



DMCI Holdings, Inc. 2025 Sustainability Report

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.

Scope of the Report

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

- D.M. Consunji, Inc. (DMCI)
- DMCI Homes
- Semirara Mining and Power Corporation (SMPC)
- DMCI Power Corporation (DMCI Power)
- DMCI Mining Corporation (DMCI Mining)
- Concreat Holdings Philippines, Inc. (Concreat)
- Maynilad Water Services, Inc. (Maynilad)

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.

Reporting Standards

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

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

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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:

- Deliver exceptional shareholder value**
- Motivate and provide employees with opportunities and just rewards to achieve their full potential**
- Cultivate progress in remote areas, unserved markets and growth industries**
- 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.

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

- ₱281.5 billion total assets
- ₱148.8 billion total equity
- ₱29.1 billion cash and cash equivalents
- ₱66.3 billion total debt

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

- 1,088.3 MW total installed power capacity
- 7.2 MTPA cement production capacity
- 20 MMT coal production capacity
- 3 MMT nickel production capacity
- 5,700+ light and heavy construction equipment
- 2,873 MLD water production capacity
- Integrated operating assets across multiple industries

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 across the Group
- 12,669 indirect employees
- Strong safety culture and technical expertise across operations

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 and nickel resource

- 188 hectares real estate land bank

Intellectual and Technical Capital

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

Key indicators

- 30 years of operating experience
- 71 years of construction capabilities
- Established technical and execution capabilities across core businesses

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.

Real Estate Development

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

Power Generation

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

Mining

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

Water Services

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

Building and Construction Materials

Producing cement that help 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.

Shared Capabilities

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

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.

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.

Logistics Support

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

Energy Support

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

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.

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	DIVIDENDS	GOVERNMENT ROYALTY	ENERGY REGULATIONS NO. 1-94	EXCISE TAX
We create jobs, invest in local talent, and support small businesses to support the economy of the communities we serve.	We commit to a dividend payout ratio of at least 25 percent of the preceding year’s consolidated core net income.	The Department of Energy, Antique Province, Caluya and Brgy. Semirara are entitled to royalties from coal sales.	Communities hosting power generating facilities are entitled to one-centavo per kilowatt-hour from the electricity sales of the	Host local government units are entitled to a 40 percent share from the 2% excise tax paid to the national government.

			generating companies.	
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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.

2025 in Review

CONSOLIDATED FINANCIAL HIGHLIGHTS

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

Revenue	₱108.7 billion
Reported Net Income	₱15.1 billion
Earnings Before Interest and Tax	₱25.1 billion
Core Net Income	₱14.9 billion
Return on Equity - Parent	13%
Net Debt to Equity	25%
Earnings Per Share	₱1.14
Dividend Payout	₱14.3 billion
Book Value Per Share	9.10
Consolidated Cash Balance	₱29.1 billion
Capital Expenditures	₱22.2 billion
Total Assets	₱281.5 billion

DM Consunji, Inc.

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.

Revenues	₱18.5 billion
Total Cash Cost	₱17.3 billion
Core EBITDA Margin	6%
Core Net Income	₱554 million
Net Income	₱554 million
Capex	₱812 million
Order Book	₱38.5 billion
Debt	₱0

DMCI Homes

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).

Revenues	₱13.6 billion
Total Cash Cost	₱11.9 billion
Core EBITDA Margin	12%
Reported Net Income	₱3.4 billion
CAPEX	₱11.5 billion
Sales and Reservations	₱21.4 billion
Total Landbank	187.9 ha
Debt	₱32.2 billion

Semirara Mining and 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.

Revenues	₱65.2 billion
Total Cash Cost	₱30.6 billion
Core Net Income	₱13.1 billion
Net Income	₱13.1 billion
Coal Shipments	15.4 MMT
Total Power Sales	5,296 GWh
CAPEX	₱5.9 billion
Debt	₱1.0 billion
Government Share	₱2.0 billion
ER 1- 94	₱101 million

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.

