



BEHIND OUR BREAKTHROUGHS

2022 Annual Stockholders' Meeting

Isidro A. Consunji
Chairman and President



In the middle of a global health crisis, our people set new records for productivity and sales

CONSOLIDATED FINANCIAL HIGHLIGHTS


REVENUES

₱108.3B ▲ 60%


NET INCOME

₱18.4B ▲ 214%


CORE NET INCOME

₱17.4B ▲ 164%

Revenues
and core net
income hit
all-time highs



**CORE NET INCOME
CONTRIBUTION**

₱9.2B

▲360%



COAL MINING

2.0 MMT
beginning coal
inventory

▲127%
average coal
prices



**POWER
GENERATION**

45%
beginning
uncontracted capacity

▲113%
average electricity
spot prices

Dramatic rebound due to soaring prices, high inventory and ample uncontracted capacity



**CORE NET INCOME
CONTRIBUTION**

₱4.4B

▲127%



REAL ESTATE

₱79.1B

beginning unrecognized
revenues

₱24.3B

recognized
revenues

▲ 2%

new qualified
accounts

₱1.3B

other income

Surge mainly
from higher
revenue
recognition



CORE NET INCOME
CONTRIBUTION

₱1.6B

▲ 1%



WATER
DISTRIBUTION

▼ 3%
billed volume

▼ 1%
average effective
tariff

83.9%
domestic accounts
vs 80.0% in 2019

16.1%
non-domestic accounts
vs 19.7% in 2019

Largely flat
because of
the pandemic
and approved
tariff non-
implementation



CORE NET INCOME CONTRIBUTION

₱1.2B

▲150%



NICKEL MINING

₱4.0B
revenues

▲13%
production

▲18%
shipment

▲40%
average selling prices

All-time high revenues from simultaneous operations and nickel price uptrend



**CORE NET INCOME
CONTRIBUTION**

₱580M **▲ 8%**



**OFF GRID
POWER**

₱4.7B
revenues

100%
plant availability

▲ 6%
gross generation

▲ 5%
electricity sales

Record revenues on improved supply and higher demand across all service areas



CORE NET INCOME
CONTRIBUTION

₱378M **▲247%**



CONSTRUCTION

₱20.3B
recognized
revenues

▼87%
pandemic-related
expenses

₱49.3B
order book

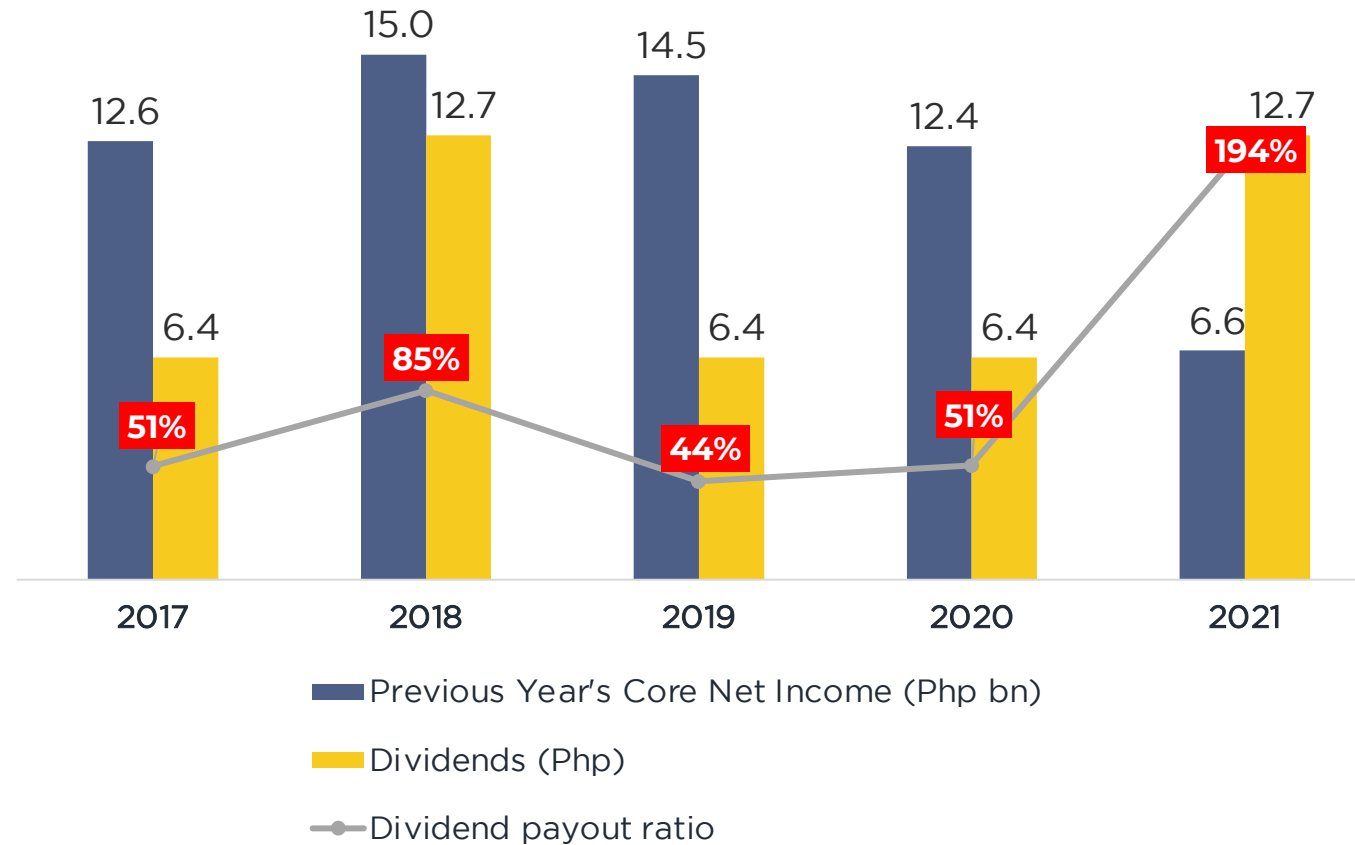
56%
infrastructure projects
in order book

