organized into its business segments: Branded Consumer Foods, and the Agro-Industrial and Commodity foods group.

The Branded Consumer Foods (BCF) group, including the packaging division, is URC's largest segment which contributed about 68.3% of revenues for the year ended December 31, 2024. Established in the 1960s, URC's BCF segment manufactures, distributes, sells and markets a diverse mix of food and beverage products In the Philippines, URC is a dominant player with leading market shares in Snacks, Candies and Chocolates, and is a significant player in the Biscuits and Noodles categories. Beyond Snackfoods, URC is also present in the Beverage space. URC is a competitive player in the Coffee category, is the largest player in the Ready-to-Drink (RTD) Tea market and is further expanding into other RTD beverage segments. URC also conducts some of its branded consumer foods operations through its majority-owned subsidiaries and joint venture companies. URC established URC BOPP Packaging and URC Flexible Packaging divisions to engage in the manufacture of bi-axially oriented polypropylene (BOPP) films for packaging companies and flexible packaging materials to cater to various URC branded products. Both manufacturing facilities are located in Simlong, Batangas and are ISO 9001:2008 certified for Quality Management Systems.

Majority of URC's consumer foods business are conducted in the Philippines but URC has expanded more aggressively into other ASEAN markets, primarily through its wholly-owned subsidiary, URC International. In 2021, URC acquired Munchy Food Industries Sdn. Bhd. (Munchy's), one of the leading players in the Biscuits category in Malaysia, which provides a wide variety of offerings across all key biscuit segments with well-loved brands including Munchy's Crackers, Lexus Cream Sandwich, Oat Krunch and Muzic Wafer. The international operations contributed about 21.5% of URC's sale of goods and services for the year ended December 31, 2024.

URC's Agro-Industrial and Commodity (AIC) group is composed of three business segments: (1) Agro-Industrial Group (AIG), which operates three divisions – a) Farms, b) Animal Nutrition and Health, and c) Food, Drugs and Disinfectants, (2) Flour Division, and (3) Sugar and Renewables Division (SURE) which operates the a) Sugar, b) Distillery, and c) Cogeneration divisions. Total AIC contributed about 31.7% of revenues for the year ended December 31, 2024.

With several mills operating across the Philippines, URC SURE remains to be the largest producer in the country based on capacity, aided by the purchase of Roxas Holdings, Inc's sugar mill, ethanol plant and other investment properties in La Carlota City, Negros Occidental in 2020, and idle sugar milling machinery and equipment in Central Azucarera Don Pedro Inc. in Balayan, Batangas in 2023. The acquisition allows for operational synergies, increase in capacity and efficiency of URC's existing operations and continue in the efforts to support the development of the sugar industry in the Philippines. URC's financial condition remained solid in the said period despite the acquisition.

The percentage contribution to URC's sale of goods and services from continuing operations for each of the three years ended December 31, 2024, 2023 and 2022, by each of URC's principal business segments is as follows:

	For the years ended December 31		
	2024	2023	2022
Branded Consumer Foods Group	**68.3%**	69.1%	71.7%
Agro-Industrial and Commodity Foods Group	**31.7%**	30.9%	28.3%
	100.0%	100.0%	100.0%

The geographic percentage distribution of the URC's sale of goods and services for each of the three years ended December 31, 2024, 2023 and 2022 is as follows:

	For the years ended December 31		
	2024	2023	2022
Philippines	**78.9%**	79.6%	78.5%
International	**21.0%**	20.4%	21.5%
	100.0%	100.0%	100.0%

Customers

None of the URC's businesses is dependent upon a single customer or a few customers that a loss of anyone of them would have a material adverse effect on the Company. URC has no single customer that, based upon existing orders, will account for 20.0% or more of the URC's total sale of goods and services.

Distribution, Sales and Marketing

URC has developed an effective nationwide distribution chain and sales network that it believes provide its competitive advantage. URC sells its branded food products primarily to supermarkets, as well as directly to top wholesalers, large convenience stores, large scale trading companies and regional distributors, which in turn sell its products to other small retailers. URC branded consumer food products are distributed directly to over 300,000 outlets in the Philippines and sold through various retailers and regional distributors. URC intends to expand its distribution network coverage in the Philippines by not only increasing the number of retail outlets that its sales force and distributors directly service but also the number of products sold per store. The branded consumer food products are generally sold by URC from salesmen to wholesalers or supermarkets, and regional distributors to small retail outlets. 15 to 30-day credit terms are extended to wholesalers, supermarkets, and regional distributors.

URC constantly provides quality products and services across all its business segments, including AIC. Through various institutional accounts, traders, dealers, and resellers, URC is able to reach and make its products available to consumers. In particular, AIG's Animal Nutrition business has increased its distribution network, supported by the Kabalikat Farm Program which covers hog, gamefowl, and kennel stakeholders.

URC believes that its emphasis on marketing, product innovation and quality, and strong brand equity has played a key role in its success in achieving leading market shares in the different categories where it competes. In particular, URC launched "Jack 'n Jill" as a master umbrella brand for all its snack food products in order to enhance customer recognition. URC devotes significant expenditures to support advertising and branding to differentiate its products and further expand market share both in the Philippines and in its overseas markets. This includes advertising campaigns such as television and radio commercials, print and digital advertisements, as well as trade and consumer promotions.

Competition

The BCF business is highly competitive and competition varies by country and product category. URC believes that the principal competitive factors include price, taste, quality, convenience, brand recognition and awareness, advertising and marketing, availability of products, and ability to get its product widely distributed. Generally, URC faces competition from both local and multinational companies in all of its markets. In the Philippines, major competitors in the market segments in which it competes include Liwayway Marketing Corporation, Perfetti Van Melle Group, Mondelez Philippines Inc., Republic Biscuit Corporation, Suncrest Foods Inc., Monde Nissin Corporation, and Nestle

Philippines, Inc. Internationally, major competitors include Tan Hiep Phat Beverage Group, Mondelez International, Inc., PT Mayora Indah Tbk, Glico, Mamee-Double Decker Sdn Bhd, and PepsiCo, Inc.

URC is a prominent player in the agricultural sector, one of the leading flour and sugar millers in the country. Through various initiatives done by each business unit, URC ensures visibility and relevance to its partners and consumers alike. SURE's Project Salig offers farming assistance to support planters, which includes conducting seminars on good farming practices and providing farm equipment needs. Flourish Pilipinas, an initiative started by the Flour division, organizes workshops and trainings in bread and pastry production to support the country's baking industry. Similarly, AIG's Kabalikat Program is also about sharing best farming operations and practices. These programs, among others, gives URC an advantage against its key competitors such as San Miguel Corporation, Victorias Milling Company, Pilmico, UNAHCO (Unilab Group), and Bounty Farms.

Enhancement and Development of New Products
URC intends to continuously introduce innovative new products, product variants and line extensions in the food and beverage space. This year, new products contribute about 9% of URC's BCF business sales. New products are defined as being launched any time in the prior 3 calendar years, including the current year.

URC supports the rapid growth of the business through line expansion, construction and acquisition of plants.

Raw Materials
A wide variety of raw materials are required in the manufacture of URC's food products, including corn, wheat, flour, sugar, robusta coffee beans, palm oil, and cocoa powder. Some of which are purchased domestically and some are imported. URC also obtains a major portion of its raw materials from its commodity food products segments, such as flour and sugar, and flexible packaging materials from its packaging segment. A portion of flexible packaging material requirements is also purchased both locally and from abroad (Vietnam and Indonesia), while aseptic packaging is purchased entirely from China.

For its Animal Nutrition and Health segment, URC requires a variety of raw materials, including corn grains, soya beans and meals, feed-wheat grains, wheat bran, wheat pollard, soya seeds, rice bran, copra meal, and fish meal. URC purchases corn locally from corn traders and imports feed wheat from suppliers in North America, Australia, Europe, and China. Likewise, soya seeds are imported by URC from the USA.

For its Drugs and Disinfectants segment, URC sources its major raw materials locally. The key ingredient in alcohol is rectified spirit, which is sourced internally from its distillery plants across the country. For its animal health products, URC requires a variety of antibiotics and vitamins, which it acquires from suppliers in Europe and Asia. URC maintains approximately two months physical inventory and one month in-transit inventory for its imported raw materials.

For its Farms segment, URC requires a variety of raw materials, primarily close-herd breeding stocks. For its poultry business, URC purchases the parent stock for its layer chicks from Dekalb from Europe and Hy-line from the USA. Robina Farms obtains all of the feeds it requires from its Animal Nutrition and Health segment and substantially all of the minerals and antibiotics from its Drugs and Disinfectants segment as part of its vertical integration. URC purchases vaccines, medications and nutritional products from a variety of suppliers based on the values of their products.

URC obtains sugar cane from local farmers. Competition for sugar cane supply is very intense and is a critical success factor for its sugar business. Additional material requirements for the sugar cane milling process are either purchased locally or imported.

URC generally purchases wheat, the principal raw material for its flour milling and pasta business, from suppliers in the United States, Canada, and Australia.

URC's policy is to maintain a number of suppliers for its raw and packaging materials to ensure a steady supply of quality materials at competitive prices. However, the prices paid for raw materials generally reflect external factors such as weather conditions, commodity market fluctuations, currency fluctuations, and the effects of government agricultural programs. URC believes that alternative sources of supply of the raw materials that it uses are readily available. URC's policy is to maintain approximately 30 to 90 days of inventory.

Patents, Trademarks, Licenses, Franchises, Concessions or Labor Contract

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Regulatory Overview
As manufacturer of consumer food and commodity food products, URC is required to guarantee that the products are pure and safe for human consumption, and that URC conforms to standards and quality measures prescribed by the Bureau of Food and Drugs (BFAD).

URC's sugar mills are licensed to operate by the Sugar Regulatory Administration (SRA) and URC renews its sugar milling licenses at the start of every crop year. URC is also registered with the Department of Energy as a manufacturer of bio-ethanol and as a renewable energy developer.

All of URC's livestock and feed products have been registered with and approved by the Bureau of Animal Industry (BAI), an agency of the Department of Agriculture (DA) which prescribes standards, conducts quality control test of feed samples, and provides technical assistance to farmers and feed millers.

Some of the URC's projects, such as the sugar mill and refinery, bioethanol production, biomass power cogeneration and hog and poultry farm operations, are registered with the Board of Investments (BOI) which allows the Company certain fiscal and non-fiscal incentives.

Effects of Existing or Probable Governmental Regulations on the Business
URC operates its businesses in a highly regulated environment. These businesses depend upon licenses issued by government authorities or agencies for their operations. The suspension or revocation of such licenses could materially and adversely affect the operation of these businesses.

Research and Development
URC develops new products and variants of existing product lines, researches new processes, and tests new equipment regularly in order to maintain and improve the quality of URC's food products. In Philippine operations alone, about ₱332 million was spent for research and development activities in 2024 and approximately ₱251 million and ₱218 million in 2023 and 2022, respectively.

URC has research and development staff for its branded consumer foods and packaging divisions located in its research and development facility in Metro Manila and in each of its manufacturing facilities. In addition, URC hires experts from all over the world to assist its research and development staff. URC conducts extensive research and development for new products, line extensions for existing products and for improved production, quality control and packaging as well as customizing products to meet the local needs and tastes in the international markets. URC's commodity foods segment also utilizes this research and development facility to improve their production and quality control. URC also strives to capitalize on its existing joint ventures to effect technology transfers.

URC has a dedicated research and development team for its agro-industrial business that continually explores advancements in feeds, breeding and farming technology. URC regularly conducts market research and farm-test for all of its products. As a policy, no commercial product is released if it was not tested and used in Robina Farms.

Costs and Effects of Compliance with Environmental Laws

The operations of URC are subject to various laws and regulations enacted for the protection of the environment, including Extended Producer Responsibility Act (R.A. No. 11898), Philippine Clean Water Act (R.A. No. 9275), Clean Air Act (R.A. No. 8749), Ecological Solid Waste Management Act (R.A. No. 9003), Toxic Substances and Hazardous and Nuclear Wastes Control Act (R.A. No. 6969), Pollution Control Law (R.A. No. 3931, as amended by P.D. 984), the Environmental Impact Statement System (P.D. 1586), Laguna Lake Development Authority (LLDA) Act of 1966 (R.A. No. 4850), Renewable Energy Act (R.A. No. 9513), Electric Power Industry Reform Act (R.A. No. 9136) and Environmental Compliance Certificates (ECCs) requirements of P.D. No. 1586, in accordance with DENR Administrative Order No. 2003-30. URC believes that it has complied with all applicable environmental laws and regulations, an example of which is the installation of wastewater treatment systems in its various facilities. Compliance with such laws does not have, and, in URC's opinion, is not expected to have, a material effect upon URC's capital expenditures, earnings or competitive position. The Group regularly incurs costs related to compliance with environmental laws.

<u>b) REAL ESTATE AND HOTELS</u>

Business Development

Robinsons Land Corporation (RLC) is one of the Philippines' leading real estate developers in terms of revenues, number of projects and total project size. It is engaged in the construction and operation of lifestyle commerical centers, offices, hotels and industrial facilities; and the development of integrated developments and mixed-use properties, residential buildings, as well as land and residential housing developments, including socialized housing projects located in key cities and other urban areas nationwide. RLC adopts a diversified business model, with both an 'investment' component, in which the Company develops, owns and operates commercial real estate projects (principally lifestyle commercial centers, office buildings, hotels and industrial facilities); and a 'development' component, in which RLC develops real estate projects for sale (principally residential condominiums, serviced lots, house and lot packages and commercial lots).

RLC was incorporated on June 4, 1980 and its shares were offered to the public in an initial public offering and were subsequently listed in the Manila Stock Exchange and Makati Stock Exchange (predecessors of the Philippine Stock Exchange) on October 16, 1989.

On November 13, 2017, the BOD of RLC approved in principle the stock rights offering (SRO) of up to ₱20 billion composed of 1.1 billion common shares, with a par value of ₱1.00 per share, to all stockholders as of record date January 31, 2018. RLC intended to use the proceeds from the Offer to finance the acquisition of land located in various parts of the country for all its business segments.

RLC has obtained the approval of the BOD of the Philippine Stock Exchange, Inc. (PSE) for the listing and trading of the rights shares on January 10, 2018, while the PSE's confirmation of exempt transaction covering the offer was obtained on December 14, 2017. The following are the key dates of the SRO:

- Pricing date – January 24, 2018
- Ex-date – January 26, 2018
- Record date – January 31, 2018
- Offer period – February 2 to 8, 2018
- Listing date – February 15, 2018

RLC has successfully completed its ₱20 billion SRO of common shares following the close of the offer period on February 8, 2018. A total of 1.1 billion common shares from the SRO were issued at a price of ₱18.20 each. The listing of the shares occurred on February 15, 2018.

On July 31, 2019, the BOD of RLC approved the declaration of property dividend, of up to One Hundred Million (100,000,000) common shares of Altus Property Ventures, Inc. (APVI) (formerly Altus San Nicolas Corp.) in favor of the registered shareholders (the Receiving Shareholders) as of August 15, 2019. The SEC approved the property dividend declaration on November 15, 2019 and the Certificate Authorizing Registration was issued by the Bureau of Internal Revenue on December 6, 2019.

The Receiving Shareholders received a ratio of one (1) share of APVI for every fifty-one and 9384/10000 (51.9384) shares of RLC, net of applicable final withholding tax on December 20, 2019. No fractional shares were issued and no shareholder was entitled to any fractional shares. RLC's remaining interest in APVI after the dividend distribution is 6.11%.

As of December 31, 2024, JG Summit, RLC's controlling shareholder, owned approximately 65.59% of RLC's outstanding shares.

Treasury Stock
On November 4, 2021, the BOD approved the 3 billion common share buyback program of RLC. In 2021, RLC acquired a total of 23,564,900 common shares at a range price of ₱17.36 to ₱19.38 per share for a total consideration of ₱438 million.

On November 8, 2022, the BOD approved the extension of share buyback program for an additional 3 billion common shares. In 2022, RLC acquired a total 116,424,700 common shares at a range price of ₱14.81 to ₱16.75 per share for a total consideration of ₱2.1 billion.

On March 20, 2023, the BOD approved the extension of the share buyback program by Three Billon Pesos (₱3,000,000,000) worth of the RLC's common shares bringing the total buy-back program to Nine Billion Pesos (₱9,000,000,000). RLC has outstanding treasury shares of 365.5 million shares (₱5.93 billion) and 354.7 million shares (₱5.79 billion) as of December 31, 2024 and 2023, respectively.

Principal Products or Services
RLC has seven business divisions: a) Robinsons Malls, b) Residential Division, c) Robinsons Offices, d) Robinsons Hotels and Resorts, e) Robinsons Logistics and Industrial Facilities, f) Robinsons Destination Estates; and g) Chengdu Ban Bian Jie.

a.) Robinsons Malls
Robinsons Malls develops, leases and manages lifestyle commercial centers or shopping malls throughout the Philippines. As of December 31, 2024, RLC operates fifty-four (55) shopping malls, comprising eight (9) malls in Metro Manila and forty-six (46) malls in other urban areas throughout the Philippines, and has another four (4) new malls this year and three (3) expansions in the planning, and development stage for completion in the next two (2) years.

Robinsons Mall's rental revenues exceeded pre-pandemic numbers. The sustained healthy spending behavior of Filipino consumers in essential and discretionary purchases including food, fashion, leisure, services, and entertainment significantly contributed to the upsurge in foot traffic and revenues.

Opus, the much-anticipated flagship upscale shopping center of RLC, opened its doors in July 2024. Located within the Bridgetowne Destination Estate, RLC's premier township development in Pasig and Quezon City, Opus boasts of the first Family Cinema in the country, Spatio, Robinsons Retail Holdings Inc.'s newest concept store, and more than a few well-known international and local shops and restaurants.

The main revenue stream of Robinsons Malls is derived from the lease of commercial spaces and it comprises a significant part of RLC's revenues. Historically, revenues from lease rentals have been a steady source of operating cash flows for the Company. RLC expects that the revenues and operating cash flows generated by the malls business shall continue to be a major driver for RLC's growth in the future.

As of calendar year 2024, RLC has three (4) new malls and three (3) expansions in the planning and development stage for completion in the next two (2) years. RLC's business plan for Robinsons Malls over the next five years, subject to market conditions, is to sustain its growth momentum via development of new lifestyle centers and expansion of existing ones.

RLC also leases commercial properties to affiliated companies. Rental income arising from the lease of commercial properties to affiliated companies amounted to about ₱3.7 billion and ₱4.0 billion for the calendar years ended December 31, 2024 and 2023, respectively.

b.) Residential Division

RLC's Residential Division focuses on the construction and sale of residential condominiums and house and lot and subdivision projects under its RLC Residences brand.

RLC Residences, the vertical and horizontal residential division of Robinsons Land, aims to provide seamless customer journey for its clients and focus to build beautiful and well-designed residential condominiums in key urban areas and central business districts as well as lots and house and lot packages in master planned, gated subdivisions to satisfy every Filipino's dream of owning his own home. The brand redefined its new core offering under its enhanced customer-centric value propositions: Raise, Live and Connect. Raise stands for raising living standards through elevated design and quality standards, elegant lobbies, and global design and property consultants. Live is all about living smart and productive through the digital solutions for a hassle-free condo-living experience and the introduction of work-from-home nooks and smart home features integrated within the units. Lastly, Connect promotes meaningful connections through amenities for bonding and the convenience of being near life's essentials.

As part of the new brand's efforts to provide a more customer-centric service to its clients and to answer the growing need to do transactions safely at home due to the pandemic, RLC Residences introduced multiple digital innovation such as the myRLC Homeowners Portal (for RLC Residences property residents) and Buyer's Portal (for property buyers) in order to help them access their accounts in real time and accomplish other obligations at the comforts of their home such as payments and gate pass filings. The myRLC Homeowners Portal also provides easier access to the Ring Rob Concierge, RLC Residences' exclusive service for residents where they can book for home services online such as water delivery, laundry, interior design, and more. For potential clients, RLC Residences also has its virtual gallery of its model units that clients may access anytime, anywhere.

In terms of home offerings, RLC Residences also integrated home upgrades in its new properties. These upgrades are the inclusion of work-from-home provisions in all units, smart home features, pantry and storage areas inside the unit, bike parking areas and allotment of more open spaces within the development among others.

Currently, there are ninety four (94) residential projects under its portfolio, of which seventy four (74) are completed while twenty (20) are still under construction.

c.) Robinsons Offices

Robinsons Offices develops office buildings for lease. As of December 31, 2024, this division has completed thirty-two (32) office developments. These are located in Quezon City, Mandaluyong City, Cebu City, Ilocos Norte, Tarlac City, Naga City, Davao City, Bacolod City, Iloilo City, Pasig City, Makati City and Taguig City.

Robinsons Offices is redefining workspaces by building the next generation of sustainable, world-class office buildings and engages third-party architects and engineers for the design of its office developments. It offers innovative and efficient business spaces that incorporate technology, making it the preferred address of Business Process Outsourcing (BPO) firms and multinational companies. Robinsons Offices consistently enhances its developments by leveraging cutting-edge advancements in building designs, office layouts, sustainable features, and top-tier services and amenities. This relentless drive has positioned Robinsons Offices as one of the leading providers of office spaces in the Philippines.

In line with its vision to attract new clients and support the growth of existing tenants, the Company has embarked on premiumization initiatives including the upgrade of lobbies and common areas in its office buildings. These enhancements reflect Robinsons Offices' dedication to creating world-class spaces that inspire success and foster economic growth. Designed to meet global standards, these modernized spaces aim to attract high-value jobs and empower local professionals, including returning Overseas Filipino Workers (OFWs), enabling them to thrive locally while staying close to their families and communities.

In its continuous effort to practice and promote sustainability, Robinsons Offices has built green certified office buildings. A number of projects are Leadership in Energy and Environmental Design (LEED) certified. The US Green Building Council registered LEED buildings are: Tera Tower (Gold), Exxa Tower (Silver), Zeta Tower (Silver) and Giga Tower (Gold), Iloilo Towers One and Two (LEED-Certified) while ten (10) existing buildings have been certified by the IFC-backed EDGE or Excellence in Design For Greater Efficiencies: Cyberscape Gamma, Cyberscape Beta, Cybergate Galleria Cebu, Cyber Omega, Cyberscape Alpha and Cybergate Sigma, Cybergate Delta 2, Robinsons Summit Center, Cybergate Bacolod 2, and Robinsons Cybergate Center One all of which are constantly striving to minimize their environmental impact and have identified the most cost-effective strategies to reduce energy use, water consumption, and optimizing material efficiency. The Company stays committed to its goal of expanding its green building portfolio through continuous applications for LEED and EDGE certifications.

In 2024, Robinsons Offices completed GBF Center 1, a 29-storey, state-of-the-art office building located at the gateway of Bridgetowne Destination Estate. Designed with cutting-edge architectural features, the building boasts Grade A office spaces and leasable retail areas accessible 24/7. Its design combines modern, minimalist, and international styles, featuring double-glazed curtain glass walls, sleek framework, and a distinctive trilateral slope. Applying the principles of form and function, GBF Center 1's iconic frontage serves a strategic purpose for the design. The development alters the usual skyscraper practice; by inverting its silhouette, spaces expand as the building rises providing tenants with expansive office spaces with large floor plates of approximately 2,500 square meters and panoramic views of the Ortigas Skyline and the Sierra Madre Mountain range. GBF Center 1 sets a new benchmark for sustainable and modern workspaces. Designed to support uninterrupted business operations, it exemplifies Robinsons Offices' dedication to creating first-class environments tailored to the needs of the modern workforce.

Recognized for its outstanding design, GBF Center 1 received multiple prestigious awards, including Best Architectural Design and Best Office Interior Design at the 12th PropertyGuru Philippines Property Awards and Best Office Interior Design at the 19th Asia PropertyGuru Property Awards. These accolades reinforce Robinsons Offices' commitment to delivering world-class developments.

Offering a main lobby & common toilets with hotel-like features that cater to the needs of its diverse and dynamic tenants, GBF Center 1's interior design exudes luxury and modernity. Its thoughtfully designed interiors not only provide a sophisticated and welcoming atmosphere for tenants and visitors but the building also prioritizes security and efficiency; featuring a full destination control vertical lift system that ensures seamless and secure access to office spaces via state-of-the-art elevators and turnstiles.

Robinsons Offices continues to strengthen its flexible workspace business through its own brand, work.able, which offers innovative solutions for today's dynamic business environment. Providing plug-and-play and build-to-suit workspaces, work.able caters to clients seeking private offices, co-working spaces, conferencing facilities, and event venues.

As of December 31, 2024, work.able operates eleven (11) centers across prime locations, including the Ortigas CBD in Pasig City, Quezon City, Taguig City, and Makati City.

In 2024, two (2) new centers were launched at Robinsons Summit Center in Makati—one speculative and one build-to-suit transaction. With an impressive 99% occupancy rate, work.able has proven its ability to meet the growing demand for flexible offices by offering thoughtfully designed spaces that promote collaboration and creativity.

Looking ahead to 2025, Robinsons Offices plans to expand the work.able brand to high-growth areas such as Makati and Bridgetowne, reinforcing its position as a trusted partner for businesses and a catalyst for growth in the Philippines.

d.) Robinsons Hotels and Resorts

Robinsons Hotels and Resorts owns, develops, and operates hotels and resorts within Metro Manila, and urbanized and targeted tourist destinations in the Philippines. It has a has a diverse portfolio covering the following brand segments: Luxury Hotels and Resorts, Upscale Deluxe Hotels, Midscale Hotels, and Essential Service Value Hotels. As of December 31, 2024, RLC owned twenty-six (26) hotels and resort for a total of 4,243 owned room keys in strategic metropolitan and urbanized locations consisting of thirteen (13) Go Hotels, seven (7) Summit Hotels and Resorts, one (1) Grand Summit Hotel, four (4) international brands, and one (1) Fili Hotel. In 2023, RLC launched The Westin Manila, a luxury high rise hotel in the heart of Ortigas Center, Mandaluyong City and the NUSTAR Convention Center in NUSTAR Integrated Resort that can cater to up to 2,000 guests.

RHR owns and operates food and beverage outlets spanning across its various hotel properties. RHR's F&B wide range of offerings include fine dining, premium restaurant concepts, and casual dining. It also offers an exclusive coffee brand, RCoffee, in all Café Summit outlets since June 2024.

RLC has entered into an agreement with its franchisee, Roxaco-Asia Hospitality Corporation, for four (4) Go Hotels present in Manila Airport Road, Ermita Manila, Timog-Quezon City, and North EDSA-Quezon City. Combined, the four Go Hotels account for 804 rooms.

As the largest hotel group in terms of geographical footprint and number of properties, RHR continues to solidify its position in the Philippine hospitality space through product upgrades and the launch of several F&B outlets. In 2024, RHR opened Cantabria by Chele González, a Spanish restaurant in The Westin Manila, expanded the Café Summit operations in Tacloban, and launched RCoffee across all Café Summit. RHR has a total count of twenty-six (26) owned properties with 4,243 keys in nineteen (19) cities and municipalities.

In 2025, RHR looks forward to the grand launch of NUSTAR Hotel, the crown jewel ultra-luxury hotel in NUSTAR Integrated Resort, and the completion of the solar panel installations in Grand Summit Hotel Gensan, Summit Hotel Naga, and Go Hotels Plus Naga. One of the thrusts of RHR is to be a sustainable hotel operator and developer.

e.) Robinsons Logistics and Industrial Facilities
Robinsons Logistics and Industrial Facilities (RLX) focuses on industrial leasing. As of December 31, 2024, total net leasable area reached 294,455 square meters.The accelerated growth of e-Commerce in the Philippines significantly increased demand for logistics facilities with new specifications. RLC capitalized on this opportunity and supplied the need for logistics facilities with capabilities and features tailor-fit for Fast-Moving Consumer Goods (FMCG) and e-Commerce companies, among others. Key specifications of these facilities include high ceilings, raised flooring, loading docks with roll up doors, high strength flooring, and complete Fire Detection and Alarm Systems (FDAS), and fire protection systems. Through all these, RLC ensures the longevity and safety of its logistics facilities, and enables optimized operations for customers.

Its completed projects have cemented RLX in key strategic locations. It now has presence within the National Capital Region, and in both the North and South of Metro Manila. It has a total of twelve (12) industrial warehouses nationwide. All RLX projects are fully leased out or committed to tenants.

RLX is on track to becoming the fastest growing logistics facility provider in the country with additional warehouses in the pipeline. To further accelerate the growth of GLA, RLX is exploring purchasing existing logistics facilities and upgrading these facilities to meet RLX design standards. As it looks to expand its reach and support more businesses, exceptional service continues to be of utmost priority.

f) Robinsons Destination Estates
RLC's Robinsons Destination Estates (RDE) focuses on strategic land bank acquisition in collaboration with corporate land acquisition, exploration of real estate infrastructure projects, and partnerships that create growth opportunities.

RDE is the purveyor of the live-work-play-inspire lifestyle, delivering master-planned communities that integrate residential, office, commercial, hotel and leisure, logistics and industrials into fully integrated, sustainable estates. These developments are strategically designed to enhance long-term value for future residents, businesses, and stakeholders, ensuring spaces where communities can thrive.

Bridgetowne – The Premier Urban Center

As Robinsons Land's pioneering Destination Estate, Bridgetowne is a 32-hectare fully integrated development linking Quezon City and Pasig City through an iconic bridge designed by Mañosa & Co., under the late National Artist for Architecture Francisco 'Bobby' Mañosa, and featuring the country's tallest public art installation, The Victor, created by Filipino-American artist Jefre Manuel-Figueras.

Bridgetowne has established itself as a preferred venue for large-scale events, regularly hosting music festivals, sports competitions, and community activities that attract sophisticated and niche audiences. This dynamic estate continues to enhance its recreational and lifestyle offerings, with the upcoming launch of Studio300, a premium sports lounge, complementing the Bridgetowne Obstacle Park, developed in partnership with the Pilipinas Obstacle Sports Federation, and the country's first FIFA certified football pitch.

Further elevating its position as a premier urban destination, Bridgetowne is the location of Opus Mall, Robinsons Land's first upscale shopping mall, which offers a curated selection of elevated retail and dining experiences. This addition further strengthens Bridgetowne's position as a premier urban center, seamlessly integrating business, leisure, and lifestyle.

Looking ahead, Bridgetowne will continue its transformation into a leading urban center with the future launch of a five-star hotel and premium residential condominiums, further reinforcing its reputation as Metro Manila's most dynamic mixed-use destination.

Sierra Valley – The Suburban Community

Strategically located between Cainta and Taytay, Rizal, Sierra Valley is an 18-hectare mixed-use estate designed as a vibrant suburban gateway to Metro Manila. Positioned just minutes from the Ortigas Central Business District, Sierra Valley continues to establish itself as a lifestyle destination for the eastern metro, offering a balanced environment that fosters convenience and community engagement.

Sierra Valley's commercial strip has seen strong traction, gaining an expanding customer base and attracting new standalone F&B brands, further enhancing its appeal as a preferred retail and dining hub. The residential component, Sierra Valley Gardens, has recorded robust pre-sales performance, prompting the launch of its fifth condominium tower to meet increasing demand.

In 2024, the estate further diversified its offerings with the introduction of new lifestyle and a global retail brand and the opening of RLX Sierra Taytay, Robinsons Land's latest warehouse and logistics facility, strengthening its role as a key business and residential hub east of Metro Manila.

Montclair – The Global Gateway

Montclair, Robinsons Land's largest development by land area, spans 230 hectares and is strategically positioned five minutes from Clark Freeport Zone. Designed as a next-generation economic hub, Montclair will integrate commercial districts, residential communities, office spaces, logistics and industrial zones, hotels, entertainment centers, and green open spaces, supporting long-term economic growth in Central Luzon.

Montclair continues to make significant progress in infrastructure development in 2024, with the ongoing construction of the estate's spine road and the completion of major roads, ramps, and bridges. The Montclair Interchange, which directly connects the estate to SCTEX, enhances regional connectivity, while the dike bridge, completed in 2024, further improves local access. These developments reinforce Montclair's position as a gateway to Clark and a strategic business hub in Central Luzon.

As development progresses, Montclair is set to welcome lifestyle, wellness, and commercial facilities, as well as warehouse and logistics hubs, further reinforcing its role as a catalyst for economic expansion in Central Luzon.

Expanding the Vision: Live-Work-Play-Inspire

RDE remains committed to creating vibrant, future-proof communities that drive economic activity, foster innovation, and enhance quality of life. The recent acquisition of a 6.1-hectare property in Bonifacio Capital District further strengthens its presence in high-value locations, paving the way for new growth opportunities.

By leveraging synergies with Robinsons Malls, Robinsons Residences, Robinsons Hotels & Resorts, Robinsons logistics and industrials, and Robinsons Offices, RDE continues to deliver master-planned developments that integrate diverse real estate formats, ensuring long-term sustainability and value creation for its stakeholders.

As RLC expands its portfolio of destination estates, it remains steadfast in its mission to enable more people to experience the live-work-play-inspire lifestyle, shaping the future of urban and suburban living across the country.

g) Chengdu Ban Bien Jie

Building on its well-established expertise and reputation in the Philippines, RLC expanded its presence beyond local shores and launched its first international venture with a residential project in Chengdu City, China. The city of Chengdu, the capital of Sichuan Province, is the fifth largest city in China with over 16 million residents and is considered as one of the richest urban areas in the country. RLC's Ban Bian Jie Project is strategically located in Wuhou District, the largest of the five inner districts of Chengdu. Situated next to the majestic sceneries of the Jiang An River and Yong Kang Forest Park, the project's prime location and quality features make it an attractive and preferred choice for employees and families.

The Chengdu Ban Bian Jie project is a residential development with a total gross floor area of approximately 220,000 square meters. Comprised of a series of carefully designed high-rise towers, townhouses and shops, Chengdu Ban Bian Jie caters to the sophisticated, discerning lifestyle of the upper-middle-class market. The project features an entertainment area for children, and various sports facilities, including gyms and a swimming pool, to suit even the most active residents. With its convenient proximity to the main Chengdu Shuangliu International Airport, the sprawling community offers entertainment centers, a shopping complex, and relaxation areas, such as the clubhouse and ecological gardens, for rest and recreation.

The percentage contribution to RLC's revenues for the three years ended December 31, 2024, 2023 and 2022 by each of its business segment is as follows:

	For the years ended December 31		
	2024	2023	2022
Commercial Centers	**41.0%**	38.6%	28.6%
Residential	**20.0%**	28.6%	20.0%
Office Buildings	**19.0%**	17.5%	15.5%
Hotels and Resorts	**14.0%**	10.9%	5.1%
Robinsons Destination Estates	**3.0%**	2.8%	1.4%
Logistics and Industrial Facilities	**3.0%**	1.6%	1.2%
Chengdu Ban Bian Jie	**0.0%**	0.0%	28.2%
	100.0%	100.0%	100.0%

Competition

Commercial Centers Division

RLC has two major competitors in its Commercial Centers Division—SM Prime Holdings, Inc. (SMPHI) and Ayala Land, Inc. (ALI). Each of these companies has certain distinct advantages over RLC, including SMPHI's considerably larger mall portfolio and ALI's access to prime real estate in the heart of Metro Manila. There are a number of other players in the shopping mall business in the Philippines, but they are significantly smaller and, because of the high barriers to entry into the business (which include cost, branding, reputation, scale and access to primereal estate), RLC expects that it will continue to compete principally with these two major companies in this market sector for the foreseeable future. Shopping mall operators also face competition from specialty stores, general merchandise stores, discount stores, warehouse outlets, street markets and online stores.

RLC believes its strength is in its mixed-use, retail, commercial and residential developments. RLC operates on the basis of its flexibility in developing malls with different sizes depending on the retail appetite of the market per location. It is focused on balancing its core tenant mix and providing a more distinctive shopping mall experience to its loyal customers, as well as its ability to leverage the brand equity and drawing power of its affiliated companies in the retail trade business.

Residential Division

RLC Residences continues to develop beautiful, well-designed, high quality homes catered to young professionals, starting and growing families under the BC1 segment looking for a home in the city that they can proudly call their own. Competitors such as Alveo Land, MEG, Filinvest Land, Inc. (FLI), and Ortigas & Co. target the young professionals and starting families under this bracket. There are also a number of players who try to compete in this segment of the market with one or two projects. Projects under RLC Residences remain among the top-of-mind developments as a result of growing experienced sales and distribution networks and convenient locations. Projects are located within Central Business Districts or RLC's mixed-use development.

RLC Residences has numerous competitors in the middle-income segment. This is in part a function of the fact that, as compared to other business areas, RLC does not enjoy the same "early mover" advantage. Currently, they are companies like Avida Land (AL), FLI, SMPHI, and DMCI Homes. Based on public records and independent industry reports and its own market knowledge, RLC believes that it is among the top five middle-ranged condominium developers in the Philippines in terms of revenues from sales. RLC believes that it can successfully compete in this market segment on the basis of its brand name, technical expertise, financial standing and track record of successfully completed, quality projects.

The brand strives to compete with developers who have already established their names in tapping the elite market. RLC Residences aims to increase its share of this market segment and steer buyers of competitors such as Ayala Land Premier, Rockwell Land Corporation (ROCK), Century Properties Group, Inc. (CPGI) and Megaworld Corporation (MEG) to its developments.

Recognizing the growing housing market in the Philippines, RLC continues to embark on building subdivisions through its RLC Residences brand. For families aspiring to own their first home or upgrade to a better abode and neighborhood, RLC Residences provides them themed, master-planned, secure and gated horizontal subdivisions in key urbanized cities nationwide ideal to start the good life. RLC Residences offers horizontal developments that caters to the affordable and mid-cost segment, as well as the premier market.

RLC Residences' competitors in these markets are: Ayala Land Inc., Filinvest Land Inc., Vista Land & Lifescapes, Inc., Aboitiz Land Inc. and Cebu Landmasters Inc. Also competing in the affordable segment are PHirst Park Homes, Inc. and and 8990 Holdings Inc.

RLC Residences has an established presence in key locations nationwide, with projects in Laoag, Tarlac, Puerto Princesa, Bacolod, and General Santos. It has also built a strong reputation in strategic areas through the development of several projects in Pampanga, Bulacan, Antipolo, Angono, Cavite, Batangas, Cebu, Cagayan de Oro, and Davao. RLC Residences is committed to provide green and sustainable communities with lifestyle amenities in response to the needs of the market.

RLC believes that its reliability to deliver and consistent quality products at an affordable price has contributed to its ability to generate sales and its overall success.

Robinsons Offices

Robinsons Offices recognizes that competition in the office space market is driven by key factors such as location, accessibility, quality and reliability of design and equipment, the developer's reputation, availability of space, sustainability, and PEZA registration. Its primary competitors include Ayala Land Inc. (ALI), Megaworld, and SM.

Robinsons Offices leverages its competitive edge through the strategic locations of its buildings, which are integrated into mixed-use developments near malls, residential communities, and public transportation hubs. These locations ensure accessibility and convenience, making them attractive to a diverse range of tenants, including companies in the IT-Business Process Management (IT-BPM) sector, corporate headquarters, and traditional office users.

Guided by a commitment to innovation, Robinsons Offices continues to redefine the future of workspaces by creating premium, accessible, future-ready, and sustainable office environments. The Company is dedicated to elevating workspace standards across its entire portfolio, striving to be the preferred office landlord. By delivering innovative, sustainable, and award-winning office developments, Robinsons Offices empowers businesses to thrive while continuously raising the bar for office spaces in the Philippines.

Robinsons Hotels and Resorts

RLC competes in different markets for its hotels and resorts segments. Across all of its hotel formats, its main competitors in terms of number of rooms are: Ayala Land, Alliance Global Group Inc., SM Hotels and Conventions Corporation, Filinvest Land Inc and Double Dragon Corporation. Aside from these large hotel owners and developers, there is a growing number of small independent players and foreign entrants that increases the competitive landscape of hospitality in the country.

RLC continues to strengthen its market leadership through elevating its portfolio of hotel brands, enhancing its brand standards, and investing in strategic locations and its people. With RLC's longstanding expertise in developing and managing hotels, RLC is focused on scaling the business while improving standards leading up to world-class quality.

Logistic and Industrial Facilities Division

Demand for logistics facilities continues to be strong. Under its RLX Logistics Facilities brand, the RLX develops excellent quality logistics facilities in industrial centers of growth around the Philippines. The biggest competitors of RLC in the development of logistics facilities are Ayalaland Logistics Holdings Corp. and Double Dragon Properties Corp

Robinsons Destination Estates

RLC is an accomplished developer of integrated developments. RLC has developed four major mixed used developments in Metro Manila alone, namely, Robinsons Galleria, Robinsons Forum, Robinsons Manila, and Robinsons Magnolia. These projects are anchored by Robinsons Mall with components of Office and/or Residential and/or Hotel/Leisure. Furthermore, it continues to develop its destination estates namely Bridgetowne, Sierra Valley and Montclair. RDE remains focused on this fast-growing development format.

Major developers are still into integrated developments. Developers have been acquiring big parcels of land and incorporating different real estate components to attract investors and customers. The biggest competitors of RLC in integrated developments are Ayala Land, Inc., Megaworld Corp, Filinvest, Inc., Double Dragon Properties Corp., and SM Prime Holdings.

RDE will harness opportunities for synergies with RLC's other business units: Robinsons Malls, Residential, Robinsons Hotels and Resorts, and Robinsons Offices. RLC, having years of experience in these real estate components, will thus have a competitive advantage. With efficient master planning, innovative designs, and quality construction, RLC is committed to sustainable and future-proof communities.

Raw Materials/Suppliers

Construction and development of malls, high-rise office and condominium units as well as land and housing construction are awarded to various reputable construction firms subject to a bidding process and management's evaluation of the price and qualifications of and its relationship with the relevant contractor. Most of the materials used for construction are provided by the contractors themselves in accordance with the underlying agreements, although sometimes the Company will undertake to procure the construction materials when it believes that it has an advantage in doing so. The Company typically will require the contractor to bid for a project on an itemized basis, including separating the costs for project materials that it intends to charge the Company. If the Company believes that it is able to acquire any of these materials (such as cement or steel) at a more competitive cost than is being quoted to it, it may remove these materials from the project bid and enter into a separate purchase order for the materials itself, to reduce project costs.

Customers
RLC has a broad base of customers, comprised of both local and foreign individuals, and institutional clients. The Company is not dependent on a single or a few customers, the loss or any of which would have a material adverse effect on the business taken as a whole.

Regulatory and Environmental Matters

Shopping Malls
Shopping mall centers are regulated by the local government unit of the city or municipality where the establishment is located. In line with this, mall operators must secure the required mayor's permit or municipal license before operating. In addition, no mall shall be made operational without complying first with the provisions of the fire code and other applicable local ordinances. Furthermore, shopping malls with food establishments must obtain a sanitary permit from the Department of Health. It is also compulsory for shopping malls discharging commercial wastewater to apply for a wastewater discharge permit from the DENR and to pay the fee incidental to the permit.

As a tourism-related establishment, shopping malls may obtain accreditation from the Department of Tourism. A shopping mall can only be accredited upon conformity with the minimum physical, staff and service requirements promulgated by the Department of Tourism.

For the shopping malls owned by RLC, RLC has ensured that it is compliant with all of the above regulations.

Residential Condominium and Housing and Land Projects
Presidential Decree No. 957 (The Subdivision and Condominium Buyers' Protective Decree) as amended, is the principal statute which regulates the development and sale of real property as part of a condominium project or subdivision. The law covers subdivision projects and all areas included therein for residential, commercial, industrial and recreational purposes as well as condominium projects for residential or commercial purposes. It also sets out standards for lower density developments.

Republic Act No. 4726 (The Condominium Act), on the other hand, is the primary law governing condominiums. The law covers the legal definition of a condominium, the rights of a unit owner, and the rules governing transfers, conveyances and partitions in condominiums.

The Housing and Land Use Regulatory Board (HLURB) is the administrative agency of the Government which, together with local government units, enforces these laws and has jurisdiction to regulate the real estate trade and business. Subdivision or condominium units may be sold or offered for sale only after a license to sell (LTS) has been issued by the HLURB. The LTS may be issued only against a performance bond posted to guarantee the completion of the construction of the subdivision or condominium project and compliance with applicable laws and regulations.

All subdivision and condominium plans are subject to approval by the relevant Local Government Unit (LGU) in which the project is situated and by the HLURB. The development of subdivision and condominium projects can commence only after the

HLURB has issued a development permit. Approval of such plans is conditional on, among other things, the developer's financial, technical and administrative capabilities. Alterations of approved plans which affect significant areas of the project, such as infrastructure and public facilities, also require the prior approval of the LGU and HLURB.

Owners of or dealers in real estate projects are required to obtain licenses to sell before making sales or other dispositions of lots or real estate projects. Republic Act No. 9646 (The Real Estate Service Act of the Philippines) provides that real estate consultants, appraisers, assessors and brokers must pass the requisite exams and be duly registered and licensed by the Professional Regulation Commission (PRC), while real estate salespersons, or those who act of a real estate broker to facilitate a real estate transaction, only need to be accredited by the PRC.

Project permits and the LTS may be suspended, cancelled or revoked by the HLURB by itself or upon a verified complaint from an interested party for reasons such as non-delivery of title to fully paid buyers or deviation from approved plans. A license or permit to sell may only be suspended, cancelled or revoked after notice to the developer has been served and all parties have been given an opportunity to be heard in compliance with the HLURB's rules of procedure and other applicable laws.

Residential subdivision developments must comply with applicable laws and standards regarding the suitability of the site, road access, necessary community facilities, open spaces, water supply, the sewage disposal system, electrical supply, lot sizes, the length of the housing blocks and house construction. Under current regulations, a developer of a residential subdivision is required to reserve at least 30% of the gross land area of such subdivision for open space for common uses, which include roads and recreational facilities. A developer of a commercial subdivision is required to reserve at least 3.5% of the gross project area for parking and pedestrian malls, but the minimum parking area requirement may be further increased by ordinances promulgated by LGUs.

Republic Act No. 7279 (Urban Development and Housing Act of 1992), as amended by Republic Act No. 10884, requires developers of proposed subdivision projects to develop an area for socialized housing equivalent to at least 15% of the total subdivision area or total subdivision project cost and at least 5% of condominium area or project cost, at the option of the developer, in accordance with the standards set by the HLURB. Alternatively, the developer may opt to buy socialized housing bonds issued by various accredited government agencies or enter into joint venture arrangements with other developers engaged in socialized housing development. The Company has benefited from providing low-income housing or projects of such types which are financially assisted by the government. These policies and programs may be modified or discontinued in the future.

The Government may also adopt regulations which may have the effect of increasing the cost of doing business for real estate developers. Under R.A. No. 10884, income derived by domestic corporations from the development and sale of socialized housing is exempt from project related income taxes, capital gains tax on raw lands used for the project, value-added tax for the project contractor concerned, transfer tax for both raw completed projects, and donor's tax for lands certified by the LGUs to have been donated for socialized housing purposes. Under the current Investment Priorities Plan issued by the Board of Investments, mass housing projects including development and fabrication of housing components, are eligible for government incentives subject to certain policies and guidelines. In the future, since the sale of socialized housing units comprise a portion of homes sold by the Company, any changes in the tax treatment of income derived from the sale of socialized housing units may affect the effective rate of taxation of the Company.

Hotels
To encourage inbound investments and economic growth, the Philippine Board of Investments (BOI) as operated by the Department of Trade and Industry (DTI), provides tax incentive packages to eligible businesses operating in the Philippines. Enterprises that provide tourism-related services fall under the eligible industries for these incentives.

All hotels and resorts operated by the Company are compliant with the Hotel Code and registered with the Board of Investments.

Since the onset of the COVID-19 pandemic in 2021, the Philippine hospitality industry has been subjected to various implementing rules and regulations set by the government's Inter-Agency Task Force (IATF) and Department of Tourism. These guidelines are regularly updated according to the requirements of community quarantine classifications intended to manage and curb the pandemic. As the country eases out of the pandemic, government restrictions on mobility and travel requirements have generally been lifted.

Zoning and Land Use
Under the agrarian reform law currently in effect in the Philippines and the regulations issued thereunder by the DAR, land classified for agricultural purposes as of or after 15 June 1988, cannot be converted to non-agricultural use without the prior approval of DAR.

Land use may be also limited by zoning ordinances enacted by local government units. Once enacted, land use may be restricted in accordance with a comprehensive land use plan approved by the relevant local government unit. Lands may be classified under zoning ordinances as commercial, industrial, residential or agricultural. While a procedure for change of allowed land use is available, this process may be lengthy and cumbersome.

Special Economic Zone
The Philippine Economic Zone Authority ("PEZA") is a government corporation that operates, administers and manages designated special economic zones ("Ecozones") around the country. Ecozones, which are generally created by proclamation of the President of the Philippines, are areas earmarked by the government for development into balanced agricultural, industrial, commercial, and tourist/recreational regions.

An Ecozone may contain any or all of the following: industrial estates, export processing zones, free trade zones, and tourist/recreational centers. PEZA registered enterprises locating in an Ecozone are entitled to fiscal and nonfiscal incentives such as income tax holidays and duty-free importation of equipment, machinery and raw materials.

Information technology ("IT") enterprises offering IT services (such as call centers, and business process outsourcing using electronic commerce) are entitled to fiscal and non-fiscal incentives if they are PEZA-registered locators in a PEZA-registered IT Park, IT Building, or Ecozone. An IT Park is an area which has been developed into a complex capable of providing infrastructures and other support facilities required by IT enterprises, as well as amenities required by professionals and workers involved in IT enterprises, or easy access to such amenities. An IT Building is an edifice, a portion or the whole of which, provides such infrastructure, facilities and amenities.

PEZA requirements for the registration of an IT Park or IT Building differ depending on whether it is located in or outside Metro Manila. These PEZA requirements include clearances or certifications issued by the city or municipal legislative council, the DAR, the National Water Resources Board, and the DENR.

RLC actively seeks PEZA registration of its buildings, as this provides significant benefits to RLC's tenants. PEZA registration provides significant tax incentives to those of RLC's customers that are PEZA-registered (they can, for example, avail themselves of income tax incentives such as income tax holidays or 5% gross income taxation), thereby making tenancy in RLC's PEZA-registered buildings potentially more attractive to them. As of calendar year 2024, a number of RLC malls and office buildings are PEZA-registered.

Singapore Land Group Limited

In May 1999, the Company, through a subsidiary, acquired a 23.0% stake in a Singapore listed company, Singapore Land Group Limited (SLG) (formerly United Industrial Corporation Limited/UIC) which is a Singapore-based real estate company and is one of the leading diversified developers of commercial and retail properties. SLG works across a diversified portfolio that includes commercial offices, retail properties, residential developments, hotels and IT services. Through an extensive portfolio of prime commercial assets in Singapore and investment properties in Australia, China and the United Kingdom, SLG owns 3.9 million square feet of office space and 1.2 million square feet of retail space, which includes some of Singapore's well-known landmarks such as Singapore Land Tower, The Gateway and Marina Square. As of December 31, 2024, the Company holds an indirect interest of 37.0% in the shares of SLG.

c) AIR TRANSPORTATION

Business Development

Cebu Air, Inc. (CEB) is an airline that operates under the trade names "Cebu Pacific" and "Cebu Pacific Air". It pioneered the "low fare, great value" strategy in the local aviation industry, and is now the leading airline in the Philippines. Since its inception, it has flown over 250 million passengers.

CEB was incorporated on August 26, 1988 and was granted a 40-year legislative franchise to operate international and domestic air transport services in 1991. It commenced its scheduled passenger operations in 1996 with its first domestic flight from Manila to Cebu. In 1997, it was granted the status as an official Philippine carrier to operate international services by the Office of the President of the Philippines pursuant to Executive Order (E.O.) No. 219. International operations began in 2001 with flights from Manila to Hong Kong.

CEB's common stock was listed with the Philippine Stock Exchange (PSE) on October 26, 2010, CEB's initial public offering (IPO).

On October 7, 2024, CEB signed a share purchase agreement (SPA) with ALI Capital Corp. for the acquisition of 100% of AirSWIFT Transport, Inc. (AirSWIFT) for consideration of ₱1.75 billion, comprised of payment for outstanding shares and shareholder advances. AirSWIFT, a boutique airline that caters to domestic leisure, operates flights from Manila and Clark to El Nido in northern Palawan, and from El Nido to other major tourist destinations in the country, including Cebu, Boracay, Coron and Bohol. Following the purchase, CEB added El Nido to its network, widening its growth opportunities, and leveraging its operational expertise to be able to offer more cost-effective options for its growing customer base.

CEB, its eighteen (18) SPEs, CEBGO, Inc., AirSWIFT Transport, Inc. (the "Airline Group") and A-Plus (collectively known as "the Group") are consolidated for financial reporting purposes.

As of December 31, 2024, CEB operates a route network serving 84 domestic routes and 39 international routes with a total of 3,864 scheduled weekly flights. It operates from four hubs, including the Ninoy Aquino International Airport (NAIA) Terminal 3 and Terminal 4 both located in Pasay City, Metro Manila; Mactan-Cebu International Airport located in Lapu-Lapu City, part of Metropolitan Cebu; Diosdado Macapagal International Airport (DMIA) located in Clark, Pampanga, and Davao International Airport located in Mindanao.

As of December 31, 2024, CEB has fleet of 98 aircraft. The fleet excludes one (1) ATR 72-500 and three (3) A320 CEO aircraft classified as other assets as these are currently not operating and are held for sale. The average aircraft age of CEB's fleet is approximately 5.5 years as of December 31, 2024.

Aside from passenger service, CEB also provides airport-to-airport cargo services on its domestic and international routes. In addition, it offers ancillary services such additional baggage, rebooking options, in-flight merchandising and other travel-related products and services.

A-plus, on the other hand, is engaged in the business of line maintenance, including certification and providing mechanic assistance, to provide technical ramp, equipment handling, and light maintenance aircraft checks.

The percentage contributions to the CEB's revenues of its principal business activities are as follows:

	For the Years Ended December 31		
	2024	2023	2022
Passenger Services	**68.0%**	68.9%	62.0%
Cargo Services	**5.4%**	4.5%	12.5%
Ancillary Services*	**26.6%**	26.6%	25.5%
	100.0%	100.0%	100.0%

**includes A-plus' revenue from rendering line and light maintenance services to third party customers*

There are no material reclassifications, merger, consolidation, or purchase or sale of a significant amount of assets not in the ordinary course of business that was made in the past three years aside from those discussed above. CEB has not been subjected to any bankruptcy, receivership or similar proceeding in the said period.

On October 2 2024, CEB made history by formally signing its purchase agreement with Airbus for up to 152 A321 NEO family aircraft. Valued at $24 billion at list prices, this agreement represents not only the largest aircraft order in Philippine aviation history. The agreement includes a firm order for 70 narrowbody aircraft, along with 82 early options and purchase rights. Deliveries are scheduled to commence in 2029 up to mid-2030s, while providing a combination of early slots, purchase rights, conversion and deferral rights. This allows CEB the flexibility it needs to tailor its fleet plan to match underlying demand.

Distribution Methods of Products or Services

CEB has three principal distribution channels: the internet; direct sales through booking sales offices, call centers and government/corporate client accounts; and third-party sales outlets.

Internet
CEB has its internet booking system platform through www.cebupacificair.com where passengers can book flights and purchase ancillary products and services online. The system also provides passengers with real-time access to CEB's flight schedules and fare options.

CEB also has its official mobile application which allows guests to book flights on-the-go through their mobile devices.

Booking and Regional Branch Offices
As of December 31, 2024, CEB has closed down its booking offices located in the Philippines. CEB also has seven (7) regional branch offices in Australia, Brunei, Hong Kong, Japan, Macau, Singapore, and South Korea.

Government/Corporate Client Accounts
As of December 31, 2024, CEB has government and corporate accounts for passenger sales. It provides these accounts with direct access to its reservation system and seat inventory as well as credit lines and certain incentives.

Third Party Sales Outlets
As of December 31, 2024, CEB has a network of distributors in the Philippines selling its air services within an agreed territory or geographical coverage. Each distributor maintains and grows its own client base and can impose on its clients a service or transaction fee. Typically, a distributor's client base would include agents, travel agents or end customers. CEB also has a network of foreign general sales agents, wholesalers, and preferred sales agents who market, sell and distribute CEB's air services in other countries.

Customers
CEB's business is not dependent upon a single customer or a few customers that a loss of anyone of which would have a material adverse effect on CEB.

Competition
CEB maintains a strong market position despite competition on both its domestic and international routes. The level and intensity of competition varies from route to route. Principally, it competes with other airlines that service the routes it flies. However, on certain domestic routes, CEB also considers alternative modes of transportation, particularly sea and land transport, to be competitors for its services. Substitutes to its services also include video conferencing and other modes of communication.

In the domestic market, CEB is the leading domestic airline in the Philippines by passengers carried, with a market share of 58% for full year 2024. Its major competitors in the Philippines are Philippine Airlines ("PAL"), PAL Express; and Philippines Air Asia (PAA).

Internationally, CEB competes with the following LCC's and full-service airlines in its international operations: AirAsia, Jetstar Airways, PAL, Cathay Pacific, Singapore Airlines, Scoot, Jeju Air and Thai Airways, among others. For full year 2024, CEB ranked 2^{nd} to PAL, with a market share of 21%. However, in the 4^{th} Quarter of 2024, CEB rose to also become the leading international carrier with an international market share of 22.5%, outpacing PAL's market share of 22.2%.

A-Plus' major competitor is Lufthansa Technik Philippines ("LTP"); however, the latter focuses mostly on rendering base maintenance services or heavy checks.

Publicly-Announced New Product or Service

In July 2024, CEB launched direct flights from Manila to Bangkok via Don Mueang International Airport. It is scheduled to fly three (3) times weekly – on Tuesdays, Thursdays and Saturdays. The launch of these direct flights increases CEB's flight frequencies between Manila and Bangkok to 17 times weekly.

In August 2024, CEB launched its Manila-Kaohsiung route. This allows passengers to explore harbor-side parks and urban landscapes of southern Taiwan's largest city. The flight was launched with CEB's signature Piso Sale and is scheduled to fly three (3) times a week – every Monday, Wednesday and Friday.

In October 2024, CEB expanded its Cebu hub with the launch of flights from Cebu to Masbate, Bangkok via Don Mueang International Airport, San Vicente and Osaka. CEB also expanded its Clark hub with the resumption of flights from Clark to Davao, General Santos, Iloilo, Puerto Princesa and Tagbilaran. An expansion was also made to its Davao hub with the relaunch of its Davao to Bangkok via Don Mueang International Airport and Hong Kong and the launch of Davao to Puerto Princesa, Tacloban and Caticlan. The Iloilo hub was also expanded with the launch of its flights from Iloilo to Singapore, Hong Kong, Tacloban and Zamboanga.

In the same month, CEB launched its maiden Manila-Chiang Mai route. Chiang Mai is a popular tourist destination known for its lantern festival every November, natural heritages, and ancient temples, such as the Wat Phra That Doi Suthep – one of the most venerated temples in Chiang Mai. The flight was launched with the Airline Group's with its signature Piso Sale, shoring shows the CEB's undeniable commitment to help boost tourism by offering faster and more affordable travel.

In December 2024, CEB further expands its Iloilo hub with the launch of its flights from Iloilo to Tagbilaran, Dumaguete and Daraga (Legazpi).

Known for its affordable promos, CEB also offered seat sales in various dates in 2024 which allowed passengers to book ahead for their domestic or international destinations, and score value-for-money fares, making the low fares even more affordable.

Last but not the least, CEB embarked on several initiatives throughout 2024 to continuously improve its passengers' travel experience, including but not limited to the roll out of additional electric shuttle buses for passengers traveling to and from boarding gate to the aircraft, the introduction of new in-flight meals, and the continuous improvement in Charlie the Chatbot.

Raw Materials

Fuel is a major cost component for airlines. CEB's fuel requirements are classified by location and sourced from various suppliers.

CEB's fuel suppliers at its international stations include Shell-Dubai, Shell-Hongkong, Shell-Singapore, World Fuel-Japan, World Fuel-Canton, PTT-Bangkok, PTT-Incheon and Ampol-Sydney among others. It also purchases fuel from local suppliers like Petron and PTT Philippines. CEB purchases fuel stocks on a per parcel basis, in such quantities as are sufficient to meet its monthly operational requirements. Most of CEB's contracts with fuel suppliers are on a yearly basis and may be renewed for subsequent one-year periods

Patents, Trademarks, Licenses, Franchises, Concessions and Royalty Agreements

Trademarks

Trademark registrations with the Intellectual Property Office of the Philippines (IPOPhil) prior to the effective date of Republic Act (R.A) No. 8293, or the current Intellectual Property Code of the Philippines, are valid for twenty (20) years from the date of issue of the certificate of registration.

Trademark registrations covered by R.A. No. 8293 are valid for ten (10) years from the date of the certificate of registration. Regardless of whether the trademark registration is for twenty (20) years or ten (10) years, the same may be renewed for subsequent ten (10)-year terms.

CEB holds the following valid and subsisting trademark registrations:

Jurisdiction	Mark
Philippines	CEBU PACIFIC, CEBU PACIFIC AIR, Cebu Pacific Eagle Head Logo,Cebu Pacific (with Eagle Head), Cebu Pacific Air.Com, Cebu Pacific Mascot, WHY EVERYONE FLIES., WHY EVERYJUAN FLIES., CEBU PACIFIC AIR.COM, WHY EVERYONE FLIES., CEBU PACIFIC AIR.COM, WHY EVERYJUAN FLIES., CEBGO, Cebu Pacific Logo (Eagle Head), Cebu Pacific, CEBGO, 1AVIATION, 1AV, 1 Aviation Logo, Super Seat Fest, Travel Sure, CEBU PACIFIC TRAVEL SURE YEAR-ROUND PROTECT, CEBU PACIFIC TRAVEL SURE, FLY ME NEXT, CEB TravelSure, CEBU PAC, CEB, CEB PAC, Cebu Pacific, CEB Getaways, CEB Meals, CEB Moments, CEB Prepaid Baggage, CEB Seat Selector, CEB Sports Equipment, CEB Surfboard, CEB Transfers, CEB Wi-Fi Kit, Eco Plane, Every Juan, EveryJuan, Fly Easy, Go Ahead, Go Basic, Go Easy, Go Flexi, Juan for Fun, Juan for Fun Cebu Pacific, P1so Club, The Juan Effect, It's Time Every Juan Flies, It's Time Everyone Flies, Cebu Pacific and Device,Cebupacificair.com and logo, AVIATION PARTNERSHIP PHILIPPINES & DESIGN, and Let's Fly every Juan.
China	CEBU PACIFIC AIR, CEBU PACIFIC, IT'S TIME EVERYONE FLIES, Cebu Pacific (Eagle Head Logo), Cebu Pacific Mascot, Cebu Pacific (With Eagle Head) and Cebu Pacific Air.Com (With Eagle Head)
Japan	Ceppie
Singapore	Cebu Pacific Mascot, Cebu Pacific Eagle Head Logo and Cebu Pacific with Eagle Head Logo
WIPO Cambodia	Cebu Pacific Air
WIPO	Cebu Pacific
WIPO US	Cebu Pacific (Eagle Head Logo)

On September 25, 2024 and October 8, 2024, Cebu Pacific filed for trademark registrations in Malaysia for *Cebu Pacific* and *Cebgo* trademark logos and word marks. Cebu Pacific also filed a new trademark application in the Philippines for *CEB Baggage*.

Franchise

In 1991, pursuant to R.A. No. 7151, CEB was granted a franchise to operate air transportation services, both domestic and international. In August 1997, the Office of the President of the Philippines gave CEB the status of official Philippine carrier to operate international services. On June 30, 2001, the Philippine Civil Aeronautics Board (CAB) issued the permit to operate scheduled international services and a certificate of authority to operate international charters.

In December 2008, pursuant to R.A. No. 9517, CEBGO, Inc, CEB's wholly owned subsidiary, was granted a franchise to establish, operate and maintain domestic and international air transport services with Clark Field, Pampanga as its base. This franchise shall be for a term of twenty-five (25) years.

Government Approval of Principal Products or Services

CEB complies with and adheres to existing government regulations of the following regulatory bodies:

- Civil Aeronautics Board (CAB)
- Civil Aviation Authority of the Philippines (CAAP)

CEB's business depends upon the permits and licenses issued by the government authorities or agencies for its operations which include the following:

- Legislative Franchise to Operate Transport Services by Air
- Certificate of Public Convenience and Necessity (CPCN)
- Foreign Air Operator Permit
- Air Operator Certificate
- Certificate of Registration
- Certificate of Airworthiness
- Aviation Insurance Coverage

CEB also has to seek approval from the relevant airport authorities to secure airport slots for its operations.

As an airline operator, CEB recognizes the effect of the nature and extent of regulations on the results of its operations. Consequently, in conducting its businesses, CEB has secured or seeks to secure all relevant and applicable government approvals at both the national and local levels.

Effects of Existing or Probable Government Regulations on the Business

CEB recognizes the effect of the nature and extent of regulations on the results of its operations. Consequently, in conducting its businesses, CEB has secured or seeks to secure all relevant and applicable government approvals at both the national and local levels.

<u>Aviation Safety Ranking and Regulations</u> - CEB is part of the International Air Transportation Association (IATA), the trade association for the global airline industry, where it gained access to expertise and learnings on best practices and innovations among global airlines, as well as help formulate policies on critical aviation issues.

CEB is in the process of renewing its IATA Operational Safety Audit (IOSA) certification. It has completed the audit and is addressing the findings before submitting evidence for IATA's review and approval. IOSA is an internationally recognized and accepted evaluation system designed to assess the operational management and control systems of an airline.

In pursuit of maintaining and improving its safety procedures, CEB has also invested in technology that would improve its capability to manage safety risks such as on-board Runway Overrun Prevention System (ROPS) cockpit technology for its Airbus fleet for purposes of calculating whether the aircraft can safely stop in the runway length remaining ahead of the aircraft, Area Navigation (RNAV) data for more accurate navigation and approaches to various airports, a Fatigue Risk Management System to ensure that pilots are at adequate levels of alertness, Ground Proximity Warning System (GPWS) that provides automated alert to pilots when an aircraft is in danger of colliding with terrain or obstacles and Traffic Collision Avoidance System (TCAS) that continuously monitors nearby aircraft and provides real-time traffic advisories and resolution maneuver to pilots, reducing the risk of mid-air collisions by ensuring safe separation between aircraft. CEB also uses Flight Data Monitoring (FDM) as a proactive safety management tool that continuously records and analyzes flight data to identify operational trends, deviation from standard procedures and potential risks. Through the integration of these advances safety systems, strict compliance with regulations and ongoing investment in crew training and operational oversight, CEB reinforces its commitment to maintaining the highest safety standards.

ASEAN Open Skies Agreement – The ASEAN Open Skies agreement allows designated carriers of ASEAN countries to operate unlimited flights between capitals, leading to better connectivity and more competitive fares and services. Subject to regulatory approvals, this liberalized and equitable air services agreement further allows carriers to upgrade its ASEAN flights to wide-bodied aircraft and increase capacity without the need for air talks thus allowing airlines to focus on expanding its operations, stimulating passenger traffic, and improving customer experience rather than spending valuable resources on negotiating for additional air rights.

Air Passenger Bill of Rights – The Air Passenger Bill of Rights, which was formed under a joint administrative order of the Department of Transportation and Communications, CAB and the Department of Trade and Industry, sets the guidelines on several airline practices such as overbooking, rebooking, ticket refunds, cancellations, delayed flights, lost luggage and misleading advertisement on fares.

R.A. No. 11659 – Public Service Act, as Amended **-** This amends Commonwealth Act No. 146, otherwise known as the Public Service Act passed in 1936. Among others, this distinguishes a public utility from a public service. The scope of a public utility is limited to persons who operate, manage and control for public use any of the following: (i) electricity distribution; (ii) electricity transmission; (iii) petroleum and petroleum products pipelines transmissions systems; (iv) water pipeline distribution systems and wastewater pipeline systems, including sewerage pipeline systems; (v) seaports; and (vi) public utility vehicles. It further provides that nationality requirements shall not be imposed by the relevant Administrative Agencies, as defined in the said act, on any public service not classified as a public utility. CEB is considered as a public service and not a public utility.

Research and Development

CEB incurred minimal amounts for research and development activities, which do not amount to a significant percentage of revenues.

Costs and Effects of Compliance with Environmental Laws

The operations of CEB are subject to various laws enacted for the protection of the environment. CEB has complied with the following applicable environmental laws and regulations:

- Presidential Decree No. 1586 (Establishing an Environmental Impact Assessment System) which directs every person, partnership or corporation to obtain an Environmental Compliance Certificate (ECC) before undertaking or operating a project declared as environmentally critical by the President of the Philippines. Petro-chemical industries, including refineries and fuel depots, are considered environmentally critical projects for which an ECC is required. CEB has obtained

ECCs for the fuel depots it operates and maintains for the storage and distribution of aviation fuel for its aircraft.

- R.A. No. 8749 (The Implementing Rules and Regulations of the Philippine Clean Air Act of 1999) requires operators of aviation fuel storage tanks, which are considered as a possible source of air pollution, to obtain a Permit to Operate from the applicable regional office of the Environment Management Bureau (EMB). CEB's aviation fuel storage tanks are subject to and are compliant with this requirement.

- R.A. No. 9275 (Implementing Rules and Regulations of the Philippine Clean Water Act of 2004) requires owners or operators of facilities that discharge regulated effluents to secure from the Laguna Lake Development Authority (LLDA) (Luzon area) and/or the applicable regional office of the EMB (Visayas and Mindanao areas) a Discharge Permit, which is the legal authorization granted by the Department of Energy and Natural Resources for the discharge of waste water. The Group's operations generate waste water and effluents for the disposal of which a Discharge Permit was obtained from the LLDA and the EMB of Region 7 which enables it to discharge and dispose of liquid waste or water effluent generated in the course of its operations at specifically designated areas. CEB also contracted the services of government-licensed and accredited third parties to transport, handle and dispose its waste materials.

- Republic Act No. 11697 (Electric Vehicle Industry Development Act, otherwise known as "EVIDA Law") outlines the regulatory framework, creates a comprehensive roadmap for development, commercialization, and utilization of electric vehicles (EV) in the Philippines, and at the same time, enumerates the fiscal and non-fiscal incentives for compliant electric vehicle users. CEB took deliveries of electric passenger shuttles, employee shuttles, and baggage tractors, as part of CEB's sustainable initiatives to reduce its carbon footprints.

- Extended Producer Responsibility Law ("EPR Law") of 2022 is the law that amends Republic Act No. 9003, otherwise known as the Ecological Solid Waste Management Act of 2000, to institutionalize the extended producer responsibility on plastic packaging waste. It requires obliged enterprises (OEs), by themselves or collectively, with or without a Producer Responsibility Organization (PRO) to prepare and register with the National Solid Waste Management Commission their EPR Programs to reduce and/or recover for reuse, recycling, treatment, or proper ecological disposal the plastic packaging waste that they release or released to the domestic market.

Compliance with the foregoing laws does not have a material effect to the CEB's capital expenditures, earnings and competitive position. CEB spent over ₱45 million in connection with its compliance with applicable environmental laws for the above.

d) PETROCHEMICALS

Business Development

JG Summit Olefins Corporation (JGSOC) is a pioneer in the petrochemical industry in the Philippines, with its fully integrated manufacturing complex in Batangas City. Previously there were two subsidiaries, JG Summit Petrochemical Corporation (JGSPC) established in 1994, which operated the polymer facilities, and JGSOC established in 2008, which operates the naphtha cracker plant. These two companies were collectively known as the JG Summit Petrochemicals Group (JGSPG). As of January 1, 2022, the two companies have been merged to a single corporate entity, with JGSOC as the surviving entity of the merger. JGSOC is 100% owned by the Company.

JGSOC operates the first and only naphtha cracker plant in the country, which produces the olefin raw materials ethylene and propylene used as feedstock by the downstream polymer plants. The cracker's products also include pyrolysis gasoline or 'pygas' and mixed C4, which are in turn the raw materials to produce C4 olefins and aromatics products from its butadiene and aromatics extraction plants, respectively.

The naphtha cracker plant started commercial operations in 2014 and employs proprietary Lummus Technology. The cracker was initially built to produce 320 Kilo Tons per Annum (KTA) of polymer-grade ethylene and 190 KTA of polymer-grade propylene. After its expansion was completed in 2020, the naphtha cracker can now produce 480 KTA of polymer-grade ethylene, 240 KTA of polymer-grade propylene, 180 KTA of mixed C4, and 250 KTA of pygas.

The olefin raw materials ethylene and propylene are used as feedstock for the downstream polymer plants to produce polyethylene (PE) and polypropylene (PP). As the largest manufacturer of polyolefins in the Philippines, JGSOC currently has production capacities of 320 kilo tons per annum (kTA) for PE and 300 kTA for PP. The current polyolefins manufacturing processes are based on widely-used UNIPOL™ PE and PP Process Technology licensed from Univation Technologies, LLC for the PE Process, and from W.R. Grace & Co. for the PP Process. JGSOC markets its world-class quality PE and PP resins under the brand name EVALENE® which is a dominant player in the local resins market and is likewise distributed in more than 30 countries all over the world.

The cracker's two other products, pygas and mixed C4, likewise undergo further extraction in respective downstream facilities to produce intermediate petrochemical derivatives. A new aromatics extraction unit, which started operations in July 2021, produces benzene, toluene, mixed xylenes and mixed aromatics using the cracker's pygas as feed. The unit's rated production capacity is around 90 KTA of benzene, 50 KTA of toluene, 30 KTA of mixed xylenes and 20 KTA of mixed aromatics. It is the first aromatics extraction plant in the Philippines to use GT-BTX® technology from Sulzer GTC.

In 2022, JGSOC has started commercial operations of the first and only butadiene extraction unit in the Philippines, which uses BASF Process licensed from Lummus Technology. This facility processes mixed C4 from the naphtha cracker to produce butadiene and raffinate-1, with production capacities of 70 KTA for butadiene and 110 KTA for raffinate-1.

In December 2022, JGSOC has started to commission its new 250 kTA PE plant which uses the MarTECH™ loop slurry process, licensed by Chevron Phillips Chemical. The MarTECH™ loop slurry process is also one of the world's leading processes for the manufacture of PE, and which will allow JGSOC to produce bimodal, metallocene and bimodal metallocene PE grades.

The expansion project, with its additional volumes and new downstream value-added products, is a step towards product diversification of the Philippine petrochemical industry, and aims to strengthen further the industrial value chain for the various domestic manufacturing sectors.

Peak Fuel Corporation (Peak Fuel) was incorporated in 2020 as a subsidiary and fuels trading arm of JGSPC. With the merger of JGSOC and JGSPC effective as of January 1, 2022, wherein JGSOC was the surviving entity, Peak Fuel Corp. became the subsidiary of JGSOC. Its mission is to support local industries through reliable supply of essential fuels, starting with liquefied petroleum gas (LPG). It started commercial operations in August 2021.

Peak Fuel supplies LPG from its facilities located inside the JG Summit Petrochemical Complex in Batangas City. Peak Fuel's current key markets are LPG importers and refillers across the Philippines. It also envisions serving the LPG industrial and commercial sectors.

With the combined volume of its two refrigerated tanks at 32,000 metric tons, Peak Fuel boasts of the largest LPG storage capacity in the Philippines. Additionally, it has two LPG bullet tanks designed for truck loading with combined capacity of 900 metric tons. For ship loading, it has a spherical pressurized tank with a capacity of 4,000 metric tons that can load into 2,000 to 2500 metric ton vessels through the jetty facility of the JGSPG complex.

Principal Products or Services

JGSOC manufactures Olefins, Aromatics, PE and PP products. For polymers, JGSOC's principal product lines include High Density Polyethylene (HDPE) grades for film, blow molding, monofilament, pipe and injection molding applications, Linear Low Density Polyethylene (LLDPE) grades for film and injection molding applications, PP homopolymer grades for yarn, film, injection molding and thermoforming applications, and random copolymer PP grades for blow molding and injection molding applications. Aromatics pertain to pygas, benzene, toluene, mixed xylenes and mixed aromatics. Olefins refers to ethylene, propylene, mixed C4, butadiene and raffinate-1.

The percentage contribution to JGSOC's and Peak Fuel's combined revenues for the three years ended December 31, 2024, 2023 and 2022 by each of its principal product categories is as follows:

	For the years ended December 31		
	2024	2023	2022
Polyethylene (PE)	**34.9%**	34.9%	34.3%
Polypropylene (PP)	**18.8%**	20.8%	22.6%
LPG	**17.2%**	17.1%	17.7%
Aromatics	**14.8%**	13.8%	15.9%
Butadiene	**10.6%**	8.2%	−
Olefins	**3.7%**	5.3%	9.5%
	100.0%	100.0%	100.0%

JGSOC's polymer products are sold under the EVALENE brand name, are compliant with FDA Philippines food-contact requirements and are also Halal certified. In addition, JGSOC ensures adherence to the highest standards for quality management, environmental performance, and occupational health and safety management with its ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certifications.

Distribution, Sales and Marketing

For its polymer products, JGSOC sells directly to small, medium and large plastic converters in the Philippines through its in-house Commercial Polymer Sales group. For its aromatics products, JGSOC sells to bulk chemicals traders and end-users through its in-house Commercial Aromatics Sales group. Product distribution to the domestic market is handled directly by JGSOC in coordination with third party trucking services. JGSOC also sells its products for export to international markets, either direct to end users or through reputable trading companies.

Peak Fuel sells LPG to local refillers and importers based in various parts of Luzon in coordination with third party trucking services. It can also fill-in pressurized gas carriers to serve domestic and export customers with sea-fed terminals.

Competition

To be highly competitive, JGSOC is committed to produce consistently good quality products using world-class technology and by employing highly competent personnel. Continuous product and process improvements and research and development is conducted in-house with the assistance of the different technology licensors.

JGSOC is the largest polymer resins producer and the only local manufacturer that can produce both PE and PP in an integrated complex. The two other companies that produce polyolefins produce either PE or PP only. These are NPC Alliance Corporation (NPCAC), whose production capacity is 250,000 MT per annum for PE, and Philippine Polypropylene Inc. (PPI), whose production capacity is 160,000 MT per annum for PP. Manufacturing sites of both competitors are located in Bataan province, north of Manila. The balance for the local polyolefins demand is supplied by imported material brought in either directly by local plastic products manufacturers or by international and local traders. Imported PE and PP resin goods are currently JGSOC's primary competition. JGSOC also is able to develop specialty PE and PP grades for specific niche markets, products for which may be difficult to source via the import market.

For bulk petrochemical products, Petron Corp. based also in Bataan province is the only other domestic manufacturer in the country, with capabilities to produce propylene, benzene, toluene and mixed xylenes.

Raw Materials/Suppliers

The principal raw materials used by JGSOC in the production of its polyolefin products are polymer-grade propylene and ethylene, commonly known as olefins, which are mainly derived from naphtha produced in the oil refining process. Prior to the completion of JGSOC's Naphtha Cracker Plant, JGSPC purchased olefins from international sources though suppliers such as petrochemicals traders.

Since November 2014, the naphtha cracker has been directly supplying previously imported raw materials ethylene and propylene. Per design, the olefins output capacity of the cracker matches the feedstock volume requirements of the polymer plants.

Starting 2021, the naphtha cracker also started supplying pyrolysis gasoline as feedstock for the aromatics extraction unit and as of 2022, mixed C4 as feedstock for the butadiene extraction unit.

Meanwhile, Peak Fuel imports propane and butane for local distribution.

Customers

JGSOC aims to supply the majority of manufacturers of plastic-based products in the Philippines. It also sells its products to internal parties which include the packaging division of URC, and to external parties comprised of more than 300 local manufacturers. Loss of any one customer would not have a materially adverse effect on JGSOC. JGSOC also exports PE and PP worldwide.

Related Party Transactions

JGSOC, in its regular conduct of business, has engaged in transactions with the Company and its affiliates. These transactions principally consist of sales, advances to and from these affiliated companies.

Regulatory Overview

The Philippine Government through the DTI's Board of Investments (BOI) implements policies which directly affect the various manufacturing industries including the petrochemical industry. Under the Philippine Investment Priorities Plan, the BOI has the power to grant fiscal incentives to manufacturers establishing new plants or undertaking rehabilitation or expansion programs. Through several dialogues held with the BOI, JGSOC has emphasized the importance of fully developing the petrochemical industry to help with the sustainable development of the Philippine economy. The BOI has granted JGSOC projects registrations and under its certificates of registration, JGSOC shall be entitled to certain tax and nontax incentives such as: (a) income tax holiday (ITH) from actual start of commercial operations (6 years for pioneer projects and 3 years for expansion projects); only income generated from the registered activity shall be entitled to ITH incentives; additional deduction from taxable income of fifty percent (50%) of wages corresponding to the increment of direct labor; (c) employment of foreign nationals; (d) tax credit for taxes and duties on raw materials and supplies and semi-manufactured products used on its export products and forming part thereof, among others; (e) simplification of customs procedures for the importation of equipment, spare parts, raw materials and supplies; (f) access to Customs Bonded Manufacturing Warehouse (CBMW); (g) exemption from wharfage dues, export taxes, duties, imposts and fees on export products; and (h) importation of consigned equipment.

Currently, JGSOC has ITH incentives with pioneer status for its Aromatics, Butadiene and Bimodal PE plants, and ITH incentives with non-pioneer status for its expanded Naphtha Cracker and PP plants.

Costs and Effects of Compliance with Environmental Laws

JGSOC takes pride in consistently undertaking projects to help preserve the environment. The safety of employees and the community is foremost and is never compromised. JGSOC complies with all applicable laws on the environment and is committed to be environmentally responsible by having an effective environmental management system based on the requirements of ISO 14001:2015 (EMS). Compliance with such laws has not had, and in JGSOC's opinion, is not expected to have a material effect upon JGSOC's capital expenditures, earnings or competitive position.

Merger of JGSPC and JGSOC

As of January 1, 2022, JGSPC and JGSOC have been merged to a single corporate entity, with JGSOC as the surviving entity of the merger. JGSOC fully absorbed the business operations of both JGSOC and JGSPC, and assumed all assets, liabilities, rights and obligations of JGSPC, from the effective date of the merger. In 2024 and 2023, JG Summit made additional investment in JGSOC amounting to ₱17.0 billion and ₱11.0 billion, respectively.

e) CORE INVESTMENTS

PLDT, Inc. (PLDT)
On March 29, 2011, the Company executed a sale and purchase agreement with PLDT under which PLDT has agreed to purchase all the rights, title and interest in the assets of Digitel. The acquisition was completed on October 26, 2011 following the issuance by the SEC of its confirmation of the valuation of the enterprise assets and the approval by National Telecommunications Commission of the transfer of 51.6% interest in Digitel. In November 2011, the Company subsequently sold 5.81 million and 4.56 million PLDT shares to an associate company of First Pacific Company Limited and NTT Docomo, Inc., respectively for approximately US$600 million. The Company is represented in PLDT's board of directors with one board seat. The transaction triggered a mandatory tender offer for the acquisition of the remaining 48.5% of Digitel shares held by the public. PLDT launched a tender offer for such shares that ended January 16, 2012.

In December 2019, the Company acquired 7,046,979 American Depositary Receipts (ADRs) of PLDT amounting to ₱7.0 billion, which was then converted into common shares in January 2020 and resulted to the Company's additional 3.3% stake in PLDT. The Company has a total of 11.27% interest in PLDT after the transaction. PLDT is one of the largest and most diversified telecommunications provider in the Philippines, which provides a wide range of telecommunications services in the country through its extensive fibre optic backbone and wireless, fixed line, broadband and satellite networks. PLDT's business comprises three divisions: wireless, fixed line and BPO.

Manila Electric Company (Meralco)
On December 11, 2013, the Company completed the purchase of a 27.1% stake in Manila Electric Company (Meralco) for ₱71.9 billion, which was funded by a combination of debt and equity capital. Meralco is the largest private sector electric distribution utility company in the Philippines and has been serving Filipinos for over 117 years. Today, Meralco provides electricity to 7 million customers in 36 cities and 75 municipalities in a 9,685 square km franchise area that includes Metro Manila, Rizal, Cavite, Bulacan, and portions of Pampanga, Laguna and Quezon. On June 14, 2017, the Company acquired additional 2.44% stake in Meralco for ₱6.9 billion, resulting in the increase in ownership interest in Meralco to 29.56%. On July 28, 2022, the BOD of the Company approved the holding of an overnight block trade for the sale of its 36.0 million common shares in Meralco. On the same day, the Company entered into a Secondary Block Trade Agreement with UBS AG, Singapore Branch (UBS) whereby it appointed UBS, to procure purchasers for the 36.0 million common shares of Meralco at a price of ₱344 per share for a total consideration of ₱12.4 billion together with all dividends, distributions and other benefits attaching to the shares. The sale represents 3.2% of Meralco's total outstanding shares which resulted to the change in the Company's equity interest over Meralco from 29.56% to 26.37%.

Bank of the Philippine Islands (BPI)
In January 2024, the Group received 188.4 million BPI shares, valued at ₱19.6 billion, representing 3.58% ownership interest, as a result of the merger of Robinsons Bank Corporation with BPI. BPI is one of the biggest banks in the Philippines in terms of total assets, capital, and market capitalization, and has a significant share of total banking system deposits, loans, and assets under management. It is recognized as one of the country's top providers of the following services: asset management and trust, cross-border remittances,

life and non-life bancassurance, as well as asset finance and leasing. BPI also has a significant presence in the capital markets, particularly in fixed income and equities underwriting, distribution and brokerage, and is also a provider of foreign exchange to both retail and corporate clients. BPI has the country's second largest branch network and operates the fifth largest ATM network.

Luzon International Premiere Airport Development Corporation (LIPAD)
On February 18, 2019, the Company invested in LIPAD. The shares acquired represented 33% of LIPAD's total outstanding common shares. LIPAD is a corporation organized and incorporated in the Philippines to engage in the operation and maintenance of airports, whether operating as a domestic or international airport or both, including day-to-day administration, functioning, management, manning, upkeep, and repair of all facilities necessary for the use or required for the safe and proper operation of airports. In December 2020, the Company made additional investment amounting to ₱115.5 million equivalent to 115.5 million shares. In September 2021, the Company made additional investment amounting to ₱132.0 million equivalent to 132.0 million shares.

DHL Summit Solutions, Inc. (DSSI)
On December 18, 2019, the Company invested in DSSI. DSSI was incorporated on October 1, 2019 and shall engage in the business of providing domestic transportation, logistics, warehousing and distribution of cargoes, and other supply chain management activities. DSSI started commercial operations in July 2020.

GoTyme Bank Corporation (GoTyme)
On February 18, 2021, Robinsons Bank Corporation (RBC) and RLC entered into a joint venture agreement with Robinsons Retail Holdings, Inc. (RRHI) and Tyme Global Limited (TGL) to establish a joint venture company (JVC) which will operate a digital bank in the Philippines and have its own banking license and independent governance structure, subject to the approval of the BSP. The initial funding and capital structure required RBC, RLC and RRHI, named as the founding shareholders, to contribute a pro rata portion up to ₱1.25 billion. The shareholder percentage of RBC, RLC, RRHI and TGL upon incorporation shall be 20.0%, 20.0%, 20.0% and 40.0%, respectively, of the share capital and voting rights of the JVC.

On August 24, 2021 RBC's equity investment of ₱200.0 million representing 20% ownership of the digital bank which was named GoTyme Bank Corporation (GoTyme) was approved by the BSP. After securing Certificate of Authority to Register from the Monetary Board, the SEC approved the Certificate of Incorporation of GoTyme on December 28, 2021.

In February 2022, GoTyme's BOD approved the additional capital infusion from the shareholders totaling ₱1.6 billion to support the pre-launch and operations of GoTyme and to comply with the ₱1.0 billion BSP-mandated minimum regulatory capital for digital banks.

In 2023, GoTyme's BOD approved the additional capital infusion from the shareholders totaling ₱3.1 billion to support the current operations of GoTyme. This includes ₱908.2 million total deposits for stock subscription in GoTyme pending approval by BSP and SEC of GoTyme's application for increased authorized capital stock.

On March 21, 2024, Bank of the Philippine Islands (BPI) divested all shares acquired through its merger with RBC and sold them to GoTyme Financial Pte. Ltd. and Giga Investments Holdings Pte Ltd at a price of ₱1.20 per share. The transfer from BPI to

GoTyme Financial Pte. Ltd., which exceeded 10% of the total outstanding shares of GoTyme Bank Corporation, was approved by the BSP on October 9, 2024.

On May 13, 2024, GoTyme filed an application with the SEC for an increase in Authorized Capital Stock as approved by the BOD. On July 5, 2024, BSP issued the Certificate of Authority for the increase of the authorized capital stock.

On July 5, 2024, BSP issued the Certificate of Authority to Register the Amended Articles of Incorporation, which included the increase in authorized capital stock.

As of November 2024, GoTyme received ₱2.3 billion as additional subscription from its investors and recognized this advance payment as deposit for future stock subscription.

On November 26, 2024, SEC issued the certificate of approval of the increase of authorized capital stock. GoTyme has reclassified all deposits for future stock subscription amounting to ₱3.2 billion, of which ₱1.5 billion was recognized as share capital and the remaining P1.6 billion excess of par value recognized as APIC.

As of December 31, 2024, the shareholder percentages of TGL, GTFPL, RRHI, RLC, JG DEV, and JG Capital in GoTyme's share capital were 39.9%, 18.6%, 19.0%, 16.9%, 2.0%, and 2.4%, respectively. The remaining 1.2% is owned by Giga Investment Holdings Pte. Ltd. As of December 31, 2023, the shareholder percentages of BPI/RBC, RLC, RRHI, and TGL in GoTyme's share capital were 15.0%, 20.0%, 20.0%, and 40.0%, respectively, with GTFPL holding a 3.9% stake, and the remaining 1.1% is owned by Giga Investment Holdings Pte. Ltd. GTFPL is 51% owned by JGS.

f) SUPPLEMENTARY BUSINESSES

JGDEV and DAVI
Part of the Group's digital transformation was the establishment of JG Digital Equity Ventures (JGDEV) and Data Analytics Ventures Inc. (DAVI) in 2018 and 2019, which currently trail blazing the Group's next generation of digital business.

JGDEV, the Group's venture capital arm, continues to invest in promising early-stage startups in the Southeast Asian region that will potentially generate returns while also creating value for the Gokongwei Group's ecosystem.

In 2024, JGDEV remained measured in deploying capital but continued to make strategic follow-on investments in key portfolio companies to strengthen their market positions and drive long-term growth.

DAVI, on the other hand, unlocks data opportunities by uncovering new customer patterns and insights, leading to disruptive engagement and growth through precision marketing, customer intelligence, performance dashboards and predictive analytics.

The Group also has an interest in insurance brokering, securities investments, and business process outsourcing.

Competition
Many of the Group's activities are carried on in highly competitive industries. Given the Group's diversity, the Group competes with different companies domestically and internationally, depending on the product, service or geographic area. While the Group is one of the largest conglomerates in the Philippines, its subsidiaries compete in different sectors against a number of companies with greater manufacturing, financial, research and development and market resources than the Group.

The following table sets out the Group's principal competitors in each of the principal industry segments in which it operates:

Industry Segment	**Principal Competitors**
Branded Consumer Foods, Agro-Industrial and Commodity Food Products	Liwayway Marketing Corporation, Perfetti Van Melle Group, Mondelez Philippines Inc., Republic Biscuit Corporation, Suncrest Foods Inc., Monde Nissin Corporation, and Nestle Philippines, Inc. Internationally, major competitors include Tan Hiep Phat Beverage Group, Mondelez International, Inc., PT Mayora Indah Tbk, Glico, Mamee-Double Decker Sdn Bhd, and PepsiCo, Inc.
Real Estate and Hotels	SM Prime Holdings, Inc., Ayala Land, Inc., Ayala Land Premier, Rockwell Land Corporation, Century Properties Group, Inc., Megaworld Corporation, Alveo Land, Filinvest Land, Inc., Ortigas & Co., Avida Land, DMCI Homes, Vista Land & Lifescapes, Inc., Aboitiz Land Inc. and Cebu Landmasters Inc., Alliance Global Group Inc., Double Dragon Properties Corp, PHirst Park Homes, Inc. and 8990 Holdings, Inc.
Air Transportation	PAL, PAL Express, Philippines Air Asia for domestic flights; AirAsia, Jetstar Airways, PAL, Cathay Pacific, Singapore Airlines, Scoot, Jeju Air and Thai Airways, among others for International flights
Petrochemicals	Imports

Publicly-Announced New Product or Service
Other than those discussed above under the air transportation and banking segments, the Group has no publicly-announced new product or service as of the date of the report.

Patents, Trademarks, Licenses, Franchises Concessions, Royalty Agreements
The Group owns a substantial number of trademarks registered with the Intellectual Property Office of the Philippines (IPPHL). Trademark registrations with the IPPHL prior to the effective date of Republic Act No. 8293, or the current Intellectual Property Code of the Philippines, are valid for 20 years from the date of issue of the certificate of registration. Meanwhile, trademark registrations covered by Republic Act No. 8293 are valid for ten years from the date of the certificate of registration. Regardless of whether the trademark registration is for 20 years or ten years, the same may be renewed for subsequent ten-year terms.

The Group also has various licenses and franchises issued by the government to enable them to operate its diverse businesses including food, real estate, banking and financial services, telecommunications, air transportation and power generation.

Effect of Existing or Probable Governmental Regulations on the Business
The Group operates the majority of its businesses, including food, real estate, banking and financial services, telecommunications, air transportation and power generation activities, in a highly regulated environment. Many of these businesses depend upon licenses or franchises issued by the government authorities or agencies for their operations. These businesses would be materially adversely affected by the suspension or revocation of these licenses or franchises, which in turn may have a material adverse effect upon the Group. In addition, the introduction or inconsistent application of, or changes in regulations may from time to time materially affect the Group's operations.

Cost and Effects of Compliance with Environmental Laws
The operations of the Group are subject to various laws enacted for the protection of the environment. The Group believes that it has complied with all applicable Philippine environmental laws and regulations, an example of which is the installation of waste and industrial water treatments in its various facilities. Compliance with such laws has not had, and in the Group's opinion, is not expected to have, a material effect upon the Group's capital expenditures, earnings or competitive position.

Employees and Labor
The number of full-time employees employed by the Company and its operating subsidiaries as of December 31, 2024 is shown in the following table:

Company	No. of Employees
Branded Consumer Foods, Agro-industrial and Commodities	13,825
Airlines	6,120
Property Development and Hotel Management	3,777
Petrochemicals	1,101
Supplementary Businesses	551
	25,374

The Group's management believes that good labor relations generally exist throughout the operating companies. For most of the operating companies, collective bargaining agreements exist between the relevant representative unions for the employees and the relevant operating companies. The collective bargaining agreements generally cover a five-year term with a right to renegotiate the economic terms of the agreement after three years, and contain provisions for annual salary increment, health and insurance benefits and closed-shop arrangements. The management believes that those collective bargaining agreements, which are soon to expire or which have expired, will, as a result of existing good labor relations, be successfully renewed or renegotiated.

Risks
The major business risks facing the Group are as follows:

a. *Strategic Risk*
The Group's top Strategic risks cover areas of capital allocation, business performance and competition, which could affect the Company's market capitalization, or pose an unfavorable view in the Group's value creation, and limit growth prospects. To mitigate these risks, the Company conducts sector analysis in relation to customer trends, regular review of capital allocation decisions, and incorporates risk management in the strategic planning process of the Group's businesses.

b. *Reputational Risk*

The Group's Reputational risk pertains to how public sentiment and third-party ratings and views affect the corporate image and brands. Misinformation about JGSHI and its subsidiaries, as well as unfavorable public opinion could impact the Company's social license to operate. The Company performs active scanning of mainstream and social media outlets, and continuously monitors its business positioning in the market and external reputation. Customer platforms are also improved continuously to provide better customer experience.

c. *Governance Risk*

The Group's Governance risk relates to compliance with company policies, ethical business practices, and adequate top management oversight. Unintended or intentional breaches of company policies and ethical standards may result in operational inefficiencies, significant financial losses, loss of stakeholder trust, or reputational damage. The Company addresses this by strengthening the internal control measures and functions, reinforcing good corporate governance practices, and regularly conducting training on code of business conduct and ethics.

d. *Emerging Risk*

Emerging risks refer to new or developing risks that the Company has little to no experience in. The Company considers geopolitical tensions as one of the top emerging risks, given the continuing conflict in the global order. Potential impact to the Company includes difficulty in sourcing raw materials, decreased profits due to higher input costs, and reduced growth prospects. The Company incorporates geopolitical risk analysis in market and transaction evaluations to reduce the impact of this risk. The Group is also assessing the impact of disruptive technology, such as Generative AI, in business operations. The possible implications include reduced competitive advantage from inability to capitalize on emerging technologies, and increased cost of equipping the organization to adapt to changing business landscape, as well as heightened cybersecurity threats and risks of misinformation. The Company developed a Gen AI policy and set up a governance committee to establish comprehensive risk management protocols and foster ethical and strategic use of Gen AI to enhance business processes, products and services.

e. *Climate-related Risk*

Climate-related risk is considered one of the most relevant risks for the Group. The inability to mitigate or address the impact of climate-related and extreme weather events could result in damage to facilities, obsolescence or loss of assets, disruptions in supply chain and operations, as well as 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 operations with financial implications due to escalating compliance costs. To address these risks, the business units are encouraged to conduct vulnerability assessments of critical facilities and implement risk management measures. Furthermore, the business units have been enabled to assess and prioritize climate-related regulatory and market risks, and conduct scenario analyses to anticipate potential impacts. The Group is also monitoring evolving carbon policies and sustainability regulations to anticipate compliance challenges, while exploring opportunities for efficiencies and savings.

f. *Operational Risk*

The Group's top Operational risk covers compromised product safety and service quality, along with risks of increasing material costs and availability concerns. The quality of our products and services influences our relationship with our customers and their perception of the company. Rising raw material costs, on the other hand, could negatively impact margins, while unreliability of raw materials supply could result in operational disruptions and loss of sales. The Group, however, is always on top of these risks and ensures that proper operations management and product quality management systems are in place. Business units are also implementing a diversified sourcing strategy, as well as ensure adequate insurance coverage for facilities, assets, and people. The Company has a supplier accreditation system in place to ensure continuous supply of quality goods and services by reputable and reliable suppliers who comply with applicable government regulations, such as those on environmental, labor, health and safety standards.

g. *IT and Digitalization Risk*

Cybersecurity risk remains the most relevant IT and Digitalization risk for the Group. The consequences related to this risk include loss of information, disruptions in business operations, increased cost of added security or disaster recovery, and potential loss of credibility resulting in damage to brand and company image. This risk could also lead to significant regulatory violations. Furthermore, data breaches could compromise the Company's sensitive or confidential information, and even jeopardize individuals' privacy and protection, in case of personal data leaks. Nonetheless, this is well-mitigated as the Company continues to strengthen its security posture with pragmatic and holistic solutions to proactively identify, protect, detect, respond and recover, as well as improve system and data access controls.

h. *People Risk*

The Group's top People risk pertains to talent development and retention in the face of intense competition for key talents, especially for those with digital aptitude. This could result in business disruptions and compromised service quality. High attrition also results in increased cost of talent acquisition and training. This is addressed by continually upgrading the Company's talent acquisition strategies, conducting wages and benefits benchmarking, and employing data insights and advanced analytics in developing HR programs for employees' professional growth and development.

i. *Financial Risk*

The Group's key financial risks are primarily related to interest rate increases and foreign exchange volatility, which could significantly impact the Group's financial performance. Possible effects include higher cost of debt, lower returns from financial investments and margin compression from higher input costs. To counter this financial risk, the Group manages and maintains a good balance of foreign-denominated financial assets, local currency borrowings, risk-appropriate instruments, while strengthening both onshore and offshore banking relationships.

j. *Legal and Compliance Risk*

The Group's Legal and Compliance risks pertain to compliance with regulations, including those related to tax laws, product safety, environmental protection, data privacy, and corporate governance, which could have financial and reputational implications for the Company. This risk is mitigated by closely monitoring legislative developments, including key policies related to transition to low carbon operations and climate resilience, and employing in-house legal experts who coordinate with concerned business units on potential legal issues and pursue all remedies available.

The Company also engages with third-party consultants, as necessary, to strengthen its position on related issues.

Working Capital
The working capital requirement of each subsidiary varies depending on the industry it is engaged in and is financed by operations and short-term loans from banks.

Item 2. Properties

JG Summit and its Subsidiaries conduct businesses throughout the Philippines, but primarily in and around Metro Manila (where it is based) and in the regions of Visayas and Mindanao. Substantially, all facilities are owned by the Company and are in good condition.

URC operates the manufacturing/farm facilities located in the following:

Location (Number of facilities)	Type of Facility	Owned/Rented	Condition
Pasig City (4)	Branded consumer food plant, flour mills and feed mill	Owned	Good
Libis, Quezon City (1)	Branded consumer food plant	Owned	Good
Cabuyao, Laguna (1)	Branded consumer food plant	Owned	Good
Luisita, Tarlac (1)	Branded consumer food plant	Rented/Owned	Good
San Fernando, Pampanga (1)	Branded consumer food plant	Rented/Owned	Good
Dasmariñas, Cavite (2)	Branded consumer food plants	Owned	Good
Cagayan de Oro (1)	Branded consumer food plant	Owned	Good
San Pedro, Laguna (2)	Branded consumer food plants	Owned	Good
Calamba, Laguna (1)	Branded consumer food plant	Rented/Owned	Good
San Pablo, Laguna (1)	Branded consumer food plant	Rented/Owned	Good
Biñan, Laguna (1)	Branded consumer food plant	Owned	Good
Pasig City (4)	Branded consumer food plant, flour mills and feed mill	Owned	Good
Libis, Quezon City (1)	Branded consumer food plant	Owned	Good
Cabuyao, Laguna (1)	Branded consumer food plant	Owned	Good
Luisita, Tarlac (1)	Branded consumer food plant	Rented/Owned	Good
San Fernando, Pampanga (1)	Branded consumer food plant	Rented/Owned	Good
Dasmariñas, Cavite (2)	Branded consumer food plants	Owned	Good
Cagayan de Oro (1)	Branded consumer food plant	Owned	Good
San Pedro, Laguna (2)	Branded consumer food plants	Owned	Good
Antipolo, Rizal (5)	Poultry and piggery farms, slaughterhouse and meat processing plant	Rented/Owned	Good
Naic, Cavite (1)	Poultry farm	Owned	Good
San Miguel, Bulacan (3)	Feed mill and piggery farms	Owned	Good
San Jose, Batangas(1)*	Poultry farm	Rented	Good
Bustos, Bulacan (1)	Piggery farm	Owned	Good
Consolacion, Cebu (1)	Feed mill	Owned	Good
Davao City, Davao (1)	Flour mill	Owned	Good
Tabok City, Cebu (1)	Branded consumer food plant	Owned	Good
San Fernando, Cebu (1)	Branded consumer food plant	Owned	Good
Mandaue City, Cebu (1)	Feed mill	Owned	Good
Bais, Negros Oriental (1)	Distillery/CO2 plant	Owned	Good
Manjuyod, Negros Oriental (1)	Sugar mill	Owned	Good
Piat, Cagayan (1)	Sugar mill	Owned	Good
Kabankalan, Negros Occidental (2)	Sugar mill and cogeneration plant	Owned	Good
San Enrique, Iloilo City (1)	Sugar mill	Owned	Good
Balayan, Batangas (1)	Sugar mill	Owned	Good
La Carlota City, Negros Occidental (2)	Sugar mill and distillery/CO2 plant	Owned	Good
Simlong, Batangas (3)	BOPP plant/Flexible packaging	Owned	Good

Location (Number of facilities)	Type of Facility	Owned/Rented	Condition
Samutsakhorn Industrial Estate, Samutsakhorn, Thailand (6)	Branded consumer food plants	Owned	Good
Pasir Gudang, Johor, Malaysia (1)	Branded consumer food plant	Owned	Good
Jiangsu, China (1)**	Branded consumer food plant	Owned	Good
Guangdong, China (1)**	Branded consumer food plant	Owned	Good
Industrial Town, Bekasi, Indonesia (2)	Branded consumer food plants	Owned	Good
VSIP, Binh Duong Province, Vietnam (3)	Branded consumer food plants	Owned	Good
Thach That District, Ha Noi, Vietnam (1)	Branded consumer food plant	Owned	Good
Mingaladon, Yangon, Myanmar (1)	Branded consumer food plant	Rented/Owned	Good
Batu Pahat, Johor, Malaysia (2)	Branded consumer food plant	Owned	Good

**Non-operational as of April 2024*
***Non-operational as of June 2024*

URC intends to continuously expand the production and distribution of the branded consumer food products internationally through the addition of manufacturing facilities located in geographically desirable areas, especially in the ASEAN countries, the realignment of the production to take advantage of markets that are more efficient for production and sourcing of raw materials, and increased focus and support for exports to other markets from the manufacturing facilities. It also intends to enter into alliances with local raw material suppliers and distributors. Annual lease payments for rented properties amounted to ₱144 million in 2024.

RLC has invested in a number of properties located across the Philippines for existing and future development projects. All of these properties are fully owned by the Company and none of which are subject to any mortgage, lien or any form of encumbrance. The Company also enters into joint venture arrangements with landowners in order to optimize their capital resources. Not only does this encourage raw land development for future projects but it also provides them exclusive development and marketing rights.

As of December 31, 2024, the following are locations of RLC's properties:

a) Land

Location	Use	Status
Metro Manila		
Manila	Mixed-use (mall/residential/hotel)	No encumbrances
Quezon City	Residential/Office Building/Mixed-use (mall/residential/hotel/office)	No encumbrances
Pasay City	Residential	No encumbrances
Mandaluyong City	Mixed-use (mall/hotel/residential)/Hotel	No encumbrances
Makati City	Office Building/Residential	No encumbrances
Pasig City	Residential/Mall/Office Building/ Mixed-use (mall/hotel/residential)/Residential	No encumbrances
Paranaque City	Residential	No encumbrances
Muntinlupa City	Residential	No encumbrances
Las Pinas City	Mall	No encumbrances
Taguig City	Residential	No encumbrances
Malabon City	Mall	No encumbrances
San Juan City	Residential/Hotel	No encumbrances
Metro Manila area	Land bank	No encumbrances
Luzon		
La Union	Residential/Mall	No encumbrances
Pangasinan	Mall	No encumbrances
Bulacan	Mall/Residential	No encumbrances
Nueva Ecija	Mall	No encumbrances

Location	Use	Status
Luzon		
Pampanga	Mall/Warehousing facility	No encumbrances
Tarlac	Mall/Office Building	No encumbrances
Batangas	Mall/Residential	No encumbrances
Cavite	Mall/Residential/Mixed-use (mall/hotel/residential)	No encumbrances
Laguna	Mall/Warehousing facility	No encumbrances
Palawan	Mixed-use (mall/hotel/residential)	No encumbrances
Rizal	Residential/Mall/Warehousing facility	No encumbrances
Isabela	Mall	No encumbrances
Ilocos Norte	Mixed use (mall/office)	No encumbrances
Camarines Sur	Mall/Hotel/Office Building	No encumbrances
Cagayan	Mall/Hotel	No encumbrances
Laguna	Mall/Warehousing facility	No encumbrances
Luzon area	Land bank	No encumbrances
La Union	Residential/Mall	No encumbrances
Pangasinan	Mall	No encumbrances
Visayas		
Iloilo	Mall	No encumbrances
Negros Occidental	Mall/Hotel/Office Building	No encumbrances
Cebu	Hotel/ Residential/Mixed-use (mall/hotel/residential/office)	No encumbrances
Negros Oriental	Mixed-use (mall/hotel)	No encumbrances
Leyte	Mall/Mixed-use(mall/hotel)	No encumbrances
Capiz	Mall	No encumbrances
Antique	Mall	No encumbrances
Mindanao		
Agusan Del Norte	Mixed-use (mall/hotel)	No encumbrances
Misamis Oriental	Residential	No encumbrances
Davao Del Sur	Mall/Hotel/Office Building	No encumbrances
South Cotabato	Mall/ Residential/Hotel	No encumbrances
Lanao Del Norte	Mixed-use (mall/hotel)	No encumbrances
Davao Del Norte	Mall	No encumbrances
Bukidnon	Mall	No encumbrances
Mindanao Area	Land bank	No encumbrances

b) Building and Improvements

Location	Use	Status
Metro Manila		
Manila	Mixed-use (mall/residential/hotel)	No encumbrances
Quezon City	Residential/Office Building/Mixed-use (mall/residential/hotel/office)	No encumbrances
Pasay City	Residential	No encumbrances
Mandaluyong City	Mixed-use (mall/hotel/residential/office)/Hotel	No encumbrances
Makati City	Office Building/Residential	No encumbrances
Pasig City	Residential/Mall/Office Building/ Mixed-use (mall/hotel/residential)/Residential	No encumbrances
Paranaque City	Residential	No encumbrances
Muntinlupa City	Residential/Warehousing facility	No encumbrances
Las Pinas City	Mall	No encumbrances
Taguig City	Residential/Office Building	No encumbrances
Malabon City	Mall	No encumbrances
San Juan City	Residential/Hotel	No encumbrances

Location	Use	Status
Luzon		
Manila	Mixed-use (mall/residential/hotel)	No encumbrances
Quezon City	Residential/Office Building/Mixed-use (mall/residential/hotel/office)	No encumbrances
Pasay City	Residential	No encumbrances
Mandaluyong City	Mixed-use (mall/hotel/residential/office)/Hotel	No encumbrances
Makati City	Office Building/Residential	No encumbrances
Pasig City	Residential/Mall/Office Building/ Mixed-use (mall/hotel/residential)/Residential	No encumbrances
Paranaque City	Residential	No encumbrances
Muntinlupa City	Residential/Warehousing facility	No encumbrances
Las Pinas City	Mall	No encumbrances
Taguig City	Residential/Office Building	No encumbrances
Malabon City	Mall	No encumbrances
San Juan City	Residential/Hotel	No encumbrances
Manila	Mixed-use (mall/residential/hotel)	No encumbrances
Quezon City	Residential/Office Building/Mixed-use (mall/residential/hotel/office)	No encumbrances
Pasay City	Residential	No encumbrances
Mandaluyong City	Mixed-use (mall/hotel/residential/office)/Hotel	No encumbrances
Makati City	Office Building/Residential	No encumbrances
Pasig City	Residential/Mall/Office Building/ Mixed-use (mall/hotel/residential)/Residential	No encumbrances
Visayas		
Iloilo	Mall/Mixed-use (mall/hotel)/Office Building	No encumbrances
Negros Occidental	Mall/Hotel/Office Building	No encumbrances
Cebu	Hotel/Residential/Mixed-use (mall/hotel/residential/office)	No encumbrances
Negros Oriental	Mixed-use (mall/hotel)	No encumbrances
Leyte	Mall/Mixed-use (mall/hotel)	No encumbrances
Capiz	Mall	No encumbrances
Antique	Mall	No encumbrances
Mindanao		
Misamis Oriental	Mall/Residential	No encumbrances
Davao Del Sur	Mall/Hotel/Office Building	No encumbrances
South Cotabato	Mall/Residential/Hotel	No encumbrances
Agusan Del Norte	Mixed-use (mall/hotel)	No encumbrances
Davao Del Norte	Mall	No encumbrances
Lanao Del Norte	Mixed-use (mall/hotel)	No encumbrances
China		
Chengdu	Residential	No encumbrances

The Company owns all the land properties upon which all of its existing commercial centers and offices are located, except for the following: (i) Robinsons Place Iloilo, (ii) Robinsons Cagayan de Oro, (iii) Robinsons Cainta, (iv) Robinsons Pulilan, (v) Robinsons Place Jaro, (vi) Cyber Sigma, (vii) Robinsons Place Tuguegarao and (viii) Bulacan Property. These eight land properties are leased at prevailing market rates. The leases for the Iloilo and Cagayan de Oro properties are for 50 years each and commenced in October 2001 and December 2002, respectively. The lease for the Cainta property is for 25 years and commenced in December 2003. In 2022, the Company exercised its renewal option further extending the lease for 25 years. The leases for the Pulilan, Cyber Sigma, and Tuguegarao properties are for 25 years each and commenced in January 2008, August 2014, and January 2018, respectively. The lease for the Jaro, Iloilo property is for 30 years and commenced in March 2015. Lastly, the lease for Bulacan Property is for 28 years, which commenced in

November 2024. Renewal options for Pulilan, Cyber Sigma, Tuguegarao and Bulacan Property are available to the Company, with an Option to Purchase the property and its improvements for Cyber Sigma.

As of December 31, 2023, CEB does not own any land. CEB, however, owns an office building that serves as its corporate headquarters and training center, and the buildings on either side of the corporate headquarters that serves as additional offices and storage of some departments, office of 1Aviation, and office of A-Plus, all located at the Domestic Road, Barangay 191, Zone 20, Pasay City. The land on which said office buildings stand is leased from the Manila International Airport Authority (MIAA). CEB also leases its hangar, aircraft parking and other operational space from MIAA.

CEB owns the Philippine Academy for Aviation Training, Inc. (PAAT) building located in C.M. Recto, Clark Freeport Zone, Philippines. This is subleased to PAAT. The land on which this building stands is leased from the Clark Development Corporation.

As of December 31, 2024, CEB has 98 aircraft (excluding one (1) ATR 72-500 and three (3) A320 CEO aircraft classified as held for sale).

SOC's complex is located 120 km south of Metro Manila, in Barangays Simlong and Pinamucan Ibaba, Batangas City, overlooking Batangas Bay. At present, JGSOC has a 250-hectare fully integrated, world-class manufacturing complex that houses the Naphtha Cracker Plant, the Polymer Plants, the Aromatics Extraction Plant and the Butadiene Extraction Plant.

Item 3. Legal Proceedings

Certain consolidated subsidiaries are defendants to lawsuits or claims filed by third parties which have pending decisions by the courts or are under negotiation, the outcomes of which are not presently determinable. In the opinion of management, the eventual liability under these lawsuits or claims, if any, will not have a material effect on the Company's consolidated financial position. Refer to Note 43 of the Consolidated Financial Statements attached to this report for a detailed description.

Item 4. Submission of Matters to a Vote of Security Holders

There were no matters submitted to a vote of security holders during the fourth quarter of the year covered by this report.

PART II - OPERATIONAL AND FINANCIAL INFORMATION

Item 5. Market for Registrant's Common Equity and Related Stockholder Matters

Principal Market or Markets where the Registrant's Common Equity is Traded

The common stock of the Company is listed on the Philippine Stock Exchange. Sales prices of the common stock follow:

	High	Low
2024		
First Quarter	₱43.10	₱35.30
Second Quarter	36.70	25.50
Third Quarter	28.30	23.05
Fourth Quarter	27.95	19.60
2023		
First Quarter	₱57.50	₱47.90
Second Quarter	51.50	43.00
Third Quarter	46.10	35.05
Fourth Quarter	42.00	35.90
2022		
First Quarter	₱63.80	₱54.15
Second Quarter	60.90	47.90
Third Quarter	56.80	42.05
Fourth Quarter	52.00	40.90

The stock price of the Company's shares as of April 10, 2025 is ₱16.46.