Revenues	₱7.8 billion
Total Cash Cost	₱5.6 billion
Net Income	₱1.3 billion
CAPEX	₱1.2 billion
Gross Power Generation	569.8 GWh
Total Power Sales	522.2 GWh
ER 1-94	₱5 million
Debt	₱7.1 billion

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).

Revenues	₱4.1 billion
Total Cash Cost	₱2.4 billion
Core Net Income	₱882 million
Net Income	₱882 million
CAPEX	₱621 million
Debt	₱0.9 billion
Total Production	2.0 million WMT
Total Shipments	1.9 million WMT

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.

Revenues	₱36.6 billion
Total Cash Cost	₱10.9 billion
Core Net Income	₱15.2 billion
Reported Net Income	₱15.2 billion
DMC Net Income Share	₱3.7 billion
CAPEX	₱27.0 billion
Billed Volume	550.8 MCM
Population Served	10.5 million

Concreat Holdings Philippines, Inc.

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.

Revenues	₱15.1 billion
Total Cash Cost	₱15.2 billion
Core Net Loss	₱3.5 billion
Net Loss	₱4.0 billion
Production	4.0 million T
Sales Volume	4.0 million T
Capex	₱2.2 billion
Debt	₱24.4 billion

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
- 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 & 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

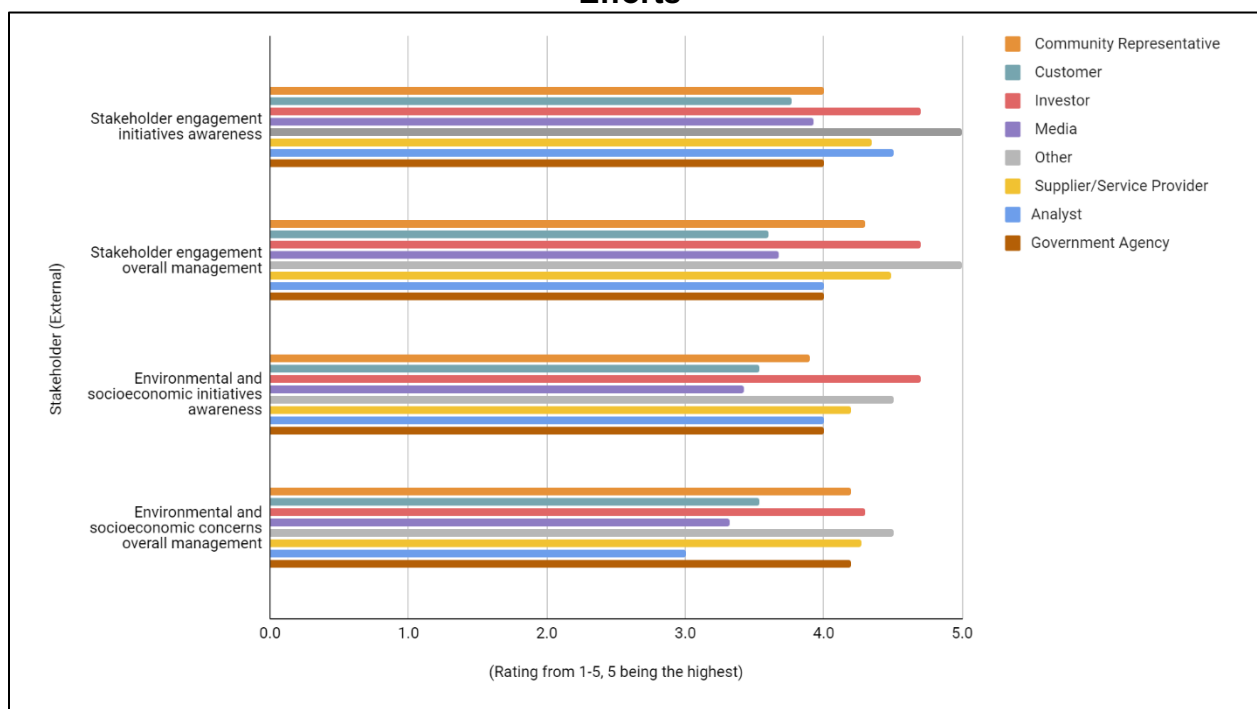
Stakeholders were invited to share their key concerns regarding our companies, provide feedback on our specific engagement or sustainability initiatives, and describe those initiatives' impact on their organization or community.

