



**FROM RECOVERY TO REINVENTION:**  
Creating a Stronger, Smarter, and  
More Resilient MacroAsia

2025 Integrated Annual and Sustainability Report

## About Our Cover

### “FROM RECOVERY TO REINVENTION: CREATING A STRONGER, SMARTER, AND MORE RESILIENT MACROASIA”

“From Recovery to Reinvention” reflects MacroAsia’s transformation as it moves beyond post-pandemic recovery toward a forward-looking reinvention of its businesses. With stronger foundations now in place, the Group is evolving into a more agile, integrated, and resilient enterprise prepared to shape the future of specialized logistics and services.

This year’s cover highlights the milestones of this transition, showcasing MacroAsia’s shift from “Focus on the Core Aviation Businesses” to “Scaling the Edges”. This next phase broadens the Group’s capabilities across aviation support, food services, and the water segment, demonstrating both our recovery and our commitment to innovation, diversification, and growth within and beyond the aviation value chain.

At the heart of this progress are **our people**, whose professionalism, expertise, and dedication drive the Group forward every day. The individuals featured on the cover represent the talent and commitment that enable MacroAsia to deliver essential services with excellence, uphold safety and quality, and continuously enhance the customer experience. Our transformation is made possible by their collective strength.

As MacroAsia redefines how it operates and creates value, we continue to strengthen integration across business units and invest in capabilities that support the evolving needs of the industries we serve. “From Recovery to Reinvention” embodies the Group’s momentum, ambition, and confidence in navigating a dynamic future, powered by the people who make our continued success possible.

### Note on Forward Looking Statements

This report contains forward-looking statements regarding our future plans and objectives. These statements involve risks and uncertainties and can be identified by terms such as “aim,” “expect,” “intend,” “plan,” “believe,” and similar expressions. Actual results may differ significantly from these projections due to various factors, including economic shifts, changes in market demand, fluctuations in raw material costs and availability, regulatory developments, technological advancements, environmental and climate-related impacts, operational challenges, and competitive pressures. Unforeseen circumstances may also affect future outcomes.

We assume no obligation to update or revise any forward-looking statements in light of new information, future events, or other developments, except as required by law.

### Statement on Financial Reporting

SyCip Gorres Velayo & Co. (SGV & Co.) serves as the Corporation’s external auditor, with Mr. Kristopher S. Catalan as the lead engagement partner. The audited financial statements are presented in the Audited Financial Statements section of this report.

The 2025 MacroAsia Corporation Integrated Annual and Sustainability Report provides an overview of our operations and presents our financial and sustainability performance for the period from January 1 to December 31, 2025. It outlines our key developments, strategic priorities, and progress toward creating long-term value for our stakeholders through responsible and sustainable growth.

## Table of Contents

### OVERVIEW

- 2 Executive Summary
- 4 Message from the Chairman and Chief Executive Officer
- 6 Message from the President and Chief Operating Officer
- 10 MacroAsia at A Glance: 2025 Key Highlights

### ABOUT US

- 13 Corporate Profile
- 14 Vision, Mission, and Core Values
- 16 Key Business Segments
- 28 Geographical Reach
- 30 Corporate Structure
- 31 Business Model and Strategy
- 32 Value Creation Framework
- 34 2025 Corporate Milestones

### OUR SUSTAINABILITY AND ESG PERFORMANCE

- 39 Sustainability Policy Statement
- 40 Sustainability Framework
- 41 Sustainability Governance Framework
- 43 Stakeholder Management
- 46 Material Sustainability Topics and Issues
- 48 Sustainability Reporting Scope, Boundaries, and Standards
- 49 Reporting Process

### Economic Performance

- 50 Direct Economic Value Generated, Distributed, and Retained

### Environmental Performance

- 51 Resource and Environmental Impact Management
- 62 Biodiversity and Ecosystem Management
- 63 Climate Action and Decarbonization

### Social Performance

- 65 Employee Welfare and Development
- 79 Customer Management
- 84 Corporate Social Responsibility and Community Engagement

### Governance Excellence

- 87 Board and Management Leadership
- 96 Lawful and Ethical Business Practices
- 100 Socio-Economic and Environmental Compliance

### MAC LEADERSHIP

- 102 Board of Directors
- 108 Executive Officers

### RISK MANAGEMENT

- 113 Enterprise Risk Management Framework
- 116 Climate-related Risks and Opportunities

### FINANCIAL AND OPERATIONAL PERFORMANCE

- 122 Business Segments’ Performance
- 126 Key Financial Performance Indicators
- 127 Operational Updates on Key Business Segments

### INFORMATION STATEMENTS

- 129 Internal Control and Compliance System Attestation
- 130 Stockholder Information

### AUDITED FINANCIAL STATEMENTS

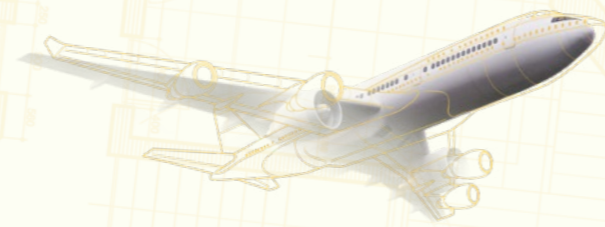
- 132 Message of the Chief Financial Officer
- 134 Independent Auditor’s Report
- 140 Statement of Management’s Responsibility for Consolidated Financial Statements
- 141 Consolidated Balance Sheets
- 143 Consolidated Statements of Income
- 144 Consolidated Statements of Comprehensive Income
- 145 Consolidated Statements of Changes in Equity
- 146 Consolidated Statements of Cash Flows

### OUTLOOK AND STRATEGIC INITIATIVES

- 148 Emerging Trends and Market Landscape
- 154 Strategic Goals for 2026 and Beyond
- 156 New Prospects
- 157 Outlook

### ANNEXES

- 159 Greenhouse Gas Calculation Methodology
- 160 Board Committee Meetings Attendance
- 162 Directory of Subsidiaries and Affiliates
- 164 Membership in Associations and Networks
- 164 List of Acronyms
- 167 Sustainability Content Indices
- IBC Contact Information



# EXECUTIVE SUMMARY



This report provides an overview of our performance in 2025, a year that marked MacroAsia Corporation's decisive transition from recovery to reinvention.

After several years focused on postpandemic stabilization, we deliberately shifted toward sustainable, diversified, and resilient growth. Anchored on strengthened core aviation operations and guided by our strategic imperative to "Scale the Edges," we expanded our footprint across food services, water, and infrastructure, while embedding sustainability, risk management, and governance more deeply into enterprise decision making. This transition reflects our commitment to long-term value creation amid a changing aviation landscape and evolving stakeholder expectations.

