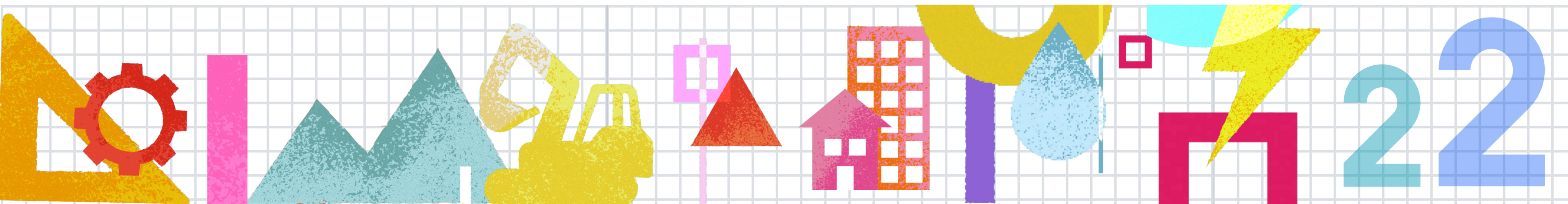


# MANAGEMENT REPORT





# OUR 2022 IN REVIEW

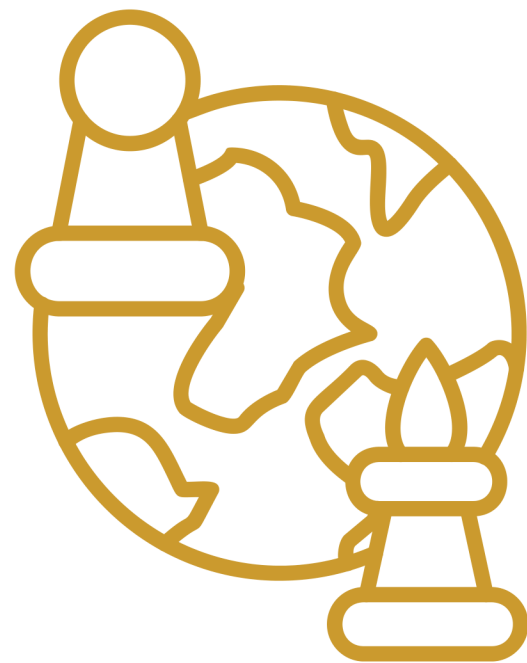




# EXTRAORDINARY GLOBAL CHALLENGES



**COVID-19  
PANDEMIC**



**GEOPOLITICAL  
TENSIONS**



**GLOBAL SUPPLY CHAIN  
DISRUPTIONS**



# HISTORIC RESULTS

## ACROSS KEY METRICS

<div>Dividend Payout</div> <div><ul style="list-style-type: none"><li>DMC</li><li>SCC</li></ul></div>	<div>Core Net Income</div> <div><ul style="list-style-type: none"><li>DMC</li><li>DMCI Homes</li><li>DMCI Power</li><li>SMPC</li></ul></div>	<div>Net Income</div> <div><ul style="list-style-type: none"><li>DMC</li><li>SMPC</li><li>DMCI Power</li></ul></div>
<div>Revenues</div> <div><ul style="list-style-type: none"><li>DMC</li><li>SMPC</li><li>DMCI Power</li></ul></div>	<div>Average Selling Prices</div> <div><ul style="list-style-type: none"><li>DMCI Homes</li><li>SMPC</li><li>DMCI Power</li><li>DMCI Mining</li></ul></div>	<div>Sales</div> <div><ul style="list-style-type: none"><li>DMCI Power</li><li>Domestic coal</li></ul></div>
<div>Generation/Production</div> <div><ul style="list-style-type: none"><li>SMPC</li><li>DMCI Power</li><li>ZDMC</li></ul></div>		