Cash Dividends per Share

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 ₱0.40 per share annually despite the significant adverse impact of the pandemic in the Company's operations and profitability. The Company shall declare cash dividends annually. The dividend rate, however, shall be reviewed every year by the Board of Directors taking into account the absence of circumstances which may restrict the payment of such dividends and considering applicable laws and regulations, the Company's results of operations, medium and long-term growth and investment strategies, cash flow requirements, and other relevant factors.

On May 8, 2024, JGSHI declared a regular cash dividend of ₱0.42 per common share from the unrestricted retained earnings of the Corporation as of December 31, 2023, to all stockholders of record as of May 23, 2024 and payable on June 5, 2024.

On May 8, 2023, JGSHI declared a regular cash dividend of ₱0.40 per common share from the unrestricted retained earnings of the Corporation as of December 31, 2022, to all stockholders of record as of May 23, 2023 and payable on June 14, 2023.

On May 12, 2022, JGSHI declared a regular cash dividend of ₱0.40 per common share from the Unrestricted Retained Earnings as of December 31, 2021, to all stockholders of record as of May 26, 2022 and paid on June 14, 2022.

Stock Dividends Declared

No stock dividend was declared in 2024, 2023 and 2022.

Restricted Retained Earnings

The Parent Company's BOD approved the appropriation of retained earnings totaling ₱101.2 billion. The ₱101.2 billion total appropriations of the Parent Company's retained earnings are earmarked for the following: (a) settlement of certain subsidiary's loan obligations guaranteed by the Parent Company; (b) settlement of Parent Company loan obligations; and (c) general corporate purposes.

Recent Sales of Unregistered Securities

Not Applicable. All shares of the Company are listed on the Philippine Stock Exchange.

The number of shareholders of record holding common shares as of December 31, 2024 was 979. Total common shares outstanding as of December 31, 2024 were 7,520,983,658 common shares with a par value of ₱1.00.

Top 20 stockholders as of December 31, 2024

	Name	No. of Common Shares Held	% to Total Outstanding (Common)
1.	Gokongwei Brothers Foundation, Inc.	2,096,930,273	27.88
2.	PCD Nominee Corporation (Filipino)	2,074,637,949	27.58
3.	RSB-TIG No. 030-46-000001-9	1,084,985,186	14.43
4.	PCD Nominee Corporation (Non-Filipino)	809,115,204	10.76
5.	Lance Yu Gokongwei	323,643,574	4.30
6.	Ego Investments Holdings Limited	280,946,400	3.74
7.	Robina Gokongwei Pe	188,432,999	2.51
8.	James L. Go	156,113,638	2.08
9.	Gosotto & Co., Inc.	105,676,718	1.41
10.	RBC-TIG ATF TA#030-172-530121	101,871,000	1.35
11.	Lisa Yu Gokongwei	87,076,500	1.16
12.	Lisa Gokongwei Cheng	56,910,000	0.76
13.	RBC-TIG ATF TA#030-172-530122	37,905,000	0.50
14.	Nicris Development Corporation	35,776,914	0.48
15.	Quality Investments & Securities Corp.	8,794,498	0.12
16.	Rowena G. Alano	5,717,411	0.08
16.	Ruth Tiu Gotao	5,717,411	0.08
17.	Maxwell G. Ahyong and/or Christine Y. Ahyong	4,410,000	0.06
18.	Manuel Go Ahyong, Jr. and/or Vivian Yu Ahyong	4,147,500	0.06
19.	Marites G. Ahyong	3,570,000	0.05
20.	JG Summit Capital Services Corporation	3,320,625	0.04
	Other stockholders	45,284,858	0.60
		7,520,983,658	100.00

Item 6. Management's Discussion and Analysis or Plan of Operation

The following discussion and analysis should be read in conjunction with the accompanying consolidated financial statements and notes thereto as of and for the years ended December 31, 2024, 2023 and 2022, which form part of this Report. The consolidated financial statements and notes thereto have been prepared in accordance with the Philippine Financial Reporting Standards (PFRS) and after reflecting the following transactions:

Merger of RBC with BPI

- On September 30, 2022, the Board of Directors (BOD) of RBC approved the plan of merger of RBC and BPI, with BPI as the surviving entity. The merger is seen as a strategic move that will unlock various synergies across businesses, expand customer bases, and enhance the overall banking experience of the Bank's customers with the combined network.

- On January 17, 2023, stockholders representing at least two-thirds of the outstanding shares of BPI approved the merger between BPI and RBC. On March 9, 2023, the Philippine Competition Commission cleared the merger. Subsequently, on December 15, 2023, the BSP approved the merger, followed by the Securities and Exchange Commission's approval of the Articles of Merger and the Plan of Merger, along with their supplements, as filed by BPI and RBC. The merger officially took effect on January 1, 2024. In accordance with PFRS 5, *Noncurrent Assets Held for Sale and Discontinued Operations*, the results of RBC operations are presented as discontinued operations, separately from continuing operations, in the consolidated statements of comprehensive income.

- On January 1, 2024, the merger of RBC and BPI became effective, with BPI as the surviving entity. A total of 314 million BPI common shares were issued to RBC shareholders as a result of the merger, equivalent to 6.0% ownership in BPI (3.58% ownership by JG Summit and 2.4% ownership by RRHI).

URC China Entities' Cessation of Business Operations

In June 2024, several URC China entities ceased operations and abandoned their business activities.

PFRS 5 requires income and expenses from disposal groups to be presented separately from continuing operations, down to the level of profit after taxes. 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, 2023 and 2022 have been restated to present the results of operations of China as 'Net income or loss after tax from discontinued operations.'

Management's Discussion of Results of Operations is presented in two parts: Consolidated Operations and Segment Operations.

RESULTS OF OPERATIONS

2024 vs. 2023

I. Consolidated Operations

Sustained topline expansion plus merger gains boost JG Summit's Full Year 2024 profits

JG Summit Holdings, Inc. (JGS), one of the largest and most diversified Philippine conglomerates, saw its core net income jump 30% year-on-year (YoY) to ₱25.1 billion in 2024 as its revenues expanded 10% and was further boosted by the realized gains from the merger between Robinsons Bank and Bank of the Philippine Islands (BPI).

JGS' consolidated topline for the full year of 2024 (FY24) reached ₱378.6 billion. This performance was driven by a robust demand for travel and leisure, an improvement in sales volumes for the food and beverage business, and the resumption of its petrochemical plant operations coming from a commercial shutdown in the previous year.

The Group's core net income was uplifted by the ₱7.9-billion-peso gain recognized after the merger of its banking subsidiary with BPI became effective last January 1, 2024. The gain more than offset specific headwinds in the conglomerate's other businesses, namely the unfavorable polymer margins in its petrochemical business, the additional depreciation and interest expense from its airline's fleet investments, and the sugar profit correction in its food and beverage arm.

Incorporating non-core items such as mark-to-market and foreign exchange movements as well as losses from unplanned shutdowns and discontinued operations, JGS' consolidated net income closed at ₱21.3 billion, 6% higher vs last year (LY).

Consolidated cost of sales and services in 2024 increased by 11.6% from ₱237.2 billion last year to ₱264.7 billion this year mostly driven by increase in input costs of JGSOC as well as higher fuel consumption, aircraft maintenance costs and traffic servicing expenses of CEB in line with the increased flight activity during the period.

The Group's operating expenses increased by 12.9% to ₱64.5 billion in 2024 from ₱57.2 billion in 2023 driven by URC's higher advertising and promotions expenses, as well as increase in CEB's depreciation expense brought about by new aircraft acquisitions and other capital expenditures during the period.

As a result, Consolidated Operating Income or EBIT from continuing operations amounted to ₱49.5 billion in 2024, 1.0% increase from ₱49.0 billion in 2023. Consolidated EBITDA from continuing operations amounted to ₱81.9 billion in 2024, 4.0% increase from ₱78.8 billion in 2023.

The Group's financing costs and other charges, net of interest income, increased by 25.0% to ₱17.9 billion this year from last year's ₱14.3 billion due to higher level of interest-bearing liabilities and higher interest rates.

Market valuation losses recognized from financial assets and derivative instruments in 2024 amounted to ₱2.0 billion from a market valuation gain of ₱1.3 billion in 2023 mainly attributable to the valuation losses incurred by the Group on its financial assets. The Group also recognized market valuation gains in 2023 on CEB's embedded derivative from its convertible bonds (nil in 2024).

The Group recognized net foreign exchange (FX) gains of ₱210 million in 2024 from ₱220 million FX losses in 2023 mainly due to the FX gains resulting from the appreciation of Philippine Peso to Japanese Yen rate from ₱0.3930 in 2023 to ₱0.3672 in 2024, offset by FX losses arising from the depreciation of Philippine Peso vis-à-vis US dollar from ₱55.37 in 2023 to ₱57.85 in 2024. The Group's major exposure to foreign exchange rate fluctuations is in respect to US Dollar-denominated and JPY-denominated loans.

Other income amounted to ₱10.2 billion in 2024 from ₱866 million in 2023 primarily due to the ₱7.9 billion gain on the merger of Bank of the Philippine Islands (BPI) and Robinsons Bank Corporation (RBC) this year, as well as the ₱2.1 billion gain on CEB's sale and leaseback transaction.

Provision for income tax increased to ₱4.4 billion in 2024 from ₱3.2 billion in 2023 mainly due to lower benefit from deferred tax of CEB.

The Group's net income after tax from continuing operations in 2024 amounted to ₱35.6 billion from ₱33.4 billion net income in 2023 mainly from higher operating income coupled with the recognition of gains on BPI-RBC merger and aircraft sale.

Net income attributable to equity holders of the parent amounted to ₱21.3 billion in 2024, 6.3% higher from last year's ₱20.0 billion in 2023 as a result of the factors discussed above.

The Group's net income (loss) after tax from discontinued operations amounted to (₱406 million) in 2024 and ₱683 million in 2023 which pertains to the result of operations of URC China and RBC.

II. Segment Operations

Foods generated a consolidated sale of goods and services of ₱161.9 billion for the year ended December 31, 2024, ahead by 2.6% against last year. Sale of goods and services performance by business segment follows:

- Sale of goods and services of URC's BCFG segment increased by ₱1.6 billion or 1.4% to ₱110.6 billion in 2024 from ₱109.0 billion recorded in 2023.

    - BCFG domestic operations, excluding packaging division, posted 1.2% decrease in net sales from ₱75.6 billion in 2023 to ₱74.7 billion in 2024, with mixed performances between categories.

    - Sale of goods and services of URC's packaging division decreased by 11.8% to ₱1.1 billion in 2024 from ₱1.2 billion recorded in 2023 driven by lower volume and selling prices.

    - BCF international operations reported an 8.1% increase in net sales from ₱32.2 billion in 2023 to ₱34.8 billion in 2024, with all markets delivering stronger volumes.

    - Sale of goods and services of BCFG, excluding packaging division, accounted for 67.6% of total URC consolidated sale of goods and services for 2024.

- Sale of goods and services of URC's AIC group amounted to ₱51.3 billion in 2024, an increase of 5.2% from ₱48.8 billion recorded last year.

    - Sale of goods and services of URC's AIG segment amounted to ₱15.9 billion in 2024, a decline of 4.8% from ₱16.7 billion recorded in 2023 mainly driven by lower hog feeds with Philippine swine populations affected by disease.

- Sale of goods and services of Flour business amounted ₱6.2 billion in 2024, a decline of 1.5% from ₱6.3 billion recorded in 2023 with volume growth offset by price adjustments.

- Sales of goods and services of Sugar business amounting to ₱22.0 billion grew by 16.8% from ₱18.9 billion in 2023 driven by higher refined sugar sales volume and sell-through of accumulated inventories, while the Renewables business grew by 4.0% to ₱7.1 billion in 2024.

URC's cost of sales consists primarily of raw and packaging materials costs, manufacturing costs and direct labor costs. Cost of sales increased by ₱2.8 billion or 2.5% to ₱117.8 billion in 2024 from ₱115.0 billion recorded in 2023 due to higher volume.

URC's gross profit for 2024 amounted to ₱44.0 billion, higher by ₱1.3 billion or 3.0% from ₱42.7 billion reported in 2023. Gross profit margin increased by 11 basis points from 27.09% in 2023 to 27.20% in 2024 due to mix and cost savings, offsetting the impact of higher input costs and lower pricing.

URC's selling and distribution costs and general and administrative expenses consist primarily of compensation benefits, advertising and promotion costs, freight and other selling expenses, depreciation, repairs and maintenance expenses, and other administrative expenses. Selling and distribution costs, and general and administrative expenses increased by ₱2.0 billion or 8.0% to ₱27.4 billion in 2024 from ₱25.4 billion registered in 2023. This increase resulted primarily from the following factors:

- 13.6% or ₱1.1 billion increase in advertising and promotions to ₱8.9 billion in 2024 from ₱7.9 billion in 2023 mainly due to higher consumer promotions.

- 27.0% or ₱349 million increase in security and contracted services to ₱1.6 billion in 2024 from ₱1.3 billion in 2023.

- 5.9% or ₱293 million increase in personnel expenses to ₱5.2 billion in 2024 from ₱4.9 billion in 2023 due to wage increases.

As a result of the above factors, operating income decreased by ₱737 million or 4.2% to ₱16.7 billion in 2024 from ₱17.4 billion reported in 2023. URC's operating income by segment was as follows:

- Operating income of URC's BCFG segment increased by ₱2.4 billion or 19.8% to ₱14.3 billion in 2024 from ₱11.9 billion in 2023.

    - BCFG's domestic operations, excluding packaging division, grew by 10.2% to ₱9.6 billion in 2024 from ₱8.7 billion in 2023 driven by gross profit margin improvement and continued cost savings initiatives.

    - International operations posted a ₱4.7 billion operating income, a 42.8% growth from ₱3.3 billion in 2023, due to better topline and margins improvement. In constant US$ terms, international operations posted an operating income of US$82 million, a 42.7% increase from last year.

    - URC's packaging division reported an operating income of ₱20 million in 2024 from an operating loss of ₱40 million reported in 2023.

- Operating income of AIC group amounted to ₱5.6 billion in 2024, a decrease of 33.9% from ₱8.5 billion recorded last year.

  - Operating income of URC's AIG segment increased by ₱34 million or 1.9% to ₱1.82 billion in 2024 from ₱1.79 billion in 2023 driven by lower input costs.

  - Operating income of Flour business increased by ₱53 million or 13.6% to ₱448 million in 2024 from ₱394 million in 2023 due to improved gross profit margins.

  - Operating income of Sugar business decreased by ₱2.6 billion or 49.1% to ₱2.7 billion in 2023 from ₱5.4 billion in 2023 due to gross margin decline as a result of low sugar prices, while Renewables decreased by 34.8% to ₱628 million in 2024.

URC reported an EBITDA (operating income plus depreciation and amortization) of ₱21.6 billion in 2024, 9.0% lower than ₱23.8 billion posted in 2023.

URC's finance costs consist mainly of interest expense, which increased by ₱48 million to ₱1.6 billion in 2024 from ₱1.6 billion recorded in 2023 due to higher debt level.

Net foreign exchange gain increased by ₱563 million to ₱823 million in 2024 from the ₱259 million in 2023 driven by depreciation of Philippine Peso compared to last year's appreciation.

URC's finance revenue consists of interest income from money market placements, savings and dollar deposits, as well as dividend income from investments in equity securities. Finance revenue increased by ₱53 million to ₱364 million in 2024 from ₱311 million in 2023 due to higher interest income from money market placements and bank savings.

Impairment losses increased by ₱68 million to ₱168 million in 2024 from ₱236 million in 2023. This year's impairment is from Sugar's inventory due to typhoon Kristine while last year impairment pertains to farm assets.

Equity in net losses of joint ventures decreased to ₱140 million in 2024 from ₱287 million in 2023. Last year's balance includes catch-up of URC's share in net losses of Danone Universal Robina Beverages, Inc. (DURBI), following an additional investment in the joint venture.

Market valuation gain (loss) on financial instruments at FVTPL decreased to ₱4 million loss in 2024 from ₱172 million in 2023 driven by decrease in market value of equity investments.

Other losses - net consists of gain on sale of fixed assets, rental income, and miscellaneous income and expenses. Other losses - net amounted to ₱74 million and ₱321 million in 2024 and 2023, respectively. This year's net losses are lower mainly due to gain on disposal of property in Malaysia.

URC recognized a provision for income tax of ₱3.1 billion in 2024, a 2.4% increase from ₱3.0 billion in 2023.

URC's net income from continuing operations amounted to ₱12.8 billion in 2024, higher by ₱37 million or 0.3%, from ₱12.7 billion in 2023.

URC's net loss from discontinued operations amounted to ₱406 million in 2024, higher by ₱387 million from ₱18 million in 2023 mainly driven by impairment arising from the closure of China business this year.

URC's core earnings after tax (operating profit after equity earnings, net finance costs, other income - net and provision from income tax) in 2024 amounted to ₱12.1 billion, a decrease of 3.4% from ₱12.6 billion recorded in 2023.

Net income attributable to equity holders of the parent decreased by ₱430 million or 3.6% to ₱11.7 billion in 2024 from ₱12.1 billion in 2023 as a result of the factors discussed above.

Non-controlling interest (NCI) represents primarily the share in the net income attributable to non-controlling interest of Nissin-URC (51.0%-owned). NCI in net income of subsidiaries increased from ₱613 million in 2023 to ₱692 million in 2024.

Real estate and hotels generated total gross revenues of ₱40.1 billion for calendar year 2024, an increase of 3% from ₱39.0 billion the previous primarily driven by the strong performance of RLC's investment portfolio offset by the lower realized revenues of the residential division. As a result, both EBIT and EBITDA increased by 2% as well to ₱17.6 billion and ₱23.3 billion, respectively. Consolidated net income improved by 15% versus the same period last year, totaling ₱15.3 billion for the full year. Meanwhile, net income attributable to equity shareholders of the parent entity increased by 10% to ₱13.2 billion. This growth was mainly driven by a one-time gain from the reclassification of RLC's investment in GoTyme and the temporary reduction in RLC's ownership in RL Commercial REIT, Inc. (RCR) from April to August. After the SEC approved the property-for-share swap in September 2024, RLC's ownership in RCR reverted to 66%. Even without the impact of the reclassification and decrease in ownership, net income still showed an increase of 2%, in line with EBIT growth.

Robinsons Malls, accounting for 41% of total company revenues, generated revenues of ₱18.0 billion in 2024 marking an 11% increase versus last year. This was supported by higher tenants sales, increased foot traffic and contribution from new mall. Amusement revenues increased by 38% due to further re-opening of cinemas during 2024 and improved consumer spending. Meanwhile, EBITDA rose by 14% to ₱10.6 billion while EBIT is higher by 23% to ₱7.2 billion year-on-year.

Robinsons Offices posted an 8% increase in revenues to ₱8.0 billion in 2024 and contributed 19% to consolidated revenues. This improved performance is supported by rental growth across its high-quality office developments in strategic locations. EBITDA and EBIT growth in 2024 are flat compared to last year at ₱6.4 billion and ₱5.3 billion, respectively.

Contributing 20% to consolidated revenues, RLC Residences generated realized revenues of ₱8.8 billion in 2024, including 2.63 billion from equity share in joint venture projects. EBITDA and EBIT ended at ₱2.9 billion and ₱2.8 billion, respectively.

Robinsons Hotels and Resorts maintained its growth momentum in 2024, with revenues rising 31% versus last year to ₱6.0 billion, accounting for 14% of consolidated revenues. This was driven by strong performance across all brands, particularly international partnerships and Fili Hotel, RLC's own Filipino branded 5-star hotel coupled with strong food and beverage revenues in 2024. EBITDA grew 61% to ₱1.8 billion; while EBIT more than doubled to ₱1.0 billion or a 127% increase versus last year.

Robinsons Logistics and Industrial Facilities recorded a 33% increase in revenues versus last year to ₱0.9 billion, supported by sustained demand for industrial and warehouse spaces. In 2024, EBITDA and EBIT grew 35% and 38% to ₱0.9 billion and ₱0.7 billion, respectively, compared to the previous year.

In 2024, Robinsons Destination Estates recorded realized revenues of ₱1.2 billion from the deferred sale of parcels of land to joint venture entities, a 5% growth versus 2023. EBITDA and EBIT were up by 6% in 2024 compared to last year, amounting to both ₱0.7 billion.

Cost of real estate sales is lower by 33% to ₱3.2 billion due to lower realized sales. Cost of amusement services increased by 34% from the previous year to ₱0.5 billion, as a function of higher amusement revenues. Cost of hotel operations increased by 21% to ₱5.0 billion, aligned with its robust revenue growth.

General and administrative expenses increased by 14% to ₱5.9 billion from ₱5.2 billion last year due to higher advertising and promotions, salaries and wages and taxes and licenses, partially offset by decrease in commission, among others.

Other income (losses) decreased from (₱2.1 billion) last year to (₱0.9 billion) this year mainly due to the one-time gain from the reclassification of the Company's investment in GoTyme, share in net loss of a joint venture in 2023 which is not present in 2024 as a result of the reclassification, and higher interest income, partially offset by increase in interest expense on loans.

Air transportation generated revenues amounting to ₱104.9 billion for the year ended December 31, 2024, 15.8% higher than the ₱90.6 billion revenues earned in the same period last year. The overall increase in revenues was primarily driven by a significant increase in passenger carried, which grew 17.6% year-on-year. The increase in revenues is accounted for as follows:

(1) Passenger revenues increased by ₱8.8 billion or 14.2% to ₱71.3 billion from ₱62.5 billion generated in 2023. This was brought about by the increase in seat load factor from 84.0% to 84.4%, partially offset by lower average fare compared to the previous year;
(2) Cargo revenues increased by ₱1.6 billion or 39.0% to ₱5.6 billion from ₱4.1 billion generated in 2023 due to 32.2% increase in cargo volume and 5.2% increase in yield;
(3) Ancillary revenues increased by ₱3.9 billion or 16.1% to ₱28.0 billion from ₱24.1 billion generated in 2023, mainly due to increase in passengers carried as compared to last year.

CEB incurred operating expenses of ₱95.8 billion, higher by 16.7% compared to ₱82.0 billion incurred in 2023.

The increase was mainly driven by the increase in CEB's operations, since a material portion of its expenses are based on flights and flight hours. The weakening of the Philippine peso against the U.S. Dollar as referenced by the depreciation of the Philippine peso to an average of ₱57.30 per U.S. Dollar for 2024 from an average of ₱55.63 per U.S. Dollar in 2023 based on the Philippine Bloomberg Valuation (PH BVAL) weighted average rates also contributed to the increase in operating expenses.

As a result of the foregoing, CEB earned an operating income of ₱9.2 billion for the year ended December 31, 2024, a ₱593 million or 6.9% increase compared to the ₱8.6 billion operating income earned in 2023.

Interest income decreased by ₱169 million or 20.8% to ₱644 million from ₱813 million earned in 2023 largely due to shorter average period of short-term placements for year ended December 31, 2024 as compared to 2023.

In 2024 and 2023, CEB received ₱137 million and ₱18 million, respectively, pertaining to insurance proceeds claimed for damages sustained from several incidents and loss events in prior periods.

CEB's market valuation gains amounting to ₱880 million in 2023 originated from the market valuation gains recognized from its convertible bonds' embedded derivative and fuel derivatives (nil in 2024).

CEB had equity in net income of joint ventures and associates of ₱107 million, compared to the ₱59 million earned in the same period last year.

Interest expense from debt and lease liabilities and maintenance provisions increased by ₱1.5 billion or 29.4% to ₱6.8 billion for the year ended December 31, 2024 from ₱5.3 billion last year due to the additional aircraft and engine deliveries during the year. The increase is coupled by the effect of depreciation of the Philippine Peso against the U.S. Dollar.

As a result of the foregoing, Net income for the year ended December 31, 2024 amounted to ₱5.4 billion, as compared to the ₱7.9 billion net income earned for the year ended December 31, 2023.

Petrochemicals posted a total revenue of ₱50.4 billion for the year ended December 31, 2024, 33% higher from the ₱38.0 billion revenues generated in the same period last year, with an equivalent 25% increase in volumes year on year.

The downstream Aromatics and Butadiene extraction units have shown positive results, contributing ₱13 billion in revenues and ending with a 27% gross margin. Peak Fuel, its LPG trading unit continues to grow its operation providing promising margins to the group with 33% increase in both revenues and gross profit. However, tough market conditions especially for polymers, coupled with unexpected shutdowns caused by typhoons resulted in a higher EBITDA loss for the group. Incorporating higher interest expense, JGSOC ended 2024 with a ₱17.3 billion net loss.

In 2025, the group placed its petrochemical plant in an indefinite commercial shutdown to mitigate the losses amid the current landscape. JGSOC continues to evaluate various options to abate the adverse effects of the market conditions. Meanwhile, Peak Fuel remains steadfast in its plans to grow its operations.

Equity in net earnings of associated companies and joint ventures amounted to ₱16.7 billion for the year ended December 31, 2024, an 18% increase from last year's ₱14.2 billion driven primarily by higher equity in net earnings of **Meralco** from ₱9.8 billion in 2023 to ₱11.9 billion in 2024 primarily driven by the record distribution sales volumes it saw in 2024, while being supported by increased contributions from its power generation and retail electricity supply businesses.

The equity income derived from **Singapore Land Group (SLG)** also improved, increasing to ₱3.3 billion from the previous year's ₱2.5 billion due to improved hotel operations plus increased rental rates and occupancy rates in its property investments.

Dividends received from PLDT in 2024 declined 11% to ₱2.3 billion due to the absence of the special dividends declared in 2023. Nonetheless, its regular dividends increased by ₱2 to ₱96 per share this year.

With the effectivity of the merger between Bank of the Philippine Islands (BPI) and Robinsons Bank at the start of the year, JGS received its first set of dividends from BPI at ₱1.98 per share, totaling to ₱746 million.

2023 vs. 2022

I. Consolidated Operations

Airline rebound and groupwide margin gains tripled JG Summit's 2023 core profits

JG Summit Holdings, Inc. (JGS), one of the largest and most diversified Philippine conglomerates, saw its core net income tripling to ₱19.8 billion in 2023, from ₱6.2 billion in 2022. This robust performance came from the significant turnaround in the Company's airline, along with expanding margins in its property and food businesses and tapering losses from its petrochemical unit.

These financial results were delivered on the back of a 14% increase in total revenues of ₱343.0 billion, owing to the first full year of unrestricted travel demand coupled with the broad-based growth in its real estate unit and the steady improvement in its food and petrochemical sales. Despite the absence of the ₱3.2 billion gain on sale of Meralco shares that was recognized in 2022, JG Summit's consolidated core net income surged 220% year-on-year (YoY) as the strong topline was boosted by better operating margins across all its subsidiaries. Incorporating more favorable foreign exchange (FX) and mark-to-market adjustments, net income leapt to ₱20.0 billion, 30x the ₱0.7 billion reported in the same period last year (SPLY).

Consolidated cost of sales and services in 2023 increased only by 2.2% from ₱232.1 billion last year to ₱237.2 billion this year mainly as the higher fuel consumption of CEB and input costs of URC, were offset by the decline in costs of RLC and SOC.

The Group's operating expenses increased by 12.6% to ₱57.2 billion in 2023 from ₱50.8 billion in 2022 driven by URC's higher advertising and promotions, freight costs and personnel-related expenses, as well as increase in CEB's aircraft and traffic servicing, and other flight-related expenses relative to increase in flight operations.

As a result, Consolidated Operating Income or EBIT from continuing operations amounted to ₱49.0 billion in 2023, 168.4% increase from ₱18.3 billion in 2022. Consolidated EBITDA from continuing operations amounted to ₱78.8 billion in 2023, 71.4% increase from ₱46.0 billion in 2022.

The Group's financing costs and other charges, net of interest income, increased by 51.3% to ₱14.3 billion this year from last year's ₱9.4 billion due to higher interest rates and higher level of interest-bearing liabilities.

Market valuation gains recognized from financial assets and derivative instruments in 2023 amounted to ₱1.3 billion, 77.7% higher from ₱705 million in 2022 mainly attributable to the increase in market values of the Group's equity investments, partly offset by CEB's lower market valuation gains from its convertible bonds' embedded derivative and fuel derivatives.

The Group recognized a lower net foreign exchange (FX) losses of ₱220 million in 2023 from ₱7.4 billion in 2022 primarily driven by the slight appreciation of Philippine Peso vis-à-vis US dollar this year compared to significant depreciation last year.

Other income amounted to ₱866 million in 2023 versus ₱7.0 billion in 2022 primarily due to last year's ₱3.2 billion gain on the sale of some MER shares and ₱3.3 billion gain on URC's sale of property.

Provision for income tax increased to ₱3.2 billion in 2023 from ₱2.7 billion in 2022 mainly due to lower deferred tax assets of the petrochemicals business.

The Group's net income after tax from continuing operations in 2023 amounted to ₱33.4 billion, 418.0% increase from ₱6.5 billion in 2022, mainly driven by higher operating income, market valuation gains and lower foreign exchange losses, partly offset by higher interest expense and lower other income.

The Group's net income after tax from discontinued operations amounted to ₱683 million in 2023 and ₱1.6 billion in 2022 which pertains to the result of operations of URC China and RBC.

II. Segment Operations

Foods generated a consolidated sale of goods and services of ₱157.8 billion for the year ended December 31, 2023, ahead by 5.8% against last year. Sale of goods and services performance by business segment follows:

- Sale of goods and services in URC's BCFG segment, excluding packaging division, increased by ₱2.6 billion or 2.5% to ₱107.8 billion in 2023 from ₱105.2 billion recorded in 2022. BCFG domestic operations posted 2.7% increase in net sales from ₱73.6 billion in 2022 to ₱75.6 billion in 2023 due to implemented price increase programs.

  BCF international operations reported a 2.1% increase in net sales from ₱31.5 billion in 2022 to ₱32.2 billion in 2023 driven by continued growth of Vietnam and Malaysia. In constant US Dollar ($) terms, Vietnam sales grew by 13.7% driven by C2 and Rong Do maintaining strong momentum. Malaysia improved by 3.0% coming from price increase (ex-7Days, growth is 6.5%).

  Sale of goods and services of BCFG, excluding packaging division, accounted for 68.3% of total URC consolidated sale of goods and services for 2023.

  Sale of goods and services in URC's packaging division decreased by 33.1% to ₱1.2 billion in 2023 from ₱1.8 billion recorded in 2022 driven by lower volume and lower prices.

- Sale of goods and services in URC's AIC group amounted to ₱48.8 billion in 2023, an increase of 15.7% from ₱42.1 billion recorded last year.

  - Sale of goods and services in URC's AIG segment amounted to ₱16.7 billion in 2023, a growth of 16.0% from ₱14.4 billion recorded in 2022. Feeds business increased by 19.4% due to strong volumes for hogs and pet food categories in addition to stronger prices. Farms business declined by 4.8% due to lower volume.
  - Sale of goods and services in Flour business amounted ₱6.3 billion in 2023, a growth of 10.1%, increase from ₱5.7 billion recorded in 2022 due to improved commercial flour sales volume.
  - Sales of goods and services in Sugar business amounted to ₱18.9 billion grew by 17.8% from ₱16.0 billion in 2022 driven by higher raw sugar sales volume and increase in sugar selling prices while the Renewables business grew by 14.7% to ₱6.9 billion in 2023.

URC's cost of sales consists primarily of raw and packaging materials costs, manufacturing costs and direct labor costs. Cost of sales increased by ₱4.8 billion or 4.3% to ₱115.0 billion in 2023 from ₱110.2 billion recorded in 2022 with some key commodities remaining elevated.

URC's gross profit for 2023 amounted to ₱42.7 billion, higher by ₱3.9 billion or 9.9% from ₱38.9 billion reported in 2022. Gross profit margin increased by 102 basis points from 26.1% in 2022 to 27.1% in 2023 due to higher selling prices and cost savings, offsetting the impact of higher input costs.

URC's selling and distribution costs and general and administrative expenses consist primarily of compensation benefits, advertising and promotion costs, freight and other selling expenses, depreciation, repairs and maintenance expenses, and other administrative expenses. Selling and distribution costs, and general and administrative expenses increased by ₱1.7 billion or 7.2% to ₱25.4 billion in 2023 from ₱23.7 billion registered in 2022. This increase resulted primarily from the following factors:

- 10.7% or ₱763 million increase in advertising and promotions to ₱7.9 billion in 2023 from ₱7.1 billion in 2022 due to higher consumer promotions.

- 7.0% or ₱487 million increase in freight and delivery expense to ₱7.4 billion in 2023 from ₱6.9 billion in 2022.

- 7.5% or ₱344 million increase in personnel expense to ₱4.9 billion in 2023 from ₱4.6 billion in 2022 due to wage increases.

As a result of the above factors, operating income increased by ₱2.2 billion or 14.2% to ₱17.4 billion in 2023 from ₱15.2 billion reported in 2022. URC's operating income by segment was as follows:

- Operating income in URC's BCFG segment, excluding packaging division, increased by ₱1.0 billion or 9.4% to ₱12.1 billion in 2023 from ₱11.0 billion in 2022. BCFG's domestic operations grew by 3.9% to ₱8.8 billion in 2023 from ₱8.4 billion in 2022 driven by the cumulative impact of price increases and operational savings initiatives. International operations posted a ₱3.3 billion operating income, a 27.2% growth from ₱2.6 billion in 2022, due to better topline and continued cost-saving programs. In constant US$ terms, international operations posted an operating income of US$59 million, a 24.4% increase from last year.

  URC's packaging division reported an operating loss of ₱134 million in 2023 from an operating income of ₱85 million reported in 2022 due to lower volume and prices.

- Operating income of AIC group amounted to ₱8.5 billion in 2023, an increase of 19.7% from ₱7.1 billion recorded last year.

  - Operating income in URC's AIG segment increased by ₱662 million or 58.7% to ₱1.8 billion in 2023 from ₱1.1 billion in 2022 driven by strong volume and lower input costs.

  - Operating income in Flour business increased by ₱78 million or 24.8% to ₱394 million in 2023 from ₱316 million in 2022 due to volume growth for commercial flour and lower wheat costs.

  - Operating income in Sugar business grew by ₱523 million or 10.8% to ₱5.4 billion in 2023 from ₱4.9 billion in 2022, although margins began to temper as selling prices started to normalize, while Renewables increased by 17.5% to 962 million in 2023.

URC reported an EBITDA (operating income plus depreciation and amortization) of ₱23.8 billion in 2023, 10.6% higher than ₱21.5 billion posted in 2022.

URC's finance costs consist mainly of interest expense, which increased by ₱782 million to ₱1.6 billion in 2023 from ₱806 million recorded in 2022, mostly due to higher interest rates.

URC's finance revenue consists of interest income from money market placements, savings and dollar deposits, as well as dividend income from investments in equity securities. Finance revenue increased by ₱38 million to ₱311 million in 2023 from ₱274 million in 2022 due to higher interest income from money market placements and bank savings.

Equity in net losses of joint ventures decreased to ₱287 million in 2023 from ₱379 million in 2022 due to lower equity take up in net losses of Vitasoy-URC, Inc. (VURCI) this year, partly offset by equity take-up in net losses of Danone Universal Robina Beverages, Inc. (DURBI).

Net foreign exchange gain decreased by ₱114 million to ₱259 million in 2023 from the ₱373 million in 2022 driven by appreciation of Philippine Peso compared to last year's depreciation.

Impairment losses decreased by ₱91 million to ₱236 million in 2023 from ₱327 million in 2022 due to lower provisions for impairment losses of farm assets this year.

Market valuation gain on financial instruments at fair value through profit or loss increased to ₱172 million in 2023 from ₱70 million in 2022 driven by increase in market value of equity investments.

Other income (losses) - net consists of gain on sale of fixed assets, rental income, and miscellaneous income and expenses. Other losses - net amounted to ₱321 million in 2023, while other income - net of ₱3.0 billion was recorded in 2022. A significant gain on sale of an investment property was recorded last year.

URC recognized a provision for income tax of ₱3.0 billion in 2023, a 0.6% decrease from ₱3.0 billion in 2022 due to lower taxable income.

URC's net income amounted to ₱12.7 billion in 2023, lower by ₱1.8 billion or 12.2%, from ₱14.5 billion in 2022, driven by cycling of last year's gain on sale of investment property.

Net income attributable to equity holders of the parent decreased by ₱1.9 billion or 13.4% to ₱12.1 billion in 2023 from ₱14.0 billion in 2022 as a result of the factors discussed above.

NCI represents primarily the share in the net income attributable to non-controlling interest of Nissin-URC (51.0%-owned). NCI in net income of subsidiaries increased from ₱515 million in 2022 to ₱613 million in 2023.

Real estate and hotels generated total gross revenues of ₱39.0 billion for calendar year 2023, a decrease of 10% from ₱43.4 billion the previous year mainly due to a high base in 2022 on account of the recognition of revenues from CDXY's phase 2. EBIT and EBITDA continue to improve coming in for a 22.8% increase to ₱17.3 billion and 17.9% increase to ₱22.8 billion, respectively. This translated to a record consolidated net income of ₱13.4 billion, 20.0% higher versus the same period last year. Meanwhile, net income attributable to equity shareholders of RLC rose by 24% to ₱12.1 billion.

The Commercial Centers Division accounted for 38% of total RLC revenues to close at ₱16.2 billion in 2023, 24% higher versus previous year driven by sustained strength of consumer spending and robust retail sales and on the back of higher occupancy. Amusement revenues increased significantly by 79% due to re-opening of more cinemas during calendar year 2023. Meanwhile, EBITDA increased by 41% to ₱9.3 billion while EBIT ballooned by 94% to

₱5.9 billion year-on-year. Robinsons Malls continues to assert itself as the second largest mall operator in the country highlighted by its 54 lifestyle centers.

Robinsons Offices sustained its upward trajectory in 2023 with a 4% growth from the previous year, posting revenues at ₱7.4 billion and contributed 18% to consolidated revenues. This steady performance is primarily driven by the sustained occupancy of majority of its portfolio, which consists of 31 quality assets in strategic locations. EBITDA increased by 3% to ₱6.4 billion behind cost efficiencies while EBIT growth is flat at ₱5.3 billion due to the full year depreciation of offices completed in 2022.

RLC Residences and Robinsons Homes posted combined realized revenues of ₱12.0 billion in 2023, contributing 28% to consolidated revenues. The robust performance was driven by higher collections and faster completion of RLC's residential projects coupled with significant contribution from its joint venture equity earnings. EBITDA and EBIT surged by 35% and 36% to ₱4.7 billion and ₱4.6, billion, respectively.

With the complete lifting of travel restrictions, resurgence of domestic tourism, and re-opening of international borders, Robinsons Hotels and Resorts' revenues almost doubled versus last year to ₱4.6 billion, accounting for 11% of consolidated revenues. Higher average room rates, increased food and beverage sales, and the revival of Meetings, Incentives, Conferences and Exhibitions (MICE) events positioned RLC's hospitality business on a trajectory for solid financial performance in 2023. EBITDA climbed 303% to ₱1.1 billion; while EBIT rose by 293% to ₱0.4 billion.

Robinsons Logistics and Industrial Facilities continues to make strides in its pursuit of becoming a market leader in the industrial and logistics sector. Industrial leasing revenues accelerated by 24% versus last year to ₱0.7 billion in 2023 driven by the full-year contribution of new industrial facilities. EBITDA and EBIT escalated 32% and 38% to end at ₱0.6 billion and ₱0.5 billion, respectively.

Robinsons Destination Estates (*formerly Integrated Developments Division*) realized revenues registered at ₱1.2 billion in 2023 from a portion of the deferred gain on the sale of parcels of land to joint venture entities, an 80% growth versus the previous year. EBITDA and EBIT amounted to ₱0.7 billion during the period.

Cost of real estate sales is lower by 66% to ₱4.8 billion since last year includes Phase 2 of CDXY. Cost of amusement services notably increased by 66% from the previous year to ₱0.3 billion, also as a function of significantly higher amusement revenues. Cost of hotel operations increased by 62% to ₱4.1 billion due to higher level of operations with the resurgence of tourism and also due to newly opened hotel in 2023.
General and administrative expenses increased by 19% to ₱5.2 billion from ₱4.4 billion last year due to increase in advertising and promotions, salaries and wages, and commission, among others.

Other income (losses) increased from (₱1.1 billion) last year to (₱2.1 billion) this year mainly due to higher interest expense, lower gain from foreign exchange which mainly relates to foreign currency denominated transactions of RLC's foreign subsidiary and higher share in net loss of a joint venture.

Air transportation generated revenues amounting to ₱90.6 billion for the year ended December 31, 2023, 59.6% higher than the ₱56.8 billion revenues earned in the same period last year. The overall increase in revenues was primarily driven by a significant increase in passenger volume, especially for international destinations as CEB continues its ramp-up its international network. International flights increased by 165.2% compared to the same period last year. The increase in revenues is accounted for as follows: (1) Passenger revenues increased by ₱27.3 billion or 77.7% to ₱62.5 billion from ₱35.1 billion generated in 2022. This was brought about by the increase in seat load factor from 75.3% to 84.0%, together with 259.5% increase in international passengers to 4.8 million from 1.3 million same period last year. With an overall increase in travel demand, and as more passengers fly longer international routes, average fares increased by 26.4% to ₱2,993 from ₱2,367 for 2022; (2) Cargo revenues decreased by ₱3.1 billion or 43.0% to ₱4.1 billion from ₱7.1 billion generated in 2022 due to 41.3% decrease in yield coupled with 1.5% decrease in cargo volume carried; and (3) Ancillary revenues increased by ₱9.6 billion or 66.2% to ₱24.1 billion from ₱14.5 billion generated in 2022, mainly due to higher passenger volume and higher take up of ancillary products and services as more passengers flew international flights.

CEB incurred operating expenses of ₱82.0 billion, higher by 20.3% compared to ₱68.2 billion incurred in 2022. The increase was mainly driven by the increase in CEB's operations, since a material portion of its expenses are based on flights and flight hours. The weakening of the Philippine peso against the U.S. Dollar as referenced by the depreciation of the Philippine peso to an average of ₱55.63 per U.S. Dollar for 2023 from an average of ₱54.50 per U.S. Dollar in based on the Philippine Bloomberg Valuation (PH BVAL) weighted average rates also contributed to the increase in operating expenses.

As a result of the foregoing, CEB earned an operating income of ₱8.6 billion for the year ended December 31, 2023, a reversal from the ₱11.4 billion operating loss incurred for the same period last year.

Interest income increased by ₱504.7 million or 163.7% to ₱812.9 million from ₱308.3 million earned in 2022 largely due to increased placements in 2023 and higher average interest rates for cash in bank and short-term placements.

In 2023 and 2022, CEB received ₱17.9 million and ₱6.2 million, respectively, pertaining to insurance proceeds claimed for damages sustained from several incidents and loss events in prior periods.

CEB's market valuation gains amounting to ₱880.2 million originated from the market valuation gains recognized from its convertible bonds' embedded derivative and fuel derivatives. In the same period last year, CEB incurred a gain of ₱997.9 million.

During 2023, CEB entered into sale-and-leaseback transactions that resulted to a gain of ₱1.2 billion. In 2022, CEB entered into swap transactions to replace its two (2) engines resulting to the recognition of gain on exchange amounting to ₱99.5 million, and a sale and lease back transactions that resulted to a gain of ₱1.5 billion. Additionally, CEB entered into a buyback agreement which resulted to a loss of ₱381.6 million. Lastly, CEB has written down various property and equipment and recognized loss amounting to ₱427.6 million.

CEB had equity in net income of joint ventures and associates of ₱58.6 million, a reversal from the ₱113.3 million equity in net loss of joint venture and associates incurred in the same period last year, as CEB's joint ventures and associates reported a net profit during the current period.

Interest expense and accretion expense from lease liability increased by ₱1.9 billion or 55.5% to ₱5.3 billion for the year ended December 31, 2023 from ₱3.381 billion for the same period last year due to the additional aircraft deliveries during the year. The increase is coupled with the increase in bank interest rates for debts and the effect of depreciation of the Philippine Peso against the U.S. Dollar.

As a result of the foregoing, Net income for the year ended December 31, 2023 amounted to ₱7.9 billion, a turnaround from the ₱14.0 billion net loss incurred for the year ended December 31, 2022.

Petrochemicals posted a total revenue of ₱38.0 billion for the year ended December 31, 2023, 6% higher from the ₱36.0 billion revenues generated in the same period last year, with an equivalent 20% increase in volumes year on year.

The high inventories as of 2022 and the weak demand coupled with the global oversupply of polymers, mostly coming from China and India, has pressed JGSOC to be more price competitive and to strategically implement a five-month facility shutdown. The downstream Aromatics and Butadiene extraction units have shown promising results, contributing ₱8.5 billion in revenues and ending with a 23% gross margin. Peak Fuel, its LPG trading unit continues to provide positive margins to the group.

The decline in the input prices during the year improved the total margins for JGSOC, as compared with the previous year. EBITDA increased by ₱4.3 billion from the negative ₱8.1 billion last year to negative ₱3.8 this year. Incorporating higher interest expense, JGSOC ended 2023 with a ₱12.9 billion net loss.

Equity in net earnings of associated companies and joint ventures amounted to ₱14.2 billion for the year ended December 31, 2023, a 20% increase from last year's ₱11.9 billion driven primarily by higher equity in net earnings of **Meralco** from ₱7.8 billion in 2022 to ₱9.8 billion in 2023 primarily driven by substantial contributions from both its power generation and retail electricity segments. Additionally, the continued expansion of its distribution business further bolstered these positive results.

The equity income derived from **Singapore Land Group (SLG)** experienced a decline, dropping to ₱2.5 billion from the previous year's ₱3.0 billion. This reduction was attributed to decreased contributions from residential projects, as most of them were substantially sold off by the end of 2022. On a brighter note, the recovery of the hospitality industry positively impacted hotel operations.

The Group saw 8% lower dividends from **PLDT**, Inc. totaling to ₱2.6 billion as the telecommunications company halved its special dividends from tower sales to ₱14 per share. Nonetheless, its regular dividends increased by ₱5 to ₱94 per share.

2022 vs. 2021

I. Consolidated Operations

JG Summit hit record-high revenues in 2022 and doubled core profits YoY

JG Summit Holdings, Inc. (JGS), one of the leading Philippine conglomerates, posted a 36% year-on-year (YoY) surge in its total consolidated revenues to ₱312.4 billion in 2022, already surpassing its pre-pandemic level and thus hitting a new record high. Consolidated revenues from continuing operations (excluding URC China and Robinsons Bank which is part of Discontinued Operations) amounted to ₱301.1 billion in 2022, or a 36.6% increase from ₱220.5 billion last year.

The agile efforts of its consumer-facing businesses delivered double-digit topline growth on the back of a reopening economy. Despite the margin pressures from unprecedented levels of fuel and commodity prices, such strong revenue performance plus the Group's cost-saving programs translated to significant profit improvements in most of its strategic business units. This was most evident in JGS' air transport subsidiary, which also benefited from relaxed travel restrictions. Meanwhile, its petrochemical unit's new product lines cushioned the adverse impact of subdued industrial demand globally. All in all, including the portfolio management gain that the Parent Company realized from the sale of some of its Meralco shares, JGS registered a two-fold increase in core net income to ₱6.2 billion in 2022.

Incorporating the impact of the 9% YoY devaluation of the peso on the Group's USD-denominated debt, consolidated full-year 2022 net income settled at ₱0.7 billion. This is lower than the reported 2021 net income of ₱5.1 billion, which had ₱6.0 billion of gains and contributions from its food manufacturing arm's discontinued Oceania operations.

Consolidated cost of sales and services in 2022 increased by 41.8% from ₱163.7 billion last year to ₱232.1 billion this year mainly driven by higher sales volume and elevated input costs of URC, increase in average naphtha costs of Petrochem, as well as higher fuel consumption of CEB from increased flight activities during the period coupled with the increase in average published fuel MOPS price to US$126.65 per barrel in 2022 from US$75.09 per barrel in 2021.

The Group's operating expenses increased by 8.2% to ₱50.8 billion in 2022 from ₱46.9 billion in 2021 due to higher selling, general and administrative expenses from increased operations of the Group. As a result, Consolidated Operating Income or EBIT from continuing operations amounted to ₱18.3 billion in 2022, an 84.7% increase from ₱9.9 billion in 2021. Consolidated EBITDA from continuing operations amounted to ₱46.0 billion in 2022, an 18.1% increase from ₱38.9 billion in 2021.

The Group's financing costs and other charges, net of interest income, increased by 17.6% to ₱9.4 billion this year from last year's ₱8.0 billion due to higher interest expense on short-term debts, trust receipts payables and lease liabilities.

Market valuation gains recognized from financial assets and derivative instruments in 2022 amounted to ₱705 million, a turnaround from ₱1.1 billion market valuation losses in 2021 mainly attributable to CEB's valuation gains on embedded derivative arising from its convertible bonds and interest rate derivatives, net of the decline in market values of the Group's equity investments.

The Group recognized a net foreign exchange (FX) losses of ₱7.4 billion in 2022 from ₱3.1 billion in 2021 primarily driven by the higher depreciation of Philippine Peso vis-à-vis US dollar this year compared to last year.

Other income amounted to ₱7.1 billion in 2022 versus ₱339 million in 2021 primarily due to the ₱3.0 billion gain on the sale of some MER shares, ₱1.2 billion net gain on CEB's sale and lease back, buyback and swap transactions on aircrafts and ₱3.3 billion gain on URC's sale of property.

Provision for income tax increased to ₱2.7 billion in 2022 from ₱69.1 million in 2021 due to higher taxable income this year coupled with last year's reduction in income taxes as a result of the enactment of CREATE, but partly offset by the increase in deferred tax assets of CEB this year.

The Group's net income after tax from continuing operations in 2022 amounted to ₱6.5 billion, a turn-around from last year's consolidated net loss after tax of ₱2.1 billion mainly driven by higher operating income, market valuation gains and other income, partly offset by higher interest expense and foreign exchange losses.

The Group's net income after tax from discontinued operations amounted to ₱1.6 billion in 2022 which pertains to the result of operations of URC China and RBC, versus last year's ₱12.8 billion which includes the discontinued operations of RBC and URC's China and Oceania business.

II. Segment Operations

Foods generated a consolidated sale of goods and services of ₱149.1 billion for the year ended December 31, 2022, ahead by 28.4% against last year. Sale of goods and services performance by business segment follows:

- Sale of goods and services in URC's BCFG segment, excluding packaging division, increased by ₱24.0 billion or 29.6% to ₱105.2 billion in 2022 from ₱81.1 billion registered in 2021. BCF domestic operations posted an increase in net sales from ₱59.7 billion in 2021 to ₱73.6 billion in 2022 coming from better volume and prices.

  BCF international operations reported a 47.4% increase in net sales from ₱21.4 billion in 2021 to ₱31.5 billion in 2022 with double-digit growth from major markets coupled with uplift from Munchy's acquisition. In constant US dollar (US$) terms, sales increased by 40.0% (11.8% ex-Munchy's) with Indochina leads expansion across the region, while Munchy continues to deliver synergies. Vietnam sales grew by 21.7% driven by the solid performance of the beverage category with strong growth and market share of C2 and recovery of Rong Do. s Thailand improved with 8.3% sales growth coming from all categories particularly Candies, Snacks, and Bakery.

  Sale of goods and services of BCFG, excluding packaging division, accounted for 70.5% of total URC consolidated sale of goods and services for 2022.

  Sale of goods and services in URC's packaging division increased by 13.1% to ₱1.8 billion in 2022 from ₱1.6 billion recorded in 2021 due to better volume.

- Sale of goods and services in URC's Agro-Industrial and Commodities (AIC) group amounted to ₱42.1 billion in 2022, an increase of 26.0% from ₱33.4 billion recorded last year.

  - Sale of goods and services in URC's AIG segment amounted to ₱14.4 billion in 2022, a growth of 25.7% from ₱11.5 billion recorded in 2021. Feeds business increased by 31.0% due to double-digit growth in pet food and hog feeds. Farms business declined by 4.6% due to lower volume.

  - Sale of goods and services in Flour business amounted ₱5.7 billion in 2022, a growth of 14.0%, increase from ₱5.0 billion recorded in 2021 due to improved prices amidst a surge in wheat prices.

  - Sales of goods and services in Sugar business amounted to ₱16.0 billion grew by 34.9% from ₱11.9 billion in 2021 driven by higher market prices across all categories while the Renewables business grew by 17.9% to ₱6.0 billion in 2022.

URC's cost of sales consists primarily of raw and packaging materials costs, manufacturing costs and direct labor costs. Cost of sales increased by ₱27.2 billion or 32.8% to ₱110.2 billion in 2022 from ₱83.0 billion recorded in 2021 due to higher volume and elevated input costs.

URC's gross profit for 2022 amounted to ₱38.9 billion, higher by ₱5.8 billion or 17.4% from ₱33.1 billion reported in 2021. Gross profit margin decreased by 244 basis points from 28.5% in 2021 to 26.1% in 2022 due to high material costs.

URC's selling and distribution costs and general and administrative expenses consist primarily of compensation benefits, advertising and promotion costs, freight and other selling expenses, depreciation, repairs and maintenance expenses, and other administrative expenses. Selling and distribution costs, and general and administrative expenses increased by ₱3.2 billion or 15.8% to ₱24.0 billion in 2022 from ₱20.7 billion registered in 2021. This increase resulted primarily from the following factors:

- 37.2% or ₱1.9 billion increase in freight and other selling expense to ₱6.9 billion in 2022 from₱5.0 billion in 2021 due to higher volume and higher fuel costs.

- 18.0% or ₱700 million increase in personnel expenses to ₱4.6 billion in 2022 from ₱3.9 billion in 2021 due to annual merit increase and Munchy's contribution.

- 13.1% or ₱109 million increase in depreciation and amortization to ₱934 million in 2022 from ₱826 million in 2021 due to capital expenditures during the year.

As a result of the above factors, operating income increased by ₱2.5 billion or 20.0% to ₱15.2 billion in 2022 from ₱12.7 billion reported in 2021. URC's operating income by segment was as follows:

- Operating income in URC's BCFG segment, excluding packaging division, increased by ₱1.8 billion or 19.0% to ₱11.0 billion in 2022 from ₱9.3 billion in 2021. BCFG's domestic operations grew by 10.8% to ₱8.4 billion in 2022 from ₱7.6 billion in 2021 driven by strong volume coupled with aggressive pricing moves and a cost-savings program. International operations posted a ₱2.6 billion operating income, a 55.9% growth from ₱1.7 billion in 2021, on the back of Munchy's acquisition and quarter-on-quarter margin expansion. Aggressive direct and indirect pricing moves for core SKUs and geographies coupled with structural improvements in some smaller markets have helped support absolute growth. In constant US dollar terms, international operations posted an operating income of US$48 million, a 47.0% increase from last year.

  URC's packaging division reported an operating income of ₱85 million in 2022 from an operating income of ₱99 million reported in 2021 coming from higher input cost.

- Operating income of AIC group amounted to ₱7.1 billion in 2022, an increase of 29.3% from ₱5.5 billion recorded last year.

  - Operating income in URC's AIG segment decreased by ₱36 million or 3.1% to ₱1.1 billion in 2022 from ₱1.2 billion in 2021 driven by higher input costs and impact of industry outbreaks of ASF and AI.

  - Operating income in Flour business decreased by ₱320 million or 50.3% to ₱316 million in 2022 from ₱636 million in 2021 due to surging wheat prices and foreign exchange weakness this year.

  - Operating income in Sugar business grew by ₱2.1 billion or 76.6% to ₱4.9 billion in 2022 from ₱2.8 billion in 2021, on the back of higher market prices as well as mill operating efficiencies, while Renewables declined by 14.7% to ₱819 million in 2022.

URC's finance costs consist mainly of interest expense, which increased by ₱233 million to ₱806 million in 2022 from ₱573 million recorded in 2021 due to a higher level of interest-bearing financial liabilities and interest rates.

URC's finance revenue consists of interest income from investments in financial instruments, smoney market placements, savings and dollar deposits, and dividend income from investments in equity securities. Finance revenue increased by ₱34 million to ₱274 million in 2022 from ₱240 million in 2021 due to higher dividend income

Equity in net losses of joint ventures increased to ₱379 million in 2022 from ₱91 million in 2021 due to equity take-up in net losses of VURCI.

Net foreign exchange gain increased by ₱24 million to ₱373 million in 2022 from the ₱349 million in 2021 driven by combined effects of local currency devaluations vis-à-vis US dollar this year.

Market valuation gain on financial instruments at fair value through profit or loss decreased to ₱70 million in 2022 from ₱87 million in 2021 driven by lower increase in fair values of financial instruments compared last year.

Impairment losses decreased to ₱245 million in 2022 from ₱572 million in 2021 due to lower provisions for impairment losses on fixed assets and spare parts during the year.

Other income (losses) - net consists of gain (loss) on sale of fixed assets, rental income, and miscellaneous income and expenses. Other income - net amounted to ₱3.0 billion in 2022, higher than the ₱2.3 billion reported in 2021 mainly coming from a higher gain on sale of fixed assets recognized this year.

URC recognized a provision for income tax of ₱3.0 billion in 2022, a 913.0% increase from ₱1.6 billion in 2021 due to higher taxable income from sale of properties.Last year's gain on sale of properties was subject to capital gains tax.

URC's net income from continuing operations amounted to ₱14.4 billion in 2022, higher by ₱1.6 billion or 12.7%, from ₱12.8 billion in 2021, driven by higher operating income coupled with gain on sale of idle assets.

URC's net income from discontinued operations amounted to ₱22 million in 2022, lower by ₱11.4 billion or 99.8%, from ₱11.4 billion in 2021, driven by gain recognized from the divestment of Oceania businesses.

URC reported total net income of ₱14.5 billion in 2022, lower by ₱9.8 billion or 40.3% from ₱24.2 billion in 2021.

Net income attributable to equity holders of the parent decreased by ₱9.4 billion or 40.2% to ₱14.0 billion in 2022 from ₱23.3 billion in 2021 as a result of the factors discussed above.

NCI in net income of subsidiaries decreased from ₱922 million in 2021 to ₱515 million in 2022 as last year's includes net income attributable to NCI of the Oceania businesses.

Real estate and hotels generated total gross revenues of ₱43.4 billion for calendar year 2022, an increase of 22% from ₱35.6 billion the previous year spurred by growing demands from RLC's recurring business units and amplified by revenues from Phase 2 of its Chengdu Ban Bian Jie project in China. EBIT and EBITDA continue to improve coming in for a 45.3% increase to ₱14.1 billion and 29.3% increase to ₱19.3 billion, respectively. This translated to a record consolidated net income of ₱11.1 billion, 31.0% higher versus the same period last year. Meanwhile, net income attributable to equity shareholders of the parent entity rose by 20.9% to ₱9.75 billion.

The Commercial Centers Division accounted for 29% of total RLC revenues to close at ₱13.0 billion in 2022, 57.9% higher versus previous year as a result of improved consumer spending and retail sales lifted mall revenues. Amusement revenues increased significantly by 12,801.5% due to partial re-opening of cinemas during calendar year 2022. Meanwhile, EBITDA increased by 70.4% to ₱6.6 billion while EBIT increased by 1,484.3% to ₱3.0 billion on the back of flattish growth in depreciation expense. Robinsons Malls continues to assert itself as the second largest mall operator in the country highlighted xby its 53 lifestyle centers.

Robinsons Offices sustained its upward trajectory in 2022 with an 8.9% growth from the previous year, posting revenues at ₱7.1 billion and contributed 16% to consolidated revenues. This steady performance is primarily driven by the strength of its portfolio, which consists of 31 quality assets in strategic locations boosted by the successful leasing activities in new buildings namely, Cyber Omega in Ortigas Center, Cybergate Iloilo 1 and Bridgetowne East Campus One. EBITDA increased by 9.6% to ₱6.2 billion due to cost efficiency while EBIT grew by 11.5% to ₱5.3 billion due to lower depreciation.

RLC Residences and Robinsons Homes posted combined realized revenues of ₱9.1 billion in 2022, contributing 20% to consolidated revenues. The robust performance was driven by increased collections from RLC home/unit buyers, faster completion of the Company's residential projects and remarkable contribution from its joint venture equity earnings. EBITDA and EBIT surged by 54% and 60% to ₱3.5 billion and ₱3.4 billion, respectively.

Chengdu Ban Bian Jie, accounted for 28% or ₱12.8 billion of the RLC's total revenues from Phase 2 which has been 100% completed. Both EBITDA and EBIT ended at ₱1.9 billion. 96% of the entire project have been sold. Furthermore, RLC has recovered 99.8% of its invested capital with the repatriation of US$224.5 million as of December 31, 2022.

With the significant easing of travel restrictions, resurgence of domestic tourism, and re-opening of international borders, Robinsons Hotels and Resorts' revenues rose 93.7% versus last year to ₱2.3 billion, accounting for 5% of RLC's consolidated revenues. Higher average room rates, increased food and beverage sales and the resurgence of MICE events positioned RLC's hospitality business for a strong recovery. Notwithstanding pre-operating expenses from new hotel developments, EBITDA climbed 12.7% to ₱0.3 billion on the back of operational efficiencies; while depreciation from new hotels dragged EBIT to a loss of ₱0.2 billion.

Robinsons Logistics and Industrial Facilities continues to capitalize on the rising opportunities in the industrial and logistics sector. Industrial leasing revenues jumped by 56.9% versus last year to ₱0.6 billion in 2022 due to full year contribution of new industrial facilities that were completed last year in Sucat and in Pampanga. EBITDA and EBIT escalated 48.1% and 40.9% to end at ₱0.5 billion and ₱0.4 billion, respectively.

Robinsons Integrated Developments realized revenues registered at ₱0.7 billion in 2022 from the deferred gain on the sale of parcels of land to joint venture entities yielding an EBITDA and EBIT of ₱0.4 billion. Realized revenues were down by 78% due to last year's sale of prime lots to Shang Robinsons Properties, Inc. (SRPI) and RHK Land Corporation (RHK), two of the most recognized real estate names in Asia. SRPI and RHK acquired a total of over 2.6 hectares of land inside the 31-hectare master-planned Bridgetowne Destination Estate.

Interest income was lower at ₱0.1 billion from ₱0.2 billion last year due to lower average balance of cash and cash equivalents during the calendar year 2022.

Cost of real estate sales went up by 5.9% to ₱14.1 billion from ₱13.3 billion last year due to increase as a function of increased realized sales. Cost of amusement services notably increased by

12,757.0% from the previous year to ₱205.2 billion, also as a function of significantly higher amusement revenues. Cost of hotel operations increased by 85.8% to ₱2.6 billion due to higher level of operations with the resurgence of tourism and also due to newly opened hotels in 2022.

Gain or loss from foreign exchange mainly pertains to foreign currency denominated transactions of the Company's foreign subsidiary. Gain on sale of property and equipment mainly pertains to sale of retired transportation equipment. Gain from Insurance pertains to claims collected from insurance providers during the year.

Air transportation generated revenues amounting to ₱56.8 billion for the year ended December 31, 2022, 260.5% higher than the ₱15.7 billion revenues earned in the same period last year. The overall increase in revenues was primarily driven by significant increase in passenger volume, cargo services and flight activities as the COVID-19 restrictions already eased by March 2022. Starting second quarter of 2022, most parts of the country have remained to be classified under the more relaxed Alert Level classification and this was retained until the end of the year. As a result, CEB has restored almost the same level of its pre-pandemic system-wide capacity following the continuous ramp-up of its domestic and international routes. Currently, CEB is expecting the level of demand to increase further for airline services not just within the Philippines but even abroad. The positive development has not only allowed CEB to carry more passengers, but also boosted CEB's cargo services. The increase in revenues is accounted for as follows: (1) Passenger revenues increased by ₱28.9 billion or 458.70% to ₱35.1 billion for the year ended December 31, 2022 from ₱6.3 billion generated in 2021. This was mainly attributable to the 335.1% increase in passenger volume from 3.4 million to 14.8 million brought about by higher number of flights by 214.3% together with a 14.7 ppts increase in seat load factor from 60.6% to 75.3%. An increase in average fares by 28.4% to ₱2,367 in 2022 from ₱1,844 from last year also contributed to the increase in passenger revenues; (2) Cargo revenues grew by ₱0.6 billion or 10.0% to ₱7.1 billion for the year ended December 31, 2022 from ₱6.5 billion for the year ended December 31, 2021 mostly due to increase in kilograms carried by about 7.3% and higher yield by 2.54%; and (3) Ancillary revenues increased by ₱11.5 billion or 386.3% to ₱14.5 billion for the year ended December 31, 2022 from ₱3.0 billion recorded in the same period last year mainly due to higher passenger volume and flight activity during the period.

CEB incurred operating expenses of ₱68.2 billion for the year ended December 31, 2022, higher by 75.3% compared to the ₱38.9 billion operating expenses incurred for year ended December 31, 2021.This was mostly driven by the increase in CEB's operations due to the eased COVID-19 restrictions, since a material portion of its expenses are based on flights and flight hours. The weakening of the Philippine peso against the U.S. Dollar as referenced by the depreciation of the Philippine peso to an average of ₱54.50 per U.S. Dollar for the year ended December 31, 2022 from an average of ₱49.27 per U.S. Dollar during the same period last year based on the Philippine Bloomberg Valuation (PH BVAL) weighted average rates also contributed to the increase in operating expenses.

As a result of the foregoing, CEB sustained an operating loss of ₱11.4 billion for the year ended December 31, 2022, 50.6% lower than the ₱23.2 billion operating loss incurred for the same period last year.

Interest income increased by ₱271.8 million or 745.1% to ₱308.3 million for the year ended December 31, 2022 from ₱36.5 million earned in the same period last year largely due to higher cash balance and significantly higher average interest rates for cash in bank and short term placements.

CEB recognized market valuation gains amounting to ₱997.9 million for the year ended December 31, 2022 originated from the market valuation gains recognized for CEB's embedded derivative arising from its convertible bonds and interest rate derivatives. As compared to same period last year, CEB incurred a loss of ₱1.3 billion.

CEB had equity in net loss of joint ventures and associates of ₱113.3 million for the year ended December 31, 2022, ₱61.1 million lower than the ₱174.4 million equity in net loss of joint venture and associates incurred in the same period last year. The decrease is due to lower net loss recognized by CEB's joint ventures and associates.

Interest expense and accretion expense from lease liability increased by ₱870.6 million or 34.6% to ₱3.381 billion for the year ended December 31, 2022 from ₱2.511 billion for the same period last year due to the addition of one (1) A321 NEO, three (3) A330 NEO, three (3) A320 NEO and one (1) ATR 72-600 delivered mostly in the latter part of 2021 and 2022 plus sale and leaseback of seven (7) A320 aircraft in December 2021 offset by the return of two (2) A320 CEO and two (2) A330 CEO aircraft to the lessor in 2021. The increase is coupled with the effect of depreciation of the Philippine Peso against the U.S. Dollar to an average of ₱54.50 per U.S. Dollar for the year ended December 31, 2022 from an average of ₱49.27 per U.S. Dollar for the same period last year based on PH BVAL weighted average rates.

As a result of the foregoing, Net loss for the year ended December 31, 2022 amounted to ₱14.0 billion, 43.9% lower than the ₱24.9 billion net loss incurred for the year ended December 31, 2021.

Petrochemicals posted a total revenue of ₱36.0 billion for the year ended December 31, 2022, 11% lower from the ₱40.3 billion revenues generated in the same period last year.

Acting on the subdued global demand with China's borders being closed on one hand, and the cost push from the record-high input prices and shipping charges on the other, both resulting in negative petrochemical spreads, JGSOC strategically implemented a three-month facility shutdown in mid-2022 along with other petrochemical players in the region. Nonetheless, contributions from its recently commissioned Aromatics and Butadiene extraction units cushioned the 11% decline in total revenues. Peak Fuel, its LPG trading unit, also provided an additional revenue stream and continued to expand. Its newly-completed PE3 plant will also allow JGSOC to seize opportunities and capture value through more innovative product offerings.

EBITDA saw a sharp decline to negative ₱8.0 billion as geopolitical tensions in Europe pushed up raw materials and logistics costs to unprecedented levels. Incorporating higher interest expense and forex losses, JGSOC ended 2022 with a ₱14.9 billion net loss.

Equity in net earnings of associated companies and joint ventures amounted to ₱11.9 billion for the year ended December 31, 2022, a 22% increase from last year's ₱9.7 billion driven primarily by higher equity in net earnings of Meralco from ₱6.7 billion in 2021 to ₱7.8 billion in 2022 mainly caused by higher profits from its Singapore power generation unit and larger sales volumes from its domestic energy distribution business. The 15% YoY increase in JGS' equity income already took into account JGS' reduced stake arising from its 3% share sale in July 2022.

For Singapore Land Group, the surge in hotels revenues and higher residential property sales, plus a larger share in the profits of its associates and joint ventures outpaced the slight decline in its leasing business. As a result, equity earnings contribution to JGS ended at ₱3.0 billion, 10% higher vs 2021.

The group also received higher dividends from PLDT amounting to ₱2.8 billion in 2022, a 43% growth YoY. For regular dividends, the telecommunications company distributed a total of

₱89 per share vs ₱82 per share last year. Aside from this, additional dividends of ₱28 per share were declared from the proceeds of PLDT's tower sale.

FINANCIAL CONDITION

2024 vs 2023

The Group's balance sheet remains robust, providing a solid financial base to support growth across its operations, and has sustained its trillion level status. As of December 31, 2024, the Group reported consolidated assets totaling ₱1.04 trillion. The current ratio stands at 1.03. Furthermore, the Group's indebtedness is well-managed, with a gearing ratio of 0.66, comfortably within the financial covenant limit of 2.0. The net debt, amounting to ₱256.2 billion, translates to a net debt-to-equity ratio of 0.54.

As of December 31, 2024, the Group holds cash and cash equivalents amounting to ₱47.8 billion, a decline from the ₱49.5 billion (including Robinsons Bank's) reported as of December 31, 2023. The Group's cash requirements have been met primarily through operating activities, resulting in a net cash flow provided by operating activities of ₱52.9 billion in 2024. Net cash used in investing activities amounted to ₱32.4 billion which were predominantly utilized for the Group's capital expenditures and cash transferred due to a merger, partly offset by the proceeds from partial sale of equity interest in a subsidiary and from the sales and leaseback transactions, refunds of pre-delivery payments and receipt of dividends. Net cash used in financing activities amounted to ₱22.2 billion primarily resulting from payment for lease liabilities, dividend distributions, buyback of treasury shares and net settlement of loans.

The Group's capital expenditures totaling ₱76.6 billion in 2024 include URC's spending for capacity expansions, sustainability projects and facility upgrades; RLC's investments in land and construction costs for developing real estate properties; CEB's additional aircraft acquisition; and JGSOC's tail-end expansion projects and capitalizable maintenance capex.

As of December 31, 2024, the Group is not aware of any material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the Group with unconsolidated entities or other persons created during the reporting period that would have a significant impact on the Group's operations and/or financial condition.

As of December 31, 2024, except as otherwise disclosed in the financial statements and to the best of the Group's knowledge and belief, there are no events that will trigger direct or contingent financial obligation that is material to the Group, including any default or acceleration of an obligation.

Material Changes in the 2024 Financial Statements
(Increase/Decrease of 5% or more versus 2023)

Material changes in the Statements of Consolidated Comprehensive Income were explained in detail in the management discussion and analysis or plan of operations stated above.

Consolidated Statements of Financial Position- December 31, 2024 versus December 31, 2023

51.6% increase in Financial assets at FVOCI ((including Noncurrent Portion)
Due to higher valuation of BPI and PLDT investments.

7.5% increase in Investment in Associates and Joint Ventures (JVs)
Due to the recognized share in net earnings of associates and joint ventures during the period mainly from Meralco, SLG and SRPI coupled with the additional investments in GoTyme Bank.

6.0% increase in Property and Equipment
Due to aircraft acquisitions and other capital expenditures, partly offset by depreciation expense during the period.

5.7% increase in Investment Properties
Due to investments in land as well as capital expenditures incurred for the ongoing construction and development of real estate properties, net of depreciation during the year.

36.4% increase in Right-of-Use Assets
Due to new aircraft deliveries during the period, offset by depreciation during the period.

8.3% increase in Goodwill
Mainly due to the provisional goodwill arising from the acquisition of a new subsidiary during the period; and URC's translation of goodwill.

19.0% increase in Intangible Assets
Mainly due to the recognition of new intangible assets arising from the acquisition of a new subsidiary and URC's translation of intangible assets.

5.3% increase in Other Noncurrent Assets
Due to increase in deferred tax asset and security deposits.

37.4% increase in Lease Liabilities (including Noncurrent Portion)
Due to additional lease liability set up for various aircraft and engines delivered in 2024 offset by payments made during the period.

34.8% increase in Other Current Liabilities
Due to (i) CEB's higher unearned transportation revenue from significantly higher forward bookings as of December 31, 2024 compared to December 31, 2023, in line with the increased airline services demand during the period; and (ii) RLC's higher deposits from real estate buyers.

21.4% increase in Other Comprehensive Income
Due to the increases in market value of the Group's investments in PLDT and BPI; along with an increase in URC's cumulative translation adjustments.

14.5% increase in Equity Reserve
Mainly due to the gain from RLC's partial sale of RCR shares *(sale of interest in a subsidiary without loss of control)*.

Stockholders' equity, excluding minority interest, stood at ₱364.4 billion as of December 31, 2024 from ₱335.9 billion last year.

Book value per share amounted to ₱48.46 as of December 31, 2024 from ₱44.66 as of December 31, 2023.

2023 vs 2022

The Group's balance sheet maintains a robust financial foundation to propel growth across its operations. As of December 31, 2023, the consolidated assets have surged to ₱1.112 trillion, up from ₱1.073 trillion at the end of 2022. The current ratio stands at 1.01, reflecting a healthy liquidity position. Additionally, the Group's indebtedness remains well-managed, with a gearing ratio of 0.68, comfortably within the financial covenant limit of 2.0. The net debt, amounting to ₱252.0 billion, translates to a net debt to equity ratio of 0.57.

As of December 31, 2023, the Group holds cash and cash equivalents amounting to ₱49.5 billion (including Robinsons Bank's), a decrease from the ₱85.7 billion reported as of December 31, 2022. The Group's cash requirements have been met primarily through operating activities, resulting in a net cash flow provided by operating activities of ₱44.7 billion in 2023. Net cash used in investing activities amounted to ₱26.7 billion which were predominantly utilized to the Group's capital expenditures and acquisition of financial investments which were partially offset by dividends received, refund of pre-delivery payments, proceeds from sales and lease-back transactions, and maturity of investments. Net cash used in financing activities amounted to ₱54.1 billion primarily stemmed from debt settlements, dividend and lease payments and subsidiaries' purchase of treasury shares.

The Group's capital expenditures totaling ₱59.8 billion in 2023 include URC's capacity expansion initiatives, RLC's investment and development of both new and existing facilities and acquisition of land; CEB's additional aircraft acquisition; JGSOC's tail-end expansion projects and capitalizable maintenance capex.

As of December 31, 2023, the Group is not aware of any material off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships of the Group with unconsolidated entities or other persons created during the reporting period that would have a significant impact on the Group's operations and/or financial condition.

As of December 31, 2023, except as otherwise disclosed in the financial statements and to the best of the Group's knowledge and belief, there are no events that will trigger direct or contingent financial obligation that is material to the Group, including any default or acceleration of an obligation.

Material Changes in the 2023 Financial Statements
(Increase/Decrease of 5% or more versus 2022)

Material changes in the Statements of Consolidated Comprehensive Income were explained in detail in the management discussion and analysis or plan of operations stated above.

Consolidated Statements of Financial Position- December 31, 2023 versus December 31, 2022

9.1% increase in Receivables (including Noncurrent Portion)
Due to higher trade receivables of URC, RLC and JGSOC partly offset by the full payment received from the sale of property to an affiliate.

8.5% increase in Inventories
Due to (i) higher level of finished goods of URC particularly in its Sugar business; (ii) RLC's increase in subdivision land, condominium and residential units for sale mainly due to additional cost incurred on all ongoing projects; (iii) CEB's increased expendable parts, materials and supplies kept in stock for operations, partly offset by (iv) JGSOC's decrease in inventory balances mainly from increased sales volumes after strategically implementing a three-month facility shutdown in February 2023.

33.8% decrease in Biological Assets (including Noncurrent Portion)
Due to hogs downsizing and closure of one poultry farm.

5.7% increase in Other Current Assets
Due to increase in advances to suppliers related to purchase of inventories and capital expenditures of URC and prepaid expenses of CEB.

6.1% increase in Investment in Associates and Joint Ventures (JVs)
Due to the recognized share in the net earnings of associates and joint venture during the period mainly from Meralco, SLG and SRPI.

5.5% increase in Property and Equipment
Due to aircraft acquisitions and other capital expenditures, partly offset by depreciation expense during the period.

72.5% increase in Right-of-Use Assets
Due to new aircraft deliveries during the period, offset by depreciation during the period.

16.7% increase in Other Noncurrent Assets
Due to increase in security deposits of CEB and URC as well as CEB's increase in deferred tax asset mainly driven by higher future deductible amounts such as those from unrealized foreign exchange losses and net lease liabilities posted during the period

15.1% increase in Accounts Payable and Accrued Expenses
Due to additional trade payables of SOC and CEB and higher accruals for the period.

30.9% decrease in Short Term Debt
Due to the settlement of loans and trust receipts of JGSOC partly offset by the net loan availment of URC.

66.9% increase in Lease Liabilities (including Noncurrent Portion)
Due to additional lease liability set up for various aircraft delivered in 2023 offset by payments made during the period

15.0% increase in Other Current Liabilities
Due to (i) CEB's higher unearned transportation revenue from significantly higher forward bookings as of December 31, 2023 compared to December 31, 2022, in line with the increased airline services demand during the period; and (ii) RLC's higher deposits from real estate buyers and lessees.

19.0% decrease in Other Noncurrent Liabilities
Due to CEB's decrease in provision for asset retirement obligation and heavy maintenance visits coupled with the increase in applications during the year.

18.5% increase in Other Comprehensive Loss
Due to (i) market valuation losses on the Group's investments in FVOCI securities primarily driven by lower PLDT share price from ₱1,317 per share as of end-December 2022 to ₱1,279 per share as of end-December 2023, (ii) lower in the share of remeasurements of the net defined benefit liability of Meralco, and (iii) URC's decrease in cumulative translation adjustments.

Stockholders' equity, excluding minority interest, stood at ₱335.9 billion as of December 31, 2023 from ₱319.9 billion last year.

Book value per share amounted to ₱44.66 as of December 31, 2023 from ₱42.54 as of December 31, 2022.

KEY FINANCIAL INDICATORS

The Company sets certain performance measures to gauge its operating performance periodically and to assess its overall state of corporate health. Listed below are the major performance measures, which the Company has identified as reliable performance indicators. Analyses are employed by comparisons and measurements on a consolidated basis based on the financial data as of and for the year ended December 31, 2024, 2023 and 2022.

Key Financial Indicators	**2024**	2023	2022
Revenues	**₱378.6 billion**	₱343.4 billion	₱301.1 billion
EBIT	**₱49.5 billion**	₱49.0 billion	₱18.3 billion
EBITDA	**₱81.9 billion**	₱78.8 billion	₱46.0 billion
Core net income after taxes	**₱24.9 billion**	₱19.8 billion	₱6.2 billion
Core net income after taxes from continuing operations	**₱25.1 billion**	₱19.4 billion	₱5.3 billion
Net income attributable to equity holders of the Parent Company	**₱21.3 billion**	₱20.0 billion	₱651 million
Liquidity Ratio:			
Current ratio	**1.03**	1.01	0.98
Solvency ratios:			
Gearing ratio	**0.66**	0.68	0.77
Net debt to equity ratio	**0.54**	0.57	0.56
Asset-to-equity ratio	**2.20**	2.50	2.51
Interest rate coverage ratio	**4.16**	4.84	4.13
Profitability ratio:			
Operating margin	**0.13**	0.14	0.06
Book value per share	**₱48.46**	₱44.66	₱42.54

The manner in which the Company calculates the above key performance indicators is as follows:

Key Financial Indicators		
Revenues	=	Total revenue from sale of goods and services, dividend income and equity in net earnings
EBIT	=	Operating income
EBITDA	=	Operating income add back depreciation and amortization expense and impairment loss on property, plant and equipment
Core net income after taxes	=	Net income attributable to equity holders of Parent Company as adjusted for the net effect of gains/losses on foreign exchange, market valuations and other nonrecurring items.
Current ratio	=	Total current assets over current liabilities
Gearing ratio	=	Total financial debt over total equity
Net debt to equity ratio	=	Total financial debt less cash and cash equivalents, financial assets at FVTPL and FVOCI investments over total equity
Asset-to-equity ratio	=	Total assets over total equity
Interest rate coverage ratio	=	EBITDA over interest expense
Operating Margin	=	Operating income over total revenue
Book value per share	=	Stockholders' equity (equity attributable to parent excluding preferred capital stock) over outstanding number of common shares

Commitments and Contingent Liabilities

The Group, in the normal course of business, makes various commitments and has certain contingent liabilities that are not reflected in the accompanying consolidated financial statements. The commitments and contingent liabilities include various guarantees, commitments to extend credit, standby letters of credit for the purchase of equipment and tax assessments. The Group does not anticipate any material losses as a result of these transactions.

In addition, the Group has capital expenditure commitments which principally relate to the acquisition and lease of aircraft and engines which will be funded through CEB's internally generated cash from operations and borrowings (see Note 43 of the Consolidated Financial Statements).

Trends, Events or Uncertainties

There are (i) no known trends, events or uncertainties that have had or that are reasonably expected to have a material effect on revenues or income from continuing operations, (ii) no significant elements of income or loss that did not arise from the Group's continuing operations, or (iii) no event that may trigger direct or contingent financial obligation that is material to the Group, including any default or acceleration of an obligation.

Except for income generated from our retail leasing, and our airline's business which generally records higher revenues as the demand increases significantly between summer season, school break and holiday seasons such as Easter and Christmas, and whose operations are significantly affected by severe weather, natural disaster and seasonal factors that can require the Group to suspend flight operations, there are no seasonal aspects that have a material effect on the Group's financial conditions or results of operations.

DISCLOSURE OF EFFECTS OF PESO DEPRECIATION AND OTHER CURRENT EVENTS

Refer to Management Discussion and Analysis on pages 52-79 of this report and Note 4 to the Consolidated Financial Statements.

Item 7. Financial Statements

The Consolidated Financial Statements and schedules listed in the accompanying Index to Consolidated Financial Statements and Supplementary Schedules (page 94) are filed as part of this report.

Item 8. Information on Independent Accountant and other Related Matters

A. External Audit Fees and Services

Independent Public Accountants

SyCip Gorres Velayo & Co. (SGV & Co.) has acted as the Company's independent public accountant. The same accounting firm is tabled for reappointment for the current year at the annual meeting of stockholders. The representatives of the principal accountant have always been present at prior year's meetings and are expected to be present at the current year's annual meeting of stockholders. They may also make a statement and respond to appropriate questions with respect to matters for which their services were engaged. The current handling partner of SGV & Co. has been engaged by the Company in 2024 and is expected to be rotated every seven (7) years.

Group Audit Fees

The following table sets out the aggregate fees billed for each of the last three (3) years for professional services rendered by SGV & Co.

	2024	2023	2022
Total audit fees	**₱55,315,842**	₱53,862,946	₱46,746,104
Non-audit fees			
Tax services	**98,508**	3,997,467	402,804
All other services	**5,210,875**	2,988,000	3,300,430
	5,309,383	6,985,467	3,703,234
Total	**₱60,625,225**	₱60,848,413	₱50,449,338

**Fees include other Ernst & Young (EY) affiliates internationally, being the accounting firm engaged by foreign subsidiaries*

The audit committee's approval policies and procedures for the services rendered by the external auditors

The Corporate Governance Manual of the Company provides that the Audit Committee shall, among others:

1. Evaluate all significant issues reported by the external auditors relating to the adequacy, efficiency and effectiveness of policies, controls, processes and activities of the Company.
2. Ensure that other non-audit work provided by the external auditors is not in conflict with their functions as external auditors.
3. Ensure the compliance of the Company with acceptable auditing and accounting standards and regulations.

B. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

NONE.

PART III - CONTROL AND COMPENSATION INFORMATION

Item 9. Directors and Executive Officers of the Registrant

The names and ages of the directors, members of the advisory board and executive officers of the Company are as follows:

1. Directors

Name	Age	Position	Citizenship
James L. Go	85	Director, Chairman	Filipino
Lance Y. Gokongwei	58	Director, President and Chief Executive Officer	Filipino
Patrick Henry C. Go	54	Director and Executive Director	Filipino
Robina Gokongwei Pe	63	Director	Filipino
Johnson Robert G. Go, Jr.	60	Director	Filipino
Antonio L. Go	84	Director (Lead-Independent)	Filipino
Renato T. De Guzman	74	Director (Independent)	Filipino
Artemio V. Panganiban	88	Director (Independent)	Filipino
Bernadine T. Siy	66	Director (Independent	Filipino

2. Executive Officers

Name	Age	Position	Citizenship
Michael P. Liwanag	51	Chief Strategy Officer	Filipino
Maria Celia H. Fernandez-Estavillo	53	Chief Legal Officer and Corporate Secretary	Filipino
Renato T. Salud	61	Chief Corporate Affairs and Sustainability Officer	Filipino
Aldrich T. Javellana	51	Senior Vice President and Treasurer	Filipino
Lisa Y. Gokongwei-Cheng	56	Chief Digital Officer	Filipino
Brian M. Go	51	Chief Finance and Risk Officer	Singaporean
David Gulliver G. Go	53	Chief Human Resources Officer	Filipino
Michele F. Abellanosa	54	Vice President, Corporate Controllership	Filipino
Rya Aissa S. Agustin	44	Chief Audit Executive	Filipino
Laurinda R. Rogero	48	Chief Compliance Officer	Filipino
Ma Cristina Bellaflor P. Alvarez	53	Chief Information Officer	Filipino
Ian S. Pajantoy	59	Data Protection Officer	Filipino
Andre Ria B. Buzeta-Acero	45	Assistant Corporate Secretary	Filipino

All of the above directors and officers have served their respective offices since June 3, 2024.

Messrs. Renato T. De Guzman, Antonio L. Go, Artemio V. Panganiban, and Ms. Bernadine T. Siy are the independent directors of the Company as defined under SRC Rule 38.1.

The directors of the Company are elected at the annual stockholders' meeting to hold office until the next succeeding annual meeting and until their respective successors have been elected and qualified.

Officers and members of the advisory board are appointed or elected annually by the Board of Directors. Appointed or elected officers and advisory board members are to hold office until a successor shall have been elected, appointed or shall have qualified.

A brief description of the directors, and executive officers' business experience and other directorships held in other reporting companies are provided as follows:

Directors

1. ***James L. Go***, 85, is the Chairman of JGSHI since May 14, 2018. He is also the Chairman and Chief Executive Officer of Oriental Petroleum and Minerals Corporation, the Vice Chairman of Robinsons Retail Holdings, Inc., and a Board Advisor of Cebu Air, Inc. since January 1, 2023. He is the Chairman Emeritus of Universal Robina Corporation, Robinsons Land Corporation and JG Summit Olefins Corporation. He is also the President and Trustee of the Gokongwei Brothers Foundation, Inc. He has been a Director of PLDT, Inc. 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 his Bachelor of Science Degree and Master of Science Degree in Chemical Engineering from Massachusetts Institute of Technology, USA.

2. ***Lance Y. Gokongwei***, 58, is the President and Chief Executive Officer and Executive Director of JGSHI since May 14, 2018. He is the Chairman of Cebu Air, Inc., Universal Robina Corporation, and JG Summit Olefins Corporation. Effective February 1, 2025, he assumed the role of Chairman of Robinsons Land Corporation and, as of January 1, 2025, serves as a Board Adviser of Robinsons Retail Holdings, Inc. He is a 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 RL Commercial REIT, Inc., Altus Property Ventures, Inc., Oriental Petroleum and Minerals Corporation, Singapore Land Group Limited, Shakey's Asia Pizza Ventures, Inc., AB Capital and Investment Corporation, and SP New Energy Corporation. He is a Trustee and the Chairman of the Gokongwei Brothers Foundation, Inc. He holds a Bachelor of Science degree in Finance and a Bachelor of Science degree in Applied Science from the University of Pennsylvania.

3. ***Patrick Henry C. Go***, 54, has been a Non-Executive and Non-Independent Director of JGSHI since January 17, 2000, and was appointed as Executive Director effective August 1, 2023. He holds the positions of Director and Executive Vice President of Universal Robina Corporation, Director and Chief Executive Officer and President of Merbau Corporation, and Director of Robinsons Land Corporation, Manila Electric Company, Meralco Powergen Corporation, and JG Summit Olefins Corporation. He is a Trustee and Treasurer of the Gokongwei Brothers Foundation, Inc. He received a Bachelor of Science degree in Management from the Ateneo De Manila University and attended the General Management Program at Harvard Business School. Mr. Patrick Henry C. Go is a nephew of Mr. John L. Gokongwei, Jr.

4. ***Robina Gokongwei Pe***, 63, has been a Non-Executive and Non-Independent Director of JGSHI since April 15, 2009. She is the Chairman of Robinsons Retail Holdings, Inc. (RRHI). Operating a diverse portfolio of brands, RRHI is one of the largest multi-format retailers in the country. She is also a Director of Robinsons Land Corporation and Cebu Air, Inc. She is a Trustee and the Secretary of the Gokongwei Brothers Foundation, Inc. and a Trustee and Vice Chairman of the Immaculate Concepcion Academy Scholarship Fund. She is also a member of the Xavier School Board of Trustees. She was formerly a member of the University of the

Philippines Centennial Commission. She attended the University of the Philippines-Diliman from 1978 to 1981 and obtained a Bachelor of Arts degree (Journalism) from New York University in 1984. She has two children, Justin, 29 and Joan, 18. She is married to Perry Pe, a lawyer.

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

6. ***Antonio L. Go***, 84, has been a Non-Executive and Independent Director of JGSHI since May 28, 2018, and the Lead Independent Director since November 11, 2021. He is the Chairman of Equicom Savings Bank, ALGO Leasing and Finance, Inc., My Health Ventures Corporation, and the Vice Chairman of Maxicare Healthcare Corporation, and Maxicare Life Insurance Corporation. He is a Director of Equitable Development Corp.,Equitable Computer Services, Inc., Medilink Network, Inc., Equicom Manila Holdings, Inc., Equicom Property Holdings, Inc., Pin-An Holdings, Inc., Equicom Inc., Mioki Holdings Pte. Ltd., T32 Dental Centre Pte. Ltd. (Singapore), Dental Implant and Maxillofacial Centre Pte. Ltd. (Hong Kong), Steel Asia Manufacturing Corporation, Algo Healthcare Holdings Pte. Ltd., Equicom Health Solutions Pte. Ltd., Equicom Solutions, Inc., Maxicare Health Services, Inc., DDMP REIT, Inc. He is also a Non-Executive Officer of Dito Telecommunity Corporation. He is a Trustee of Go Kim Pah Foundation, Equitable Foundation, Inc., and Gokongwei Brothers Foundation, Inc. He graduated from Youngstown University, United States with a Bachelor of Science Degree in Business Administration. He attended the International Advanced Management program at the International Management Institute, Geneva, Switzerland, and the Financial Planning/Control program at the ABA National School of Bankcard Management, Northwestern University, United States.

7. **Renato T. De Guzman,** 74, has been a Non-Executive and Independent Director of JGSHI since April 28, 2015. He was appointed Chairman of the Board of Trustees of the Government Service Insurance System in July 2015 under a previous administration and served as such until December 2016. He is currently a Director of Maybank Singapore Limited as of July 1, 2019. He is the Chairman of Nueva Ecija Good Samaritan Health System, Inc. and Good Samaritan College. He is currently Director and Shareholder of i4 Talents Manpower Inc (a Philippine company) since 31 October 2024 and i4 Talent Pte Ltd (a Singapore company) since 8 November 2024. He was a Director of Maybank Philippines Inc. from April 2016 to 5 April 2025, a Senior Adviser of the Bank of Singapore until September 2017, Chief Executive Officer of the Bank of Singapore (January 2010-January 2015), ING Asia Private Bank (May 2000-January 2010), Country Manager Philippines of ING Barings (1990-2000), and Deputy Branch Manager of BNP Philippines (1980-2000). He holds a Bachelor of Science in Management Engineering from the Ateneo de Manila University, Master's Degree in Business Administration with Distinction at the Katholieke Universiteit Leuven, Belgium and a Masters in Management from McGill University, Canada.

8. ***Artemio V. Panganiban***, 88, 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 fourteen (14) books. Retired Chief Justice Panganiban obtained his Bachelor of Laws degree, cum laude, from the Far Eastern University and placed 6th in the 1960 bar examination. He was conferred the title Doctor of Laws (Honoris Causa) by the University of Iloilo in 1997, the Far Eastern University in 2002, the University of Cebu in 2006, the Angeles University in 2006, and the Bulacan State University in 2006.

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

Executive Officers

1. ***Mr. Michael P. Liwanag***, 51, is the Chief Strategy Officer of JGSHI since August 15, 2022. He is also a Director of Maxicare Healthcare Corporation, Maxicare Life Insurance Corporation (Maxilife) and DHL Summit Solutions, Inc. Prior to his current role, he was the Senior Vice President, Investor Relations, and Chief of Staff of JGSHI until August 14, 2022. He also served as URC's Senior Vice President until December 2020 and Vice President for Corporate Strategy and Development until May 14, 2018. Before joining URC in 2001, he was exposed to different business functions such as Portfolio & Strategy Management, Mergers and Acquisitions, Program Management, and Business Analytics in Digital Telecommunications Phils., Inc., Global Crossings and Philippine Global Communications, Inc. He studied Engineering at the University of the Philippines, is a Certified Management Accountant (ICMA Australia) and an alumnus of the Harvard Business School (AMP).

2. ***Maria Celia H. Fernandez-Estavillo***, 53, is the Chief Legal Officer and Corporate Secretary of JGSHI since October 1, 2020. She is also the Corporate Secretary of Universal Robina Corporation and JG Summit Olefins Corporation and Assistant Corporate Secretary of Gokongwei Brothers Foundation, Inc. She is a member and Vice Chairperson of The British School Manila Board of Governors since 2020 and a member of the Solar Village Foundation Board of Trustees since 2022. Prior to joining JGSHI in March 2017, Atty. Fernandez-Estavillo held senior legal and regulatory roles at Rizal Commercial Banking Corporation, ABS-CBN, and various government offices, including as Head of the Presidential Management Staff and Chief of Staff to Senator Edgardo J. Angara. She began her legal career in ACCRA and graduated from the University of the Philippines with a Bachelor of Science degree in Business Economics (Summa Cum Laude), she secured her Juris Doctor (Cum Laude) from the same

school and completed her Master of Laws in Corporate Law from New York University School of Law. She received the highest score in the Philippine Bar examinations of 1997.

3. ***Renato T. Salud***, 61, is the Chief Corporate Affairs and Sustainability Officer of JGSHI. Prior to joining JGSHI in March 2016, he was the Corporate Relations Director, Asia for Diageo Asia Pacific based in Singapore. In this role, he had oversight on a number of Asian countries in the areas of regulation, communications and corporate social responsibility. He has extensive experience in working with governments in formulating best practice policy recommendations. He started his career as Legislative Liaison Officer for the Department of National Defense and speechwriter for Defense Secretary Fidel Ramos. In 1992, when Fidel Ramos became President of the Philippines, he continued to serve him at the Office of the Press Secretary until 1998. He moved into the private sector with Pfizer Philippines where he was Corporate Affairs Director for two years. From 2000 to 2006, he then joined Philip Morris, starting as Philip Morris Philippines Corporate Affairs Director before moving to Hong Kong to take on the role of Director for Communications for Asia Pacific. He later became Regional Corporate Affairs Director for Eastern Europe, Africa and Middle East based in Switzerland and by the time he left Philip Morris to join Diageo in 2006, he held the position of Regional Corporate Affairs Director for the European Union. He has degrees in business and law both from Ateneo de Manila University. He also obtained his Master's Degree in Public Administration at Harvard's John F. Kennedy School of Government.

4. ***Aldrich T. Javellana***, 51, is the Senior Vice President and Treasurer of JGSHI. He was appointed Senior Vice President on October 2, 2017 and has been Vice President - Treasurer of JGSHI since January 2, 2012. He is also currently a Finance Adviser of Oriental Petroleum and Minerals Corporation (2016 to present), an Adviser to the Board of Directors of Maxicare Life Insurance Corp. (2023 to present), and holds directorships at Liontide Holdings, Inc. (2023 to present) and JG Digital Capital Pte Ltd (2024). Prior to joining JGSHI in 2003, he worked in Corporate Finance with CLSA Exchange Capital. He graduated from De La Salle University with a degree in BS Accountancy, is a Certified Public Accountant and is a CFA charterholder.

5. ***Lisa Y. Gokongwei-Cheng,*** 56, is the Chief Digital Officer of JGSHI since May 14, 2020. She is the President and Director of Summit Media (2011 to present), the Chairman of Data Analytics Ventures, Inc. (2022 to present), and the General Manager of Gokongwei Brothers Foundation (2011 to present). She has held various senior positions and directorships in the group namely: Summit Internet Investments, Inc. (2000 to present), Jobstreet Philippines (2000 to 2014), JE Holdings, Inc. (2002), Robinsons Retail Holdings, Inc. (2002 to present), Unicon Insurance and Reinsurance Brokers Corporation (2024), I-tech Global Business Solutions, Inc. (2010-2020), Hongkong- China Foods Co. (2013), and as Vice-President and Director of Summit-App Addictive Philippines, Inc. (2000). She was also Vice President at Metromedia Times Corporation (1993 to 1997) and Digital Communications as Project Manager (1995 to 1999). In January 2024, she was appointed as Director of JG Summit Capital Services Corp., JG Summit Capital Markets Corp., JG Summit Infrastructure Holdings Corporation, and CFC Corporation. She has a Bachelor of Arts degree from Ateneo de Manila University, and obtained her master's degree in Journalism at Columbia University in 1993.

6. ***Brian M. Go,*** 51, is the Chief Finance and Risk Officer of JGSHI since July 1, 2021. He is also a Director of JG Digital Equity Ventures, Inc., and a Board Director of Maxicare Healthcare Corporation, Maxicare Life Insurance Inc., and Maxicare Health Services Inc. and Luzon International Premiere Airport Development (LIPAD). Brian started his career in New York City with Booz Allen Hamilton in the Financial Services practice, before returning to Manila working initially at DTPI (Digitel/Sun Cellular), in Corporate Planning, and later as Managing Director of the Datacom business. He worked in China from 2003 to 2013, serving as Finance Director, then Chief Financial Officer of Ding Feng Real Estate (DFRE) group of companies.

From 2007, he concurrently assumed the General Manager role for URC China, and was later General Manager for URC Malaysia/Singapore, before becoming Vice President for URC's International Trading Operations based in Singapore. Brian graduated from Harvard College in 1996. He completed an Executive MBA with Kellogg-HKUST in 2007 and is a CFA charter holder.

7. ***David Gulliver "Gully" G. Go***, 53, is the Chief Human Resources Officer of JGSHI since July 1, 2021. He is responsible for executing the Corporate Human Resources mandate to strengthen succession, enhance employee experience and people analytics, and a drive a group wide purpose-driven, values-based culture. In addition to his executive role at JG Summit, Gully holds board member roles in Cebu Air Inc. and Luzon International Premiere Airport Development (LIPAD) Corporation. Prior his appointment as Chief Human Resources Officer, he was the VP for Organization Culture in JG Summit Holdings, Inc. He has held positions as Head of Executive Education for the Asian Institute of Management (AIM), as Business Cluster Head for Enderun Colleges, and as Business Development Director of Summit Internet Investments. Gully holds a doctoral degree from the Ritsumeikan University in Japan and an MBA with distinction from the Asian Institute of Management.

8. ***Michele F. Abellanosa,*** 54, is the Vice President, Corporate Controllership of JGSHI since May 2, 2016. She was elected Treasurer of DHL Summit Solutions, Inc. on February 15, 2022. She was Chief Compliance Officer of JGSHI from July 1, 2021 until March 30, 2022. She was elected a Director and appointed Chief Financial Officer of Peak Fuel Corporation and Chief Financial Officer of JG Summit Olefins Corporation, effective October 15, 2024. She brings with her 26 years of experience in finance and is mainly responsible for the consolidated financial statements of the JG group of companies, as well as heading the controllership of JGSHI and JG Summit Capital Services Corporation. Prior to joining JGSHI, she practiced public accounting with SGV & Co. She obtained her BS Accountancy degree, cum laude from the University of Santo Tomas and is a Certified Public Accountant.

9. ***Rya Aissa S. Agustin***, 44, is the Chief Audit Executive of JGSHI. Prior to her current role, she served as Director for Corporate Internal Audit. She has extensive experience in internal audit, compliance, risk management and finance in local and international sectors. Before joining JGSHI in 2020, she was the Compliance and Monitoring Head for National Grid Corporation of the Philippines. She started her audit practice in the Global Internal Audit group of Procter & Gamble handling several roles as Global Subject Matter Expert across various audit areas. She is a Certified Internal Auditor (CIA) and a Fellow, Life Management Institute, with Distinction (FLMI) which are globally recognized certifications for audit and financial services professionals. She graduated with a degree in BS Economics, Magna Cum Laude, from the University of the Philippines.

10. ***Laurinda R. Rogero***, 48, was appointed Chief Compliance Officer of JGSHI on March 30, 2022 and is currently the Vice President and Compliance Head of JGSHI's General Counsel Group, a role she has held since May 2017. Prior to joining JGSHI, she was Vice President and Head of the Anti-Money Laundering Department under the Legal and Regulatory Affairs Group of Rizal Commercial Banking Corporation. She also served as Legal Associate in ACCRA and as Court Attorney in the Supreme Court under Associate Justice Consuelo Ynares-Santiago. Atty. Rogero secured her Juris Doctor from the University of the Philippines and a Master of Laws from the University of Melbourne. She was admitted to the Philippine Bar in 2004.

11. ***Ma. Cristina Bellaflor P. Alvarez***, 53, is the Chief Information Officer of JGSHI since May 15, 2023. Effective January 1, 2025, she was appointed Chief Digital Officer and will concurrently serve as both Chief Information Officer and Chief Digital Officer of JGSHI. She was also appointed President of Aspen Business Solutions, Inc. effective January 2, 2025. She

received a Bachelor of Science degree in Industrial Engineering from the University of the Philippines - Diliman.

12. ***Ian S. Pajantoy***, 59, is the Data Protection Officer (DPO) of JGSHI since May 30, 2019. He is also the Common DPO for other JGSHI business units like Universal Robina Corporation (URC), Summit Publishing Company, Inc. (SPCI), JG Summit Olefins Corporation (JGSOC), Aspen Business Solutions, Inc. (ABSI), JG Digital Equity Ventures, Inc. (JGDEV) and Gokongwei Brothers Foundation, Inc. (GBF). He was tapped as one of the Core Team of the Business Process Outsourcing (Shared Services) arm of JGSHI established in 2013. Prior to joining & handling the Procurement Operations of the Shared Services Group (now ABSI), he joined URC as Plant Administrative Services Manager on May 2, 1996. From year 2000 to 2013, Mr. Pajantoy handled different facets of Supply Chain Management (logistics, procurement, & governance). He graduated from Mapua Institute of Technology with a degree in Management and Industrial Engineering and then later on, Techno-MBA from the De La Salle University - Dasmarinas City, Cavite.

13. ***Andre Ria B. Buzeta-Acero***, 45, is the Assistant Corporate Secretary of JGSHI. She is also the Assistant Corporate Secretary of JG Summit Olefins Corporation, and JG Digital Equity Ventures, Inc. She is concurrently the Corporate Secretary of JG Summit Capital Services Corp., JG Summit Infrastructure Holdings Corporation, JG Summit Capital Markets Corp., Chic Centre Corporation, Peak Fuel Corporation, Merbau Corporation and DHL Summit Solutions, Inc. She joined JGSHI in 2007 as part of the General Counsel Group. Prior to JGSHI, she was a Senior Associate in Castillo Laman Tan Pantaleon & Jose Law Offices. She obtained her Juris Doctor degree from the Ateneo de Manila School of Law in 2007 and was admitted to the Philippine Bar in 2008.

Significant Employee

There are no persons who are not executive officers of the Company who are expected to make a significant contribution to the business.

Involvement in Certain Legal Proceedings which occurred during the Past Five Years

None.

Family Relationships

1. Mr. James L. Go is the uncle of Mr. Lance Y. Gokongwei
2. Ms. Robina Y. Gokongwei-Pe is the niece of Mr. James L. Go and sister of Mr. Lance Y. Gokongwei
3. Ms. Lisa Y. Gokongwei-Cheng is the niece of Mr. James L. Go and sister of Mr. Lance Y. Gokongwei
4. Mr. Patrick Henry C. Go is the nephew of Mr. James L. Go and cousin of Mr. Lance Y. Gokongwei
5. Mr. Johnson Robert G. Go, Jr. is the nephew of Mr. James L. Go and cousin of Mr. Lance Y. Gokongwei
6. Mr. Brian M. Go is the son of Mr. James L. Go and cousin of Mr. Lance Y. Gokongwei
7. Mr. David Gulliver G. Go is the nephew of Mr. James L. Go and cousin of Mr. Lance Y. Gokongwei

Item 10. Executive Compensation

The aggregate compensation given to officers and directors of the Company for the last 2 years and projected for the ensuing year (2024) are as follows:

	PROJECTED 2025				ACTUAL	
	Salary	Bonus	Others	Total	**2024**	**2023**
CEO and Four (4) most highly compensated executive officers	₱124,486,351	₱600,000	₱240,000	₱125,326,351	₱117,390,895	₱96,263,156
All other officers and directors as a group unnamed	₱83,246,448	₱5,300,000	₱3,400,000	₱91,946,448	₱85,227,214	₱78,049,412

The following constitute JG Summit's CEO and four (4) most highly compensated executive officers:

1. Mr. Lance Y. Gokongwei is the Director, President and Chief Executive Officer
2. Ms. Maria Celia H. Fernandez-Estavillo is Chief Legal Officer and Corporate Secretary
3. Mr. Renato T. Salud is the Chief Corporate Affairs and Sustainability Officer
4. Mr. Aldrich T. Javellana is the Senior Vice President and Treasurer
5. Mr. Michael P. Liwanag is the Chief Strategy Officer

Standard Arrangements

Other than payment of reasonable per diem, there are no standard arrangements pursuant to which directors of the Company are compensated, or are to be compensated, directly or indirectly, for any services rendered provided as a director for the last completed year and the ensuing year.

Other Arrangements

There are no other arrangements pursuant to which any director of the Company was compensated, or is to be compensated, directly or indirectly, during the Company's last completed year, and the ensuing year, for any service provided as a director.

Terms and Conditions of any Employment Contract or any Compensatory Plan or Arrangement between the Company and the Executive Officers.

None.

Outstanding Warrants or Options Held by the Company's CEO, the Executive Officers and Directors.

None.

Item 11. Security Ownership of Certain Record and Beneficial Owners and Management

As of December 31, 2024, the Company is not aware of anyone who beneficially owns in excess of 5% of the Company's common stock except as set forth in the table below.

(1) Security Ownership of Certain Record and Beneficial Owners

Title of class	Names and addresses of record owners and relationship with the Corporation	Names of beneficial owner and relationship with record owner	Citizenship	No. of shares held	% to total outstanding
Common	Gokongwei Brothers Foundation, Inc. 43/F Robinsons-Equitable Tower ADB Ave. cor. Poveda St. Ortigas Center, Pasig City (stockholder)	Same as record owner (See note 1)	Filipino	2,096,930,273	27.88
Common	PCD Nominee Corporation (Filipino) 37/F Tower I, The Enterprise Center, 6766 Ayala Ave. cor. Paseo de Roxas, Makati City (stockholder)	PCD Participants and their clients (See note 2)	Filipino	2,074,637,949 (See note 3)	27.58
Common	PCD Nominee Corporation (Non-Filipino) 37/F Tower I, The Enterprise Center, 6766 Ayala Ave. cor. Paseo de Roxas, Makati City (stockholder)	PCD Participants and their clients (See note 2)	Non-Filipino	809,115,204 (See note 3)	10.76
Common	RSB-TIG No. 030-46-000001-9 17/F Galleria Corporate Center, EDSA cor. Ortigas Avenue, Quezon City (stockholder)	Trustee's designated officers (See note 4)	Filipino	1,084,985,186	14.43

Notes:

1. Gokongwei Brothers Foundation, Inc. (the "Foundation") is a non-stock, non-profit corporation organized by the irrevocable donation by the incorporators, who are also Trustees of the Foundation, of shares of JG Summit Holdings, Inc. Under the Articles of Incorporation and By-Laws of the Foundation, except for salaries of employees and honoraria of consultants and similar expenses for actual services rendered to the Foundation or its projects, no part of the corpus or its income and increments shall benefit or be used for the private gain of any member, trustee, officer or any juridical or natural person whatsoever. The Chairman of the Board of Trustees shall exercise exclusive power and authority to represent and vote for any shares of stock owned by the Foundation in other corporate entities. The incumbent Chairman of the Board of Trustees of the Foundation is Mr. Lance Y. Gokongwei.

2. PCD Nominee Corporation is the registered owner of the shares in the books of the Corporation's transfer agent. PCD Nominee Corporation is a corporation wholly-owned by Philippine Depository and Trust Corporation, Inc. (formerly the Philippine Central Depository) ("PDTC"), whose sole purpose is to act as nominee and legal title holder of all shares of stock lodged in the PDTC. PDTC is a private corporation organized to establish a central depository in the Philippines and introduce scripless or book-entry trading in the Philippines. Under the current system of the PDTC, only participants (brokers and custodians) are recognized by PDTC as the beneficial owners of the lodged shares. Each beneficial owner of shares through his participant is the beneficial owner to the extent of the number of shares held by such participant in the records of the PCD Nominee.

3. Out of the PCD Nominee Corporation account, "Citibank N.A." and "Philippine Equity Partners, Inc." hold for various trust accounts the following shares of the Corporation as of December 31, 2024:

	No. of shares	% to Outstanding
Citibank N.A.	871,857,919	11.59%
Standard Chartered Bank	450,172,853	5.99%

Voting instructions may be provided by the beneficial owners of the shares.

4. BPI Wealth – A Trust Corporation is the trustee of this trust account. The shares are voted by the trustee's designated officers.

(2) Security Ownership of Management

Title of class	Names of beneficial owner	Position	Amount and nature of beneficial ownership	Citizenship	% to total outstanding
	Named Executive Officers[1]				
Common	1. Lance Y. Gokongwei	Director, President and Chief Executive Officer	570,962,279(D)	Filipino	7.59%
Common	2. Maria Celia H. Fernandez-Estavillo	Chief Legal Officer and Corporate Secretary	5,250(D)	Filipino	*
Common	3. Michael P. Liwanag	Chief Strategy Officer	105,000 (D)	Filipino	*
	Sub-Total		**571,072,529(D)**		
	Other Directors and Executive Officers				
Common	4. James L. Go	Chairman	156,288,580(D)	Filipino	2.08%
Common	5. Patrick Henry C. Go	Director, Executive Director	133,164(D)	Filipino	*
Common	6. Robina Y. Gokongwei-Pe	Director	190,464,774(D)	Filipino	2.53%
Common	7. Johnson Robert G. Go, Jr.	Director	43,834(D)	Filipino	*
Common	8. Renato T. De Guzman	Director (Independent)	22,838(D)	Filipino	*
Common	9. Antonio L. Go	Director (Independent)	1(D)	Filipino	*
Common	10. Artemio V. Panganiban	Director (Independent)Director	10(D)	Filipino	*
Common	11. Bernadine T. Siy	Director (Independent)	1(D)	Filipino	*
Common	12. Lisa Y. Gokongwei-Cheng	Chief Digital Officer	146,018,275(D)	Filipino	1.94%
Common	13. Brian M. Go	Chief Finance and Risk Officer	2,237,577(D)	Singaporean	0.03%
Common	14. David Gulliver G. Go	Chief Human Resources Officer	43,832(D)	Filipino	*
	Sub-Total		495,252,886 (D)		
	All directors and executive officers as a group unnamed		**1,066,325,415(D)**		**14.18%**

Notes:

1. As defined under Part IV (B) (1) (b) of Annex "C" of SRC Rule 12, the "named executive officers" to be listed refer to the Chief Executive Officer and those that are the four (4) most highly compensated executive officers as of December 31, 2024.

* less than 0.01%

The other Executive Officers of the Company have no beneficial ownership over any shares of the Company as of December 31, 2024, namely:

1. Renato T. Salud - Chief Corporate Affairs and Sustainability Officer
2. Aldrich T. Javellana - Senior Vice President and Treasurer
3. Michele F. Abellanosa - Vice President, Corporate Controllership
4. Rya Aissa S. Agustin - Chief Audit Executive
5. Laurinda R. Rogero - Chief Compliance Officer
6. Ma. Cristina Bellafor P. Alvarez - Chief Information Officer
7. Ian S. Pajantoy - Data Protection Officer
8. Andre Ria B. Buzeta-Acero - Assistant Corporate Secretary

(3) Voting Trust Holders of 5% or More

As of December 31, 2024, there are no persons holding more than 5% of a class under a voting trust or similar agreement.

(4) Changes in Control

None

Item 12. Certain Relationships and Related Transactions

See Note 40 (Related Party Transactions Disclosures) of the Notes to Consolidated Financial Statements filed as part of this Form 17-A.

The Company and its subsidiaries and affiliates, in their regular conduct of business, have engaged in arm's length transactions with each other and with other affiliated companies, consisting principally of sales and purchases at market prices and advances made and obtained.

PART IV - CORPORATE GOVERNANCE

Item 13. Corporate Governance

The Company upholds its commitment to doing business in accordance with good corporate governance and the highest ethical standards of always acting in good faith and in the best interest of all stakeholders. This is aligned with the Company's core values of entrepreneurial mindset, stewardship and integrity, and embodied in its Articles of Incorporation, By-Laws, Revised Corporate Governance Manual and Code of Business Conduct.

The Company complies with corporate governance standards enshrined in the Securities and Exchange Commission's ("SEC") Code of Corporate Governance for Publicly-Listed Companies, among other SEC regulations and applicable laws. It likewise continuously seeks to improve and strengthen its corporate governance practices through policy engineering and implementation. Moreover, the Company consistently strives to raise its financial reporting standards by adopting and implementing prescribed Philippine Financial Reporting Standards (PFRSs).

To know more about the Company's corporate governance and compliance programs and initiatives, please refer to the Corporate Governance Section in the annexed Sustainability Report.

Item 14. Sustainability Report

Please refer to the attached Sustainability Report.

PART V - EXHIBITS AND SCHEDULES

Item 15. Exhibits and Reports on SEC Form 17-C

(a) Exhibits - See accompanying Index to Exhibits (page 94)

The other exhibits, as indicated in the Index to Exhibits are either not applicable to the Company or require no answer.