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



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.

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.

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.

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.

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.

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.

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.

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



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.

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

- 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

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






Low



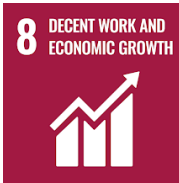




- Employee Training and Development
- Quality Management System
- Political Engagement and Policy Influence
- Ethical Marketing and Brand Management
- Human Rights
- Diversity, Equity and Inclusion
- Sustainable Human Settlements
- Material Efficiency and Sustainability
- Sustainability Promotion among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






Our Contributions to the UN 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.

SDG	DMC's Contribution
	<p>₱3.4 billion in combined government remittances of SMPC, DMCI Power, and DMCI Mining</p> <p><i>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.</i></p>
	<p>₱68.8 billion payments to suppliers and service providers, supporting livelihoods across operations</p> <p><i>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.</i></p>
	<p>Employees: 0.07 Contractors: 0.09 Lost Time Injury Frequency Rate (LTIFR) per 200,000 working hours in 2025</p> <p><i>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.</i></p>
	<p>1,519 scholars in 2025</p> <p><i>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.</i></p>
	<p>9% women in workforce in 2025</p> <p><i>In accordance with our diversity and inclusion policy, we do not discriminate based on gender in any part of our fundamental operations. Our recruitment, onboarding, and ongoing employment policies provide equitable chances for our female employees.</i></p>

SDG	DMC's Contribution
	<p>Over 1.57 million Maynilad customers <i>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.</i></p>
	<p>12.5 MW Semirara Wind Project <i>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.</i></p>
	<p>39,118 total workforce, with 16% employed outside Metro Manila <i>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.</i></p>
	<p>DMCI and DMCI Homes maintain Quadruple A status <i>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.</i></p>
	<p>₱144 million in social investments <i>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.</i></p>
	<p>60% open space in DMCI Homes developments <i>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.</i></p>
	<p>ISO 14001 systems in place <i>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.</i></p>

SDG	DMC's Contribution
	<p>4.2 million trees and mangroves planted <i>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.</i></p>
	<p>70 reef balls deployed; 3,274 giant clams propagated; 650 corals transplanted; 1,463 hectares reforested; 3.5 million trees planted; 1,128 animals rescued <i>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.</i></p>
	
	<p>Three-time 3 Golden Arrow Awardee for excellence in corporate governance <i>We prioritize ethical corporate governance and a harmonious work environment for our employees. This report also outlines our conflict resolution measures.</i></p>
	<p>Partnered with the UPLB College of Forestry and Natural Resources for science-based mine rehabilitation programs <i>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.</i></p>

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.

Environmental Management

Our Approach to Environmental Stewardship

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.

Ecological Offsets

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

Pollution Prevention

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

Collaboration and Partnerships

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

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.

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.

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
DMCI Holdings	Yes	Yes

¹Coverage: 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:

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 and 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

- Strengthen the knowledge, capacity, and readiness of employees and key stakeholders for climate change adaptation and mitigation.
- Encourage subsidiaries to develop and implement environmental stewardship programs within their host communities.
- Adopt energy-efficient technologies and conservation practices across the DMCI Group.
- Collaborate with stakeholders to support climate research, mitigation, adaptation, and resilience-building efforts.
- Monitor and report greenhouse gas emissions and progress on climate mitigation initiatives.
- 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 Emissions¹

Thousand Metric Tons CO ₂ e	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 Consumption¹

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

¹Restated 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 (SO_x) and nitrogen oxides (NO_x) 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 SO₂ 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 (NO _x)	4,220	2,753	6,543
Sulfur oxides (SO _x)	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