Marked
recovery
mainly from
higher
construction
accomplish-
ments

We generated exceptional value for our stakeholders

FIVE-YEAR DIVIDEND PERFORMANCE

versus policy



SHARE PRICE PERFORMANCE



PERFORMANCE

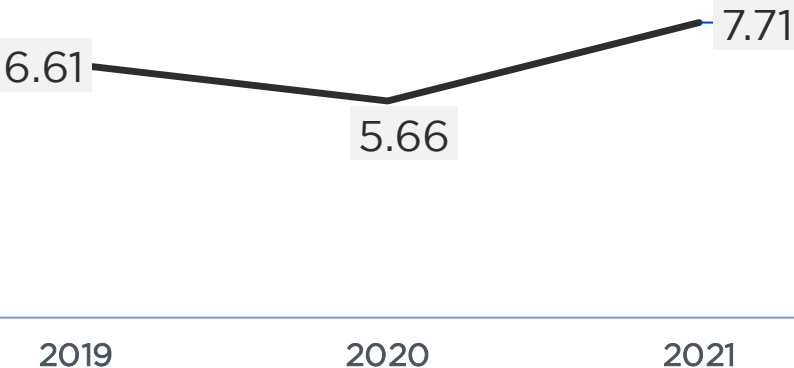
▲ **36%**
YoY

▲ **17%**
vs 2019

▼ **0.2%**
PSEi YoY



YEAR-END
SHAREPRICE



We generated exceptional value for our stakeholders

GOVERNMENT SHARE

ROYALTY



₱6.4B **▲250%**

EXCISE
TAX



₱170.9M **▲91%**

ER 1-94



₱3.7M **▲6%**

TAXES

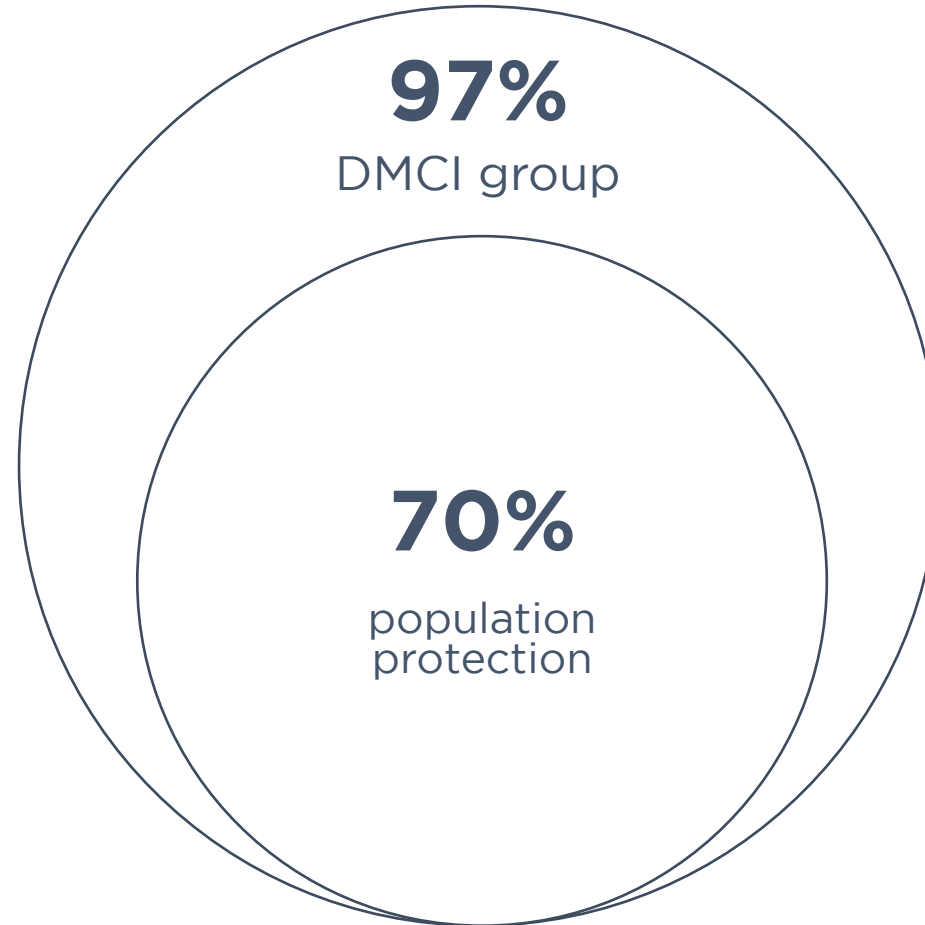
DMCI GROUP
(subsidiaries and
affiliate)

₱9.2B **▲23%**

We generated exceptional value for our stakeholders

We have achieved “population protection” from COVID-19

EMPLOYEE VACCINATION RATE



Population protection means reducing the number of deaths and hospitalized patients through vaccination
- Department of Health

We received a number of ESG awards and recognition for our programs and practices



SMPC

- Winner, Special Submission category
Accelerated Coal Mine Rehabilitation of South Panian Mine
2021 ASEAN Energy Awards
- 2-Golden Arrow Award
2019 ASEAN Corporate Governance Scorecard
Institute of Corporate Directors (Philippines)
- Asia's Best Employer Brand Award
16th Employer Branding Awards
Employer Branding Institute (India)



DMCI HOMES

- Overall winner, 1st Philippines
Excellence in Concrete Construction