**Strong Financial and Operational Recovery.** We delivered a historic year in both operational and organizational terms, with consolidated revenues reaching ₱9.9 billion, representing a significant recovery from pandemic era levels. This performance was driven by the collective efforts of more than 9,000 employees across over 25 operating entities, supported by disciplined execution, tighter cost controls, and a sustained focus on service quality. Our core aviation businesses recorded solid gains as flight activity continued to normalize. Inflight meal volumes increased, reflecting higher passenger traffic and expanded airline engagements, while ground handling revenues improved alongside increased flight movements and new customer accounts.

Operational discipline remained a defining feature of our performance. Productivity initiatives, procurement discipline, and operating leverage helped mitigate inflationary pressures and offset capacity constraints at major airport gateways. Continued investments in systems, equipment reliability, and

workforce readiness enhanced service delivery, enabling us to respond effectively to rising demand while preserving margins. These results underscore our ability to translate volume growth into stable operating performance within a complex and capacity-constrained environment.

**Scaling Beyond Aviation.** Consistent with our long-term diversification strategy, non-aviation businesses continued to scale and contributed approximately 23% to the total Group revenues in 2025. These businesses play an increasingly important role in enhancing earnings stability, mitigating cyclicity, and expanding our addressable markets. The Food Group delivered strong double digit growth in non-inflight and institutional catering volumes, supported by portfolio expansion and broader customer reach. During the year, we advanced major capacity investments, including the MSFI commissary expansion and the establishment of a new joint venture commissary in Cebu, positioning the segment for sustained growth beyond aviation demand cycles.

The Water Group also made meaningful progress in scaling operations and deepening its development impact. Service coverage expanded through an increase in the number of connections, while billed volumes continued to grow alongside demand from tourism-related developments and local communities. We advanced capital-intensive infrastructure projects, including the 20MLD Lapu-Lapu desalination plant and the 50MLD Iloilo bulk water project, both of which are critical to enhancing water security in high growth areas. These investments reinforce our role as a long-term partner in local development, supporting economic activity, public health, and climate resilience.

**Sustainability as a Strategic Enabler.** In 2025, sustainability was firmly integrated into our enterprise strategy and capital allocation framework. Environmental and social considerations increasingly informed investment decisions, operational priorities, and risk management processes. A landmark achievement during the year was the transition of all Food Group kitchens to 100% geothermal energy, resulting in the avoidance of 3,326.76 tCO<sub>2</sub> emissions within the first four (4) months of implementation. This initiative demonstrates how decarbonization efforts can deliver both environmental benefits and long-term cost stability.

In parallel, we initiated the electrification of ground support equipment, with over 9% of the Cebu fleet converted to electric units, and expanded resource efficiency programs across energy, water, and waste management. To guide

long-term climate action, our Board approved the Group's Decarbonization Pathway toward Net Zero by 2050, supported by interim targets aligned with national and global climate commitments. We also commenced our phased alignment with ISSB (IFRS S1 and S2) standards, supported by capacity-building initiatives for the Board, management, and operating units.

**People, Governance, and Resilience.** Our reinvention is underpinned by sustained investment in people, culture, and governance. The launch of the MAC Academy strengthened workforce development and capability building, while continued investments in safety systems, training, and transparent reporting reinforced employee wellbeing across operations. At the governance level, we maintained strong oversight through our Board and committees, earning a Golden Arrow Award under the ASEAN Corporate Governance Scorecard in recognition of transparency, accountability, and ethical leadership.

**Looking Ahead.** As we enter our fourth decade, we remain positioned to deliver long-term, responsible value creation by balancing resilience and growth. With a clear strategic roadmap, disciplined capital investment, and sustainability-driven decision making, MacroAsia is well equipped to navigate industry transitions, support national development priorities, and meet the evolving expectations of our stakeholders.



## MESSAGE FROM THE CHAIRMAN AND CEO

GRI 2-11



**DR. LUCIO C. TAN**  
Chairman And CEO

**“MacroAsia is ultimately a platform through which your capital enables meaningful and lasting impact—from safe and efficient flight operations to high-quality food services, to reliable water solutions—all while generating reasonable and sustainable returns.”**

### Dear Fellow Shareholders,

I would like to thank you for your continued support and confidence in MacroAsia Corporation, particularly over the past few years as we navigated one of the most challenging periods in our history. Your trust enabled the Group to act decisively—first to recover, and now to reinvent.

In the immediate aftermath of the pandemic, our priority was clear: restore operational stability, protect the organization from shocks inherent in the airline industry, and rebuild our operating and financial foundations. That phase of recovery has been completed. Today, MacroAsia stands on firmer ground, with strengthened core businesses, reinforced platforms, and renewed capacity to pursue sustainable, long-term value creation.

This progress has allowed us to advance our strategic shift from “Focus on the Core Aviation Businesses” to “Scaling the Edges.” As air travel stabilized and activity levels approached pre-pandemic norms, growth within airport-

centric operations—particularly at Ninoy Aquino International Airport—became naturally constrained. While operational efficiencies continue to improve performance, the economics of incremental capacity investments require a selective and disciplined approach. As such, we are deliberately expanding beyond traditional aviation services, building on our early diversification into food services and water to create new, scalable sources of growth.

Alongside diversification, cost discipline remains a priority. The Group continues to pursue rationalization initiatives across both capital and operating expenditures, supported by thoughtful planning and disciplined execution. Streamlining processes—from procurement to shared services—reduces inefficiencies and unlocks value across business units, freeing up resources for medium-term investments. Key projects such as the expansion of our commissary and the development of a desalination plant in Cebu and other locations require significant upfront capital, but are designed to deliver sustainable returns and strengthen long-term resilience, ultimately benefiting the local communities where we operate.

At the heart of this reinvention are our people and our commitment to responsible business. Our strategy is guided by the ESG matters most material to our businesses and stakeholders—particularly safety and service reliability, responsible resource use, people development, and sound governance. The Board provides oversight of this agenda, while management drives execution through defined accountabilities, policies, and performance tracking. We are embedding safety, compliance, and resource efficiency into daily operations while strengthening the quality of our metrics and disclosures under a comply-or-explain approach aligned with regulatory expectations.

As the organization evolves, we continue to professionalize our teams, deepen internal capabilities, and recruit selectively to address critical skill gaps. In parallel, we are strengthening ESG execution in line with the broader direction of the Lucio Tan Group, ensuring that our growth remains responsible, resilient, and future-ready. Details of our governance structure, programs, and key performance indicators are discussed in the Sustainability section of this report.

None of this progress would be possible without you—our shareholders. MacroAsia is ultimately a platform through which your capital enables meaningful and lasting impact—from safe and efficient flight operations, to high-quality food services, to reliable water solutions—all while generating reasonable and sustainable returns.

