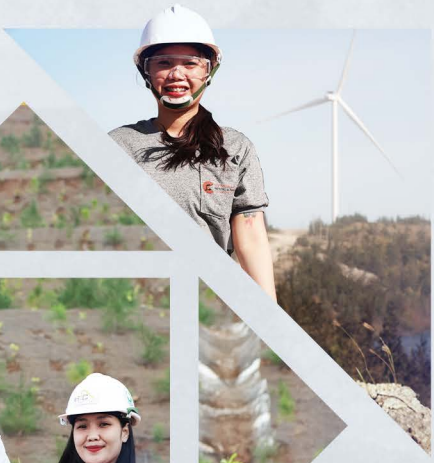
DMCI HOLDINGS
INCORPORATED

















GROUNDED IN LEGACY

2025 SUSTAINABILITY REPORT

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About
THE COVER



The cover of the 2025 Sustainability Report brings DMCI Holdings' theme, "**GROUNDED IN LEGACY**," to life through a dynamic collage of geometric forms featuring its people and businesses.

The interlocking shapes highlight the strength and synergy of the Group's diversified portfolio—spanning construction, real estate, mining, power, water, and cement—while subtly forming a rocket ship silhouette, an homage to the DMCI Group logo. This visual reflects forward momentum, disciplined execution, and the Company's drive to continuously build and innovate.

At its core are the people behind the business—engineers, workers, and professionals whose work powers progress across industries. Their presence underscores that DMCI Group's legacy is not only built on infrastructure and operations, but on the skill, discipline, and dedication of its workforce.

The structured yet fluid composition conveys unity across subsidiaries—distinct in function, yet aligned by shared values and a common purpose.

About
THE REPORT

This report provides a comprehensive summary of our environmental, social, and governance (ESG) performance throughout the year, highlighting our continued dedication to responsible business practices. It presents our sustainability efforts, addresses key challenges, and showcases our vision for the future.



Reporting Standards

This report aligns with the Global Reporting Initiative (GRI) 2021 standards, ensuring compatibility with international sustainability reporting frameworks.

Reporting Period

The report covers activities conducted from January 1, 2025, to December 31, 2025.

Reporting Boundary

Unless otherwise noted, the information and data presented are consolidated from our six subsidiaries. Data related to Maynilad is included in a separate section.

Transparency, Context and Commitment

We acknowledge the challenges in data collection and validation due to the broad scope and diverse locations of our operations. Any limitations in the data are clearly disclosed within the relevant sections. We remain committed to enhancing our reporting processes to provide more accurate, consistent, and transparent insights in the future.

Contact Information

For questions or further information regarding the contents of this report, please contact:

Kent Sydney H. Mercader
Sustainability and Corporate Communications Officer
DMCI Holdings, Inc.
khmercader@dmcinet.com

Scope of the Report

This report discloses our initiatives and performance indicators across all subsidiaries and our affiliate, including:

D.M. CONSUNJI, INC. ENGINEERS • CONTRACTORS
DMCI HOMES
SEMIRARA MINING & POWER CORPORATION
DMCI POWER CORPORATION
DMCI MINING CORPORATION
MAYNILAD
CONCREAT

Statement from
THE LEADERSHIP

In an era defined by intensifying climate risks, global economic volatility, and an increasingly complex regulatory landscape, businesses are called to operate with greater foresight, resilience, and responsibility.

For the DMCI Group, these challenges are particularly pronounced. Operating in the Philippines, a country highly vulnerable to climate-related impacts, sharpens both our awareness of risk and our resolve to act.



Amid these evolving conditions, we remain steadfast in our role as a key contributor to essential industries that support nation-building. From construction to real estate, mining and power, to water and cement, our businesses continue to deliver critical services that drive economic progress and improve lives.

At the same time, we recognize that our responsibility extends far beyond financial performance. Today, stakeholders rightly expect companies to contribute meaningfully to environmental stewardship, community and people development, and ethical governance. These expectations challenge us to think long-term and lead with purpose.

Our Economic Performance

In 2025, DMCI Holdings generated ₱118.7 billion in economic value, demonstrating the strength of our diversified portfolio.

While consolidated net income declined to ₱15.1 billion from ₱19.0 billion in 2024, reflecting the normalization of our integrated energy business and initial losses from our cement operations, our overall performance remained resilient.

The strong contributions from our real estate, construction, water, nickel mining, and off-grid power businesses helped offset these headwinds.

This year also marked our first full year managing our cement business under Concreat. While still in a recovery phase, operational improvements have been implemented to strengthen its long-term competitiveness.

More importantly, our disciplined approach to capital allocation enabled us to return 93%, or ₱110.1 billion, of the economic value we generated to stakeholders through salaries, dividends, taxes, royalties, and reinvestments.

The remaining 7% (₱8.6 billion) reflects our continued commitment to sustaining operations while supporting our workforce, communities, and the broader economy.

Sustainability Across Our Operations

Beyond financial performance, we made meaningful strides in advancing sustainability across the Group.

This year we started strengthening our circular economy initiatives by converting operational and municipal waste into alternative fuels for cement production, while also utilizing for the same coal combustion by-products such as fly ash and bottom ash.

These efforts demonstrate how we are rethinking waste as a resource and embedding efficiency into our operations.

In the second quarter of 2025, DMCI Power commissioned the 12.5 MW Semirara Wind Project, our first venture into renewable energy.

This milestone signals the beginning of a more diversified and sustainable portfolio for the Group.

Our impact continues to extend to the communities we serve. 16% percent of our workforce or 6,274 employees are based outside Metro Manila, many in rural and underserved areas.

By creating jobs and supporting local economies, we contribute to more inclusive and regionally balanced development.

Our efforts have not gone unnoticed. In 2025, our nickel mining unit, Zambales Diversified Metals Corporation, received the Presidential Mineral Industry Environmental Award, the highest recognition for environmental protection, safety, and community development in the Philippine mining sector.

Corporate ESG Performance

RATED BY ISS STOXX

Prime

At the Group level, DMCI Holdings was also recognized with a “Prime” rating by ISS STOXX, affirming that we meet demanding international standards for sustainability performance.

Additionally, we were awarded the 3-Golden Arrow distinction by the Institute of Corporate Directors for the third consecutive year, underscoring our continued commitment to strong corporate governance and transparency.

Forward with Purpose

As we look ahead, we aim on scaling our renewable energy footprint, deepening our circular economy practices, and accelerating digital transformation across our operations.

We will continue refining our ESG framework to align with evolving global standards and stakeholder expectations.

Sustainability is not a destination, but a continuous journey—one that requires discipline, innovation, and commitment.

At DMCI Holdings, we take pride in what we have built over the years. Yet, we are even more inspired by the opportunities ahead.

We will continue to act with transparency, grow with purpose, and build with sustainability at the core of everything we do.

> “We will continue to act with transparency, grow with purpose, and build with sustainability at the core of everything we do.



Isidro A. Consunji

CHAIRMAN AND PRESIDENT
DMCI HOLDINGS, INC.



About
OUR COMPANY

Established in March 1995, DMCI Holdings is the only publicly listed holding company in the Philippines with construction as its core competency.

It was listed on the Philippine Stock Exchange on December 18, 1995 to extract greater value from the engineering expertise and construction resources of D.M. Consunji, Inc. (DMCI), the pioneering contractor behind some of the biggest and most complex infrastructures in the Philippines. DMCI Holdings trades under the PSE ticker symbol DMC.

Since its listing, DMC has expanded into other infrastructure development and engineering-related industries, namely real estate development, coal and nickel mining, power generation, water services and cement manufacturing.

Vision

We are the leading integrated engineering and management conglomerate in the Philippines.

Through our investments, we are able to do the following:

D **Deliver** exceptional shareholder value

M **Motivate** and provide employees with opportunities and just rewards to achieve their full potential

C **Cultivate** progress in remote areas, unserved markets and growth industries

I **Integrate** sustainable development with superior business results through principled contracting and innovative engineering

Mission

To invest in engineering and construction-related businesses that bring real benefits to the people and to the country

Values

In our dealings, we are guided by the following:

Integrity
We base our decisions on what is right, just and ethical.

Customer Focus
We strive to build lasting relationships with our customers.

Innovation
We adapt and innovate to generate value for our stakeholders.

Fairness
We honor agreements and treat others with respect and dignity.

Teamwork
We collaborate to solve tough problems and strengthen our organization.

Accountability
We take responsibility for our actions and deliver on our commitments.

Sustainability
We drive progress by balancing economic growth, social wellbeing and environmental stewardship.

Corporate Strategy

We **invest** in industries that allow us to leverage our engineering and management expertise and core businesses, while promoting economic development.

We **engage** and retain our employees by capitalizing on skills development and providing career opportunities.

We **advance** businesses with unrealized value that could be unlocked through innovative engineering, while fostering operational synergies within the group.

We **develop** world-class businesses and systems through strategic partnerships and alliances.

We **manage** our businesses in accordance with relevant government standards on environment, safety, quality, and corporate governance practices.



The DMCI CREED

We believe that:

Construction is a noble profession whose activities are vital to economic development and national progress;

Fair competition is essential to the growth and stability of the construction industry;

A contractor's primary responsibility to his client is to give his best in faithful compliance with their agreement;

Labor and capital should cooperate with one another so that labor may live with dignity and capital may find its just rewards;

The ill-gotten violates business ethics and the ill-conceived wreaks havoc on the public good;

The ultimate objectives are to serve not only man but humankind and to build not only an enterprise but an institution that will serve society.

Our Value Creation Model

Driving Value Across a Diversified Portfolio

At DMCI Holdings, value creation is driven by the strength of our capital base and the way our businesses operate, grow, and work together.

Our portfolio spans industries that are essential to national development—including construction, real estate, energy, mining, water, and cement. Across these sectors, we deploy financial, physical, human, natural, and technical resources to deliver products and services that support economic activity, infrastructure development, and community growth.

What sets the Group apart is not only the diversity of its businesses, but also how these businesses are connected—forming an ecosystem where resources, capabilities, and outputs reinforce one another.

1 OUR CAPITALS

The resources and relationships that enable the Group to operate at scale and sustain long-term growth.

Financial Capital

A strong capital base supported by recurring cash flows, prudent financing, and access to funding that supports operations, expansion, and strategic investments.

Key indicators

- ₱281.7 billion total assets
- ₱148.4 billion total equity
- ₱29.1 billion cash and cash equivalents
- ₱66.3 billion total debt

Human Capital

A workforce of engineers, operators, project teams, technical specialists, and professionals who drive execution across the Group's businesses.

Key indicators

- 26,628 direct employees
- 12,669 indirect employees
- Strong safety culture and technical expertise across operations

Intellectual and Technical Capital

Decades of engineering expertise, project execution and operating capabilities built across construction, power, mining, real estate, and cement.

Key indicators

- 72 years of construction capabilities
- Established technical and execution capabilities across core businesses

Manufactured Capital

A diversified operating platform composed of construction equipment, mining assets, power plants, water and wastewater infrastructure, cement facilities, and real estate developments.

Key indicators

- 1,088 MW total installed power capacity
- 7.2 MTPA cement production capacity
- 20 MMT coal production capacity
- 3 million WMT nickel production capacity
- 5,700+ light and heavy construction equipment
- 2,873 MLD water production capacity
- Integrated operating assets across multiple industries

Natural Capital

Access to and responsible management of mineral resources, land, and other natural assets that support the Group's mining and real estate operations.

Key indicators

- 280 MMT combined coal reserves and nickel resource
- 188 hectares real estate land bank

Social and Relationship Capital

Longstanding relationships with customers, communities, regulators, suppliers, and partners that support business continuity and long-term growth.

Key indicators

- Strong stakeholder engagement across operating areas
- Trusted relationships across industries and communities
- 10 host communities across four regions

2 OUR BUSINESS ACTIVITIES

We transform our capital base into value through businesses that help build, power, and support the country.

Construction

Delivering complex infrastructure, industrial, and building projects that support public and private sector development.

Mining

Responsibly extracting and developing coal and nickel resources while upholding environmental management and progressive mine rehabilitation.

Real Estate Development

Developing residential communities supported by an in-house construction and design capability and strategic land bank.

Water Services

Providing treated water and wastewater services that support public health, urban development, and economic activity.

Power Generation

Supplying reliable and cost-competitive electricity through on-grid and off-grid generation assets.

Building and Construction Materials

Producing cement that helps meet the country's growing infrastructure and construction needs.



3 THE DMCI ECOSYSTEM

How Our Businesses Work Together

DMCI Holdings creates additional value through the integration of its businesses. Across the Group, resources, expertise, and outputs move through an interconnected operating ecosystem that improves efficiency, reduces waste, and strengthens execution.

Supporting Growth

Expansion projects across the Group create opportunities for the construction segment, reinforcing its role in delivering infrastructure and industrial capabilities.

Energy Support

Off-grid wind power (12.5 MW) supports mining operations, while on-grid power supplies real estate and cement businesses.

Shared Capabilities

DMCI and DMCI Homes share personnel, equipment, and facilities to enhance execution and optimize resource use.

Internal Cement Use

Cement produced within the Group is used in selected construction and all real estate projects, with 0.2 MMT consumed internally in 2025.

Resource Integration

Semirara supplies coal to power and cement operations—4.6 MMT to power and 0.5 MMT to cement in 2025—strengthening internal supply linkages.

Logistics Support

DMCI's hauling units support bulk logistics across selected operations.

Circular Use of By-products

Fly ash and bottom ash from power plants are used in cement production (0.2 MMT in 2025), while used tires are processed as alternative fuel for cement kilns.

4

VALUE CREATED

Through this integrated model, DMCI Holdings creates value that extends across multiple stakeholders.

Economic Value

Generating earnings, cash flows, and sustainable returns for shareholders while supporting economic activity across key industries.

Social Value

Creating employment, supporting livelihoods, and contributing to the development of host communities and local economies.

National Value

Helping meet the country's needs through infrastructure, housing, energy, water, and industrial support.

Environmental Responsibility

Promoting responsible resource use, environmental protection, and more sustainable operating practices across the Group.

SHARED VALUE IN ACTION

Beyond business performance, the Group contributes directly to local development and public revenues through employment, taxes, royalties, and other economic contributions.

EMPLOYMENT AND LIVELIHOOD

We create jobs, invest in local talent, and support small businesses to support the economy of the communities we serve.

ENERGY REGULATIONS NO. 1-94

Communities hosting power generating facilities are entitled to one-centavo per kilowatt-hour from the electricity sales of the generating companies.

EXCISE TAX

Host local government units are entitled to a 40 percent share from the 2% excise tax paid to the national government.

DIVIDENDS

We commit to a dividend payout ratio of at least 25 percent of the preceding year's consolidated core net income.

GOVERNMENT ROYALTY

The Department of Energy, Antique Province, Caluya and Brgy. Semirara are entitled to royalties from coal sales.

2025 in review

CONSOLIDATED FINANCIAL HIGHLIGHTS

Key figures as of and for the period ending 31 December 2025

₱108.7 Billion
Revenue

₱25.1 Billion
Earnings Before Interest and Tax

₱14.9 Billion
Core Net Income

13%
Return On Parent Equity

₱15.1 Billion
Reported Net Income

9.10
Book Value Per Share

₱1.14
Earnings Per Share

₱29.1 Billion
Cash Balance

₱14.3 Billion
Dividend Payout

25%
Net Debt to Equity

₱22.2 Billion
Capital Expenditures

₱281.5 Billion
Total Assets

AWARDS and RECOGNITIONS

DMCI HOLDINGS, INC.

ASIAN INSTITUTE OF MANAGEMENT TRIPLE A AWARD

- Isidro A. Consunji, Chairman and President

FINANCE ASIA'S 25TH ASIA'S BEST COMPANIES POLL

- Best Managed Company (Silver) - Industrials Category
- Best Managed Company (Bronze) - Infrastructure Category



DMC RANK 185TH IN FORTUNE 500 SOUTHEAST ASIA LIST

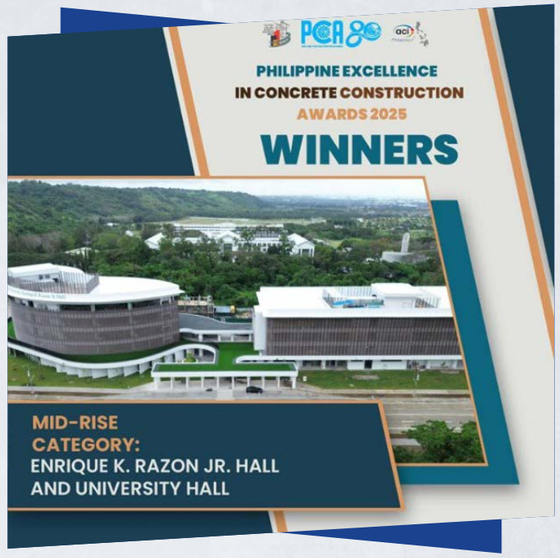
ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS) - 2025 GOLDEN ARROW AWARDS BY THE INSTITUTE OF CORPORATE DIRECTORS

- Three Golden Arrow Awards

D.M. CONSUNJI, INC.

PHILIPPINE EXCELLENCE IN CONCRETE CONSTRUCTION AWARDS 2025

- Winner for Mid-Rise Structure Category for DLSU Laguna University Hall and Razon Hall Project



DMCI HOMES

2025 NATIONAL BIKE DAY AWARDS

- Notable Development Initiative award for The Atherton

PHILIPPINE ASSOCIATION OF LANDSCAPE ARCHITECTS' (PALA)

GANTIMPALA 2025 MERIT AWARDEE

- Developer Awards Category (sole winner) for Moncello Crest Project



HUBEXO ASIA AWARDS 2025 (FORMERLY BCI ASIA AWARDS)

- Top 10 Developers at Hubexo Elite Awards 2025

2024 TOP 6 REAL PROPERTY TAXPAYER IN THE CORPORATE CATEGORY IN PASIG CITY

2024 TOP 6 REAL PROPERTY TAXPAYER IN DAVAO CITY

2024 TOP TAXPAYERS IN CABUYAO CITY, LAGUNA

SEMIRARA MINING AND POWER CORPORATION

FINANCE ASIA'S 25TH ASIA'S BEST COMPANIES POLL

- Best Managed (Gold)- Basic Materials Category



ALPHA SOUTHEAST ASIA - 15TH INSTITUTIONAL INVESTOR CORPORATE AWARDS 2025

- Most Organized Investor Relations (5th Place)
- Best Senior Management IR Support (3rd place)
- Strongest Adherence to Corporate Governance (3rd Place)
- Most Consistent Dividend Policy (1st)
- Best Strategic CSR (3rd Place)



ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

2025 Golden Arrow Awards by the Institute of Corporate Directors

- Three Golden Arrow Awards

PUBLIC RELATIONS SOCIETY OF THE PHILIPPINES - 60TH ANVIL AWARDS

- Silver Anvil - PR Tools Category: 2023 Annual and Sustainability Report

ASEAN ENERGY AWARDS 2025 - ASEAN COAL AWARDS

- 2nd Runner Up for Corporate Social Responsibility (Large) Island Sustainability: Empowering Local Food Security and Self-Sufficiency Through SMPC'S Agro Model Farm

21ST PHILIPPINE QUILL AWARDS

- Digital Communications/Communications for the Web - SMPC Corporate Website Redesign

PHILIPPINE DAILY INQUIRER - 2025 GROWTH CHAMPIONS

- One of the Top 50 fastest growing companies

DMCI POWER

2024 TOP REAL PROPERTY TAXPAYER IN NARRA AND ABORLAN, PALAWAN



ZAMBALES DIVERSIFIED METALS CORPORATION

DENR-MINES AND GEOSCIENCES BUREAU REGION III

- Presidential Mineral Industry Environmental Award (PMIEA) 2025
- Highest Total Safety, Health, Environment, and Security (TSHES) Score
- 10 Million Manhours Without Lost Time Incident (LTI) Award



MAYNILAD

PUBLIC RELATIONS SOCIETY OF THE PHILIPPINES - 60TH ANVIL AWARDS

- "Mark the 39%" campaign (Silver)
- "Be a Leak Warrior" campaign (Silver)

ALPHA SOUTHEAST ASIA AWARDS

- Best Blue Bond in Southeast Asia
- Most Innovative Deal of the Year 2024 for its ₱15 billion Blue Bond Issuance

2025 PHILIPPINE DEALING SYSTEM ANNUAL AWARDS

- Special Citation for ₱15 billion Blue Bond Issuance



2025 GLOBAL WATER AWARDS

- SDG6 Champion of the Year for “Makialam, Makiisa, Magmalasakit” (3M) employee campaign

21ST PHILIPPINE QUILL AWARDS

- Excellence Award for its “Leak Warriors” program
- Merit Awards for initiatives in employee engagement, public awareness, crisis communication, and river rehabilitation

INQUIRER ESG EDGE IMPACT AWARDS 2025

- Non-Revenue Water program (Gold)
- Plant for Life initiative (Silver)

INVESTORS IN PEOPLE

- Platinum Accreditation

2025 ASIAN WATER AWARDS

- Water Reuse and Recycling Project of the Year for NEW WATER initlative

2025 ACES AWARDS

- One of Asia’s most influential and top green companies.

CONCREAT

ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

2025 GOLDEN ARROW AWARDS BY THE INSTITUTE OF CORPORATE DIRECTORS

- Two Golden Arrow Awards

RESIDUAL WASTE DIVERSION PARTNERSHIP AWARD FOR APO CEMENT

DENR-ENVIRONMENT MANAGEMENT BUREAU REGION VII

PLAQUE OF RECOGNITION FROM DENR-ENVIRONMENT MANAGEMENT BUREAU REGION 4A

- Innovative Waste management
- Adopt-an-Estero/Waterbody Program





D.M. CONSUNJI, INC.