(b) Reports on SEC Form 17-C (Current Report)

Following is a list of disclosures filed by JGSHI under SEC Form 17-C for the six month period from July 1, 2024 to December 31, 2024:

Date of Disclosure	Description
August 5, 2024	Notice of Analysts'/Investors' Briefing
August 12, 2024	Press Release entitled "JGS' 1H24 core profits rose twofold from strong leisure demand & merger gains"
August 12, 2024	Material Information/Transactions regarding JGS' 1H24 core profits rose twofold from strong leisure demand & merger gains
November 6, 2024	Notice of Analysts'/Investors' Briefing
November 13, 2024	Acquisition/Disposition of Shares of Another Corporation
November 13, 2024	Press Release entitled " JGS' 9M profits lifted by double-digit topline expansion and bank merger gains "
November 13, 2024	Material Information/Transactions regarding JGS' 9M profits lifted by double-digit topline expansion and bank merger gains
December 3, 2024	Appointment of an Officer
August 5, 2024	Notice of Analysts'/Investors' Briefing

SIGNATURES

Pursuant to the requirements of Section 17 of the Code and Section 141 of the Corporation Code, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized, in the City of Pasig on April 14, 2025.

By:

JAMES L. GO
Chairman of the Board
Date: April 14, 2025

LANCE Y. GOKONGWEI
President and
Chief Executive Officer
Date: April 14, 2025

BRIAN M. GO
Chief Finance and Risk Officer
Date: April 14, 2025

MARIA CELIA H. FERNANDEZ-ESTAVILLO
General Counsel and Corporate Secretary
Date: April 14, 2025

APR 1 4 2025

SUBSCRIBED AND SWORN to before me this _____ day of ______ 2025 affiant(s) exhibiting to me his/their Passport numbers, as follows:

NAMES	PASSPORT NO.	DATE OF ISSUE
James L. Go	P2019464B	June 20, 2019
Lance Y. Gokongwei	P6235422B	February 5, 2021
Brian M. Go	K2114080N	January 11, 2021
Maria Celia H. Fernandez-Estavillo	P5542345A	January 6, 2018

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. 480867 / 04-Dec-2024 (for 2025)
PTR No. 10471380M / 08-Jan-2025 / Makati City

Notary Public

Doc. No. 134
Page No. 25
Book No. III
Series of 2025

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
INDEX TO CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY SCHEDULES

CONSOLIDATED COMPANY FINANCIAL STATEMENTS

SUPPLEMENTARY SCHEDULES

JG SUMMIT
HOLDINGS, INC.
43rd FLOOR ROBINSONS EQUITABLE TOWER ASB AVE. COR. POVEDA RD. ORTIGAS CENTER, PASIG CITY
TEL. NO.: 633-7631, 637-1670, 240-8801 FAX NO.: 633-9387 OR 633-9207

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of JG Summit Holdings, Inc. and Subsidiaries (collectively referred to as the Group) is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2024, 2023 and 2022, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors (BOD) is responsible for overseeing the Group's financial reporting process.

The Board of Directors (BOD) reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders.

SyCip Gorres Velayo & Co. (SGV), the independent auditors, appointed by the stockholders, has audited the consolidated financial statements of the Group in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

James L. Go	**Lance Y. Gokongwei**	**Brian M. Go**
Chairman of the Board	President & Chief Executive Officer	Chief Finance & Risk Officer

APR 14 2025

Subscribed and Sworn to before me in the City of Pasig City this ____________, 2025 affiants(s) exhibiting to me his Passport numbers, as follows:

Names	Passport No.
James L. Go	P2019464B
Lance Y. Gokongwei	P5236422B
Brian M. Go	K2114080N

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.
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PTR No. 10471380M / 08-Jan-2025 / Makati City

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Series of 2025

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SGV
Building a better working world

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
sgv.ph

INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
JG Summit Holdings, Inc.
43rd Floor, Robinsons-Equitable Tower
ADB Avenue corner Poveda Road, Pasig City

Opinion

We have audited the accompanying consolidated financial statements of JG Summit Holdings, Inc. and its subsidiaries (the Group), which comprise the consolidated statements of financial position as at December 31, 2024 and 2023, and the consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2024, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements as at December 31, 2024 and 2023, and for each of the three years in the period ended December 31, 2024 are prepared in all material respects, in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Recoverability of Goodwill and Intangible Assets

Under Philippine Accounting Standard (PAS) 36, Impairment of Assets, the Group is required to perform annual impairment tests on its goodwill and intangible assets with indefinite useful lives. As of December 31, 2024, the Group's goodwill amounted to ₱20.79 billion. The Group's intangible assets with indefinite useful lives consist of trademarks and brands, landing right and others, and product formulation amounting to ₱3.05 billion, ₱3.25 billion and ₱0.43 billion, as of December 31, 2024, respectively. The annual impairment test is significant to our audit because: (a) the balances of goodwill and intangible assets with indefinite useful lives are material to the consolidated financial statements; and (b) the determination of the recoverable amount of the cash-generating units (CGUs) to which goodwill is attributed, and as it relates to the other intangible assets with indefinite useful lives, involves significant management judgment and assumptions about the future results of business. The significant assumptions used in determining the recoverable amounts of these assets, specifically revenue growth rate, discount rate and the terminal growth rate that are applied to the cash flow forecasts, are subject to higher level of estimation uncertainty due to the current economic conditions.

The Group's disclosures about goodwill and other intangible assets with indefinite useful lives are included in Notes 3, 18 and 19 to the consolidated financial statements.

Audit response

We obtained an understanding of the management's process for evaluating the impairment of goodwill and other intangible assets with indefinite useful lives. We involved our internal specialists in evaluating the methodology and assumptions used in the value-in-use calculations. These assumptions include revenue growth rate, discount rate and the terminal growth rate. We compared the key assumptions used against the historical performance of the cash generating unit (CGU), industry/market outlook and other relevant external data. We tested the parameters used in the determination of the discount rate against market data. We also reviewed the Group's disclosures about those assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of goodwill and intangible assets with indefinite useful lives.

Impairment Testing of Property, Plant and Equipment of the Petrochemicals business

As of December 31, 2024, the Group has property, plant and equipment relating to its petrochemicals business amounted to ₱118.2 billion. The Group reviews the carrying value of these assets annually for potential indicators of impairment. In 2024, the disruption caused by unfavorable market conditions in the global petrochemical industry to the Group's petrochemicals business which reported significant net losses in 2024 and led to the indefinite shutdown of operations starting in 2025, are considered by management as an impairment. Accordingly, management performed detailed impairment tests to determine whether the carrying amounts of property, plant and equipment have exceeded their recoverable amounts.

Management's impairment assessment process on property and equipment requires significant judgment and is based on assumptions, specifically discount rate and cashflow forecast, that are subject to higher level of estimation uncertainty.

We consider the impairment testing as a key audit matter given that the amount of property, plant and equipment is significant to the consolidated financial statements of the Group, the heightened level of estimation uncertainty on the future economic outlook and market forecast and the significant judgment involved.

The Group's disclosures in relation to property, plant and equipment are included in Notes 3 and 16 to the consolidated financial statements.

Audit response

With the involvement of our internal specialist, we evaluated the key assumptions, such as forecasted revenues, operating costs and discount rates, that were used to estimate the discounted cash flows of the CGU to which management attributes the property and equipment. We evaluated these key assumptions based on our understanding of the Group's business plans and by reference to historical information and relevant market data. In our sensitivity analyses, we considered past, current and anticipated changes in the business and economic environment. We tested the parameters used in the determination of the discount rate against market data. We also reviewed the Group's disclosures about the assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of property and equipment .

Other Information

Management is responsible for the other information. The other information comprises the SEC Form 17-A for the year ended December 31, 2024 (but does not include the consolidated financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the SEC Form 20-IS (Definitive Information Statement) and Annual Report for the year ended December 31, 2024, which are expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation of the consolidated financial statements in accordance with PFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Janeth T. Nuñez-Javier.

SYCIP GORRES VELAYO & CO.

Janeth T. Nuñez-Javier

Janeth T. Nuñez-Javier
Partner
CPA Certificate No. 111092
Tax Identification No. 900-322-673
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-069-2023, October 23, 2023, valid until October 22, 2026
PTR No. 10465353, January 2, 2025, Makati City

April 14, 2025

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	December 31	
	2024	2023
ASSETS		
Current Assets		
Cash and cash equivalents (Note 7)	**₱47,772,267,453**	₱37,944,177,016
Financial assets at fair value through profit or loss (Note 9)	**7,134,308,376**	7,258,547,701
Financial assets at fair value through other comprehensive income (Note 10)	**6,716,746,043**	8,403,432,199
Receivables (Note 11)	**42,426,002,271**	45,061,655,860
Inventories (Note 12)	**98,368,821,978**	99,912,007,929
Biological assets (Note 17)	**174,320,301**	111,278,386
Assets held for sale (Notes 16 and 44)	**3,541,263,581**	171,286,925,176
Other current assets (Note 13)	**29,067,506,796**	27,959,973,406
Total Current Assets	**235,201,236,799**	397,937,997,673
Noncurrent Assets		
Financial assets at fair value through other comprehensive income (Note 10)	**57,889,200,426**	34,213,469,024
Receivables (Note 11)	**9,695,344,142**	7,353,762,589
Investments in associates and joint ventures (Note 14)	**163,372,076,044**	152,000,507,411
Property, plant and equipment (Note 16)	**286,293,739,832**	270,080,449,923
Investment properties (Note 15)	**136,459,981,551**	129,076,998,999
Right-of-use assets (Note 42)	**106,077,801,976**	77,753,092,318
Goodwill (Note 19)	**20,787,609,812**	19,201,405,362
Intangible assets (Note 18)	**7,284,369,722**	6,123,030,752
Biological assets (Note 17)	**99,478,226**	160,655,341
Other noncurrent assets (Note 20)	**19,337,458,790**	18,355,652,542
Total Noncurrent Assets	**807,297,060,521**	714,319,024,261
	₱1,042,498,297,320	₱1,112,257,021,934
LIABILITIES AND EQUITY		
Current Liabilities		
Accounts payable and accrued expenses (Notes 21 and 42)	**₱80,436,064,082**	₱80,887,373,124
Short-term debts (Note 23)	**66,240,571,233**	63,524,865,841
Current portion of:		
Long-term debts (Note 23)	**34,640,620,677**	44,984,075,357
Lease liabilities (Note 42)	**13,744,429,317**	9,525,814,186
Income tax payable	**667,240,971**	732,762,928
Liabilities directly associated with assets held for sale (Note 44)	**–**	151,292,085,051
Other current liabilities (Note 22)	**32,822,083,041**	24,346,823,113
Total Current Liabilities	**228,551,009,321**	375,293,799,600
Noncurrent Liabilities		
Noncurrent portion of:		
Long-term debts (Note 23)	**199,507,847,013**	179,714,166,288
Lease liabilities (Note 42)	**103,628,283,626**	75,922,764,160
Bonds payable (Note 23)	**14,156,440,222**	13,437,715,699
Deferred tax liabilities (Note 38)	**5,301,583,579**	5,484,349,173
Other noncurrent liabilities (Note 24)	**17,218,499,763**	17,325,406,128
Total Noncurrent Liabilities	**339,812,654,203**	291,884,401,448
Total Liabilities	**568,363,663,524**	667,178,201,048

(Forward)

	December 31	
	2024	2023
Equity		
Equity attributable to equity holders of the Parent Company:		
Paid-up capital (Note 25)	**₱52,726,817,651**	₱52,726,817,651
Retained earnings (Note 25)	**279,255,194,389**	260,835,995,193
Equity reserve (Note 25)	**46,787,606,067**	40,847,939,056
Reserves of disposal group held for sale	**–**	(274,756,941)
Other comprehensive losses (Note 36)	**(14,328,454,083)**	(18,232,609,397)
	364,441,164,024	335,903,385,562
Non-controlling interests (Note 25)	**109,693,469,772**	109,175,435,324
Total Equity	**474,134,633,796**	445,078,820,886
	₱1,042,498,297,320	₱1,112,257,021,934

See accompanying Notes to Consolidated Financial Statements.

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31		
	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
REVENUE (Note 26)			
Sale of goods and services:			
Foods	**₱161,867,243,890**	₱157,752,179,737	₱149,123,947,349
Air transportation	**104,908,632,355**	90,602,558,755	56,751,365,857
Petrochemicals	**50,430,319,398**	38,017,416,362	35,960,997,584
Real estate and hotels	**40,078,910,726**	39,033,664,006	43,379,718,149
Equity in net earnings of associates and joint ventures (Note 14)	**16,734,723,955**	14,188,911,859	11,852,000,562
Dividend income (Note 28)	**3,375,657,395**	2,870,379,211	3,069,481,794
Supplementary businesses	**1,246,055,529**	889,532,324	991,040,335
	378,641,543,248	343,354,642,254	301,128,551,630
COST OF SALES AND SERVICES			
Cost of sales (Note 30)	**176,574,112,991**	159,255,034,659	156,027,497,956
Cost of services (Note 30)	**88,091,659,306**	77,903,851,646	76,075,386,257
	264,665,772,297	237,158,886,305	232,102,884,213
GROSS INCOME	**113,975,770,951**	106,195,755,949	69,025,667,417
NET OPERATING EXPENSES			
General and administrative expenses (Note 31)	**63,343,577,924**	56,798,426,128	50,284,043,547
Provision for impairment losses and others (Note 34)	**1,167,665,142**	357,878,941	468,436,281
	64,511,243,066	57,156,305,069	50,752,479,828
OPERATING INCOME	**49,464,527,885**	49,039,450,880	18,273,187,589
OTHER INCOME (LOSSES)			
Financing costs and other charges (Note 35)	**(19,699,179,484)**	(16,254,753,285)	(11,133,490,485)
Finance income (Note 27)	**1,818,438,137**	1,953,643,970	1,684,420,318
Foreign exchange gains (losses)	**210,035,223**	(219,880,734)	(7,377,910,001)
Market valuation gains (losses) on financial assets at fair value through profit or loss - net (Note 9)	**(2,019,138,901)**	373,390,014	(272,598,626)
Market valuation gains on derivative financial instruments - net (Note 8)	**–**	880,160,229	977,907,504
Others (Notes 14, 15 and 29)	**10,190,102,078**	865,879,001	7,049,801,420
INCOME BEFORE INCOME TAX	**39,964,784,938**	36,637,890,075	9,201,317,719
PROVISION FOR INCOME TAX (Note 38)	**4,406,802,455**	3,194,372,514	2,744,912,153
NET INCOME FROM CONTINUING OPERATIONS	**35,557,982,483**	33,443,517,561	6,456,405,566
NET INCOME FROM DISCONTINUED OPERATIONS (Note 44)	**(405,549,137)**	683,478,522	1,584,975,712
NET INCOME	**35,152,433,346**	34,126,996,083	8,041,381,278

(Forward)

	Years Ended December 31		
	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
OTHER COMPREHENSIVE INCOME (LOSS), NET OF TAX (Note 36)			
Items that may be reclassified subsequently to profit or loss:			
Cumulative translation adjustments	**₱1,220,281,846**	(₱1,138,197,118)	₱1,804,270,571
Net gains (losses) on financial assets at FVOCI (debt securities) (Note 10)	**58,833,202**	124,045,867	(2,016,930,591)
Net gains (losses) from cash flow hedges (Note 8)	**(64,792,591)**	(189,120,991)	558,616,927
Share in the net unrealized gains (losses) on financial assets at FVOCI of associates (debt securities) (Note 14)	**75,148,800**	46,671,360	(48,773,496)
Items that will not be reclassified to profit or loss:			
Net gains (losses) on financial assets at FVOCI (equity securities) (Note 10)	**3,819,492,835**	(766,929,837)	(12,108,519,210)
Remeasurements of the net defined benefit liability (Note 37)	**233,303,571**	(626,210,486)	164,467,133
Share in the net unrealized gains (losses) on financial assets at FVOCI of associates (equity securities) (Note 14)	**7,895,443**	(7,987,295)	(68,477,578)
Share in remeasurements of the net defined benefit liability of associates (Note 14)	**(652,739,778)**	(1,022,155,894)	1,182,749,536
	4,697,423,328	(3,579,884,394)	(10,532,596,708)
TOTAL COMPREHENSIVE INCOME	**₱ 39,849,856,674**	₱30,547,111,689	(₱2,491,215,430)
NET INCOME ATTRIBUTABLE TO			
Equity holders of the Parent Company	**₱21,325,557,665**	₱20,044,801,946	₱650,622,166
Non-controlling interests (Note 25)	**13,826,875,681**	14,082,194,137	7,390,759,112
	₱35,152,433,346	₱34,126,996,083	₱8,041,381,278
TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO			
Equity holders of the Parent Company	**₱25,229,712,979**	₱17,298,975,440	(₱11,112,009,722)
Non-controlling interests (Note 25)	**14,620,143,695**	13,248,136,248	8,620,794,292
	₱39,849,856,674	₱30,547,111,688	(₱2,491,215,430)
Earnings Per Share Attributable to Equity Holders of the Parent Company (Note 39)			
Basic/diluted earnings per share	**₱2.83**	₱2.66	₱0.08
Earnings (Loss) Per Share Attributable to Equity Holders of the Parent Company from Continuing Operations (Note 39)			
Basic/diluted earnings (loss) per share	**₱2.86**	₱2.61	(₱0.04)

See accompanying Notes to Consolidated Financial Statements.

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For the Years Ended December 31, 2024, 2023 and 2022

Attributable to Equity Holders of the Parent Company

	Paid-up Capital (Note 25)			**Retained Earnings** (Note 25)				**Other Comprehensive Income** (Note 36)								
	Capital Stock	**Additional Paid-in Capital**	**Total Paid-up Capital**	**Unrestricted Retained Earnings**	**Restricted Retained Earnings**	**Total Retained Earnings**	**Equity Reserve** (Note 25)	**Cumulative Translation Adjustments** (Note 25)	**Net Unrealized Gains (Losses) on Financial Assets at FVOCI** (Note 10)	**Net Unrealized Losses on Cash Flow Hedge** (Note 8)	**Remeasurements of the Net Defined Benefit Liability** (Note 37)	**Total Other Comprehensive Income (Loss)**	**Reserves of Disposal Group Held for Sale** (Note 44)	**Total**	**Non-Controlling Interests** (Note 25)	**Total Equity**
Balance at January 1, 2024	**₱7,562,983,658**	**₱45,163,833,993**	**₱52,726,817,651**	**₱142,551,665,794**	**₱118,284,329,399**	**₱260,835,995,193**	**₱40,847,939,056**	**₱292,471,751**	**(₱18,797,045,448)**	**₱244,232,299**	**₱27,732,001**	**(₱18,232,609,397)**	**(₱274,756,941)**	**₱335,903,385,562**	**₱109,175,435,324**	**₱445,078,820,886**
Impact of adoption of PFRS 15 covered by PIC Q&A 2018-12-D (Note 2)	–	–	–	**269,254,667**	–	**269,254,667**	–	–	–	–	–	–	–	**269,254,667**	**141,272,931**	**410,527,598**
Balance at January 1, 2024, as restated	**₱7,562,983,658**	**₱45,163,833,993**	**₱52,726,817,651**	**₱142,820,920,461**	**₱118,284,329,399**	**₱261,105,249,860**	**₱40,847,939,056**	**₱292,471,751**	**(₱18,797,045,448)**	**₱244,232,299**	**₱27,732,001**	**(₱18,232,609,397)**	**(₱274,756,941)**	**₱336,172,640,229**	**₱109,316,708,255**	**₱445,489,348,484**
Total comprehensive income	–	–	–	**21,325,557,665**	–	**21,325,557,665**	–	**748,060,235**	**3,754,990,970**	**(42,594,598)**	**(556,301,293)**	**3,904,155,314**	–	**25,229,712,979**	**14,620,143,695**	**39,849,856,674**
Derecognition of disposal group held for sale	–	–	–	–	–	–	–	–	–	–	–	–	**274,756,941**	**274,756,941**	**(7,773,660,501)**	**(7,498,903,560)**
Cash dividends	–	–	–	**(3,175,613,136)**	–	**(3,175,613,136)**	–	–	–	–	–	–	–	**(3,175,613,136)**	**(7,018,748,584)**	**(10,194,361,720)**
Sale of equity interest and transfer of assets to a subsidiary (by a subsidiary)	–	–	–	–	–	–	**6,547,775,694**	–	–	–	–	–	–	**6,547,775,694**	**3,170,798,722**	**9,718,574,416**
Increase in subsidiaries' treasury shares	–	–	–	–	–	–	**(582,923,574)**	–	–	–	–	–	–	**(582,923,574)**	**(2,293,414,684)**	**(2,876,338,258)**
Change in non-controlling interest without loss of control	–	–	–	–	–	–	**(25,185,109)**	–	–	–	–	–	–	**(25,185,109)**	**(39,505,001)**	**(64,690,110)**
Change in noncontrolling interest due to loss of control	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**(206,205,042)**	**(206,205,042)**
Acquisition of new subsidiary by a subsidiary	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**6,750,000**	**6,750,000**
Subsidiary's share-based payments (Note 45)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**(89,397,088)**	**(89,397,088)**
Balance at December 31, 2024	**₱7,562,983,658**	**₱45,163,833,993**	**₱52,726,817,651**	**₱160,970,864,990**	**₱118,284,329,399**	**₱279,255,194,389**	**₱46,787,606,067**	**₱1,040,531,986**	**(₱15,042,054,478)**	**₱201,637,701**	**(₱528,569,292)**	**(₱14,328,454,083)**	**₱–**	**₱364,441,164,024**	**₱109,693,469,772**	**₱474,134,633,796**
Balance at January 1, 2023	₱7,562,983,658	₱45,186,067,411	₱52,749,051,069	₱125,531,257,311	₱118,284,329,399	₱243,815,586,710	₱39,128,890,681	₱868,619,877	(₱17,985,728,361)	₱369,271,764	₱1,360,129,544	(₱15,387,707,176)	(₱373,832,657)	₱319,931,988,627	₱107,432,694,405	₱427,364,683,032
Total comprehensive income	–	–	–	20,044,801,946	–	20,044,801,946	–	(578,943,107)	(672,481,855)	(125,039,465)	(1,369,362,078)	(2,745,826,505)	–	17,298,975,441	13,248,136,248	30,547,111,689
Reclassification to reserves of disposal group held for sale	–	–	–	–	–	–	–	2,794,981	(138,835,232)	–	36,964,535	(99,075,716)	99,075,716	–	–	–
Cash dividends	–	–	–	(3,024,393,463)	–	(3,024,393,463)	–	–	–	–	–	–	–	(3,024,393,463)	(6,748,756,616)	(9,773,150,079)
Change in non-controlling interest without loss of control	–	–	–	–	–	–	236,905,378	–	–	–	–	–	–	236,905,378	64,498,996	301,404,374
Acquisition of non-controlling interest by a subsidiary	–	–	–	–	–	–	(8,787,548)	–	–	–	–	–	–	(8,787,548)	9,361,702	574,154
Increase in subsidiaries' treasury shares	–	–	–	–	–	–	1,490,930,545	–	–	–	–	–	–	1,490,930,545	(4,843,685,471)	(3,352,754,926)
Stock issue costs of subsidiaries	–	(22,233,418)	(22,233,418)	–	–	–	–	–	–	–	–	–	–	(22,233,418)	–	(22,233,418)
Subsidiary's share-based payments (Note 45)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	13,186,060	13,186,060
Balance at December 31, 2023	₱7,562,983,658	₱45,163,833,993	₱52,726,817,651	₱142,551,665,794	₱118,284,329,399	₱260,835,995,193	₱40,847,939,056	₱292,471,751	(₱18,797,045,448)	₱244,232,299	₱27,732,001	(₱18,232,609,397)	(₱274,756,941)	₱335,903,385,562	₱109,175,435,324	₱445,078,820,886
Balance at January 1, 2022	₱7,562,983,658	₱45,212,569,757	₱52,775,553,415	₱127,906,371,016	₱118,284,329,399	₱246,190,700,415	₱40,341,545,330	(₱47,179,126)	(₱4,039,360,496)	₱–	₱87,631,677	(₱3,998,907,945)	₱–	₱335,308,891,215	₱108,322,091,345	₱443,630,982,560
Total comprehensive income	–	–	–	650,622,166	–	650,622,166	–	935,044,834	(14,348,483,366)	369,271,764	1,281,534,880	(11,762,631,888)	–	(11,112,009,722)	8,620,794,292	(2,491,215,430)
Reclassification to reserves of disposal group held for sale	–	–	–	–	–	–	–	(19,245,831)	402,115,501	–	(9,037,013)	373,832,657	(373,832,657)	–	–	–
Cash dividends	–	–	–	(3,024,393,463)	–	(3,024,393,463)	–	–	–	–	–	–	–	(3,024,393,463)	(6,022,484,461)	(9,046,877,924)
Change in non-controlling interest without loss of control	–	–	–	–	–	–	134,779,828	–	–	–	–	–	–	134,779,828	(244,133,521)	(109,353,693)
Tranfer of asset to a subsidiary (by a subsidiary)	–	–	–	–	–	–	(1,080,644,498)	–	–	–	–	–	–	(1,080,644,498)	1,080,644,498	
Acquisition of non-controlling interest by a subsidiary	–	–	–	–	–	–	–	–	–	–	–	–	–	–	43,500,000	43,500,000
Increase in subsidiaries' treasury shares	–	(3,427,015)	(3,427,015)	–	–	–	(274,103,382)	–	–	–	–	–	–	(277,530,397)	(4,408,994,938)	(4,686,525,335)
Stock issue costs of subsidiaries	–	(23,075,331)	(23,075,331)	(1,342,408)	–	(1,342,408)	–	–	–	–	–	–	–	(24,417,739)	(1,247,592)	(25,665,331)
Acquisition of new subsidiary by a subsidiary	–	–	–	–	–	–	7,313,403	–	–	–	–	–	–	7,313,403	5,907,514	13,220,917
Subsidiary's share-based payments (Note 45)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	36,617,268	36,617,268
Balance at December 31, 2022	₱7,562,983,658	₱45,186,067,411	₱52,749,051,069	₱125,531,257,311	₱118,284,329,399	₱243,815,586,710	₱39,128,890,681	₱868,619,877	(₱17,985,728,361)	₱369,271,764	₱1,360,129,544	(₱15,387,707,176)	(₱373,832,657))	₱319,931,988,627	₱107,432,694,405	₱427,364,683,032

See accompanying Notes to Consolidated Financial Statements.

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS

	Years Ended December 31		
	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax from continuing operations	**₱39,964,784,938**	₱36,637,890,075	₱9,201,317,719
Income (loss) before income tax from discontinued operations (Note 44)	**(404,511,900)**	992,718,451	1,928,543,094
Income before income tax	**39,560,273,038**	37,630,608,526	11,129,860,813
Adjustments for:			
Depreciation and amortization (Notes 15, 16, 18, 33, 42 and 44)	**31,593,148,501**	30,076,831,117	27,842,266,472
Equity in net earnings of associates and joint ventures (Notes 14 and 44)	**(16,734,723,955)**	(13,954,686,739)	(11,682,935,111)
Interest expense (Note 35)	**15,430,079,777**	13,332,297,273	9,449,432,836
Gain on a merger (Note 44)	**(7,933,063,801)**	–	–
Provision for asset retirement obligation (ARO) and heavy maintenance visits (HMV) (Note 24)	**5,196,166,354**	1,349,982,077	6,767,055,563
Dividend income (Notes 28 and 44)	**(3,375,657,395)**	(2,879,295,286)	(3,078,397,869)
Gain on sale and retirement of property, plant and equipment (Notes 16 and 29)	**(2,137,130,699)**	(1,094,267,491)	(1,083,828,087)
Market valuation losses (gains) on financial assets at fair value through profit or loss - net (Note 9)	**2,019,138,901**	(373,390,014)	272,598,626
Finance income (Note 27)	**(1,830,081,665)**	(1,972,482,422)	(1,705,900,004)
Provision for impairment losses (Notes 34 and 44)	**1,484,532,726**	1,263,599,621	1,435,877,364
Foreign exchange losses (gains) (Note 44)	**(213,743,724)**	464,986,040	7,222,690,092
Earned and expired portion of travel fund/deferred revenue on rewards program	**(70,579,674)**	(509,447,373)	(1,121,830,228)
Gain on sale of financial assets at fair value through OCI (Note 44)	**(3,230,583)**	(33,395,683)	(19,948,028)
Market valuation gains on derivative financial instruments - net (Note 8)	–	(880,160,229)	(977,907,504)
Gain on sale of investment properties (Notes 15 and 29)	–	–	(3,492,347,351)
Gain on sale and disposal of investments in associates and joint ventures (Notes 14 and 29)	–	–	(3,069,676,791)
Operating income before changes in working capital accounts	**62,985,127,801**	62,421,179,417	37,887,010,793
Changes in operating assets and liabilities:			
Decrease (increase) in			
Financial assets at fair value through profit or loss	**(1,894,899,576)**	337,087,551	(1,058,030,366)
Receivables	**92,230,353**	(8,396,323,619)	(14,887,025,578)
Inventories	**1,324,356,028**	(10,250,378,553)	(10,449,607,532)
Biological assets	**(392,634,101)**	1,350,864	(228,644,974)
Other current assets	**(1,006,016,147)**	(1,419,845,844)	(5,144,045,892)
Increase (decrease) in			
Accounts payable and accrued expenses	**3,269,157,305**	13,409,280,658	17,281,014,915
Unearned revenue	**4,470,554,266**	2,202,182,598	6,990,465,673
Other current liabilities	**3,329,598,926**	1,665,571,785	(11,258,307,563)
Net cash generated from operations	**72,177,474,855**	59,970,104,857	19,132,829,476
Interest paid	**(15,915,736,425)**	(13,775,994,331)	(9,203,755,486)
Income taxes paid	**(5,341,170,949)**	(5,268,583,981)	(4,678,164,797)
Interest received	**1,934,335,946**	2,023,473,911	1,559,349,192
Net cash provided by operating activities	**52,854,903,427**	42,949,000,456	6,810,258,385

(Forward)

	Years Ended December 31		
	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Property, plant and equipment (Note 16)	**(₱63,059,971,724)**	(₱47,997,600,372)	(₱32,215,950,471)
Investment properties (Note 15)	**(11,633,750,898)**	(9,805,145,056)	(12,631,223,335)
Investments in associates and joint ventures (Note 14)	**(1,974,712,423)**	(1,495,641,660)	(1,462,314,062)
Financial assets at fair value through other comprehensive Income	**(66,780,954)**	(10,583,252,781)	(12,713,582,946)
Subsidiaries, net of cash acquired (Notes 14 and 19)	**(57,901,248)**	–	(486,014,975)
Intangible assets (Note 18)	**(51,023,778)**	(234,618,618)	(182,970,231)
Investment securities at amortized cost	**–**	(14,101,076,000)	(8,908,192,295)
Cash transferred on a merger (Note 44)	**(11,603,831,759)**	–	–
Dividends received on investments in associates and joint ventures (Note 14)	**7,308,504,725**	6,597,951,268	5,862,376,373
Refund of pre-delivery payments (Note 16)	**13,071,468,061**	11,593,934,637	5,807,816,618
Dividends received (Note 28 and 44)	**3,375,657,395**	2,879,295,286	3,084,416,493
Decrease (increase) in the amounts of other noncurrent assets	**(449,472,364)**	(1,869,414,972)	647,515,669
Acquisition of equity interest in a subsidiary (by a subsidiary) (Note 2)	**–**	–	43,500,000
Proceeds from sale/maturity of:			
Property, plant and equipment (Note 16)	**21,682,324,254**	10,869,674,182	11,504,220,578
Financial assets at fair value through other comprehensive income (Note 10)	**1,049,396,031**	11,907,892,603	9,405,541,030
Investment in associate and joint venture (Note 14)	**4,741,459**	–	12,163,281,484
Investment securities at amortized cost	**–**	17,263,816,173	8,681,762,270
Investment properties (Note 15)	**–**	–	3,593,452,005
Net proceeds from sale of equity interest in a subsidiary (by a subsidiary)	**10,004,811,047**	–	–
Net cash used in investing activities	**(32,400,542,176)**	(24,974,185,310)	(7,806,365,795)
CASH FLOWS FROM FINANCING ACTIVITIES			
Availments of:			
Short-term debts (Note 47)	**154,824,312,743**	171,573,491,995	167,173,587,690
Long-term debts (Note 47)	**35,470,579,522**	64,995,751,271	35,000,000,000
Dividends paid to non-controlling interests (Note 25)	**(7,018,748,584)**	(6,748,756,616)	(6,022,484,461)
Increase (decrease) in other noncurrent liabilities	**(4,962,303,468)**	(4,708,375,806)	3,089,471,736
Settlements of:			
Short-term debts (Note 47)	**(152,379,207,296)**	(199,633,130,497)	(141,550,939,493)
Long-term debts (Note 47)	**(27,157,216,278)**	(63,293,685,421)	(38,292,471,559)
Lease liabilities (Note 42)	**(14,955,567,818)**	(9,944,700,279)	(7,870,511,855)
Dividends paid on:			
Common shares (Note 25)	**(3,158,813,136)**	(3,008,393,463)	(3,008,393,463)
Preferred shares (Note 25)	**(16,800,000)**	(16,000,000)	(16,000,000)
Purchase of treasury shares by subsidiaries (Note 25)	**(2,876,338,258)**	(3,352,754,926)	(4,686,525,335)
Net cash provided by (used in) financing activities	**(22,230,102,573)**	(54,136,553,742)	3,815,733,260
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(1,775,741,322)**	(36,161,738,596)	2,819,625,850
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**49,548,008,775**	85,709,747,371	82,890,121,521
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 7)	**₱47,772,267,453**	₱49,548,008,775	₱85,709,747,371

See accompanying Notes to Consolidated Financial Statements.

1. Corporate Information

JG Summit Holdings, Inc. (“JGSHI” or “the Parent Company”), was incorporated in the Philippines on November 23, 1990. The Parent Company was listed on the Philippine Stock Exchange in 1993. The registered office address of the Parent Company is at 43rd Floor, Robinsons-Equitable Tower, ADB Avenue corner Poveda Road, Pasig City, Metro Manila.

JGSHI is the ultimate parent of the JG Summit Group (the Group) and is a holding company with substantial business interests in branded consumer foods, agro-industrial and commodity food products, real estate and hotel, air transportation and petrochemicals. The Group also has core investments in telecommunications, power generation and distribution and banking and financial services.

The Group conducts business throughout the Philippines, but primarily in and around Metro Manila where it is based. The Group also has branded food businesses in the Association of Southeast Asian Nations region and interests in property development businesses in Singapore and the People’s Republic of China.

The principal activities of the Group are further described in Note 6, *Segment Information*, to the consolidated financial statements.

2. Material Accounting Policy Information

Basis of Preparation

The accompanying consolidated financial statements of the Group have been prepared on a historical cost basis, except for financial assets at fair value through profit or loss (FVPL), financial assets at fair value through other comprehensive income (FVOCI), and derivative financial instruments that are measured at fair value, and certain biological assets and agricultural produce that are measured at fair value less estimated costs to sell.

The consolidated financial statements of the Group are presented in Philippine peso (₱), the functional currency of the Parent Company. All values are rounded to the nearest peso except when otherwise stated.

A summary of the functional currencies of certain foreign subsidiaries within the Group follows:

Subsidiaries	Country of Incorporation	Functional Currency
Parent Company		
JG Summit Philippines, Ltd. and Subsidiaries		
JG Summit Philippines, Ltd.	Cayman Islands	US Dollar
JGSH Philippines, Limited	British Virgin Islands	-do-
Telegraph Development, Ltd.	-do-	-do-
Summit Top Investment, Ltd.	-do-	-do-
JG Digital Equity Ventures and a Subsidiary		
JG Digital Capital Pte. Ltd.	Singapore	Singapore Dollar

(Forward)

Subsidiaries	Country of Incorporation	Functional Currency
Universal Robina Corporation (URC) Group		
URC Asean Brands Co. Ltd. (UABCL)	British Virgin Islands	US Dollar
Hong Kong China Foods Co. Ltd. (HCFCL)	- do -	- do -
URC Oceania Company Limited (UOCL)	- do -	- do -
URC International Co. Ltd. (URCICL)	- do -	- do -
Shanghai Peggy Foods Co., Ltd.(Shanghai Peggy)	China	Chinese Renminbi
URC China Commercial Co. Ltd. (URCCCL)	- do -	- do -
Xiamen Tongan Pacific Food Co., Ltd.	- do -	- do -
Guangzhou Peggy Foods Co., Ltd.	- do -	- do -
Shantou SEZ Shanfu Foods Co., Ltd.	- do -	- do -
Jiangsu Acesfood Industrial Co., Ltd.	- do -	- do -
Shantou Peggy Co. Ltd.	- do -	- do -
URC Hong Kong Company Limited	Hong Kong	Hong Kong Dollar
PT URC Indonesia	Indonesia	Indonesian Rupiah
URC Snack Foods (Malaysia) Sdn. Bhd. (URC Malaysia)	Malaysia	Malaysian Ringgit
Ricellent Sdn. Bhd.	- do -	- do -
Crunchy Foods Sdn. Bhd (Malaysia)	- do -	- do -
Munchy Food Industries Sdn. Bhd	- do -	- do -
Munchworld Marketing Sdn Bhd	- do -	- do -
URC Foods (Singapore) Pte. Ltd.	Singapore	Singapore Dollar
Advanson International Pte. Ltd. (Advanson)	- do -	- do -
Pan Pacific Investments Co. Ltd. (PPICL)	- do -	- do -
URC Equity Ventures Pte. Ltd.	- do -	- do -
URC (Thailand) Co., Ltd.	Thailand	Thai Baht
Siam Pattanasin Co., Ltd.	- do -	- do -
URC (Myanmar) Co. Ltd.	Myanmar	Myanmar Kyat
URC Vietnam Co., Ltd.	Vietnam	Vietnam Dong
URC Hanoi Company Limited	- do -	- do -
URC Central Co. Ltd.	- do -	- do -
Robinsons Land Corporation (RLC) Group		
Robinsons (Cayman) Limited	Cayman Islands	US Dollar
RLC Resources Ltd	British Virgin Islands	-do-
Land Century Holdings, Ltd.	Hong Kong	Hong Kong Dollar
World Century Enterprise Ltd.	-do-	-do-
First Capital Development, Ltd.	-do-	-do-

Statement of Compliance

The consolidated financial statements of the Group have been prepared in compliance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Philippine Interpretations Committee (PIC) Q&A 2018-12, PFRS 15 Implementation Issues Affecting the Real Estate Industry

On December 15, 2020, the Philippine SEC issued SEC Memorandum Circular (MC) No. 34-2020 which further extended the deferral of the following provisions of PIC Q&A 2018-12 until December 31, 2023:

a. Exclusion of land in the determination of percentage of completion (POC) discussed in PIC Q&A No. 2018-12-E
b. Accounting for significant financing component discussed in PIC Q&A No. 2018-12-D
c. Implementation of International Financial Reporting Standards (IFRS) Interpretations Committee (IFRIC) Agenda Decision on Over Time Transfer of Constructed Goods (Philippine Accounting Standard (PAS) 23, *Borrowing Cost*) for Real Estate industry

The Group's real estate operations in the Philippines have fully complied with the exclusion of land in the determination of POC and IFRIC Agenda Decision on Over Time Transfer of Constructed Goods (PAS 23, Borrowing Cost) for Real Estate industry as discussed in PIC Q&A No. 2018-12-E.

The details and the impact of the adoption of the above financial reporting reliefs are discussed in the Adoption of New and Amended Accounting Standards and Interpretations section.

PFRS Accounting Standards include Philippine Financial Reporting Standards, Philippine Accounting Standards (PAS) and Interpretations issued by the Philippine Interpretations Committee (PIC).

Basis of Consolidation

The consolidated financial statements include the financial statements of the Parent Company and the following wholly and majority-owned subsidiaries:

Subsidiaries	Country of Incorporation	Principal Place of Business	Effective Percentage of Ownership **2024**	2023
Food				
URC and Subsidiaries	Philippines*	8th floor Tera Tower Bridgetowne E. Rodriguez Jr., Ave (C5 Road) Ugong Norte, Quezon City	**56.66**	55.93
CFC Corporation	-do-	-do-	**56.66**	55.93
Bio-Resource Power Generation Corporation	-do-	Manjuyod, Negros Oriental	**56.66**	55.93
Green Recovery, Incorporated (GRI)	-do-	Block 3 Warehouse No. 4 Baliwag Industrial Subdivision Tarcan 3006 City of Baliwag, Bulacan Philippines	**42.49****	–
Nissin-URC	-do-	CFC Bldg., E. Rodriguez Jr. Ave., Bagong Ilog, Pasig City	**28.90****	28.52**
URC Snack Ventures Inc. (formerly, Calbee-URC, Inc. (CURCI))	-do-	8th floor Tera Tower Bridgetowne E. Rodriguez Jr., Ave (C5 Road) Ugong Norte, Quezon City	**56.66**	55.93
URC Beverage Ventures Inc. (formerly, Hunt-URC (HURC))	-do-	-do-	**56.66**	55.93
URC Philippines, Limited (URCPL)	British Virgin Islands	Offshore Incorporations Limited, P.O. Box 957 Offshore Incorporations Centre, Road Town, Tortola, British Virgin Islands	**56.66**	59.93
URC International Co. Ltd. (URCICL) and Subsidiaries	-do-	-do-	**56.66**	55.93
Universal Robina (Cayman), Ltd. (URCL)	Cayman Islands	Maples and Calder, P.O. Box 309, Ugland House, South Church Street, Grand Cayman, Cayman Islands, British West Indies	**–**	55.93
URC China Commercial Co., Ltd.	China	318 Shangcheng Road, Room 1417 Lian You Bldg., Pudong, Shanghai, China	**56.66**	55.93
Najalin Agri-Ventures, Inc. (NAVI) (Note 16)	Philippines	CAC Compound, La Carlota City, Negros Occidental	**54.30****	53.59**
Air Transportation				
CP Air Holdings, Inc. (CPAHI) and Subsidiaries	Philippines	2nd Floor, Doña Juanita Marquez Lim Building, Osmeña Boulevard, Cebu City	**100.00**	100.00
Cebu Air, Inc. (CAI) and Subsidiaries	-do-	-do-	**65.26**	65.50
CEBGO, Inc. (CEBGO)	-do-	AO-08-09 Mezzanine Level, Passenger Terminal Building, Clark International Airport, Clark Freeport Zone, Pampanga	**65.26**	65.50
Aviation Partnership (Philippines) Corp	-do-	3rd Floor Aviation Partnership Philippines Bldg. 8006 Domestic Road Pasay City	**100.00**	100.00
AirSwift Transport, Inc. (AirSWIFT)	-do-	5001-5006, 5th Floor Ayalamall Manila Bay Diosdado Macapagal Blvd, cor Aseana Ave, Parañaque, 1701 Metro Manila	**100.00**	–
Real Estate and Hotels				
RLC and Subsidiaries	Philippines	43rd Floor, Robinsons Equitable Tower, ADB Avenue, Ortigas Center, Pasig City	**65.59**	65.44
Robinson's Inn, Inc.	-do-	-do-	**65.59**	65.44
RL Commercial REIT, Inc. (RCR)	-do-	-do-	**43.22****	42.87**
Robinsons (Cayman) Limited	Cayman Islands	Maples and Calder, P.O. Box 309, Ugland House, South Church Street, Grand Cayman, Cayman Islands		
Robinsons Properties Marketing and Management Corporation	Philippines	43rd Floor, Robinsons Equitable Tower, ADB Avenue, Artigas Center, Pasig City	**65.59**	65.44
Manhattan Buildings and Management Corp	-do-	-do-	**65.59**	65.44
Altus Angeles, Inc.	-do-	McArthur Highway, Balisage, Angeles City, Pampanga	**33.45****	33.06**

(Forward)

Subsidiaries	Country of Incorporation	Principal Place of Business	Effective Percentage of Ownership 2024	2023
Go Hotels Davao, Inc.	Philippines	43/F Robinsons Equitable Tower, ADB Avenue corner Poveda Road, Ortigas Center, Pasig City	**33.45****	33.06**
RLC Resources Ltd	British Virgin Islands	Offshore Incorporations Centre, 2nd Floor, Nagico Building 139 Main Street, Tortola	**65.59**	65.44
Land Century Holdings, Ltd.	Hong Kong	Unit A, 14th Floor, Wing Shan Industrial Building No.428 Cha Kwo Ling Road Yau Tong, Kowloon	**65.59**	65.44
World Century Enterprise Ltd.	-do-	Flat/RM, C&D 18/F Monterey Plaza 15 Chong YIP Street, Kwun Tong, Kowloon	**65.59**	65.44
First Capital Development, Ltd	-do-	Flat/RM, A 14/F Wing Shan Industrial Building 428 Cha Kwo Ling Road, Yau Tong	**65.59**	65.44
Chengdu Xin Yao Real Estate Development Co. Ltd.	China	Banbianjie Community, Jitou Street, Wuhou District, Chengdu	**65.59**	65.44
Bacoor R and F Land Corporation (BRFLC)	Philippines	Unit 3202, 32F Robinsons Equitable Tower, ADB Avenue cor. Poveda Road, San Antonio Pasig City	**45.91****	45.37**
Bonifacio Property Ventures, Inc.	-do-	Lower Ground Floor, Cyber Sigma Building, Lawton Avenue, Fort Bonifacio, Taguig City	**65.59**	65.44
Altus Mall Ventures, Inc.	-do-	Level 2 Galleria Corporate Center, EDSA cor. Ortigas Avenue, Quezon City	**65.59**	65.44
RLGB Land Corporation (RLGB)	-do-	Level 2 Galleria Corporate Center EDSA cor. Ortigas Avenue Ugong Norte Quezon City	**65.59**	65.44
Robinsons Logistix and Industrials, Inc. (RLII)	-do-	Level 2 Galleria Corporate Center EDSA cor. Ortigas Avenue Ugong Norte Quezon City	**65.59**	65.44
RL Property Management, Inc. (RLPMI)	-do-	11F Robinsons Cyberscape Alpha, Sapphire and Garnet Roads, Brgy. San Antonio, Ortigas Center, Pasig City	**65.59**	65.44
RL Fund Management, Inc. (RLFMI)	-do-	14F Robinsons Cyberscape Alpha, Sapphire and Garnet Roads, Brgy. San Antonio, Ortigas Center, Pasig City	**65.59**	65.44
Malldash Corp.	-do-	11F Robinsons Cyberscape Alpha, Sapphire and Garnet Roads, Brgy. San Antonio, Ortigas Center, Pasig City	**65.59**	65.44
Staten Property Management, Inc.	-do-	27F Galleria Corporate Center, EDSA cor. Ortigas Avenue, Quezon City	**65.59**	65.44
RL Digital Ventures, Inc.	-do-	14F Robinsons Cyberscape Alpha, Sapphire and Garnet Roads, Brgy. San Antonio, Ortigas Center, Pasig City,	**65.59**	65.44
Altus Property Ventures, Inc. (APVI)	-do-	Brgy. 1 San Francisco, San Nicolas, Ilocos Norte	**64.98**	64.97
Petrochemicals				
JG Summit Olefins Corporation (JGSOC)	Philippines	9th Floor, Robinsons Cyberscape Gamma Bldg., Topaz and Ruby Roads, Ortigas Center, Pasig City	**100.00**	100.00
Peak Fuel Corporation	-do-	10th Floor Robinsons Cybergate Gamma, Bldg., Topaz and Ruby Roads, Ortigas Center, Pasig City	**100.00**	100.00
JGSOC Philippines Limited	British Virgin Islands	Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG1110, British Virgin Islands	**100.00**	100.00
Banking				
Robinsons Bank Corporation (RBC) and a Subsidiary***	Philippines	17th floor, Galleria Corporate Center EDSA corner Ortigas Avenue, Quezon City	–	60.00
Legazpi Savings Bank, Inc. (LSB)	-do-	Rizal Street, Barangay Sagpon, Albay, Legazpi City	–	60.00
Supplementary Businesses				
Data Analytics Ventures, Inc. (DAVI)	-do-	37F Cyberscape Gamma Topaz and Ruby Roads Ortigas Center, Pasig City	**44.38****	44.47**
JG Digital Equity Ventures (JG DEV) and a Subsidiary	-do-	37F Cyberscape Gamma Topaz and Ruby Roads Ortigas Center, Pasig City	**100.00**	100.00
JG Digital Capital Pte. Ltd. (JDCPL)	Singapore	168 Tagore Lane Singapore	**100.00**	100.00
JG Summit Capital Services Corp (JGSCSC) and Subsidiaries	Philippines	40th Floor, Robinsons-Equitable Tower, ADB Avenue corner Poveda Road, Ortigas Center, Pasig City	**100.00**	100.00
JG Summit Capital Markets Corporation (JGSMC)	-do-	-do-	**100.00**	100.00
Summit Internet Investments, Inc.	-do-	-do-	**100.00**	100.00
GoTyme Financial Pte. Ltd. and a Subsidiary	Singapore	328 North Bridge Road #02-20 Raffles Shopping Arcade, Singapore	–	51.00

(Forward)

Subsidiaries	Country of Incorporation	Principal Place of Business	Effective Percentage of Ownership 2024	2023
JG Summit Cayman, Ltd. (JGSCL)	Cayman Islands	Maples and Calder, P.O. Box 309, Ugland House, South Church Street, Grand Cayman, Cayman Islands	–	100.00
JG Summit Philippines Ltd. (JGSPL) and Subsidiaries	-do-	-do-	**100.00**	100.00
JGSH Philippines, Limited (JGSHPL)	British Virgin Islands	Offshore Incorporations Limited, P.O. Box 957 Offshore Incorporations Centre, Road Town, Tortola, British Virgin Islands	**100.00**	100.00
Telegraph Developments, Ltd.	-do-	-do-	**100.00**	100.00
Summit Top Investments, Ltd.	-do-	-do-	**100.00**	100.00
Unicon Insurance Brokers Corporation (UIBC)	Philippines	25F Robinsons Equitable Tower, ADB Ave. corner Poveda St., San Antonio, Pasig City	**60.00**	93.12
JG Summit Infrastructure Holdings Corporation (JGSIHC)	-do-	43rd Floor Robinsons Equitable Tower, ADB avenue, Corner Poveda Road, Pasig City	**100.00**	100.00
Merbau Corporation	-do-	Ground floor Cybergate Tower 1 Edsa cor Pioneer St. Mandaluyong City	**100.00**	100.00
Batangas Agro-Industrial Development Corporation (BAID) and Subsidiaries	-do-	43rd Floor, Robinsons Equitable Tower ADB Avenue corner Poveda St., Ortigas Center, Pasig City	**100.00**	100.00
Fruits of the East, Inc.	-do-	-do-	**100.00**	100.00
Hometel Integrated Management Corporation	-do-	5th Floor, Citibank Center Bldg., Paseo De Roxas, Makati	**100.00**	100.00
King Leader Philippines, Inc.	-do-	43rd Floor, Robinsons Equitable Tower ADB Avenue corner Poveda St., Ortigas Center, Pasig City	**100.00**	100.00
Tropical Aqua Resources	-do-	-do-	**100.00**	100.00
United Philippines Oil Trading, Inc.	-do-	-do-	**100.00**	100.00
Samar Commodities Trading and Industrial Corporation	-do-	5th Floor, Citibank Center Bldg., 8741 Paseo De Roxas, Makati	**100.00**	100.00

* *Certain subsidiaries are located in other countries, such as China, Malaysia, Singapore, Thailand, Vietnam, Hongkong etc.*
** *These are majority-owned subsidiaries of the Parent Company's directly-owned subsidiaries.*
****RBC and Subsidiaries were already merged with Bank of the Philippine Islands (BPI) (Note 44).*

RLC

Sale of RCR shares
On April 5, 2024, RLC sold a total of 1,725,995,000 RCR shares at a transaction price of ₱4.92 per share. With this block placement, RLC's ownership in RCR was reduced to 50.05% from 66.14%.

Third Property-For-Share Swap Transaction
On July 16, 2024, RLC entered into the third property-for-share swap transaction with RCR through the execution of a Deed of Assignment for the infusion of thirteen (13) commercial assets totaling to 347,329 square meters ("sqm") of Gross Leasable Area (GLA) with a total appraised value of Thirty-Three Billion Nine Hundred Fifteen Million Nine Hundred Sixty Thousand Pesos (₱33.9 billion) in exchange for Four Billion Nine Hundred Eighty Seven Million Six Hundred Forty One Thousand One Hundred Seventy Eight (4,987,641,178) primary common shares of RCR at a price of ₱6.80 per share. This resulted to an increase of RLC's interest in RCR from 50.05% to 65.90%.

Completion of the Overnight Block Placement of RCR Shares
On October 18, 2024, RLC has completed the overnight block placement of its shares in RCR. RLC sold a total of 318,902,800 common shares of RCR at a transaction price of ₱5.86 per share equivalent to ₱1.9 billion (exclusive of taxes and fees) resulting in a decline in RLC's ownership % in RCR from 65.90% to 63.87%.

CAI

Acquisition of AirSWIFT
On October 7, 2024, CEB signed a share purchase agreement (SPA) with ALI Capital Corp. for the acquisition of 100% of AirSWIFT for consideration of ₱1.75 billion, comprised of payment for outstanding shares and shareholder advances. AirSWIFT, a boutique airline that caters to domestic leisure, operates flights from Manila and Clark to El Nido in northern Palawan, and from El Nido to other major tourist destinations in the country, including Cebu, Boracay, Coron and Bohol.

URC

URC and GRI Joint Venture
On December 18, 2023, URC entered into a joint venture agreement with Greencycle Innovative Solutions, Inc., a corporation duly organized in Philippines to form GRI, a corporation duly incorporated and organized in the Philippines for waste management which includes collection, treatment, recovery, and processing of plastic wastes.

On July 8, 2024, the BOD approved the initial subscription of URC to the unissued authorized capital stock of GRI consisting of 20,250,000 common shares for a total cost of ₱20.3 million.

USVI's declaration of liquidating dividends approval
On April 25, 2024, the BOD of USVI approved the declaration of a liquidating dividend to URC amounting to ₱672.0 million, which was paid on May 6, 2024. This distribution is part of USVI's liquidation process and represents a return of capital to URC.

URCL ad URCICL Merger
On March 25, 2024, the BOD approved the plan to merge URCL into URCICL. Subsequently, on June 25, 2024, the BOD approved the Plan of Merger and Articles of Merger, with the merger becoming effective on June 26, 2024. Both companies, incorporated under Cayman and BVI laws, received the necessary approvals to proceed with the merger. The merger does not impact the consolidated financial statements of the Group since both URCL and URCICL are wholly owned subsidiaries of URC.

USVI and UBVI application to shorten corporate terms
On March 18, 2024, USVI applied to the Philippine SEC to shorten its corporate term from 30 years to 9 years and 11 months, to end on March 29, 2024. On the same date, UBVI applied to SEC to shorten its corporate term from 50 years to 40 years and 6 months, to end on March 27, 2024. On October 21, 2024, the SEC approved the application of UBVI. On November 19, 2024, the SEC approved the application of USVI.

<u>JGSCL</u>

JGSCL and JGSPL Merger
On June 25, 2024, the merger between JGCSL and JGSPL became effective, with JGSPL as the surviving entity.

<u>JGSCSC</u>

Investment in GTFPL
In December 2023, JGSCSC invested a total of ₱169.7 million equivalent to 51.0 million common shares and 168.9 million preferred shares of GTFPL. Total additional investment in 2024 amounted to ₱996.6 million equivalent to 499.6 million preferred shares of GFTPL. As of December 31, 2024, total investment of JGSCS to GTFPL amounted to ₱1.2 billion equivalent to 51.0 million common shares and 668.4 million preferred shares of GTFPL. In 2024, JGSCSC lost control over GTFPL but has significant influence. Accordingly, the investment in GTFPL was reclassified from investment in subsidiary to investment in associate due to change in contractual agreements. The fair value of the investment in GTFPL upon the loss of control approximates its total cost.

The Group controls an investee if and only if the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the

year are included in the statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.
Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used in line with those used by the Group.

All intragroup transactions, balances, income and expenses are eliminated in the consolidation.

Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity therein. The interest of non-controlling shareholders may be initially measured at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, non-controlling interests consist of the amount attributed to such interests at initial recognition and the non-controlling interest's share of changes in equity since the date of the combination.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the Group.

If the Group loses control over a subsidiary, it:
- derecognizes the assets (including goodwill) and liabilities of the subsidiary;
- derecognizes the carrying amount of any non-controlling interest;
- derecognizes the related other comprehensive income recorded in equity and recycles the same to profit or loss or retained earnings;
- recognizes the fair value of the consideration received;
- recognizes the fair value of any investment retained; and
- recognizes any surplus or deficit in profit or loss in the consolidated statement of comprehensive income.

When the Group loses control of a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of other comprehensive income. Any resulting gain or loss is recognized in the statement of profit or loss.

<u>Business Combinations</u>
Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognized in profit or loss in the consolidated statement of comprehensive income as incurred.

Where appropriate, the cost of acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at its acquisition-date fair value. Subsequent changes in such fair values are adjusted against the cost of acquisition where they qualify as measurement period adjustments. All other subsequent changes in the fair value of contingent consideration classified as an asset or liability are accounted for in accordance with relevant PFRS Accounting Standards. Changes in the fair value of contingent consideration classified as equity are not recognized.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that if known, would have affected the amounts recognized as of that date. The measurement period is the period from the date of acquisition to the date the Group receives complete information about facts and circumstances that existed as of the acquisition date and is subject to a maximum period of one year.

If the business combination is achieved in stages, the Group's previously-held interests in the acquired entity are remeasured to fair value at the acquisition date (the date when the Group attains control) and the resulting gain or loss, if any, is recognized in profit or loss in the consolidated statement of comprehensive income. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss in the consolidated statement of comprehensive income, where such treatment would be appropriate if that interest were disposed of.

Goodwill

Goodwill arising on the acquisition of a subsidiary is recognized as an asset at the date the control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously-held interest, if any, in the entity over the net fair value of the identifiable net assets recognized.

If after reassessment, the Group's interest in the net fair value of the acquiree's identifiable net assets exceeds the sum of consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously-held equity interest, if any, the excess is recognized immediately in profit or loss in the consolidated statement of comprehensive income as a bargain purchase gain.

Goodwill is not amortized, but is reviewed for impairment at least annually. Any impairment loss is recognized immediately in profit or loss in the consolidated statement of comprehensive income and is not subsequently reversed.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of new standards and amendments effective as at January 1, 2024. The Group did not early adopt any other standard, interpretation or amendment that has been issued but is not yet effective. Unless otherwise indicated, adoption of these new standards did not have an impact on the consolidated financial statements of the Group.

- Amendments to PAS 1, *Classification of Liabilities as Current or Non-current*
- Amendments to PFRS 16, *Lease Liability in a Sale and Leaseback*
- Amendments to PAS 7 and PFRS 7, *Disclosures: Supplier Finance Arrangements*
- Adoption in 2024 of Certain Provisions of PIC Q&A 2018-12-D, PFRS 15 Implementation Issues Affecting the Real Estate Industry (as amended by PIC Q&As 2020-02 and 2020-04)

On February 14, 2018, the PIC issued PIC Q&A 2018-12-D which provides guidance on some PFRS 15 implementation issues affecting the real estate industry. On October 25, 2018 and February 8, 2019, the SEC issued SEC MC No. 14-2018 and SEC MC No. 3-2019, respectively, providing relief to the real estate industry by deferring the application of certain provisions of this PIC Q&A for a period of three years until December 31, 2020. On December 15, 2020, the Philippine SEC issued SEC MC

No. 34-2020 which further extended the deferral of certain provisions of this PIC Q&A until December 31, 2023.

Starting January 1, 2024, RLC assessed and calculated the impact of significant financing component. RLC opted to adopt the changes using modified retroactive approach effective January 1, 2024 and the impact on the Group was recognized in the 2024 opening balance of retained earnings amounting to ₱411 million. The comparative information is not restated.

Material Accounting Policy Information

Current versus Noncurrent Classification
The Group presents assets and liabilities in the consolidated statement of financial position based on current or noncurrent classification. An asset is current when it is:
- Expected to be realized or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- Cash or cash equivalents, unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as noncurrent.

A liability is current when:
- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as noncurrent.

Deferred tax assets and liabilities are classified as noncurrent assets and liabilities.

Fair Value Measurement
The Group measures certain financial instruments and nonfinancial assets at fair value at each reporting date. Fair values of financial instruments measured at amortized cost and investment properties carried at cost are disclosed in Note 5.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting date.

Foreign Currency Translation
The Group's consolidated financial statements are presented in Philippine peso, which is also the Parent Company's functional currency. Each entity in the Group determines its own functional currency and items included in the consolidated financial statements of each entity are measured using that functional currency.

Transactions and balances
Transactions in foreign currencies are initially recorded by the Group's entities in their respective functional currencies at the foreign exchange rates prevailing at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated using the closing foreign exchange rate prevailing at the reporting date. All differences are charged to profit or loss in the consolidated statement of comprehensive income. Tax charges and credits attributable to exchange differences on those borrowings are also dealt with in the statement of comprehensive income.

Nonmonetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the dates of initial transactions. Nonmonetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Group companies
As of reporting date, the assets and liabilities of foreign subsidiaries, with functional currencies other than the functional currency of the Parent Company, are translated into the presentation currency of the Group using the closing foreign exchange rate prevailing at the reporting date, and their respective income and expenses are translated at the monthly weighted average exchange rates for the year.

The exchange differences arising on the translation are recognized in other comprehensive income as cumulative translation adjustment (CTA). On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation shall be recognized in profit or loss.

Cash and Cash Equivalents
Cash represents cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three months or less from the dates of placement, and that are subject to an insignificant risk of changes in value.

Restricted cash
Restricted cash are cash in bank set aside as security for letters of credit issued to aircraft lessors and held at separate escrow account for the purchase of land properties. The nature of restriction is assessed by the Group to determine its eligibility to be classified as cash and cash equivalents. The Group classifies restricted cash as current and noncurrent assets depending on the tenure of the restriction.

Financial Instruments – Classification and Measurement

Initial recognition and measurement of financial assets
Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, FVOCI, and FVPL.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under PFRS 15.

Where the transaction price in a non-active market is different from the fair value from other observable current market transactions in the same instrument or computed based on valuation technique whose variables include only data from observable markets, the Group recognizes the difference between the transaction price and the fair value (a 'Day 1' difference) in the statement of comprehensive income unless it qualifies for recognition as some other type of asset or liability. In cases where fair value is determined using data which are not observable from the market, the difference between the transaction price and the model value is only recognized in the statement of comprehensive income when the inputs become observable or when the instrument is derecognized. For each transaction, the Group determines the appropriate method of recognizing the amount of 'Day 1' difference.

Contractual cash flows characteristics
If the financial asset is held within a business model whose objective is to hold assets to collect contractual cash flows or within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, the Group assesses whether the cash flows from the financial asset represent solely payments of principal and interest (SPPI) on the principal amount outstanding. Instruments that do not pass this test are automatically classified at fair value through profit or loss. In making this assessment, the Group determines whether the contractual cash flows are consistent with a basic lending arrangement, i.e., interest includes consideration only for the time value of money, credit risk and other basic lending risks and costs associated with holding the financial asset for a particular period of time.

Business model
The Group's business model is determined at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. The Group's business model does not depend on management's intentions for an individual instrument, rather it refers to how it manages its

financial assets in order to generate cash flows. The Group's business model determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both. Relevant factors considered by the Group in determining the business model for a group of financial assets include how the performance of the portfolio and the financial assets held within that portfolio are evaluated and reported to the Group's key management personnel, the risks that affect the performance of the portfolio (and the financial assets held within that portfolio) and how these risks are managed and how managers of the business are compensated.

Subsequent measurement of financial assets
For purposes of subsequent measurement, financial assets are classified in four categories:
- Financial assets at amortized cost (debt instruments);
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at FVPL.

Investment securities at amortized cost
A debt financial asset is measured at amortized cost if (i) it is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding. These financial assets are initially recognized at fair value plus directly attributable transaction costs and subsequently measured at amortized cost using the Effective Interest Rate (EIR) method, less any impairment in value. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees and costs that are an integral part of the EIR. The amortization is included in 'Interest income' in the consolidated statement of comprehensive income and is calculated by applying the EIR to the gross carrying amount of the financial asset, except for (i) purchased or originated credit-impaired financial assets and (ii) financial assets that have subsequently become credit-impaired, where, in both cases, the EIR is applied to the amortized cost of the financial asset. Losses arising from impairment are recognized in 'Provision for impairment losses and others' in the consolidated statement of comprehensive income.

Financial assets at FVOCI
Financial assets at FVOCI include debt and equity securities. After initial measurement, investment securities at FVOCI are subsequently measured at fair value. The unrealized gains and losses arising from the fair valuation of financial assets at FVOCI are excluded, net of tax as applicable, from the reported earnings and are included in the statements of comprehensive income as 'Net gains (losses) on financial assets at FVOCI'.

Debt securities at FVOCI are those that meet both of the following conditions: (i) the asset is held within a business model whose objective is to hold the financial assets in order to both collect contractual cash flows and sell financial assets; and (ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the outstanding principal amount. The effective yield component of debt securities at FVOCI, as well as the impact of restatements on foreign currency-denominated debt securities at FVOCI, is reported in the consolidated statements of comprehensive income. Interest earned on holding debt securities at debt securities at FVOCI are reported as interest income using the EIR method. When the debt securities at FVOCI are disposed of, the cumulative gain or loss previously recognized in the consolidated statements of comprehensive income is recognized in profit or loss. The expected credit losses (ECL) arising from impairment of such investments are recognized in OCI with a corresponding charge to 'Provision for impairment losses and others' in the consolidated statements of comprehensive income.

Equity securities designated at FVOCI are those that the Group made an irrevocable election to present in OCI the subsequent changes in fair value. Dividends earned on holding equity securities at FVOCI are recognized in the consolidated statements of comprehensive income as 'Dividend income' when the right of the payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the instrument, in which case, such gains are recorded in OCI. Gains and losses on disposal of these equity securities are never recycled to profit or loss, but the cumulative gain or loss previously recognized in the statements of comprehensive income is reclassified to 'Retained earnings' or any other appropriate equity account upon disposal. Equity securities at FVOCI are not subject to impairment assessment.

Financial assets at FVPL
Financial assets are measured at FVPL unless these are measured at amortized cost or at FVOCI. Included in this classification are equity and debt investments held for trading and debt instruments with contractual terms that do not represent solely payments of principal and interest. Financial assets held at FVPL are initially recognized at fair value, with transaction costs recognized in the profit or loss in the statement of comprehensive income as incurred. Subsequently, they are measured at fair value and any gains or losses are recognized in the consolidated statement of comprehensive income.

Additionally, even if the asset meets the amortized cost or the FVOCI criteria, the Group may choose at initial recognition to designate the financial asset at FVPL if doing so eliminates or significantly reduces a measurement or recognition inconsistency (an accounting mismatch) that would otherwise arise from measuring financial assets on a different basis.

Trading gains or losses are calculated based on the results arising from trading activities of the Group, including all gains and losses from changes in fair value for financial assets and financial liabilities at FVPL, and the gains or losses from disposal of debt instruments classified as FVOCI and investments securities at amortized cost.

Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not SPPI are classified and measured at FVPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortized cost or at fair value through OCI, as described above, debt instruments may be designated financial assets at FVPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Derivative Financial Instruments
Derivative financial instruments, including bifurcated embedded derivatives, are initially recognized at fair value on the date on which the derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

The Group's derivative instruments provide economic hedges under the Group's policies but are not designated as accounting hedges. Consequently, any gains or losses arising from changes in fair value are taken directly to profit or loss for the year.

An embedded derivative is a component of a hybrid (combined) instrument that also includes a nonderivative host contract with the effect that some of the cashflows of the combined instrument vary, in a way similar to a stand-alone derivative. The Group assesses whether embedded derivatives are required to be separated from host contracts when the Group first becomes a party to the contract. An embedded derivative is separated from the host contract and accounted for as a derivative if all of the following conditions are met:

a. the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host contract;
b. a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and
c. the hybrid or combined instrument is not recognized as at FVPL.

Subsequent reassessment is prohibited unless there is a change in the terms of the contract that significantly modifies the cash flows that otherwise would be required under the contract, in which case reassessment is required. The Group determines whether a modification to cash flows is significant by considering the extent to which the expected future cash flows associated with embedded derivative, the host contract or both have changed and whether the change is significant relative to the previously expected cash flows on the contract.

The Group's bifurcated embedded derivatives pertain to options arising from the CAI's convertible bonds payable.

Hedge Accounting
The Group uses derivative financial instruments such as jet fuel/sing kero and brent crude swaps and zero cost collars and crack swap contracts to manage its exposure to fuel price fluctuations and forward contracts for the risk associated with foreign currency and interest rate swap to manage the volatilities on swap rates causing uncertainty on monthly rent of the aircraft. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, hedges are classified as:
- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment; and
- Hedges of a net investment in a foreign operation.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes Group's risk management strategies and objectives focusing on the hedged risks, identification of the hedging instrument, the hedged item, and the nature of the risks being hedged and the Group's assessment on whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined).

A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:
- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Fair value hedges
The change in the fair value of a hedging instrument is recognized in the consolidated statement of comprehensive income as other expense. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the consolidated statement of comprehensive income as other expense.

For fair value hedges relating to items carried at amortized cost, any adjustment to carrying value is amortized through profit or loss over the remaining term of the hedge using the EIR method. The EIR amortization may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged.

If the hedged item is derecognized, the unamortized fair value is recognized immediately in profit or loss.

When an unrecognized firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognized as an asset or liability with a corresponding gain or loss recognized in profit or loss.

Cash flow hedges
The effective portion of the gain or loss on the hedging instrument is recognized in OCI in the cash flow hedge reserve, while any ineffective portion is recognized immediately under 'Market valuation gains (losses) on derivative financial instruments - net' in the consolidated statement of comprehensive income. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

The amounts accumulated in OCI are accounted depending on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and will not be recognized in OCI for the period. This also applies where the hedged forecast transaction of a non-financial asset or non-financial liability subsequently becomes a firm commitment for which fair value hedge accounting is applied.

For any other cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCI must be accounted for depending on the nature of the underlying transaction as described above.

Hedges of a net investment
Hedges of a net investment in a foreign operation, including a hedge of a monetary item that is accounted for as part of the net investment, are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognized as OCI while any gains or losses relating to the ineffective portion are recognized in the consolidated statement of comprehensive income.

Derivatives not Designated as Hedging Instruments
Derivative financial instruments previously designated in hedging relationships that have been subsequently discontinued, either fully or partially, were recognized as financial assets or liabilities at FVPL in the consolidated statement of financial position. Hedge accounting is discontinued under the following circumstances:

- Risk management objectives were updated or modified;
- Economic relationship between the hedge item and hedging instrument was subsequently assessed to be non-existing;
- Effect of credit risk dominates the value changes of the hedging relationship upon performing subsequent effectiveness testing; and
- Forecasted underlying or hedged item is no longer highly probable to occur

Discontinuation of hedge accounting is applied prospectively upon determination that the forecasted cash flow is no longer highly probable, even if still expected to occur. Amounts accumulated in the cash flow hedge reserve remain recognized separately in equity until the forecasted transaction occurs if the loss is recoverable.

When discontinuation of hedge accounting arises due to hedged future cash flows are no longer expected to occur, amounts accumulated in the cash flow hedge reserve are immediately reclassified to profit or loss under 'Market valuation gains (losses) on derivative financial instruments - net' in the consolidated statement of comprehensive income. Any subsequent changes in the fair value of these derivative financial instruments are recognized under 'Market valuation gains (losses) on derivative financial instruments - net' in the consolidated statement of comprehensive income and are presented net.

Derivatives that do not meet the hedge accounting criteria are treated as economic hedges and not designated in hedging relationships.

Derecognition of financial assets
A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset

When the Group has transferred its rights to receive cash flows from an asset or has entered into a 'pass-through' arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Modification of financial assets
The Group derecognizes a financial asset when the terms and conditions have been renegotiated to the extent that, substantially, it becomes a new asset, with the difference between its carrying amount and the fair value of the new asset recognized as a derecognition gain or loss in profit or loss, to the extent that an impairment loss has not already been recorded.

The Group considers both qualitative and quantitative factors in assessing whether a modification of financial asset is substantial or not. When assessing whether a modification is substantial, the Group considers the following factors, among others:

- Change in currency
- Introduction of an equity feature
- Change in counterparty
- If the modification results in the asset no longer considered SPPI

The Group also performs a quantitative assessment similar to that being performed for modification of financial liabilities. In performing the quantitative assessment, the Group considers the new terms of a financial asset to be substantially different if the present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10.00% different from the present value of the remaining cash flows of the original financial asset.

When the contractual cash flows of a financial asset are renegotiated or otherwise modified and the renegotiation or modification does not result in the derecognition of that financial asset, the Group recalculates the gross carrying amount of the financial asset as the present value of the renegotiated or modified contractual cash flows discounted at the original EIR (or credit-adjusted EIR for purchased or originated credit-impaired financial assets) and recognizes a modification gain or loss in the statement of income.

When the modification of a financial asset results in the derecognition of the existing financial asset and the subsequent recognition of a new financial asset, the modified asset is considered a 'new ' financial asset. Accordingly, the date of the modification shall be treated as the date of initial recognition of that financial asset when applying the impairment requirements to the modified financial asset. The newly recognized financial asset is classified as Stage 1 for ECL measurement purposes, unless the new financial asset is deemed to be originated as credit impaired (POCI).

Initial recognition and measurement of financial liabilities
Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, derivatives designated as hedging instruments in an effective hedge, or other financial liabilities. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent measurement of financial liabilities
The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at FVPL
Financial liabilities at FVPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVPL.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by PFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognized in the consolidated statement of comprehensive income. Financial liabilities designated upon initial recognition at FVPL are designated at the initial date of recognition, and only if the criteria in PFRS 9 are satisfied. The Group has not designated any financial liability as at FVPL.

Other financial liabilities
This category pertains to the Group's interest-bearing loans and borrowing and payables. After initial recognition, these other financial liabilities are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the consolidated statement of comprehensive income.

Derecognition of financial liabilities
A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the consolidated statement of comprehensive income.

Exchange or modification of financial liabilities
The Group considers both qualitative and quantitative factors in assessing whether a modification of financial liabilities is substantial or not. The terms are considered substantially different if the present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10.00% different from the present value of the remaining cash flows of the original financial liability. However, under certain circumstances, modification or exchange of a financial liability may still be considered substantial, even where the present value of the cash flows under the new terms is less than 10.00% different from the present value of the remaining cash flows of the original financial liability. There may be situations where the modification of the financial liability is so fundamental that immediate derecognition of the original financial liability is appropriate (e.g., restructuring a financial liability to include an embedded equity component).

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference between the carrying value of the original financial liability and the fair value of the new liability is recognized in profit or loss.

When the exchange or modification of the existing financial liability is not considered as substantial, the Group recalculates the gross carrying amount of the financial liability as the present value of the renegotiated or modified contractual cash flows discounted at the original EIR and recognizes a modification gain or loss in profit or loss.

If modification of terms is accounted for as an extinguishment, any costs or fees incurred are recognized as part of the gain or loss on the extinguishment. If the modification is not accounted for as an extinguishment, any costs or fees incurred adjust the carrying amount of the financial instrument and are amortized over the remaining term of the modified financial instrument.

Reclassifications of financial instruments
The Group reclassifies its financial assets when, and only when, there is a change in the business model for managing the financial assets. Reclassifications shall be applied prospectively by the Group and any previously recognized gains, losses or interest shall not be restated. The Group does not reclassify its financial liabilities.

Impairment of Financial Assets
The Group recognizes an allowance for ECL for all debt instruments not classified as FVPL. ECLs represent credit losses that reflect an unbiased and probability-weighted amount which is determined by evaluating a range of possible outcomes, the time value of money and reasonable and supportable information about past events, current conditions, and forecasts of future economic conditions. ECL allowances will be measured at amounts equal to either (i) 12-month ECL or (ii) lifetime ECL for those financial instruments which have experienced a significant increase in credit risk (SICR) since initial recognition (General Approach). The 12-month ECL is the portion of lifetime ECL that results from default events on a financial instrument that are possible within the 12 months after the reporting date. Lifetime ECL are credit losses that results from all possible default events over the expected life of a financial instrument.

Staging assessment
PFRS 9 establishes a three-stage approach for impairment of financial assets, based on whether there has been a significant deterioration in the credit risk of a financial asset. These three stages then determine the amount of impairment to be recognized.

For non-credit-impaired financial instruments:

- Stage 1 is comprised of all financial instruments which have not experienced a SICR since initial recognition or is considered of low credit risk as of the reporting date. The Group recognizes a 12-month ECL for Stage 1 financial instruments. The 12-month ECL is the portion of lifetime ECL that results from default events on a financial instrument that are possible within the 12 months after the reporting date.
- Stage 2 is comprised of all financial instruments which have experienced a SICR since initial recognition. The Group recognizes a lifetime ECL for Stage 2 financial instruments. Lifetime ECL are credit losses that results from all possible default events over the expected life of a financial instrument.

For credit-impaired financial instruments:
- Stage 3 is comprised of all financial assets that have objective evidence of impairment as a result of one or more loss events that have occurred after initial recognition with a negative impact on the estimated future cash flows of a loan or a portfolio of loans. The Group recognizes a lifetime ECL for Stage 3 financial instruments.

Definition of "default" and "restored"
The Group eventually classifies a financial instrument as in default when it is credit impaired, or becomes past due on its contractual payments for more than 90 days. As part of a qualitative assessment of whether a customer is in default, the Group considers a variety of instances that may indicate unlikeliness to pay. In certain cases, the Group may also consider a financial asset to be in default

when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. When such events occur, the Group carefully considers whether the event should result in treating the customer as defaulted.

An instrument is considered to be no longer in default (i.e. restored) if there is sufficient evidence to support that full collection is probable and payments are received for at least six months.

Credit risk at initial recognition
The Group uses internal credit assessment and approvals at various levels to determine the credit risk of exposures at initial recognition. Assessment can be quantitative or qualitative and depends on the materiality of the facility or the complexity of the portfolio to be assessed.

Significant increase in credit risk
The assessment of whether there has been a SICR is based on an increase in the probability of a default occurring since initial recognition. The SICR criteria vary by portfolio and include quantitative changes in probabilities of default and qualitative factors, including a backstop based on delinquency. The credit risk of a particular exposure is deemed to have increased significantly since initial recognition if, based on the Group's internal credit assessment, the borrower or counterparty is determined to require close monitoring or with well-defined credit weaknesses. For exposures without internal credit grades, if contractual payments are more than a specified days past due threshold, the credit risk is deemed to have increased significantly since initial recognition. Days past due are determined by counting the number of days since the earliest elapsed due date in respect of which full payment has not been received. Due dates are determined without considering any grace period that might be available to the borrower. In subsequent reporting periods, if the credit risk of the financial instrument improves such that there is no longer a SICR since initial recognition, the Group shall revert to recognizing a 12-month ECL.

ECL parameters and methodologies
ECL is a function of the probability of default (PD), loss given default (LGD) and exposure at default (EAD), with the timing of the loss also considered, and is estimated by incorporating forward-looking economic information and through the use of experienced credit judgment.

The PD is an estimate of the likelihood of default over a 12-month horizon for Stage 1 or lifetime horizon for Stage 2. The PD for each individual instrument is modelled based on historic data and is estimated based on current market conditions and reasonable and supportable information about future economic conditions. The Group segmented its credit exposures based on homogenous risk characteristics and developed a corresponding PD methodology for each portfolio. The PD methodology for each relevant portfolio is determined based on the underlying nature or characteristic of the portfolio, behavior of the accounts and materiality of the segment as compared to the total portfolio.

LGD is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, including from any collateral. EAD is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest, and expected drawdowns on committed facilities.

Forward-looking information
The Group incorporates forward-looking information into both its assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and its measurement of ECL. A broad range of forward-looking information are considered as economic inputs, such as GDP growth,

exchange rate, interest rate, inflation rate and other economic indicators. The inputs and models used for calculating ECL may not always capture all characteristics of the market at the date of the financial statements. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material.

The Group applied the general approach for customer receivables from its Banking Segment. For the trade receivables of other segments, the standard's simplified approach was applied where ECLs are calculated based on lifetime expected credit losses. Therefore, the Group does not track changes in credit risk of these receivables, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. For the Real estate and hotels segment's installment contract, the vintage analysis approach is used. This method accounts for expected losses by calculating the cumulative loss rates of a given loan pool. It derives the PD from the historical data of a homogenous portfolio that share the same origination period. The information on the number of defaults during fixed time intervals of the accounts is utilized to create the PD model. It allows the evaluation of the loan activity from its origination period until the end of the contract period. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For cash and cash equivalents, short-term investments and debt securities, the Group applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a SICR since origination, the allowance will be based on the lifetime ECL. The Group uses the ratings from Standard and Poor's (S&P), Moody's and Fitch to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

Debt instruments measured at FVOCI
The ECLs for debt instruments measured at FVOCI do not reduce the carrying amount of these financial assets in the consolidated statements of financial position, which remains at fair value. Instead, an amount equal to the allowance that would arise if the assets are measured at amortized cost is recognized in OCI as an accumulated impairment amount, with a corresponding charge to profit or loss. The accumulated loss recognized in OCI is recycled to the profit and loss upon derecognition of the assets.

Write-off of Financial Assets
A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows (e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the Group has effectively exhausted all collection efforts).

Offsetting Financial Instruments
Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously. The Group assesses that it has a currently enforceable right of offset if the right is not contingent on a future event, and is legally enforceable in the normal course of business of default, and event of solvency or bankruptcy of the Group and all of the counterparties.

Classification of Financial Instruments Between Debt and Equity
A financial instrument is classified as debt, if it provides for a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the Group; or
- satisfy the obligation other than by exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares.

If the Group does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability.

The components of issued financial instruments that contain both liability and equity elements are accounted for separately, with the equity component being assigned the residual amount, after deducting from the instrument as a whole the amount separately determined as the fair value of the liability component on the date of issue.

Debt Issuance Costs
Debt issue costs are amortized using the effective interest method. The unamortized debt issuance costs are offset against the related carrying value of the loan of the Group's statement of financial position. When a loan is paid, the related unamortized debt issuance costs at the date of repayment are charged against current operations.

Inventories
Inventories, including work-in-process, are valued at the lower of cost and net realizable value (NRV). NRV is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. NRV for materials, spare parts and other supplies represents the related replacement costs. In determining the NRV, the Group deducts from cost 100.0% of the carrying value of slow-moving items and nonmoving items for more than one year.

When inventories are sold, the carrying amounts of those inventories are recognized under 'Cost of sales and services' in profit or loss in the period when the related revenue is recognized.

Some inventories may be allocated to other asset accounts, for example, inventory used as a component of a self-constructed property, plant or equipment. Inventories allocated to another asset in this way are recognized as an expense during the useful life of that asset.

Costs incurred in bringing each product to its present location and conditions are accounted for as follows:

Finished goods, work-in-process, raw materials and packaging materials

a. *Petrochemicals*
   Cost is determined using the moving average costing method. Cost of finished goods and work-in-process includes direct materials and labor and a proportion of manufacturing overhead costs based on actual goods processed and produced.

b. *Branded consumer foods, agro-industrial and commodity food products*
   Cost is determined using the weighted average method. Under the weighted average costing method, the cost of each item is determined from the weighted average of the cost of similar items at the beginning of a period and the cost of similar items purchased or produced during the period. Cost of finished goods and work-in-process include direct materials and labor and a proportion of

manufacturing overhead costs based on actual goods processed and produced, but excluding borrowing costs.

Subdivision land and condominium and residential units for sale
Subdivision land, condominium and residential units for sale in the ordinary course of business are carried at the lower of cost and NRV. Cost includes land costs, costs incurred for development and improvement of the properties and borrowing costs on loans directly attributable to the projects which were capitalized during construction.

NRV is the estimated selling price in the ordinary course of business less cost of completion and estimated costs necessary to make the sale.

The cost of inventory recognized in the consolidated statement of comprehensive income is determined with reference to the specific costs incurred on the property sold and an allocation of any non-specific costs based on the relative size of the property sold.

Factory supplies and spare parts
Cost is determined using the weighted average method.

<u>Biological Assets</u>
The biological assets of the Group are divided into two major categories with sub-categories as follows:

Swine livestock	-	Breeders (livestock bearer)
	-	Sucklings (breeders' offspring)
	-	Weanlings (comes from sucklings intended to be breeders or to be sold as fatteners)
	-	Fatteners/finishers (comes from weanlings unfit to become breeders; intended for the production of meat)
Poultry livestock	-	Breeders (livestock bearer)
	-	Chicks (breeders' offspring intended to be sold as breeders)

Biological assets are measured on initial recognition and at each reporting date at its fair value less estimated costs to sell. The fair values are determined based on current market prices of livestock of similar age, breed and genetic merit. Costs to sell include commissions to brokers and dealers, nonrefundable transfer taxes and duties. Costs to sell exclude transport and other costs necessary to get the biological assets to the market.

Agricultural produce is the harvested product of the Group's biological assets. A harvest occurs when agricultural produce is either detached from the bearer biological asset or when a biological asset's life processes cease. A gain or loss arising on initial recognition of agricultural produce at fair value less estimated costs to sell is recognized in the consolidated statement of income in the period in which it arises. The agricultural produce in swine livestock is the suckling that transforms into weanling then into fatteners/finishers, while the agricultural produce in poultry livestock is the hatched chick and table eggs.

A gain or loss on initial recognition of a biological asset at fair value less estimated costs to sell and from a change in fair value less estimated costs to sell of a biological asset are included in the consolidated statement of income in the period in which it arises.

<u>Assets and Disposal Groups Held for Sale</u>
The Group classifies assets and disposal groups as held for sale when their carrying amount will be recovered principally through a sale transaction rather than through continuing use. For this to be the

case, the asset must be available for immediate sale in its present condition, subject only to terms that are usual and customary for sales of such assets, and its sale must be highly probable.

For the sale to be highly probable, (a) an appropriate level of management must be committed to a plan to sell the asset, (b) an active program must have been initiated, (c) the asset must be actively marketed for sale at a price that is reasonable in relation to its current fair value, (d) the sale should be expected to qualify for recognition as a completed sale within one year from the date of classification and (e) actions required to complete the plan should indicate that it is unlikely that significant changes to the plan will be made or that the plan will be withdrawn. Asset and disposal groups classified as held for sale are measured at the lower of their previous carrying amount, net of any impairment, and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (or disposal group), excluding finance costs and income tax expense.

In circumstances where certain events have extended the period to complete the sale of a disposal group beyond one year, the disposal group continues to be classified as held for sale if the delay is caused by events or circumstances beyond the Group's control and there is sufficient evidence that the Group remains committed to its plan to sell the disposal group. Otherwise, if the criteria for classification of a disposal group as held for sale are no longer met, the Group ceases to classify the disposal group as held for sale.

Initial and subsequent measurement
Immediately before the initial classification of the asset (or disposal group) as held for sale, the carrying amount of the asset (or all the assets and liabilities of the disposal group) shall be measured in accordance with applicable standards.

An entity shall present a disposal group held for sale separately from other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale shall be presented separately from other liabilities in the statement of financial position. These assets and liabilities shall not be offset and presented as a single amount.

Assets and disposal groups held for sale are measured at the lower of their carrying amount or fair value less costs to sell. Impairment losses are recognized for any initial or subsequent write-down of the assets held for sale to the extent that these have not been previously recognized at initial recognition. Reversals of impairment losses for any subsequent increases in fair value less cost to sell of the assets held for sale are recognized as a gain, but not in excess of the cumulative impairment loss that has been previously recognized. Liabilities directly related to assets held for sale are measured at their expected settlement amounts.

Discontinued Operation
A disposal group qualifies as discontinued operation if it is a component of an entity that either has been disposed of, or is classified as held for sale, and:

- represents a separate major line of business or geographical area of operations;
- is part of a single coordinated plan to a separate major line of business or geographical area of operations , or
- is a subsidiary acquired exclusively with view to resale.

The related results of operations and cash flows of the disposal group that qualify as discontinued operations are separated from the results of those that would be recovered principally through continuing use, and the prior years' profit or loss in the consolidated statement of comprehensive income and consolidated statement of cash flows are re-presented. Results of operations and cash flows of the disposal group that qualify as discontinued operations are presented in profit or loss in the consolidated statement of comprehensive income and consolidated statement of cash flows as items associated with discontinued operations.

Additional disclosures are provided in Note 44. All other notes to the consolidated financial statements include amounts of disposal group, unless otherwise mentioned.

Investments in Associates and Joint Ventures
Associates pertain to all entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The Group also has interests in joint ventures. A joint venture is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control.

The Group's investments in its associates and joint ventures are accounted for using the equity method of accounting. Under the equity method, the investments in associates and joint ventures are carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share in the net assets of the associates and joint ventures. The consolidated statement of comprehensive income reflects the share of the results of operations of the associates and joint ventures. Where there has been a change recognized in the investees' other comprehensive income, the Group recognizes its share of any changes and discloses this, when applicable, in the other comprehensive income. Profits and losses arising from transactions between the Group and the associate are eliminated to the extent of the interest in the associates and joint ventures.

The Group's investments in certain associates and joint ventures include goodwill on acquisition, less any impairment in value. Goodwill relating to an associate or joint venture is included in the carrying amount of the investment and is not amortized.

Where necessary, adjustments are made to the financial statements of associates to bring the accounting policies used in line with those used by the Group.

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

Property, Plant and Equipment
Property, plant and equipment, except land which is stated at cost less any impairment in value, are carried at cost less accumulated depreciation, amortization and impairment loss, if any.

The initial cost of property, plant and equipment comprises its purchase price, including import duties, taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Cost also includes: (a) interest and other financing charges on borrowed funds used to finance the acquisition of property, plant and equipment to the extent incurred during the period of installation and construction; and (b) asset retirement obligation (ARO) relating to property, plant and equipment installed/constructed on leased properties or leased aircraft.

Subsequent replacement costs of parts of property, plant and equipment are capitalized when the recognition criteria are met. Significant refurbishments and improvements are capitalized when it can be clearly demonstrated that the expenditures have resulted in an increase in future economic benefits expected to be obtained from the use of an item of property, plant and equipment beyond the originally assessed standard of performance. Costs of repairs and maintenance are charged as expense when incurred.

Foreign exchange differentials arising from the acquisition of property, plant and equipment are charged against profit or loss in the consolidated statement of comprehensive income and are no longer capitalized.

Depreciation and amortization of property, plant and equipment commences once the property, plant and equipment are available for use, and are computed using the straight-line method over the EUL of the assets, regardless of utilization.

The EUL of property, plant and equipment of the Group follow:

	EUL
Land improvements	5 to 40 years
Buildings and improvements	3 to 50 years
Machinery and equipment	2 to 50 years
Leasehold improvements	15 years or the lease term, whichever is shorter
Passenger aircraft	15 years
Other flight equipment	3 to 5 years
Transportation, furnishing and other equipment	3 to 5 years

The assets' residual values, useful lives and methods of depreciation and amortization are reviewed periodically to ensure that the method and period of depreciation and amortization are consistent with the expected pattern of economic benefits from items of property, plant and equipment. Any change in the expected residual values, useful lives and methods of depreciation are adjusted prospectively from the time the change was determined necessary.

Pre-delivery payments for the construction of aircraft are initially recorded as 'Construction in-progress' when paid to the counterparty. Construction in-progress are transferred to the related 'Property and equipment' account when the construction or installation and related activities necessary to prepare the property and equipment for their intended use are completed, and the property and equipment are ready for service. Construction in-progress is not depreciated until such time when the relevant assets are completed and available for use.

Construction in-progress is stated at cost. This includes cost of construction and other direct costs. Borrowing costs that are directly attributable to the construction of property, plant and equipment are capitalized during the construction period. Construction in-progress is not depreciated until such time as the relevant assets are completed and put into operational use. Assets under construction are reclassified to a specific category of property, plant and equipment when the construction and other related activities necessary to prepare the properties for their intended use are completed and the properties are available for use.

Major spare parts and stand-by equipment items that the Group expects to use over more than one period and can be used only in connection with an item of property, plant and equipment are accounted for as property, plant and equipment. Depreciation and amortization on these major spare parts and stand-by equipment commence once these have become available for use (i.e., when it is in the location and condition necessary for it to be capable of operating in the manner intended by the Group).

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in profit or loss in the consolidated statement of comprehensive income, in the year the item is derecognized.

Borrowing Costs
Interest and other finance costs incurred during the construction period on borrowings used to finance property development are capitalized to the appropriate asset accounts. Capitalization of borrowing costs commences when the activities to prepare the asset are in progress, and expenditures and borrowing costs are being incurred. The capitalization of these borrowing costs ceases when substantially all the activities necessary to prepare the asset for sale or its intended use are complete. If the carrying amount of the asset exceeds its recoverable amount, an impairment loss is recorded. Capitalized borrowing cost is based on the applicable weighted average borrowing rate for general borrowings. For specific borrowings, all borrowing costs are eligible for capitalization.

Borrowing costs which do not qualify for capitalization are expensed as incurred.

Interest expense on loans is recognized using the effective interest method over the term of the loans.

Investment Properties
Investment properties consist of properties that are held to earn rentals or for capital appreciation or both, and those which are not occupied by entities in the Group. Investment properties, except for land, are carried at cost less accumulated depreciation and impairment loss, if any. Land is carried at cost less impairment loss, if any. Investment properties are measured initially at cost, including transaction costs. Transaction costs represent nonrefundable taxes such as capital gains tax and documentary stamp tax that are for the account of the Group. An investment property acquired through an exchange transaction is measured at the fair value of the asset acquired unless the fair value of such an asset cannot be measured, in which case the investment property acquired is measured at the carrying amount of the asset given up. Foreclosed properties are classified under investment properties upon: a) entry of judgment in case of judicial foreclosure; b) execution of the Sheriff's Certificate of Sale in case of extra-judicial foreclosure; or c) notarization of the Deed of Dacion in case of dation in payment (dacion en pago).

The Group's investment properties are depreciated using the straight-line method over their estimated useful lives (EUL) as follows:

Land improvements	8 to 20 years
Buildings and improvements	10 to 30 years

The depreciation and amortization method and useful life are reviewed periodically to ensure that the method and period of depreciation and amortization are consistent with the expected pattern of economic benefits from items of investment properties.

Investment properties are derecognized when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from their disposal. Any gains or losses on the retirement or disposal of investment properties are recognized in profit or loss in the consolidated statement of comprehensive income in the year of retirement or disposal.

Transfers are made to investment property when, and only when, there is a change in use, evidenced by the end of owner occupation or commencement of an operating lease to another party. Transfers are made from investment property when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.

Transfers between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes. If the property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under 'Property, plant and equipment' up to the date of change in use.

Construction in-progress is stated at cost. This includes cost of construction and other direct costs. Borrowing costs that are directly attributable to the construction of investment properties are capitalized during the construction period. Construction in-progress is not depreciated until such time as the relevant assets are completed and put into operational use.

Business Combination and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included under 'General and administrative' account in the consolidated statement of comprehensive income.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in the consolidated statement of comprehensive income.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PFRS 9, is measured at fair value with changes in fair value recognized either in profit or loss or as a change to OCI. If the contingent consideration is not within the scope of PFRS 9, it is measured in accordance with the appropriate PFRS Accounting Standards. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized in profit or loss.

After initial recognition, goodwill is measured at cost, less any accumulated impairment losses.

Intangible Assets
Intangible assets (other than goodwill) acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is its fair value as at the acquisition date. Following initial recognition, intangible assets are measured at cost less any accumulated amortization and impairment loss, if any.

The EUL of intangible assets are assessed to be either finite or indefinite.

The useful lives of intangible assets with finite lives are assessed at the individual asset level. Intangible assets with finite lives are amortized on a straight-line basis over their useful lives.

The period and the method of amortization of an intangible asset with a finite useful life are reviewed at least at each reporting date. Changes in the EUL or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite useful lives is recognized under 'Cost of sales and services' and 'General and administrative expenses' in profit or loss in the consolidated statement of comprehensive income in the expense category consistent with the function of the intangible asset. Intangible assets with finite lives are assessed for impairment, whenever there is an indication that the intangible assets may be impaired.

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash-generating unit level (see further discussion under Impairment of Nonfinancial Assets). Such intangibles are not amortized. The intangible asset with an indefinite useful life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If the indefinite useful life is no longer appropriate, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

Costs incurred to acquire computer software (which are not an integral part of its related hardware) and costs to bring it to its intended use are capitalized as intangible assets. Costs directly associated with the development of identifiable computer software that generate expected future benefits to the Group are also recognized as intangible assets. All other costs of developing and maintaining computer software programs are recognized as expense when incurred.

A gain or loss arising from derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the intangible asset and is recognized in profit or loss in the consolidated statement of comprehensive income when the asset is derecognized.

A summary of the policies applied to the Group's intangible assets follows:

	Technology Licenses	Branch Licenses and Trade Secrets	Product Formulation and Brands	Software Costs	Customer Relationship	Trademarks
EUL	Finite (12 to 13.75 years)	Indefinite	Indefinite	Finite (5 to 10 years)	Finite (35 years)	Finite (4 years)
Amortization method used	Amortized on a straight-line basis over the EUL of the license	No amortization	No amortization	Amortized on a straight-line basis over the EUL of the software cost	Straight line amortization	Straight line amortization
Internally generated or acquired	Acquired	Acquired	Acquired	Acquired	Acquired	Acquired

Impairment of Nonfinancial Assets
This accounting policy applies primarily to the Group's 'Investments in associates and joint ventures', 'Property, plant and equipment', 'Investment properties', 'Right-of-Use (ROU) assets', 'Goodwill', 'Intangible assets', and 'Biological assets'.

Except for goodwill and intangible assets with indefinite lives which are tested for impairment annually, the Group assesses at each reporting date whether there is an indication that its nonfinancial assets may be impaired. When an indicator of impairment exists or when an annual impairment testing for an asset is required, the Group makes a formal estimate of recoverable amount. Recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs to sell and its value-in-use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is assessed as part of the cash-generating unit to which it belongs. Where the carrying amount of an asset (or cash-generating unit) exceeds its recoverable amount, the asset (or cash-generating unit) is considered impaired and is written-down to its recoverable amount. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or cash-generating unit).

Impairment losses or reversal of impairment losses from continuing operations are recognized under 'Provision for (reversal of) impairment losses and others' in profit or loss in the statement of comprehensive income.

The following criteria are also applied in assessing impairment of specific assets:

Property, plant and equipment, investment properties, ROU assets, intangible assets with definite useful lives and costs
For property, plant and equipment, investment properties, intangible assets with definite useful lives, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in profit or loss in the consolidated statement of comprehensive income. After such a reversal, the depreciation expense is adjusted in future years to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

Goodwill
Goodwill is reviewed for impairment, annually or more frequently, if events or changes in circumstances indicate that the carrying value may be impaired.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (or group of cash-generating units) is less than the carrying amount to which goodwill has been allocated, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

The Group performs its impairment test of goodwill annually.

Investments in associates and joint ventures
After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investments in associates and joint ventures. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value and recognizes the amount under 'Provision for Impairment losses and others' in profit or loss.

Intangible assets with indefinite useful lives
Intangible assets with indefinite useful lives are tested for impairment annually as of year-end either individually or at the cash-generating unit level, as appropriate.

Member Redemption Liability
The Group operates a reward program that issues loyalty points to its members for purchases made at any participating partner establishment that can be redeemed against any future purchases, subject to a minimum number of points obtained. The Group receives the cost per points issued (CPP) and service fees from the participating partner establishments based on agreed terms and conditions upon issuance of points to program members. The CPP of outstanding issued and unredeemed points are recognized as 'Membership redemption liability' and is presented under 'noncurrent liabilities' in the statement of financial position while the service fees are recognized as 'Revenues' in the statement of comprehensive income.

Equity
Common and preferred stocks are classified as equity and are recorded at par. Proceeds in excess of par value are recorded as 'Additional paid-in capital' in the consolidated statement of changes in equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Retained earnings represent the cumulative balance of periodic net income/loss, dividend distributions, prior period adjustments and effect of changes in accounting policy and capital adjustments.

Treasury Shares
Treasury shares are recorded at cost and are presented as a deduction from equity. When the shares are retired, the capital stock account is reduced by its par value. The excess of cost over par value upon retirement is debited to the following accounts in the order given: (a) additional paid-in capital to the extent of the specific or average additional paid-in capital when the shares were issued, and (b) retained earnings. No gain or loss is recognized in profit or on the purchase, sale, issue or cancellation of the Group's own equity instruments.

Material Accounting Policy Information Generally Applicable to Foods, Agro-Industrial and Commodities and Petrochemicals

Revenue Recognition
Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has concluded that it is the principal in its revenue arrangements because it controls the goods or services before transferring them to the customer.

Sales of goods and services
Revenue from sale of goods and services is recognized at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods and services. The Group considers whether there are other promises in the contract that are separate performance obligations to which a

portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods and services, the Group considers the effects of variable consideration, the existence of significant financing components, noncash consideration, and consideration payable to the customer, if any. If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception using the expected value method and is constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognized will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Some contracts for the sale of goods and services provide customers with a right to return the goods within a specific period.

Sale of sugar and molasses
Sale of raw sugar is recognized upon (a) endorsement and transfer of quedans for quedan-based sales and (b) shipment or delivery and acceptance by the customers for physical sugar sales. Sale of refined sugar and alcohol is recognized upon shipment or delivery to the customers. Sale of molasses is recognized upon (a) surrendering of molasses certificates (warehouse receipts for molasses) or (b) delivery and acceptance by the customer for physical molasses, whichever comes first.

Rendering of tolling services
Revenue derived from tolling activities is recognized as revenue at a point in time when the related services have been rendered.

Material Accounting Policy Information Generally Applicable to Air Transportation

<u>Revenue Recognition</u>
Revenue from contracts with passengers and cargo customers, and any related revenue from services incidental to the transportation of passengers, is recognized when carriage is provided or when the passenger is lifted in exchange for an amount that reflects the consideration to which the Group expects to be entitled to.

The following specific recognition criteria must also be met before revenue is recognized:

Sale of air transportation services
Passenger ticket and cargo waybill sales are initially recorded as contract liabilities under ‘Unearned transportation revenue’ account in the consolidated statement of financial position until earned and recognized under ‘Revenue’ account in the consolidated statement of comprehensive income when carriage is provided or when the passenger is lifted or flown.

Flight and booking services
Revenue from services incidental to the transportation of passengers such as excess baggage, inflight sales and rebooking and website administration fees are initially recognized as contract liabilities under ‘Unearned transportation revenue’ account in the consolidated statement of financial position until the services are rendered.

Revenue from estimated breakage (expiration) of unused travel funds
Travel fund is a virtual wallet that can be used as a form of payment for booking new flights and purchasing add-ons. Travel fund is offered for cancelled flights or for flights with schedule changes of more than 60 minutes.

In accordance with PFRS 15, *Revenue from Contracts with Customers,* upon receipt of a prepayment from customer, an entity shall recognize a contract liability in the amount of the prepayment for its performance obligation to transfer, or to stand ready to transfer, goods or services in the future. An entity shall derecognize that contract liability (and recognize revenue) when it transfers those goods or services and, therefore, satisfies its performance obligation.

A customer's non-refundable prepayment to an entity gives the customer a right to receive a good service in the future (and obliges the entity to stand ready to transfer a good or service). However, customers may not exercise all of their contractual rights. Those unexercised rights are often referred to as breakage.

If an entity expects to be entitled to a breakage amount in a contract liability, the entity shall recognize the expected breakage amount as revenue in proportion to the pattern of rights exercised by the customer. If an entity does not expect to be entitled to a breakage amount, the entity shall recognize the expected breakage amount as revenue when the likelihood of the customer exercising its remaining rights becomes remote.

Revenue from estimated breakage (expiration) of unused travel funds are recognized based on the historical expiration experience of the Group on the unused travel funds.

Other ancillary revenue
Other revenue such as refund surcharges, service income and cancellation fees are recognized when the services are provided.

Material Accounting Policy Information Generally Applicable to Real Estate and Hotels

<u>Revenue Recognition</u>

Revenue from Contract with Customers
The Group primarily derives its real estate revenue from the sale of vertical and horizontal real estate projects. Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, except for the provisioning of water, electricity, and common use service area in its mall retail spaces, wherein it is acting as agent.

The following specific recognition criteria must also be met before revenue is recognized:

Real estate sales – Philippines Operations – Performance obligation is satisfied over time
The Group derives its real estate revenue from sale of lots, house and lot and condominium units. Revenue from the sale of these real estate projects under pre-completion stage are recognized over time during the construction period (or POC) since based on the terms and conditions of its contract with the buyers, the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

In measuring the progress of its performance obligation over time, the Group uses input method. Input methods recognize revenue on the basis of the entity's efforts or inputs to the satisfaction of a performance obligation. Progress is measured based on actual resources consumed such as materials, labor hours expended and actual overhead incurred relative to the total expected inputs to the satisfaction of that performance obligation, or the total estimated development costs of the real estate project. The Group uses the cost accumulated by the accounting department to determine the actual resources used. Input method excludes the effects of any inputs that do not depict the entity's performance in transferring control of goods or services to the customer.

Estimated development costs of the real estate project include costs of land, land development, building costs, professional fees, depreciation of equipment directly used in the construction, payments for permits and licenses. Revisions in estimated development costs brought about by increases in projected costs in excess of the original budgeted amounts, form part of total project costs on a prospective basis.

Any excess of collections over the total of recognized trade receivables and installment contract receivables is included as 'Contract liabilities' under 'Other current and noncurrent liabilities' in the consolidated statements of financial position.

The impact of the adoption of PIC Q&A 2018-12-D in 2024 arising from significant financing component on the transaction price has been considered.

Real estate sales – Philippines Operations – Performance obligation is satisfied at a point in time
The Group also derives real estate revenue from sale of parcels of raw land and developed land. Revenue from the sale of these parcels of raw land are recognized at a point in time (i.e., upon transfer of control to the buyer) since based on the terms and conditions of its contract with the buyers, the Group's performance does not create an asset with an alternative use but the Group does not have an enforceable right to payment for performance completed to date. The Group is only entitled to payment upon delivery of the land to the buyer and if the contract is terminated, the Group has to return all payments made by the buyer.

Real estate sales – China Operations
Taking into account the contract terms per house purchase and sales contract, Chengdu Xin Yao's business practice and the legal and regulatory environment in China, most of the property sales contracts in China do not meet the criteria for recognizing revenue over time and therefore, revenue from property sales continues to be recognized at a point in time, while some property sales contracts meet the criteria for recognizing revenue over time as the properties have no alternative use to the Group due to contractual reasons and the Group has an enforceable right to payment from customer for performance completed to date. Under PFRS 15, revenue from property sales is generally recognized when the property is accepted by the customer, or deemed as accepted according to the contract, whichever is earlier, which is the point in time when the customer has the ability to direct the use of the property and obtain substantially all of the remaining benefits of the property.

Rental income
The Group leases its commercial and office real estate properties to others through operating leases. Rental income on leased properties is recognized on a straight-line basis over the lease term and may include contingent rents based on a certain percentage of the gross revenue of the tenants, as provided under the terms of the lease contract. Contingent rents are recognized as revenue in the period in which they are earned.

Amusement income
Revenue is recognized upon rendering of services or at a point in time.

Revenue from hotel operations
Revenue from hotel operations is recognized when services are rendered or at a point in time. Revenue from banquets and other special events are recognized when the events take place or at a point in time. Rental income on leased areas of the hotel is recognized on a straight-line basis over the lease term. Revenue from food and beverage are recognized when these are served. Other income from transport, laundry, valet and other related hotel services are recognized when services are rendered.

Interest income
Interest income is recognized as the interest accrues using the EIR method.

Other income
Other income is recognized when earned.

Costs Recognition

Cost of Real Estate Sales
The Group recognizes costs relating to satisfied performance obligations as these are incurred taking into consideration the contract fulfillment assets such as land and connection fees. These include costs of land, land development costs, building costs, professional fees, depreciation, permits and licenses and capitalized borrowing costs. These costs are allocated to the saleable area, with the portion allocable to the sold area being recognized as costs of sales while the portion allocable to the unsold area being recognized as part of real estate inventories.

Contract costs include all direct materials and labor costs and those indirect costs related to contract performance. Expected losses on contracts are recognized immediately when it is probable that the total contract costs will exceed total contract revenue. Changes in contract performance, contract conditions and estimated profitability, including those arising from contract penalty provisions, and final contract settlements which may result in revisions to estimated costs and gross margins are recognized in the year in which the changes are determined.

Contract Liabilities
A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Group performs under the contract.

The contract liabilities also include payments received by the Group from the customers for which revenue recognition has not yet commenced.

Costs and General and Administrative Expense
Costs and expenses are recognized in the consolidated statement of comprehensive income when decrease in future economic benefit related to a decrease in an asset or an increase in a liability has arisen that can be measured reliably.

Costs and expenses are recognized in the consolidated statement of comprehensive income:
- On the basis of a direct association between the costs incurred and the earning of specific items of income;
- On the basis of systematic and rational allocation procedures when economic benefits are expected to arise over several accounting periods and the association can only be broadly or indirectly determined; or
- Immediately when expenditure produces no future economic benefits or when, and to the extent that, future economic benefits do not qualify or cease to qualify, for recognition in the consolidated statement of financial position as an asset.

Costs to obtain contract
The incremental costs of obtaining a contract with a customer are recognized as an asset if the Group expects to recover them. The Group has determined that commissions paid to brokers and marketing agents on the sale of pre-completed real estate units are deferred when recovery is reasonably expected and are charged to expense in the period in which the related revenue is recognized as earned.

Commission expense is included in the "Real estate costs and expenses" account in the consolidated statement of income.

Costs incurred prior to obtaining contract with customer are not capitalized but are expensed as incurred.

Contract fulfillment assets
Contract fulfillment costs are divided into: (i) costs that give rise to an asset; and (ii) costs that are expensed as incurred. When determining the appropriate accounting treatment for such costs, the Group firstly considers any other applicable standards. If those standards preclude capitalization of a particular cost, then an asset is not recognized under PFRS 15.

If other standards are not applicable to contract fulfillment costs, the Group applies the following criteria which, if met, result in capitalization: (i) the costs directly relate to a contract or to a specifically identifiable anticipated contract; (ii) the costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (iii) the costs are expected to be recovered. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recoverable.

The Group's contract fulfillment assets pertain to connection fees and land acquisition costs.

Amortization, de-recognition and impairment of capitalized costs to obtain a contract
The Group amortizes capitalized costs to obtain a contract to cost of sales over the expected construction period using POC following the pattern of real estate revenue recognition. The amortization is included within general and administrative expenses.

A capitalized cost to obtain a contract is derecognized either when it is disposed of or when no further economic benefits are expected to flow from its use or disposal.

At each reporting date, the Group determines whether there is an indication that cost to obtain a contract maybe impaired. If such indication exists, the Group makes an estimate by comparing the carrying amount of the assets to the remaining amount of consideration that the Group expects to receive less the costs that relate to providing services under the relevant contract. In determining the estimated amount of consideration, the Group uses the same principles as it does to determine the contract transaction price, except that any constraints used to reduce the transaction price will be removed for the impairment test.

Where the relevant costs or specific performance obligations are demonstrating marginal profitability or other indicators of impairment, judgement is required in ascertaining whether or not the future economic benefits from these contracts are sufficient to recover these assets. In performing this impairment assessment, management is required to make an assessment of the costs to complete the contract. The ability to accurately forecast such costs involves estimates around cost savings to be achieved over time, anticipated profitability of the contract, as well as future performance against any contract-specific performance indicators that could trigger variable consideration, or service credits. Where a contract is anticipated to make a loss, these judgements are also relevant in determining whether or not an onerous contract provision is required and how this is to be measured.

Other Income of the Group (Outside of Scope of PFRS 15)

Rental income
The Group leases its commercial and office real estate properties to others through operating leases. Rental income on leased properties is recognized on a straight-line basis over the lease term and may include contingent rents based on a certain percentage of the gross revenue of the tenants, as provided under the terms of the lease contract. Contingent rents are recognized as revenue in the period in which they are earned.

Interest income
Interest income is recognized as it accrues using the EIR method under which interest income is recognized at the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument to the net carrying amount of the financial asset.

Dividend income
Dividend income is recognized when the shareholder's right to receive the payment is established.

Costs and Expenses
Cost and expenses are decreases in economic benefits during the accounting period in the form of outflows or decrease of assets or incurrence of liabilities that result in decreases in equity, other than those relating to distributions to equity participants. Cost and expenses are recognized when incurred.

Provisions
Provisions are recognized when: (a) the Group has a present obligation (legal or constructive) as a result of a past event; (b) it is probable (i.e., more likely than not) that an outflow of resources embodying economic benefits will be required to settle the obligation; and (c) a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as an interest expense under 'Financing costs and other charges' account in the consolidated statement of comprehensive income. Where the Group expects a provision to be reimbursed, the reimbursement is recognized as a separate asset but only when the reimbursement is probable.

Contingencies
Contingent liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements when an inflow of economic benefits is probable.

Pension Costs
The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit plans is actuarially determined using the projected unit credit method.

Defined benefit costs comprise the following:

- Service cost
- Net interest on the net defined benefit liability or asset
- Remeasurements of net defined benefit liability or asset

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as expense in profit or loss. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as expense or income in profit or loss.

Remeasurements comprising actuarial gains and losses, return on plan assets and any change in the effect of the asset ceiling (excluding net interest on defined benefit liability) are recognized immediately in other comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods.

Plan assets are assets that are held by a long-term employee benefit fund or qualifying insurance policies. Plan assets are not available to the creditors of the Group, nor can they be paid directly to the Group. Fair value of plan assets is based on market price information. When no market price is available, the fair value of plan assets is estimated by discounting expected future cash flows using a discount rate that reflects both the risk associated with the plan assets and the maturity or expected disposal date of those assets (or, if they have no maturity, the expected period until the settlement of the related obligations). If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the measurement of the resulting defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The Group's right to be reimbursed of some or all of the expenditure required to settle a defined benefit obligation is recognized as a separate asset at fair value when and only when reimbursement is virtually certain.

Termination benefit
Termination benefits are employee benefits provided in exchange for the termination of an employee's employment as a result of either an entity's decision to terminate an employee's employment before the normal retirement date or an employee's decision to accept an offer of benefits in exchange for the termination of employment.

A liability and expense for a termination benefit is recognized at the earlier of when the entity can no longer withdraw the offer of those benefits and when the entity recognizes related restructuring costs. Initial recognition and subsequent changes to termination benefits are measured in accordance with the nature of the employee benefit, as either post-employment benefits, short-term employee benefits, or other long-term employee benefits.

Employee leave entitlement
Employee entitlements to annual leave are recognized as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the annual reporting period is recognized for services rendered by employees up to the end of the reporting period.

