



DMCI HOLDINGS
INCORPORATED

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Statement of Board of Directors' Responsibility for Internal Controls and Risk Management Systems

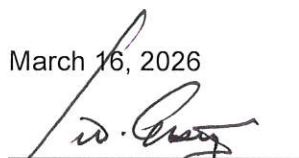
The Board of Directors ("Board") of DMCI HOLDINGS, INC. is responsible for the internal controls and risk management systems. The Board's Audit Committee assists in the oversight of the internal controls, financial reporting process, internal audit, external audit and compliance functions, while the Risk Committee assists in the oversight of the risk management process.

During the year, Management has established adequate and effective internal controls and risk management systems to provide reasonable assurance that:

- financial transactions are properly authorized, recorded and maintained to enable the preparation of financial statements that give a true, fair and transparent view of the Company's financial position and operating results; and
- governance processes and internal controls are strengthened, and significant risks are managed to ensure the achievement of the Company's business objectives.

Based on the assurance work performed by the internal and external auditors and the oversight duties performed by the Board's Audit Committee and Risk Committee, the Board is of the opinion that the Company's internal controls and risk management systems are adequate and effective.

March 16, 2026



Sidro A. Consunji
Chairman and President



Herbert M. Consunji
Executive Vice President and Chief Finance Officer



Joseph Adelbert V. Legasto
Deputy Chief Finance Officer

Subsidiaries:

D.M. Consunji, Inc.
DMCI Project Developers, Inc.
DMCI Power Corporation
DMCI Mining Corporation
Concrete Asian Southeast Corporation
Semirara Mining and Power Corporation
Maynilad Water Holdings, Inc.
Wire Rope Corporation of the Phils.