ENGINEERS • CONTRACTORS

DMCI was established in 1954 by Engr. David M. Consunji, who is acknowledged as the Grandfather of the Philippine Construction Industry.

DMCI is one of the leading construction firms in the country, with expertise in building residential, commercial and infrastructure projects.

It operates in two construction segments: building and infrastructure. It also has separate business units for joint ventures and allied services (i.e., concrete production and equipment rental).

To date, DMCI has completed over 1,100 projects of varying scale and magnitude.

Some of these projects include the Royal Palace of Brunei, Cultural Center of the Philippines, Dambana ng Kagitingan, Philippine International Convention Center, Enchanted Kingdom, Light Rail Transit Line 1, Solaire Resort and Casino, Tarlac - Pangasinan - La Union Expressway, Ikea Pasay among others.

₱18.5 billion
Revenues

₱17.3 billion
Total Cash Cost

6%
Core EBITDA Margin

₱554 million
Core Net Income

₱554 million
Net Income

₱812 million
CapEx

₱38.5 billion
Order Book

₱0
Debt



DMCI HOMES

Feels real good to be home

DMCI Homes, founded in 1999, is one of the leading mid-segment developers in the Philippines offering best-in-class amenities and value-for-money properties, including flexible ownership programs in Metro Manila and other key urban areas.

The company is known for its innovative and sustainable design approach, which incorporates green spaces, open areas, and natural ventilation to create a comfortable and healthy living environment for residents.

It also prides itself on its quality craftsmanship, attention to detail and customer-centric approach to property development.

The first Quadruple A developer in the country, DMCI Homes has a portfolio of over 90 projects, with over 80,000 units sold.

It has been expanding into luxury and leisure projects, in addition to providing property management, elevator maintenance, and construction services (to its joint venture project projects).

₱13.6 billion
Revenues

₱11.9 billion
Total Cash Cost

12%
Core EBITDA Margin

₱3.4 billion
Reported Net Income

₱11.5 billion
CapEx

₱21.4 billion
Sales and Reservations

187.9 ha
Total Landbank

₱32.2 billion
Debt



SEMIRARA MINING & POWER CORPORATION

SMPC is the largest and most modern coal producer in the Philippines, accounting for 95% of the country's coal production and export. Since 1983, its shares have been listed in the Philippine Stock Exchange under the ticker SCC prior to DMCI Holdings' acquisition in 1997.

A vertically integrated energy company, SMPC benefits from a coal-to-power model that enables it to supply to its own fuel requirements.

Its two wholly owned subsidiaries—Sem-Calaca Power Corporation (SCPC) and Southwest Luzon Power Generation Corporation (SLPGC)— generate affordable baseload electricity for the Luzon-Visayas grid.

SMPC also supplies coal to other local power plants, cement manufacturers and small boiler users.

Its excess inventory is exported to China, South Korea, Thailand, Cambodia, Vietnam, Brunei and India.

₱65.2 billion
Revenues

₱30.6 billion
Total Cash Cost

₱13.1 billion
Core Net Income

₱13.1 billion
Net Income

15.4 MMT
Coal Shipments

5,296 GWh
Total Power Sales

₱5.9 billion
CapEx

₱1.0 billion
Debt

₱2.0 billion
Government Share

₱101 million
ER 1-94



DMCI POWER CORPORATION

Established in 2006, DMCI Power is the largest off-grid energy company in the Philippines.

It contributes to the National Government's energy security program by generating affordable electricity for unserved and underserved smaller islands and remote locations in the country.

DMCI Power supplies electricity through long-term and emergency power supply agreements with Masbate Electric Cooperative (MASELCO), Oriental Mindoro Electric Cooperative (ORMECO) and Palawan Electric Cooperative (PALECO). Its installed capacity was 188.3 MW as of the end of 2025.

The company currently operates and maintains thermal, bunker and diesel power plants in parts of Masbate, Oriental Mindoro and Palawan.

In the second quarter of 2025, DMCI Power also commissioned its 12.5 MW Semirara Wind Project, marking its first integration of renewable energy into its generation portfolio.

₱7.8 billion
Revenues

₱5.6 billion
Total Cash Cost

₱1.3 billion
Net Income

₱1.2 billion
CapEx

569.8 GWh
Gross Power Generation

522.2 GWh
Total Power Sales

₱5 million
ER 1-94

₱7.1 billion
Debt



DMCI MINING CORPORATION

Established in May 2007, DMCI Mining is engaged in the exploration, development, and extraction of mineral resources, with a primary focus on nickel ore—a key input in stainless steel production and electric vehicle batteries.

The company exports nickel ore directly to China and other international markets.

Its portfolio includes Berong Nickel Corporation (BNC) in Palawan, as well as Zambales Diversified Metals Corporation (ZDMC) and Zambales Chromite Mining Company, Inc. (ZCMCI).

₱4.1 billion
Revenues

₱2.4 billion
Total Cash Cost

₱882 million
Core Net Income

₱882 million
Net Income

₱621 million
CapEx

₱0.9 billion
Debt

2.0 million WMT
Total Production

1.9 million WMT
Total Shipments



MAYNILAD

Maynilad is the largest water service provider in terms of customer base in the Philippines, with over 1.57 million water service connections.

It is managed by Maynilad Holdings Corporation, which is jointly owned by Metro Pacific Investments Corporation (52.8%), DMCI Holdings (27%), Marubeni Corporation (20%) and eligible employees (0.2%).

Following its initial public offering on November 7, 2025, DMCI Holdings' effective indirect stake in Maynilad Water Services stands at 18.16%.

Under Republic Act 11600, Maynilad has a 25-year franchise to establish, operate and maintain the waterworks system and sewerage and sanitation services in the West Zone of Metro Manila and the Province of Cavite.

Maynilad currently has 8 water treatment plants, 25 wastewater plants, 41 pumping stations, 39 reservoirs, 35 in-line boosters and over 11,900 kilometers of active water pipelines.

₱36.6 billion
Revenues

₱10.9 billion
Total Cash Cost

₱15.2 billion
Core Net Income

₱15.2 billion
Reported Net Income

₱3.7 billion
DMC Net Income Share

₱27.0 billion
CapEx

550.8 MCM
Billed Volume

10.5 million
Population Served



CONCREAT

Concreat is one of the country's leading cement producers, manufacturing high-quality products under the APO, Rizal, and Island brands, including Ordinary Portland Cement (OPC), which is widely used in large-scale construction projects.

The company operates through its wholly owned subsidiaries, APO Cement Corporation and Solid Cement Corporation.

Following the acquisition on December 2, 2024, DMC obtained an effective 51% economic interest in Concreat.

₱15.1 billion
Revenues

₱15.2 billion
Total Cash Cost

₱3.5 billion
Core Net Loss

₱4.0 billion
Net Loss

4.0 million T
Production

4.0 million T
Sales Volume

₱2.2 billion
CapEx

₱24.4 billion
Debt

OUR SUSTAINABILITY STRATEGY

Sustainability Framework

DMCI Holdings follows a comprehensive, multi-faceted approach designed to guide our organization in achieving its sustainability goals.

This framework is delineated by five key pillars that encompass the diverse aspects of our commitment to sustainable development and corporate responsibility.

I. Environmental Stewardship

Our commitment to mitigating our environmental footprint is a top priority. We strive to optimize resource use, minimize waste generation, and incorporate eco-friendly practices throughout our operations.

We invest in mine rehabilitation, carbon offsetting and sustainable architecture, in addition to implementing rigorous environmental management systems to ensure compliance with Philippine government standards.

Our goal is to manage our environmental footprint while maintaining sustainable business practices.

II. Social Responsibility

We recognize the importance of fostering a positive impact on our employees, host communities and other key stakeholders.

Our focus on social responsibility includes promoting employee well-being, providing equal opportunities and upholding fair labor practices.

Additionally, we collaborate with residents, community leaders and local government units to support community development initiatives, education and healthcare programs.

III. Economic Prosperity

We pursue sustainable growth by balancing our economic objectives with environmental and social considerations.

Our aim is to create long-term value for our stakeholders while minimizing negative externalities.

We prioritize ethical business practices, good corporate governance, and diligent risk management to ensure financial stability and responsible growth.

IV. Innovation and Adaptation

We support innovation by investing in tools and technologies that could aid better performance across our business units.

We foster a culture of continuous improvement and performance management, encouraging employees to develop new ideas and adapt existing processes to improve efficiency, reduce waste and minimize environmental impact.

V. Stakeholder Engagement

Open communication and collaboration with our stakeholders are essential to our sustainability.

We actively engage with employees, customers, suppliers, regulators, and local communities to gather feedback, identify areas of improvement, and find a way to meet their expectations.

By incorporating these key pillars into our daily operations and decision-making processes, we aim to create a lasting positive impact on the environment, society, and economy while ensuring the long-term success of our organization.

OUR SUSTAINABILITY PILLARS

ENVIRONMENTAL STEWARDSHIP

- Environmental Management
- Climate
- Energy
- Air Emissions
- Water and Effluents
- Waste
- Biodiversity and Land Use Management
- Power Generation

SOCIAL RESPONSIBILITY

- Employment Practices
- Diversity, Equity and Inclusion
- Training and Development
- Talent Attraction and Retention
- Occupational Health and Safety
- Human Rights
- Supply Chain Management
- Corporate Citizenship and Philanthropy
- Community Impacts and Involvement
- Customer Relationship Management
- Ethical Marketing and Brand Management

ECONOMIC PROSPERITY

- Economic and Financial Performance
- Corporate Governance
- Business Ethics and Compliance
- Risk Management
- Crisis Management and Business Resilience

INNOVATION AND ADAPTATION

- Technology and Innovations
- Information Security and Cybersecurity
- Sustainable Human Settlements
- Training and Development

STAKEHOLDER ENGAGEMENT

- Approach to Stakeholder Engagement
- Stakeholder Engagement Channels
- Stakeholder Concerns
- Stakeholder Engagement Initiatives



Stakeholder **ENGAGEMENT**

We prioritize both financial and non-financial performance, and maintain a steadfast commitment to our stakeholders' well-being.

Through ongoing communication and collaboration, we gain valuable insights into their expectations, particularly regarding sustainability initiatives.

To ensure alignment with best practices and regulatory standards, we adhere to the GRI Standards 2021 and the guidelines outlined by the Securities and Exchange Commission (SEC).



Stakeholder Engagement Survey

DMCI Holdings and its subsidiaries conducted a Stakeholder Engagement Survey, and its results continued to serve as a key reference for our engagement strategies and decision-making processes throughout 2025.

This initiative was designed to collect feedback, enhance our understanding of stakeholder needs and identify specific areas for improvement. The survey was conducted online over a period of three (3) weeks.

Respondents were randomly selected from among our stakeholders. Those chosen were invited to participate through a link sent to their email addresses. This method was designed to encourage broad participation across our diverse stakeholder base.

The next stakeholder engagement survey is scheduled in the January 1 to December 31, 2026 reporting period.

Participants

Responses from 146 stakeholders were gathered, primarily representing the suppliers/service providers and customers of DMCI and DMCI Homes.

Participants from government agencies, investors, analysts, media, community representatives, and electric cooperatives were also included in the survey.

Our Approach

The survey comprised four main parts:

Stakeholder Engagement Initiatives

The questions were anchored in stakeholders' awareness of our engagement initiatives. Stakeholders' perceptions of the management's engagement efforts, opportunities for improvement, and suggestions for new initiatives were also asked.

Environmental and Socioeconomic Initiatives

Stakeholders' perceptions on environmental and socioeconomic initiatives were asked to capture improvements focused on resource and pollution management, fair and ethical business practices, health and quality of life.

Interaction

The frequency of stakeholders' interaction, preferred interaction modes, and channels for communicating concerns and receiving updates on engagement and sustainability initiatives were captured in the survey.

Comments and Feedback

Stakeholders were invited to share their key concerns regarding our companies, provide feedback on our specific engagement or sustainability initiatives, and describe those initiatives' impact on their organization or community.

SURVEY RESULTS

A strong stakeholder awareness rating of our engagement initiatives, accounting to 4.2 out of 5 average rating, was recorded. Similarly, a favorable perception rating of 4.0 out of 5 on how we manage these efforts was received.

Whereas, awareness and perception of our environmental and socioeconomic initiatives among different stakeholder groups received an average rating of 3.9 out of 5.

Stakeholders' Awareness of Our Initiatives and Perception of Our Management Efforts



A

Suppliers and Service Providers

(N: 83)

Our relationship with suppliers and service providers extends beyond the transactional process. We treat them as strategic partners by understanding their concerns related to supply needs, operations and service, profitability, timely communication of invoices and payments and sustainability.

We use multiple channels like social media, emails, community events, as well as in-person and virtual meetings to engage with them. The frequency of our interaction ranges from weekly to quarterly.

Through these engagements, we identify the priority ESG issues relevant to them as they seek for partnerships that offer collaboration, training, and support rather than just audits.

These identified ESG issues include the reduction of dust, waste and emissions; the implementation of responsible water management; the advancement of green building initiatives; the enhancement of health and safety programs; and the provision of education and poverty reduction support.

B

Customer

(N: 32)

DMCI Homes customers are engaged through various channels such as social media, phone/mobile communications, emails, community events, face-to-face meetings and online surveys.

Customer interaction occurs at regular intervals spanning from weekly to annually, ensuring consistent and well-organized touchpoints.

Survey results indicate that customers prioritize expedited reimbursement for construction bonds and seek enhanced transparency and involvement in decision-making processes.

They also advocate for clearer communication on announcements, billing and community events. Additionally, there is a marked emphasis on safety and security measures, specifically effective pet waste management and infrastructure improvements such as new roads and walkways.

Their priority ESG issues include proper waste management practices, maintaining a clean environment, tree planting initiatives, community wellness activities, opportunities for small businesses, financial transparency and animal welfare programs.

C

Host Communities

(N: 9)

Host community engagement is done through phone/mobile communication, face-to-face meetings, online surveys, social media platforms, community events and orientation/ training sessions. The frequency of these interactions is varied, occurring weekly, monthly or quarterly, allowing for continuous and more targeted communication.

Host community members listed several key areas of concern such as livelihood and skills training programs (especially for women), open communication (particularly regular updates and office visits), faster processing and funding of local projects and better enforcement of rules and security measures, among others.

On the ESG front, the respondents identified the following as priority issues: efficient waste management, improved sanitation, calamity assistance, environmental education, reforestation, and the support of community livelihood, education, health and safety.

D

Media

(N: 9)

We engage with our media stakeholders via social media, phone/mobile communication, emails, in-person and virtual meetings, as well as online surveys.

Our interactions take place monthly or quarterly, often aligning with the dissemination of our corporate updates.

Media stakeholders were concerned about the prompt and accurate release of information and swift, efficient responses to their inquiries.

Additionally, they emphasized the importance of having knowledgeable spokespersons to conduct interviews with the regional press.

Identified priority ESG issues include rehabilitating mine sites, controlling air and water pollution, tackling climate change, safeguarding marine life health, advancing reforestation, managing waste effectively, fighting hunger and poverty, creating livelihood opportunities, and securing healthcare access for communities.

F

Investors

(N: 3)

We connect with our investors using diverse and flexible channels such as virtual in-person meetings, phone/mobile communications and emails.

These interactions typically occur on a quarterly basis to coincide with our earnings updates, and on as-needed basis.

Investor concerns primarily revolve around cash flow stability due to our asset-heavy, cyclical businesses, and the management of ESG-related risks and regulations.

There is also an interest in increasing external representation on our board.

ESG priorities include enhancing worker welfare, protecting the environment, rehabilitating mine sites, reducing our carbon footprint, engaging with communities, increasing the use of renewable energy and planning for an energy transition.

G

Other Stakeholders

(N: 2)

Other stakeholder groups are composed of bank partners, electric cooperatives, and other partners.

We engage with these groups through multiple channels, including social media, phone/mobile communications, emails, community events, face-to-face discussions, and online surveys.

The interaction frequency varies from weekly to annually to allow prompt responses while attending to their diverse process needs.

These stakeholder groups' concerns include collaboration with non-government organizations (NGOs), timely announcement of outages, supply reliability, community engagement initiatives, and proactive property checking.

Their ESG priority issues include waste management, community wellbeing, environmental sustainability, financial transparency, and calamity assistance.

E

Government Agencies

(N: 6)

Engagement with government agencies is conducted by way of social media, phone/ mobile, emails, face-to-face and virtual meetings, community events and orientation trainings. The frequency of these interactions is either monthly or quarterly.

Public sector respondents identified alignment with the government's economic agenda and regulatory compliance as concerns.

They also listed reforestation, water resource protection, community livelihood, information dissemination, waste and water management, and community healthcare access as key ESG issues.

G

Analysts

(N: 2)

We engage with our covering analysts through a multi-channel approach that includes virtual and in-person meetings, phone/mobile communication and emails.

The frequency of our interaction ranges from monthly to quarterly, coinciding with the release of our periodic and quarterly disclosures.

Their concerns centered on the company's growth prospects, participation in conferences and roadshows, as well as financial and operating results.

In terms of ESG, clean energy was their priority issue.

Materiality ASSESSMENT

For the 2025 reporting cycle, we continued to adopt the same set of material topics identified in prior years.

While no new materiality assessment was undertaken this year, these topics continue to be highly relevant to our operations and stakeholders.

This approach ensures consistency in our reporting and allows us to focus on implementation, monitoring, and driving performance improvements.



Materiality Assessment Process

1
Understand the Organization's Context
Analyzing the internal and exrternal environment of the organization

2
Identify Actual and Potential Impacts
Recognizing current and future impacts on sustainability

3
Assess the Significance of the Impacts
Evaluating the importance and relevance of identified impacts

4
Prioritize the Most SIgnificant Impacts for Reporting
Ranking impacts based on their significance

5
Determine List of Topics for Reporting
Finalizing the topics that will be reported

Our current material topics were established through a structured process based on GRI 3-1: Process to Determine Material Topics. In previous cycles, we identified actual and potential impacts on the economy, environment, and society by engaging with internal and external stakeholders, reviewing industry trends, and assessing sustainability-related risks.

We carried out surveys, focus group discussions, and consultations with communities, investors, employees, and regulators to ensure our disclosures reflected a balanced and inclusive perspective. Through a prioritization matrix, the topics were ranked according to their importance to stakeholders and their impact on our business.

Risks and UN SDG Mapping of Material Topics

These material topics continue to guide the content of our sustainability disclosures and inform management approaches across our business units.

For presentation purposes, we categorize them by level of priority below. This prioritization reflects how each topic supports our overall sustainability strategy and reporting focus.

High Priority

- Occupational Health and Safety
- Climate Change
- Customer Relationship Management
- Economic and Financial Performance
- Environmental Management
- Water
- Business Ethics, Anti-Corruption, Compliance
- Air Quality (other emissions)
- Risk Management
- Procurement Practices / Supply Chain Sustainability
- Power Generation / Energy Transition
- Relations with Local Communities
- Information Security and Cybersecurity
- Talent Attraction and Retention
- Corporate Citizenship and Philanthropy

Medium Priority

- Biodiversity and Land Use Management
- Waste
- Crisis Management and Business Resilience
- Environmental Impact on Surrounding Communities
- Technology, Innovations, and Modernization
- Employment Practices

Low Priority

- Employee Training and Development
- Quality Management System
- Political Engagement and Policy Influence
- Ethical Marketing and Brand Management
- Human Rights
- Diversity, Equity and Inclusion
- Sustainable Human Settlements
- Material Efficiency and Sustainability
- Sustainability Promotion among Customers



Our material sustainability topics reflect the environmental, social, economic, and governance issues most significant to the Group's operations, stakeholders, and long-term resilience.

Guided by international standards and aligned with the United Nations Sustainable Development Goals (UN SDGs), these topics highlight the key risks and opportunities that shape strategic decision-making, operational performance, and sustainable value creation across the organization.

Environmental Stewardship

GRI 305: Emissions (GHG)

Climate Change
Within and outside DMC

Climate change presents transition and physical risks to our energy, mining, and construction businesses, affecting regulatory compliance, operating costs, and long-term asset viability. As a group with exposure to carbon-intensive operations, managing greenhouse gas emissions is critical to maintaining competitiveness and stakeholder trust.



GRI 306: Effluents and Waste 2016
GRI 306: Waste 2020

Waste
Within and outside DMC

Ineffective waste management can lead to environmental contamination, regulatory penalties, and reputational risks, particularly in mining, construction, and real estate operations.



GRI 305: Emissions (Air)

Air Quality
Within and outside DMC

Air emissions from power generation, mining, and construction activities can impact public health, regulatory compliance, and community relations, making air quality management essential to sustaining our social license to operate.



GRI 304: Biodiversity

Biodiversity and Land Use Management
Within and outside DMC

Our mining activities interact directly with natural ecosystems, making biodiversity management critical to regulatory compliance, operational continuity, and long-term land value.



GRI 302: Energy

Energy
Within and outside DMC

Energy is a fundamental input across our businesses, directly influencing operating costs, efficiency, and environmental footprint. Inefficient energy use exposes the Group to cost volatility and supply risks.



GRI 413: Local Communities

Power Generation and Energy Transition
Within and outside DMC

As an energy producer, we play a key role in ensuring reliable and affordable electricity while navigating the global shift toward low-carbon energy systems. Balancing energy security with decarbonization is central to our long-term strategy.



GRI 303: Water and Effluents

Water and Effluents
Within and outside DMC

Water availability and quality are critical to both our operations and host communities, particularly in mining, construction, and real estate development. Mismanagement can disrupt operations and strain stakeholder relationships.



