

# 2025 Board Diversity Progress Report

The Nomination and Election (NOMELEC) under the Corporate Governance Committee (CGCom) is responsible for reviewing the board composition, the profile of the candidates to the board, leveraging the diverse background of directors to include professional skills, regional and industry experience, race, gender and other distinctions.

Under the Policy, the NOMELEC reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors.

- In reviewing Board composition, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to enable it to discharge its duties and responsibilities effectively.
- In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.

## Criteria

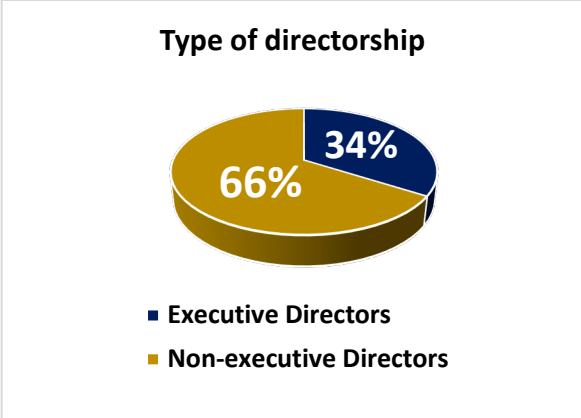
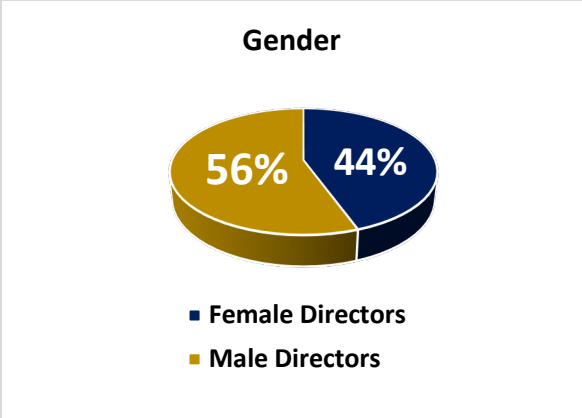
The company has set the following criteria in selecting candidates to the board:

1. Directors with extensive industry experience primarily in construction related businesses
2. Directors with differing background and professional skills/expertise such as, but not limited to business management, finance and accounting, governance, operations and risk management, among others.
3. Participation of women in the Board

In 2025, the elected board of directors met the above criteria as presented in the board composition matrix table.

## Methodology

In furtherance of Board Diversity, the Company attained by its annual meeting on May 13, 2025, and thereafter maintained, a Board composition of nine (9) directors in which 44% of them are women, or **four (4) female directors** out of nine directors. Sixty-six percent or 6 directors are non-executives, **three** of whom are independent directors.



In the 2025 Annual Stockholders’ Meeting, the NOMELEC received nine (9) candidates to the election of the board of directors, whom were three new nominations for independent directors. The NOMELEC reviewed the profile of the candidates and made recommendations to the Board. No other directors were nominated.

The nine candidates possessed all qualifications and none of the disqualifications for nomination as regular and independent director under SRC Rule 38 and the Code of Corporate Governance, the Corporation’s By-Laws and Manual on Corporate Governance.

The final list of nominees for election for regular and independent directors of the Corporation, was included in the definitive information statement filed with the Securities and Exchange Commission and the Philippine Stock Exchange, and distributed to stockholders of the Corporation, regards the Corporation’s annual stockholders’ meeting held on May 13, 2025.

Any search firm engaged to assist the Board or a committee of the Board in identifying candidates for appointment to the Board will be specifically directed to include diverse candidates. In the 2025 ASM, no other candidates were nominated from any search or professional firms.

**Board Composition**

The NOMELEC will periodically assess the expertise, experience, skills and backgrounds of its directors in light of the needs of the Board, including the extent to which the current composition of the Board reflects a diverse mix of knowledge, experience, skills and backgrounds, including an appropriate number of women directors.

## Board Composition Matrix

Below is the board composition matrix, based on the profile of directors submitted to the NOMELEC Committee.

SKILLS / COMPETENCIES	2025	2024	2023	2022	2021	2020
Financial management	22%	22%	22%	22%	33%	33%
Industry-related experience	78%	78%	78%	78%	55%	55%
Strategy, resource/business development	100%	100%	100%	100%	100%	100%
Governance	33%	33%	33%	33%	44%	44%
Operational	44%	44%	44%	44%	55%	55%
Risk Management	89%	89%	89%	89%	88%	88%
Business Management	100%	100%	100%	100%	100%	100%

For 2024, the following are the professional and demographical matrix of the nine (9) directors elected to the Board on May 13, 2025.

	2025	2024	2023	2022	2021	2020
<b>Professional / Educational</b>						
Bachelors Degree	100%	100%	100%	100%	100%	100%
Masters Degree	78%	78%	78%	78%	78%	78%
Engineers	33%	33%	33%	33%	33%	33%
Architects	11%	11%	11%	11%	11%	11%
Certified Public Accountants (CPA)	11%	11%	11%	11%	11%	11%
Other degrees	44%	44%	44%	44%	44%	44%
<b>Other Directorship outside DMCI Group</b>						
Corporate sector	44%	33%	33%	33%	44%	44%
Government sector	11%	11%	11%	11%	11%	11%
<b>Personal Demographics</b>						
Male	56%	56%	56%	56%	67%	67%
Female	44%	44%	44%	44%	33%	33%
Citizenship (Filipino)	100%	100%	100%	100%	100%	100%
Citizenship (Others)	-	-	-	-	-	-
Age 30-49	-	-	-	-	-	-
Age 50-64	11%	11%	22%	22%	22%	22%
Age 65+	89%	89%	78%	78%	78%	78%