Share-based Payments

The Group has a Long-Term Incentive Plan (LTIP) granting eligible persons any one or a combination of Restricted Stock Units (RSUs) and Stock Options to purchase a fixed number of shares of stock at a stated price during a specified period (“equity-settled transactions”).

The cost of equity-settled transactions is measured by reference to the fair value at the date at which these are granted. Said cost is recognized in profit or loss, together with a corresponding increase in ‘Share-based payments’ account in the consolidated statement of financial position, over the period in which the service conditions are fulfilled, ending on the date on which the eligible persons become fully entitled to the award (“vesting date”). The fair value of Stock Options is determined using the Cox-Ross-Rubinstein Binomial Option Pricing Method. The cumulative expense recognized for the share-based transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group’s best estimate of the number of equity instruments that will ultimately vest. No expense is recognized for awards that do not ultimately vest.

Where the terms of a share-based award are modified, at a minimum, an expense is recognized as if the terms had not been modified. In addition, an expense is recognized for any modification, which increases the total fair value of the share-based payment agreement, or is otherwise beneficial to the eligible persons as measured at the date of modification.

Where a share-based award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognized for the award is recognized immediately. However, if a new award is substituted for the cancelled award, and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if there were a modification of the original award. The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

Income Taxes

Current tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted as of reporting date.

Deferred tax

Deferred tax is provided using the liability method on all temporary differences, with certain exceptions, at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, carryforward benefits of unused tax credits from unused minimum corporate income tax (MCIT) over the regular corporate income tax (RCIT) and unused net operating loss carryover (NOLCO), to the extent that it is probable that future taxable income will be available against which the deductible temporary differences, and the carryforward benefits of unused tax credits from excess MCIT and unused NOLCO can be utilized, except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor future taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and future taxable profit will be available against which the temporary differences can be utilized.

The carrying amounts of deferred tax assets are reviewed at each reporting date and reduced to extent that it is no longer probable that sufficient future taxable income will be available to allow all or part of the deferred tax assets to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date, and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recognized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted as of reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss in the consolidated statement of comprehensive income. Deferred tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred tax assets and liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Leases

Group as a lessee

The Group assesses whether a contract is, or contains a lease, at the inception of a contract. This assessment involves the exercise of judgment about whether it depends on a specified asset, whether the Group obtains substantially all the economic benefits from the use of the asset, whether the Group has the right to direct the use of the asset. The Group recognizes a ROU asset and a corresponding lease liability with respect to all lease agreements in which it is the lessee, except for short-term leases and leases of low-value assets.

ROU assets

The Group recognizes ROU assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of ROU assets includes the amount of lease liabilities recognized, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received, and any estimated costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized ROU assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The depreciation period for each class of ROU assets follow:

	Period
Land and improvements	2 to 50 years
Buildings and improvements	2 to 30 years
Passenger aircraft and other flight equipment	1.25 to 18 years
Transportation and other equipment	2 to 30 years

ROU assets are also subject to impairment.

ARO
The Group is contractually required under various lease contracts to either restore certain leased aircraft to its original condition at its own cost or to bear a proportionate cost of restoration at the end of the contract period. The event that gives rise to the obligation is the actual flying hours, flying cycles or calendar months of the asset as used, as the usage determines the timing and nature of the overhaul and restoration work required or the amount to be contributed at the end of the lease term. For certain lease agreements, the Group provides for these costs over the terms of the leases through contribution to a maintenance reserve fund (MRF) which is recorded as outright expense. If the estimated cost of restoration is expected to exceed the cumulative MRF, an additional obligation is accounted on an accrual basis. Regular aircraft maintenance is accounted for as expense when incurred.

If there is a commitment related to maintenance of aircraft held under operating lease arrangements, a provision is made during the lease term for the lease return obligations specified within those lease agreements. The provision is made based on historical experience, manufacturers' advice and if relevant, contractual obligations, to determine the present value of the estimated future major airframe inspections cost and engine overhauls. The costs are accrued are accrued and charged to profit or loss over the remaining period until redelivery date, as the leased aircraft is utilized. At the reporting date, the cost of restoration is computed based on the Group's assessment of aircraft utilization. Any major overhaul made before redelivery will reverse the ARO liability set up. The ARO liability is carried at amortized cost using the effective interest method and is discounted using the prevailing market rate for certain maintenance events.

Advance payment for materials for the restoration of the aircraft is initially recorded under 'Advances to supplier' account in the consolidated statement of financial position. This is recouped when the expenses for restoration of aircraft have been incurred.

The Group regularly assesses the provision for ARO and adjusts the related liability.

Heavy Maintenance Visits (HMV)
The Group is contractually required under various lease contracts to undertake the maintenance and overhaul of certain leased aircraft throughout the contract period. Major maintenance events are required to be performed on a regular basis based on historical or industry experience and manufacturer's advise. Estimated costs of major maintenance events are accrued and charged to profit or loss over the estimated period between overhauls as the leased aircraft is utilized. HMV liability is carried at amortized cost using the effective interest method.

Lease liabilities
At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be

exercised by the Group and payments of penalties for terminating a lease, if the lease term reflected the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the commencement date if the interest rate implicit to the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets
The Group applies the short-term lease recognition exemption to its short-term leases of other flight equipment, furniture and fixtures, and machineries (i.e., lease term of 12 months or less). It also applies the lease of low-value assets recognition exemption to leases of office spaces that are considered low-value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Sale and leaseback
When entering into a sale and leaseback (SLB) transaction, the Group determines whether the transfer qualifies as a sale based on the requirements satisfying a performance obligation under PFRS 15. When the transfer of the asset is a sale, the Group measures the ROU asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right of use retained by the Group. Gain or loss is recognized only at the amount that relates to the rights transferred to the buyer-lessor. When the transfer of the asset is not a sale under PFRS 15 requirements, the Group continues to recognize the asset in its consolidated statement of financial position and accounts for the proceeds from the SLB as a financial liability in accordance with PFRS 9.

Group as a lessor
Leases where the Group does not transfer substantially all the risks and benefits of ownership of the assets are classified as operating leases. Initial direct costs incurred in negotiating operating leases are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as the rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Joint Operation
A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. The Group recognize in relation to its interest in a joint operation its assets, including its share of any assets held jointly; liabilities, including its share of any liabilities incurred jointly; revenue from the sale of its share of the output arising from the joint operation; share of the revenue from the sale of the output by the joint operation; and expenses, including its share of any expenses incurred jointly.

Earnings Per Share (EPS)
Basic EPS is computed by dividing net income for the period attributable to the ordinary equity holders of the Parent Company by the weighted average number of common shares outstanding during the year, adjusted for any subsequent stock dividends declared.

Diluted EPS amounts are calculated by dividing the net income attributable to ordinary equity holders of the Parent Company (after deducting interest of the preferred shares, if any) by the weighted average number of common shares outstanding during the year plus the weighted average number of common shares that would be issued on the conversion of all the dilutive potential common shares into common shares.

Dividends on Common Shares
Dividends on common shares are recognized as a liability and deducted from equity when approved by the BOD of the Parent Company in the case of cash dividends, and the BOD and shareholders of the Parent Company in the case of stock dividends.

Segment Reporting
The Group's operating segments are organized and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets. Financial information on operating segments is presented in Note 6 to the consolidated financial statements.

Subsequent Events
Any post-year-end event up to the date of approval of the BOD of the consolidated financial statements that provides additional information about the Group's position at the reporting date (adjusting event) is reflected in the consolidated financial statements. Any post-year-end event that is not an adjusting event is disclosed in the notes to the consolidated financial statements, when material.

Standards Issued but not yet Effective
Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Group does not expect that the future adoption of the said pronouncements will have a significant impact on its consolidated financial statements. The Group intends to adopt the following pronouncements when they become effective.

Effective beginning on or after January 1, 2025
- Amendments to PAS 21, *Lack of exchangeability*

Effective beginning on or after January 1, 2026
- Amendments to PFRS 9 and PFRS 7, *Classification and Measurement of Financial Instruments*
- Annual Improvements to PFRS Accounting Standards—Volume 11
  - Amendments to PFRS 1, *Hedge Accounting by a First-time Adopter*
  - Amendments to PFRS 7, *Gain or Loss on Derecognition*
  - Amendments to PFRS 9
  - Amendments to PFRS 10, *Determination of a 'De Facto Agent'*
  - Amendments to PAS 7, *Cost Method*

Effective beginning on or after January 1, 2027
- PFRS 17, *Insurance Contracts*
- PFRS 18, *Presentation and Disclosure in Financial Statements*

  The standard replaces PAS 1 Presentation of Financial Statements and responds to investors' demand for better information about companies' financial performance. The new requirements include:
  - Required totals, subtotals and new categories in the statement of profit or loss
  - Disclosure of management-defined performance measures
  - Guidance on aggregation and disaggregation

  The Group aims to identify all impacts of the amendments will have on the consolidated financial statements prior to adoption of PFRS 18.

- PFRS 19, *Subsidiaries without Public Accountability*

Deferred effectivity
- Amendments to PFRS 10, *Consolidated Financial Statements*, and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

3. Significant Accounting Judgments and Estimates

The preparation of the consolidated financial statements in compliance with PFRS Accounting Standards requires the Group to make judgments and estimates that affect the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and contingent liabilities. Future events may occur which will cause the assumptions used in arriving at the estimates to change. The effects of any change in estimates are reflected in the consolidated financial statements, as they become reasonably determinable.

Judgments and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Judgments
In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the consolidated financial statements:

a. *Revenue and cost recognition on real estate sales*

Existence of a contract
The Group's primary document for a contract with a customer is a signed contract to sell. It has determined, however, that in cases wherein contract to sell are not signed by both parties, the combination of its other duly executed and signed documentation such as reservation agreement, official receipts, buyers' computation sheets and invoices, would contain all the criteria to qualify as contract with the customer under PFRS 15.

In addition, part of the assessment process of the Group before revenue recognition is to assess the probability that the Group will collect the consideration to which it will be entitled in exchange for the real estate property that will be transferred to the customer. In evaluating whether collectability of an amount of consideration is probable, an entity considers the significance of the customer's initial payments in relation to the total contract price. Collectability is also assessed by considering factors such as past history with the customer, age and pricing of the property. Management regularly evaluates the historical cancellations and back-outs if it would still support its current threshold of customers' equity before commencing revenue recognition.

Revenue recognition method and measure of progress
For the revenue from real estate sales in the Philippines, the Group concluded that revenue is to be recognized over time because: (a) the Group's performance does not create an asset with an alternative use and; (b) the Group has an enforceable right for performance completed to date. The promised property is specifically identified in the contract and the contractual restriction on the Group's ability to direct the promised property for another use is substantive. This is because the property promised to the customer is not interchangeable with other properties without breaching the contract and without incurring significant costs that otherwise would not have been incurred in

relation to that contract. In addition, under the current legal framework, the customer is contractually obliged to make payments to the developer up to the performance completed to date. In addition, the Group requires a certain percentage of buyer's payments of total selling price (buyer's equity), to be collected as one of the criteria in order to initiate revenue recognition. Reaching this level of collection is an indication of buyer’s continuing commitment and the probability that economic benefits will flow to the Group. The Group considers that the initial and continuing investments by the buyer of about 10.0% on projects that are under development and construction demonstrate the buyer’s commitment to pay. For certain inventories that have been fully completed and ready for occupancy, outright investment of the buyer of about 5.0% demonstrates the buyer’s commitment to pay.

The Group has determined that input method used in measuring the progress of the performance obligation faithfully depicts the Group’s performance in transferring control of real estate development to the customers.

Principal versus agent considerations
The contract for the mall retail spaces and office spaces leased out by the Group to its tenants includes the right to charge for the electricity usage, water usage, air conditioning charges and common usage service area (CUSA) like maintenance, janitorial and security services.

For the electricity and water usage, the Group determined that it is acting as an agent because the promise of the Group to the tenants is to arrange for the electricity and water supply to be provided by a utility company. The utility and service companies, and not the Group, are primarily responsible for the provisioning of the utilities while the Group, administers the leased spaces and coordinates with the utility and service companies to ensure that tenants have access to these utilities.

For the provision of CUSA and air-conditioning of the buildings, the Group acts as a principal because it retains the right to direct the service provider of maintenance, janitorial and security to the leased premises, and air-conditioning, respectively. The right to the services mentioned never transfers to the tenant and the Group has the discretion to price the CUSA and air-conditioning charges.

Revenue and cost recognition
The Group’s real estate sales is recognized overtime and the percentage-of-completion is determined using input method measured principally based on total actual cost of resources consumed such as materials, labor hours and actual overhead incurred over the total expected project development cost. Actual costs also include incurred costs but not yet billed which are estimated by the project engineers. Expected project development costs include costs of land, land development, building costs, professional fees, depreciation of equipment directly used in the construction, payments for permits and licenses. Revisions in estimated development costs brought about by increases in projected costs in excess of the original budgeted amounts, form part of total project costs on a prospective basis and is allocated between costs of sales and real estate inventories.

Real estate revenue and cost recognition from Chengdu Project
In July 2018, Chengdu Xin Yao secured the license to sell the condominium units in its residential development in Chengdu Xin Yao Ban Bian Jie. For the year ended December 31, 2024, 2023 and 2022, related revenue have been recognized amounting to ₱47.0 million, ₱20.0 million and ₱12.8 billion, respectively.

The 2022 revenues from the sale of real estate units of Chengdu Xin Yao is accounted for under the completed contract method (i.e., at a point in time) in the consolidated financial statements. It is a recognition method that allows that revenue is recognized at the completion of the project. Under PFRS 15, revenue from property sales is generally recognized when the property is accepted by the customer, or deemed as accepted according to the contract, whichever is earlier, which is the point in time when the customer has the ability to direct the use of the property and obtain substantially all of the remaining benefits of the property.

b. *Definition of default and credit-impaired financial assets*
The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

Quantitative criteria - for installment contract receivables, the customer receives a notice of cancellation and does not continue the payments.

Qualitative criteria - the customer meets 'unlikeliness to pay' criteria, which indicates the customer is in significant financial difficulty. These are instances where: Qualitative criteria - the customer meets 'unlikeliness to pay' criteria, which indicates the customer is in significant financial difficulty. These are instances where:

a. The customer is experiencing financial difficulty or is insolvent
b. The customer is in breach of financial covenant(s)
c. An active market for that financial assets has disappeared because of financial difficulties
d. Concessions have been granted by the Group, for economic or contractual reasons relating to the customer's financial difficulty
e. It is becoming probable that the customer will enter bankruptcy or other financial reorganization

The criteria above have been applied to the financial instruments held by the Group and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD) throughout the Group's expected loss calculation.

c. *Revenue recognition on sale of goods from the food business*
Revenue recognition under PFRS 15 involves the application of significant judgment and estimation in the: (a) identification of the contract for sale of goods that would meet the requirements of PFRS 15; (b) assessment of performance obligation and the probability that the entity will collect the consideration from the buyer; (c) determining method to estimate variable consideration and assessing the constraint; and (d) recognition of revenue as the Group satisfies the performance obligation.

i. *Existence of a contract*
The Group enters into a contract with customer through an approved purchase order which constitutes a valid contract as specific details such as the quantity, price, contract terms and their respective obligations are clearly identified. In the case of sales to key accounts and distributors, the combined approved purchase order and trading terms agreement/exclusive distributorship agreement constitute a valid contract.

ii. *Identifying performance obligation*
The Group identifies performance obligations by considering whether the promised goods or services in the contract are distinct goods or services. A good or service is distinct when the customer can benefit from the good or service on its own or together with other resources that

are readily available to the customer and the Group's promise to transfer the good or service to the customer is separately identifiable from the other promises in the contract.

Based on management assessment, other than the sale of goods and services, no other performance obligations were identified except in the case of milling revenue.

iii. *Recognition of revenue as the Group satisfies the performance obligation*
The Group recognizes its revenue for all revenue streams at a point in time, when the goods are sold and delivered and when services are already rendered. In addition, part of the assessment process of the Group before revenue recognition is to assess the probability that the Group will collect the consideration to which it will be entitled in exchange for the goods sold that will be transferred to the customer.

iv. *Method to estimate variable consideration and assess constraint*
The Group uses historical experience with key accounts and distributors from the past 12 months to determine the expected value of rights of return and constrain the consideration under the contract accordingly.

v. *Recognition of milling revenue under output sharing agreement*
The Group applies both output sharing agreement and cane purchase agreement in relation to milling operation. Under output sharing agreement, milling revenue is recognized based on the fair value of the millshare at average raw sugar selling price on the month with sugar production after considering in-purchase, which represents cane purchase agreement. Under cane purchase agreement, the Group purchases raw sugar from the traders and/or planters. The in-purchase rate is derived by determining the total raw sugar purchases and the total planters' share. Raw production costs are allocated systematically based on the output sharing and cane purchase agreement rates.

d. *Classification of financial assets from the banking business*

As of December 31, 2023, the total assets of the Banking Segment were reclassified under 'Assets held for sale' in the consolidated statements of financial position (Note 44) :

<u>*Evaluation of business model in managing financial instruments*</u>
The Group manages its financial assets based on business models that maintain an adequate level of financial assets to match its expected cash outflows, largely arising from customers' withdrawals and continuing loan disbursements to borrowers, while maintaining a strategic portfolio of financial assets for investment and trading activities consistent with its risk appetite.

The Group developed business models which reflect how it manages its portfolio of financial instruments. The Group's business models need not be assessed at entity level or as a whole but applied at the level of a portfolio of financial instruments (i.e., group of financial instruments that are managed together by the Group) and not on an instrument-by-instrument basis (i.e., not based on intention or specific characteristics of individual financial instrument).

In determining the classification of a financial instrument under PFRS 9, the Group evaluates in which business model a financial instrument or a portfolio of financial instruments belong to taking into consideration the objectives of each business model established by the Group, various risks and key performance indicators being reviewed and monitored by responsible officers, as well as the manner of compensation for them.

The Bank's BOD approved its documentation of business models which contains broad categories of business models. The business model includes the Bank's lending activities as well as treasury business activities broken down into liquidity and investment portfolios.

In addition, PFRS 9 emphasizes that if more than an infrequent and more than an insignificant sale is made out of a portfolio of financial assets carried at amortized cost, an entity should assess whether and how such sales are consistent with the objective of collecting contractual cash flows. In making this judgment, the Group considers certain circumstances documented in its business model manual to assess that an increase in the frequency or value of sales of financial instruments in a particular period is not necessarily inconsistent with a held-to-collect business model if the Group can explain the reasons for those sales and why those sales do not reflect a change in the Group's objective for the business model.

e. *Classification of financial assets from the other businesses*
The Group classifies its financial assets depending on the business model for managing those financial assets and whether the contractual terms of the financial assets are SPPI on the principal amount outstanding.

The Group performs the business model assessment based on observable factors such as:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to the Group's key management personnel
- Risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed
- Compensation of business units whether based on the fair value of those assets managed or on the contractual cash flows collected
- Expected frequency, value, and timing of sales

f. *Determination of fair values of financial instruments*
The Group carries certain financial assets and liabilities at fair value, which requires extensive use of accounting estimates and judgment. While significant components of fair value measurement were determined using verifiable objective evidence (i.e., foreign exchange rates, interest rates, volatility rates), the amount of changes in fair value would differ if the Group utilized different valuation methodologies and assumptions. Any change in fair value of these financial assets and liabilities would affect the consolidated statements of comprehensive income.

Where the fair values of certain financial assets and financial liabilities recorded in the consolidated statements of financial position cannot be derived from active markets, they are determined using internal valuation techniques using generally accepted market valuation models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimates are used in establishing fair values. The judgments include considerations of liquidity and model inputs such as correlation and volatility for longer dated derivatives.

As of December 31, 2024 and 2023, the fair value of the Group's investments in unquoted equity securities classified as at FVOCI are established with reference to the International Private Equity and Venture Capital (IPEV) Valuation Guidelines. An assessment will be made at each measurement date as to the most appropriate valuation methodology. The Group's investments in unquoted equity securities pertain to early-stage and growth fintech companies. Given the nature of these investments, the appropriate approach to determine fair value is based on a methodology with reference to observable market data (i.e., the price of the most recent transaction or the most recent funding round). Recent transactions may include post year-end as well as pre year-end transactions depending on the nature and timing of these transactions. The initial use and length of period for which this methodology remains appropriate to use the calibration of last round price depends on the specific circumstances of the investment, and the Group will consider whether this basis remains appropriate each time valuations are reviewed.

Refer to Note 5 for the fair value measurements of financial instruments.

g. *Determining whether it is reasonably certain that a renewal and termination option will be exercised - Group as a lessee*
The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to renew the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include renewal and termination options. The Group applies judgment in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew or terminate (e.g., a change in business strategy).

For most of its leases, the Group did not include the renewal or termination options in the lease term as the Group assesses that these options are not reasonably certain to be exercised. However, for some leases of parcels of land, the Group included the renewal period as part of the lease term due to significance of these assets to its operations. These leases have a short non-cancellable period (i.e., one year) and there will be a significant negative effect on the operations if a replacement is not readily available.

Refer to Note 42 for the disclosure on the Group's leases.

h. *Classification of leases - Group as lessor*

Operating lease commitments
The Group has entered into commercial, office and industrial property leases on its investment property portfolio. Based on the evaluation of the terms and conditions of the arrangements, the Group has determined that it retains all the significant risks and rewards of ownership of these properties and accounts for them as operating leases. In determining significant risks and benefits of ownership, the Group considered, among others, the significance of the lease term as compared with the EUL of the related asset.

A number of the Group's operating lease contracts are accounted for as noncancellable operating leases and the rest are cancellable. In determining whether a lease contract is cancellable or not, the Group considers, among others, the significance of the penalty, including the economic consequence to the lessee.

Finance lease commitments
The Group has entered into property leases on some of its real estate condominium unit property portfolio. The Group has determined based on evaluation of terms and conditions of the arrangements, particularly the bargain purchase option and minimum lease payments that the Group has transferred all the significant risks and rewards of ownership of these properties to the lessee and accounts for them as finance leases.

Refer to Note 42 for the disclosure on the Group's leases.

i. Assessment on whether lease concessions granted constitute a lease modification

The Group applies judgment when assessing whether the rent concessions granted is considered a lease modification under PFRS 16.

In making this judgment, the Group determines whether the rent concessions granted has changed the scope of the lease, or the consideration thereof, that was not part of the original terms and conditions of the lease. The Group assessed that the lease concessions it granted to lessees do not qualify as lease modifications since the terms and conditions under the corresponding lease contracts have not been modified by the waiver and therefore, is not a lease modification under PFRS 16.

The rent concessions granted by the Group for the years ended December 31, 2022 amounted ₱913.0 million. There are no rent concessions in 2024 and 2023.

j. Distinction between investment properties and owner-occupied properties

The Group determines whether a property will be classified as Real estate inventories, Land held for future development and Investment properties. In making this judgment, the Group considers whether the property will be sold in the normal operating cycle (Real estate inventories), whether it will be retained as part of the Group's strategic land banking activities for development or sale in the medium or long-term (Land held for future development) or whether it will be held to earn rentals or for capital appreciation (Investment properties). For land properties, the Group considers the purpose for which the land was acquired.

k. Consolidation of special purpose entities (SPEs)

The Group periodically undertakes transactions that may involve obtaining the rights to variable returns from its involvement with the SPEs. These transactions include the purchase of aircraft and assumption of certain liabilities. In all such cases, management makes an assessment as to whether the Group has: (a) power over the SPEs; (b) the right over the returns of its SPEs; and (c) the ability to use power over the SPEs to affect the amount of the Group's return, and based on these assessments, the SPEs are consolidated as a subsidiary or associated company. In making these assessments, management considers the underlying economic substance of the transaction and not only the contractual terms. The Group has assessed that it will benefit from the economic benefits of the SPEs' activities and it will affect the returns for the Group. The Group is directly exposed to the risks and returns from its involvement with the SPEs. Such rights and risks associated with the benefits and returns are indicators of control. Accordingly, the SPEs are consolidated.

Upon loss of control, the Group derecognizes the assets and liabilities of its SPEs and any surplus or deficit is recognized in profit or loss.

l. Determination of functional currency

PAS 21, *The Effects of Changes in Foreign Exchange Rates*, requires management to use its judgment to determine an entity's functional currency such that it most faithfully represents the economic effects of the underlying transactions, events and conditions that are relevant to the entity. In making this judgment, each entity in the Group considers the following:

a. the currency that mainly influences sales prices for financial instruments and services (this will often be the currency in which sales prices for its financial instruments and services are denominated and settled);
b. the currency in which funds from financing activities are generated; and
c. the currency in which receipts from operating activities are usually retained.

In the case of an intermediate holding company or finance subsidiary, the principal consideration of management is whether it is an extension of the Parent Company and performing the functions of the Parent Company - i.e., whether its role is simply to hold the investment in, or provide finance to, the foreign operation on behalf of the Parent Company or whether its functions are essentially an extension of a local operation (e.g., performing selling, payroll or similar activities for that operation) or indeed it is undertaking activities on its own account. In the former case, the functional currency of the entity is the same with that of the Parent Company; while in the latter case, the functional currency of the entity would be assessed separately.

m. *Significant influence over an associate with less than 20.0% ownership or more than 50% ownership*
In determining whether the Group has significant influence over an investee requires significant judgment. Generally, a shareholding of 20.0% to 50.0% of the voting rights of an investee is presumed to give the Group a significant influence.

There are instances that an investor exercises significant influence even if its ownership is less than 20.0%. The Group applies significant judgment in assessing whether it holds significant influence over an investee and considers the following: (a) representation on the BOD or equivalent governing body of the investee; (b) participation in policy-making processes, including participation in decisions about dividends or other distributions; (c) material transactions between the investor and the investee; (d) interchange of managerial personnel; or (e) provision of essential technical information.

There are specific circumstances where an entity holds over 50% of the common interest but still accounts for it as an associate. This could be due to contractual arrangements or other factors that limit the investor's ability to control the entity despite holding a majority stake.

n. *Disposal group held of sale and discontinued operations*

As of December 31, 2023, the Group classifies its Banking Segment as a disposal group held for sale as it meets the following conditions at the reporting date:
- The entity is available for immediate sale and can be sold in its current condition;
- Sale is highly probable (a buyer has already been identified and the merger plan has been initiated); and
- The entity is to be genuinely sold, not abandoned.

The Group determined that the sale of its Banking Segment and the cessation and abandonment of several China entities' business activities and operations, qualified for presentation as discontinued operations since it represented a separate line of business for which the operations and cash flows can be clearly distinguished, operationally and for financial reporting purposes from the rest of the Group (Note 44). China represents a separate geographical area of operations of the Group, hence, the consolidated statements of income present its results of operations as discontinued operations in 2024. Comparative periods were also restated to align with this presentation.

<u>Estimates</u>
The key assumptions concerning the future and other sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are discussed below:

a. *Impairment of goodwill and intangible assets*
The Group performed its annual impairment test on its goodwill and other intangible assets with indefinite useful lives as of reporting date. The recoverable amounts of the intangible assets were determined based on value-in-use calculations using cash flow projections from financial budgets approved by management covering a five-year period. The following assumptions were also used in computing value-in-use:

Growth rate estimates - growth rates include revenue growth and terminal growth rates that are based on experiences and strategies developed for the various subsidiaries. The prospect for the industry was also considered in estimating the growth rates.

Discount rates - discount rates were estimated based on the industry weighted average cost of capital, which includes the cost of equity and debt after considering the gearing ratio.

Value-in-use is most sensitive to changes in revenue growth rates and discount rates.
In the case of goodwill and intangible assets with indefinite lives, at a minimum, such assets are subject to an annual impairment test and more frequently whenever there is an indication that such asset may be impaired. This requires an estimation of the value-in-use of the cash-generating units to which the goodwill is allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and to choose a suitable discount rate in order to calculate the present value of those cash flows.

As of December 31, 2024 and 2023, the balance of the Group's goodwill and intangible assets, net of accumulated depreciation, amortization and impairment loss, are disclosed in Notes 19 and 18, respectively.

b. *Expected credit losses on receivables*
For loans and receivables from the banking business, the Group reviews its financial assets and commitments at each reporting date to determine the amount of expected credit losses to be recognized in the balance sheet and any changes thereto in the statement of income. In particular, judgments and estimates by management are required in determining the following:
- whether a financial asset has had a significant increase in credit risk since initial recognition; whether default has taken place and what comprises a default;
- macro-economic factors that are relevant in measuring a financial asset's probability of
- default as well as the Group's forecast of these macro-economic factors;
- probability weights applied over a range of possible outcomes;
- sufficiency and appropriateness of data used and relationships assumed in building the
- components of the Group's expected credit loss models;
- measuring the exposure at default for unused commitments on which an expected credit loss
- should be recognized and the applicable loss rate

For installment contract receivables from the real estate business, the Group uses vintage analysis approach to calculate ECLs for installment contract receivables. The vintage analysis accounts for expected losses by calculating the cumulative loss rates of a given loan pool. It derives the probability of default from the historical data of a homogenous portfolio that share the same origination period. The information on the number of defaults during fixed time intervals of the accounts is utilized to create the PD model. It allows the evaluation of the loan activity from its origination period until the end of the contract period.

For other trade receivables, provision matrix was used to calculate ECLs. The provision rates are based on historical default rates days past due for groupings of various segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group then calibrates the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed default rates, forecast economic conditions (i.e., gross domestic product and inflation rate) and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.

Refer to Note 11 for the carrying amount of receivables subject to ECL and the related allowance for credit losses as of December 31, 2024 and 2023 and for the provisions for impairment losses for the years ended December 31, 2024, 2023 and 2022. Refer to Note 44 for the carrying amount of receivables as of December 31, 2023 and for the provisions for impairment losses for the years ended December 31,2023 and 2022 of the Banking Segment.

c. *Revenue and cost recognition from the real estate business*
The Group's revenue recognition policies require management to make use of estimates and assumptions that may affect the reported amounts of revenue and costs. The Group's revenue and cost from real estate where performance obligation is satisfied over time and recognized based on the POC is measured principally on the basis of the estimated completion by reference to the actual costs incurred to date over the estimated total costs of the project. For the years ended December 31, 2024, 2023 and 2022, the real estate sales recognized over time amounted to ₱5.4 billion, ₱8.7 billion and ₱6.7 billion, respectively, while the related cost of real estate sales amounted to ₱2.9 billion, ₱4.4 billion and ₱3.6 billion, respectively.

The Group also recognized revenue when control is passed on a certain point in time. The Group's revenue and cost of real estate sales were recognized upon transfer of control to the buyer. Real estate sales pertaining to this transaction amounted to ₱1.1 billion, ₱1.1 billion and ₱13.4 billion for the years ended December 31, 2024, 2023 and 2022, respectively. The related cost of sales amounted to ₱322.0 million, ₱345.0 million and ₱10.5 billion for the years ended December 31, 2024, 2023 and 2022, respectively.

d. *Valuation of ROU assets and lease liabilities*
The application of PFRS 16 requires the Group to make assumptions that affect the valuation of its ROU assets and lease liabilities. These include determining the length of the lease term and determining the interest rate to be used for discounting future cash flows.

Lease term. The lease term determined by the Group comprises non-cancellable period of lease contracts, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. For lease contracts with indefinite term the Group estimates the length of the contract to be equal to the economic useful life of noncurrent assets located in the leased property and physically connected with it or determines the length of the contract to be equal to the average or typical market contract term of particular type of lease. The same economic useful life is applied to determine the depreciation rate of ROU assets.

Discount rate. The Group cannot readily determine the interest rate implicit in the lease, therefore it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is determined using the rate of interest rate swap applicable for currency of the lease contract and for similar tenor, corrected by the average credit spread of entities with rating similar to the Group's rating, observed in the period when the lease contract commences or is modified.

As at December 31, 2024 and 2023, the carrying values of the Group's ROU assets and lease liabilities are disclosed in Note 42 to the consolidated financial statements.

e. *Determination of the fair value of intangible assets and property, plant and equipment acquired in a business combination*
The Group measures the identifiable assets and liabilities acquired in a business combination at fair value at the date of acquisition.

The fair value of the intangible assets acquired in a business combination is determined based on the net sales forecast attributable to the intangible assets, growth rate estimates and royalty rates using comparable license agreements. Royalty rates are based on the estimated arm's length royalty rate that would be paid for the use of the intangible assets. Growth rate estimate includes long-term growth rate and terminal growth rate applied to future cash flows beyond the projection period.

The fair value of property, plant and equipment acquired in a business combination is determined based on comparable properties after adjustments for various factors such as location, size and shape of the property. Cost information and current prices of comparable equipment are also utilized to determine the fair value of equipment.

The Group's acquisitions are discussed in Note 19 to the consolidated financial statements.

f. *Determination of NRV of inventories*
The Group, in determining the NRV, considers any adjustment necessary for obsolescence which is generally providing a 100.0% write down for nonmoving items for more than one year. The Group adjusts the cost of inventory to the recoverable value at a level considered adequate to reflect any market decline in the value of the recorded inventories. The Group reviews the classification of the inventories and generally provides adjustments for recoverable values of new, actively sold and slow-moving inventories by reference to prevailing values of the same inventories in the market.

The amount and timing of recorded expenses for any period would differ if different judgments were made or different estimates were utilized. An increase in inventory obsolescence and market decline would increase recorded operating expenses and decrease current assets.

Inventory obsolescence and market decline included under 'Provision for impairment losses and others' in profit or loss in the consolidated statements of comprehensive income are disclosed in Notes 12 and 34 to the consolidated financial statements.

The carrying value of the Group's inventories, net of inventory obsolescence and market decline, is disclosed in Note 12 to the consolidated financial statements.

g. *Estimation of ARO*
The Group is contractually required under certain lease contracts to restore certain leased passenger aircraft to stipulated return condition or to bear a proportionate cost of restoration at the end of the contract period. The contractual obligation includes regular aircraft maintenance, overhaul and restoration of the leased aircraft to its original condition. Since the first operating lease entered by

the Group in 2001, these costs are accrued based on an internal estimate which includes certain overhaul, restoration, and redelivery costs at the end of the operating aircraft lease. Regular aircraft maintenance is accounted for as expense when incurred, while overhaul and restoration are accounted on an accrual basis.

Assumptions and estimates used to compute ARO are reviewed and updated annually by the Group. As of December 31, 2024 and 2023, the cost of restoration is computed based on the Group's assessment on expected future aircraft utilization.

The amount and timing of recorded expenses for any period would differ if different judgments were made or different estimates were utilized. The recognition of ARO would increase other noncurrent liabilities and repairs and maintenance expense.

The carrying values of the Group's ARO (included under 'Other noncurrent liabilities' in the consolidated statements of financial position) is disclosed in Note 24 to the consolidated financial statements.

h. *Estimation of HMV*
The Group is contractually required under various lease contracts to undertake the maintenance and overhaul of certain leased aircraft throughout the contract period. Major maintenance events are required to be performed on a regular basis based on historical or industry experience and manufacturer's advise. Estimated costs of major maintenance events are accrued and charged to profit or loss over the estimated period between overhauls as the leased aircraft is utilized.

The carrying values of the Group's HMV (included under 'Other noncurrent liabilities' in the consolidated statements of financial position) is disclosed in Note 24 to the consolidated financial statements.

i. *Estimation of useful lives of property, plant and equipment, investment properties, intangible assets with finite life and biological assets at cost*
The Group estimates the useful lives of its depreciable property, plant and equipment, investment properties, intangible assets with finite life and biological assets at cost based on the period over which the assets are expected to be available for use. The EUL of the said depreciable assets are reviewed at least annually and are updated, if expectations differ from previous estimates due to physical wear and tear and technical or commercial obsolescence on the use of these assets. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the EUL of the depreciable property, plant and equipment, investment properties and intangible assets would increase depreciation and amortization expense and decrease noncurrent assets.

In 2022, the Group's review indicated that the EUL of certain buildings, machinery and equipment of the petrochemical business should be extended from 40 to 50 years based on the Group's reassessment of the expected period over which the Group will benefit from the use of these assets. The change in EUL resulted in a decrease in depreciation expense by ₱461.0 million for the year ended December 31, 2022.

In 2024, the Group has changed the estimated useful life of certain machinery and equipment of the food business from 10 to 15 years. The impact of the change in 2024 resulted to a decrease in depreciation expense amounting to ₱930.1 million.

The carrying balances of the Group's depreciable assets are disclosed in Notes 15, 16, 17 and 18 to the consolidated financial statements.

j. *Estimation of pension and other benefits costs*
The determination of the obligation and cost of pension and other employee benefits is dependent on the selection of certain assumptions used in calculating such amounts. Those assumptions include, among others, discount rates and salary increase rates (see Note 37). Actual results that differ from the Group's assumptions are accumulated and amortized over future periods and therefore, generally affect the recognized expense and recorded obligation in such future periods.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Philippine government bonds with terms consistent with the expected employee benefit payout as of reporting date.

As of December 31, 2024 and 2023, the balance of the Group's present value of defined benefit obligations and other employee benefits is shown in Note 37 to the consolidated financial statements.

k. *Assessment of impairment of nonfinancial assets excluding goodwill and intangible assets*
The Group assesses impairment on its nonfinancial assets (i.e., property, plant and equipment, investment properties, investments in associates and joint venture and biological assets carried at cost) whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

The factors that the Group considers important which could trigger an impairment review include the following:

- Market interest rates or other market rates of return on investments have increased during the period, and those increases are likely to affect the discount rate used in calculating the asset's value-in-use and decrease the asset's recoverable amount materially;
- Significant underperformance relative to expected historical or projected future operating results;
- Significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- Significant negative industry or economic trends.

The Group determines an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value-in-use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value-in-use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset base of the cash-generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

Provision for impairment losses on nonfinancial assets recognized in 2024, 2023 and 2022 is disclosed in Note 34 to the consolidated financial statements.

As of December 31, 2024 and 2023, the balance of the Group's nonfinancial assets excluding goodwill and intangible assets, net of accumulated depreciation, amortization and impairment loss are shown in Notes 14, 15, 16 and 17 to the consolidated financial statements.

l. Recognition of deferred tax assets
The Group reviews the carrying amounts of its deferred tax assets at each reporting date and reduces the deferred tax assets to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized. However, there is no assurance that the Group will generate sufficient taxable income to allow all or part of deferred tax assets to be utilized.

The Group has certain subsidiaries which enjoy the benefits of an income tax holiday (ITH). As such, no deferred tax assets were set up on certain gross deductible temporary differences that are expected to reverse or expire within the ITH period (see Note 38).

The Group's recognized and unrecognized deferred tax assets are disclosed in Note 38 to the consolidated financial statements.

4. **Financial Risk Management Objectives and Policies**

The Group's principal financial instruments comprise cash and cash equivalents, investment securities at amortized cost, financial assets at FVPL, financial assets at FVOCI, financial liabilities at FVPL and interest-bearing loans and borrowings. The main purpose of these financial instruments is to finance the Group's operations and related capital expenditures. The Group has various other financial assets and financial liabilities, such as receivables and payables which arise directly from its operations. Also, the Parent Company and certain subsidiaries are counterparties to derivative contracts, such as interest rate swaps, currency forwards and currency swaps. These derivatives are entered into as a means of reducing or managing their respective foreign exchange and interest rate exposures.

As of December 31, 2023, the financial assets and liabilities of the Group's Banking Segment were reclassified under 'Assets held for sale' and 'Liabilities directly associated with assets held for sale' in the consolidated statements of financial position (Note 44).

The BOD of the Parent Company and its subsidiaries review and approve the policies for managing each of these risks which are summarized below, together with the related risk management structure.

Enterprise Risk Management
JG Summit recognizes the importance of sound risk management practices in fostering sustainable growth and ensuring organizational resilience. The Company has adopted a proactive ERM framework, guided by the principles outlined in the COSO ERM Framework, which is designed to facilitate the effective implementation of risk management processes to support decision-making.

With the increasing volatility and complexity in the global and national landscape, we continuously refine our risk management processes to deepen our understanding of key business risks and enhance the organization's capabilities to proactively identify, assess, and mitigate risks.

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.

- The Board of Directors (BOD) provides oversight to JGSHI's risk management practices and sets guidelines in managing critical risks.
- The Audit, RPT and Risk Oversight Committee (AURROC) supports the BOD by monitoring the implementation of and assessing the effectiveness of the ERM framework.
- The Chief Executive Officer (CEO) holds ultimate accountability for the overall risk management approach of the company, ensuring that risk considerations are embedded in strategic decision-making and operations.
- The Chief Risk Officer (CRO) leads the development and implementation of the ERM framework and processes and is responsible for reporting risk exposures and mitigation efforts to Senior Management and AURROC.
- The Risk Council, composed of JGSHI functional heads, supports the CRO in identifying and addressing significant risk exposures and in overseeing the Company’s risk management strategies. Additionally, SBU CROs participate in Risk Council meetings to provide insights into the key risks affecting their respective business units, and support efforts to achieve a well-aligned and cohesive risk management approach across the Group.
- Risk Owners are accountable for the identification and management of risks in their assigned areas of responsibility, and for communicating risk status and progress to the relevant stakeholders.
- Risk Custodians support the Risk Owners in the monitoring, analysis, and reporting of risk status, trends, and progress of mitigation initiatives.
- The ERM Team supports the CRO in the development, continuous improvement and effective implementation of the ERM framework and methodologies across the organization.
- The Internal Control Team ensures that robust control mechanisms are in place to mitigate risks effectively, conducts periodic evaluation on the adequacy and effectiveness of controls and communicates significant control weaknesses or breaches to Management and AURROC.
- The Internal Audit Team provides independent assurance to Management and AURROC on the adequacy and effectiveness of the Company's risk management and internal control processes.

Risk Management Process

The Parent Company provides guidance on the ERM framework to promote alignment in 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 developed for various impact areas. Likewise, likelihood parameters are set to define the probability of occurrence of the risks. Each operating company developed 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, the urgency of the risks and the mitigation timeframe are also considered in the prioritization.

Risk Response, Monitoring, and Reporting
For each priority risk, appropriate risk responses are developed, in alignment with the Company's risk appetite and overall risk management strategy. Risk Owners are tasked to continually monitor and evaluate the effectiveness of the risk responses. Material residual risks are assessed properly to improve

risk responses and identify recovery measures. Given the dynamic nature of risks, the entire risk management is an iterative process. The risk management framework is presented to the AURROC for review on a regular basis, and the key risks are updated and reported annually.

Risk Management Policies

The main risks arising from the use of financial instruments are credit risk, liquidity risk and market risk, such as foreign currency risk, commodity price risk, equity price risk and interest rate risk. The Group's policies for managing the aforementioned risks are summarized below.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Group transacts only with recognized, creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The Group continuously delivers credit notifications and implements various credit actions based on assessed risks to reduce credit exposure. Regular monitoring of receivable balances from trade customers ensures that appropriate credit treatments are applied to overdue accounts. Similarly, other receivable balances are also closely monitored and managed through appropriate actions to mitigate credit risk.

With respect to credit risk arising from other financial assets of the Group, which comprise cash and cash equivalents, financial assets at FVPL, financial assets at FVOCI, investment securities at amortized cost and certain derivative investments, the Group's exposure to credit risk arises from default of the counterparty with a maximum exposure equal to the carrying amount of these instruments.

The Group has a counterparty credit risk management policy which allocates investment limits based on counterparty credit ratings and credit risk profile.

a. Credit risk exposure

   The Group's maximum exposure to on-balance sheet credit risk is equal to the carrying value of its financial assets except for the Group's trade receivables as of December 31, 2024 and 2023 with carrying value of ₱16.4 billion and ₱17.9 billion, respectively which are secured by collateral with fair value amounting to ₱4.4 billion and ₱3.0 billion, respectively, resulting in net exposure of ₱12.0 billion and ₱14.8 billion, respectively.

   The collateral securities related to the Group's trade receivables consist of standby letters of credit. The Group holds no other collateral or guarantee that would reduce the maximum exposure to credit risk.

   Real estate receivables are secured by the real estates sold to the buyers as the ownership shall only be transferred upon full payment of the receivables.

b. Risk concentrations of the maximum exposure to credit risk

   Concentrations arise when a number of counterparties are engaged in similar business activities or activities in the same geographic region or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographical location. Such credit risk concentrations, if not properly managed, may cause significant losses that could threaten the Group's financial strength and undermine public confidence.

The Group's policies and procedures include specific guidelines to focus on maintaining a diversified portfolio. In order to avoid excessive concentrations of risks, identified concentrations of credit risks are controlled and managed accordingly.

i. Concentration by geographical location

The Group's credit risk exposures as of December 31, 2024 and 2023, before taking into account any collateral held or other credit enhancements, is categorized by geographic location as follows:

	December 31, 2024				
	Philippines	**Asia (excluding Philippines)**	**Europe**	**Others***	**Total**
Cash and cash equivalents**	**₱ 27,295,517,642**	**₱ 20,122,697,029**	**₱–**	**₱214,879,784**	**₱47,633,094,455**
Financial assets at FVPL:					
Investment in convertible notes	–	**206,268,529**	–	–	**206,268,529**
Derivatives	**1,297,193**	–	–	–	**1,297,193**
	1,297,193	**206,268,529**	–	–	**207,565,722**
Financial assets at FVOCI					
Debt securities:					
Government	**124,783,212**	**200,300,026**	–	**28,549,335**	**353,632,573**
Private	**3,572,230,774**	**2,649,564,686**	–	**141,318,010**	**6,363,113,470**
	3,697,013,986	**2,849,864,712**	–	**169,867,345**	**6,716,746,043**
Receivables:					
Trade receivables	**41,167,304,069**	**4,516,117,097**	**506,760**	**144,477,955**	**45,828,405,881**
Due from related parties	**4,070,190,385**	**133,603,512**	–	–	**4,203,793,897**
Interest receivable	**163,930,469**	**76,246,650**	**52,003**	**15,520,911**	**255,750,033**
Other receivables***	**2,277,178,333**	**1,673,576**	**14,788,331**	**3,392,116**	**2,297,032,356**
	47,678,603,256	**4,727,640,835**	**15,347,094**	**163,390,982**	**52,584,982,167**
Refundable deposits****	**4,804,302,698**	–	–	–	**4,804,302,698**
Restricted cash****	**87,269,574**	–	–	–	**87,269,574**
	₱83,564,004,349	**₱27,906,471,105**	**₱15,347,094**	**₱548,138,111**	**₱112,033,960,659**

** Others include South American countries (i.e., Argentina and Mexico)*
*** Excludes cash on hand amounting to ₱139,172,998*
**** Excludes claims receivable of JGSOC amounting to ₱364,806,582*
***** Included under 'Other noncurrent assets' in the consolidated statements of financial position*

	December 31, 2023				
	Philippines	Asia (excluding Philippines)	Europe	Others*	Total
Cash and cash equivalents**	₱21,174,696,732	₱16,387,212,765	₱–	₱221,066,539	₱37,782,976,036
Financial assets at FVPL:					
Investment in convertible notes	–	241,816,768	–	–	241,816,768
	–	241,816,768	–	–	241,816,768
Financial assets at FVOCI					
Debt securities:					
Government	120,673,378	427,625,472	–	51,790,357	600,089,207
Private	4,955,021,245	2,516,180,959	–	332,140,788	7,803,342,992
	5,075,694,623	2,943,806,431	–	383,931,145	8,403,432,199
Receivables:					
Trade receivables	40,343,480,737	4,791,332,673	53,043,394	147,393,022	45,335,249,826
Due from related parties	3,798,239,408	116,476,777	–	–	3,914,716,185
Interest receivable	179,232,248	167,410,208	–	13,361,858	360,004,314
Other receivables***	3,197,516,456	32,778,450	4,940,195	–	3,235,235,101
	47,518,468,849	5,107,998,108	57,983,589	160,754,880	52,845,205,426
Refundable deposits****	4,474,818,264	–	–	–	4,474,818,264
Restricted cash****	1,322,411,798	–	–	–	1,322,411,798
	₱79,566,090,266	₱24,680,834,072	₱57,983,589	₱765,752,564	₱105,070,660,491

** Others include South American countries (i.e., Argentina and Mexico)*
*** Excludes cash on hand amounting to ₱161,200,980*
**** Excludes claims receivable of JGSOC amounting to ₱364,806,582*
***** Included under 'Other noncurrent assets' in the consolidated statements of financial position*

ii Concentration by industry

The tables below show the industry sector analysis of the Group's financial assets as of December 31, 2024 and 2023, before taking into account any collateral held or other credit enhancements.

	December 31, 2024							
	Manufacturing	Real Estate, Renting and Related Business Activities	Wholesale and Retail trade	Financial Intermediaries	Transportation, Storage and Communicatoin	Electricity, Gas and Water	Others*	Total
Cash and cash equivalents**	₱–	₱–	₱–	₱47,633,094,455	₱–	₱–	₱–	₱47,633,094,455
Financial assets at FVPL								
Derivatives	–	–	–	1,297,193	–	–	–	1,297,193
Investment in convertible notes	–	–	–	–	–	–	206,268,529	206,268,529
	–	–	–	1,297,193	–	–	206,268,529	207,565,722
Financial assets at FVOCI								
Debt securities								
Government	–	–	–	124,783,234	–	–	228,849,339	353,632,573
Private	–	683,401,076	–	2,049,444,203	771,749,262	766,931,974	2,091,586,955	6,363,113,470
	–	683,401,076	–	2,174,227,437	771,749,262	766,931,974	2,320,436,294	6,716,746,043
Receivables								
Trade receivables	16,377,193,147	23,684,744,315	–	280,043,547	2,608,901,323	–	2,877,523,549	45,828,405,881
Due from related parties	404,301,415	69,848,862	4,137,721	180,349,076	668,021	–	3,544,488,802	4,203,793,897
Interest receivable	–	32,028,750	–	73,093,020	5,154,938	11,856,152	133,617,173	255,750,033
Other receivables***	1,020,481,068	630,010,090	–	2,302,388	–	–	644,238,810	2,297,032,356
	17,801,975,630	24,416,632,017	4,137,721	535,788,031	2,614,724,282	11,856,152	7,199,868,334	52,584,982,167
Refundable security deposits****	–	–	–	–	–	–	4,804,302,698	4,804,302,698
Restricted cash****	–	87,269,574	–	–	–	–	–	87,269,574
	₱17,801,975,630	₱25,187,302,667	₱4,137,721	₱50,344,407,116	₱3,386,473,544	₱778,788,126	₱14,530,875,855	₱112,033,960,659

* *Others include consumer, community, social and personal services, education, mining and quarrying, and health and social work sectors.*
** *Excludes cash on hand amounting to ₱139,172,998*
*** *Excludes claims receivable of JGSOC amounting to ₱364,806,582*
**** *Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position*

	December 31, 2023							
	Manufacturing	Real Estate, Renting and Related Business Activities	Wholesale and Retail trade	Financial Intermediaries	Transportation, Storage and Communicatoin	Electricity, Gas and Water	Others*	Total
Cash and cash equivalents**	₱–	₱–	₱–	₱37,782,976,036	₱–	₱–	₱–	₱37,782,976,036
Financial assets at FVPL								
Investment in convertible notes	–	–	–	–	–	–	241,816,768	241,816,768
	–	–	–	–	–	–	241,816,768	241,816,768
Financial assets at FVOCI								
Debt securities								
Government	–	–	–	120,673,371	–	–	479,415,836	600,089,207
Private	–	738,259,284	605,906,158	1,695,173,181	1,013,029,127	1,246,251,349	2,504,723,893	7,803,342,992
	–	738,259,284	605,906,158	1,815,846,552	1,013,029,127	1,246,251,349	2,984,139,729	8,403,432,199
Receivables								
Trade receivables	19,383,853,847	21,128,134,952		271,376,137	1,791,717,604	–	2,760,167,286	45,335,249,826
Due from related parties	295,390,767	72,701,436	4,137,721	153,730,045	668,021	–	3,388,088,195	3,914,716,185
Interest receivable		93,011,405	3,116,358	158,290,913	10,134,544	19,398,214	76,052,880	360,004,314
Other receivables***	1,433,135,311	1,188,607,794		21,206,144	–	–	592,285,852	3,235,235,101
	21,112,379,925	22,482,455,587	7,254,079	604,603,239	1,802,520,169	19,398,214	6,816,594,213	52,845,205,426
Refundable security deposits****	–	–	–	–	–	–	4,474,818,264	4,474,818,264
Restricted cash****	–	63,148,423	–	–	1,259,263,375	–	–	1,322,411,798
	₱21,112,379,925	₱23,283,863,294	₱613,160,237	₱40,203,425,827	₱4,074,812,671	₱1,265,649,563	₱14,517,368,974	₱105,070,660,491

* *Others include consumer, community, social and personal services, education, mining and quarrying, and health and social work sectors.*
** *Excludes cash on hand amounting to ₱161,200,980*
*** *Excludes claims receivable of JGSOC amounting to ₱364,806,582*
**** *Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position*

c. Credit quality per class of financial assets

The table below shows the maximum exposure to credit risk for the Group's financial assets not measured at fair value by credit rating grades:

	2024 (in millions)				
	General Approach			Simplified	
	Stage 1	Stage 2	Stage 3	Approach	Total
Cash and cash equivalents					
Neither Past Due nor Individually Impaired					
High Grade	**₱47,633**	**₱–**	**₱–**	**₱–**	**₱47,633**
Financial Assets at FVPL					
Investment in convertible note					
Unrated	**206**	–	–	–	**206**
Derivatives	**1**	–	–	–	**1**
Financial Assets at FVOCI					
Neither Past Due nor Individually Impaired					
Standard	**6,717**	–	–	–	**6,717**
Receivables:					
Trade receivables					
Neither Past Due nor Individually Impaired					
High Grade	–	–	–	**35,362**	**35,362**
Standard	–	–	–	**625**	**625**
Past Due but not Individually Impaired	–	–	–	**9,199**	**9,199**
Individually Impaired	–	–	–	**642**	**642**
Due from related parties					
Neither Past Due nor Individually Impaired					
High Grade	–	–	–	**3,162**	**3,162**
Standard	–	–	–	**1,042**	**1,042**
Interest receivable					
Neither Past Due nor Individually Impaired					
High Grade	**256**	–	–	–	**256**
Other receivables					
Neither Past Due nor Individually Impaired					
High Grade	**858**	–	–	–	**858**
Standard	**1,204**	–	–	–	**1,204**
Past Due but not Individually Impaired	–	–	–	**48**	**48**
Individually Impaired	–	–	–	**186**	**186**
Refundable deposits* **					
Neither Past Due nor Individually Impaired					
High Grade	**4,804**	–	–	–	**4,804**
Restricted cash* **					
Neither Past Due nor Individually Impaired					
High Grade	**88**	–	–	–	**88**
	₱61,767	**₱–**	**₱–**	**₱50,266**	**₱112,033**

** Excludes cash on hand amounting to ₱139,172,998*
*** Excludes claims receivable of JGSOC amounting to ₱364,806,582*
****Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position*

	2023 (in millions)				
	General Approach			Simplified	
	Stage 1	Stage 2	Stage 3	Approach	Total
Cash and cash equivalents					
Neither Past Due nor Individually Impaired					
High Grade	₱37,783	₱–	₱–	₱–	₱37,783
Financial Assets at FVPL					
Investment in convertible note					
Unrated	181	–	–	–	181
Financial Assets at FVOCI					
Neither Past Due nor Individually Impaired					
Standard	8,403	–	–	–	8,403

(Forward)

	2023 (in millions)				
	General Approach			Simplified	
	Stage 1	Stage 2	Stage 3	Approach	Total
Receivables:					
Trade receivables					
Neither Past Due nor Individually Impaired					
High Grade	₱–	₱–	₱–	₱31,669	₱31,669
Standard	–	–	–	566	566
Past Due but not Individually Impaired	–	–	–	12,537	12,537
Individually Impaired	–	–	–	564	564
Due from related parties					
Neither Past Due nor Individually Impaired					
High Grade	–	–	–	2,786	2,786
Standard	–	–	–	1,129	1,129
Interest receivable					
Neither Past Due nor Individually Impaired					
High Grade	360	–	–	–	360
Other receivables					
Neither Past Due nor Individually Impaired					
High Grade	1,363	–	–	–	1,363
Standard	1,593	–	–	–	1,593
Past Due but not Individually Impaired	–	–	–	47	47
Individually Impaired	–	–	–	231	231
Refundable deposits*					
Neither Past Due nor Individually Impaired					
High Grade	4,475	–	–	–	4,475
Restricted cash*					
Neither Past Due nor Individually Impaired					
High Grade	1,323	–	–	–	1,323
	₱55,481	₱–	₱–	₱49,529	₱105,010

** Excludes cash on hand amounting to ₱161,200,980*
*** Excludes claims receivable of JGSOC amounting to ₱364,806,582*
****Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position*

Classification of Financial Assets by Class used by the Group
High grade cash and cash equivalents are short-term placements and working cash fund placed, invested, or deposited in foreign and local banks belonging to the top 10 banks in the Philippines in terms of resources and profitability.

Other high grade accounts are considered to be of high value since the counterparties have a remote likelihood of default and have consistently exhibited good paying habits.

Standard grade accounts are active accounts with minimal to regular instances of payment default, due to ordinary/common collection issues. These accounts are typically not impaired as the counterparties generally respond to credit actions and update their payments accordingly.

Substandard grade accounts are accounts which have probability of impairment based on historical trend. These accounts show propensity to default in payment despite regular follow-up actions and extended payment terms.

d. Aging analysis of receivables by class

The aging analysis of the Group's Past Due but Not Impaired receivables as of December 31, 2024 and 2023 follow:

	2024 *(in millions)*				
	Less than 30 Days	**30 to 60 Days**	**61 to 90 Days**	**Over 90 Days**	**Total**
Trade receivables	**₱4,292**	**₱1,753**	**₱1,221**	**₱ 1,934**	**₱9,200**
Others	**1**	**11**	**34**	**1**	**47**
	₱4,293	**₱1,764**	**₱1,255**	**₱1,935**	**₱9,247**

	2023 *(in millions)*				
	Less than 30 Days	30 to 60 Days	61 to 90 Days	Over 90 Days	Total
Trade receivables	₱4,743	₱1,740	₱1,023	₱5,031	₱12,537
Others	1	11	34	1	47
	₱4,744	₱1,751	₱1,057	₱5,032	₱12,584

Liquidity risk

Liquidity risk refers to the possibility of being unable to meet financial obligations promptly. These obligations include repaying liabilities or making payments for asset purchases as they become due. The Group's liquidity management strategy involves maintaining sufficient funding capacity to cover capital expenditures, service maturing debts, and accommodate fluctuations in asset and liability levels. These fluctuations may arise due to changes in the Group's business operations or unforeseen events influenced by customer behavior or capital market conditions.

To ensure liquidity, the Group holds a level of cash and cash equivalents deemed adequate for financing its ongoing operations. As part of its liquidity risk management, the Group regularly assesses projected and actual cash flows. Additionally, it continuously monitors financial market conditions to identify opportunities for fund-raising activities. These activities may involve obtaining bank loans or issuing capital in both onshore and offshore markets.

The tables below summarize the maturity profile of the Group's financial assets and liabilities based on the applicable undiscounted contractual payments as of December 31, 2024 and 2023:

	2024					
	On Demand	**Up to 3 Months**	**3 to 12 Months**	**1 to 5 Years**	**More Than 5 Years**	**Total**
Financial Assets						
Cash and cash equivalents*	**₱30,630,738,112**	**₱17,108,601,171**	**₱–**	**₱–**	**₱–**	**₱47,739,339,283**
Financial assets at FVPL:						
Equity securities						
Quoted	**1,144,689,457**	**–**	**2,273,748,585**	**–**	**–**	**3,418,438,042**
Unquoted	**257,746,601**	**–**	**–**	**3,250,558,011**	**–**	**3,508,304,612**
Investment in convertible note	**–**	**–**	**–**	**206,268,529**	**–**	**206,268,529**
Derivatives	**1,297,193**	**–**	**–**	**–**	**–**	**1,297,193**
	1,403,733,251	**–**	**2,273,748,585**	**3,456,826,540**	**–**	**7,134,308,376**
Financial assets at FVOCI:						
Debt securities:						
Private	**–**	**778,738,427**	**6,059,765,636**	**–**	**–**	**6,838,504,063**
Government	**–**	**17,744,753**	**406,866,854**	**–**	**–**	**424,611,607**
	–	**796,483,180**	**6,466,632,490**	**–**	**–**	**7,263,115,670**
Equity securities						
Quoted	**–**	**–**	**–**	**55,142,481,125**	**–**	**55,142,481,125**
Unquoted	**–**	**–**	**–**	**2,746,719,301**	**–**	**2,746,719,301**
	–	**–**	**–**	**57,889,200,426**	**–**	**57,889,200,426**
	–	**796,483,180**	**6,466,632,490**	**57,889,200,426**	**–**	**65,152,316,096**
Receivables:						
Trade receivables	**5,348,405,400**	**25,527,116,149**	**6,448,745,131**	**6,334,568,068**	**1,966,511,543**	**45,625,346,291**
Due from related parties	**1,809,529,366**	**–**	**1,000,000,000**	**1,394,264,531**	**–**	**4,203,793,897**
Interest receivable	**45,341,714**	**17,198,673**	**193,209,646**	**–**	**–**	**255,750,033**
Other receivables**	**1,704,255,340**	**508,148,267**	**100,627,603**	**–**	**–**	**2,313,031,210**
	8,907,531,820	**26,052,463,089**	**7,742,582,380**	**7,728,832,599**	**1,966,511,543**	**52,397,921,431**
Refundable security deposits***	**6,952,316**	**–**	**–**	**679,848,045**	**4,117,502,337**	**4,804,302,698**
Restricted cash***	**87,269,575**	**–**	**–**	**–**	**–**	**87,269,575**
	₱41,036,225,074	**₱43,957,547,440**	**₱16,482,963,455**	**₱69,754,707,610**	**₱6,084,013,880**	**₱177,315,457,459**

** Excludes cash on hand amounting to ₱139,172,998*
***Excludes claims receivable of JGSOC amounting to ₱364,806,582*
****Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position.*

	2023					
	On Demand	Up to 3 Months	3 to 12 Months	1 to 5 Years	More Than 5 Years	Total
Financial Assets						
Cash and cash equivalents*	₱23,234,639,662	₱14,642,941,759	₱–	₱–	₱–	₱37,877,581,421
Financial assets at FVPL:						
Equity securities						
Quoted	891,103,889	–	1,916,978,502	–	–	2,808,082,391
Unquoted	249,429,539	–	–	3,959,219,004	–	4,208,648,543
Investment in convertible note	–	–	–	241,816,767	–	241,816,767
	1,140,533,428	–	1,916,978,502	4,201,035,771	–	7,258,547,701
Financial assets at FVOCI:						
Debt securities:						
Private	–	203,647,177	8,117,353,108	–	–	8,321,000,285
Government	–	20,867,323	664,892,025	–	–	685,759,348
	–	224,514,500	8,782,245,133	–	–	9,006,759,633
Equity securities						
Quoted	–	–	–	31,675,970,234	–	31,675,970,234
Unquoted	–	–	–	2,537,498,790	–	2,537,498,790
	–	–	–	34,213,469,024	–	34,213,469,024
	–	224,514,500	8,782,245,133	34,213,469,024	–	43,220,228,657
Receivables:						
Trade receivables	3,899,124,393	29,337,800,265	5,917,176,686	4,804,729,891	1,376,418,591	45,335,249,826
Due from related parties	1,742,102,078	–	1,000,000,000	1,172,614,107	–	3,914,716,185
Interest receivable	28,831,982	16,321,679	314,850,653	–	–	360,004,314
Other receivables**	2,091,373,006	1,029,216,675	114,645,420		–	3,235,235,101
	7,761,431,459	30,383,338,619	7,346,672,759	5,977,343,998	1,376,418,591	52,845,205,426
Refundable security deposits***	5,254,890	–	2,004,000	617,616,006	3,849,943,368	4,474,818,264
Restricted cash***	63,148,423	1,259,263,375	–	–	–	1,322,411,798
	₱32,205,007,862	₱46,510,058,253	₱18,047,900,394	₱45,009,464,799	₱5,226,361,959	₱146,998,793,267

** Excludes cash on hand amounting to ₱161,200,980*
***Excludes claims receivable of JGSOC amounting to ₱364,806,582*
****Included under 'Other current' and 'Other noncurrent assets' in the consolidated statements of financial position.*

	2024					
	On Demand	**Up to 3 Months**	**3 to 12 Months**	**1 to 5 Years**	**More Than 5 Years**	**Total**
Financial Liabilities						
Accounts payable and accrued expenses*	**₱35,782,697,265**	**₱29,537,261,682**	**₱6,919,601,536**	**₱607,739,054**	**₱794,214,592**	**₱73,641,514,129**
Short-term debt	**–**	**62,742,040,477**	**3,835,009,499**	**–**	**–**	**66,577,049,976**
Due to related parties**	**583,829,550**	**–**		**–**	**–**	**583,829,550**
Deposits from lessees***	**–**	**1,678,682,685**	**1,817,067,683**	**2,304,775,724**	**3,517,034,973**	**9,317,561,065**
Long-term debt (including current portion)	**274,078,343**	**5,028,672,196**	**92,438,374,562**	**117,957,826,612**	**67,002,326,329**	**282,701,278,042**
Lease liabilities (including current portion)	**1,500,570,116**	**3,220,854,366**	**13,820,620,829**	**76,552,364,682**	**47,326,939,405**	**142,421,349,398**
Bonds payable	**56,037,344**	**106,651,719**	**488,067,188**	**15,345,193,906**	**–**	**15,995,950,157**
	₱38,197,212,618	**₱102,314,163,125**	**₱119,318,741,297**	**₱212,767,899,978**	**₱118,640,515,299**	**₱591,238,532,317**

**Including noncurrent portion booked under 'Other noncurrent liabilities' in the consolidated statement of financial position but excluding Due to related parties, statutory payables, refund and travel fund payable*
*** Included under 'Accounts payable and accrued expense' in the consolidated statement of financial position*
****Included under 'Other current liabilities' and 'Other noncurrent liabilities' in the consolidated statement of financial position)*

	2023					
	On Demand	Up to 3 Months	3 to 12 Months	1 to 5 Years	More Than 5 Years	Total
Financial Liabilities						
Accounts payable and accrued expenses*	₱33,302,455,003	₱36,759,844,117	₱4,047,099,548	₱ 328,448,653	₱776,650,652	₱75,214,497,973
Short-term debt	–	63,628,750,536	–	–	–	63,628,750,536
Due to related parties**	758,295,148	–	–	–	–	758,295,148
Deposits from lessees***	–	1,703,140,244	1,801,962,049	2,307,040,637	2,999,639,702	8,811,782,632
Long-term debt (including current portion)	211,313,026	9,887,124,455	44,615,150,160	157,002,440,734	48,266,639,812	259,982,668,187
Lease liabilities (including current portion)	1,029,865,271	2,297,202,758	9,443,383,701	54,406,788,851	35,948,371,435	103,125,612,016
Bonds payable	53,639,688	103,818,750	465,454,063	15,311,535,313	–	15,934,447,814
Derivative liabilities	1,291,971	–	–	–	–	1,291,971
	₱35,356,860,107	₱114,379,880,860	₱60,373,049,521	₱229,356,254,188	₱87,991,301,601	₱527,457,346,277

**Including noncurrent portion booked under 'Other noncurrent liabilities' in the consolidated statement of financial position but excluding Due to related parties, statutory payables, refund and travel fund payable*
*** Included under 'Accounts payable and accrued expense' in the consolidated statement of financial position*
****Included under 'Other current liabilities' and 'Other noncurrent liabilities' in the consolidated statement of financial position)*

Market risk
Market risk is the risk of loss to future earnings, to fair value or future cash flows of a financial instrument as a result of changes in its price, in turn caused by changes in interest rates, foreign currency exchange rates, equity prices and other market factors.

Foreign currency risk
Foreign currency risk arises on financial instruments that are denominated in a foreign currency other than the functional currency in which they are measured.

The Group has transactional currency exposures. Such exposures arise from sales and purchases in currencies other than the entities' functional currency. As of December 31, 2024, 2023 and 2022, approximately 27.8%, 26.3% and 29.2%, respectively, of the Group's total sales are denominated in currencies other than the functional currency. In addition, approximately 24.8% and 21.5% of total debt are denominated in US Dollar as of December 31, 2024 and 2023, respectively. The Group's capital expenditures are likewise substantially denominated in US Dollar.

The tables below summarize the Group's exposure to foreign currency risk as of December 31, 2024 and 2023:

	2024		
	US Dollar	**Other Currencies***	**Total**
Assets			
Cash and cash equivalents	**₱14,635,385,660**	**₱1,929,487,435**	**₱16,564,873,095**
Derivatives	**1,297,193**	**–**	**1,297,193**
Financial assets at FVPL	**3,618,102,160**	**2,112,472,965**	**5,730,575,125**
Financial assets at FVOCI	**6,716,746,043**	**2,746,719,301**	**9,463,465,344**
Receivables	**9,443,310,064**	**464,830,183**	**9,908,140,247**
Other current assets	**3,098,232,871**	**30,848,500**	**3,129,081,371**
	37,513,073,991	**7,284,358,384**	**44,797,432,375**
Liabilities			
Accounts payable and accrued expenses	**7,188,073,263**	**2,028,724,497**	**9,216,797,760**
Short-term debt	**9,580,143,602**	**2,662,922,495**	**12,243,066,097**
Long-term debt (including current portion)	**54,421,259,138**	**15,192,965,292**	**69,614,224,430**
Bonds payable	**14,156,440,222**	**–**	**14,156,440,222**
Lease Liabilities	**110,540,453,488**	**–**	**110,540,453,488**
	195,886,369,713	**19,884,612,284**	**215,770,981,997**
Net Foreign Currency-Denominated Liabilities	**(₱158,373,295,722)**	**(₱12,600,253,900)**	**(₱170,973,549,622)**

** Hongkong Dollar, Singapore Dollar, Chinese Yuan, Japanese Yen, Thai Baht, Malaysian ringgit, Korean won, New Taiwan dollar, Australian dollar and Euro*

	2023		
	US Dollar	Other Currencies*	Total
Assets			
Cash and cash equivalents	₱10,974,215,636	₱4,517,325,478	₱15,491,541,114
Financial assets at FVPL	4,219,417,982	1,837,664,631	6,057,082,613
Financial assets at FVOCI	8,403,432,194	2,537,498,790	10,940,930,984
Receivables	10,796,265,926	2,532,908,272	13,329,174,198
Other current assets	2,622,361,273	12,663,545	2,635,024,818
	37,015,693,011	11,438,060,716	48,453,753,727
Liabilities			
Accounts payable and accrued expenses	6,267,702,370	2,040,519,165	8,308,221,535
Financial liabilities at FVPL	1,291,971	–	1,291,971
Short-term debt	3,398,790,810	1,376,814,596	4,775,605,406
Long-term debt (including current portion)	47,990,446,869	15,192,965,292	63,183,412,161
Bond payable	13,437,715,699	–	13,437,715,699
Lease Liabilities	82,602,465,046	–	82,602,465,046
	153,698,412,765	18,610,299,053	172,308,711,818
Net Foreign Currency-Denominated Liabilities	(₱116,682,719,754)	(₱7,172,238,337)	(₱123,854,958,091)

** Hongkong Dollar, Singapore Dollar, Chinese Yuan, Japanese Yen, Thai Baht,, Korean won, New Taiwan dollar, Australian dollar and Euro*

The exchange rates used to convert the Group's US dollar-denominated assets and liabilities into Philippine peso as of December 31, 2024 and 2023 follow:

	2024	2023
US dollar-Philippine peso exchange rate	**₱57.845 to US$1.00**	₱55.370 to US$1.00

The following table sets forth the impact of the range of reasonably possible changes in the US Dollar-Philippine peso exchange rate on the Group's income before income tax (due to the revaluation of monetary assets and liabilities) for the years ended December 31, 2024 and 2023:

Reasonably Possible Changes in Exchange rates	Change in Income Before Income Tax	
	2024	2023
₱2.0	**(₱5,475,781,683)**	(₱4,214,654,858)
(2.0)	**5,475,781,683**	4,214,654,858

Other than the potential impact on the Group's pre-tax income, the Group does not expect any other material effect on equity.

The Group does not expect the impact of the volatility on other currencies to be material.

Equity price risk
Equity price risk is the risk that the fair values of equities decrease as a result of changes in the levels of equity indices and the value of individual stocks.

In 2024, 2023 and 2022, changes in fair value of equity instruments held as financial assets at FVOCI due to a reasonably possible change in equity indices, with all other variables held constant, will increase equity by ₱743.7 million, ₱326.7 million, and ₱523.2 million, respectively, if equity prices will increase by 1.5%. In 2024, 2023 and 2022, changes in fair value of equity instruments held as financial assets at FVPL due to a reasonably possible change in equity indices, with all other variables held constant, will increase profit by ₱28.6 million, ₱25.2 million and ₱9.6 million, respectively, if equity prices will increase by 1.5%. An equal change in the opposite direction would have decreased equity and profit by the same amount.

Interest rate risk
The Group's exposure to market risk for changes in interest rates relates primarily to the Parent Company's and its subsidiaries' long-term debt obligations which are subject to floating rate. The Group's policy is to manage its interest cost using a mix of fixed and variable rate debt. The Group makes use of derivative financial instruments, such as interest rate swaps, to hedge the variability in cash flows arising from fluctuation in benchmark interest rates.

The following tables show information about the Group's long-term debt with floating interest rate presented by maturity profile:

	2024										
	<1 year	>1-<2 years	>2-<3 years	>3-<4 years	>4-<5 years	>5 years	Total (In Original Currency)	Total (in Philippine Peso)	Debt Issuance Costs	Carrying Value (in Philippine Peso)	Fair Value
Long-term debt											
Philippine peso											
Floating rate											
Commercial loans from banks											
Interest rate 2.0%-5.0% (PH BVAL)	**₱1,757,810,985**	**₱1,757,810,984**	**₱1,073,641,798**	**₱313,789,064**	**₱201,204,854**	**₱955,723,061**	**₱6,059,980,746**	**₱6,059,980,746**	**₱–**	**₱6,059,980,746**	**₱5,262,800,387**
Term loan											
Interest rate (BVAL + 0.90%)	–	–	–	–	**4,750,000,000**	–	**4,750,000,000**	**4,750,000,000**	**32,713,561**	**4,717,286,439**	**4,765,873,449**
Term loan											
Interest rate (Prevailing market rate + GRT)	–	–	–	**10,000,000,000**	–	–	**10,000,000,000**	**10,000,000,000**	**56,548,625**	**9,943,451,375**	**10,102,442,877**
Term loan											
Interest rate (BSP Rate + 0.50%)	–	–	–	**5,000,000,000**	–	–	**5,000,000,000**	**5,000,000,000**	**27,239,711**	**4,972,760,289**	**4,964,579,262**
Term loan											
Interest rate (BVAL + 0.75%)	–	–	–	–	**9,100,000,000**	–	**9,100,000,000**	**9,100,000,000**	**67,229,471**	**9,032,770,529**	**9,046,074,252**
Term loan											
Interest rate (BVAL + 0.85%)	–	–	–	–	**7,000,000,000**	–	**7,000,000,000**	**7,000,000,000**	**49,418,999**	**6,950,581,001**	**6,983,197,879**
Term loan											
Interest rate PHP BVAL + 0.75%, or BSP Rate + 0.65% (whichever is higher)	**4,000,000,000**	–	–	–	–	–	**4,000,000,000**	**4,000,000,000**	–	**4,000,000,000**	**4,026,812,718**
Term loan											
Interest rate (Prevailing market rate + GRT)	–	–	–	**9,946,649,494**	–	–	**9,946,649,494**	**9,946,649,494**	–	**9,946,649,494**	**8,477,545,113**
Term loan											
Interest rate (Prevailing market rate + GRT)	–	–	–	**24,860,384,694**	–	–	**24,860,384,694**	**24,860,384,694**	–	**24,860,384,694**	**21,265,691,000**
Term loan											
Interest rate (Prevailing market rate + GRT)	–	–	–	–	**16,782,595,196**	–	**16,782,595,196**	**16,782,595,196**	–	**16,782,595,196**	**13,773,878,828**
Term loan											
Interest rate (Prevailing market rate + GRT)	–	–	–	**4,940,000,000**	–	–	**4,940,000,000**	**4,940,000,000**	**28,273,791**	**4,911,726,209**	**5,038,108,939**
Term loan											
Interest rate (BVAL + 0.95%)	–	–	–	–	**6,300,000,000**	–	**6,300,000,000**	**6,300,000,000**	**40,706,680**	**6,259,293,320**	**6,458,859,875**
Foreign currencies:											
Floating rate											
US Dollar loans											
JPY Commercial loans											
Less than 1.0% (JPY TONA)	**¥3,879,178,397**	**¥3,912,155,760**	**¥3,945,446,607**	**¥3,978,430,067**	**¥6,436,450,809**	**¥22,095,356,173**	**¥ 44,247,017,813**	**16,247,504,940**	–	**16,247,504,940**	**15,524,540,301**
USD Commercial loans											
Interest rate 1.0%-8.0% (USD LIBOR)	**US$14,545,966**	**US$20,231,435**	**US$19,162,209**	**US$19,801,453**	**US$73,236,358**	**US$207,260,037**	**US$354,237,458**	**20,490,865,747**	–	**20,490,865,747**	**15,274,054,843**
								₱145,477,980,817	**₱302,130,838**	**₱145,175,849,979**	**₱130,964,459,723**

	2023										
	<1 year	>1-<2 years	>2-<3 years	>3-<4 years	>4-<5 years	>5 years	Total (In Original Currency)	Total (in Philippine Peso)	Debt Issuance Costs	Carrying Value (in Philippine Peso)	Fair Value
Long-term debt											
Philippine peso											
Floating rate											
Commercial loans from banks											
Interest rate 2.0%-5.0% (PH BVAL)	₱2,190,872,905	₱2,232,909,780	₱2,232,909,780	₱1,210,588,765	₱112,584,210	₱–	₱7,979,865,440	₱7,979,865,440	₱–	₱7,979,865,440	₱7,182,601,862
Term loan											
Interest rate (Prevailing market rate + GRT)	–				9,930,034,288		9,930,034,288	10,000,000,000	69,965,712	9,930,034,288	10,179,831,852
Term loan											
Interest rate (BSP Overnight RRP + 0.5%)	4,965,996,339	–	–	–	–	–	4,965,996,339	5,000,000,000	34,003,661	4,965,996,339	4,981,875,930
Term loan											
Interest rate (BVAL + 0.5%)	6,992,530,514	–	–	–	–	–	6,992,530,514	7,000,000,000	7,469,486	6,992,530,514	6,936,282,501
Term Loan		–	–	–	–	–					
Interest rate (BVAL + 0.75%)	14,508,000,000	–	–	–	–	–	14,508,000,000	14,508,000,000	–	14,508,000,000	15,058,416,041
Term Loan											
Interest rate (BVAL + 0.75%)	–	4,000,000,000	–	–	–	–	4,000,000,000	4,000,000,000	–	4,000,000,000	4,292,282,029
Term Loan											
Interest rate (BVAL + 0.75%)	–	–	–	–	9,929,481,600	–	9,929,481,600	9,929,481,600	–	9,929,481,600	10,015,180,665
Term Loan											
Interest rate (BVAL + 0.75%)	–	–	–	–	24,829,436,296	–	24,829,436,296	24,829,436,296	–	24,829,436,296	25,014,420,381
Foreign currencies:											
Floating rate											
US Dollar loans											
JPY Commercial loans											
Less than 1.0% (JPY TONA)	¥3,209,467,725	¥3,319,862,626	¥3,346,380,067	¥3,373,136,381	¥3,399,661,220	¥22,010,436,745	¥38,658,944,764	15,192,965,292	-	15,192,965,292	14,838,083,812
USD Commercial loans											
Interest rate 1.0%-8.0% (USD LIBOR)	US$29,636,730	US$31,424,992	US$86,637,811	US$57,593,749	US$10,830,535	US$64,297,365	US$280,421,182	15,526,920,855	-	15,526,920,855	14,307,894,131
								₱113,966,669,483	₱111,438,859	₱113,855,230,624	₱112,806,869,204

The following table sets forth the impact of the range of reasonably possible changes in the interest rates on the Group's income from floating debt obligations before income tax:

Reasonably Possible Changes in Interest Rates	Change in Income Before Income Tax	
	2024	2023
+150.0 basis points (bps)	**(₱1,545,075,510)**	(₱1,129,976,141)
-150.0 bps	**1,545,075,510**	1,129,976,141

Price interest rate risk
The Group is exposed to the risks of changes in the value/future cash flows of its financial instruments due to its market risk exposures. The Group's exposure to interest rate risk relates primarily to the Group's financial assets at FVPL and financial assets at FVOCI investments.

The table below shows the impact on income before income tax of the estimated future yield of the related market indices of the Group's FVPL and FVOCI investments using a sensitivity approach.

Reasonably Possible Changes in Interest Rates	Change in Income Before Income Tax	
	2024	2023
+150.0 basis points (bps)	**(₱190,712,576)**	(₱141,884,094)
-150.0 bps	**207,780,391**	247,429,763

Reasonably Possible Changes in Interest Rates	Change in Other Comprehensive Income	
	2024	2023
+150.0 basis points (bps)	**(₱138,364,032)**	(₱168,904,108)
-150.0 bps	**138,364,032**	168,904,108

Commodity price risk
The Group enters into commodity derivatives to hedge its exposure to jet fuel price risks arising from its forecasted fuel purchases. Commodity hedging allows stability in prices, thus, offsetting the risk of volatile market fluctuations. Depending on the economic hedge cover, the price changes on the commodity derivative positions are offset by higher or lower purchase costs on fuel. A change in price by US$10.00 per barrel of jet fuel affects the Group's fuel costs in pre-tax income by ₱3.0 billion and ₱2.5 billion for years December 31, 2024 and 2023, respectively, in each of the covered periods, assuming no change in volume of fuel is consumed.

Derivative financial instruments which are part of hedging relationships do not expose the Group to market risk since changes in the fair value of the derivatives are offset by the changes in the fair value of the hedged items.

There is an economic relationship between the hedged items and hedging instruments as the terms of the foreign exchange forward contracts and commodity swaps and zero cost collars match the terms of the expected highly probable forecast transactions. The Group has established a hedge ratio of 1:1 for the hedging relationships as the underlying risk of the foreign currency forward contracts and commodity derivatives are identical to the hedged risk components. To test the hedge effectiveness, the Group uses the hypothetical derivative method and compares the changes in the fair value of hedging instruments against the changes in the fair value of hedged items attributable to the hedged risks. The hedge ineffectiveness arising from the differences on the counterparty and own credit risk incorporated in the hedging instrument and zero credit risk on the hedged item are deemed insignificant given that all counterparties are given investment grade ratings by the major credit rating agencies.

5. Fair Value Measurement

The following methods and assumptions were used to estimate the fair value of each asset and liability for which it is practicable to estimate such value:

Cash and cash equivalents, receivables (except installment contract receivables), accounts payable and accrued expenses and short-term debt
Carrying amounts approximate their fair values due to the relatively short-term maturities of these instruments.

Installment contract receivables
Fair values of installment contract receivables are based on the discounted value of future cash flows using the applicable rates for similar types of receivables. The discount rates used range from 6.3% to 6.4% in 2024 and from 6.1% to 6.2% in 2023.

Debt securities
Fair values of debt securities are generally based on quoted market prices. If the fair value of financial assets cannot be derived from active markets, these are determined using internal valuation techniques using generally accepted market valuation models using inputs from observable markets subject to a degree of judgment.

Quoted equity securities
Fair values are based on quoted prices published in markets.

Unquoted equity securities
Investment in unquoted equity security classified as FVOCI include interest in unlisted preference shares of stock of a fintech company. Fair values are established with reference ot the IPEV Guidelines as discussed in Note 3. In line with the IPEV Valuation Guidelines, the valuation of unquoted equity securities are based on the price of the most recent transaction (i.e., latest funding round post-money valuation of the underlying companies). Funding rounds refer to the series of funding start-up companies go through to raise capital.

Due from and due to related parties
Carrying amounts of due from and due to related parties approximate their fair values because these are collectible/payable on demand, except for certain due from related parties amounting to ₱1.4 billion and ₱1.2 billion as of December 31, 2024 and 2023, respectively, which will mature in April 2026. Due from related parties are unsecured.

Noninterest-bearing refundable security deposits
The fair values are determined as the present value of estimated future cash flows using prevailing market rates.

Investment in convertible notes
The fair value of the convertible notes are determined using HP binomial pricing model and EV/Sales multiple of comparable companies' market data.

Biological assets
Biological assets are measured at their fair values less costs to sell. The fair values of Level 2 biological assets are determined based on current market prices of livestock of similar age, breed and genetic merit while Level 3 are determined based on adjusted commercial farmgate prices. Costs to sell include commissions to brokers and dealers, nonrefundable transfer taxes and duties. Costs to sell exclude transport and other costs necessary to get the biological assets to the market.

The Group has determined that the highest and best use of the sucklings and weanlings is finishers while for other biological assets is their current use.

Derivative financial instruments
The fair values of the interest rate derivatives are determined based on the quotes obtained from counterparties. The fair value of the embedded derivative component for the equity conversion and redemption options of the convertible bonds payable was determined using the Jarrow-Rudd model (Note 23).

Investment properties
Fair value of investment properties is based on market data (or direct sales comparison) approach. This approach relies on the comparison of recent sale transactions or offerings of similar properties which have occurred and/or offered with close proximity to the subject property.

The fair values of the Group's investment properties have been determined by appraisers, including independent external appraisers, in the basis of the recent sales of similar properties in the same areas as the investment properties and taking into account the economic conditions prevailing at the time of the valuations are made.

The Group has determined that the highest and best use of the property used for the land and building is its current use.

Deposits from lessees
The fair value of customers' deposits is based on the discounted value of future cash flows using the applicable rates for similar types of loans and receivables as of reporting date. The discount rates used range from 6.3% to 6.4% in 2024 and from 6.1% to 6.2% in 2023.

Bonds payable
The fair value of bonds payable is based on the discounted value of future cash flows (interests and principal). The discount rates used are 5.9% in 2024 and 3.7% in 2023.

Long-term debt
The fair value of long-term debt is based on the discounted value of future cash flows (interests and principal) using the applicable rates for similar types of loans. The discount rates used for peso-denominated long-term debt range from 2.0% to 7.0% in 2024 and from 2.0% to 6.7% in 2023, and for foreign currency-denominated long-term debt from 2.0% to 7.0% in 2024 and 2023.

Fair Value Hierarchy of Assets and Liabilities
Assets and liabilities carried at fair value are those whose fair values are required to be disclosed.

(a) Level 1: quoted (unadjusted) prices in an active market for identical assets or liabilities;
(b) Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and
(c) Level 3: techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

The following table shows the Group's assets and liabilities carried at fair value:

	December 31, 2024				
	Carrying Value	**Level 1**	**Level 2**	**Level 3**	**Total Fair value**
Assets measured at fair value					
Financial assets at FVPL:					
Equiy securities					
Quoted	**₱3,418,438,042**	**₱3,418,438,042**	**₱–**	**₱–**	**₱3,418,438,042**
Unquoted	**3,508,304,612**	**–**	**3,508,304,612**	**–**	**3,508,304,612**
Investment in convertible notes	**206,268,529**	**–**	**206,268,529**	**–**	**206,268,529**
Derivatives	**1,297,193**	**–**	**1,297,193**	**–**	**1,297,193**
	7,134,308,376	**3,418,438,042**	**3,715,870,334**	**–**	**7,134,308,376**
Financial assets at FVOCI					
Debt securities:					
Government	**353,632,573**	**353,632,573**	**–**		**353,632,573**
Private	**6,363,113,470**	**–**	**6,363,113,470**		**6,363,113,470**
	6,716,746,043	**353,632,573**	**6,363,113,470**	**–**	**6,716,746,043**
Equity securities:					
Quoted	**55,142,481,125**	**54,981,531,125**	**160,950,000**	**–**	**55,142,481,125**
Unquoted	**2,746,719,301**		**2,746,719,301**		**2,746,719,301**
	57,889,200,426	**54,981,531,125**	**2,907,669,301**	**–**	**57,889,200,426**
	64,605,946,469	**55,335,163,698**	**9,270,782,771**	**–**	**64,605,946,469**
Biological assets	**273,798,527**		**36,254,945**	**237,543,582**	**273,798,527**
	₱72,014,053,372	**₱58,753,601,740**	**₱13,022,908,050**	**₱237,543,582**	**₱72,014,053,372**
Assets for which fair values are disclosed					
Receivables:					
Trade receivables	**₱45,186,307,801**	**₱–**	**₱–**	**₱43,817,961,532**	**₱43,817,961,532**
Other receivables	**2,288,757,203**	**–**	**–**	**2,288,757,203**	**2,288,757,203**
Refundable deposits	**4,804,302,698**	**–**	**–**	**4,165,557,531**	**4,165,557,531**
Investment properties	**136,459,981,551**	**–**	**–**	**435,762,914,880**	**435,762,914,880**
	₱188,739,349,253	**₱–**	**₱–**	**₱486,035,191,146**	**₱486,035,191,146**
Liabilities for which fair values are disclosed					
Deposits from lessees	**₱9,317,561,065**	**₱–**	**₱–**	**₱7,765,119,887**	**₱7,765,119,887**
Bonds payable	**14,156,440,222**	**–**	**–**	**12,536,991,611**	**12,536,991,611**
Long-term debt (including current portion)	**234,148,467,690**	**–**	**–**	**218,460,752,552**	**218,460,752,552**
	₱257,622,468,977	**₱–**	**₱–**	**₱238,762,864,050**	**₱238,762,864,050**

	December 31, 2023				
	Carrying Value	Level 1	Level 2	Level 3	Total Fair value
Assets measured at fair value					
Financial assets at FVPL:					
Equiy securities					
Quoted	₱2,808,082,391	₱2,808,082,391	₱–	₱–	₱2,808,082,391
Unquoted	4,208,648,543	–	4,208,648,543	–	4,208,648,543
Investment in convertible notes	241,816,767	–	241,816,767	–	241,816,767
	7,258,547,701	2,808,082,391	4,450,465,310	–	7,258,547,701
Financial assets at FVOCI					
Debt securities:					
Government	600,089,207	600,089,207	–	–	600,089,207
Private	7,803,342,992	–	7,803,342,992	–	7,803,342,992
	8,403,432,199	600,089,207	7,803,342,992	–	8,403,432,199
Equity securities:					
Quoted	31,675,970,234	31,555,370,234	120,600,000	–	31,675,970,234
Unquoted	2,537,498,790	–	2,537,498,790	–	2,537,498,790
	34,213,469,024	31,555,370,234	2,658,098,790	–	34,213,469,024
	42,616,901,223	32,155,459,441	10,461,441,782	–	42,616,901,223
Biological assets	271,933,727	–	20,311,419	251,622,308	271,933,727
	₱50,147,382,651	₱34,963,541,832	₱14,932,218,511	₱251,622,308	₱50,147,382,651
Liabilities measured at fair value					
Derivative liabilities	₱1,291,971	₱–	₱1,291,971	₱–	₱1,291,971
Assets for which fair values are disclosed					
Receivables:					
Trade receivables	₱44,850,258,112	₱–	₱–	₱ 43,403,205,317	43,403,205,317
Other receivables	2,925,633,256	–	–	2,925,633,256	2,925,633,256
Refundable deposits	4,474,818,264	–	–	3,835,317,992	3,835,317,992
Investment properties	129,076,998,999	–	–	417,970,683,686	417,970,683,686
	₱181,327,708,631	₱–	₱–	₱468,134,840,251	₱468,134,840,251
Liabilities for which fair values are disclosed					
Deposits from lessees	₱ 8,852,370,105	₱–	₱–	₱7,459,525,441	₱7,459,525,441
Bonds payable	13,437,715,699	–	–	14,073,572,664	14,073,572,664
Long-term debt (including current portion)	224,698,241,645	–	–	203,058,057,340	203,058,057,340
	₱246,988,327,449	₱–	₱–	₱224,591,155,445	₱224,591,155,445

In 2024 and 2023, there were no transfers between Level 1 and Level 2 fair value measurements. Non-financial asset determined under Level 3 includes investment properties. No transfers between any levels of the fair value hierarchy took place in the equivalent comparative period. There were also no changes in the purpose of any financial asset that subsequently resulted in a different classification of that asset.

Description of significant unobservable inputs to valuation:

Account	Valuation Technique	Significant Unobservable Inputs
Installment Contract receivable under 'Trade Receivables'	Discounted cash flow method	6.1% - 6.2% discount rate
Biological assets	Adjusted commercial farmgate prices	Commercial farmgate prices
Investment properties	Market data approach and Cost approach	Price/cost per square meter, size, shape, location, time element, discount, replacement cost and depreciation for improvements
	Discounted cash flow method	Discount rate, capitalization rate, growth rate, occupancy rate
Refundable deposits	Discounted cash flow method	3.0% - 6.0% discount rate
Bonds Payable	Discounted cash flow method	3.7%
Long-term debt	Discounted cash flow method	2.0% - 7.0% discount rate

Significant increases (decreases) in reasonable profit margin applied would result in a significantly higher (lower) fair value of the biological assets, considering all other variables are held constant.

Significant Unobservable Inputs

Size	Size of lot in terms of area. Evaluate if the lot size of property or comparable conforms to the average cut of the lots in the area and estimate the impact of the lot size differences on land value.
Shape	Particular form or configuration of the lot. A highly irregular shape limits the usable area whereas an ideal lot configuration maximizes the usable area of the lot which is associated in designing an improvement which conforms with the highest and best use of the property.
Location	Location of comparative properties whether on a main road, or secondary road. Road width could also be a consideration if data is available. As a rule, properties located along a main road are superior to properties located along a secondary road.
Time Element	An adjustment for market conditions is made if general property values have appreciated or depreciated since the transaction dates due to inflation or deflation or a change in investor's perceptions of the market over time. In which case, the current data is superior to historic data.
Discount	Generally, asking prices in ads posted for sale are negotiable. Discount is the amount the seller or developer is willing to deduct from the posted selling price if the transaction will be in cash or equivalent.
Risk premium	The return in excess of the risk-free rate of return that an investment is expected to yield.
Reasonable profit margin	Mark up of biological assets at different stages of development.
Adjusted commercial farmgate prices	Fair value based on commercial farmgate prices, adjusted by considering the age, breed and genetic merit

6. **Segment Information**

Operating Segments

The Group's operating businesses are organized and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

The industry segments where the Group operates are as follows:

- Foods, agro-industrial and commodities businesses – manufacturing and distribution of a diverse mix of salty snacks, chocolates, candies, biscuits, bakery products, beverages, instant noodles and pasta; hog and poultry farming, manufacturing and distribution of animal feeds, glucose and soya products, and production and distribution of animal health products; and sugar milling and refining and flour milling.

- Air transportation – air transport services, both domestic and international, for passengers and cargos; and line and light maintenance services.

- Real estate and hotels – ownership, development, leasing and management of shopping malls and retail developments; ownership and operation of prime hotels in major Philippine cities; development, sale and leasing of office condominium space in office buildings and mixed-use developments including high rise residential condominiums; and development of land into residential subdivisions and sale of subdivision lots and residential houses and the provision of customer financing for sales.

- Petrochemicals – manufacturer of polyethylene (PE), polypropylene (PP), polymer grade ethylene, polymer grade propylene, partially hydrogenated pyrolysis gasoline, pyrolysis fuel oil, aromatics, butadiene and liquefied petroleum gas (LPG).

- Other supplementary businesses – insurance brokering, data analytics, securities investment and business process outsourcing. This also includes equity in net earnings of Meralco and dividend income from PLDT and BPI. and

No operating segments have been aggregated to form the above reportable operating business segments.

The Group does not have a single external major customer (which represents 10.0% of Group's revenues).

Management monitors the operating results of each segment. The measure presented to manage segment performance is the segment operating income (loss). Segment operating income (loss) is based on the same accounting policies as the consolidated operating income (loss) except that intersegment revenues are eliminated only at the consolidation level. Group financing (including finance cost and other charges), finance income, market valuation gains(losses) on financial assets at FVPL and derivatives, foreign exchange gains (losses), other operating income, general and administrative expenses, impairment losses and others and income taxes are managed on a group basis and are not allocated to operating segments. Transfer pricing between operating segments are on arm's length basis in a manner similar to transactions with third parties.

The Executive Committee (Excom) is actively involved in planning, approving, reviewing, and assessing the performance of each of the Group's segments. The Excom oversees Group's decision making process. The Excom's functions are supported by the heads of each of the operating segments, which provide essential input and advice in the decision-making process. The Excom is the Group's chief operating decision maker.

The following tables present the financial information of each of the operating segments in accordance with PFRS except for 'Core earnings', EBIT' and EBITDA' as of and for the years ended December 31, 2024, 2023 and 2022. Core earnings pertain to income before income tax excluding market valuation gains (losses) on financial assets at FVPL, market valuation gains (losses) on derivative financial instruments and foreign exchange gains (losses).

The Group’s operating segment information follows:

	December 31, 2024						
	Foods, Agro-Industrial and Commodities	**Air Transportation**	**Real Estate and Hotels**	**Petrochemicals**	**Other Supplementary Businesses**	**Adjustments and Eliminations**	**TOTAL OPERATIONS**
Revenue							
Sale of goods and services:							
External customers	**₱161,867,243,890**	**₱104,908,632,355**	**₱ 40,078,910,726**	**₱ 50,430,319,398**	**₱1,246,055,529**	**₱–**	**₱358,531,161,898**
Intersegment revenues	–	–	**174,965,808**	**816,666,388**	–	**(991,632,196)**	–
	161,867,243,890	**104,908,632,355**	**40,253,876,534**	**51,246,985,786**	**1,246,055,529**	**(991,632,196)**	**358,531,161,898**
Dividend income (Note 28)	**48,454,304**	–	–	–	**3,327,203,091**	–	**3,375,657,395**
Equity in net earnings (losses) of associates and joint ventures (Note 14)	**(140,071,400)**	**106,999,090**	**5,913,895,872**	–	**10,798,287,480**	**55,612,913**	**16,734,723,955**
Total revenue	**161,775,626,794**	**105,015,631,445**	**46,167,772,406**	**51,246,985,786**	**15,371,546,100**	**(936,019,283)**	**378,641,543,248**
Cost of sales and services (Note 30)	**117,829,129,480**	**68,730,690,694**	**19,410,771,714**	**59,702,423,052**	**202,473,279**	**(1,209,715,922)**	**264,665,772,297**
Gross income	**₱43,946,497,314**	**₱36,284,940,751**	**₱26,757,000,692**	**(₱8,455,437,266)**	**₱15,169,072,821**	**₱273,696,639**	**113,975,770,951**
General and administrative expenses (Note 31)							**63,343,577,924**
Provision for impairment losses and others (Note 34)							**1,167,665,142**
Operating income							**49,464,527,885**
Financing cost and other charges (Note 35)							**(19,699,179,484)**
Finance income (Note 27)							**1,818,438,137**
Other operating income (Note 29)							**10,190,102,078**
Core earnings							**41,773,888,616**
Market valuation losses on financial assets							**(2,019,138,901)**
Foreign exchange losses							**210,035,223**
Income before income tax							**39,964,784,938**
Provision for income tax (Note 38)							**4,406,802,455**
Net income from Continuing Operations							**35,557,982,483**
Net income from Discontinued Operations (Note 44)							**(405,549,137)**
Net income							**₱35,152,433,346**
Net Income Attributable To							
Equity holders of the Parent Company							
Income (loss) from Continuing Operations	**₱6,796,845,665**	**₱3,628,354,508**	**₱11,461,045,553**	**(₱17,275,706,801)**	**₱16,818,998,579**	**₱125,824,377**	**₱21,555,361,881**
Income from Discontinued Operations							**(229,804,216)**
							₱21,325,557,665
EBIT	**₱16,652,038,589**	**₱9,172,287,740**	**₱17,611,822,349**	**(₱11,675,185,700)**	**₱17,867,933,322**	**(₱164,368,415)**	**₱49,464,527,885**
Depreciation, amortization and impairment (Notes 33 and 34)	**4,968,706,792**	**16,293,433,383**	**5,707,159,311**	**4,621,859,434**	**170,523,042**	**709,414,422**	**32,471,096,384**
EBITDA	**₱21,620,745,381**	**₱25,465,721,123**	**₱23,318,981,660**	**(₱7,053,326,266)**	**₱18,038,456,364**	**545,046,007**	**₱81,935,624,269**
Other information							
Non-cash expenses other than depreciation and amortization (Note 34):							
Impairment losses on:							
Receivables (Note 11)	**₱11,395,431**	**₱129,767,554**	**₱–**	**₱–**	**₱267,419**	**₱–**	**₱141,430,404**
Inventories	**102,810,276**	**26,663,350**	–	–	–	–	**129,473,626**
Property, plant and equipment	**53,761,112**	–	–	**843,000,000**	–	–	**896,761,112**
	₱167,966,819	**₱156,430,904**	**₱–**	**₱843,000,000**	**₱267,419**	**₱–**	**₱1,167,665,142**

	December 31, 2023 (As restated – Note 44)						
	Foods, Agro-Industrial and Commodities	Air Transportation	Real Estate and Hotels	Petrochemicals	Other Supplementary Businesses	Adjustments and Eliminations	TOTAL OPERATIONS
Revenue							
Sale of goods and services:							
External customers	₱157,752,179,737	₱90,602,558,755	₱39,033,664,006	₱38,017,416,362	₱889,532,324	₱–	₱326,295,351,184
Intersegment revenues	–	–	272,327,554	865,388,385	–	(1,137,715,939)	–
	157,752,179,737	90,602,558,755	39,305,991,560	38,882,804,747	889,532,324	(1,137,715,939)	326,295,351,184
Dividend income (Note 28)	64,605,739	–	–	–	2,805,773,472	–	2,870,379,211
Equity in net earnings (losses) of associates and joint ventures (Note 14)	(287,249,906)	58,564,194	4,723,779,098	–	9,650,872,342	42,946,131	14,188,911,859
Total revenue	157,529,535,570	90,661,122,949	44,029,770,658	38,882,804,747	13,346,178,138	(1,094,769,808)	343,354,642,254
Cost of sales and services (Note 30)	115,005,300,253	58,399,860,511	19,522,783,959	45,149,156,889	266,212,680	(1,184,427,987)	237,158,886,305
Gross income	₱42,524,235,317	₱32,261,262,438	₱24,506,986,699	(₱6,266,352,142)	₱13,079,965,458	₱89,658,179	106,195,755,949
General and administrative expenses (Note 31)							56,798,426,128
Provision for impairment losses and others (Note 34)							357,878,941
Operating income							49,039,450,880
Financing cost and other charges (Note 35)							(16,254,753,285)
Finance income (Note 27)							1,953,643,970
Other operating income (Note 29)							865,879,001
Core earnings							35,604,220,566
Market valuation losses on financial assets							1,253,550,243
Foreign exchange losses							(219,880,734)
Income before income tax							36,637,890,075
Provision for income tax (Note 38)							3,194,372,514
Net income from Continuing Operations							33,443,517,561
Net income from Discontinued Operations (Note 44)							683,478,522
Net income							₱34,126,996,083
Net Income Attributable To							
Equity holders of the Parent Company							
Income (loss) from Continuing Operations	₱6,770,280,076	₱5,314,456,433	₱10,683,001,410	(₱12,920,542,336)	₱9,730,355,675	₱56,428,944	₱19,633,980,202
Income from Discontinued Operations							410,821,744
							₱20,044,801,946
EBIT	₱17,388,611,632	₱8,578,962,404	₱17,335,747,082	(₱8,044,444,821)	₱13,898,992,573	(₱118,417,990)	₱49,039,450,880
Depreciation, amortization and impairment (Notes 33 and 34)	6,361,327,060	13,259,622,656	5,485,248,050	4,297,293,350	280,709,659	29,711,412	29,713,912,187
EBITDA	₱23,749,938,692	₱21,838,585,060	₱22,820,995,132	(₱3,747,151,471)	₱14,179,702,232	(₱88,706,578)	₱78,753,363,067
Other information							
Non-cash expenses other than depreciation and amortization (Note 34):							
Impairment losses on receivables (Note 11)	₱9,337,591	₱59,545,114	₱–	₱–	₱6,373,343	₱–	₱75,256,048
Investments	–	–	–	–	56,074,692	–	56,074,692
Inventories	8,060	–	–	–	–	–	8,060
Property, plant and equipment	226,540,141	–	–	–	–	–	226,540,141
	₱235,885,792	₱59,545,114	₱–	₱–	₱62,448,035	₱–	₱357,878,941

	December 31, 2022 (As restated – Note 44)						
	Foods, Agro-Industrial and Commodities	Air Transportation	Real Estate and Hotels	Petrochemicals	Other Supplementary Businesses	Adjustments and Eliminations	TOTAL OPERATIONS
Revenue							
Sale of goods and services:							
External customers	₱ 149,123,947,349	₱56,751,365,857	₱43,379,718,149	₱35,960,997,584	₱991,040,335	₱–	₱286,207,069,274
Intersegment revenues	–	–	420,780,366	1,042,147,897	–	(1,462,928,263)	–
	149,123,947,349	56,751,365,857	43,800,498,515	37,003,145,481	991,040,335	(1,462,928,263)	286,207,069,274
Dividend income (Note 28)	80,757,174	–	–	–	2,988,724,620	–	3,069,481,794
Equity in net earnings (losses) of associates and joint ventures (Note 14)	(378,967,690)	(113,288,470)	4,440,267,867	–	7,710,559,052	193,429,803	11,852,000,562
Total revenue	148,825,736,833	56,638,077,387	48,240,766,382	37,003,145,481	11,690,324,007	(1,269,498,460)	301,128,551,630
Cost of sales and services (Note 30)	110,233,572,587	48,921,257,587	27,039,622,613	46,924,831,352	202,927,215	(1,219,327,141)	232,102,884,213
Gross income (loss)	₱38,592,164,246	₱7,716,819,800	₱21,201,143,769	(₱9,921,685,871)	₱11,487,396,792	(₱50,171,319)	69,025,667,417
General and administrative expenses (Note 31)							50,284,043,547
Provision for impairment losses and others (Note 34)							468,436,281
Operating income							18,273,187,589
Financing cost and other charges (Note 35)							(11,133,490,485)
Finance income (Note 27)							1,684,420,318
Other operating income (Note 29)							7,049,801,420
Core earnings							15,873,918,842
Market valuation losses on financial assets							705,308,878
Foreign exchange losses							(7,377,910,001)
Income before income tax							9,201,317,719
Provision for income tax (Note 38)							2,744,912,153
Net income from Continuing Operations							6,456,405,566
Net income from Discontinued Operations (Note 44)							1,584,975,712
Net income							₱8,041,381,278
Net Income Attributable To							
Equity holders of the Parent Company							
Income (loss) from Continuing Operations	₱7,770,770,829	(₱9,163,068,059)	₱9,158,371,651	(₱14,904,374,896)	₱6,800,769,044	₱38,066,960	(₱299,464,471)
Income from Discontinued Operations							950,086,637
							₱650,622,166
EBIT	₱15,232,820,807	(₱11,428,849,757)	₱14,112,398,035	(₱11,686,167,084)	₱13,152,325,700	(₱1,109,340,112)	₱18,273,187,589
Depreciation, amortization and impairment (Notes 33 and 34)	6,243,472,495	12,092,864,031	5,237,176,161	3,617,550,354	384,821,648	111,420,469	27,687,305,158
EBITDA	₱21,476,293,302	₱664,014,274	₱19,349,574,196	(₱8,068,616,730)	₱13,537,147,348	(₱997,919,643)	₱45,960,492,747
Other information							
Non-cash expenses other than depreciation and amortization (Note 34):							
Impairment losses on receivables (Note 11)	₱4,053,836	₱1,468,389	₱–	₱–	₱43,787,878	₱–	₱49,310,103
Inventories	–	–	9,394,630	–	–	–	9,394,630
Property, plant and equipment	322,984,653	86,746,895	–	–	–	–	409,731,548
	₱327,038,489	₱88,215,284	₱9,394,630	₱–	₱43,787,878	₱–	₱468,436,281

Other information on the Group's operating segments follow:

	December 31, 2024						
	Foods, Agro-Industrial and Commodities	**Air Transportation**	**Real Estate and Hotels**	**Petrochemicals**	**Other Supplementary Businesses**	**Adjustments and Eliminations**	**Consolidated**
Investments in associates and joint ventures (Note 14)	**₱132,536,261**	**₱447,444,055**	**₱73,757,800,094**	**₱–**	**₱89,033,682,721**	**₱612,913**	**₱163,372,076,044**
Segment assets*	**₱178,687,860,228**	**₱ 237,323,656,286**	**₱261,831,884,344**	**₱144,020,906,149**	**₱353,793,165,311**	**(₱133,159,174,998)**	**₱1,042,498,297,320**
Short-term debt (Note 23)	**₱20,614,122,567**	**₱5,568,447,189**	**₱–**	**₱35,058,001,477**	**₱5,000,000,000**	**₱–**	**₱66,240,571,233**
Long-term debt and bonds payable (Note 23)	**₱–**	**₱56,954,791,659**	**₱53,216,520,261**	**₱64,589,629,382**	**₱73,543,966,610**	**₱–**	**₱248,304,907,912**
Segment liabilities*	**₱57,447,998,532**	**₱238,161,631,493**	**₱100,317,027,936**	**₱104,132,839,559**	**₱93,066,611,772**	**(₱24,762,445,768)**	**₱568,363,663,524**
Capital expenditures (Notes 15 and 16)*	**₱7,804,811,966**	**₱49,537,170,790**	**₱15,247,389,252**	**₱3,791,411,635**	**₱261,030,300**	**₱–**	**₱76,641,813,943**

	December 31, 2023						
	Foods, Agro-Industrial and Commodities	Air Transportation	Real Estate and Hotels	Petrochemicals	Other Supplementary Businesses	Adjustments and Eliminations	Consolidated
Investments in associates and joint ventures (Note 14)	₱99,348,952	₱300,444,965	₱68,364,393,691	₱–	₱83,236,319,803	₱–	₱152,000,507,411
Segment assets*	₱ 180,320,567,543	₱186,340,996,956	₱235,689,674,878	₱149,346,782,589	₱314,323,265,179	(₱124,457,797,965)	₱941,563,489,180
Short-term debt (Note 23)	₱26,689,650,885	₱–	₱800,000,000	₱29,835,214,956	₱6,200,000,000	₱–	₱63,524,865,841
Long-term debt and bonds payable (Note 23)	₱–	₱52,137,467,285	₱53,149,167,459	₱69,758,917,897	₱63,090,404,703	₱–	₱238,135,957,344
Segment liabilities*	₱61,828,704,386	₱192,425,494,499	₱94,214,865,509	₱109,255,165,385	₱87,758,186,925	(₱29,596,300,707)	₱515,886,115,997
Capital expenditures (Notes 15 and 16)*	₱10,215,347,977	₱30,499,712,253	₱11,969,837,192	₱6,455,840,307	₱302,852,685	₱–	₱59,443,590,414

**Excludes Assets held for sale and Liabilities directly associated with assets held for sale and Capital expenditures for the banking business of ₱120,285,824*

	December 31, 2022						
	Foods, Agro-Industrial and Commodities	Air Transportation	Real Estate and Hotels	Petrochemicals	Other Supplementary Businesses	Adjustments and Eliminations	Consolidated
Investments in associates and joint ventures (Note 14)	₱138,060,136	₱221,880,771	₱63,088,033,268	₱–	₱79,856,313,689	(₱9,363,697)	₱143,294,924,167
Segment assets*	₱169,953,629,407	₱146,312,316,002	₱222,935,878,945	₱149,083,076,283	₱324,627,168,777	(₱105,851,661,136)	₱907,060,408,278
Short-term debt (Note 23)	₱23,220,000,075	₱–	₱–	₱63,897,480,266	₱4,800,000,000	₱–	₱91,917,480,341
Long-term debt and bonds payable (Note 23)	₱–	₱ 53,802,805,005	₱51,159,115,665	₱35,000,000,000	₱97,701,743,331	₱–	₱237,663,664,001
Segment liabilities*	₱53,983,288,312	₱160,060,000,031	₱87,488,753,059	₱107,103,862,106	₱121,275,333,660	(₱30,426,306,449)	₱499,484,930,719
Capital expenditures (Notes 15 and 16)*	₱9,134,912,018	₱9,782,769,849	₱16,530,695,674	₱8,761,779,012	₱361,772,380	₱–	₱44,571,928,933

**Excludes Assets held for sale and Liabilities directly associated with assets held for sale and Capital expenditures for the banking business of ₱275,244,873*

Reconciliation of Income Before Income Tax to EBITDA and Core Earnings

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Income before income tax	**₱39,964,784,938**	₱36,637,890,075	₱9,201,317,719
Finance income	**(1,818,438,137)**	(1,953,643,970)	(1,684,420,318)
Financing cost and other charges	**19,699,179,484**	16,254,753,285	11,133,490,485
Other operating income	**(10,190,102,078)**	(865,879,001)	(7,049,801,420)
Market valuation losses (gains) on financial assets at FVPL and derivative financial instruments	**2,019,138,901**	(1,253,550,243)	(705,308,878)
Foreign exchange losses (gains)	**(210,035,223)**	219,880,734	7,377,910,001
EBIT	**49,464,527,885**	49,039,450,880	18,273,187,589
Depreciation and amortization	**31,574,335,273**	29,529,139,753	27,322,353,815
Provision for impairment losses	**896,761,112**	184,772,434	364,951,343
EBITDA	**₱81,935,624,270**	₱78,753,363,067	₱45,960,492,747
Income before income tax	**₱39,964,784,938**	₱36,637,890,075	₱9,201,317,719
Market valuation losses (gains) on financial assets at FVPL and derivative financial instruments	**2,019,138,901**	(1,253,550,243)	(705,308,878)
Foreign exchange losses and gains	**(210,035,223)**	219,880,734	7,377,910,001
Core earnings	**₱41,773,888,616**	₱35,604,220,566	₱15,873,918,842

Intersegment Revenues

Intersegment revenues are eliminated at the consolidation level.

Segment Results

Segment results pertain to the net income (loss) of each of the operating segments. The chief decision maker also uses the ‘Core earnings’, ‘EBIT’ and ‘EBITDA’ in measuring the performance of each of the Group’s operating segments. The Group defines each of the operating segment’s ‘Core earnings’ as the total of the ‘Operating income’, ‘Finance income’ and ‘Other operating income’ deducted by the ‘Financing cost and other charges’. EBIT is equivalent to the Group’s operating income while EBITDA is computed by adding back to the EBIT the depreciation and amortization expenses including impairment of property, plant and equipment during the period.

Depreciation and amortization

In 2024, 2023 and 2022, the amount of reported depreciation and amortization includes depreciation of property, plant and equipment, investment properties, ROU assets and amortization of intangible assets.

Segment Assets

Segment assets are resources owned by each of the operating segments excluding significant intersegment balances which are eliminated.

Segment Liabilities

Segment liabilities are obligations incurred by each of the operating segments excluding significant intersegment balances which are eliminated. The Group also reports, separately, to the chief operating decision maker the breakdown of the short-term and long-term debt of each of the operating segments.

Capital Expenditures
The components of capital expenditures reported to the chief operating decision maker are the acquisitions of investment properties and property, plant and equipment during the period, including those acquired through business combination.