GRI 302: Materials

Material Efficiency and Sustainability
Within and outside DMC

The extensive use of raw materials across our businesses exposes us to cost pressures, resource scarcity, and environmental impacts. Efficient material use is therefore critical to operational sustainability.



Social Responsibility

GRI 203: Indirect Economic Impacts

As responsible corporate citizens, we actively support and participate in community projects and activities that have a positive social impact.

GRI 204: Procurement Practices
GRI 208: Supplier Environmental Assessment
GRI 414: Supplier Social Assessment

Our supply chain plays a significant role in our overall ESG performance, exposing us to environmental, social, and ethical risks.

GRI 401: Employment

Our workforce is central to delivering operational excellence across diverse industries, making employee well-being and engagement critical to productivity and retention.

Non-GRI: Practices employed to create a gainful work environment

The ability to attract and retain skilled talent is critical to sustaining operational excellence and innovation across the Group.

GRI 417: Marketing and Labeling

Maintaining transparency and integrity in marketing is critical to building long-term brand credibility.

Corporate Citizenship and Philanthropy
Outside DMC

Human Rights
Within and outside DMC

Supply Chain Sustainability
Within and outside DMC

Diversity, Equity and Inclusion
Within DMC

Employment Practices
Within DMC

Community Impacts and Involvement
Outside DMC

Talent Attraction and Retention
Within DMC

Occupational Health and Safety
Within DMC

Ethical Marketing and Brand Management
Within DMC

Customer Relationship Management
Within and outside DMC

GRI 405: Diversity and Equal Opportunity
GRI 406: Non-discrimination
GRI 402: Labor / Management Relations
GRI 407: Freedom of Association and Collective Bargaining
GRI 408: Child Labor
GRI 409: Forced or Compulsory Labor
GRI 410: Security Practices
GRI 411: Rights of Indigenous Peoples

Respect for human rights is fundamental to maintaining our social license to operate, particularly in communities where we have significant operational presence.

GRI 405: Diversity and Equal Opportunity
GRI 406: Non-discrimination

A diverse and inclusive workforce strengthens innovation, decision-making, and organizational resilience. Failure to foster inclusivity may limit talent potential and affect employee engagement.

GRI 413: Local Communities

Strong community relationships are essential for operational continuity and long-term business success. Poor stakeholder engagement may lead to social conflicts and project delays.

GRI 403: Occupational Health and Safety

Given the high-risk nature of mining, construction, and energy operations, workplace safety is fundamental to protecting employees and ensuring uninterrupted operations.

GRI 416: Customer Health and Safety

Customer trust and satisfaction are key drivers of business growth, particularly in real estate and utilities.

Economic Prosperity

GRI 201: Economic Performance
GRI 207: Tax

Economic and Financial Performance
Within DMC

Strong financial performance drives our ability to invest in growth, sustainability initiatives, and stakeholder value creation.



GRI 205: Anti-Corruption
GRI 206: Anti-Competitive Behavior

Business Ethics and Compliance
Within DMC

Ethical conduct is foundational to maintaining stakeholder trust and avoiding legal and reputational risks.



Non-GRI: Efforts to estimate impacts of sustainability risks, risk management framework, table of risks

Risk Management
Within DMC

Effective risk management is critical to identifying, assessing, and mitigating ESG and operational risks across the Group.



GRI 202: Market Presence

Crisis Management and Business Continuity
Within and outside DMC

Operational disruptions from natural disasters, market volatility, or other crises can significantly impact performance and workforce stability.



Innovation and Adaptation

Non-GRI: Innovations over the years, instances of adoption of new technology

Technology and Innovations
Within DMC

Technological advancement is essential to improving efficiency, reducing costs, and maintaining competitiveness across industries.



GRI 203: Indirect Economic Impacts

Sustainable Human Settlements
Within DMC

Providing quality and affordable housing is central to our real estate business and contributes to national development.



GRI 404: Training and Education

Training and Development
Within DMC

Continuous learning is essential to maintaining a skilled and future-ready workforce.



GRI 417: Customer Privacy

Information Security and Cybersecurity
Within and outside DMC

As operations become increasingly digital, protecting sensitive data is critical to maintaining trust and operational integrity.



Our Contributions to the **UNITED NATIONS SDGs**

The following table highlights how our programs and performance in 2025 translated into tangible contributions to the United Nations Sustainable Development Goals (SDGs).

These actionable outcomes reflect our commitment to fully integrating sustainability into our core business operations across our subsidiaries and affiliate.

₱3.4 billion in combined government remittances of SMPC, DMCI Power, and DMCI Mining

1 NO POVERTY

We help reduce poverty by creating jobs, supporting local economies, and implementing CSR programs. Our coal, nickel, and power businesses contribute to public funds through royalties, taxes, and ER 1-94, and consistently rank among top taxpayers in their industries.

₱68.8 billion payments to suppliers and service providers, supporting livelihoods across operations

2 ZERO HUNGER

We contribute to zero hunger by creating jobs while delivering timely payments to our employees, suppliers, and the government. We also support livelihood projects, nutrition programs, and disaster relief activities in the communities where we work.

Employees: 0.07
Contractors: 0.09
Lost Time Injury Frequency Rate (LTIFR) per 200,000 working hours in 2025

3 GOOD HEALTH AND WELL-BEING

We ensure safe working conditions, healthcare access, and wellness programs for employees while supporting community health initiatives, nutrition programs, and disaster relief efforts through local partnerships.

1,519 scholars in 2025

4 QUALITY EDUCATION

To promote quality education, our businesses support public and private schools, vocational training centers, scholars, and public school instructors, particularly in distant and underserved communities. We also provide frequent donations of school supplies and other learning tools to our host communities.

9% women in workforce in 2025

5 GENDER EQUALITY

In accordance with our diversity and inclusion policy, we do not discriminate based on gender in any part of our operations. Our recruitment, onboarding, and ongoing employment policies provide equitable chances for our female employees.

Over 1.57 million Maynilad customers

6 CLEAN WATER AND SANITATION

Our affiliate, Maynilad, has a 25-year concession to build, run, and maintain the waterworks system, as well as sewage and sanitation services, in Metro Manila's West Zone and the Province of Cavite.

12.5 MW Semirara Wind Project

7 AFFORDABLE AND CLEAN ENERGY

SMPC and DMCI Power are dedicated to providing inexpensive and dependable electricity to their clients. As a result, they engage in facility maintenance and optimization to fulfill environmental regulations, decrease waste, and minimize downtime. In 2025, DMCI Power commissioned a 12.5 MW wind power project on Semirara Island.

39,118 total workforce, with 16% employed outside Metro Manila

8 DECENT WORK AND ECONOMIC GROWTH

We prioritize a positive work environment that is consistent with our code of conduct and human resource standards. Our benefits for staff members are competitive, and they promote financial sustainability. Our economic success helps promote local economic growth.

DMCI and DMCI Homes maintain Quadruple A status

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

DMCI and DMCI Homes are the first in their industries to achieve “Quadruple A” rating, the highest degree of standard set by the Philippine Contractors Association Board. The classification is determined by financial capacity, building experience, and technical expertise.

₱144 million in social investments

10 REDUCED INEQUALITIES

We advocate for a discrimination-free workplace, providing equitable treatment for all employees. We pay fairly, reducing socioeconomic disparities. Our community donations support equal income distribution.

60% open space in DMCI Homes developments

11 SUSTAINABLE CITIES AND COMMUNITIES

We encourage sustainable construction by utilizing value engineering, green projects, and environmental activities. As an integrated contractor, DMCI explores methods to increase the value of a project by examining its functions and lowering costs while maintaining or improving performance, quality, and safety.

ISO 14001 systems in place

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We continuously evaluate and oversee environmental and social performance, with an emphasis on air quality, raw material and energy consumption, water use, waste generation, and community sentiment. This data enables us to make responsible resource utilization and improvement decisions.

4.2 million trees and mangroves planted

13 CLIMATE ACTION

We acknowledge the necessity of climate change adaptation and mitigation. As a result, we invest in technologies and activities that will enable us to better monitor and ultimately reduce our GHG emissions.

70 reef balls deployed; 3,274 giant clams reseeded; 650 corals transplanted; 1,463 hectares reforested; 3.5 million trees planted; 1,128 animals rescued

14 LIFE BELOW WATER

15 LIFE ON LAND

SMPC supports the Semirara Marine Hatchery Laboratory (SMHL) and Semirara Biodiversity Conservation Center (SBCC), which lead marine rehabilitation and animal conservation initiatives on Semirara Island. DMCI Mining and DMCI Power are both participating in reforestation and biodiversity conservation efforts.

Three-time 3 Golden Arrow Awardee for excellence in corporate governance

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

We prioritize ethical corporate governance and a harmonious work environment for our employees. This report also outlines our conflict resolution measures.

Partnered with the UPLB College of Forestry and Natural Resources for science-based mine rehabilitation programs

17 PARTNERSHIPS FOR THE GOALS

Our businesses collaborate with a variety of stakeholders on a regular basis to achieve organizational and sustainability objectives. We partner with other businesses, academic institutions, professional organizations, local governments, and non-governmental groups to improve our research, environmental, and other CSR projects.

ENVIRONMENTAL STEWARDSHIP

DMCI Holdings recognizes the value of natural capital and the environmental impacts of its operations. The company is committed to reducing its ecological footprint through a comprehensive and inclusive environmental management strategy.

This strategy seeks to balance business objectives with environmental stewardship. To support this, DMCI Holdings has established an environmental management system that reflects its deep respect for nature and its recognition of the environment as a vital asset.



Our Approach to

Environmental Stewardship

Collaboration and Partnerships

Our collaborations and partnerships with stakeholders, including employees, local communities, government agencies, and academe, strive to address shared environmental concerns.

Environmental Risk Assessments

We identify current and potential risks through the conduct of regular monitoring and assessments, ensuring the mitigation of environmental hazards, and safety of the workplace and the local community environment.

Environmental Management System

We secured ISO 14001:2015 certifications for nearly hundred percent of our operations, reflecting our commitment to identify, monitor, and manage environmental risks and opportunities systematically.

Resource Efficiency

We regularly conduct monitoring of our resource consumption and updating of our operational resource management system to optimize the use of raw materials, water, and energy, contributing to resource efficiency and pollution prevention.

Green Technologies

We continuously innovate by integrating sustainable design principles across our operations through investing in technological upgrades like equipment, materials, and software for carbon footprint reduction and energy efficiency.

Ecological Offsets

We support biodiversity preservation and enhancement through habitat restoration, creation, protection and captive breeding and release programs.

Circular Economy

We collect and process decommissioned tires and plastic waste, converting operational waste into alternative fuel for cement kiln operations. Coal fly ash and bottom ash from our power operations are also utilized in cement production, further supporting circular economy practices.

Pollution Prevention

We implement engineering and administrative measures to reduce environmental impact and prevent pollution.

Environmental Management

The majority of our companies have obtained ISO 14001:2015 certification for their Environmental Management Systems (EMS). This internationally recognized standard offers a systematic approach to controlling environmental dangers, setting goals, tracking performance, and encouraging continuous improvement.

To obtain this certification, the company's environmental management practices must be thoroughly audited by a recognized third-party certification organization. The accreditation is usually valid for three years and includes annual monitoring exams to assure ongoing compliance and progress.

In 2025, the company recorded a total of four (4) cases of environmental non-compliance, resulting in combined monetary fines amounting to ₱28,580. Of the four cases, all were addressed through appropriate regulatory processes.



Environmental Management Systems

Subsidiary	Is an EMS in place?	ISO 14001:2015 Certification
D.M. Consunji, Inc.	Yes	Yes
DMCI Homes	Yes	Not yet
SMPC	Yes	Yes
DMCI Power	Yes	Yes[1]
DMCI Mining	Yes	Yes
Concreat	Yes	Yes

[1] Coverage: DMCI Power head office and Calapan Power Plant

Environmental Impacts on Surrounding Communities

As part of a comprehensive approach to environmental management, SMPC, DMCI Power, DMCI Mining and Concreat are closely monitoring their impacts on surrounding communities. This environmental stewardship commitment extends to various aspects, including the following measures:

Impact Mitigation Measures

Air Quality Monitoring

A combination of real-time monitoring for high-risk pollutants and routine, scheduled sampling for long-term compliance enables timely dust suppression adjustments, helping ensure the safety of both workers and nearby communities.

Shared Water Body Monitoring

In compliance with water quality standards, rigorous water quality testing of shared lakes, rivers, or groundwater sources safeguards the health and well-being of residents relying on these resources.

Water Disposal Evaluation

Adhering to environmental regulations on wastewater discharge, thorough assessment of wastewater disposal prevents contamination of local water sources, and protects the environment and public health.

Land and Noise Pollution Mitigation

Proactive measures like dust control, noise barrier sound insulation, and responsible equipment operation reduce land degradation and noise pollution. Employing these measures creates a more peaceful and healthy living environment for the workers and the community.

Aquatic & Terrestrial Biodiversity Conservation

Monitoring and protecting plant and animal life within the vicinity of operations ensures a healthy ecosystem and contributes to the overall sustainability of the surrounding environment.

With these environmental measures, our companies are able to:

Minimize Disturbance	Reduced air, water, land, and noise pollution offers a more comfortable and healthy working and living environment for the employees and the community.
Preserve Ecological Balance	Monitoring and responsible practices help maintain a healthy ecosystem, benefiting both the community and the companies' long-term operations.
Develop a Harmonious Relationship with Host Communities	By demonstrating a commitment to environmental responsibility, our businesses foster trust and goodwill with residents, leading to a more open, positive and collaborative relationship.

Climate

DMCI Holdings recognizes climate change as a critical global challenge with far-reaching impacts on human health, food security, water resources, biodiversity, and economies. Acknowledging its contribution to this issue, the Group is committed to reducing its environmental footprint and strengthening its response to climate-related risks.

While the nature of our operations may limit the extent of greenhouse gas (GHG) reductions in the short term, DMCI Holdings remains committed to making a meaningful contribution to climate action through practical and sustained initiatives.



Our Enhanced Climate Change Policy

1. Strengthen the knowledge, capacity, and readiness of employees and key stakeholders for climate change adaptation and mitigation.
2. Encourage subsidiaries to develop and implement environmental stewardship programs within their host communities.
3. Adopt energy-efficient technologies and conservation practices across the DMCI Group.
4. Collaborate with stakeholders to support climate research, mitigation, adaptation, and resilience-building efforts.
5. Monitor and report greenhouse gas emissions and progress on climate mitigation initiatives.
6. Integrate climate-related risks and opportunities into corporate strategy and risk management processes.



Through these commitments, DMCI Holdings continues to advance climate resilience and environmental responsibility, supporting a more sustainable future for its operations and the communities it serves.

Greenhouse Gas Emissions[1]

Thousand Metric Tons CO2e	2023	2024	2025[5]
Direct emissions (Scope 1)[2]	4,190	4,466	**6,173**
Indirect emissions (Scope 2)[3]	16.5	20.5	**227**
Other indirect emissions (Scope 3)[4]	19,639	15,453	**14,152**

[1] Includes CO2, CH4 and N2O emissions

[1] GHG Accounting Consolidation Approach: Equity share approach

[2] GHG emissions from coal, diesel, gasoline and oil consumption

[3] Scope 2 location-based emissions

[4] Coverage and included categories: SMPC (Purchased goods and services, capital goods, waste, business travel, employee commuting, leased assets, upstream transport and distribution, fuel and energy related activities; SMPC Coal Segment Scope 3 categories: Use of sold products, transportation and distribution of coal; SMPC Power Segment Scope 3 categories: Transport and distribution of coal, leased assets), DMCI Power (purchased goods and services, fuel and energy related activities, upstream transportation, waste, business travel and employee commuting), DMCI (fuel and energy related activities and waste), DMCI Homes (fuel and energy related activities and waste), DMCI Mining (fuel and energy related activities and waste), Concreat (fuel and energy related activities and waste) and DMCI Holdings Corporate Office (fuel and energy related activities and employee commuting)

[5] Includes Concreat emissions



Energy

Energy conservation and management are integral to our operations, with a strong focus on reducing consumption while optimizing costs.

These efforts are aligned with our ISO-certified environmental management systems and Climate Change Policy. Our primary energy sources include coal, diesel, gasoline, and electricity.

While a company-wide energy reduction target has yet to be established, energy efficiency initiatives have been implemented across our subsidiaries.

DMCI, for example, has installed solar lighting in select project sites and monitors project-level energy consumption against pre-set budgets to promote accountability and responsible use.

Meanwhile, SMPC has implemented a range of energy-saving measures, including boiler efficiency upgrades, LED lighting installations, solar-powered lighting systems, and the replacement of aging motors with more energy-efficient models.

It has also improved thermal efficiency by repairing and upgrading pipe insulation, reducing furnace refractory losses, optimizing plant heat rates, and transitioning to inverter-type air-conditioning systems.

In 2025, Concreat implemented a range of energy efficiency measures to optimize electrical consumption in our cement plants. These included daily monitoring of energy performance and fuel mix to identify deviations, conduct root cause analyses, and apply corrective actions, as well as determine optimal operating parameters.

The company also enhanced operational efficiency through equipment optimization, reduced downtime, and preventive maintenance to sustain equipment performance.

Energy Consumption[1]

Thousand Gigajoules (GJ)	2023	2024	2025
Coal, diesel, gasoline, oil	41,768	71,079	**84,366**
Electricity	103	101	**58**
Total energy consumption	**41,871**	**71,180**	**84,424**

[1] Restated due to error correction

Air Emissions

We strictly comply with the Ambient and Source Emission Standards set by the Department of Environment and Natural Resources (DENR), particularly in our power generation and cement plants, where air quality directly affects human health, the environment, and surrounding communities.

To ensure compliance, transparency, and accountability, we conduct continuous monitoring of ambient air quality and emissions across the DMCI Group. Our facilities undergo regular and rigorous emissions testing in line with regulatory requirements for Air Pollution Source Equipment.

We control particulate matter and key pollutants such as sulfur oxides (SOx) and nitrogen oxides (NOx) through a range of engineering measures, including electrostatic precipitators, limestone injection systems, wet scrubbers, cyclone separators, windbreak fences, water sprinklers, and covered coal yards. In addition, Continuous Emissions Monitoring Systems (CEMS), as required by the DENR–Environmental Management Bureau (EMB), enable real-time monitoring of air pollutants.



These technical controls are reinforced by administrative measures such as coal blending to reduce sulfur content, predictive SO_2 emissions monitoring, and the operation of continuous ambient air quality monitoring stations.

In line with our commitment to circularity and resource optimization, SMPC and DMCI Power collect and repurpose fly ash—a byproduct of coal combustion—as a cement additive and for other industrial applications. Meanwhile, our coal mining operations actively minimize fugitive dust and air emissions through the use of atomizers, mobile water trucks, dust suppressants, and high-efficiency water sprinklers.

Air Emissions

Thousand Metric Tons	2023[1]	2024[1]	2025[2]
Nitrogen oxides (NOx)	4,220	2,753	**6,543**
Sulfur oxides (SOx)	15,703	20,518	**20,066**
Particulate Matter (PM)	319	756	**510**

[1] Coverage: SMPC and DMCI Power
[2] Coverage: SMPC, DMCI Power and Concreat



Water and Effluents

Water is a critical resource across our operations, including construction, mining, power generation, real estate and cement.

As responsible stewards, we are committed to efficient water management practices that minimize our impact on shared local water sources.

A significant portion of our supply is sourced from seawater, which SMPC collects and treats for both industrial and domestic use across its mine site, infirmary, employee housing, and community facilities.

This treated water supports key activities such as dust suppression, equipment cooling, steam generation, cement mixing, reforestation, food preparation, sanitation, and potable use.

To reduce the footprint of water-intensive operations, we have implemented a range of conservation initiatives. DMCI Homes, SMPC, and DMCI Mining have installed rainwater harvesting systems to augment operational and administrative needs.

In a landmark initiative, DMCI Homes is developing the country's first residential condominium with a full-scale water recycling and treatment facility, projected to save approximately 314 million liters of water annually upon its completion in 2027.

DMCI Mining, through Berong Nickel Corporation (BNC), has also introduced water conservation measures and is establishing an Energy and Water Management Committee to oversee the development and enforcement of water management policies.

In parallel, SMPC and DMCI Power operate multiple wastewater treatment systems to ensure that discharged water meets environmental standards.

These include pocket sumps, settling ponds, cooling canals, oil-water separators, and coal sedimentation ponds. At SCPC and SLPGC, effluents undergo neutralization, oil-water separation, and sedimentation processes prior to safe discharge.

At the APO Cement Plant, water use is reduced through a closed-circuit system supported by two 150,000-gallon storage tanks.

Used water is collected in a recovery pond, then recirculated back into the tanks for reuse in the cement cooling process, enabling the plant to recycle approximately 1.4% of its water consumption.

In addition, reverse osmosis reject water is reused in the spray process. Similarly, at the Solid Cement Plant, water discharged from the equipment cooling system is captured in a recovery pond and pumped back into the reservoir for reuse.

Water Withdrawal

Megaliters (ML)	2023	2024	2025
Surface water	2,700	859	**3,199**
Groundwater	215	401	**346**
Third-party water	658	366	**350**
Total freshwater withdrawal	**3,573**	**1,626**	**3,895**
Seawater withdrawal	1,174,964	1,489,579	**1,531,656**

[1] Restated due to error correction

Water Discharge by Destination Type

Megaliters (ML)	2023[1]	2024[1]	2025
Surface Water	-	-	**20**
Third-party water	1,087	342	**345**
Seawater	1,174,240	1,368,599	**1,531,301**

[1] Coverage: DMCI, DMCI Homes, SMPC and DMCI Mining



Waste

Waste management is a critical component of our operations. Beyond regulatory compliance, proper and safe waste handling reduces environmental impact, supports our sustainability goals, and enhances operational efficiency.