CONSOLIDATED REVENUES

**PHP 142.6 BN**

UP 32% FROM PHP 108.3 BN

CONSOLIDATED CORE NET INCOME

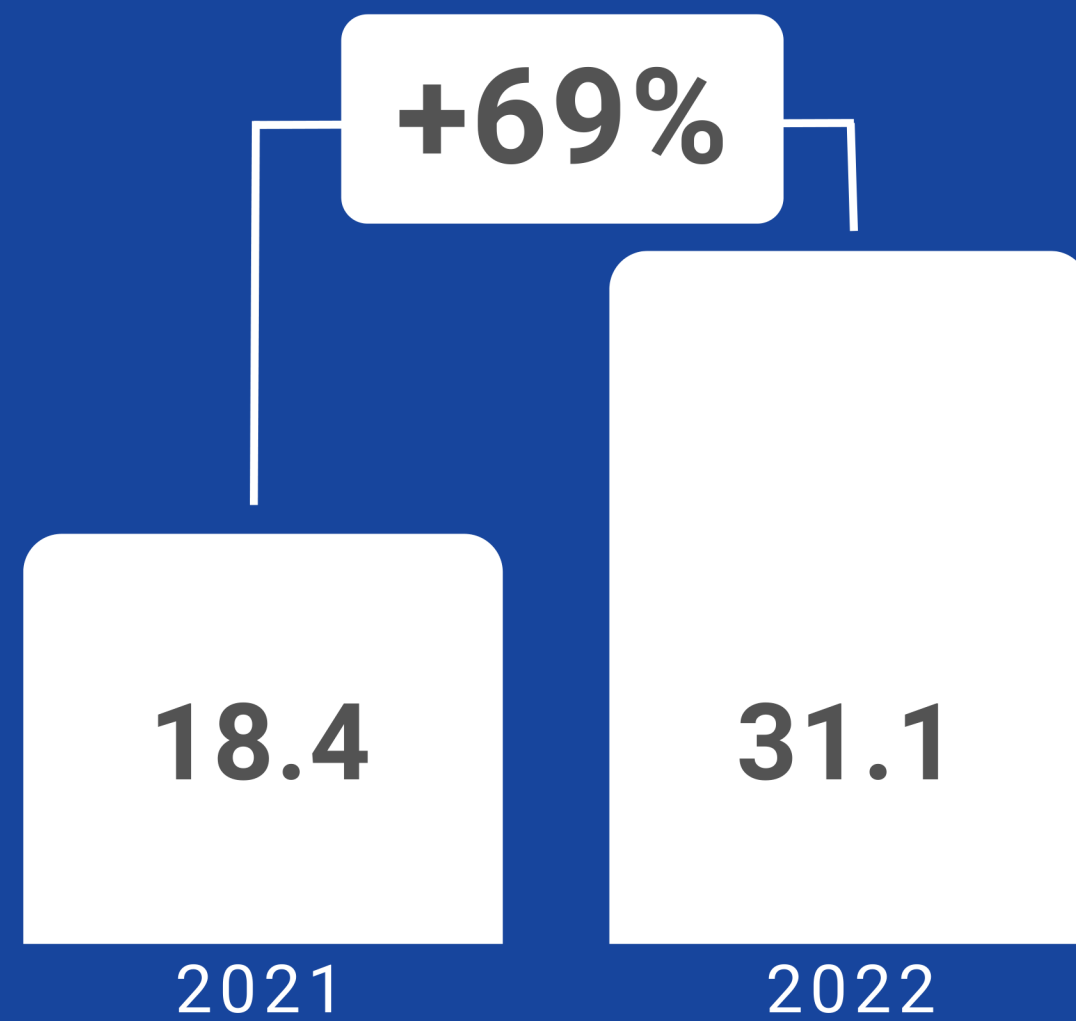
**PHP 31.2 BN**

UP 80% FROM PHP 17.4 BN



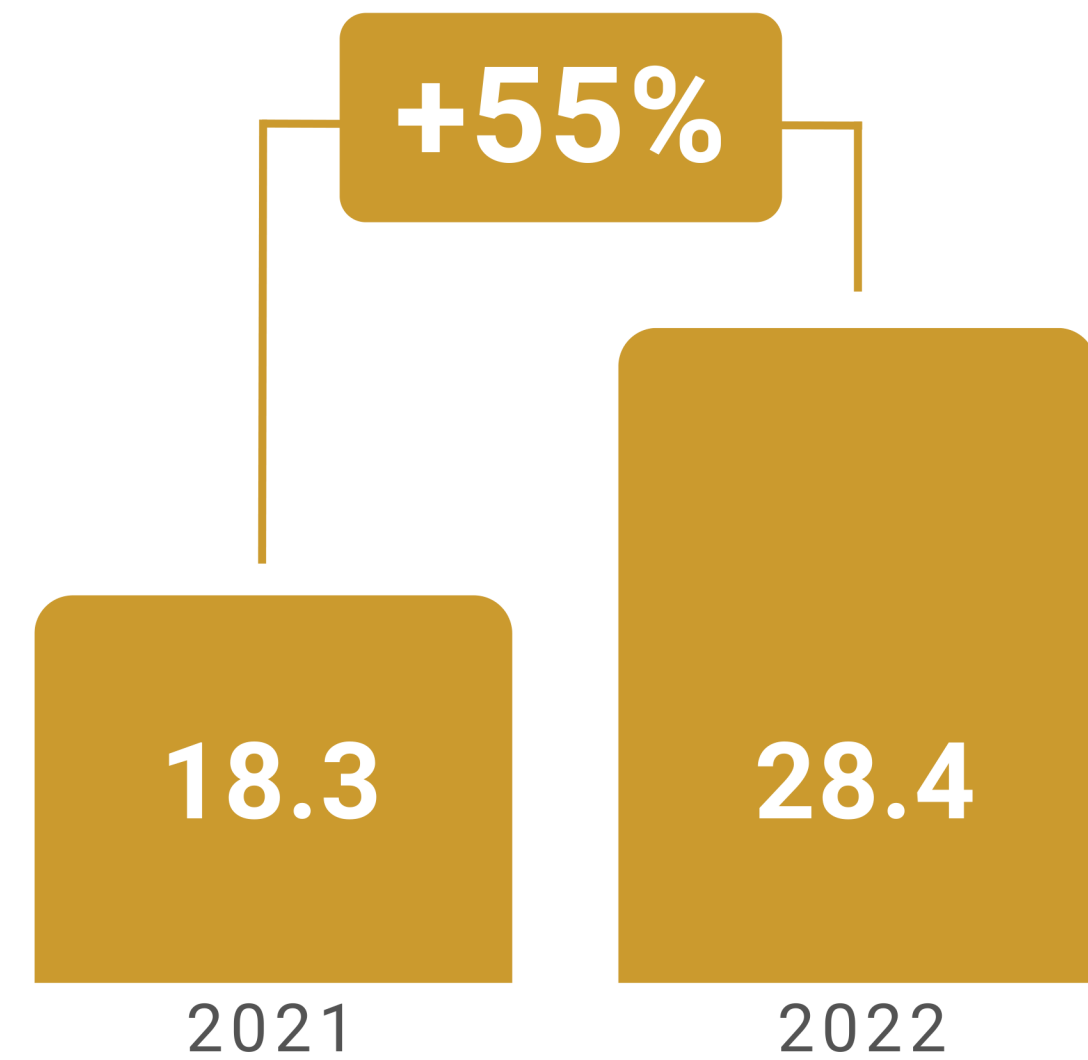
# CONSOLIDATED NET INCOME

IN PHP BN



# ENDING CASH BALANCE

IN PHP BN





# DIVIDEND PERFORMANCE



**+25%** DIVIDEND GROWTH

**PHP 1.20** TOTAL CASH DIVIDEND

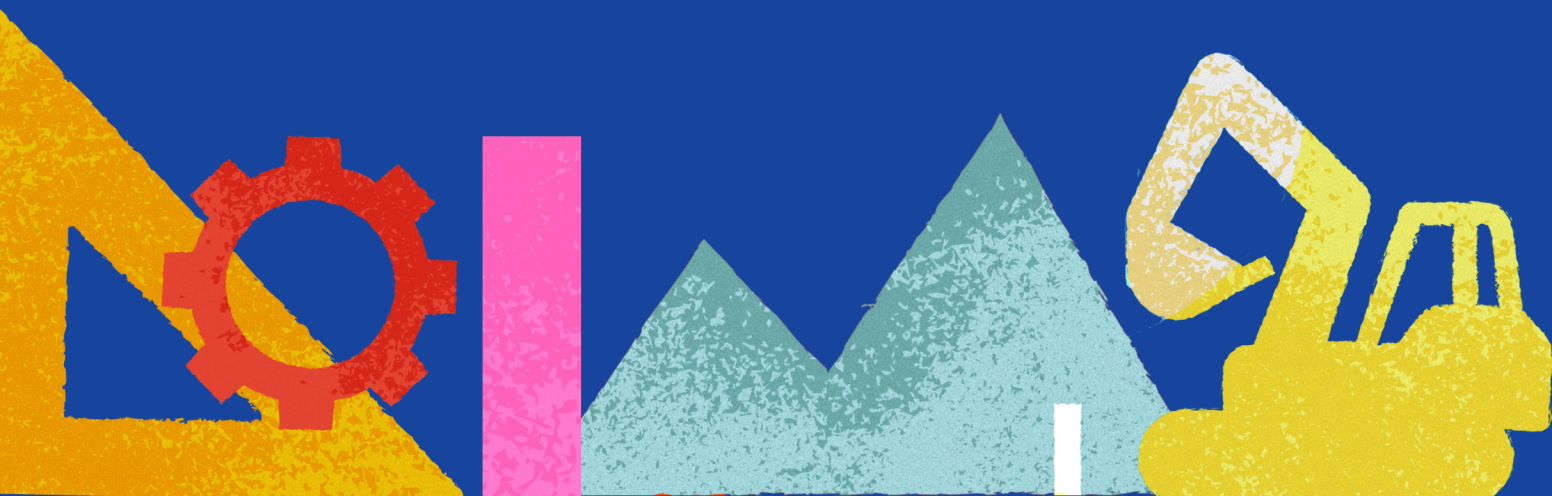