The journey ahead will not be without challenges. But a clear roadmap is in place, and we move forward with discipline, conviction, and purpose—balancing resilience with growth, prudence with ambition, and performance with responsibility.

On behalf of the Board and the entire MacroAsia team, thank you for standing with us as we continue to create enduring value.

(sgd)

**DR. LUCIO C. TAN**  
Chairman and CEO

## MESSAGE FROM THE PRESIDENT AND COO

GRI 2-11



**EDUARDO LUIS T. LUY**  
President and COO

**“MacroAsia has transformed into a group of more than 25 entities spanning different industries. We have grown to the point where we are reporting Php 9.4 billion in revenues, a historic milestone for the company, supported by the dedicated efforts of a workforce now numbering over 6,000.”**

### Dear Shareholders, Management, Staff, and Other Stakeholders of MacroAsia Corporation,

You continue to inspire me through your work, which contributes year after year to a better workplace and a stronger society.

Much has changed since my tenure began in late 2021, when the pandemic was still in full force. At that time, our businesses were at one of the lowest points in the company's history, generating only Php1.95 billion in revenues and sustained by just over 3,000 employees who kept operations running despite limited activity across our major business units.

Since then, MacroAsia has grown into a group of more than 25 entities spanning diverse industries, reaching Php9.96 billion in revenues and supported by over 9,000 employees. This progress is a testament to the relentlessness, resourcefulness,

and resilience of our people as we move beyond recovery and toward reinvention.

#### **FORTIFYING OUR FOUNDATIONS (AVIATION SEGMENTS)**

We continue to strengthen our core aviation business units, as reflected in improved performance across key metrics. Meal volumes increased from 23.30 million in 2024 to 26.92 million in 2025, driving an 11% rise in top-line revenues for the segment. Our airline-focused companies delivered solid results, with foreign airline catering and Philippine Airlines catering recording revenue growth of 11% and 12%, respectively, despite limited capacity headroom.

Meanwhile, flights handled grew by 4% year-on-year, translating to a 3% increase in revenues, even as overall flight activity at the country's main gateway slightly declined.

In 2025, NAIA welcomed new direct flights from Air Canada and Air India. Both prestigious airlines chose to avail of MacroAsia's services, further strengthening our reputation

as the preferred airline services provider in the Philippines. As the airport continues to enhance activity and operational efficiency, our Group remains committed to keeping pace with these developments by expanding our client portfolio and leveraging decades of experience and high service standards to deliver quality inflight offerings for international passengers.

Management also continues to strengthen operational and reportorial requirements, including those related to ground handling activities. Safety is increasingly recognized as a core performance metric alongside on-time performance and service quality. We are enhancing safety practices and policies by leveraging technology to capture more accurate and timely operational data, improve diagnostic capabilities, and support effective root cause analysis. At the same time, we actively engage our stakeholders and integrate their feedback into our ways of working, as we believe that omnidirectional evaluation enables continuous improvement of our systems and processes.

#### **BEYOND THE BLUEPRINT (FOOD AND WATER SEGMENTS)**

We continue to strengthen the businesses that supported the company during the pandemic downturn. In 2025, our non-flight catering segment delivered strong results, with meal volumes increasing by 19% year-on-year and revenues growing by 15%. Water services also recorded solid growth, adding approximately 3,700 connections, or about 5%, while billed volume increased by 1.2 million cubic meters.

Our joint ventures, Summa Water Resources, Inc. and Cavite AlliedKonsult Corporation, performed particularly well as their operations and projects came online, more than doubling revenues compared to the previous year. Overall, our non-aviation businesses contributed approximately 9% of the Group's total revenues, with a clear mandate to increase this share further in the coming years through targeted initiatives.



**“We recognize the need to move beyond recovery and fully embrace a phase of reinvention. While this will require meaningful changes in our culture and ways of working, it is my earnest hope that we retain the qualities, standards, and core values that built our reputation and use them as a foundation for even greater growth and success.”**

projects. To ensure successful execution, Management maintains close coordination with project teams through regular cadence meetings, during which milestones, cost schedules, and transition plans are aligned and approved by key stakeholders. Accountability, trust, and cooperation will be central to our success.

#### **THE FUTURE IN FOCUS (UPCOMING PROJECTS)**

In line with our efforts to better serve our airline clients, MacroAsia continues to expand its services and geographic presence, positioning its business units for steady, well-managed growth in the years ahead.

In September, the company entered into a joint venture with Princess Jolliant, a leading commissary operator with a nationwide footprint. This partnership combines Princess Jolliant's extensive distribution network with MacroAsia's commitment to operational excellence, forming a strong and complementary alliance. Earlier in the year, MacroAsia Airport Services Corporation acquired Aviation Products Corporation, a company specializing in the repair of unit load devices, which are critical components of aircraft cargo operations. This acquisition supports our strategy to provide customers with a more comprehensive and integrated suite of services.

We also continue to strengthen our ancillary businesses. Through careful review and an entrepreneurial mindset, we expect sustainable outcomes from projects currently underway, including our commissary expansion, desalination facilities, and water supply systems.

Recognizing the importance of prudent stewardship of resources, Management has emphasized strict and responsible cost controls across the Group. Tera Information and Connectivity Solutions, Inc., established in 2021, has been repositioned as a digitally enabled shared services unit designed to streamline cost centers across the organization through process reengineering. We have also begun developing our property in Cavite for vertical integration, utilizing it as an agricultural site to supply vegetable requirements for our kitchen units, thereby reducing costs and mitigating logistical risks associated with external sourcing.

The best is yet to come for MacroAsia Corporation. As we marked our 30th anniversary in 2025, we continue to evolve to meet the needs of modern society. Our strategy includes integrating ISSB standards into our ESG reporting frameworks, transitioning to greener operations through renewed energy supply contracts and the adoption of electrified vehicles, and strengthening talent development through in-house training programs to support our growing and increasingly diversified businesses.

#### **PARTING PERSPECTIVES (CLOSING REMARKS)**

As we look toward the next decade in MacroAsia's history, we recognize the need to move beyond recovery and fully embrace reinvention. While this will require meaningful changes in our culture and ways of working, it is my earnest hope that we retain the qualities, standards, and core values that shaped our reputation and build on them as a foundation for even greater growth and success.

To my colleagues, you are not only disciplined but tireless, showing up every day to ensure our operations run seamlessly. You are not only detail-oriented but guided by *malasakit*, taking pride in delivering only the best products and services to our customers. For all this, and for everything you continue to do, I thank you from the bottom of my heart.

To our esteemed Board of Directors, thank you once again for your guidance and unwavering support. Your wisdom forms a vital part of the foundation we are building for the future, while your passion continues to inspire our commitment to service and stewardship.

And to our valued shareholders, I reaffirm my promise that we will leave no stone unturned to ensure that your investment meets—and exceeds—your expectations, and that your association with MacroAsia remains a source of pride.