Across the DMCI Group, our approach prioritizes minimizing waste at the source, with each business unit implementing strategies tailored to its operations while remaining aligned with our broader environmental commitments.

D.M. Consunji, Inc. (DMCI) manages construction waste through dedicated Material Recovery and Hazardous Waste Storage Facilities, enabling on-site segregation, temporary storage, and proper disposal.

DMCI Homes leverages Building Information Modeling (BIM) to optimize resource planning, reduce rework, and minimize material waste, complemented by on-site segregation and close monitoring of waste volumes by Safety Officers.

SMPC adopts data-driven waste management practices in its coal mining and power operations, using volume-, weight-, and unit-based tracking systems.

Waste segregation bins are deployed across work areas, supported by material recovery, composting, and hazardous waste facilities.

The company also promotes circularity by recycling used oil as start-up fuel, selling fly ash for cement and concrete production, and enabling the reuse of bottom ash by local communities for construction purposes.

DMCI Power implements systematic waste reduction through daily segregation and responsible disposal in partnership with accredited service providers, ensuring compliance with environmental standards.

Meanwhile, DMCI Mining, through a dedicated Waste Management Team, oversees waste segregation, measurement, reporting, and compliance.

The company enforces a “No Plastic” policy, manages hazardous waste responsibly, and implements targeted waste reduction and recovery initiatives.

To ensure accountability and transparency, DMCI Holdings promotes standardized yet flexible monitoring systems adapted to the operational context of each business unit, enabling effective tracking, responsible processing, and environmentally sound disposal practices across the Group.

Waste Generation

Metric Tons	2023	2024	2025
Non-hazardous waste	39,567	57,577	**77,103**
Hazardous waste	2,608	3,449	**15,366**
Total waste generated	**42,175**	**61,026**	**92,469**



Waste Recovery

Metric Tons	2023	2024	2025
Reused/Preparation for Reuse (Non-hazardous)	7,541	24,027	**37,921**
Reused/Preparation for Reuse (Hazardous)	2,374	2,598	**2,178**
Recycled (Non-hazardous)	2,135	2,734	**3,697**
Recycled (Hazardous)	8	48	**13**
Other recovery options (Non-hazardous)	834	752	**621**
Other recovery options (Hazardous)	8	-	**-**
Total non-hazardous waste recovered	**10,510**	**27,513**	**42,239**
Total hazardous waste recovered	**2,390**	**2,646**	**2,191**
Total waste recovered	**12,900**	**30,159**	**44,430**

Waste Disposal

Metric Tons	2023	2024	2025
Landfilling (Non-hazardous)	20,167	12,468	**12,535**
Landfilling (Hazardous)	53	44	**34**
Other disposal methods (Non-hazardous)	7,712	17,596	**22,329**
Other disposal methods (Hazardous)	1,343	759	**13,141**
Total non-hazardous waste disposed	**27,879**	**30,064**	**34,865**
Total hazardous waste disposed	**1,396**	**803**	**13,175**
Total waste disposed	**29,275**	**30,867**	**48,039**



IN FOCUS

TURNING WASTE INTO WORTH:

Inside Concreat's Circular Approach to Cement Production

At first glance, a cement plant is the last place you'd expect to find a quiet revolution in sustainability. It is, after all, an industry built on heat, scale, and raw materials. But within Concreat's operations, waste is no longer just a byproduct of production. It has become a resource, a responsibility, and increasingly, a strategy.

This is the story of how one company is rethinking waste: not as something to discard, but as something to transform.

Waste, By Design and By Discipline

The bulk of Concreat's waste emerges during its most critical operational phases: annual shutdowns and periodic maintenance.

These activities, essential to keeping large-scale equipment running safely and efficiently, produce scrap metals, wood, and packaging materials from heavy spare parts.

Beyond the plant floor, everyday operations, from food preparation in canteens to routine office work, add to the waste stream through food scraps, paper, plastics, and other disposables.

Even at the packhouses, where cement is prepared for distribution, waste is carefully monitored. Cement bag waste is kept to a strict threshold of just 0.2% of total usage, reflecting a deliberate effort to minimize inefficiencies at the source.

Hazardous waste presents a different kind of challenge. The operation of heavy machinery requires significant volumes of lubricants, oils, and batteries. These materials, once spent, must be handled with precision. Improper disposal could lead to environmental risks.

Concreat's response is grounded in discipline: strict segregation, controlled storage, and compliant disposal systems ensure that even its most sensitive waste streams are managed responsibly.

Beyond the Fence: A Lifecycle Perspective

What makes Concreat's waste management strategy particularly robust is its recognition that responsibility extends beyond its immediate operations.

Internally, the company manages direct or operational waste. But it also accounts for upstream waste generated by suppliers and contractors, from raw material extraction to packaging and transport.

Through procurement policies and supplier engagement, Concreat influences how materials are handled even before they reach its plants.

Downstream, the responsibility continues. Once cement leaves the facility, waste is still part of the story.

Packaging materials, particularly cement bags, enter the hands of customers—construction firms, hardware stores, and end-users. Their disposal, reuse, or recycling becomes part of the product's lifecycle impact.

This broader view reflects a growing awareness: waste is not confined to a single stage of production. It is embedded across the value chain.

Closing the Loop

At the heart of Concreat's approach is circularity, the idea that materials should remain in use for as long as possible.

In practice, this means that much of the company's solid waste never reaches a landfill.

Paper, cardboard, and plastics generated during maintenance activities are repurposed as alternative fuel in cement kilns, reducing reliance on conventional energy sources.

Scrap materials that cannot be reused internally are recovered by accredited buyers and reintroduced into other industrial processes.

Even hazardous waste is given a second life where possible. Used oils and grease, for instance, are sometimes reprocessed and reused as lubricants within conveyor systems.

Other materials such as oil sludge, contaminated items, and even vegetable oil from canteens are permitted for use as alternative fuel, provided they meet strict regulatory standards.

In offices and canteens, behavior change complements technical solutions. The "Green Days" program encourages employees and contractors to bring reusable containers and bottles, significantly cutting down on single-use plastics.

At the same time, the shift to digital platforms has reduced paper consumption, proving that small changes can scale across an organization.





Accountability Through Systems

Behind these initiatives lies a strong framework of monitoring and compliance.

Concreat employs a waste tracking system that records both hazardous and non-hazardous waste streams.

This allows for real-time visibility, better decision-making, and continuous improvement. Data is collected and used to refine processes and identify opportunities to reduce waste further.

For waste that must be handled externally, the company enforces strict due diligence.

Transporters and treatment facilities are required to hold permits from the Department of Environment and Natural Resources (DENR).

Beyond paperwork, Concreat conducts audits and site inspections to ensure that partners adhere to environmental, safety, and health standards.

This layered approach ensures that responsibility does not end once waste leaves the premises.

A Measured Impact

The risks of poor waste management are well understood: increased landfill use, pollution, and resource inefficiencies.

Concreat's strategy directly addresses these challenges by reducing waste at the source, maximizing reuse, and ensuring safe disposal.

But more than risk mitigation, the company's efforts signal a shift in mindset. Waste is no longer an unavoidable byproduct. It is a resource to be managed, minimized, and, wherever possible, transformed.

In an industry under growing pressure to operate sustainably, Concreat offers a compelling example of how operational rigor and environmental stewardship can go hand in hand.



Biodiversity and Land Use Management

DMCI Holdings has strengthened its Biodiversity Policy to reinforce its commitment to conservation, ecological restoration, and sustainable land use.

The policy underscores the company's responsibility to protect and preserve natural ecosystems across its operations.

To ensure responsible operations, DMCI Holdings integrates conservation, mitigation, afforestation, and reforestation initiatives into its activities, safeguarding protected areas and sites of critical biodiversity significance.

The company places strong emphasis on ecosystem restoration, prioritizing the use of native species and focusing efforts on threatened areas and biodiversity hotspots.

Beyond on-the-ground initiatives, DMCI Holdings actively promotes biodiversity awareness by educating employees, stakeholders, and host communities through training programs and capacity-building efforts.

2025 Biodiversity Milestones

2,104 ha
Habitats Adopted

1,463 ha
Reforested Areas

661,625
Mangroves Planted

3,497,956
Trees Planted

1,128
Animals Rescued

3,274
Giant Clams Reseeded

650
Corals Transplanted

70
Reef Balls Deployed

60,000
Bangus Fingerlings Released

Conservation and Protection of Biodiversity and Habitats at SMPC



Semirara Marine Hatchery Laboratory (SMHL), one of only four private facilities in the Philippines capable of breeding eight species of giant clams—making it among the few in the world engaged in the propagation of bivalve mollusks.

In 2025, SMHL propagated approximately 3,274 bivalves, including *Tridacna gigas*, a species vital to the island's marine ecosystem.

The facility also supports the protection and propagation of abalone, coral fragments, and seagrass, and deployed 40 reef balls during the year to enhance marine habitats.

Beyond marine initiatives, SMPC maintains mangrove sanctuaries on Semirara Island, with approximately 633,690 mangroves planted to strengthen coastal resilience.

It also operates the Semirara Biodiversity Conservation Center (SBCC), a wildlife rescue and rehabilitation facility, which in 2025 cared for 396 animals—primarily avian species—with plans to establish breeding programs for critically endangered wildlife.

SMPC further advances ecosystem restoration through large-scale reforestation, having planted over 3.24 million trees across Semirara Island and Calaca, while continuously monitoring vegetation in mining-affected areas.



Mine Site Rehabilitation

Since July 2022, Berong Nickel Corporation (BNC) has been implementing its Final Mine Rehabilitation and Decommissioning Plan (FMRDP) at the Berong Mine, covering land preparation, slope stabilization, soil enrichment, erosion control, and the reforestation of mined-out areas.

To date, BNC has rehabilitated more than 174 hectares, planting over 292,400 native forest tree species and installing extensive erosion control measures.

₱20.7 million

BNC Mine Rehabilitation Spending

₱4.9 billion

SMPC Mine Rehabilitation Spending



These efforts, integrated into the company's Ridge-to-Reef Program, reflect a comprehensive approach to environmental stewardship. In 2025, BNC allocated ₱20.7 million for mine rehabilitation.

Meanwhile, Semirara Mining and Power Corporation (SMPC) completed the backfilling of the Panian Mine—formerly the largest open-pit mine in the Philippines—in 2022, achieving full coverage in just six years, well ahead of the original 10-year rehabilitation timeline.

The company is now advancing a science-based reforestation and biodiversity restoration plan for the area. In 2025, SMPC invested ₱4.9 billion in mine rehabilitation efforts.



IN FOCUS

FROM EXTRACTION TO REHABILITATION:

ZDMC and ZCMCI's Mining Forest Program

In the mineral-rich landscapes of Zambales, where nickel deposits lie beneath forested ridges and coastal ecosystems meet the West Philippine Sea, a quieter transformation is taking shape. Two mining companies, Zambales Diversified Metals Corporation (ZDMC) and Zambales Chromite Mining Company, Inc. (ZCMCI), both under DMCI Mining Corporation, are redefining what responsible extraction can look like. Here, mining is no longer measured only by what is taken from the earth, but by what is restored.

Their Mining Forest Program reflects a deliberate shift in thinking. Rehabilitation is not treated as an afterthought, but as a parallel system that grows alongside operations. It is a living process, designed to evolve with the landscape and to outlast the life of the mine.

ZDMC's Rehabilitation Model

From the outset, ZDMC set out to prove that mining and ecosystems can coexist. This vision is anchored in a 0.90-hectare centralized nursery capable of producing more than 400,000 native and indigenous seedlings with nearly 390,000 ready for planting.

More than a supply hub, the nursery serves as the foundation of a long-term restoration strategy. Supported by a clonal propagation facility and a bamboo nursery, it ensures continuity, recognizing that forests are built over generations.

In 2025 alone, ZDMC planted more than 108,000 seedlings, bringing its cumulative total to nearly 800,000 trees. Species are carefully selected to rebuild soil structure, stabilize slopes, and reconnect fragmented habitats.



Over time, they help restore ecological functions and encourage the return of wildlife.

Across its tenements, rehabilitation has become a science-driven discipline. Designated forest zones, including the 15-hectare Biak-na-Bato Ridge afforestation site, bamboo plantations, agroforestry areas, arboretums, and assisted natural regeneration zones, function as living laboratories. Each site provides insight into how ecosystems recover when given the right conditions and consistent care.

ZDMC's approach also extends beyond upland areas. Through a ridge-to-reef strategy, the company recognizes that land and sea are interconnected. Its 10-hectare mangrove plantation and pawikan conservation initiatives link forest recovery with marine protection. Healthier uplands reduce sedimentation, improve water quality, and strengthen coastal ecosystems.

This broader perspective aligns with national priorities. By adopting 266 hectares under the government's Enhanced National Greening Program (ENGP), ZDMC has planted nearly 875,000 trees beyond its mine sites. The effort contributes to watershed protection and large-scale reforestation, reinforcing the idea that responsible mining goes beyond regulatory compliance and into shared environmental stewardship.

ZCMCI's Approach to Early-Stage Restoration

ZCMCI, though newer to operations, has adopted the same philosophy with discipline and intent. From its first year, it embedded progressive rehabilitation into its mining cycle.

Areas disturbed by extraction are restored as soon as possible, with landforms reshaped, soils prepared, and vegetation reintroduced in a coordinated process that reduces long-term impact.

Its Central Seedling Nursery, while currently smaller in scale, plays a critical role. With more than 40,000 native seedlings, it prioritizes species suited to local conditions, improving survival rates and strengthening ecosystem resilience.

Early results point to meaningful progress. ZCMCI has rehabilitated more than 17 hectares of mined-out land and planted over 26,000 trees.

Improvements in soil structure, reduced erosion, and better water infiltration are already evident, alongside the gradual return of biodiversity.

The company has also extended its efforts beyond operational boundaries. Through its participation in the national greening initiative, it has adopted 50 hectares and planted more than 41,000 trees.

Agroforestry and bamboo projects complement these efforts by creating livelihood opportunities for local communities, integrating environmental restoration with economic value.

A 42-hectare reference ecosystem within its site anchors ZCMCI's conservation strategy. Serving as both sanctuary and scientific baseline, it supports biodiversity and carbon studies conducted in partnership with the University of the Philippines Los Baños College of Forestry and Natural Resources.

The data gathered informs adaptive management, ensuring that restoration strategies remain grounded in evidence and continue to improve over time.

A Shared Commitment to Long-Term Stewardship

At the center of both companies' initiatives is participation. Communities in Acoje and nearby barangays are actively involved in nursery operations, tree planting, and environmental education.

Employees also take part, marking milestones through tree-growing activities and contributing to broader environmental campaigns. These shared efforts transform reforestation into a collective undertaking.

The Mining Forest Programs of ZDMC and ZCMCI are grounded in science, strengthened by community participation, and guided by long-term thinking.

Together, they demonstrate that mining can move beyond a purely extractive model and contribute to meaningful environmental recovery.





Power Generation

DMCI Holdings is committed to providing Filipinos with affordable and reliable electricity. To support this goal, its power subsidiaries—SMPC and DMCI Power—continue to invest in the maintenance and enhancement of power facilities to ensure compliance with environmental standards, minimize waste, and reduce outages.

At the Calaca Power Complex, which includes SCPC and SLPGC, SMPC implements a range of engineering and administrative pollution control measures. The company strengthens energy efficiency by upgrading electrical infrastructure and optimizing equipment to reduce energy losses.

The company is also preparing to commission a solar farm in Masbate in the coming months.

Gross Power Generation by Source

GWh	2023	2024	2025
Coal[1]	4,890	5,358	**5,695**
Coal[2]	141.75	309.82	**216.9**
Diesel[3]	171.81	171.25	**150.5**
Bunker Fuel[4]	174.03	197.19	**185.4**
Wind[5]	-	-	**17**
Total	**5,377.59**	**6,036.26**	**6,264.8**

[1] SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)
[2, 3, 4, 5] DMCI Power

Power Generation Installed Capacity by Source

MW	2023	2024	2025
Coal[1]	900	900	**900**
Coal[2]	30	30	**30**
Diesel[3]	60	59.50	**87.8**
Bunker Fuel[4]	42	42	**58**
Wind[5]	-	-	**12.5**
Total	**1,032**	**1,031.5**	**1,088.3**

[1] SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)
[2, 3, 4, 5] DMCI Power

Thermal Efficiency of Power Plants by Fuel Source

	2023	2024	2025
Coal	24-30%	21-36%	**17-32%**
Diesel	21-43%	21-43%	**21-43%**
Bunker	36-39%	36-39%	**36-39%**



SOCIAL RESPONSIBILITY



At DMCI Holdings, we recognize that the growth and well-being of our employees are fundamental to our long-term success. We are committed to prioritizing health and safety, strengthening engagement, and promoting diversity, while cultivating a positive, inclusive, and supportive workplace. Through continuous training and talent development, we aim to attract and retain a high-performing workforce.

Operating across multiple sectors and communities, we play a meaningful role in the Philippine economy. Our businesses contribute by building essential infrastructure, creating jobs, supplying reliable and affordable electricity, supporting exports, and generating government revenues through taxes and royalties—helping drive economic growth and reduce poverty.

We also value strong, enduring relationships with our customers, regulators, and host communities, recognizing that our success is closely linked to their trust and support. By fostering collaboration and shared value, we contribute to the long-term well-being of our stakeholders and the communities we serve.



Employment

We take pride in fostering a diverse and collaborative workforce united by shared goals. Our employees bring a broad range of ideas, perspectives, and solutions that help address evolving organizational and societal challenges, driving innovation, operational excellence, and sustainable growth.

In return, we are committed to creating a workplace where every employee feels valued and supported. We provide a safe and healthy working environment, competitive compensation and benefits, opportunities for professional development, and a culture grounded in inclusivity and mutual respect.

In 2025, the DMCI Group employed a total of 39,118 individuals. Of this, 26,551 (68%) were direct employees, including permanent and fixed-term roles, while 12,567 (32%) were indirect employees engaged through contractors or agency partners. In 2025, a total of 244 personnel, representing 1% of our direct employees, were covered by a collective bargaining agreement.

We continue to support regional development, with 6,223 employees (16% of the total workforce) based outside Metro Manila.

More than 99% of our workforce consists of Filipino nationals, reflecting our strong commitment to developing local talent.

This extends to leadership, where over 99% of senior, middle, and junior management positions are held by Filipino professionals.

Direct Employees Breakdown[1]

[1] Direct employees include permanent and temporary or fixed-term employees

by business unit	2023	2024	2025
D.M. Consunji, Inc.	9,287	9,065	**8,821**
DMCI Homes	12,599	12,154	**11,516**
SMPC	4,651	4,873	**4,817**
DMCI Power	386	423	**463**
DMCI Mining	219	242	**280**
Concreat	-	-	**641**
DMCI Holdings	12	13	**13**
Total	**27,154**	**26,770**	**26,551**

by gender	2023	2024	2025
Male	25,165	24,302	**24,182**
Female	1,989	2,468	**2,369**
Total	**27,154**	**26,770**	**26,551**

by age	2023	2024	2025
Under 30	7,178	6,934	**6,263**
30-50	16,881	16,613	**16,720**
Above 50	3,095	3,223	**3,568**
Total	**27,154**	**26,770**	**26,551**

by employee category	2023	2024	2025
Senior Management	82	78	**80**
Middle Management	365	469	**488**
Supervisors	26,707[1]	1,453	**1,450**
Rank-and-file	-	24,770	**24,533**
Total	**27,154**	**26,770**	**26,551**

[1] Refers to supervisors, specialists, and operational support

by contract	2023	2024	2025
Permanent	8,085	4,160	**9,395**
Temporary or fixed-term	19,069	17,737	**17,156**
Total	**27,154**	**26,770**	**26,551**





Diversity, Equity and Inclusion

At DMCI Holdings, we believe that diversity, equity, and inclusion (DEI) are essential to driving organizational success, innovation, and resilience.

By fostering an inclusive environment that respects and values diverse perspectives, we empower our employees to perform at their best.

Our approach to talent management is both deliberate and comprehensive, combining internal programs and external partnerships to develop and strengthen the diverse talent within our organization.

Through targeted initiatives, we create pathways for growth and advancement, ensuring that employees are supported and equipped to reach their full potential.

We are equally committed to advancing equity by promoting fair compensation and equal access to opportunities and benefits.

Our DEI policy outlines key practices, including bereavement leave provisions, regular employee engagement surveys, and initiatives that support gender equality and representation across the Group.

Gender Diversity

	2023	2024	2025
Percent Women in Total Direct Employees	7	9.2	**9**
Percent Women in Senior Management	37	32	**27**
Percent Women in Middle Management	35	30	**29**
Percent Women in Supervisory Positions	21	10	**10**
Percent Women in Rank-and-File Positions	6	9	**8**

Age Diversity

	Percent in Total Direct Employees			Percent in Senior Management			Percent in Middle Management			Percent in Supervisory Positions			Percent in Rank and File Positions		
	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Under 30	26	26	**24**	0	0	**0**	2	3	**1**	8	7	**8**	28	29	**25**
30-50	62	62	**63**	41	27	**32**	80	70	**77**	67	64	**69**	62	62	**62**
Above 50	12	12	**13**	59	73	**68**	18	27	**22**	25	29	**23**	10	9	**12**

Employees from Minority and Vulnerable Groups

	2023	2024	2025
Senior Citizens	94	107	**117**
Solo Parents	33	65	**46**
Persons with Disability	7	3	**6**
From Indigenous Communities	24	6	**5**

DMCI Holdings actively promotes workplace equity by providing employees with equal access to opportunities, training, and mentorship.

