

# **EMBRACING CHANGE**

**ON A PIVOTAL GROWTH PATH**

ANNUAL  
REPORT  
**2024**

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## ABOUT THIS INTEGRATED REPORT

This Integrated Report is Filinvest Development Corporation's (FDC) integrated disclosure on its financial and non-financial performance covering the calendar period ending December 31, 2024. It may contain "forward-looking statements" which are subject to a number of risks and uncertainties that could affect FDC's business and results of operations. Any forward-looking statements are made based on current assessments. Although FDC believes that expectations reflected in any forward-looking statements are reasonable, it can give no guarantee of future performance, action or events.

The report on non-financial performance is published in compliance with the provisions of the Securities and Exchange Commission's Memorandum Circular No. 4, Series of 2019 (SEC MC 4), and aligns with the Sustainability Reporting Guidelines for Publicly Listed Companies (the SEC ESG Guidelines). It also uses the Global Reporting Initiative (GRI) Standards' principles and reporting guidelines as reference.



## EMBRACING CHANGE

2024 has been a pivotal year of positive change for FDC. We broadened not only our leadership team, fully integrating seasoned professionals to Fast Forward business growth, but the businesses of the group as well, striking a balance between cyclical industries – with core businesses in Real Estate and Banking – and more exposure in defensive industries such as Leasing, Sugar, and Power. This combination positions us with businesses that provide stable, strong, and consistent cash generation through economic cycles, as well as businesses that deliver double-digit accretion in revenue and profit growth to ride with a fast-growing consumer economy. One of our most important strategic imperatives is to shape and optimize our portfolio towards accelerated profit growth, achieved by improving unit economics and profit margins for each business unit.

The impact of these implemented changes is evident. 2024 reported the highest net income and revenue of FDC in our 70-year history, with the Group achieving enhanced returns on invested capital and equity. With these results, we remain on track with our 5-year plan to report at least 20% annual average revenue and net income year-on-year growth.

The design of this year's annual report reflects the theme of Embracing Change, with pivotal points of achievement symbolized by chevrons. From the cover to the inner pages, these arrows point upwards, indicating the Group's rising growth and direction. It is this motive force – the power of positive change – that enables us to identify, and stay on, the pivotal growth path of continued success.



# ABOUT FILINVEST DEVELOPMENT CORPORATION

Filinvest Development Corp. (FDC) is one of the leading, stable and diversified conglomerates in the Philippines. Through its diverse businesses, FDC has established a strong reputation as a dependable partner in economic development. FDC currently has strategic holdings in key industries such as banking and financial services, real estate development and leasing, hotel and resort management, power generation, utilities and infrastructure, among others.

FDC aims to grow this legacy of success by continuing to strengthen its position in the industries where it competes and embarking on new endeavors that will bolster its role in nation building.



One Tree. One Heart.  
ONE FILINVEST

## PURPOSE

We enable Filipinos to achieve their dreams.

## MISSION

To be a top-tier conglomerate focused on the underserved markets while creating sustainable value for our shareholders.

## CORE VALUES



**Customer Centricity**  
Keep our customers top of mind.



**Change for the Better**  
**Innovation** and agility rule our quest for operational excellence.



**Filinvest Family**  
Invest in bringing out the best in ourselves and our team.



**Entrepreneurial Mindset**  
Pursue new opportunities and take ownership of our decisions.



**Shared Benefit**  
Grow hand in hand with our stakeholders.



**Trustworthiness**  
Deserve and preserve trust.



# FINANCIAL HIGHLIGHTS

Filinvest Development Corp. and Subsidiaries  
(Amounts in thousand Pesos, except per share data)

	2020	2021	2022	2023	2024
<b>Operating Results</b>					
Total Revenues and Other Income	73,148,193	62,906,982	71,123,592	92,841,541	113,445,538
Net Income	11,505,232	8,885,747	8,302,660	12,136,810	15,698,353
Net Income Attributable to Parent	8,460,929	6,065,764	5,650,674	8,947,468	12,131,320
Return on Assets (ave.)	1.8%	1.3%	1.2%	1.7%	2.0%
Return on Equity (ave.)	8.4%	5.9%	5.1%	7.1%	8.5%
<b>Financial Position</b>					
Total Assets	647,578,898	669,576,186	686,820,609	734,934,033	813,680,248
Total Long-term and Short-term Debts	136,192,164	137,379,449	137,224,888	132,371,944	137,331,240
Equity	141,606,822	161,110,908	165,672,042	177,691,875	186,380,506
Equity Attributable to Parent	107,746,737	123,576,516	127,262,419	137,040,216	144,757,359
No. of Shares Outstanding ('000)	8,648,463	8,648,463	8,648,463	8,648,463	8,648,463
Long-Term Debt to Equity*	96.2%	85.3%	82.8%	74.5%	74.0%
Cash	90,858,875	123,074,981	71,311,956	48,962,146	52,317,373
Net Debt to Equity**	32.0%	8.9%	39.8%	46.9%	46.0%
<b>Per Share Data ***</b>					
EPS based on Total Net Income	1.330	1.027	0.960	1.403	1.815
EPS based on Net Income Attributable to Parent	0.978	0.701	0.653	1.035	1.403

\* Computed as long-term debt divided by equity

\*\* Computed as long-term debt less cash and cash equivalents divided by equity

\*\*\* Computed based on weighted average number of shares outstanding



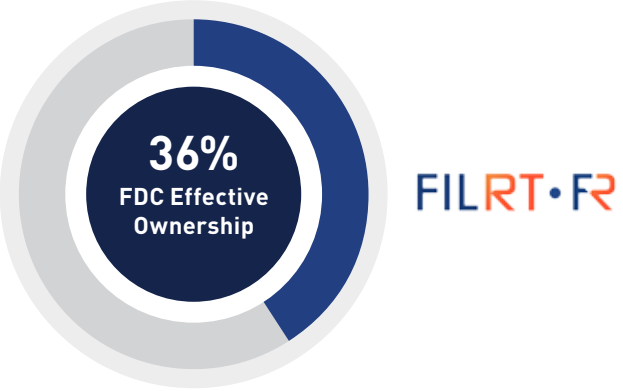
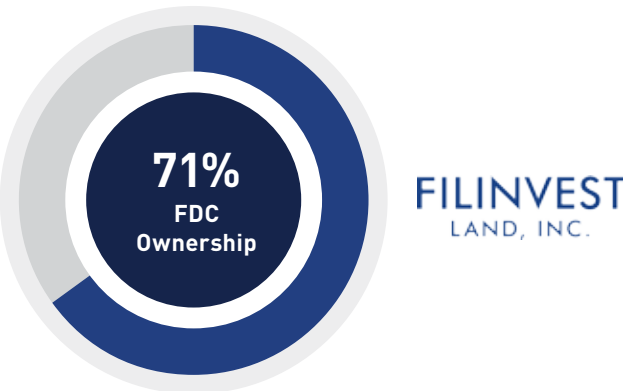
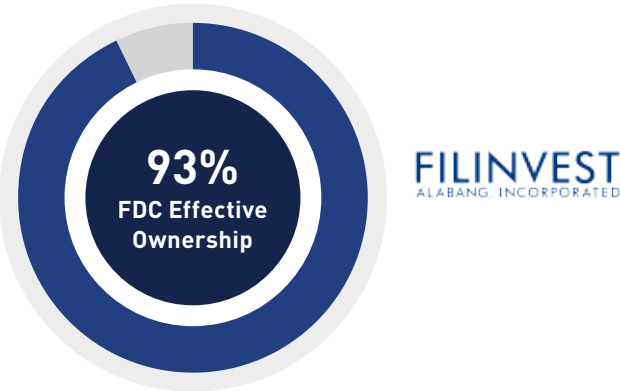
# PORTFOLIO

Filinvest is in three major sectors—real estate, banking, and power—with investments in new engines of growth such as hospitality, renewable energy, water services, and infrastructure solutions.

Our businesses are well-positioned in high growth sectors of the Philippine economy, enabling us to take advantage of primary economic and consumption growth drivers.

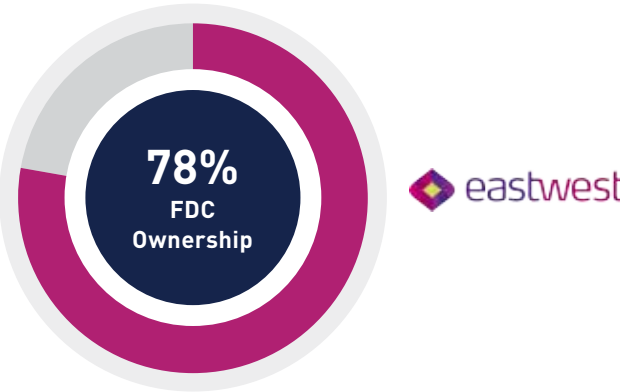
## Real Estate

One of the leading real estate developers in the Philippines, focused on residential development, commercial leasing, and large-scale township masterplanning



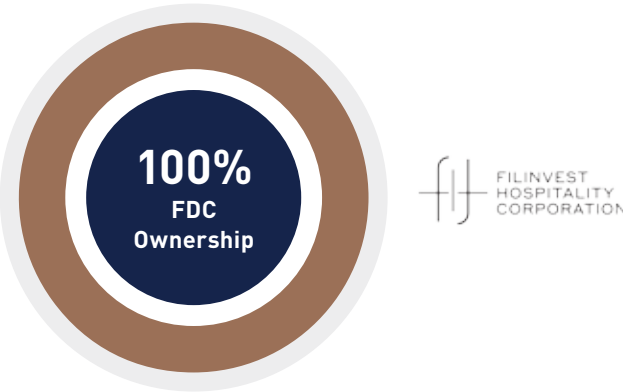
## Banking

Among the top 10 banks in the Philippines by assets; strategically positioned in the retail and middle-market corporate segments



## Hospitality

Manages seven hotels and resorts totaling 1,800 keys in significant growth areas across the Philippines

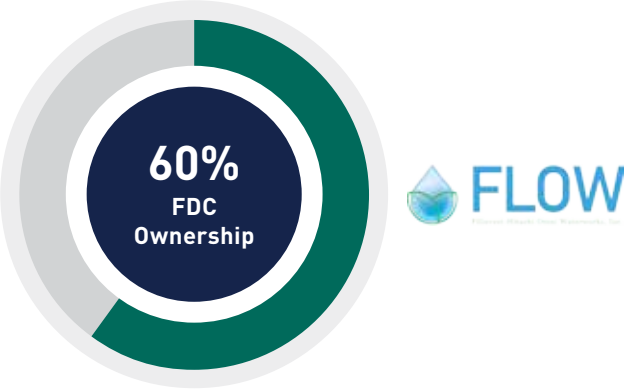


## Power & Utilities

Early mover into the Mindanao power sector, operating a 405 MW power plant in Misamis Oriental

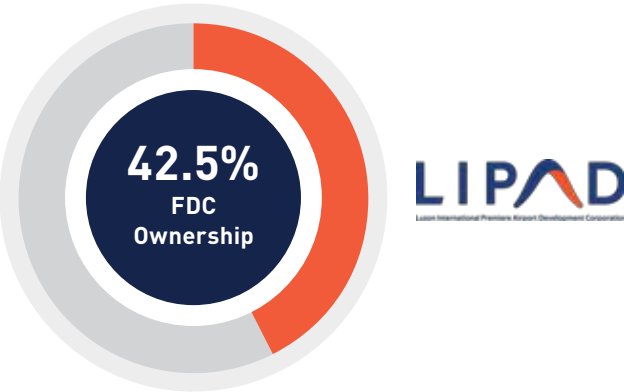


With strategic partnerships for new ventures in renewable energy and sustainable solutions



## Others

Lead consortium member in the 25-year Operation and Management (O&M) contract for Clark International Airport



Operates sugar mill, refinery, and sugarcane farms that provide stable cash flows



# GEOGRAPHIC PRESENCE

In each of the sectors, our companies are present in geographical locations that allow us to cater to the broader underserved middle market



- EASTWEST STORES
- REAL ESTATE PROJECTS
- HOTEL/GOLF COURSE
- UTILITY PLANT
- SUGAR PLANTATION
- AIRPORT

METRO MANILA	213	72	1	2
Alabang, Muntinlupa	10	22	1	2
Caloocan	7	2		
Las Piñas	5	1		
Manila	32	5		
Mandaluyong	6	3		
Makati	35	5		
Malabon & Navotas	5			
Marikina	4			
Parañaque	11	2		
Pasay	5	1		
Pasig	16	7		
Quezon City	53	20		
San Juan	8	1		
Taguig & Pateros	12	2		
Valenzuela	4	1		

LUZON	100	139	5	1
Region I	14	1		
Region II	6			
CAR	4			
Region III	30	17	3	1
Region IV-A	40	117	2	
Region IV-B	2	3		
Region V	4	1		
VISAYAS	40	23	3	
Region VI	15	4	1	
Region VII	21	19	2	
Region VIII	4			
MINDANAO	39	19	1	4
Region IX	4	3		
Region X	7	1	1	
Region XI	17	12	2	
Region XII	8	2	2	
Region XIII	3	1		



## JOINT MESSAGE FROM THE CHAIRMAN AND VICE CHAIRPERSON



**JONATHAN T. GOTIANUN**  
Chairman

**LOURDES JOSEPHINE GOTIANUN-YAP**  
Vice Chairperson

### To our fellow shareholders,

2024 marked a significant inflection point in our journey as the Filinvest group. We laid out ambitious growth targets for the next five years, aiming for an average earnings improvement of at least 20 percent annually. To achieve this, we focused on three key strategies: shaping our portfolio for sustainable expansion, improving management systems to enhance operational efficiency, and future-proofing talent by strengthening our leadership pipeline.

As we close the first year of this five-year journey, we are pleased with the results.

2024 marked Filinvest Development Corporation's most outstanding year to date. Our net income attributable to equity holders of the parent company rose by 36 percent to ₱12.1 billion, driven by a remarkable 22 percent improvement in revenues and other income, reaching ₱113.4 billion. This

performance reflects double-digit growth across all our business segments, a testament to our team's commitment to the long-term vision of the conglomerate.

This success is a direct result of the robust leadership team we have formed in recent years, whose accomplishments in 2024 have positioned us for even greater growth in the years ahead.

In 2025, we will celebrate 70 years of Filinvest—a journey that began in 1955 with our parents, Andrew and Mercedes Gotianun, whose vision was to address the unserved and underserved needs of the community. From a modest second-hand car financing business, Filinvest steadily grew into one of the country's most diversified conglomerates, spanning real estate, banking, power, hospitality, and infrastructure.

**“We focused on three key strategies: shaping our portfolio for sustainable expansion, improving management systems to enhance operational efficiency, and futureproofing talent by strengthening our leadership pipeline.”**



Our legacy is built on a deep commitment to nation-building, empowering the ordinary Filipino, and fostering economic progress through our developments and investments. What truly defines us is the lasting impact we have made on the lives of Filipinos and the communities we serve. This commitment remains at the heart of everything we do as we look ahead to the future.

Indeed, we are setting our sights on a robust and promising future, reassured by our solid full-year performance and with the organization focused on executing our various strategies for growth. The road ahead is promising as we continue to build on the solid foundations laid over the past seven decades. We remain committed to nurturing visionary leaders who will steer the company forward, unlocking the growth potential of our core businesses, venturing into complementary industries, and enhancing collaboration across the Filinvest group.

We plan to carry forward the vision that has brought us to this point, serving a greater purpose by enabling every Filipino family to realize their dreams.

To you, our valued stakeholders, we extend our heartfelt gratitude for following the progress of our listed companies—Filinvest Development Corporation, Filinvest Land, Inc., Filinvest REIT Corp., and EastWest Banking Corporation. Your insights and support over the years have been invaluable to us.

Together, let us embrace the future with optimism and determination.



# REPORT OF THE PRESIDENT AND CEO



**Rhoda A. Huang**  
President and Chief Executive Officer

## Dear Shareholders,

Filinvest Development Corporation (FDC) achieved record results in 2024 with broad-based growth bolstered by the banking, real estate and power subsidiaries.

Building on the strong foundation of the previous year and with our goal of growing earnings 20 percent annually, we remained focused on the execution of our plans and delivering projected

results. Attributable net income rose by 36% to ₱12.1 billion, reflecting the strength of our businesses and the impact of our disciplined approach.

We are confident that FDC will continue to grow as we optimize each business segment in our robust portfolio. The macroeconomic environment supports our business direction, with the Philippines posting a steady GDP growth of 5.6% in 2024—the second

fastest in ASEAN—despite various challenges. The outlook for 2025 is also positive, driven by lower inflation and higher consumption and investment.

## Embracing Change, Advancing Forward in 2024

FDC's notable performance in 2024 can be attributed to a combination of factors.

Our banking unit, EastWest Bank, achieved a record-high stand-alone net income of ₱7.6 billion in 2024, a 25 percent increase from the previous year, driven by strong consumer loan expansion and robust deposit generation. In the same period, EastWest also marked its return to double-digit ratios, with ROE reaching 10.8 percent due to the expansion of its core income base. Its Net Interest Margin (NIM) of 7.8 percent remained the highest in the industry, while its cost-to-income ratio improved to 55.3 percent, which is well within industry levels despite a loan book that is 82 percent consumer.

**“We are confident that FDC will continue to grow as we optimize each business segment in our robust portfolio. The macroeconomic environment supports our business direction, with the Philippines posting a steady GDP growth of 5.6% in 2024—the second fastest in ASEAN—despite various challenges.”**

EastWest's consistent drive for operational efficiency - including optimizing cost structure, disciplined approach to risk and cost, enhancing digital capabilities, and expanding lending operations to a more customer-centric banking - resulted in the bank's best performance to date. The banking business continued to be the largest contributor to FDC's net income, accounting for 39 percent of total.

Our Real Estate business, comprised of listed subsidiary Filinvest Land, Inc. (FLI) and Filinvest Alabang, Inc. (FAI), contributed ₱3.8 billion in net income in 2024, driven by a revenue and other income contribution of ₱28.1 billion. The real estate segment delivered a solid performance despite



a challenging industry characterized by rising vacancy rates, increasing inventory, and weakening demand due to factors such as high interest rates. It contributed 26 percent to FDC's total net income.

FLI exceeded its targets by launching 19 new residential projects worth ₱27 billion in 2024, focusing on key growth areas outside Metro Manila with strong regional GDP growth. These new launches optimized sales while FLI caters to the growing but underserved demand for value-for-money housing in these regions. Reservation sales in 2024 reached ₱19.4 billion, with regions outside Metro Manila posting a 12 percent growth.

Real estate leasing grew by 11 percent to ₱8.5 billion in 2024, supported by a more diversified mix of retail, office, and industrial leasing contributions. The contribution of retail leasing increased to 43 percent of the leasing segment, growing 15 percent in 2024, largely due to the re-launch of Il Corso in Cebu. Meanwhile, office leasing continued to recover from the post-pandemic effects of the hybrid work setup. Aggressive efforts to rebuild occupancy by diversifying tenant acquisitions helped fill the gaps in 2024. Moving forward, the income mix from real estate leasing is expected to improve, with increased contributions from retail and industrial estates, while office leasing continues to boost occupancy.

Our power generation business successfully maintained momentum throughout 2024, achieving a 50 percent growth to reach another record-high net income of ₱4.3 billion. Our 3x135-megawatt base load plant is fully contracted, resulting in a 40 percent increase in the revenues for FDC Utilities, Inc. (FDCUI), which totaled a record ₱24.5 billion in 2024. The power business' strong performance accounted for 29 percent of the group's total net income.



FDC Utilities is on track to fulfill its commitment to triple its generating capacity to 1,350 megawatts by 2033, with a significant portion coming from renewable energy. The Filinvest group fully supports the government's push for renewables, while recognizing that thermal power will continue to play a crucial role in meeting the country's energy demand in the medium term.

Filinvest Hospitality Corporation (FHC), an emerging business that we anticipate to be accretive to the group performance in the years to come, posted a net income growth of 184 percent to ₱266 million. This was backed by a 26 percent improvement in revenues to ₱4.2 billion. The reopening of Crimson Mactan, the strong performance of the food & beverage (F&B) segment, and additional contributions from Mimosa Plus Golf in Clark supported the improvement.

This is consisted with the Department of Tourism (DOT) reporting an all-time high international tourism receipt of ₱760.5 billion in 2024. International visitors reached 5.9 million, surpassing pre-pandemic levels and reflecting a 127 percent recovery rate for the industry. This translated to better occupancy rates, higher average room rates, and increased F&B contributions to Filinvest Hospitality.

FDC is well-positioned to capitalize on the growth of the hospitality industry, and we will continue to enhance our brand offerings to meet the diverse leisure needs of our target customers. Our hospitality portfolio remains a well-balanced mix of high-end five-star properties under our Crimson brand, complemented by our Quest and Timberland lines for the travel and mid-priced leisure markets. We topped-off another development, the Grafik

Hotel Collection in Camp John Hay in Baguio City, marking the launch of a new line of hotels aiming to showcase Filipino culture and heritage. This aligns with our long-term plan to add approximately 2,000 new rooms to our portfolio over the next five years, reflecting our confidence in the growth of domestic tourism and travel.

Moreover, the solid performance of FDC's businesses is backed by a healthy balance sheet, with total assets expanding by 11 percent to ₱814 billion, driven by higher bank consumer loans and capital expenditures. Our debt obligations were well-managed in 2024, with a comfortable debt-to-equity ratio and net debt-to-equity ratio of 0.74:1 and 0.47:1, respectively. Our balance sheet is strong to support our planned expansion and cover debt and dividend obligations. Dividends paid in 2024 to shareholders amounted to ₱0.10346 per share, equivalent to a 2.1 percent yield based on FDC's end-December 2024 share price.

Our metrics also reflected the positive performance of the group for the year. Return on equity (ROE) improved by 1.7 percentage points to 8.5 percent while return on invested capital (ROIC) gained 1.4 percentage points to 6.6 percent by end-December 2024.

#### **Sustaining the Filinvest Legacy – 70 Years and Beyond**

The milestones we reached in 2024—and in recent years—were made possible by a strong foundation laid 70 years ago by Filinvest's founders, Andrew and Mercedes Gotianun. From a humble shophouse in Quiapo, Manila, they envisioned a business that would uplift everyday Filipinos, guided by hard work, purpose, and a pioneering entrepreneurial spirit.

Their first venture in secondhand car financing helped underserved families access mobility—a stepping stone to opportunity. In time, that drive to serve grew into a diversified group of businesses with one unifying goal: to enable Filipino to achieve their dreams.

Filinvest entered the real estate industry to give middle-income families the chance to own quality homes—at a time when these were only accessible to the wealthy. It expanded into consumer banking to help Filipinos finance their goals—whether a car, a home, or education—while advancing financial inclusion.



In Mindanao, Filinvest revived government-run sugar mills to help farmers regain a steady income and fuel rural economies. It responded to the region's energy crisis by investing in power generation, helping stabilize supply and enable development.

Each venture was a deliberate step toward nation-building, grounded in a deep understanding of everyday needs of Filipinos and the belief that progress should be inclusive.

Today, this vision lives on through our diverse business units, unified by a common set of values and motivated by the passion to serve. At the core of every endeavor is the commitment to acknowledge and address the needs of the everyday Filipino. This has always been our compass in navigating the future.

#### **Fast Forward to Growth in 2025**

Backed by our strong foundation and encouraged by our performance in 2024, we are emboldened to face the future with confidence and expertise. We are cognizant that the ways of serving our customers have been increasingly changing, and keeping the Filinvest brand relevant in today's market means embracing change and pivoting towards growth.

The strategic imperatives that served us well in 2024 will continue to guide us in the next four years of our target five-year growth agenda. We intend to shape and optimize our portfolio to guide focus and support for the businesses in areas such as capital allocation, business development, and acceleration of value creation. We will also drive more synergies among the businesses and leverage each segment's expertise to contribute to the efficiency of another. Lastly, we will continue to future-proof talents and the organization, and create a diverse, high-performing, highly engaged workforce that is ready to face the challenges of the future.

In closing, I would like to express my gratitude to all our stakeholders who have been part of this growth story. I would also like to thank my fellow board of directors, management, and all our employees who believe in the Filinvest dream and share their talents to attain our collective goal. With your continued support, we remain steadfast in our commitment to enable more Filipino dreams in the years ahead.



# BUSINESS REVIEW

## SHAPING THE PORTFOLIO FOR SUSTAINABLE EXPANSION





# BANKING AND FINANCIAL SERVICES

**E**ast West Banking Corporation (EastWest) is the banking and financial arm of the Filinvest group. It is the ninth largest privately-held bank and the 11th largest Universal/Consumer Bank (UKB) in the Philippines by asset size as of end-2024.

EastWest provides a wide array of banking products and services geared towards the financial needs of consumers, middle market corporates, and the mass affluent. The Bank boasts a unique loan structure where 82 percent of its total loan base caters to the consumer market, the highest proportion among its peer banks.

As one of the leading consumer-focused banks, EastWest occupies market leadership positions in select segments: top 3 in auto loans, top 3 in salary loans, top player in personal finance, and top 6 provider of credit cards in the Philippines. Loan growth of EastWest has consistently outperformed industry peers, in large part due to the strategic focus on higher yielding consumer loans.

EastWest's products and services are available across multiple distribution and delivery channels. As of end-2024, EastWest has a total of 465 stores, of which 389 are EastWest parent bank stores and 76 are EastWest Rural Bank. Its ATM network numbers 569 machines, composed of 474 on-site and 95 off-site ATMs.

## 2024 Performance

The banking business' 2024 was a milestone year as EastWest celebrated its 30th anniversary and reported its best performance in history. In 2024, EastWest reported a stand-alone net income of ₱7.6 billion, growing by 25 percent from the previous year, on sustained consumer loan growth and strong deposit generation. ROE for the bank also returned to double-digit levels at 10.8 percent while net interest margins (NIM) at 7.8 percent remained the highest in the industry.

EastWest is one of the pillars for FDC, cornering 39 percent of the total net income of the group.

The consumer lending portfolio, which accounted for 82 percent of total loans, grew by 16 percent in 2024 from the previous year. Meanwhile, total deposit base expanded by 8 percent as the bank focused on cash management services, particularly of the business sector. This led to a jump in net interest income to

₱33.5 billion. Loans-to-deposit ratio was kept at an industry high of 87 percent.

Non-interest earnings also became a contributing factor for the year, surging by 20 percent in 2024 to ₱8.9 billion. Fees and commissions improved by 23 percent to ₱5.9 billion, while trading income expanded by 16 percent to ₱1.15 billion. Capital ratios continued to be healthy and well above regulatory requirements, with Capital Adequacy Ratio (CAR) and Common Equity Tier 1 (CET1) ratios at 13.4 percent and 12.7 percent, respectively.

## Connecting Further with Consumers

The strong financial and operating performance of the banking segment in 2024 showcases management's long-term commitment to excellence and customer service.

The banking industry also recognizes EastWest's excellence across key business areas. EastWest Priority Banking was recognized with the "2024 Best Priority Experience" award from International Finance Magazine (IFM) and named "Best Wealth Manager" by The Asset, along with "Best Private Bank" accolades from the International Investor Awards and Global Finance.

The Bank's lending operations also excelled, receiving the "2024 Best Consumer Loan

Experience" award from IFM for its Personal Loans. Meanwhile, EastWest Platinum Visa was honored as the "Best Credit Card for Cashback" by The Asian Banker, and the innovative EastWest System Tech Assistant (ESTA) earned the "Mobile Banking Initiative Award" from Asian Banking and Finance.

These awards are testament to EastWest's consistent dedication to innovation, customer-centricity, and excellence in the financial industry, reflecting the Bank's effort to uplift the financial dreams of Filipinos. The various recognition set a good momentum for EastWest to continue on its path to becoming one of the top consumer banks in the Philippines.





# REAL ESTATE

**T**he Filinvest brand is one of the pioneers in real estate with a wide range of products anchored in a deep understanding of the property markets. Its track record in the property industry spans over half a century. Filinvest entered the real estate industry to give middle-income families the chance to own quality homes at a time when these were only accessible to the wealthy.