Geographical Information
The Group operates in the Philippines, Vietnam, Thailand, Myanmar, Indonesia, Malaysia, Singapore, and Hong Kong.

The following table shows the distribution of the Group's consolidated revenues to external customers by geographical market, regardless of where the goods were produced:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Domestic	**₱273,428,466,900**	₱253,008,567,109	₱213,196,279,511
Foreign	**105,213,076,348**	90,346,075,145	87,932,272,119
	₱378,641,543,248	₱343,354,642,254	₱301,128,551,630

The Group has no significant customer which contributes 10.0% or more of the consolidated revenues of the Group.

The table below shows the Group's carrying amounts of noncurrent assets per geographic location excluding noncurrent financial assets, deferred tax assets and pension assets:

	2024	2023
Domestic	**₱625,554,770,135**	₱563,895,189,087
Foreign	**100,325,754,126**	96,103,193,729
	₱725,880,524,261	₱659,998,382,816

7. Cash and Cash Equivalents

This account consists of:

	2024	2023
Cash on hand	**₱139,172,998**	₱161,200,980
Cash in banks (Note 40)	**18,387,461,677**	22,041,774,688
Cash equivalents (Note 40)	**29,245,632,778**	15,741,201,348
	₱47,772,267,453	₱37,944,177,016

Cash in banks earns interest at the respective bank deposit rates. Cash equivalents represent money market placements made for varying periods depending on the immediate cash requirements of the Group, and earn annual interest ranging from 0.01% to 5.30%, from 0.10% to 7.30%, and from 0.35% to 7.30% for foreign currency-denominated money market placements for the years ended December 31, 2024, 2023, and 2022, respectively. Peso-denominated money market placements, on the other hand, earn interest ranging from 3.60% to 6.13%, from 2.00% to 6.00%, and from 2.56% to 4.60% for the years ended December 31, 2024, 2023, and 2022, respectively.

Interest earned on cash and cash equivalents amounted to ₱1.5 billion, ₱1.4 billion and ₱1.1 billion for the years ended December 31, 2024, 2023 and 2022, respectively (Note 27).

For the purpose of the statement of cash flows, cash and cash equivalents comprise of the following:

	2024	2023
Cash on hand	**₱139,172,998**	₱161,200,980
Cash in banks (Note 40)	**18,387,461,677**	22,041,774,688
Cash equivalents (Note 40)	**29,245,632,778**	15,741,201,348
Cash and cash equivalents classified as part of assets held for sale (Note 44)	–	11,603,831,759
	₱47,772,267,453	₱49,548,008,775

8. **Derivative Financial Instruments**

This account consists of derivative financial assets and liabilities as of December 31, 2024 and 2023. Details follow:

	2024	2023
Derivative financial assets (liabilities):		
Fuel derivatives (Note 9)	**₱1,297,193**	(₱1,291,971)

Interest rate derivatives
CAI entered into interest rate derivative contracts to manage exposure to the volatility of interest rates on the lease rates of the expected aircraft deliveries. These derivative contracts have various maturity dates where hedge accounting under PFRS 9 was also applied.

Fuel Derivatives
CAI entered into zero cost collars and call options derivative contracts to manage its exposure to fuel price fluctuations. The notional quantity is the amount of the derivatives' underlying asset or liability, reference rate or index and is the basis upon which changes in the value of derivatives are measured. These collars and options can be exercised at various calculation dates with specified quantities on each calculation date. The collars have various maturity dates through 2025.

As of December 31, 2024 and 2023, CAI has designated for hedge accounting derivatives with net asset and net liability positions, which are shown under 'Financial Assets at fair Value through Profit or Loss' and 'Other current liabilities' in the consolidated statement of financial position, amounting to ₱1.3 million and (₱1.3 million), respectively (see Notes 9 and 22)

For the year ended December 31, 2024 and 2023, CAI has recycled the effective portion of its cash flow hedge reserves recognized under 'Cost of Services' in the consolidated statement of comprehensive income, amounting to ₱8.0 million and ₱84.0 million, respectively (nil in 2022).

'Market valuation gains (losses) on derivative financial instruments – net' for the years ended December 31, 2024, 2023 and 2022 follow:

	2024	2023	2022
Embedded derivatives arising from convertible bonds (Note 23)			
Net changes in fair value	**₱–**	₱846,835,509	₱884,125,259
Attributable to accounting hedges:			
Hedge ineffectiveness	–	33,324,721	93,782,246
	₱–	₱880,160,230	₱977,907,505

Fair Value Changes in Derivatives

Fair value changes in derivatives designated as accounting hedges

The net movements in fair value of the Group's derivative financial instruments designated as accounting hedges follow:

	2024	2023
Beginning balance	**(₱1,291,971)**	₱60,911,158
Net changes shown in other comprehensive income (Note 36):		
Net changes in fair value of derivatives taken to other comprehensive income	**(64,792,591)**	(189,120,991)
Fair value of settled instruments	**67,381,755**	126,917,862
	₱1,297,193	(₱1,291,971)

Net changes in fair value of derivatives taken to other comprehensive income are recorded under 'Net gains (losses) from cash flow hedges' in the consolidated statement of comprehensive income.

Refer to Note 23 for the changes in fair value of conversion option arising from convertible bonds.

9. Financial Assets at Fair Value through Profit or Loss

This account consists of the following:

	2024	2023
Equity securities:		
Quoted	**₱3,418,438,042**	₱2,808,082,391
Unquoted	**3,508,304,612**	4,208,648,543
Investment in convertible notes	**206,268,529**	241,816,767
Derivatives (Note 8)	**1,297,193**	–
	₱7,134,308,376	₱7,258,547,701

In 2024, 2023 and 2022, the Group recognized net market valuation gains (losses) on financial assets at FVPL (excluding derivatives) amounting to (₱2.0 billion), ₱373.4 million, and (₱272.6 million), respectively, included under 'Market valuation gains (losses) on financial assets at fair value through profit or loss - net' in the consolidated statements of comprehensive income.

Interest income on financial assets at FVPL amounting to nil, ₱145.4 million and ₱163.8 million for the years ended December 31, 2024, 2023, and 2022 are included under 'Net Income from discontinued operations' in profit or loss in the consolidated statements of comprehensive income (see Note 44).

10. **Financial Assets at Fair Value through Other Comprehensive Income**

This account consists of investments in:

	2024	2023
Debt securities:		
Private	**₱6,363,113,470**	₱7,803,342,992
Government	**353,632,573**	600,089,207
	6,716,746,043	8,403,432,199
Equity securities:		
Quoted	**55,142,481,125**	31,675,970,234
Unquoted	**2,746,719,301**	2,537,498,790
	57,889,200,426	34,213,469,024
	₱64,605,946,469	₱42,616,901,223

Quoted equity securities pertain to investment in PLDT and BPI common shares and various golf club shares. The Group has irrevocably elected to classify these investments under this category as it intends to hold these investments for the foreseeable future.

Breakdown of financial assets at FVOCI as shown in the consolidated statements of financial position follows:

	2024	2023
Current portion	**₱6,716,746,043**	₱8,403,432,199
Noncurrent portion	**57,889,200,426**	34,213,469,024
	₱64,605,946,469	₱42,616,901,223

The Group has classified its 24.3 million PLDT shares representing 11.27% ownership interest as financial assets at FVOCI, which have carrying values of ₱31.5 billion and ₱31.1 billion as of December 31, 2024 and 2023, respectively.

In January 2024, the Group received 188.4 million BPI shares, valued at ₱19.6 billion, representing 3.58% ownership interest, as a result of the merger of RBC with BPI (Note 44). The shares are recorded as financial assets at FVOCI. The Group's investment in BPI has a carrying value of ₱23.0 billion as of December 31, 2024.

Interest income on debt financial assets at FVOCI follows (Note 27):

	2024	2023	2022
Debt securities:			
Private	**₱251,647,762**	₱516,575,422	₱536,155,003
Government	**45,222,417**	37,752,686	39,372,046
	₱296,870,179	₱554,328,108	₱575,527,049

The Group's effective interest rates range from 4.38% to 8.60% on government securities and 3.90% to 10.50% on private bonds in 2024, 2023 and 2022.

The movements in net unrealized gains (losses) on financial assets at FVOCI follow:

	2024		
	Parent Company	**Non-controlling Interests**	**Total**
Balance at beginning of year	**(₱18,797,045,448)**	**₱231,939,136**	**(₱18,565,106,312)**
Net changes shown in other comprehensive income (Note 36):			
Fair value changes during the year on financial assets at FVOCI of the Parent Company and its subsidiaries	**3,674,578,681**	**206,379,310**	**3,880,957,991**
Realized gain on sale of financial assets at FVOCI (Note 29)	**(2,631,954)**	**–**	**(2,631,954)**
	(15,125,098,721)	**438,318,446**	**(14,686,780,275)**
Net changes in fair value of FVOCI of associates (Note 14):			
Share in net changes in fair value of financial assets at FVOCI of an associates	**83,044,243**	**–**	**83,044,243**
Balance at end of year	**(₱15,042,054,478)**	**₱438,318,446**	**(₱14,603,736,032)**

	2023		
	Parent Company	Non-controlling Interests	Total
Balance at beginning of year	(₱17,985,728,361)	₱256,214,008	(₱17,729,514,353)
Net changes shown in other comprehensive income (Note 36):			
Fair value changes during the year on financial assets at FVOCI of the Parent Company and its subsidiaries	(728,205,060)	68,281,950	(659,923,110)
Realized loss on sale of financial assets at FVOCI (Note 29)	17,039,140	–	17,039,140
Reclassification of unrealized gain on reserves of disposal group held for sale (Note 44)	(138,835,232)	(92,556,822)	(231,392,054)
	(18,835,729,513)	231,939,136	(18,603,790,377)
Net changes in fair value of FVOCI of associates (Note 14):			
Share in net changes in fair value of financial assets at FVOCI of an associates	38,684,065	–	38,684,065
Balance at end of year	(₱18,797,045,448)	₱231,939,136	(₱18,565,106,312)

	2022		
	Parent Company	Non-controlling Interests	Total
Balance at beginning of year	(₱4,039,360,496)	(₱117,645,484)	(₱4,157,005,980)
Net changes shown in other comprehensive income (Note 36):			
Fair value changes during the year on financial assets at FVOCI of the Parent Company and its subsidiaries	(14,224,111,355)	105,782,491	(14,118,328,864)
Realized gain on sale of financial assets at FVOCI (Note 29)	(7,120,937)	–	(7,120,937)
Reclassification of unrealized loss to reserves of disposal group held for sale (Note 44)	402,115,501	268,077,001	670,192,502
	(17,868,477,287)	256,214,008	(17,612,263,279)

(Forward)

	2022		
	Parent Company	Non-controlling Interests	Total
Net changes in fair value of FVOCI of associates (Note 14):			
Share in net changes in fair value of financial assets at FVOCI of an associates	(₱109,577,611)	₱–	(₱109,577,611)
Accumulated share in net changes in fair value of financial assets at FVOCI of disposed investment taken to profit or loss	(7,673,463)		(7,673,463)
Balance at end of year	(₱17,985,728,361)	₱256,214,008	(₱17,729,514,353)

11. **Receivables**

This account consists of:

	2024	2023
Trade receivables	**₱45,828,405,881**	₱45,335,249,826
Due from related parties (Note 40)	**4,203,793,897**	3,914,716,185
Interest receivable	**255,750,033**	360,004,314
Other receivables	**2,661,838,938**	3,600,041,683
	52,949,788,749	53,210,012,008
Less allowance for impairment losses	**828,442,336**	794,593,559
	₱52,121,346,413	₱52,415,418,449

Total receivables shown in the consolidated statements of financial position follow:

	2024	2023
Current portion	**₱42,426,002,271**	₱45,061,655,860
Noncurrent portion	**9,695,344,142**	7,353,762,589
	₱52,121,346,413	₱52,415,418,449

Noncurrent receivables consist of:

	2024	2023
Trade receivables	**₱8,301,079,611**	₱6,181,148,482
Due from related parties	**1,394,264,531**	1,172,614,107
	₱9,695,344,142	₱7,353,762,589

Trade Receivables

Included in trade receivables are installment contract receivables of the real estate segment of the Group amounting to ₱17.7 billion and ₱15.7 billion as of December 31, 2024 and 2023, respectively These are collectible in monthly installments over a period of one (1) year to ten (10) years. These are carried at amortized cost, except for receivables from lease-to-own arrangements which are carried at fair value through OCI amounting to nil and ₱210.5 million as of December 31, 2024 and 2023, respectively. The title of the real estate property, which is the subject of the installment contract receivable, passes to the buyer once the receivable is fully paid. Revenue from real estate sales includes interest income from installment contract receivables amounting to nil, ₱563.3 million and ₱522.6 million in 2024, 2023 and 2022, respectively, and is recorded under 'Sale of goods and services' on the consolidated statements of comprehensive income.

Other trade receivables are noninterest-bearing and generally have 30 to 90-day terms.

Other Receivables
Other receivables include claims receivables, advances to employees and other non-trade receivables. As of December 31, 2024 and 2023, claims receivables amounted to ₱729.9 million and ₱793.5 million, respectively.

Allowance for Impairment Losses on Receivables

Changes in the allowance for impairment losses on receivables follow:

	2024		
	Trade Receivables	**Other Receivables**	**Total**
Balance at beginning of year	**₱484,991,714**	**₱309,601,845**	**₱794,593,559**
Provision for impairment losses from continuing operations (Note 34)	**141,430,404**	**–**	**141,430,404**
Write-offs, net of recoveries	**(150,524,328)**	**–**	**(150,524,328)**
Unrealized foreign exchange gains	**41,679,101**	**1,263,600**	**42,942,701**
Balance at end of year	**₱517,576,891**	**₱310,865,445**	**₱828,442,336**

	2023		
	Trade Receivables	Other Receivables	Total
Balance at beginning of year	₱443,739,672	₱306,929,357	₱750,669,029
Provision for impairment losses from continuing operations (Note 34)	73,036,386	2,219,662	75,256,048
Write-offs, net of recoveries	(31,801,265)	–	(31,801,265)
Unrealized foreign exchange gains	16,921	452,826	469,747
Balance at end of year	₱484,991,714	₱309,601,845	₱794,593,559

Total amount of allowance for impairment losses reclassified under 'Assets held for sale' amounted to ₱3.3 billion as of December 31, 2023. Provision for impairment losses on receivables under 'Net Income After Tax from Discontinued Operations' amounted to ₱834.1 million and ₱927.5 million in 2023 and 2022, respectively (Note 44).

Provision for impairment losses on receivables for the years ended December 31, 2024, 2023 and 2022 amounted to ₱141.4 million, ₱75.3 million and ₱49.3 million, respectively.

Allowance for credit losses on other receivables includes credit losses on non-trade receivables, advances to officers and employees and other receivables. Allowance for credit losses on advances to officers and employees amounted to ₱19.6 million as of December 31, 2024 and 2023. Allowance for credit losses on nontrade and other receivables amounted to ₱291.3 million and ₱290.0 million as of December 31, 2024 and 2023, respectively.

12. **Inventories**

This account consists of inventories held as follows:

	2024	2023
At cost:		
Subdivision land, condominium and residential units for sale	**₱40,555,030,889**	₱35,684,565,320
Raw materials	**18,402,431,413**	19,781,159,668
Finished goods	**12,301,591,273**	18,052,450,021
Spare parts, packaging materials and other supplies	**4,662,476,727**	4,065,654,764
Work-in-process	**2,488,923,741**	2,410,463,408
	78,410,454,043	79,994,293,181
At NRV:		
Spare parts, packaging materials and other supplies	**12,463,522,229**	11,426,941,072
Raw materials	**1,433,901,585**	4,453,112,689
Finished goods	**6,060,944,121**	4,037,660,987
	19,958,367,935	19,917,714,748
	₱98,368,821,978	₱99,912,007,929

Real estate inventory consists of:

	2024	2023
Land and condominium units	**₱21,497,613,382**	₱18,254,367,348
Land held for development	**16,658,888,872**	15,044,996,873
Residential units and subdivision land	**2,062,728,303**	2,031,832,662
Land use right and development cost	**335,800,332**	353,368,437
	₱40,555,030,889	₱35,684,565,320

Summary of the movements in real estate inventory follows:

	2024	2023
Balance at beginning of year	**₱35,684,565,320**	₱32,511,606,471
Construction and development costs incurred	**6,196,364,537**	6,017,056,980
Land acquisition	**1,249,645,557**	786,003,023
Transfers from investment properties, property and equipment and unrealized land cost (Notes 15 and 16)	**596,496,120**	1,121,279,632
Costs of real estate sales (Note 30)	**(3,172,040,645)**	(4,751,380,786)
Balance at end of year	**₱40,555,030,889**	₱35,684,565,320

Borrowing cost capitalized amounted to nil for the years ended December 31, 2024 and 2023.

The amount of subdivision land, condominium and residential units for sale recognized as cost of real estate sales in the consolidated statements of comprehensive income amounted to ₱3.2 billion, ₱4.8 billion and ₱14.1 billion for the years ended December 31, 2024, 2023 and 2022, respectively.

No subdivision land, condominium and residential units for sale were pledged as security to liabilities as of December 31, 2024 and 2023.

Under the terms of agreements covering liabilities under trust receipts amounting to ₱8.0 billion and ₱10.2 billion as of December 31, 2024 and 2023, respectively, certain inventories which approximate the trust receipts payable, have been released to the Group under trust receipt agreement with the banks (see Note 23). The Group is accountable to the banks for the value of the trusteed inventories or their sales proceeds.

The Group recognized impairment losses on its inventories included under 'Provision for impairment losses and others' amounting to ₱129.5 million, ₱8,060 and ₱9.4 million in 2024, 2023 and 2022, respectively (see Note 34).

13. **Other Current Assets**

This account consists of:

	2024	2023
Advances to suppliers and contractors	**₱13,290,611,080**	₱9,595,347,777
Input value-added tax (VAT)	**7,624,001,684**	9,766,673,779
Prepaid expenses	**3,664,383,112**	3,328,878,066
Creditable withholding tax	**3,381,573,131**	3,207,446,267
Advances to lot owners	**324,085,468**	667,426,744
Restricted cash	**87,269,574**	1,322,411,798
Others	**695,582,747**	71,788,975
	₱29,067,506,796	₱27,959,973,406

Advances to Suppliers and Contractors
Advances to suppliers include advance payments for the acquisition of raw materials, spare parts, packaging materials and other supplies. This also includes prepayments for the construction of residential projects.

Input VAT
Input tax pertains to VAT from purchases of goods and services, which will be claimed as credit against output tax liabilities in a manner prescribed by pertinent revenue regulations. The Group believes that the amount of input VAT is fully realizable in the future.

Prepaid Expenses
This account consists of prepayments on rent, insurance, taxes, and office supplies.

Advances to Lot Owners
Advances to lot owners consist of advance payments to land owners which will be applied against the acquisition cost of the real properties that will be acquired. The application is expected to be within twelve (12) months after the reporting date.

Restricted Cash
RLC has restricted cash which includes deposits in local banks for the purchase of land. CAI also has restricted cash deposited with certain banks to secure standby letters of credit issued in favor of lessors. In 2024, the lessors have released all holdout from cash in banks and money market placements.

14. **Investments in Associates and Joint Ventures**

Details of this account follow:

	2024	2023
Acquisition cost:		
Balance at beginning of year	**₱101,348,527,609**	₱100,048,411,905
Additional investments	**1,974,712,423**	1,495,641,660
Disposal of investment	**(4,741,459)**	–
Reclassification	**(365,925,927)**	(195,525,956)
Balance at end of year	**102,952,572,646**	101,348,527,609
Accumulated equity in net earnings:		
Balance at beginning of year	**50,290,927,472**	41,947,180,680
Equity in net earnings from continuing Operations	**16,734,723,955**	14,188,911,859
Equity in net losses from discontinued operations (Note 44)	**–**	(234,225,120)
Dividends received	**(7,308,504,725)**	(6,597,951,268)
Realization of deferred gain from downstream sales	**768,435,233**	752,786,201
Reclassification to Assets Held for Sale due to a merger (Note 44)	**–**	234,225,120
Balance at end of year	**60,485,581,935**	50,290,927,472
Share in unrealized gain on financial assets at FVOCI of associates:		
Balance at beginning of year	**46,431,783**	7,747,718
Share in net changes in fair value of financial assets at FVOCI of associates (Note 10)	**83,044,243**	38,684,065
Balance at end of year	**129,476,026**	46,431,783
Share in remeasurements of the net defined benefit liability of associates:		
Balance at beginning of year	**469,248,677**	1,491,404,571
Share in net changes in remeasurements of the net defined benefit liability of associates	**(652,739,778)**	(1,022,155,894)
	(183,491,101)	469,248,677
Cumulative translation adjustment	**373,811,610**	230,738,450
	163,757,951,116	152,385,873,991
Less allowance for impairment losses	**385,875,072**	385,366,580
	₱163,372,076,044	₱152,000,507,411

The composition of the carrying value of the Group's investments in associates and joint ventures and the related percentages of effective ownership interest are shown below:

	Effective Ownership		Carrying Value	
	2024	2023	**2024**	2023
			(In Million Pesos)	
Associates				
Domestic:				
Manila Electric Company (Meralco)	**26.37**	26.37	**₱85,968.8**	₱80,921.0
Oriental Petroleum and Mining Corporation (OPMC)	**19.40**	19.40	**727.5**	762.5
G2M Solutions Philippines Pte. Ltd. (G2M)	**12.48**	13.07	**683.8**	668.5
Luzon International Premiere Airport Development Corp. (LIPAD)	**33.00**	33.00	**384.9**	378.5
GoTyme Bank Corporation (GoTyme)	**23.49**	23.86	**–**	653.1

(Forward)

	Effective Ownership		Carrying Value	
	2024	2023	**2024**	2023
			(In Million Pesos)	
DHL Summit Solutions, Inc. (DSSI)	**50.00**	50.00	**₱254.1**	₱196.1
Cebu Light Industrial Park, Inc. (CLIPI)	**20.00**	20.00	**58.3**	57.8
Foreign:				
Singapore Land Group Limited (SLG)	**37.05**	37.05	**64,429.9**	62,031.6
GoTyme Financial Pte.Ltd. (GTFPL)	**51.00**	–	**956.9**	–
Zyllem Pte. Ltd	**13.33**	13.33	–	–
Value Alliance Travel System Pte. Ltd. (VATS) (formerly Air Block Box Asia Pacific Pte. Ltd.)	–	10.18	–	–
			153,464.2	145,669.1
Joint Ventures				
Domestic:				
Shang Robinsons Properties, Inc. (SRPI)	**32.79**	31.33	**6,493.1**	3,367.9
RHK Land Corporation (RHK Land)	**39.35**	37.60	**1,628.9**	1,373.9
Robinsons DoubleDragon Corporation (RDDC)	**43.10**	41.18	**676.2**	672.9
RLC DMCI Property Ventures, Inc. (RLC DMCI)	**32.79**	31.33	**529.8**	516.9
Philippine Academy for Aviation Training (PAAT)	**39.16**	39.67	**447.4**	300.4
Vitasoy-URC, Inc (VURCI)	**28.33**	27.97	**50.3**	22.5
1Aviation Groundhandling Services Corp. (1Aviation)	**26.10**	27.15	–	–
Danone Universal Robina Beverages, Inc. (DURBI)	**28.33**	27.97	–	–
Foreign:				
Calbee - URC Malaysia Sdn. Bhd (CURM)	**28.33**	27.97	**82.2**	76.9
			9,907.9	6,331.4
			₱163,372.1	₱152,000.5

Material investees

Meralco
On July 28, 2022, the BOD of the Parent Company approved the holding of an overnight block trade for the sale of its 36.0 million common shares in Meralco. On the same day, the Parent Company entered into a Secondary Block Trade Agreement with UBS AG, Singapore Branch (UBS) whereby it appointed UBS, to procure purchasers for the 36.0 million common shares of Meralco at a price of ₱344.0 per share for a total consideration of ₱12.4 billion together with all dividends, distributions and other benefits attaching to the shares. The total consideration, net of transaction costs, amounted to ₱12.2 billion and with resulting gain on sale of ₱3.1 billion recognized under 'Other Operating Income (Expenses)' in the consolidated statements of income (Note 29). The sale represents 3.2% of Meralco's total outstanding shares which resulted in the change in the Parent Company's equity interest over Meralco from 29.56% to 26.37%.

SLG
SLG, a company incorporated in Singapore, is engaged in residential property management. SLG follows the fair value model in measuring investment properties while the Group follows the cost model in measuring investment properties. The financial information of SLG below represents the adjusted amounts after reversal of the effect of revaluation and depreciation on the said assets.

Fair value of investments in listed associates

As of December 31, 2024 and 2023, the Group's investments in the following listed investee companies have fair values of:

	Exchange Listed	**2024**	2023
Meralco	Philippine Stock Exchange	**₱145,028,425,736**	₱118,578,569,403
SLG	Singapore Exchange Limited	**39,563,496,696**	44,292,118,386
OPMC	Philippine Stock Exchange	**287,180,693**	314,346,434

As of December 31, 2024 and 2023, the breakdown of the total fair market value of the Group's investment in OPMC follows:

	2024	2023
Class A Common Stock	**₱66,677,933**	₱72,985,305
Class B Common Stock	**220,502,759**	241,361,129
	₱287,180,692	₱314,346,434

The fair value is based on the quoted price prevailing as of the reporting date.

Summarized below is the financial information of the significant associates of the Group:

- Summarized statements of financial position of the Group's significant associates as of December 31, 2024 and 2023:

	2024		2023	
	Meralco	**SLG**	Meralco	SLG
Current assets	**₱179,616,000,000**	**₱15,859,407,479**	₱162,622,000,000	₱18,687,615,935
Noncurrent assets	**438,342,000,000**	**399,839,451,539**	425,812,000,000	389,406,348,117
Current liabilities	**236,374,000,000**	**11,651,000,498**	233,724,000,000	23,587,124,879
Noncurrent liabilities	**195,702,000,000**	**22,230,320,390**	186,607,000,000	14,795,276,502
Equity	**₱185,882,000,000**	**₱381,817,538,130**	₱168,103,000,000	₱369,711,562,671
Group's carrying amount of the investment	**₱85,968,803,135**	**₱64,429,933,309**	₱80,920,988,132	₱62,031,639,264

As of December 31, 2024 and 2023, the Group's share in Meralco's net assets amounted to ₱49.0 billion and ₱44.3 billion, respectively. As of December 31, 2024 and 2023, the excess of the carrying value over the Group's share in Meralco's net assets is attributable to the notional goodwill and the difference between the fair value and carrying value of Meralco's net assets at the date of acquisition.

As of December 31, 2024 and 2023, the Group's share in SLG's net assets amounted to ₱141.5 billion and ₱137.0 billion, respectively. The excess of the Group's share in the carrying value of SLG's net assets over the carrying value of the investment is attributable to the difference between the fair value and carrying value of SLG's net assets at the date of acquisition.

- Summarized statements of comprehensive income of the Group's significant associates for the period ended December 31, 2024, 2023 and 2022:

	2024		2023		2022	
	Meralco	**SLG**	Meralco	SLG	Meralco	SLG
Revenues	**₱470,362,000,000**	**₱30,420,977,396**	₱443,612,000,000	₱ 28,434,147,211	₱426,529,000,000	₱24,152,024,331
Expenses	**425,329,000,000**	**20,503,565,806**	407,279,000,000	19,765,955,152	406,348,000,000	14,912,694,605
Other expenses	**(11,651,000,000)**	**(5,109,899,780)**	(10,456,000,000)	(5,390,024,020)	(15,055,000,000)	(1,401,718,103)
Profit before tax	**56,684,000,000**	**15,027,311,370**	46,789,000,000	14,058,216,079	35,236,000,000	10,641,047,829
Income tax expense	**10,214,000,000**	**2,068,865,383**	8,111,000,000	1,861,679,779	6,648,000,000	1,617,640,724
Profit from the year from continuing operations	**₱46,470,000,000**	**₱12,958,445,987**	₱38,678,000,000	₱12,196,536,300	₱28,588,000,000	₱9,023,407,105
Other comprehensive loss for the year	**(353,000,000)**	**–**	(3,360,000,000)	–	4,094,000,000	–
Total comprehensive income for the year from continuing operations	**₱46,117,000,000**	**₱12,958,445,987**	₱35,318,000,000	₱12,196,536,300	₱32,682,000,000	₱9,023,407,105
Group's share of profit for the year	**₱11,876,101,120**	**₱3,286,048,952**	₱9,848,929,280	₱2,514,711,084	₱7,770,230,460	₱2,956,047,066

<u>Individually immaterial investees</u>

OPMC

OPMC is a company incorporated in the Philippines with the purpose of exploring, developing and producing petroleum and mineral resources in the Philippines. As an exploration company, OPMC operational activities depend principally on its service contracts with the government. The Group accounts for its investment in OPMC as an associate although the Group holds less than 20.00% of the issued share capital, as the Group has the ability to exercise significant influence over the investment, due to the Group's voting power (both through its equity holding and its representation in key decision-making committees) and the nature of the commercial relationships with OPMC.

LIPAD

On February 18, 2019, the Parent Company invested in LIPAD. The shares acquired represented 33.0% of LIPAD's total outstanding common shares. LIPAD is a corporation organized and incorporated in the Philippines to engage in the operation and maintenance of airports, whether operating as a domestic or international airport or both, including day-to-day administration, functioning, management, manning, upkeep, and repair of all facilities necessary for the use or required for the safe and proper operation of airports.

In December 2020, the Parent Company made additional investment amounting to ₱115.5 million equivalent to 115.5 million shares.

CLIPI

The Group has investment in CLIPI amounting to ₱10.0 million representing 20.0% of CLIPI's issued and outstanding capital stock of ₱50.0 million..

G2M

On September 20, 2018, the Parent Company invested in G2M's convertible note amounting to On September 16, 2020, the Parent Company entered into an assignment of agreement with JGDCPL to assign all its rights and obligations in the investment.

In June 2021 and December 2020, JGDCPL invested in G2M's convertible note amounting to $0.7 million and $1.5 million, respectively.

As of December 31, 2021, the convertible note has been converted into 231,120 preferred shares of series A2 and 34,668 preferred shares of series B, equivalent to the Group's 14.2% ownership in G2M. The Group has one representation in the BOD of G2M.

In March 2022, JGDCPL subscribed to G2M's 31,336 series C investments which resulted in a slight dilution of the Group's ownership in G2M to 13.1%.

In August 2024, JGDCPL sold 3,206 of G2M Series A shares at 197.872 per share which resulted in a slight dilution of the Group's ownership in G2M to 12.5%.

PAAT

Investment in PAAT pertains to CAI's 60.0% investment in shares of the joint venture. However, the joint venture agreement between the CAI and CAE International Holdings Limited (CAE) states that CAI is entitled to 50.0% share on the net income/loss of PAAT. As such, the CAI recognizes equivalent 50.0% share in net income and net assets of the joint venture.

PAAT was created to address the Group's training requirements and to pursue business opportunities for training third parties in the commercial fixed wing aviation industry, including other local and international airline companies. PAAT was formally incorporated on January 27, 2012 and started commercial operations in December 2012.

1Aviation
Investment in 1Aviation refers to CAI's 40.0% investment in shares of the joint venture. The joint venture agreement indicates that the agreed ownership ratio is 40.0% for CAI and the remaining 60.0% shall be collectively owned by PAGSS and an individual. CAI recognizes 40.0% share in net income and net assets of the joint venture.

1Aviation is engaged in the business of providing groundhandling services for all types of aircraft, whether for the transport of passengers or cargo, international or domestic flights, private. commercial, government or military purposes to be performed at the Ninoy Aquino International Airport and other airports in the Philippines as may be agreed by the co-venturers.

VATS (formerly Air Black Box)
In May 2016, CAI entered into Value Alliance Agreement with other low cost carriers (LCCs), namely, Scoot Pte. Ltd, Nok Airlines Public Company Limited, CEBGO, and Vanilla Air Inc. The alliance aims to increase passenger traffic by creating interline partnerships and parties involved have agreed to create joint sales and support operations to expand services and products available to passengers. This is achieved through LCCs' investment in Air Black Box Asia Pacific Pte. Ltd. (ABB).

In November 2016, CAI acquired shares of stock in ABB amounting to ₱43.7 million. ABB is an entity incorporated in Singapore in 2016 to manage the ABB settlement system, which facilitates the settlement of sales proceeds between the issuing and carrying airlines, and of the transaction fee due to ABB. On April 30, 2021, ABB changed its name to Value Alliance Travel System Pte. Ltd. (VATS). CAI has a 13% shareholding in VATS. CAI has assessed that it has significant influence over VATS through its representation in the BOD and participation in the policy-making process of VATS. Accordingly, the investment was classified as an investment in an associate and is accounted for at equity method.

Subsequently, after incurring further losses, even after the resumption of operations that was previously disrupted by the global pandemic, the management of CAI decided to divest its 13% shareholding in VATS. As of December 31, 2023, prior to the finalization of the divestment on January 5, 2024, the net carrying amount of CAI investment with VATS amounted to nil. The divestment did not have a significant impact in the consolidated financial statements.

DURBI
URC entered into a joint venture agreement with Danone Asia Holdings Pte. Ltd., a corporation duly organized in the Republic of Singapore to form Danone Universal Robina Beverages, Inc. (DURBI), a corporation duly incorporated and organized in the Philippines to manufacture and distribute food products under the "B'lue" brand name, which is under exclusive license to DURBI in the Philippines.

On April 19, 2021, URC made additional subscriptions to unissued authorized capital stock of DURBI consisting of 5,000,000 common shares for a total cost of ₱105.0 million.

On October 23, 2023, URC made additional subscriptions to unissued authorized capital stock of DURBI consisting of 8.75 million common shares for a total cost of ₱175.0 million which has been fully paid in cash.

VURCI
URC entered into a joint venture agreement with Vita International Holdings Limited, a corporation duly organized in Hong Kong to form VURCI, a corporation duly incorporated and organized in the Philippines to manufacture and distribute food products under the "Vitasoy" brand name, which is under exclusive license to VURCI in the Philippines.

On May 19, 2022, URC made additional subscriptions to the unissued authorized capital stock of VURC consisting of 46,100,000 common shares for a total cost of ₱461.0 million.

On April 28, 2023, URC made additional subscriptions to the unissued authorized capital stock of VURCI consisting of 7.5 million common shares for a total cost of ₱75.0 million which has been fully paid in cash.

On March 18, 2024, the Philippine Securities and Exchange Commission (SEC) approved the Parent Company's additional subscription to the capital stock of VURCI consisting of 17.0 million common shares for a total cost of ₱170 million, which has been fully paid in cash.

CURM
On August 23, 2017, URC Malaysia entered into a joint venture agreement with Calbee, Inc., a corporation duly organized in Japan to form Calbee – URC Malaysia Sdn Bhd (CURM), a corporation registered with the Companies Commission of Malaysia organized to manufacture savoury snack products. Total consideration amounted to MYR2.7 million (₱34.3 million).

SRPI
On November 13, 2017, the Parent Company's BOD approved the agreement with Shang Properties, Inc. (SPI) to form a joint venture corporation (JVC).

On May 23, 2018, SRPI., the JVC, was incorporated. Both RLC and SPI each own 50% of the outstanding shares in the JVC. The office address of the JVC is at Lower Ground Floor, Cyber Sigma Building, Lawton Avenue, Fort Bonifacio Taguig.

RLC and SPI, through SRPI, shall build and develop a property situated at McKinley Parkway corner 5th Avenue and 21st Drive at Bonifacio Global City, Taguig, Metro Manila. The project is intended to be a mixed-use development and may include residential condominium units, serviced apartments and commercial retail outlets. SRPI also plans to pursue other development projects.

The investment in the SRPI is accounted as an investment in joint venture using equity method of accounting because the contractual arrangement between the parties establishes joint control.

In accordance with the joint venture agreement with SPI, RLC agrees to extend loan to SRPI, at fair and commercial rates comparable to loans extended by third party banks and financial institutions, an amount of ₱1.0 billion annually starting April 1, 2019 up to April 1, 2022. As of December 31, 2024, RLC has already extended a loan to SRPI amounting to ₱1.0 billion. Out of this amount, ₱750 million has already been paid as of December 31, 2024.

RHK Land
On February 5, 2018, RLC's BOD approved the agreement with Hong Kong Land Group (HKLG) represented by Hong Kong Land International Holdings, Ltd. and its subsidiary Ideal Realm Limited to form a joint venture corporation (JVC).

On June 14, 2018, RHK Land Corporation, the JVC, was incorporated. RLC and HKLG owns 60.0% and 40.0%, respectively, of the outstanding shares in the JVC. The principal office of the JVC is at 12F Robinsons Cyberscape Alpha, Sapphire and Garnet Roads, Ortigas Center, Pasig City.

RLC and HKLG, through RHK Land, shall engage in the acquisition, development, sale and leasing of real property. The JVC shall initially undertake the purchase of a property situated in Block 4 of Bridgetowne East, Pasig City, develop the property into a residential enclave and likewise carry out the marketing and sales of the residential units. RHK Land also plans to pursue other development projects.

On October 2018, RLC entered into a Shareholder Loan Agreement with RHK Land to make available a loan facility of ₱1.4 billion which RHK Land may draw from time to time subject to the terms and conditions set out in the agreement.

RDDC
On December 26, 2019, RDDC was incorporated as the joint venture company (JVC) between RLC and DoubleDragon Corporation. The primary purpose is to engage in realty development.

RLC DMCI
In October 2018, RLC entered into a Joint Venture Agreement with DMCI Project Developers, Inc. (DMCI PDI) to develop, construct, manage, and sell a residential condominium situated in Las Piñas City. Both parties agreed to incorporate a joint venture corporation where each party will hold a 50.0% ownership.

On March 18, 2019, RLC DMCI was incorporated as the joint venture company (JVC) between RLC and DMCI PDI. The proposed project is intended to be a multi-tower residential condominium and may include commercial spaces.

The investments in JVCs are accounted as joint venture using equity method of accounting because the contractual arrangement between the parties establishes joint control.

DSSI
On December 18, 2019, the Parent Company invested in DSSI. DSSI was incorporated on October 1, 2019 and shall engage in the business of providing domestic transportation, logistics, warehousing and distribution of cargoes, and other supply chain management activities. DSSI started commercial operations in July 2020.

Zyllem Pte. Ltd.
In August 2019, JGDCPL invested in 7,476,857 Series A+ shares of Zyllem Pte. Ltd. (Zyllem) at SGD0.1806 per share, or total subscription price of SGD1.35 million. Zyllem is a private company incorporated and based in Singapore that provides fast, cost-effective and reliable on-demand delivery service. Zyllem operates in certain cities in Southeast Asia. Post-subscription, JGDCPL holds 13.3% ownership interest in Zyllem. Also, under the Shareholders' Agreement, subject to JGDCPL holding less than 10.0% ownership interest, JGDCPL is entitled to appoint one (1) director. The investment in Zyllem is accounted for as investment in an associate since the Group has one representation on the BOD of Zyllem. On November 13, 2020, JGDCPL invested in convertible note with face value of SGD0.3 million equivalent to ₱10.7 million. In 2023, JGDCPL fully impaired its investment in Zyllem amounted to ₱56.1 million (Note 34).

GoTyme
On February 18, 2021, RBC and RLC entered into a joint venture agreement with Robinsons Retail Holdings, Inc. (RRHI) and Tyme Global Limited (TGL) to establish a joint venture company (JVC) which will operate a digital bank in the Philippines and have its own banking license and independent governance structure, subject to the approval of the Bangko Sentral ng Pilipinas (BSP). The initial funding and capital structure required RBC, RLC and RRHI, named as the founding shareholders, to contribute a pro rata portion up to ₱1.3 billion. The shareholder percentage of the RBC, RLC, RRHI and TGL upon incorporation shall be 20.0%, 20.0%, 20.0% and 40.0%, respectively of the share capital and voting rights of the JVC.

In February 2022, GoTyme's BOD approved the additional capital infusion from the shareholders totaling ₱1.6 billion to support the pre-launch and operations of GoTyme and to comply with the ₱1.0 billion BSP-mandated minimum regulatory capital for digital banks.

In 2023, GoTyme's BOD approved the additional capital infusion from the shareholders totaling ₱3.1 billion to support the current operations of GoTyme. This includes ₱908.2 million total deposits for stock subscription in GoTyme pending approval by BSP and SEC of GoTyme's application for increased authorized capital stock.

On March 21, 2024, BPI divested all shares acquired through its merger with Robinsons Bank Corporation and sold them to GoTyme Financial Pte. Ltd. and Giga Investments Holdings Pte Ltd at a price of ₱1.20 per share. The transfer from BPI to GoTyme Financial Pte. Ltd., which exceeded 10% of the total outstanding shares of GoTyme Bank Corporation, was approved by the BSP on October 9, 2024.

On May 13, 2024, GoTyme filed an application with the SEC for an increase in Authorized Capital Stock as approved by the BOD. On July 5, 2024, BSP issued the Certificate of Authority for the increase of the authorized capital stock.

On July 5, 2024, BSP issued the Certificate of Authority to Register the Amended Articles of Incorporation, which included the increase in authorized capital stock.

As of November 2024, GoTyme received ₱2.3 billion as additional subscription from its investors and recognized this advance payment as deposit for future stock subscription.

On November 26, 2024, SEC issued the certificate of approval of the increase of authorized capital stock. GoTyme has reclassified all deposits for future stock subscription amounting to ₱3.2 billion, of which ₱1.5 billion was recognized as share capital and the remaining ₱1.6 billion excess of par value recognized as APIC.

As of December 31, 2024, the shareholder percentages of TGL, GTFPL, RRHI, RLC, JG DEV, and JG Capital in GoTyme's share capital were 39.9%, 18.6%, 19.0%, 16.9%, 2.0%, and 2.4%, respectively. The remaining 1.2% is owned by Giga Investment Holdings Pte. Ltd. As of December 31, 2023, the shareholder percentages of BPI/RBC, RLC, RRHI, and TGL in GoTyme's share capital were 15.0%, 20.0%, 20.0%, and 40.0%, respectively, with GTFPL holding a 3.9% stake, and the remaining 1.1% is owned by Giga Investment Holdings Pte. Ltd.

GTFPL
The investment in GTFPL was reclassified from investment in subsidiary to investment in associate due to change in contractual agreements. The fair value of the investment in GTFPL upon the loss of control approximates its total cost amounting to ₱957 million.

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Aggregate information of associates and joint ventures that are not individually material follows:

	2024		2023	
	Associates	**Joint Venture**	Associates	Joint Venture
Group's share of:				
Profit (loss) for the year	**(₱1,082,903,169)**	**₱2,634,774,610**	(₱694,491,384)	₱2,510,202,486
Other comprehensive income (loss) for the year	**62,750,204**	**1,767,077**	26,532,881	(1,491,630)
Total comprehensive income (loss) for the year	**(₱1,020,152,965)**	**₱2,636,541,687**	(₱667,958,503)	₱2,508,710,856
Group's share of dividends for the year	**₱2,858,000**	**₱–**	₱2,458,000	₱–
Group's carrying amount of the investment	**₱2,338,033,192**	**₱9,907,847,100**	₱1,954,040,494	₱6,331,173,094

Investment in Subsidiaries

Financial information of subsidiaries that have material non-controlling interest is provided below:

- Portion of equity interest held by non-controlling interest

Name of Subsidiary	Country of Incorporation and Operation	**December 31, 2024**	December 31, 2023
URC	Philippines	**43.34%**	44.07%
RLC	Philippines	**34.41%**	34.56%
CAI	Philippines	**34.74%**	33.50%
RBC	Philippines	–	40.00%

- Accumulated balances of material non-controlling interest:

Name of Subsidiary	**2024**	2023
URC	**₱53,297,702,166**	₱52,662,647,375
RLC	**59,292,040,613**	52,803,578,179
CAI	**773,197,245**	(2,090,301,070)
RBC	–	7,950,765,397

- Profit allocated to material non-controlling interest:

Name of Subsidiary	**2024**	2023
URC	**₱5,786,602,403**	₱5,944,416,135
RLC	**6,436,128,179**	5,538,625,907
CAI	**1,772,289,537**	2,608,192,148
RBC	–	173,244,772

The summarized financial information of subsidiaries with material non-controlling interest are provided below. This information is based on amounts before inter-company eliminations.

- Summarized statement of financial position as at December 31, 2024:

	URC	**RLC**	**CAI**
Current assets	**₱83,868,040,473**	**₱72,469,740,391**	**₱37,082,192,134**
Noncurrent assets	**94,819,819,755**	**189,362,143,953**	**201,085,232,653**
Current liabilities	**53,170,391,848**	**46,025,050,152**	**68,533,789,804**
Noncurrent liabilities	**4,277,606,686**	**54,291,977,788**	**159,609,041,623**

- Summarized statement of financial position as at December 31, 2023:

	URC	RLC	CAI
Current assets	₱89,506,693,565	₱62,405,996,215	₱28,234,017,775
Noncurrent assets	90,795,006,153	173,283,678,663	158,950,541,583
Current liabilities	57,117,945,319	34,203,114,360	54,689,126,135
Noncurrent liabilities	4,691,891,247	60,011,751,151	127,717,373,377

- Summarized statements of comprehensive income for 2024:

	URC	**RLC**	**CAI**
Revenue	**₱161,867,243,890**	**₱42,881,723,453**	**₱104,908,632,352**
Profit for the year from continuing operations	**12,759,192,989**	**15,340,679,174**	**5,400,655,222**
Total comprehensive income	**13,807,616,935**	**15,356,829,733**	**5,234,037,017**
Dividends paid to non-controlling interests	**98,000,000**	**2,161,738,516**	**–**

- Summarized statements of comprehensive income for 2023:

	URC	RLC	CAI
Revenue	₱157,752,179,737	₱42,018,176,431	₱90,602,558,756
Profit for the year from continuing operations	12,722,651,489	13,372,323,819	7,922,664,507
Total comprehensive income	11,044,485,470	13,238,428,606	7,586,146,700
Dividends paid to non-controlling interests	512,050,000	1,442,078,334	–

- Summarized statements of comprehensive income for 2022:

	URC	RLC	CAI
Revenue	₱149,123,947,349	₱45,502,988,954	₱56,751,365,859
Profit (loss) for the year from continuing operations	14,449,352,696	11,131,787,447	(13,979,387,118)
Total comprehensive income (loss)	16,597,799,620	11,142,802,075	(13,584,454,645)
Dividends paid to non-controlling interests	295,470,000	1,397,457,269	–

- Summarized statements of cash flows for 2024:

	URC	**RLC**	**CAI**
Operating	**₱19,168,164,977**	**₱18,776,389,542**	**₱25,069,135,782**
Investing	**(4,436,055,485)**	**(5,463,069,889)**	**(15,613,468,999)**
Financing	**(15,322,216,813)**	**(8,502,422,545)**	**(5,854,034,791)**
Effect of exchange rate changes	**–**	**–**	**718,230,520**
Net cash flows	**(₱590,107,321)**	**₱4,810,897,108**	**₱4,319,862,512**

- Summarized statements of cash flows for 2023:

	URC	RLC	CAI
Operating	₱8,354,689,103	₱15,977,892,821	₱17,454,433,374
Investing	(5,287,506,771)	(11,838,120,109)	(9,385,436,961)
Financing	(4,130,893,792)	(6,693,388,633)	(11,333,281,029)
Effect of exchange rate changes	–	–	(315,423,128)
Net cash flows	(₱1,063,711,460)	(₱2,553,615,921)	(₱3,579,707,744)

- Summarized statements of cash flows for 2022:

	URC	RLC	CAI
Operating	₱11,350,879,622	₱11,810,378,483	₱11,859,637,699
Investing	(8,039,580,131)	(18,853,016,939)	6,501,303,798
Financing	(7,017,765,155)	(3,329,136,148)	(19,521,189,192)
Effect of exchange rate changes	–	–	1,531,153,073
Net cash flows	(₱3,706,465,664)	(₱10,371,774,604)	₱370,905,378

15. **Investment Properties**

Movements in this account follow:

	2024			
	Land and Land Improvements	**Buildings and Improvements**	**Construction In-Progress**	**Total**
Cost				
Balance at beginning of year	**₱47,779,409,011**	**₱113,603,579,371**	**₱20,565,416,345**	**₱181,948,404,727**
Additions	**4,996,841,695**	**2,516,507,032**	**4,240,254,972**	**11,753,603,699**
Disposals/transfers and other adjustments	**174,260,535**	**9,427,693,262**	**(9,370,874,972)**	**231,078,825**
Balance at end of year	**52,950,511,241**	**125,547,779,665**	**15,434,796,345**	**193,933,087,251**
Accumulated Depreciation and Amortization				
Balance at beginning of year	**295,628,010**	**52,575,777,718**	**–**	**52,871,405,728**
Depreciation and amortization	**18,798,302**	**4,579,983,771**	**–**	**4,598,782,073**
Disposals/transfers and other adjustments	**–**	**2,917,899**	**–**	**2,917,899**
Balance at end of year	**314,426,312**	**57,158,679,388**	**–**	**57,473,105,700**
	₱52,636,084,929	**₱68,389,100,277**	**₱15,434,796,345**	**₱136,459,981,551**

	2023			
	Land and Land Improvements	Buildings and Improvements	Construction In-Progress	Total
Cost				
Balance at beginning of year	₱45,292,111,380	₱110,495,959,365	₱ 15,609,876,833	₱171,397,947,578
Additions	1,321,674,377	1,416,888,785	7,066,581,894	9,805,145,056
Disposals/transfers and other adjustments	1,165,623,254	1,690,731,221	(2,111,042,382)	745,312,093
Balance at end of year	47,779,409,011	113,603,579,371	20,565,416,345	181,948,404,727
Accumulated Depreciation and Amortization				
Balance at beginning of year	262,004,631	48,053,122,082	–	48,315,126,713
Depreciation and amortization	33,623,379	4,624,277,866	–	4,657,901,245
Reclassification due to a merger (Note 44)	–	(101,622,230)	–	(101,622,230)
Balance at end of year	295,628,010	52,575,777,718	–	52,871,405,728
	₱47,483,781,001	₱61,027,801,653	₱20,565,416,345	₱129,076,998,999

Investment properties consist mainly of land held for appreciation, shopping malls or commercial centers, office buildings and warehouses that are held to earn rentals. Most of the Group's properties are in prime locations across the Philippines.

In December 2022, URC executed a Deed of Absolute Sale with a related party for the sale of investment properties for a total consideration of ₱3.3 billion payable in installments (Note 40). Gain on disposal attributable to sale amounted to ₱3.3 billion, which was recognized under 'Other Operating Income (Losses)' in the consolidated statement of comprehensive income (Note 29).

On April 2, 2024, JGSIHC entered into a Deed of Absolute Sale with various sellers for the purchase of a parcel of land with an area of 40,951 sqm in Batangas. Total purchase price amounted to ₱144.1 million. Additionally, total transaction costs amounted to ₱11.4 million of which ₱2.7 million was capitalized.

Construction in progress amounting to ₱15.4 billion and ₱20.6 billion as of December 31, 2024 and 2023, respectively, represents the cost of ongoing construction and development of malls and office buildings for lease.

Borrowing costs capitalized amounted to ₱909.0 million and ₱651.0 million in 2024 and 2023, respectively. These amounts were included in the consolidated statements of cash flows under additions to investment properties. The capitalization rate used to determine the amount of borrowing costs eligible for capitalization in 2024 and 2023 were 5.6% and 4.7%, respectively.

Consolidated rent income from investment properties included under ‘Real estate and hotels revenue’ in the consolidated statements of comprehensive income amounted to ₱20.7 billion, ₱18.7 billion and ₱15.7 billion in 2024, 2023 and 2022, respectively.

Property operations and maintenance costs included under ‘Cost of services’ arising from investment properties amounted to ₱696.0 million, ₱616.0 million and ₱645.8 million for the years ended December 31, 2024, 2023 and 2022, respectively.

There are no investment properties as of December 31, 2024 and 2023 that are pledged as security to liabilities. The Group has no restrictions on the realizability of its investment properties. Except for contracts awarded, there no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

The total contractual commitments arising from awarded contracts for the acquisition, development and construction of investment properties amounted to ₱4.5 billion and ₱3.1 billion, as of December 31, 2024 and 2023, respectively.

On October 26, 2022, the Parent Company entered into a Deed of Absolute Sale with a related party for the sale of parcels of land located in Taguig with a total area of 9,030 sqm. The total consideration amounted to ₱225.8 million. Gain from the sale amounted to ₱188.5 million.

Gain on sale of investment properties amounted to ₱3.5 billion for the year ended December 31, 2022. (Note 29).

Depreciation and Amortization

The breakdown of consolidated depreciation and amortization on investment properties follows:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Depreciation and amortization expense included under:			
Cost of services (Note 33)	**₱4,597,927,773**	₱4,555,332,968	₱4,352,918,896
General and administrative expenses (Note 33)	**854,300**	946,047	699,105
Discontinued operations (Note 44)	–	101,622,230	65,300,491
	₱4,598,782,073	₱4,657,901,245	₱4,418,918,492

16. **Property, Plant and Equipment**

The composition of and movements in this account follow:

	December 31, 2024							
	Land and Improvements	Buildings and Improvements	Machinery and Equipment	Transportation, Furnishing and Other Equipment	Passenger Aircraft and Other Flight Equipment	Construction In-progress	Equipment In-transit	Total
Cost								
Balance at beginning of year	₱12,509,219,845	₱42,980,773,289	₱206,592,969,059	₱12,244,423,896	₱ 75,011,723,209	₱68,823,351,804	₱687,657,811	₱418,850,118,913
Additions	63,593,787	2,273,004,750	5,737,854,009	698,336,072	29,242,542,168	26,526,003,497	346,875,961	64,888,210,244
Additions due to business combination (Note 19)	–	3,373,850	–	21,368,986	783,352,005	–	–	808,094,841
Transfers, disposals and other adjustments	(166,479,730)	(960,023,199)	(10,356,760,799)	(1,215,491,763)	(26,732,070,119)	(17,281,520,492)	(406,887,612)	(57,119,233,714)
Balance at end of year	12,406,333,902	44,297,128,690	201,974,062,269	11,748,637,191	78,305,547,263	78,067,834,809	627,646,160	427,427,190,284
Accumulated Depreciation and Amortization								
Balance at beginning of year	2,448,197,865	18,753,560,318	92,260,694,241	10,569,093,973	23,636,944,449	–	–	147,668,490,846
Depreciation and amortization	217,264,775	1,717,199,668	7,790,565,002	703,079,963	5,399,517,063	–	–	15,827,626,471
Disposals, transfers and other adjustments	(221,194,575)	(1,433,172,289)	(12,564,020,301)	(1,356,193,778)	(9,102,892,762)	–	–	(24,677,473,705)
Balance at end of year	2,444,268,065	19,037,587,697	87,487,238,942	9,915,980,158	19,933,568,750	–	–	138,818,643,612
Allowance for Impairment Losses								
Balance at beginning of year	26,929,515	406,217,695	580,702,461	581,578	86,746,895	–	–	1,101,178,144
Provision for impairment losses (Note 34)	–	46,352,436	843,000,000	7,408,676	–	–	–	896,761,112
Divestment of business	–	156,020,409	160,847,175	–	–	–	–	316,867,584
Balance at end of year	26,929,515	608,590,540	1,584,549,636	7,990,254	86,746,895	–	–	2,314,806,840
Net Book Value at End of Year	₱9,935,136,322	₱24,650,950,453	₱112,902,273,691	₱1,824,666,779	₱58,285,231,618	₱78,067,834,809	₱627,646,160	₱286,293,739,832

	December 31, 2023							
	Land and Improvements	Buildings and Improvements	Machinery and Equipment	Transportation, Furnishing and Other Equipment	Passenger Aircraft and Other Flight Equipment	Construction In-progress	Equipment In-transit	Total
Cost								
Balance at beginning of year	₱12,444,879,985	₱38,109,196,639	₱204,631,028,563	₱12,081,119,954	₱75,315,860,024	₱49,173,629,040	₱4,015,954,491	₱395,771,668,696
Additions	25,933,114	897,452,788	3,747,031,134	543,147,233	14,911,092,752	28,946,416,348	687,657,811	49,758,731,180
Reclassification due to a merger (Note 44)	19,759,954	(367,324)	–	(49,044,017)	–	–	–	(29,651,387)
Transfers, disposals and other adjustments	18,646,792	3,974,491,186	(1,785,090,638)	(330,799,274)	(15,215,229,567)	(9,296,693,584)	(4,015,954,491)	(26,650,629,576)
Balance at end of year	12,509,219,845	42,980,773,289	206,592,969,059	12,244,423,896	75,011,723,209	68,823,351,804	687,657,811	418,850,118,913
Accumulated Depreciation and Amortization								
Balance at beginning of year	2,161,081,628	16,882,709,836	84,013,826,352	10,216,997,478	25,586,709,255	–	–	138,861,324,549
Depreciation and amortization	294,259,341	1,699,077,293	8,792,032,606	739,965,338	5,429,806,821	–	–	16,955,141,399
Reclassification due to a merger (Note 44)	(35,821,586)	(2,064,583)	–	(74,155,477)	–	–	–	(112,041,646)
Disposals, transfers and other adjustments	28,678,482	173,837,772	(545,164,717)	(313,713,366)	(7,379,571,627)	–	–	(8,035,933,456)
Balance at end of year	2,448,197,865	18,753,560,318	92,260,694,241	10,569,093,973	23,636,944,449	–	–	147,668,490,846
Allowance for Impairment Losses								
Balance at beginning of year	11,385,054	195,524,265	580,702,461	279,328	86,746,895	–	–	874,638,003
Provision for impairment losses (Note 34)	15,544,461	210,693,430	–	302,250	–	–	–	226,540,141
Balance at end of year	26,929,515	406,217,695	580,702,461	581,578	86,746,895	–	–	1,101,178,144
Net Book Value at End of Year	₱10,034,092,465	₱23,820,995,276	₱113,751,572,357	₱1,674,748,345	₱51,288,031,865	₱68,823,351,804	₱687,657,811	₱270,080,449,923

Acquisition of machineries and equipment with Central Azucarera de Don Pedro, Inc. (CADPI)
URC entered into an agreement with CADPI for the acquisition of machineries and equipment used in the operations of its sugar milling plant. On June 6, 2023, URC and CADPI proceeded to close the sale transaction, with the signing and delivery of definitive sales agreements as well as performance of all conditions necessary for the closing of the transaction. URC recognized property, plant and equipment amounting to ₱892.9 million from the purchase transaction.

Construction in-progress
CAI
Construction in-progress represents the cost of airframe and engine construction in-progress and buildings and improvements and other ground property under construction. Construction in-progress is not depreciated until such time when the relevant assets are completed and available for use. As of December 31, 2024 and 2023, CAI's pre-delivery payments capitalized as construction in-progress amounted to ₱22.9 billion and ₱18.0 billion, respectively. For the years ended December 31, 2024 and 2023, CAI received pre-delivery payment refunds for delivered aircrafts from Airbus which amounted to ₱13.1 billion and ₱11.6 billion, respectively.

URC
Construction-in-progress amounting to ₱18.9 billion and ₱21.1 billion as of December 31, 2024 and 2023, respectively, represents costs of ongoing expansion and constructions of plants.

JGSOC
Construction-in-progress amounting to ₱30.5 billion and ₱27.9 billion as of December 31, 2024 and 2023, respectively, represents the construction costs of the Naphtha Cracker Plant and Bimodal PE 3. The plant is intended for the production primarily of polymer grade ethylene, polymer grade propylene, partially hydrogenated pyrolysis gasoline and pyrolysis fuel oil.

Depreciation and Amortization
The breakdown of consolidated depreciation and amortization on property, plant and equipment follows:

	2024	2023	2022
General and administrative expenses (Note 33)	**₱6,237,787,961**	₱6,392,102,349	₱6,390,680,600
Cost of sales (Note 33)	**8,511,443,399**	9,451,603,135	8,441,005,478
Cost of services (Note 33)	**1,063,130,652**	880,523,117	827,328,873
Discontinued operations (Note 44)	**15,264,459**	230,912,798	242,809,091
	₱15,827,626,471	₱16,955,141,399	₱15,901,824,042

Impairment Losses
The Group recognized impairment losses on property, plant and equipment amounting to ₱896.8 million, ₱226.5 million and ₱409.7 million in 2024, 2023 and 2022, respectively. The assets written-down pertain to (a) CAI's aircrafts that are classified as held for sale; (b) CAI's two (2) ATR 72-500 aircrafts (RPCs 7250 and 7255) (c) URC's property and equipment on non-operational plants; (d) URC's discontinued product lines and hog farms; (e) URC's office space leasehold improvements and furniture and fixtures; and (f) JGSOC's manufacturing plants.

Property, Plant and Equipment Pledged as Collateral

Passenger aircraft and engines held as securing assets under various loans

CAI entered into various commercial loan facilities to finance the purchase of its aircraft and engines. As of December 31, 2024 and 2023, CAI passenger aircraft held as securing assets under various commercial loans are as follows:

	2024	2023
	Commercial Loans	Commercial Loans
ATR 72-600	**12**	12
Airbus NEO	**14**	9
Airbus CEO	**–**	1
	26	22

Under the terms of the commercial loan facilities (Note 23), upon the event of default, the outstanding amount of loan (including accrued interest) will be payable by the SPEs. Under the terms of commercial loan facilities from local banks, upon event of default, the outstanding amount of loan will be payable, including interest accrued by CAI. Failure to pay the obligation will allow the respective lenders to foreclose the securing assets.

As of December 31, 2024 and 2023, the carrying amounts of the securing assets (included under the 'Property, plant and equipment' account) amounted to ₱46.1 billion and ₱33.2 billion, respectively.

Sale and SLB Transactions

Sale and leaseback transactions

In 2022, CAI entered into sale and leaseback (SLB) agreements for eight (8) engines which generated a gain of ₱1.5 billion based on the portion of its interest that was effectively transferred (see Note 29). Similarly, in 2023, CAI entered into SLB agreements for five (5) aircraft and two (2) engines where its sale portion resulted to a gain of ₱1.1 billion and ₱139.1 million, respectively. In 2024, CAI entered into SLB agreement for ten (10) engines where its sale portion resulted in a gain of ₱2.6 billion (see Note 29).

In December 2024, seven (7) A321CEO aircraft were disposed resulting to the derecognition of its net book value of ₱8.5 billion and related loan. The resulting gain from the transaction amounted to ₱130.3 million (see Note 29). CAI then entered into a new operating lease arrangement with the new owner (see Note 42).

Sale transactions

In 2024, CAI also agreed to sale of one (1) A330 CEO aircraft that resulted into a loss amounting ₱545.5 million (See Noted 29). In October and December 2024, two (2) of the ATR 72-500 were sold at ₱478.1 million, resulting in a net loss on disposal of ₱61.6 million.

The Group's proceeds from the sale of property and equipment for the years ended 2024, 2023 and 2022 amounted to ₱21.7 billion, ₱10.9 billion and ₱11.5 billion, respectively.

Operating Fleet
As of December 31, 2024 and 2023, the Group's operating fleet follow:

	2024	2023
Leased aircraft: (Note 42)		
Airbus CEO	**25**	23
Airbus NEO	**37**	29
ATR 72-600	**6**	2
Owned aircraft: (Note 23)		
Airbus CEO*	**–**	8
Airbus NEO	**14**	9
ATR 72-600	**12**	12
ATR 72-500**	**2**	2
ATR 42-600	**2**	–
	98	85

**This excludes three (3) A320CEO that are non-operating and classified as Assets Held for Sale as at December 31, 2024.*
***This excludes one (1) as at December 31, 2024 and three (3) ATR 72-500 as at December 31, 2023 that are non-operating and classified as Assets Held for Sale.*

As of December 31, 2024 and 2023, total carrying amount of aircrafts classified as Asset Held for Sale amounted to ₱3,541,263,581 and ₱593,392,422, respectively.

As of December 31, 2024, the gross amount of fully depreciated property and equipment which are still in use by the Group amounted to ₱50.0 billion.

17. Biological Assets

Total biological assets shown in the consolidated statements of financial position follow:

	2024	2023
Current portion	**₱174,320,301**	₱111,278,386
Noncurrent portion	**99,478,226**	160,655,341
	₱273,798,527	₱271,933,727

These biological assets consist of:

	2024	2023
Swine		
Commercial	**₱128,819,405**	₱90,750,402
Breeder	**34,481,578**	54,032,600
Poultry		
Commercial	**45,500,896**	20,527,984
Breeder	**64,996,648**	106,622,741
	₱273,798,527	₱271,933,727

The rollforward analysis of this account follows:

	2024	2023
Balance at beginning of year	**₱271,933,727**	₱411,043,775
Additions	**471,479,496**	472,987,816
Disposals	**(478,590,885)**	(612,434,037)
Gains arising from changes in fair value less estimated costs to sell	**8,976,189**	336,173
	₱273,798,527	₱271,933,727

As of December 31, 2024 and 2023, the Group has about 22,101 and 28,079 heads of swine, respectively, and about 460,702 and 489,819 heads of poultry, respectively.

18. Intangible Assets

The composition and movements in this account follow:

	2024					
	Technology Licenses	**Landing Rights and Others**	**Software Costs**	**Trademarks and Brands**	**Product Formulation**	**Total**
Cost						
Balance at beginning of year	**₱552,331,752**	**₱2,197,613,894**	**₱1,627,057,684**	**₱3,046,999,348**	**₱425,000,000**	**₱7,849,002,678**
Additions	**–**	**–**	**48,733,142**	**2,290,636**	**–**	**51,023,778**
Additions due to business combination (Note 19)	**–**	**984,319,494**	**–**	**–**	**–**	**984,319,494**
Disposals/reclassification/others	**–**	**71,171,196**	**20,285,557**	**201,277,451**	**–**	**292,734,204**
Balance at end of year	**552,331,752**	**3,253,104,584**	**1,696,076,383**	**3,250,567,435**	**425,000,000**	**9,177,080,154**
Accumulated Amortization and Impairment Losses						
Balance at beginning of year	**552,331,752**	**–**	**971,864,864**	**201,775,310**	**–**	**1,725,971,926**
Amortization	**–**	**–**	**144,203,195**	**66,894**	**–**	**144,270,089**
Disposals/reclassifications/others	**–**	**–**	**22,445,693**	**22,724**	**–**	**22,468,417**
Balance at end of year	**552,331,752**	**–**	**1,138,513,752**	**201,864,928**	**–**	**1,892,710,432**
Net Book Value at End of Year	**₱–**	**₱3,253,104,584**	**₱557,562,631**	**₱3,048,702,507**	**₱425,000,000**	**₱7,284,369,722**

	2023					
	Technology Licenses	Landing Rights and Others	Software Costs	Trademarks and Brands	Product Formulation	Total
Cost						
Balance at beginning of year	₱552,331,752	₱2,218,144,660	1,009,214,010	₱3,181,655,783	₱425,000,000	₱7,386,346,205
Additions	–	–	234,618,618	–	–	234,618,618
Reclassification due to a merger (Note 44)	–	–	(222,330,077)	–	–	(222,330,077)
Disposals/reclassification/others	–	(20,530,766)	605,555,133	(134,656,435)	–	450,367,932
Balance at end of year	552,331,752	2,197,613,894	1,627,057,684	3,046,999,348	425,000,000	7,849,002,678
Accumulated Amortization and Impairment Losses						
Balance at beginning of year	552,331,752	27,296	742,522,255	201,524,581	–	1,496,405,884
Amortization	–	–	310,264,575	125,498	–	310,390,073
Reclassification due to a merger (Note 44)	–	–	(81,031,300)	–	–	(81,031,300)
Disposals/reclassifications/others	–	(27,296)	109,334	125,231	–	207,269
Balance at end of year	552,331,752	-	971,864,864	201,775,310	–	1,725,971,926
Net Book Value at End of Year	₱–	₱2,197,613,894	₱655,192,820	₱2,845,224,038	₱425,000,000	₱6,123,030,752

Technology Licenses
Technology licenses represent the cost of JGSOC's technology and licensing agreements which cover the construction, manufacture, use and sale of PE and PP lines. JGSOC's technology licenses were fully impaired in 2006.

Landing Rights and Others
This include intangible assets which arose from the acquisition of Cebgo, Inc and AirSWIFT. These assets represent CAI's costs to establish brand and market opportunities under the strategic alliance with Cebgo, Inc. and AirSWIFT amounting to ₱1.8 billion, which includes the landing rights recognized amounting to ₱984.3 million as a result of the acquisition of AirSWIFT (See Note 19). Trade secrets amounting to ₱1.4 billion were recognized as a result of acquisition of Munchys' Group in 2021.

Trademarks, Product Formulation, Brands and Customer Relationships
Brands and trademarks were recognized as a result of acquisition of Munchys' Group in 2021. There were also trademarks and product formulation from the acquisition of General Milling Corporation in 2008.

19. Goodwill

Movements in the Group's goodwill account follow:

	2024	2023
Cost		
Balance at beginning	**₱19,472,337,244**	₱20,355,664,946
Additions	**311,965,678**	–
Translation adjustment	**1,274,238,772**	(883,327,702)
Balance at end of year	**21,058,541,694**	19,472,337,244
Accumulated Impairment Losses	**270,931,882**	270,931,882
Net Book Value at End of Year	**₱20,787,609,812**	₱19,201,405,362

The Group's goodwill pertains to: (a) The excess of the acquisition cost over the fair values of the net assets acquired by UABCL in 2000, (b) the acquisition of Cebgo, Inc. (formerly Tiger Airways Philippines), (c) acquisition of Balayan Sugar Mill in 2016, (d) step acquisition of A-Plus, (e) acquisition of Munchy's Group in December 2021; and (f) acquisition of AirSWIFT in October 2024. Goodwill is not amortized and is non-deductible for tax purposes.

Acquisition of Cebgo
Goodwill arising from the acquisition of Cebgo is attributable to the following:

Achievement of Economies of Scale
CEBGO's overall profitability is expected to improve through cost efficiencies from leveraging on the Parent Company's network of suppliers and other partners.

Defensive Strategy
Acquiring a competitor enables CAI to manage overcapacity in certain geographical areas/markets. CAI also identified intangible assets amounting to ₱852.7 million representing costs to establish brand and market opportunities under the strategic alliance with Tiger Airways Holding Limited.

Goodwill amounting to ₱154.9 million from step acquisition of A-Plus comprises the fair value of expected synergies arising from the acquisition.

AirSWIFT

On October 7, 2024, CAI signed a share purchase agreement (SPA) with ALI Capital Corp. for the acquisition of 100% of AirSWIFT for consideration of ₱1.4 billion, net of post-closing adjustments, comprised of payment ₱120.0 million net payment for equity shares and ₱1.3 billion in net shareholder advances. AirSWIFT, a boutique airline that caters to domestic leisure, operates flights from Manila and Clark to El Nido in northern Palawan, and from El Nido to other major tourist destinations in the country, including Cebu, Boracay, Coron and Bohol. Following the purchase, the CAI Parent Company added El Nido to its routes, widening its network, contributing to growth opportunities, and leveraging its operational expertise to be able to offer more cost-effective options for its growing customer base.

On the same date, AirSWIFT has become a wholly owned subsidiary of CAI.

The fair value of AirSWIFT's identifiable assets and liabilities as at the date of acquisition are shown below. The assets and liabilities recognized in the 2024 consolidated financial statements were based on provisional assessment of fair value while CAI engaged an independent valuation of the assets and liabilities of AirSWIFT. The valuation had not been completed by the date of the 2024 consolidated financial statements were approved for issue by the BOD:

	Fair value at acquisition date
Cash	₱62,098,752
Receivables	43,483,003
Inventories	215,404,362
Other current assets	420,563,468
Property, plant and equipment (Note 16)	808,094,841
ROU assets (Note 42)	1,374,472,418
Intangible assets (Note 18)	984,319,494
Total assets	3,908,436,338
Accounts payable and accrued expenses	2,278,783,452
Deferred tax liabilities	150,408,036
Other noncurrent liabilities	1,671,210,528
Total liabilities	4,100,402,016
Total identifiable net assets (liabilities) at fair value	(191,965,678)
Less: Acquisition cost*	120,000,000
Goodwill from acquisition	₱311,965,678

**Pertains to payment for AirSWIFT's equity shares*

Goodwill comprises the fair value of expected synergies arising from the acquisition. This is presented under 'Goodwill' in the consolidated statements of financial position. None of the goodwill recognized is expected to be deductible for income tax purposes. CAI also identified intangible assets of AirSWIFT amounting to ₱984.3 million, representing cost to establish its brand and market opportunities under the strategic alliance with ALI Capital Corp.This is presented under 'Intangible Assets' in the consolidated statements of financial position (see Note 18).

The impact of the cash outflow for payment of outstanding shares, net of cash acquired from AirSWIFT is included in the statement of cash flows from investing activities:

Cash payment for equity shares	₱120,000,000
Less: cash acquired with the subsidiary	62,098,752
	₱57,901,248

If the acquisition had taken place at the beginning of 2024, revenue contribution for the year ended December 31, 2024 would have been ₱2.5 billion. Moreover, had the transaction taken place at the beginning of 2024, the contribution to the consolidated net income would have amounted to ₱254.9 million.

Since the acquisition was completed on October 7, 2024, the contribution to revenue and net income for the three-month period ended December 31, 2024 amounted to ₱701.6 million and ₱181.6 million from date of acquisition, respectively.

Impairment testing of Goodwill

CAI
As of December 31, 2024 and 2023, CAI's management assessed that no impairment loss should be recognized for goodwill and other intangible assets (Note 18) from acquisition of A-Plus, Cebgo and AirSWIFTS. For purposes of impairment testing, the Group considered A-Plus, Cebgo and AirSWIFT as the CGUs.

Key assumptions used in the VIU calculation
As of December 31, 2024 and 2023, the recoverable amount of the CGU has been determined based on a VIU calculation using five-year cash flow projections. Key assumptions in the VIU calculation of the CGU are most sensitive to the following:

- Future revenue, fuel cost, passenger load factor, passenger yield: These assumptions are based on the past performance, market developments and expectations in the industry.
- Discount rates: The discount rate used for the computation of the net present value is the weighted average cost of equity and was determined by reference to comparable entities.

Sensitivity to changes in assumptions
Management believes that no reasonably possible change in any of the above key assumptions would cause the carrying values of goodwill arising from the acquisition of A-Plus ,CEBGO and AirSWIFT to materially exceed their recoverable amounts.

URC
URC performed its annual impairment test on its goodwill and other intangible assets (Note 18) with indefinite useful lives as of December 31, 2024 and 2023. In 2024 and 2023, the recoverable amounts of goodwill and other intangible assets were determined based on value in use calculations.

Value in use calculations used cash flow projections from financial budgets approved by management covering a five-year period.

Growth rate estimates - growth rates include revenue growth and terminal growth rates that are based on experiences and strategies developed for the various subsidiaries. The prospect for the industry was also considered in estimating the growth rates. Terminal growth rates used in computing the projected future cash flows ranged from 2.00% to 4.62% and 2.00% to 4.61% as of December 31, 2024 and 2023, respectively.

Discount rates - discount rates were estimated based on the industry weighted average cost of capital, which includes the cost of equity and debt after considering the gearing ratio. The discount rates applied to cash flow projections range from 8.40% to 12.43% and 8.59% to 12.86% for the years ended December 31, 2024 and 2023, respectively.

URC management believes that no reasonably possible changes in any of the above key assumptions would cause the carrying values of goodwill and intangible assets arising from URC's acquisitions to materially exceed their recoverable amounts.

20. Other Noncurrent Assets

This account consists of:

	2024	2023
Deferred tax assets (Note 38)	**₱9,688,037,235**	₱9,152,400,560
Security and miscellaneous deposits	**4,484,408,900**	3,764,895,929
Advances to suppliers - net of current portion	**2,469,851,495**	2,312,087,333
Utility deposits	**806,975,263**	782,376,483
Advances to lot owners - net of current portion	**565,223,047**	638,763,555
Input VAT	**342,423,773**	475,107,948
Others	**980,539,077**	1,230,020,734
	₱19,337,458,790	₱18,355,652,542

Security Deposits
Security deposits include deposits provided to lessors and maintenance providers for aircraft under operating lease.

Advances to Suppliers
Advances to suppliers pertain to RLC's prepayments for the construction of investment properties and property and equipment. These are recouped from billings which are expected to occur in future period.

Utility Deposits
Utility deposits that are refundable consist primarily of bill and meter deposits.

Advances to Lot Owners
Advances to lot owners consist of advance payments to land owners which will be applied against the acquisition cost of the real properties that will be acquired.

Input VAT
Input tax pertains to VAT from purchases and/or importations of various parts, supplies, equipment, machineries and or capital goods, which will be claimed as credit against output tax liabilities in a manner prescribed by pertinent revenue regulations.

Others
As of December 31, 2024, others include training costs prepaid by the Group for its "study-now, pay-later" Cadet Pilot Program amounting to ₱356.7 million, other refundable deposits and and restricted cash under escrow.

As of December 31, 2023, others include training costs prepaid by the Group for its "study-now, pay-later" Cadet Pilot Program amounting to ₱390.4 million, and refundable prepaid rent amounting to ₱100.0 million.

21. **Accounts Payable and Accrued Expenses**

This account consists of:

	2024	2023
Trade payables	**₱36,738,796,698**	₱41,341,237,862
Accrued expenses	**28,064,727,209**	27,296,088,998
Airport and other related fees payable	**5,987,909,105**	4,410,790,183
Output VAT	**5,075,951,837**	4,286,935,517
Travel fund payable (Note 24)	**738,460,107**	217,309,782
Due to related parties (Note 40)	**583,829,550**	758,295,148
Withholding taxes payable	**381,893,873**	400,900,487
Dividends payable	**44,668,148**	36,715,413
Refunds payable	**14,414,586**	9,434,217
Other payables	**2,805,412,969**	2,129,665,517
	₱80,436,064,082	₱80,887,373,124

Trade Payables
Trade payables are noninterest-bearing and are normally settled on 30- to 60-day terms. Trade payables arise mostly from purchases of inventories, which include raw materials and indirect materials (i.e., packaging materials) and supplies, for use in manufacturing and other operations. Trade payables also include importation charges related to raw materials purchases, as well as occasional acquisitions of production equipment and spare parts. Obligations arising from purchase of inventories necessary for the daily operations and maintenance of aircraft which include aviation fuel, expendables and consumables, equipment and in-flight supplies, and unpaid billings from suppliers and contractors related to construction activities, are also charged to this account.

Accrued Expenses
This account consists of accruals for the following:

	2024	2023
Advertising and promotions	**₱7,568,443,188**	₱6,134,183,068
Landing and take-off, navigational charges, and other aircraft-related expenses	**5,240,239,276**	5,700,609,383
Compensation and benefits	**3,050,883,563**	2,620,217,903
Contracted services	**2,498,079,333**	2,975,359,083
Interest payable	**1,819,931,133**	1,833,039,281
Rental expense	**1,728,335,959**	1,463,756,411
Utilities	**1,683,604,921**	2,314,984,061
Freight and handling costs	**884,721,536**	291,997,798
Taxes and licenses	**781,556,042**	664,369,547
Insurance	**115,978,566**	50,721,093
Royalties	**97,925,884**	109,185,378
Other accrued expenses	**2,595,027,808**	3,137,665,992
	₱28,064,727,209	₱27,296,088,998

Other accrued expenses include accruals for travel and transportation, commission, communication, repairs and maintenance, and other professional and legal fees.

Airport and Other Related Fees Payable
Airport and other related fees payable are amounts payable to the Philippine Tourism Authority, Air Transportation Office, Mactan-Cebu International Airport and Manila International Airport Authority arising from aviation security, terminal fees and travel taxes.

Refunds Payable
Customers are given options for their cancelled flights, which included free rebooking, full cash refund or conversion to a full travel fund. Refunds payable pertain to cash due to be returned to customers.

Other Payables
As of December 31, 2024 and 2023, other payables consist of management bonus and other non-trade payables. Other non-trade payables include liabilities for trucking services, IT-related repairs, payable to employees and advances from stockholders.

22. Other Current Liabilities

This account consists of:

	2024	2023
Unearned transportation revenue	**₱18,842,157,257**	₱13,761,288,846
Contract liabilities (Note 24)	**6,636,132,412**	3,881,029,135
Deposit from lessees (Note 24)	**3,495,750,368**	3,505,102,294
Advances from agents and others	**2,184,507,564**	1,389,474,265
Customer's deposits	**1,663,535,440**	1,808,636,602
Derivative liabilities (Notes 8 and 23)	**–**	1,291,971
	₱32,822,083,041	₱24,346,823,113

Unearned Transportation Revenue
Passenger ticket and cargo waybill sales are initially recorded under 'Unearned transportation revenue' in the consolidated statements of financial position, until these are recognized under 'Air transportation revenue' in profit or loss in the consolidated statements of comprehensive income, when the transportation service is rendered by the Group (or once tickets are flown).

In 2024, unearned transportation revenue consists of unearned passenger revenue and deferred ancillary revenue amounting to ₱15.1 billion and ₱3.7 billion, respectively. In 2023, unearned transportation revenue consists of unearned passenger revenue and deferred ancillary revenue amounting to ₱11.2 billion and ₱2.5 billion, respectively.

Contract Liabilities
Contract liabilities (including noncurrent portion shown in Note 24) consist of collections from real estate customers which have not reached the equity threshold to qualify for revenue recognition and excess of collections over the goods and services transferred based on percentage of completion. The movement in the contract liability is mainly due to reservation of sales and advance payment of buyers less real estate sales recognized upon reaching the equity threshold from increase in percentage of completion. The contract liabilities account includes deposits from real estate buyers that have not met the revenue recognition threshold of 10.0% and these amounted to ₱3.3 billion as of December 31, 2024 and 2023.

Deposits from Lessees
Deposits from lessees (including the noncurrent portion shown in Note 24) represent cash received from tenants representing three to six months' rent which shall be refunded to tenants at the end of lease term. These are initially recorded at fair value, which is obtained by discounting its future cash flows using the applicable rates of similar types of instruments.

Advances from Agents and Others
Advances from agents and others represent cash bonds required from major sales and ticket offices or agents. This account also includes commitment fees received for the sale and purchase agreement of aircraft.

Customer's Deposits
Customers' deposits represent downpayments for the sale of goods or performance of services which will be applied against accounts receivables upon delivery of goods or rendering of services.

23. Short-term Debts, Long-term Debts and Bonds Payable

Short-term Debts
Short-term debts consist of:

	2024	2023
Parent Company:		
Philippine Peso - unsecured with interest rate of 5.75% in 2024 and ranging from 5.9% to 6.0% in 2023	**₱5,000,000,000**	₱6,200,000,000
Subsidiaries:		
Foreign currencies - unsecured with interest rates ranging from 2.78% to 8.00% in 2024 and from 2.8% to 6.0% in 2023	**12,243,066,097**	4,869,734,406
Philippine Peso - with interest rates of 5.75% to 8.25% in 2024 and 6.0% to 6.9% in 2023	**48,997,505,136**	52,455,131,435
	₱66,240,571,233	₱63,524,865,841

As of December 31, 2024 and 2023, short-term debt of certain subsidiaries denominated in foreign currency and peso include trust receipts payable amounting to ₱43.0 billion and ₱32.5 billion, respectively. The trust receipts payable amounting to ₱8.0 billion and ₱10.2 billion are secured by the trusteed inventories for the same amount as of December 31, 2024 and 2023, respectively (see Note 12).

In February and March 2024, CAI obtained short term loans from BDO Unibank, Inc. (BDO) and BPI each amounting to US$50.0 million that are due for repayment on February 2025 and September 2025, respectively. The proceeds were used for aircraft and engine acquisitions. Interest on the short-term loan from BDO is based on Secured Overnight Financing Rate (SOFR) plus margin, while the short-term loan from BPI is based on a fixed rate. Together, these peso-denominated short-term loans have interest rates ranging from 5.34% to 5.55%.

In 2024, 2023 and 2022, the Group incurred interest expense on short-term notes amounting to ₱6.8 billion, ₱5.3 billion and ₱2.5 billion, respectively (see Note 35).

Long-term Debts

Long-term debts (net of debt issuance costs) consist of:

	Maturities	Interest Rates	2024	2023	Condition
Parent Company:					
Term Loans					
₱5.0 billion term loan	2024	3.50%	**₱–**	₱4,748,016,517	Unsecured
₱7.0 billion term loan	2024	Floating (6.59%)	**–**	6,992,530,514	Unsecured
₱4.0 billion term loan	2025	4.00%	**3,996,723,585**	3,990,301,030	Unsecured
₱5.0 billion term loan	2028	Floating (6.50%)	**4,972,760,289**	4,965,996,339	Unsecured
₱10.0 billion term loan	2028	BDO's 30-day prime rate (6.30%)	**9,943,451,375**	9,930,034,288	Unsecured
₱7.0 billion term loan	2029	Floating (6.45%)	**6,950,581,001**	–	Unsecured
₱5.0 billion term loan	2029	Floating (5.99%)	**4,717,286,439**	–	Unsecured
₱9.1 billion term loan	2029	Floating (6.37%)	**9,032,770,529**	–	Unsecured
			39,613,573,218	30,626,878,688	
Subsidiaries:					
Foreign currencies:					
JGSHPL					
US$600.0 million guaranteed notes	2030	4.13%	**₱33,930,393,391**	₱32,463,526,015	Guaranteed
CAI					
JPY commercial loan	Various dates through 2029	0.42% to 2.00% (JPY TONA)	**16,247,504,940**	15,192,965,292	Secured
USD commercial loan from foreign banks	Various dates through 2030	1.33% to 6.20% (US $ SOFR plus margin)	**20,490,865,747**	15,526,920,854	Secured
			70,668,764,078	63,183,412,161	
Philippine Peso:					
RLC					
₱7.0 billion loan facility	2024	3.10%	**–**	6,298,795,884	Unsecured
₱1.4 billion loan facility	2025	4.93%	**1,364,261,036**	1,362,688,401	Unsecured
₱6.0 billion loan facility	2025	4.00%	**5,995,273,933**	5,985,901,374	Unsecured
₱0.4 billion loan facility	2025	3.80%	**426,584,959**	425,453,162	Unsecured
₱6.0 billion loan facility	2025	5.38%	**5,982,792,988**	5,957,483,261	Unsecured
₱6.0 billion loan facility	2026	6.10%	**5,961,409,954**	5,937,621,694	Unsecured
₱4.5 billion loan facility	2027	4.00%	**4,459,249,031**	4,461,734,946	Unsecured
₱9.0 billion loan facility	2027	5.94%	**8,936,778,034**	8,915,294,110	Unsecured
₱4.9 billion loan facility	2028	BPI's prime rate (6.30%)	**4,911,726,209**	4,905,074,856	Unsecured
₱9.0 billion loan facility	2028	6.17%	**8,919,150,795**	8,899,119,771	Unsecured
₱6.3 billion loan facility	2029	Floating (6.79%)	**6,259,293,320**	–	Unsecured
JGSOC					
₱14.5 billion term loan	2024	Floating (6.03 to 6.95%)	**–**	14,508,000,000	Unsecured
₱5.0 billion term loan	2024	5.00%	**–**	5,000,000,000	Unsecured
₱1.2 billion term loan	2024	5.50%	**–**	1,210,000,000	Unsecured
₱1.3 billion term loan	2024	5.50%	**–**	1,282,000,000	Unsecured
₱5.0 billion term loan	2025	5.26%	**5,000,000,000**	5,000,000,000	Unsecured
₱4.0 billion term loan	2025	Floating (6.65%)	**4,000,000,000**	4,000,000,000	Unsecured
₱4.0 billion term loan	2025	4.72%	**4,000,000,000**	4,000,000,000	Unsecured
₱10.0 billion term loan	2028	BDO's 30-day prime rate (6.30%)	**9,946,649,494**	9,929,481,600	Unsecured
₱25.0 billion term loan	2028	BPI's prime rate (6.30%)	**24,860,384,694**	24,829,436,296	Unsecured
₱16.9 billion term loan	2029	BPI's prime rate (6.30%)	**16,782,595,196**	–	Unsecured
CAI					
Commercial loans	Various dates through 2034	6.26% to 7.96% (PH BVAL)	**6,059,980,751**	7,979,865,441	Secured
			123,866,130,394	130,887,950,796	
			234,148,467,690	224,698,241,645	
Less current portion			**34,640,620,677**	44,984,075,357	
			₱199,507,847,013	₱179,714,166,288	

The foreign exchange rate used to revalue the foreign currency borrowings was ₱57.85 to US$1 and ₱55.37 to US$1 as of December 31, 2024 and 2023, respectively.

Long-term debt to foreign banks is shown net of unamortized debt issuance costs totaling ₱99.8 million and ₱110.6 million as of December 31, 2024 and 2023, respectively. Unamortized debt issuance cost related to peso-denominated long-term debt amounted to ₱516.6 million and ₱475.7 million as of December 31, 2024 and 2023, respectively.

Repayments of the long-term debt (gross of debt issuance costs) follow:

	2024	2023
Due in:		
2025 and 2026	**₱44,891,092,211**	₱81,212,507,053
Thereafter	**189,873,812,108**	144,072,043,429
	₱234,764,904,319	₱225,284,550,482

The details of the Group's long-term debt follow:

<u>Parent Company's Philippine Peso Loans</u>
Parent Company ₱5.0 Billion Term Loan with BPI due in July 2022
On July 6, 2017, the Parent Company borrowed ₱5.0 billion under Term Loan Facility Agreement with BPI with a fixed rate at 4.7% per annum and shall be payable quarterly in arrears. Interest for 2022 amounted to ₱119 million. The loan was fully settled in July 2022.

Parent Company ₱5.0 Billion Term Loan with MBTC due in June 2023
On June 14, 2018, the Parent Company borrowed ₱5.0 billion under Term Loan Facility Agreement with MBTC. Interest for 2023 and 2022 amounted to ₱123.8 million and ₱130.3 million, respectively. The loan obtained bears a market interest rate plus a certain spread, payable quarterly. The loan was fully settled in June 2023.

Parent Company ₱10.0 Billion Term Loan with Banco De Oro (BDO) due in June 2023
On June 8, 2018, the Company borrowed ₱10.0 billion under Term Loan Facility Agreement with BDO. The loan bears an interest based on the bank's 30-day prime rate. The original maturity date of the loan was extended to August 8, 2023. The loan was fully settled in August 2023 and was refinanced with a 5-year term loan with the same bank maturing on August 8, 2028. Interest for 2023 amounted to ₱385 million.

Parent Company ₱5.0 Billion Term Loan with MBTC due in July 2024
On July 13, 2017, the Company borrowed ₱5.0 billion under Term Loan Facility Agreement with MBTC with a fixed rate at 4.93% per annum and shall be payable quarterly in arrears. On January 13, 2022, the rate was amended to 3.5% per annum. The loan was fully settled in July 2024 and was refinanced with a 5-year term loan with the same bank maturing on July 12, 2029. Interest for 2024, 2023 and 2022 amounted to ₱88 million, ₱167 million and ₱171 million, respectively.

Parent Company ₱7.0 Billion Term Loan with BPI due in August 2024
On August 23, 2019, the Parent Company borrowed ₱7.0 billion under Term Loan Facility Agreement with BPI. The loan obtained bears a market interest rate plus a certain spread, payable quarterly. Interest for 2024, 2023 and 2022 amounted to ₱294 million, ₱419 million and ₱174 million, respectively. The loan was fully settled in August 2024 and was refinanced with a 5-year term loan with the same bank maturing on August 27, 2029. Interest for 2024, 2023 and 2022 amounted to ₱294 million, ₱419 million and ₱174 million, respectively.

Parent Company ₱4.0 Billion Term Loan with BDO due in June 2025
On June 26, 2020, the Parent Company borrowed ₱4.0 billion under Term Loan Facility Agreement with BDO with a fixed rate at 4.00% per annum and shall be payable quarterly in arrears. Interest for 2024, 2023 and 2022 amounted to ₱161 million, ₱160 million and ₱160 million, respectively.

Parent Company ₱5.0 Billion Term Loan with MBTC due in June 2028
On June 14, 2023, the Parent Company borrowed ₱5.0 billion under Term Loan facility Agreement with MBTC. The loan obtained bears a market interest rate plus a certain spread, payable quarterly. Interest for 2024 and 2023 amounted to ₱346 million and ₱186 million, respectively. The loan was obtained to refinance the ₱5.0 Billion Term Loan with the same bank due in June 2023.

Parent Company ₱10.0 Billion Term Loan with BDO due in August 2028
On August 8, 2023, the Parent Company borrowed ₱10.0 billion under Term Loan facility. The loan bears an interest based on the bank's 30-day prime rate. Interest for 2024 and 2023 amounted to ₱666 million and ₱266 million, respectively. The loan was obtained to refinance the ₱10.0 Billion Term Loan with the same bank due in August 2023.

Parent Company ₱5.0 Billion Term Loan with MBTC due in July 2029
On July 12, 2024, the Parent Company borrowed ₱5.0 billion under Term Loan facility Agreement with MBTC. The loan obtained bears a market interest rate plus a certain spread, payable quarterly. Interest for 2024 amounted to ₱142 million. The loan was obtained to refinance the ₱5.0 Billion Term Loan with the same bank due in July 2024.

Parent Company ₱7.0 Billion Term Loan with BPI due in August 2029
On August 27, 2024, the Parent Company borrowed ₱7.0 billion under Term Loan facility Agreement with BPI. The loan obtained bears a market interest rate plus a certain spread, payable quarterly. Interest for 2024 amounted to ₱162 million. The loan was obtained to refinance the ₱7.0 Billion Term Loan with the same bank due in August 2024.

Parent Company ₱9.1 Billion Term Loan with MBTC due in November 2029
On November 29, 2024, the Parent Company borrowed ₱9.1 billion under Term Loan Facility with MBTC. The loan bears a market interest rate plus a certain spread, payable quarterly. Interest for 2024 amounted ₱50.8 million.

<u>Subsidiaries' Foreign Currency Loans</u>
JGSHPL 4.375% Senior Unsecured Notes Due 2023
On January 24, 2013, JGSHPL issued US$750.0 million, 4.375% senior unsecured notes due 2023. The notes are unconditionally and irrevocably guaranteed by the Parent Company. On July 21, 2020, JGSHPL redeemed notes with a face value of $32.0 million for a total consideration of $34.0 million. The redemption resulted in a loss on bond reacquisition amounting ₱66.2 million (Note 29). In January 2023, JGSHPL settled the said bonds at maturity amounting to US$611.2 million or ₱33.4 billion, net of the total bonds cancelled with a face value of US$138.8 million

JGSHPL 4.125% Senior Unsecured Notes Due 2030
On July 2020, JGSHPL issued US$600.0 million, 4.125% senior unsecured notes due 2030. The notes are unconditionally and irrevocably guaranteed by the Parent Company.. On various dates from March 1, 2022 to September 30, 2022, JGSHPL redeemed notes with a face value of $7.7 million for a total consideration of $7.5 million. The redemption resulted in a gain on bond reacquisition amounting to ₱10.6 million.

CAI JPY Commercial Loans
The following table summarizes the Japanese commercial loans entered into by CAI in various dates in 2019, 2023 and 2024, to finance the purchase of eight (8) A321NEO aircraft.

Drawdown Date	Aircraft Type	No. of Units	Security Trustees	Maturity Date
January 2019	A321NEO	1	Sampaguita Leasing Co. Ltd.	January 2029
May 2019	A321NEO	1	Dia Boracay Leasing Co. Ltd.	May 2029
October 2019	A321NEO	1	Cebuano Leasing Co. Ltd.	October 2029
November 2019	A321NEO	1	Tarsier Leasing Co. Ltd.	November 2029
July 2023	A321NEO	1	Nalu Leasing Co., Ltd.	July 2033
September 2023	A321NEO	1	Guimaras Leasing Co., Ltd.	September 2033
November 2023	A321NEO	1	Tubbataha Leasing Co., Ltd.	November 2033
Mach 2024	A321NEO	1	Dia Siargao Co. Ltd.	March 2034

In July, September, and November 2023, CAI entered into Japanese commercial loans for three (3) Airbus A321NEO aircraft. In March 2024, CAI entered into Japanese commercial loan for 1 Airbus A321NEO aircraft. The loan required quarterly installments with maturity not longer than 10 years at variable interest rate based on Compounded JPY TONA plus loan margin.

As of December 31, 2024 and 2023, the total outstanding balance of the Japanese yen commercial loans amounted to ₱16.2 billion (¥44.2 billion) and ₱15.2 billion (¥38.7 billion), respectively. Interest expense amounted to ₱166.6 million, ₱37.8 million and ₱15.5 million in 2024, 2023 and 2022, respectively.

CAI USD Commercial Loans from Foreign Banks
The following table summarizes the US Dollar commercial loans entered into by CAI in various dates in 2019 to 2024, to finance the purchase of six (6) A321NEO aircraft.

Drawdown Date	Aircraft Type	No. of Units	Security Trustees	Maturity Date
December 2019 June 2020	Airbus NEO	2	RAMEN Aircraft Leasing Limited	December 2029 June 2030
September to October 2024	Airbus NEO	3	Jin Shan 38 Ireland Company Limited	September 2036 to October 2036
December 2024	Airbus NEO	1	El Nido Leasing1 Co. LTD and El Nido Leasing2 Co. LTD	September 2036

In September to October 2024, CAI entered into a loan agreement to purchase three (3) Airbus NEO. The loan requires quarterly installments with maturity of 12 years at variable interest rate based on US Dollar Secured Overnight Financing Rate (SOFR) plus loan margin.

In December 2024, CAI entered into a loan agreement to purchase one (1) Airbus NEO. The loan requires quarterly installments with maturity of 10 years at variable interest rate based on US Dollar Secured Overnight Financing Rate (SOFR) plus loan margin.

As of December 31, 2024 and 2023, the total outstanding balance of the US Dollar commercial loans amounted to ₱20.5 billion (US$354.2 million) and ₱15.5 billion (US$280.4 million), respectively. Interest expense amounted to ₱1.4 billion, ₱1.2 billion and ₱668.3 million in 2024, 2023 and 2022, respectively.

Subsidiaries' Philippine Peso Loans

RLC Three-year "Series C Bonds" maturing on July 17, 2023 and Five-Year "Series D Bonds" maturing on July 17, 2025

On July 17, 2020, RLC issued its "Series C Bonds" amounting to ₱12.8 billion and "Series D Bonds" amounting to ₱427 million constituting direct, unconditional, unsecured and unsubordinated peso-denominated obligations of RLC and shall at all times rank *pari passu* and ratably without any preference or priority amongst themselves and at least *pari passu* with all other present and future unsubordinated and unsecured obligations of RLC, other than obligations preferred by law. The net proceeds of the issue shall be used by the RLC to: (i) partially fund the capital expenditure budget of RLC for calendar years 2023 and 2022 (ii) repay short-term loans maturing in the second half of calendar year; and (iii) fund general corporate purposes including, but not limited to, working capital. The bonds have been rated PRS Aaa by Philippine Rating Services Corporation (PhilRatings). The three-year 'Series C Bonds' was fully settled in July 2023.

Interest on the bonds shall be calculated on a 30/360-day count basis and shall be paid semi-annually in arrears on January 17 and July 17 of each year at which the bonds are outstanding.

RLC ₱5.0 Billion Term Loan due in August 2023

On August 10, 2016, RLC borrowed ₱5.0 billion under Term Loan Facility Agreements with BPI. The ₱5.0 billion loan was released on August 10, 2016 with interest rate at 3.89% per annum and shall be payable quarterly, computed on the basis of a 360-day year and on the actual number of days elapsed. The loan was fully settled in August 2023.

RLC ₱7.0 Billion Term Loan due in March 2024

On March 15, 2017, RLC borrowed ₱7.0 billion million under Term Loan Facility Agreements with MBTC. The loan was released on March 15, 2017 amounting to ₱7.0 billion with interest rate at 4.75% per annum and shall be payable quarterly, computed on the basis of a year of 365 calendar days for the actual number of days elapsed. Annual principal payment is two percent (2%) of the total loan amount or ₱140 million. On November 15, 2021, the interest rate was reduced to a fixed rate of 3.10% per annum for the remaining term of the loan. The loan was fully settled in March 2024.

RLC ₱1.4 Billion Term Loan due in February 2025

On February 23, 2015, RLC issued ₱1.4 billion bonds constituting direct, unconditional, unsubordinated, and unsecured obligation obligations of RLC and shall at all times rank *pari-passu* and without preference among themselves and among any present and future unsubordinated and unsecured obligations of RLC, except for any statutory preference or priority established under Philippine law. The net proceeds of the issue shall be used by RLC to refinance existing debt obligations and to partially fund investment capital expenditures.

Interest on the bonds shall be calculated on a 30/360-day count basis and shall be paid semi-annually in arrears on February 23 and August 23 of each year at which the bonds are outstanding. Interest rate is 4.93% per annum.

RLC ₱6.0 Billion Term Loan due June 2025

On June 30, 2020, RLC borrowed ₱6.0 billion under Term Loan Facility Agreements with BDO Unibank, Inc. The loan was released on June 30, 2020 which bears interest rate at 4.75% computed per annum and shall be payable quarterly, computed on the basis of a year of 365 calendar days for the actual number of days elapsed. On November 26, 2021, the interest rate was reduced to a fixed rate of 4.00% per annum for the remaining term of the loan.

RLC Three-year "Series E Bonds" maturing on August 26, 2025 and Five-Year "Series F Bonds" maturing on August 26, 2027
On August 26, 2022, RLC issued its "Series E Bonds" amounting to ₱6.0 billion and "Series F Bonds" amounting to ₱9.0 billion constituting direct, unconditional, unsecured and unsubordinated peso-denominated obligations of RLC and shall at all times rank *pari passu* and ratably without any preference or priority amongst themselves and at least *pari passu* with all other present and future unsubordinated and unsecured obligations of RLC, other than obligations preferred by law. The net proceeds of the issue shall be used by RLC to: (i) partially fund the capital expenditure budget for project development and land acquisition for calendar years 2022 and 2023 and to partially repay maturing debt obligations; and (ii) for general corporate purposes including, but not limited to, working capital. The bonds have been rated PRS Aaa by Philippine Rating Services Corporation (PhilRatings).

Interest on the bonds shall be calculated on a 30/360-day count basis and shall be paid quarterly in arrears on February 26, May 26, August 26 and November 26 of each year at which the bonds are outstanding.

RLC Three-year "Series G Bonds" maturing on June 30, 2026 and Five-Year "Series H Bonds" maturing on June 30, 2028
On June 30, 2023, RLC issued its "Series G Bonds" amounting to ₱6.0 billion and "Series H Bonds" amounting to ₱9.0 billion constituting direct, unconditional, unsecured and unsubordinated peso-denominated obligations of RLC and shall at all times rank *pari passu* and ratably without any preference or priority amongst themselves and at least *pari passu* with all other present and future unsubordinated and unsecured obligations of RLC, other than obligations preferred by law. The net proceeds of the issue shall be used by RLC to: (i) to fully repay maturing debt obligations; (ii) to partially fund the capital expenditure budget for project development for calendar years 2023 to 2025; and (iii) for general corporate purposes. The bonds have been rated PRS Aaa by Philippine Rating Services Corporation (PhilRatings).

Interest on the bonds shall be calculated on a 30/360-day count basis and shall be paid quarterly in arrears on March 30, June 30, September 30 and December 30 of each year at which the bonds are outstanding.

RLC ₱4.5 Billion Term Loan due February 2027
On February 10, 2017, RLC borrowed ₱4.5 billion under Term Loan Facility Agreements with Bank of the Philippine Islands. The loan was released on February 10, 2017 amounting to ₱4.5 billion with interest rate at 4.95% per annum and shall be payable quarterly, computed on the basis of a year of 365 calendar days for the actual number of days elapsed. Partial payment for this loan amounting to ₱5 million was made on February 13, 2024 and 2023. On November 11, 2021, the interest rate was reduced to a fixed rate of 4.00% per annum until repricing date. On repricing date or on November 13, 2025, the interest rate will revert to 4.95% per annum until maturity date.

RLC ₱4.9 Billion Term Loan due August 2028
On August 10, 2023, the Group borrowed unsecured ₱4.9 billion under Term Loan Facility Agreements with Bank of the Philippine Islands. Interest on the loan shall be calculated on a 365-day year and based on the actual number of days elapsed, which shall be paid monthly in arrears.

JGSOC Philippine Peso Term Loan
These are clean loans obtained in 2019, 2020, 2023 and 2024 to finance the JGSOC's expansion projects and are payable in lump sum after five years. Interest expense for 2024, 2023 and 2022 amounted to ₱1.4 billion, ₱2.4 billion and ₱1.9 billion, respectively.

CAI Philippine Peso Term Loans
In 2020, CAI entered into an unsecured, Philippine peso-denominated loan amounting to ₱4.0 billion with Security Bank Corporation due in 2023. The loan was obtained to support the working capital requirements of CAI. CAI was required to maintain certain financial ratio until termination of loans. In 2022, CAI obtained a waiver from the bank in relation to debt service coverage ratio requirement. The outstanding balance as at December 31, 2022 was reclassified to current in the 2022, and as at December 31, 2023, the loan has been paid in full.

As of December 31, 2024 and 2023, the total outstanding Philippine Peso term loan amounted to nil. Interest expense incurred from this loan amounted to nil, ₱10.7 million and ₱80.3 million in 2024, 2023 and 2022, respectively.

CAI Peso Commercial Loans
The following table summarizes the Philippine peso commercial loans entered into by CAI on various dates in 2016 to 2024, to finance the purchase of ten (10) ATR 72-600 and two (2) Pratt and Whitney engines:

Drawdown Date	Aircraft Type	No. of Units	Maturity Date
October and November 2016 February and March 2017	ATR 72-600	4	October and November 2026 February and March 2027
May, July, October and December 2017	ATR 72-600	4	May, July, October and December 2027
February and May 2018	ATR 72-600	2	February and May 2028
August and September 2024	Engine /Pratt & Whitney PW1100G-JM	2	September 2034

Key terms of the commercial loan facilities follow:

- Term of ten (10) years starting from the delivery dates of each aircraft.
- Twenty-eight (28) to forty (40) equal consecutive principal repayments made on a quarterly basis.
- Interests on loans are variable rates based on Philippines Bloomberg Valuation (PH BVAL).
- Upon default, the outstanding amount of loan plus accrued interest will be payable, and the lenders will foreclose on secured assets, namely the aircraft.

In August and September 2024, CAI entered into Philippine Peso commercial loans for two (2) Pratt & Whitney engines. The loan requires quarterly installments with maturity not longer than ten (10) years at variable interest rate based on PHP BVAL plus loan margin.

As of December 31, 2024 and 2023, the total outstanding Philippine Peso commercial loans amounted to ₱6.1 billion and ₱8.0 billion, respectively. Interest expense incurred from these loans amounted to ₱453.1 million, ₱854.2 million and ₱569.5 million in 2024, 2023 and 2022, respectively.

The commercial loans of CAI are secured by the related aircraft and engines. CAI is required to comply with affirmative and negative covenants until termination of loans. As of December 31, 2024 and 2023, CAI is not in breach of any loan covenants.

In 2024, 2023 and 2022, the Group recognized total interest expense on long-term debt amounted to ₱7.7 billion, ₱7.2 billion and ₱6.2 billion, respectively (see Note 35).

In 2024, 2023 and 2022, the Group recognized amortization of bond issue costs amounting to ₱58.7 million, ₱75.8 million and ₱102.6 million, respectively (see Note 35).

Debt Covenants

Certain loan agreements contain provisions which, among others, require the maintenance of specified financial ratios at certain levels and impose negative covenants which, among others, prohibit a merger or consolidation with other entities, dissolution, liquidation or winding-up, except with any of its subsidiaries; and prohibit the purchase or redemption of any issued shares or reduction of registered and paid-up capital or distribution of assets resulting in capital base impairment.

For the Parent Company's term loan facilities of ₱4.0 billion due 2025, ₱5.0 billion due 2028 and ₱10.0 billion due 2028, ₱7.0 billion due in 2029, ₱5.0 billion due in 2029 and ₱9.1 billion due in 2029, the Group is required to maintain a financial ratio of Group's total borrowings to Group's shareholders' equity not exceeding 2.0:1.0.

For JGSPL's US$600.0 million Senior Unsecured Notes due in 2030, the guarantor shall procure that the ratio of Consolidated Total Borrowings to Consolidated Shareholders' Equity does not at any time exceed 2:1.

For CAI's Philippine commercial loans are secured by the related aircraft and engines. CAI is required to comply with affirmative and negative covenants until termination of loans. As of December 31, 2024 and 2023, CAI is not in breach of any loan covenants.

For RLC's ₱1.4 billion Retail Bonds due 2025, ₱6.0 billion term loan due 2025, ₱4.5 billion term loan due 2027, ₱4.9 billion term loan due 2028, ₱6.3 billion term loan due 2029, Series D Bonds due 2025, Series E Bonds due 2025, Series F Bonds due 2027, Series G Bonds due 2026 and Series H Bonds due 2028, RLC is required to maintain a debt-to-equity ratio not exceeding 2:1 as referenced from its consolidated financial statement as of December 31, 2024 and 2023. These loans were not guaranteed by the Parent Company. RLC has complied with the debt covenant as of December 31, 2024 and 2023.

For JGSOC's term loans, JGSOC is required to maintain a net debt-to-equity ratio of not more than 2.5:1.0, as measured at the end of each calendar year-end. JGSOC has complied with the debt covenant as of December 31, 2024 and 2023.

The Group has complied with all of its debt covenants as of December 31, 2024 and 2023.

Bonds Payable

On May 10, 2021, CAI issued at face value US$250.0 million convertible bonds (CB) to the International Finance Corporation (IFC), IFC Emerging Asia Fund LP and Indigo Philippines LLC (collectively known as "the CB Holders") due on May 10, 2027. The bonds bear an interest rate of 4.5% payable semi-annually in arrears on May 10 and November 10 of each year. Net proceeds from issuance of CB in 2021 amounted to ₱11.8 billion.

The CBs have conversion option features which entitle the CB Holders to convert any or all of the outstanding CBs that they hold for CAI's common shares within the conversion period which shall begin 40 days after the issue date of the CB and shall end 20 business days before the maturity date. The price at which the common shares will be issued upon conversion will initially be at ₱38.00 per share, as translated to U.S. Dollars at the fixed exchange rate of USD$1.00 = ₱48.45 and subject to any adjustments from time to time in accordance with the adjustment provisions included in the terms and conditions of the CBs. None of the CB Holders have exercised their conversion option as of December 31, 2024 and 2023. The CBs also have an optional redemption feature which gives the CB Holders the option to require CAI to redeem the CBs upon the occurrence of any of the early redemption and regulatory events as specified in the terms of the CBs.

The CBs were assessed to be a hybrid instrument containing a host financial liability component and embedded derivative components for the equity conversion and redemption options. The embedded derivatives were separated from the CBs and accounted for as a single compound derivative on the issuance date of the CBs.

In subsequent periods, the host financial liability component of CBs was carried at amortized cost using the EIR method. Interest expense recognized from the CBs, which is included under ‘Financing costs and other charges’ in the consolidated statements of comprehensive income in 2024, 2023 and 2022 amounted to ₱761.4 million, ₱733.5 million and ₱613.0 million, respectively (See Note 35).

The carrying amount as at December 31, 2024 and 2023 of the financial liability component of the CBs are presented below:

	2024		2023	
	In US Dollar	**In Philippine Peso**	In US Dollar	In Philippine Peso
Beginning balance	**US$242,689,465**	**₱13,437,715,699**	US$240,755,494	₱13,423,322,594
Unrealized foreign exchange loss	**–**	**601,772,732**	–	(93,207,960)
Bond amortization	**2,042,112**	**116,951,791**	1,933,971	107,601,065
Ending balance	**US$244,731,577**	**₱14,156,440,222**	US$242,689,465	₱13,437,715,699

The changes in fair value in 2024 and 2023 of the derivative liabilities at FVPL follows:

	2024		2023	
	In US Dollar	**In Philippine Peso**	In US Dollar	In Philippine Peso
Beginning balance	**US$–**	**₱–**	US$15,188,513	₱846,835,509
Market valuation gains	**–**	**–**	(15,188,513)	(846,835,509)
Ending balance	**US$–**	**₱–**	US$–	₱–

The fair value of the convertible bond was determined using the Jarrow-Rudd model.

The inputs used for the calculation of fair value of convertible bonds as of specific valuation date are as follows:

	2024	2023
Stock price	**₱28.25**	₱32.50
Risk free rate	**4.25%**	3.90%
Conversion price	**₱38.00**	₱38.00
Term	**5.9 years**	5.9 years
Volatility	**26.24%**	32.90%

24. **Other Noncurrent Liabilities**

This account consists of:

	2024	2023
Deposit from lessees - net of current portion	**₱5,821,810,697**	₱5,347,267,811
Pension liabilities (Note 37)	**3,371,593,138**	3,449,078,341
ARO	**3,166,158,868**	3,774,523,251
HMV	**2,053,233,815**	2,000,998,239
Member redemption liabilities	**948,730,278**	947,973,303
Retention payable	**534,721,740**	282,730,833
Advances for marketing and promotional fund	**507,435,935**	443,958,517
Contract liabilities - net of current portion (Note 22)	**402,008,200**	311,421,975
Travel fund payable - net of current portion (Note 21)	**–**	413,619,077
Others	**412,807,092**	353,834,781
	₱17,218,499,763	₱17,325,406,128

Deposits from Lessees
Deposits from lessees (including the current portion shown in Note 22) represent cash received from tenants representing three to six months' rent which shall be refunded to tenants at the end of the lease term. These are initially recorded at fair value, which is obtained by discounting its future cash flows using the applicable rates of similar types of instruments. The accretion expense on these deposits recorded as part of cost of rental services on the discount amounted to ₱160.0 million, ₱90.0 million and ₱62.0 million in 2024, 2023 and 2022, respectively (Note 30).

The unearned rental income (included under 'Deposit from lessees') amounted to ₱1.5 billion and ₱1.7 billion as of December 31, 2024 and 2023, respectively. The rental income on amortization of unearned rental income amounted to ₱194.0 million, ₱109.0 million and ₱65.0 million in 2024, 2023 and 2022, respectively.

ARO
CAI is contractually required under various lease contracts to restore certain leased aircraft to its original condition at its own cost or to bear a proportionate cost of restoration at the end of the contract period. These costs are accrued based on estimates made by CAI's engineers, which include estimates of future aircraft utilization and certain redelivery costs at the end of the lease period. (see Note 3).

The rollforward analysis of the Group's ARO follows:

	2024	2023
Balance at beginning of year	**₱3,774,523,251**	₱9,663,604,328
Provision for ARO	**2,815,350,470**	1,114,586,977
Applications and other movements	**(3,423,714,853)**	(7,003,668,054)
Balance at end of year	**₱3,166,158,868**	₱3,774,523,251

In 2024, 2023 and 2022, ARO expenses included as part of repairs and maintenance under 'Cost of sales' amounted to ₱2.8 billion, ₱1.1 billion and ₱5.3 billion, respectively (Note 30).