We believe that removing barriers to participation enhances engagement, drives innovation, and strengthens overall organizational performance. Across the Group, our subsidiaries reinforce this commitment through targeted initiatives that foster inclusivity within their respective operations.

D.M. Consunji, Inc. (DMCI) collaborates with the Department of Labor and Employment (DOLE) and the Philippine National Police (PNP) to conduct learning sessions on women's rights. It also integrates gender equality orientation into its onboarding process and ensures equal access to training, development, and career advancement opportunities.

DMCI Homes promotes inclusive talent development through its Site Superintendent Development Program, which trains project supervisors and foremen.

While traditionally male-dominated, the program actively welcomes female participants, underscoring the company's commitment

to gender equality. Advancement within the organization is based solely on performance and competency.

SMPC challenges industry norms by employing women in roles such as welders, mechanics, equipment operators, and technical specialists.

Gender equality is reinforced through standardized HR processes covering recruitment, performance evaluation, promotion, compensation, and disciplinary actions. The company also conducts women's empowerment seminars and provides HMO coverage for women-specific health needs.

DMCI Power adopts gender-neutral practices across recruitment, benefits, succession planning, and career progression, complemented by regular gender equality orientations and workshops.

Similarly, DMCI Mining supports female participation in traditionally male-dominated roles by training women as backhoe operators and welders.

The company upholds a non-discriminatory hiring process, ensures a safe and harassment-free workplace, and provides essential facilities such as lactation rooms for nursing employees.

Concreat has implemented women empowerment initiatives focused on leadership development, inclusion, and support.

These include a mentoring pod program pairing non-managerial employees with female senior leaders, annual Women's Month activities, and regular tracking of female representation to guide talent and inclusion strategies. The company also provides dedicated facilities, such as lactation rooms, to support employee well-being.





Training and Development

At DMCI Holdings, we recognize that professional growth and career development are key drivers of both employee success and overall company performance.

Our training programs are designed to cultivate well-rounded leaders, enhance technical expertise, and promote a culture of continuous learning across all business units.

To meet evolving industry demands, we provide employees with accessible and impactful learning opportunities through structured approaches, including self-paced online courses, facilitator-led training, workshops, and mentorship programs.

The Human Resources department of each subsidiary regularly conducts needs assessments to ensure training programs remain aligned with both individual career goals and overall corporate objectives.

Additionally, permanent full-time employees undergo monthly performance and career development reviews, offering a transparent path for professional growth.

Our programs emphasize core competencies, equipping employees with the skills, knowledge, and leadership capabilities needed to excel in their roles.

Training and Development Opportunities

Onboarding Training

Orients new employees with a solid foundation in company culture, policies, processes, and role-specific skills.

Technical Training

Builds expertise in areas such as engineering, construction, mining, energy production, equipment operation, accounting, and other industry-specific skills.

Leadership Development

Equips supervisors, managers, and high-potential employees for leadership roles through enhancement of communication, delegation, and decision-making skills.

Diversity & Inclusion Training

Offers employees with practical strategies to promote inclusivity, minimize unconscious bias, and foster respectful workplace relationships.

Soft Skills Training

Develops interpersonal skills, teamwork, time management, and problem-solving abilities.

Management Training

Strengthens managerial capabilities in coaching, performance management, and conflict resolution.

Compliance Training

Reinforces employee understanding of company policies, labor laws, environmental regulations, safety procedures, and data privacy standards.

2025 Focus Areas in Training & Development

Program Type and Scope

- Technical, functional, leadership, compliance, and behavioral training
- Individual Development Plans (IDPs) for customized career growth

Additional Assistance

- Coaching, mentoring, and internal training via the Learning Advocate Program
- Financial support for external training programs
- Coordination with vendors for specialized training needs
- Customized training programs tailored to employee development goals

Transition Assistance Programs

- Supervisory Development Program for Team Leaders and Supervisors
- Leadership Development Program for Managers
- Outplacement support through workshops and individual career coaching (e.g., financial planning, investment strategies, resume writing, job search strategies)
- Retirement assistance, including financial counseling and transition planning

Learning and Development Programs

DMCI Holdings invests in continuous learning and development across its subsidiaries to strengthen both organizational capability and individual growth. In 2025, our employees spent over 807,900 hours for training and development.

D.M. Consunji, Inc. (DMCI) operates the DM Consunji Technical Training Center, a cornerstone of its learning system that delivers leadership, technical, and behavioral training, complemented by a cadetship program for leadership development.

DMCI Homes adopts a blended learning approach that includes self-paced modules through its Learning Management System, classroom training, and other interventions.

Each employee follows an Individual Development Plan tailored to their specific needs, with dedicated programs in priority areas such as Design and Engineering, Construction, and Property Management.

SMPC promotes a culture of continuous development by offering a wide range of learning opportunities aimed at enhancing employee competencies and performance.

Its training programs cover leadership, behavioral, professional and technical skills, quality management systems, environment, health and safety, and climate-related topics, delivered through seminars, workshops, LMS modules, and industry engagements.

Concreat, meanwhile, adopts the 70-20-10 learning model, where development is driven primarily by on-the-job experience, supported by mentoring, coaching, and formal training.

Managers play a key role in guiding employee growth through regular performance and development discussions, which inform individualized development plans aligned with both career aspirations and business objectives.

Average Employee Training Hours

by gender	2023	2024	2025
Male	17	22	**29**
Female	38	36	**48**

by employee category	2023	2024	2025
Senior Management	16	11	**11**
Middle Management	38	38	**33**
Supervisory	19	42	**49**
Rank and File	-	22	**29**

Total Average Training Hours Per Employee

2023	2024	2025
19	24	**30**



Talent Attraction and Retention

At DMCI Holdings, we strive to attract, develop, and retain top talent by fostering a positive workplace culture, offering competitive compensation and benefits, and providing equitable opportunities for career growth.

We promote open communication through regular meetings, employee engagement surveys, and structured feedback mechanisms that help us continuously improve the workplace environment.

To further strengthen engagement and retention, we implement performance-based profit-sharing programs that align employee rewards with overall company performance.

High-performing professionals are also considered for leadership roles, including appointments to the Boards of Directors of our operating companies.

Recognizing the importance of work-life balance, we support flexible work arrangements—such as remote work and flexible hours—where feasible.

Our family-friendly policies include 17 weeks of fully paid primary parental leave and one week of fully paid supplementary parental leave to support employees during key life stages.

In 2025, the Group hired 528 female and 7,638 male employees, while 432 female and 7,176 male employees separated from the organization.

New hires and turnover were largely composed of fixed-term employees.

New Hires Breakdown

by gender	2023	2024	2025
Male	3,968	3,211	**7,314**
Female	508	638	**483**
Total	**4,476**	**3,849**	**7,797**

by age	2023	2024	2025
Under 30	2,672	2,186	**2,617**
30-50	1,717	1,585	**4,530**
Above 50	87	78	**650**
Total	**4,476**	**3,849**	**7,797**

Employee Turnover Breakdown

by gender	2023	2024	2025
Male	7,723	4,499	**7,172**
Female	422	397	**445**
Total	**8,145**	**4,896**	**7,617**

by age	2023	2024	2025
Under 30	2,764	1,866	**1,986**
30-50	4,799	2,719	**4,776**
Above 50	582	311	**855**
Total	**8,145**	**4,896**	**7,617**



Occupational Health and Safety

The DMCI Group mostly operates in heavy industries, hence occupational health and safety (OHS) is a fundamental and high-priority concern for our firm.

Our Health, Safety, General Welfare, and Employee Development policy demands the deployment of critical resources, such as staff, facilities, and funding, to reduce negative health and safety impacts and improve our employees' overall well-being.

We require our subsidiaries to carefully adhere to the highest standards of workplace safety to protect their employees' well-being.

Health and Safety

- Coverage under a health care maintenance program/insurance
- Coverage through group term life and accident insurance
- Annual physical exams, free medical consultations, and health-care facilities.
- Wellness facilities such as gyms, basketball, and badminton courts.
- Sports and recreational programs

General Welfare

- Annual team building and interpersonal skills events encourage camaraderie and relationships among employees and subsidiaries.
- Employee participation in clubs and organizations outside of the company allows them to further develop their abilities and retain contact with industry colleagues.
- Training and seminars, both in-house and outsourced.

Occupational Health and Safety Management Systems

Subsidiary	Is an OHSMS in place?	ISO 45001:2018 Certification
D.M. Consunji, Inc.	Yes	Yes
DMCI Homes	Yes	Not yet
SMPC	Yes	Yes
DMCI Power	Yes	Yes[1]
DMCI Mining	Yes	Not yet
Concreat	Yes	Yes

[1] Coverage: DMCI Power head office and Calapan Power

Our companies have established Occupational Health and Safety Management Systems (OHSMS) which are designed to identify and manage OHS risks, prevent accidents and injuries and promote a healthy and safe workplace for our employees and other stakeholders. Majority of our companies' OHSMS are certified to the ISO 45001:2018 standard.

Occupational Health and Safety at DMCI

DMCI has a specific Occupational Health and Safety Team responsible for employee safety, as well as a Medical Team that addresses health-related concerns.

The organization actively checks its performance on OHS indicators and KPIs against established goals. DMCI evaluates, audits, and acts on the results to ensure the ongoing improvement of its OHS management system.

DMCI has created a mechanism for identifying safety hazards and risks, encouraging employees to report problems without fear of retaliation via an "Open Door Policy."

Employees have a variety of ways to express their concerns, including worker representative elections, toolbox meetings, Take 5 programs, and hazard spot reporting.

The corporation requires all employees to attend mandatory health and safety lectures, emphasizing their right to decline risky work during training sessions.

Furthermore, workers assigned to critical activities, such as working at heights, entering confined spaces, and erecting and dismantling scaffolding and equipment, receive specialized training designed to provide them with the knowledge and skills required for hazard identification and the implementation of appropriate controls.

DMCI implements corrective actions and system improvements through management review meetings, safety committee meetings, goal setting, reviewing procedures, work instructions, and policies, improving operational controls, emergency preparedness planning, supplier evaluation, implementing rewards and recognition systems, and reinforcing the use of Hazard Identification, Risk Assessment, and Control (HIRAC) for accident prevention.

Occupational Health and Safety at DMCI Homes

DMCI Homes' Health and Safety Policy aims to establish an accident-free workplace. The organization undertakes daily inspections and risk assessments, and the results are periodically forwarded to management for evaluation.

To promote safety, the DMCI Homes safety team offers training programs such as daily toolbox briefings, near-miss reporting, and weekly hazard identification.

A root cause analysis approach has been implemented to determine the underlying reasons of on-site accidents, and risk assessments are undertaken on a regular basis to prevent future mishaps.

Physical and medical exams are needed for all staff on project sites. The Medical Team additionally monitors the health status of employees who have pre-existing health concerns using a hot list.

DMCI Homes has established Memorandums of Agreement with hospitals within a 5-kilometer radius of each project site to offer emergency medical care.

The organization is committed to continuously improving its Occupational Health and Safety (OHS) management system, with an emphasis on improving administrative and engineering controls to reduce workplace accidents and other undesirable incidents.

Occupational Health and Safety at SMPC

SMPC is constantly striving to improve its safety protocols beyond minimum requirements, with the Occupational Health team conducting frequent risk assessments.

The organization promotes a safety culture among its employees by providing regular training on safe work practices. To provide vital medical services, SMPC has an on-site clinic and infirmary staffed by medical professionals who conduct regular check-ups for employees at risk of work-related impairments.

SMPC also provides on-site emergency transportation and health services around the clock.

SMPC built an Occupational Health Office to efficiently manage workers' health-related issues, saving time and resources by eliminating the need for infirmary visits.

The Environmental, Health, and Safety Committees meet monthly to assess and report on the program's effectiveness.

SMPC utilizes planning and assessment measures at its mining site to manage essential risk elements such as slope stability, such as geohazard mapping, pre-start inspections and toolbox meetings.

The company invests in cutting-edge technologies such as weather stations for typhoon and rainfall monitoring, slope stability radars, and PR03- Advanced Equipment Simulators for heavy equipment operators.

SMPC's Calaca Power Complex covers equipment and plant dangers such as electrical shocks, burns, boiler fires, explosions, and exposure to hazardous chemicals. SMPC provides pre-job planning, emergency response equipment, and personnel safety training.

The Risk and Safety Management Program manages day-to-day plant operations, including the reporting of safety occurrences, root cause analysis, and incident investigation management.

Occupational Health and Safety at DMCI Power

DMCI Power emphasizes safety by providing safety orientations to all new workers, which include training on Hazard Identification, Risk Assessment, and Control (HIRAC) protocols. Furthermore, all employees are required to pass physical and medical examinations prior to deployment.

The Occupational Safety and Health (OSH) Committee gives employees the authority to interrupt activities if they believe the situation is unsafe.

The committee oversees incident reporting and management, which includes investigations, corrective actions, and frequent risk assessments.

A root cause analysis approach is also in place to determine the causes of on-site incidents.

Employees participate in a variety of training and awareness programs aimed at improving occupational safety and health, including basic occupational safety and health, construction occupational safety and health, loss control management, HIRAC procedures, standard first aid, CPR, basic firefighting, search and rescue, emergency preparedness and response (including drills), and mental health.

DMCI Power also supports other health efforts, such as voluntary blood donation, fitness programs, ergonomic office setup, toolbox meetings, and the provision of necessary personal protective equipment.

Safety signage, floor markings, and first aid kits are provided in all work areas.

Occupational Health and Safety at DMCI Mining

DMCI Mining has established comprehensive policies, procedures, and programs to effectively manage and control all occupational health and safety concerns.

The organization hires accredited health and safety professionals to oversee the implementation of these procedures.

Prior to deployment, all workers must complete a safety orientation as well as physical and medical checks.

Furthermore, the organization encourages employees to help develop, administer, and evaluate the Occupational Health and Safety (OHS) management system.

DMCI Mining provides training in risk assessment, firefighting, basic first aid, mental health, basic workplace safety and health, and emergency preparedness.

During these training sessions, the corporation emphasizes employees' ability to decline risky labor. DMCI Mining also offers health services such as the BNC and ZDMC clinics, which are open 24 hours a day, seven days a week for emergencies.

The company established a risk assessment book that covers all stages of mining operations and includes techniques for danger detection, evaluation, and control.

Employees are asked to report any harmful conditions they notice during safety and toolbox briefings.

DMCI Mining has also implemented an incident reporting and investigation mechanism to identify root causes and take appropriate preventive and corrective action.

The Mines and Geosciences Bureau recognized the efficiency of the company's OHS management system with the Safest Mines Award.

This certification indicates DMCI Mining's dedication to providing a safe and healthy work environment for its workers.

Occupational Health and Safety at Concreat

Concreat has established a robust Occupational Health and Safety Management System (OHSMS) anchored on internationally recognized standards, particularly ISO 45001, as part of its broader sustainability strategy.

This system reflects the company's strong commitment to protecting the health, safety, and well-being of its employees, contractors, and stakeholders across its cement manufacturing operations.

Covering all workers—including contractors—and both routine and non-routine activities, the OHSMS integrates risk-based processes such as hazard identification, risk assessment, and incident investigation to proactively manage workplace risks.

The company ensures the effectiveness of its OHSMS through clearly defined roles and responsibilities, with senior management accountable for oversight and continuous improvement.

Standardized procedures, regular audits, and third-party ISO certification reviews reinforce compliance and system integrity.

Workers are actively engaged through safety committees, reporting channels, and participation in risk assessments and investigations, fostering a culture of shared responsibility and transparency.

Comprehensive training programs—ranging from general safety induction to specialized hazard-specific training—equip employees with the knowledge and skills to work safely.

In parallel, occupational health services provide preventive care, workplace monitoring, and health surveillance, ensuring early detection and mitigation of work-related risks.

Strict confidentiality and non-discrimination policies protect employees' health information and encourage participation in health programs.

Through this integrated, ISO-aligned approach, Concreat continuously strengthens its safety performance, promotes a proactive safety culture, and advances its goal of achieving zero harm while supporting sustainable cement production.

Health and Safety of Contractors

Our contractors undergo thorough safety orientation and induction training, encompassing hazard identification, evaluation and control measures.

They are also informed about emergency procedures and evacuation plans and are equipped with appropriate personal protective equipment.

Regular safety inspections and audits are conducted to identify and address any safety concerns or hazards. Our companies' safety management systems encompass contractors, offering them clear guidelines for reporting unsafe conditions or incidents.

This approach ensures that safety remains a priority across all aspects of our operations, including the work performed by our contractors.

Safety Performance

	2023	2024	2025
Work-related fatalities – employees	5	2	**1**
Work-related fatalities – contractors	0	1	**0**
TRIR – employees	0.46	0.20	**0.16**
TRIR – contractors	0.12	0.21	**0.15**
LTIFR – employees	0.15	0.11	**0.07**
LTIFR – contractors	0.07	0.09	**0.09**

TRIR: Total Recordable Incident Rate = total number of recordable incidents x 200,000 / total hours worked by all employees or contractors

LTIFR: Lost-Time Incident Frequency Rate = total number of lost-time incidents x 200,000 / total hours worked by all employees or contractors



Human Rights

DMCI Holdings upholds the dignity and rights of every individual and is committed to protecting human rights in line with the principles of the United Nations Universal Declaration of Human Rights.

We promote fair and equitable employment practices by ensuring equal opportunities in recruitment, hiring, compensation, job assignments, training, promotions, benefits, and career advancement.

At the same time, we foster a workplace that prioritizes health, safety, and well-being, recognizing the inherent risks in our industries and taking proactive measures to prevent harassment, accidents, injuries, and occupational illnesses.

We maintain a zero-tolerance policy for discrimination, harassment, and abuse. We respect and protect the rights of all employees and stakeholders, regardless of color, ethnicity, social origin, gender, sexual orientation, religion, nationality, age, disability, civil status, or any other status.

DMCI Holdings also respects employees' rights to freedom of opinion, expression, and privacy. We safeguard personal data while encouraging open communication across the organization.

In line with our commitment to transparency, employees and their representatives are generally provided at least one week's notice prior to the implementation of significant operational changes that may affect them.

Over the past three years, the Group has recorded no incidents involving violations of indigenous peoples' rights, nor any legal cases or grievances related to child labor, forced labor, or human trafficking.



Supply Chain Management

We reinforced our approach to responsible sourcing by adopting a formal Supplier Code of Conduct that requires all suppliers, subcontractors, and business partners working with, or on behalf of our Company to adhere to the ethical, social, and environmental standards and practices.

This Code allows us to extend our corporate values and sustainability targets to our supply chain.

The Code promotes ethical and responsible business conduct by requiring suppliers to:

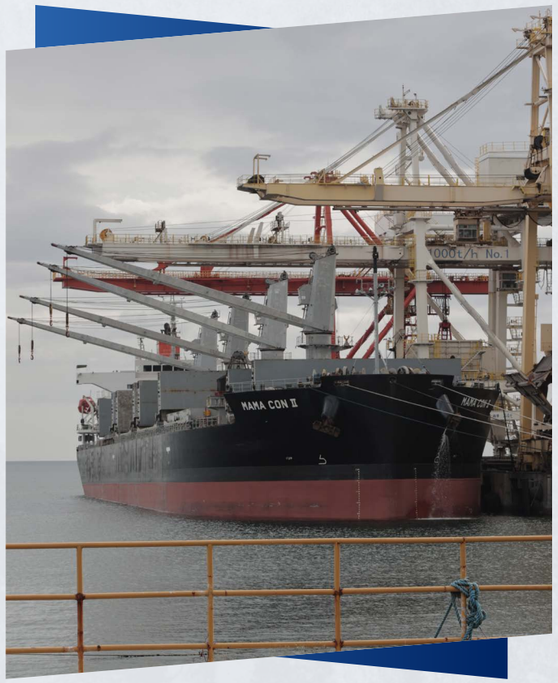
- Comply with all applicable laws and regulations, including those related to labor rights, environmental protection, health and safety, and anti-corruption
- Uphold labor and human rights, such as prohibiting forced and child labor, promoting non-discrimination, providing fair compensation, and ensuring safe working hours and condition
- Demonstrate environmental responsibility by complying with environmental laws, minimizing negative impacts, reducing emissions and waste, conserving resources, and protecting biodiversity
- Ensure workplace health and safety through proactive risk identification, emergency preparedness, and continuous safety improvements
- Conduct business with integrity, avoiding corruption, bribery, and unethical practices, and respecting fair competition laws
- Protect confidentiality and intellectual property, particularly proprietary information shared during the course of business
- Extend these standards to their own suppliers and subcontractors, and remain accountable for their compliance

Suppliers are subject to periodic reviews and assessments to ensure compliance. Non-compliance may lead to corrective action or the termination of business relationships.

By implementing this Supplier Code of Conduct, we aim to foster a more transparent, responsible, and sustainable supply chain—one that contributes to our long-term value creation and risk mitigation goals.

In 2025, we engaged a total of 280 new suppliers, of which 25% and 70% were assessed using environmental and social criteria, respectively.

Our network of over 8,000 suppliers includes 302 critical vendors essential to our operations. In 2025, we invested ₱17.9 billion (38% of our total vendor expenditure) into local partnerships. This commitment supports the local economy and strengthens our supply chain resilience.





Corporate Citizenship and Philanthropy

Our commitment to value creation extends beyond our operations. We generate employment, contribute significantly to government revenues, support local microenterprises, and invest in education.