As a full-range real estate developer, Filinvest focuses on three major areas—residential, commercial leasing, and large-scale township masterplanning. The real estate group is led by two key subsidiaries: publicly-listed Filinvest Land, Inc. (FLI) and Filinvest Alabang, Inc. (FAI). Through FAI, the group also engages in commercial lot sales in Filinvest City, Alabang.

In 2021, FLI as the sponsor, launched the initial public offering (IPO) of Filinvest REIT Corp. (FILRT) as its commercial real estate commercial trust (REIT). FILRT's current portfolio includes 17 Grade A office buildings and a resort property in Boracay.

The real estate group of Filinvest provides a wide range of offerings to different market segments ranging from socialized to affordable to upscale to luxury. Products vary from horizontal to mid- and high-rise buildings. Housing brands are offered through Pabahay, Futura, Aspire, Prestige, and Filigree— all catering to their specific markets.



## 2024 Performance

The real estate business contributed ₱3.8 billion in net income in 2024. Combined revenue and other income contribution reached ₱28.1 billion. The real estate business delivered a solid performance despite industry-wide headwinds characterized by rising vacancy rates, increasing inventory, and weakening demand due to factors such as high interest rates. The real estate segment remained resilient and contributed 26 percent to FDC's total net income.



Filinvest Land launched 19 new residential projects worth ₱27 billion in 2024, concentrating on high-growth areas outside of Metro Manila. This strategy supported reservation sales of ₱19.4 billion, with markets outside Metro Manila growing 12 percent year-on-year. This underscores the strong demand for value-oriented housing outside of the capital.

Real estate leasing rose 11 percent to ₱8.5 billion driven by a more balanced mix. Retail leasing gained traction in 2024, contributing 43 percent of the leasing segment, buoyed by the re-launch of IL Corso in Cebu. Office leasing continued to show signs of recovery, with improved occupancy supported by broader tenant diversification.

Moving forward, the leasing mix is expected to shift further as retail and industrial segments expand and office demand gradually stabilizes. Additional sources of leasing revenues are co-living rentals, co-working spaces and industrial parks. FLI also began the construction of advanced Grade A, ready-built factory (RBF) units for its large-scale industrial parks located in Filinvest Clark City and Ciudad de Calamba in Laguna.

## Embracing Change to Sustain Growth

The Filinvest real estate group, through FLI and FAI, is focusing on key initiatives to sustain its expansion. These include expanding residential offerings, venturing into new markets, and strengthening retail and industrial growth.



To expand its residential offerings, FLI is launching new walk-up condominium projects in Cavite, Bulacan, Bataan, and key Visayas cities, offering complete communities with modern amenities at affordable prices. Additionally, new developments will rise in Naga, Dagupan, Dumaguete, Iloilo, General Santos, and Zamboanga, alongside enhancements to existing projects in and outside Metro Manila.

FLI is building townships in Talisay, Leganes, San Rafael, and Balanga, designed as live-work-play-learn communities. FLI is also venturing into the new market of affordable mid-rise homes by expanding in General Santos, Davao, and Zamboanga to cater to growing demand.

The expansion of Filinvest's mall footprint is ongoing, with Filinvest Malls Mimosa in Clark set to open in the last quarter of 2025, alongside upgrades to Festival Mall, Activa in Cubao, and other township retail hubs. Meanwhile, strong demand for ready-built factories has prompted continued investment in Filinvest Innovation Park, New Clark City, supporting logistics, e-commerce, and light manufacturing.

Through these initiatives, Filinvest reinforces its commitment to nation-building by creating future-ready communities while driving economic progress.



# POWER AND UTILITIES

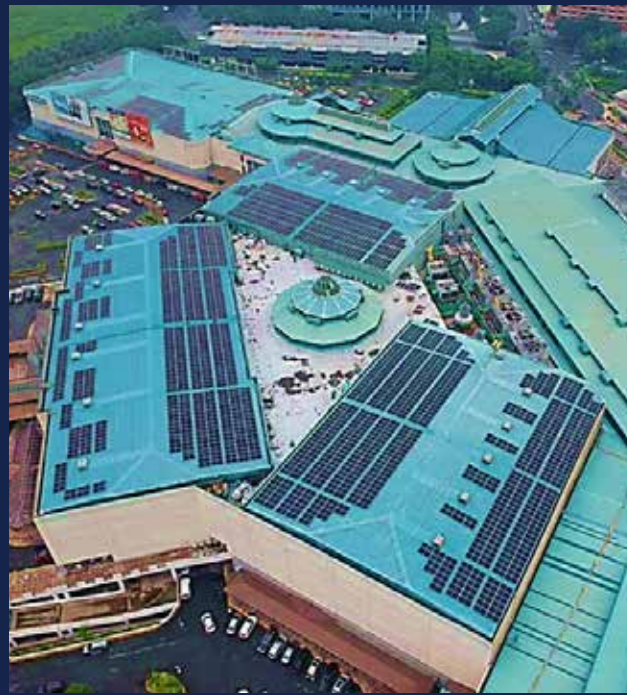
**F**ilinvest successfully re-entered the power business in 2009 through FDC Utilities, Inc. (FDCUI), which is the Filinvest group's subsidiary with interests in power, renewable energy, and water.

Its primary business is the operation of the 405-megawatt (MW) coal FDC Misamis plant in Misamis Oriental, Northern Mindanao. The plant services a broad base of customers composed of 31 mostly triple-A distribution cooperatives and one Retail Electricity Supplier. All units of its 3x135MW FDC Misamis plant were fully contracted in 2024, helped by the energization of the Mindanao-Visayas interconnection project in the second half of 2023.

To complement the power generation business, FDCUI has forged strategic partnerships for new ventures in renewable energy and sustainable solutions. The first joint venture is with Engie Services Philippines (Engie) for the operation of the Philippines' largest district cooling system (DCS) in Filinvest City, with a capacity of up to 12,000 tons of refrigerant. Another joint venture is with the Filinvest-Engie Renewable Energy Enterprise, Inc. (FREE) that focuses on solar energy solutions. FREE operates a 2.8 MW solar rooftop facility at Festival Mall in Alabang.

Another subsidiary of FDCUI, FDC Renewables Corporation, was recently awarded with a Green Lane Certificate of Endorsement to fast-track the development of the 33.4 MW Pampang Hydroelectric Power project located in Santa Fe, Nueva Vizcaya and San Nicolas, Pangasinan.

In the water and wastewater space, FDC Water Utilities Inc. (FDCWUI) leads in developing a water recycling facility in Filinvest City that can produce at least 10.5 million liters daily (MLD) and an upgraded sewage treatment plant that can process up to 15 million liters of wastewater a day. The project's seamless integration of sewage treatment and production of high-quality recycled water technologies sets a new standard for environmentally responsible development.



FDC also has a joint venture partnership with Hitachi Aqua-Tech Engineering through Filinvest-Hitachi Omni Waterworks, Inc. (FLOW) for the provision of desalination, recycled water, and sewage treatment facilities across the country. This complements the operations of a wholly owned subsidiary, Countrywide Water Services, that provides water and wastewater services for internal customers within the Filinvest group as well as external parties.



## 2024 Performance

FDCUI reported a net income contribution of ₱4.3 billion in 2024, a solid 50 percent improvement from the previous year, driven by higher sales volume and higher average selling price. This came from the 40 percent jump in revenues to ₱24.5 billion. The strong performance of the power business in 2024 enabled it to contribute 29 percent to the net income of FDC.

The energization of the Mindanao-Visayas Interconnection Project (MVIP) of the National Grid of the Philippines (NGCP) in the second half of 2023 greatly benefited FDCUI, with all units of the 3x135 MW FDC Misamis plant fully contracted by the end of 2024. The plant's availability factor likewise improved, resulting in a higher net generation of 2,600 GW for the period.

MVIP is comprised of a 184 circuit-kilometer (ckm) High-Voltage Direct Current (HVDC) submarine transmission line connecting the power grids of Mindanao and Visayas, with a transfer capacity of 450 MW. The interconnection effectively enabled FDCUI to sell power produced in Mindanao to Visayas and Luzon regions.

## Pivotal Growth Path to Accelerate Capacity

The surge in power demand due to extreme hot weather conditions and unplanned outages of critical plants is expected to persist in 2025. Power demand in Mindanao is projected to peak at 2,789 MW in mid-May 2025.

Against this backdrop, Filinvest is committed and ready to service the needs of its customers. The high

sales volume in 2024 is expected to extend into 2025 from the ever-growing demands across Mindanao, Visayas and Luzon. Reliability is not a factor since the availability of the FDC Misamis plants is consistently above the 88 percent mark.

In the mid-to long term, the goal of the Filinvest group is to service more customers and businesses while remaining aligned with the country's energy security objectives. This includes investing in a mix of renewable projects together with the flagship power plant in Misamis Oriental.

FDCUI plans to triple its generating capacity from the current 411 MW to 1,350 MW by 2033, with 71 percent of the increase expected to come from renewable sources. To achieve this, the plan is to accelerate the development of multiple renewable energy sources such as solar, hydro, and biomass projects.





# HOSPITALITY

**F**ilinvest Hospitality Corporation (FHC) is the hospitality and leisure arm of FDC responsible for the full life cycle development and management of hospitality assets across the full market spectrum. It is supported by Chroma Hospitality Inc (CHI), the Group's hotel management company providing a full range of hotel management services.

Its portfolio consists of seven owned and managed hotels strategically located in seven cities across five regions, offering a total of approximately 1,800 rooms. Complementing the hotel portfolio are two championship-level and award-winning 18-hole golf courses in Mimosa+, Clark.

All hotels operate under the Group's brands—comprising three (3) Crimson Hotels, three (3) Quest Hotels, and one (1) Timberland Highlands Resort—each positioned to serve distinct market segments. The Crimson brand represents the Group's luxury offering, providing full-service accommodations, extensive amenities, and comprehensive meeting and event facilities. It caters to the luxury and affluent market, including both business and leisure travelers. Current Crimson properties are located in Filinvest City, Muntinlupa; Mactan Island, Lapu-Lapu City, Cebu; and Boracay Island, Aklan. A fourth Crimson hotel is under development in Clark, Pampanga.



Quest is positioned as a premium-value hotel brand designed for discerning business and leisure travelers seeking consistent and quality service. The three (3) Quest hotels are located in Cebu City, Tagaytay City, and Clark Freeport Zone.

Timberland Highlands Resort, the Group's lifestyle brand, appeals to nature-oriented travelers and outdoor enthusiasts. Located in San Mateo, Rizal, this unique property features a professionally designed 15-kilometer mountain bike trail and offers a refreshing highland retreat.

Hotel operations achieved a remarkable recovery in 2024, surpassing pre-pandemic levels. Domestic tourism performed strong in 2024 while international arrivals recorded almost six million or 72 percent of its pre-pandemic level.

FHC posted a net income of ₱266 million in 2024, a 184 percent increase from 2023. The growth was on the back of revenues expanding by 26 percent to ₱4.3 billion. Occupancy rates improved 5 percentage points to 67 percent, with a 12 percent increase in available rooms for sale. Average room rate also increased by 12 percent to ~₱5,000 in 2024 compared to ~₱4,500 in the prior year.

The upbeat tourism industry also boosted other segments of the hotel business, with Food & Beverage (F&B) reporting a 23 percent increase in revenue contribution to the hospitality group with an additional ₱1.38 billion. The golf business added another ₱405 million in revenues in 2024, marking a 6 percent improvement from the prior year.



## Road Map to Build for Scale

Industry data from the Department of Tourism (DOT) show that international tourist spending in the country is estimated at USD2,073 per capita, the highest per capita spending in ASEAN, while average period of stay increased to 11 days compared to only 9 days in 2019. Overall, this translated to the country's highest international tourism receipt of ₱760.5 billion in 2024 indicating that the tourism industry is no longer recovering from the impacts of the pandemic but pivoting into a stable pillar of the economy.

Against the backdrop of a strong tourism industry, FHC has drawn up a road map to build for scale, potentially more than doubling its existing number of rooms. Hotel and resort projects are lined up in Baguio, Mactan, Clark, Bohol, and other major tourist destinations for development in the next five to seven years.

Scheduled to open in 2025, Grafik Pine House Baguio will be the Group's eighth property. This 256-room lifestyle hotel is designed to offer an experiential stay that blends comfort, creativity, and local character. A third-party agreement was signed to manage a property in Moalboal, Cebu adding to the Grafik Hotel Collection. Grafik is a lifestyle brand that seeks to capture the essence of each destination catering to multi-generational travelers seeking vibrant, immersive, and memorable experiences.

FDC's hospitality group aims to be strategically positioned in key tourism and leisure destinations across various customer segments. Filinvest is committed to supporting the growth of the tourism sector by focusing on adding quality resorts and hotels with unique value propositions to the market.





# INFRASTRUCTURE

**F**DC expanded to infrastructure through its 42.5 percent interest in Luzon International Premiere Airport Development Corp. or LIPAD, a multi-sectoral consortium that was awarded the operations and maintenance (O&M) contract for Clark International Airport (IATA code: CRK) in 2018. The O&M contract included the fit out and operations of a new terminal with an estimated annual capacity of 8 million passengers. LIPAD opened the new terminal of CRK to the public in 2022, transferring all international and domestic flights from the old terminal.

Aside from being the premier international gateway for Central and Northern Luzon, CRK helps in alleviating congestion at Manila's primary airport by serving as an alternate entry point to the Philippines. The airport's strategic location and ongoing developments to further improve efficiency aim to meet the rising aviation needs in the region and contribute to the country's economic progress.

Clark International Airport is about 80 kilometers (50 miles) from Manila, giving Filipino passengers a convenient way to destinations like Asia, Australia, Europe, and North America.

## 2024 Performance

Clark International Airport's winning streak continues into 2024 after being named International Airport of the Year - Philippines at the prestigious 2024 TDM Travel Trade Excellence Awards - Asia, for its exceptional service and transformative

contribution to the aviation industry. This comes at the heel of CRK's recognition as one of the world's most beautiful airports at the Prix Versailles World Architecture and Design Award back in 2023.

Operations have also come a long way from the pandemic years as passenger volume in CRK reached 2.4 million in 2024, a 20 percent climb from the previous year. Of the total, 35 percent was attributed to domestic travels and 65 percent to international passengers.



Passenger traffic saw growth after CRK welcomed more airlines to its fleet, including Aero-K, Sunlight air, Air Busan, Hong Kong Express, Starlux, and EVA Air. Among its overseas routes include Incheon, Narita, Singapore, Bangkok, Dubai, and Taipei.

## Elevating CRK into a Premier Aviation Hub

The Manila International Airport Authority (MIAA) announced the tranchised transfer of all turboprop operations or smaller inter-island aircrafts of about 60 passenger capacity from Ninoy Aquino International Airport (IATA code: MNL) to CRK beginning 2025 in a bold move to decongest the country's primary airport. A surge in passenger traffic is expected for 2025 which is projected to rise to 3.3 million to 3.4 million for the year. This is a significant improvement from the initial forecast of 3 million passengers and almost 40 percent jump from 2024 levels.

CRK also expects a substantial expansion in domestic travel as turboprop flights include destinations like Masbate, Siargao, El Nido, and Coron, among others. Airport movement will likely increase by 14 percent to 269 flights per week, from the current 237, beginning March 2025.

Looking ahead, LIPAD is awaiting the decision of the Bases Conversion and Development Authority (BCDA) to push through with the construction of a second runway for the Pampanga airport. This would allow CRK to boost its viability as an aviation hub for Southeast Asia. The second runway can provide redundancy for CRK in landing and sending off cargo and passenger flights. Currently, the lone runway can handle 40 movements per hour.



All these developments are in line with plans laid out by the consortium to elevate CRK into a premier aviation hub by increasing passenger traffic, strengthening its network, and connecting Clark to more domestic and international points. LIPAD will continue to uphold its goal of exceeding customer expectations and explore new avenues for enhancements.



# SUSTAINABILITY REPORT

## EMBRACING CHANGE ALONG THE SUSTAINABILITY JOURNEY





# HOW FILINVEST CREATES VALUE

Filinvest leverages its six capitals - financial, human, intellectual, manufactured, natural, and relationship - to create long-term value for stakeholders. It invests in sustainable developments, fosters excellence, and collaborates with customers, communities, and government to drive inclusive growth. Filinvest's mission is to empower Filipinos and foster economic resilience.

## VALUE CREATION MODEL

### CAPITAL



#### Financial Capital

(as of Dec 31, 2024)  
Market Capitalization – P42.7 B  
Bank Loans – P79.8 B  
Bonds – P57.6 B



#### Human Capital

Directly-hired  
Men 5,975  
Women 7,897



#### Intellectual Capital

70 years in banking and real estate development

Specializations that Filinvest is known for:

- Townships Development
- Real Estate Design and Construction
- Filipino-hospitality brand of hotel and F&B operations
- Power plant operations
- Energy sources development
- Water and wastewater design and operations
- Non-revenue water management
- Sugar farm operations and milling



#### Manufactured Capital

- 488 EastWest Bank's stores (incl. subsidiaries)
- 495 ATMs nationwide
- Office buildings 600,000 m2 GLA
- 5 malls
- Townships developed
- 7 hotels and a golf course
- 405MW coal-fired power plant
- 3.34 MW solar power installations
- 59 water sources
- 5 water treatment facilities
- 4 sewage treatment plants
- District Cooling Systems 11,000 tons refrigeration
- 2 sugar mills - processing 11,000 tons of cane per day
- Airport terminal capacity of 8 million passengers p.a.



#### Natural Capital

- Land bank of more than 2,000 hectares under FDC, FLI, FAI and other subsidiaries
- Access to surface water and ground water resources
- Thriving and biodiverse ecosystems in tourism assets (e.g. Boracay, Mactan, Timberland, Baguio)



#### Relationship Capital

- The Filinvest Group's trusted brand and consistent reputation has been a contributor to the growth of the conglomerate for nearly 70 years.
- Partnerships with ENGIE, Omni Hitachi, Changi Airports
- Partnerships with national government corporations and regulators such as BCDA, CDC, JHMC & TIEZA
- Partnerships with local governments
- Partnerships with our Supply Chain and network of Sales Agents



#### Financial Services

- Loans and insurance services for retail customers and small businesses
- Digital channels for unbanked customers for convenience and reliability



#### Real Estate

- Full spectrum development of sustainable townships, residential, office, retail and industrial assets
- Low-cost housing brands (Pabahay and Futura) to help address housing backlog
- Sustainable office leasing
- Retail spaces supporting both large retail and SMEs
- Industrial and commercial spaces
- Shared living spaces



#### Hospitality

- Development of hotel assets in high tourism potential areas
- Expansion of F&B brands beyond hotel settings
- Unique guest experiences across all hospitality brands



#### Power Generation

- Thermal-based power generation for energy security Mindanao and Visayas grids
- Retail electricity supply for institutional clients
- Renewable electricity sources for a low-carbon economy



#### Water and Wastewater

- Water supply and sewerage for townships, residential communities, office buildings, malls, and hotels
- On-site water source and bulk water supply development for water security



#### Urban Solutions

- District cooling systems for office, retail and public infrastructure to reduce energy and water footprint
- On-site solar energy generation to reduce carbon emissions



#### Sugar Farms Operations and Milling

- Farm-level technical and financial support to sugarcane planters
- Efficient extraction of sugar, molasses and bagasse from raw sugarcane
- Reuse of milling byproducts



#### Infrastructure

- Fit-out operations and maintenance of regional airport terminals

### VALUE DELIVERED



#### Financial Services

- P336 B loans 2024
- P80.1 B teachers' loans
- P20.3 B housing loans
- P90.9 B auto loans
- P10.2 B personal loans
- P288 M loans to SMEs



#### Real Estate

- 250 residential developments
  - 1,888 new affordable housing units completed 2024
  - 2,609 units on 12 housing projects launched in 2024 located in Luzon\*, Visayas,\*\* & Mindanao\*\*\*
- Footnote: (Naga in Camarines Sur, Cainta and Antipolo in Rizal, Bacoar Cavite, Calamba and San Pedro in Laguna, Balanga Bataan),*  
*\*\*Visayas (Dumaguete in Negros Oriental, Leganes in Iloilo) and*  
*\*\*\*Mindanao (Davao City, Gensan South Cotabato)*
- 881,000 total m2 GLA in office and retail
  - > 10 townships in >2,300 ha
  - 20 green building certifications & pre-certifications, LEED certification for Filinvest City neighborhoods



#### Hospitality

- 7 hotels with 1,836 keys and a 36-hole golf course
- 256 keys in construction stage
- 2 F&B brands
- 883,676 guests; 38% international travelers
- Employed 1,278



#### Power Generation

- Supplied to 29 distribution utilities in 20 VisMin provinces, serving 5.7 M households and 237,119 commercial and industrial establishments
- Supplied to 22 industrial accounts
- 2,731 MWH of rooftop solar energy generated in Festival Mall
- 235 ha. adopted carbon forests for greenhouse gas sequestration



#### Urban Efficiency Solutions

- 20,831,680 TRH efficient cooling to Northgate Cyberzone clients



#### Sugar Farm Operations and Milling

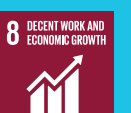
- 906,180 tons of cane processed
- 7,740 'lacsas' for 715 sugarcane planters served/supported
- 1,465 planters provided with production and harvesting loans
- 249,902 tons of bagasse re-used for energy generation
- 32,525 tons of mud press sent back to farms as soil conditioner



#### Infrastructure

- 2.4 million passengers via Clark International Airport- 20% increase from 2023
- 19,221 flights facilitated - 29% increase from 2023

### UN SDG SUPPORTED BY FILINVEST





# EMBRACING CHANGE ALONG THE SUSTAINABILITY JOURNEY

**E**mbracing change is a vital component of a company's journey toward sustainability. It encourages management and stakeholders to adapt and innovate in response to emerging challenges driven by economic, social, environmental and technological megatrends that govern the near and far future, for better or worse. By fostering a mindset that values flexibility and resilience, we become more open to exploring new technologies, practices and lifestyles that prioritize ecological balance and the well-being of all. This shift not only empowers to reduce negative impacts but also inspires collaboration among internal and external stakeholders to create and deliver value for the communities we serve.

The evolution of corporate sustainability in the past decades represents a significant change from viewing corporate social responsibility as a form of philanthropy to integrating it as a fundamental aspect of business strategy, driven by a commitment to Environmental, Economic, Social, and Governance (EESG) practices. Early examples of corporate social responsibility often manifested as charitable donations or community support, focusing primarily on enhancing a company's image, generating goodwill, or opening doors to opportunities. However, as stakeholders increasingly demand transparency and accountability, organizations have begun to assess their genuine impacts on the planet and society, leading to a more authentic engagement with ESG criteria.

Today, as the conglomerate approaches its 70th year of existence, Filinvest recognizes its long-time role as a partner in addressing societal challenges and environmental issues. It leverages on innovation to develop sustainable solutions that not only promote what is good but also enhance its competitive edge, and drive business growth. By aligning goals with the broader needs of society and incorporating sustainability into the core operations, the business units of the Filinvest group (Group) can create Shared Value, fostering long-term resilience, and contributing to the well-being of the communities being served and the overall Philippine society and economy.

## Sustainability Governance

The Board is tasked with defining the Filinvest group's (Group) overarching strategy for Environmental, Economic, Social, and Governance (EESG) matters, assessing associated risks and opportunities, establishing measurable goals, and driving the implementation of sustainability initiatives. Additionally, the Board evaluates the impact of these efforts and identifies opportunities for enhancement. To support this mission, the senior management team of FDC and its subsidiaries play a crucial role, bolstered by the Centers of Excellence at FDC which champion best practices across various business processes. This collaborative approach ensures a comprehensive and effective implementation of EESG strategies throughout the organization.

Filinvest's Sustainability Council, composed of sustainability champions from each subsidiary, is responsible for developing and implementing conglomerate-wide ESG and sustainability policies and initiatives. The council fosters collaboration by sharing insights, best practices, and lessons learned across the organization. Leading the council is FDC's Chief Sustainability Officer (CSO), who serves as the Group's champion for its sustainability framework and commitments. The CSO is tasked with cultivating a culture of sustainability by strengthening the capabilities of key sustainability roles and overseeing each subsidiary's sustainability initiatives. While business units retain ownership and execution of these initiatives, the CSO monitors project traction and outcomes, and consolidates the business units' EESG data to produce regular communication materials for the Group's various stakeholders.

## Scope of the Sustainability Disclosures

Filinvest Development Corporation (FDC) is a diversified holding company with investments across banking and financial services, real estate, hospitality, utilities, sugar and infrastructure. This report covers the performance of the FDC group, including the parent company and subsidiaries where FDC has operational control.

- Banking and Financial Services: EastWest Banking Corporation (EW) and subsidiaries
- Real Estate: Filinvest Land, Inc. (FLI), Filinvest Alabang, Inc. (FAI), Filinvest REIT Corp. (FILRT) and subsidiaries
- Hospitality: Filinvest Hospitality Corporation, Chroma Hospitality and subsidiaries (together, FHG)
- Power: FDC Utilities, Inc. and subsidiaries (together, FDCUI)
- Sugar: Pacific Sugar Holdings Corporation (PSHC) and subsidiaries
- Other shared services business units, Countrywide Water Services, Inc. (CWSI), Corporate Technologies, Inc. (CTI), and SharePro Inc. (SPI)

Publicly listed Filinvest subsidiaries FLI, FILRT and EW publish their own sustainability reports annually, in accordance with the SEC's disclosure requirements. Filinvest Hospitality Corporation and Chroma Hospitality jointly publish their annual sustainability report on a voluntary basis.

The EESG performance of the real estate business is consolidated from both the publicly listed FLI and unlisted FAI. The quantities reported in the FDC report are not exactly as disclosed in FLI's, such as energy intensity, greenhouse gas emission and avoidance, and employee headcount, wherein data are aggregated and categorized under the real estate business segment. The EESG data of FILRT is considered a subset of FLI (FILRT's Sponsor) and not double counted in the FDC disclosure.

To avoid double counting, the report does not disclose some EESG data from the operations of the property management support services such as Pro Excel Property Managers Inc. and Pro Office Works Services Inc., as well as the water and wastewater operator Countrywide Water Services Inc. (CWSI). Energy, water, sewage, wastes and other environment-related information are reported directly at the asset-level and consolidated at the business unit. CWSI's other material inputs such as fuel are booked under the real estate business units' operations, in accordance with their service level agreements.

The EESG performance of companies under the FDC portfolio where it does not exercise operating control, tagged as affiliates, are not included in this report. These include: LIPAD which operates the Clark Airport terminal, EastWest Aegeas Life Insurance, Filinvest-Hitachi Omni Waterworks, Professional Operations and Maintenance Experts Inc., and the non-profit The Palms Country Club. All other entities covered in this EESG report, except the affiliates, are majority-owned and fully controlled by the Filinvest group.

There may be some restatements of previous years' EESG data primarily not due to errors but to give more granularity and comparability on new sub-categories of EESG parameters which are introduced in the present report.



Materiality And Stakeholder Engagement

As part of the development of the Filinvest Group Sustainability Framework, a comprehensive assessment of material sustainability topics across the Group was conducted. In anticipation of evolving disclosure frameworks, FDC applied a double materiality approach, evaluating the significance

of impacts on both stakeholders and business operations.

A new materiality assessment will be conducted once the Securities and Exchange Commission (SEC) releases its revised guidance, following recent indication of adopting the newly developed ISSB S1 and S2 disclosure standards.