(sgd)

**EDUARDO LUIS T. LUY**  
President and COO



Meals in 2025  
**26.92 M**



New Water  
Connections  
**3,700**

In Cebu, our joint venture CSWater Lapu-Lapu formalized its Php1.4 billion loan facility in April 2025, marking the ceremonial start of the 20 MLD desalination plant project in Punta Engaño. This facility will provide the local community with a more affordable and sustainable source of water.

Meanwhile, MacroAsia SATS Food Industries broke ground in August on its Php1.2 billion expansion project, which will double its production capacity. This expansion positions the company to better serve its clients and further penetrate the non-aviation market by bringing world-class food service standards beyond the airport.

Another hallmark project initiated this year is our 50 MLD water supply project in Pototan, Iloilo, undertaken through our Boracay Tubi System, Inc. joint venture. The initial phase will deliver 37.5 MLD and is expected to have a two-year construction period. These complex, capital-intensive projects demand disciplined execution and cost management and are essential to the company's long-term goal of serving as an engine of economic and social development.


As the company continues its push to “Scale the Edges” and mitigate risk through portfolio diversification, we recognize the need to increase investments and deliver tangible, timely growth through mergers and acquisitions and capital-intensive

# MACROASIA AT A GLANCE: 2025 KEY HIGHLIGHTS


## Financial Highlights


	2025	2024
	<ul style="list-style-type: none"> <li>9.9 billion Php Revenue</li> <li>2.0 billion Php Gross Profit</li> <li>1.6 billion Php Net Income</li> <li>16.6 billion Php Total Assets</li> <li>7.5 billion Php Total Liabilities</li> <li>9.1 billion Php Total Equity</li> </ul>	<ul style="list-style-type: none"> <li>9.4 billion Php Revenue</li> <li>2.3 billion Php Gross Profit</li> <li>1.4 billion Php Net Income</li> <li>13.4 billion Php Total Assets</li> <li>5.9 billion Total Liabilities</li> <li>7.6 billion Total Equity</li> </ul>


## Operational Highlights

	2025	2024
	<ul style="list-style-type: none"> <li>26.92 million Meals Produced</li> <li>20.41 million Cubic Meters of Billed Water Volume</li> <li>78.55 thousand Water Connections</li> <li>196.26 thousand Flights Handled (Domestic and International Flights)</li> <li>29.43 thousand Passengers Assisted (18.69 thousand local and 10.74 thousand foreign)</li> <li>176.78 million Cargo Handled (Domestic and International Flights)</li> <li>124 Total Student Pilots in 2025 (111 male, 14 female)</li> <li>29 Student Pilot Graduates for 2025 (25 males, 4 females)</li> <li>117 Total Student Pilot Graduates since start of Flight School operations, as of 2025 (102 male, 15 female)</li> </ul>	<ul style="list-style-type: none"> <li>23.30 million Meals Produced</li> <li>19.18 million Cubic Meters of Billed Water Volume</li> <li>74.85 thousand Water Connections</li> <li>189.32 thousand Flights Handled (Domestic and International Flights)</li> <li>27.28 thousand Passengers Assisted (17.08 thousand local and 10.20 thousand foreign)</li> <li>119 Total Student Pilots in 2024 (104 male, 15 female)</li> <li>30 Student Pilot Graduates for 2024 (27 males, 3 females)</li> <li>83 Total Student Pilot Graduates since start of Flight School operations, as of 2024 (73 male, 10 female)</li> </ul>

## Sustainability Highlights

	2025	2024
	<ul style="list-style-type: none"> <li>Php10.8 billion Direct Economic Value Generated</li> <li>Php10.4 billion Direct Economic Value Distributed</li> </ul>	<ul style="list-style-type: none"> <li>Php10.5 billion Direct Economic Value Generated</li> <li>Php9.3 billion Direct Economic Value Distributed</li> </ul>

	2025	2024
	<ul style="list-style-type: none"> <li>34.5 million kWh of Total Group Electricity Consumed</li> <li>18% (6.1 million kWh) renewable energy share in total Group electricity consumption</li> <li>3.09 million liters of Fuel Consumed</li> <li>28,567 megaliters of Water Withdrawn from Various Sources</li> <li>146 megaliters of Water Recycled</li> <li>61.5% (2,199 metric tonnes) of non-hazardous wastes diverted from landfill</li> </ul>	<ul style="list-style-type: none"> <li>35.2 million kWh of Total Group Electricity Consumed</li> <li>2.4 million liters of Fuel Consumed</li> <li>25,423 megaliters of Water Withdrawn from Various Sources</li> <li>186 megaliters of Water Recycled</li> <li>1.2% (18 metric tonnes) of Non-Hazardous Solid Wastes</li> </ul>

	2025	2024
	<ul style="list-style-type: none"> <li>85.4% (368 metric tonnes) of hazardous wastes diverted from landfill</li> <li>29,355 tCO2e Emissions Generated</li> <li>3,326.76 tCO2e emissions avoided by the Food Group through renewable energy</li> <li>400 Saplings of Mangrove Tree Planted in BTSI-adopted Wetland 6 in Boracay Island, 3,000 Saplings of Mangrove Trees Planted to date</li> <li>250 saplings of Narra, Malabulak and Cupang tree species at the La Mesa Watershed in Quezon City</li> </ul>	<ul style="list-style-type: none"> <li>82.3% (87 metric tonnes) of hazardous wastes diverted from landfill</li> <li>36,152 tCO2 Emissions Generated</li> <li>300 Saplings of Mangrove Tree Planted in BTSI adopted Wetland 6 in Boracay Island</li> <li>560 Saplings of Bamboo, Calumpit, and Other Fruit-bearing Trees Planted in identified Luzon Communities</li> </ul>

	2025	2024
	<ul style="list-style-type: none"> <li>6,200 Total Manpower Complement</li> <li>44% (2,752) Women Employees</li> <li>7% (188) Women in Management Positions</li> <li>22% Group Turnover Rate</li> <li>100% of Employees Covered by OSH Policy</li> <li>24.3 million Total Safe Man Hours (employees and contractors)</li> <li>&lt;1% (0.99) Group Safety Incident Rate</li> <li>326,826 Employee Training Hours</li> <li>52.7 Average Training Hours per Employee</li> <li>1,370 Employee Volunteer Hours Rendered</li> <li>Zero Reported Cases of Discrimination Among Employees</li> <li>Zero Fatalities Caused by Work-related Injury or Illness</li> <li>85.9% (17,037) of General Customer Complaints Resolution Rate</li> <li>100% (802) Customer Health and Safety-related Incidents Resolution Rate</li> </ul>	<ul style="list-style-type: none"> <li>6,005 Total Manpower Complement</li> <li>44% (2,637) Women Employees</li> <li>5.73% (151) Women in Management Positions</li> <li>21% Group Turnover Rate</li> <li>100% of Employees Covered by OSH Policy</li> <li>20.02 million Total Safe Man Hours (employees and contractors)</li> <li>&lt;1% (0.56) Group Safety Incident Rate</li> <li>32,363 Employee Training Hours</li> <li>6 Average Training Hours per Employee</li> <li>1,384 Employee Volunteer Hours Rendered</li> <li>Zero Reported Cases of Discrimination Among Employees</li> <li>Zero Fatalities Caused by Work-related Injury or Illness</li> <li>99.9% (11,198) General Customer Complaints Resolution Rate, including customer safety and health-related incidents</li> </ul>