These initiatives create meaningful opportunities for our host communities, fostering socioeconomic development and enhancing quality of life.

Guided by our Community Interaction Policy, we take a strategic approach to corporate social responsibility—prioritizing programs that respond to local needs and advance sustainable development through targeted investments and partnerships, ensuring lasting positive impact.

FOCUS AREAS

- Education and Training
- Environmental Stewardship
- Infrastructure
- Welfare and Livelihood
- Emergency Preparedness and Response



Education and Training

- **DMCI** facilitated educational site visits in 2025 for engineering students from Sorsogon State University, Jose Maria College Foundation, and Central Philippine University, providing hands-on exposure to major infrastructure projects such as the Levi Mariano Pumping Station and DLSMHSI Academic Complex.
- **DMCI Homes**, through its Kaakbay sa Edukasyon program and partnership with the UP Engineering Research and Development Foundation (UPERDFI), supported research on sustainable construction, including low-impact concrete innovations through the College of Engineering's Professorial Chair Awards.
- **Berong Nickel Corporation (BNC)** trained 17 Indigenous Peoples through its Heavy Equipment Operations program to build technical skills and improve employability in host communities.
- **Concreat Foundation, Inc.**, under Concreat Holdings Philippines (Concreat), advanced functional literacy for 360 students across nine schools through its Aral Program.
- **Semirara Mining and Power Corporation (SMPC)** expanded tertiary education access through new Mechanical and Mining Engineering programs at Divine Word School of Semirara Island, in partnership with Adamson University.
- **SMPC**, together with UP and UPERDFI, launched the country's first academe-

based Failure Analysis Hub, strengthening engineering research and diagnostics capabilities.

- **SCPC** and **SLPGC** awarded scholarships to 21 new engineering students across CALABARZON, reinforcing support for higher education.
- **Zambales Diversified Metals Corporation (ZDMC)** invested ₱8.7 million in education programs, benefiting over 1,300 students through scholarships, school infrastructure, and learning materials.
- **Zambales Chromite Mining Company, Inc. (ZCMCI)** allocated ₱2.3 million for education initiatives, supporting scholars, school facilities, and learning resources across partner communities.



Environmental Stewardship

- **DMCI Allied Services Group (ASG)** conducted a clean-up drive along C6 in Taguig in partnership with CENRO, while DMCI project teams led additional clean-up and dredging activities in Taguig and Bulacan to improve waterways and drainage systems.
- **DMCI**, through its CAMANA, NSCR, SLMC, C5 Link, and ASG-EMG projects, implemented multiple recyclable donation drives in 2025 to support circular waste management. These initiatives involved the collection and turnover of PET bottles and cartons to partner barangays, schools, and communities in areas such as Caloocan and Taguig.
- **DMCI Power Corporation–Calapan (DPC Calapan)** participated in river, drainage, and coastal clean-ups in line with Philippine Water Week and the International Coastal Cleanup, mobilizing employees and local volunteers.
- **DMCI Masbate Power Corporation (DMPC)** planted 2,000 mangroves in Cataingan, supporting coastal protection and ecosystem restoration.
- **DMCI** mobilized 79 employee volunteers to plant 1,000 tree seedlings in Antipolo, reinforcing reforestation and sustainability efforts.
- **DMPC** implemented sea ranching activities, releasing 60,000 fish fingerlings into the Mobo River to restore aquatic ecosystems and support fisheries.
- **Concreat** planted 1,500 trees and collected over 3,600 kg of waste through environmental drives in Rizal and Cebu.
- **Concreat** conducted World Water Day coastal clean-ups, collecting 550 kg of waste for co-processing as alternative fuel.
- **Concreat** signed a tripartite Memorandum of Understanding with the Binangonan LGU and CDO Odyssey Foundation, Inc. (OFI) for "Plastik-Can Tayo: TSEK sa Binangonan," a reward-based waste collection program. The initiative encourages residents to segregate and collect plastic waste in exchange for CDO food products as incentives. Collected plastics will be co-processed and used as alternative fuel at the Solid Cement Plant.
- **Semirara Mining and Power Corporation (SMPC)** reseeded 3,274 giant clams in the marine protected areas of Semirara Island, supporting biodiversity restoration.
- **SMPC** planted 200 molave seedlings under its Green Initiatives program, promoting long-term environmental stewardship.



Infrastructure

- **DMCI Masbate Power Corporation (DMPC)** donated cement to Barangay Tugbo, supporting the construction of concrete pathways and improving mobility in upland communities.
- **APO Cement Corporation**, under Concreat, installed a solar-powered water system in Naga, Cebu, benefiting over 7,000 residents.
- **DMCI** Bilibid and Poblacion Projects, Main Office, and Civil Services Unit delivered construction materials, books, and school supplies to support school facilities and public libraries.
- **ZDMC** invested ₱2.8 million in infrastructure, delivering water systems, roads, solar streetlights, and community facilities.
- **ZCMCI** implemented infrastructure projects including bridges, water systems, and solar lighting, benefiting thousands of residents.



Welfare and Livelihood

- Multiple **DMCI** units (ASG, EMG, CAMANA, project sites) conducted year-round blood donation drives, collecting over 700 blood bags in partnership with the Philippine Red Cross, DOH, PGH, and Veterans Memorial Medical Center.
- **DMCI-OSFI-SPRC** conducted a medical mission in Zamboanga del Norte, serving 1,630 residents with free consultations and healthcare services.
- **DMCI Homes** provided relief assistance to 47 fire-affected families in Benguet, distributing essential goods including rice and clothing.
- **DMCI Power Palawan and Masbate** sustained its Doktor ng Barangay program, delivering free medical consultations and healthcare services to underserved communities.
- **DMCI Power-Palawan** provided relief assistance to 800 flood-affected families in Palawan, supporting early recovery efforts.
- **DMCI Power-Calapan** conducted a blood donation drive in partnership with the Oriental Mindoro Blood Council, collecting 26 blood bags.
- **DMCI** Allied Services Group (ASG) implemented a feeding program for undernourished children in Taguig, promoting nutrition and health.

- **ZDMC** invested ₱6 million in health programs, benefiting over 20,000 residents through medical services, feeding initiatives, and health facility support.
- **ZCMCI** implemented health programs including medical assistance, transport services, and facility improvements, benefiting thousands of residents.
- **ZDMC** allocated ₱4.5 million to livelihood programs, supporting cooperatives, associations, and enterprise development.
- **ZCMCI** funded livelihood initiatives benefiting over 1,000 individuals through enterprise support and equipment provision.
- **SCPC** and **SLPGC**, in partnership with the City Government of Calaca and the Office of the Provincial Agriculturist – Batangas, launched sewing, tailoring, and mushroom production training programs to promote sustainable livelihoods.
- **Semirara Mining and Power Corporation (SMPC)** conducted its annual medical mission, serving 3,169 residents with comprehensive healthcare services.
- **DMCI Power Palawan, Calapan and Masbate** implemented Pamaskong Handog and Christmasaya programs, benefiting over 2,500 families and students with food packs and community activities.

Emergency Preparedness and Response

- **DMCI Power Calapan** conducted relief operations for flood-affected communities in Oriental Mindoro following Typhoon Dante, distributing 300 relief packs.
- **DMCI Power Palawan** delivered relief assistance to communities affected by Typhoon Crising, supporting displaced families.



- **Concreat** mobilized employees and volunteers to support earthquake-affected communities in Cebu through relief distribution and emergency response.
- **Concreat** provided relief assistance to typhoon-affected communities in Rizal, distributing food, water, and essential goods.
- **Concreat Foundation, Inc.**, under Concreat, donated ₱1 million to support recovery efforts in Cebu affected by Typhoon Tino.
- **DMCI Homes - Davao Office** donated portalets to the Manay regional evacuation center to help provide basic facilities for 50 families affected by the October 10 earthquake.
- **DMPC** conducted relief operations for communities in Masbate affected by Typhoon Opong. The company distributed 4,250 bottles of water, 20,000 canned goods, 360 sacks of rice, and 750 snack packs.
- **SMPC** led large-scale disaster preparedness drills through its Semirara Island Emergency Action Group (SIEAG), strengthening multi-community resilience.

Community Impacts and Involvement

We engage regularly with host communities and stakeholders through consultations that address both our environmental impacts and opportunities to support local socioeconomic development.

As key contributors to growth in missionary, remote, and rural areas, our companies play an important role in strengthening local economies and improving community well-being.



Ensuring the timely and fair resolution of stakeholder stakeholder concerns is a priority across the Group:

DMCI Homes	has a Community Relations Committee that addresses complaints and grievances of its homeowners and residents.
SMPC	has a proactive community engagement and relations program, as well as a grievance reporting channel in place.
DMCI Power	conducts weekly consultations with the local officials in their host communities as well as conducts community surveys and interviews.
DMCI Mining	facilitates complaints reporting through their Grievance Mechanism Form.
Concreat	provides multiple channels for local communities to raise concerns or share feedback, including an ethics line, Facebook Messenger, and direct dialogues with Community Relations Officers.

Our companies play a significant role as economic drivers in the missionary, remote and rural communities where we operate.

In 2025, SMPC invested ₱71 million in community programs, while DMCI Mining allocated ₱57 million through its Social Development and Management Program (SDMP) and other social initiatives.

In total, the DMCI Group's community investments reached ₱144 million for the year, reflecting our continued commitment to inclusive and sustainable development.

During the same period, government royalties from coal revenues reached ₱1.96 billion while excise taxes from nickel sales reached ₱299 million. Meanwhile, proceeds from ER 1-94 totaled ₱106 million.



Customer Relationship Management

DMCI Holdings remains committed to serving its customers with fairness, integrity, and professionalism.

Across its subsidiaries in construction, real estate, power, mining, and water, the Group delivers high-quality products and services at reasonable prices, while prioritizing safety, regulatory compliance, and customer satisfaction.

To safeguard consumer welfare, our companies strictly comply with applicable Philippine laws, including the Condominium Act (RA 4726), Electric Power Industry Reform Act (RA 9136), Mining Act (RA 7942), and National Water Crisis Act (RA 8041).

We also pursue continuous improvement by adopting global standards where applicable.

Notably, our construction, coal mining, power, and cement operations are certified to ISO 9001:2015, demonstrating the strength and reliability of our quality management systems in consistently meeting customer requirements.

OUR MANDATES

- Treat customers with respect, integrity and professionalism at all times
- Deal with stakeholders in a fair and reasonable manner
- Refer complaints of unfair, deceptive and fraudulent subsidiary and affiliate business practices to the Chief Compliance Officer

To further enhance customer experience, DMCI Homes implements its D365 Client Relationship Management (CRM) system, enabling integrated service delivery.

The platform supports continuous improvement by tracking response times, ensuring timely resolution of concerns, and identifying opportunities to refine processes and prevent recurring issues.

Ethical Marketing and Brand Management

Marketing is a key material topic for DMCI Holdings' real estate and cement businesses, DMCI Homes and Concreat. Their respective sales and marketing teams are responsible for ensuring strict adherence to ethical marketing standards.

At DMCI Homes, ethical marketing is embedded in employee development and operational processes.

New hires undergo a "Marketing and Branding 101" module at the DMCI Homes Academy, while all public-facing materials are subject to thorough research and validation.

The company strictly follows its Brand Guidelines, with all campaign materials undergoing multi-level reviews and approvals to ensure accuracy and consistency.

These reviews involve the marketing team's brand and corporate communications units, as well as the Project Development, Design and Engineering, and Legal departments when necessary.

DMCI Homes also ensures compliance with regulatory requirements by securing key permits, such as the License to Sell and Ad Standards Council approvals, prior to releasing any materials.

Concreat upholds responsible and ethical marketing practices by promoting transparency and environmental awareness in its product communications.

The company discloses the components and ingredients of its cement products, enabling customers to make informed decisions, particularly with regard to materials that may have environmental or social implications.

While the specific sources of these components are not disclosed, the company ensures that product information remains clear, accurate, and accessible.

In support of sustainability, Concreat incorporates environmental messaging into its packaging, including the "Recycle after Use" logo on its cement bags.

This initiative encourages proper disposal practices and raises awareness on waste management among customers and end-users.

Through these measures, Concreat demonstrates its commitment to responsible product communication, balancing transparency with practical considerations, while promoting environmentally conscious behavior across its value chain.



ECONOMIC PROSPERITY

DMCI Holdings reported a net income of ₱15.1 billion in 2025, down 20% from ₱19.0 billion in the previous year, reflecting the normalization of contributions from the integrated energy business and losses from the cement segment during its integration phase.

These were partly offset by stronger performance from the real estate, construction, water, nickel mining, and off-grid power businesses, which delivered improved operating results during the year.

The Group's diversified portfolio helped cushion the impact of challenging market conditions. We remained focused on strengthening our business ecosystem, highlighted by the addition of the cement segment, while continuing to enhance operational efficiencies and adopt targeted sales strategies to respond to evolving market dynamics.

At the same time, our companies consistently monitor and evaluate their operations to ensure alignment between economic objectives and environmental and social responsibilities. We remain committed to complying with relevant laws and regulations, minimizing environmental impact, and contributing to positive social outcomes.

This integrated approach underscores our commitment to responsible corporate citizenship and supports our pursuit of long-term, sustainable growth for the benefit of all stakeholders.





Economic and Financial Performance

In 2025, DMCI Holdings' net income declined by 20% to ₱15.09 billion from ₱18.98 billion, primarily due to the normalization of contributions from the integrated energy business and losses from the cement segment during its integration phase.

Despite this, consolidated revenues grew by 6%, rising from ₱102.38 billion to ₱108.65 billion, driven by the consolidation of the cement business and improved performance from the construction, real estate, and nickel segments.

We remain committed to delivering competitive returns to our shareholders. In line with our dividend policy, which guarantees a payout of at least 25% of the preceding year's consolidated core net income, DMCI Holdings declared total dividends of ₱1.08 per share, amounting to ₱14.3 billion. This represents 76% of the company's core net income in 2024.

Dividend Payments

	April Payout		November Payout	Total Payout
	Regular	Special	Special	
2023	₱0.72/share	₱0.72/share	₱0.72/share	**₱1.44/share**
2024	₱0.48/share	₱0.48/share	₱0.48/share	**₱1.20/share**
2025	₱0.35/share	₱0.25/share	₱0.48/share	**₱0.48/share**

Government royalties declined by 69%, from ₱6.38 billion to ₱1.96 billion, primarily due to lower coal revenues. Of the total royalties, 60% accrues to the National Treasury, while the remaining 40% is distributed to host local government units in accordance with applicable laws.

Coal royalties are allocated among the Antique Provincial Government (20%), the Municipality of Caluya (45%), and Barangay Semirara (35%).

As a result of lower royalty payments, total taxes and royalties decreased by 52%, from ₱12.4 billion in 2024 to ₱6.0 billion in 2025.

Taxes and Royalty Payments

million ₱	2023	2024	2025
Corporate Income Tax	5,025	4,318	**3,288**
Government Royalties	9,654	7,617	**1,955**
Excise tax	1,314	99	**299**
Other Taxes and Payments	3,996	351	**304**
Total	**19,989**	**12,385**	**5,952**

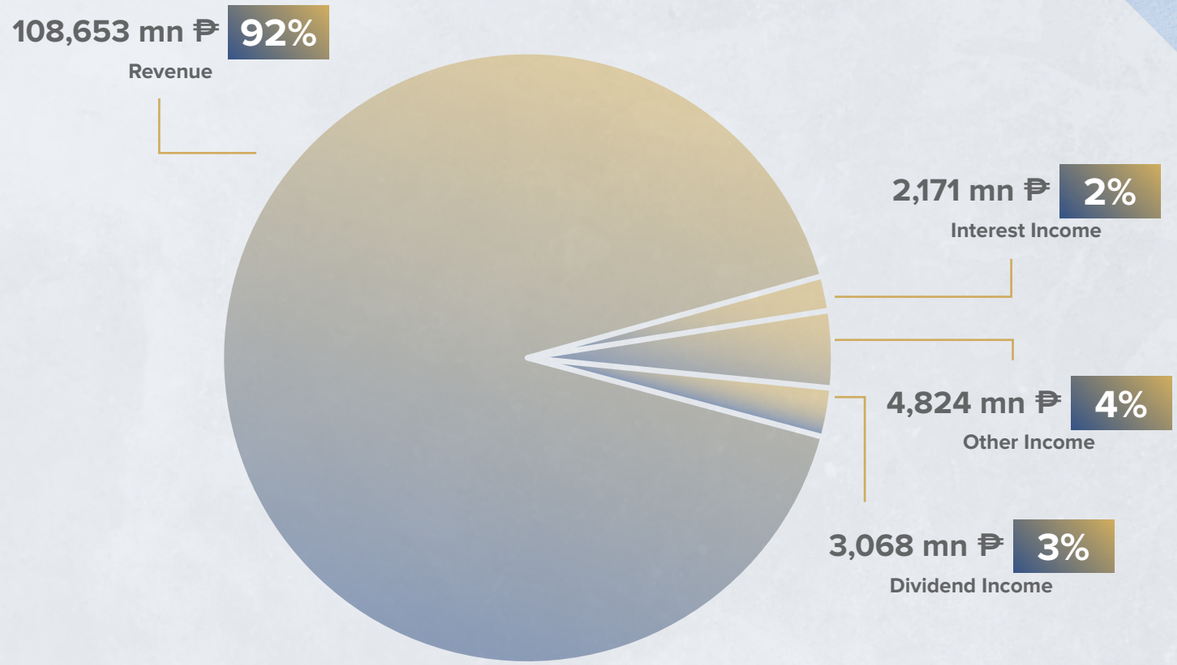
Employee benefits and wages increased by 23%, rising from ₱8.27 billion in 2024 to ₱10.2 billion in 2025, while community investments grew from ₱95 million to ₱144 million.

In total, DMCI Holdings generated ₱118.7 billion in economic value, largely from the sale of its products and services. Of this, 93% (₱110.1 billion) was returned to stakeholders through payments, reinvestments, dividends, salaries, taxes, and royalties.

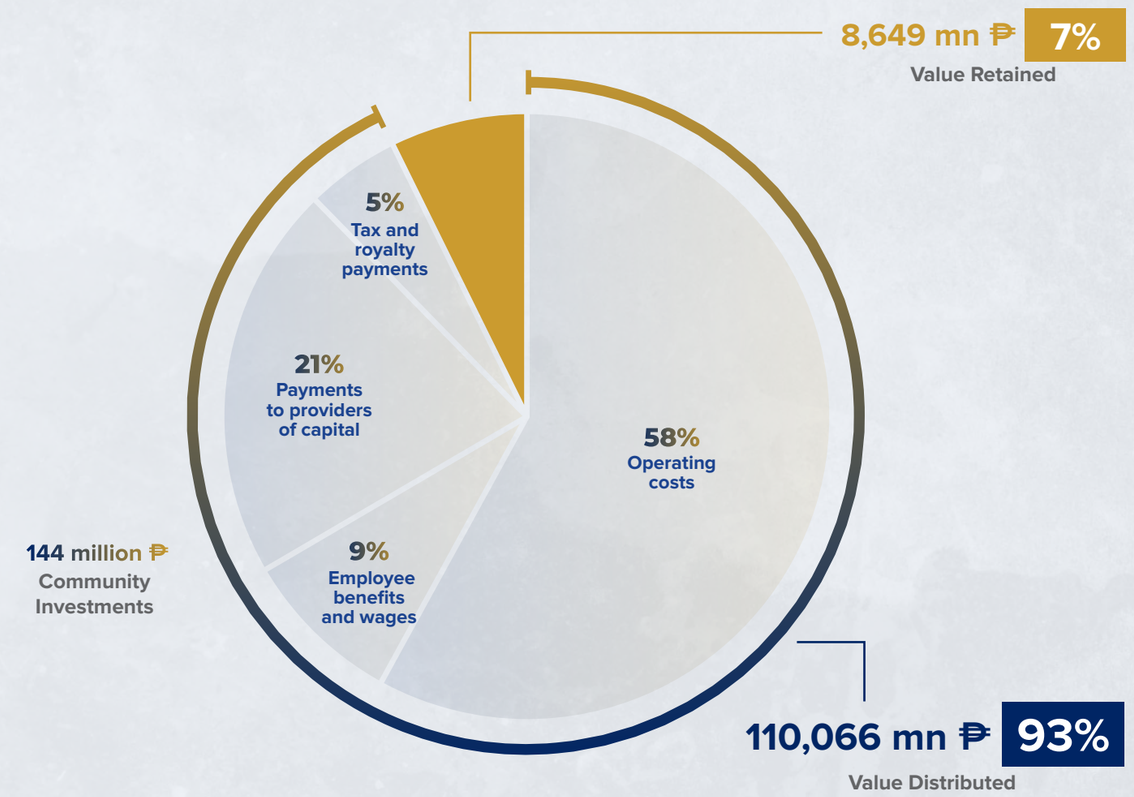
Direct Economic Value Generated and Distributed

million ₱	2023	2024	2025
Direct Economic Value Generated	**128,869**	**110,040**	**118,716**
Revenue	122,829	102,379	**108,653**
Interest Income	1,989	2,451	**2,171**
Other Income	3,135	3,932	**4,824**
Dividend Income	916	1,278	**3,068**
Economic Value Distributed	**122,743**	**103,872**	**110,066**
Operating costs	59,874	53,459	**68,757**
Employee benefits and wages	7,824	8,274	**10,178**
Payments to providers of capital	34,913	29,659	**25,035**
Tax and royalty payments	19,989	12,385	**5,952**
Community investments	143	95	**144**
Economic Value Retained	**6,126**	**6,168**	**8,649**

Economic Value Generated



Economic Value Distributed and Retained





Corporate Governance

DMCI Holdings is governed by a nine-member Board of Directors composed of individuals with diverse backgrounds and expertise. The Board is responsible for setting the Company's strategic direction, evaluating the performance of senior executives, and ensuring that operations are conducted in accordance with legal and ethical standards.