Material Sustainability Topics

Environment	Economy	Social	Governance
<ul style="list-style-type: none"><li>Environmental compliance of projects and operating assets</li><li>Energy conservation: energy efficiency and renewable energy</li><li>Water conservation: water efficiency and water security</li><li>Waste minimization, reuse, recycling and disposal</li><li>Land use and biodiversity</li><li>Green designs for buildings and townships</li><li>Greenhouse gas emissions and climate change</li></ul>	<ul style="list-style-type: none"><li>Distribution of economic value to all stakeholders that are co-creators of value</li><li>Supply chain support, particularly local businesses</li><li>Generation of direct and indirect jobs, and supporting clients that generate jobs</li><li>Macroeconomics influence on customer demand, affordability and financing</li></ul>	<ul style="list-style-type: none"><li>Employee development and engagement</li><li>Diversity, inclusivity and equal opportunities</li><li>Occupational health and safety</li><li>Security</li><li>Service and product delivery/quality</li><li>Customer relations</li><li>Data privacy and cybersecurity</li><li>Community relations</li><li>Relations with regulators</li><li>Resilience against natural and man-made disasters</li></ul>	<ul style="list-style-type: none"><li>Procurement practices</li><li>Code of Conduct and Business Ethics, including anti-corruption</li><li>Compliance</li><li>Risk management</li><li>Related Party transactions</li><li>Transparency in disclosures</li></ul>






Discussions on the management approach and actions of FDC and its business segments to address the topics listed are found across the other sections of this publication.

In its commitment to inclusive sustainability practices, the Filinvest group identified key





stakeholders by aligning shared goals, and considering their objectives and concerns. Business units have established engagement channels and implemented strategic initiatives in line with the Filinvest Sustainability Framework’s commitments, continuously refining them to maximize positive impacts and mitigate negative ones.

Strategic business units were encouraged to develop their own sustainability agenda and identify focus areas, ensuring alignment with FDC’s

overarching framework while addressing the unique sustainability risks and opportunities specific to their industries.

Stakeholder	Concerns	Company Response / Channels of Engagement
 Customers	Affordability	Brands developed per market segment
 Depositors and Borrowers	Service quality	Customer service desks, satisfaction surveys
 Home buyers and residents, Office and Mall tenants, and Industrial locators	Data privacy and cyber risks	Cybersecurity and data privacy protocols
 Hotel and F&B guests	Health and safety	Safety teams and protocols at facilities
 Power distribution utilities and industrial clients	Service resiliency	Green Design of townships, buildings and other properties (including green building certifications)  Site risk assessments



Stakeholder	Concerns	Company Response / Channels of Engagement
 <b>Sugarcane planters</b>	Agricultural productivity	Technical/field support to planters, efficiency in mill operations
 <b>Employees</b>	Career development Work-life balance and talent connection Health and safety Gender balance	Competency assessments and individual development plans Face to face and online trainings, one-on-one mentoring and stretched assignments Employee engagement program Review and recalibration of salaries, benefits, and working arrangements Performance reviews Women in leadership positions, but using competency and performance as the only criteria
 <b>Supply Chain</b>	Accreditation Timeliness of contract awards and payments Local procurement	Documented accreditation process Systems process review and revised procedures, with digitization initiative Devolvement of some procurement work to local operation
 <b>Regulators and Government</b>	Alignment of development plans Compliance	Continuous coordination on zoning, transportation, utility master plans of national agencies and local governments Timely renewal of permits and submittal/publication of required reports

Stakeholder	Concerns	Company Response / Channels of Engagement
	Good Governance	Business code of conduct and ethics, employee trainings on good governance Review, updating and documenting company policies Executive Development Program and annual governance trainings for improving competencies of Board and key officers
 <b>Lenders and Investors/ Shareholders</b>	Transparency EESG / non-financial disclosures Financial liquidity	Annual reports, sustainability reports, press releases and regular structured/unstructured disclosures Analyst briefings Corporate website Compliance with provisions in loan covenants Adoption of a Sustainable Financing Framework
 <b>Communities</b>	Site-specific community or LGU issues	Relationship management and community social investments, inclu partnerships on specific projects
 <b>Environment</b>	Environmental impacts	Green design principles and materials Energy and resource efficiency initiatives Renewable energy use and generation capacity development Water conservation and reuse Solid waste and hazardous waste management partnerships Environmental compliance of projects and operations Biodiversity-related programs Adoption of carbon forests and greenhouse gas accounting



# FILINVEST GROUP'S SUSTAINABILITY FRAMEWORK




Filinvest’s sustainability agenda is anchored on three core themes: Green, Inclusive, and Resilient—each reflecting the Group’s commitment to creating long-term value for its stakeholders while addressing the most significant environmental, social, and governance (ESG) impacts across its diverse businesses.

Green represents Filinvest’s dedication to environmental stewardship, focusing on sustainable resource management, climate action, and eco-friendly innovations. The Group actively integrates green building practices, renewable energy investments, and responsible land use into its operations to reduce its ecological footprint and promote a healthier planet.

Inclusive underscores the Group’s commitment to fostering social equity, ensuring that its businesses contribute to economic empowerment, community development, and improved quality of life. Filinvest aims to provide accessible financial services, affordable housing, and meaningful employment opportunities, while also championing diversity, equity, and inclusion within its workforce.

Resilient highlights Filinvest’s focus on building strong and adaptive businesses that can withstand economic, environmental, and societal disruptions. This includes investing in disaster risk reduction, strengthening governance frameworks, and future-proofing its people and operations to ensure long-term sustainability and value creation.

At the heart of this agenda is Filinvest’s unwavering purpose: to empower Filipinos to achieve their dreams. Through sustainable business practices, the Group strives to create a positive and lasting impact on individuals, communities, and the nation as a whole.

Filinvest Group’s Sustainability Framework		
Filinvest is a sustainability champion whose commitments are manifested through corporate social investments, adoption of best practices and management of EESG and business risks to ensure long-term value creation, and delivering innovations to maximize positive impact.		
 <b>GREEN</b>	 <b>INCLUSIVE</b>	 <b>RESILIENT</b>
We manifest responsibility towards the environment that provides ecosystem services which sustain our operations.	We support the unserved and underserved by providing innovative solutions and exploring where others are not.  We create value for both shareholders and stakeholders. We champion equality and diversity in all aspects of operations.	We are ready for disruptions, challenges and opportunities that come our way.
Green Designs for Sustainable Communities  Circular Economy  Net Zero	Serving the Underserved/Unserved  Nurturing Talent: Equal Opportunities for Jobs, Development and Growth  Engaging Communities	Resilient Assets  Resilient Operations  Agile Organization

## The Filinvest Group’s Sustainability Commitments

GREEN	
Green Designs for Sustainable Communities	We commit to developing green communities and infrastructure that feature designs that minimize negative impact and enhance positive impact, not only on the physical environment but also on people and communities.
Circular Economy	We commit to maximize all opportunities in contributing to a circular economy where material resources are utilized in an efficient manner and kept useful for a long time, wastes are minimized and made useful, and natural systems are regenerated.
Net Zero	We commit to achieving net zero emissions in our value chain in the best practical way and at the soonest, in alignment with the country’s development strategy, climate change targets and timelines.
INCLUSIVE	
Serving the Unserved and Underserved	We commit to finding new solutions to address the pain points of the unserved and underserved segments of society through innovations in delivering products and services.
Nurturing Talent: Equal Opportunities for Jobs, Development and Growth	We commit to strengthening our human capital that will support our business growth aspirations, by nurturing capabilities and bringing out the best in our talents irrespective of background.
Engaging Communities	We commit to listening to and engaging with all relevant stakeholders where we operate, so that we could work together to attain common goals.
RESILIENT	
Resilient Assets	We commit to retrofit existing assets and acquire or develop future assets to be resilient against all types of physical risk events such as climate-related or geological phenomena and manmade disruptions.
Resilient Operations	We commit to strengthening our capabilities in business continuity across the group, ensuring that our people are resilient to be able to serve customers well during disruptions, response capabilities across the Group are integrated, and operations protocols developed and regularly tested.
Agile Organization	We commit to always look ahead and continually transform and strengthen our human capital, technical practices, business processes, culture and leadership so that the Group is ready to address current and emerging global and local risks and opportunities that have an impact on our long-term ability to create and deliver value for our stakeholders.

FDC’s non-financial performance disclosures highlight achievements and future outlook in relation to its sustainability agenda, using recognized indicators and metrics from mainstream sustainability reporting frameworks whenever applicable. Additionally, bespoke sustainability indicators tailored to Filinvest’s unique context are incorporated, particularly in narratives that emphasize Creating Shared Value for stakeholders, especially the customers.

For a more comprehensive perspective, quantitative performance data on sustainability topics not covered in the main report is presented in tabular format in the EESG Performance Index section of this publication. To enhance clarity, this section includes commentaries on data sources and methodologies used.



# COMMITMENT TO BE GREEN

## To Be Green is to be People-Centric

Filinvest's GREEN commitment is a key pillar of its sustainability framework, focusing on building sustainable communities through the adoption of green building principles. The company is dedicated to employing circular economy solutions that minimize waste and optimize resource use across its projects.

By aligning with the Philippine government's Net Zero goals and supporting the Paris Agreement's nationally determined contributions, Filinvest plays a proactive role in advancing the country's environmental aspirations. This commitment reflects the company's responsibility to contribute to a greener future while enhancing the lives of its stakeholders.

At the core of Filinvest's sustainability efforts is the belief that these environmental commitments will lead to a better experience for people, furthering its purpose of enabling the Filipino dream: addressing their pain points, providing them with a good quality of life, but doing it in a way that does not compromise the environment that enables them.

The company views its ongoing sustainability journey not only as a way to manage business risks but also as an opportunity to accelerate its growth trajectory. By integrating environmental sustainability into its operations and embedding it to the brand promise, Filinvest aims to create long-term value that benefits both the environment and the communities it serves, ensuring a lasting positive impact for future generations.

## Green Designs for Sustainable Communities

The real estate business is one of the key pillars of the FDC portfolio, having been started in the 1960's as a natural growth track to complement the thriving lending business which started the Filinvest enterprise. The word "Filinvest" has ever since been associated with the real estate business that has grown from the development of residential lots to a full spectrum real estate business that develops medium and high-rise condominiums, office spaces, retail spaces, hotels and industrial parks.

In the past decade, the tagline of "Dreams Built Green" was adopted to highlight the environmental features of the properties being developed. A high point was the 2021 launch of the Filinvest Real Estate Investment Trust (REIT) which was the first-ever sustainability focused REIT in the Philippines which has since received numerous awards on environmental stewardship and sustainability.

Filinvest has been an early adopter of sustainability solutions for green developments, integrating environmentally friendly features into its projects long before it became an industry standard. The company has made environmental sustainability a core aspect of its brand, incorporating green building principles and energy-efficient technologies into its developments. These sustainable features not only enhance the living and working experiences of customers but also serve as a key element of Filinvest's value proposition. By offering eco-friendly spaces, Filinvest attracts customers who value sustainability, reinforcing its commitment to both environmental responsibility and customer well-being.

As a validation of both energy, water and carbon reduction initiatives in design and operations, FILRT has secured building certifications under LEED (Leadership in Energy and Environmental Design) and the IFC-developed EDGE (Excellence in Design for Greater Efficiencies). As of the end of 2024, FILRT has two LEED certifications and seven EDGE certifications,



one of which is a Zero Carbon rating for Filinvest One building. In the entire real estate business of Filinvest (Filinvest Alabang and FLI non-FILRT), a total of seventeen green building certifications have been secured to date, with four pending. Notable in this set is Filinvest City's LEED Gold ND certification which is granted to a neighborhood development and not just a single building.

The 36-hole golf course in Mimosa Plus is the first GEO-certified golf course in the country. Conferred in September 2024 by the GEO Foundation for Sustainable Golf, the certification is a third-party validation of the efforts of Filinvest Hospitality in promoting environmental stewardship and climate action, among which are the shift to low-water demand grass and the upgrading of the irrigation system.

The Quest Plus Clark and Convention Center in Mimosa was also the first in the hotel portfolio to secure the Good Travel Seal, awarded by the global organization Green Destinations to businesses that demonstrate a strong commitment to sustainable tourism through various environmental and social best practices. The hotel underwent a rigorous audit of practices that were benchmarked against the best in its category.

## Circular Economy

The Filinvest group is committed to supporting the development of a circular economy by integrating sustainable practices across its operations and projects. The Group focuses on reducing waste, reusing materials, and recycling resources wherever

possible, ensuring that its business activities contribute to the efficient use of resources and minimize environmental impact. Filinvest's initiatives include implementing circular design principles in its developments, promoting waste diversion strategies, and collaborating with partners to close the loop in material flows. By embracing this approach, Filinvest is helping to drive a more sustainable future while contributing to the broader shift towards a circular economy in the Philippines.

The hospitality group of Filinvest adopted in 2018 a policy to reduce single use plastics in the operation of its hotels. Although the policy was lifted during the COVID-19 pandemic to comply with hygiene standards, the practice has resumed through the provision of water in glass bottles in hotel rooms, wall-mounted bath gel and shampoo dispensers in bathrooms and non-plastic food packaging and cutlery in F&B operations.

The Crimson hotels partnered with local women's organizations on repurposing used towels and linen into kitchen rags and tote bags. The hotel purchases the kitchen towels for its own use while guests support the initiatives by purchasing the tote bags. In a separate partnership with Diversey Philippines, used soap from the guest rooms are collected and given a new life through cold-pressing. The recovered soap bars are distributed to communities in need, and during calamities to support people's hygiene needs. For compostable wastes, the hotels have set up their onsite chef's gardens which grow vegetables and herbs which are used in kitchen operations. In Quest Clark, the vegetable plots are labeled with Tagalog and Kimpangan names of the crops.



Vermicomposting is also implemented in the “back of house” of three townships in the real estate business: Filinvest City, Ciudad de Calamba and Clark Mimosa.

In Filinvest City, part of the treated effluent in the centralized sewage treatment facility (STP) is being used for landscape irrigation across the township. The STP is currently undergoing upgrade works to increase the facility throughput and improve reliability of effluent quality compliance. It was also redesigned to generate 10.5 million liters per day of clean water that can be pumped back to the community for potable use. The project is expected to be completed in 2026 and will improve the water security situation in the township, reducing the reliance supply from Metro Manila’s West Zone water concessionaire and aquifer reserves.

The industrial business of Filinvest also implements circular economy practices within and outside their core value chains. In the sugar business, nutrient-rich mud press from the milling activity is spread back onto the planters’ farmlands to enhance soil productivity. Dry bagasse, a byproduct of sugarcane crushing, is used to generate biomass energy. The fly and bottom ash generated in the Misamis power plant are transported to a cement manufacturer in Iligan to serve as clinker substitute. There is a recently formed partnership with the local government of Tagoloan, Misamis Oriental to explore the use of bottom ash as raw material in manufacturing paving blocks for public spaces.

#### Net Zero

Filinvest group is deeply committed to achieving Net Zero emissions, aligning its efforts with the Philippine government’s climate change mitigation and adaptation goals, as outlined in the Paris

Agreement. Recognizing that the Filipino people are among the most vulnerable to climate change, despite the country’s relatively small contribution to global greenhouse gas emissions, Filinvest is dedicated to reducing its carbon footprint to help protect the most affected communities. The Group’s commitment to transitioning to a balanced energy generation portfolio, which includes both renewable energy and energy efficiency solutions, is not only in line with the government’s timelines but also slightly ahead, demonstrating a proactive approach to sustainability.

Filinvest is also cognizant of the country’s other priorities, particularly inclusive economic growth, especially in the underserved areas of the Philippines. The company ensures that its environmental initiatives are balanced with the need to foster economic opportunities for all Filipinos, creating sustainable communities and improving quality of life. This dual focus on climate action and economic inclusivity allows Filinvest to contribute meaningfully to both the country’s climate goals and the broader aspirations for equitable development.

#### A two-pronged operational approach to Net Zero

Filinvest’s Net Zero aspiration follows a two-pronged approach to address energy and greenhouse gas emissions. The company focuses on energy efficiency to deliver quick operational wins and reduce consumption in the short term. At the same time, Filinvest is committed to adopting renewable energy sources as part of its transition to a low-carbon economy over the next two decades. While pursuing this transition, Filinvest ensures energy security by maintaining a reliable supply through baseload sources, particularly in regions with current and emerging energy gaps. This balanced approach enables Filinvest to reduce its carbon footprint while securing sustainable energy for the future.

**FDC’s energy transition plan targets a balanced energy generation portfolio (50% thermal and 50% renewable) by the year 2033, ahead of the Department of Energy’s target of 50-50 under the Clean Energy scenario in the Philippine Energy Plan 2020-2040.**

#### Energy Efficiency for quick wins

Filinvest has implemented a range of energy efficiency initiatives across its operations, reflecting its commitment to sustainability and reducing environmental impact. In its Alabang and Clark developments, Filinvest has introduced District Cooling System solutions that are designed to reduce energy inputs by as much as 40 percent, providing an efficient, cost-effective alternative to traditional cooling methods. These systems deliver significant

energy savings by distributing cooled water to multiple buildings, optimizing energy consumption across large developments.

In its real estate developments, Filinvest adopts green building principles to enhance energy efficiency in every aspect of design and operation. These principles include the use of low-emission lighting and energy-efficient ventilation systems, ensuring that Filinvest’s buildings consume less energy while maintaining a comfortable living and working environment for its occupants. In addition, the Northgate Cyberzone campus in Alabang enjoys the services of a centralized district cooling system which features energy reduction by as much as 40 percent. As a consequence, the company’s focus on sustainable design reduces the environmental footprint of its real estate projects while offering tenants energy-efficient spaces.

Additionally, Filinvest has implemented operational efficiencies within its power generation facilities, such as reducing station service requirements to optimize energy use. By streamlining operations and continuously identifying areas for improvement, Filinvest ensures that its power generation assets operate at peak efficiency, further contributing to its overall sustainability goals.

#### Electricity Intensity for the Organization (GRI 302-3)

Business Segment	Calculation Metric	Metric	Electricity Intensity
Real Estate (FILRT only)	absolute electricity consumption / total leased area	kWh/sqm	193
Real Estate (FLI + FAI)	absolute electricity consumption / gross leasable area (GLA)	kWh/sqm	210
Hospitality	absolute electricity consumption / number of rooms sold	kWh/room sold	74
Sugar	absolute electricity consumption / total cane processed	kWh/cane processed	24
Group-wide	absolute electricity consumption / total revenue	kWh/PhP	0.00458

Notes: Electricity intensity is not applicable to the power generation business. The water operator’s energy consumption in every real estate/hospitality asset is lumped with the overall energy consumption of the said assets and are not segregated. For the bank’s operations, energy consumption is deemed immaterial from a financial and overall impact perspective.



The journey to a low carbon economy

The real estate and power generation units of Filinvest group have been consciously implementing a transition to a low carbon economy through the adoption of renewable energy sources.

The leasing business in real estate has been actively pushing for the transition to renewable electricity particularly in the operations of Filinvest REIT (FILRT). In the past three years, FILRT has been increasing the proportion of renewables consumption in all its managed buildings through direct contracts with renewable power generators under the Department of Energy’s Green Energy Options Program.

In July 2024, 16 of the 17 buildings of FILRT have finally switched to 100 percent renewable electricity supply. The remaining building is under the direct property management of the tenant. One of the buildings, Filinvest One in Alabang, has been awarded a Level 3 or Zero Carbon rating which signifies carbon neutrality.

Festival Mall has the largest capacity of roof-installed solar panels in Metro Manila, at 2.8 MW-p, helping reduce the dependence on power from the

local distribution utility. It is also partnering with Movem on the installation of an electric vehicle charging station in the mall.

On the energy generation front, FDC has adopted a transition plan to achieve a balanced generation portfolio by 2033, that is, 50 percent of the generation capacity is from the thermal power facility in Misamis, while the other 50 percent will be from renewable sources, ranging from solar to biomass and mini-hydro. This is more aggressive than the targets in the Department of Energy’s Philippine Energy Plan 2020-2040 which aims for a 50:50 sharing by the year 2040, under the clean energy scenario.

In consideration of the growing power demand across the archipelago and the need for energy security, Filinvest is still cognizant of the need to increase baseload capacity while the renewables capacity is still ramping up. Thus, the capacity of the thermal power plant is undergoing expansion starting in 2024. However, a growing pipeline of solar power projects is currently being implemented along with Filinvest’s partner, ENGIE. The latest to be completed, Merasenko (Mactan) rooftop solar with 0.5 MW capacity, was energized in the 4th quarter of 2024.



2024 Greenhouse Gas Emissions and Avoidance (tonnes CO2-e)

GHG Emissions	Banking	Real Estate	Hospitality	Power and Water	Sugar	Total
Direct Emissions, Scope (GRI 305-1) – fuels	1,370	4,000	1,297	2,747,491	3,093	2,757,251
Indirect Emissions, Scope (GRI 305-2) – purchased non-RE electricity (common areas in property management)	N/A	48,241	N/A	N/A	N/A	48,241
Indirect Emissions, Scope (GRI 305-2) – purchased non-RE electricity (total area in property management and projects)	9,323	105,545	21,889	N/A	1,636	138,393
Scope 1 & 2 – incl. common areas in property management	1,370	52,241	1,297	2,747,491	3,093	2,805,492
Scope 1 & 2 – incl. total areas for property management and projects	10,693	109,545	23,186	2,747,491	4,729	2,895,645
Scope 4 - avoided emissions due to the purchase of renewable electricity and energy generation from biomass	0	25,269	0	0	15,293	40,562

- Notes:
- Fuels in Scope 1 are gasoline, diesel, liquefied petroleum gas (LPG) and coal. Emission factors for Scope 1 and 2 are:  
a. Gasoline: 2.328 kg CO2-e/L  
b. Diesel: 2.706 mg CO2-e/L  
c. LPG: 2.78 kg CO2-e/kg  
d. Coal: 1,919.08 kg CO2-e/tonne  
e. Luzon-Visayas Grid: 0.7122 tons CO2-e/MWH
  - Reported figures include projects execution and property management emissions of real estate operations of FLI and FAI. ‘Common areas’ refer to the areas under the control of property management, while ‘total area’ refers to both common areas and the areas leased by tenants.
  - CWSI’s Scope 2 due to electricity use is included in the column for Utilities.
  - To avoid double counting, FILRT’s reported Scope 3 emissions due to the District Cooling System services (an FLI subsidiary) are reported as FLI’s Scope 2 under the Real Estate column.
  - Avoided emissions are due to the use of renewables in FILRT (under FLI), onsite solar power at Festival Mall, and Davao Sugar’s use of bagasse for boilers.

The change management for accounting for Scope 3 emissions is planned to be covered by a Greening of the Supply Chain initiative beginning in 2025. There is an ongoing rationalization and reorganization of the Filinvest Group’s business support services that includes supply chain management, among other functions.

The overall greenhouse gas emissions increased by 52 percent due to the full utilization of the three units

of the FDC Misamis Power facility. This was partly offset by the avoidance of Scope 2 emissions when the Alabang buildings under the FILRT portfolio achieved full conversion to 100 percent renewable electricity supply in July 2024. There is an ongoing initiative to have third party-verified carbon sequestration data from the adopted carbon forests of FDC Misamis.




# COMMITMENT TO BE INCLUSIVE

When Filinvest articulates its purpose of helping Filipinos achieve their dreams, it does so with an unwavering commitment to inclusivity. For nearly 70 years, Filinvest has championed the aspirations of ordinary Filipinos—enabling them to own homes, purchase their first vehicles, start businesses, and build better futures. More recently, it has expanded its efforts to ensure a sustainable and thriving environment where every Filipino can prosper, by investing in utilities and infrastructure.

Through a people-centric approach to talent development, the Filinvest group (Group) harnesses the diverse strengths of its workforce, fostering

agility and innovation for the future. Likewise, by actively engaging key stakeholders, by way of listening to their concerns and aligning with shared goals, Filinvest not only manages risk but also uncovers opportunities for growth and improvement.

Growing the Business by Serving the Underserved The Filinvest group, driven by its purpose of enabling the Filipino dream, embodies the principles of Creating Shared Value. By addressing common challenges that hinder individual potential and community development, Filinvest not only empowers Filipinos to thrive but also contributes to national progress—all while ensuring sustainable financial growth for the enterprise.

Sector	Social Pain Point	Filinvest's Response
 Financial	<p>Financial inclusion remains a dream for many Filipinos who still do not have effective access to financial products and services, such as savings, credit, insurance and investments.</p> <p>According to the Bangko Sentral ng Pilipinas' 2023 Annual Report on Financial Inclusion:</p> <ul style="list-style-type: none"><li>• Only 56% of Filipino adults have formal bank accounts. 22% of the unserved population admit that they do not know how banking accounts work.</li><li>• 79% of account holders use their accounts for payment transactions mostly. 56% used their accounts for savings.</li><li>• MSME loans comprise only 6.27% of total business loans, and only 4.06% of total banking system loans</li></ul>	<p>EastWest Bank's strategy is to be a consumer banking player, focused on the individual Filipino customer by providing excellent, innovative, and customer-centered banking services and solutions that empower them to achieve their financial goals. EastWest Bank is also developing digital technology and platforms towards this goal, with a parallel objective of providing timely financial education to existing customers and expanding our impact to the underserved and the unbanked sectors of society.</p> <p>Majority of its loan portfolio consists of housing loans, auto loans, salary loans, and personal loans. The bank is a leader in credit cards. It also offers insurance brokerage services to customers who borrow from EastWest.</p> <ul style="list-style-type: none"><li>• P80.1B in teachers' loans</li><li>• P20.3B housing loan</li><li>• P90.9B in auto loans</li><li>• P10.2B in personal loans</li><li>• P288M loans provided to SMEs</li><li>• 1.1 million customers using digital apps, with 4.8 out of 5 rating in app stores</li><li>• 6.4% deposit growth in CASA (current account, savings account) – above the industry average of 4.6% growth in 2024</li></ul>



Housing

The latest statistics from the DHSUD indicated that in December 2022, the country's unmet housing needs reached 6.66 million units, with Luzon accounting for 40.2%, VisMin with 23.1%, and Mindanao with 26.2%.

TUN-Habitat Philippines' 2023 Country Report forecasts that the housing backlog in the country could reach 22 million by 2040.

In 2024, Filinvest Land launched 12 housing projects located in Luzon (Naga in Camarines Sur, Cainta and Antipolo in Rizal, Bacoor Cavite, Calamba and San Pedro in Laguna, Balanga Bataan), Visayas (Dumaguete in Negros Oriental, Leganes in Iloilo) and Mindanao (Davao City, Gensan South Cotabato), comprising a total of 2,609 units.

In 2024, a total of 2,618 housing units (1,218 house and lot + 1,400 condo units) were delivered to homebuyers and a total of 179 house and lot and 444 condo units ready and waiting for turnover.

37% of the units were in Metro Manila, 39% in Calabar, 5% in the rest of Luzon, and 19% in Visayas and Mindanao.

Filinvest Land has over 1,900 hectares of land bank across the country, earmarked for future housing developments.



Travel and  
Tourism

According to the Department of Tourism, in 2024, the sector earned an estimated P760B in tourism spending, a 27% increase from 2019 receipts, but the 7.7 million target for foreign visitors was not met. At least 6.21 million Filipinos are employed in the tourism sector, with 1.45 million in the accommodation sector.

To boost tourism further, the DOT targets 456,000 hotel rooms by 2028, from a current count of 335, 592 rooms from 18,818 accommodation establishments across the country.

Filinvest Hospitality currently operates seven hotels in Luzon and the Visayas with a total of 1,836 rooms. A further 256 rooms are under construction.

There was a workforce of 1,377 consisting of directly hired regular and contractual jobs in the hospitality business. This does not include the personnel count of third-party service providers (e.g. security, transport) as well as local businesses that indirectly benefit from Filinvest's hospitality investments and operations.