**PHP 15.9 BN** TOTAL DIVIDEND PAYOUT

**92%** DIVIDEND PAYOUT RATIO



# SHARE PRICE PERFORMANCE

- **UP 56%**
- **ENDED AT 52-WEEK HIGH**
- **PHP 159 BN MARKET CAP**
- **PSE INDEX RE-INCLUSION**





# CORE EARNINGS CONTRIBUTION

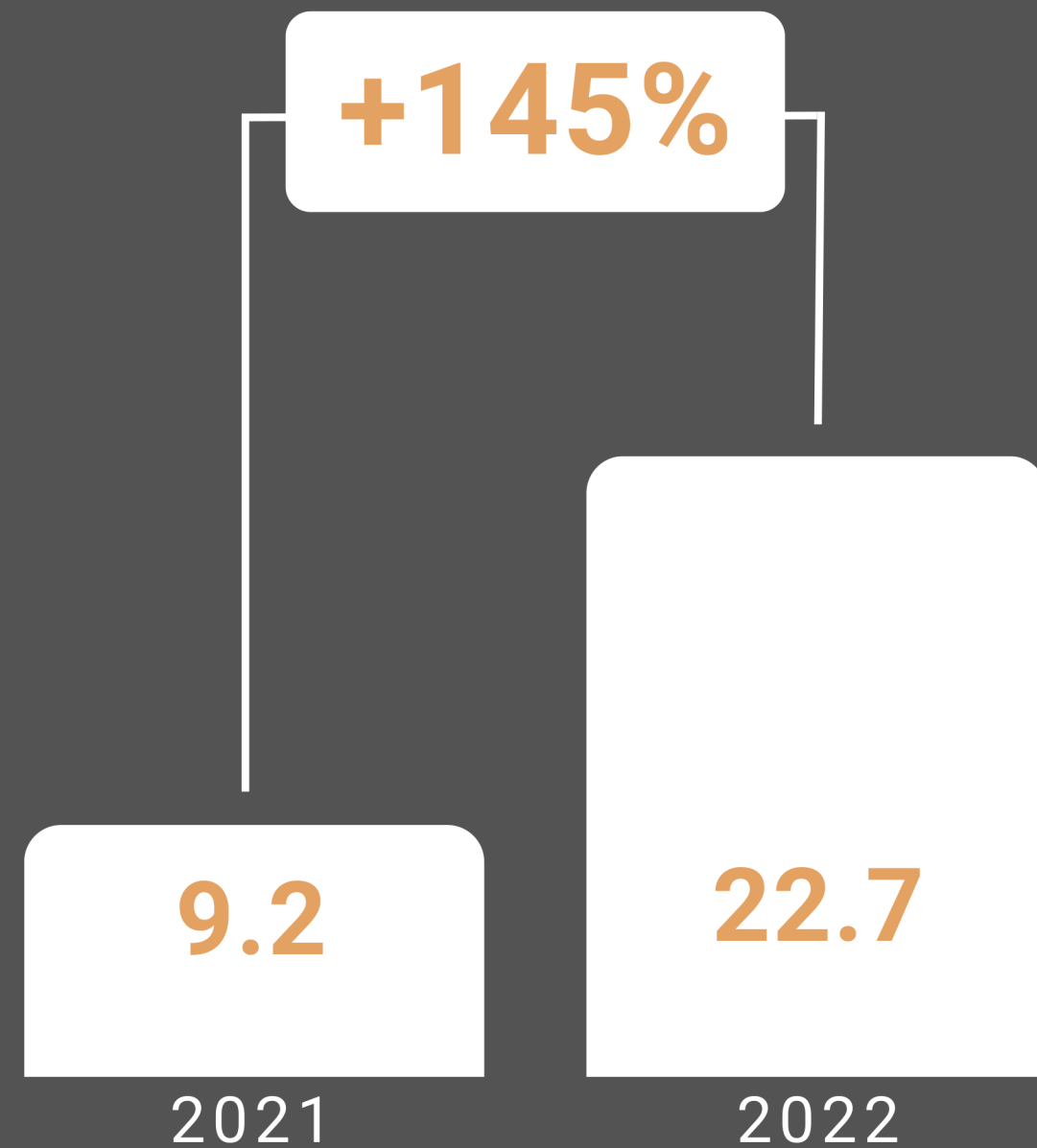
IN PHP BN





# CONTRIBUTION

IN PHP BN



**16 MMT**

COAL PRODUCTION

**+83%**

SPOT ELECTRICITY SALES

**+91%**

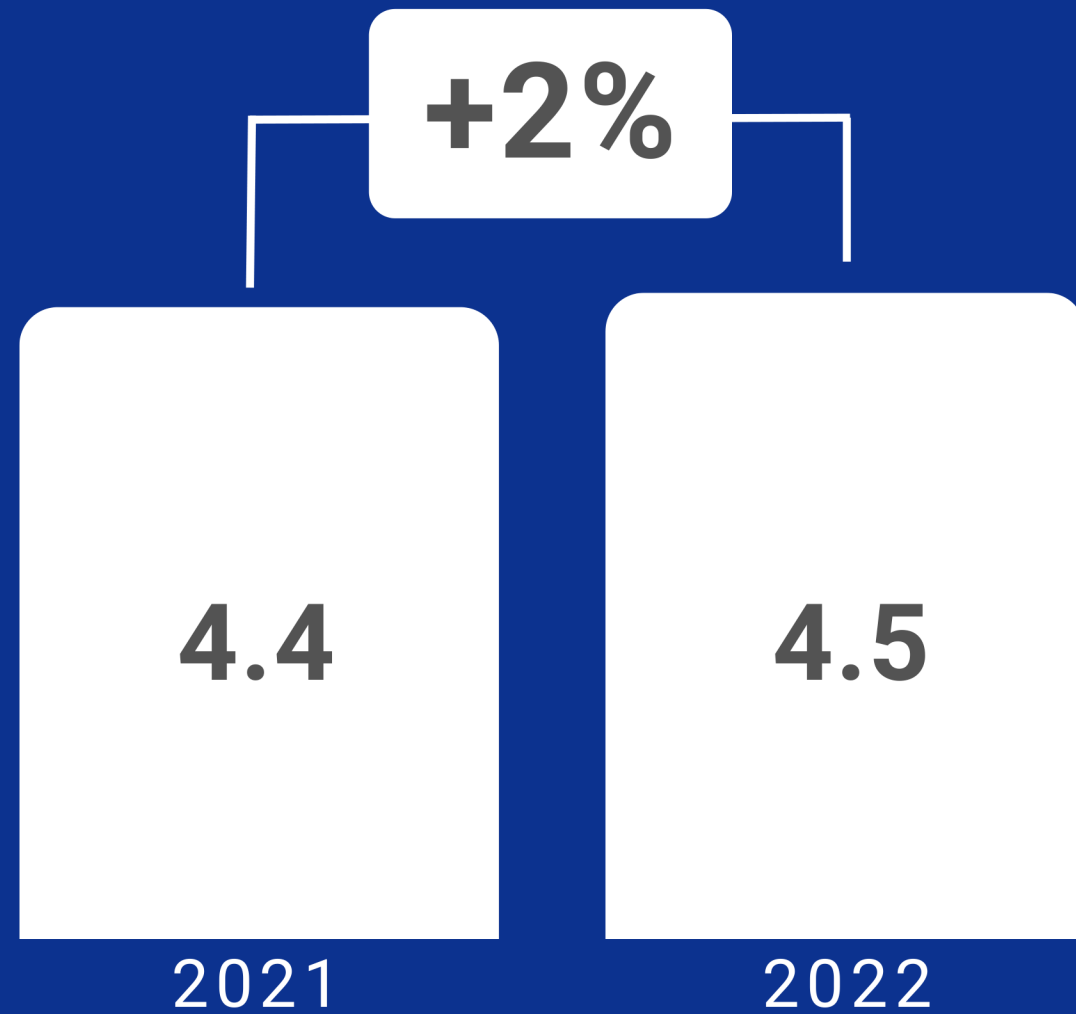