We aim to maintain a well-balanced board with a complementary mix of skills and experience, enabling the Company to respond effectively to evolving business conditions and regulatory requirements.

Our directors bring expertise across key areas, including operations, finance, economics, business development, legal and regulatory affairs, corporate governance, and sustainability.

In line with our commitment to diversity and inclusion, independent directors comprise one-third of the Board, while women represent nearly half of its members (44%). Notably, the Board's Lead Independent Director is a woman, reflecting our commitment to inclusive and balanced leadership.

For more information on our directors, including their qualifications and areas of expertise, please visit our *website*.

Our Board of Directors and Advisors



Isidro A. Consunji
Chairman and President



Maria Cristina C. Gotianun
Vice Chairman and Treasurer (Executive Director)



Ma. Edwina C. Laperal
Director and Assistant Treasurer (Executive Director)



Jorge A. Consunji
Director (Non-Executive)



Luz Consuelo A. Consunji
Director (Non-Executive)



Cynthia R. Del Castillo
Lead Independent Director



Roberto L. Panlilio
Independent Director



Bernardo M. Villegas
Independent Director



Erlaster C. Sotto
Independent Director



Herbert M. Consunji
Board Advisor



Antonio Jose U. Periquet
Board Advisor



Honorio O. Reyes-Lao
Board Advisor

Our Board Charter oversees the Board of Directors' selection process, including board member makeup, jobs, committees, and election procedures. The Charter also outlines the needed number of annual meetings and the desired behavior at these gatherings.

The Board of Directors' functions and responsibilities include evaluating the company's long-term strategies and approving resource allocations, capital investments, and ESG-related projects.

The Compensation and Remuneration Committee determines and approves the board's compensation. Meanwhile, the Nomination and Election Committee (NOMELEC) assesses the Board's and CEO's performance on an annual basis.

The Corporate Governance Committee creates the performance review process, while several subcommittees of the Board of Directors are tasked with carrying out the Board's decisions and fulfilling their delegated responsibilities.

The Nomination Committee maintains compliance with the "Board Diversity Policy," which aims to keep the Board diverse. Candidates for the Board of Directors are typically proposed by the corporation's stockholders. The NOMELEC then selects members based on their competence, experience, diversity, and integrity, resulting in a balanced Board composition.

Currently, there are no particular ESG criteria or experience requirements for board participation, but candidates must demonstrate honesty, probity, and a strong work ethic.

Assisting the Board in the implementation of good corporate governance are five (5) committees:

- Audit and Related Party Transaction Committee
- Board Risk Oversight Committee
- Corporate Governance Committee
- Executive Committee
- Strategy and Sustainability Committee

The Board Remuneration Policy describes the remuneration structure for executive and non-executive directors, demonstrating DMCI Holdings' commitment to a transparent and fair approach to board member compensation while contributing to the Company's long-term performance.

Types of Remuneration	Process for Deciding Renumeration
Fixed remuneration	The Compensation and Remuneration Committee (ComRem), which reports to the Corporate Governance Committee, reviews and evaluates the CEO's annual performance. The ComRem reports to the Board and proposes the CEO's remuneration for approval.
Variable remuneration	Performance-based systems that closely match employee awards and incentives with the company's financial results.
Per diem allowance	Per diem for attendance to Board meetings.
Bonus and other incentives	Achievement of firm and staff goals, as evaluated by key performance metrics. These financial and non-financial measures are determined during each company's planning or goal-setting sessions.



Business Ethics and Compliance

To promote ethical conduct across our operations, we uphold transparent and inclusive policies that extend not only within our organization but also to our partners and suppliers.

At the core of our ethical framework are the principles of accountability, transparency, and disclosure. We take full responsibility for our business decisions and actions, ensuring that all duties are carried out with integrity and professionalism.

We reinforce transparency through the consistent disclosure of fair and accurate financial information in our annual reports, enabling stakeholders to make informed decisions and strengthening overall accountability.

Our corporate governance framework further supports these commitments by outlining clear policies, procedures, and preventive measures designed to address concerns, manage grievances, and mitigate potential risks. These policies include:

- **Alternative Dispute Resolution Policy:** Promotes the use of alternative methods (outside of litigation) to resolve conflicts involving the Company, shareholders, third parties, and regulators
- **Anti-Corruption and Bribery Policy:** Prohibits corruption, bribery, and other unethical practices in business dealings
- **Anti-Sexual Harassment Policy:** Protects employees from sexual harassment and outlines complaint procedures

Code of Business Conduct and Ethics: Establishes principles for ethical behavior, adherence to laws, and fair business practices, including Accountability, Transparency & Disclosure, Observance of Law, Conflict of Interest, Compliance, Fair Dealings, Intellectual Property Rights, Confidentiality, Corporate Opportunities, Fair Competition, and Anti-Money Laundering; a compliance checklist is filled annually to monitor adherence to laws and a hotline number is indicated to answer employee queries about the Code

Disclosure Policy: Outlines procedures for consistent, transparent, and timely public disclosure of material company information

Insider Trading Policy: Sets rules for securities transactions involving the Company's shares

Investor Relations Policy: Details the role of the Investor Relations team in communicating material company information to analysts and investors

Material Related Party Transactions Policy: Governs review, approval, and disclosure requirements for transactions involving related parties of significant value

Safeguarding Creditors Rights Policy: Protects creditors' rights and interests in the Company's financial transactions by disclosing information about compliance with loan agreements, collaterals, and guarantees established with lenders

Whistleblower Policy: Provides a channel for stakeholders to report concerns about malpractice, violations, fraud, or misconduct

The Company recorded no cases or legal actions regarding money laundering, anti-competitive behavior and violations of antitrust and monopoly legislation in the years 2021 to 2025. Similarly, DMCI Holdings has no record of incidents of corruption and bribery for the same years.

From 2021 to 2025, our Company has not made any contributions, either directly or indirectly, in any form, to political parties, politicians or their campaigns.



Risk Management

DMCI Holdings recognizes Enterprise Risk Management (ERM) as a critical driver for effective corporate governance and the achievement of the group's strategic objectives. We are committed to integrating robust risk management practices across strategic, tactical, and operational levels.

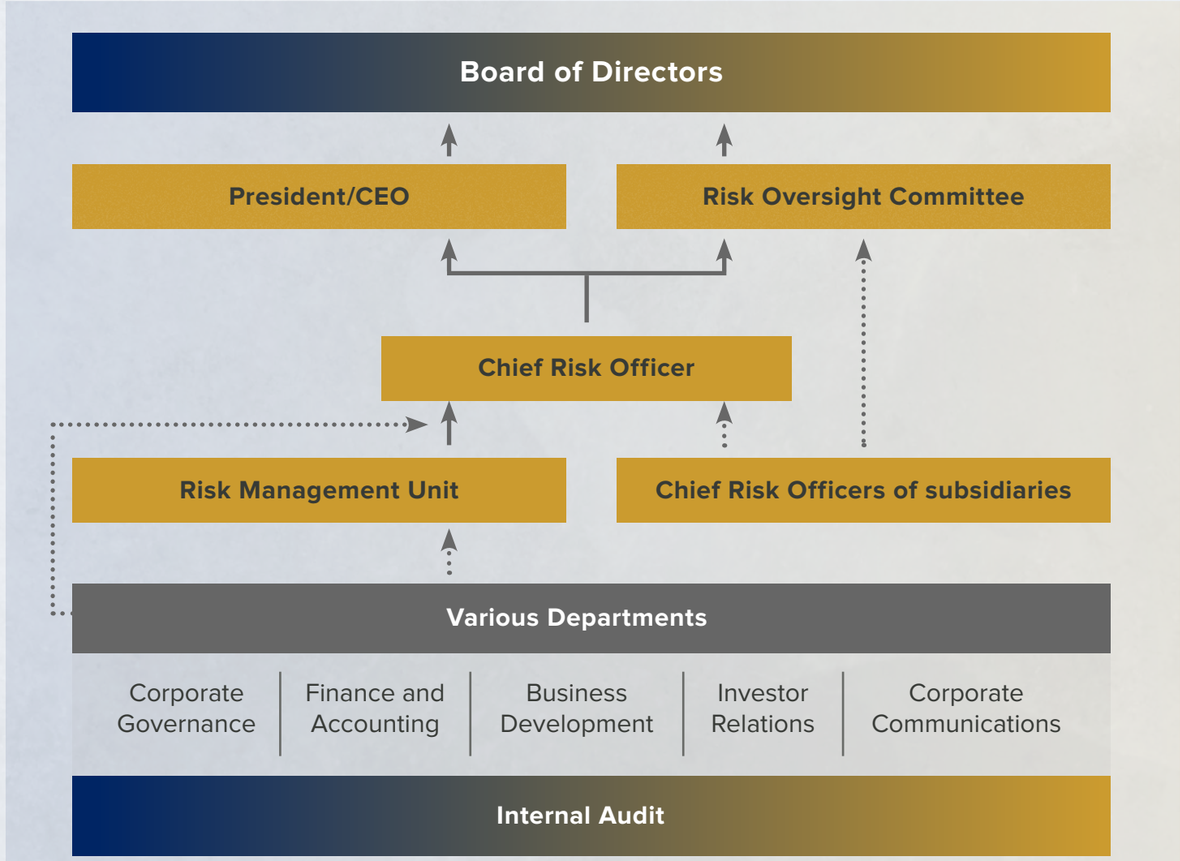
Our risk management efforts are guided by an enterprise-wide management framework. This policy details the vision, goals, and objectives of our risk management approach, defines roles and responsibilities related to the process, and provides procedures for risk analysis and reporting. An overview of our risk management process is provided below.

Risk Management Process



We established a management structure to ensure the successful application of our risk management approach. This structure promotes an integrated and impartial assessment of risks across multiple areas, such as strategic, operational, compliance, and financial.

By using this structure, we can increase risk coverage, reduce functional inefficiencies and overlaps, and avoid personnel misunderstanding caused by a lack of established communication and reporting lines.



The risk management is led by the Board, through the Risk Oversight Committee, which oversees and monitors the adoption of our risk management policies and procedures. The Committee works with our Chief Risk Officer (CRO), General Counsel, Chief Compliance Officer and other senior management to implement risk management responsibilities.

The CEO, together with the Executive and Management Committees of the operating subsidiaries, regularly discusses strategies, key result areas, and critical enterprise-level risks. Our CRO leads the implementation, maintenance, and continuous improvement of our ERM.

This approach to risk management is employed across subsidiaries to deliver operating efficiency, managing risks from planning to daily operations, and compliance to regulatory, contractual, health, safety and quality standards.

Our Internal Audit Function provides independent assessment of the ERM framework on both enterprise-wide and business function levels for continuous improvement.



Crisis Management and Business Continuity

Identifying historic and potential crises—ranging from natural disasters and fires to cyber-attacks, system failures, and other uncertainties—is crucial for building organizational resilience, safeguarding lives and assets, and ensuring business continuity. To address these challenges, we implement a proactive business continuity framework.

The framework integrates innovations and stakeholder insights with strategic risk management as key strategies to sustaining business continuity. It supports uninterrupted operations during disruptions by establishing clear procedures and implementing systematic backup plans.

We establish transparent and multiple communication channels with both internal and external stakeholders to support effective decision making before, during and after a crisis.

We equip our employees to respond proactively through regular training and preparedness programs.

Our Business Continuity Plan (BCP) is reviewed and tested annually to maintain its relevance, applicability, and effectiveness. Significant organizational changes, technology upgrades, or post-disaster plan activations serve as key indicators for timely updates to the BCP ahead of the regular review cycle. We also incorporate industry best practices and emerging risks in continuously strengthening our business continuity management process.

INNOVATION AND ADAPTATION



Our innovation strategy is closely aligned with our commitment to sustainability and long-term growth. We begin by understanding our customers and markets, then identifying how new solutions and sustainable practices can meet both shareholder expectations and broader stakeholder needs.

Through active engagement with customers, host communities, and business partners, we enhance the sustainability of our core operations while uncovering new opportunities for growth.

Across the organization, we continuously explore and adopt new processes and technologies that advance sustainability. These efforts are supported by strategic investments that strengthen our capabilities and enhance the overall value we deliver to our clients.

Technology and Digitization

Our companies leverage digital technologies to streamline operations, enhance efficiency, and strengthen overall business performance.

DMCI

The company utilizes advanced construction technologies in joint venture projects, along with digital timekeeping and tablet-based recordkeeping for foremen. It has also adopted online approval workflows, paperless processes, energy-efficient equipment, and a cloud-based email system to improve collaboration and operational efficiency.

DMCI Homes

Through a combination of process innovations and digital tools, DMCI Homes enhances construction efficiency, quality, and sustainability. These include the use of automated dashboards, document tracking systems, and design automation tools, alongside on-site innovations that reduce waste and improve project delivery.

SMPC

The company deploys on-site technologies to monitor emissions and control particulates, as well as advanced systems for slope stability monitoring and simulation-based training. Data analytics and business intelligence tools are also used to support performance management and decision-making.



DMCI Power

The digitization of operational and performance reports enables easier monitoring and access. Emissions data can be viewed online, while QR codes provide instant access to environmental, health, and safety procedures. E-signature systems further enhance efficiency.

DMCI Mining

The company has reduced its carbon footprint through the adoption of LED and solar lighting systems and energy-efficient equipment across its operations.

Concreat

The company integrates digital systems and sustainable innovations, including plant data management platforms and the use of alternative fuels such as RDF. It also incorporates coal ash in cement production to improve resource efficiency and support decarbonization efforts.

Information Security and Cybersecurity

DMCI Holdings recognizes the increasing risks posed by cyber threats and data privacy breaches and places strong emphasis on safeguarding the information of its employees, customers, and business operations.

Our data protection framework is guided by the Data Privacy Manual, which aligns with Republic Act No. 10173 (Data Privacy Act of 2012) and the regulations of the National Privacy Commission (NPC).

We conduct regular Vulnerability Assessments and Penetration Testing through independent third parties to evaluate and strengthen our cybersecurity posture. Since 2018, any data breaches have been duly reported to the NPC.

In 2025, a total of 27 substantiated complaints related to customer data privacy and loss were recorded, all pertaining to DMCI Homes.

These cases were thoroughly investigated and resolved through established grievance mechanisms.

No complaints were received from regulators, and no incidents were reported across DMCI, SMPC, DMCI Power, DMCI Mining, and Concreat.

To further strengthen our defenses, we have adopted a comprehensive Cybersecurity and Information Security Policy applicable to all directors, officers, employees, contractors, and suppliers.



This policy establishes a robust governance structure led by a dedicated IT risk management team, with oversight from the Chief Strategy and Sustainability Officer.

It includes regular risk assessments, strict access controls, multi-factor authentication, data encryption, and advanced technical safeguards such as firewalls, intrusion detection systems, and proactive patch management.

The policy also outlines clear protocols for incident response and business continuity, ensuring timely action and minimal disruption in the event of cyber incidents.

Ongoing employee training programs reinforce cybersecurity awareness, including threat detection and phishing prevention.

Through continuous monitoring, regular audits, and ongoing improvements, DMCI Holdings remains committed to protecting the confidentiality, integrity, and availability of data, while strengthening stakeholder trust in an increasingly digital environment.





Sustainable Human Settlements

DMCI Homes was established to provide affordable, high-quality homes for middle-income families in Metro Manila. To achieve this, its developments are carefully designed and continuously enhanced to support healthy, balanced living.

Projects are strategically located near key establishments—such as business districts, schools, hospitals, and transport hubs—while maintaining secure, low-density communities with gated access and perimeter fencing.

Sustainability is embedded in the design of its developments. Many buildings feature the patented Lumiventt Design Technology, which promotes natural cross-ventilation through sky patios, breezeways, vents, and open building layouts.

This is complemented by central garden atriums and single-loaded hallways, creating bright, well-ventilated living spaces. Select developments also incorporate rainwater harvesting systems, sewage treatment facilities, and dedicated waste segregation areas.

DMCI Homes further prioritizes open spaces, maintaining a 60:40 building-to-open space ratio to provide ample greenery and recreational areas. Residents enjoy a range of amenities, including swimming pools, sports courts, playgrounds, and jogging and biking paths, fostering an active and community-oriented lifestyle.

Beyond infrastructure, DMCI Homes promotes eco-friendly living through initiatives such as the Homegreens Campaign, which encourages urban gardening and sustainable practices.

Educational programs on composting and hydroponics, along with campaigns on energy and water conservation, reinforce responsible living. Waste reduction is also actively promoted through recycling partnerships, decluttering drives, and community clean-up activities.

Through these efforts, DMCI Homes creates sustainable, livable communities that prioritize both environmental responsibility and residents' well-being.

SUSTAINABILITY AT MAYNILAD



In 2025, Maynilad continued to deliver quality and sustainable water and waste water services by improving service reliability and boosting water pressure across the West Zone.

The Company utilizes a strategic approach in enhancing network efficiency and integrating innovative solutions to increase resiliency. It reinforced its water loss reduction program by sustaining investments in Non-Revenue Water (NRW) management initiatives. This supports efforts to improve network efficiency and optimize available water supply across its customers.



In 2025, average NRW at the District Metered Area (DMA) level has significantly decreased to 27% from 23.5% in 2024, reflecting improved network efficiency. This demonstrates the collective effort of Maynilad teams and the effectiveness of its multi-pronged approach to reducing NRW. The Company reduced its NRW through combined efforts in leak repairs, pipe replacements, and anti-illegal operations.

Maynilad intensified its operations in 2025 by repairing over 70,000 small leaks, and 206 major pipe leaks. It also replaced 82 km of old pipes at key high-loss areas in Caloocan, Manila, Quezon City, and Cavite.

By utilizing AI-assisted leak detection tools like Geo-AI Leak Locator (GAILL) and Infrawise, NRW (DMA) was further reduced to 22.6% by year-end. These innovative solutions enable faster detection and resolution of leaks, particularly in areas where traditional methods are less effective.

The reduction in NRW translates into 256 million liters per day (MLD) of recovered water, approximately equivalent to the daily output of a water treatment plant. This volume is sufficient to meet the daily domestic water needs of more than 1.6 million people.

Contributing to the reduction in water losses, Maynilad intensified its anti-illegal connection efforts and regularized approximately 14,000 delinquent accounts while dismantling illegal connections from January 2024 to August 2025. These lines were reconnected to the system upon settlement of customers arrears and compliance with account reinstatement requirements.

The company highlights the importance of intensifying anti-illegal connection efforts in securing water reliability and safety. Water pilferage not only reduces supply pressure, but also poses serious public health risks by introducing contaminants into the distribution network.

Maynilad has expanded its sewer network to 653.7 kilometers to meet long-term sanitation demands and environmental standards. It operates 24 Water Reclamation Facilities (WRFs) with a combined treatment capacity of 743.5 MLD. To prevent sewage overflow, Maynilad continues to provide free desludging services or septic tank cleaning to residential and semi-commercial customers in unsewered areas every five to seven years.

Maynilad is installing five additional WRFs with a combined 314 MLD capacity and 60 kilometers of new sewer pipelines under its ₱163-billion capital investment program for 2023-2027.

To address future demand, Maynilad plans to install ten more WRFs and over 300 kilometers of sewer lines in 2047. These initiatives are anticipated to increase sewage coverage to 76% by 2046, with the remaining areas covered through scheduled sanitation services. As part of this effort, the ₱19-billion program aims to install 121 kilometers of new sewer lines by 2027.

The company also implements sustainability initiatives, such as waste water education campaigns and reforestation activities, demonstrating its commitment to becoming a climate-smart utility. Maynilad has surpassed its 2025 reforestation target under the Plant for LIfe Program, reflecting its contribution toward advancing climate neutrality goals by 2037.



Maynilad Initial Public Offering

In 2025, Maynilad achieved a major milestone with the successful completion of its initial public offering (IPO) on the Philippine Stock Exchange on November 7. The offering became the second-largest IPO in Philippine history and the largest by a water utility company in Southeast Asia.

It generated strong investor demand, raising over ₱34.3 billion—equivalent to approximately 30% of the company's shares. Notably, Maynilad also received the first Green Equity Label from an exchange in Asia, underscoring its commitment to sustainability and responsible growth.

Water Utility Specific Metrics

Maynilad delivers water and waste water services to the 17 cities and municipalities in the West Zone of Greater Manila Area and Cavite. In 2025, the company has invested ₱27 billion in capital expenditure initiatives to enhance and expand its operations.

The company invests in new treatment facilities, alongside comprehensive network maintenance and upgrades, to deliver affordable, reliable, and sustainable water solutions. These efforts include leak detection and repair, pipe replacement, and the rehabilitation of facilities.

In 2025, Maynilad's water service connections grew from 1.55 million to 1.57 million. This expansion raised the number of customers served from 10.4 million to 10.5 million. The total billed water volume slightly decreased from 553.5 million cubic meters (MCM) to 550.8 MCM.

In 2025, Maynilad sustained its targeted initiatives to lower non-revenue water (NRW) and enhance system efficiency. These efforts led to a significant reduction in total system losses, decreasing water losses from 43% in 2023 to 40% in 2024, and further to 35% in 2025.

At the District Metered Area (DMA) level, which provides a more localized measure of water loss, the company likewise recorded improvements, reducing losses from 31% in 2023 to 27% in 2024, and further to 23% in 2025.