Sector	Social Pain Point	Filinvest's Response
 <p>Energy Security</p>	<p>According to the DOE Power Development Plan 2023-2050, the country's existing supply capacity of 28,259 MW needs to increase 5 to 6 times to meet the anticipated growth in power demand under the reference and clean energy scenarios.</p> <p>The DOE Mindanao Field Office recently warned of a potential power shortage by 2027 if additional energy capacity is not secured.</p>	<p>FDC Utilities (FDCUI) has contributed to solving Mindanao's power crisis in 2012 by setting up a 405 MW baseload power plant in Misamis.</p> <p>FDCUI currently serves 29 electric cooperatives serving 5.7 million energized households and 237,119 commercial and industrial accounts in the Visayas and Mindanao, as well as 22 directly engaged large industrial clients.</p> <p>To address the impending supply-demand gap, it is currently ramping up the development of renewables (solar and biomass) in Mindanao as well as expanding the existing power plant.</p>
 <p>Agriculture</p>	<p>According to the Sugar Regulatory Administration, Mindanao accounts for 21% of the land planted to sugarcane (almost 79,000 ha) cultivated mostly by small sugarcane farmers, 85% of whom own less than 5 hectares each.</p> <p>While the number of hectares planted to sugarcane in the Philippines has been steadily dropping through the years, driven by low yields, high production inputs and the invasion of imported sugar, there was an increase of 4,000 hectares planted to sugar in Mindanao in the last two years.</p> <p>To date there are only four sugarcane mills in Mindanao with a combined processing capacity of 41,000 TC per day.</p>	<p>FDC's sugar subsidiary operates two sugar mills with a combined capacity of 11,000 TC/day in the Cotabato and Davao area, serving thousands of sugarcane planters and their families.</p>
 <p>Infrastructure</p>	<p>The transport infrastructure in the Philippines had been experiencing a backlog, weighing down the tourism industry as well as being inconvenient to individual travelers especially in the National Capital Region.</p> <p>Lack of infrastructure has long been cited as the "Achilles heel" of Philippine economic development.</p>	<p>Filinvest is the biggest shareholder in the LIPAD consortium which has taken over operations of Clark International Airport. The airport is set to ease congestion at Manila's main hub while providing a more convenient departure option for travelers from North and Central Luzon.</p> <p>In 2024, Clark International Airport served 2.4 million passengers, with the majority being international travelers. This marked a 20% increase from the previous year as the airport continued its post-pandemic recovery. Flight operations also expanded, rising by 29% to a total of 19,221 flights.</p>

### Nurturing Talent: Equal Opportunities for Jobs, Development and Growth

On of the top business risks of the Filinvest group is the basket of talent risks: capacity, capability and connection. A deep bench of talents is required to fill in the new and expanded roles that are needed to grow the business. Every employee has to be the best in what they do, so they need to display a high proficiency level in core, leadership and functional competencies that their roles require. And to top it all, the talents need to feel energized and engaged as they perform their daily tasks, connecting with the Filinvest brand, its mission and promise.

The Filinvest group has been widely recognized as a champion for celebrating women's leadership in society. It has a high percentage of women in board, executive and managerial roles. FDC's Board has 6 women out of 9 directors. FDC's CEO is a woman, and more than half of the heads of centers of excellence are women. Across the Group, 49 percent of the executives are women.

These statistics are not the result of an intentional effort to hire women simply to boost their representation. Instead, there has long been an unwritten "gender-blind" approach, where hiring and promotions are based purely on competency and performance rather than gender, education, or social background.

### FDC and Filinvest Group's Human Capital (GRI 405-1)

#### FDC Employees, by gender

Gender	2022	2023	2024
Male	19	25	46
Female	40	51	61
TOTAL	59	76	107

#### FDC Employees, by rank

Rank	2022	2023	2024
Executive	28	29	35
Manager	11	19	35
Supervisor	9	11	16
Rank & File	11	17	21
Consultant	0	0	0
TOTAL	59	76	107

#### FDC Executives, by gender

Executive	2021	2022	2023	2024
Male	12	14	15	18
Female	11	14	14	17
TOTAL	23	28	29	35



#### Filinvest Group Employees, by gender

Business Type	Male	Female	Total
Financial Services	3,128	5,346	8,474
Real Estate	881	1,421	2,302
Hospitality	761	517	1,278
Power and Utilities	235	103	338
Sugar	406	95	501
FDC Parent and Others	565	415	980
TOTAL	5,976	7,898	13,873



Filinvest Group Employees, by rank

Business Type	Banking	Real Estate	Hospitality	Power & Utilities	Sugar	FDC & Others	TOTAL
Executive	343	107	45	10	4	70	579
Manager	896	517	272	41	29	208	1963
Supervisor	2470	539	325	144	145	226	3849
Rank & File	4727	1139	636	143	319	476	7440
Others*	38	0	0	0	4	0	42
TOTAL	8,474	2,302	1,278	338	501	980	13,873

\*Rank not identified

Filinvest Group Executives, by gender

Executive	2021	2022	2023	2024
Male	190	254	266	295
Female	196	243	265	284
TOTAL	386	497	531	579

Human Capital Readiness at the heart of Filinvest’s growth

Human capital readiness and employee development are central to the Filinvest group’s future growth. By investing in continuous learning, skill enhancement, and leadership development, the company ensures that its workforce remains agile and prepared for evolving business demands. A strong commitment to nurturing talent fosters innovation, operational excellence, and long-term success across its diverse industries.

Training Hours across the Filinvest Group (GRI 404-1)

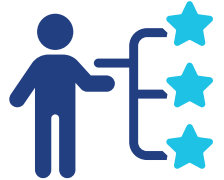
Employee Rank	Male		Female		Both	
	Total Hours	Average	Total Hours	Average	Total Hours	Average
Executive	15,119.02	51.78	17,065.89	60.09	32,184.90	55.88
Manager	58,807.90	61.13	63,395.78	63.08	122,203.68	62.13
Supervisor	107,813.90	58.63	134,020.00	66.64	241,833.90	62.81
Rank & File	131,695.04	46.47	306,357.81	67.02	438,052.85	59.16
TOTAL	313,435.85	52.46	520,839.48	65.95	834,275.33	60.14

Filinvest Group New Hires, by gender (GRI 401-1)


Gender	Count	Percentage
Male	1293	44%
Female	1,668	56%
TOTAL	2,961	100%

Filinvest has defined a set of core and leadership competencies that all employees are expected to embody. The company continues to enhance functional competencies for each role, enabling the identification of skill gaps and the development of personalized growth plans. This structured approach ensures continuous employee development, aligning individual progress with the company’s long-term growth ambitions.

Training Modules Delivered Across the Filinvest Group (GRI 404-2)

Type of Competency	Topics
 Core	<ul style="list-style-type: none"><li>Filinvest Live series (Shared Benefit, Trustworthiness, Sustaining High Performance Teams)</li><li>Problem Analysis and Decision Making</li><li>Conflict Management</li><li>The Art of Effective Communication</li></ul>
 Leadership	<ul style="list-style-type: none"><li>Leadership Excellence Acceleration Program (LEAP)</li><li>Problem Handling for GEMS And Training Leaders</li><li>Multipliers: How the Best Leaders Ignite Everyone’s Intelligence</li><li>The Filipino Brand of Leadership / Workplaces</li><li>Ako Naman Muna: A Leader’s ToolKit for Self Care</li><li>Next-Level Leadership: Embracing New Strategies for Success in 2024</li><li>Leadership Training: Sale Management</li><li>The Filipino Brand of Leadership / Workplaces</li><li>Leading Others: Unleash The Leader In You</li><li>Critical and Structured Thinking (CAST) Batch 1</li><li>The Filipino Brand of Leadership</li><li>Filinvest Leadership Empowerment Circle</li><li>Next Level Leadership Embracing New Strategies for Success in 2024</li><li>Leadership, Communication &amp; Work-Life Balance</li><li>Leaders’ Assembly: Making Good Change Happen</li><li>Leadership Insight: DISC Personality Training</li></ul>
 Functional	<ul style="list-style-type: none"><li>Food Safety Refresher</li><li>Stock and Purchase Requisition Process Refresher Training</li><li>Lifeguard Training Run Swim Run</li><li>Brilliant in Skills: Telephone Etiquette</li><li>Data Story Telling and Visualization (DSAV) Batch 2Month End Reporting Orientation</li><li>How to improve your Skills as a Presenter</li><li>Making New Hire Onboarding Efficient and Fun</li><li>Condensate Water System Maintenance Batch 3</li><li>IFCA PPLUS Training: Contractor Management</li><li>Free Masterclass EP8 - Recruitment 101</li><li>Basic Incident Command System Training</li><li>Audit Calibration</li><li>Intro to Operations, Departmental Processes, and Real Estate Concepts</li></ul>
 Employee empowerment	<ul style="list-style-type: none"><li>Empowered Filipina: Redefining Strength, Achieving Dreams</li><li>Filinvest Live: Empower Talents to Succeed</li><li>Empowerment Circles</li><li>Growth Mindset: Beyond Comfort</li><li>Emotional Intelligence: Manage Your Mood Webinar (Part 2)</li><li>Mental Health Awareness</li><li>The HR Cafe Ep173: “ The Winning Habits to a Successful Life”</li><li>Monday Motivation: Limitless</li><li>Shine Wellness Webinar: It’s ok not to be okay</li></ul>



Type of Competency	Topics
 Regulatory trainings	<ul style="list-style-type: none"><li>• Fire Safety Refresher Training</li><li>• Fire Life Safety</li><li>• Food Safety Training</li><li>• Anti-money Laundering Act (AMLA) Training</li><li>• Safe Spaces Act</li><li>• Data Privacy Act</li><li>• Executive Briefing on the new EOPT Act and CREATE MORE Bill</li><li>• Occupational Safety and Health Training</li><li>• Whistleblower</li><li>• Drug Free Workplace</li><li>• Sexual Harassment</li><li>• Webinar: Cybersecurity</li><li>• Permits Application and Compliance Training Series: Environmental</li><li>• Clearance Compliance Process</li></ul>

**Employee Benefits**  
(GRI 401-2, 401-3)

The various subsidiaries under the Filinvest group provide benefits beyond a basic 12-month salary:

- 13th month pay
- Group life insurance for employees
- Healthcare coverage for employees and optional coverage for dependents
- Paid leaves
  - Vacation leave
  - Sick leave
  - Maternity and Paternity leave
  - Solo parent leave
  - Birthday leave
  - Bereavement leave
  - Nuptial leave
  - Calamity leave
- Car plan, with fuel, repairs and maintenance subsidy (for select ranks)

In addition to these benefits, some subsidiaries may grant 14th month pay, performance bonuses and stock option plans depending on employee performance.

**Employee Engagement**

Employee engagement is a critical factor in driving Filinvest’s productivity and long-term success. When employees feel valued, motivated, and connected to their work, they are likely to be productive, innovative, and committed to achieving organizational goals. Engaged employees contribute to a positive work environment, collaborate effectively, and take ownership of their responsibilities, leading to higher efficiency and better business outcomes.

FDC conducts a company-wide employee engagement survey every two years. The methodologies for the past two surveys were developed internally. However, in 2024, the Group engaged an external advisor with access to industry benchmarks, providing a more comprehensive assessment of where individual companies and the group as a whole stand. As a result, the latest engagement scores are not directly comparable to those from previous surveys.



In 2024, the bi-annual group-wide employee engagement survey, Filinvest Listens, was undertaken with the support of a third-party consultant for the first time, thus the latest results are not comparable with those from previous years. The survey had an overall response rate of 95% from a workforce of almost 14,000 employees. The engagement score at the conglomerate level was 90%, while FDC’s individual score was 85%, compared to the Philippine norm of 93%.

The detailed survey responses provided valuable insights, enabling the parent company to identify key strengths and priority areas for improvement. Based on these findings, strategic initiatives for 2025 and succeeding years have been developed and integrated into the execution plans of business units and departments to enhance employee experience and overall engagement. Voluntary attrition in 2024 decreased to 14.6% at the conglomerate level, compared to the previous year’s 18%.

Additionally, on a group-wide level, the Employee Net Promoter Score (eNPS)—a measure of employee loyalty and willingness to recommend the company as a workplace—was 27, while the Product Net Promoter Score (pNPS)—which gauges customer satisfaction and likelihood to recommend the company’s products—stood at 34. These scores serve as benchmarks to track progress and drive continuous improvement in both employee experience and customer satisfaction.

**Engaging Communities (GRI 413-1)**

Filinvest’s business units actively engage in corporate social investments for multiple strategic and socially responsible reasons. At the core of these efforts is the commitment to generating goodwill within the communities where they operate. By addressing social, environmental, and economic challenges, Filinvest strengthens relationships with local stakeholders, fostering trust and a positive brand reputation.

Beyond goodwill, these initiatives also serve as a catalyst for potential business opportunities. By investing in community development, Filinvest creates a more inclusive and sustainable environment, which can lead to new partnerships, market expansion, and innovative business models. Engaging with communities through social programs allows Filinvest to identify emerging needs, adapt its services accordingly, and explore synergies with local enterprises.

Moreover, corporate social investments align with the company’s broader mission of nation-building, contributing to long-term economic growth and social progress. Whether through infrastructure support, environmental conservation, educational programs, or livelihood initiatives, these efforts reinforce Filinvest’s role as a responsible corporate citizen.



Ultimately, Filinvest's approach to social investment is a win-win—strengthening both the communities it serves and the company's long-term business sustainability.

The following are a sampling of notable CSR initiatives undertaken by the business units at the local communities where they operate:

#### Volunteer Work on Saturdays at Fish x Loaves

The companies across the Filinvest group encourage their employees to get involved in CSR initiatives that the business units implement or support. In 2024, many Filinvest group employees rendered thousands of manhours of volunteer work every Saturday at the charity kitchen of Fish x Loaves Foundation located in Northgate Cyberzone in Alabang. Founded by former ambassador Joseph M. Yap who was inspired by the New Testament narrative on the miraculous multiplication of the loaves and fish, the foundation is committed to providing nutritious meals to needy beneficiaries through partner parishes and organizations in the Philippines. As of the end



of 2024, the foundation has provided more than 157,600 meals for 25 beneficiary groups, through the donations and efforts of 550 volunteers from within the Filinvest group and other organizations.

(More information can be found at [loavesxfish.com](http://loavesxfish.com))

#### EastWest's Magenta Run

EastWest Bank's Magenta Race is an annual initiative that underscores the institution's commitment to employee engagement and breast cancer awareness. Launched in 2022, this virtual event encourages participants to run, walk, or cycle, fostering a culture of health and wellness among employees while supporting a significant cause. The proceeds from registration fees and sales of shirts were donated to the Philippine Foundation for Breast Care Inc. (PFBCI), also known as Kasuso Foundation, to support breast cancer detection and prevention efforts.

Beyond fundraising, the Magenta Race serves as a platform for EastWest Bank to educate its predominantly female workforce—comprising over 60 percent of employees—about breast health. Collaborations with healthcare providers have facilitated webinars and educational sessions on breast cancer detection and treatment, empowering employees with knowledge and resources.

#### Filinvest Hospitality's 'Live Love Local'

Since 2022, Filinvest hotels have hosted pop-up stores in their lobbies to showcase locally crafted products and celebrate regional culture. By rotating displays, this initiative ensures continuous exposure for dozens of small businesses and community organizations, helping to sustain and promote local artisans. Meant to be just a one-off activity, Live Love Local has turned into a continuing initiative across the year.



#### Filinvest Hospitality's Support to the Arts

Filinvest hotels serve as platforms for Filipino artistry through regular art exhibits at Crimson and Quest hotels, highlighting the richness of local talent to both local and foreign visitors. At Crimson Boracay, an artist in residence program takes this commitment further by transforming the hotel into a living gallery. Resident artists are provided space to create and showcase their work, drawing inspiration from the hotel's surroundings and culture. Through live painting sessions, exhibits, and interactive workshops, the program nurtures artistic expression while offering guests an immersive cultural experience.

#### FDC Utilities' 4E Program

The '4E' program at FDC Misamis stands for Education for Empowerment, Environmental Stewardship, Enhanced Health Care, and Economic Enrichment, consisting of initiatives aimed at improving the well-being of surrounding communities, particularly in Villanueva and Tagoloan Misamis Oriental where the power generation facility is located. These efforts

are powered by employee volunteerism and feature recurring activities such as creek and coastal cleanup drives, medical missions, fire safety training with equipment donations, tree planting, livelihood training, and market linkage programs.

#### CSR mainstays across the Group

Business units such as EastWest, Filinvest Land, Filinvest Hospitality and Davao Sugar also do their annual bloodletting drive to support the National Kidney and Transplant Institute and the local Red Cross chapters.

Also popular among Filinvest employees are the Brigada Eskwela, the country-wide schools maintenance activity organized by the Department of Education, as well as the Adopt an Estero river/beach cleanups organized by the local government units.





# COMMITMENT TO BE RESILIENT

**T**he Filinvest group's ability to create and sustain value, particularly in the Philippine context where natural calamities and external disruptions pose constant challenges, is deeply rooted in a holistic approach to resilience. This commitment extends across three critical dimensions: the resilience of its real estate assets, reliability of its operations, and the agility of the Filinvest organization and its people.

## Resilience of Assets

FILRT integrates resilience into the very foundation of its real estate assets. From structural integrity designed to withstand earthquakes and extreme weather conditions to energy-efficient and sustainable building systems, each property is built with long-term durability and adaptability in mind. Green building certifications, such as LEED and EDGE, further enhance environmental sustainability while improving disaster preparedness.

A key driver for resilient designs in the real estate and hospitality businesses are the weather-related calamities that have been getting intense in the previous decade. Crimson Mactan was devastated by Typhoon Odette in late 2021 and gave rise to the hospitality business' battlecry of 'build back better'. Damaged structures were rebuilt with future resilience in mind, avoiding the high exposure to storm surges and high winds which were the main hazards from that incident.

Festival Mall's expansion area straddles the Alabang River and it was a deliberate design decision to make it a vital feature of the mall's architecture and customer experience. As the river overflows during periods of heavy rain, Filinvest Land made provisions to allow the river flood to run its course naturally and allow short term inundation of the river park. Normal operations are quickly restored after a quick mud cleanup with no asset damage. During Typhoon Enteng in September 2024, reports on social media featured the river overflowing its banks but the mall went back to normal after a day's cleanup. The idea of the resilient design is not to fight the water but let it run its course, and to immediately rise back up and resume operations as if the flood did not happen.



Given the anticipated intensification of climate change impacts in the next few decades, FDC has engaged a third-party advisor in the conduct of a physical risk assessment on all Filinvest group assets across the country, taking into account location-specific hazards and quantifying their exposure.



Asset-specific technical and financial impact studies will follow along with the crafting of mitigation strategies and action plans that will hopefully minimize the overall impact to the bottom line.

The physical risk assessment initiative is also done in preparation for the impending changes in the sustainability disclosure specifications adopted by the Philippine's Securities and Exchange Commission (SEC), specifically the S1 and S2 standards developed by the International Financial Reporting Standards' sustainability standards board (IFRS/ISSB). Although the SEC MC has not been officially released as of the first quarter of 2025, FDC acted proactively as it estimates a multi-year glide path to full compliance with ISSB S1 and S2.

## Resilience of Operations

Beyond the physical structures, FILRT ensures that its operations can endure and recover quickly from disruptions. The property management team has robust contingency plans, covering emergency response, business continuity, and crisis management. Redundant power systems, flood mitigation measures, and smart building technologies all contribute to ensuring minimal disruption to tenants and stakeholders in times of crisis.

In 2024, several business units updated their Incident Action Plans. Notably, the hospitality operations team completed their business continuity plans that used the guidance from ISO 22000 as reference, at the headquarters level and property level. Action plans for several risk event scenarios covering both natural and man-made operational disruptions were developed and rolled out.

## Agility of the organization for sustainable growth

Throughout its long history, the Filinvest group has weathered numerous crises that tested its resilience and adaptability. Each decade brought challenges that threatened the conglomerate's survival—from the Philippine political and economic crisis of the 1980s to the Asian Financial Crisis of 1997, the Global Financial Crisis of 2008, and, just as the 2011-2020 decade seemed poised to conclude without a major disruption, the COVID-19 pandemic struck. Yet, time and again, Filinvest not only endured but emerged stronger, demonstrating its ability to navigate uncertainty, adapt to change, and thrive in the face of adversity.

**FILRT integrates resilience into the very foundation of its real estate assets. From structural integrity designed to withstand earthquakes and extreme weather conditions to energy-efficient and sustainable building systems, each property is built with long-term durability and adaptability in mind.**



At the heart of Filinvest's resilience is the agility of the Filinvest organization and its people. The company fosters a culture of adaptability, enabling teams to respond swiftly to changes in market dynamics, regulatory shifts, and unforeseen disruptions. Whether navigating economic downturns, shifting workplace trends, or the global push toward sustainability, Filinvest remains proactive—transforming challenges into opportunities for innovation and growth.

At the core of its strategy remains an unwavering dedication to serving customer needs—ensuring that, even in the face of disruption, the Filinvest group stands strong, ready to evolve, and prepared to lead in an ever-changing world.



To enhance the future-readiness and resilience of the Filinvest group against disruptions, a series of strategic change initiatives have been implemented. These initiatives are designed to strengthen governance, foster seamless collaboration, and enable faster, more agile execution across business units.

To drive these efforts, executive and functional councils have been established, creating a platform for standardized policies, streamlined procedures, and collective decision-making. These councils ensure that key strategies are aligned across the organization, risks identified and managed, thus reinforcing accountability and strategic cohesion.

Additionally, shared services functions are being consolidated to improve operational efficiency, eliminate redundancies, and optimize resource allocation. By centralizing critical support functions, Filinvest enhances its ability to respond swiftly



to emerging challenges while maintaining a strong foundation for sustainable growth. In the restructured organization, individuals in support roles will have opportunities for vertical career growth, rather than being regarded as subordinates to employees in the core businesses.

Efforts to deepen the talent pool for critical roles across all businesses remain a priority, alongside initiatives to reduce voluntary attrition and safeguard institutional knowledge. At the same time, future-focused upskilling is underway, complemented by

**At the heart of Filinvest's resilience is the agility of the Filinvest organization and its people. The company fosters a culture of adaptability, enabling teams to respond swiftly to changes in market dynamics, regulatory shifts, and unforeseen disruptions.**

the enhancement of functional competencies across all roles. These initiatives are designed to equip the organization with the skills and expertise needed to meet evolving business demands.

Through these transformative initiatives, Filinvest is positioning itself to navigate an increasingly complex business environment with resilience, efficiency, and agility.

**FILINVEST** 70  
MOVING DREAMS FORWARD



First office of Filinvest Development Corp.  
in P. Casal, Quiapo

In 2025, the Filinvest Group marks a meaningful milestone — 70 years of growth as a proudly Filipino enterprise.

## THE ORIGIN OF A DREAM

The story began in 1955, in a modest shophouse in Quiapo, Manila, where a young couple, Andrew and Mercedes Gotianun, took their first bold step into business. With little more than determination, a deep love for family, and a desire to serve the unserved

and underserved, they launched a small financing venture rooted in purpose. What started as a humble dream has grown into a dynamic enterprise that now spans multiple industries and contributes to the country's progress.



# THROUGH THE DECADES

This timeline captures the key milestones that have shaped our journey from 1955 — from early ventures in real estate and banking to bold expansions in power, hospitality, and infrastructure. More than a story of growth in size and scale, each chapter reflects our deepening commitment to nation-building.



## 1960s

### REAL ESTATE

We opened gated communities to the middle class, then led the way in mass housing to help close the housing gap.



## 1990s

### BANKING

With EastWest Bank, we made banking more accessible — 80% of our business now supports everyday Filipino consumers.



## 2000s

### POWER

FDC Utilities Inc. helped stabilize Mindanao's energy supply — and is now expanding into renewables and solar solutions.



## 2000s

### AGRIBUSINESS

We revived sugar mills in Mindanao, boosting incomes and encouraging farmers to grow their businesses.



## 2010s

### HOSPITALITY

Our homegrown Filipino hospitality brands, Crimson, Quest, Mimosa Golf, and Timberland now earn global recognition.



## Today

### INFRASTRUCTURE

As a major consortium member of LIPAD, operating Clark International Airport, we're helping create a major economic hub.



Our parents taught us to treat shareholders with respect, regardless of their stake. A relationship based on mutual respect and shared benefit fosters success.

— Jonathan T. Gotianun



Our attention has always been on the underserved middle-income market and the greater population of Filipinos who deserve access to quality housing, financial services, and essential services. This commitment to inclusion is what drives our diverse businesses forward.

— Josephine Gotianun Yap



# CARRYING THE VISION FORWARD

From the determination of our founders to the values they instilled — integrity to customers, credit reputation, fairness to partners, concern for co-workers, entrepreneurial spirit, and innovation in the pursuit of excellence — these ideals continue to guide us.

Today, a new generation of leaders carries this vision forward with energy and a deep sense of **purpose**. With eyes on the future, they are shaping a Filinvest that remains grounded in its values while evolving to meet the changing needs of society.

**FILINVEST** 70  
MOVING DREAMS FORWARD



# CORPORATE GOVERNANCE





# BOARD OF DIRECTORS

1. **JONATHAN T. GOTIANUN**  
Chairman
2. **LOURDES JOSEPHINE GOTIANUN-YAP**  
Vice Chairperson
3. **RHODA A. HUANG**  
Director
4. **FRANCIS NATHANIEL C. GOTIANUN**  
Director
5. **MICHAEL EDWARD T. GOTIANUN**  
Director
6. **ISABELLE THERESE G. YAP**  
Director
7. **VIRGINIA T. OBCENA**  
Lead Independent Director
8. **MARIEVIC G. RAMOS-AÑONUEVO**  
Independent Director
9. **MINA C. FIGUEROA**  
Independent Director



1

2



3



4

5



6

7



8

9





# BOARD OF DIRECTORS

## Jonathan T. Gotianun

Chairperson of the Board and Director

**Mr. Gotianun, 71**, Filipino, was first elected as Director of FDC on 09 July 1993. He also serves as Chairman of the Board and Directors of Filinvest Land, Inc. and East West Banking Corporation, both publicly-listed companies. He is also the Chairman of the Board of Davao Sugar Central Co., Inc.; Cotabato Sugar Central Co., Inc., and FDC Utilities, Inc. ("FDCUI") and its subsidiary power companies. He previously served as Director and Senior Vice President of Family Bank & Trust Co. ("Family Bank") until 1984. He obtained his Master's Degree in Business Administration from Northwestern University in 1976.

## Lourdes Josephine Gotianun-Yap

Vice Chairperson and Director

**Mrs. Yap, 69**, Filipino, was first elected as Director of FDC on 30 March 1990. She is also the Vice Chairperson of FLI, and a Director of EWBC, all publicly-listed companies. She is the Chairperson of FAI, a Director of FDCUI and in other companies within the Filinvest Group. Mrs. Yap is a trailblazer in the real estate industry, making history as the first female recipient of the Real Estate Personality award at Property Guru's Philippines Property Awards. Her expertise in the field have earned her recognition as a prominent figure who sets the bar high for women in the real estate industry. She holds a Master's Degree in Business Administration from the University of Chicago, which she obtained in 1977.

## Rhoda A. Huang

President, Chief Executive Officer and Director

**Ms. Huang, 62**, Filipino, was elected Director of FDC and member of the Executive Committee on July 26, 2023. She was subsequently appointed as President & CEO of the Company effective August 1, 2023. She was the former President of BPI Capital Corporation. Prior to joining BPI Capital Corporation, Ms. Huang was Credit Suisse Philippines Branch Head of Investment Banking, with responsibility for coverage of Philippine corporates, financial institutions, and the sovereign. Her experience also includes 19 years with JPMorgan Chase and its predecessor institutions with responsibility of the firm's major corporate relationships. She brings more than thirty (30) years of experience in investment banking. She completed her bachelor's degree in business administration and accountancy at the University of the Philippines and is a Certified Public Accountant.

## Michael Edward T. Gotianun

Director

**Mr. Gotianun, 67**, Filipino, was first elected as a Director of FDC on 24 October 2017. He is also a Director of Filinvest Land, Inc., Filinvest Hospitality Corporation, FDC Utilities Inc. and Filinvest Alabang Inc. He served as the general manager of Filinvest Technical Industries from 1987 to 1990 and as loans officer at Family Bank from 1979 to 1984. He obtained his Bachelor's degree in Business Management from the University of San Francisco in 1979.

## Francis Nathaniel C. Gotianun

Director

**Mr. Gotianun, 41**, Filipino, is the First Senior Vice-President of Filinvest Hospitality Corporation, a subsidiary of FDC, the primary purpose of which is to evaluate, plan, develop and optimize potential and current hospitality investments of the Filinvest Group. He serves as a director of Filinvest Mimosa, Inc. and as the President and CEO of The Palms Country Club, Inc. He also serves as a Director of Filinvest Land, Inc. He obtained his Bachelor's Degree in Commerce from the University of Virginia in 2005 and his Master's in Business Administration degree in IESE Business School – University of Navarra in 2010.