Awards ("UP Chapel Restoration
Project")



DMCI POWER

- Corporate Social Responsibility
(CSR) Initiative of the Year, Asian
Power Awards ("Panderya sa
Tugbo")



**ZAMBales DIVERSIFIED
MINING CORPORATION**

- Platinum Awardee, Presidential
Mineral Industry Environmental
Award - Surface Mining Category
- 3rd Runner-Up, Presidential Mineral
Industry Environmental Award -
Metallic Mining Category



**BERONG NICKEL
CORPORATION**

- Presidential Award, Presidential
Minery Industry Environmental
Award - Surface Mining Category
- Runner-Up, Safest Surface Mines
- 2021 Gender Sensitive Mining
Company - Mines and Geosciences
Bureau - MIMAROPA Region



MAYNILAD

- Energy Management Insight Award, Clean Energy Ministerial
- "Utility of the Future" citation, World Bank
- 2021 Going Digital in Infrastructure Awards (Lone Philippine
Finalist), Bentley Systems, Inc.

CORPORATE GOVERNANCE



BOARD DIVERSITY

One-third

will be
independent
directors with
maximum term
of nine years



ADVISORY BOARD

Created

to expand and
enhance our
deliberation
process



STRATEGY & SUSTAINABILITY COMMITTEE

Formed

to help the
Board identify
and navigate
new growth
pathways

We adopted
some
fundamental
changes



Outlook
This year is a hard one to call



When both genders are encouraged and empowered, companies can break through and overcome unprecedented challenges.

THANK YOU