These reductions highlight Maynilad's ongoing investments in leak detection, pipe rehabilitation, pressure management, and improved metering accuracy to deliver more efficient water distribution and reduce wastage.



Water Metering

	2023	2024	2025
Total number of customers	9,689,705	9,846,406	**10,008,292**
Total number of customers with individual water meters	1,532,463	1,551,904	**1,574,431**

Water Losses

	2023	2024	2025
Percentage of water losses (Total level)	43%	40%	**35%**
Percentage of water losses (DMA level)	31%	27%	**23%**

In 2025, Maynilad further reinforced its commitment to responsible wastewater management and sanitation services across its concession area. The company installed a total of 24,698 new domestic sewer service connections and 331 new non-domestic connections, expanding the sewerage network reach.

Routine maintenance and sanitation activities included the desludging of 111,406 septic tanks and the cleaning of 7,146 sewer manholes in 2025. Additionally, 573 kilometers of sewer lines were cleared to prevent blockages and maintain system integrity.

In the same year, Maynilad commissioned a new sewage treatment plant (STP) in Brgy. Cupang, Muntinlupa City. The facility has an initial treatment capacity of 46 million liters of wastewater per day. Serving nine barangays, the STP forms part of Maynilad's expanding wastewater infrastructure, which is expected to reach 27 treatment plants by 2027.

Introduced in 2024, Maynilad's "Bio-Bricks Project" continues to convert biosolids—a byproduct of septage treatment—into environmentally friendly bricks used in facility construction. In partnership with GA Nexuz, Inc., an initial 372,000 bio-bricks were produced, supporting resource recovery, reducing waste disposal costs, and contributing to the company-wide sustainability and carbon neutrality objectives.

In 2025, Maynilad's wastewater treatment facilities handled a total of 72,533 million liters of wastewater. As of year-end, sewerage coverage reached 27%, serving approximately 2.64 million people, while sanitation coverage stood at 69%, benefiting about 6.9 million individuals.

These results reflect the company's continuing efforts to expand access to safe, reliable, and efficient sanitation services, in line with its commitment to safeguarding public health and the environment.



Wastewater and Sanitation Metrics

24,698 New domestic sewer service connections	**331** New non-domestic sewer service connections	**111,406** Septic tanks desludged	**7,146** Sewer manholes cleaned	**572.97** Sewer lines cleaned (km)
72,533 Volume of treated wastewater (million liters)	**27%** Sewerage Coverage	**2.64 million** No. of people with sewer cover	**69%** Sanitation Coverage	**6.9 million** No. of people with sanitation cover

Economy and Governance

In 2025, Maynilad generated a total direct economic value of ₱37 billion, primarily from water and wastewater services, along with interest and other income. Of this amount, ₱23.3 billion was distributed to stakeholders through operating expenses, employee compensation, payments to capital providers, government obligations, and community investments.

Of the total distributed value, ₱6.0 billion was allocated to operating costs, ₱3.3 billion to employee wages and benefits, ₱2.2 billion to capital providers, and ₱5.3 billion to taxes and other government obligations.

Maynilad also directed ₱33 million to community development programs. The remaining economic value retained for reinvestment and growth amounted to ₱13.7 billion, reinforcing the company's financial sustainability and long-term development priorities.

These economic contributions demonstrate Maynilad's continued dedication to creating shared value for its stakeholders, employees, partners, communities, and the broader economy.

Direct Economic Value Generated and Distributed

million ₱	2024	2025
Direct Economic Value Generated	33,927.35	**36,957**
Revenue	33,494.51	**36,645**
Interest Income	404.84	**307**
Dividend Income	28	**5**
Economic Value Distributed	22,270	**23,269**
Operating cost	6,507	**5,994**
Employee benefits and wages	2,892	**3,280**
Payments to providers	2,447	**2,243**
Payments to government	4,736	**5,319**
Community investments	33	**33**
Dividends Distributed	5,654	**6,400**
Economic Value Retained	12,433	**13,688**



Business Ethics

Maynilad upholds a Code of Conduct that defines the standards of behavior expected from its employees, grounded in the company's core values of honesty, integrity, customer service, excellence, teamwork, and patriotism.

The Code addresses key ethical issues such as discrimination, conflicts of interest, antitrust compliance, and whistleblowing.

To ensure compliance, Maynilad actively promotes awareness through employee orientations, mandatory training programs, and integration into workplace policies.

Adherence to the Code is also embedded in performance evaluations, with violations subject to appropriate disciplinary action.

Complementing this, Maynilad's whistleblower policy fosters a culture of accountability and transparency by providing secure, confidential, and anonymous channels for reporting concerns, while ensuring protection against retaliation for those who come forward in good faith.

Anti-Corruption

Maynilad maintains a strict stance against all forms of bribery and corruption in its business operations.

To uphold this, the company has implemented an anti-corruption that requires full compliance from all employees.

In 2025, 1,230 employees completed anti-corruption training, highlighting Maynilad's proactive approach to preventing corruption.

The company recorded zero incidents of bribery or corruption during the year, and no employees were dismissed or disciplined for such violations.

Information Security and Cybersecurity

Maynilad adopts a proactive approach to strengthening its cybersecurity and information security measures.

These efforts aim to safeguard critical assets, minimize risks, and prevent potential penalties from security breaches.

To support this, the company has implemented an information security and cybersecurity policy accessible to all employees.

The company also conducts regular awareness programs, including phishing simulations and IT Security 101 training, to improve employees' understanding of cybersecurity risks.

A clear escalation process is in place for reporting suspicious activities, and any cybersecurity protocol breaches are met with disciplinary action.

Maynilad has also enhanced its IT and cybersecurity infrastructure, including conducting vulnerability assessments through simulated cyberattacks.

These initiatives reflect the company's commitment to protecting its systems, preventing security incidents, and maintaining alignment with industry standards and best practices in cybersecurity.

Quality and Other Management Systems

Maynilad is ISO 9001:2015 certified covering 100% of its business units, demonstrating that its quality management system meets the standards set by the International Organization for Standardization.

This certification highlights the company's ability to consistently deliver services that meet customer expectations and regulatory requirements, while underscoring its commitment to continuous improvement and customer satisfaction.

Other ISO Certifications

- Environmental Management Systems (ISO 14001:2015)
- Occupational Safety and Health Management Systems (ISO 45001:2018)
- Business Continuity Management System (ISO 22301:2019)
- Energy Management System (ISO 50001:2018)
- Information Technology Service Management System (ISO/IEC 20000-1:2018)
- Laboratory Quality Management System (ISO/IEC 17025:2017)
- GHG Emissions Inventory and Reporting (ISO 14064-1:2018)

Crisis Management and Business Continuity

Acknowledging the critical importance of maintaining water supply during disasters, pandemics, calamities, and other technical or security challenges, Maynilad has developed and implemented a robust system for prompt service restoration and stabilization, ultimately for operational resilience.

The company's Business Continuity Management System maintains adherence to internationally recognized best practices, as demonstrated by its ISO 22301:2019 certification. This includes clearly defined roles and responsibilities, employee training, emergency procedures, and continuous reviews mechanisms, enabling Maynilad to sustain reliable water supply even under adverse situations.





Environment

Maynilad affirms its commitment to environmental stewardship by reducing its ecological footprint through the efficient use of energy and resources.

Maynilad is ISO 50001:2018 certified across 14 of its highest energy-consuming facilities, reflecting its commitment to optimizing energy use and minimizing environmental impact.

A dedicated core team monitors performance and ensures implementation, with each facility setting annual efficiency targets without compromising service quality. Energy performance is reviewed at least quarterly, including assessments of conservation programs and updates to baselines when significant changes occur.

To ensure effectiveness, the system undergoes regular audits—both internal and external—evaluating performance against targets and the impact of energy-saving initiatives.

In 2025, Maynilad's solar energy consumption reached 2,893 GJ, reinforcing the company's commitment to sustainable and responsible energy use.

Energy Consumption

Gigajoules (GJ)	2023	2024	2025
Non-renewable energy	716,727.87	721,985	**706,999**
Renewable energy (solar)	2,760	3,129	**43,446**
Total energy consumption	**719.487.87**	**725,114**	**750,445**

Water and Effluents

Maynilad's operations heavily depend on effective water consumption and resource management.

Through efficient water use and sound resource management, the company is able to streamline operations, minimize water losses, and improve overall efficiency, while supporting cost optimization. These efforts also enable Maynilad to meet growing water demand through conservation, reuse, and recycling initiatives.

Maynilad sources water from key locations, including Angat Dam, Laguna Lake, and deep wells. In 2025, Maynilad continued to invest in infrastructure upgrades to strengthen water and wastewater services across its concession area. Its operations are supported by an extensive network of eight water treatment plants, 41 pumping stations, 39 reservoirs, and over 11,900 kilometers of active water pipelines, to ensure safe and potable water delivery.

Effluents from these facilities meet the strict quality standards set by the Department of Environment and Natural Resources (DENR), reflecting Maynilad's commitment to environmental compliance and sustainability.

Water Withdrawal

Megaliters	2023	2024	2025
Surface water	1,021,410	1,010,168	**907,459**
Groundwater	549	920	**314**
Produced water	964,783	943,290	**870,600**

Water Discharge by Destination Type

Megaliters	2023	2024	2025
Surface water	32,072	39,088	**32,339**
Seawater	36,909	36,087	**38,839**

Water Conservation, Reuse, and Recycling

Megaliters	2023	2024	2025
Recycled and reused	24,282.89	28,278	**31,344**
Consumption reduction as a direct result of conservation and efficiency initiatives	-	17,415	**(101,747)[1]**

[1] 2025 negative value due to lower withdrawal and production requirement compared to 2024 due to lower NRW level.

Emissions

Maynilad has employed a Climate Neutrality Strategy aimed at achieving net zero emissions for Scope 1 and Scope 2 by 2037, primarily by reducing our reliance on fossil fuels.

To support its contribution to climate goals, the company has established clear and measurable targets. These include sourcing 35% of its energy requirements from renewable sources, converting 50% of its vehicle fleet to electric vehicles, developing carbon sinks to offset 180,000 tons of CO_2, and implementing reforestation projects covering 2,615 hectares between 2007 and 2037.

Greenhouse Gas Emissions

Metric Tons CO2e	2023	2024	2025
Direct emissions (Scope 1)	23,546.73	17,289	**18,554**
Indirect emissions (Scope 2)	101,303	82,969	**96,300**
Other indirect emissions (Scope 3)	14.97	18.63	**34.9**

Waste

Maynilad adopts circularity initiatives, including upcycling uniforms, reusing paper and office supplies, digitizing transactions, and recycling treated wastewater to minimize waste and reduce environmental impact.

For hazardous waste management, the company engages a third-party provider for the collection and proper disposal of hazardous waste, with a Certificate of Treatment issued as proof of compliance.

Maynilad also maintains a Solid Waste and Hazardous Waste Inventory Form to track waste-related data, which is submitted to DENR through quarterly Self-Monitoring Reports (SMR) as part of regulatory requirements.

Waste Composition

Metric Tons	2023	2024	2025
Non-hazardous waste generated	239,970.81	69,494.60	**353,285**
Hazardous waste generated	87.89	32.28	**105.3**
Total waste generated	240,058.69	69,526.88	**353,390.3**
Total waste recycled (non-hazardous)	218,573.82	16,262.03	**9,656.3**





Social

Diversity and Equal Opportunities

Maynilad promotes an inclusive and equitable workplace culture, recognizing the value of diverse skills and perspectives. The company remains committed to providing a safe environment where all individuals are empowered to succeed.

Its employment practices are strictly non-discriminatory, ensuring fair and equal treatment regardless of gender, age, sexual orientation, socioeconomic background, ethnicity, or ability.

Maynilad places strong emphasis on equal employment opportunities, with recruitment and career advancement decisions guided solely by merit, performance, and potential. While dedicated programs for women's empowerment are still being developed, Maynilad actively supports gender equality by enabling female employees to thrive in roles traditionally dominated by men.

In 2025, Maynilad's total workforce grew to 2,918 employees, with women representing 27% of the overall workforce. Women accounted for 38% of senior management positions and 33% of middle management roles during the year. The growing representation of women in the workforce and in leadership roles highlights its commitment to inclusive hiring and strong retention practices.

Gender Diversity

	2023	2024	2025
Percent Woman in Total Workforce	24%	26%	**26%**
Percent Woman in Senior Management	33%	34%	**38%**
Percent Woman in Middle Management	34%	34%	**33%**

Employees Breakdown

by age	2023	2024	2025
Below 30	726	863	**976**
30-50	1,529	1,628	**1,722**
Above 50	228	224	**220**
Total	**2,483**	**2,715**	**2,918**

by gender	2023	2024	2025
Male	1,888	2,016	**2,134**
Female	595	699	**784**
Total	**2,483**	**2,715**	**2,918**

by employee category	2023	2024	2025
Senior Management	67	76	**80**
Middle Management	422	458	**493**
Supervisory	375	414	**423**
Rank and File	1,235	1,292	**1,355**
Project-based	384	475	**567**
Total	**2,483**	**2,715**	**2,918**

Talent Attraction and Retention

Maynilad prioritizes a positive work environment by fostering a culture where employees feel supported, respected, and motivated to do their best. Strategic investments in employee development contribute to attracting and retaining top talent, as evidenced in consistent workforce growth alongside low employee attrition from 2023 to 2025.

New Hires Breakdown

by age	2023	2024	2025
Below 30	430	435	**532**
30–50	140	152	**179**
Above 50	1	5	**2**
Total	**571**	**592**	**713**

by gender	2023	2024	2025
Male	404	374	**487**
Female	167	218	**226**
Total	**571**	**592**	**713**

Employee Turnover Breakdown[1]

[1] Pertains to all workers (regular, probationary and project based) who leave the organization voluntarily or due to end of contract, dismissal, retirement, or death in service

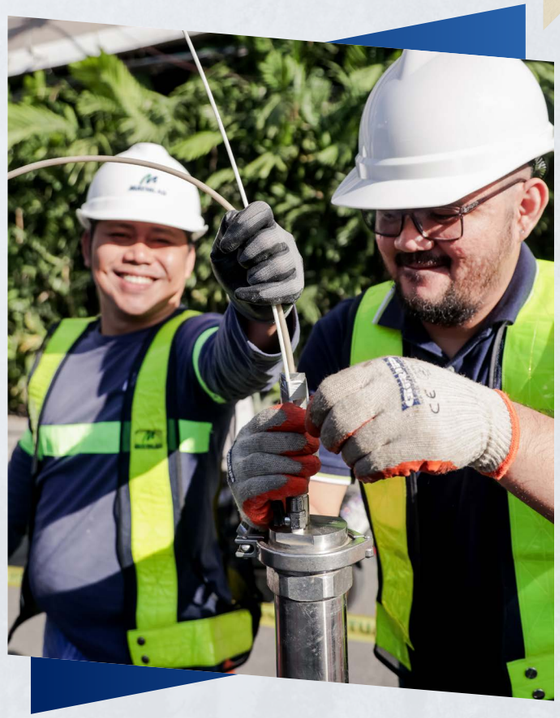
by age	2023	2024	2025
Below 30	150	186	**255**
30–50	129	120	**167**
Above 50	64	51	**43**
Total	**343**	**357**	**465**

by gender	2023	2024	2025
Male	240	244	**338**
Female	103	113	**127**
Total	**343**	**357**	**465**

Training and Education

Maynilad actively invests in the professional growth of its employees, recognizing them as a driver of long-term success. It offers a diverse range of programs designed to enhance both technical and interpersonal skills, including onboarding, coaching, leadership development, and technical workshops delivered internally and in collaboration with academic institutions.

Additionally, Maynilad provides financial support for external training opportunities, along with regular performance evaluations and career development reviews. These guarantee that employees have the guidance and resources needed to reach their full potential.



Average Training Hours

Employee Category	2023	2024	2025
Senior Management	29	43	**52**
Middle Management	22	39	**51**
Supervisory	18	24	**36**
Rank and File	11	19	**24**
Project-based	8	12	**20**

Safety Performance

	2023	2024	2025
Work-related fatalities - employees	0	0	**0**
TRIR - employees	0	0.04	**0.07**
LTIFR - employees	0	0.04	**0.07**

TRIR: Total Recordable Incident Rate = total number of recordable incidents x 200,000 / total hours worked by all employees

LTIFR: Lost-Time Incident Frequency Rate = total number of lost-time incidents x 200,000 / total hours worked by all employees

Occupational Health and Safety

Maynilad is dedicated to ensuring a safe and secure work environment for its employees, supported by a comprehensive health and safety management system that complies with relevant regulatory requirements.

This system covers detailed policies on key health areas, including substance abuse, smoking, infectious disease prevention, breastfeeding, mental health, and the privacy of health information.

Enhanced reporting mechanisms, such as real-time incident logging and safeguards against retaliation, have strengthened the accuracy and timeliness of incident reporting across all our business units.

Each unit maintains updated Hazard Identification, Risk Assessment, and Control/ Environmental, Safety, and Health (HIRAC/ESH) Risk Registers to proactively identify, assess, and mitigate potential hazards.

Maynilad also provides comprehensive occupational health services, featuring onsite clinics, ambulance support, preventive health screenings, a 24/7 mental health support program, and full Health Maintenance Organization (HMO) coverage.

The company's health and safety training program include mandatory orientations, specialized safety courses, and emergency drills, covering topics such as the 8-hour Mandatory Occupational Safety and Health (OSH) Orientation, Basic Occupational Safety and Health (BOSH), Construction Occupational Safety and Health COSH, Standard First Aid, Fire Safety, and more.

Throughout the year 2025, a total of 126 safety drills were conducted.

Supply Chain Management

Maynilad partnered with 2,290 suppliers to support its operational requirements, investing ₱5.5 billion in 2025. 92% of the total supplier budget was allocated to local vendors. To mitigate sustainability risks within its supply chain, Maynilad introduced a vendor handbook outlining a clear code of conduct.

This code mandates that direct suppliers uphold responsible business practices, ensuring environmental stewardship in their processes, products, and services. It prohibits child and forced labor, enforces compliance with fundamental human rights, and promotes fair working conditions and equitable wages.

In 2025, 100% of its new suppliers (64) were evaluated against the environmental and social standards established by the Supply Chain Management team. No significant negative impacts were found, and no supplier relationships were terminated for non-compliance.

Suppliers are also required to actively integrate environmental considerations into every aspect of their operations, from sourcing and production to distribution and waste management. This includes reducing emissions, conserving resources such as water and energy, managing waste responsibly, and using sustainable materials whenever possible.

Additionally, suppliers must maintain a safe and healthy workplace by implementing proper safety protocols, providing protective equipment, training employees on occupational safety, and monitoring work conditions to prevent accidents or health hazards. By meeting these requirements,

suppliers not only support Maynilad's sustainability goals but also contribute to long-term environmental protection and the well-being of their workforce.

Maynilad implements a comprehensive Vendor Management Policy and Supplier Code of Conduct, which set clear guidelines for how the supply chain team manages the entire procurement process.

These policies cover every stage, starting with the sourcing and selection of new vendors, ensuring that potential partners align with the company's standards for ethics, environmental responsibility, and social compliance.

Once vendors are onboarded, the supply chain team continuously monitors their performance, tracking key indicators such as quality, delivery reliability, environmental practices, and adherence to labor standards.

Regular evaluations are conducted to identify areas for improvement, ensure compliance with the company's sustainability and ethical standards, and mitigate risks in the supply chain.

By following these structured processes, Maynilad maintains a supply chain that is not only efficient and reliable but also responsible and sustainable, promoting long-term value for our company, partners, and communities.

Customer Satisfaction and Product Safety

Maynilad provides water and wastewater services that are efficient, safe, and sustainable, fully complying with Philippine government regulations. It places high value on customer satisfaction and has dedicated business units responsible for maintaining service quality.

Maynilad regularly conducts surveys to collect feedback and understand client preferences, ensuring customer needs are met.

By closely monitoring stakeholder concerns, we continuously enhance our service quality. During the reporting period, all customer complaints related to product and service health and safety were addressed and resolved.

In 2025, Maynilad achieved a customer satisfaction rate of 88% among residential customers. These results were derived from the assessment of satisfaction based on water quality, supply reliability, and billing accuracy.

Customer Complaints Management

	2023	2024	2025
No. of substantiated complaints on product or service health and safety	23,689	32,023	**189,675**
No. of complaints addressed	23,689	32,023	**184,046**

Corporate Citizenship and Philanthropy

In 2025, Maynilad advanced a wide range of ESG and CSR initiatives focused on community development, environmental protection, and public health.

Livelihood programs such as Sining IPO, Green Badge, and Kapwa empowered local and indigenous communities, women, and social enterprise groups by generating income, building skills, and promoting sustainable practices.

These initiatives not only improved economic opportunities but also supported environmental conservation efforts, particularly in protecting critical ecosystems like the Ipo watershed.

Maynilad also strengthened its water, sanitation, and hygiene (WASH) programs through facility installations, station refurbishments, and health campaigns.

These efforts expanded access to safe drinking water and sanitation in schools and public spaces, benefiting thousands of individuals and improving hygiene practices.

Complementary programs such as Maynilad Fair Care and WASH Up further enhanced community health by providing medical services and hygiene education.

Environmental stewardship remained a key priority, with large-scale clean-up drives collecting 137,000 kilograms of waste and initiatives supporting local government units in waterway management.

Disaster response efforts under Mission Ginhawa delivered potable water and relief to affected communities, while infrastructure support such as fire trailer donations improved emergency preparedness.

Through these initiatives, Maynilad continues to create meaningful social and environmental impact, reinforcing its role as a responsible and community-oriented utility provider.



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