Water Discharge by Destination Type

Megaliters (ML)	2023¹	2024¹	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	2023¹	2024	2025
Reused/Preparation for Reuse (Non-hazardous)	7,541	24,027	38,760
Reused /Preparation for Reuse (Hazardous)	2,374	2,598	2,178
Recycled (Non-hazardous)	2,135	2,734	2,939
Recycled (Hazardous)	8	48	13
Other recovery options (Non-hazardous)	834	752	539
Other recovery options (Hazardous)	8	-	-
Total non-hazardous waste recovered	10,510	27,513	42,238
Total hazardous waste recovered	2,390	2,646	2,191
Total waste recovered	12,900	30,159	44,429

Waste Disposal

Metric Tons	2023	2024	2025
Landfilling (Non-hazardous)	20,167	12,468	13,010
Landfilling (Hazardous)	53	44	237
Other disposal methods (Non-hazardous)	7,712	17,596	21,855
Other disposal methods (Hazardous)	1,343	759	12,938
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	48,040

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.

Habitats Adopted	2,104 ha
Reforested Areas	1,463 ha
Mangroves Planted	661,625
Trees Planted	3,497,956
Animals Rescued	1,128
Giant Clams Propagated	3,274
Corals Transplanted	650
Reef Balls Deployed	70
<i>Bangus</i> Fingerlings Released	60,000

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 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. 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.

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 also strengthens energy efficiency by upgrading electrical infrastructure and optimizing equipment to reduce energy losses.

In the second quarter of 2025, DMCI Power marked its entry into renewable energy with the successful commissioning of the Group’s first wind plants, the 12.5 MW Semirara Wind Project. 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
Diesel ²	-	-	-
Coal ³	141.75	309.82	216.9
Diesel ⁴	171.81	171.25	150.5
Bunker Fuel ⁵	174.03	197.19	185.4
Wind ⁶	-	-	17
Total	5,377.59	6,036.26	6,264.8

¹ SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)
^{3, 4, 5, 6} DMCI Power

Power Generation Installed Capacity by Source

MW	2023	2024	2025
Coal ¹	900	900	900
Diesel ²	-	-	-
Coal ³	30	30	30

Diesel ⁴	60	59.50	87.8
Bunker Fuel ⁵	42	42	58
Wind	-	-	12.5
Total	1,032	1,031.5	1,088.3

¹ SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)
^{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. 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 Breakdown¹

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

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

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

<i>by age</i>	2023	2024	2025
Under 30	7,178	6,934	6,255
30-50	16,881	16,613	16,729
Above 50	3,095	3,223	3,567
Total	27,154	26,770	26,551

<i>by employee category</i>	2023	2024	2025
Senior Management	82	78	82
Middle Management	365	469	489
Supervisors, Specialists and Operational Support	26,707	26,223	25,980
Total	27,154	26,770	26,551

<i>by contract</i>	2023	2024	2025
Permanent	8,085	4,160	9,367
Temporary or fixed-term	19,069	17,737	17,184

Total	27,154	26,770	26,551
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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	28
Percent Women in Middle Management	35	30	30
Percent Women in Supervisory Positions	21	10	10
Percent Women in Rank and File	6	9	8

Positions			
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Age Diversity

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

Employees from Minority and Vulnerable Groups

	2023	2024	2025
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Senior Citizens	94	107	143
Solo Parents	33	65	69
Persons with Disability	7	3	21
From Indigenous Communities	24	6	6

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.

- **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	Additional Assistance	Transition Assistance Programs
● Technical, functional, leadership, compliance,	● Coaching, mentoring, and internal training via the	● Supervisory Development Program for

<p>and behavioral training</p> <ul style="list-style-type: none"> ● Individual Development Plans (IDPs) for customized career growth 	<p>Learning Advocate Program</p> <ul style="list-style-type: none"> ● Financial support for external training programs ● Coordination with vendors for specialized training needs ● Customized training programs tailored to employee development goals 	<p>Team Leaders and Supervisors</p> <ul style="list-style-type: none"> ● 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
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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	50
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	7,643
Female	508	638	528
Total	4,476	3,849	8,171

by Age	2023	2024	2025
Under 30	2,672	2,186	2,703
30-50	1,717	1,585	4,772
Above 50	87	78	696

Total	4,476	3,849	8,171
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Employee Turnover Breakdown

by gender	2023	2024	2025
Male	7,723	4,499	7,176
Female	422	397	432
Total	8,145	4,896	7,617

by Age	2023	2024	2025
Under 30	2,764	1,866	1,980
30-50	4,799	2,719	4,765
Above 50	582	311	872
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. We require our subsidiaries to carefully adhere to the highest standards of workplace safety to protect their employees' well-being.