## Isabelle Therese G. Yap

Director

**Ms. Yap, 36**, is currently part of FDC's Board and Executive Director and Vice President, Chief Strategy & Transformation Officer of East West Banking Corporation. She is also a director of A. L. Gotianun Inc. and Andremerc Inc. A digital native, she helped spearhead the launch of KOMO, a digital banking service under East West Bank. She was in the Management Associate Program at Singapore Telecommunications (SingTel) and worked as a Consultant for McKinsey and Co. She graduated cum laude with a degree in Business Management, double major Finance and Marketing from the Singapore Management University. She holds an MBA Degree from Harvard Business School. She was chosen by the World Economic Forum to be part of the 2023 Class of Young Global Leaders, one of 100 young individuals across the globe focused on driving positive change in their respective fields.

## Virginia T. Obcena

Lead Independent Director

**Ms. Obcena, 77**, Filipino, was first elected as an independent director of FDC on 29 April 2016. She is also an Independent Director of Filinvest REIT Corp. She was a former member of the Panel of Conciliators of the International Centre for Settlement of Investment Disputes of the World Bank. She served as independent director and head of the Audit Committee of the Capital Markets Integrity Corporation. She was a former partner, member of the management committee and head of quality and risk management at SGV. She obtained her Bachelor of Science in Business Administration degree, Magna cum Laude, at the University of the East and her Master in Business Administration degree at the University of the Philippines. She is a certified public accountant.

## Marievic G. Ramos-Añonuevo

Independent Director

**Ms. Añonuevo, 67**, Filipino, was elected as an independent director of FDC on 26 April 2024. Ms. Añonuevo was a senior partner at SyCip Salazar Hernandez & Gatmaitan, until her retirement in August 2022. With 40 years of law practice, she has acquired substantial experience advising major local and foreign clients in the fields of banking, project finance, privatization, infrastructure, power and energy, foreign investments, mergers and acquisitions, corporate rehabilitation and restructuring, securities and land acquisition and development. Ms. Añonuevo serves as Corporate Secretary, Trustee and Vice President of Marubeni Scholarship Foundation, Inc. from 1989 to present. She also served as Corporate Secretary and Trustee of Friends of Hope, Inc. from 2012 to 2020. She is also the Corporate Secretary and Trustee of Breaking Free Foundation Inc., whose advocacy is to assist women and children who are victims of domestic violence. She received her Bachelor of Science in Business Economics and Bachelor of Laws degrees from the University of the Philippines and was admitted to the Bar in 1983.

## Mina C. Figueroa

Independent Director

**Ms. Figueroa, 68** Filipino, was elected to sit as a third independent director. Ms. Figueroa started her career in Sycip, Gorres, Velayo, and Co. in 1977. She worked from 1979 to 1989 for the treasury department of the Central Bank of the Philippines (now Bangko Sentral ng Pilipinas). She joined the Bureau of Treasury as Deputy Treasurer in 2001 and was appointed Treasurer of the Philippines in 2004 where she was responsible for the daily operations of the Philippine Treasury. After her stint with the government, Ms. Figueroa served as consultant to USAID and Credit Suisse (Hongkong), Ltd. in various projects of the government. She served as an independent director of Equicom Savings Bank until 2021. She is currently an independent director for Philippines Ratings Services Corp. and for Credit Suisse Securities (Phils.) Inc. which has ceased operations and is undergoing liquidation. She received her Bachelor of Science in Commerce, Major in Accounting, from the University of Santo Tomas in 1976. She is a Certified Public Accountant.



# MANAGEMENT TEAM

## SENIOR LEADERSHIP



**RHODA A. HUANG**  
President & CEO

**YSMAEL V. BAYSA**  
Chief Operating Officer

## SUBSIDIARY HEADS



**JERRY G. NGO**  
CEO, East West Banking  
Corporation (EW)

**JACQUELINE S. FERNANDEZ**  
President, East West Banking  
Corporation (EW)

**FRANCIS NATHANIEL C. GOTIANUN**  
FSVP, Filinvest Hospitality  
Corporation (FHC)



**VEN CHRISTIAN S. GUCE**  
Chief Finance Officer  
& Treasurer

**ESTRELLA C. ELAMPARO**  
Compliance Officer  
& Head of Legal

**LINDEZA R. ROGERO-GAVINO**  
Corporate Secretary  
& Corporate Information Officer



**TRISTANEIL D. LAS MARIAS**  
President & CEO,  
Filinvest Land Inc. (FLI)

**CATHERINE A. ILAGAN**  
President & CEO,  
Filinvest Alabang, Inc.  
(FAI)

**MARICEL BRION-LIRIO**  
President & CEO,  
Filinvest REIT Corp  
(FILRT)

**JUAN EUGENIO L. ROXAS**  
President & CEO, FDC Utilities, Inc.  
(FDCUI) and Pacific Sugar Holdings  
Corporation (PSHC)



# CORPORATE GOVERNANCE REPORT

Filinvest Development Corporation (FDC) was founded on the principles of good governance. It continues to abide by the core values of its founding father, Andrew L. Gotianun, of integrity, fairness and financial responsibility. These principles have been incorporated in the Company’s Code of Ethics as well as in its Revised Manual for Corporate Governance. Today, FDC operates in a manner guided by its corporate core values of integrity, teamwork, professionalism, innovation, customer service and cost effectiveness.

### Compliance with Best Practices on Corporate Governance

For the year 2024, FDC complied with the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC) regulatory requirements. It is also in compliance with its Revised Manual for Corporate Governance (RMCG). In particular, FDC wishes to highlight the following:

- a) the election of three (3) independent directors to the Board;
- b) the appointment of the members of the audit and risk management oversight, compensation, related-party transaction, corporate governance, and digital committees;
- c) the conduct of regular quarterly board meetings and special meetings, the faithful attendance of the directors at these meetings and their proper discharge of duties and responsibilities as such directors;
- d) the timely and accurate submission to the SEC and the PSE of reports and disclosures required under the Securities Regulation Code and the PSE Listing and Disclosure Rules;
- e) consistent adherence to national and local laws pertaining to its operations;
- f) the observance of applicable accounting standards;
- g) the observance of the Integrated ASEAN Corporate Governance Report (I-ACGR) in Corporate Governance Reporting;
- h) the observance of the Related-Party Transaction Policy;
- i) the conduct of annual corporate governance seminar to its directors and senior management officers;
- j) the submission of its sustainability report;
- k) the launch this year of a self-assessment survey to the Board of Directors to help them assess their performance vis-à-vis the requirements of the laws, rules and regulations and the Company’s RMCG; and

- l) the continuous enhancement of FDC’s website to provide our shareholders and stakeholders with quicker reference to our corporate governance policies.

FDC likewise continuously reviews and updates its MCG, in compliance with SEC directives and to reflect current best practices.

In order to keep abreast of best practices in various aspects of corporate governance, the members of the Board and key officers participated in an Annual Corporate Governance Training Program conducted by the Center for Global Best Practices on December 10, 2024.

FDC, through its Board of Directors and in coordination with the Management, reviews its corporate governance practices annually and welcomes proposals, especially from institutions and entities such as the SEC, PSE and the Institute of Corporate Directors.

### Board of Directors

Leading the practice of good corporate governance is the Board of Directors. The Board of Directors of FDC is firmly committed to the adoption of and compliance with the best practices in corporate governance as well as the observance of all relevant laws, regulations and ethical business practices.

### Nominations and Voting for the Board of Directors

The members of the Board are elected during the annual stockholders’ meeting. The stockholders of FDC may nominate individuals to be members of the Board of Directors.

It is the Corporate Governance Committee, acting as Nomination Committee, which receives nominations for the Board, including independent directors as

may be submitted by the stockholders. After the deadline for the submission thereof, the Corporate Governance Committee meets to consider the qualifications as well as grounds for disqualification, if any, of the nominees based on the criteria set forth in FDC’s RMCG and the Securities Regulation Code. All nominations shall be signed by the nominating stockholders together with the acceptance and conformity by the would-be nominees. The Corporate Governance Committee shall then prepare a Final List of Candidates enumerating the nominees who passed the screening and these nominees shall be disclosed along with his or their relationship with the nominating shareholder.

Only nominees whose names appear on the Final List of Candidates shall be eligible for election as directors. No other nomination shall be entertained after the Final List of Candidates shall have been prepared. Neither are shareholders allowed to further nominate anyone during the actual annual meeting.

A stockholder may vote such number of shares for as many persons as there are directors to be elected. He may cumulate said shares and give one candidate as many votes as the number of directors to be elected multiplied by the number of his shares, or he may distribute them on the same principle among as many candidates as he shall see fit; Provided, that the total number of votes cast by him shall not exceed the number of shares owned by him as shown in the books of FDC multiplied by the whole number of directors to be elected.

The directors of FDC are elected at the annual stockholders’ meeting, to hold office until their respective successors have been duly appointed or elected and qualified. Vacancies in the Board occurring mid-term are filled as provided in the Revised Corporation Code and FDC’s RMCG. Officers and committee members are appointed or elected by the Board of Directors typically at its first meeting following the annual stockholders’ meeting, each to hold office until his successor shall have been duly elected or appointed and qualified.

### Independent Directors

The conduct of the election of independent directors, in particular, shall be in accordance with FDC’s Revised Manual on Corporate Governance and By-Laws.

It shall be the responsibility of the Chairman of the annual meeting to inform all stockholders in attendance of the mandatory requirement of electing independent directors. He shall ensure that independent directors are elected during the annual meeting. Specific slots for independent directors shall not be filled up by unqualified nominees. In case of failure of election for independent directors, the Chairman of the meeting shall call a separate election during the same meeting to fill up the vacancy.

Before the annual meeting, a stockholder of FDC may nominate individuals to be independent directors, taking into account the following guidelines:

- A. “Independent director” means a person who, apart from his fees and shareholdings, is independent of management and free from any business or other relationship which could, or could reasonably be perceived to, materially interfere with his exercise of independent judgement in carrying out his responsibilities as director in any corporation that meets the requirements of Section 17.2 of the Securities Regulation Code and includes, among others, any person who:
  - i. Is not a director or officer or substantial stockholder of FDC or of its related companies or any of its substantial shareholders (other than as an independent director of any of the foregoing);
  - ii. Is not a relative of any director, officer or substantial stockholder of FDC, any of its related companies or any of its substantial shareholders. For this purpose, “relative” includes spouse, parent, child, brother, sister, and the spouse of such child, brother or sister;



- iii. Is not acting as a nominee or representative of a substantial shareholder of FDC, any of its related companies or any of its substantial shareholders;

iv. Has not been employed in an executive capacity by FDC, any of its related companies or any of its substantial shareholders within the last two (2) years;

v. Is not related as a professional adviser by FDC, any of its any of its related companies or any of its substantial shareholders within the last two (2) years, either personally or through his firm;

vi. Has not engaged and does not engage in any transaction with FDC or any of its related companies or any of its substantial shareholders, whether by himself or with other persons or through a firm of which he is a partner or a company of which he is a director or substantial shareholder, other than transactions which are conducted at arms-length and are immaterial or insignificant.

B. When used in relation to FDC subject to the requirements above:

i. “Related company” means another company which is: (a) its holding company, (b) its subsidiary, or (c) a subsidiary of its holding company; and

ii. “Substantial shareholder” means any person who is directly or indirectly the beneficial owner of more than ten percent (10%) of any class of its equity security.

C. An independent director of FDC shall have the following qualifications:

i. He shall have at least one (1) share of stock of FDC;

ii. He shall be at least a college graduate or he shall

iii. have been engaged in or exposed to the business of FDC for at least five (5) years;

iv. He shall possess integrity/probity; and

v. He shall be assiduous.

D. No person enumerated under Section II (5) of the Revised Manual of Corporate Governance shall qualify as an independent director. He shall likewise be disqualified during his tenure under the following instances or causes:

i. He becomes an officer or employee of FDC, or becomes any of the persons enumerated under items (A) hereof;

ii. His beneficial security ownership exceeds 10% of the outstanding capital stock of FDC;

iii. He fails, without any justifiable cause, to attend at least 50% of the total number of board meetings during his incumbency unless such absences are due to grave illness or death of an immediate family member;

iv. If he becomes disqualified under any of the grounds stated in FDC’s Revised Manual on Corporate Governance.

E. Pursuant to SEC Memorandum Circular No. 9, Series of 2011, as amended by SEC Memorandum Circular No. 04, Series of 2017, the following additional guidelines shall be observed in the qualification of individuals to serve as independent directors:

i. There shall be no limit in the number of covered companies that a person may be elected as Independent Director, except in business conglomerates where an ID can be elected to only five (5) companies of the conglomerate, i.e., parent company, subsidiary or affiliate;

ii. The independent director shall serve for a maximum cumulative term of nine (9) years;

iii. After this, the independent director shall be perpetually barred from re-election as such in the same company, but may continue to qualify as non-independent director;

iv. In the instance that a company wants to retain an independent director who has served for nine (9) years, the Board should provide meritorious justification/s and seek shareholders’ approval during the annual shareholders’ meeting; and

v. The reckoning of the cumulative nine-year term is from 2015.

Members of the Board of Directors, Attendance and Committee Memberships

The following table lists down the members of the Board of Directors and their attendance in Board Meetings in 2024 and during the April 26, 2024 Annual Stockholders’ Meeting, and their memberships in the different Committees:

Name	Date of Election	Board Meetings Attended/ Held	% Attendance	Attended Annual Stockholders’ Meeting	Committee Membership
Jonathan T. Gotianun (Chairman)	April 26, 2024	6/6	100%	Yes	Executive (Chairman) Audit & Risk Management Oversight (Member) Compensation (Member)
Lourdes Josephine Gotianun-Yap	April 26, 2024	6/6	100%	Yes	Compensation (Chairman) Executive (Member) Audit & Risk Management Oversight (Member)
Rhoda A. Huang	April 26, 2024	6/6	100%	Yes	Executive (Member)
Michael Edward T. Gotianun	April 26, 2024	6/6	100%	Yes	Executive (Member)
Francis Nathaniel C. Gotianun	April 26, 2024	6/6	100%	Yes	Executive (Member)
Isabelle Therese Gotianun-Yap	April 26, 2024	3/3	100%	Yes	
Virginia T. Obcena (Lead Independent Director)	April 26, 2024	6/6	100%	Yes	Audit & Risk Management Oversight (Chairperson) Corporate Governance (Member) Related Party Transaction (Member)
Marievic G. Ramos-Anonuevo (Independent Director)	April 26, 2024	3/3	100%	Yes	Corporate Governance (Chairman) Compensation (Member) Related Party Transaction (Member) Audit & Risk Management Oversight (Member)
Mina c. Figueroa (Independent Director)	April 26, 2024	3/3	100%	Yes	Related Party Transaction (Chairman) Audit & Risk Management Oversight (Member) Corporate Governance (Member)

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Duties and Responsibilities of the Different Board Committees

Executive Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman	Jonathan T. Gotianun	April 26, 2024	10	10	100%	1 year
Member (ED)	L. Josephine Gotianun-Yap	April 26, 2024	10	10	100%	1 year
Member (ED)	Michael Edward T. Gotianun	April 26, 2024	10	10	100%	1 year
Member (ED)	Francis Nathaniel C. Gotianun	April 26, 2024	10	10	100%	1 year
Member (ED)	Rhoda A. Huang	April 26, 2024	10	10	100%	1 year

(\*) The Committee members are elected annually.

The functions, duties and responsibilities of the Board of Directors may be delegated, to the fullest extent permitted by law, to an Executive Committee to be established by the Board of Directors. The Executive Committee shall consist of five (5) members, and least three (3) of whom shall be members of the Board of Directors. All members of the Executive Committee shall be appointed by and under the control of the Board of Directors.

The Executive Committee may act on such specific matters within the competence of the Board of Directors as may be delegated to it by a majority vote of the Board of Directors, except with respect to:

- (i) approval of any action for which shareholders' approval is also required;
- (ii) the filing of vacancies in the Board of Directors;
- (iii) the amendment or repeal of these by-laws or the adoption of new by-laws;
- (iv) the amendment or repeal of any resolution of the Board of Directors which by its express terms is not so amendable or repealable; and
- (v) the distribution of cash dividends to shareholders.

The act of the Executive Committee on any matter within its competence shall be valid if (i) it is approved by the majority vote of all its members in attendance at a meeting duly called where a quorum is present and acting throughout, or (ii) it bears the written approval or conformity of all its incumbent members without necessity for a formal meeting.

The Executive Committee shall hold its regular meeting at least once a month or as often as it may determine, in the principal office of the corporation or at such other place as may be designated in the notice. Any member of the Executive Committee may, likewise, call a meeting of the Executive Committee at any time. Notice of any meeting of the Executive Committee shall be given at least seven (7) business days prior to the meeting or such shorter notice period as may be mutually agreed. The notice shall be accompanied by (i) a proposed agenda or statement of purpose and (ii) where possible, copies of all documents, agreements and information to be considered at such meeting.

Audit and Risk Management Oversight Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairperson (ID)	Virginia T. Obcena	April 26, 2024	4	4	100%	1 year
Member (ED)	L. Josephine Gotianun-Yap	April 26, 2024	4	4	100%	1 year
Member (NED)	Jonathan T. Gotianun	April 26, 2024	4	4	100%	1 year
Member (ID)	Mina C. Figueroa	April 26, 2024	3	3	100%	1 year
Member (ID)	Marievic G. Ramos-Anonuevo	August 12, 2024	1	1	100%	6 months

(\*) The Committee members are elected annually.

The Board constituted an Audit and Risk Management Oversight Committee composed of at least three (3) director-members with accounting and financial background, one of whom must be an independent director and another must have related audit experience.

The Chairman of this Committee should be an independent director. He is responsible for inculcating in the minds of the Board members the importance of management responsibilities in maintaining a sound system of internal control and the Board's oversight responsibility.

Duties and Responsibilities:

- Provide oversight financial management functions specifically in areas of managing credit, market, liquidity, operational, legal and other risks of the Company, and crisis management;
- Provide oversight of the Company's internal and external auditors;
- Review and approve audit scope and frequency, and the annual internal audit plan;
- Discuss with the external auditor before the audit commences the nature and scope of the audit, and ensure coordination where more than one (1) audit firm is involved;
- Set up an internal audit department and consider the appointment of an internal auditor as well as an independent external auditor, the audit fee and any question of resignation or dismissal;

- Monitor and evaluate the adequacy and effectiveness of the Company's internal control system;
- Receive and review reports of internal and external auditors and regulatory agencies, where applicable, and ensure that management is taking appropriate corrective actions, in a timely manner, in addressing control and compliance functions with regulatory agencies;
- Review the quarterly, half-year and annual financial statements before submission to the Board with particular focus on the following matters:
  - Any change/s in accounting policies and practices
  - Major judgmental areas
  - Significant adjustments resulting from the audit
  - Going concern assumptions
  - Compliance with accounting standards
  - Compliance with tax, legal and regulatory requirements
- Coordinate, monitor and facilitate compliance with existing laws, rules and regulations;
- Evaluate and determine non-audit work by external auditor and keep under review the non-audit fees paid to the external auditor both in relation to their significance to the auditor and in relation to the Company's total expenditure on consultancy. The non-audit work should be disclosed in the Annual Report; and
- Establish and identify the reporting line of the chief audit executive so that the reporting level allows the internal audit activity to fulfill



its responsibilities. The chief audit executive shall report directly to the Audit Committee functionally. The Audit & Risk Management Oversight Committee shall ensure that the internal auditors shall have free and full access to the Company’s records, properties and personnel relevant to the internal audit activity, and that

the internal audit activity should be free from interference in determining the scope of internal auditing examinations, performing work, and communicating results, and shall provide a venue for the Audit Committee to review and approve the annual internal audit plan.

Compensation Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman	L. Josephine Gotianun-Yap	April 26, 2024	1	1	100%	1 year
Member (ED)	Jonathan T. Gotianun	April 26, 2024	1	1	100%	1 year
Member (ID)	Marievic G. Ramos-Anonuevo	April 26, 2024	1	1	100%	1 year

(\*) The Committee members are elected annually.

The Board constituted a Compensation Committee composed of at least three (3) director-members, one of whom must be an independent director.

Duties and Responsibilities:

- Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of corporate officers and directors, and provide oversight over remuneration of senior management and other key personnel ensuring that compensation is consistent with the Company’s culture, strategy and control environment;
- Designate amount of remuneration, which shall be in a sufficient level to attract and retain directors and officers who are needed to run the Company successfully;
- Establish a formal and transparent procedure for developing a policy on executive remuneration and for fixing the remuneration packages of individual directors, if any, and officers;

- Develop a form on Full Business Interest Disclosure as part of the pre-employment requirements for all incoming officers, which, among others, compel all officers to declare under the penalty of perjury all their existing business interests or shareholdings that may directly or indirectly conflict in their performance of duties once hired;
- Disallow any director to decide his or her own remuneration;
- Provide in the Company’s annual reports, information and proxy statements a clear, concise and understandable disclosure of compensation of its executive officers for the previous fiscal year and ensuing year; and
- Review the existing Human Resources Development or Personnel Handbook, to strengthen provisions on conflict of interest, salaries and benefits policies, promotion and career advancement directives and compliance of personnel concerned with all statutory requirements that must be periodically met in their respective posts.

Corporate Governance Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman (ID)	Marievic G. Ramos-Anonuevo	April 26, 2024	2	2	100%	1 year
Member (ED)	Virginia T. Obcena	April 26, 2024	3	3	100%	1 year
Member (ED)	Mina C. Figueroa	April 26, 2024	2	2	100%	1 year

(\*) The Committee members are elected annually.

The Corporate Governance Committee shall assist the Board in fulfilling its corporate governance and compliance responsibilities. The Committee shall be composed of the Chairman of the Board and at least three (3) members of the Board, all of whom shall be independent directors. The Chairman of the Committee shall be an independent director.

Duties and responsibilities:

- Ensure the effectiveness and due observance of corporate governance principles and guidelines of the Board, its committees’ and executive management;
- Oversee the periodic performance evaluation of the Board and its committees as well as executive management, and conducts an annual self-evaluation of its performance;
- Ensures that the results of the Board evaluation are shared, discussed, and that concrete action plans are developed and implemented to address the identified areas for improvement;
- Adopts corporate governance policies and ensures that these are reviewed and updated regularly, and consistently implemented in form and substance;
- Make recommendations to the Board regarding the continuing education of directors, assignment to Board Committees and succession plan for the Board members and senior officers;
- Determine the nomination and election process for the Corporation’s directors and other positions requiring appointment by the Board, define the general profile of board members that the

- Corporation may need and ensure that appropriate knowledge, competencies and expertise will complement the existing skills of the Board;
- Establishes a formal and transparent procedure to develop a policy for determining the remuneration of directors and officers that is consistent with the Corporation’s culture and strategy as well as the business environment in which it operates;
  - Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management’s investigation and follow-up (including disciplinary action) of any instances of noncompliance;
  - Review with the Compliance Officer, at least on annual basis, any legal or regulatory matter that could have a significant impact on the Corporation’s financial statements, compliance with applicable laws and regulations, and inquiries received from regulators or governmental agencies; and
  - Obtain an annual report from the Compliance Officer regarding the adequacy of the Corporation’s compliance program.

The Corporate Governance Committee shall also serve as the Nomination Committee. It shall review and evaluate the qualifications of all persons nominated to the board as well as those nominated to other positions requiring appointment by the Board and assess the effectiveness of the Board’s process and procedures in the election or replacement of directors.



The said Committee considers the following guidelines in the determination of the number of directorships for the Board:

- The nature of the business of the corporations in which he is a director;
- Age of the director;
- Number of directorships/active memberships and officerships in other corporations or organizations; and
- Possible conflict of interest.

The Chief Executive Officer and other executive directors (ED) shall submit themselves to a low indicative limit on membership in other corporate boards. The same low limit shall apply to independent, non-executive directors (NED) who serve as full-time executives in other corporations. In any case, the capacity of directors to serve with diligence shall not be compromised.

The Corporate Governance Committee, acting as the Nomination Committee, may pre-screen and shortlist all candidates nominated to become a member of the Board of Directors, taking into account the qualifications and the grounds for disqualifications as set forth in FDC's Revised Manual of Corporate Governance and the Securities Regulation Code.

The Nomination Committee shall promulgate the guidelines or criteria to govern the conduct of the nomination for members of the Board of Directors. The same shall be properly disclosed in the Company's information or proxy statement or such other reports required to be submitted to the Securities and Exchange Commission (SEC).

The nomination of directors, including independent directors, shall be conducted by the Committee before the stockholders' meeting. All recommendations shall be signed by the nominating stockholders together with the acceptance and conformity by the would-be nominees.

The Committee shall pre-screen the qualifications and prepare a final list of all candidates and put in place screening policies and parameters to enable it to effectively review the qualifications of the nominees for independent directors as set forth in the Company's Revised Manual on Corporate Governance.

After the nomination, the Committee shall prepare a Final List of Candidates which shall contain all the information about all the nominees, including those for independent directors, which shall be made available to the SEC and all stockholders through the filing and distribution of the Information Statement,

or in such reports the Company is required to submit to the SEC. The name of the person or group of persons who recommended the nomination of the independent director shall be identified in such report, including any relationship with the nominee.

#### Related-Party Transaction Committee

The Related Party Transaction Committee is composed of at least three (3) non-executive directors, two (2) of whom must be independent, including the Chairman of the Committee.

The Related Party Transaction Committee has the following duties and responsibilities:

- Conduct continuous evaluation and monitoring of existing relations among counterparties to ensure that all related parties are identified, RPTs are monitored, and subsequent changes in relationships with counterparties (from non-related to related and vice versa) are captured. Related parties, RPTs and changes in relationships should be reflected in the relevant reports to the Board and the SEC;
  - Evaluate all material RPTs to ensure that these are transacted on an arm's length basis and that no corporate or business resources of the company are misappropriated or misapplied, and to determine any potential reputational risk issues that may arise as a result of or in connection with the transactions.
- In evaluating RPTs, the Committee may take into account the following:
- The related party's relationship to the Company and interest in the transaction;
  - The material facts of the proposed RPT, including the proposed aggregate value of such transaction;
  - The benefits to the Company of the proposed RPT;
  - The availability of other sources of comparable products or services; and
  - An assessment of whether the proposed RPT is on terms and conditions that are comparable to the terms generally available to an unrelated party under similar circumstances. The company should have an effective price discovery system in place and exercise due diligence in determining a fair price for RPTs.

- Ensure that appropriate disclosure is made to the regulating and supervising authorities relating to the Corporation's RPT exposures, and policies on conflicts of interest or potential conflicts of interest;

- Report to the Board, on a regular basis, the status and aggregate exposures to each related party, as well as the total amount of exposures to all related parties;
- Ensure that transactions with related parties, including write-off of exposures, are subject to a periodic independent review or audit process; and
- Oversee the implementation of the system for identifying, monitoring, measuring, controlling, and reporting RPTs, including a periodic review of RPT policies and procedures.

No meetings were held for 2024.

#### Shareholders' Benefits

FDC recognizes that the most cogent proof of good corporate governance is that which is visible to the eyes of its investors. Therefore, the following provisions are issued for the guidance of all internal and external parties concerned, as governance covenant between the Company and all its investors.

The Board shall be committed to respect the following rights of the stockholders:

##### I. Right to Nominate and Vote

1. Shareholders shall have the right to elect, remove and replace directors and vote on certain corporate acts in accordance with the Revised Corporation Code.
2. Cumulative voting is mandatory in the election of directors.
3. A director shall not be removed without cause if it will deny minority shareholders representation in the Board.

##### II. Power of Inspection

All shareholders shall be allowed to inspect corporate books and records including minutes of Board meetings and stock registries, in accordance with the Revised Corporation Code, during business hours and upon prior written notice to the Company, for legal purposes.

All shareholders shall be furnished with annual reports, including financial statements, without cost or restrictions.

##### III. Right to Information

1. The shareholders shall be provided, upon request, with periodic reports which disclose personal and professional information about the directors and officers and certain other matters

such as their holdings of the Company's shares, dealings with the Company, relationships among directors and key officers, and the aggregate compensation of directors and officers.