	2025	2024
	<ul style="list-style-type: none"> <li>11 Members of the Board of Directors</li> <li>4 Independent Directors</li> <li>3 (27%) Women in the Board</li> <li>100% Employees, Partners, and Directors Received Information on the Company's Anti-Bribery and Anti-Corruption Policy</li> <li>Zero Reported Cases of Corruption and Bribery</li> <li>3 Monetary and Non-monetary Sanctions Received Related to Non-compliance or Violation of ESG-related Laws, Regulations, and Policies</li> </ul>	<ul style="list-style-type: none"> <li>11 Members of the Board of Directors</li> <li>3 Independent Directors</li> <li>2 (18%) Women in the Board</li> <li>100% Employees, Partners, and Directors Received Information on the Company's Anti-Bribery and Anti-Corruption Policy</li> <li>Zero Reported Cases of Corruption and Bribery</li> <li>12 Monetary and Non-monetary Sanctions Received Related to Non-compliance or Violation of ESG-related Laws, Regulations, and Policies</li> </ul>

# ABOUT MACROASIA



## CORPORATE PROFILE

GRI 2-1

MacroAsia Corporation (MAC or MacroAsia) is listed on the Philippine Stock Exchange (PSE) and has been operating as a holding company under its amended charter since 1996.

The company was originally incorporated as Infanta Mineral & Industrial Corporation on February 16, 1970, with a primary focus on geological exploration and development. On January 26, 1994, its Articles of Incorporation were amended, and the company was renamed Cobertson Holdings Corporation, transitioning into a holding company. Subsequently, on November 6, 1995, the Philippine Securities and Exchange Commission (SEC) approved another change of its corporate name to MacroAsia Corporation, under which it continues to operate today.

Today, MAC has established itself as a leading provider of aviation support services in the Philippines, complemented by a diversified business portfolio that includes logistics services, food catering, and natural resource development. Moving forward, MAC remains focused on strengthening its leadership in the aviation support industry while expanding its water concession operations beyond Metro Manila.



**Aviation Group**



**Food Group**



**Water Group**



**Others**

## Vision, Mission, and Core Values



### VISION STATEMENT

Within the first two decades of the 21st century, to be the globally competitive aviation support, logistics services provider, and natural resources development partner in the Philippines, with a full range of products and services for which we shall be acknowledged by our clients and other stakeholders for excellent customer service, pioneering technology, integrity, value-for-money, and social responsibility, all made possible by self-driven, smart, and world-class people.

### MISSION STATEMENT

MacroAsia Corporation, a holding company with a diverse business portfolio within the next decade, will achieve leadership position in the market it serves by being passionate and driven with values and goals that are aligned with the objectives of its shareholders. Such passion and drive shall be anchored on a committed team of professionals who shall embody a strong stakeholder-focus, integrity, strategic thinking, empowering leadership, continual development, and commitment to national growth and social responsibility.

We shall achieve our mission to increase shareholder value, ensure long-term profitability, develop world-class competencies, provide career opportunities, and create synergies as we build mutually beneficial partnerships, alliances, or joint ventures with those who share our philosophy and values.

### CORE VALUES

Our way of life in MacroAsia is built on the fundamental ideal of service to all stakeholders, especially our customers. In doing so, we are guided by:

#### ACCOUNTABILITY

We accept our individual and team responsibilities, and we meet our commitments. We take responsibility for our performance in all our decisions and actions.

#### TEAMWORK

We support and establish unified though diverse teams in our operating units. We seek to work together and establish synergies to meet our common goals.

#### RESPONSIBLE CITIZENSHIP

We encourage a healthy and safe workplace for our people, commit ourselves to responsible governance as a corporation and as a partner of government, and seek to promote a competitive free enterprise system, excellent environmental compliance, and enrichment of the communities where we operate.

#### RESPECT

We honor the rights and beliefs of our stakeholders – our employees, our customers, our shareowners, our suppliers, and our community.

#### INTEGRITY

We manage all parts of our business in a manner that builds value into the investment, employing ethical standards, demonstrating honesty and fairness in every action that we take, thus building value and confidence among all our business stakeholders.

# Key Business Segments

GRI 2-1, 2-6



## AVIATION SUPPORT SERVICES



Our aviation-related services play a vital role in ensuring the safety, efficiency, and reliability of airline operations in the Philippines. As a trusted partner of both local and international carriers, we provide essential ground handling, aircraft maintenance, and pilot training that enable the seamless functioning of the aviation ecosystem. Our presence across major airports allows us to maintain high service standards, strengthen industry resilience, and support the continued growth of air travel and logistics.

Beyond enabling the movement of people and cargo, our work enhances national and regional connectivity. By facilitating the efficient flow of goods, services, and travelers, we help stimulate trade, tourism, and investment, which are key drivers of economic development. We also take pride in the human impact of our services: reuniting families, creating opportunities for Filipino workers abroad, supporting businesses that depend on global supply chains, and connecting communities throughout the archipelago.

As we advance our aviation portfolio, we remain focused on continuous improvement and operational excellence. We invest in employee training, safety management systems, and emerging technologies to meet evolving airline requirements and global service standards. Collaboration with airline partners, regulators, and airport authorities is central to our approach, enabling us to respond effectively to industry changes and maintain reliable, high-quality service.

Looking ahead, we are committed to strengthening our capabilities, expanding our service offerings, and supporting the long-term growth of the Philippine aviation sector.

## Gateway Services

### JAPAN AIRPORT SERVICE CO., LTD. (JASCO)

Ownership:

- 70% Konoike Transport Co., Ltd.
- 30% MAC

Founded on March 15, 1960, JASCO operates exclusively at Narita International Airport, where it competes with other ground handling service providers. In 2017, the company became part of the KONOIKE Group, a global enterprise listed on the First Section of the Tokyo Stock Exchange, further strengthening the Group's Airport Division.