AVERAGE COAL SELLING PRICE

**+38%**

AVERAGE POWER SELLING PRICE

# CONTRIBUTION

IN PHP BN



**+12%**

AVERAGE SELLING PRICE

**+30%**

OTHER INCOME

**+49%**

SALES AND RESERVATIONS

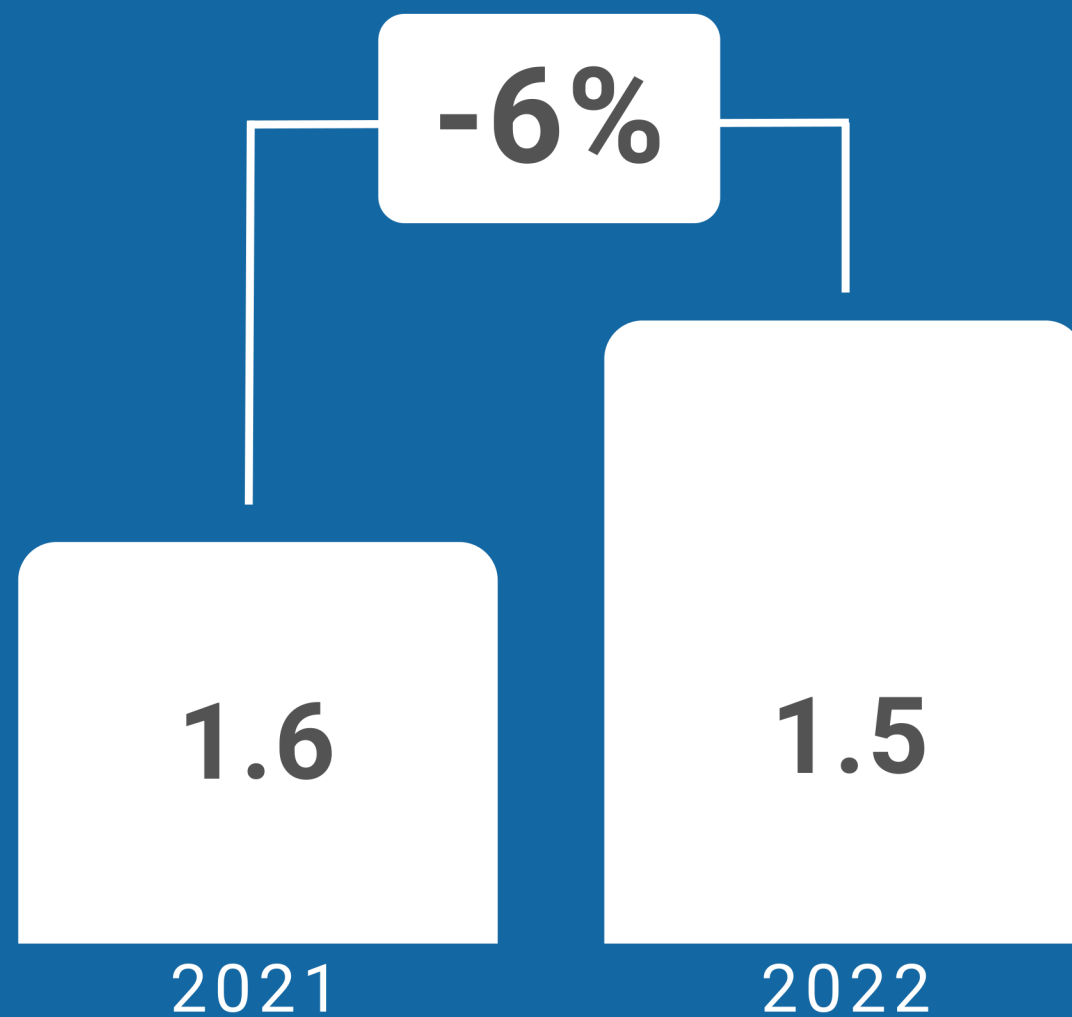
**THREE**

PROJECTS LAUNCHED



# CONTRIBUTION

IN PHP BN



**+27%**

OPERATING EXPENSES

**+47%**

POWER

**+5%**

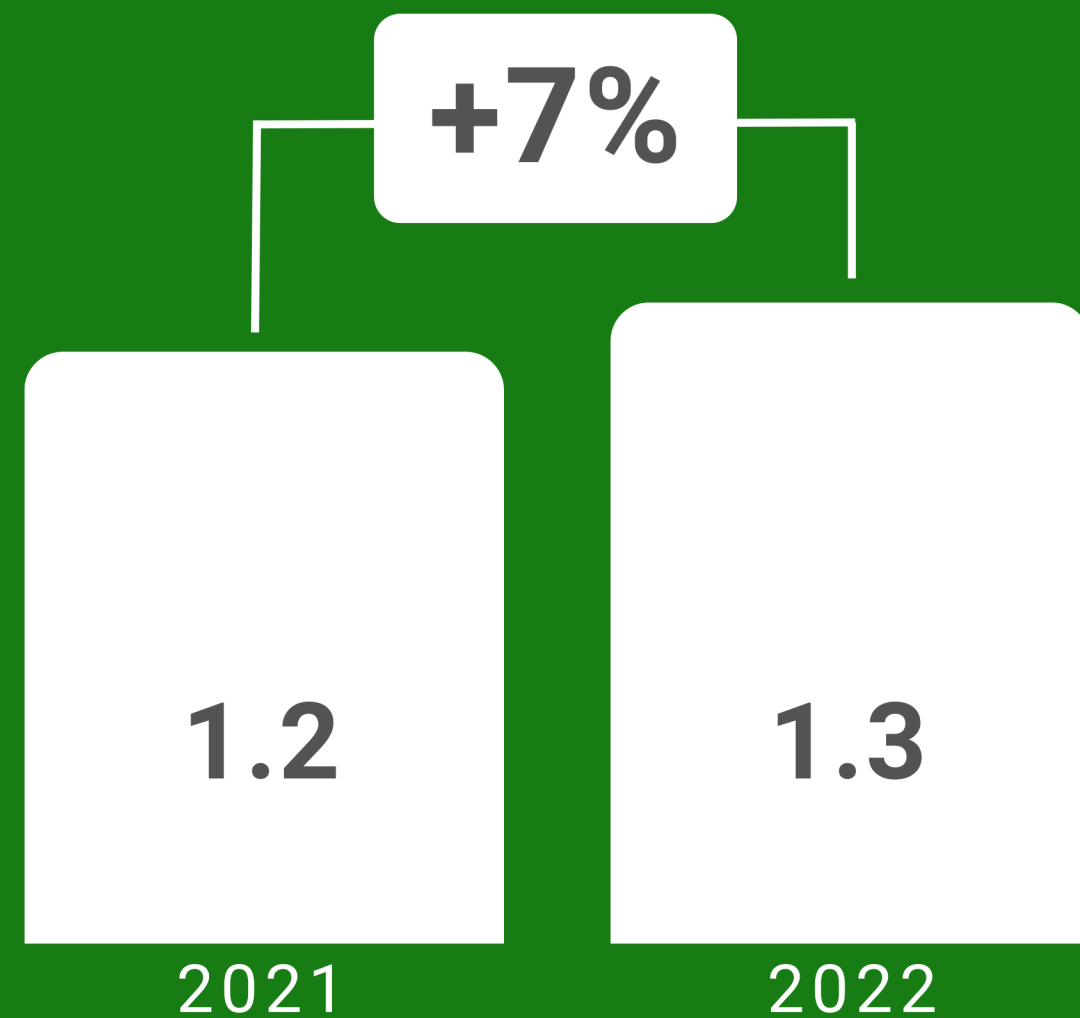
REPAIRS AND MAINTENANCE