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.

Health and Safety	General Welfare
<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 conditions;
- 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 2024, 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 ₱15.3 billion (48% of our total vendor expenditure excluding CHP) into local partnerships. This commitment supports the local economy and strengthens our supply chain 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 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

in 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

in 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

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

Name	Gender	Position
Isidro A. Consunji	Male	Chairman and President
Cesar A. Buenaventura †	Male	Vice Chairman (Non-Executive Director)
Ma. Edwina C. Laperal	Female	Director / Treasurer (Executive Director)
Maria Cristina C. Gotianun	Female	Director / Assistant Treasurer (Executive Director)
Jorge A. Consunji	Male	Director (Non-Executive)
Luz Consuelo A. Consunji	Female	Director (Non-Executive)
Cynthia R. Del Castillo	Female	Lead Independent Director
Roberto L. Panlilio	Male	Independent Director

Bernardo M. Villegas	Male	Independent Director
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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

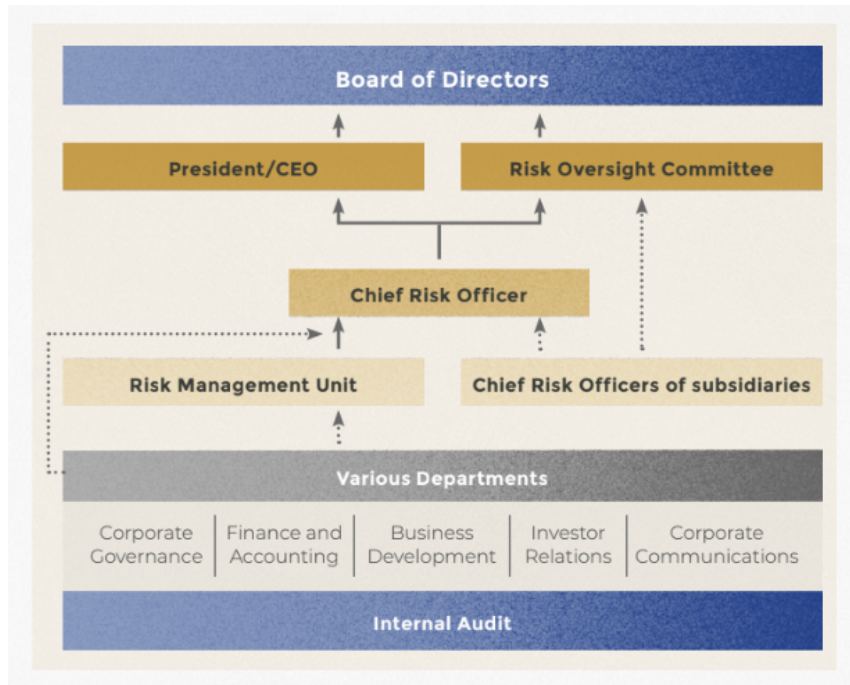
DMCI Holdings recognizes Enterprise Risk Management (ERM) as a critical driver for effective corporate governance and the achievement of the group's strategic objectives. We are committed to integrating robust risk management practices across strategic, tactical, and operational levels.

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.



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 Infracore, 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 (IPO)

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	1,532,463	1,551,904	1,574,431

with individual water meters			
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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

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

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 in (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

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.

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.

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.

Its other ISO certifications include:

- 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

Energy Consumption (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)

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 CO₂, and implementing reforestation projects covering 2,615 hectares between 2007 and 2037.

Greenhouse Gas Emissions

Metric Tons CO ₂ e	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

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*

*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

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.

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

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.