JASCO provides six (6) core ground handling services and continues to expand its capabilities across related operational functions:

- Flight Operations Management
- Baggage Handling & Special Passenger Assistance
- Cabin Cleaning
- Aircraft Loading, Unloading, & Movement
- Cargo and Mail Handling
- Ground Support Equipment (GSE) Maintenance

With a strong commitment to safe flight operations and high-quality service delivery, JASCO customizes its Standard Operating Procedures (SOPs) to meet the unique requirements of each airline partner. It applies the "Point-and-Assured" method at every critical stage to ensure strict procedural compliance. This steadfast dedication to service excellence has earned JASCO numerous awards and recognitions from its airline customers.

### MACROASIA AIR TAXI SERVICES, INC. (MAATS)

Ownership: 100% MAC

The company provides specialized support services to the foreign airline clients of Lufthansa Technik Philippines (LTP), offering assistance comparable to ground handling for fixed-base operators. It plays an important role in regulatory compliance by representing LTP's heavy base maintenance clients in securing and coordinating permits and clearances from key government agencies, including the Civil Aviation Authority of the Philippines (CAAP), Manila International Airport Authority (MIAA), Bureau of Customs (BOC), and Immigration.

### MACROASIA AIRPORT SERVICES CORPORATION (MASCORP)



Ownership:

- 80% MAC
- 20% Konoike Transport Co. Ltd.

Established on September 12, 1997, MASCORP is the country's largest and most comprehensive ground handling service provider. The company delivers a full suite of airport services, including:

- Passenger services
- Ramp operations
- Baggage and cargo handling
- Ground Support Equipment (GSE) maintenance
- Other terminal services

MASCORP supports both domestic and international airline clients across twenty-two (22) airport stations nationwide. Competing in a dynamic aviation market, the company consistently upholds industry-leading standards of safety, efficiency, and customer service.

## Aircraft Maintenance, Repair, and Overhaul (MRO)

### LUFTHANSA TECHNIK PHILIPPINES, INC. (LTP)



Ownership:

- 51% Lufthansa Technik AG of Germany
- 49% MAC

Established in December 1999 as a joint venture between Lufthansa Technik AG and MAC, LTP provides comprehensive aircraft Maintenance, Repair, and Overhaul (MRO) services to customers worldwide. As one of 30 affiliates within the Lufthansa Technik global network, LTP upholds the Group's world-renowned standards of quality, safety, and reliability in every aircraft it services.

Competing with leading regional MRO providers in Singapore and Hong Kong, LTP leverages the strength of the Lufthansa network and the expertise of its highly skilled Filipino workforce. The company specializes in base maintenance checks for major aircraft types, including Airbus A320 family, A330, A340, A380, and Boeing 777, as well as major modifications, cabin reconfiguration and retrofit programs, and lease return checks. Its scalable docking systems accommodate multiple aircraft types, and its facilities can simultaneously service three (3) A380s.

Strategically located within a free trade zone at NAIA, the country's main international gateway, LTP also operates maintenance stations in Cebu, Clark, Davao, Kalibo, and Puerto Princesa. Its Philippine base offers proximity to major Asian hubs such as Hong Kong and Singapore—both within a four-hour flight radius.

LTP is certified by global aviation authorities, including CAAP (Philippines), FAA (USA), EASA (EU), CASA (Australia), Japan CAB, Korea MOLIT, and others, as an approved maintenance organization. Its Technical Services Group operates as a Design Department under Lufthansa Technik AG's Design Organization Approval (EASA.21J.019). Additionally, LTP partners with Lufthansa Technical Training Philippines, an EASA Part-147-approved Maintenance Training Organization, ensuring its personnel maintain world-class skills and expertise.

## Pilot School

### FIRST AVIATION ACADEMY, INC. (FAA)



Ownership:

- 51% MAC
- 49% PTC Holdings Corporation

Established in 2017, First Aviation Academy (FAA) is a joint venture between MacroAsia Corporation and PTC Holdings Corporation that operates from Subic Bay International Airport. The company is committed to meeting the growing global demand for professional pilots through its world-class flight training programs.

### Comprehensive Training

FAA specializes in ab initio pilot training, offering courses leading to a Private Pilot License (PPL), Commercial Pilot License (CPL), and additional ratings such as Instrument Rating (IR) and Multi-Engine Rating (MER). Top graduates may advance as Flight Instructors, gaining experience while building flight hours.

### Fleet & Facilities

FAA operates a modern fleet of Cessna 172 aircraft, advanced flight simulators, and an ATPT Sim Trainer for Airbus proficiency, ensuring students receive cutting-edge training.

### Compliance & Standards

Certified by the Civil Aviation Authority of the Philippines (CAAP), FAA adheres to strict regulatory standards and partners with industry leaders to deliver globally competitive pilots.



## FOOD SERVICES

Our subsidiaries in the food services sector provide high-quality catering solutions for both airline and non-airline clients. We operate through a combination of company-owned and client-owned facilities, enabling us to efficiently support diverse customer requirements across airports, corporate settings, and special-service environments.

By maintaining strict food safety standards, investing in modern kitchen technologies, and continuously enhancing our culinary capabilities, we ensure that every meal we produce meets the quality, consistency, and reliability expected by our partners and passengers.

### CEBU PACIFIC CATERING SERVICES, INC. (CPCS)

Ownership:

- 40% MAC
- 40% Cathay Pacific Catering Services (Hong Kong)
- 20% MGO Group of Cebu

CPCS operates the only inflight kitchen in Mactan, located within the Mactan Economic Processing Zone near Mactan-Cebu International Airport. As the sole provider of inflight catering services in the area, CPCS supports both domestic and international airlines operating in Cebu.

The company has a two-storey, fully equipped kitchen occupying 1,800 sqm, designed to produce up to 3,000 meals daily in compliance with stringent international hygiene standards. Developed by Cathay Pacific Catering Services (Hong Kong), the facility serves major local and foreign carriers such as Philippine Airlines, Cathay Pacific Airways, Korean Air, Asiana Airlines, and Cebu Pacific Air.

To meet growing demand following the opening of a new passenger terminal at Mactan-Cebu International Airport, CPCS is pursuing an expansion program to increase capacity and enhance service capabilities.

### MACROASIA CATERING SERVICES, INC. (MACS)

Ownership:

- 67% MAC
- 33% SATS Ltd.

Incorporated on October 25, 1996, MACS is a joint venture between MacroAsia Corporation and Singapore Airport Terminal Services Limited (SATS Ltd.). It is the largest and preferred airline caterer at Ninoy Aquino International Airport (NAIA), serving most foreign airlines operating in the Philippines. Beyond aviation, MACS also provides institutional catering services to select corporate clients near the airport.

MACS is the only ISO-certified inflight caterer in the Philippines, holding certifications for Hygiene and Food Safety, HACCP, and HALAL compliance. It serves 63% of the foreign airline market at NAIA, with key clients including seventeen (17) major international carriers. The company also caters to charter and VIP flights and is the preferred food provider for airline lounges.