**+45%**

CHEMICALS

# CONTRIBUTION

IN PHP BN



**+14%**

AVERAGE SELLING PRICE

**-42%**

PRODUCTION

**-26%**

SHIPMENT

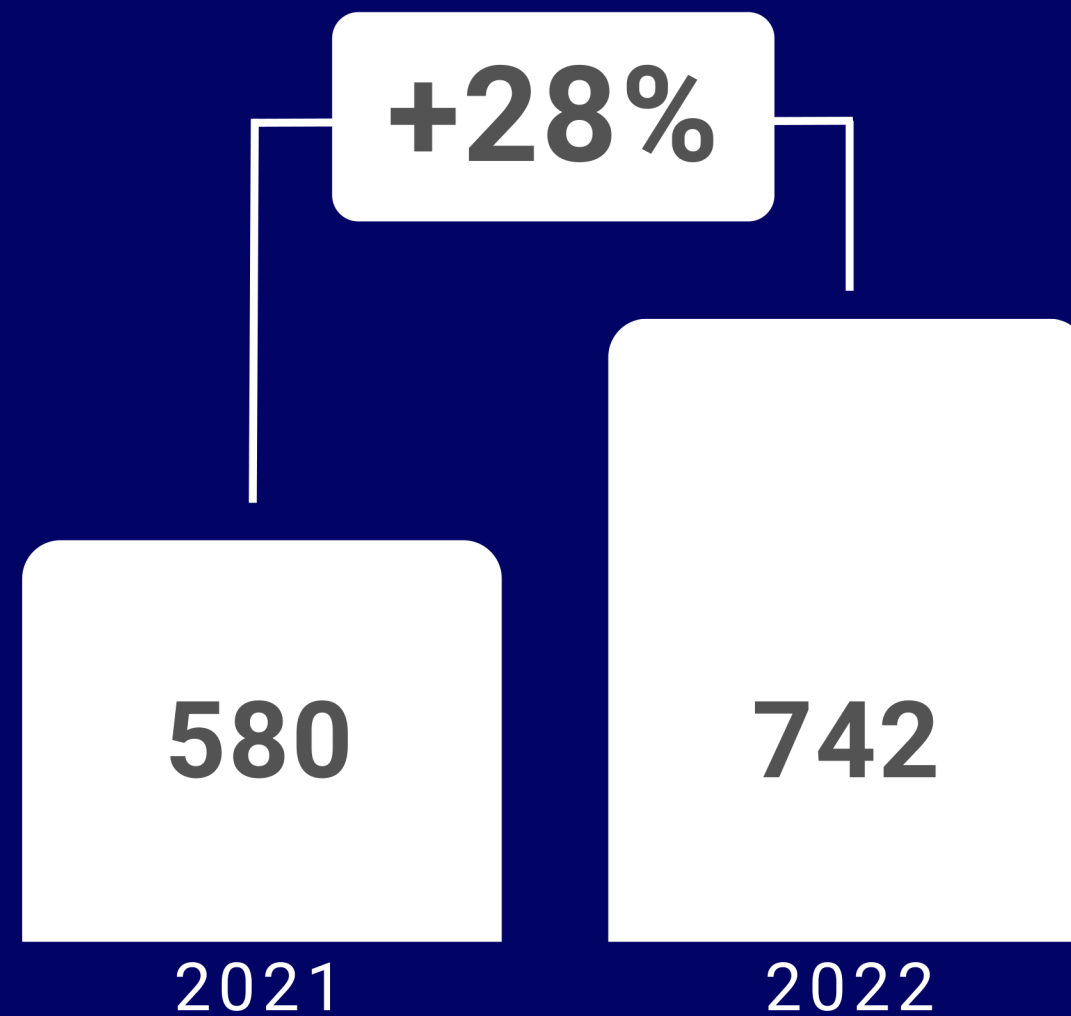
**-2%**

AVERAGE NICKEL GRADE SOLD



# CONTRIBUTION

IN PHP MN



**+16%**

ENERGY SALES

**+38%**

OVERALL AVERAGE SELLING PRICE

**+15%**

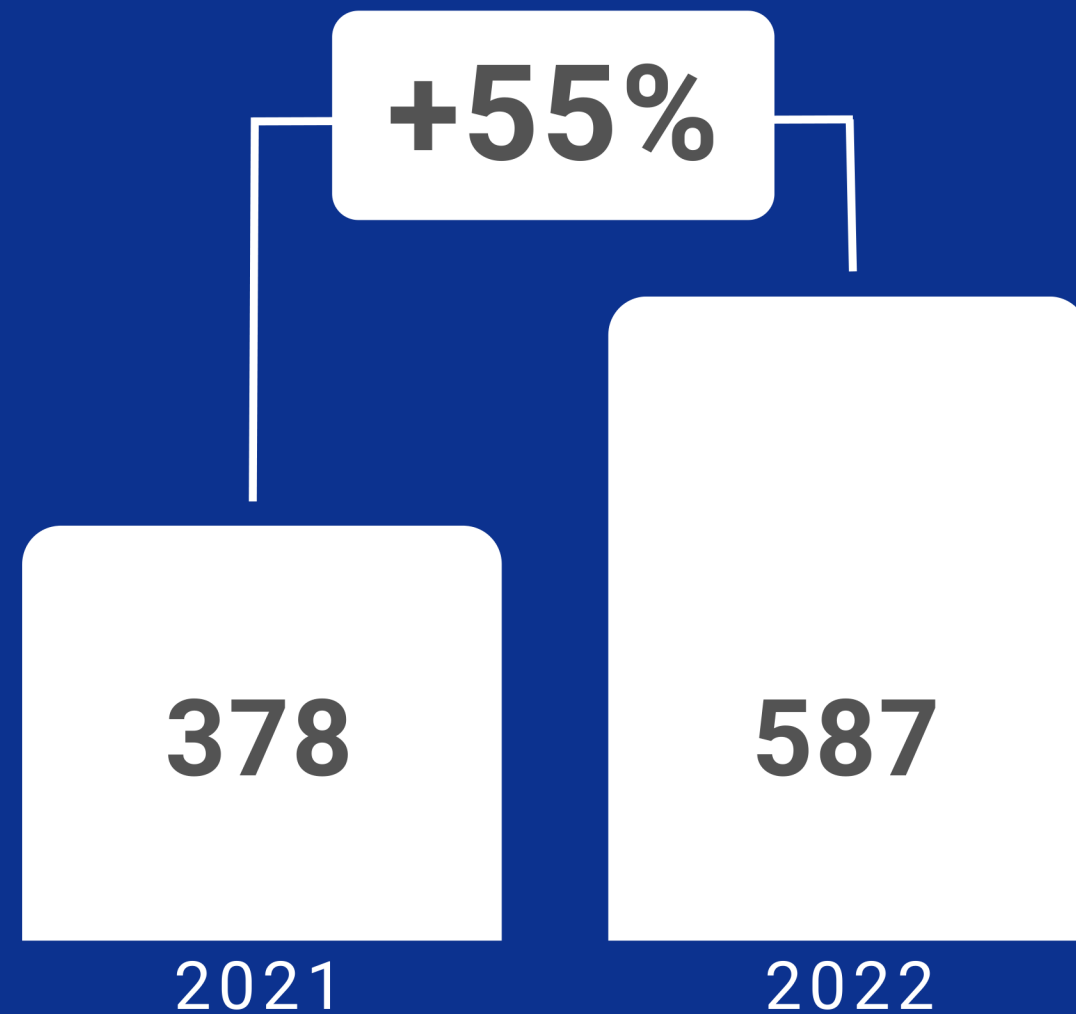
GROSS GENERATION

**136.4**

INSTALLED CAPACITY

# CONTRIBUTION

IN PHP MN



D.M. CONSUNJI, INC.  
ENGINEERS • CONTRACTORS

**PHP 8.6 BN**

BUILDING REVENUES

**PHP 6.4 BN**

INFRASTRUCTURE REVENUES

**PHP 35.2 BN**

ORDER BOOK

**PHP 7.8 BN**

COMPLETED PROJECTS



# SHARED VALUE\*

**PHP 55.25 BN**

PAYMENT TO SUPPLIERS

**PHP 15.96 BN**

GOVERNMENT ROYALTY

**PHP 11.96 BN**

WAGES AND BENEFITS

**PHP 211 MN**

COMMUNITY INVESTMENTS

**PHP 38.4 MN**

SHARE IN ENERGY SALES  
(ER 1-94)