HMV
CAI is contractually required under various lease contracts to undertake the maintenance and overhaul of certain leased aircraft throughout the contract period. Major maintenance events are required to be performed on a regular basis based on historical or industry experience and manufacturer's advise. Estimated costs of major maintenance events are accrued and charged to profit or loss over the estimated period between overhauls as the leased aircraft is utilized.

The rollforward analysis of the CAI's HMV follow:

	2024	2023
Balance at beginning of year	**₱2,000,998,239**	₱2,721,092,312
Provision for HMV	**2,380,815,884**	235,395,100
Applications and other movements	**(2,328,580,308)**	(955,489,173)
Balance at end of year	**₱2,053,233,815**	₱2,000,998,239

In 2024, 2023 and 2022, HMV expenses included as part of repairs and maintenance under 'Cost of sales' amounted to ₱2.4 billion, ₱0.2 billion and ₱1.5 billion, respectively (Note 30).

Member Redemption Liabilities
This account pertains to the outstanding points issued to Go Reward members until redeemed to its Go Rewards partner merchant stores. Go Rewards is the the integrated loyalty program of the Group owned and managed by DAVI.

Advances for Marketing and Promotional Fund
Advances for marketing and promotional fund represent advances from tenants for sales promotions and marketing programs. These are tenant's share in the costs of advertising and promotional activities which the Group considers appropriate to promote the business in the mall complex.

Travel Fund Payable
Customers are given options for their cancelled flights which included, among others, conversion to a full travel fund which is a virtual wallet equivalent to the amount paid for an existing booking.

Effective August 1, 2023, CAI removed the expiration date of all its remaining, unexpired travel fund, and extended the validity of its travel vouchers to 18 months, giving passengers a chance to enjoy better and improved customer service.

The current portion of travel fund payable amounted to ₱738.5 million and ₱217.3 million as of December 31, 2024 and 2023, respectively, and is presented under 'Accounts payable and other accrued liabilities' account in the consolidated statements of financial position (see Note 21).

Expired portion of the travel fund payable amounting to nil and ₱461.9 million for the years ended December 31, 2024 and 2023, respectively, is recognized as part of 'Revenue' in the consolidated statement of comprehensive income. Estimated breakage revenue from travel fund amounting to ₱70.6 million and ₱47.5 million for the years ended December 31, 2024 and 2023, is recognized also as part of 'Revenue' in the consolidated statement of comprehensive income.

Retention Payable
Retention payable pertains to payment withheld from contractors which represents as guaranty for any claims for defects in projects requiring rework. These are released after the guarantee period.

These are noninterest-bearing and will be remitted to contractors at the end of the contracted work.

Others
Others include retention payable which represents amounts withheld from payments to contractors as guaranty for any claims against them. These are noninterest-bearing and will be remitted to contractors at the end of the contracted work.

25. **Equity**

Details of the Parent Company's authorized capital stock as of December 31, 2024 and 2023 follow:

	Par Value	Shares	Amount
Common shares	₱1.00	12,850,800,000	₱12,850,800,000
Preferred voting shares	0.01	204,000,000,000	2,040,000,000
		216,850,800,000	₱14,890,800,000

The paid-up capital of the Group consists of the following:

	2024	2023
Capital stock:		
Common shares - ₱1 par value	**₱7,520,983,658**	₱7,520,983,658
Preferred voting shares - ₱0.01 par value	**42,000,000**	42,000,000
	7,562,983,658	7,562,983,658
Additional paid-in capital	**45,163,833,993**	45,163,833,993
Total paid-up capital	**₱52,726,817,651**	₱52,726,817,651

Preferred Voting Shares
The preferred voting shares have, among others, the following rights, privileges and preferences:

a. Entitled to vote on all matters involving the affairs of the Parent Company requiring the approval of the stockholders. Each share shall have the same voting rights as a common share.
b. The shares shall be non-redeemable.
c. Entitled to dividends at the rate of 1/100 of common shares, such dividends shall be payable out of the surplus profits of the Parent Company so long as such shares are outstanding.
d. In the event of liquidation, dissolution, receivership or winding up of affairs of the Parent Company, holders shall be entitled to be paid in full at par, or ratably, in so far as the assets of the Parent Company will permit, for each share held before any distribution is made to holders of the common shares.

Record of Registration of Securities with the SEC

Summarized below is the Parent Company's track record of registration of securities under the Securities Regulation Code.

Date of offering	Type of offering	No. of shares offered	Par value	Offer price	Authorized number of shares	Issued and outstanding shares
June 30, 1993	Registration of authorized capital stock	–	₱1.00	₱–	12,850,800,000 common shares and 2,000,000,000 preferred non-voting shares	–
June 30, 1993	Initial public offering (IPO)	1,428,175,000 common shares	1.00	4.40	–	1,428,175,000 common shares
June 30, 1994	Conversion of convertible bonds into common shares	428,175,000 common shares	1.00	13.75	–	3,725,457 common shares
July 3, 1998	Stock rights offering (1:2)	2,060,921,728 common shares	1.00	2.00	–	2,060,921,728 common shares

The table below provides information regarding the number of stockholders of the Parent Company as of December 31, 2024, 2023 and 2022:

	2024	2023	2022
Common shares	**979**	986	1,003
Preferred voting shares	**1**	1	1

Capital Management

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value. The Group manages its capital structure and makes adjustments to these ratios in light of changes in economic conditions and the risk characteristics of its activities. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividend payment to shareholders, return capital structure or issue capital securities. No changes have been made in the objective, policies and processes as they have been applied in previous years.

The Group monitors its use of capital structure using a debt-to-capital ratio which is gross debt divided by total capital. The Group includes within gross debt all interest-bearing loans and borrowings and derivative liabilities, while capital represents total equity.

The Group's computation of debt-to-capital ratio follows:

	2024	2023
(a) Gross debt		
Short-term debts (Note 23)	**₱66,240,571,233**	₱63,524,865,841
Current portion of long-term debts (Note 23)	**34,640,620,677**	44,984,075,357
Long-term debts - net of current portion (Note 23)	**199,507,847,013**	179,714,166,288
Bonds payable (Note 23)	**14,156,440,222**	13,437,715,699
Derivative liabilities (Notes 5, 8 and 22)	**–**	1,291,971
	₱314,545,479,145	₱301,662,115,156
(b) Capital	**₱474,134,633,796**	₱445,078,820,886
(c) Debt-to-capital ratio (a/b)	**0.66:1**	0.68:1

The Group's policy is to ensure that the debt-to-capital ratio would not exceed the 2.0:1.0 level.

Retained Earnings
As of December 31, 2024 and 2023, the Group has a total retained earnings of ₱279.3 billion and ₱260.8 billion, respectively. Out of this, ₱118.3 billion were restricted as of December 31, 2024 and 2023. The determination of retained earnings available for dividend declaration is assessed at the Parent Company level.

The details of the Group's restricted retained earnings follow:

Parent Company
As of December 31, 2024, the ₱101.2 billion restricted retained earnings of the Parent Company are earmarked for the following: (a) settlement of a certain subsidiary's loan obligations guaranteed by the Parent Company (Note 23); (b) settlement of Parent Company loan obligations; and (c) general corporate purposes.

The details of the loan obligations follow:

	Subsidiary	Amount	Settlement
Loan obligations:			
4.125% senior unsecured notes	JGSH Philippines, Limited	US$600.0 million	10 years maturing in 2030
Term Loans	Parent Company	₱39.9 billion	Maturing in 2025 to 2029
Term Loans	JGSOC	₱59.9 billion	Maturing in 2025 to 2029

As part of its debt covenant, the Parent Company has to maintain certain financial ratios such as: (a) the Group's current ratio of not less than 0.5:1.0; and (b) the Group's debt-to-equity ratio of not greater than 2.0:1.0. A portion of the Parent Company's retained earnings is restricted to maintain these financial ratios.

A corresponding amount of appropriated retained earnings will be reversed to unappropriated retained earnings once the foregoing loan obligations are settled.

RLC
As the related projects to which the retained earnings were earmarked were completed already, on December 2, 2024, the BOD approved the reversal of the retained earnings it appropriated in 2023 amounting to ₱22.0 billion. The amount was originally earmarked for the continuing capital expenditures of RLC for subdivision land, condominium and residential units for sale, investment properties and property and equipment.

On the same date, the BOD approved the appropriation of ₱22.0 billion out of the unappropriated retained earnings, to support the capital expenditure requirements of RLC for various projects. These projects and acquisitions are expected to be completed on various dates from 2025 to 2028.

As the related projects to which the retained earnings were earmarked were completed already, on December 19, 2023, the BOD approved the reversal of the retained earnings it appropriated in 2022 amounting to ₱20.0 billion. The amount was originally earmarked for the continuing capital expenditures of RLC for subdivision land, condominium and residential units for sale, investment properties and property and equipment.

On the same date, the BOD approved the appropriation of ₱22.0 billion out of the unappropriated retained earnings, to support the capital expenditure requirements of the Group for various projects. These projects and acquisitions are expected to be completed on various dates from 2024 to 2027.

CAI
As of December 31, 2024, 2023 and 2022, CAI has no appropriated retained earnings.

Accumulated equity in net earnings of the subsidiaries and associates
A portion of the Group's retained earnings corresponding to the net earnings of the subsidiaries and accumulated equity in net earnings of the associates and joint ventures amounting to ₱101.8 billion, ₱93.2 billion and ₱85.2 billion as of December 31, 2024, 2023 and 2022, respectively, is not available for dividend declaration. The accumulated equity in net earnings becomes available for dividends upon receipt of cash dividends from the investees.

<u>Cash Dividends</u>
Parent Company
Details of the Parent Company's dividend declarations on its common stock follow:

	2024	2023	2022
Date of declaration	**May 8, 2024**	May 8, 2023	May 12, 2022
Dividend per share	**₱0.42**	₱0.40	₱0.40
Total dividends	**₱3.2 billion**	₱3.0 billion	₱3.0 billion
Date of record	**May 23, 2024**	May 23, 2023	May 26, 2022
Date of payment	**June 5, 2024**	June 14, 2023	June 14, 2022

Details of the Parent Company's dividend declarations on its preferred stock follow:

	2024	2023	2022
Date of declaration	**May 8, 2024**	May 8, 2023	May 12, 2022
Dividend per share	**₱0.0042**	₱0.0040	₱0.0040
Total dividends	**₱16.8 million**	₱16.0 million	₱16.0 million
Date of record	**May 23, 2024**	May 23, 2023	May 26, 2022
Date of payment	**June 5, 2024**	June 14, 2023	June 14, 2022

The following tables summarize the dividends declared by significant subsidiaries of the Parent Company:

URC
Details of URC's dividend declarations follow:

	2024	2023	2022
Date of declaration	**March 14 and August 2, 2024**	March 6, 2023	March 4, 2022
Dividend per share - regular	**₱1.90**	₱1.50	₱1.50
Total dividends - regular	**₱8.2 billion**	₱3.3 billion	₱3.3 billion
Date of record	**April 12 and August 30, 2024**	March 31, 2023	April 3, 2022
Date of payment	**May 9 and September 25, 2024**	April 28,2023	April 29,2,2022
Dividend per share -special	**₱–**	₱2.12	₱1.95
Total dividends – special	**₱–**	₱4.6 billion	₱4.3 billion
Date of record	–	September 1, 2023	April 3, 2022
Date of payment	–	September 27, 2023	April 3, 2022

RLC
Details of RLC's dividend declarations follow:

	2024	2023	2022
Date of declaration	**May 3, 2024**	April 21, 2023	March 8, 2022
Dividend per share	**₱0.65**	₱0.52	₱0.50
Total dividends	**₱3.4 billion**	₱2.5 billion	₱2.6 billion
Date of record	**May 31, 2024**	May 31, 2023	April 19, 2022
Date of payment	**June 21, 2024**	June 21, 2023	May 13, 2022

CAI
As of December 31, 2024, 2023 and 2022, no dividends were declared.

<u>Equity Reserve</u>

URC
- On July 30, 2021, the BOD of URC approved the creation and implementation of a share buyback program involving up to ₱3.0 billion worth of URC's common shares. The BOD of URC approved the extension of the share buyback program for an additional amount of ₱5.0 billion on July 29, 2022. In 2022, URC acquired a total of 22,475,760 common shares for a total consideration of ₱2.6 billion. In 2023, URC acquired a total of 1,084,650 common shares for a total consideration of ₱124.8 million. In 2024, URC acquired a total of 28,226,150 common shares for a total consideration of ₱2.7 billion. As a result of various share buy-back transactions during the period, the Parent Company's ownership over URC changed from 55.93% as of December 31, 2023 to 56.66% as of December 31, 2024, with impact on the Group's Equity Reserve amounting to (₱708 million).

- In February 2022, URC Foods (Singapore) Pte. Ltd. acquired 23,805 common shares of PPICL from Hong Kong Peggy Foods Company Limited for ₱214.9 million. The acquisition of shares represented 100.00% interest in PPICL. The Group charged equity reserve from the acquisition amounting to about ₱7.3 million presented under 'Equity reserve' in the consolidated statements of financial position.

- In October 2023, UABCL acquired 2,000,000 common shares of URC Malaysia from a non controlling interest for ₱434.5 thousand. The acquisition of shares represented 4.09% interest in URC Malaysia. The Group charged equity reserve from the acquisition amounting to about ₱8.7 million presented under 'Equity reserve' in the consolidated statements of financial position.

RLC

- On March 8, 2022, RLC entered into a Deed of Sale with RCR for the sale of Robinsons Cybergate Bacolod, excluding the land where the building is situated, for ₱734 million, exclusive of value-added-tax. The impact on the Equity Reserve amounted to ₱242 million.

  On April 20, 2022, a Deed of Assignment was executed between RLC and RCR for the assignment, transfer, and conveyance by RLC of Robinsons Cyberscape Gamma, excluding the land where the building is situated, with a value of ₱5.9 billion, in exchange for the issuance of 778 million shares in RCR. The impact on the Equity Reserve amounted to ₱1.5 billion.

  These resulted in increase in RLC's interest in RCR from 63.49% to 66.14%. The impact on the RLC's Equity Reserves amounted to ₱1.1 billion.

- On November 4, 2021, the BOD of RLC approved the creation and implementation of a share buyback program involving up to 3.0 billion worth of RLC's common shares. On November 8, 2022, the BOD approved the extension of share buyback program for an additional 3 billion common shares. In 2022, RLC acquired a total 116,424,700 common shares at a range price of ₱14.81 to ₱16.75 per share for a total consideration of ₱2.1 billion.

  On March 20, 2023, RLC's BOD approved the further extension of the sharebuyback program by Three Bilion Pesos (₱3,000,000,000) worth of RLC's common shares bringing the total buy-back program to Nine Billion Pesos (₱9,000,000,000). In 2023, RLC acquired a total 214,699,599 common shares for a total consideration of ₱3.2 billion. In 2024, RLC acquired a total 10 769,999 common shares for a total consideration of ₱138.7 million. As a result of various share buy-back transactions during the period, the Parent Company's ownership over RLC changed from 65.44% as of December 31, 2023 to 65.59% as of December 31, 2024, with impact on the Group's Equity Reserves amounting to ₱125 million.

- On April 5, 2024, RLC sold a total of 1,725,995,000 RCR shares at a transaction price of ₱4.92 per share, with a total selling price of ₱8.2 billion, net of transaction costs amounting to ₱324 million. As a result of the sale, the equity interest of RLC over RCR changed from 66.14% to 50.05%.

  Further, on July 16, 2024, RLC entered into the third property-for-share swap transaction with RCR through the execution of a Deed of Assignment for the infusion of thirteen (13) commercial assets with a value of ₱33.9 billion, in exchange for 4,987,641,178 primary common shares of RCR. This resulted to increase of RLC's interest in RCR from 50.05% to 65.90%.

  Lastly, on October 18, 2024, RLC has completed the overnight block placement of its shares in RCR. RLC sold a total of 318,902,800 common shares of RCR at a transaction price of ₱5.86 per share equivalent to ₱1.9 billion (exclusive of taxes and fees). As a result of the sale, the equity interest of RLC over RCR changed from 65.90% to 63.87%.

  The impact on the Group's Equity Reserve related to RLC's sale of equity interest in RCR and transfer of assets to RCR during the year amounted to ₱6.5 billion.

CAI

- On March 3, 2021, CAI announced the start of its stock rights offer (SRO) for sale or subscription of its cumulative, non-voting, non-participating Convertible Preferred Shares (CPS) with a par value of 1.00 per share at an offer price of 38.00 per entitlement right. The SRO was completed and closed on March 9, 2021 with a total of 328,947,368 shares issued. The CPS were successfully listed with PSE last March 29, 2021. For the years ended December 31, 2024 and 2023, 4,572,756 and 4,351,156 CPS have been converted to common shares with 1.00 par value at the conversion price of 38.00 per share, respectively. As a result, the Parent Company's ownership over CAI changed from 65.50% as of December 31, 2022 to 65.26% as of December 31, 2024.

Non-controlling Interests

Below is the rollforward of non-controlling interests:

	2024	2023	2022
Beginning balance	**₱109,175,435,324**	₱107,432,694,405	₱108,322,091,345
Impact of adoption of PFRS 15 covered by PIC Q&A 2018-12-D (Note 3)	**141,272,931**	–	–
Beginning balance, as restated	**109,316,708,255**	107,432,694,405	108,322,091,345
Total comprehensive income:			
Net income attributable to non-controlling interests	**13,826,875,681**	14,082,194,137	7,390,759,112
Other comprehensive income attributable to non-controlling interests:			
Cumulative translation adjustments	**472,221,611**	(559,254,011)	869,225,737
Net unrealized gains (losses) on financial assets at FVOCI (Note 10)	**206,379,310**	68,281,950	105,782,491
Remeasurements due to defined benefit liability (Note 37)	**136,865,086**	(279,004,302)	65,681,789
Gain (loss) on cashflow hedge	**(22,197,993)**	(64,081,526)	189,345,163
	14,620,143,695	13,248,136,248	8,620,794,292
Sale of equity interest and transfer of assets to a subsidiary (by a subsidiary)	**3,170,798,722**	–	1,080,644,498
Derecognition of disposal group held for sale	**(7,773,660,501)**	–	–
Cash dividends paid to non-controlling interests	**(7,018,748,584)**	(6,748,756,616)	(6,022,484,461)
Increase in subsidiaries' treasury shares	**(2,293,414,684)**	(4,843,685,471)	(4,408,994,938)
Change in non-controlling interest without loss of control	**(39,505,001)**	64,498,996	(244,133,521)
Change in non-controlling interest due to loss of control	**(206,205,042)**	–	–
Subsidiary's share-based payments	**(89,397,088)**	13,186,060	36,617,268
Acquisition of non-controlling interest by a subsidiary	**–**	9,361,702	43,500,000
Stock issue costs of subsidiaries	**–**	–	(1,247,592)
Acquisition of new subsidiary by a subsidiary	**6,750,000**	–	5,907,514
	₱109,693,469,772	₱109,175,435,324	₱107,432,694,405

26. Revenue

Disaggregated revenue information

Set out below is the disaggregation of the Group's revenues for the years ended December 31, 2024, 2023 and 2022:

	December 31, 2024			
	Goods and services transferred at a point in time	**Services transferred over time**	**Revenues outside the scope of PFRS 15**	**Total**
Sale of goods and services:				
Foods	**₱161,867,243,890**	**₱–**	**₱–**	**₱161,867,243,890**
Air transportation	**104,908,632,355**	**–**	**–**	**104,908,632,355**
Petrochemicals	**50,430,319,398**	**–**	**–**	**50,430,319,398**
Real estate and hotels	**8,192,368,571**	**2,770,873,883**	**29,115,668,272**	**40,078,910,726**
Equity in net earnings of associates and joint ventures (Note 14)	**–**	**–**	**16,734,723,955**	**16,734,723,955**
Dividend income (Note 28)	**–**	**–**	**3,375,657,395**	**3,375,657,395**
Supplementary businesses	**1,206,096,449**	**–**	**39,959,080**	**1,246,055,529**
	₱326,604,660,663	**₱2,770,873,883**	**₱49,266,008,702**	**₱378,641,543,248**

	December 31, 2023 (As restated - Note 44)			
	Goods and services transferred at a point in time	Services transferred over time	Revenues outside the scope of PFRS 15	Total
Sale of goods and services:				
Foods	₱157,752,179,737	₱–	₱–	₱157,752,179,737
Air transportation	90,602,558,755	–	–	90,602,558,755
Petrochemicals	38,017,416,362	–	–	38,017,416,362
Real estate and hotels	6,455,992,220	6,016,471,491	26,561,200,295	39,033,664,006
Equity in net earnings of associates and joint ventures (Note 14)	–	–	14,188,911,859	14,188,911,859
Dividend income (Note 28)	–	–	2,870,379,211	2,870,379,211
Supplementary businesses	876,951,905	–	12,580,419	889,532,324
	₱293,705,098,979	₱6,016,471,491	₱43,633,071,784	₱343,354,642,254

	December 31, 2022 (As restated - Note 44)			
	Goods and services transferred at a point in time	Services transferred over time	Revenues outside the scope of PFRS 15	Total
Sale of goods and services:				
Foods	₱149,123,947,349	₱–	₱–	₱149,123,947,349
Air transportation	56,751,365,857	–	–	56,751,365,857
Petrochemicals	35,960,997,584	–	–	35,960,997,584
Real estate and hotels	16,142,180,994	5,025,179,174	22,212,357,981	43,379,718,149
Equity in net earnings of associates and joint ventures (Note 14)	–	–	11,852,000,562	11,852,000,562
Dividend income (Note 28)	–	–	3,069,481,794	3,069,481,794
Supplementary businesses	825,907,399	–	165,132,936	991,040,335
	₱258,804,399,183	₱5,025,179,174	₱37,298,973,273	₱301,128,551,630

27. Finance Income

This account consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Interest income from:			
Cash and cash equivalents (Note 7)	**₱1,521,567,958**	₱1,399,315,862	₱1,108,893,269
Financial assets at FVOCI (Note 10)	**296,870,179**	554,328,108	575,527,049
	₱1,818,438,137	₱1,953,643,970	₱1,684,420,318

28. Dividend Income

As a holding company, the Parent Company receives dividends from its strategic investments in companies that are neither consolidated nor equity-accounted in the group accounts. This account includes dividends received from PLDT amounting to ₱2.3 billion, ₱2.6 billion and ₱2.8 billion in 2024, 2023 and 2022, respectively. Total dividends received from BPI in 2024 amounting to ₱746 million. Investments in PLDT and BPI are presented under financial assets at FVOCI.

Total dividend income received by the Group amounted to ₱3.4 billion, ₱2.9 billion and ₱3.1 billion in 2024, 2023 and 2022, respectively.

29. **Other Operating Income (Losses)**

This account consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Gain on a merger (Note 44)	**₱7,933,063,801**	₱–	₱–
Gain on sale and exchange of aircraft (Note 16)	**2,088,489,164**	1,192,144,596	1,241,825,345
Gain on insurance claims	**307,201,845**	154,552,574	6,174,764
Gain on sale of investments (Note 14)	**31,712,114**	–	3,069,676,791
Realized gain (loss) on sale of financial assets at FVOCI (Note 10)	**2,631,954**	(17,039,140)	7,120,937
Gain on bond reacquisition (Note 23)	**–**	16,591,820	11,117,727
Gain on sale of investment property (Notes 15 and 40)	**–**	–	3,492,347,351
Others (Notes 16)	**(172,996,800)**	(480,370,849)	(778,461,495)
	₱10,190,102,078	₱865,879,001	₱7,049,801,420

Gain on Insurance Claims
In 2024 and 2023, RLC recorded ₱263.0 million and ₱136.7 million of gain pertaining to insurance claims for losses related to its damaged investment properties.

In 2024, 2023 and 2022, CAI received ₱137.1 million, ₱17.2 million and ₱6.2 million, respectively, pertaining to insurance proceeds claimed for damages sustained by various aircraft from incidents and loss events.

Gain on Sale of Investments
In 2024, GDCPL recognized gain on the sale of its shares amounted to ₱31.7 million. In 2022, the Parent Company sold 36.0 million common shares of Meralco at a price of ₱344.0 per share for a total consideration, net of transaction costs, of ₱12.4 billion and with resulting gain on sale of ₱3.1 billion (see Note 14).

Others
This include gain (loss) on sale of property, plant and equipment and restructuring provisions.

30. **Cost of Sales and Services**

This account consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Raw materials used	**₱130,398,732,345**	₱122,904,291,133	₱123,036,715,405
Direct labor	**5,631,369,181**	5,184,246,719	5,650,430,266
Overhead cost	**36,624,696,957**	36,959,067,889	34,589,702,310
Total manufacturing cost	**172,654,798,483**	165,047,605,741	163,276,847,981
Work-in-process	**(73,667,972)**	186,335,739	(1,067,518,700)
Cost of goods manufactured	**172,581,130,511**	165,233,941,480	162,209,329,281
Finished goods	**3,992,982,480**	(5,978,906,821)	(6,181,831,325)
Cost of sales	**176,574,112,991**	159,255,034,659	156,027,497,956
Cost of services	**88,091,659,306**	77,903,851,646	76,075,386,257
Cost of sales and services	**₱264,665,772,297**	₱237,158,886,305	₱232,102,884,213

Overhead cost consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Utilities and fuel	**₱14,174,492,409**	₱14,197,015,287	₱14,199,555,339
Depreciation and amortization (Note 33)	**8,647,063,879**	9,618,839,831	8,741,230,852
Repairs and maintenance	**4,835,851,873**	4,669,995,440	4,046,983,867
Personnel (Note 32)	**4,029,576,214**	3,718,928,642	3,361,041,687
Taxes, licenses and fees	**1,835,780,475**	1,783,830,342	1,702,706,251
Security and other contracted services	**1,097,633,029**	1,161,160,992	793,480,777
Insurance	**693,391,007**	656,158,439	582,941,179
Rental (Note 42)	**318,152,529**	381,615,888	220,767,304
Handling and delivery charges	**270,578,111**	131,444,631	211,375,275
Research and development	**70,962,655**	35,925,413	48,330,866
Others	**651,214,776**	604,152,984	681,288,913
	₱36,624,696,957	₱36,959,067,889	₱34,589,702,310

Cost of services is composed of:

	2024	2023	2022
Air transportation	**₱68,730,690,694**	₱58,399,860,511	₱48,921,257,587
Real estate	**14,218,261,844**	15,160,583,815	24,415,144,652
Hotel operations	**5,013,260,387**	4,128,367,845	2,553,453,140
Information technology and services	**129,446,381**	215,039,475	185,530,878
	₱88,091,659,306	₱77,903,851,646	₱76,075,386,257

Further breakdown of the 'Cost of services' account showing the nature of expenses follow:

	2024	2023	2022
Fuel and oil	**₱ 32,759,970,533**	₱29,736,559,205	₱24,506,760,493
Maintenance costs	**14,319,062,819**	11,521,934,426	13,290,642,713
Personnel (Note 32)	**7,671,099,776**	6,723,195,454	3,978,876,238
Ground handling charges	**6,469,182,200**	5,277,877,315	3,556,327,781
Depreciation and amortization (Note 33)	**5,756,860,029**	5,606,475,672	5,356,945,528
Landing and take-off	**4,933,529,364**	2,737,308,797	2,018,733,458
CUSA charges	**4,474,152,491**	4,321,191,270	4,355,908,095
Cost of real estate sales (Note 12)	**3,172,040,645**	4,751,380,786	14,129,022,918
Reservation costs	**2,259,695,941**	2,005,775,591	1,395,406,533
Property operations and maintenance costs	**1,466,908,057**	1,287,124,555	1,102,822,646
Contracted services	**1,071,954,134**	917,864,309	590,771,462
Cost of food and beverage - hotel operations	**750,183,983**	635,296,957	360,272,831
Film rentals expense - amusement services	**457,913,523**	340,526,439	205,148,349
Passenger food and supplies	**550,881,439**	272,207,163	144,396,738
Passenger liability insurance	**352,602,952**	288,152,478	262,184,425
Travel and transportation	**257,162,253**	240,287,890	90,836,453
Interrupted/delayed trips expense	**232,736,188**	229,974,078	87,250,128
Pilot and crew meals	**144,958,816**	121,850,129	70,602,609
Others	**990,764,163**	888,869,132	572,476,859
	₱88,091,659,306	₱77,903,851,646	₱76,075,386,257

Others include management fees, supplies, commissions and accretion of security deposits.

31. General and Administrative Expenses

This account consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Depreciation and amortization (Note 33)	**₱17,170,411,365**	₱14,262,056,541	₱ 13,179,023,576
Outside services	**14,513,333,288**	13,689,711,206	12,251,950,880
Advertising and promotions	**11,095,859,355**	9,549,398,492	8,214,108,671
Personnel (Note 32)	**9,707,217,262**	9,049,527,469	8,008,855,515
Repairs and maintenance	**1,624,996,305**	1,397,200,510	1,296,618,167
Taxes, licenses and fees	**1,482,639,630**	1,119,170,313	1,438,492,157
Travel and transportation	**1,141,364,171**	947,138,060	756,312,278
Sales commission	**1,077,768,962**	1,323,200,137	1,100,358,690
Rental (Note 42)	**979,497,021**	701,350,608	535,049,247
Aircraft and engine lease	**900,070,584**	1,663,875,974	1,093,428,050
Subscription and membership fees	**877,156,493**	582,185,013	347,249,898
Utilities and supplies	**676,900,378**	623,413,688	537,302,040
Insurance	**636,127,447**	565,022,540	548,943,097
Communication	**362,797,620**	293,567,650	273,127,879
Entertainment, amusement and recreation (Note 38)	**115,295,819**	122,756,608	64,245,532
Others	**982,142,224**	908,851,319	638,977,870
	₱63,343,577,924	₱56,798,426,128	₱50,284,043,547

Others
Other expenses include royalties, donation and contribution, and research and development.

32. Personnel Expenses

This account consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Salaries and wages	**₱14,365,039,741**	₱13,362,430,770	₱10,863,227,505
Other employee benefits	**6,357,429,261**	5,567,608,635	3,976,491,020
Pension expense (Note 37)	**685,424,250**	561,612,160	509,054,915
	₱21,407,893,252	₱19,491,651,565	₱15,348,773,440

The breakdown of personnel expenses follows:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
General and administrative expenses (Note 31)	**₱9,707,217,262**	₱9,049,527,469	₱8,008,855,515
Cost of sales and services (Note 30)	**11,700,675,990**	10,442,124,096	7,339,917,925
	₱21,407,893,252	₱19,491,651,565	₱15,348,773,440

33. Depreciation and Amortization

The breakdown of depreciation and amortization on property, plant and equipment, investment properties, biological assets, intangible assets and ROU assets follows:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
General and administrative expenses (Notes 15, 16, 18, and 31)	**₱17,170,411,365**	₱14,262,056,541	₱13,179,023,576
Cost of sales and services (Notes 15, 16 and 30)	**14,403,923,908**	15,225,315,503	14,098,176,380
Discontinued operations (Note 44)	**18,813,228**	589,459,073	565,066,516
	₱31,593,148,501	₱30,076,831,117	₱27,842,266,472

34. Provision for Impairment Losses and Others

This account consists of:

	2024	2023	2022
Provision for impairment losses on:			
Property, plant and equipment (Note 16)	**₱896,761,112**	₱226,540,141	₱409,731,548
Receivables (Note 11)	**141,430,404**	75,256,048	49,310,103
Inventory obsolescence and market decline (Note 12)	**129,473,626**	8,060	9,394,630
Investments in associates and joint venture (Note 14)	**–**	56,074,692	–
	₱1,167,665,142	₱357,878,941	₱468,436,281

35. Financing Costs and Other Charges

This account consists of:

	2024	2023	2022
Interest expense	**₱19,312,557,796**	₱15,772,172,103	₱10,764,260,435
Bank charges	**386,621,688**	482,581,182	369,230,050
	₱19,699,179,484	₱16,254,753,285	₱11,133,490,485

Sources of financing costs and other charges follow:

	2024	2023	2022
Long-term debt and bonds payable (Note 23)	**₱8,484,290,613**	₱7,915,484,045	₱6,842,706,443
Short-term debt (Note 23)	**6,792,168,199**	5,272,468,058	2,476,372,470
Others	**481,551,122**	551,091,875	397,028,879
	15,758,009,934	13,739,043,978	9,716,107,792
Accretion of lease liabilities (Note 42)	**3,882,478,018**	2,439,874,830	1,314,827,598
Amortization of debt issuance costs (Note 23)	**58,691,532**	75,834,477	102,555,095
	₱19,699,179,484	₱16,254,753,285	₱11,133,490,485

Others include bank charges and net interest on pension liabilities of certain subsidiaries.

36. **Components of Other Comprehensive Income**

Below is the composition of the Group's 'Other comprehensive income':

	2024		
	Parent Company	**Non-controlling Interests**	**Total**
Net gain (loss) on FVOCI investments:			
Net changes in fair value of FVOCI of Parent and its subsidiaries			
Net changes in fair value during the period (Note 10)	**₱3,674,578,681**	**₱206,379,310**	**₱3,880,957,991**
Reclassification adjustment included in profit or loss arising from disposal of FVOCI (Notes 10 and 29)	**(2,631,954)**	**–**	**(2,631,954)**
	3,671,946,727	**206,379,310**	**3,878,326,037**
Net changes in fair value of FVOCI of an associate (Note 14)	**83,044,243**	**–**	**83,044,243**
	3,754,990,970	**206,379,310**	**3,961,370,280**
Net changes in fair value of cash flow hedge (Note 8):			
Net changes in fair value of derivatives taken to OCI	**(42,594,598)**	**(22,197,993)**	**(64,792,591)**
	3,712,396,372	**184,181,317**	**3,896,577,689**
Cumulative translation adjustments	**748,060,235**	**472,221,611**	**1,220,281,846**
Remeasurements due to defined benefit liability (DBL), net of tax (Note 37)			
Remeasurements of net DBL of Parent and subsidiaries	**96,438,485**	**136,865,086**	**233,303,571**
Share in remeasurements of net DBL of associates (Note 14)	**(652,739,778)**	**–**	**(652,739,778)**
	₱3,904,155,314	**₱793,268,014**	**₱4,697,423,328**

	2023		
	Parent Company	Non-controlling Interests	Total
Net gain (loss) on FVOCI investments:			
Net changes in fair value of FVOCI of Parent and its subsidiaries			
Net changes in fair value during the period (Note 10)	(₱728,205,060)	₱68,281,950	(₱659,923,110)
Reclassification adjustment included in profit or loss arising from disposal of FVOCI (Notes 10 and 29)	17,039,140	–	17,039,140
	(711,165,920)	68,281,950	(642,883,970)
Net changes in fair value of FVOCI of an associate (Note 14)	38,684,065	–	38,684,065
	(672,481,855)	68,281,950	(604,199,905)
Net changes in fair value of cash flow hedge (Note 8):			
Net changes in fair value of derivatives taken to OCI	(125,039,465)	(64,081,526)	(189,120,991)
	(797,521,320)	4,200,424	(793,320,896)
Cumulative translation adjustments	(578,943,107)	(559,254,011)	(1,138,197,118)
Remeasurements due to defined benefit liability (DBL), net of tax (Note 37)			
Remeasurements of net DBL of Parent and subsidiaries	(347,206,184)	(279,004,302)	(626,210,486)
Share in remeasurements of net DBL of associates (Note 14)	(1,022,155,894)	–	(1,022,155,894)
	(₱2,745,826,505)	(₱834,057,889)	(₱3,579,884,394)

	2022		
	Parent Company	Non-controlling Interests	Total
Net gain (loss) on FVOCI investments:			
Net changes in fair value of FVOCI of Parent and its subsidiaries			
Net changes in fair value during the period (Note 10)	(₱14,224,111,355)	₱105,782,491	(₱14,118,328,864)
Reclassification adjustment included in profit or loss arising from disposal of FVOCI (Notes 10 and 29)	(7,120,937)	–	(7,120,937)
	(14,231,232,292)	105,782,491	(14,125,449,801)
Net changes in fair value of FVOCI of an associate (Note 14)	(117,251,074)	–	(117,251,074)
	(14,348,483,366)	105,782,491	(14,242,700,875)
Net changes in fair value of cash flow hedge (Note 8):			
Net changes in fair value of derivatives taken to OCI	369,271,764	189,345,163	558,616,927
	(13,979,211,602)	295,127,654	(13,684,083,948)
Cumulative translation adjustments	935,044,834	869,225,737	1,804,270,571
Remeasurements due to defined benefit liability (DBL), net of tax (Note 37)			
Remeasurements of net DBL of Parent and subsidiaries	98,785,344	65,681,789	164,467,133
Share in remeasurements of net DBL of associates (Note 14)	1,182,749,536	–	1,182,749,536
	(₱11,762,631,888)	₱1,230,035,180	(₱10,532,596,708)

The income tax effects relating to other comprehensive income are as follows:

	2024		
	Before tax	**Tax expense**	**Net of tax**
Net gains on financial assets at FVOCI of Parent Company and its subsidiaries	**₱3,878,326,037**	**₱–**	**₱3,878,326,037**
Cumulative translation adjustments	**1,220,281,846**	**–**	**1,220,281,846**
Net movement in cash flow hedge	**(86,093,120)**	**21,300,529**	**(64,792,591)**
Remeasurements due to defined benefit liability	**311,071,428**	**(77,767,857)**	**233,303,571**
Remeasurements due to defined benefit liability of associates	**(652,739,778)**	**–**	**(652,739,778)**
Net changes in fair value of financial assets at FVOCI of an associate (Note 10)	**83,044,243**	–	**83,044,243**
	₱4,753,890,656	**(₱56,467,328)**	**(₱4,697,423,328)**

	2023		
	Before tax	Tax expense	Net of tax
Net gains on financial assets at FVOCI of Parent Company and its subsidiaries	(₱642,883,970)	₱–	(₱642,883,970)
Cumulative translation adjustments	(1,138,197,118)	–	(1,138,197,118)
Net movement in cash flow hedge	(251,037,627)	61,916,636	(189,120,991)
Remeasurements due to defined benefit liability	(834,947,315)	208,736,829	(626,210,486)
Remeasurements due to defined benefit liability of associates	(1,022,155,894)	–	(1,022,155,894)
Net changes in fair value of financial assets at FVOCI of an associate (Note 10)	38,684,065	–	38,684,065
	(₱3,850,537,859)	₱270,653,465	(₱3,579,884,394)

	2022		
	Before tax	Tax benefit	Net of tax
Net gains on financial assets at FVOCI of Parent Company and its subsidiaries	(₱14,125,449,801)	₱–	(₱14,125,449,801)
Cumulative translation adjustments	1,804,270,571	–	1,804,270,571
Net movement in cash flow hedge	744,822,569	(186,205,642)	558,616,927
Remeasurements due to defined benefit liability	219,289,511	(54,822,378)	164,467,133
Remeasurements due to defined benefit liability of associates	1,182,749,536	–	1,182,749,536
Net changes in fair value of financial assets at FVOCI of an associate (Note 10)	(117,251,074)	–	(117,251,074)
	(₱10,291,568,688)	(₱241,028,020)	(₱10,532,596,708)

37. **Employee Benefits**

Pension Plans

The Group has funded, noncontributory, defined benefit pension plans covering substantially all of their regular employees.

The pension funds are being administered and managed through JG Summit Multi-Employer Retirement Plan (the "Plan"), with RBC as Trustee. The plans provide for retirement, separation, disability and death benefits to their members. The Group, however, reserves the right to discontinue, suspend or change the rates and amounts of their contributions at any time on account of business necessity or adverse economic conditions. The retirement plan has an Executive Retirement Committee, that is mandated to approve the plan, trust agreement, investment plan, including any amendments or modifications thereto, and other activities of the Plan. Certain members of the BOD of the Parent Company are represented in the Executive Retirement Committee. RBC manages the plan based on the mandate as defined in the trust agreement. As approved by the SEC, RBC was merged with BPI, with BPI as a surviving entity, effective January 1, 2024. Accordingly, BPI will be the Trustee for the Plan.

The amounts recognized as pension liabilities included under 'Other noncurrent liabilities' in the consolidated statements of financial position follow:

	2024	2023
Present value of defined benefit obligation	**₱6,554,682,998**	₱6,265,621,839
Fair value of plan assets	**3,183,089,860**	2,816,543,498
Pension liabilities (Note 24)	**₱3,371,593,138**	₱3,449,078,341

Changes in net defined benefit liability of funded funds in 2024 and 2023 follows:

	2024		
	Present value of defined benefit obligation	**Fair value of plan assets**	**Net defined benefit liability/(asset)**
Balance at beginning of year	**₱6,265,621,839**	**₱2,816,543,498**	**₱3,449,078,341**
Net benefit cost in consolidated statement of comprehensive income:			
Current service cost	**568,107,197**	**–**	**568,107,197**
Net interest cost	**374,697,476**	**168,536,842**	**206,160,634**
Subtotal	**942,804,673**	**168,536,842**	**774,267,831**
Benefits paid	**(388,069,063)**	**(488,587,142)**	**100,518,079**
Acquired through business combination	**30,025,762**	**1,147,410**	**28,878,352**
Remeasurements in other comprehensive income:			
Return on plan assets	**–**	**215,747,559**	**(215,747,559)**
Actuarial changes arising from experience adjustments	**(74,303,035)**	**–**	**(74,303,035)**
Actuarial changes arising from changes in financial assumptions	**(52,940,127)**	**–**	**(52,940,127)**
Actuarial changes arising from changes in financial/demographic assumptions	**31,919,293**	**–**	**31,919,293**
Subtotal	**(95,323,869)**	**215,747,559**	**(311,071,428)**
Contributions paid	**(200,376,344)**	**469,701,693**	**(670,078,037)**
Balance at end of year	**₱6,554,682,998**	**₱3,183,089,860**	**₱3,371,593,138**

	2023		
	Present value of defined benefit obligation	Fair value of plan assets	Net defined benefit liability/(asset)
Balance at beginning of year	₱5,022,978,516	₱2,873,800,981	₱2,149,177,535
Net benefit cost in consolidated statement of comprehensive income:			
Current service cost	452,965,495	–	452,965,495
Net interest cost	353,561,116	200,625,175	152,935,941
Subtotal	806,526,611	200,625,175	605,901,436
Benefits paid	(392,128,995)	(401,783,630)	9,654,635
Remeasurements in other comprehensive income:			
Return on plan assets	–	(43,550,216)	43,550,216
Actuarial changes arising from experience adjustments	227,629,526	–	227,629,526
Actuarial changes arising from changes in financial assumptions	587,859,692	–	587,859,692
Actuarial changes arising from changes in financial/demographic assumptions	(24,092,119)	–	(24,092,119)
Subtotal	791,397,099	(43,550,216)	834,947,315
Contributions paid	36,848,608	187,451,188	(150,602,580)
Balance at end of year	₱6,265,621,839	₱2,816,543,498	₱3,449,078,341

The fair value of plan assets by each class as at the end of the reporting period are as follow:

	2024	2023
ASSETS		
Cash and cash equivalents	**₱ 308,762,413**	₱366,709,917
UITF investments	**2,002,959,479**	1,887,997,617
Debt instruments	**841,603,243**	434,992,139
Financial assets at FVOCI	**1,968,153**	47,885,968
Equity investments	**195,486,688**	169,397,897
Receivable	**1,360,325**	6,198,100
Accrued interest receivable	**2,590,350**	7,876,817
Prepayments and other assets	**9,462,518**	580,037
Land	**143,201,000**	143,201,000
	3,507,394,169	3,064,839,492
LIABILITIES		
Current liabilities	**324,304,309**	248,295,994
	₱3,183,089,860	₱2,816,543,498

The overall expected rates of return on assets are based on the market expectations prevailing as at the reporting date, applicable to the period over which the obligation is settled.

The average duration of the defined benefit obligation of the Group as of December 31, 2024 and 2023 is 12.87 years and 13.17 years, respectively. The Group expects to contribute ₱633.0 million into the pension fund in 2025.

The assumptions used to determine the pension benefits of the Group follow:

	2024			
	Retirement Age	**Average Remaining Working Life (in years)**	**Salary Rate Increase**	**Discount Rate**
Parent Company	**60.0**	**20.4**	**5.5%**	**6.10%**
URC	**60.0**	**8.0 to 9.0**	**5.7%**	**6.11 -6.12%**
RLC	**60.0**	**34**	**6.0%**	**6.10-6.11%**
CAI	**60.0**	**26 to 28**	**5.25%**	**6.08-6.10%**
JGSOC	**60.0**	**27**	**5.0%**	**6.11%**
Unicon	**60.0**	**23.7**	**8.00%**	**6.11%**
APVI	**60.0**	**21.0**	**5.5%**	**6.10%**
DAVI	**60.0**	**25.4**	**5.5%**	**6.14%**

	2023			
	Retirement Age	Average Remaining Working Life (in years)	Salary Rate Increase	Discount Rate
Parent Company	60.0	9.4	5.5%	6.11%
URC	60.0	8.0 to 9.0	5.7%	6.11 -6.12%
RLC	60.0	21.33	5-5.5%	6.05-7.17%
CAI	60.0	9.4	5.0%	6.09-6.12%
JGSOC	60.0	6.6	5.0%	6.08%
Unicon	60.0	11.2	8.00%	6.11%
APVI	60.0	21.0	5.5%	6.09%
DAVI	60.0	25.3	5.5%	6.06%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the retirement benefit obligation as of December 31, 2024 and 2023, assuming if all other assumptions were held constant:

	2024							
	Parent Company	**URC**	**RLC**	**CAI**	**DAVI**	**JGSOC**	**APVI**	**Unicon**
Discount rates								
+1.00%	**(₱5,151,038.00)**	**(₱273,895,927)**	**(₱53,568,566.00)**	**(₱136,071,271)**	**(₱248,111)**	**(₱26,590,243)**	**(₱134,618)**	**(₱1,071,630)**
(-1.00%)	**5,943,191.00**	**318,258,156**	**61,820,835.00**	**156,991,333**	**281,407**	**30,479,385**	**158,899**	**1,243,622**
Future salary increases								
+1.00%	**5,917,402.00**	**316,968,568**	**61,345,953.00**	**140,706,037**	**280,393**	**30,513,264**	**160,144**	**1,208,158**
(-1.00%)	**(5,224,477.00)**	**(277,786,702)**	**(55,255,153.00)**	**(123,781,480)**	**(251,766)**	**(27,093,987)**	**(138,790)**	**(1,063,346)**

	2023							
	Parent Company	**URC**	**RLC**	**CAI**	**DAVI**	**JGSOC**	**APVI**	**Unicon**
Discount rates								
+1.00%	(₱3,954,899)	(₱281,799,809)	(₱54,483,221)	(₱108,063,210)	(₱1,135,973)	(₱21,702,811)	₱142,832	(₱609,662)
(-1.00%)	4,540,729	327,340,999	61,707,052	123,971,881	1,291,999	24,711,634	(121,317)	710,950
Future salary increases								
+1.00%	4,522,897	325,389,599	61,761,733	111,475,289	1,286,316	24,731,571	149,935	690,604
(-1.00%)	(4,011,758)	(285,322,381)	(56,590,101)	(98,353,652)	(1,151,870)	(22,109,523)	(126,229)	(604,967)

Shown below is the maturity analysis of the undiscounted benefit payments of the Group:

	2024	2023
Less than 1 year	**₱632,721,409**	₱538,635,074
More than 1 years to 5 years	**2,335,173,342**	2,437,962,677
More than 5 years to 10 years	**4,036,133,049**	4,102,003,690
More than 10 years to 15 years	**4,690,999,401**	4,763,768,708
More than 15 years to 20 years	**5,655,254,272**	5,338,079,525
More than 20 years	**13,411,561,440**	12,504,693,848

38. Income Taxes

Provision for income tax consists of:

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Corporate	**₱5,156,230,100**	₱4,747,627,747	₱5,163,869,583
Final	**101,538,255**	209,050,612	199,394,261
Deferred	**(850,965,900)**	(1,762,305,845)	(2,618,351,691)
	₱4,406,802,455	₱3,194,372,514	₱2,744,912,153

The Group recognized benefit (provision) for income tax in 'OCI' for OCI items amounting to (₱56.5 million), ₱270.7 million and (₱241. million) in 2024, 2023 and 2022, respectively (see Note 36).

The Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act was signed into law on March 26, 2021. This aimed to attract more investments and maintain fiscal prudence and stability in the Philippines. Republic Act (RA) 11534 of the CREATE Act introduced reforms to the corporate income tax and incentives systems. It took effect 15 days after its complete publication in the Official Gazette on April 11, 2021.

The following are the key changes to the Philippine tax law pursuant to the CREATE Act which have an impact on the Group:

- Effective July 1, 2020, RCIT rate is reduced from 30.0% to 25.0% for domestic and resident foreign corporations. For domestic corporations with net taxable income not exceeding ₱5.0 million and with total assets not exceeding ₱100.0 million (excluding land on which the business entity's office, plant and equipment are situated) during the taxable year, the RCIT rate is reduced to 20.0%.
- Effective January 1, 2021, income tax rate for nonresident foreign corporation is reduced from 30.0% to 25.0%.
- MCIT rate is reduced from 2% to 1% effective July 1, 2020 to June 30, 2023.
- Imposition of improperly accumulated earnings tax (IAET) is repealed.
- Foreign-sourced dividends received by domestic corporations are exempt from income tax subject to the following conditions:
  - The funds from such dividends actually received or remitted into the Philippines are reinvested in the business operations of the domestic corporation in the Philippines within the next taxable year from the time the foreign-sourced dividends were received;
  - Shall be limited to funding the working capital requirements, capital expenditures, dividend payments, investment in domestic subsidiaries, and infrastructure project; and
  - The domestic corporation holds directly at least 20.0% of the outstanding shares of the foreign corporation and has held the shareholdings for a minimum of 2 years at the time of the dividend distribution.
- Qualified domestic market enterprises shall be entitled to 4 to 7 years ITH to be followed by 5 years enhanced deductions (ED).
- For investments prior to effectivity of CREATE:
  - Registered business enterprises (RBEs) granted only an ITH – can continue with the availment of the ITH for the remaining period of the ITH.
  - RBEs granted an ITH followed 5.0% GIT or are currently enjoying 5.0% GIT – allowed to avail of the 5.0% GIT for 10 years.

On June 20, 2023, the Bureau of Internal Revenue issued Revenue Memorandum Circular (RMC) No. 69-2023 reverting the MCIT rate to 2% of gross income effective July 1, 2023 pursuant to Republic Act (RA) No. 11534, otherwise known as the CREATE Act. Consequently, the Company recognized MCIT using the effective rate of 1.5% in 2023 in accordance with RMC 69-2023.

The deferred tax assets and liabilities as of December 31, 2020 were also remeasured using the lower RCIT rate of 25.00%. These reductions were recognized in the 2021 financial statements.

Entertainment, Amusement and Recreation (EAR) Expenses

Current tax regulations define expenses to be classified as EAR expenses and set a limit for the amount that is deductible for tax purposes. EAR expenses are limited to 0.5% of net sales for sellers of goods or properties or 1.0% of net revenue for sellers of services. For sellers of both goods or properties and services, an apportionment formula is used in determining the ceiling on such expenses. The Group recognized EAR expenses (included under 'General and administrative expenses' in profit or loss in the consolidated statements of comprehensive income) amounting to ₱115.3 million, ₱122.8 million and ₱64.2 million in 2024, 2023 and 2022, respectively (see Note 31).

Compositions of the Group's net deferred tax assets (included in the 'Other noncurrent assets' in the consolidated statements of financial position) follow (see Note 20):

	2024	2023
Deferred tax assets on:		
Net operating loss carry-over	**₱5,341,801,484**	₱5,730,094,509
Lease liabilities	**3,513,459,224**	2,650,417,512
Asset retirement obligation	**791,539,717**	1,014,571,157
Unfunded pension liabilities	**458,130,966**	498,303,077
Unrealized forex loss	**623,326,746**	497,359,962
Allowance for impairment losses on receivables and property and equipment	**287,590,409**	238,741,032
Unrealized loss on net derivative liability	**102,664,179**	124,612,000
Accrued expenses	**334,362,162**	214,287,867
Excess MCIT	**115,460,823**	15,327,474
Others	**766,941,334**	725,686,750
Total	**12,335,277,044**	11,709,401,340
Deferred tax liabilities on:		
Double depreciation	**(1,646,501,664)**	(1,670,531,543)
ROU assets	**(456,918,201)**	(403,808,484)
Excess of fair value of assets acquired over cost	**(308,714,485)**	(154,704,634)
Unrealized foreign exchange gain-net	**(27,819,499)**	(26,995,158)
Others	**(207,285,960)**	(300,960,960)
	(2,647,239,809)	(2,557,000,779)
Net deferred tax asset	**₱9,688,037,235**	₱9,152,400,561

As of December 31, 2024, deferred tax asset under 'others' include provision for HMV and allowance for inventory write-downs amounting to ₱513.3 million and ₱120.6 million, respectively. As of December 31, 2023, deferred tax asset under 'others' include provision for HMV and allowance for inventory write-downs amounting to ₱542.7 million and ₱96.5 million, respectively.

Compositions of the Group's net deferred tax liabilities reported in the consolidated statements of financial position follow:

	2024	2023
Deferred tax assets on:		
Lease liabilities	**₱1,201,534,174**	₱649,992,258
Unfunded pension benefits	**167,927,195**	187,938,933
Accrued interest expense	**43,439,522**	165,856,908
Allowance for impairment losses on receivables and property, plant and equipment	**35,173,610**	60,366,386
MCIT carryforward	**1,743,858**	16,437,773
Others	**309,620,195**	380,412,176
Total	**1,759,438,554**	1,461,004,434
Deferred tax liabilities on:		
Excess of real estate revenue based on POC over real estate revenue based on tax rules	**(2,331,509,409)**	(1,703,842,176)
Unamortized capitalized interest	**(1,234,309,091)**	(1,307,605,590)
Intangibles	**(1,052,702,987)**	(981,975,745)
Undistributed income of foreign subsidiaries	**(869,472,418)**	(923,275,657)
ROU asset	**(858,131,923)**	(617,291,413)
Accelerated depreciation	**(277,627,343)**	(523,699,019)
Accrued rent income	**(275,675,440)**	(635,817,928)
Others	**(161,593,522)**	(251,846,079)
Total	**(7,061,022,133)**	(6,945,353,607)
Net deferred tax liability	**(₱5,301,583,579)**	(₱5,484,349,173)

The following are the temporary differences on which the Group did not recognize deferred tax assets:

	2024	2023
NOLCO*	**₱79,121,906,785**	₱60,104,877,811
Allowance for credit and impairment losses	**1,153,427,433**	310,427,433
Allowance for inventory write-down	**633,526,268**	621,709,126
Net pension liability	**432,820,732**	453,605,874
Excess MCIT over RCIT	**299,544,826**	256,856,175
	₱81,641,226,044	₱61,747,476,419

**Attributable to the Parent Company, CAI, CEBGO, JGSOC and URC*

Details of the Parent Company's NOLCO follow:

Year Incurred	Amount	Applied	Expired/ Utilized	Balance	Expiry Year
2024	₱2,266,079,274	₱–	₱–	₱2,266,079,274	2027
2023	2,188,557,444	–	–	2,188,557,444	2026
2022	1,518,351,919	–	–	1,518,351,919	2025
2021	1,491,711,527	–	–	1,491,711,527	2026
2020	2,141,883,757	–	–	2,141,883,757	2025
	₱9,606,583,921	₱–	₱–	₱9,606,583,921	

Furthermore, details of the Parent Company's remaining excess MCIT over RCIT are as follows:

Year Incurred	Amount	Applied	Expired/ Utilized	Balance	Expiry Year
2024	₱17,607,041	₱–	₱–	₱17,607,041	2027
2023	14,093,638	–	–	14,093,638	2026
2022	8,479,159	–	–	8,479,159	2025
2021	8,872,503	–	(8,872,503)	–	2024
	₱49,052,341	₱–	(₱8,872,503)	₱40,179,838	

Under Section 11 of R. A. No. 7151 (CAI's Congressional Franchise) and under Section 15 of R. A. No. 9517 (Cebgo, Inc.'s Congressional Franchise), known as the "ipso facto clause" and the "equality clause", respectively, the CAI and Cebgo, Inc. are allowed to benefit from the tax privileges being enjoyed by competing airlines. CAI's and Cebgo, Inc.'s major competitor, by virtue of PD No. 1590, is enjoying tax exemptions which are likewise being claimed by the CAI and Cebgo, Inc., if applicable, including but not limited to the following:

a) To depreciate its assets to the extent of not more than twice as fast the normal rate of depreciation; and
b) To carry over as a deduction from taxable income any net loss (NOLCO) incurred in any year up to five years following the year of such loss.

Included in the Group's NOLCO and MCIT are CAI, Cebgo, Inc.s, A-Plus and AirSWIFT's NOLCO and MCIT as follows:

CAI NOLCO

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2021	₱18,403,734,817	₱–	₱–	₱18,403,734,817	2026
2020	21,026,735,635	–	–	21,026,735,635	2025
	₱39,430,470,452	₱–	₱–	₱39,430,470,452	

CEBGO NOLCO

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2021	₱1,348,925,483	(₱695,288,214)	₱–	₱653,637,269	2026
2020	1,111,045,562	(1,111,045,562)	–	–	2025
	₱2,459,971,045	(₱1,806,333,776)	₱–	₱653,637,269	

A-PLUS NOLCO

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2021	₱188,837,864	₱37,721,802	₱–	₱151,116,062	2026

AIRSWIFT NOLCO

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2021	₱568,140,233	₱–	₱–	₱568,140,233	2026
2020	163,780,624	–	–	163,780,624	2025
	₱731,920,857	₱–	₱–	₱731,920,857	

Furthermore, details of remaining excess MCIT are as follows:

CAI MCIT

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2024	₱75,143,966	₱–	₱–	₱75,143,966	2027
2023	109,779,045	–	–	109,779,045	2026
2022	8,646,570	–	–	8,646,570	2025
	₱193,569,581	₱–	₱–	₱193,569,581	

CEBGO MCIT

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2024	₱20,035,297	₱–	₱–	₱20,035,297	2027
2023	15,327,474	–	–	15,327,474	2026
	₱35,362,771	₱–	₱–	₱35,362,771	

A-PLUS MCIT

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2024	₱4,954,087	₱–	₱–	₱4,954,087	2027

AIRSWIFT MCIT

Year Incurred	Amount	Applied	Expired	Balance	Expiry Year
2024	₱15,525,999	₱–	₱–	₱15,525,999	2027
2023	2,813,805	–	–	2,813,805	2026
2022	2,060,055	–	–	2,060,055	2025
	₱20,399,859	₱–	₱–	₱20,399,859	

CAI has outstanding registrations with the BOI (Board of Investments) as a new operator of air transport on a pioneer and non-pioneer status under the Omnibus Investments Code of 1987 (Executive Order 226). On all existing registrations, CAI can avail of bonus years in certain specified cases but the aggregate ITH availments (basic and bonus years) shall not exceed eight years. As of December 31, 2024 and 2023, CAI has complied with externally imposed capital requirements set by the BOI in order to avail of the ITH incentives for aircraft of registered activity.

Reconciliation between the Group's statutory income tax rate and the effective income tax rate follows:

	2024	2023	2022
Statutory income tax rate	**25.00%**	25.00%	25.00%
Tax effects of:			
Changes in unrecognized deferred tax assets	**13.20**	1.04	51.36
Equity in net earnings of affiliates	**(10.47)**	(9.27)	(26.24)
Income subjected to BOI, PEZA and ITH	**(9.43)**	(3.89)	(8.54)
Income exempt from tax	**(7.10)**	(1.92)	(5.58)
Net income before tax of subsidiaries with different tax rates	**0.83**	(1.62)	(2.16)
Non-deductible items	**0.30**	0.80	3.38
Interest income subject to final tax	**(0.15)**	(0.52)	(3.28)
Others	**(1.15)**	(0.31)	(6.19)
Effective income tax rate	**11.03%**	9.31%	27.75%

Base Erosion and Profit Shifting (BEPS) Pillar Two

The Organisation for Economic Co-operation and Development (OECD) has published the Global Anti-Base Erosion (GloBE) Model Rules ("Pillar Two Rules"), which include a minimum 15% tax rate per jurisdiction on multinational companies with an annual consolidated group revenue of €750 million or more for 2 out of the 4 immediately preceding fiscal years.

Pillar Two tax legislation has been implemented in some of the countries in which subsidiaries of the Group operate which became effective for reporting periods beginning on January 1, 2024. Given this, the Group determined that it is in-scope for Pillar Two and has assessed the applicable Pillar Two tax legislation in all the countries in which subsidiaries of the Group operate to determine whether or not a Pillar Two 'top-up' tax liability needs to be recognised.

The relevant Pillar Two Rules also provide for a transition period in which the in-scope multinational groups may avoid undergoing the complex effective tax rate calculation required by the new piece of legislation. In particular, the Pillar Two tax legislation provides for a transitional Country-by-Country Reporting ("CbCR") safe harbor ("TCSH") that applies for the first three fiscal years following the entry into force of the relevant Pillar Two tax legislation; the TCSH relies on simplified calculations (mainly based on data extracted from the CbCR under BEPS Action 13) and three kinds of alternative tests. Where at least one of the TCSH tests is met for a jurisdiction in which the Group operates, the top-up tax due for such jurisdiction will be deemed to be zero. A test is met for a jurisdiction where:

- Revenue and profit before tax are below, respectively, €10 million and €1 million (the de minimis test);
- The Effective Tax Rate (ETR) equals or exceeds an agreed rate (the ETR test, 15% for FY 2024); or
- The profit before tax does not exceed an amount calculated as a percentage of tangible assets and payroll expense (the routine profits test).

Based on the management assessment performed, Australia and Vietnam passed the TSH test/s, thus, these jurisdictions are not subject to the detailed Pillar Two calculations and the top-up taxes are deemed to be zero.

The Domestic Minimum Top-up Tax (DMTT), Income Inclusion Rule (IIR) and Undertaxed Payments Rule (UTPR) are expected to become effective in Thailand in 2025 while Singapore adopted only the DMTT and IRR to take effect in the same year. These rules may impact the Group, including the entities located in Thailand, Singapore and the Philippines. However, the Pillar Two legislations were enacted close to the reporting date. Therefore, the Group is still in the process of assessing the potential exposure to Pillar Two income taxes as at December 31, 2024. The potential exposure of the Group, if any, to Pillar Two income taxes is currently not known or reasonably estimable. The Group expects to be in a position to report the potential exposure in its next interim financial statements.

For the year ended December 31, 2024, the Group has applied the International Accounting Standards Board (IASB) amendment to PAS 12, Income Taxes, which provides a mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two such that there is no deferred tax impact to the 2024 consolidated financial statements. The Group continues to follow Pillar Two legislative developments to evaluate the potential future impact on the Group's consolidated results of operations, financial position and cash flows beginning 2025.

39. Earnings Per Share

Basic EPS is calculated by dividing the net income for the year attributable to equity holders of the Parent Company divided by the weighted average number of common shares outstanding during the year (adjusted for any stock dividends).

The following tables reflect the net income and share data used in the basic/dilutive EPS computations:

EPS attributable to equity holders of the Parent Company

	2024	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Income (loss) from continuing operations attributable to equity holders of the Parent Company	**₱21,555,361,881**	₱19,633,980,203	(₱299,464,471)
Less: Dividends on preferred shares (Note 25)	**16,800,000**	16,000,000	16,000,000
Income (loss) from continuing operations attributable to holders of common shares of the Parent Company	**21,538,561,881**	19,617,980,203	(315,464,471)
Income from discontinued operations attributable to equity holders of the Parent Company	**(229,804,216)**	410,821,744	950,086,637
Income attributable to holders of common shares of the Parent Company	**₱21,308,757,665**	₱20,028,801,947	₱634,622,166
Weighted average number of common shares	**7,520,983,658**	7,520,983,658	7,520,983,658
Basic/diluted earnings (loss) per share			
Continuing operations	**₱2.86**	₱2.61	(₱0.04)
Discontinued operations	**(0.03)**	0.05	0.12
	₱2.83	₱2.66	₱0.08

There were no potential dilutive common shares in 2024, 2023 and 2022.

40. **Related Party Transactions**

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions or if they are subjected to common control or common significant influence. Related parties may be individuals or corporate entities. Transactions between related parties are based on terms similar to those offered to non-related parties and are generally settled in cash. Due from and due to related parties are collectible/payable on demand, except for certain due from related parties amounting to ₱1.4 billion and ₱1.2 billion as of December 31, 2024 and 2023, respectively, which will mature in April 2026. Due from related parties are unsecured.

Intercompany transactions with subsidiaries are eliminated in the accompanying consolidated financial statements. In addition to the related party information disclosed elsewhere in the consolidated financial statements, the year-end balances in respect of related parties follow:

			2024			
			Outstanding Balance			
Related Party	**Category/Transaction**	**Amount/Volume**	**Consolidated Statement of Financial Position**	**Consolidated Statement of Comprehensive Income**	**Terms**	**Conditions**
Subsidiaries:						
Due from related parties	Settlement of advances	**(₱185,590,677)**	**₱544,650,263**	**₱–**	On demand; Non-interest bearing	Unsecured; Not impaired
	Receivables	**31,947,903**	**698,126,152**	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Notes receivable	–	**8,408,841,620**	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Other income: allocation of IT charges and CCU expenses	**541,308,973**	–	**541,308,973**		
	Rent income	**135,713,518**	–	**135,713,518**		
	Management fees	**29,000,000**	–	**29,000,000**		
Due to related parties	Availment of advances	**(562,597,369)**	**714,768,878**	–	On demand; Non-interest bearing	Unsecured
	Long-term debt	**(2,296,960,236)**	–	–	Interest-bearing	Secured
Dividends	Dividend receivable	–	**1,593,529,595**	–	On demand	Unsecured; Not impaired
	Dividend income	**6,788,356,857**	–	**6,788,356,857**		

(Forward)

2024

Related Party	Category/Transaction	Amount/Volume	Outstanding Balance: Consolidated Statement of Financial Position	Outstanding Balance: Consolidated Statement of Comprehensive Income	Terms	Conditions
Associates:						
Due from related parties	Advances (in accordance with joint venture agreement)	**₱225,730,492**	**₱2,398,344,599**	**₱–**	Interest-bearing at PDST R2 of applicable interest period	Unsecured; Not impaired
	Advances	**117,225,442**	**191,872,612**	–	On demand; Non-interest-bearing	Unsecured; Not impaired
	Loans	–	**101,141,127**	–	2% per annum	Unsecured; Not impaired
	Receivables	–	**1,482,138**	–	Non-interest bearing	Unsecured; Not impaired
	Sublease agreement	**(35,268,345)**	**(4,496,729)**	–	Payable monthly	Unsecured; Not impaired
	Dividend income	**6,418,749,818**	–	**6,418,749,818**		
	Other income: allocation of CCU expenses	**3,308,708**	–	**3,308,708**		
	Utilities expense	**4,201,137**	–	**4,201,137**		
	Groundhandling and maintenance services	**(84,056,465)**	**558,166,143**	–	Non-interest bearing	Unsecured; Not impaired
Other Related Parties:						
Due from related parties	Availment of advances	**1,875,781**	**760,977,160**	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Rent receivables	**63,570,807**	**196,306,847**	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Other income: allocation of IT charges and CCU expenses	**201,553,603**	–	**201,553,603**		
Due to related parties	Settlement of advances	**54,944,943**	**438,666,942**	–	On demand; Non-interest bearing	Unsecured
Director's fees (included under 'Outside Services' account)	Expenses	**9,340,000**	–	**9,340,000**		

(Forward)

2023						
			Outstanding Balance			
Related Party	Category/Transaction	Amount/Volume	Consolidated Statement of Financial Position	Consolidated Statement of Comprehensive Income	Terms	Conditions
Subsidiaries:						
Due from related parties	Settlement of advances	₱308,765,285	₱730,240,940	₱–	On demand; Non-interest bearing	Unsecured; Not impaired
	Receivables	282,554,093	666,178,249	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Notes receivable	–	8,408,841,620	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Other income: allocation of IT charges and CCU expenses	652,938,168	–	652,938,168		
	Rent income	146,520,601	–	146,520,601		
	Management fees	34,000,000	–	34,000,000		
Due to related parties	Availment of advances	284,880,242	1,277,366,247	–	On demand; Non-interest bearing	Unsecured
	Short-term debt	(2,542,775,000)	–	–	Interest-bearing	Unsecured
	Long-term debt	(2,414,707,264)	2,296,960,236	–	Interest-bearing	Secured

(Forward)

2023						
			Outstanding Balance			
Related Party	Category/Transaction	Amount/Volume	Consolidated Statement of Financial Position	Consolidated Statement of Comprehensive Income	Terms	Conditions
Cash in bank	Deposits	(₱270,423,969)	₱9,088,756,994	₱–	On demand	Unsecured
Cash equivalents	Money market placements	(5,407,223,593)	7,119,784,608	–	2 to 41 days; Interest bearing with interest rate ranging from 1.50% to 6.0%	Unsecured; Not impaired
Dividends	Dividend receivable	181,000,000	1,593,529,595	–	On demand	Unsecured; Not impaired
	Dividend income	6,415,096,373	–	6,415,096,373		
Associates:						
Due from related parties	Advances (in accordance with joint venture agreement)	(657,590,605)	2,172,614,107	–	Interest-bearing at PDST R2 of applicable interest period	Unsecured; Not impaired
	Advances	46,701,781	74,647,170	–	On demand; Non-interest-bearing	Unsecured; Not impaired
	Loans	10,163,827	101,141,127	–	2% per annum	Unsecured; Not impaired
	Receivables	(3,427,037)	1,482,138	–	Non-interest bearing	Unsecured; Not impaired
	Sublease agreement	(49,800,723)	30,771,616	–	Payable monthly	Unsecured; Not impaired
	Dividend income	5,829,720,434	–	20,262,101		
	Other income: allocation of CCU expenses	2,996,423	–	9,282,311		
	Utilities expense	6,987,956	–	6,253,123		
	Groundhandling and maintenance services	33,058,321	642,222,608	–	Non-interest bearing	Unsecured; Not impaired
Other Related Parties:						
Receivables	Collecion of the balance on the proceeds from sale of investment property	(2,383,354,600)	–	–	Payable in installment	Unsecured; Not impaired
Due from related parties	Availment of advances	94,702,175	759,101,379	–	On demand; Non-interest bearing	Unsecured; Not impaired

(Forward)

2023

Related Party	Category/Transaction	Amount/Volume	Outstanding Balance: Consolidated Statement of Financial Position	Outstanding Balance: Consolidated Statement of Comprehensive Income	Terms	Conditions
	Rent receivables	₱19,235,169	₱132,736,040	₱–	On demand; Non-interest bearing	Unsecured; Not impaired
	Other income: allocation of IT charges and CCU expenses	216,814,395	–	162,573,811		
	Gain on sale of investment property	7,335,000		188,486,462		
Due to related parties	Settlement of advances	(596,852,148	758,295,148	–	On demand; Non-interest bearing	Unsecured
Director's fees (included under 'Outside Services' account)	Expenses	7,335,000	–	7,335,000		

2022

Related Party	Category/Transaction	Amount/Volume	Outstanding Balance: Consolidated Statement of Financial Position	Outstanding Balance: Consolidated Statement of Comprehensive Income	Terms	Conditions
Subsidiaries:						
Due from related parties	Settlement of advances	(₱590,714)	₱421,475,655	₱–	On demand; Non-interest bearing	Unsecured; Not impaired
	Receivables	(358,424,509)	383,624,156	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Notes receivable	(4,876,357,710)	8,408,841,620	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Other income: allocation of IT charges and CCU expenses	540,852,690	–	540,852,690		
	Rent income	150,708,502	–	150,708,502		
	Management fees	54,600,000	–	54,600,000		
Due to related parties	Availment of advances	(2,691,868,434)	992,486,005	–	On demand; Non-interest bearing	Unsecured
	Short-term debt	1,768,775,000	2,542,775,000	–	Interest-bearing	Unsecured
	Long-term debt	2,264,000,000	4,711,667,500	–	Interest-bearing	Secured

(Forward)

			2022			
			Outstanding Balance			
Related Party	Category/Transaction	Amount/Volume	Consolidated Statement of Financial Position	Consolidated Statement of Comprehensive Income	Terms	Conditions
Cash in bank	Deposits	(₱5,023,135,360)	₱8,818,333,025	₱–	On demand	Unsecured
Cash equivalents	Money market placements	(108,981,801)	12,527,008,201	–	2 to 41 days; Interest bearing with interest rate ranging from 1.50% to 2.04%	Unsecured; Not impaired
Dividends	Dividend receivable	181,000,000	1,774,529,595	–	On demand	Unsecured; Not impaired
	Dividend income	6,021,342,151	–	6,021,342,151		
Associates:						
Due from related parties	Advances (in accordance with joint venture agreement)	8,300,493	2,830,204,712	–	Interest-bearing at PDST R2 of applicable interest period	Unsecured; Not impaired
	Advances	(33,707,167)	27,945,389	–	On demand; Non-interest-bearing	Unsecured; Not impaired
	Loans	(4,553,740)	90,977,300	–	2% per annum	Unsecured; Not impaired
	Receivables	4,749,876	4,909,175	–	Non-interest bearing	Unsecured; Not impaired
	Sublease agreement	40,347,032	80,572,339	–	Payable monthly	Unsecured; Not impaired
	Dividend income	20,262,101	–	20,262,101		
	Rent income	432,988	–	432,988		
	Other income: allocation of CCU expenses	9,282,311	–	9,282,311		
	Utilities expense	6,253,123	–	6,253,123		
	Groundhandling and maintenance services	72,858,379	609,164,287	–	Non-interest bearing	Unsecured; Not impaired
Receivables	Collection of balance on the proceeds from sale of GBPC	(2,272,650,000)	–	–	Interest-bearing	Unsecured; Not impaired
Other Related Parties:						
Receivables	Uncollected balance on the proceeds from sale of investment property	2,383,354,600	2,383,354,600	–	Payable in installment	Unsecured; Not impaired

(Forward)

2022						
			Outstanding Balance			
Related Party	Category/Transaction	Amount/Volume	Consolidated Statement of Financial Position	Consolidated Statement of Comprehensive Income	Terms	Conditions
	Gain on sale of investment property	₱3,268,173,353	₱–	₱3,268,173,353		
Due from related parties	Settlement of advances	149,220,442	698,304,942	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Rent receivables	(33,905,738)	79,595,133	–	On demand; Non-interest bearing	Unsecured; Not impaired
	Rent income	1,565,266	–	1,565,266		
	Other income: allocation of IT charges and CCU expenses	162,573,811	–	162,573,811		
	Gain on sale of investment property	188,486,462		188,486,462		
Due to related parties	Availment of advances	(7,625,971)	161,443,000	–	On demand; Non-interest bearing	Unsecured
Director's fees (included under 'Outside Services' account)	Expenses	7,335,000	–	7,335,000		

As of December 31, 2023 and 2022, the Group maintains savings and current accounts and time deposits with a subsidiary which is a local commercial bank. Cash and cash equivalents earn interest at the prevailing bank deposit rates. As of December 31, 2024, this local commercial bank is no longer a related party of the Group.

The Parent Company signed various financial guarantee agreements with third parties for the short-term and long-term loans availed by its subsidiaries as discussed in Note 23 to the consolidated financial statements. No fees are charged for these guarantee agreements. Being the centralized treasury department within the Group, the Parent Company usually receives advances from subsidiaries and in turn, makes advances to other subsidiaries. Total debt of subsidiaries guaranteed by the Parent Company in 2024 and 2023 amounted to ₱102.3 billion.

Interest earned by the Parent Company on transactions with related parties amounted to nil and ₱0.1 million in 2024 and 2023, respectively. Interest expense incurred amounted to nil in 2024 and 2023. Provision for credit losses on advances to related parties amounted to nil in 2024 and 2023.

Most of the aforementioned intercompany transactions between the Parent Company and its subsidiaries are eliminated in the accompanying consolidated financial statements.

Transactions with the retirement plan
The retirement fund of the Parent Company's employees amounted to ₱3.1 million as of December 31, 2023. The fund is being managed by JG Summit Multi-Employer Retirement Plan, a corporation created for the purpose of managing the funds of the Group, with BPI Asset Management and Trust Corporation as the trustee upon the effectivity of the merger (Note 44). In 2023, the fair value of the plan asset deposited amounted to ₱3.1 million.

Compensation of key management personnel
There are no agreements between the Group and any of its directors and key officers providing for benefits upon termination of employment, except for such benefits to which they may be entitled under the Group's pension plans.

The compensation of the Group's key management personnel by benefit type follows:

	2024	2023	2022
Short-term employee benefits	**₱1,371,531,992**	₱ 1,312,311,567	₱ 1,223,952,335
Post-employment benefits	**362,412,865**	357,774,488	350,146,757
	₱1,733,944,857	₱1,670,086,055	₱1,574,099,092

Approval requirements and limits on the amount and extent of related party transactions
Material related party transactions (MRPT) refers to any related party transactions, either individually, or in aggregate over a twelve (1)-month with the same related party, amounting to ten percent (10.00%) or higher of the Group's total consolidated assets based on its latest audited financial statements.

All individual MRPTs shall be approved by at least two-thirds (2/3) vote of the BOD, with at least a majority of the Independent Directors voting to approve the MRPT. In case that a majority of the Independent Directors' vote is not secured, the MRPT may be ratified by the vote of the stockholders representing at least two thirds (2/3) of the outstanding capital stock.

Aggregate RPT transactions within a 12-month period that meets or breaches the materiality threshold shall require the same BOD approval mentioned above.

41. Registration with Government Authorities/Franchise

Certain operations of consolidated subsidiaries are registered with the BOI and PEZA as preferred pioneer and non-pioneer activities, and are granted various authorizations from certain government authorities. As registered enterprises, these consolidated subsidiaries are subject to certain requirements and are entitled to certain tax and non-tax incentives which are considered in the computation of the provision for income tax.

42. Leases

The Group's leases mostly pertain to land, office spaces, commercial and residential properties, passenger aircraft, flight, transportation and equipment. Leases of land, office spaces, commercial and residential properties, and transportation equipment generally have terms ranging from 2 to 50 years, while passenger aircraft and other equipment generally have terms between 1.25 and 18 years.

The Group also has certain leases of other flight equipment, furniture and fixtures and machineries with lease terms of 12 months or less, and leases of office spaces considered low-value. The Group applies the recognition exemptions for these type of leases.

ROU Assets

Set out below are the carrying amounts of ROU assets recognized and the movements during the year ended December 31, 2024 and 2023:

	2024				
	Land and Land Improvements	**Buildings and Improvements**	**Passenger Aircraft and Other Flight Equipment**	**Transportation And Other Equipment**	**Total**
Cost					
Balance at beginning of year	**₱2,028,869,626**	**₱ 823,420,327**	**₱ 100,663,573,883**	**₱5,857,066**	**₱103,521,720,902**
Additions	**998,768,334**	**48,927,535**	**40,247,744,611**	**–**	**41,295,440,480**
Additions due to business combination	**–**	**–**	**1,374,472,418**	**–**	**1,374,472,418**
Retirement and other adjustments	**928,320**	**(51,577,255)**	**(13,437,838,100)**	**(5,857,066)**	**(13,494,344,101)**
Balance at end of year	**3,028,566,280**	**820,770,607**	**128,847,952,812**	**–**	**132,697,289,699**
Accumulated Depreciation					
Balance at beginning of year	**552,984,988**	**651,701,660**	**24,562,931,454**	**1,010,482**	**25,768,628,584**
Depreciation	**97,066,339**	**48,023,643**	**10,758,544,312**	**-**	**10,903,634,294**
Retirement and other adjustments	**(1,795,626)**	**6,777,176**	**(10,056,746,223)**	**(1,010,482)**	**(10,052,775,155)**
Balance at end of year	**648,255,701**	**706,502,479**	**25,264,729,543**	**–**	**26,619,487,723**
Net Book Value at End of Year	**₱2,380,310,579**	**₱114,268,128**	**₱103,583,223,269**	**₱–**	**₱106,077,801,976**

	2023				
	Land and Land Improvements	Buildings and Improvements	Passenger Aircraft and Other Flight Equipment	Transportation And Other Equipment	Total
Cost					
Balance at beginning of year	₱1,962,334,203	₱212,130,820	₱63,200,543,392	₱292,032	₱65,375,300,447
Additions	106,211,189	177,052,700	41,744,523,661	–	42,027,787,550
Retirement and other adjustments	(39,675,766)	434,236,807	(4,281,493,170)	5,565,034	(3,881,367,095)
Balance at end of year	2,028,869,626	823,420,327	100,663,573,883	5,857,066	103,521,720,902
Accumulated Depreciation					
Balance at beginning of year	454,794,174	44,105,176	19,809,583,966	24,350	20,308,507,666
Depreciation	73,007,601	279,885,322	7,661,769,721	976,572	8,015,639,216
Retirement and other adjustments	25,183,213	327,711,162	(2,908,422,233)	9,560	(2,555,518,298)
Balance at end of year	552,984,988	651,701,660	24,562,931,454	1,010,482	25,768,628,584
Net Book Value at End of Year	₱1,475,884,638	₱171,718,667	₱76,100,642,429	₱4,846,584	₱77,753,092,318

Lease Liabilities

The rollforward analysis of the Group's lease liabilities follows:

	2024	2023
As at January 1	**₱85,448,578,346**	₱51,187,518,279
Additions (non-cash investing activity)	**41,295,440,480**	42,027,787,550
Acquired through business combination (Note 19)	**1,642,332,176**	–
Accretion from continuing operations (Note 35)	**3,882,478,018**	2,439,874,830
Accretion from discontinued operations	–	29,472,216
Payments	**(14,955,567,818)**	(9,944,700,279)
Derecognition*	–	(692,690,596)
Reclassification due to a merger (Note 44)	–	271,539,981
Other adjustments	**59,451,741**	129,776,365
As at December 31	**₱117,372,712,943**	₱85,448,578,346

**Derecognitions arose from lease terminations during the period.*

Total lease liabilities shown in the consolidated statements of financial position follow:

	2024	2023
Current portion	**₱13,744,429,317**	₱9,525,814,186
Noncurrent portion	**103,628,283,626**	75,922,764,160
	₱117,372,712,943	₱85,448,578,346

The maturity analysis of lease liabilities are disclosed in Note 4, *Financial Risk Management Objectives and Policies.*

Summarized below are the amounts recognized in the 2024, 2023 and 2022 consolidated statements of comprehensive income in relation to the Group's leases:

Revenue	**2024**	2023 (As restated - Note 44)	2022 (As restated - Note 44)
Sale of goods and services - rental income and sublease income			
Real estate and hotels	**₱20,663,638,447**	₱18,689,953,342	₱15,698,000,000
Foods	**11,592,271**	2,905,749	111,263,169
	20,675,230,718	18,692,859,091	15,809,263,169
Cost of Sales and Services			
Cost of services - depreciation of ROU assets	**91,779,728**	94,376,112	132,057,423
Rent expense - short term leases (Note 30)	**318,152,529**	381,615,888	220,767,304
	409,932,257	475,992,000	352,824,727
General and Administrative Expenses			
Depreciation of ROU assets	**10,811,854,565**	7,745,370,359	6,611,273,970
Rent expense - leases of low-valued assets (Note 31)	**979,497,021**	701,350,608	535,049,247
	11,791,351,586	8,446,720,967	7,146,323,217
Finance cost and other charges – accretion of lease liabilities (Note 35)	**3,882,478,018**	2,439,874,830	1,314,827,598
	₱4,591,468,857	₱7,330,271,294	₱6,995,287,627

URC

Operating Lease Commitments - Group as a Lessee

The URC Group leases land where certain of its facilities are located. The operating lease agreements are for periods ranging from one to five years from the date of the contracts and are renewable under certain terms and conditions.

Future minimum lease payments under noncancellable operating leases of the URC Group follow:

	2024	2023	2022
Within one year	**₱224,145,951**	₱422,884,568	₱420,513,098
After one year but not more than five years	**576,761,897**	637,741,087	1,250,110,723
Five years or more	**1,385,970,586**	1,511,435,564	1,814,956,008
	₱2,186,878,434	₱2,572,061,219	₱3,485,579,829

Operating Lease Commitments - Group as a Lessor

The URC Group has entered into one-year renewable, noncancellable leases with various related parties covering certain land and buildings where office spaces are located.

Future minimum lease receivables under noncancellable operating leases of the URC Group that are due within one year amounted to ₱53.8 million, ₱50.2 million and ₱40.2 million in 2024, 2023 and 2022, respectively.

RLC

Group as a Lessee

The RLC Group has lease contracts for various parcels of land used in its operations. Leases of land generally have lease terms between 25 and 50 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets and some contracts require the Group to maintain certain financial ratios. There are several lease contracts that include extension and termination options and variable lease payments.

In 2018, RLC entered into a lease agreement for the lease of contagious land situated in Malolos, pursuant to Proclamation No. 832 dated July 17, 2014. The project shall involve the lease of the project site and utilization thereof by the Group for a mixed-use development.

The lease period of the project site shall be for 25 years commencing on the 3rd project year counted from the commencement of the Construction Date and terminating on the date 25 years thereafter. The lease shall be automatically renewed for another 25 years upon mutual agreement by the parties. The upfront fee will be applied against the rent due starting on the 1st year of operation of RLC in the said property. The construction of the leased property commenced in November 2024 and the related ROU assets and Lease liabilities were recognized accordingly.

RLC has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the RLC's business needs. Management exercises significant judgment in determining whether these extension and termination options are reasonably certain to be exercised

Future minimum lease payments under noncancellable operating leases of RLC's certain lessee subsidiaries follow:

	2024	2023
Within one year	**₱310,123,603**	₱253,747,410
After one year but not more than five years	**1,554,611,278**	1,240,754,463
Over five years	**6,776,005,992**	6,499,602,031
	₱8,640,740,873	₱7,994,103,904

Operating Lease Commitments - Group as a Lessor
The RLC Group has entered into commercial property leases on its investment property portfolio. These noncancellable leases have remaining lease terms of between one and ten years. All leases include a clause to enable upward revision of the rental charge on an annual basis based on prevailing market conditions. The lease contracts also provide for the percentage rent, which is a certain percentage of actual monthly sales or minimum monthly gross sales, whichever is higher. Total rent income (included under 'Real estate and hotels revenue' in profit or loss in the consolidated statements of comprehensive income) amounted to ₱20.7 billion, ₱18.7 billion and ₱15.7 billion in 2024, 2023 and 2022, respectively. Total percentage rent recognized as income amounted to ₱4.7 billion, ₱4.4 billion and ₱3.5 billion in 2024, 2023 and 2022, respectively.

In 2023, RLC and certain lessee amended an existing lease contract which effectively extended the lease term from 10 years to 45 years. Under the amendatory agreement, RLC received a non-refundable security deposit amounting US$18 million which shall represent the lease fee for the extended period of 25 years after the expiration of the initial lease term of 20 years from 2021 up to 2032. RLC retains all significant risks and rewards of ownership on the building.

Future minimum lease receivables under noncancellable operating leases of the RLC Group follow:

	2024	2023	2022
Within one year	**₱4,050,350,739**	₱5,530,582,566	₱7,551,776,498
After one year but not more than five years	**25,631,141,129**	22,536,899,509	19,816,200,805
Over five years	**2,582,909,018**	2,233,090,986	1,930,650,796
	₱32,264,400,886	₱30,300,573,061	₱29,298,628,099

Finance Lease Commitments - Group as a Lessor
RLC has significantly entered into residential property leases on its residential condominium unit's portfolio. These leases have lease period of five (5) to ten (10) years and the lessee is given the right to purchase the property anytime within the lease period that the lessee any arrears in rental payment, condominium dues and other charges.

Future minimum lease payments under finance lease with the present value of future minimum lease payment as of December 31, 2024 and 2023 follow:

	2024		2023	
	Minimum Lease Payments	**Present Value of Minimum Lease Payments**	Minimum Lease Payments	Present Value of Minimum Lease Payments
Within one (1) year	**₱124,781,075**	**₱117,624,118**	₱148,544,003	₱140,024,097
After 1 year but not more than five years	**52,023,487**	**43,529,327**	61,937,619	51,824,724
Total minimum lease payments	**₱176,804,562**	**₱161,153,445**	₱210,481,622	₱191,848,821

JGSOC

Operating Lease Commitments - Company as a Lessee

In April 2013, JGSOC entered into a lease agreement for shuttle buses that transports its employees from Balagtas to Batangas plant and vice versa which may be renewed annually.

In June 2018, JGSOC entered in a lease contract with a related party for its new Head Office space with a lease term of five years starting in September 2018, with 5.0% annual escalation. JGSOC can renew the lease by submitting a written notice of intent at least nine (9) months before the lease expiration date. The terms and conditions shall be mutually agreed upon by both parties.

Rental expense charged to operations (included under 'Cost of sales and services' and 'General and administrative expenses' in profit or loss in the consolidated statements of comprehensive income) amounted to ₱89.5 million, ₱107.9 million and ₱121.8 million in 2024, 2023 and 2022, respectively.

Future minimum lease payments under the noncancellable lease of JGSOC's office space follow:

	2024	2023
Within one year	**₱38,807,290**	₱38,807,290
After one year but not more than five years	**29,996,127**	68,803,417
	₱68,803,417	₱107,610,707

CAI

CAI entered into operating lease agreements with certain leasing companies, which cover the following aircraft:

Operating Aircraft Lease Commitments - Group as a Lessee

A320CEO aircraft

The following table summarizes the specific lease agreements on CAI's Airbus A320CEO aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Term
December 2021	Avolon Leasing Ireland 3 Limited	5	August 2025 - September 2027
December 2021	VMO Aircraft Leasing 32 and 33 (Ireland) Limited	2	July 2025 - October 2026
May 2023	Banc of America Leasing Ireland Co., Limited	1	May 2026
June 2023	AWAS 3896 Trust	1	June 2026
June 2023	Wilmington Trust SP Services (Dublin) Limited	3	January 2028 – April 2028
November 2023	EOS Aviation 9 (Ireland) Limited	2	January - February 2027
November 2023	Bank of Utah	2	July 2028 – October 2028
December 2023	AVAP Aircraft Trading Pte. Ltd.	1	December 2027
December 2023	CALC Jiangqing Limited	1	February 2028

In November 2023, CAI entered into four (4)-year lease agreements with Bank of Utah, not in its individual capacity but solely as owner trustee, for two (2) Airbus A320 delivered in July 2024 and October 2024.

In December 2023, CAI entered into (4)-year lease agreement with CALC Jiangqing Limited, for one (1) Airbus A320 delivered in February 2024.

A320NEO aircraft
The following table summarizes the specific lease agreements on CAI's Airbus A320NEO aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Expiry
July 2019	SMBC Aviation Capital LTD	1	July 2029
October 2019	SMBC Aviation Capital LTD	1	October 2029
November 2019	Orix Aviation Systems Limited	2	June – September 2029
January 2020	SMBC Aviation Capital LTD	1	January 2030
November 2021	SMBC Aviation Capital LTD	1	November 2031
April 2022	Jackson Square Aviation Ireland Limited	1	April 2032
July 2022	Sky High 135 Leasing Company Limited	1	July 2032
December 2022	Sky High 135 Leasing Company Limited	1	December 2032
March 2023	Avolon Leasing Ireland 3 Limited	2	October 2034 – May 2035
April 2023	Jackson Square Aviation Ireland Limited	1	April 2035
June 2023	Miracle Carina Company Limited	1	June 2035
August 2023	AerCap Aviation Leasing Limited	4	August 2033-November 2033
October 2023	Miracle Cassiopeia Company Limited	1	October 2035
November 2023	SMBC Aviation Capital LTD	1	April 2033
April 2024	Sky High 135 Leasing Company Limited	1	April 2036
September 2024	Sky High 101 Leasing Company Limited	1	September 2030
November 2024	Inishcannon Leasing Limited	1	June 2035

In August 2023, CAI entered into a 10-year lease agreement with AerCap Aviation Leasing Limited for four (4) A320NEOs delivered on August 2023, September 2023, April 2024 and June 2024.

In April 2024, CAI entered into a 12-year lease agreement with Sky High 135 Leasing Company Limited for one (1) Airbus A320NEO delivered in April 2024.

In September 2024, CAI entered into a 6-year lease agreement with Sky High 101 Leasing Company Limited for one (1) Airbus A320NEO delivered in September 2024.

In March 2023, CAI entered into a 12-year lease agreement with Avolon Leasing Ireland 3 Ltd. for one (1) Airbus A320NEO. In November 2024, the lease rights were amended and novated to current lessor, Inishcannon Leasing Limited.

A321CEO aircraft
The following table summarizes the specific lease agreements on CAI's Airbus A321CEO aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Expiry
December 2024	Jackson Square Aviation Ireland Limited	7	April-December 2030

In 2018, CAI entered into a 12-year finance lease agreement with TOADAC for seven (7) Airbus A321CEO. In December 2024, the agreement with TOADAC was pre-terminated and the Group entered into a new operating lease agreement with Jackson Square Aviation Ireland Limited.

A321NEO aircraft
The following table summarizes the specific lease agreements on CAI's Airbus A321NEO aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Expiry
November 2020	Connolly Aviation Capital 5 Limited	1	November 2032
March 2021	JSA Cayman Leasing, Ltd.	1	March 2033
March 2022	Connolly Aviation Capital 6 Limited	1	March 2034
May 2021	SMBC Aviation Capital LTD	1	May 2031
June 2024	Aviation Capital Group LLC	1	June 2036

In June 2024, CAI entered into a 12-year lease agreement with Aviation Capital Group LLC for one (1) Airbus A321NEO delivered in June 2024.

ATR 72-600 aircraft
The following table summarizes the specific lease agreements on CAI's ATR 72-600 aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Expiry
May 2019	AVAP AIRCRAFT TRADING III PTE. Ltd.	1	May 2029
December 2021	MSO 1628 Leasing Designated Activity Co.	1	December 2031
December 2023	NAC 58 Company Limited	1	May 2032
December 2017	NAC Aviation 29 DAC	1	December 2028
June 2018	NAC Aviation 29 DAC	1	June 2029
November 2023	NAC Aviation 48 Limited	1	December 2033

In December 2017, AirSWIFT entered into a lease agreement with NAC Aviation for a brand new ATR72-600 with MSN 1440 which commenced at the date of delivery. Commitment fee or refundable deposit required for the lease amounted to US$420,000. The aircraft was delivered to AirSWIFT in February 2018 and has started flight operations in March 2018. AirSWIFT, per lease contract, has the option to purchase the aircraft at the end of lease term for US$14.16 million.

The lease agreement provides for a payment of a fixed fee and variable rental payments. The fixed lease is subject to an annual escalation of 8% until the fifth term. Thereafter, the monthly rental will be the same until the end of the lease term.

In June 2018, AirSWIFT entered into a second 120-month lease agreement with NAC Aviation for a brand new ATR72-600 with MSN 1492 which also commenced at the date of delivery. Commitment fee or refundable deposit required for the lease amounted to US$420,000. The aircraft was delivered to CAI in the same month and has started flight operations in August 2018. AirSWIFT, per lease contract, has the option to purchase the aircraft at the end of the lease term amounting to US$14.16 million.

The lease contains free rent on the first two months and variable monthly rental payments ranging from US$119,953 to US$159,953 from third month to 13th month. At the beginning of the 14th month, the fixed monthly rental payments will amount to US$130,000 until the end of second year. The fixed monthly rental payments on the third and fourth year will amount to US$148,000. Subsequently, fixed monthly rental payments of US$160,000 will be paid at the beginning of fifth year until the end of the contract.

In October 2020, AirSWIFT was granted by its lessor a rental relief equivalent to a discount of 40% on its fixed monthly rental fees for the two leased aircraft for one year beginning November 1, 2020 to October 31, 2021. The lessor extended the lease terms for an additional year.

In November 2023, CAI entered into its third 120-month lease agreement with NAC Aviation for a brand new ATR72-600 with MSN 1675 which also commenced at the date of delivery. Commitment fee or refundable deposit required for the lease amounted to US$437,250. The aircraft was delivered to AirSWIFT in the same month and started flight operations in December 2023.

In December 2023, CAI entered into a 8-year lease agreement with NAC 58 Company Limited for one (1) ATR 72-600 delivered in May 2024.

A330NEO aircraft
The following table summarizes the specific lease agreements on CAI's Airbus A330NEO aircraft:

Date of Lease Agreement	Lessors	No. of Units	Lease Expiry
July 2019	Avolon Leasing Ireland 3 Limited	1	December 2033
May 2022	Dune Aviation 15 Limited	1	May 2034
November 2021	SMBC Aviation Capital LTD	1	November 2033
April 2023	Aerdragon	1	April 2035
November 2023	SMBC Aviation Capital LTD	1	November 2035
November 2019	Avolon Leasing Ireland 3 Limited	1	December 2035
November 2019	Avolon Leasing Ireland 3 Limited	1	July 2036
January 2024	GY Aviation Lease 1841 Co., Limited	1	November 2034
December 2024	SMBC Aviation Capital Limited	1	February 2036
August 2024	Jackson Square Aviation Ireland Limited	1	December 2036

In March 2022, CAI entered into a 12-year lease agreement with JLPS Ireland Limited for one (1) Airbus A330NEO. In April 2023, the lease rights of this were amended and novated to current lessor, Aerdragon.

In November 2019, CAI entered into a 12-year lease agreement with Avolon Leasing Ireland 3 Ltd for one (1) Airbus A330NEO. In January 2024, the lease rights were amended and novated to current lessor, GY Aviation Lease 1841 Co., Limited.

In November 2019, CAI entered into a 12-year lease agreement with Avolon Leasing 3 Limited for one (1) Airbus A330NEO delivered on February 2024. In December 2024, the lease rights of this were amended and novated to current lessor, SMBC Aviation Capital LTD.

In November 2019, CAI entered into a 12-year lease agreement with Avolon Leasing 3 Limited for one (1) Airbus A330NEO delivered on July 2024.

In August 2024, CAI entered into a 12-year lease agreement with Jackson Square Aviation Ireland Limited for one (1) Airbus A330NEO delivered on December 2024.

Engine Lease Commitments

The following table summarizes the specific lease agreements on CAI's engines:

Date of Lease Agreement	Lessors	No. of Units	Lease Term
May 2019	RRPF Engine Leasing Limited	8	6-12 years with pre-termination option
September 2020	SMBC Aero Engine Lease B.V.	8	18 months – 9 years
December 2021	Crestone Air Partners, Inc.	2	4-7 years
October 2023	NAC Aviation 57 Limited	1	18 months – 9 years
May 2024	Total Engine Asset Management PTE. LTD.	4	10 years
September 2024	SMBC Aero Engine Lease B.V.	3	10 years
November 2024	RRPF Engine Leasing (No. 2) Limited	1	12 years
November 2024	SMBC Aero Engine Lease B.V.	2	10 years
December 2024	SMBC Aero Engine Lease B.V.	1	10 years

In May 2019, CAI entered into operating lease agreements with RRPF Engine Leasing Limited for the lease of three (3) Trent 700 engines.

In September and October 2020, CAI entered into operating lease agreements as part of a sale and leaseback transaction with SMBC Aero Engine Lease B.V for eight (8) CFM56 engines. The leases have short- and long-term lease arrangements between 18 months to eight (8) years, respectively. In December 2021 and April 2022, two (2) CFM56 engine were amended to effect the novation of lease rights to current lessor, SUNRISE NON-US PO 1 LTD.

In 2022, CAI provided a notice to early terminate its operating lease agreement with RRPF Engine Leasing Limited for the lease of one (1) Trent 700 engine until February 2023.

In May and June 2022, CAI has entered into swap transactions to replace its two old (2) engines (ESN 729600 and ESN 697582) with new engines (ESN 849340 and ESN 849288) with its lessors. As a result of the exchange transactions, the Group recognized a gain of ₱99.5 million under 'Gain (loss) on disposal - net' in the consolidated statement of comprehensive income.

In August 2022, CAI entered into operating lease agreements as part of a sale and leaseback transaction with RRPF Engine Leasing Limited for the lease of two (2) PW1133G-JM engines and one (1) Trent 7000 engine.

In September 2022, CAI entered into operating lease agreements as part of a sale and leaseback transaction with SMBC Aero Engine Lease B.V. for four (4) PW1133GA-JM engines with lease term arrangements between seven (7) to nine (9) years.

In November 2022, CAI again entered into operating lease agreement as part of a sale and leaseback transaction with RRPF Engine Leasing Limited for the lease of one (1) PW1133G-JM engines.

In 2022, CAI recognized gain on the sale portion of the above transactions amounting to ₱1.5 billion recorded under Gain (loss) on sale of aircraft' under 'Other Operating Income (Expenses)' in the consolidated statement of comprehensive income (Note 29).

In October 2023, one (1) of the CFM56 engine that was entered into operating lease agreement between SMBC Aero Engine Lease B.V during September 2020 was amended to effect the novation of lease rights to current lessor, NAC Aviation 57 Limited.

In May 2024, CAI entered into a 10-year operating lease agreements as part of a sale and leaseback transaction with Total Engine Asset Management PTE. LTD. for three (3) PW1133G-JM engines on May 2024 and one (1) PW1133G-JM on June 2024.

In July 2024, CAI received one (1) Trent 7000 engine from RRPF Engine Leasing Limited as part of a sale and leaseback transaction with a lease term of 12 years.

In September 2024, CAI entered into operating lease agreements as part of a sale and leaseback transaction with SMBC Aero Engine Lease B.V. for three (3) PW1133G-JM engines with lease term arrangements of 10 years.

In November 2024, CAI entered into operating lease agreements as part of a sale and leaseback transaction with SMBC Aero Engine Lease B.V. for two (2) PW1133G-JM engines with lease term arrangements of 10 years.

In December 2024, CAI entered into operating lease agreements as part of a sale and leaseback transaction with SMBC Aero Engine Lease B.V. for one (1) PW1133G-JM engines with lease term arrangements of 10 years.

As of December 31, 2023, CAI has restricted cash deposited with certain banks to secure standby letters of credit issued in favor of lessors. As of December 31, 2024, the lessors released the holdouts in cash in banks and money market placements.

Lease expenses relating to aircraft leases (included in 'General and Administrative Expenses' account in the consolidated statements of comprehensive income) amounted to ₱0.9 billion, ₱1.1 billion and ₱443.5 million in 2024, 2023, and 2022, respectively.

Future minimum lease payments under the above-indicated operating aircraft leases follow:

	2024		2023		2022	
	US Dollar	**Philippine Peso Equivalent**	US Dollar	Philippine Peso Equivalent	US Dollar	Philippine Peso Equivalent
Within one year	**US$315,045,013**	**₱18,223,778,757**	US$258,328,908	₱14,303,671,636	US$182,214,559	₱10,159,372,756
After one year but not more than five years	**1,094,523,841**	**63,312,731,601**	982,573,506	54,405,095,010	731,976,291	40,811,338,097
Over five years	**1,002,165,227**	**57,970,247,564**	753,471,084	41,719,693,917	474,231,261	26,440,763,968
	US$2,411,734,081	**₱139,506,757,922**	US$1,994,373,498	₱110,428,460,563	US$1,388,422,111	₱77,411,474,821

Operating Non-Aircraft Lease Commitments - Group as a Lessor

CAI has entered into various lease agreements for its hangar, office spaces, ticketing stations and certain equipment. These leases have remaining lease terms ranging from one to ten years. Certain leases include a clause to enable upward revision of the annual rental charge ranging from 5.00% to 10.00%.

Future minimum lease payments under these noncancellable operating leases follow:

	2024	2023	2022
Within one year	**₱517,523,271**	₱227,165,672	₱221,968,510
After one year but not more than five years	**1,971,517,224**	1,227,426,336	943,617,379
Over five years	**4,100,537,159**	3,840,389,291	4,351,363,919
	₱6,589,577,654	₱5,294,981,299	₱5,516,949,808

Lease expenses relating to both cancellable and noncancellable non-aircraft leases (allocated under different expense accounts in the consolidated statements of comprehensive income) amounted to ₱1.3 billion, ₱991 million and ₱556 million in 2024, 2023, and 2022, respectively.

43. Other Commitments and Contingent Liabilities

Parent Company

- *JGSOC Loan Accommodation from Private Bank*
  On May 20, 2024, the BOD of the Parent Company approved and authorized the Parent Company to guarantee the outstanding loan/credit accommodation of JGSOC from BPI, including the outstanding loan/credit accommodation of JGSPC from BPI which were assumed by JGSOC on January 1, 2022 as a consequence of the merger between JGSOC and JGSPC remains valid and subsisting and has not been revoked.

  On July 3, 2023, the BOD of the Parent Company approved and authorized the Parent Company to guarantee the loan/credit accommodation of JGSOC from BPI in the amount of ₱25.0 billion.

- *JGSPC/JGSOC Loan Accommodation from Private Bank*
  On December 7, 2021, the BOD authorizes the Parent Company to guarantee the loan/credit accommodation of JGSOC from BPI whether incurred on its own or as a result of the merger between JGSOC and JGSPC, with JGSOC as the surviving corporation in the aggregate principal amount of ₱25.0 billion including any extension, renewal or modification for such loan/credit accommodation.

- *JGSPL 4.125% Senior Unsecured Notes Due 2030*
  On June 26, 2020, the BOD of the Parent Company approved to guarantee the obligations of JGSH Philippines, Limited for the issuance of US$ fixed rate notes amounting to US$600.0 million.

  These notes require the Group not to exceed the 2.0:1.0 financial ratio requirement on its consolidated total borrowing to consolidated total equity ratio and not to fall below 0.5:1.0 financial ratio requirement on its consolidated current assets to consolidated current liabilities ratio.

- *Merbau's 11.735 megawatt peak Roof-Mounted Solar Energy Projects*
  On July 9, 2024, the BOD of the Parent Company approved the issuance of a Letter of Guarantee in favor of Merbau Corporation to cover the estimated project cost of its 11.735 megawatt peak Roof-Mounted Solar Energy Project amounting to ₱355.2 million.

CAI

Capital Expenditure Commitments
CAI's capital expenditure commitments relate principally to the acquisition of aircraft fleet, aggregating to ₱436.5 billion and ₱233.7 billion as of December 31, 2024 and 2023, respectively.

	2024	
	US Dollar	**Philippine Peso Equivalent**
Within one year	**US$849,610,022**	**₱49,145,691,700**
After one year but not more than five years	**2,947,290,413**	**170,486,013,958**
More than five years	**3,749,357,665**	**216,881,594,136**
	US$7,546,258,100	**₱436,513,299,794**

	2023	
	US Dollar	Philippine Peso Equivalent
Within one year	US$1,076,424,848	₱59,601,643,843
After one year but not more than five years	2,390,608,582	132,367,997,206
More than five years	753,471,084	41,719,693,917
	US$4,220,504,514	₱233,689,334,966

Aircraft and Spare Engine Purchase Commitments
In August 2011, CAI entered in a commitment with Airbus S.A.S. to purchase firm orders of 32 new Airbus A321NEO aircraft and ten (10) additional option orders. These aircraft are scheduled to be delivered from 2019 to 2026.

On June 28, 2012, CAI has entered into an agreement with United Technologies International Corporation Pratt & Whitney Division to purchase new PurePower® PW1100G-JM engines for its 32 firm and ten (10) optional A321NEO aircraft. The agreement also includes an engine maintenance services program for a period of ten (10) years from the date of entry into service of each engine.

On October 31, 2019, CAI placed an order with Airbus S.A.S to purchase 16 Airbus A330 NEO aircraft. Consequently, on November 29, 2019, the CAI Parent Company entered into agreements with Rolls-Royce PLC for the purchase of spare Trent 7000 engines and for the provision of Total Care life services and other services required in connection with the 16 A330NEO aircraft.

On December 19, 2019, CAI placed an additional order with Airbus S.A.S for 15 A320NEO family aircraft which includes up to ten (10) A321XLR.

On October 2 2024, CAI formally signed its purchase agreement with Airbus for up to 152 A321NEO and A320NEO family aircraft. The agreement includes a firm order for 70 narrowbody aircraft, along with 82 early options and purchase rights. Deliveries are scheduled to commence in 2029 up to mid-2030s, while providing a combination of early slots, purchase rights, conversion and deferral rights. CAI also signed with International Aero Engines (Pratt & Whitney) to power the aircraft with its engines, which includes a comprehensive engine maintenance program.

As of December 31, 2024, CAI is set to take delivery of six (6) A320NEO aircraft, fourteen (14) A321NEO aircraft, six (6) A330NEO aircraft, and seventy (70) A320 Family aircraft until 2033. This excludes any exercise of early options available with new purchase order with Airbus.

As of December 31, 2024, the Group entered into operating lease to finance six (6) of these upcoming deliveries.

The above-indicated commitments relate to the Group's re-fleeting and expansion programs. These agreements remain in effect as of December 31, 2024.

URC

Milling Contracts

Milling contracts with various planters provide for a 60%-70% share to the planters (including related parties) and 30%-40% share to the Group of sugar and molasses produced from sugar canes milled. The Sugar Industry Development Act of 2015 provides that, to ensure the immediate payment of farmers and secure their income from sugarcane, farmers may enter into any payment method with the sugar mill.

Sugar under Custody but Not Owned

As of December 31, 2024 and 2023, URC has in its custody sugar owned by several quedan holders amounting to ₱1.8 billion (714,905 Lkg) and ₱2.3 billion (913,415 Lkg), respectively. The said volume of sugar is not reflected in the consolidated statements of financial position since this is not owned by URC. URC is accountable to both quedan holders and sugar traders for the value of these trusteed sugar or their sales proceeds.

RLC

Capital Commitments

The Group has contractual commitments and obligations for the construction and development of investment properties and property and equipment items aggregating ₱5.6 billion and ₱4.7 billion as of December 31, 2024 and 2023, respectively. Moreover, RLC has contractual obligations amounting to ₱1.8 billion and ₱4.3 billion as of December 31, 2024 and 2023, respectively, for the completion and delivery of real estate units that have been presold. RLC has no capital commitments related to its investments in associate and joint ventures.

Contingencies

The Group has various contingent liabilities arising in the ordinary conduct of business from legal proceedings which are either pending decision by the courts, under arbitration or being contested, the outcomes of which are not presently determinable. In the opinion of management and its legal counsels, the eventual liability under these lawsuits or claims, if any, will not have a material or adverse effect on the Group's financial position and results of operations. The information usually required by PAS 37, *Provisions, Contingent Liabilities and Contingent Assets,* is not disclosed on the ground that it can be expected to prejudice the outcome of these lawsuits, claims, arbitration and assessments.

44. Disposal Group Held for Sale and Discontinued Operations

URC China Entities' Cessation of Business Operations

In June 2024, several China entities ceased operations and abandoned their business activities.

PFRS 5 requires income and expenses from disposal groups to be presented separately from continuing operations, down to the level of profit after taxes. 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, 2023 and 2022 have been restated to present the results of operations of China as 'Net income or loss after tax from discontinued operations.'

The assets and liabilities of these entities as of December 31, 2024 remained in the consolidated statements of financial position. Management has assessed the carrying amounts of the assets and liabilities of the discontinued operations. An impairment loss on property, plant and equipment of ₱317 million has been recognized under 'Net income or loss after tax from discontinued operations' in the consolidated statements of income.

The results of operations of China in the consolidated statements of income are presented below:

	2024	2023	2022
Sale of goods and services	**₱227,019,552**	₱614,528,835	₱779,696,483
Cost of sales	**116,446,593**	348,693,872	450,613,778
Gross profit	**110,572,959**	265,834,963	329,082,705
Selling and distribution costs	**72,417,519**	174,684,757	207,971,659
General and administrative expenses	**98,229,411**	127,534,369	130,327,502
Operating loss	**(60,073,971)**	(36,384,163)	(9,216,456)
Provision for impairment losses and others	**(316,867,584)**	–	–
Finance income	**11,643,528**	18,838,452	21,479,686
Foreign exchange gains	**3,708,501**	2,737,379	10,248,737
Other income (expense) - net	**(42,922,374)**	103,257	4,858,672
Income (loss) before income tax	**(404,511,900)**	(14,705,075)	27,370,639
Provision for income tax	**1,037,237**	3,346,544	5,435,270
Net income (loss) from discontinued operations	**(₱405,549,137)**	(₱18,051,619)	₱21,935,369
Earnings (loss) per share	**(₱0.19)**	(₱0.01)	₱0.01

The related cash flows arising from China business activities for the year ended December 31, 2024 follow:

Net cash used in operating activities	(₱274,690,209)
Net cash provided by investing activities	2,729,127
Net cash provided by financing activities	–
Cash flows provided by discontinued operations	(₱271,961,082)

Merger of RBC with BPI

On September 30, 2022, the BOD of RBC approved the plan of merger of RBC and BPI, with BPI as the surviving entity. The merger is seen as a strategic move that will unlock various synergies across businesses, expand customer bases, and enhance the overall banking experience of the Bank's customers with the combined network.

On January 17, 2023, stockholders representing at least two-thirds of the outstanding shares of BPI approved the merger between BPI and RBC.

On January 26, 2023, the Articles of Merger and the Plan of Merger were executed by BPI and RBC. The Supplement to the Agreement for the Merger of BPI and RBC was likewise executed on the same date by and among BPI, RBC and RBC Shareholders - RRHI and JGSCSC, which states that upon the effectivity of the Merger and receipt of all necessary corporate and regulatory approvals, RBC Shareholders will collectively hold approximately 6.0% of the resulting outstanding capital stock of BPI.

The merger between BPI and RBC underwent several regulatory approvals. On March 9, 2023, the Philippine Competition Commission cleared the merger. Subsequently, on December 15, 2023, the Bangko Sentral ng Pilipinas approved the merger, followed by the Securities and Exchange

Commission's approval of the Articles of Merger and the Plan of Merger, along with their supplements, as filed by BPI and RBC.

As a result, the related assets and liabilities of RBC as of December 31, 2023 are presented as Asset Held for Sale and Liabilities Directly Associated with Assets Held for Sale, respectively, in the consolidated statements of financial position while the results of operations are presented as Net Income After Tax from Discontinued Operations in the consolidated statements of comprehensive income.

Management assessed that the carrying amount of Assets Held for Sale is lower than its fair value less costs to sell; thus, the amount recognized as Asset Held for Sale in the statements of financial position is equal to the carrying amounts as of December 31, 2023.