2. The minority shareholders shall be granted the right to propose the holding of a meeting, and the right to propose items in the agenda of the meeting, provided the items are for legitimate business purposes and in accordance with SEC regulations.
3. In accordance with the SEC regulations, the minority shareholders shall have access to any and all information relating to matters for which the management is accountable for and to those relating to matters for which the management shall include such information and, if not included, then the minority shareholders shall be allowed to propose to include such matters in the agenda of stockholders' meeting, being within the definition of "legitimate purposes".

#### IV. Right to Dividends

- Shareholders shall have the right to receive dividends subject to the discretion of the Board.
- The Commission may direct the Company to declare dividends when its retained earnings shall be in excess of 100% of its paid-in capital stock, except: i) when justified by definite corporate expansion projects or programs approved by the Board; or ii) when the Company is prohibited under any loan agreement with any financial institution or creditor, whether local or foreign, from declaring dividends without its consent, and such consent has not been secured; or iii) when it can be clearly shown that such retention is necessary under special circumstances obtaining in the Company, such as when there is a need for special reserve for probable contingencies.

#### V. Appraisal Right

The shareholders shall have appraisal right or the right to dissent and demand payment of the fair value of their shares in the manner provided for under the Revised Corporation Code of the Philippines, under any of the following circumstances:

- In case any amendment to the articles of incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class, or of extending or shortening the term of corporate existence.



- In case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets as provided in the Revised Corporation Code; and
- In case of merger or consolidation.

VI. Right to Attend and Participate in Shareholders’ Meetings

The Board should be transparent and fair in the conduct of the annual and special shareholders’ meetings of the corporation.

The shareholders should be encouraged to personally attend such meetings. If they cannot attend, they should be apprised ahead of time of their right to appoint a proxy. Subject to the requirements of the By-Laws, the exercise of that right shall not be unduly restricted and any doubt about the validity of a proxy should be resolved in the shareholder’s favor.

It shall be the duty of the directors to promote shareholder rights, remove impediments to the exercise of shareholders’ rights and allow possibilities to seek redress for violation of their rights. They shall encourage the exercise of shareholders’ voting rights and the solution of collective action problems through appropriate mechanisms. They shall be instrumental in removing excessive costs and other administrative or practical impediments to shareholders participating in meetings and/or voting in person. The directors shall pave the way for the electronic filing and distribution of shareholder information necessary to make informed decisions subject to legal constraints.

Dividend Policy and Dividends Paid

While the Board endeavors to declare dividends each year, the payment of cash dividends depends upon the Company’s earnings, cash flow, financial condition, capital investment requirements and other factors (including certain restrictions on dividends imposed by the terms of loan agreements). The following cash dividends were paid in the last three years:

On 26 April 2024, the Board of Directors of FDC approved the declaration and payment of cash dividends of Php0.10346 per share for every common share of record as of May 20, 2024, payable on June 11, 2024.

On 28 April 2023, the Board of Directors of FDC approved the declaration and payment of cash dividends of Php0.06534 per share or a total of Php565.1 million to all shareholders of record as of 22

May 2023, payable on 14 June 2023.

On April 29, 2022, the Board of Directors of FDC approved the declaration and payment of cash dividends of Php 0.07014 per share or a total of Php606.6 million to all shareholders of record as of 20 May 2022, payable on 14 June 2022.

Annual Stockholders’ Meeting and Procedures

Notice of Annual Stockholders’ Meeting

On March 26, 2024, FDC disclosed to the Philippine Stock Exchange that its Board of Directors had fixed the date of the Annual Stockholders’ Meeting on April 26, 2024, with the record date set on March 29, 2024.

Stockholders were informed that the Annual Stockholders’ Meeting for 2024 would be conducted virtually on April 26, 2024 (Friday) at 9:00 a.m. Only stockholders of record as of March 29, 202 were entitled to attend and vote in said meeting.

On the same day, right after the stockholders’ meeting, FDC disclosed to the Philippine Stock Exchange the results of the annual stockholders’ meeting which included the following:

- a. Approval of the Minutes of the Annual Stockholders’ Meeting held on April 28, 2023;
- b. Presentation of the President’s Report and Ratification of the Audited Financial Statements for the year ended December 31, 2023;
- c. Approval of the Listing of Preferred Shares;
- d. Ratification of all the acts, resolutions and proceedings of the Board of Directors, Executive Committee, Board Committees and Management from the date of the last annual stockholders’ meeting up to April 26, 2024; and
- e. Appointment of SyCip Gorres Velayo & Co. as the independent external auditor of FDC for the year 2024.

FDC likewise disclosed that the following were elected as directors to serve for the period 2024-2025 and until their successors shall have been duly elected and qualified:

- 1. Jonathan T. Gotianun
- 2. Lourdes Josephine Gotianun-Yap
- 3. Rhoda A. Huang
- 4. Michael Edward T. Gotianun
- 5. Francis Nathaniel C. Gotianun
- 6. Isabelle Therese Gotianun Yap
- 7. Virginia T. Obcena (as independent director)
- 8. Marievic Ramos Añonuevo (as independent director)
- 9. Mina C. Figueroa (as independent director)

Statutory Compliance

FDC fully complied with the Philippine Stock Exchange (PSE) and Securities and Exchange Commission (SEC) regulatory requirements. Below is the Company’s Reportorial Compliance Report

Type of Report	Number of Filings
Financials	
Annual Report (17-A)	1
Quarterly Report (17-Q)	4
2024 Audited Financial Statements	1
Request for extension in filing 17-A, 17-Q	None
Ownership	
Annual List of Stockholders – for Annual Stockholders’ Meeting	1
Foreign Ownership Monitoring Report	12
Public Ownership Report	12
Report on Number of Shareholders and Board Lot	12
Initial Statement of Beneficial Ownership of Securities (23-A)	3
Statement of Changes in Beneficial Ownership of Securities (23-B)	1
Top 100 Stockholders’ List	4
Notices – Stockholders’ Meetings/Briefings/Dividends	1
Notice of Annual/Special Stockholders’ Meeting	1
Dividend Notice (part of disclosure on Results of Stockholders’ Meeting)	1
Other Disclosures	
Integrated Annual Corporate Governance Report	1
Certification – Qualifications of Independent Directors	1
Clarifications of News Articles	5
Definitive Information Statement (20-IS)	1
General Information Sheet	4
Preliminary Information Statement (20-IS)	1
SEC Form 17-C (Current Report)	
Which includes the following:	
a) Results of Annual Stockholders’ Meeting/Board Meetings	5
b) Press Releases	11
c) Other Matters	22

Investor Relations

FDC’s website, **[www.filinvestgroup.com](http://www.filinvestgroup.com)**, makes available to the public current information on the Company, including details of its operations.

The Investor Relations section of the website provides information that may be required by the investors, shareholders and stakeholders. It contains financial statements, press releases, presentations,

declaration of dividends, ownership structure and any changes in the ownership of major shareholders and officers, and other reportorial requirements by the Philippine Stock Exchange.

The contact details of the Investor Relations Department are available on the website.



# RISK MANAGEMENT

In an increasingly complex and evolving business landscape, Filinvest Development Corporation (FDC) continues to strengthen its ERM capabilities to ensure agility, resilience, and value creation. Our Enterprise Risk Management (ERM) framework continues to evolve, integrating technology, enhanced governance, and proactive risk mitigation strategies to safeguard shareholder value and sustain long-term growth.

## Risk Governance

The Board of Directors (BOD) of Filinvest Development Corporation (FDC) plays a pivotal role in overseeing the FDC's risk management strategies. The BOD, through the Audit and Risk Management Oversight Committee (ARMOC), ensures that an effective and robust risk management framework to identify, assess and mitigate risks is in place and aligned with global standards such as on sustainability-related risks and opportunities, ensuring integration into the Company's corporate strategy and risk management activities.

The ARMOC, in collaboration with the Enterprise Risk Management (ERM) function, executes risk mitigation strategies across FDC's diverse business segments, including real estate, hospitality, utilities, banking, and infrastructure.

Management, led by the Chief Executive Officer (CEO), implements BOD's policies and integrates risk management into its day-to-day operations. Management also is responsible for implementing sustainability initiatives and integrating ESG factors into business decisions. This includes identifying and assessing sustainability-related risks, such as climate change and social factors, and developing strategies to mitigate them. By embedding a culture of risk awareness, management ensures that decisions consider both short-term and long-term impacts, aligning with ISO standards and the latest cross cutting ESG standards such as the ISSB S1 and S2.

FDC maintains a dedicated and independent Enterprise Risk Management (ERM) function that reports directly to the Audit and Risk Management Oversight Committee (ARMOC). This function proactively identifies, assesses, and monitors key risks that could impact on the company's strategic objectives and sustainability.

The Enterprise Risk Management (ERM) unit at Filinvest Development Corporation supports both the

Board and Management in identifying and mitigating risks, including risks in relation to sustainability and governance issues. The ERM unit functions facilitates the integration of risk management practices into the company's strategic and operational processes. It is directly aligned with the BOD's oversight role and ensures that risk management is embedded into the organization's culture and day-to-day decision-making processes.

The ERM unit is responsible for maintaining a comprehensive and dynamic risk register, monitoring the Company's risk exposure, and conducting materiality assessments, engaging stakeholders to evaluate both internal and external impacts across the value chain. This approach ensures that all risks including pertinent sustainability-related information are included alongside financial statements, as mandated by ISSB standards. The ERM team conducts regular risk assessments, develops mitigation strategies, and ensures that these strategies are aligned with the company's risk appetite and corporate objectives.

Additionally, the ERM unit plays a key role in reporting and advising the BOD and Management on emerging risks and ongoing risk management efforts, ensuring that FDC is prepared for potential risk events. In line with industry best practices, the ERM unit is committed to continuous improvement, staying current with evolving risk management methodologies and sustainability frameworks.

The function is integrated into FDC's governance structure and ensures a systematic and homogenized approach to risk management, with a strong emphasis on strategic, operational, financial and compliance factors.

FDC's ERM function is tasked with the following:

- Articulating FDC's risk appetite by defining clear risk boundaries that balance opportunity and resilience in achieving strategic objectives.
- Aligning risk management initiatives with FDC's long-term strategic objectives, regulatory landscape, and evolving market dynamics to ensure resilience and sustainable growth.
- Ensuring a systematic and structured approach to risk assessment, enabling proactive identification and evaluation of significant exposures across strategic, financial, operational and compliance domains that may impact the achievement of strategic objectives

- Documenting and classifying identified risks in a dynamic risk register tailored to FDC's core business segments, prioritizing them based on business impact and likelihood, while integrating emerging risks and industry developments.
- Developing targeted action plans to address FDC's top risks, ensuring alignment with FDC's risk appetite, capital allocation strategies, and business continuity measures.
- Providing transparent and timely risk reports to the ARMOC covering significant strategic, compliance, operational, financial risks, along with mitigation measures and control effectiveness.
- Continuously refining risk management practices to adapt to evolving industry and market shifts, regulatory changes, and global economic trends, reinforcing a proactive and resilient risk culture.

## ERM activities in 2024

In 2024, the Enterprise Risk Management (ERM) function continued the rollout of its ERM policy, framework, and tools across Filinvest's subsidiaries. It provided hands-on support to designated risk focal persons in each subsidiary, guiding them through the generation, update, and review of their respective business unit's risk registers. The top risks identified by each business unit are for validation by the respective leadership teams.

To strengthen risk assessment capabilities, the FDC Centers of Excellence lent expertise in recalibrating a set of risk impact matrices in 2024. These updated matrices serve as a standardized guide for risk owners across the conglomerate in analyzing and evaluating identified risks. Additionally, business-unit-specific financial impact matrices are at various stages of finalization in collaboration with each finance head, recognizing that financial resilience varies across subsidiaries based on business size and industry dynamics. At the parent level, a draft set of risk appetite and risk tolerance statements has been developed for review by the Audit, Risk Management, and Oversight Committee (ARMOC) and adoption by the Board.

In anticipation of the impending Securities and Exchange Commission (SEC) requirement for climate-related risk disclosures, FDC has engaged a third-party expert to assist in assessing physical climate risks across all Filinvest assets under various climate change scenarios. This initiative begins with hazard exposure quantification and will culminate in the development of strategic resilience measures for physical climate risks. Subsequent phases will focus on evaluating climate transition risks to ensure the Group's long-term sustainability and adaptability in a changing regulatory and environmental landscape.





Enterprise Top Risks and Updates

Risk	FDC Context	Company-Wide Responses
Philippine Macroeconomic Risk	FDC operates and invests in economically sensitive sectors, facing risks from inflation, interest rates, exchange rates, GDP growth, policy changes, and geopolitical issues that impact business profitability and financial stability	<ul style="list-style-type: none"><li>• Sectoral Diversification: Investing across resilient sectors such as utilities, infrastructure, and essential services to reduce dependence on cyclical industries</li><li>• Geographic Diversification/ Hyperlocalization: Expanding into regions with stable economic conditions to offset risks from local downturns</li><li>• Operational Efficiency Programs: Investing in automation, energy efficiency, and lean management to reduce operating costs.</li></ul>
Market and Demand Uncertainty	Changing consumer behavior in real estate. Demand fluctuations in retail, hospitality, and office spaces, particularly with the hybrid work setup.	<ul style="list-style-type: none"><li>• Expanded Mixed-Use Projects – Prioritize developments that integrate residential, office, retail, and green spaces to align with evolving consumer preferences.</li><li>• Flexible Property Design – Development of modular spaces that can adapt to changing tenant needs (e.g., office-to-residential conversions, hybrid work-friendly layouts).</li><li>• Sustainability and Technology Integration – Invested in smart infrastructure and sustainable solutions to attract tech-savvy consumers</li><li>• Diversification of retail tenant mix and adapted malls spaces for experiential and omnichannel retailing</li></ul>
Project Execution	Challenges when executing business strategies, projects, or operations effectively may arise from resource constraints, project management issues, market uncertainties, regulatory hurdles, or decision-making processes	<ul style="list-style-type: none"><li>• Workforce Planning &amp; Upskilling: Conducted regular workforce capacity assessments and provide training to address skill gaps.</li><li>• Technology &amp; Process Automation: Leveraged digital tools to optimize resource utilization and reduce manual inefficiencies.</li><li>• Strategic Partnerships: Collaborated with third-party vendors, contractors, or industry peers to supplement resource shortages.</li><li>• Project Management: Alignment of Roles and Responsibilities in the Project Life Cycle</li></ul>
Talent	High competition for skilled professionals and specialized roles may lead to talent shortages and increased attrition. Workforce challenges include remote work preferences, upskilling needs and succession planning.	<ul style="list-style-type: none"><li>• Implementation of retention programs and competitive compensation strategies</li><li>• Leveraging of workforce analytics to predict attrition risks</li><li>• Enhanced leadership succession planning and career development pathways</li><li>• Implementation of hybrid work policies to retain top talent</li></ul>
Organizational Structure	Operational inefficiencies and decision-making processes due to complex structures can hinder growth and impact business agility and execution.	<ul style="list-style-type: none"><li>• Simplified corporate structures and workflows to enhance efficiency and reduce bureaucracy</li><li>• Implementation of shared services for support operations (e.g., HR, finance, procurement)</li><li>• Investment in ERP systems to streamline operations across subsidiaries</li><li>• Implemented delegation of authority matrix for approvals based on risk and financial thresholds.</li><li>• Leveraged technology to improve efficiency, reduce manual processes, and enhance data-driven decisions.</li><li>• Automated workflow approvals for procurement, budgeting, and compliance to reduce delays.</li></ul>
Related Party Transactions	Intercompany transactions across FDC business units and subsidiaries require strict governance to prevent conflicts of interest and financial misstatements which may lead to regulatory scrutiny and reputational damage	<ul style="list-style-type: none"><li>• Required Board/Executive Committee Approval for high-value or complex transactions to prevent conflicts of interest.</li><li>• Development of uniform transfer pricing guidelines based on arm’s length principles.</li><li>• Required full disclosure of related-party transactions in financial statements and board reports.</li><li>• Development of whistleblower policies to report potential conflicts or unethical intercompany dealings.</li><li>• Establishment of an Internal Audit Program focused on intercompany transactions.</li></ul>

Supply Chain and Vendor Risks	<p>Disruptions in material availability due to global and local supply chain challenges affect project timelines and costs.</p> <p>Dependence on third-party service providers for e.g. IT, construction, and operations introduces risks of performance failures, contract disputes and regulatory non-compliance can disrupt business operations</p>	<ul style="list-style-type: none"><li>• Diversification of Suppliers &amp; Sourcing Strategies</li><li>• Prioritization of local sourcing where feasible to reduce reliance on centralized purchasing where feasible</li><li>• Inventory &amp; Buffer Stock Management Policies for high-risk materials</li><li>• Strengthening of vendor due diligence and risk assessment</li><li>• Establishment of contingency plans for critical vendors and service level enforcement mechanisms</li></ul>
Compliance and Regulatory Risk	Regulatory complexities and policy changes pose operational challenges, including inconsistent enforcement, shifting policy shifts due to political and economic factors, overlapping and inconsistent regulations, and stricter environmental and social compliance requirements.”	<ul style="list-style-type: none"><li>• Strengthening regulatory compliance champions for proactive risk management.</li><li>• Strengthened relationships with policymakers and industry groups for regulatory advocacy; collaboration with industry groups to anticipate policy shifts.</li><li>• Enhanced operational agility through standardized compliance mechanisms.</li><li>• Adoption of green building certifications of new projects (e.g., EDGE, LEED, BERDE) to meet stricter environmental requirements.</li><li>• Develop sustainable financing strategies to align with compliance mandates.</li></ul>
Environmental and Climate Change Risks	<p>&gt; Arising from environmental factors such as extreme weather events, resource depletion, climate related regulatory changes, and shifting stakeholder expectations regarding sustainability.</p> <p>&gt; Climate Change Vulnerability of Physical Assets</p>	<ul style="list-style-type: none"><li>• Integration of climate resilience strategies in real estate and infrastructure projects</li><li>• Expanded renewable energy production and adoption &gt;Aligned developments with local and international environmental standards&gt; .</li><li>• Secured Green building certifications, secured green building certifications (EDGE, LEED, BERDE) for new and existing projects.</li><li>• Implemented ESG reporting frameworks in line with SEC Philippines and international sustainability standards.</li><li>• Reduced exposure to high-risk climate risk vulnerable zones through strategic land acquisition.</li><li>• Conduct of climate risk assessments for existing physical assets</li></ul>
Cybersecurity Risks	Exposure or loss resulting from a cyber-attack or data breach on the organization which could lead to financial loss and reputational damage.	<ul style="list-style-type: none"><li>• Implementation of a robust cybersecurity framework to prevent, detect and respond to threats</li><li>• Build a cyber-aware culture within the organization and strengthened employee awareness programs</li><li>• Enforced access controls for financial and customer data</li><li>• Established an incident response team for real-time cybersecurity mitigation.</li><li>• Implementation of disaster recovery and back-up strategy</li></ul>
Financial Risks	Resulting from adverse fluctuations in financial markets, interest rates, liquidity, socio-economic factors and a range of risks that can affect a company’s ability to manage its investments and sustain profitability.	<ul style="list-style-type: none"><li>• Capital Allocation Efficiency - Investments with strong risk-adjusted returns and clear value creation potential. Avoidance of over-investing in long-gestation projects with uncertain cash flows.</li><li>• Optimized capital allocation to reduce financial risk exposure.</li><li>• Maintenance of an optimal debt-to-equity ratio aligned with industry benchmarks and risk appetite.</li><li>• Established liquidity buffers and revolving credit facilities to ensure financial flexibility.</li><li>• Reduced concentration risks by maintaining a balanced portfolio mix across real estate, infrastructure, and other income-generating assets.</li><li>• Diversified geographical investments to hedge against regional economic downturns.</li><li>• Macroeconomic impact assessments to anticipate effects of inflation, GDP fluctuations, and policy changes.</li><li>• Development of contingency plans including cost rationalization and revenue diversification strategies</li></ul>



# FINANCIAL REVIEW

## MANAGEMENT’S DISCUSSION AND ANALYSIS OR PLAN OF OPERATIONS

### RESULTS OF OPERATIONS

Year Ended December 31, 2024 Compared with Year Ended December 31, 2023

#### Revenues

*Real Estate Operations - Sale of Lots, Condominium and Residential Units* grew by 9.1% or ₱1,472.2 million, reaching ₱17,567.0 million. The increase was primarily driven by sales of ready-for-occupancy units and higher incremental percentage of completion for residential projects during the year.

*Real Estate Operations - Mall and Rental Revenues* improved by 10.7% or ₱822.9 million, totaling ₱8,486.8 million. Mall rentals growth was driven by gradual reduction in rental concessions, reinstatement of escalation rates and higher occupancy levels. Office leasing remained stable despite ongoing challenges related to flexible work arrangements and work from home trends and pre-termination from POGO tenants.

*Hospitality Revenues* rose by 31.7% or ₱906.8 million to ₱3,763.3 million, attributed to higher occupancy rates, increase average daily room rates, and growth from adjacent hospitality revenues such food and beverage and golf revenues.

*Banking and Financial Services Revenues* increased by 22.9% or ₱7,787.5 million, reaching ₱41,730.6 million, driven by higher interest income from consumer loans and fixed income securities.

*Power and Utility* increased by 41.8% or ₱7,190.8 million to ₱24,398.0 million in 2024, primarily driven by higher dispatch and contracted electricity.

*Sugar Revenues* went up by 15.7% or ₱788.1 million to ₱5,815.2 driven by increased sugar sales volume offsetting lower sugar average selling prices.

#### Other Income

*Other Income - Real Estate Operations* increased by 23.0% or ₱378.8 million to ₱2,026.4 million, driven by higher processing fees and interest income from installment contract receivables.

*Other Income - Banking and Financial Services* increased by 20.2% or ₱1,502.9 million to ₱8,932.1 million, driven by higher service fees, commission

income, trading gains, miscellaneous income, and gains from the sale of foreclosed assets.

*Other Income - Power and Utility Operations* Decreased by 63.6% or ₱228.0 million to ₱130.2 million due to lower interest income derived from trade receivables.

*Other Income - Sugar Operations* Decreased by 13.9% or ₱7.0 million to ₱43.1 million due to lower scrap sales.

#### Costs

*Costs of Sale of Lots, Condominium and Residential Units* decreased by 9.1% or ₱779.5 million to ₱7,754.9 million, following the IFRIC adoption of non-capitalizing borrowing costs.

*Costs of Mall and Rental Services* went up by 27.9% or ₱789.4 million to ₱3,614.0 million due to higher direct operating expense, such as mall operations and utilities, due to improved business activities in the retail segment.

*Costs of Hospitality Operations* increased by 38.2% or ₱698.5 million to ₱2,526.3, driven by higher expenses for food and beverages, manpower, utilities, guest amenities, and other direct operating costs, all resulting from increased business volume.

*Costs of Banking and Financial Services* went up by 40.6% or ₱2,432.4 million due to higher volume and higher cost of funding for the period.

*Costs of Power and Utility Operations* increased by 38.4% or ₱4,630.6 million to ₱16,691.2 million primarily due to higher coal consumption.

*Costs of Sugar Operation* increased by 16.8% or ₱680.4 million to ₱4,741.8 million, driven by higher sales volume.

*Costs of Other Operations* increased by 14.2% or ₱73.8 million to ₱591.8 million, primarily due to translation adjustments for interest on foreign-currency-denominated bonds payable.



Expenses

*Expenses from Real Estate Operations* went up by 29.0% or ₱2,092.3 million to ₱9,309.9 million, mainly from non-capitalization of borrowing costs due to the first-time adoption of IFRIC Agenda Decision on Over Time Transfer of Constructed Goods, increase in the debt stock and average interest rates in 2024. This was further increased by higher commissions, sales generation activities, and salaries and wages of sellers.

*Expenses from Banking and Financial Services* went up by 17.7% or ₱4,947.6 million to ₱32,855.5 million, driven by higher provision for probable losses due to higher loan volumes, further increased by higher manpower costs, taxes and licenses, and depreciation and amortization.

*Expenses from Power and Utility Operations* increased by 9.5% or ₱204.6 million to ₱2,355.7 million, primarily due to an increase in provisions for probable losses.

*Expenses from Sugar Operations* increased by 9.8% or ₱18.0 million to ₱202.0 million, driven by higher interest expenses.

*Expenses from Other Operations* of other operations decreased by 11.0% or ₱295.0 million to ₱2,379.0 million, mainly due to impairment provisions in the previous year.

Provision for Income Tax

Increased by 44.4% or ₱1,492.5 million to ₱4,857.0 million. Provision for deferred tax and current income tax rose by 913.1% and 11.9%, respectively. This is from the increase in the Group’s taxable net income.

Net Income

As a result of the foregoing, consolidated net income increased by 29.3% or ₱3,561.5 million to ₱15,698 million. Net income attributable to equity holders of the Parent increased by 35.6% or ₱3,183.9 million to ₱12,131.3 million, while net income attributable to non-controlling interest increased by 11.8% or ₱377.7 million to ₱3,567.0 million.

*Contract assets* decreased by 14.5% or ₱1.4 billion to ₱8.4 billion, due to increased collections including receipt of bank takeouts while increases are primarily due to longer payment terms and new sales recognized during the year.

*Coal, spare parts and other inventories* increased by 43.9% or ₱0.7 billion to 2.49 billion, driven by higher inventories of spare parts, sugar, and molasses.

*Investment properties - net* increased by 5.5% or ₱5.4 billion to 103.6 billion, driven by increase from ongoing investment property construction and real estate inventory reclassifications which was offset by Group’s depreciation.

*Property and equipment* increased by 5.4% or ₱2.6 billion to 51.9 billion, driven by increase from construction in progress offset by Group’s depreciation.

*Investment in joint venture* increased by 5.4% or ₱0.1 billion to 2.0 billion, driven by share in net income of joint ventures.

*Deferred income tax assets - net* increased by 2.9% or ₱0.2 billion to ₱5.8 billion, due to higher accrual provisions within the Group.

*Other assets - net* went up by 10.0% or ₱3.3 billion to ₱33.6 billion, driven by higher advances to contractors and suppliers and prepaid expenses of the Group.

Liabilities

Total consolidated liabilities increased by 12.6% or ₱70.1 billion to ₱627.3 billion.

The following are the significant changes in liability accounts from December 31, 2023 to December 31, 2024:

*Deposit liabilities* increased by 10.0% or ₱33,761.5 million from growth in CASA, time deposits, and FCY deposits.

*Bills and acceptances payable* grew by 160.4% or ₱24,713.5 million to ₱40,117.2 million mainly from higher volume of interbank borrowings and repo borrowings.

*Accounts payable, accrued expenses* increased by 15.0% or ₱7,012.4 million to ₱53,901.4 million, driven by the Group’s increased deposits from tenants, retention fees, and other operating payables.

*Contract liabilities* increased 5.3% or ₱159.6 million to ₱3,156.4 million due to real estate’s construction in progress for the accounts already qualified for revenue recognition.

*Long term debt* increased 3.7% or ₱4,959.3 million to ₱137,331.2 million, mainly from net debt availment from FLI (₱3.4bn), FAI (₱1.1bn), FHC (₱0.5bn) and FDC (₱0.4bn) offset by net settlements of FDCUI (₱0.7bn).

*Income tax payable* decreased by 10.0% or ₱49.0 million to ₱439.5 million, despite higher taxable income, due to adjustments in tax provisions and timing differences.

*Retirement liabilities* increased by 5.4% or ₱0.1 billion to ₱1.7 billion due to a higher number of employees and adjustments in actuarial assumptions.

*Lease liability* increased by 7.0% or ₱0.6 billion to ₱9.0 billion due to due to the recognition of new lease agreements.

*Deferred income tax liabilities - net* decreased by 11.4% or ₱1.2 billion to ₱9.1 billion, due to lower temporary differences related to capitalized borrowing costs.

Equity

On April 26, 2024, the FDC’s BOD approved the declaration and payment of cash dividends of 0.10346 per share for every common share of record as of May 20, 2024 and paid on June 11, 2024.