**PHP 29 MN**

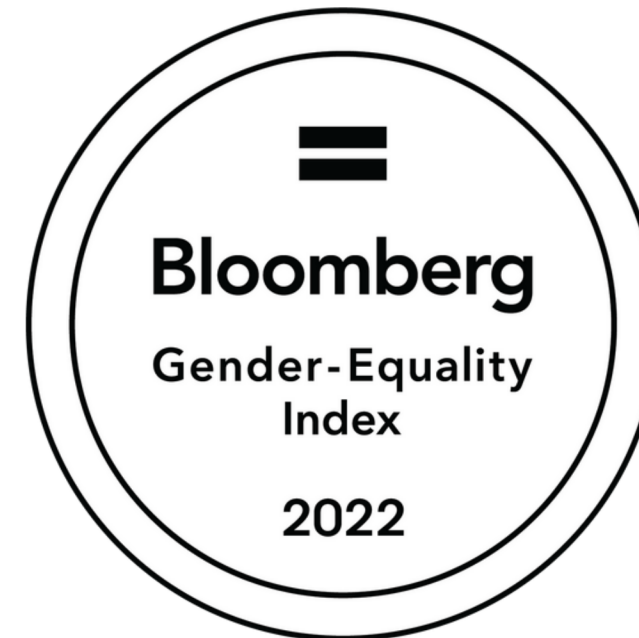
EXCISE TAX

*\*includes only subsidiaries*



FOR THREE STRAIGHT YEARS

# BLOOMBERG GENDER EQUALITY INDEX MEMBERS







## **2-GOLDEN ARROW AWARD**

Given to companies with ASEAN  
Corporate Governance Score (ACGS)  
score of 90-99 points



## **3-GOLDEN ARROW AWARD**

Given to companies with ASEAN  
Corporate Governance Score (ACGS)  
score of 100-109 points





**ASIAMONEY**  
ASIA'S OUTSTANDING  
COMPANIES POLL

**DMC** MOST OUTSTANDING CONSTRUCTION &  
ENGINEERING COMPANY IN THE PHILIPPINES

**SCC** MOST OUTSTANDING MATERIALS  
COMPANY IN THE PHILIPPINES



MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)

# MANAGEMENT MAN OF THE YEAR

FOR 2022

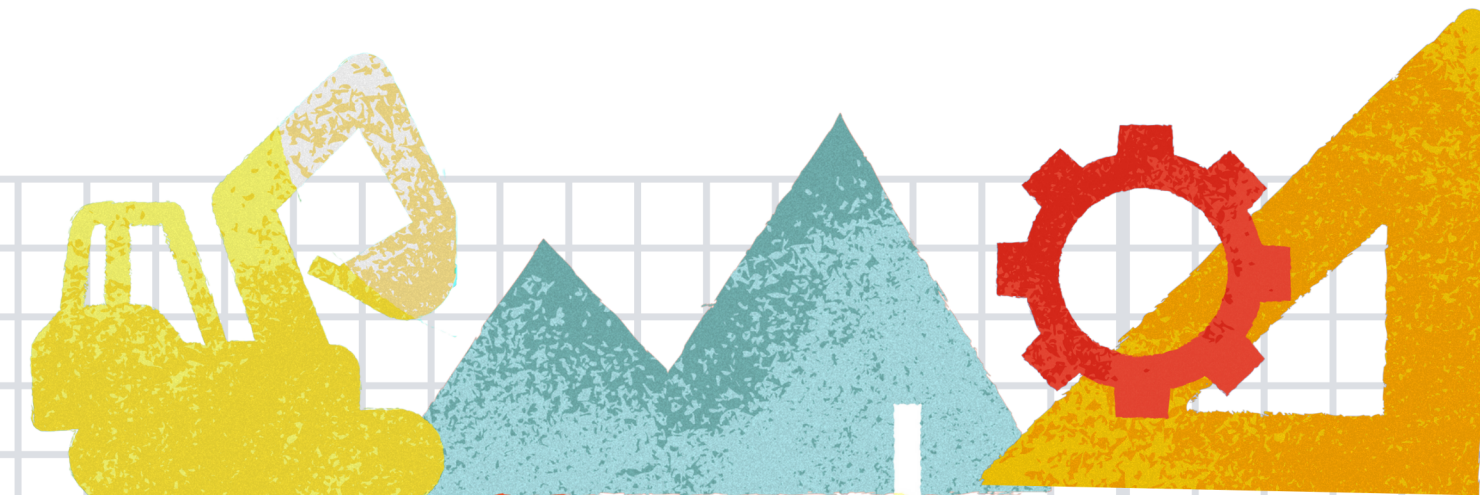


# CORPORATE UPDATE

## SMPC: COAL OPERATING CONTRACT AMENDMENT

We have initiated discussions with the Department of Energy.

We hope to have more clarity on the future of our COC within the year.