### MACROASIA NEW VENTURES, INC. (MNVI)

Ownership: 100% MAC

Incorporated on September 2, 2025, MNVI was established to lead the identification, development, and investment in new business opportunities across diverse industry sectors. Its mandate includes the authority to hold, own, purchase, acquire, lease, contract, operate, improve, develop, manage,



grant, sell, exchange, or otherwise dispose of real and personal properties of any kind.

In November 2025, MNVI entered a joint venture with Princess Joliant Corporation (PJC), resulting in the creation of MacroAsia Joliant Food Services Corporation (MJFSC). Through this partnership, MNVI now operates PJC's existing food production facility, expanding MacroAsia Corporation's institutional presence and business footprint in Cebu.

### MACROASIA JOLIANT FOOD SERVICES CORPORATION (MJFSC)

Ownership:

- 51% Princess Joliant Corporation (PJC)
- 49% MacroAsia New Ventures, Inc. (MNVI), a subsidiary of MAC

The company is a Joint Venture Company (JVCO) incorporated on November 4, 2025 under a partnership between MacroAsia New Ventures, Inc. (MNVI) and Princess Joliant Corporation (PJC).

MJFSC is primarily engaged in the manufacturing, marketing, distribution, importation, exportation, shipping, and sale of food products, including marine, aquacultural, agricultural and meat products, as well as cooked meals and ready-to-heat meals.

The JVCO was established to operate and enhance PJC's existing commissary, with the goal of developing a world-class food production facility in Cebu. Through this collaboration, MacroAsia is expanding its customer base and strengthening its operational capabilities. In the coming years, MJFSC aims to become a leading commissary serving institutional accounts not only in Cebu but across the Visayas region.

### MACROASIA SATS FOOD INDUSTRIES CORPORATION (MSFI)

Ownership:

- 67% MAC
- 33% SATS Ltd.

MSFI was incorporated on July 14, 2015 and operates a commissary/central kitchen on MAPDC-owned land in



Muntinlupa City. It primarily serves non-airline clients, including institutional and business accounts, and manages food services for banks, universities, and corporate offices.

The company was created to address capacity constraints at MACS and capture growth opportunities in the business-to-business (B2B) food manufacturing sector. Market studies confirmed strong fundamentals for institutional catering, leading to the development of a dedicated facility outside the airport compound.

The company's strength lies in the strategic partnership between MacroAsia Corporation and SATS Ltd., combined with MACS' proven expertise in airline catering. This synergy enables MSFI to deliver world-class food solutions to a fragmented yet growing market, positioning it among the largest institutional catering providers in the industry.

### MACROASIA SATS INFLIGHT SERVICES CORPORATION (MSIS)

Ownership:

- 67% MAC
- 33% SATS Ltd.

MSIS was incorporated on May 16, 2016 and has been operating the Philippine Airlines (PAL) Inflight Kitchen near NAIA Terminal 2 since March 2019.

The company is exclusively dedicated to meeting the catering requirements of Philippine Airlines (PAL) at its NAIA base. To support PAL's ambition of becoming a 5-star airline, MSIS maintains specialized teams for Japanese and Halal kitchens, serving the needs of Japanese and Muslim passengers. It also provides special meals and menu upgrades within 48 hours of request, ensuring flexibility and responsiveness to passenger requirements.

MSIS aspires to be the leading catering company in the Philippines and a globally recognized inflight catering provider. Its success is built on professional expertise, skilled personnel, culinary excellence, strict compliance with HACCP and HALAL standards, and an unwavering commitment to service quality and customer satisfaction.



## WATER CONCESSION AND UTILITIES

As part of our long-term growth strategy, we are expanding our participation in the water sector to support national water security and deliver sustainable social impact. Beyond Metro Manila, our water initiatives span key areas in Luzon, including Nueva Vizcaya and Cavite, as well as priority locations in the Visayas such as Aklan, Cebu, Bacolod, and Iloilo.

Through our subsidiaries and affiliates, we provide integrated water solutions encompassing potable water supply, bulk water production, and wastewater and septage treatment. These investments focus on supporting growing communities, strengthening environmental stewardship, and delivering reliable and efficient water services in collaboration with public and private stakeholders.

By combining technical expertise, innovative technologies, and long-term infrastructure development, we continue to build resilient water systems that generate long-term value while contributing to public health, environmental protection, and inclusive economic growth.

### Key Water Subsidiaries and Affiliates:

#### ALLIED WATER SERVICES, INC. (AWSI)

Ownership: 100% MAC

AWSI provides technical expertise for MacroAsia Corporation's water-related projects. Formerly known as Airport Specialists' Services Corporation (ASSC), AWSI operates through Summa Water Resources, Inc. (SWRI), a 60%-owned subsidiary of MAC. Together, AWSI and SWRI deliver water treatment equipment and bulk water supply to private and government clients in locations such as Balesin, Mactan, Iloilo, Albay, Bulacan, and Cavite.

#### AQUALINK RESOURCES DEVELOPMENT, INC. (ARDI)

Ownership:

- 51% Naic Water Supply Corporation (NWSC), a subsidiary of MAPDC (wholly owned by MAC)
- 49% Maplecrest Group, Inc.

ARDI operates the water system for Lancaster New City in Cavite, supplying potable water to households and commercial establishments across General Trias, Imus, Carmona, Bacoor, Kawit, and Tanza. The company extracts and treats water from deep well sources, ensuring a reliable and safe water supply for the growing community.

#### BORACAY TUBI SYSTEM, INC. (BTSI)

Ownership:

- 67% MAPDC, a subsidiary of MAC
- 33% Molina Family

BTSI is one of two (2) licensed water providers on Boracay Island and has been operating for over twenty (20) years. It holds three (3) water rights and a Certificate of Public



Convenience (CPC) issued by the National Water Resources Board (NWRB). The company's core operations include:

- Supplying potable water to residents and commercial establishments
- Extracting water from river sources near Caticlan, Aklan, and treating and distributing it via submarine pipeline
- Managing septage services for commercial clients
- Providing raw and treated bulk water across Boracay Island

Additionally, BTSI owns:

- Monad Water Sewerage Systems, Inc. (MONAD) – 80% owned; serves Barangay Yapak, Boracay Island
- New Earth Water System, Inc. (NEWS) – 100% owned; holds water rights and CPCs for Visayas and Mindanao

#### CAVITE ALLIEDKONSULT SERVICES CORPORATION (CAKSC)

Ownership:

- 51% AWSI
- 49% Envirokonsult Equipment Services, Inc.

CAKSC operates the largest septage treatment facility in Cavite, located in General Trias. The company specializes in wastewater management, processing septage from households and commercial establishments across the province to ensure safe, efficient, and environmentally compliant disposal.