The results of operations of RBC in the consolidated statements of comprehensive income are presented below:

	2023	2022
Revenue		
Sale of services	**₱13,121,944,839**	₱10,647,329,942
Equity in net losses of associates and joint ventures	**(234,225,120)**	(169,065,451)
Dividend income	**8,916,075**	8,916,075
Rental income	**13,408,896**	14,673,235
	12,910,044,690	10,501,853,801
Cost of Sales and Services	**5,580,108,894**	2,527,409,944
Gross Income	**7,329,935,796**	7,974,443,857
Net Operating Expenses		
General and administrative expenses	**5,513,352,333**	5,368,871,751
Provision for impairment losses and others	**905,720,680**	967,441,083
	6,419,073,013	6,336,312,834
Operating Income	**910,862,783**	1,638,131,023
Other Income		
Foreign exchange gains	**(247,842,685)**	144,971,172
Others	**344,403,428**	118,070,260
Income Before Income Tax	**1,007,423,526**	1,901,172,455
Provision for Income Tax	**305,893,385**	338,132,112
Net Income from Discontinued Operations	**₱701,530,141**	₱1,563,040,343

	2023	2022
Attributable to Parent Company	**₱420,918,085**	₱937,824,206
Attributable to non-controlling interest	**280,612,056**	625,216,137
	₱701,530,141	₱1,563,040,343

Other comprehensive income from discontinued operations consists of the following:

	2023	2022
Net gains on financial assets at FVOCI	**₱231,392,054**	₱237,060,688
Remeasurements of the net defined benefit liability	**(61,607,560)**	70,356,202
Cumulative translation adjustment	**(4,658,301)**	5,748,256
	₱165,126,193	₱313,165,146

The following details outline the asset and liabilities of RBC that have been classified as held for sale:

	2023
Assets	
Cash and cash equivalents (Note 7)	₱11,603,831,759
Financial assets at fair value through profit or loss	24,202,665
Financial assets at fair value through OCI	11,858,734,406
Receivables (Note 11)	109,649,440,089
Investment securities at amortized cost	30,634,274,547
Investments in associates and joint ventures (Note 14)	319,948,221
Property, plant and equipment (Note 16)	492,919,805
Investment properties (Note 15)	1,735,965,994
ROU assets (Note 42)	299,867,501
Goodwill (Note 19)	244,327,006
Intangible assets (Note 18)	1,506,688,932
Other assets	2,323,331,829
	170,693,532,754
Liabilities	
Accounts payable and accrued expenses*	137,865,652,445
Income tax payable	16,843,400
Lease liabilities (Note 42)	330,405,138
Other liabilities**	13,079,184,068
	151,292,085,051
Net Assets	₱19,401,447,703

**This amount includes the current and noncurrent portion of deposits liabilities amounting to ₱123,187,092,539 and ₱8,072,172,327,respectively, as of December 31, 2023.*

The breakdown of RBC's receivables is as follows:

	2023
Receivables from customers	
Commercial	₱62,733,058,577
Real estate	36,202,402,161
Consumption	10,394,717,220
Domestic bills purchased	531,768,944
	109,861,946,902
Less: Unearned interests and discounts	(223,224,700)
	109,638,722,202
Other receivables	3,308,220,638
	112,946,942,840
Less: Allowance for credit losses	(3,297,502,751)
	₱109,649,440,089

The related cash flows arising from banking business activities is as follows:

	2023
Net cash used in operating activities	(₱4,083,355,654)
Net cash used in investing activities	(837,173,485)
Net cash provided by financing activities	4,297,573,160
Effect of foreign exchange changes	(4,658,301)
	(₱627,614,280)

On January 1, 2024, the merger of RBC and BPI became effective, with BPI as the surviving entity. A total of 314 million BPI common shares were issued to RBC shareholders as a result of the merger, equivalent to 6.0% ownership in BPI (3.58% ownership by JGSCSC and 2.4% ownership by Robinsons Retail Holdings, Inc). The Group recognized a gain arising from the merger transaction between RBC and BPI, amounting to ₱7.9 billion, which is reported as part of 'Other Operating Income (Losses)' (see Note 29). The gain on merger is the difference between the consideration received which is the fair market value of BPI shares received (Note 10) and the Group's share in RBC net book value transferred at the effectivity date of the merger.

45. Share-based Payments

On March 29, 2021, the BOD of CAI approved its LTIP. The LTIP involves the grant of any one or a combination of Restricted Stock Units and Stock Options to eligible persons.

Restricted Stock Units (RSU)
On November 26, 2021, 4,710,000 RSUs were granted to 82 eligible persons with one (1) to three (3) years vesting period. These vested in three (3) tranches; 20%, 30% and 50% at the end of 2021, 2022 and 2023, respectively except for three (3) grantees that vested in full at the end of 2021. Vesting is conditional on the eligible person's employment and achievement of a minimum individual performance rating of "Meets Expectations". The fair value of each share is ₱48.40 which is the stock price at grant date.

In 2022, six (6) eligible persons were granted RSUs with three (3) years vesting period, commencing 2022. These vested in three (3) tranches: 20%, 30% and 50% at the end of 2022, 2023 and 2024, respectively. The fair value of each share varies considering the grant date ranging from ₱40.00 to ₱45.00.

Additionally, in 2023, 18 eligible persons were granted RSUs with three (3) years vesting period, commencing 2023. These will vest in four (4) tranches: 6%, 23%, 36% and 35% at the end of 2023, 2024, 2025 and 2026, respectively. The fair value of each share varies considering the grant date ranging from ₱32.50 to ₱43.95.

CAI does not pay cash as a form of settlement.

As of December 31, 2024 and 2023, 346,500 and 2,222,666 RSUs have vested and were subsequently listed with the Philippine Stock Exchange on January 17, 2025 and January 17, 2024, respectively.

Stock Options
On November 26, 2021, 5,205,000 stock options were granted to 16 eligible persons with three (3) years vesting period which can be exercised at a strike price of ₱48.575 once vested. These will vest in three (3) tranches; 20%, 30% and 50% at the end of 2021, 2022 and 2023, respectively except for two (2) grantees which will vest in full at the end of 2021. Vesting is conditional on the eligible person's employment and achievement of a minimum individual performance rating of "Meets Expectations" within the vesting period. These options will expire on December 31, 2027. The Group does not pay cash as a form of settlement.

In 2023, three (3) eligible persons were granted SOs with three (3) years vesting period, commencing 2023. These will vest in four (4) tranches; 6%, 23%, 37% and 33% at the end of 2023, 2024, 2025 and 2026.

On December 31, 2024 and 2023, 140,000 and 2,312,500 stock options have vested. No options were exercised, forfeited or expired during both years. Thus, a total of 5,145,000 and 5,005,000 vested stock options remain to be outstanding and exercisable as of December 31, 2024 and 2023, respectively.

The fair value of each option at grant date is ₱21.79 which was determined using the Cox-Ross-Rubinstein Binomial Option Pricing Method. The inputs in the valuation of the stock option are as follows:

Stock price at grant date	₱48.40
Exercise price	₱48.575
Expected volatility	47.24%
Option life	6.10 years
Dividend yield	2.93%
Risk-free interest rate	4.53%

The option life is the period between the November 26, 2021 grant date to December 31, 2027 expiry date. The expected volatility was based on the historical daily stock prices for the past five years. Daily stock price data used did not include non-trading days. Standard deviation was used to measure volatility which is a measure of risk associated with the degree of fluctuations in stock price over a period of time.

46. Events after reporting period

As part of management’s plans to mitigate losses, JGSOC’s plants have been under an indefinite commercial shutdown since January 2025. The shutdown does not affect the trading of liquefied petroleum gas under Peak Fuel Corporation, which continues to operate as usual and remains steadfast in its plans to grow its operations. JGSOC continues to evaluate various options to mitigate the adverse effects of challenging market conditions and to minimize impact to JGSHI operations and business.

47. Supplemental Disclosures to Cash Flow Statements

Changes in liabilities arising from financing activities in 2024 and 2023 follow:

	January 1, 2024	**Cash Flows**	**Foreign Exchange Movement**	**Currency Translation Adjustment**	**Others***	**December 31, 2024**
Short-term debts	**₱63,524,865,841**	**₱2,445,105,447**	**₱174,061,082**	**₱96,538,863**	**₱–**	**₱66,240,571,233**
Long-term debts	**224,698,241,645**	**8,313,363,244**	**(289,051,907)**	**1,466,867,376**	**(40,952,668)**	**234,148,467,690**
Bonds payable	**13,437,715,699**	**–**	**601,772,733**	**–**	**116,951,790**	**14,156,440,222**
Lease liabilities	**85,448,578,346**	**(14,955,567,818)**	**–**	**–**	**46,879,702,415**	**117,372,712,943**
	₱387,109,401,531	**(₱4,197,099,127)**	**486,781,908**	**₱1,563,406,239**	**₱46,955,701,537**	**₱431,918,192,088**

**Others mainly consist of additional lease liabilities, accretion of interest and amortization of bond issue cost.*

	January 1, 2023	Cash Flows	Foreign Exchange Movement	Currency Translation Adjustment	Others*	December 31, 2023
Short-term debts	₱91,917,480,341	(₱28,059,638,502)	(₱337,503,055)	₱4,527,057	₱–	₱63,524,865,841
Long-term debts	224,240,341,407	1,702,065,850	(148,015,471)	(907,606,357)	(188,543,784)	224,698,241,645
Bonds payable	13,423,322,594	–	(93,207,960)	–	107,601,065	13,437,715,699
Lease liabilities	51,187,518,279	(9,944,700,279)	–	–	44,205,760,346	85,448,578,346
	₱380,768,662,621	(₱36,302,272,931)	(₱578,726,486)	(₱903,079,300)	₱44,124,817,627	₱387,109,401,531

**Others mainly consist of additional lease liabilities, accretion of interest and amortization of bond issue cost.*

2024

- Additions to ROU Assets amounted to ₱41.3 billion (Note 42).
- Reclassification of property, plant and equipment to Assets held for sale amounted to ₱2.4 billion (Note 16).
- Acquisition of property, plant and equipment on account amounted to ₱1.8 billion.
- Transfers from advances to lot owners to investment properties amounted to ₱52 million.
- CTA of long-term debt amounted to ₱1.5 billion.

2023

- Additions to ROU Assets amounted to ₱42.0 billion (Note 42).
- Acquisition of property, plant and equipment on account amounted to ₱1.8 billion.
- Reclassification of property, plant and equipment to Intangible Assets amounted to ₱669.8 million.
- Transfers from investment properties to property and equipment amounted to ₱116.5 million.
- Transfers from advances to lot owners to investment properties amounted to ₱570 million.
- CTA of long-term debt amounted to ₱908 million.

2022

- Additions to ROU Assets amounted to ₱23.3 billion (Note 42).
- Transfers from investment properties to property and equipment amounted to ₱3.9 billion.
- Transfers from advances to lot owners to investment properties amounted to ₱1.7 billion and inventories amounted to ₱98.0 million.
- CTA of long-term debt amounted to ₱6.0 billion.

48. Approval for the Release of the Consolidated Financial Statements

The accompanying consolidated financial statements of the Group were approved and authorized for issue by the BOD on April 14, 2025.

SGV
Building a better working world

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
sgv.ph

INDEPENDENT AUDITOR'S REPORT
ON SUPPLEMENTARY SCHEDULES

The Stockholders and the Board of Directors
JG Summit Holdings, Inc.
43rd Floor, Robinsons-Equitable Tower
ADB Avenue corner Poveda Road, Pasig City, Metro Manila

We have audited, in accordance with Philippine Standards on Auditing, the consolidated financial statements of JG Summit Holdings, Inc. and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, included in this Form 17-A, and have issued our report thereon dated April 14, 2025. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The schedules listed in the Index to the Supplementary Schedules are the responsibility of the Group's management. These schedules are presented for purposes of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic consolidated financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, the financial information required to be set forth therein in relation to the basic consolidated financial statements taken as a whole, are prepared in all material respects, in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

SYCIP GORRES VELAYO & CO.

Janeth T. Nuñez-Javier

Janeth T. Nuñez-Javier
Partner
CPA Certificate No. 111092
Tax Identification No. 900-322-673
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-069-2023, October 23, 2023, valid until October 22, 2026
PTR No. 10465353, January 2, 2025, Makati City

April 14, 2025

SGV
Building a better working world

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
sgv.ph

INDEPENDENT AUDITOR'S REPORT ON COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

The Stockholders and the Board of Directors
JG Summit Holdings, Inc.
43rd Floor, Robinsons-Equitable Tower
ADB Avenue corner Poveda Road, Pasig City, Metro Manila

We have audited, in accordance with Philippine Standards on Auditing, the consolidated financial statements of JG Summit Holdings, Inc. and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, and have issued our report thereon dated April 14, 2025. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The Supplementary Schedule on Financial Soundness Indicators, including their definitions, formulas, calculation, and their appropriateness or usefulness to the intended users, are the responsibility of the Group's management. These financial soundness indicators are not measures of operating performance defined by Philippine Financial Reporting Standards (PFRS) Accounting Standards and may not be comparable to similarly titled measures presented by other companies. This schedule is presented for the purpose of complying with the Revised Securities Regulation Code Rule 68 issued by the Securities and Exchange Commission, and is not a required part of the basic consolidated financial statements prepared in accordance with PFRS Accounting Standards. The components of these financial soundness indicators have been traced to the Group's financial statements as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Janeth T. Nuñez-Javier

Janeth T. Nuñez-Javier
Partner
CPA Certificate No. 111092
Tax Identification No. 900-322-673
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-069-2023, October 23, 2023, valid until October 22, 2026
PTR No. 10465353, January 2, 2025, Makati City

April 14, 2025

JG SUMMIT HOLDINGS, INC.
SUPPLEMENTARY SCHEDULE OF RETAINED EARNINGS AVAILABLE FOR DIVIDEND DECLARATION (ANNEX 68-D) AS OF DECEMBER 31, 2024

The table below presents the retained earnings available for dividend declaration as of December 31, 2024:

Unappropriated Retained Earnings, beginning of reporting period		₱56,031,705,362
Less:	**Category B: Items that are directly debited to Unappropriated Retained Earnings**	
	Dividend declaration during the reporting period	3,175,613,136
Unappropriated Retained Earnings, as adjusted		52,856,092,226
Add/Less: Net Income for the current year		12,486,674,548
Less:	**Category C.1: Unrealized income recognized in the profit or loss during the reporting period (net of tax)**	
	Fair value adjustment on financial asset at FVTPL	(123,101,975)
Add:	**Category C.3: Unrealized income recognized in the profit or loss in prior periods but reversed in the current reporting period (net of tax)**	
	Fair value adjustment on financial asset at FVTPL	48,361,490
Total Retained Earnings, end of the reporting period available for dividend		₱65,268,026,289

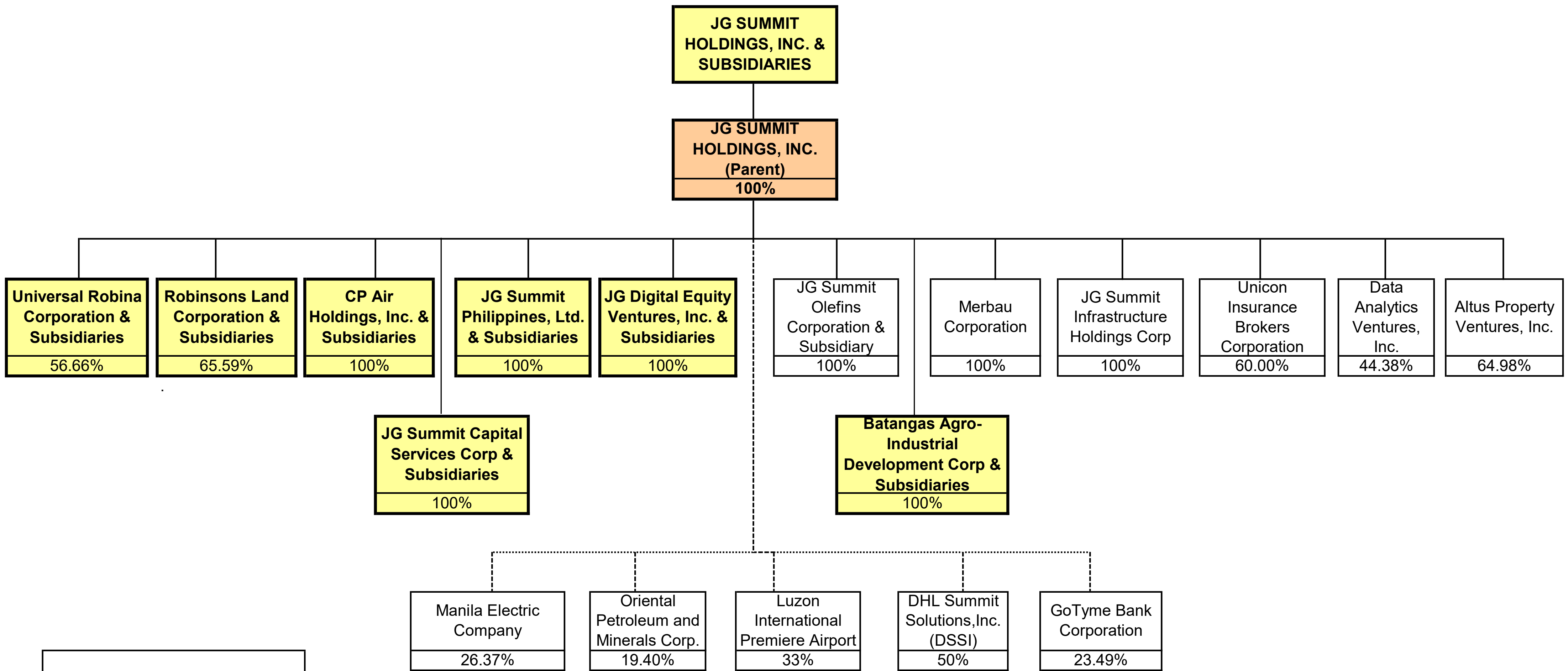
JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES

SCHEDULE OF FINANCIAL SOUNDNESS INDICATOR (ANNEX 68-E)
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

The following are the financial ratios that the Group monitors in measuring and analyzing its financial soundness:

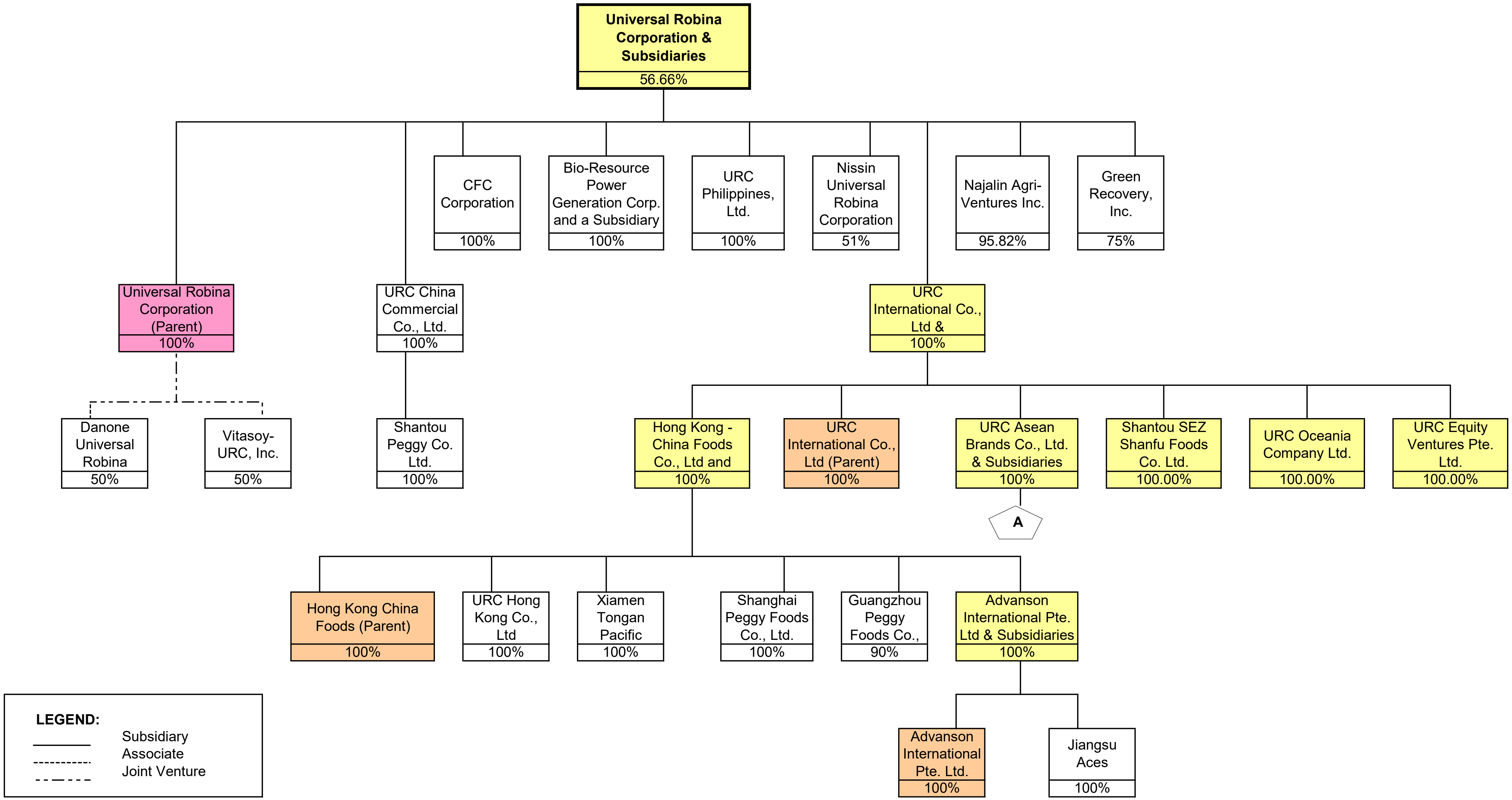
Ratio	Formula *(in millions)*		2024	2023
Current ratio	Total Current Assets	235,201	**1.03**	1.01
	Divide by: Total Current Liabilities	228,551		
	Current ratio	1.03		
	In 2023, excludes Assets held for sale and Liabilities directly associated with assets held for sale			
Debt-to-equity ratio/ Gearing ratio	Total Debt**	314,545	**0.66**	0.68
	Divide by: Total Equity	474,135		
	Debt-to-equity ratio	0.66		
	***Short-term loans + Long-term loans+ Bonds Payable +Derivative Liabilities*			
Asset-to-equity ratio	Total Assets	1,042,498	**2.20**	2.50
	Divide by: Total Equity	474,135		
	Asset-to-equity ratio	2.20		
Operating income margin	Operating Income	49,465	**0.13**	0.14
	Divide by: Total Revenues	378,641		
	Operating income margin	0.13		
Return on equity	Net income attributable to equity holders of the Parent Company	21,326	**0.061**	0.061
	Divide by: Average Equity attributable to equity holders of the Parent Company	350,172		
	Return on equity	0.061		

MAP OF THE RELATIONSHIPS OF THE COMPANIES WITHIN THE GROUP

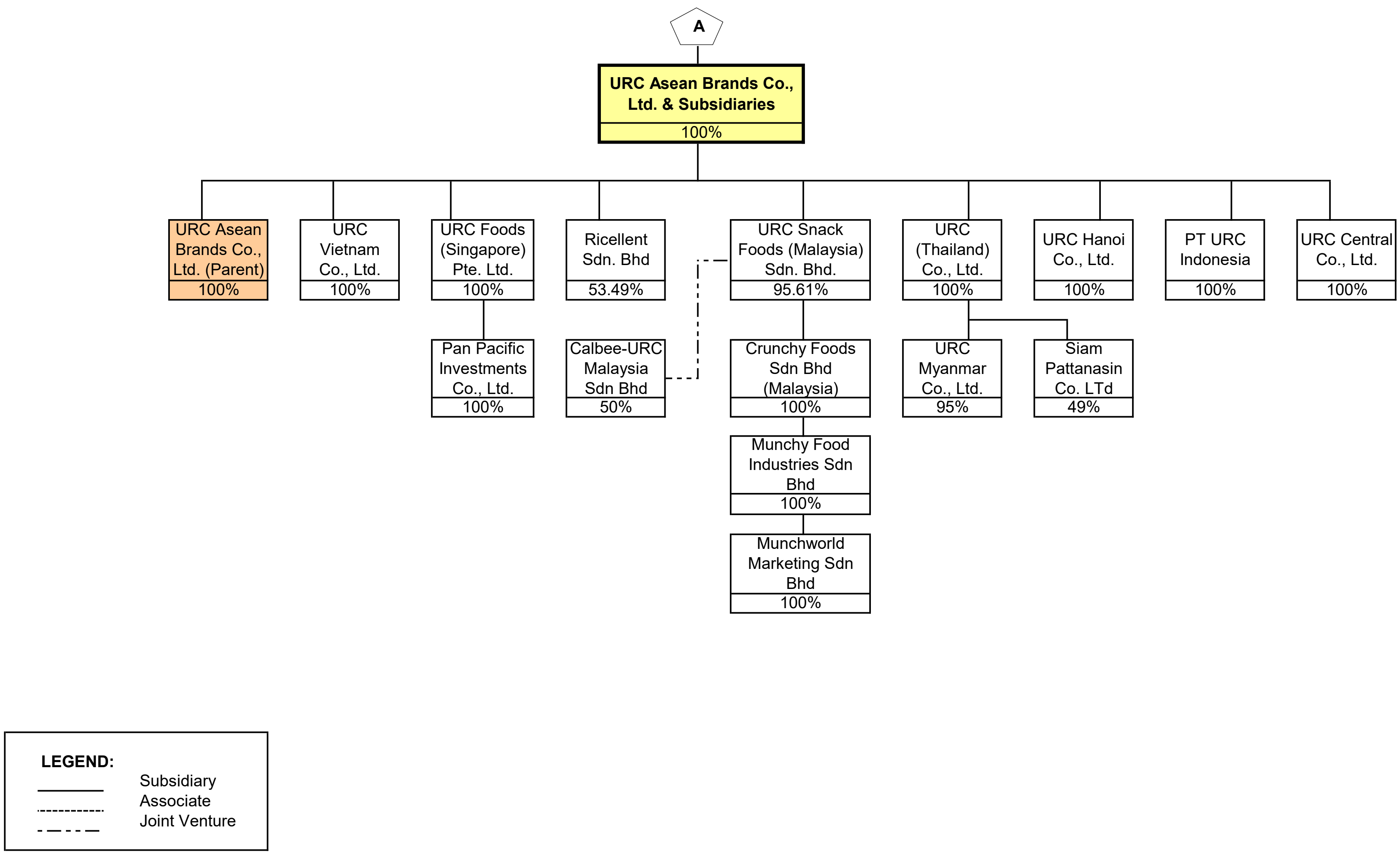


LEGEND:
- Subsidiary
- Associate
- Joint Venture

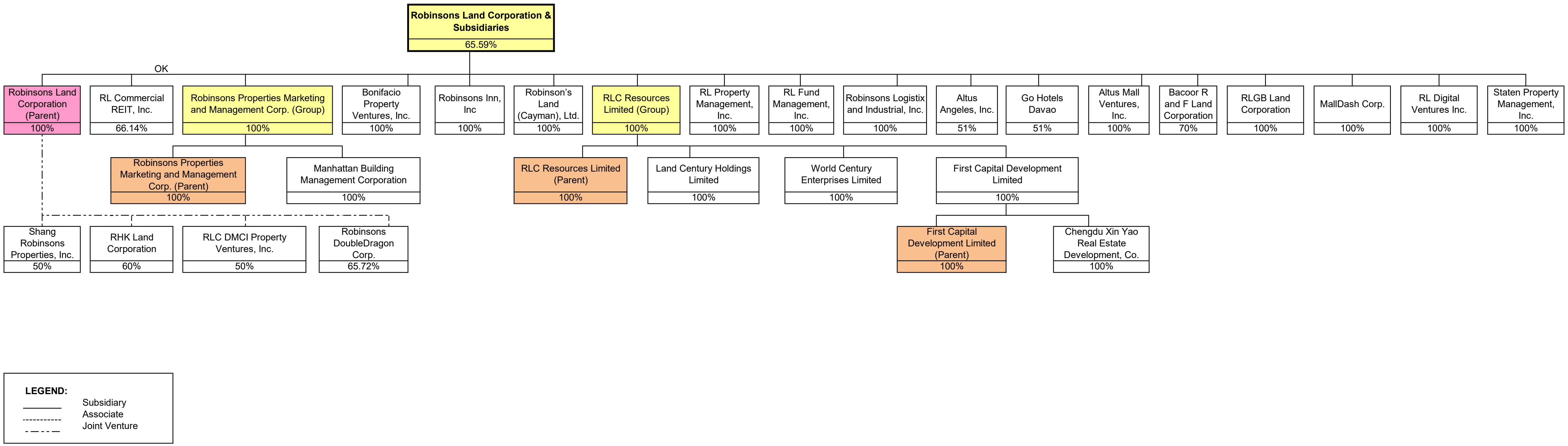
NOTE: Please see separate sheets for the organizational structures of the various consolidation groups.

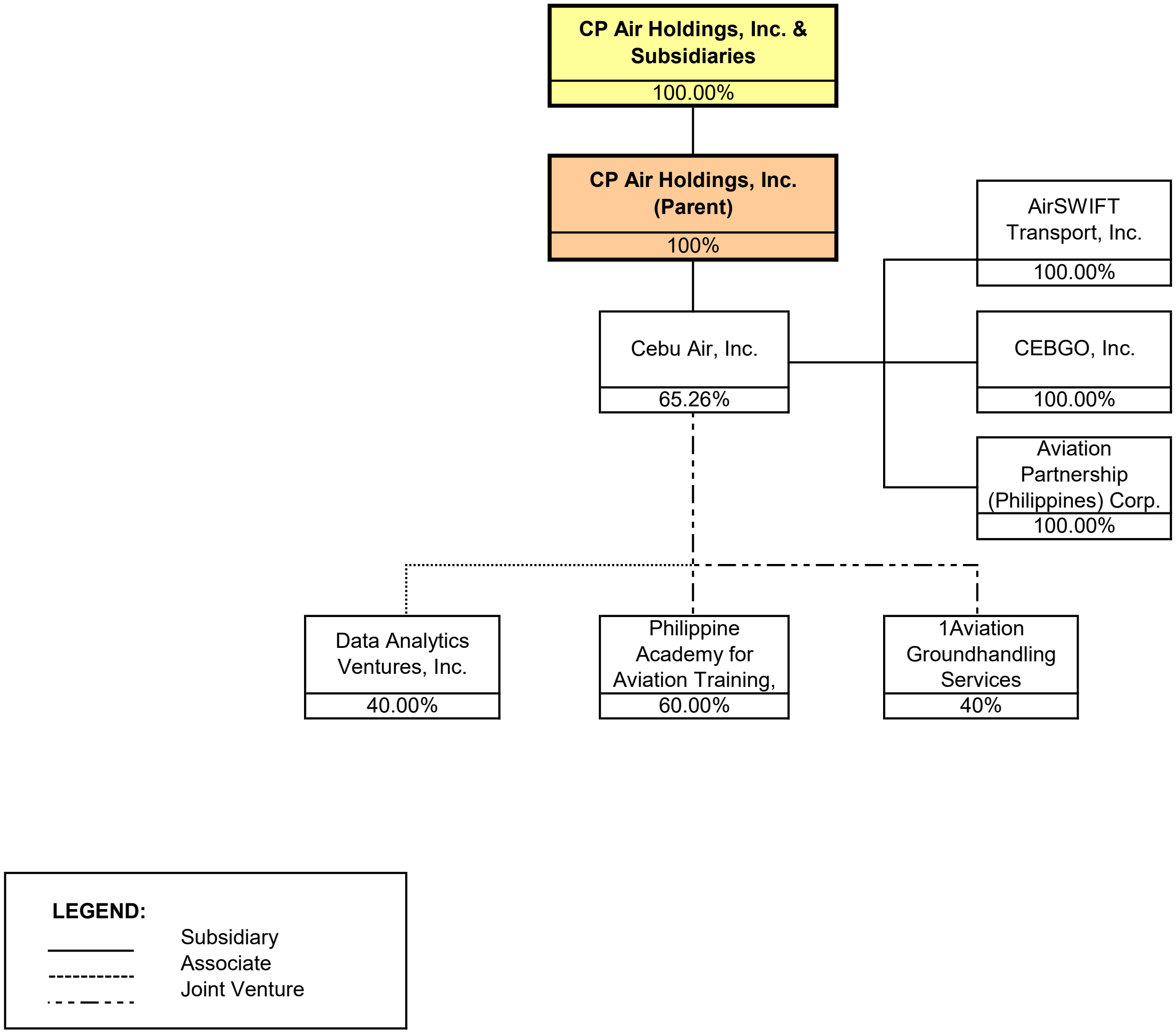


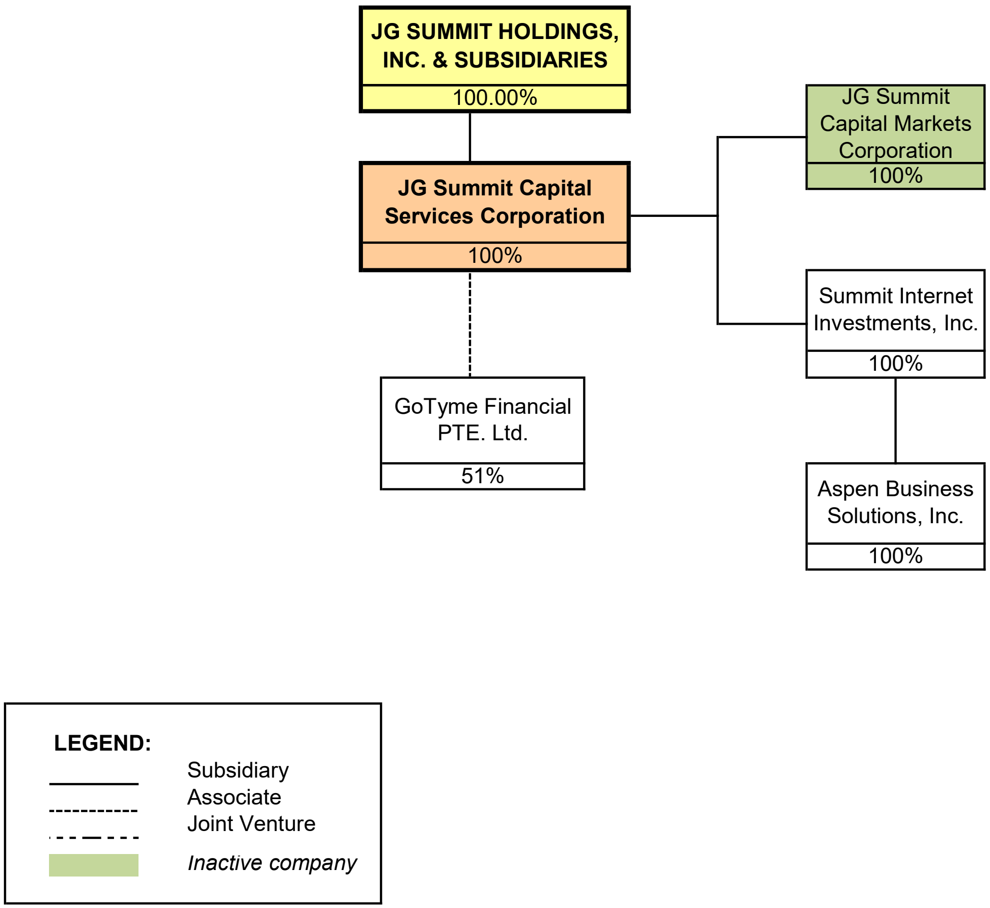
Universal Robina Corporation & Subsidiaries
56.66%
Universal Robina Corporation (Parent)
100%
URC China Commercial Co., Ltd.
100%
CFC Corporation
100%
Bio-Resource Power Generation Corp. and a Subsidiary
100%
URC Philippines, Ltd.
100%
Nissin Universal Robina Corporation
51%
URC International Co., Ltd &
100%
Najalin Agri-Ventures Inc.
95.82%
Green Recovery, Inc.
75%
Danone Universal Robina
50%
Vitasoy-URC, Inc.
50%
Shantou Peggy Co. Ltd.
100%
Hong Kong - China Foods Co., Ltd and
100%
URC International Co., Ltd (Parent)
100%
URC Asean Brands Co., Ltd. & Subsidiaries
100%
A
Shantou SEZ Shanfu Foods Co. Ltd.
100.00%
URC Oceania Company Ltd.
100.00%
URC Equity Ventures Pte. Ltd.
100.00%
Hong Kong China Foods (Parent)
100%
URC Hong Kong Co., Ltd
100%
Xiamen Tongan Pacific
100%
Shanghai Peggy Foods Co., Ltd.
100%
Guangzhou Peggy Foods Co.,
90%
Advanson International Pte. Ltd & Subsidiaries
100%
Advanson International Pte. Ltd.
100%
Jiangsu Aces
100%
LEGEND:
Subsidiary
Associate
Joint Venture

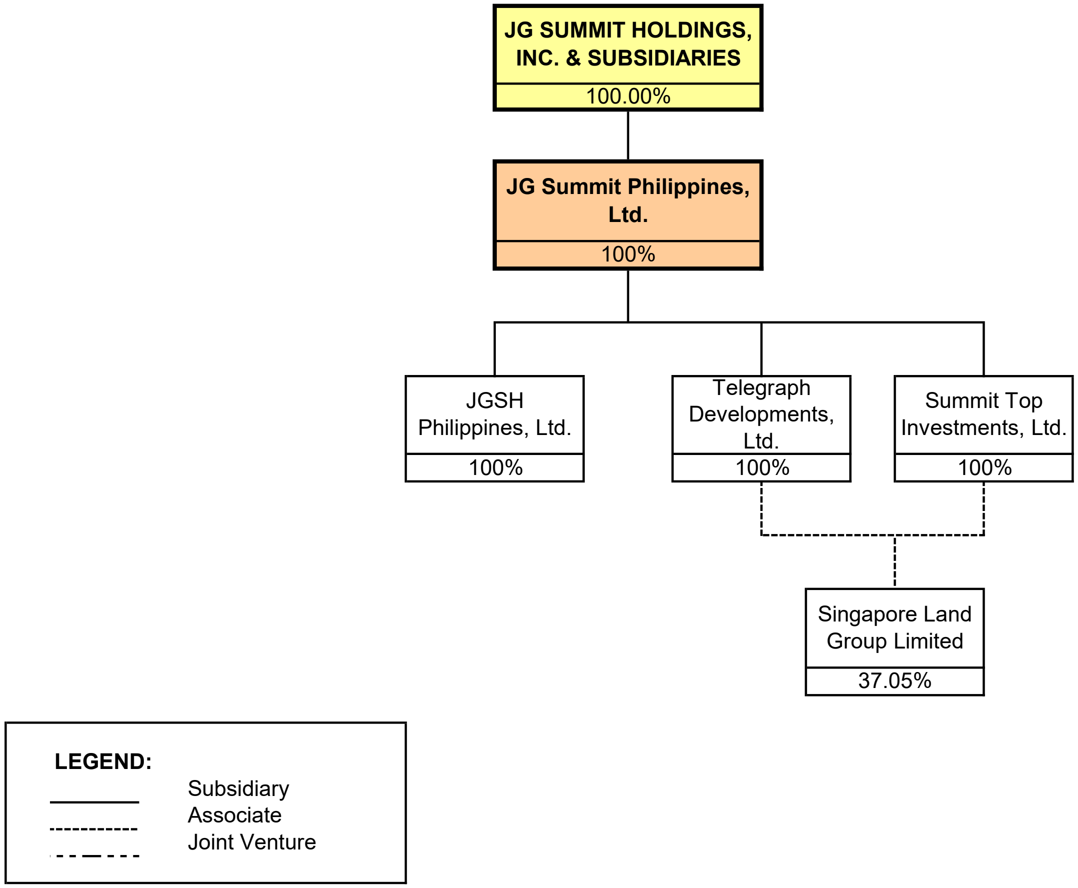


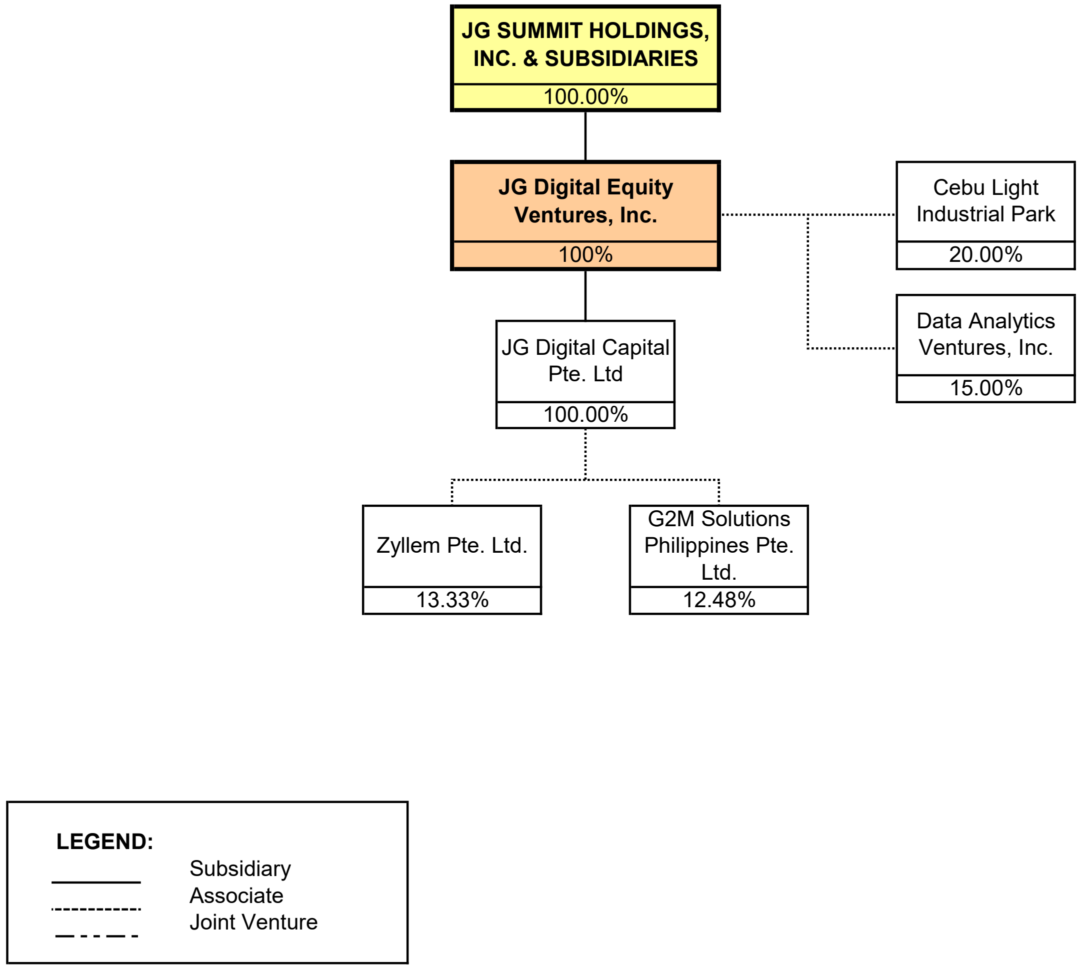
A
URC Asean Brands Co., Ltd. & Subsidiaries
100%
URC Asean Brands Co., Ltd. (Parent)
100%
URC Vietnam Co., Ltd.
100%
URC Foods (Singapore) Pte. Ltd.
100%
Ricellent Sdn. Bhd
53.49%
URC Snack Foods (Malaysia) Sdn. Bhd.
95.61%
URC (Thailand) Co., Ltd.
100%
URC Hanoi Co., Ltd.
100%
PT URC Indonesia
100%
URC Central Co., Ltd.
100%
Pan Pacific Investments Co., Ltd.
100%
Calbee-URC Malaysia Sdn Bhd
50%
Crunchy Foods Sdn Bhd (Malaysia)
100%
URC Myanmar Co., Ltd.
95%
Siam Pattanasin Co. LTd
49%
Munchy Food Industries Sdn Bhd
100%
Munchworld Marketing Sdn Bhd
100%
LEGEND:
Subsidiary
Associate
Joint Venture

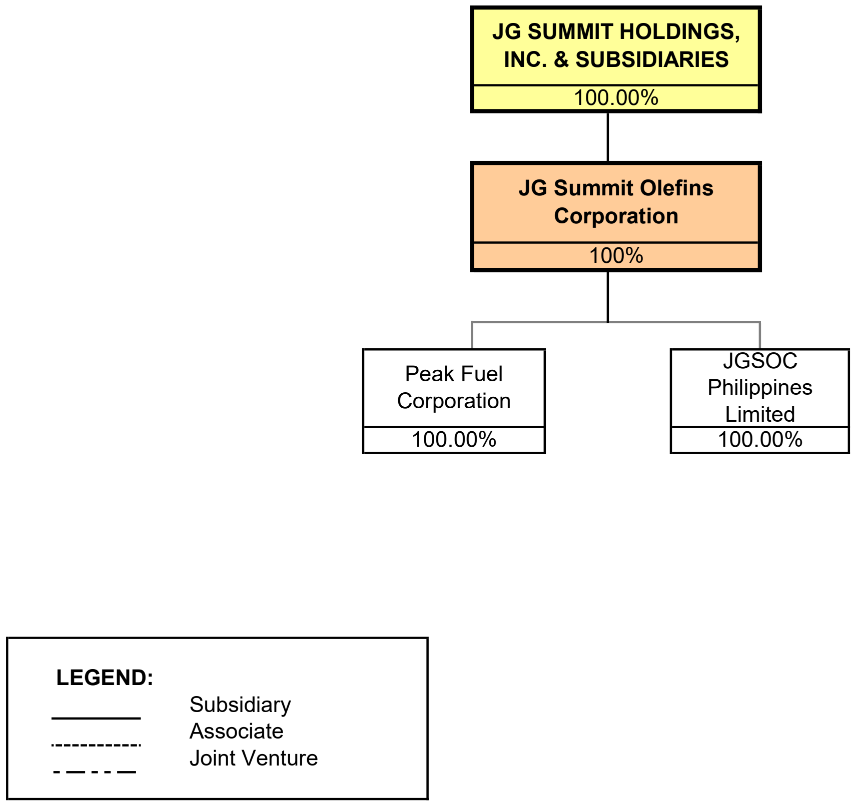

Robinsons Land Corporation & Subsidiaries
65.59%
OK
Robinsons Land Corporation (Parent)
100%
RL Commercial REIT, Inc.
66.14%
Robinsons Properties Marketing and Management Corp. (Group)
100%
Bonifacio Property Ventures, Inc.
100%
Robinsons Inn, Inc
100%
Robinson's Land (Cayman), Ltd.
100%
RLC Resources Limited (Group)
100%
RL Property Management, Inc.
100%
RL Fund Management, Inc.
100%
Robinsons Logistix and Industrial, Inc.
100%
Altus Angeles, Inc.
51%
Go Hotels Davao
51%
Altus Mall Ventures, Inc.
100%
Bacoor R and F Land Corporation
70%
RLGB Land Corporation
100%
MallDash Corp.
100%
RL Digital Ventures Inc.
100%
Staten Property Management, Inc.
100%
Robinsons Properties Marketing and Management Corp. (Parent)
100%
Manhattan Building Management Corporation
100%
RLC Resources Limited (Parent)
100%
Land Century Holdings Limited
100%
World Century Enterprises Limited
100%
First Capital Development Limited
100%
Shang Robinsons Properties, Inc.
50%
RHK Land Corporation
60%
RLC DMCI Property Ventures, Inc.
50%
Robinsons DoubleDragon Corp.
65.72%
First Capital Development Limited (Parent)
100%
Chengdu Xin Yao Real Estate Development, Co.
100%
LEGEND:
Subsidiary
Associate
Joint Venture

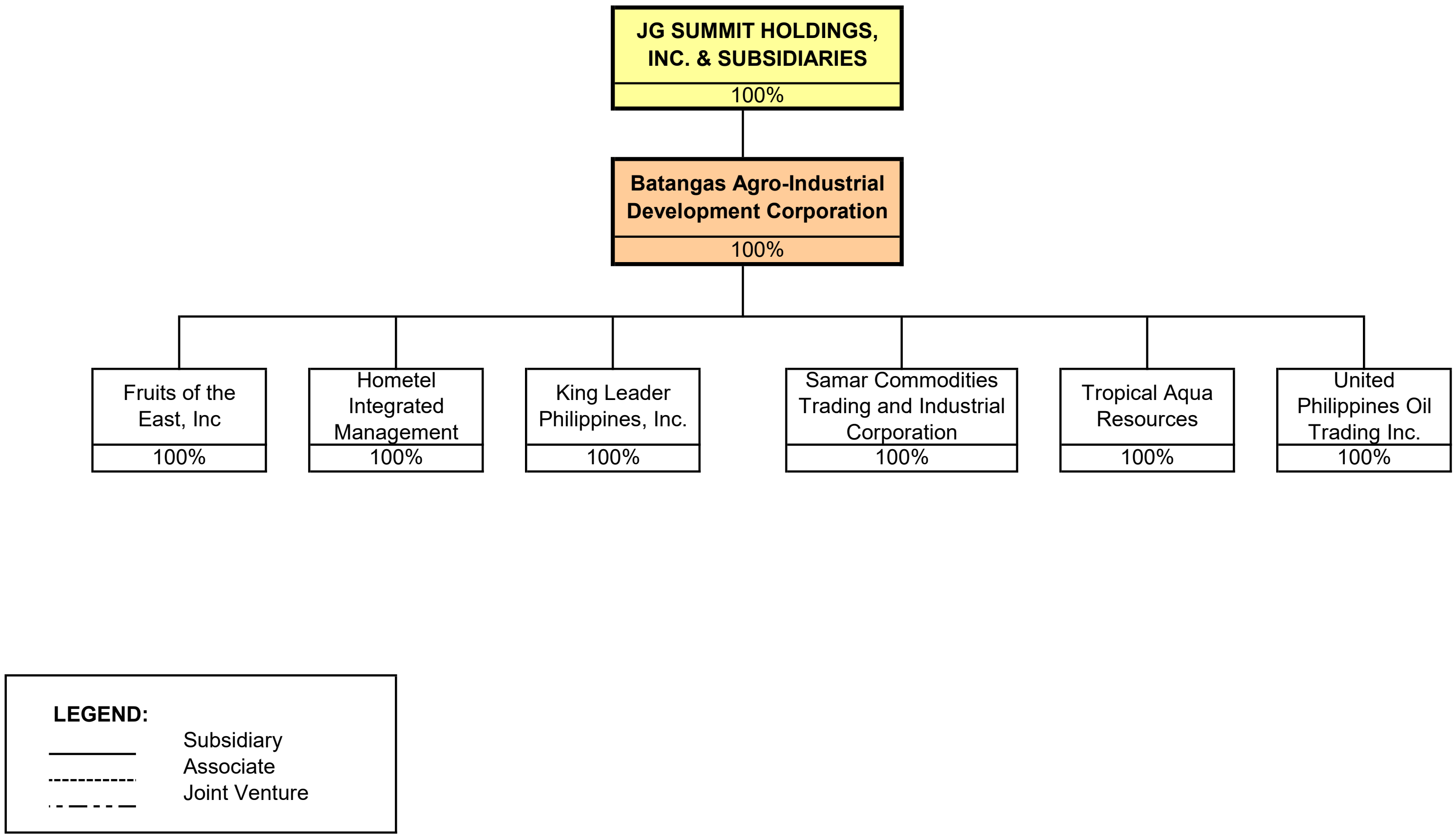

CP Air Holdings, Inc. & Subsidiaries
100.00%
CP Air Holdings, Inc. (Parent)
100%
AirSWIFT Transport, Inc.
100.00%
Cebu Air, Inc.
65.26%
CEBGO, Inc.
100.00%
Aviation Partnership (Philippines) Corp.
100.00%
Data Analytics Ventures, Inc.
40.00%
Philippine Academy for Aviation Training,
60.00%
1Aviation Groundhandling Services
40%
LEGEND:
Subsidiary
Associate
Joint Venture


JG SUMMIT HOLDINGS, INC. & SUBSIDIARIES
100.00%
JG Summit Capital Services Corporation
100%
JG Summit Capital Markets Corporation
100%
Summit Internet Investments, Inc.
100%
Aspen Business Solutions, Inc.
100%
GoTyme Financial PTE. Ltd.
51%
LEGEND:
Subsidiary
Associate
Joint Venture
Inactive company


JG SUMMIT HOLDINGS, INC. & SUBSIDIARIES
100.00%
JG Summit Philippines, Ltd.
100%
JGSH Philippines, Ltd.
100%
Telegraph Developments, Ltd.
100%
Summit Top Investments, Ltd.
100%
Singapore Land Group Limited
37.05%
LEGEND:
Subsidiary
Associate
Joint Venture


JG SUMMIT HOLDINGS, INC. & SUBSIDIARIES
100.00%
JG Digital Equity Ventures, Inc.
100%
Cebu Light Industrial Park
20.00%
Data Analytics Ventures, Inc.
15.00%
JG Digital Capital Pte. Ltd
100.00%
Zyllem Pte. Ltd.
13.33%
G2M Solutions Philippines Pte. Ltd.
12.48%
LEGEND:
Subsidiary
Associate
Joint Venture


JG SUMMIT HOLDINGS, INC. & SUBSIDIARIES
100.00%
JG Summit Olefins Corporation
100%
Peak Fuel Corporation
100.00%
JGSOC Philippines Limited
100.00%
LEGEND:
Subsidiary
Associate
Joint Venture


JG SUMMIT HOLDINGS, INC. & SUBSIDIARIES
100%
Batangas Agro-Industrial Development Corporation
100%
Fruits of the East, Inc
100%
Hometel Integrated Management
100%
King Leader Philippines, Inc.
100%
Samar Commodities Trading and Industrial Corporation
100%
Tropical Aqua Resources
100%
United Philippines Oil Trading Inc.
100%
LEGEND:
Subsidiary
Associate
Joint Venture

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES

SCHEDULE OF EXTERNAL AUDITOR FEE-RELATED INFORMATION
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
Total Audit Fees	**₱55,315,842**	₱53,862,946
Non-audit service fees:		
Tax Services	**98,508**	3,997,467
All other services	**5,210,875**	2,988,000
	5,309,383	6,985,467
Total Audit and Non-audit Fees	**₱60,625,225**	₱60,848,413

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE A - FINANCIAL ASSETS
DECEMBER 31, 2024

Name of Issuing Entity and Description of Each Issue	Amount Shown in the Balance Sheet/Notes	Value Based on Market Quotations at Balance Sheet Date	Income Received and Accrued
Financial Assets at Fair Value Through Profit or Loss			
Various Equity Unquoted Securities	₱3,508,304,612	₱3,508,304,612	₱–
Various Equity Quoted Securities	3,418,438,042	3,418,438,042	190,995,703
Investment in Convertible Note	206,268,529	206,268,529	–
Derivatives	1,297,193	1,297,193	
	7,134,308,376	7,134,308,376	190,995,703
Financial Assets at Fair Value Through Other Comprehensive Income			
Various / Private Bonds	6,363,113,470	6,363,113,470	251,647,762
Various / Government Bonds	353,632,573	353,632,573	45,222,417
Philippine Long Distance Telephone Corp.	31,523,479,225	31,523,479,225	2,336,875,680
Bank of the Philippine Islands	22,984,746,808	22,984,746,808	746,062,273
Various Equity Quoted Securities	634,255,092	634,255,092	18,055,874
Various Equity Unquoted Securities	2,746,719,301	2,746,719,301	83,667,865
	64,605,946,469	64,605,946,469	3,481,531,871
	₱71,740,254,845	₱71,740,254,845	₱3,672,527,574

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE B - AMOUNTS RECEIVABLE FROM DIRECTORS, OFFICERS, EMPLOYEES, RELATED PARTIES AND PRINCIPAL STOCKHOLDERS (OTHER THAN RELATED PARTIES)
DECEMBER 31, 2024

Name and Designation of Debtor	Balance at Beginning of Period	Additions	Collections	Write Offs	Balance at End of Period		
					Current	Noncurrent	Total

- NONE TO REPORT -

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE C - AMOUNTS RECEIVABLE FROM RELATED PARTIES WHICH ARE ELIMINATED DURING THE CONSOLIDATION OF FINANCIAL STATEMENTS
DECEMBER 31, 2024

Name and Designation of Debtor	Balance at Beginning of Period	Additions	Amounts Collected	Amounts Written-Off	Balance at End of Period		
					Current	Non-current	Total
Batangas Agro-Industrial Development Corporation *(Subsidiary)*	₱ 294,175,009	₱–	(₱3,460,827)	₱–	₱290,714,182	₱–	₱290,714,182
Cebu Air, Inc. *(Subsidiary)*	15,023,474	73,102,012	(72,858,503)	–	15,266,983	–	15,266,983
Data Analytics Ventures, Inc. *(Subsidiary)*	6,599,212	13,889,605	(4,779,406)		15,709,411	–	15,709,411
JG Digital Equity Ventures, Inc. *(Subsidiary)*	118,172,383	29,500,000	–	–	147,672,383	–	147,672,383
JG Summit Holdings, Inc. *(Parent)*	668,738,981	764,603,772	(1,433,342,753)	–	–	–	–
JG Summit Olefins Corporation *(Subsidiary)*	70,258,484	55,563,892	–		125,822,376	–	125,822,376
Unicon Insurance Brokers Corporation *(Subsidiary)*	–	189,919,013	(177,245,622)	–	12,673,391	–	12,673,391
JG Summit Infrastructure Holdings Corporation *(Subsidiary)*	2,649,190	–	–	–	2,649,190	–	2,649,190
Robinsons Land Corporation and Subsidiaries *(Subsidiary)*	128,009,881	121,237,566	(75,715,397)	–	173,532,050	–	173,532,050
Summit Internet Investments, Inc. and Subsidiaries *(Subsidiary)*	65,642,326	11,830,400	(35,080,263)	–	42,392,463	–	42,392,463
Universal Robina Corporation and Subsidiaries *(Subsidiary)*	–	453,655,059	(453,655,059)	–	–	–	–
	₱1,369,268,940	₱1,713,301,319	(₱2,256,137,830)	₱–	₱826,432,429	₱–	₱826,432,429

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE D - LONG-TERM DEBT
DECEMBER 31, 2024

Title of Issue and Type of Obligation	Amount Authorized by Indenture	Amount Shown under Caption "Current Portion of Long-Term Debt" in Related Balance Sheet	Amount Shown under Caption "Long-Term Debt" in Related Balance Sheet	Remarks
Fixed Rate Term Loans Due 2025	₱–	₱3,996,723,585	₱–	
Floating Rate Term Loans Due 2028 & 2029	–	(49,493,747)	35,666,343,380	
Guaranteed Notes Due 2030	–	(16,400,870)	33,946,794,261	
CAI - Commercial Loans	–	4,023,656,700	38,774,694,738	See
RLC - Fixed Rate Retail Bonds Due 2025, 2026, 2027 and 2028	–	7,704,281,936	23,886,695,830	Notes
RLC - Fixed Rate Term Loans	–	5,997,637,893	4,456,885,071	Below
RLC - Floating Term Loans		(15,784,820)	11,186,804,349	
JGSOC - Floating Rate Term Loans	–	4,000,000,000	51,589,629,384	
JGSOC - Fixed Rate Term Loans	–	9,000,000,000	–	
	₱–	₱34,640,620,677	₱199,507,847,013	

Title of Issue and Type of Obligation	Amount Authorized by Indenture	Amount Shown under Caption "Bonds Payable" in Related Balance Sheet
Convertible bonds	₱–	**₱14,156,440,222**

NOTES:

1) The terms, interest rate, collaterals and other relevant information are shown in the Notes to Consolidated Financial Statements.

2) The negative amounts represent debt issuance costs to be amortized the following year.

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE E - INDEBTEDNESS TO RELATED PARTIES (LONG-TERM LOANS FROM RELATED COMPANIES)
DECEMBER 31, 2024

Name of Related Party	Balance at Beginning of the Period	Balance at End of the Period

- NONE TO REPORT -

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE F - GUARANTEES OF SECURITIES OF OTHER ISSUERS
DECEMBER 31, 2024

Name of issuing entity of securities guaranteed by the Company for which this statement is filed	Title of issue of each class of securities guaranteed	Total amount guaranteed and outstanding	Amount owned by person for which this statement is filed	Nature of guarantee

- NONE TO REPORT -

JG SUMMIT HOLDINGS, INC. AND SUBSIDIARIES
SCHEDULE G - CAPITAL STOCK
DECEMBER 31, 2024

Title of Issue	Number of Shares Authorized	Number of Shares Issued and Outstanding	Number of Shares Reserved for Options, Warrants, Conversion and Other Rights	Number of Shares Held by		
				Affiliates	Directors, Officers and Employees	Others
Common Shares at ₱1 par value	12,850,800,000	7,520,983,658	–	284,267,025	1,071,188,059	6,165,528,574
Preferred Voting Shares at ₱0.01 par value	204,000,000,000	42,000,000	–	–	–	42,000,000

JG Summit Holdings, Inc.
2024 Sustainability Report

Outline

Our Company

About Our Company and 2024 Sustainability Report

Name of Organization	JG Summit Holdings, Inc. (JGSHI)
Business Model, including Primary Activities, Brands, Products, and Services	JGSHI is a holding company for a group of companies with substantial business interests in food, Agro-industrial and commodities, real estate and hotel, air transportation and petrochemicals. It also has core investments in telecommunications, and power generation and distribution.
Location of Headquarters	Robinsons Equitable Tower
Location of Operations	The parent company and its subsidiaries conduct businesses throughout the Philippines, in and around Metro Manila (where it is based) and in the regions of Luzon, Visayas, and Mindanao. It also has a presence in several regions in the Asia Pacific. Subsidiaries: • **Universal Robina Corporation (URC)** has manufacturing facilities in the Philippines, Myanmar, Thailand, Vietnam, Indonesia, and Malaysia; distribution facilities in Laos and Cambodia; and sales offices in Hong Kong and Singapore. • **Cebu Air, Inc.'s (CEB)** network spans operations in Southeast Asia, North Asia, the Middle East, and Australia. As of December 31, 2024, CEB operates 84 domestic routes and 39 international routes, with a total of over 3,864 scheduled weekly flights. The company operates in several hubs, namely Manila, Cebu, Clark, Davao, and Iloilo. • **JG Summit Olefins Corporation (JGSOC)**, headquartered in Pasig City, operates its manufacturing plant in Batangas City. • **Robinsons Land Corporation (RLC)** has properties distributed in 52 cities and 13 municipalities in 30 provinces.

<table>
<tr><td>Report Boundary</td><td colspan="2">Unless otherwise specified in specific sections, this report shall cover JG Summit Holdings, Inc. (JGSHI) including its four (4) strategic business units:

Universal Robina Corporation
• Branded Consumer Foods (BCF) Philippines (PH) and International (INTL)
• Agro-Industrial and Commodities (AIC)

Cebu Air, Inc.
• Cebgo, Inc.

Robinsons Land Corporation
• Robinsons Malls
• Robinsons Offices
• Robinsons Hotels and Resorts
• Robinsons Residential
• Robinsons Industrial and Logistics Facilities
• Robinsons Integrated Developments
• Robinsons Destination Estates
• RL Commercial REIT, Inc. (RCR)

JG Summit Olefins Corporation
• JG Summit Olefins Corporation</td></tr>
<tr><td>Reporting Period</td><td colspan="2">January 1, 2024 to December 31, 2024</td></tr>
<tr><td>Highest Ranking Person responsible for this report</td><td>Renato Salud
Chief Corporate Affairs and Sustainability Officer</td><td>Michael P. Liwanag
Chief Strategy Officer</td></tr>
</table>

Sustainability at JGSHI

Dual approach to growth and responsibility

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

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

Our Sustainability Journey

Advancing transparency in our sustainability reporting

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

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

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

2018

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

2019

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

2020

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

2021

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

2022

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

2023

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

2024-2025

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

Evolving our Approach to Sustainability

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

Governance

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

I. Governance Statement, Strategies, and Objectives

JG Summit Holdings, Inc. ("JGSHI" or the "Company") upholds its commitment to doing business in accordance with its long-held values of exercising the highest ethical standards and always acting in good faith and in the best interest of all stakeholders. These values, which extend to corporate governance, have been the foundation of the Company in advocating and promoting the principles of integrity, fairness, transparency, and accountability.

JGSHI is compliant with the Code of Corporate Governance for Publicly-Listed Companies ("CG Code"). It continuously strives to strengthen its governance practices within the framework of evolving laws and regulations of the Securities and Exchange Commission ("SEC") and the Philippine Stock Exchange ("PSE") on the recommended corporate governance principles and industry best practices. Consequently, there is a regular review of JGSHI's company policies, such as its Revised Corporate Governance Manual, Code of Business Conduct and Ethics, and Anti- Bribery and Anti-Corruption, which all of its operating companies and employees are expected to follow.

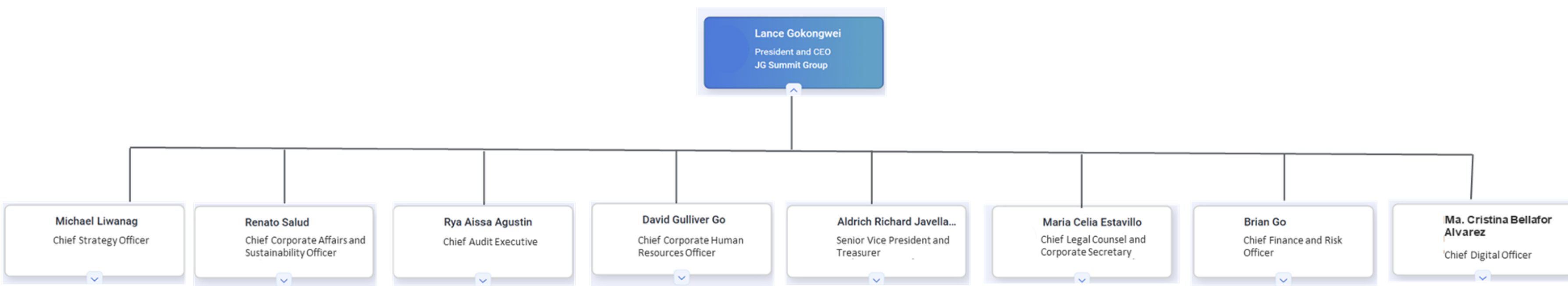
In addition, it adopts the long-term strategic planning framework **"OGSM" (Objectives, Goals, Strategies, and Measures)**. It begins with a **purpose**, an inspiring articulation of the company's reason for being and the role it plays in the lives of its stakeholders; the **vision** for the next 3-5 years; the **financial and non-financial goals,** the strategic choices **about where to compete,** and the **strategies to be employed to win.** The Board also regularly reviews and monitors the execution of the OGSM through discussions of JGSHI's CEO Scorecard, the group's quarterly financial performance, and updates on its How-to-Win strategies. Ultimately, in its pursuit to heighten observance of good corporate governance in light of emerging trends, JGSHI is resolutely and relentlessly carrying out its business purpose and intention of offering better choices to its customers and creating shared success with all its stakeholders.

II. The Company

A. Organizational Structure

JGSHI is currently one of the largest and most diversified Filipino conglomerates engaged primarily in businesses that serve a growing middle class with rising disposable incomes in the **Philippines and Southeast Asia**. JGSHI's place in Philippine business has for its cornerstone a portfolio of market leaders, management team, and a vision of leading the country to global competitiveness and making life better for every Filipino. The Group Corporate Structure is reported in the JGS Annual Report SEC Form (17A) December 2024 (Part 1), **Part I, Item 1 (B).**

B. Management Leadership Chart



See JGS Annual Report SEC Form (17A) December 2024 (Part 1), Part III, Item 9 (1) Directors *(for Mr. Lance Gokongwei as Executive Director)*, (2) Executive Officers for the full write-up of on the above-mentioned officers. For the role of key officers, please refer to the "Governance Framework" section of this Sustainability Report.

C. Ownership Structure

1. Top Shareholdings (shareholders holding >5%)

The persons who beneficially owns in excess of 5% of the Company's common stocks as of December 31, 2024 are specified and reported in the JGS Annual Report SEC Form (17A) December 2024 (Part 1), **Part III, Item 11 (2)**.

2. Management Beneficial Ownership

The detailed table of Security Ownership of Management over any shares of the Company as of 31 December 2024 is reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1), Part III, Item 11 (2)**.

3. Trading of Securities

The Directors and Officers of the Company are required to report any changes in ownership of Company shares to the Office of the Corporate Secretary within three (3) business days from said occurrence under the **Insider Trading Policy**. The Office of the Corporate Secretary shall file the required disclosure to comply with reporting requirements of the PSE and the SEC within the prescribed period.

	Shareholdings as of December 31, 2023				***Shareholdings as of December 31, 2024***			
	Direct	**Indirect**	**Total Direct and 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	570,962,279	0	570,962,279	7.59	570,962,279	0	570,962,279	7.59
Patrick Henry C. Go	133,164	0	133,164	0	133,164	0	133,164	0
Robina Y. Gokongwei-Pe	190,464,774	0	190,464,774	2.53	190,464,774	0	190,464,774	2.53
Johnson Robert G. Go, Jr.	43,737	0	43,737	0	43,834	0	43,834	0
Artemio V. Panganiban	10	0	10	0	10	0	10	0
Jose T. Pardo*	1	0	1	0	___	___	___	___
Renato T. De Guzman	22,838	0	22,838	0	22,838	0	22,838	0
Antonio L. Go	1	0	1	0	1	0	1	0
Bernadine T. Siy*	___	___	___	___	1	0	1	0
TOTAL	***917,915,384***	***0***	***917,915,384***	***12.2***	***917,915,481***	***0***	***917,915,481***	***12.2***
Officers:								
Lisa Y. Gokongwei-Cheng	146,018,275	0	146,018,275	1.94	146,018,275	0	146,018,275	1.94
Michael P. Liwanag	105,000	0	105,000	0	105,000	0	105,000	0
Maria Celia H. Fernandez-Estavillo	5,250	0	5,250	0	5,250	0	5,250	0
David Gulliver G. Go	43,735	0	43,735	0	43,832	0	43,832	0

	Shareholdings as of December 31, 2023				*Shareholdings as of December 31, 2024*			
	Direct	**Indirect**	**Total Direct and Indirect Shares**	**% to Total Outstanding**	**Direct**	**Indirect**	**Total Direct and Indirect Shares**	**% to Total Outstanding**
Brian M. Go	2,237,577	0	2,237,577	0.03	2,237,577	0	2,237,577	0.03
TOTAL	***148,409,837***	***0***	***148,409,837***	***1.97***	***148,409,934***	***0***	***148,409,934***	***1.97***

Notes:
*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

The other Executive Officers of the Company have no beneficial ownership over any shares of the Company as of December 31, 2024, namely:

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

The shareholdings as of December 31, 2023 and 2024 indicated above may be viewed at the JGSHI website through this link: **Public Ownership Report**.

4. Rights of Shareholders

The Company is committed to ensuring fair and equitable treatment of all shareholders, whether controlling or minority, local or foreign. The Company respects the rights of all shareholders as provided under the Revised Corporation Code and other laws and as stated in its RCGM and the Company's website. These rights relate to the following, among others: the (1) participate and vote on all matters that require their consent or approval in general shareholder meetings, including election and removal of Board members; (2) inspect corporate books and records; (3) obtain relevant and material information on the corporation on a timely and regular basis; (4) dividends; (5) appraisal; (6) secure methods of ownership registration; (7) convey or transfer shares; (8) nominate directors in accordance with the by-laws and notice of the annual stockholders' meeting procedures; and (9) submit proposals on items for inclusion in the agenda in accordance with relevant laws, regulations and internal policy.

a. The Annual Stockholders Meeting

JGSHI is transparent and fair in conducting its Annual and Special Shareholders' meetings and encourages active shareholders participation under its By-Laws, such as nominating candidates to the board or calling for a general or special meeting by minority stockholders in accordance with relevant laws, regulations, by-laws and notice of the annual stockholders' meeting procedures.

The Annual Stockholders' Meeting ("ASM") was held on June 3, 2024. The initial **Notice of the Annual Stockholders' Meeting** ("Notice") was filed on March 14, 2023 or at least twenty-eight (28) days before the ASM, in compliance with the CG Code, the By-Laws and the RCGM. The **Definitive Information Statement**, which contains the Notice, was filed with the SEC and PSE on May 9, 2024. In addition, the Notice was published in English and disseminated to shareholders and other stakeholders via the Manila Standard and Business World for two (2) consecutive days in both online and print. It enumerated and explained the agenda items requiring stockholders' approval with one agenda item per topic and contained the following: i.) a rationale and explanation for each agenda item; ii.) the profiles of directors (with age, academic qualification, date of first appointment, experience, and directorships in other listed companies); iii.) SyCip Gorres Velayo & Co. ("SGV & Co.") as the external auditor seeking reappointment; iv.) readily available proxy documents; v.) ratifying acts of the Board such as the compensation or remuneration of executive directors and key officers; vi.) voting procedure; vii.) information regarding the appointment of an independent party to validate the votes; and viii.) the class of shares allowed to vote, among others.

The ASM was conducted both by face-to-face and by remote communication and was attended by all of the Board of Directors and by shareholders owning or representing a majority of the outstanding capital stock. The shareholders individually elect each director through ballot and were allowed to cast their votes by proxy or *in absentia* on each agenda item presented to them for approval, with the number of votes approving each agenda item indicated in their respective sections in the Minutes of the ASM. Shareholders who could not attend were apprised ahead of time of their right to appoint a proxy, subject to the requirements of law, rules and regulations, and the By-Laws. In order for the Company to properly conduct validation procedures through its external auditor, SGV & Co., stockholders who wished to participate via remote communication were instructed to notify the Company through email of their desire to vote *in absentia*.

The shareholders were also given the opportunity to send in their questions, express opinions, and make suggestions on various issues related to the Company by electronic mail. The Company received questions and provided responses indicated in the section on "**Consideration of Other Matters**" of the Minutes.

As shown in the Minutes of the ASM, the ASM was attended by the Chairman of the Board, all Board Committees, the President and CEO, the Investor Relations Officer, the External Auditor, and other officers of JGSHI.

The Minutes of the ASM and results of the meeting was uploaded the next day in the Company website: **ASM Minutes**.

b. Dividends

The Company's policy is to deliver a steady flow of dividends to its shareholders. In the past five years, JGSHI has successfully paid out at least Php0.30 per share annually despite the significant adverse impact of the pandemic on the Company's operations and profitability. The Company shall declare cash dividends annually. The dividend rate, however, shall be reviewed every year by the Board of Directors, taking into account the absence of circumstances which may restrict the payment of such dividends and considering applicable laws and regulations, the Company's results of operations, medium and long-term growth and investment strategies, cash flow requirements, and other relevant factors.

In its regular meeting on May 8, 2024, the Board approved the declaration of a regular cash dividend in the amount of Forty-Two Centavos (₱0.42) per common share from JGSHI's unrestricted retained earnings as of December 31, 2023, to all stockholders of record as of May 23, 2024. This was paid on June 5, 2024. See: **LINK**

c. Investor Relations

In furtherance of the shareholders' rights, an Investor Relations Officer ("IRO") under the Corporate Strategy Office was appointed so that the shareholders can engage with the Company beyond general meetings and all material information relating to it can be communicated to them. Shareholders and other stakeholders may visit the Company website **Investor Relations** and **Contact Us** tabs or contact the Company's IRO below:

Carlos R. Yu, Jr.
Director, Corporate Strategy and Investor Relations
Phone: +632 8633-7631 loc. 530

Email: IR@jgsummit.com.ph
40F Robinsons Equitable Tower, Ortigas Center, Pasig 1605

D. Duties to Stakeholders

The Company recognizes and values the interdependence between business and society. It promotes a mutually beneficial relationship that encourages the Company's sustainable growth while contributing to the advancement of the society where it operates. The Company employs value chain processes that consider Economic, Environmental, Social, and Governance issues and concerns.

1. Customers' Welfare

The Company adopts customer relations policies and procedures to protect the customer's welfare. This includes providing and making available the customer relations contact information, who is empowered to address and attend to customer questions and concerns.

2. Supplier/Contractor Selection

The Company follows the Supplier Accreditation Policy to ensure that the Company's suppliers and contractors are qualified to meet its commitments. Besides the accreditation process, suppliers and contractors also undergo orientation on Company policies and ethical practices.

3. Employees

The Board also establishes policies, programs, and procedures that encourage employees to actively participate in the realization of the Company's goals and its governance, including but not limited to: Health, Safety, and Welfare; Training and Development; and Rewards, Compensation, and Benefits.

The Company complies with the standards and policies set by the Department of Labor and Employment. Likewise, the Company has Security and Safety Manuals that are implemented, reviewed, and regularly updated to ensure the security, safety, health, and welfare of the employees in the workplace.

Health, Safety and Welfare

Foster the health and well-being of our people

Worker safety and well-being are of utmost importance to the Company. To support our employees' physical and mental health, the Company continued to improve its office spaces and included areas where people can work, eat, and relax. To provide a space that caters to new workplace realities, workspace renovations took place. Aside from this, to strengthen the culture of well-being, monthly webinars were conducted on diverse topics from subject matter experts. To further support employees' mental health, the Company introduced a program offering a free initial consultation with a mental health professional. Additionally, the Company launched a wellness app in partnership with Rebel, providing employees with guided fitness and well-being resources. As part of this initiative, a twice-a-year step challenge was introduced to encourage movement and an active lifestyle. To check the health of employees, an Annual Physical Examination was likewise made available.

Leveraging Employee Feedback for Data-Driven Decision-Making

The Company actively monitored and responded to employee needs through structured listening initiatives. By leveraging surveys across various stages of the employee lifecycle, we identified key pain points in the employee experience. Coupled with robust analytics dashboards, we transformed these insights into data-driven, targeted action plans, ensuring tailored and meaningful interventions.

Improved employee services via digitalization

Access to efficient employee services on an online platform was made possible through the Company's internal Employee Service Portal. To provide a delightful employee experience, the Company's business units continued to utilize the Darwinbox human resource management platform with modules in Recruitment, Performance, Career Development, and more. Implementation of the Darwinbox platform was also expanded to more business units.

Embraced the hybrid environment to engage and recognize its people

Connections were built through groupwide and localized engagement and recognition initiatives. Likewise, employees adapted by socializing their values and culture through hybrid events accessible to both onsite and online participants, resulting in better choices for the Company's people.

Great Place to Work Recertified

Building upon the Great Place to Work certification from 2023, the company has been recertified for 2024, demonstrating an ongoing commitment to fostering an exceptional workplace.

From Culture Awareness to Culture Connectedness

In 2024, the culture team of the Company's Corporate Human Resources Group strengthened the integration of Company Purpose, Values, and Ambition ("PVA") into working ways through the Culture Connect program, which created meaningful and fun conversations with employees.

Blood Donation Drive with Philippine Red Cross

As part of the OSH initiatives pursuant to the Company's advocacy to provide impactful ways for individuals to make a positive difference in the lives of others and contribute to the overall health and well-being of the community, an onsite blood donation drive in partnership with the Philippine Red Cross was held in 2024.

Performance-enhancing mechanisms for employee participation

Rewards policy that accounts for the company's performance in the long term

The Company firmly believes that good governance is the cornerstone of sustainable success. As JGSHI strives to attain excellence in corporate governance, the crucial role that rewards programs play in aligning the interests of our employees and stakeholders with the long-term goals of the company is recognized. The Company's commitment to fostering a culture of accountability, transparency, and ethical behavior is reflected in the design and implementation of our rewards programs, which effectively account for the company's performance in the long term.

Performance-Based Compensation

The Company's rewards programs are structured to emphasize performance-based compensation, ensuring that the financial incentives provided to employees are directly linked to the Company's long-term success. JGSHI has implemented a comprehensive system that combines individual and team performance metrics with strategic objectives, enabling the Company to reward employees based on their contributions toward sustainable growth.

Balanced Scorecard Approach

To account for the Company's performance holistically, the Corporate Human Resources Group has adopted a balanced scorecard approach in our rewards programs. Beyond financial metrics, a wide range of key performance indicators ("KPIs") that align with its long-term strategy, including customer satisfaction, innovation, employee engagement, social responsibility, and environmental sustainability, is considered. This approach helps foster a well-rounded performance evaluation and rewards system, where employees are incentivized to contribute to the Company's overall success across multiple dimensions.

Performance Assessment and Goal Setting

The Company's performance management philosophy is anchored on the employee's ability to deliver the committed Company objectives. The employee's ability is honed through the creation of his annual Individual Development Plan, regular feedback giving, and appropriate development programs. The Company is committed to equip employees to perform and deliver with the highest standards. Career conversations is at the heart of the performance management process to ensure that employees know their achievements and areas for development to sustain the delivery of the Company's long-term objectives. These conversations also ensure clarity and visibility of goals through the annual year-end performance management review.

Transparent Communication

Transparency is fundamental to the Company's good governance, and open communication throughout rewards programs is prioritized. Employees are given clear guidelines and expectations regarding their performance assessments, rewards criteria, and the Company's long-term objectives. Regular communication channels are established to share updates on progress and reinforce the link between performance and rewards, fostering a culture of trust and accountability.

At JGSHI, rewards programs are designed to account for the Company's performance in the long term through salary adjustments and merit increases, reflecting its commitment to good governance and sustainable success. By embracing performance-based compensation, adopting a balanced scorecard approach, engaging in regular performance assessments, and promoting transparent communication, rewards programs effectively align the interests of our employees and stakeholders with the Company's long-term goals. Through these efforts, JGSHI demonstrates its dedication to fostering a culture of accountability, transparency, and ethical behavior, which underpins our pursuit of excellence in corporate governance.

Employee Trainings

The Corporate Human Resources Group of the Company conducts various trainings for its key officers and employees, as follows:

1. **Leaders' Conferences** – strengthens enablement of skills for CHRO, CRO and OCFRO functions held in 2024.
2. **Executive Development Program** – catered to over 160 graduates, such as i.) Navigate: Leadership Foundations Academy (25 leaders); ii.) Orchestrate: ADVANCE and Executive Coaching (75 leaders); iii.) Win: Executive Assessment and Programs (215 leaders).
3. **Individual Development Plan** – With a KPI of 75%, CCU adoption exceeded this target at 82% compliance and 243 employees who submitted their IDPs.
4. **LinkedIn Learning** – ensure continuity and reinforcement of leadership learning via the online platform that can also help support self-directed learning.

4. Creditors

The Company honors its contracted obligations and ensures the protection of creditors' rights. The policy is posted on its website and may be viewed at: **LINK**.

5. Communities

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

E. Corporate Governance Policies

The Company's RCGM and Corporate Governance policies cited therein are posted on its website under the Governance section at **CG Manual and Policies.**

1. Revised Corporate Governance Manual ("RCGM")

The Company's RCGM institutionalizes the principles of good corporate governance throughout the organization. It lays the foundation to the Company's compliance system and identifies the roles and responsibilities of the Board and Management, as well as the rights of all shareholders, including minority shareholders, and the protection of their interests. Likewise, it requires adoption of and/or discloses the

Company policies such as (1) **Anti-Bribery and Anti-Corruption**; (2) **Board Diversity**; (3) **Board Nomination and Election**; (4) **Conflict of Interest**; (5) **Dividend Policy**; (6) **Material Related Party Transactions**; (7) **Stakeholders Health, Safety, and Welfare**; (8) **Whistleblowing**; and (9) **Succession Planning and Remuneration**, among others.

The RCGM, company policies, **Board** and **Committee Charters**, and the Corporate Governance organizational structure are regularly reviewed to ensure compliance with regulatory issuances and to keep pace with the constant development of corporate governance best practices. 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 interest of the Company and in accordance with the highest legal and ethical standards, with a firm stance against corrupt practices. Thus, everyone must observe the Company's core values, acceptable norms, and the policies indicated in the Code in all of our business activities and future endeavors.

F. Compliance Reports

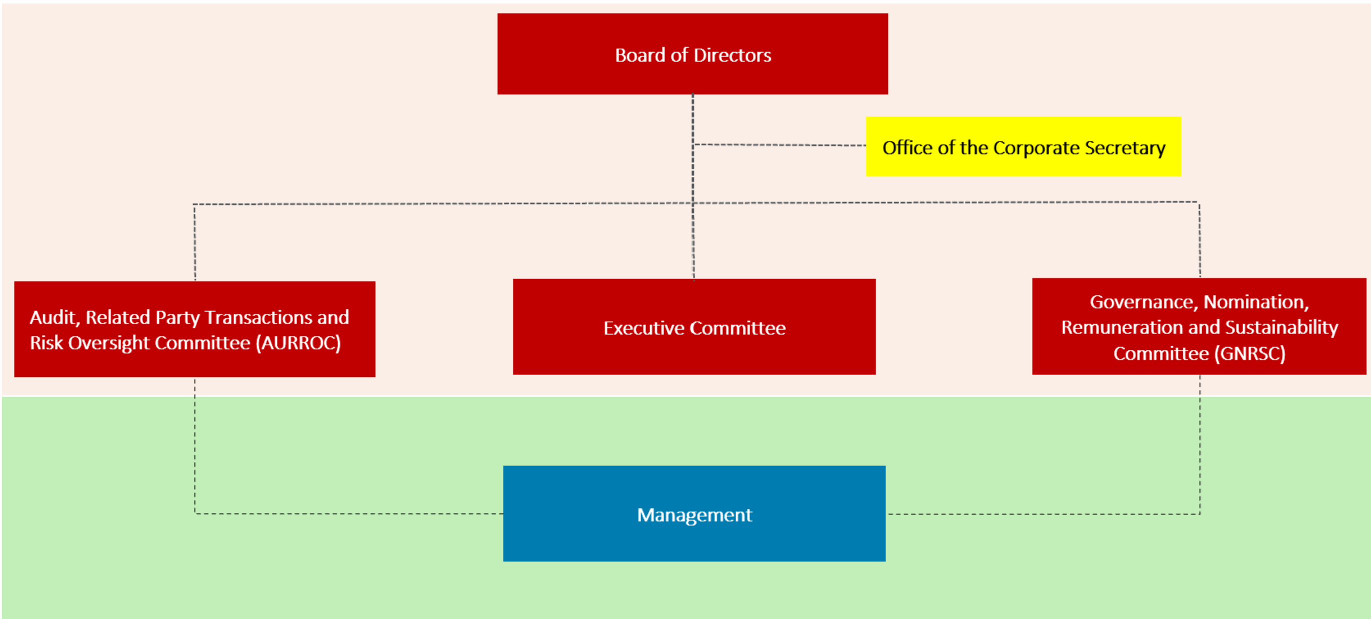
1. Integrated Annual Corporate Governance Report ("I-ACGR")

In compliance with SEC Memorandum Circular No. 15 series of 2017 for all PLCs to disclose the Company's compliance or noncompliance with the recommendations provided under the CG Code, the Company submitted the 2023 Integrated Annual Corporate Governance Report ("I-ACGR") to the SEC and PSE on May 28, 2024. This can be accessed in the Governance section of its website under **Compliance Reports - IACGR**.

2. Compliance Manual

The Company has a compliance program or manual, approved on March 29, 2023, and covers compliance with relevant laws, regulations, and policies that is regularly reviewed. The manual has the following contents: i.) Compliance System, ii.) Compliance Structure; iii.) Compliance Program, iv.) Compliance Review, and v.) Compliance Training and Awareness initiatives.

III. Governance Framework



The governance framework of JGSHI is fundamental to ensuring that it operates in alignment with its core values of Entrepreneurial Mindset, Stewardship, and Integrity. At the heart of this structure is the **Board of Directors**, which plays a critical role in providing strategic direction and overseeing the governance of the Company, including its overall strategy, ERM effectiveness, sustainability initiatives, climate-related risks, and opportunities.

To support the Board in effectively fulfilling its roles and responsibilities, several **Board Committees** have been established, including: i) the ***Audit, Related Party Transactions, and Risk Oversight Committee ("AURROC")***, ii) the ***Executive Committee ("ExCom")***, and iii) the ***Governance, Nomination, Remuneration, and Sustainability Committee ("GNRSC")***. Further details regarding the AURROC and GNRSC are provided in the "**Board Committees"** section of this Sustainability Report.

The Board and its Committees are supported by the **Office of the Corporate Secretary**, which plays a key role in facilitating communication between the Board of Directors, Board Committees, Management, and shareholders.

Moreover, the Board and its Committees work closely with **Management** to ensure that the Company achieves its objectives and strategic goals. The roles of the key officers of Management outlined in the **"Management Leadership Chart"** section of this Sustainability Report, are discussed below:

The **President and Chief Executive Officer (CEO)** oversees the operations of the Company and manages human and financial resources in accordance with the strategic plan. He also provides leadership for Management in determining, developing, and implementing business strategies, plans and budgets to the extent approved by the Board. He provides the Board with a balanced and understandable account of the Company's performance, financial condition, results of operations and prospects, on a regular basis. He defines the overall strategic direction for the conglomerate, encompassing its approach to sustainability and climate action. The President and CEO plays a pivotal role in driving initiatives, managing risks, and ensuring transparent reporting on performance.

The **Corporate Secretary** assists the Board and the Board Committees in the conduct of their meetings, including preparation of the annual schedule of Board and Committee meetings and the annual Board calendar. She also assists the Chair and its Committees in setting agendas for the meetings, attends Corporate Governance trainings, safekeeps and preserves the integrity of the minutes of the meeting of the Board and its Committees, as well as other official records of the Company. The Corporate Secretary is a lawyer by profession, and possesses all the qualifications and none of the disqualifications to hold the position.

The **Chief Finance and Risk Officer (CFRO)** leads the financial reporting, controllership and corporate forecasting functions guiding the Company to make sound business and financial decisions. He ensures a sound ERM framework is in place to effectively identify, monitor, assess, and manage key business risks, including sustainability and climate-related risks. 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 and strategic legal advice to senior management, overseeing all legal and regulatory matters within the company. She plays a pivotal role in safeguarding the company's legal interests, particularly in areas such as labor law, mergers and acquisitions, litigation, and other commercial and corporate matters. Additionally, she ensures the organization operates in compliance with all relevant laws and regulations. The CLO also manages legal and regulatory risks and leads the in-house legal team.

The **Chief Audit Executive (CAE)** is in charge of periodically reviewing and ensuring the implementation of the Internal Audit charter, and internal audit plan, and presenting it to the Senior Management and the AURROC for approval, coordinating activities with the work of other internal and external assurance and advisory/consulting service providers as needed, submitting to the AURROC a risk-based internal audit plan for review and approval, communicating to the AURROC the impact of resource limitations on the internal audit plan, ensuring adherence to the Company's relevant policies and procedures, and emerging trends and successful practices in internal auditing are considered. The CAE likewise provides independent assessments to the AURROC, Management and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the Company.

The **Chief Corporate Affairs and Sustainability Officer (CCASO)** oversees the conglomerate's efforts in government affairs, communications, and sustainability. The CCASO is responsible for managing the key relationships with external stakeholders such as government agencies, regulators, industry associations and the media, including addressing any issues or crises that may impact corporate reputation. He ensures government mandates on sustainability are complied with and sustainability principles and best practices are duly considered across all business units. The CCASO collaborates with the Chief Strategy officer in overseeing the development of sustainability and climate strategies, metrics and targets for the conglomerate.

The **Sustainability and Corporate Social Responsibility Head** reports to the CCASO and oversees the preparation and disclosure of sustainability reports ensuring compliance and transparency. The Sustainability Head collaborates with the Enterprise Risk Management (ERM) and Corporate Strategy teams to integrate sustainability and climate-related risks and opportunities into the company's strategy and risk management framework. Additionally, the Sustainability Head engages with relevant internal and external stakeholders to discuss and build support for key sustainability related initiatives and policies.

The **Chief Strategy Officer** is in charge of assisting the Board in overseeing the long-term OGSM of the Company and executing the same to ensure an effective management performance that is attuned to the Company's business environment, and culture. He ensures that sustainability and climate considerations are integrated into the company's broader business strategy and that ecosystem synergies are maximized. The CSO also participates in investor conferences, roadshows, and other engagement platforms to communicate the company's strategy, goals, and progress directly to investors.

The **Investor Relations Officer** is tasked to effectively manage the two-way communication between the capital markets and the JGSHI leadership team to drive shareholder value maximization.

The **Chief Compliance Officer** monitors, reviews, evaluates, and ensures compliance by the Company, its directors, officers, and employees with the provisions and requirements of the relevant laws, rules and regulations. She also attends Corporate Governance trainings, ensures the integrity and accuracy of all documentary submissions to the regulators, identifies possible areas of compliance issues, and works towards their resolution. She assists the Board and the GNRSC in the performance of their governance functions, including their duties to oversee the formulation or review and implementation of the Corporate Governance framework and policies of the Company.

IV. The Board of Directors

A. Responsibilities of the Board

The Board is primarily responsible for the governance of the Company. A competent and working Board heads JGSHI to ensure the Company's unremitting success and sustain its competitiveness and profitability in a manner consistent with its OGSM and the long-term best interests of shareholders and other stakeholders. They exercise care, exceptional skill, and sound judgment, as well as observe good faith and loyalty in the conduct and management of the Company's businesses and affairs. This ensures that all the Company's actions are within the scope of power and authority prescribed in the **Articles of Incorporation, By-Laws**, and existing laws, rules, and regulations. Accordingly, the Board performs its duties and responsibilities conscientiously and with honesty and integrity, in accordance with and as disclosed in the Company's Revised Corporate Governance Manual ("RCGM"), **Board** and **Committee Charters**, and policies.

1. Roles and Functions

a. The Chairman

The Board is headed by a competent and qualified Chairman, who presides at all meetings of the Board and shareholders. He also assists in ensuring compliance with and implementing corporate governance policies and practices. He ensures that the agenda focuses on strategic matters and guarantees that the Board receives accurate, timely, relevant, insightful, concise, and clear information to enable it to make sound decisions.

The detailed duties and responsibilities of the Chairman can be referenced in the **RCGM**.

In JGSHI, the position of the Chairman of the Board is separate from the President and CEO to further strengthen the Board's independence. This is to ensure a clear distinction between the Chairman's responsibility to manage the Board that exercises corporate powers and conducts business and the CEO's responsibility to manage the executives that implement the policies in the conduct of the business in accordance with the Company's By-Laws and RCGM. The Chairman of the Board is Mr. James L. Go, while the President and CEO is Mr. Lance Y. Gokongwei.

b. Independent Directors

The Board has Independent Directors, who occupy four (4) out of the nine (9) Board seats or more than one-third (1/3) of the members of the Board, and who possess all the necessary qualifications and none of the disqualifications to hold the position. They are independent of management and the controlling Shareholders and are free from any business or other relationship that could, or could reasonably be perceived to materially interfere with their exercise of independent judgment in carrying out their responsibilities as Directors.

c. *Lead Independent Director*

The Company's RCGM provides that the Board may consider designating a Lead Independent Director among the Independent Directors if the Chairman of the Board is not an Independent Director and if one person holds the position of the Chairman of the Board and CEO. His role is to lead the independent directors and guide the Board in cases where matters of conflict of interest may arise.

On June 3, 2024, the Board re-appointed Independent Director Antonio L. Go as the Lead Independent Director to perform the following functions: i.) To serve as an intermediary between the Chairman and the other directors when necessary; ii.) To convene and chair meetings of the Non-Executive Directors; and iii.) To contribute to the performance evaluation of the Chairman, as required.

B. Composition and Qualification

1. Incumbent Board (2024 Individual Profiles)

The Directors' biographical details are set out in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1)**, **Part III Control and Compensation Information, Item 9, Directors** or Leadership page of the Annual/Sustainability Report.

Chairman: **James L. Go** (Non-Executive Director and Non-Independent Director)

Lead Independent Director: **Antonio L. Go** (Non-Executive and Independent Director)

Members:

1. **Lance Y. Gokongwei** (President and CEO)
2. **Robina Gokongwei-Pe** (Non-Executive and Non-Independent Director)
3. **Patrick Henry C. Go** (Executive and Non-Independent Director)
4. **Johnson Robert G. Go, Jr.** (Non-Executive and Non-Independent Director)
5. **Renato T. De Guzman** (Non-Executive and Independent Director)
6. **Artemio V. Panganiban** (Non-Executive and Independent Director)
7. **Bernadine T. Siy** (Non-Executive and Independent Director)

2. Board Diversity

The Company recognizes the benefits of having a diverse Board and its value in maintaining sound corporate governance while achieving strategic objectives and sustainable growth. Board diversity shall be considered from varied aspects when structuring the Board's composition including but not limited to gender, age, culture and educational background, geographical location, professional experience, skills, knowledge, and length of service of directors, among others. Likewise, in the implementation of its **Board Diversity Policy**, JGSHI does not discriminate by reason of ethnicity, nationality, political, or religious backgrounds of its directors, officers, and employees. Specifically for the Board, when searching for candidates for director, the Company uses professional search firms or other external sources as a policy. Thus, the incumbent Board is diverse in terms of expertise, gender, professional experience, and academic backgrounds.

In line with the RCGM, Board Diversity Policy, and Nomination and Election Policy framework, the Governance, Nomination, Remuneration, and Sustainability Committee (GNRSC), reviewed the structure, size, and composition of the Board. In accordance with its objective of having at least four Non-Executive Independent Directors, including one female, with diverse backgrounds beneficial to the Company's business that possesses all necessary qualifications, Ms. Bernadine T. Siy, was elected to the Board of Directors, during the Annual Stockholders' Meeting on June 3, 2024. Currently, there are two female directors in the Board: one Non-Executive Independent Director and one Non-Executive Non-Independent Director.

3. Nomination and Election

The Company's directors are elected at the Annual Stockholders' Meeting to serve until the next annual meeting and until their respective successors are elected and qualified. In 2024, the Board's composition, with all members meeting the necessary qualifications and none of the disqualifications, is as follows: three (3) Non-Executive Directors, four (4) Independent Directors, and two (2) Executive Directors, including the President and CEO. Currently, the Company has two female Directors—one (1) Non-Executive Director, Ms. Robina Gokongwei-Pe, and one (1) Independent Director, Ms. Bernadine T. Siy, who was elected at the 2024 Annual Stockholders' Meeting.

4. Board Competencies (Matrix)

Each Director provides a unique business perspective, experience, and skill set that are all valuable to the Company.

EXPERTISE	JLG	LYG	RGP	PCG	JRG	RDG	ALG	AVP	BTS
Governance	✓	✓				✓	✓	✓	✓
Sustainability and Climate Change	✓	✓		✓		✓	✓	✓	✓

EXPERTISE	JLG	LYG	RGP	PCG	JRG	RDG	ALG	AVP	BTS
Audit	✓	✓				✓	✓	✓	✓
Risk	✓	✓				✓	✓	✓	✓
Business Management	✓	✓		✓		✓	✓		✓
Legal							✓	✓	
Economics	✓	✓				✓		✓	✓
Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Education	✓	✓	✓	✓	✓	✓		✓	✓
Technology	✓	✓					✓		
INDUSTRY									
Oil	✓	✓							
Retail	✓	✓	✓					✓	✓
Transportation	✓	✓	✓					✓	✓
Food and Beverage	✓	✓		✓	✓				✓
Property	✓	✓	✓	✓	✓		✓	✓	✓
Telecommunications	✓	✓					✓	✓	✓
Power	✓	✓		✓				✓	
Petrochemical	✓	✓		✓					
Healthcare		✓				✓	✓	✓	
Media			✓					✓	
AGE & GENDER									
Age*	85	58	63	54	59	74	84	88	65
Gender	M	M	F	M	M	M	M	M	F

*Data on age is from the **JGS Annual Report SEC Form (17A) December 2024 (Part 1),** **Part III, Item 9 (1) Directors.**

C. Board and Board Committee Meetings

1. General Requirements: Quorum, Notification, Frequency

The Board diligently makes informed and prudent decisions, consistently acting in the best interest of the company and its shareholders. The Company requires a meeting quorum of 2/3 for board decisions, except for the election of officers, which requires a vote of majority of all members of the board.In accordance with the Company's By-Laws , board meetings are scheduled in the last quarter of the preceding year, with regular sessions held and special meetings convened when required by business exigencies. The Board receives meeting notices and agenda, and other relevant meeting materials at least five (5) business days prior to each meeting, to allow for review before said meetings. As seen in the **Certificate of Attendance of Meetings** uploaded in the website, all Directors have complete attendance for 2024.

In 2024, the Board met sixteen (16) times and there was a quorum (2/3 of the number of directors) in all meetings. There was a total of eight (8) Board Committee meetings in 2024: four (4) AURROC Meetings, and four (4) GNRSC meetings, which included updates on Governance and Sustainability. All the members of the Board were likewise present in the ASM.

On August 7, 2024, under the chairmanship of Mr. Go as the Lead Independent Director, the Non-Executive Directors ("NEDs") and Independent Directors ("IDs") met without executives present. Likewise, on November 7, 2024, they had a meeting with the External Auditor ("EA"), Chief Audit Executive ("CAE"), Chief Finance and Risk Officer ("CFRO"), and Chief Compliance Officer ("CCO"). On the same date, the IDs, who are members of AURROC, had a meeting with the External Auditor without anyone from management present.

2. Attendance in Board Meetings and ASM

Board	Name	Date of Election	ASM	Board Meetings	NEDs and IDs' Meetings
Chairman	James L. Go	June 3, 2024	1/1	16/16	N/A
Member	Lance Y. Gokongwei	June 3, 2024	1/1	16/16	N/A
Member	Patrick Henry C. Go	June 3, 2024	1/1	16/16	N/A
Member	Johnson Robert G. Go, Jr.	June 3, 2024	1/1	16/16	N/A
Member	Robina Gokongwei Pe	June 3, 2024	1/1	16/16	N/A
Independent	Jose T. Pardo*	May 15, 2023	N/A	8/8	N/A
Independent	Renato T. De Guzman	June 3, 2024	1/1	16/16	3/3
Independent (Lead)	Antonio L. Go	June 3, 2024	1/1	16/16	3/3
Independent	Artemio V. Panganiban	June 3, 2024	1/1	16/16	3/3
Independent	Bernadine T. Siy*	June 3, 2024	1/1	8/8	3/3

11- Special meetings; 4 – regular meetings; 1- Organizational meeting

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo

3. Attendance in Board Committee Meetings

AURROC Meetings

Board	Name	Date of Election	No. of Meetings Attended
Chairman	Antonio L. Go	June 3, 2024	4/4
Member	Renato T. De Guzman	June 3, 2024	4/4
Member	Jose T. Pardo*	May 15, 2023	2/2
Member	Artemio V. Panganiban	June 3, 2024	4/4
Member	Bernadine T. Siy*	June 3, 2024	2/2
Advisory Member	James L. Go	June 3, 2024	4/4

GNRSC Meetings

Board	Name	Date of Election	No. of Meetings Attended
Chairman	Jose T. Pardo*	May 15, 2023	2/2
Member	Renato T. De Guzman	June 3, 2024	4/4
Member	Antonio L. Go	June 3, 2024	4/4
Member	Artemio V. Panganiban	June 3, 2024	4/4
Chairperson	Bernadine T. Siy*	June 3, 2024	2/2

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo

D. Board Committees

For a better and more focused attention on the affairs of the Company and to aid in the optimal performance of its roles and responsibilities, the Board approved the delegation of particular matters to two (2) Board Committees, namely: i.) Audit, Related Party Transactions and Risk Oversight Committee (AURROC) and ii.) Governance, Nomination, Remuneration, and Sustainability Committee (GNRSC).

1. AURROC

a. Roles and Functions

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

As provided in the Company's RCGM and the **AURROC Charter**, the role of the AURROC is to oversee the Company's financial reporting, internal control system, internal and external audit processes, and monitor compliance with applicable laws and regulations and internal policies for efficiency and effectiveness of business operations, and proper safeguarding and use of the Company's resources and assets; to ensure that the group-wide policy and system governing Material Related Party Transactions ("MRPTs"), particularly those that breach the materiality threshold is in place and effectively working including review and approval thereof to guarantee that transactions are transparent, conducted fairly and at arm's length; and to oversee the establishment of Enterprise Risk Management ("ERM") framework that will effectively identify, monitor, assess, manage, and report key business risks as well as provide oversight over its risk management policies and procedures. In addition to these, under the RCGM and the AURROC Charter, the AURROC has the primary responsibility to appoint and remove the external auditor as well as the head of internal audit.

i. Audit and Accountability

1. Internal Audit

The Board ensures that its shareholders receive a balanced and comprehensible quarterly assessment of the Company's performance, position, and prospects. Interim and other reports that could adversely affect its businesses, including its submissions and disclosures to the SEC and PSE, are also made available on the company website.

The Board also appointed, Rya Aissa S. Agustin, as the Chief Audit Executive upon the recommendation of the AURROC to perform the Internal Audit function, pursuant to the RCGM.

The Internal Audit Group is focused on adhering to its purpose, mission, and vision to be the trusted advisors of the Board and Management and become world-class internal audit professionals who deliver independent, objective, quality, and agile audit services at benchmark value, enabled by innovative audit systems and technologies.

The activities of the Internal Audit Group are governed by an Internal Audit Charter, which is approved and reviewed periodically by the AURROC. The Internal Audit adopts a risk-based audit approach and performs a dynamic risk assessment to consider new and emerging risks. The Internal Audit Group provides independent and objective assurance, consulting, and investigative services to assess and enhance the overall control environment encompassing governance practices, risk management, internal controls, and compliance with applicable laws and regulations.

To create a competitive advantage through Governance, Risk Management and Compliance (“GRC”) scale and synergies, the Internal Audit Group continues to work closely with the internal audit teams of the different business units through benchmarking and sharing knowledge, best practices, and tools.

The Internal Audit Group provides continuing training and professional development programs to remain relevant and keep up with the conglomerate’s evolving business needs.

2. External Audit

The RCGM and **AURROC Charter** provide that the AURROC shall ensure the integrity and independence of Internal and External Auditors, perform oversight functions over the Company’s Internal and External Auditors to review and monitor their independence and objectivity, and review and monitor compliance with applicable laws and regulations. The AURROC shall likewise review and monitor the External Auditor’s effectiveness on an annual basis. The External Auditor shall be rotated or changed every five (5) years or earlier. In the event of the removal or change of the External Auditor, the AURROC shall provide justifications and ensure proper disclosure of the reasons for such removal or change.

The Board, after consultations with the AURROC, recommends to the Shareholders a competent External Auditor duly accredited by the SEC (under Group A category) who shall undertake an independent audit of the Corporation. SyCip, Gorres, Velayo & Co., the External Auditor appointed, has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions, adequate quality control procedures, and agrees to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection Program conducted by the SEC’s Office of the General Accountant (OGA).

The AURROC evaluates and approves all non-audit services conducted by the External Auditor. Below is a table of all audit and non-audit related fees in 2024:

Name of Auditor	**Audit and Non-Audit-Related Fees**	**Yr. 2024**
SyCip, Gorres, Velayo & Co.	Fees for services that are normally provided by the external auditor in connection with statutory and regulatory filings or engagements	Php 5,620,000.00
	All Other Fees	Php 115,500.00
	Total	Php Php 5,735,500.00

No other service was provided by external auditors to the Company for the calendar year 2024.

ii. Related Party Transaction

The Company conducts all MRPTs on an arm's length basis, on fair and reasonable terms and conditions no less favorable than any such terms available to unrelated third parties under the same or similar circumstances. The **MRPT Policy** ensures that accountability of the Board and Management for MRPTs are in place. Aside from disclosure of conflict of interest, directors, and officers with material interests in any transaction and an actual or potential conflict with the Company abstain from participating in the deliberation of the same.

iii. Enterprise Risk Management

Effective risk governance is fundamental to the Company's ERM framework, ensuring a structured approach to identifying and managing key business risks. The governance structure provides clear lines of responsibility and accountability, guiding the Board and Management in overseeing risk exposures at both the business unit and enterprise levels. This includes the governance of sustainability-related and climate-related risks, reinforcing the Company's commitment to integrating these important risks into its overall risk management approach.

- The Board of Directors (BOD) provides oversight to JGSHI's risk management practices and sets guidelines in managing critical risks.
- The Audit, RPT and Risk Oversight Committee (AURROC) supports the BOD by monitoring the implementation of and assessing the effectiveness of the ERM framework.
- The Chief Executive Officer (CEO) holds ultimate accountability for the overall risk management approach of the company, ensuring that risk considerations are embedded in strategic decision-making and operations.
- The Chief Risk Officer (CRO) leads the development and implementation of the ERM framework and processes and is responsible for reporting risk exposures and mitigation efforts to Senior Management and AURROC.
- The Risk Council, composed of JGSHI functional heads, supports the CRO in identifying and addressing significant risk exposures and in overseeing the Company's risk management strategies. Additionally, SBU CROs participate in Risk Council meetings to provide insights into the key risks affecting their respective business units, and support efforts to achieve a well-aligned and cohesive risk management approach across the Group.

- Risk Owners are accountable for the identification and management of risks in their assigned areas of responsibility, and communicating risk status and progress to the relevant stakeholders
- Risk Custodians support the Risk Owners in the monitoring, analysis and reporting of risk status, trends, and progress of mitigation initiatives.
- The ERM Team supports the CRO in the development, continuous improvement and effective implementation of the ERM framework and methodologies across the organization.
- The Internal Control Team ensures that robust control mechanisms are in place to mitigate risks effectively, conducts periodic evaluations on the adequacy and effectiveness of controls and communicates significant control weaknesses or breaches to Management and AURROC.
- The Internal Audit Team provides independent assurance to Management and AURROC on the adequacy and effectiveness of the Company's risk management and internal control processes.

iv. Internal Controls

To further advocate the Company's commitment to the pursuit of good governance and achieving compliance with applicable laws and Company policies and procedures, the Company ensures to strengthen the Enterprise Governance, Risk Management and Compliance (GRC) Culture and maintains a strong system of internal controls focused on accountability and oversight of operations. With the leadership of the Company's CFRO, internal control is embedded in the company's operations and each Business Unit (BU) and Corporate Center Unit (CCU). To accomplish the established goals and objectives, the BUs and CCUs implement robust and efficient process controls to ensure: i.) Compliance with policies, procedures, laws, and regulations; ii.) Economic and efficient use of resources; iii.) Check and balance and proper segregation of duties; iv.) Identification and remediation control weaknesses; v.) Reliability and integrity of information; and vi). Proper safeguarding of company resources and protection of company assets through early detection and prevention of fraud.

The annual **Statement of Internal Controls and Compliance System Attestation ("SICCSA") for 2024**, is signed by the Chief Audit Executive, Chief Finance and Risk Officer, and President and Chief Executive Officer. It attests that the Corporation's internal controls, risk management and compliance system, and governance practices are adequate, and was reported in AURROC and to the Board. This is in accordance with the Board's function to annually review the internal control system and risk management framework of the Company. The 2024 SICCSA cited in the SEC 17-A (Annual Report) and the **Internal Audit Charter** are both available in the **"Internal Controls"** portion of the "**Shareholders**" tab of the "**Corporate Governance**" page of the Company website.

b. Composition

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

AURROC
Chairman – Antonio L. Go (ID) Members: Jose T. Pardo* (ID) Bernadine T. Siy* (ID) Renato T. De Guzman (ID) Artemio V. Panganiban (ID) Advisory Member: James L. Go (NED)

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

2. GNRSC

a. Roles and Functions

As provided in the Company's RCGM and the **GNRSC Charter**, the role of the GNRSC is to oversee the development and implementation of Corporate Governance principles and policies and perform oversight functions on the Economic, Environment, Social, and Governance aspects of Sustainability, and recommend a formal framework on the nomination, and evaluation of the performance of the Directors and Senior Management to ensure that this framework is consistent with the Company's culture, strategies and the business environment. This includes the following functions: oversight of the implementation of a Corporate Governance framework and periodic review of the same to ensure that it remains relevant to the Company; monitor compliance with the Code of Business Conduct and Ethics and accompanying Corporate Governance policies; oversee Board evaluation and continuing education/training; implement remuneration matters for corporate and individual performance; define and approve the nomination, election, and succession planning for the Board and key officers; and provide guidance and oversee policy-making on the Company's sustainability strategies, programs, initiatives and reports. The GNRSC also evaluates management's effectiveness in maximizing climate-related risks and opportunities into JGSHI's strategy planning.

i. Governance Programs

Compliance Monitoring and Implementation

Business Conduct and Anti-corruption Programs and Procedures

The ethical and behavioral standards expected of directors, officers and employees are set out and embodied in the Company's Code of Business Conduct and Ethics, Anti-Corruption Programs, Company Policies, and Offenses Subject to Disciplinary Action ("OSDA"), among others. The same are disseminated to all directors and employees across the Company through trainings and advisories to embed them in the Company culture. On October 31, 2024, JGSHI launched its annual online refresher course of the Code of Business Conduct and Ethics and completed 100% training compliance for both its directors and employees by the end of 2024. Likewise, new employees undergo an orientation program on the Company's policies and procedures (*e.g.,* Business Conduct and Ethics) embedded in its Darwinbox System.

The anti-corruption programs and procedures of the Company cover the following: i.) Conflict of Interest, ii.) Conduct of Business and Fair Dealings, iii.) Receipt of Gifts from Third Parties, iv.) Compliance with Laws and Regulations, v.) Confidential Information, vi.) Use of Company Funds, Assets and Information, vii.) Disciplinary Action, viii.) Whistleblowing, and ix.) Resolution of Conflicts.

JGSHI participates in organizations engaged in programs in the field of corporate governance, compliance, and business ethics, which enables the Company to have access to materials, discussions, and trainings related to corporate governance, as well as interact with other governance and ethics professionals around the world. JGSHI representatives are members of the Good Governance Advocates and Practitioners of the Philippines, Institute of Corporate Directors, and the International Bar Association, and attend their trainings.

Risk assessments are conducted on various aspects of the business, such as strategic, governance, operational, legal, and compliance. This process encompasses assessing the risk of corruption and bribery within the organization and external parties.

Conflict of Interest Disclosures

Directors and employees of the Conglomerate are required to comply annually with the Self-Disclosure Activity on Conflict of Interest and Declaration of Gifts Received pursuant to the CG Code, and as embodied in the Company's Code of Business Conduct and Ethics and Conflict of Interest Policy.

As such, on May 21, 2024, the Company commenced the Annual Self-Disclosure of Conflict of Interest and Declaration of Gifts Received covering calendar year 2023 until the date of disclosure. All directors and employees of JGSHI submitted their self-disclosure forms and out of 295 employees, 16 employees disclosed a conflict of interest. The IECON investigated, evaluated, and resolved all disclosures.

Whistleblowing

Integrity and Ethics Council

The Company also has an established suitable framework for whistleblowing . It allows employees and other stakeholders to freely communicate, without fear of any form of retaliation, concerns about any aspect of business operation (*e.g.*, violations of Company policies, its Code of Business Conduct and Ethics, criminal or unlawful acts or omissions, instances when an act or omission endangers the health and safety of employees) and any other complaints including unethical practices or behavior, misconduct, malpractice, irregularities or risks against the Company. All information received in connection with the reports are strictly confidential and not disclosed to any person without prior consent of the Integrity and Ethics Council ("IECON"). Internal and external persons reporting have the option to use either email, *iSpeak*, or send mail through the postal services and have direct access to JGSHI's designated Lead Independent Director ("LID") through its IECON, a unit created to handle whistleblowing concerns that directly reports all whistleblowing incidents to the LID.

Any employee, business partner, and other stakeholders may discuss or disclose in writing any concern or potential violation of the Code of Business Conduct and Ethics with the IECON. Reports can be done through email using the following contact details:

Email: iecon@jgsummit.com.ph

Mailing Address: IECON JG Summit Holdings, Inc., 40/F Robinsons Equitable Tower ADB Avenue corner Poveda St., Ortigas Center, Pasig City Metro Manila, Philippines

Online Platform: "*i-Speak*, is an online whistleblowing portal available for access/by the public in the Company's website through this link: **i-Speak**

The above-mentioned whistleblowing portals are likewise on the **Contact Us** page of the Company website.