# CORPORATE UPDATE

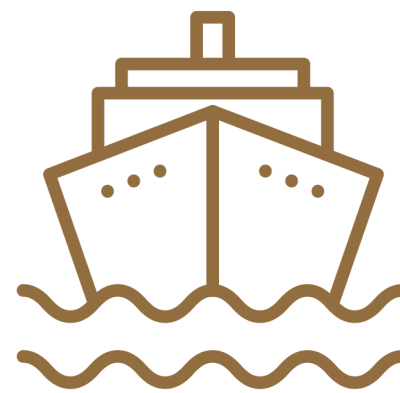
DMCI MINING:  
PRODUCTION EXPANSION



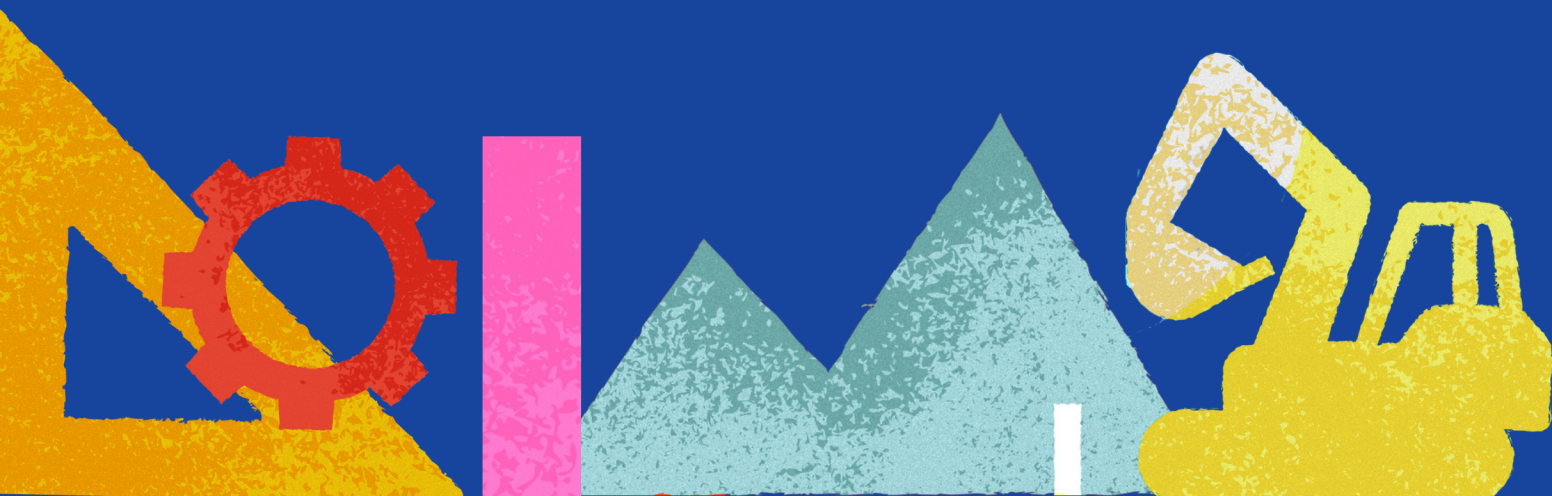
ENVIRONMENTAL  
COMPLIANCE CERTIFICATES



AUXILLIARY  
PERMITS PENDING



MORE SHIPMENTS  
BY 2024





# CORPORATE UPDATE

## DMCI POWER: RENEWABLE ENERGY PLAN

We plan to construct wind and solar facilities in Semirara Island.

Our goal is to secure a long-term power supply agreement with the local electric cooperative, which will lead to reduced generation costs and more competitive tariffs for the island-residents.





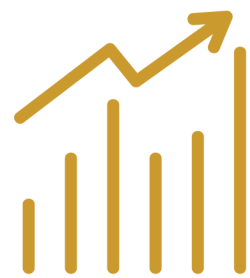
An aerial photograph of a city skyline, likely Manila, Philippines, featuring numerous high-rise buildings and a prominent telecommunications tower. The sky is filled with large, white, fluffy clouds. The text 'OUTLOOK' is centered in the upper half of the image.

## OUTLOOK

**We expect a blend of challenges  
for our business portfolio.**



# BRIGHT SPOTS



**RECOVERING  
CONSUMPTION**



**BETTER PRICES**

# VOLATILITY



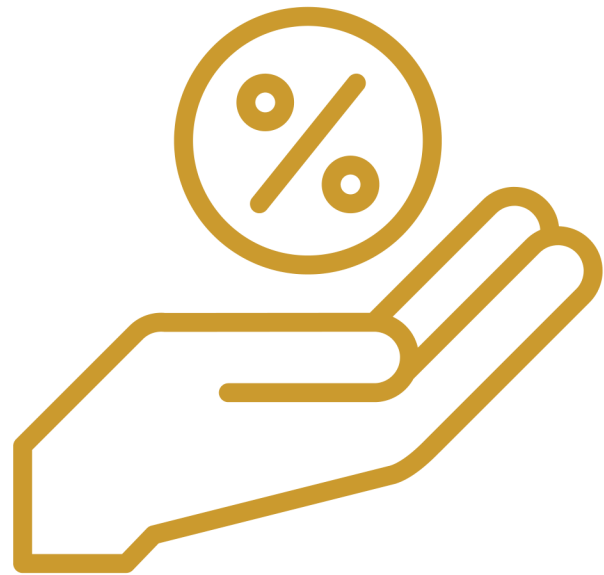
**OPTIMIZED  
PRODUCTION**



**COST CONTROL**

# CONTINUED HEADWINDS

## CONSTRUCTION AND REAL ESTATE



**HIGH INTEREST  
RATES**



**HYBRID WORK  
MODELS**



**INFLATED RAW  
MATERIALS COST**

# CAPACITY EXPANSION

DMCI POWER

**8MW**

MASBATE DIESEL  
POWER PLANT

**15MW**

PALAWAN THERMAL  
POWER PLANT

**4MW**

MASBATE SOLAR  
POWER PLANT



# TARIFF ADJUSTMENT

MAYNILAD

## TO FUND PHP 150 BILLION WEST ZONE EXPANSION

**2023**

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Php 3.29/m<sup>3</sup>

**2024**

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Php 6.26/m<sup>3</sup>

**2025**

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Php 2.12/m<sup>3</sup>

**2026\***

---

Php 0.84/m<sup>3</sup>

**2027\***

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Php 0.80/m<sup>3</sup>

\*May increase to P1.01/m<sup>3</sup> with the “new water” source

OVERALL

**I REMAIN OPTIMISTIC ABOUT  
OUR ABILITY TO ADAPT  
AND PERSEVERE.**







# Those behind our historic performance

EMPLOYEES

BOARD OF DIRECTORS

SHAREHOLDERS

REGULATORS

BUSINESS PARTNERS

HOST COMMUNITIES

CUSTOMERS

SUPPLIERS

OTHER STAKEHOLDERS



**YOUR FAITH IN OUR COMPANY  
HAS ALLOWED US TO SET MULTIPLE  
MILESTONES DURING A PARTICULARLY  
CHALLENGING YEAR.**