On April 28, 2023, the FDC’s BOD approved the declaration and payment of cash dividends of 0.06534 per share for every common share of record as of May 22, 2023. This was paid on June 14, 2023.

On April 29, 2022, FDC’s Board of Directors (BOD) approved the declaration and payment of cash dividends of ₱0.07014 per share for every common share of record as of May 20, 2022, payable on June 14, 2022.

The Group has commitments for capital expenditures for the project developments of the real estate segment, the requirement of the sugar manufacturing subsidiaries, the development and construction of solar rooftop facilities, and other utility projects, the intended construction and management of various hotels, and the bank’s expansion and implementation of IT projects, which could be adequately covered by the operating cash flow and availment of medium and long term loans.

FINANCIAL CONDITION

As at December 31, 2024 Compared with As at December 31, 2023

Assets

Total consolidated assets grew by 10.7% or ₱78.7 billion to ₱813.7 billion as of December 31, 2024.

The following are the significant changes in account balances from December 31, 2023 to December 31, 2024:

*Cash and cash equivalents* increased by 6.9% or ₱3.4 billion to ₱52.3 billion driven by Group’s operations and increase in bills and acceptances payables offset by EW net investment acquisitions, fixed asset CAPEX and net debt payment.

Loans and receivables

- *Real estate operation* increased by 22.6% or ₱2.1 billion to ₱11.4 billion driven by higher contracts receivable arising from real estate sales collateralized by the corresponding real estate properties sold.
- *Hospitality operation* increased by 60.0% or ₱0.1 billion to ₱0.4 billion, driven by higher receivables

from credit card companies, travel agents, and corporate guests, reflecting increased operations.

- *Financial and banking operation* increased by 15.0% or ₱42.2 billion to ₱323.5 billion driven mainly by EW’s consumer loans.
- *Energy operation* decreased by 1.5% or ₱0.1 billion to ₱4.8 billion, driven by higher allowance for ECL.
- *Sugar operation* increased by 14.2% driven mainly by advances to sugar planters pertaining to various incentives.

*Financial assets at fair value through profit or loss* increased by 123.1% or ₱5.1 billion to ₱9.2 billion, *Financial assets at fair value through other comprehensive income* increased by 54.5% or ₱10.6 billion to ₱30.0 billion, *Investment securities at amortized cost* increased by 8.6% or ₱6.5 billion to ₱81.9 billion, the general increase across EW’s investment was mainly due to the combined growth in the portfolios of FVPL and FVOCI mainly on account of purchase of securities in line with conditions set on the business models.



# FINANCIAL STATEMENTS



## FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(AMOUNTS IN THOUSANDS OF PESOS)

	December 31	
	2024	2023
<b>ASSETS</b>		
Cash and cash equivalents (Note 6)	₱52,317,373	₱48,962,146
Loans and receivables		
Real estate operations (Note 7)	11,384,885	9,285,775
Hospitality operations (Note 8)	396,137	247,570
Banking and financial services (Note 9)	323,459,351	281,253,378
Power and utility operations (Note 10)	4,789,083	4,861,962
Sugar operations (Note 11)	153,708	134,639
Financial assets at fair value through profit or loss (Note 12)	9,174,275	4,112,322
Financial assets at fair value through other comprehensive income (Note 12)	29,983,609	19,411,425
Investment securities at amortized cost (Note 12)	81,922,750	75,401,019
Contract assets (Notes 2 and 13)	8,436,614	9,867,642
Real estate inventories (Notes 2 and 14)	78,900,316	81,004,413
Coal, spare parts and other inventories (Note 15)	2,397,054	1,665,772
Investment properties (Note 16)	103,641,040	98,240,278
Property, plant and equipment (Note 17)	51,890,809	49,253,884
Investments in joint ventures and associate (Note 18)	2,010,839	1,907,136
Deferred tax assets - net (Note 34)	5,791,642	5,628,946
Goodwill (Note 4)	10,381,152	10,381,152
Other assets - net (Note 20)	36,649,611	33,314,574
<b>Total Assets</b>	<b>₱813,680,248</b>	<b>₱734,934,033</b>

### LIABILITIES AND EQUITY

<b>Liabilities</b>		
Deposit liabilities (Note 21)	₱372,542,796	₱338,781,312
Bills and acceptances payable (Note 22)	40,117,180	15,403,706
Accounts payable, accrued expenses and other liabilities (Note 23)	53,901,380	46,888,946
Contract liabilities (Note 13)	3,156,425	2,996,852
Long-term and short-term debt (Note 24)	137,331,240	132,371,944
Income tax payable	439,461	488,470
Retirement liabilities (Notes 26 and 30)	1,660,444	1,575,028
Lease liabilities (Note 32)	9,042,566	8,454,337
Deferred tax liabilities - net (Notes 2 and 34)	9,108,250	10,281,563
<b>Total Liabilities</b>	<b>627,299,742</b>	<b>557,242,158</b>

(Forward)

	December 31	
	2024	2023
<b>Equity</b>		
Equity attributable to equity holders of the Parent Company		
Capital stock - ₱1 par value (Note 25)		
Authorized common shares - 15,000,000,000		
Authorized preferred shares - 2,000,000,000		
Issued common shares - 9,319,872,387	₱9,319,872	₱9,319,872
Treasury shares - 671,409,400 (Notes 25 and 31)	(3,614,474)	(3,614,474)
Additional paid-in capital (Note 25)	11,900,015	11,900,015
Retained earnings (Note 25)	127,792,244	119,711,533
Other comprehensive income - net of tax		
Revaluation reserve on financial assets at fair value through other comprehensive income (Note 12)	(547,810)	(302,556)
Remeasurement losses on retirement plans - net of tax (Note 30)	(214,373)	(176,065)
Cumulative translation adjustments	121,161	201,167
Share in other components of equity in joint ventures	724	724
	<b>144,757,359</b>	<b>137,040,216</b>
Noncontrolling interests (Note 5)	41,623,147	40,651,659
<b>Total Equity</b>	<b>186,380,506</b>	<b>177,691,875</b>
	<b>₱813,680,248</b>	<b>₱734,934,033</b>

See accompanying Notes to Consolidated Financial Statements.



## FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF INCOME

(AMOUNTS IN THOUSANDS OF PESOS, EXCEPT EARNINGS PER SHARE FIGURES)

	Years Ended December 31		
	2024	2023	2022
<b>REVENUES</b> (Note 35)			
Real estate operations			
Sale of lots, condominium and residential units	₱17,567,000	₱16,094,806	₱13,314,664
Rental and related services (Notes 16, 20 and 32)	8,486,789	7,663,855	6,732,189
Hospitality operations	3,763,329	2,856,543	1,928,979
Banking and financial services (Notes 6, 9 and 12)	41,730,563	33,943,051	25,652,661
Power and utility operations	24,397,973	17,207,202	12,899,789
Sugar operations	5,815,205	5,027,067	4,280,178
	101,760,859	82,792,524	64,808,460
<b>OTHER INCOME</b> (Notes 27 and 35)			
Real estate operations	2,026,362	1,647,576	1,180,709
Hospitality operations	552,898	563,913	4,195
Banking and financial services	8,932,099	7,429,236	4,912,360
Power and utility operations	130,235	358,236	139,059
Sugar operations	43,085	50,056	78,809
	11,684,679	10,049,017	6,315,132
<b>Total Revenues and Other Income</b>	<b>113,445,538</b>	<b>92,841,541</b>	<b>71,123,592</b>
<b>COSTS</b> (Note 28)			
Real estate operations			
Sale of lots, condominium and residential units			
(Note 14)	7,754,859	8,534,325	7,521,107
Rental and related services (Notes 16 and 20)	3,613,954	2,824,608	2,366,540
Hospitality operations	2,526,342	1,827,843	1,334,216
Banking and financial services (Notes 21, 22 and 24)	8,418,748	5,986,364	2,593,840
Power and utility operations	16,691,157	12,060,599	8,700,791
Sugar operations	4,741,794	4,061,398	3,554,776
Other operations (Note 24)	591,785	518,016	470,272
	44,338,639	35,813,153	26,541,542
<b>EXPENSES</b> (Note 29)			
Real estate operations	9,309,880	7,217,548	6,419,775
Hospitality operations	1,449,580	1,392,562	1,192,396
Banking and financial services	32,855,465	27,907,904	22,097,839
Power and utility operations	2,355,718	2,151,071	2,264,496
Sugar operations	201,983	183,996	160,302
Other operations	2,378,968	2,674,014	1,755,697
	48,551,594	41,527,095	33,890,505
<b>Total Costs and Expenses</b>	<b>92,890,233</b>	<b>77,340,248</b>	<b>60,432,047</b>

(Forward)

	Years Ended December 31		
	2024	2023	2022
<b>INCOME BEFORE INCOME TAX</b>	<b>₱20,555,305</b>	<b>₱15,501,293</b>	<b>₱10,691,545</b>
<b>PROVISION FOR INCOME TAX</b> (Note 34)			
Current	3,895,854	3,482,679	2,059,068
Deferred	961,098	(118,196)	329,817
	4,856,952	3,364,483	2,388,885
<b>NET INCOME</b> (Note 35)	<b>₱15,698,353</b>	<b>₱12,136,810</b>	<b>₱8,302,660</b>
Net income attributable to:			
Equity holders of the Parent Company (Note 31)	₱12,131,320	₱8,947,468	₱5,650,674
Noncontrolling interests	3,567,033	3,189,342	2,651,986
	₱15,698,353	₱12,136,810	₱8,302,660
Basic/Diluted Earnings Per Share Attributable to Equity			
Holders of the Parent Company (Note 31)	₱1.40	₱1.03	₱0.65

See accompanying Notes to Consolidated Financial Statements.



## FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(AMOUNTS IN THOUSANDS OF PESOS)

	Years Ended December 31		
	2024	2023	2022
<b>NET INCOME</b>	<b>₱15,698,353</b>	<b>₱12,136,810</b>	<b>₱8,302,660</b>
<b>OTHER COMPREHENSIVE INCOME (LOSS)</b>			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods			
Changes in fair value of financial assets through other comprehensive income (Note 12)	(33,616)	(41,780)	(30,092)
Translation adjustments (Note 2)	(95,478)	369,315	186,498
	<b>(129,094)</b>	<b>327,535</b>	<b>156,406</b>
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods			
Changes in fair value of financial assets through other comprehensive income (Note 12)	(299,909)	1,297,147	(1,955,034)
Remeasurement gains (losses) on retirement plans - net of tax (Note 30)	(46,329)	(5,612)	17,851
	<b>(346,238)</b>	<b>1,291,535</b>	<b>(1,937,183)</b>
	<b>(475,332)</b>	<b>1,619,070</b>	<b>(1,780,777)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>₱15,223,021</b>	<b>₱13,755,880</b>	<b>₱6,521,883</b>
Total comprehensive income attributable to:			
Equity holders of the Parent Company	₱11,767,752	₱10,342,888	₱4,292,505
Noncontrolling interests	3,455,269	3,412,992	2,229,378
	<b>₱15,223,021</b>	<b>₱13,755,880</b>	<b>₱6,521,883</b>

See accompanying Notes to Consolidated Financial Statements.

## FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(AMOUNTS IN THOUSANDS OF PESOS)

	Equity Attributable to Equity Holders of the Parent Company									
	Capital Stock (Note 25)	Additional Paid-in Capital (Note 25)	Retained Earnings (Note 25)	Comprehensive Income (Note 12)	Re-measurement Losses on Retirement Plans - net of tax (Note 30)	Translation Adjustments (Note 2)	Share in Other Components of Equity in Joint Ventures (Note 18)	Treasury Shares (Notes 25 and 31)	Noncontrolling Interests (Note 5)	Total
Balances as at January 1, 2024, as previously stated	₱9,319,872	₱11,900,015	₱119,711,533	(₱302,556)	(₱176,065)	₱201,167	₱724	(₱3,614,474)	₱40,651,659	₱177,691,875
Effect of adoption of IFRIC Agenda Decision on Over Time Transfer of Constructed Goods (PAS 23, Borrowing Cost) and Significant Financing Component (Note 2)	-	-	(2,810,653)	-	-	-	-	-	(1,335,193)	(4,145,846)
Balances as at January 1, 2024, as restated	9,319,872	11,900,015	116,900,880	(302,556)	(176,065)	201,167	724	(3,614,474)	39,316,466	173,546,029
Net income	-	-	12,131,320	-	-	-	-	-	3,567,033	15,698,353
Other comprehensive income (loss)	-	-	-	(245,254)	(38,308)	(80,006)	-	-	(111,764)	(475,332)
Total comprehensive income (loss)	-	-	12,131,320	(245,254)	(38,308)	(80,006)	-	-	3,455,269	15,223,021
Changes in noncontrolling interest (Notes 2 and 5)	-	-	(345,214)	-	-	-	-	-	174,542	(170,672)
Dividends declared (Notes 5 and 25)	-	-	(894,742)	-	-	-	-	-	(1,323,130)	(2,217,872)
Balances as of December 31, 2024	₱9,319,872	₱11,900,015	₱127,792,244	(₱547,810)	(₱214,373)	₱121,161	₱724	(₱3,614,474)	₱41,623,147	₱186,380,506
For the Year Ended December 31, 2023										
Balances as at January 1, 2023	₱9,319,872	₱11,900,015	₱111,329,156	(₱1,326,191)	(₱186,845)	(₱159,838)	₱724	(₱3,614,474)	₱38,409,623	₱165,672,042
Net income	-	-	8,947,468	-	-	-	-	-	3,189,342	12,136,810
Other comprehensive income	-	-	-	1,023,635	10,780	361,005	-	-	1,595,420	223,650
Total comprehensive income	-	-	8,947,468	1,023,635	10,780	361,005	-	-	10,342,888	13,755,880
Dividends declared (Notes 5 and 25)	-	-	(565,091)	-	-	-	-	-	(1,170,566)	(1,736,047)
Balances as of December 31, 2023	₱9,319,872	₱11,900,015	₱119,711,533	(₱302,556)	(₱176,065)	₱201,167	₱724	(₱3,614,474)	₱40,651,659	₱177,691,875



**FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
 (AMOUNTS IN THOUSANDS OF PESOS)

*See accompanying Notes to Consolidated Financial Statements.*

(Forward)



## FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF CASH FLOWS

(AMOUNTS IN THOUSANDS OF PESOS)

	Years Ended December 31		
	2024	2023	2022
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Acquisitions of:			
Financial assets at financial assets at fair value through other comprehensive income	(P17,689,047)	(P5,543,251)	(P211,908,930)
Investment properties and property, plant and equipment (Notes 16 and 17)	(9,930,623)	(6,382,001)	(13,922,581)
Investment securities at amortized cost	(5,860,248)	(12,039,512)	(38,371,279)
Shares in subsidiary (Notes 1 and 5)	(170,672)	(50,000)	—
Investments in joint ventures and associate (Note 18)	—	(216,000)	(802,292)
Proceeds from sale of:			
Financial assets at financial assets at fair value through other comprehensive income (Note 12)	10,713,611	4,442,304	235,817,583
Investment properties and repossessed assets	4,853,163	2,743,162	6,375,723
Maturity of investments securities at amortized cost	2,070,293	—	111,672
Receipts of interest income	503,348	559,530	458,894
Decrease (increase) in:			
Due from related parties (Notes 7, 8, 10 and 26)	29,367	49,585	18,289
Other assets	(2,339,904)	(7,459,830)	(3,067,358)
Net cash used in investing activities	(17,820,712)	(23,896,013)	(25,290,279)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
(Note 39)			
Proceeds from availment of long-term and short-term debt	63,442,124	38,811,359	26,012,626
Increase (decrease) in:			
Bills and acceptances payable (Note 22)	24,713,474	8,444,195	6,663,306
Due to related parties (Notes 23 and 26)	(533,293)	18,476	32,175
Payments of:			
Long-term and short-term debt	(59,068,195)	(44,190,637)	(25,589,119)
Interest expense (including capitalized borrowing costs)	(8,329,002)	(7,546,485)	(6,852,117)
Dividends (Notes 5 and 25)	(2,217,872)	(1,736,047)	(1,960,750)
Lease liabilities (Note 32)	(1,739,243)	(1,438,713)	(884,432)
Net cash provided by (used in) financing activities	16,267,993	(7,637,852)	(2,578,311)
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>3,355,227</b>	<b>(22,349,810)</b>	<b>(51,763,025)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>48,962,146</b>	<b>71,311,956</b>	<b>123,074,981</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 6)</b>	<b>P52,317,373</b>	<b>P48,962,146</b>	<b>P71,311,956</b>

See accompanying Notes to Consolidated Financial Statements.

# ANNEXES



EESG PERFORMANCE INDEX

A. ECONOMIC DISCLOSURES

Economic Performance

Filinvest adopts a comprehensive approach to distributing the economic value generated by its business across its stakeholders whom it treats as value co-creators and providers of the six capitals—financial, manufactured, intellectual, human, social, and natural. The company ensures that value is fairly shared among its employees, customers, suppliers, investors, and the communities in which it operates.

By reinvesting profits into growth initiatives, creating job opportunities, fostering innovation, and supporting sustainable community development, Filinvest aligns its success with the well-being of its stakeholders. This approach reinforces its commitment to inclusive growth and long-term value creation for all involved.

Direct Economic Value Generated and Distributed (GRI 201-1)	2022	2023	2024
	('000 PHP)	('000 PHP)	('000 PHP)
Direct economic value generated (revenue)	71,123,592	92,841,541	113,445,538
Direct economic value distributed			
a. Operating costs	26,541,542	35,813,153	44,338,639
b. Employee wages and benefits	8,170,656	10,789,350	12,747,050
c. Payments to suppliers and other operating costs	9,473,544	9,674,473	13,068,538
d. Dividends given to stockholders and interest payments to lenders (does not include principal debt payments)	8,812,867	9,282,473	10,546,874
e. Taxes paid to government	4,738,853	6,735,277	7,976,177
f. Community social investments (e.g. donations, CSR)	1,188	946	

Procurement Practices

Filinvest’s procurement practices are guided by the principles of good governance, ensuring transparency, fairness, and accountability in all transactions. While procurement is largely centralized in a shared services company that serves all business units, local procurement is done whenever possible, supporting regional economies

and fostering sustainable supply chains. Filinvest treats its suppliers as business partners and co-creators of value, respecting its obligations to them and promoting long-term, mutually beneficial relationships. This approach strengthens trust, enhances collaboration, and ensures that all parties work together toward shared success.

Proportion of Spending on Local Suppliers (GRI 204-1)	2022	2023	2024
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	98.11%	99.16%	81%

Anti-corruption

Filinvest upholds a strong commitment to good governance, emphasizing ethical business practices and integrity in all its operations. The company’s management approach to issues like corruption, conflict of interest, and fair competition is clearly codified in its recently revised Business Code of Conduct. This code serves as a comprehensive framework to ensure that all employees and

stakeholders adhere to high ethical standards, promoting transparency and accountability. Filinvest also enforces strict anti-retaliation policies, protecting employees who report unethical conduct or violations of the code. Through these measures, Filinvest fosters a culture of trust, fairness, and legal compliance, reinforcing its commitment to responsible business practices.

Trainings on Anti-corruption Policies and Procedures (GRI 205-2)	2022	2023	2024
Percentage of employees who have received written communication about corporate anti-corruption policies and procedures	0%	0%	0%
Percentage of business partners who have received written communication about corporate anti-corruption policies and procedures	0%	0%	0%
Percentage of directors and management who have received anti-corruption training	100%	100%	100%
Percentage of employees who have received anti-corruption training	100%	100%	100%

Incidents of corruption (GRI 205-3)	2022	2023	2024
Number of incidents in which directors were removed or disciplined for corruption	0	0	0
Number of incidents in which employees were dismissed or disciplined for corruption	0	0	0
Number of incidents when contracts with business partners were terminated due to corruption	0	0	0

B. ENVIRONMENT DISCLOSURES

Resource Management

Filinvest business units implement a two-pronged approach to energy management, focusing on both energy efficiency and the transition to clean renewable energy. The company optimizes energy use across its operations by adopting energy-efficient technologies, enhancing building systems, and improving operational practices to minimize

consumption. At the same time, Filinvest is committed to transitioning to renewable energy sources, reducing its reliance on fossil fuels, and lowering its carbon footprint. This dual strategy supports the company’s sustainability goals related to Green Designs for Sustainable Communities and the aspiration for Net Zero.



Energy Consumption (GRI 302-1)	Unit	2022	2023	2024
Gasoline	L	146,885	208,445	192,616
LPG	Kg	216,061	197,815	226,385
Diesel	L	3,098,690	3,328,692	4,073,231
Coal	Tonnes	741,994	912,918	1,510,953
Electricity (renewable) – common areas	KWH	5,108,971	6,624,488	11,267,418
Electricity (non-renewable) – common areas	KWH	72,400,354	68,431,615	67,734,755
Electricity (renewable) – total area in property mgt + real estate projects	KWH	20,634,302	43,553,016	55,093,812
Electricity (non-renewable) - total area in property mgt + real estate projects	KWH	328,753,142	392,195,256	465,653,739
Electricity (RE & non-RE) – total area in property mgt + real estate projects	KWH	349,387,444	435,748,272	520,747,550

## Notes:

- Electricity reported here is based on common areas for property management
- Renewables consumption are by FILRT assets and Festival Mall

Energy Consumption (GRI 302-1)	Unit	2022	2023	2024
Gasoline	GJ	5,023.5	7,129	6,587
LPG	GJ	10,651.8	9,752	11,161
Diesel	GJ	119,609	128,488	157,227
Coal	GJ	21,740,424	26,748,490	44,270,911
Electricity (renewable) – common area	GJ	18,392	23,848	40,563
Electricity (non-renewable) – common area	GJ	260,641	246,354	243,845
Electricity (renewable) – total area in property mgt + real estate projects	GJ	74,284	156,791	198,338
Electricity (non-renewable) - total area in property mgt + real estate projects	GJ	1,183,511	1,411,903	1,676,353
Electricity (RE & non-RE) – total area in property mgt + real estate projects	GJ	1,257,795	1,568,694	1,874,691

Conversion to GJ (energy densities): Gasoline – 0.0342 GJ/L; LPG – 0.0493 GJ/kg (in the Phils, LPG is 60% butane [0.0491 GJ/kg] and 40% propane [0.0496 GJ/kg]; Diesel –0.0386 GJ/L; Electricity – 0.0036 GJ per KWH; Coal – 29.3 GJ/tonne

Filinvest's water management approach focuses on efficient usage, conservation, and pollution reduction. Where practicable, water recycling is implemented in properties to reduce dependency on

potable water. It ensures compliance with effluent regulations and uses wastewater treatment facilities to prevent water pollution.

Water Withdrawal (in megaliters) (GRI 303-3)	2022	2023	2024
Surface water	413,126	472,562	1,528
Groundwater			140
Seawater			583,482
Third-party water			4,059
Produced water*			93
<b>TOTAL</b>			<b>589,209</b>

Note: For 2024, water withdrawal information is presented with more granularity on source.

The bulk of the seawater withdrawn is used as cooling water of the thermal power plant (i.e. non-consumptive).

\*Produced water is not added in the total to avoid double counting as it is already part of the seawater withdrawn.

Water Consumption (in megaliters) (GRI 303-5)	2022	2023	2024
Freshwater + other water	2,847	2,519	3,270

Note: Water consumption = Total water withdrawal - Total water discharge [refer to the Effluents (GRI 303-4) table for the quantitative disclosure of water discharge]

Filinvest adopts a responsible approach to the use of materials across its business operations by prioritizing sustainability and minimizing waste. The company focuses on reducing, reusing, and recycling materials wherever possible, ensuring that resources are used efficiently throughout the

lifecycle of its projects. In line with the principles of a circular economy, Filinvest actively seeks opportunities to recycle materials both within and outside its value chain. In the hospitality, in particular, a single-use plastics reduction policy had been in effect since 2018.

Materials Used (in tonnes) (GRI 301-1)	2022	2023	2024
<b>Non-renewable materials used</b>	<b>784,606</b>	<b>970,432</b>	<b>1,690,246</b>
Steel	17,315	15,941	10,465
Cement	25,297	41,573	33,826
Coal	741,994	912,918	1,510,953
Plastic Packaging*	Not reported	Not reported	130
Food Ingredients	Not reported	Not reported	594
Detergent	Not reported	Not reported	5
Limestone	Not reported	Not reported	15,144
Sacks**	Not reported	Not reported	119,129
<b>Renewable materials used</b>	<b>784,600</b>	<b>704,005</b>	<b>906,201</b>
Cane	784,600	704,005	906,180
Paper	Not reported	Not reported	21



Materials Used (in tonnes) (GRI 301-1)	2022	2023	2024
Recycled input materials used	2,087	64	9
Recycled construction materials	2,087	64	9
Total Materials Used	1,571,293	1,674,501	2,596,456

\* Hospitality's top 15 used plastics, both back of house (BOH) and front of house (FOH) (e.g. gloves, food container, vacuum packaging for commissary etc.)  
\*\* Used for sugar packaging.

Recycled Input Materials Used (%) (GRI 301-2)	2022	2023	2024
Percentage of recycled input materials used to manufacture the organization's primary products and services	4.9%	Nil	0.00036% (Nil)

Filinvest is dedicated to supporting biodiversity through sustainable development practices that prioritize the preservation of ecosystems. The company integrates eco-friendly designs, green spaces, and native flora into its projects. Filinvest also focuses on responsible land use and

collaborates with stakeholders to ensure that its developments contribute to the conservation of natural habitats and promote long-term ecological balance and sustain the ecosystems services that support the business.

Ecosystems and Biodiversity	2022	2023	2024
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas (GRI 304-1)	FDC Utility's Misamis facility (99 hectares) is located in an industrial area, adjacent to a river and wetland but is not NIPAS protected.  Filinvest Hospitality has two beachfront resorts—Crimson Resort and Spa Boracay (3 has.) and Mactan (6 has.)—which have coral reefs in the waters fronting the properties. These are considered as part of the attractions for the guests. It also operates a resort in a mountainous area, near but not within or at the buffer zone of the Upper Marikina River Basin Protected Landscape.		
Habitats protected or restored (304-3)	FDC Utilities has adopted 235 hectares of carbon sequestration forests in Sambulawan, Laguindingan, Misamis Oriental, Maramag, Bukidnon and Brgy. Guilang Guilang, Manolo Fortich, Bukidnon and is developing partnerships with more communities in Mindanao for additional hectares to adopt.  On June 29, 2024, Crimson Resort and Spa Mactan relaunched its commitment to an 8-hectare marine sanctuary in front of the property and continues to support the restoration work on parts that were damaged by Typhoon Odette in December 2021.		

Ecosystems and Biodiversity	2022	2023	2024
IUCN Red List species and national conservation list species with habitats in areas affected by operations (304-4)	0		
Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization	FDC Utilities has adopted a Philippine Eagle named 'Dagitab', rescued in Misamis Oriental 1984 for a gunshot injury and is now under the care of the Philippine Eagle Center in Davao City.		

Environmental Impact Management

Filinvest adopts a comprehensive management approach to address its environmental impacts, with a strong focus on energy, water, wastewater, solid wastes, and hazardous wastes. The company's environmental strategy is anchored on sustainability and regulatory compliance, ensuring that its business operations contribute to long-term environmental stewardship.

In energy management, Filinvest implements a two-pronged approach that combines energy efficiency measures and the shift to renewable energy sources. The company continuously improves energy performance across its operations through energy-saving technologies and operational efficiencies, while also exploring opportunities to transition to renewable energy to reduce its carbon footprint.

Filinvest is committed to reducing air and water pollution by ensuring full compliance with emissions and effluent regulations across its business units. The company invests in wastewater treatment facilities to protect natural water bodies and maintain water quality in surrounding communities. Where practicable, effluent reuse is implemented through landscape irrigation. Air emissions control and monitoring systems are in place for the industrial installations of the group.

In managing solid and hazardous wastes, Filinvest promotes the transition to a circular economy by implementing responsible waste management practices. The company aims to minimize waste generation, segregate materials at source, and partner with accredited third-party providers for proper disposal of hazardous wastes. Wherever possible, Filinvest seeks innovative recycling solutions even beyond its own value chain, helping to close the loop on materials and extend the life cycle of resources. Management of hazwastes is implemented through partnerships with accredited service providers and organizations that promote the development of a circular economy.