In 2024, two (2) whistleblowing cases were received through the iSpeak channel directly intended for JGSHI, while no cases were submitted via email The reports deemed valid were forwarded to the appropriate Strategic Business Units ("SBUs"), and feedback on the actions taken were monitored and reported to the GNRSC and the Board.

C.2. iSpeak

On August 30, October 8, and December 12, 2024, pursuant to the Company's Code of Business Conduct and Ethics and Conflict of Interest Policy, the Company released email communications encouraging employees to report whistleblowing concerns via *iSpeak*. In

2024, the IECON Secretariat received a total of thirty-nine (39) whistleblowing reports via the *iSpeak* portal. All thirty-nine (39) reports were valid. Out of the Thirty-nine (39) reports, two (2) were reports related to JG, while thirty-seven (37) were endorsed to the SBU for further handling.

C.3. Email

The IECON Secretariat received a total of two hundred four (204) reports via the iecon@jgsummit.ph email address in 2024. Out of the 204 emailed reports, fifteen (15) reports were customer-related, thirty-two (32) were employment-related, one (1) was request for information/data, fourteen (14) were regarding sponsorships or solicitation, one hundred forty-one (141) reports were for supplier offers/ proposals/ marketing/ accreditation/ job applications, while one (1) was addressed to an unrelated corporation. These emails received were no longer reported to the IECON as these were not whistleblowing cases.

ii. Nomination

Pursuant to the **Board Election and Nomination Policy**, the GNRSC pre-screens and shortlists all candidates nominated to become members of the board of directors, and considers engaging external sources, such as professional search firms, director databases and/or other reputable external sources to further enhance the search for and widen the base of potential nominees in accordance with the list of qualifications and disqualifications as defined in the Company's Corporate Governance Manual.

iii. Remuneration

The Company through the GNRSC ensures that the remunerations of directors, officers, and employees are sufficient and competitive with other similar industries through market salary surveys to attract qualified and competent employees and retain them. Formal procedures for the development and implementation of succession planning and remuneration for directors and officers are in place through the **Succession and Remuneration Policy**.

The GNRSC recommends the remuneration for both Executive and Non-Executive Directors, subject to approval by the Board of Directors. The fixed remuneration for Non-Executive Directors (including Independent Directors) is based on the time commitment and responsibilities associated with the role. The remuneration for Executive Directors may include a fixed monthly salary, as approved by the Board in line with their appointment, along with variable pay tied to the Company's and individual performance.

The GNRSC likewise defines the performance criteria and measurable standards, including climate and sustainability, which will determine the basis for the variable pay. Additionally, the Committee may consider aligning the remuneration of Key Executives and the Board with the long-term interests of the Company and its shareholders.

On the other hand, the compensation structure for Key Management Personnel and Senior Management Team members may consist of both a fixed salary and performance-based variable compensation. This framework will be designed to help the Company attract and retain top talent, ensuring effective management with a long-term strategic focus.

a. Board

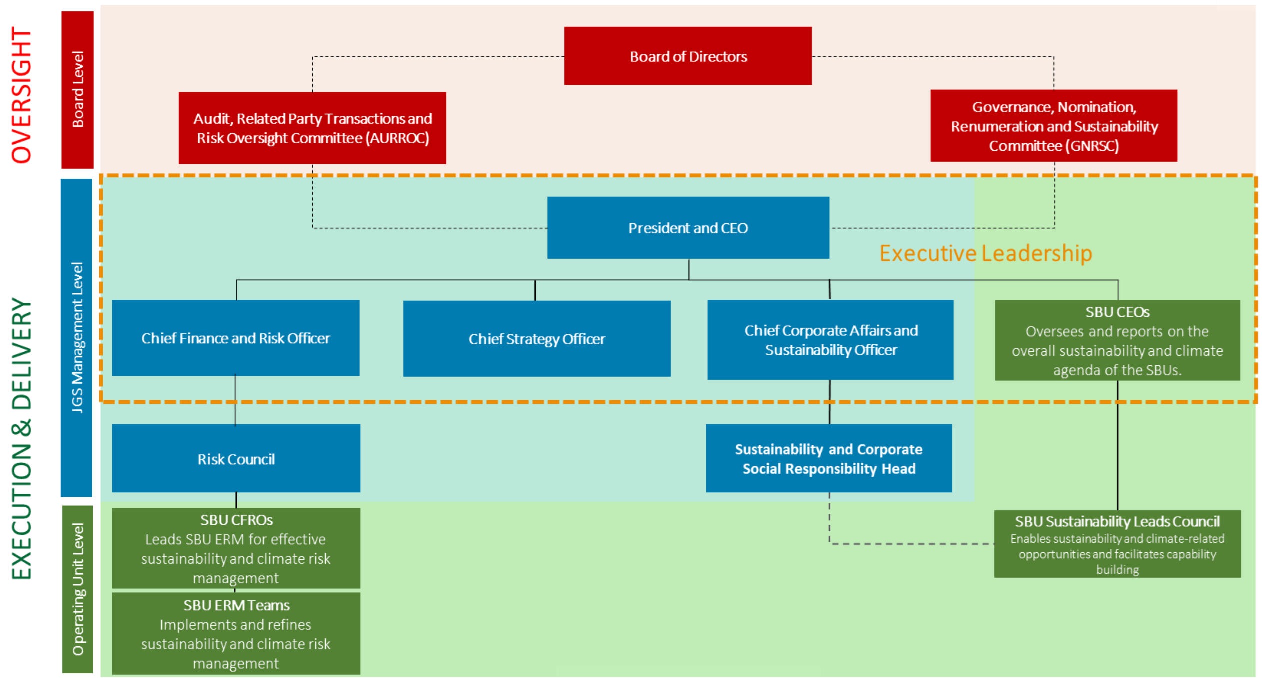
Director	Retainer Fee	Per Diem		Total
		Board Meetings	**Committee**	
1. James L. Go	600,000.00	240,000.00	120,000.00	960,000.00
2. Lance Y. Gokongwei	600,000.00	240,000.00	-	840,000.00
3. Patrick Henry C. Go	600,000.00	240,000.00	-	840,000.00
4. Robina Gokongwei Pe	600,000.00	240,000.00	-	840,000.00
5. Johnson Robert G. Go, Jr.	600,000.00	240,000.00	-	840,000.00
6. Jose T. Pardo* (ID)	-	120,000.00	120,000.00	240,000.00
7. Renato T. De Guzman (ID)	700,000.00	260,000.00	260,000.00	1,220,000.00
8. Antonio L. Go (ID)	800,000.00	280,000.00	270,000.00	1,350,000.00
9. Artemio V. Panganiban (ID)	700,000.00	260,000.00	260,000.00	1,220,000.00
10. Bernadine T. Siy* (ID)	700,000.00	140,000.00	150,000.00	990,000.00
TOTAL	5,900,000.00	2,260,000.00	1,180,000.00	9,340,000.00

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

b. Executive Compensation

The aggregate compensation given to officers and directors of the Company for the year 2024 is reported in the **JGS Annual Report SEC Form (17A) December 2024 (Part 1),** **Part III, Item 10.**

iv. Sustainability and Climate



Effective governance in sustainability and climate-related matters is crucial for organizations aiming to address environmental challenges and promote long-term resilience. Our leadership framework is designed to proactively manage potential environmental, social and governance risks while also identifying and leveraging new opportunities.

Our governance structure facilitates informed decision-making at various levels:

- **Board Oversight**: The Board of Directors ensures top-level oversight, guaranteeing the effectiveness and alignment of our sustainability and climate strategy with corporate goals.
- **Management Execution**: The Management Team integrates sustainability and climate initiatives across the entire organization and regularly reports progress to the Board.
- **Operational Integration**: Operating units are responsible for implementing sustainability and climate strategies, embedding them into daily operations, and ensuring they align with the company's objectives and goals

The Board is primarily responsible for overseeing sustainability and climate-related risks and opportunities.

The **Board of Directors** ensure that the sustainability and climate related considerations are integrated into our strategies, procedures, and systems. Through the **AURROC**, the Board evaluates management's actions on risk matters and reviews and **approves Objectives, Goals, Strategies, and Measures (OGSM)** to drive our sustainability and climate initiatives across the group's businesses and stakeholder engagements.

The AURROC consistently updates the Board on sustainability and climate-related risks and significant exposures. It recommends changes to risk appetite and tolerance in response to business developments, regulatory shifts, and major external events. The AURROC oversees the management of the Enterprise Risk Management (ERM) framework, ensuring policies effectively address sustainability and climate-related risks for both operational and financial stability. It also directs the creation, execution, and assessment of our risk management plans.

Working alongside AURROC, the GNRSC supports the Board by overseeing the creation and implementation of corporate governance principles and policies, with a focus on Economic, Environment, Social, and Governance (EESG) aspects of sustainability. The GNRSC reviews and recommends the approval of our Sustainability and Climate Disclosure Report for submission to regulatory bodies and public release. It also assesses management's effectiveness in leveraging sustainability and climate-related opportunities.

Role of the Executive Leadership Council

The **Executive Leadership Council,** which includes Corporate Center Unit Heads and Strategic Business Unit CEOs, tackles sustainability and climate-related risks and opportunities. Under the leadership of the President and CEO, they formulate and implement strategies to manage these risks and leverage opportunities for the organization.

The roles of the Board and relevant officers belonging to the **Executive Leadership Council** in the illustration (President and CEO, CFRO, CSO, CCASO and Sustainability Head) are in the **"Governance Framework"** section of this Sustainability Report. For the roles not covered therein, please refer to additional roles below:

The **Risk Council,** composed of Corporate Center Unit (CCU) Heads, plays a crucial role in establishing a sustainability and climate risk register. They initiate enterprise-wide discussions on risks and provide feedback to risk owners. In collaboration with the CFRO, the Risk Council combines expertise and guidance with strategic direction and risk oversight to ensure effective management of both business and sustainability risks.

The **Strategic Business Units (SBUs)** are essential in implementing the ERM, sustainability and climate resilience strategies. SBU leadership continuously refines risk management strategies to address challenges within their specific business areas.

b. Composition

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

GNRSC
Chairman – Jose T. Pardo* (ID) Chairperson – Bernadine T. Siy* (ID) Members: Renato T. De Guzman (ID) Antonio L. Go (ID) Artemio V. Panganiban (ID)

*Ms. Bernadine T. Siy replaced Mr. Jose T. Pardo effective June 3, 2024.

E. Board Trainings

Board Training and Orientation

The Company ensures that directors can perform their functions effectively in this rapidly changing environment to cope with heightened regulatory policies, foreign and local demands, and the growing complexity of the business.

Orientation programs are conducted for first-time directors to ensure that new members are appropriately apprised of their duties and responsibilities. This includes an overview of the Company's operations, Corporate Governance framework, and other relevant topics essential to the performance of their functions. On June 27, 2024, newly-elected Independent Director Ms. Bernadine T. Siy, received an orientation training session regarding the Company, its Corporate Governance structure and policies.

As a matter of continuous professional education, JGSHI annually organizes in-house corporate governance trainings for its directors and key officers to ensure that they stay informed about industry developments, business trends, and best practices, as provided in the RCGM. An in-house SEC-accredited Corporate Governance session entitled *"Building a Resilient Gokongwei Group: Corporate Governance Training* *on Sustainability, Cybersecurity, and Integrity"* was organized and held on September 10, 2024 with the following topics and speakers:

Topic	Speaker
First Session: Unraveling the Link: Corruption and Money Laundering	Atty. Laurinda R. Rogero
Second Session: Cybersecurity Governance	Sunil Prabhakaran
Third Session: Fireside Chat on IFRS S1/S2 Adoption: Will It Be a Game Changer or More of the Same?	Wilson Tan Atty. Roel Refran Victoria Kalb

This Corporate Governance training session, which complies with the annual Code of Business Conduct and Ethics and anti-corruption training of the Company, was approved by SEC to be rebroadcasted on November 14, 2024, for directors and key officers that were not able to attend the September 10, 2024 training.

F. Board Performance Assessment

Board Assessment

An annual self-assessment to evaluate performance is conducted by the Board as a whole, the Board Committees, the individual directors, and the Company's key officers. This exercise helps them to review their performance, understand their roles and responsibilities, and lead effectively. It also assesses a director's attendance at board and board committee meetings and participation in boardroom discussions.

The Board Committees' self-assessment questionnaires contain the following criteria based on leading practices and principles on good governance: ***A. for the Board***: i.) Board Composition, ii.) Board Efficiency and Performance, and iii.) Board Meetings and Participation; ***B. for the Board Committees***: i.) Board Committee Performance, and ii.) Board Committee Structure; and ***C. for individual directors***: i.) Independence, ii.) Participation, iii.) Expertise, iv.) Character, v.) Fiduciary Duty, and iv.) Innovation. On the other hand, the ***Chairman's*** and the ***President and CEO's*** self-assessment questionnaires contain the following criteria: i.) Leadership, ii.) Integrity, iii.) Diligence, iv.) Corporate Governance, v.) Entrepreneurial Mindset, and vi.) Stewardship. Lastly, the ***key officers***, namely the Corporate Secretary, the Chief Compliance Officer, the Chief Finance and Risk Officer, and the Chief Audit Executive were rated based on their key functions.

The annual self-assessment is also supported by an external facilitator every three (3) years and allows for a feedback mechanism for stockholders pursuant to the recommendation in the Code of Corporate Governance for Publicly-Listed Companies ("CG Code"). In 2022, JGSHI engaged Good Governance Advocates and Practitioners of the Philippines ("GGAPP") as its independent Third-Party Board

Performance Evaluator. In 2024, JGSHI customized the **GGAPP Form** to conduct its **Board Self-Assessment**. The results were reported to the GNRSC and the Board on November 6 and 13, 2024, respectively. As of February 2025, or three (3) years since the last third-party board assessment, the Company once again engaged GGAPP as its external facilitator.

Enterprise Risk Management

Fostering a strong risk-aware culture

JG Summit continues to strengthen its enterprise risk management (ERM) practices to support business growth and long-term sustainability. With the increasing volatility and complexity in the global and national landscape, we continuously refine our risk management processes to deepen our understanding of key business risks, and enhance the organization's capabilities in proactively identifying, assessing, and mitigating risks. Our risk management approach is guided by the principles outlined in the COSO ERM Framework connecting strategy setting with governance and risk management processes to foster a strong risk-aware culture across the organization. We have also integrated sustainability and climate-related risks and opportunities into the Company's ERM framework, aligning our risk strategies with long-term ESG considerations to ensure a holistic approach in addressing key business risks.

In line with this commitment, we conducted several ERM capability-building initiatives across different levels of the organization during the year. These programs include risk assessment methodology training for risk owners and custodians, and risk learning sessions for the general employee population to promote first-line risk awareness and risk management behaviors. Our annual group-wide CRO conference also continually enrich our CROs and risk leaders with knowledge on ERM best practices, evolving issues and emerging risks.

ERM teams across the group participate in climate risk assessment simulation during the 2024 Gokongwei Group CRO Conference

Risk owners and custodians attend a Bow-Tie Methodology workshop

RISK MANAGEMENT PROCESS

At the parent level, the Company provides guidance on the ERM framework to promote alignment in the risk management approach across the Group. It also fosters group-wide sharing of best practices and ERM learning initiatives. Each SBU establishes its own risk governance structure and processes to address the unique risks of its operations, according to its business environment, risk profile and strategic and operational goals.

Risk Identification, Assessment, and Prioritization

Risks are identified using different tools such as risk factor analysis, megatrends analysis, and systems dynamics analysis. Identified risks are categorized and their potential impact is evaluated based on the risk assessment scale we developed for various impact areas. Likewise, we set the likelihood parameters to define the probability of occurrence of the risks. Each operating company develops its own risk assessment scale according to their context and risk appetite.

Highly-rated risks are subjected to further evaluation for prioritization, considering the organization's overall risk profile, level of vulnerability, and contribution to amplifying certain risks. Furthermore, we also consider the urgency of the risks which is a factor of velocity or how quickly we will feel the impact of the risks when they materialize, and mitigation timeframe or the length of time needed to manage these risks.

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 CATEGORY	DESCRIPTION
STRATEGIC	Concerns events that could affect the outcome of strategic decisions, such as mergers and acquisitions, key investments, resource allocations, and new business ventures
REPUTATIONAL	Refers to anything that could impact the Company's brand value, public perception and stakeholder relationships
GOVERNANCE	Risks related to implementation of and adherence to policies and procedures and ethical practices within the organization
EMERGING	Refers to new or developing risks that the Company has little to no experience in
CLIMATE	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	Relates to factors that could potentially disrupt routine business activities or impair property, infrastructure, and security
IT and DIGITALIZATION	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	Refers to factors and events that could compromise the wellbeing, productivity, and performance of our employees
FINANCIAL	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	Includes risks related to compliance to rules and regulations, adaption to changing political landscapes and new government pronouncements, as well as exposures that could arise from contractual obligations, anti-competition and monopolization concerns, and legal disputes against the Company

Risk Owners are tasked to continually monitor and evaluate the effectiveness of the risk responses. Material residual risks are regularly assessed to improve risk responses and identify recovery measures. Given the dynamic nature of risks, the entire risk management is an iterative process at the functional units of our operating companies and at the Group level. The risk management framework is presented to the AURROC for review on a regular basis, and the key risks are being updated and reported annually.

Building on our overarching ERM framework, the following outlines the risk management process adopted and applied to sustainability and climate-related matters.

<table>
<tr><th colspan="2">Sustainability and Climate Risk and Opportunity Management Framework</th></tr>
<tr><td>Identification</td><td>

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 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)

</td></tr>
</table>

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 judgement 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 our organization based on their potential impact on business operations and stakeholder value. Rank the identified risks based on their severity and likelihood, with a focus on their financial impact. • Employ business sense and expert judgement 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 and maximize relevant opportunities. • **Integration into Business Processes**: Ensure that sustainability and climate risk management feeds into decision-making and core business processes (such as Enterprise Risk Management and Strategic Planning).
Reporting	• **External disclosure**: Given the integration of the sustainability and climate risks, disclosure follows the process of the overall ERM process.

TOP RISKS

To ensure that all relevant risks are identified, assessed, and mitigated, the Company’s risk register is reviewed periodically, considering changes in the Company’s business environment. Risks that are rated high are deliberated and calibrated by the Risk Council as they relate to the Company’s risk appetite and perceived vulnerabilities. The result of this assessment is reflected in the key risks for the year.

RISK	CATEGORY	**2024**	2023	Change	
Cybersecurity	*IT and Digitalization*	**1**	1	–	
Capital allocation / Portfolio Strategy	*Strategic*	**2**	9	▲	*7*

RISK	CATEGORY	**2024**	2023	Change	
Interest rate / Forex risk	*Financial*	**3**	3	–	
Regulatory changes	*Legal and Compliance*	**4**	5	▲	*1*
Talent development and retention	*People*	**5**	6	▲	*1*
Climate-related physical and transition risk	*Climate*	**6**	4	▼	*2*
Product safety and quality	*Operational*	**7**	7	–	
Material cost and availability	*Operational*	**8**	8	–	
Legal risk	*Legal and Compliance*	**9**	2	▼	*7*
Geopolitical tensions	*Emerging*	**10**	10	–	

In 2024, we recognize cybersecurity, capital allocation and portfolio management, and volatility in interest and foreign exchange rates as the most impactful risks to the Company's operational resilience, financial performance, and strategic priorities. Given their significance, we continuously enhance and implement targeted mitigation strategies to proactively manage these risks.

1 Cybersecurity	*Risk Description:* Loss of confidentiality, integrity, or availability of information, data, or information systems resulting from a cyber attack or data breach

Implications:

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

Risk Drivers:

Increasing cyber threats in frequency and sophistication
Vulnerabilities of vendors and third-party service providers
Human error and gaps in employee awareness
Deficiencies in incident response plans

Mitigation:

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

2	Capital Allocation / Portfolio Strategy	*Risk Description:* Overexposure to industries that are experiencing unfavorable trends, and missed opportunities in high-growth and profitable sectors due to potentially suboptimal capital allocation or investment decisions derived from assumptions that may not materialize

Implications:

- Lower return on investments and financial losses
- Impaired or stranded assets
- Negative impact to long-term value creation

Risk Drivers:

- Unfavorable macro-economic conditions and industry-specific trends
- Elevated debt levels and limited funding access
- Deviations of actual investment/divestment outcomes from assumptions

Mitigation:

- Consistent monitoring of industry trends
- Regular review of investment and divestment opportunities and capital funding requirements
- Stringent investment/divestment evaluation and approval process
- Periodic review of the SBUs' strategic plan

3	Interest Rate / Forex Risk	*Risk Description:* Variability in the group's financial performance due to unpredictability of interest rates and/or forex rates

Implications:

- Forex losses on foreign-denominated debts and transactions
- Increased debt service cost
- Reduced margins on imported goods and raw materials

Risk Drivers:

- Central bank monetary policy changes
- High debt levels and unfavorable mix of interest rate structures and maturities
- Forex fluctuation, depreciation of local currency
- Market volatility due to geopolitical events

Mitigation:

- Borrowing in local currency to avoid forex risk on debt
- Investments in less risky fixed-income instruments
- Preparation of sensitivity analysis and regular reporting of exposure and potential impact to bottom line
- Constant monitoring of macro factor movements

RISK CATEGORIES

Beyond the top risks, we recognize the broader risk landscape that could affect different aspects of our business. The following outlines our approach to managing risks under each risk category.

LEGAL AND COMPLIANCE RISK

Regulatory changes pose a significant risk to the Company as failure to comply with evolving laws and industry standards could expose the Company to legal penalties, fines, and reputational damage. Non-compliance with regulations, including those related to tax laws, product safety, environmental protection, data privacy, and corporate governance, may lead to financial liabilities, operational disruptions, and erosion of stakeholder trust.

Considering that the Group operates in various industries across different jurisdictions, it is critical to establish strong controls that minimize non-compliance risks and ensure adherence to varied regulatory requirements. To mitigate these risks, we closely monitor legislative developments, including key policies related to transition to low carbon operations and climate resilience. We are also committed to strict adherence to data privacy laws, recognizing the potential legal and reputational consequences of non-compliance. To ensure compliance, we conduct extensive employee training on data protection, regularly review contracts and policies, and assess corporate activities for regulatory alignment.

Our in-house legal experts work proactively with business units to assess regulatory impacts, implement necessary legal safeguards, and ensure adherence to compliance requirements. When needed, we engage third-party consultants to strengthen our legal position and provide specialized expertise. Additionally, we actively engage with regulators, industry bodies, and other stakeholders to stay ahead of regulatory developments and advocate for fair and balanced policies.

PEOPLE RISK

On people risk, talent development and retention remain to be crucial in the face of intense competition for key talents, especially for those within the information technology and digital space. High attrition could result in business disruptions, compromised service quality and increased cost of talent acquisition and training. We continually upgrade our talent acquisition strategies, conduct wages and benefits benchmarking, and employ data insights and advanced analytics in developing HR programs for employees' professional growth and development to address these risks.

The Company values a diverse workforce, recognizing that different perspectives drive innovation and enhance our ability to serve a broad range of stakeholders. A culture of inclusivity strengthens our talent pipeline and helps unlock opportunities in untapped markets. We also foster a safe and open environment for employees to communicate their concerns with management. Maintaining constructive labor relations is essential in reaching mutually beneficial agreements, minimizing the risk of disputes that could escalate into unrest and operational disruptions.

We continue to highlight the importance of health and safety, not just in the workplace but everywhere else. We strive to ensure that employees are healthy and safe because we understand the consequences to life and property if this is not addressed properly. Noncompliance with health and safety standards and regulations could also cost the Company penalties from regulators, suspension of operations, attrition, and damage to reputation.

CLIMATE RISK

JG Summit recognizes the significance of climate-related risks. A company's inability to mitigate or address the impact of extreme weather events could result in damage to facilities, obsolescence or loss of assets, disruptions in its supply chain and operations, as well as endanger people and the ecosystem. Enhancing infrastructure resilience against extreme weather events and adapting to changing conditions could require significant financial and capital investments. Regulatory changes related to climate change, such as carbon pricing, emissions caps, and extended producer responsibility, may also affect the company's operations and financial results due to escalating compliance costs.

To address these risks, we have encouraged the SBUs to conduct vulnerability assessments of critical facilities and implement risk management measures across operations and supply chains. Furthermore, we enabled the SBUs to assess and prioritize climate related regulatory and market risks and conduct scenario analyses to anticipate potential impacts. We are monitoring evolving carbon policies and sustainability regulations to ensure that the Group will be prepared to navigate compliance challenges while exploring opportunities for efficiencies and savings.

For a more comprehensive discussion of our approach to managing climate risks, please refer to pages 18-27 of our 2023 Sustainability Report *(https://www.jgsummit.com.ph/docs/2024/04/Part%20II%20-%20JGSHI%26Subs_Sustainability%20Report_2023.pdf).*

OPERATIONAL RISK

We take compromised product or service quality risks very seriously, as any failure in this area can lead to customer dissatisfaction, regulatory penalties, reputational damage, and financial losses. Maintaining high safety and quality standards is essential to preserving trust and ensuring business continuity. Closely linked to this is operational reliability and efficiency, as equipment failures, system disruptions, or inefficient processes can compromise product integrity and service delivery. To mitigate these risks, we enforce stringent quality controls, adhere to safety regulations, and invest in preventive maintenance and continuous process improvements to enhance operational resilience.

Material cost and availability present additional operational challenges, as fluctuating commodity prices, rising input costs, and material shortages can significantly impact production efficiency, profitability, and overall business continuity. Supply chain disruptions, whether driven by geopolitical factors, economic conditions, or logistical constraints, may further amplify these risks by limiting access to critical raw materials. To address these potential vulnerabilities, we diversify our sourcing strategies and maintain strong supplier accreditation processes to ensure a stable and sustainable supply of quality inputs.

Our Company also considers the long-term implications of resource consumption, beyond just reducing greenhouse gas emissions. By recognizing the potential for material scarcity, we are taking steps to reduce the Company's reliance on nonrenewable materials and adopt sustainable sourcing practices. We also recognize the potential risks to human health and the environment, posed by air emissions, air pollutants, and solid waste, and we are taking steps to manage them responsibly. We are implementing measures to reduce these emissions, such as improving combustion efficiency or using low-emission fuels. Similarly, we adopt solid waste management practices, including recycling and better product designs to minimize waste generation, in order to reduce negative impacts on the environment and surrounding communities. We also address the potential for leakages in the waste management system through regular maintenance and monitoring.

Geohazards and man-made disasters pose another significant operational risk, with potential impacts on physical assets, business operations, and personnel safety. In response, we continuously assess site vulnerabilities and implement robust emergency response protocols. We also ensure that adequate insurance coverage is maintained to mitigate financial exposure, and that business continuity plans are in place to ensure swift recovery from disruptions.

STRATEGIC RISK

Our strategic risk cover areas of capital allocation, business performance and competition. This relates to how our long-term portfolio investment decisions may yield lower-than-expected returns. Additionally, unfavorable industry trends, market volatilities, and geopolitical uncertainties can affect enterprise value and market capitalization. These factors may also create an unfavorable perception of our value creation efforts and limit our growth prospects.

To manage these risks, we conduct in-depth sector analysis aligned with customer trends, integrate risk management into our strategic planning process, regularly review capital allocation decisions, and assess their impact on our risk-return profile. We also ensure that we effectively communicate our business performance and sustainability initiatives to key stakeholders.

IT AND DIGITALIZATION RISK

Cybersecurity risk remains the most relevant IT and digitalization risk for the Group. The consequences related to this risk include loss of information, disruptions in business operations, increased cost of added security or disaster recovery, and potential loss of credibility and damage to brand and company image. This risk could also lead to significant regulatory violations. Data breaches could compromise the Company's sensitive or confidential information and even jeopardize individuals' privacy and protection, in case of personal data leaks. We are actively mitigating this risk as we continue to strengthen our security posture with pragmatic and holistic solutions to proactively identify, protect, detect, respond, and recover, as well as improve our system and data access controls. Actual cybersecurity incidents and their impact are investigated, resolved, and reported to the business unit management and Data Privacy Officer, in case of data security breaches.

Beyond cybersecurity, the Company may also face challenges related to the availability and scalability of technological resources, the capacity for digital transformation, and potential IT system failures. The effectiveness of digital initiatives depends on the integration of people, processes, and tools, as well as employees' ability to adapt to evolving technologies and new ways of working. A lack of agility in digital adoption could hinder operational efficiency and long-term growth. To address these challenges, the Group leverages its ecosystem, resources, and partnerships to drive key digitalization initiatives. We also conduct external benchmarking to ensure alignment with industry best practices, and strategic organizational planning to support the sustainability and continuity of digital transformation efforts.

FINANCIAL RISK

Our key financial risks are primarily related to changes in market variables and liquidity. In recent years, we have experienced fluctuations in interest rates, commodity prices and foreign exchange rates which significantly impacted our Group's financials. This includes margin compression due to higher input costs, higher cost of debt, and lower returns from financial investments.

We maintain a well-diversified mix of foreign-denominated financial assets and local currency borrowings, utilizing risk-appropriate instruments to hedge against foreign exchange volatility. Furthermore, we conduct rigorous periodic cash requirement analysis to optimize our debt portfolio and proactively manage financial obligations. Additionally, we continue to strengthen our onshore and offshore banking relationships to enhance our financial flexibility, allowing us to effectively manage liquidity needs.

REPUTATIONAL RISK

Our reputational risk pertains to how public sentiment and third-party ratings and views affect our corporate image and brands. Misinformation about JG Summit and its subsidiaries, as well as unfavorable public opinion could impact the Company's social license to operate. Furthermore, unresolved customer complaints—especially when amplified through digital platforms—can shape wider customer perceptions of our product and service quality. Issues related to product safety, customer privacy, and advertising, if left unaddressed, may lead to declining customer satisfaction, sales, and market share.

We actively monitor mainstream and social media, track our market positioning, and manage external reputation risks. We follow established protocols for obtaining a social license to operate, recognizing that strong public and community engagement is essential to our long-term success. Failing to properly address stakeholder concerns could lead to opposition that negatively affects our operations.

GOVERNANCE RISK

Our governance risk relates to compliance with company policies, ethical business practices, and adequate top management oversight. Unintended or intentional breaches of policies and ethical standards may lead to operational inefficiencies, significant financial losses, and loss of stakeholder trust, or reputational damage. Weak governance structures could also compromise our ability to equitably distribute economic value to the right stakeholders.

To mitigate these risks, we continuously strengthen our internal processes and controls through capability-building initiatives, self-assessment tools, and effective risk management methodologies. We reinforce good corporate governance by conducting regular training on the Code of Business Conduct and Ethics and fostering a culture of transparency and accountability across all levels of the organization. Additionally, we have strict anti-bribery and anti-corruption policies in place that prohibit corrupt practices, and a whistleblowing mechanism that allows stakeholders to report any suspected corruption or ethical misconduct.

EMERGING RISK

We recognize that emerging risks, particularly geopolitical uncertainties and the rapid advancement of generative AI, could have significant implications for our business operations and strategic direction.

Geopolitical risks, including the ongoing Russia-Ukraine and Middle East conflicts, US-China trade tensions, and territorial issues in the West Philippine Sea, pose business challenges such as supply chain disruptions, rising input costs, and raw material sourcing difficulties potentially hampering stability, growth, and profitability. To address these risks, we actively monitor global developments and incorporate geopolitical risk analysis into our market and transaction evaluations. We also strengthen our business continuity planning by integrating supply chain resilience as a key scenario and ensuring emergency response plans and proactive measures are in place at the SBU level.

The rise of generative AI presents both opportunities and risks. While AI can drive efficiencies and innovation, it also introduces concerns such as increased cybersecurity threats, misinformation, ethical considerations, and the need for workforce reskilling and upskilling. If not effectively leveraged, AI advancements could impact our competitive position. In response, we are enhancing our cybersecurity measures, implementing AI policies and governance frameworks, and conducting awareness campaigns to educate employees on AI-related risks. Additionally, we are investing in upskilling programs to equip our workforce with the necessary digital competencies, ensuring that we harness AI’s potential while mitigating associated risks.

Strategy, Metrics, and Targets

Adapting strategies based on changing landscape

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

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

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

Implementing Double Materiality

Considering Financial Impact to Business

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

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

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

Considering Impact to Stakeholders

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

Developing Sustainability Strategy

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

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

Continuous Improvements

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

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

Our Impact

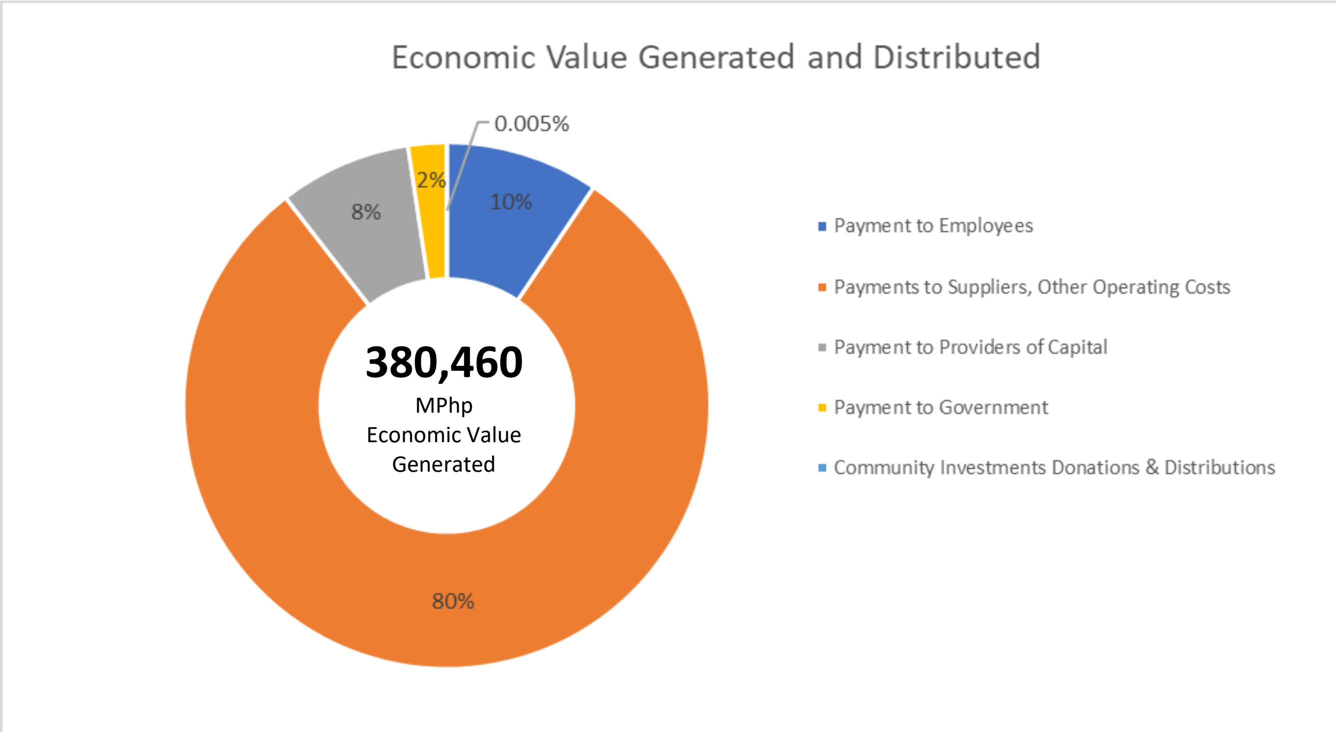
Improving the way we do business while addressing critical challenges

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

Shared Success

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

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



Target	Key Actions	2024 Progress
All major vendors are aligned and comply to JGSHI key ESG practices by 2025	**All key partners and vendors are assessed on ESG risks** **2024: All key suppliers go through assessment process**	URC launched the Sustainable Procurement program to revolutionize and lead the transformation towards the sustainable supply chain through the integration of seven (7) core subjects - organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement - in developing a holistic procurement and sourcing strategy.

Robinsons Malls Nationwide Job Fairs: Empowering Communities and Expanding Opportunities

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

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

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

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

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

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

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

#JuanCommitment 2024 Impacting Employees and Communities Through Volunteerism

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

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

Over 1,591 employees participated and collaborated to accrue 6,192 hours of volunteer time. This remarkable teamwork benefited 100 schools nationwide, each receiving Php20,000 in in-kind donations. In addition to this support, our employees facilitated the provision of school supplies and equipment and organized various community services like clean-up drives, facility refurbishments, restoration, and beautification activities. All these acts of kindness created a positive ripple effect throughout the communities we have served.

Furthermore, #JuanCommitment has generated an impressive Php807,934 in donations from various donors, particularly from different business units of the Group and employees, topping up the initial Php2 million contribution from the Gokongwei Brothers Foundation (GBF). These community efforts have impacted two hundred thousand (200,000) individuals, including students, educators, and parents, spreading hope and opportunity throughout the region.

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

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

Our structured approach has facilitated these accomplishments, which include:

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

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

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

Food Rescue

Systemizing Surplus Food Towards a Nourishing Tomorrow

JGSHI subsidiaries, Universal Robina Corporation (URC) and Robinsons Land Corporation (RLC), together with our affiliate, Robinsons Retail Holdings, Inc. (RRHI), have continued to strengthen their collaboration with Scholars of Sustenance Philippines (SOS PH) by integrating food security into their company-wide sustainability initiatives. The partnership began in December 2022 when the conglomerate recognized the critical role of nutrition in driving a community's progress. This awareness led to the company redirecting their surplus edible food to those in need, supporting efforts to achieve Zero Hunger.

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

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

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

JGSOC Family PatikaRun

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

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

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

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

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

JGSOC's Sustaining Livelihoods

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

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

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

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

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

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

URC's Sustainable Procurement

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

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

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,8,9,11)
CEB	**UNICEF Change for Good**	• Collection of spare change from passengers for donation	• Surpassed PHP100 million marks for inflight fundraising program since the start of program	• Improved health, nutrition, education, and emergency support for children nationwide	SDG 1, 2, 3, 4, 6 11
CEB	**Community center renovation in partnership with aviation finance leader, Avolon**	• Construction of an outdoor kitchen, play area, and vegetable garden for the center in Llang-llang, Cebu Province managed by City Gates Academy	• 50 volunteers from CEB and Avolon • Renovated community center	• Stronger and resilient communities	SDG 11

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,8,9,11)
CEB	**Transportation of wildlife**	• Transportation of rescued and rehabilitated pangolins back to their natural habitat in collaboration with DENR	• 2 Pangolins transported from Manila to Puerto Princesa	• Protection of biodiversity, and strengthened conservation efforts	SDG 15
CEB	**Waves for Water (W4W)**	• Transport of water filtration systems in partnership with W4W	Uplifted a total of 82 units of water filtration system to the following provinces: • Daraga • Zamboanga • Dumaguete • Gensan • Cebu • Tawi-Tawi • Puerto Princesa	• Improved access to safe water in disaster-affected and low-quality water regions, enhancing public health	SDG 6
URC	**Project Salig**	• Initiated a trust-based partnership with sugarcane planters in districts where URC sugar mills operate by addressing key concerns such as sugar recovery, farm yield, truck turnaround times, and customer service provision	• 455,162 cubic meters of spent wash was effectively delivered, contributing to the fertilization of over 53% of the expansive 4,296 hectares of sugarcane farmland, benefiting 108 sugarcane farmers	• Established a trust-based partnerships with sugarcane planters	SDG 8

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,8,9,11)
URC	**Sustainable Potato Program**	• URC and the Department of Agriculture (DA) signed a five-year Memorandum of Agreement (MOA) on July 29, 2024, to expand the Sustainable Potato Program (SPP).	• Distributed 506 metric tonnes of high-quality potato seeds across 202 hectares, yielding up to 45 metric tonnes per hectare and generating P920 million in income for 14 farmer groups since 2019	• Under the MOA, DA regional offices and URC will identify and select farmers groups that will undergo capacity building, training in good agricultural practices, seed multiplication, pest, and disease management, storage, handling and marketing.	SDG 8
URC	**Sustainable Procurement**	• URC has developed a responsible sourcing of raw and packaging materials since 2022 through integrating 7 core values in its supply chain strategy: organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues and community involvement	• 60% of the palm olein procured and used by URC is RSPO Certified • 100% of chipping potatoes used is GAP Certified • 1st to receive Sustainable US Soy Seal from the US Sobean Export Council in Southeast Asia	• Promotion of environmental stewardship and sustainable development of communities where the company operates	SDG 9
RLC	**Robinsons Malls Nationwide Job Fairs**	• RLC, DOLE, DA, and OWWA collaborated by holding a total of 120 job fairs in over 47 malls nationwide	• Approximately 50,000 job seekers engaged and, over 3,274 exhibitors from across multiple industries participated	• Enhanced workforce participation and economic sustainability through aiding employment facilitation in the country	SDG 8, 11
JGSOC	**Juan Commitment**	• JGSHI and RRHI actively engaged 1,591 employees to	• Total of 6,192 hours of volunteer time was accrued	• Provided essential support for schools	SDG 11

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,8,9,11)
		facilitate the provision of school supplies and equipment as well as organize various community services such as clean-up drives, facility refurbishments, restoration, and beautification activities in over 100 schools nationwide. In addition, JGSHI garnered donations from their SBUs	which led to procurement of Php2,000,000 contributions and Php807, 934 in-kind donations from various SBUs • Impacted 200,000 individuals (students, educators, and parents) from community efforts	while fostering community values and sense of purpose amongst employees	
JGSOC	**Family PatikaRun**	• Organized a fun run event at Provincial Capitol Site in Batangas City to fundraise for the Abot Kamay program of JGSOC	• Successfully raised Php244,150.00 through collective efforts of participants, sponsors, and the JGSOC Community	• Provide educational support and community resource development to Barangays Simlong and Pinamucan Ibaba in Batangas City	SDG 3
JGSOC	**One Million Trees Project**	• Distributed seedlings of indigenous and fruit-bearing trees to local government units and non-government organizations	• 665,441 tree seedlings donated/ distributed from May 2016 to December 2024	• Reforestation efforts, through the help of various external stakeholders (i.e., LGU, host barangay, universities, NGOs, etc.)	SDG 11
JGSOC	**Sustaining Livelihoods: Transforming Fish Byproducts into Valuable Community Assets**	• Partnered with DA's BFAR by launching a community-based training program aimed to enhance the skills of fisherfolk and fish vendors in Batangas City by	• 89 fisherfolk and fish vendors from Barangay Simlong, Pinamucan Proper, and Pinamucan Ibaba received expert guidance on best practices in fish processing, hygiene,	• Improve the economic well-being of Batangas' coastal communities while promoting responsible fishing and waste reduction practices	SDG 8

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,8,9,11)
		equipping them with knowledge on fish preservation techniques and value-added processing.	and market potential that align with sustainable resource management		

Better Choices

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

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

Target	Key Actions	2024 Progress
For URC *(updated target)***, by 2030** - 100% passing 3 wellness criteria (BCF PH and INTL)	**The group will continue to offer better choices through:** • **Healthier food;**	• Total URC Wellness Score for 2024 using updated criteria showed 87% passed 3 URC Wellness Criteria

Target	Key Actions	2024 Progress
For RLC - 100% of new office buildings in Metro Manila will be GREEN Certified starting 2021	• **Greener buildings;**	• 6 additional Offices Buildings certified, 2 Residential Buildings certified
For CEB - 34 million passengers, 100 routes and 50 destinations, 39 million seat capacity by 2026	• **Affordable and accessible flight options; and**	• 24.5 million passengers; 123 routes (84 Domestic, 39 International); 63 destinations (38 Domestic, 25 International); 29 million seat capacity
For JGSOC - Expanded polymer product portfolio of EVALENE and EVALENE PLUS by 20% in 2027 - Potential for increased incorporation of recyclates, up to 50%, in 2029 for targeted resin grades	• **Innovative petrochemical products**	• JGSOC's premium polypropylene resins—EVALENE PLUS® PRJ1102 and EVALENE PLUS® PRJ3501—utilizing the clarifying additive Millad® NX® 8000 made by Milliken & Company—received a UL Environmental Claims Validation (ECV) Certification from UL Solutions, a globally recognized safety science company in 2024. This additive and our resins enable an average of 10% energy savings when manufacturing plastic products, showcasing our shared commitment to sustainability

ESG Excellence at Cebu Pacific

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

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

CEB's Sustainability Strategy spans three ESG pillars:

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

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

CEB has made notable strides in reducing its environmental impact, ranking in the top quartile among its peers for carbon emissions management. CEB has effectively improved fuel efficiency and reduced carbon emissions with its modern fleet of next-generation aircraft. In addition, CEB has excelled in social performance metrics through robust data privacy measures and improved labor management practices. The airline consistently ranks highly in these areas, driven by strong employee engagement programs and a commitment to international safety standards, including the IATA Operational Safety Audit (IOSA).

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

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

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

The 2024 score places CEB in the top 25% of the airline industry. CEB outperformed the industry average across all three ESG dimensions, with the most notable improvement in the environmental dimension, which saw a remarkable 20-point increase. CEB remains strongest in the social dimension, scoring 51, well above the industry average of 33. Additionally, CEB made strides in governance and economic dimensions, each showing a 3-point increase.

Building Juan Community - Strengthening Trust Through Governance and Security

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

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

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

Beyond cybersecurity, CEB prioritizes business resilience. In October 2024, the airline introduced the Disruption Management Team (DMT) to swiftly address short-term operational disruptions. In addition, a Business Continuity Plan (BCP) exercise tested headquarters transition protocols, ensuring operational continuity. Annual emergency response training with GoCrisis further reinforced crisis preparedness.

CEB also launched the Enterprise Risk Management P.R.I.M.E. Roadshow to instill a risk-aware culture. Through interactive workshops, employees improved risk identification and mitigation, supported by standardized risk registers and continuous learning sessions. This initiative enhanced decision-making and organizational resilience.
CEB earned the prestigious three Golden Arrows award from the Institute of Corporate Directors, recognizing its transparency, shareholder protection, and ethical leadership. This achievement reflects CEB's dedication to corporate excellence and sustainable growth.

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

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

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

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

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

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

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

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

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

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

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

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

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

Through these strategic and impactful initiatives, Robinsons Malls redefined the role of shopping centers as inclusive and socially responsible community hubs. By integrating accessibility, livelihood opportunities, and women empowerment into its core operations, Robinsons Malls strengthened its brand image, enhanced customer engagement, and solidified its position as a retail leader committed to meaningful and sustainable community development.

Robinsons Malls Champions Active Lifestyle

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

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

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

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

Association's table tennis and arnis competitions, earning commendations from local government bodies. These initiatives have also empowered young athletes, producing multiple champions and bringing pride to schools and cities such as Bacolod and Tagum, further solidifying Robinsons Malls as a hub for athletic excellence.

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

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

Robinsons Malls has reimagined the mall as more than a shopping destination—it is now a thriving space for health, wellness, and social connection. Merging sports, recreation, and retail has created an environment where families bond, athletes grow, and communities come together. This transformation elevates the mall experience and inspires a new way of living—one that prioritizes active lifestyles, well-being, and sustainability. As Robinsons Malls continues to evolve, it remains committed to fostering spaces where individuals can thrive, proving that malls can be powerful catalysts for positive change.

JGSOC Leads the Way in Preparing a Healthy Baon with Sunnyware®

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

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

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

JGSOC plays a crucial role in producing the resins used for Sunnyware®'s food storage solutions. Notably, in July, Sunnyware®'s products earned a UL Environmental Claims Validation (ECV) Certification from UL Solutions, a globally recognized safety science company. These products are manufactured using JGSOC's UL ECV-certified premium polypropylene resins—EVALENE PLUS® PRJ1102 and EVALENE PLUS® PRJ3501—enhanced with Millad® NX® 8000, an additive from Milliken & Company. This innovation not only ensures product safety but also enables an average of 10% energy savings in plastic production, reinforcing JGSOC and Sunnyware®'s shared commitment to sustainability.

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

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

SBU	Program	Activities	Results and Impact	Outcome	SDG (2,8,12)
CEB	**Reopening and addition of new routes and destinations**	• Upsizing MNL, strengthening CEB, CRK, opening new bases – DVO, ILO • Launch of New Routes: DMK, KHH, CNX, SWL, CTS	• Over 159 thousand flights and over 24.5 million passengers flown	• Connecting communities and people	SDG 8

SBU	Program	Activities	Results and Impact	Outcome	SDG (2,8,12)
CEB	**Adopt a Station Program**	• Evaluation by Customer Journey Managers of domestic and international stations for disruption handling and customer touchpoints	• Customer Net Promoter Score: +28	• Enhanced disruption management, customer experience, and stakeholder collaboration	SDG 8, 9
CEB	**Cabin Services Immersion**	• Training and immersion for cabin services on disruption management, passenger flow and recovery, and cabin management	• Engagement with ground handlers, cabin crew, and other departments • Streamlined communication platforms • Deeper understanding of passenger recovery across the network • Upskilled Cabin Services Leaders	• Improved leadership skills among the cabin services team	SDG 8, 9
CEB	**Test and Learn Experimentation**	• Digital channel experiments to gauge customer sentiment and optimize conversion and order value	• Potential financial benefits	• Enhanced revenue growth through scalable digital optimizations	SDG 9
CEB	**Enhanced Baggage Policy**	• More flexibility to passengers through purchase of prepaid excess baggage	• Reduced number of baggage turnouts at the airport	• Improved operational efficiency while maximizing capacity for baggage handling	SDG 9
URC	**Wellness Criteria**	• Continues to innovate its products to offer consumers good food choices in the health and wellness space	• 100% of total products passed 1 URC Wellness Criterion, 99% passed 2 URC Wellness Criteria, 87% passed 3 URC Wellness Criteria, 40% passed 4 URC Wellness Criteria and 7% passed 5 Wellness Criteria	• Continue to innovate its products to offer consumers good food choices in the health and wellness space • Continue to consider further innovations and renovations that	SDG 2

SBU	Program	Activities	Results and Impact	Outcome	SDG (2,8,12)
			• Significant number of products meet most of the Risk Reduction Criteria Thresholds: ▪ 15% of products, fall within the Threshold for Total Fat ▪ 40% meet the criterion for Less than 6% Added Sugar in Beverages but less than 10% of total calories, ▪ 99.6% meet the criterion for <230 Calories per serving ▪ 67% meet the criterion for 1mg Sodium per 1 Kcal Product, and ▪ 92% meet the criterion for 0 Trans Fat and 0 Cholesterol.	prioritizes its wellness criteria	
RLC	**Active Lifestyle**	• Repurposing underutilized Robinsons Malls' space into dynamic community hubs that promote sports, wellness, and social engagements nationwide (RKids Push Bike Racing Series and RMalls Academy Summer Clinics)	• 12 pickleball courts and 15 table tennis courts that attract 50-80 players per sessions • Push Bike Racing Series Expansion of 8 races to 22 by 2024, with nearly 70 events held, engaging over 2,500 young participants and 11,500 family members.	• Provided a space for health, wellness, and social connection among various communities • Encourages active lifestyle, environmental sustainability, and overall well-being	SDG 11, 12

SBU	Program	Activities	Results and Impact	Outcome	SDG (2,8,12)
			• The RMalls Academy hosts 88 monthly classes with over 2,000 participants		
RLC	**A Mall for All: Creating Inclusive and Empowered Communities**	• Establishment of Safe Zones for persons with disabilities (PWDs), senior citizens, and pregnant women • Launched #GIRLSCAN campaign which aims to inspire confidence and economic independence among women and children to celebrate Women's Month • Collaborated with LGUS and Bureau of Jail Management and Penology (BJMP) to create Trade Fairs providing Persons Deprived of Liberty (PDLs) with opportunities to sell handmade crafts	• Nearly 10% of event attendees were from special needs groups. • Partnered with BJMP and LGUs to host BJMP Trade Fairs in 8 malls. • Benefited over 2,200 Persons Deprived of Liberty (PDLs). • Empowered 300+ women through financial literacy, skill-building, and self-defense workshops.	• Improved customer engagement by integrating community-focused initiatives into mall operations. • Reinforced the mall's positioning as a community hub promoting inclusivity, empowerment, and economic support. • Differentiated Robinsons Malls from competitors by leveraging mall spaces for social impact.	SDG 11, 12
RLC	**Green Building Certification**	• Leadership in Energy and Environmental Design (LEED) and EDGE Certification	6 Additional Office Buildings certified • Cyberscape Delta 2 • Cybergate Iloilo Tower 1 • Cybergate Iloilo Tower 2 • Robinsons Summit Center • Robinsons Cybergate Bacolod 2	• Improved building credentials required by tenants	SDG 12

SBU	Program	Activities	Results and Impact	Outcome	SDG (2,8,12)
			• Robinsons Cybergate Center 1 2 Residentials Buildings certified • Le Pont Residences • Mantawi Residences		
JGSOC	**Innovative Petrochemical Products and Solutions**	• Collaboration with leading third-party institution, UL Solutions, towards verification of sustainability claims for JGSOC products	• EVALENE PLUS® random copolymer polypropylene injection molding grades that are validated for enabling an average of 10% energy savings when used to produce clarified polypropylene parts	• Energy cost savings • Increased share of polymer and retail products with UL ECV certifications	SDG 12
JGSOC	**Preparing A Healthy Baon with Sunnyware®**	• Collaboration with Sunnyware® and Lions Club in conducting reusable plastic learning sessions and food preparation for 4 schools in Caloocan City, Manila City and Malabon City	• Recognition of Sunnyware®'s UL Environmental Claims Validation certification • Promoted environmental responsibility through solid waste management education • Distribution of free bento boxes and tumblers to attendees	• Shifted perception toward eco-friendly, reusable food containers by enforcing sustainability practices • Reinforced JGSOC and Sunnyware®'s commitment to responsible innovation and sustainability	SDG 4, 12

Employee Growth and Well-being

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

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

Target	Key Actions	2024 Progress
Zero lost-time incident annually	**Continue Safety initiatives and monitoring of safety incidents**	• 40.82% increase from 49 to 69 Lost time incidents
JGSHI Employees receives an average of 24 training hours annually per employee	**Continue provision of online and face to face trainings for all JGSHI employees**	• Average of 23.97 training hours per employee in 2024

JGSHI Learning Festival: Fostering Growth, Innovation & Collaboration

In 2024, the inaugural Learning Festival was held at Opus Mall and served as a catalyst for knowledge-sharing, bringing together employees, industry leaders, and experts to explore ideas that drive long-term business resilience and environmental responsibility. Under the theme *"Celebrate Meaningful Breakthroughs,"* the event underscored the power of building partnerships, fostering innovation, and promoting sustainable growth across the organization in order to shape a sustainable and future-ready for all.

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

Customer Experience

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

Sustainability and Social Impact

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

As for the digital transformation and leadership resilience experts from JG Summit, URC, Data Analytics Ventures, MaxiGroup, Boston Consulting Group, Amazon Web Services Philippines, Summit Media, IDEO, and Microsoft explored how leadership and technology play a transformative role in adaptability and innovation of a business across various industries. Interactive exhibits from various business units were also provided to showcase tangible demonstrations of innovation and advancements across retail, petrochemicals, aviation, and real estate. These exhibits encouraged cross-industry collaboration and inspired employees to integrate sustainable practices into their respective fields. The festival also introduced the Learning Festival App—a gamified platform designed to enhance participation through interactive challenges, networking features, and knowledge-sharing activities. This initiative exemplifies how technology can be harnessed to promote sustainability education and engagement at scale.

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

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

JGSHI's Comprehensive Employee Wellness Program

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

URC's 2024 Growth in Talent Initiatives and Achievements

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

Leadership, Agile, and Commercial Programs

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

Technical / Function Programs

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

Learning Management System (LMS)

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

External Recognitions for Total URC Human Resources (HR)

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

URC Honors Outstanding Projects at Annual UR Choice Awards

URChoice Awards recognizes outstanding efforts and contributions of teams and business units across the organization. In 2024, 16 awards were presented across categories such as Business Excellence, Game Changer, Organizational Transformation, and People Focus. The event served as a testament to the dedication and commitment of URC employees, who consistently uphold the company's core values in their daily work. From innovative projects to transformative initiatives, each finalist demonstrated exemplary performance, making the selection process both challenging and rewarding. The accomplishments celebrated at the URChoice Awards serve as a reminder to continue pushing boundaries, embracing change, and maintaining an unwavering commitment to excellence.

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

Employee Development Programs

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,4,5,8)
CEB	**CEB University Relaunch**	• Revamp of CEB University's Schools of Values, Performance, and Leadership led by internal experts	• 27 CEB U Programs • 524 total training hours • 1044 unique learners	• Enhanced learning opportunities and skill development across all levels • Prepare the workforce for future growth	SDG 4
CEB	**Learning is for everyJuan (LinkedIn Learning)**	• Provides access to LinkedIn Learning for personal and professional growth	• 90% activation rate within the first 90 days • 22,418 Learning hours	• Democratized learning for all employees • Skilled and agile workforce	SDG 4
CEB	**Functional Skills Program**	• Development of a skills-based framework for workforce agility in collaboration with Talent View	• Functional skills framework for integration within HR processes	• Improved career development paths and job laddering	SDG 4
CEB	**SkyCamp training**	• Structured training initiatives for Flight Operations (Pilots) and Engineering and Fleet	• 50 First Officers • Two (2) batches of Sky Camp graduates from EFM	• Strengthened talent pipeline	SDG 4

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,4,5,8)
		Management (Fresh graduates)			
CEB	**Juan CEB Community**	Expanded communities with three new DEI-focused groups: • empowHER (women empowerment) • Rainbow Routes (LGBTQ+ inclusion) • Sky Parents (support for solo parents)	• Total of 15 CEB communities	• Enhanced employee engagement through diverse perspectives in DEI-focused communities	SDG 10
CEB	**Neurodiversity Inclusion**	• Creating a more inclusive environment for neurodiverse and neurotypical students in collaboration with The Vanguard Academy	• Two (2) batches of interns deployed	• Enhanced workplace inclusivity and support for neurodiversity	SDG 5, 10
CEB	**Extended Benefits for Same-sex or Common-law Partners**	• Travel benefit and HMO program	• 297 employees have registered partners for travel benefit • 1 for HMO program	• Increased inclusivity and equal recognition of same-sex and common-law partners, fostering a more supportive and equitable workplace	SDG 10
URC	**Growth in Talent Initiatives and Achievements**	• A more aggressive learning interventions compared to 2023 due to well-defined employee development needs identified through the Advanced Planning process and Individual Development Plans.	• 3 batches of the New Leaders Program were rolled out for newly appointed people leaders • 94 training runs covering Leadership/Commercial courses were completed, engaging 1,849 participants	• Exceeded the year-end learning hours target (30.3 hours vs. 24-hour target, a 26% improvement • Increased employee engagement in learning and development programs • Enhanced leadership capabilities and skill	SDG 4, 8

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,4,5,8)
			• Agile Courses provided Agile Coaches and Product Owners with over 5,000 hours of training • Plants across BCFG, AIG, Flour, SURE, and international counterparts (Malaysia, Vietnam, Thailand, Indonesia, Myanmar) increased learning hours by an average of 15% compared to 2023 • Launch of interactive in-house e-learning modules, contributing 7,000 learning hours despite being introduced only in the second half of the year • Average learning hours per employee increased by 13%, from 26.7 hours in 2023 to 30.3 hours in 2024	development across all levels • Strengthened leadership pipeline and employee competency development • Reinforced URC's commitment to continuous learning and organizational excellence.	
JGSOC	**JGSHI's Comprehensive Employee Wellness Program**	Partnered with 7 major local and international wellness providers to create programs and initiatives for 4 key health pillars: • Physical wellness • Preventive healthcare • Mental and emotional well-being	• Increased employee morale and participation in physical, mental, and preventive health initiatives • Raised awareness of mental health and preventive care	• Fostered partnerships with fitness centers to offer exclusive employee wellness programs. • Enhanced mental health support by providing continuous access to	SDG 3,8

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,4,5,8)
		• Lifestyle support and holistic wellness	• Convenient access to medical and wellness services onsite	resources and consultations. • **Reinforced sustainability goals** through health-oriented organizational strategies	
JGSOC	**Learning Festival: Fostering Growth, Innovation, and Collaboration**	**Conducted panel discussions** and breakout sessions for JGSOC employees where in 11 industry leaders discussed three core themes: • Customer Experience • Sustainability and Social Impact • Digital Transformation & Leadership Resilience	• Cross-industry knowledge sharing fostered innovative ideas and strategies • Highlighted key sustainability and customer-centered efforts across subsidiaries • Empowered employees through insights from experts and thought leaders	• Promoted employee recognition and motivation through upcoming initiatives • Enhanced corporate resilience through shared strategies in digital transformation and customer experience	SDG 4,8
JGSOC	**Project Sarimanok's Integrated People Plan**	• Robust Talent Attraction and Retention • Strengthening the Core • Capability Development • Values-led, Inspiring Leadership	• 13% increase in Employee Engagement Score (EES) to 70% from 62% last year • 100% completion of Goals Setting as of February 2024 • 97% Completion of Values in Action 2.0 Roll-out by end of December 2024 (with 4.82 feedback score) • 15% Improved Employee Turnover Rate from 19.70 end of last year	• Improved EES and Turnover rate through robust review of salary structure, competitive advantage, and total rewards approach • Improved employee experience through employee recognitions programs, development initiatives • Overall skills development and knowledge retention	SDG 8

SBU	Program	Activities	Results and Impact	Outcome	SDG (3,4,5,8)
				through commercial and operations capability building • Embed Values and develop inspiring leaders through VIA 2.0, Leaders Bootcamp, and Leader Standard Work	

Resource Efficiency and Circularity

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

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

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

URC's Extended Producer Responsibility Strategy

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

Packaging Circularity

The company has ongoing efforts in reducing its plastic packaging footprint by:

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

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

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

Community Engagement and Collection Programs

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

Juan Goal for Plastic Program

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

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

Waste Management Partnership with Holcim

URC recognizes that addressing plastic pollution requires a comprehensive, circular approach, which can only be achieved through collaboration with organizations, private sector partners, institutions, communities, and local government units (LGUs). Through this shared understanding, URC continues to work with one of its existing partners, Holcim Philippines, as they endeavor to achieve this.

URC, particularly the ESMO Plant, and Holcim Philippines have been in partnership in the management of the plant's industrial waste wherein Holcim oversees the pre-processing and co-processing of waste material from the plant's operations. This partnership enables URC ESMO Plant to divert their waste from the landfill and concurrently ensures its compliance to the LGU's directive prohibiting landfill disposals.

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

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

Diversion Initiatives

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

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

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

Reduction Initiatives

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

The WaterCon projects for AIC were launched to help achieve year-over-year reductions which include several initiatives aimed at improving water management across different facilities. In Balayan, efforts focus on recovering cooling water, installing sub-meters in the factory, reusing treated wastewater for wet scrubbers, and implementing rainwater harvesting. At Robina Farm (RF), ongoing work includes repairing and replacing leaking underground pipes. The La Carlota Distillery (LCD) facility has resumed spent wash recycling, installed water meter, and corrected water line leaks. Meanwhile, at SONEDCO, leak detection and repair efforts are underway in both the mill and raw areas, along with repairing dilapidated roofing in these sections. Additionally, dry cleaning is conducted when necessary to optimize water use. Flour Davao has also installed high-level sensors in water tanks to automatically shut off the water pump when the tanks reach full capacity.

Re-Using Initiatives

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

Recycling Initiatives

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

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

Araw-Araw for a Greener Future by RLC

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

The campaign's waste management and circular economy initiatives significantly expanded in 2024. The waste collection program grew from four malls in 2023 to 14 in 2024, diverting 79.63 metric tons of recyclables from landfills. Through a partnership with *Basuhero*, 17.76 metric tons of recyclables were recovered, with the generated sales value donated to the QC Kabahagi Center. The *Recycling Market*, in collaboration with the Department of Environment and Natural Resources (DENR), processed 18.12 metric tons of recyclables, contributing a portion of the sales to the RLove Foundation. Additionally, Reverse vending machines were installed in two malls, collecting nearly 16,875 PET bottles to support a circular economy, while the e-waste collection program, in collaboration with PLDT-Smart, ensured the responsible disposal of electronic waste. The *Food Rescue Program* rescued 426 kg of surplus food, preventing 1,076 kg of CO2 emissions and providing 1,787 meals to eight communities.

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

Community engagement and cultural initiatives played a key role in fostering environmental awareness. Robinsons Malls actively participated in *Earth Hour*, saving energy and preventing CO2 emissions. Cultural engagement projects, such as mural painting activities across 17 malls, involved nearly 2,000 participants. The *Dreamify Festival* supported 14 artists, nine startups, and 28 musicians, blending environmental advocacy with cultural appreciation. The *Biodiversity Escape Room*, which educated 120 participants, won the ASPAC Creative Award 2024, while *Project KaLIKHAsan* showcased sustainable fashion, eco-friendly art, and environmental storytelling through film.

The *Araw-Araw for a Greener Future* initiative exemplified stewardship by integrating waste reduction, climate action, and community empowerment. Unlike conventional sustainability initiatives, it blended environmental responsibility with cultural engagement and interactive participation, ensuring long-term impact. In 2024 alone, 81.97 metric tons of recyclables were collected with the generated revenue reinvested in sustainability initiatives. The campaign also prevented greenhouse gas emissions and secured government grants for sustainability projects. By embedding sustainability into its core operations and consumer experiences, Robinsons Malls established a benchmark for environmental and social responsibility in the retail industry, demonstrating how businesses could drive meaningful impact through innovation and community collaboration.

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

Every year, the third Saturday of September marks a global movement dedicated to protecting marine ecosystems from pollution. This year, JGSOC once again took part in the 16th International Coastal Cleanup® (ICC) Day, reinforcing its commitment to environmental stewardship and sustainability.

The ICC is one of the largest volunteer-driven environmental initiatives worldwide, bringing together millions of participants from over 150 countries. The Philippines has been an active participant since 1994, and in 2003, the government institutionalized the event through Presidential Proclamation 470. JGSOC, recognizing the importance of preserving marine biodiversity, has been implementing this initiative annually since 2007.

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

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

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

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

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
CEB	**Best practices in fuel efficiency**	Adoption of best practices in fuel efficiency: • Reduced flaps at landing • Continuous descent approach • Single-engine taxiing • Reduced acceleration altitude	• Total jet fuel saving of 10 million kg	• Reduction of GHG emissions (Scope 1): 31,600 tCO2e	SDG 12

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
		• Idle reverse thrust • Optimized fuel load			
CEB	**Flight Optimization**	• Implementation of green and direct routes to reduce flight distances	• Total jet fuel saving of 1 million kg	• Reduction of GHG emissions (Scope 1): 3,400 tCO2e	SDG 12
CEB	**Biodegradable utensils and cups**	• Expansion of the use of wooden cutleries to cover flights from MNL (domestic and regional), CEB, CRK and long-haul flights	• Reduction of single-use plastic usage by 6,417 kg in 2024	• Reduction in plastic waste	SDG 12
CEB	**Onboard plastic bottle collection**	• Segregation of onboard plastic bottles in 5J (MNL and CEB hubs) and CEBGO flights	• 36,230 kg of plastic bottles collected	• Increase awareness of recycling amongst passengers and improve waste management within CEB operations	SDG 12
CEB	**Scholars of Sustenance (SOS) Partnership for food waste reduction**	• Collection of surplus food from operations for donation	• 2,178 kg of food donated	• Reduce food wastage and support underprivileged communities	SDG 2, 12
CEB	**Cyclean engine core wash**	• Diminishing engine wash time and wastewater collection	• Reduced water consumption by cutting washing time from 16 to 4 hours per A330neo engine	• Reduced water consumption, wastewater collection, and potential financial benefits	SDG 6, 12
CEB	**Rainwater harvesting system**	• Collecting rainwater at the head office and utilizing it for various non-potable purposes	• 7,364 m3 of rainwater collected	• Reduced water reliance from concessionaires and reduced cost	SDG 6, 12
URC	**Juan Goal for Plastic Program**	• Plastic Waste Collection Program in partnership with employees, communities, and local government units (LGU)	• 36 metric tons of plastic waste was collected • Over 30 collection sites activated across URC's facilities and its partner communities.	• Increasing awareness about plastic waste recycling in communities and providing long-term solutions to address the issue	SDG 12

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
				• Engaging communities and fostering partnerships with Local Government Units and Environment and Natural Resources Office partners.	
URC	**Waste Management Partnership with Holcim**	• Partnership with Holcim to support LGUs in co-processing of laminates • Building on this existing partnership, URC and Holcim ventured into an enhanced waste management partnership which was extended to include the involvement of Holcim's existing LGU partners	• Through the tripartite partnership between URC, Holcim, and the LGUs, each player plays a role in the implementation of proper plastic waste management. This collaboration is a key component of the company's strategy to manage plastic waste sustainably as well as fulfill its EPR Compliance.	• Management of Post-Industrial Waste thru co-processing • Supporting LGUs Management of Plastic Wastes	SDG 12
URC	**Water Use Efficiency**	**Reduction Initiatives:** • Installed harvesting units continued to be utilized to act as alternative sources of water for basic utility cleaning activities in various sites across URC. • Continued use of level controllers and automatic shut-off valves for feed water tanks in several Agro-Industrial Commodities (AIC) group sites.	• 6,652.46 cubic meters of rainwater was harvested. • 10% of wastewater was recycled and reused	• Increased its water efficiency • Reduction on water withdrawal from other sources	SDG 6

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
		• Leak detection and correction were also carried out in various sites across all business units. **Reusing initiatives:** • Steam recovery systems such as the construction of condensate lagoon and lines to recovery projects & make-up water have been put in place in select sites. This process returns condensate to be used as boiler feed water pre-heating. • Cleaning in Place (CIP) Rinse Water Reuse and Reverse Osmosis (RO) water reject recovery were also established. URC reuses its water in daily activities such as cleaning pallets, watering the greenery and for toilet-flushing. **Recycling Initiatives:** • Several URC sites minimize water wastage by utilizing treated wastewater in spray ponds and wet scrubbers and reusing the same for cooling tower systems. This practice is being implemented in SURE plants such as CARSUMCO,			

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
		Balayan, Passi, SONEDCO, URSUMCO, La Carlota Sugar Mill, and La Carlota Distillery. Flour Pasig also utilizes barge ballast water to augment its water sources. The company also recycles water by using used water for the initial washing of key raw materials, such as unpeeled potatoes, one of the most water-intensive processes in its value chain. Additionally, wastewater effluent is repurposed as top-up water for cooling towers.			
RLC	**Juan Goal for Plastic**	• RLC partners with URC for plastic waste recovery	• 14 RLC Malls, 1 office for plastic waste recovery • Total volume of plastic waste recovered: 10.67 MT	• Increasing awareness about plastic waste recycling in communities and providing long-term solutions to address the issue • Engaging communities and fostering partnerships with Local Government Units and Environment and Natural Resources Office partners.	SDG 12
RLC	**Compostable Waste Circularity**	• RLC turning compostable waste into compost and liquid fertilizer	• Total food waste hauled: 212,647 kg	• Total Compost produced: 93,554 kg • Total Liquid Fertilizers Produced: 161,524 Liters	SDG 12

SBU	Program	Activities	Result and Impact	Outcome	SDG (6,12)
JGSOC	**Cleaner Coastline: The 16th International Coastal Cleanup® Day**	• Participated in International Coastal Cleanup Day® (ICC), the largest volunteer-driven environmental initiatives worldwide	• Collected 1,460 kg of trash for the coastal areas of Barangay Simlong, Batangas City with over 570 volunteers from Samahan sa Pilipinas ng mga Industriyang Kimika (SPIK), the Philippine Institute of Chemical Engineers Inc. – Batangas Chapter, the Philippine Coast Guard, students from Batangas University, and community members from Batangas City	• Significant reduction of marine debris in the targeted coastal area • Promoted a culture of shared responsibility in preserving natural ecosystems	SDG 6, 14
JGSOC	**Efficient Recovery and Treatment of Hazardous Waste**	• Oily water treatment system ensuring efficient recovery of oil in wastewater • Recovered oil hauled by/sold to accredited haulers/buyers	• Php1,530,00.00 cost savings in handling, treatment, and disposal of hazardous wastes • 153,000 liters of oil recovered and sold to the company's accredited buyer	• Oily water treatment system ensuring efficient recovery of oil in wastewater • Recovered oil hauled by/sold to accredited haulers/buyers	SDG 12
JGSOC	**Plastic ni Juan**	• Launched in collaboration with URC UFLEX to promote plastic waste reduction • Conducted collection drives in Brgy. Pinamucan Proper and Brgy. Mabacong, Batangas City.	• Collected a total of 314 kilograms of plastic waste from host communities	• Strengthened community engagement in environmental stewardship • Promoted a culture of sustainability and responsible plastic disposal	SDG 12

Climate Action

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

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

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

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

Cebu Pacific (CEB) continues to lead sustainable aviation in the Philippines, showcasing a record performance in carbon emission intensity since 2019. An airline's carbon emission intensity measures the amount of carbon dioxide (CO_2) emissions produced per unit of output, typically in grams of CO_2 per revenue passenger-kilometer (gCO_2/RPK). This key sustainability metric evaluates the environmental impact of air travel. It allows airlines to track improvements in efficiency and sustainability on a per-passenger basis, highlighting their progress in decarbonization efforts. The lower the carbon emission intensity, the more successful an airline is at reducing carbon emissions.

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

Fundamentals

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

Fleet

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

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

Fuel

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

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

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

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

URC’s Climate Action Program

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

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

RLC Residences Announces Climate Target by 2031

RLC Residences announced the development of one million square meters of resilient condominiums by 2031. This initiative was shared by RLC Residences Senior Vice President Chad Sotelo at the International Finance Corporation’s 2nd Climate Forum. The initiative will focus on implementing green building measures and achieving EDGE certification together with an advisory by the International Finance Corporation (IFC).

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

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

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

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
CEB	**Modernizing Fleet with NEO**	• Use of NEO aircraft	• 51 NEO out of 97 total Fleet	• Estimated reduction of GHG emissions: 157,000 tCO2e	SDG 9
CEB	**Purchase Agreement (PA) for Additional Aircraft for Future Growth**	• Signing of PA with Airbus and Pratt & Whitney (P&W)	• Additional NEO aircraft (AC), up to 152 AC with deliveries starting 2028	• Contribution to GHG emissions reduction from additional NEOs	SDG 9
CEB	**Electrification of GSE**	• Deployment of electric baggage tractors for NAIA operations	• Thirteen (13) baggage tractors	• Potential annual reduction of GHG emissions (Scope 1): 307 tCO2e	SDG 7, 9
CEB	**Shift to Offsite RE supply**	• Transition of key facilities to RE via ACEN RES	• Two (2) key facilities (Aplus and Airjuan buildings)	• Reduction in GHG emissions (Scope 2)	SDG 7
CEB	**Availment of Sustainability-linked Loan (SLL)**	• Securing Southeast Asia’s First SLL for Low-Cost	• Acquisition of a new Airbus A321neo	• Contribution to GHG emissions reduction and financial incentives	SDG 9, 13

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
	for Aircraft Financing	Airlines from Crédit Agricole CIB			
URC	**Project BOPIES (Boiler Optimization: Improvement of Efficiency and Standardization of Processes)**	• Improving boiler efficiencies, religious execution of preventive maintenance, and conduct of audits • Capability building was conducted focusing on review and standardization of operating procedures • Boiler operators are trained and qualified to ensure highly-skilled personnel and best-in-class boiler operations	• Delivered substantial improvements, reducing the business unit's energy consumption by 15% and 3%, from coal and diesel respectively • Boiler efficiencies improved by 13% compared to 2023 numbers, contributing a PHP 73 million cost avoidance for boiler fuel usages	• High efficiency and cost-effective operations	SDG 7, 12
URC	**Utilization of Biomass & Biogas as Fuel Displacers**	Use of biomass and biogas as fuel fed to boilers to generate steam and electricity used in its operations. These are commonly by-products or wastes from the manufacturing process which are redirected as fuel alternatives, displacing some of the fossil fuels such as coal and diesel • Sugar & Renewables (SURE): Bagasse, a by-product of sugarcane milling, is used as fuel	• Generated 659,694 GJ of energy from its by-products displacing 9.5% of its total energy consumption	• Cost-effective and efficient energy sources	SDG 7, 12, 13

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
		for the boilers in the SURE plants, producing steam and electricity. In its Distilleries, another by-product called spent wash is used as fuel to boilers while a portion undergoes bio-methanation process producing biogas • Agro-Industrial Group (AIG): In our farms business, discarded animal wastes are converted into biogas and is used to generate electricity • Branded Consumer Foods (BCFG): Coffee spent grounds, spent tea leaves, and sludge are some of the by-products utilized by our plants in San Pedro, Calamba, and Vietnam			
URC	**Project JAGUAR (Journey in Achieving Sustainability Goals through**	Introduced in 2020, it is an ongoing project with the ff objectives: • Review of assets in terms of reliability and resource efficiency	• 18 out of 21 projects planned with an estimated investment of 1,003 million PHP • Generated 78,760 GJ of energy savings with an	• Energy and cost savings	SDG 7, 9, 12, 13

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
	Utilities and Assets Renewal)	• Define master plan for utility system set-ups • Serve as reference for new plant and installations • Renewal of utility assets and equipment (such as compressors, chillers)	equivalent to 216.9 million PHP in annual cost savings		
URC	**Climate Action Program**	• Facilitate GHG reduction efforts geared towards identifying initiatives to reduce Scope 1 & 2 emissions • Kicked off in 2024, key functions across all URC business units globally were trained on GHG fundamentals such as inventory and accounting, and key decarbonization levers. • Business units were onboarded on URC's Climate Action priorities, goals, and key activities	• Streamlined energy-savings and RE adoption projects in the pipeline to measure its contribution to GHG reduction for URC, grouping them into decarbonization levers, providing a baseline view of the impact of future projects	• Capacity building and baseline view of the impact of future projects	SDG 7, 12, 13
URC	**On-Site Generation of Power through Solar Panel Installations**	• Solar panel installations in twelve (12) of URC's facilities with a combined capacity of 18.1 MWp • Three (3) Solar projects were added in 2024 located	• Investments on solar energy projects contributed 63,173GJ to URC's total energy usage in 2024 • Avoiding 6,217 tCO2e in GHG emissions if the same	• Renewable Energy Source and GHG emissions avoidance	SDG 7, 9, 12, 13

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
		in Myanmar, Malaysia, and the Philippines • Installation of 1 MW ground-mounted solar farm in the La Carlota Distillery Plant in Negros Occidental	quantity was purchased from the grid		
URC	**Purchased Electricity from Renewable Energy Sources**	• Signed an agreement with Retail Electricity Suppliers (RES) to supply 21 URC local facilities with electricity generated from solar and geothermal energy • URC Vietnam formed a Power Purchase Agreement (PPA) that provides one of its plants with electricity generated from solar energy, bought at a lower rate compared to average market price	• 51% of electricity the company purchased came from renewable energy sources	• Continue to maximize opportunities to utilize renewable energy in purchased electricity for all of its plants	SDG 7, 12, 13
URC	**Nationwide Tree Planting Activities**	• Collaboration with various stakeholders	• Planted 11,376 seedlings, consisting of various endemic species of trees and mangroves	• Increased climate resilience in local communities • Increased absorption of carbon dioxide	SDG 13
URC	**Environment Recognition Program**	• GREEN Excellence in Environment is awarded to a URC facility/plant and Pollution Control Officer (PCO) with high	• Excellence Award was given to URC Vietnam Plant 2, including the category award for Best in Energy Efficiency Management.	• Increased morale and employee engagement	SDG 12

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
		optimization and responsible resource management in terms of energy and water consumption, waste management and environmental compliance • Recognized as best-in-class facilities in Government and Legal Compliance, Resources Optimization (Waste Minimization), Efficient Water Use, Energy Efficiency and Nature Protection			
RLC	**IFC on Climate Mitigation Response**	• Partnered with International Finance Corporation (IFC) to develop 1 million square meters of resilient condominiums by 2031	• Achieved first EDGE-certified project, Le Pont Residences in Bridgetowne and preliminary EDGE Certification for Le Pont Residences Tower 1 in Pasig City.	• Accelerated transition toward sustainable residential developments • Improved disaster resilience of future homes in high-risk regions like the Philippines	SDG 12
RLC	**Rooftop Solar Projects in Malls**	• RLC Malls currently operates 29 solar plants across 24 malls nationwide	• The total installed capacity stands at 31,581.28 kWp • The total capacity of solar plants currently under development across four (4) malls is 6,480.81 kWp • The target capacity of upcoming solar plants across four (4) new malls is	• Total energy production to date is 195,204,834.27 kWh across all 29 plants • The total CO_2 emissions avoided amounts to 138,342.57 metric tons • This reduction is equivalent to planting 2,287,446 trees	SDG 7, 13

SBU	Program	Activities	Result and Impact	Outcome	SDG (7, 9, 12, 13)
			approximately 4,500.00 kWp		
JGSOC	**JGSOC Solar Rooftop Project**	• Current operation of 13.8 MW solar energy installation across its rooftops	• Offsets power sourcing from the grid and from in-house power plant	• Annual energy savings of 17.8 GW-hours • Reduction of 17,000 metric tons of CO2 emissions annually	SDG 7, 13

Sustainability Performance Scorecard

Economic

380,460
MPhp
Economic Value Generated

363,161
MPhp
Economic Value Distributed

Social

23,653
Employee Headcount

1.51:1
Male to Female Ratio

23.97
Average Training Hours per Employee

Environmental

40,724,095
GJ
Energy Consumption

3,774,618
tCO2e
Total GHG Emissions

1,055,991
GJ
Total-Owned Generated Renewables

107.04
GJ/MPhp
Energy Intensity

9.92
tCO2e/MPhp
GHG Intensity

24,720,675
m^3
Water Withdrawal

15,312,144
m^3
Water Consumption

9,408,530
m^3
Water Discharge

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

Economic Performance

Direct Economic Value Generated and Distributed (in Million Php)

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

Note:

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

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

Procurement Practices

Proportion of pending on local suppliers

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

Environmental Performance

Energy consumption within the organization

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[4]
Total Energy Consumption	**GJ**	**29,658,971**	**36,907,400**	**37,089,446**	**40,724,095**	URC, RLC, CEB, JGSOC, JGSHI-CCU
Total Renewable Energy Consumption	**GJ**	**1,668,296**	**2,086,356**	**2,276,972**	**2,018,030**	URC, RLC, CEB, JGSOC
Renewable Energy Generated (Solar and Biomass)[5]	GJ	822,408	1,064,918	1,253,714	1,055,991	URC, RLC, JGSOC
Renewable Energy from the Grid[6]	GJ	845,888	1,020,215	1,022,036	961,906	URC, RLC
Sustainable Aviation Fuel -SAF	GJ	-	1,222		133	CEB
Total Non-renewable Energy Consumption[7]	**GJ**	**27,990,674**	**34,821,044**	**34,812,474**	**38,706,065**	URC, RLC, CEB, JGSOC, JGSHI-CCU
Gasoline	GJ	28,753	39,542	37,960	25,839	
LPG	GJ	680,856	668,311		883,365	URC, RLC, JGSOC

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

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

[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	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[4]
Diesel	GJ	751,290	632,908		782,947	URC, RLC, CEB, JGSOC, JGSHI-CCU
Bunker	GJ	4,286,595	3,260,924		3,164,014	URC, JGSOC
Coal	GJ	2,839,396	2,876,263	2,876,271	2,633,400	URC
CNG	GJ	385,683	356,211		395,842	
LNG	GJ	106,268	169,254	161,009	150,118	
Jet Fuel	GJ	15,700,919	23,670,702		26,846,018	CEB
Grid Electricity	GJ	3,210,914	3,146,930	3,148,178	3,824,522	URC, RLC, CEB, JGSOC, JGSHI-CCU

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

Energy Intensity

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

GHG Emissions

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[8]
Total GHG Emissions	**tCO2e**	**2,615,183**	**2,585,360**	**2,028,257**	**3,774,618**[9]	URC, RLC, CEB, JGSOC, JGSHI-CCU
Gross Direct (Scope 1) GHG Emissions	tCO2e	2,114,530	2,171,880	1,602,983	1,742,175	

[8] URC's GHG emissions cover information of total URC (BCF-PH, Flour, SURE, AIG, head offices, and external distribution centers in the Philippines, BCF-INT excl. China). This includes fugitive emissions. Fugitive emissions include emissions from refrigerants consumed by the plants which include R22 / Freon, R134a, R404, R407, R410, R507, R141B, R417, R32. 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.

[9] The increase in total GHG emissions in 2024 is primarily due to the inclusion of Scope 3 data from CEB and JGSOC, which were reported for the first time.

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[8]
Gross Energy Indirect (Scope 2) GHG Emissions[10]	tCO2e	391,600	302,488	314,283	368,077	
Gross Other Indirect (Scope 3) GHG Emissions	tCO2e	109,053	110,991		1,664,366	RLC, CEB, JGSOC
GHG Emissions Intensity	tCO2e/MPhp	8.32	7.20	5.65	9.92	URC, RLC, CEB, JGSOC, JGSHI-CCU
ODS	tonnes	23.48	24.39		0.51	RLC[11]

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

Air Pollutants

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

Note:

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

[10] Scope 2 emissions from renewable energy sourced from the grid were calculated using the market-based approach, applying emission factors provided by Retail Electricity Suppliers.

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

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

Water Consumption Within the Organization

Total Water Withdrawal from All Areas by Source

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[13]
Total Water Withdrawal	cum	26,534,593	26,158,218	26,688,045	24,720,675	URC, RLC, CEB, JGSOC, JGSHI-CCU
Third-Party Water	cum	8,295,525	8,489,120	9,018,208	9,622,273	
Ground Water	cum	10,719,582	10,629,357	10,630,096	9,578,879	URC, RLC, JGSOC
Surface Water	cum	4,974,552	5,426,496		3,337,008	URC
Sea Water	cum	2,544,934	1,613,245		2,182,515	JGSOC
Water Discharge	cum	7,578,379	9,113,680	9,144,241	9,408,530	URC, RLC, CEB, JGSOC
Water Consumption	cum	18,956,215	17,044,537	17,543,804	15,312,144	URC, RLC, CEB, JGSOC, JGSHI-CCU
Water Intensity	cum/MPhp	-	72.89	74.37	64.98	
Water Recycled and Reused[14]	cum	1,084,659	1,207,273	1,205,102	1,030,707	URC, RLC, CEB, JGSOC
% of Wastewater Recycled	%	14.32	13.28	13.21	10.96	

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

Materials Used by Weight or Volume

Material Used by the Organization

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[15]
Renewable Materials	tonnes	1,981,157	1,113,691	6,834,127	5,589,427	URC[16]

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

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

[15] URC covers available data on raw and packaging materials used by the organization. Scope includes BCFG-PH, AIG, FLOUR and SURE (sugarcane).

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

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries[15]
Non-renewable Materials[17]	tonnes	767,659	693,298	730,444	805,662	URC, RLC[18], JGSOC
Percentage of recycled input materials used to manufacture the organization's primary products and services[19]	%	3.0	6.87	0.58	0.61	URC

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

Waste Generation

Solid Waste and Hazardous Waste

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

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

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

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

Disclosure	Unit	2022	2023	2023 (Restatement)*	2024	2024 Boundaries
Total Weight of Hazardous Waste Transported	tonnes	2,477	1,468		1,690	URC, RLC[20], JGSOC

Note: Discrepancy from hazardous waste generated and transported are stored in the DENR -prescribed Hazwaste onsite storage waiting for schedule of transport and treatment.
*Restatement of 2023 numbers to reflect exclusion of URC China operations. The total solid waste generated decreased by 0.01% compared to the previously disclosed 2023 figures.

Non-compliance with Environmental Laws and Regulations

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

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

Social

Employee Data

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

Employees by Age Group

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

[21] Attrition rate of CCU, RBank, CEB, RLC, JGSOC
[22] Attrition rate is calculated using SEC formula: Attrition rate = (No. of new hires – No. of turnover)/ (Average of total no. of employees of previous and current year)
[23] Attrition rate of URC
[24] The ratio is based on the comparison between the wage of the lowest paid employee (base fare) and the minimum wage on the specific region. JGSHI is compliant with the minimum wage requirement

Employees by Contract Type

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

Employees by Length of Tenure

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

Employees by Rank

Disclosure	Unit	2022	2023	2024	2024 Boundaries
Executives/Senior Management	#	398	439	264	URC, RLC, CEB, JGSOC, JGSHI-CCU
Male	#	217	248	156	JGSOC, JGSHI-CCU
Female	#	181	191	108	
Rank & File	#	4,583	12,750	13,050	URC, RLC, CEB, JGSOC, JGSHI-CCU
Male	#	-	-	322	JGSOC, JGSHI-CCU
Female	#	-	-	205	
Supervisor	#	1,368	3,352	3,117	URC, RLC, CEB, JGSOC, JGSHI-CCU
Male	#	-	-	109	JGSOC, JGSHI-CCU

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

Employees by Place of Origin

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

New Hires for Permanent Employees

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

New Hires by Age Group

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

New Hires by Contract Type

Disclosure	Unit	2022	2023	2024	2024 Boundaries
Permanent or Indefinite	#	3,474	4,042	3,461	URC, RLC, CEB, JGSOC, JGSHI-CCU
Temporary or Fixed Term	#	178	560	274	

New Hires by Place of Origin

Disclosure	Unit	2022	2023	2024	2024 Boundaries
Local	#	3,647	4,026	2,185	RLC, CEB, JGSOC, JGSHI-CCU
National Capital Region	#	2,410	2,345	741	
Luzon (outside NCR)	#	600	986	864	
Visayas	#	540	533	451	

Disclosure	Unit	2022	2023	2024	2024 Boundaries
Mindanao	#	97	162	129	
International	#	5	660	6	
Africa	#	0	0	0	
America	#	0	2	0	
Asia	#	5	651	6	
Australia	#	0	3	0	
Europe	#	0	4	0	

Turnover for Permanent Employees

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

Employee Turnover by Age Group

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

[25] 5 URC's breakdown of turnover by gender pertains solely to voluntary departures.

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

Employee Turnover by Rank

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

Employee Turnover by Type

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

Diversity and Equal Opportunity

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

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

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

Employee Benefits

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

List of Benefits[29]	Y/N	% of male employees who availed for the year	% of female employees who availed for the year	Boundaries
SSS 1. Salary Loan 2. Parental Benefit 3. Sickness Benefit	Y	14.47% 0% 1.57%	12.76% 0% 1.64%	URC[30], RLC, CEB, JGSOC, JGSHI-CCU
PhilHealth	Y	1.29%	3.20%	
Pag-ibig Salary loan	Y	13.92%	6.03%	
Parental Leaves	Y	0.40%	1.01%	
Vacation Leaves	Y	33.63%	35.13%	
Sick Leaves	Y	31.76%	33.67%	
Emergency Leaves	Y	3.62%	2.95%	
Medical Benefits (aside from PhilHealth): HMO	Y	100% covered	100% covered	
Housing Assistance (aside from Pag-ibig)	Y	3.13%	5.37%	
Retirement Fund (aside from SSS)	Y	12.17%	6.68%	
Further Education Support	Y	0.40%	0.83%	
Company Stock Options	Y	0%	0%	
Telecommuting	Y	12.88%	8.38%	
Flexible-working Hours	Y	1.80%	4.63%	
Others: 1. Rice Subsidy 2. Medicine Allowance	Y	100%	100%	This covers JGSHI CCU employees only. Benefits not mandated by the government are specifically

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

List of Benefits[29]	Y/N	% of male employees who availed for the year	% of female employees who availed for the year	Boundaries
3. Uniform Allowance 4. Other Employee Perks and Partnerships				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	2022	2023	2024	2024 Boundaries
Total Training Hours Provided to Employees	hours	391,377	476,652	566,887	URC, RLC, CEB, JGSOC, JGSHI-CCU
Male	hours	71,576	80,649	204,265	
Female	hours	78,082	38,296	362,622	
Average Training hours per Employee	hours/employee	16.93	21.34	23.97	
Male	hours/employee	15.42	18.10	14.36	
Female	hours/employee	14.71	8.14	38.47	

Labor Management Relations

Disclosure	Unit	2022	2023	2024	2024 Boundaries
Percentage of employees covered with Collective Bargaining Agreements	%	11.03	20.15	19.87	URC, CEB
Number of consultations conducted with employees concerning employee-related policies	#	16	5	204	URC, RLC, CEB

Labor Laws and Human Rights

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

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

Topic	Y/N	If Yes, cite reference in the company policy
Forced Labor	Y	The Company adopts and complies with the rules and regulations issued by the Department of Labor and Employment. Moreover, the Company ensures that engaged Service Providers comply with the same.
Child Labor	Y	The Company adopts and complies with the rules and regulations issued by the Department of Labor and Employment. Moreover, the Company ensures that engaged Service Providers comply with the same.
Human Rights	Y	▪ Policy on Sexual Harassment ▪ 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

Topic	Y/N	If Yes, cite reference in the company 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	2022	2023	2024
Safe Man-Hours	hours	93,248,790	108,227,226	119,2,77,735
Number of Safety Drills Conducted	#	272	446	386
Number of Work-related Injuries	#	341	149	272
Number of Work-related Fatalities	#	4	4	1
Number of Work-related Ill-health	#	0	3	0
Number of Lost Time Incidents (LTI)	#	66	49	69
Number of Days Lost due to LTI	#	27,386	191	8,781
Number of First Aid Incidents	#	219	74	139
Number of Medical Treatment Incidents	#	61	27	87
All Injury Frequency Rate (AIFR)	rate	4.15	0.32	4.82

Governance

Anti-corruption

Training on Anti-corruption Policies and Procedures

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

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

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

Incidents of Corruption

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

Customer Management

Customer Satisfaction

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

[33] Net Promoter Score (Post-Flight)

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

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

Health and Safety

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

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

Marketing and Labelling

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

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

[36] RLC data covers Malls and Residences
[37] URC information includes data from BCF-PH only
[38] RLC data covers Malls and Residences
[39] URC information includes data from BCF-PH only
[40] URC data from BCF-PH only
[41] URC data from BCF-PH only

Customer Privacy

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

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

Data Security

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

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

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

The ISMS consists of the following:

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

    1.1. **Information Security Policy** aims to establish, maintain, and continuously improve the ISMS to protect information assets, maintaining competitive advantage and increasing stakeholders' confidence.

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

1.2. **Information Asset Management Policy** aims to define and classify information assets in both physical and electronic formats and provide guidance on how to appropriately handle information assets according to classification.

1.3. **Information Security Incident Management Policy** aims to mandate a structured approach in managing incidents that compromise corporate information and personal data of the business units' customers.

1.4. **Compliance Policy aims to ensure that Business Units comply** with applicable legal, regulatory requirements and contractual obligations, when conducting business activities.

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

2.1. **Information Security Internal Organization Policy** aims to establish the appropriate internal organization that ensure security of information assets

2.2. **Human Resource Security Policy** aims to protect the company's business interests by ensuring that employees and contractors understand and fulfill their roles and responsibilities to preserve information security before, during, and after employment

2.3. **Supplier Relations Policy** aims to mandate controls that protect information assets exposed to suppliers and preserve the integrity of supplier selection activities

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

3.1. **Access Control Policy** aims to Implement adequate measures to regulate access to different information assets and facilities, ensuring that facilities and equipment are only accessed by authorized personnel

3.2. **Acceptable Use of Assets Policy** aims to ensure that employees understand how corporate assets should and should not be used, ensuring that the BU gets the most value out of its corporate assets and networks to avoid unintended security breaches.

3.3. **Physical and Environmental Security Policy** aims to protect corporate assets and information by mandating controls that prevent unauthorized physical access to company premises, as well as equipment that support business operations

3.4. **Mobile Device and Teleworking Policy** aims to establish rules for the use, management and security of all mobile devices that process company information and establish rules for conducting official business outside the work premises

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

4.1. Cryptographic Controls Policy aims to apply cryptographic controls (i.e. encryption) on confidential electronic information (e.g. files, databases), to add another layer of protection and prevent unauthorized use or disclosure.

4.2. Operations Security Policy aims to apply appropriate controls to ensure that day to day operations are carried out in a controlled and a secure manner.

4.3. Communications Security Policy aims to implement measures that will protect information as it moves both within the corporate network and outward.

4.4. Data Security Policy aims to implement measures to protect corporate information from possible loss and leakage, avoiding breaches to legal, statutory or contractual obligations.

4.5. Secure Development Policy aims to protect corporate information and minimize breaches by ensuring that information security is taken into consideration when developing or acquiring systems and services.

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

A 24/7 Security Operations Center was established in January 2020 to continuously monitor JGSHI' 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

	Habitats Protected	Area	Description
CEB	Brgy. Tapon, Dumanjug, Cebu	Five (5) Hectares	CEB has partnered with the Ramon Aboitiz Foundation Inc. One to Tree program (RAFI OTT) to support the conservation and restoration of mangroves in Cebu. CEB and RAFI are jointly enhancing a mangrove plantation in Barangay Tapon, Dumanjug, Cebu. The 10,000 mangrove seedlings were planted across an estimated five (5) hectares of mangrove area. A people's organization, the Tapon Fisherfolks Association were engaged for seedling production, site preparation, actual planting, maintenance, and monitoring for eight (8) quarters. Survival rate as of 2024 is at least 90%.
	MOU with DENR BMB for Wildlife Conservation	NA	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 on August 2022 and will be valid until August 2025
	Philippine Eagle Center	NA	The Philippine Eagle is a highly endangered species, with only less than 400 pairs remaining in the wild. CEB supported the Philippine Eagle Center in Davao City from 2015-2023. For almost a decade, CEB has been committed in its support for

	Habitats Protected	Area	Description
			'Mindanao', providing essential resources such as food, shelter maintenance, keeper care, and veterinary services for the facility's captive-bred eagle.
JGSOC	Wetland No. 8 in Boracay	1.8 ha (with the possibility of increasing land area)	JGSOC, in partnership with DENR-EMB, rehabilitated and restored Boracay Wetland No. 8, a 1.8-hectare swamp and marshland located in Brgy. Manocmanoc, Boracay Island, which is home to 39 species of flora and 20 faunal species of birds, fishes, mammals, and gastropods. The initiative was launched in July 2019 and the MOA was renewed in November 2023, to restore the environmental sustainability of Wetland No. 8 and prevent further degradation of its ecosystem, espousing a private-public sector collaborative approach with the involvement of other stakeholder communities.
	Artificial reef in Batangas Bay	160 m^2	The JGSOC Artificial Reef Project is located in a sandy area along the coastal zone of Barangay Simlong in Batangas City, near the JGSOC petrochemical complex. The artificial reefs function similarly to natural reefs, providing protection and habitat for a diverse range of marine life. Each artificial reef is a concrete block measuring approximately two (2) cubic feet. According to the latest monitoring survey of the faunal communities found at the sites, conducted last August 2024 by the Batangas Community Divers Seal, Inc. (BCDSI), there have been positive changes in marine biodiversity in the area, such as an increase in fish species and coral growth.
	"One Million Trees" Initiative	~640,000 seedlings (as of December 2024)	JGSOC's "One Million Trees" initiative aims to plant one million indigenous and fruit-bearing tree seedlings within ten (10) years. The key programs under this initiative are tree planting and protection and maintenance of a two-hectare mini-forest with tree nursery, located at Brgy. Pinamucan Ibaba, Batangas City. As of December 2024, there are around 640,000 seedlings planted. The success of this initiative is made possible through

	Habitats Protected	Area	Description
			partnerships with DENR, LGU, the host barangays, and with various NGOs and universities.
URC	URC-wide tree planting and nurturing activities	11,376 seedlings	URC-wide tree planting and nurturing activities were conducted across different sites. In support to the Expanded National Greening Program (NGP) stated in Executive Order 193, SURE URSUMCO and PASSI have signed MOA with DENR CENRO to Adopt-a-Forest of 3 Ha in Tanglad, Manjuyod, Negros Oriental and 5 Ha in San Enrique, Iloilo. This partnership will rehabilitate the forest/watershed identified by DENR through establishment of seedling and plantation nursery as well as conducting maintenance and protection activities in 3 years. In 2024, a total of 2,500 seedlings were planted through this program. In addition, ESMO continuously conducted activities in its commitment to the adopt-a-creek program in partnership with their respective LGUs and MENRO/CENRO. In 2024, collaborative efforts with various stakeholders resulted in the successful planting of 11,376 seedlings, consisting of various endemic species of trees and mangroves, fostering environmental sustainability.

Operational Sites affecting Biodiversity Protected Areas

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

	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protected Areas affected by Operations	International Union for Conservation of Nature (IUCN) Red List Species in protected areas affected by Operation	IUCN Red List Category
	farms and depots, several power plants, food manufacturing facilities, and other similar companies.		national conservation list species.	
URC	CMC Davao Flour Mill located in Km 10 Sasa, Buhangin District, Davao City, Davao del Sur is situated on the gulf's west coast. Davao City is among the four provinces that surrounds Davao Gulf which is listed by DENR-Biodiversity Management Bureau as Key Biodiversity Area	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)	The company has no operations affecting the habitats of species listed in IUCN17 Red list species and national conservation list species.	n/a

Supplier Accreditation

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

JG SUMMIT HOLDINGS, INC.	**POLICY**		
Group	GOKONGWEI GROUP	Document No. 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.

<table>
<tr><td colspan="2">JG SUMMIT HOLDINGS, INC.</td><td colspan="2">POLICY</td></tr>
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</table>

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<tr><td>GENERAL POLICY

Application and Mandatory Requirements</td><td>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.

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.</td></tr>
<tr><td>Review and Assessment</td><td>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:</td></tr>
</table>

	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

	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

	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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2024 Stakeholder Engagement Results

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

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

Stakeholders	Material Concerns	Modes of Engagement	Response
Investors and shareholders	• 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	• 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)	• 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, system and procedures
Employees	• Competitive compensation and benefits • Frequent career conversations between employees and their managers	• Town hall meetings • Open dialogues • Pulse Employee Engagement Survey	• Continuous benchmarking to ensure up to date provision of competitive salaries, benefits, and employee growth initiatives such as formal training and e-training

Stakeholders	Material Concerns	Modes of Engagement	Response
	• Exposure to career advancement opportunities • Positive work culture driven by purpose, values and community		• Strong partnership between HR and leadership on employees' performance management and development • Setting of town hall meetings and other avenues for employee communication • Adherence to good labor practices and workplace standards • Purpose and values-driven initiatives to strengthen group identity, engagement, and community
Suppliers and service providers	• Lasting business commitments • Complying to sustainable policies of JGSHI • Timely payment	• Vendor audits • Open line communication	• 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	• 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	• 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	• 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

Stakeholders	Material Concerns	Modes of Engagement	Response
Communities	• Community engagement and development • Responsible environmental management	• Corporate social responsibility programs • Environmental compliance programs	• Continuous development and design of projects and programs that respond to community needs • Compliance with environmental standards
Customers of SBUs	• Product quality • Health and safety • Marketing and labelling • Data Privacy	• Open communication channels • Customer Satisfaction Survey	• Quality assurance for products and services of each SBU • Implementation of environmental, safety, and quality standards and assurance systems • Proper marketing and labelling for product content, usage, and service inclusions • Enhanced JGSHI-wide information security system to prevent any data leak and security breach

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

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Economic Performance	Our Impact – Shared Success, Sustainability Performance Scorecard, EESG Performance Indices – Economic Performance	55-66, 111, 112
Procurement Practices	Duties to Stakeholders, Risk Categories – Operational Risk, Our Impact – Shared Success, EESG Performance Indices – Procurement Practices, EESG Performance Indices – Supplier Accreditation, EESG Performance Indices – 2024 Stakeholder Engagement Results	13, 49, 55-66, 113, 139-144
Anti-Corruption	Corporate Governance Policies, Governance Programs, Board Trainings, Risk Categories – Governance Risk, Our Impact – Better Choices, EESG Performance Indices – Governance	17-18, 33, 39-40, 51-52, 68, 129-130
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Resource Management		
Energy Consumption within the Organization	Our Impact – Climate Action, Sustainability Performance Scorecard, EESG Performance Indices – Environmental Performance	101-110, 111, 113-114
Water Consumption within the Organization	Our Impact – Shared Success, Our Impact – Resource Efficiency and Circularity, Sustainability Performance Scorecard, EESG Performance Indices – Environmental Performance	63, 89-100, 111, 116
Materials used by the Organization	Risk Categories – Operational Risk, Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	49, 89-100, 116-117
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Environmental Impact Management		

Air Emissions	Risk Categories – Climate Risk, Risk Categories – Operational Risk, Our Impact – Climate Action, Sustainability Performance Scorecard, EESG Performance Indices – Environmental Performance	48, 49, 101-110, 111, 114-115
Air Pollutants	Risk Categories – Operational Risk, EESG Performance Indices – Environmental Performance	49, 115
Solid and Hazardous Wastes	Our Impact – Resource Efficiency and Circularity, EESG Performance Indices – Environmental Performance	89-100, 117-118
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Environmental Compliance	Our Impact – Resource Efficiency and Circularity, 2024 Stakeholder Engagement Results	89-100, 145-147
Non-compliance with environmental laws and regulation	Risk Categories – Legal and Compliance Risk, EESG Performance Indices – Environmental Performance	47, 118
SOCIAL		
Employee Management	Duties to Stakeholders, Risk Categories – People Risk, Our Impact – Employee Growth and Well-being, 2024 Stakeholder Engagement Results, EESG Performance Indices – Social	13-17, 47-48, 79-89, 145-146, 119-128
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Workplace Conditions, Labor Standards, and Human Rights		
Occupational Health and Safety	Duties to Stakeholders, Our Impact – Employee Growth and Well-being, EESG Performance Indices – Social	14-16, 79-89, 128
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Significant impacts on local communities	Our Impact – Shared Success	55-65
Customer Management	Duties to Stakeholders, Risk Categories – Operational Risk, Risk Categories – Reputational Risk, Our Impact – Better Choices, EESG Performance Indices – Governance, 2024 Stakeholder Engagement Results	13, 49, 51, 66-78, 130-134, 147
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Customer Health and Safety	Duties to Stakeholders, Risk Categories – Reputational Risk, Our Impact – Better Choices, EESG Performance Indices – Governance, 2024 Stakeholder Engagement Results	13, 51, 66-78, 131, 147
Customer Privacy	Risk Categories – Reputational Risk, EESG Performance Indices – Governance, 2024 Stakeholder Engagement Results	51, 132, 147
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UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS		
Product or Service Contribution to UN SDGs	Our Impact – Shared Success, Better Choices, Employee Growth and Well-being, Resource Efficiency and Circularity, Climate Action	55-110

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	Evolving our Approach to Sustainability – Governance	19-23, 32, 37-39
	b. Management's role in assessing and managing sustainability and climate-related risks and opportunities	Evolving our Approach to Sustainability – Governance	19-21, 30-31, 37-39
Risk Management	a. Processes and related policies the entity uses to identify, assess, prioritize, and monitor sustainability and climate-related risks	Evolving our Approach to Sustainability – Enterprise Risk Management	41-52
	b. Processes used to identify, assess, prioritize, and monitor sustainability and climate-related opportunities	Evolving our Approach to Sustainability – Enterprise Risk Management	43-44
	c. Processes for identifying, assessing, and managing sustainability and climate-related risks that are integrated into the organization's overall risk management.	Evolving our Approach to Sustainability – Enterprise Risk Management	41-52
Strategy	a. Sustainability and climate-related risks and opportunities the organization has identified	Sustainability at JGSHI, Evolving our Approach to Sustainability – Strategy, Metrics, and Targets, 2024 Stakeholder Engagement Results	5, 53-54, 145-147
	b. Impact of sustainability and climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Evolving our Approach to Sustainability – Strategy, Our Impact, Metrics, and Targets, 2024 Stakeholder Engagement Results	53-54, 55-110, 145-147
	c. Resilience of the organization's strategy, taking into consideration different sustainability and climate-related scenarios	Evolving our Approach to Sustainability – Strategy, Metrics, and Targets, 2024 Stakeholder Engagement Results	53-54, 145-147, Our Approach to Managing Climate Risks
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.	Evolving our Approach to Sustainability – Strategy, Metrics, and Targets	53-54
	b. Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, and the related risks.	EESG Performance Indices – Environmental Performance	114-115
	c. Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Evolving our Approach to Sustainability – Strategy, Metrics, and Targets, Our Impact	53-54, 55-110

Annex D. GRI Content Index

Statement of use	JG Summit Holdings, Inc. has reported the information cited in this GRI content index for the period January 1 to December 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

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GRI 2: General Disclosures 2021	2-1 Organizational details	3-4
	2-2 Entities included in the organization's sustainability reporting	3-4
	2-3 Reporting period, frequency and contact point	4
	2-4 Restatements of information	113-118
	2-5 External assurance	No external assurance
	2-7 Employees	119-126
	2-9 Governance structure and composition	7-41
	2-10 Nomination and selection of the highest governance body	22-25, 35-38
	2-11 Chair of the highest governance body	22-25
	2-12 Role of the highest governance body in overseeing the management of impacts	7-41, 145-147
	2-13 Delegation of responsibility for managing impacts	7-41
	2-14 Role of the highest governance body in sustainability reporting	4, 19, 32
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	2-16 Communication of critical concerns	33-35
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	2-18 Evaluation of the performance of the highest governance body	40-41
	2-19 Remuneration policies	18, 35-36
	2-20 Process to determine remuneration	18, 35-36
	2-21 Annual total compensation ratio	23, 36

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	2-23 Policy commitments	17-18, 127-128, 132-134, 139-144
	2-24 Embedding policy commitments	17-22, 127-129, 132-134, 139-144
	2-25 Processes to remediate negative impacts	33-35, 126-129
	2-26 Mechanisms for seeking advice and raising concerns	33-35, 145-147
	2-27 Compliance with laws and regulations	18, 31, 33, 90-92, 118, 127-128
	2-28 Membership associations	JGSHI is a member of Makati Business Club (MBC), which is a private, non-profit business association in the Philippines. Established in 1981, MBC represents the interests of the country's largest and most prominent businesses, including major corporations and conglomerates. It serves as a forum for discussion on economic, political, and social issues affecting the business environment in the Philippines. MBC engages in policy advocacy, publishes research, and reports, and facilitates dialogues between the private sector and government. The organization aims to promote good governance, transparency, and sustainable economic development in the country. It is also involved in various initiatives that support business growth, social responsibility, and national competitiveness. 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

GRI STANDARD	DISCLOSURE	Page number or direct answer
		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.
	2-29 Approach to stakeholder engagement	145-147
	2-30 Collective bargaining agreements	126
GRI 3: Material Topics 2021	3-1 Process to determine material topics	53-54, 145-147
	3-2 List of material topics	5, ,55-110 145-147
	3-3 Management of material topics	55-110
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	56, 111-112
	201-2 Financial implications and other risks and opportunities due to climate change	48, 43-44
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	119

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GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	113
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	33, 51-52
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	302-4 Reduction of energy consumption	101-110, 113-114
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	116
	303-2 Management of water discharge-related impacts	89-100, 116
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	304-3 Habitats protected or restored	135-138
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	135-138
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	114
	305-2 Energy indirect (Scope 2) GHG emissions	115
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	305-4 GHG emissions intensity	115
	305-5 Reduction of GHG emissions	101-110,115
	305-6 Emissions of ozone-depleting substances (ODS)	115

GRI STANDARD	DISCLOSURE	Page number or direct answer
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	115
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	89-100
	306-2 Management of significant waste-related impacts	89-100
	306-3 Waste generated	117-118
	306-4 Waste diverted from disposal	117-118
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	122-124
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	125-126
	401-3 Parental leave	125
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	128, 79-89
	403-2 Hazard identification, risk assessment, and incident investigation	41-52
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	403-6 Promotion of worker health	13-16, 47-48, 60-63, 81-82, 87-88, 127
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	17-18, 24, 124
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GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	127

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GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	127
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	55-65, 135-138
	413-2 Operations with significant actual and potential negative impacts on local communities	55-65, 135-138
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	131, **URC Food Safety and Quality Management Commitment** URC is dedicated to maintaining the highest standards of Quality and Food Safety throughout all facets of its operations. This commitment is aligned with the latest global standards and adheres to internal policies and procedures, ensuring that products meet the expectations of the company's consumers and stakeholders. To reinforce this commitment, URC is continuously enhancing its initiatives, notably through the implementation of the **One GMP (Good Manufacturing Practices)** Requirements and the **URC Operational Requirements (URCORe) Integrated Quality and Food Safety Standards.** URCORe serves as a comprehensive framework for establishing management systems ensuring business continuity through rigorous standards governance, thorough documentation support, and a centralized

GRI STANDARD	DISCLOSURE	Page number or direct answer
		platform for accessing the Operational Requirements across all URC operations. The organization's Global **Quality and Food Safety Team** has made significant strides in evolving systems to further enhance quality and food safety through the following initiatives: 1. **Risk-Based Internal Audit Programs**: The company designed and implemented a robust internal audit programs focused not only on manufacturing facilities but also on material suppliers. Programs like One GMP Audit, Supplier FSQMS Audit and Management System Preparatory Audits are aimed at ensuring compliance with established standards while driving continuous improvement across the company's operations. By identifying potential risks and areas for enhancement, URC can proactively address issues before they impact its processes. 2. **Training and Development Initiatives**: URC developed comprehensive training programs tailored to elevate the skills of its plant internal auditors across different quality and food safety systems. These programs empower plant auditors to effectively detect systemic issues and

GRI STANDARD	DISCLOSURE	Page number or direct answer
		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 2024, pp. 232-233* -- Passenger safety remains the priority of CEB. The Group continues to implement strict safety measures designed to reassure travelers and protect the public from unnecessary dangers. The measures taken by the Group to ensure occupational and aviation safety, described earlier under the Workplace Conditions topic, result in a safer environment for its customers. Apart from mitigating the risks posed by wildlife and bird strikes, Cebu Pacific also ensures its employees are well-trained to handle emergency situations such as fire and earthquakes and maintains their mental and physical well-being to handle customers and carry out their duties properly. CEB has maintained air safety certification by IATA through the Operational Safety Audit (IOSA) program. The Group's operations are

GRI STANDARD	DISCLOSURE	Page number or direct answer
		subject to continuous audits and surveillance programs by civil aviation authorities. All health and safety-related matters are discussed in the monthly ASRC meetings, as described in the relevant section above under Governance. *Source: CEB SEC Form 17A, Conso FS and Sustainability Report_December 31, 2024, p.261* --- 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 2024, p. 150*
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	131, 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

GRI STANDARD	DISCLOSURE	Page number or direct answer
		requirements, implementing the necessary analysis for nutritional facts and claims.   *Source: URC SEC 17A Form Dec 31 2024, pp. 234-235* --- CEB continues to proactively address the needs of its customers through appropriate marketing communications. It also adheres to the Ad Standards Council (ASC) and Department of Trade and Industry (DTI) regulations in the Philippines to ensure commitment to advertising responsibly and upholding the highest standards of ethics.

GRI STANDARD	DISCLOSURE	Page number or direct answer
		Source: CEB SEC Form 17A, Conso FS and Sustainability Report December 31, 2024, p.261
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	132