Greenhouse Gas Emissions (in tonnes CO2-e)	2022	2023	2024
I. Direct (Scope 1) GHG emissions (GRI 305-1)			
Direct Emissions (Scope 1) – gasoline, diesel, LPG	9,053	12,710	12,923
Direct Emissions (Scope 1) – coal	1,423,946	1,751,962	2,744,328
Total Scope 1			2,757,251
II. Energy Indirect (Scope 2) GHG emissions (GRI 305-2)			
Indirect Emissions (Scope 2) – purchased electricity for common areas in property mgt	51,564	48,737	48,241



Indirect Emissions (Scope 2) – purchased electricity for <b>total areas</b> in property mgt + projects – Total Scope 2	127,158	279,321	138,393
Total Scope 1 & 2 – common areas in property mgt	58,941	1,810,490	2,805,492
Total Scope 1 & 2 – total areas in property mgt + projects	1,560,877	2,043,994	2,895,644
<b>III. Other Indirect (Scope 3) GHG emissions (GRI 305-3)</b>	Not reported	Not reported	Not reported
Emissions of ozone-depleting substances (ODS)	Not reported	Not reported	Not reported

Note: GHG Intensity (GRI 305-4) cannot be expressed in terms of product or service because of the diversity of Filinvest businesses.

Air Pollutant Emissions (GRI 305-7)	Unit	2022	2023	2024
Nitrogen oxides (NOx)	Tonnes/year	105	307	479
Sulfur oxides (SOx)	Tonnes/year	206	1,894	1,038
Persistent Organic Pollutants (POP)	Tonnes/year	N/A	N/A	N/A
Volatile organic compounds (VOC)	Tonnes/year	N/A	N/A	N/A
Hazardous air pollutants (HAP)	Tonnes/year	N/A	N/A	N/A
Particulate Matter (PM)	Tonnes/year	33	66	49
Carbon monoxide (CO)	Tonnes/year	-	82	31

Note: Includes FDCUI’s power plant emissions which are continuous. Only PM, Nox, SOx and CO are deemed significant, as results of tests for other parameters such as heavy metals, HF and H2S are below detection range. Emissions from other Filinvest units are deemed immaterial. Standby genset maintenance by property management units of the real estate business involves turning on the units only for a few minutes; airflow at stacks not enough to yield more than 1 gram of emissions.

Restatement of 2023 data: Not disclosed in the previous report - Carbon monoxide (CO) 2023 – 82 tonnes/year

Waste Generated (in tonnes) (GRI 306-3)	2022	2023	2024
<b>I. Hazardous Waste Generated</b>	182,558	312	110
<b>II. Total Non-Hazardous Waste Generated</b>	351,292	283,596	407,524
A. Reusable & Recyclable	281,837	242,607	385,180
B. Composted	56,400	25,910	4,559
C. Residuals (Landfilled)	13,055	15,079	17,785
<b>Total Waste Generated</b>	<b>533,850</b>	<b>283,908</b>	<b>407,634</b>

Restatement of 2023 data: Residuals (Landfilled) – 15,079 tonnes (typo error in the data of one entity);  
Total non-hazardous waste – 283,596 tonnes  
Restatement of 2022 data: Total non-hazardous waste – 351,292 tonnes (error in formula)

Waste Diverted from Disposal (in tonnes) (GRI 306-4)	2022	2023	2024		
Type of Waste	Recovery Operation & Location of Diversion not reported	Recovery Operation & Location of Diversion not reported	Recovery Operation	Location of Diversion	Weight
<b>I. Hazardous Waste Diverted from Disposal</b>	<b>17,475.00</b>	<b>16</b>	Recycling	Offsite	<b>3</b>
<b>II. Non-Hazardous Waste Diverted from Disposal</b>	<b>338,237</b>	<b>268,517</b>			<b>334,980</b>
A. Recyclable	281,837	242,607	Recycling	Offsite	330,275.36
B. Reusable			Preparation for reuse	Offsite	145.31
C. Composted	56,400	25,910	Recycling	Offsite	4,559
<b>Total Waste Diverted from Disposal</b>	<b>355,712</b>	<b>268,533</b>			<b>334,983</b>

Waste Directed to Disposal (in tonnes) (GRI 306-5)	2022	2023	2024		
Type of Waste	Recovery Operation & Location of Diversion not reported	Recovery Operation & Location of Diversion not reported	Recovery Operation	Location of Diversion	Weight
<b>I. Hazardous Waste Directed from Disposal</b>	<b>0</b>	<b>0</b>			<b>0</b>
<b>II. Non-Hazardous Waste Directed from Disposal</b>	<b>13,055</b>	<b>15,079</b>			<b>20,101</b>
A. Residual	13,055	15,079	Landfilling	Offsite	17,785
B. Compostable	0	0	Other disposal operations	Offsite	2,317
<b>Total Waste Directed to Disposal</b>	<b>13,055</b>	<b>15,079</b>			<b>20,101</b>



Effluents (GRI 303-4)	Unit	2022	2023	2024
Wastewater generated	m <sup>3</sup>	410,616,016	471,247,918	586,438,444
Treated wastewater discharged	m <sup>3</sup>	410,279,453	470,042,401	585,939,832
Treated wastewater reused	m <sup>3</sup>	336,563	796,947	498,612
Percent of effluent recycled	m <sup>3</sup>	18% (excluding cooling water, see note below)	0.17%	4% (excluding cooling water)

Note: The bulk of the used water generated is the cooling water of FDC Misamis that is discharged out to sea, approx. 99% of the total used water of the Group. The wastewater generated from other units is 2,663,501 m<sup>3</sup>, and 4% of the treated effluent is reused for landscape irrigation or recycled back into the industrial process units.

Environmental Compliance (GRI 2-27)	Unit	2022	2023	2024
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	PHP	0	0	0

### C. SOCIAL PERFORMANCE

#### Employee Management

Filinvest has a gender-blind approach to hiring and promotion, ensuring that all decisions are based solely on competency and merit. The company is committed to fostering a diverse and inclusive work environment where individuals are evaluated based on their skills, experience, and potential rather than their gender. Additionally, Filinvest strives to offer competitive

salary and benefits packages that align with the Philippine market, ensuring that employees are fairly compensated for their contributions. This approach reflects the company's dedication to attracting and retaining top talent while promoting fairness and equity in the workplace.

Employee Hiring and Benefits	2022			2023			2024		
	Total	M	F	Total	M	F	Total	M	F
Total number of regular employees (GRI 2-7)	59 (FDC)	19 (FDC)	40 (FDC)	76 (FDC)	25 (FDC)	51 (FDC)	90 (FDC)	35 (FDC)	55 (FDC)
	12,650 (Group-wide)	5,743 (Group-wide)	6,907 (Group-wide)	12,979 (Group-wide)	5,581 (Group-wide)	7,398 (Group-wide)	12,543 (Group-wide)	5,340 (Group-wide)	7,203 (Group-wide)
Voluntary attrition rate (GRI 401-1)	5% (FDC)			25% (FDC)			35% (FDC)		
	23% (Group-wide)			18% (Group-wide)			15% (Group-wide)		

Employee Hiring and Benefits	2022	2023	2024
Ratio of lowest paid employee against minimum wage (GRI 202-1)	1.07	1.04	0.87
Ratio of basic salary and remuneration of women to men (GRI 405-2)	Not reported	Not reported	0.99*

Note: Employment figures are based on end of year. Seconded employees from parent companies are not double counted. Throughout the Filinvest Group, the basis for salaries is on competency and performance only, and not based on any other criteria. \*Excludes average monthly basic salary and remuneration of executives

Workers who are not employees (GRI 2-8)	2024 Headcount
Banking	90
Real Estate	1567
Hospitality	Not reported
Power and Water	Not reported
Sugar	250
Total	1907

Note: Figures are based on end of year headcount of contractual, project-based, and third-party service provider workers.

#### Employee Training and Development

The Filinvest Group has standardized a set of core and leadership competencies that apply to all subsidiaries. Functional competency models and proficiency levels are prescribed for each profile which serves as the template for competency gaps

assessment and crafting of individual development plans. The upskilling on competencies is executed through various modalities that include formal trainings ( face-to-face or online), learning by doing, stretched assignments and mentoring.

Employee Training and Development (GRI 404-1)	2022			2023			2024		
	Total	M	F	Total	M	F	Total	M	F
Total training hours provided to employees	390,686	216,428	174,259	896,868	281,922	614,946	834,275	313,436	520,839
Average training hours provided to employees	44.96	66.29	32.12	52.59	46.40	56.02	60.14	52.46	65.95



Labor Management Relations

Labor Management Relations	2022			2023			2024		
	Total	M	F	Total	M	F	Total	M	F
% of employees covered by Collective Bargaining Agreements (GRI 2-30)	136			130			1% of group-wide regular employees  (125* out of 12,543 regular employees)		
Number of consultations conducted with employees concerning employee related policies	3,130** (count of employees, not events)			2			0		

\* Davao Sugar has a collective bargaining agreement with its employees' union, the only duly recognized workers' union in the Filinvest Group to date.  
\*\* Count of employees involved, not events.

Diversity and Equal Opportunity

[See management approach on Employee Management disclosure above.]

Diversity and Equal Opportunity (GRI 405-1)	2022			2023			2024		
	Total	M	F	Total	M	F	Total	M	F
% of Board members by gender (FDC)	100%	50%	50%	100%	57%	43%	100%	57%	43%
% of executives by gender (FDC)	100%	50%	50%	100%	52%	48%	100%	51%	49%
% of executives by gender (Group-wide)	100%	51.2%	48.8%	100%	50.1%	49.9%	100%	51%	49%
% of employees by gender	100%	45.4%	54.6%	100%	43.1%	56.9%	100%	43%	57%
Number of employees from indigenous communities and/or vulnerable sector	1	1	0	1	1	0	1	1	0

Workplace Conditions and Occupational Health and Safety

Filinvest maintains a low risk tolerance for fire and life safety incidents, with a clear priority on protecting the health and safety of its employees, customers, service providers, contractors, and the general public. The company implements stringent health and safety protocols which include hazard identification and risk assessments, provisions

of health services and continuously monitors and improves practices to prevent accidents and ensure a safe working and living environment. Regular employees are covered by health and group life insurance and are made aware of the protocols and benefits of both wellness and occupational safety programs.

Occupational Health and Safety	2022	2023	2024
Safe manhours (employees)	22,052,495	29,155,505	29,754,208*
Safe manhours (service providers)	Not reported	39,610,397	20,750,938
Safe manhours (project contractors)	14,766,421	20,052,239	15,806,962
Number of work-related injuries (GRI 403-9)	4	12	8
Number of work-related fatalities (GRI 403-9, 403-10)	0	0	0
Number of work-related ill-health (GRI 403-10)	0	2	0
Number of safety drills	460	1602	1,108*

Note: Starting in the 2022 report, FDC tracks safety data of employees assigned to FLI & FAI projects, CWSI operations and EastWest, as well as safe manhours of the project contractors. In 2023, FDC started tracking the safe manhours of support service providers.

\*Total safe manhours and number of safety drills include data from the real estate, hospitality, power, sugar, banking and support services units.

Labor Standards and Human Rights

Filinvest is committed to upholding fairness in all aspects of labor standards and human rights, ensuring that its practices align with ethical guidelines and legal requirements. The company

fosters a respectful, inclusive workplace where employees' rights are protected, and fair treatment is a core value in all interactions.

Labor Laws and Human Rights	2022	2023	2024
Policies that explicitly disallow violations of labor laws and human rights (e.g. harassment, bullying in the workplace)	4	4	4
Number of legal actions or employee grievances involving forced or child labor	0	0	0
Incidents of discrimination and corrective actions taken (GRI 406-1)	Not reported	Not reported	0

Relationship with Community

Filinvest is dedicated to supporting the communities where it operates by contributing to sustainable development and fostering positive social impact. The company engages in various initiatives, such as creating

job opportunities, and supporting local businesses. Through its CSR efforts, Filinvest subsidiaries also invest in education, health, and environmental programs to enhance the well-being of its communities.

Significant Impacts on Local Communities	2022	2023	2024
For operations affecting IPs, total number of Free and Informed Prior Consent (FPIC) consultations and Certification Preconditions (CPs) secured	0	0	1*

\*In 2024, FDC Utilities secured the FPIC for a mini-hydro project located in Pangasinan and Nueva Viscaya where there are IP communities consulted.



Customer Management

Filinvest embraces customer centricity as a core value, placing the needs and satisfaction of its customers at the heart of its business operations. The company is committed to understanding and anticipating customer expectations, offering responsive solutions that enhance their experience.

Filinvest is committed to protecting customer privacy and data security by implementing strict measures and complying with data protection laws. The company uses advanced technologies and robust policies to ensure the confidentiality and integrity of customer information.

Customer Satisfaction	2022	2023	2024
Customer Satisfaction Score			Due to the diversity in Filinvest’s operations, customer satisfaction scores are reported by the business units in their own disclosures, e.g. EastWest, Filinvest Land & Filinvest Hospitality.

Product/Service Health and Safety	2022	2023	2024
Number of substantiated complaints on product or service health and safety	FDC does not have direct engagements with customers of its subsidiaries. The publicly listed subsidiaries and the hospitality group make disclosures on this material topic.  In 2024, there have been no reported health and safety-related complaints from customers or the general public.		
Number of complaints addressed			

Marketing and Labeling	2022	2023	2024
Number of substantiated complaints on product or service marketing and labeling	FDC does not have direct engagements with customers of its subsidiaries. The publicly listed subsidiaries and the hospitality group make disclosures on this material topic.		
Number of complaints addressed			

Customer Privacy	2022	2023	2024
Number of substantiated complaints on customer privacy (GRI 418-1)	FDC does not have direct engagements with customers of its subsidiaries. The publicly listed subsidiaries and the hospitality group make disclosures on this material topic.  In 2024 there have been no incidents or complaints on customer privacy or data loss in any of the operations of the Filinvest subsidiaries, except for 6 cases in EastWest.		
Number of complaints addressed			
Number of customers, users and account holders whose information is used for secondary purposes			

Data Security

Data Security	2022	2023	2024
Number of data breaches, including leaks, thefts and loss of data	0	0	0

SEC CONTENT INDEX

Disclosures	Reporting location	Remarks/ explanation
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Company details		
Name of Organization	About This Report	Filinvest Development Corporation
Location of Headquarters		6th Floor, The Beaufort 5 <sup>th</sup> Ave, Bonifacio Global City, Taguig
Location of Operations		Philippines
Report Boundary: Legal entities included in this report		FDC, FLI (incl FILRT), FAI, FHC, FDCUI, PSHC, EW
Business Model		Property Development and Operations, Hospitality, Utilities, Sugar & Financial Services
Reporting Period		January 1 to December 31, 2023
Highest Ranking Person for this report		Mark Mulingbayan, Chief Sustainability Officer, sustainability@filinvestgroup.com

A. Economic disclosures		Reporting location	Remarks/ explanation
Economic Performance			
Direct Economic Value Generated and Distributed			
General Disclosures	Management Approach	Sustainability Preliminaries -Sustainability Framework; Introduction narratives of the 3 action areas under each of the Green, Inclusive and Resilient themes	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Direct economic value generated (Revenue)	Sustainability Preliminaries – Materiality and Stakeholder Engagement	
	Direct economic value distributed		
EESG Performance Index – Economic Disclosures			
Climate-Related Risks and Opportunities			
General Disclosures	Governance	Sustainability Preliminaries - Sustainability Framework, particularly on Green Designs and Net Zero	
	Strategy		
	Risk Management		
	Metrics and Targets		
'Green' Section – 'Green Design for Sustainable Communities' and 'Net Zero'			
Procurement Practices			
Proportion of Spending on Local Suppliers			
General Disclosures	Management Approach	EESG Performance Index – Economic Disclosures	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPI	Percentage of procurement budget used for significant locations of operations that is spent on local suppliers		

Anti-Corruption			
Training on Anti-Corruption Policies and Procedures			
General Disclosures	Management Approach	Corporate Governance Report  EESG Performance Index – Economic Disclosures	More information can be found in the Corporate Governance disclosures in the Integrated Report
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Percentage of employees who have received written communication about corporate anti-corruption policies and procedures		
	Percentage of business partners who have received written communication about corporate anti-corruption policies and procedures		
	Percentage of directors and management who have received anti-corruption training		
	Percentage of employees who have received anti-corruption training		
Incidents of Corruption			
General Disclosures	Management Approach	Corporate Governance Report  EESG Performance Index – Economic Disclosures	More information can be found in the Corporate Governance disclosures in the Integrated Report
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Number of incidents in which directors were removed or disciplined for corruption		
	Number of incidents in which employees were dismissed or disciplined for corruption		
	Number of incidents when contracts with business partners were terminated due to corruption		



B. Environment Disclosures		Reporting location	Remarks/ explanation
Resource Management			
Energy consumption within the organization and Reduction of Energy Consumption			
General Disclosures	Management Approach	Sustainability Preliminaries -Sustainability Framework	
	The Impact and Where it Occurs	'Green' Section – Green Designs and Net Zero	
	Stakeholders Affected	EESG Performance Index – Environment Disclosures	
KPIs	Energy consumption - by fuel type		
	Energy reduction - by fuel type		
Water consumption within the organization			
General Disclosures	Management Approach	Sustainability Preliminaries -Sustainability Framework	
	The Impact and Where it Occurs		
	Stakeholders Affected	'Green' Section – Green Designs and Circular Economy	
KPIs	ESG Risks and Opportunities		
	Water consumption within the organization	EESG Performance Index – Environment Disclosures	
	Water withdrawal		
	Water consumption		
	Water recycled and reused		
Materials Used by the Organization			
General Disclosures	Management Approach	Sustainability Preliminaries -Sustainability Framework	
	The Impact and Where it Occurs	'Green' Section – Circular Economy	
	Stakeholders Affected	EESG Performance Index – Environment Disclosures	
KPIs	Materials used by weight or volume		
	Percentage of recycled input materials used to manufacture the organization's primary products and services		

C. Social Disclosures		Reporting location	Remarks/ explanation
Employee Management			
Employee Hiring and Benefits			
General Disclosures	Management Approach	'Inclusive' section – Nurturing Talent	
	The Impact and Where it Occurs	EESG Performance Index – Social Performance	
KPIs	Total number of employees		
	Attrition rate		
	Ratio of lowest paid employee against minimum wage		
	List of employee benefits		
Employee Training and Development			
General Disclosures	Management Approach	'Inclusive' section – Nurturing Talent	
	The Impact and Where it Occurs	EESG Performance Index – Social Performance	
KPIs	Total training hours provided to employees (by male/female)		
	Average training hours provided to employees (by male/female)		
Labor Management Relations			
General Disclosures	Management Approach	EESG Performance Index – Social Performance	
	The Impact and Where it Occurs		
KPIs	% of employees covered by Collective Bargaining Agreements		
	Number of consultations conducted with employees concerning employee-related policies		

## Diversity and Equal Opportunity

General Disclosures	Management Approach	'Inclusive' section – Nurturing Talent  EESG Performance Index – Social Performance
	The Impact and Where it Occurs	
KPIs	% of female workers in the workforce	
	% of male workers in the workforce	
	Number of employees from indigenous communities and/or vulnerable sector	

## Workplace Conditions, Labor Standards, and Human Rights Occupational Health and Safety

General Disclosures	Management Approach	'Inclusive' section – Nurturing Talent  EESG Performance Index – Social Performance
	The Impact and Where it Occurs	
KPIs	Safe Man-Hours	
	No. of work-related injuries	
	No. of work-related fatalities	
	No. of work-related ill-health	
	No. of safety drills	

## Labor Laws and Human Rights

General Disclosures	Management Approach	EESG Performance Index – Social Performance
	The Impact and Where it Occurs	
KPIs	Policies that explicitly disallow violations of labor laws and human rights (e.g. harassment, bullying) in the workplace	
	No. of legal actions or employee grievances involving forced or child labor	

## Supply Chain Management

## Supplier Accreditation and Screening

General Disclosures	Management Approach	EESG Performance Index – Economic Disclosures
	The Impact and Where it Occurs	
KPIs	Supplier Accreditation Policy	
	Sustainability Topics Considered When Selecting/Screening Suppliers	

## Relationship with Community

## Significant Impacts on Local Communities

General Disclosures	Management Approach	EESG Performance Index – Social Performance
	The Impact and Where it Occurs	
KPIs	Operations with significant impacts on local communities (by location, vulnerable group/ indigenous people (IPs))	
	Mitigating measures (if negative) or enhancement measures (if positive)	
	For operations affecting IPs, total number of Free and Prior Informed Consent (FPIC) consultations and Certification Preconditions (CPs) secured	

## Customer Management

## Customer Satisfaction

General Disclosures	Management Approach	EESG Performance Index – Social Performance	FDC does not engage directly with customers. The listed subsidiaries and the hospitality group make disclosures on this material topic.
	The Impact and Where it Occurs		
KPI	Customer Satisfaction Score(s)		



Health and Safety			
General Disclosures	Management Approach	EESG Performance Index – Social Performance	FDC does not engage directly with customers. The listed subsidiaries and the hospitality group make disclosures on this material topic.
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on product or service health and safety		
	Number of complaints addressed		
Marketing and Labelling			
General Disclosures	Management Approach	EESG Performance Index – Social Performance	FDC does not engage directly with customers. The listed subsidiaries and the hospitality group make disclosures on this material topic.
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on marketing and labelling		
	Number of complaints addressed		
Customer Privacy			
General Disclosures	Management Approach	EESG Performance Index – Social Performance	FDC does not engage directly with customers. The listed subsidiaries and the hospitality group make disclosures on this material topic.
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on customer privacy	Risk Management section	
	Number of complaints addressed		
	Number of customers, users and account holders whose information is used for secondary purposes		
Data Security			
General Disclosures	Management Approach	EESG Performance Index – Social Performance	
	The Impact and Where it Occurs		
KPI	No. of data breaches, including leaks, thefts and losses of data	Risk Management section	

# GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

Statement of use	Filinvest Development Corporation has reported the information cited in this GRI content index for the period January 1 to December 31, 2024, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
GRI 2: General Disclosures 2021	2-1 Organizational details	2, 6-9, 120	
	2-2 Entities included in the organization’s sustainability reporting	28-29	
	2-3 Reporting period, frequency and contact point	1, 116	
	2-4 Restatements of information	109	
	2-5 External assurance	Independent Limited Assurance Report	
	2-6 Activities, value chain and other business relationships	26-29	
	2-7 Employees	26, 111	
	2-8 Workers who are not employees	112	
	2-9 Governance structure and composition	62-76	
	2-10 Nomination and selection of the highest governance body	68-70, 75-76	
	2-11 Chair of the highest governance body	62, 64, 70	
	2-12 Role of the highest governance body in overseeing the management of impacts	28, 68, 75, 82	
	2-13 Delegation of responsibility for managing impacts	28, 75, 82-83	
	2-14 Role of the highest governance body in sustainability reporting	28, 82	
	2-15 Conflicts of interest	74, 76, 84, 104	
	2-16 Communication of critical concerns	73, 82	
	2-17 Collective knowledge of the highest governance body	68	
	2-18 Evaluation of the performance of the highest governance body	68, 75	

GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
	2-19 Remuneration policies	74-75	
	2-20 Process to determine remuneration	74-75	
	2-21 Annual total compensation ratio		Confidential information
	2-22 Statement on sustainable development strategy	10-11, 34-35, 38-39	
	2-23 Policy commitments	3, 28, 34-35, 68, 82-83, 104-115 <a href="https://www.filinvestgroup.com/corporate-governance/#code-of-conduct">https://www.filinvestgroup.com/corporate-governance/#code-of-conduct</a>	
	2-24 Embedding policy commitments	32, 38, 82-83, 106-110	
	2-25 Processes to remediate negative impacts	82-85	
	2-26 Mechanisms for seeking advice and raising concerns	31	
	2-27 Compliance with laws and regulations	79, 111	
	2-28 Membership associations		Not material. Subsidiaries are members of their respective industry associations.
	2-29 Approach to stakeholder engagement	30-33	
	2-30 Collective bargaining agreements	113	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	30	
	3-2 List of material topics	30	
	3-3 Management of material topics	30	Discussion on the management approach and actions of FDC and its business segments to address the material topics are found across the other sections of this publication.
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	103	
	201-2 Financial implications and other risks and opportunities due to climate change	52	Climate risk assessment commenced in Q4 2024 to anticipate ISSB S2 reporting requirement by SEC.
	201-3 Defined benefit plan obligations and other retirement plans		Not material.
	201-4 Financial assistance received from government		Not applicable.

GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	112	No granularity on gender.
	202-2 Proportion of senior management hired from the local community		Not material.
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	16-19, 22-23	
	203-2 Significant indirect economic impacts	16-23	
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	103	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption		With ongoing assessment for operational risks which include probability of fraud and corruption.  The Company is also currently developing its "Conflict of Interest Disclosure Program."
	205-2 Communication and training about anti-corruption policies and procedures	104	
	205-3 Confirmed incidents of corruption and actions taken	104	
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Not material.
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax		Not material.
	207-2 Tax governance, control, and risk management		Not material.
	207-3 Stakeholder engagement and management of concerns related to tax		Not material.
	207-4 Country-by-country reporting		Not material.
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	107	
	301-2 Recycled input materials used	107	
	301-3 Reclaimed products and their packaging materials		Not material.
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	105	
	302-2 Energy consumption outside of the organization		Not material.
	302-3 Energy intensity	39	
	302-4 Reduction of energy consumption	39	
	302-5 Reductions in energy requirements of products and services		Not material.



GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	105	
	303-2 Management of water discharge-related impacts	105, 108	
	303-3 Water withdrawal	106	
	303-4 Water discharge	111	
	303-5 Water consumption	106	
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	107	
	304-2 Significant impacts of activities, products and services on biodiversity	107-108	
	304-3 Habitats protected or restored	107	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	108	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	108	
	305-2 Energy indirect (Scope 2) GHG emissions	108	
	305-3 Other indirect (Scope 3) GHG emissions	109	
	305-4 GHG emissions intensity	109	
	305-5 Reduction of GHG emissions	36, 41	
	305-6 Emissions of ozone-depleting substances (ODS)	109	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	109	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	37-38	
	306-2 Management of significant waste-related impacts	108, 37-38	
	306-3 Waste generated	109	
	306-4 Waste diverted from disposal	110	
	306-5 Waste directed to disposal	110	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria		Ongoing development of greening the supply chain program.
	308-2 Negative environmental impacts in the supply chain and actions taken		Ongoing development of greening the supply chain program.

GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	46,111	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	48	
	401-3 Parental leave		Not material.
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes		Not material.
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	114	
	403-2 Hazard identification, risk assessment, and incident investigation	114	
	403-3 Occupational health services	114	
	403-4 Worker participation, consultation, and communication on occupational health and safety	114	
	403-5 Worker training on occupational health and safety	48	
	403-6 Promotion of worker health	114	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	114	
	403-8 Workers covered by an occupational health and safety management system	114	
	403-9 Work-related injuries	114	
	403-10 Work-related ill health	114	
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	46,110	
	404-2 Programs for upgrading employee skills and transition assistance programs	47-48	
	404-3 Percentage of employees receiving regular performance and career development reviews		Not material.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	113	
	405-2 Ratio of basic salary and remuneration of women to men	112	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	114	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Not material.

GRI STANDARD	DISCLOSURE	LOCATION/ PAGE	REASON/EXPLANATION FOR OMISSION
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		Not material.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		Not material.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		Not material.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		Not material.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	49-51, 114	
	413-2 Operations with significant actual and potential negative impacts on local communities	49	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		Ongoing development of greening the supply chain program.
	414-2 Negative social impacts in the supply chain and actions taken		Ongoing development of greening the supply chain program.
GRI 415: Public Policy 2016	415-1 Political contributions		Not material.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	115	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	115	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	115	
	417-2 Incidents of non-compliance concerning product and service information and labeling	115	
	417-3 Incidents of non-compliance concerning marketing communications	115	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	115	



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