#### CAVITE BUSINESS RESOURCES, INC. (CBRI)

Ownership: 100% Watery Business Solutions, Inc. (a 100% subsidiary of MAPDC)

CBRI operates a bulk water treatment plant in Maragondon, Cavite, supplying treated water to local communities through the municipal water district. The plant sources water from the Maragondon River and uses sustainable treatment processes to ensure safe, reliable, and efficient water distribution.



#### NAIC WATER SUPPLY CORPORATION (NWSC)

Ownership: 100% MAPDC, a subsidiary of MAC

Established on September 4, 2023, NWSC provides treated potable water sourced from deep wells to residents and commercial establishments in Naic, Cavite, as well as nearby subdivisions.

#### SNV RESOURCES DEVELOPMENT CORPORATION (SNVRDC)

Ownership: 100% MAPDC, a subsidiary of MAC

SNVRDC was established as a greenfield project to design, build, and operate a complete waterworks system. The company sources water from the Magat River, treats it to potable standards, and distributes it through a dedicated pipeline network serving Solano, Nueva Vizcaya.

#### SUMMA WATER RESOURCES, INC. (SWRI)

Ownership:

- 60% AWSI
- 40% Mr. Jose Antonio A. Soler

SWRI is an Original Equipment Manufacturer (OEM) specializing in custom water and wastewater treatment systems using innovative technologies. It also supplies treated bulk water to private and government entities in various provinces, including Bulacan, Iloilo, Bacolod, Albay, and Cavite.

### Our Commitment to Sustainable Water Management

Through these strategic ventures, we reinforce our commitment to sustainable development, responsible resource management, and inclusive growth. By expanding access to safe and reliable water services, we contribute

directly to improving public health, supporting local economies, and enhancing the quality of life in the communities we serve.

Our water business is guided by a long-term sustainability framework that emphasizes environmental stewardship, operational efficiency, and regulatory compliance. Across our portfolio, we invest in modern water treatment technologies, efficient distribution systems, and environmentally sound wastewater and septage management solutions to minimize water loss, protect natural water sources, and reduce environmental impact.

In parallel, we work closely with national agencies, local government units, and private stakeholders to ensure that our projects align with community needs, national water security priorities, and evolving environmental standards. By integrating sustainability principles into our planning, operations, and governance, we aim to build resilient water infrastructure that can support population growth and climate-related challenges.



Through innovation, strategic partnerships, and responsible investment, we continue to strengthen our role as a trusted partner in the Philippine water sector, delivering long-term value while advancing environmental stewardship, social responsibility, and economic sustainability.



## PROPERTY AND ECOZONE DEVELOPMENT SERVICES

Unlike traditional real estate firms that focus on developing and selling properties, we concentrate on supporting the operational and strategic property needs of our businesses. Through MacroAsia Properties Development

Corporation (MAPDC), we provide tailored real estate solutions that enhance the efficiency and growth of our core operations.

Our work includes developing and managing special economic zones, leasing properties to business units and partners, and delivering essential infrastructure support for our aviation, water, and food service ventures. By aligning our real estate initiatives with the requirements of these sectors, we ensure that our facilities are optimally designed, well-maintained, and strategically located. This approach enables us to create operational synergies, improve service delivery, and support long-term expansion across the Group.



### MACROASIA PROPERTIES DEVELOPMENT CORPORATION (MAPDC)

Ownership: 100% MAC

Established in June 1996, MAPDC initially operated as a real estate developer, completing a warehouse condominium project in Muntinlupa in 1997. After a brief hiatus, the company resumed operations in 2000, transitioning into the developer and operator of the MacroAsia Special Economic Zone (MASEZ) at Ninoy Aquino International Airport (NAIA). MASEZ is the only special economic zone located within NAIA.

### Key Operations and Developments:

#### MacroAsia Special Economic Zone (MASEZ) - NAIA

- Hosts Lufthansa Technik Philippines, Inc. (LTP) under a 25-year lease agreement ending on August 31, 2025, renewable for a further period subject to mutually agreed lease terms and conditions
- Operates a wastewater treatment and water recycling facility since 2011, supplying non-domestic water within the ecozone

#### Expansion into Water Resource Projects

Building on its experience in wastewater treatment and water recycling, MAPDC has expanded into water resource development projects beyond Metro Manila, including:

- Boracay Island
- Nueva Vizcaya
- Various municipalities in Cavite

#### Property Leasing & Management

MAPDC owns and manages strategic real estate assets, including:

- Muntinlupa property partially leased to MacroAsia SATS Food Industries (MSFI) for its commissary and central kitchen



- Other leased properties supporting related entities, such as SNV Resources Development Corporation (SNVRDC) and Summa Water Resources, Inc. (SWRI)

#### MacroAsia Cebu Special Ecozone

Developed in 2018, the MacroAsia Cebu Special Ecozone is located within the Mactan-Cebu International Airport and is designated as a special economic zone for aviation-related services. It replicates the successful ecozone model implemented at NAIA, further strengthening MAPDC's footprint in the aviation sector.

### Strategic Role in MAC's Growth

As the property arm of the Group, MAPDC plays a critical role in enabling our businesses to operate efficiently and grow sustainably by providing real estate solutions, ecozone development, and infrastructure support for our aviation, water, and food service operations.

By ensuring that our properties are well-planned, purpose-built, and compliant with regulatory and environmental standards, MAPDC helps our business units maintain service reliability, operational efficiency, and long-term competitiveness.

We also leverage MAPDC's development expertise and property portfolio to support future growth initiatives across the Group. Whether by enhancing existing sites, developing new facilities, or identifying strategic locations for expansion, MAPDC strengthens our integrated business model and reinforces the Group's foundation for continued innovation, operational resilience, and sustainable long-term growth.



## MINING

Originally established as a mining company in the 1970s, MAC continues to hold mining assets through its dedicated mining subsidiaries.

### MACROASIA MINING CORPORATION (MMC)

Ownership: 100% MAC

MMC traces its origins to the Infanta Mineral and Industrial Corporation (IMIC), established in the 1970s to undertake geological exploration, mine development, and mining operations. IMIC operated the Infanta Nickel Mine until 1982, when operations were suspended due to depressed metal prices and high smelting costs.

Incorporated in September 2012, MMC now serves as the Group's platform for mining development and for the potential reopening of the Infanta Nickel Mine. Since 2013, MMC has specialized in delivering consultancy, exploration, and drilling services for nickel laterite deposits, supporting the exploration programs of various nickel producers across the Philippines.

#### Strategic Acquisitions & Expansion

To strengthen our mining portfolio, MMC has undertaken key acquisitions that expand our footprint in the nickel and precious metals sector:

*Acquisition of Bulawan Mining Corporation (BUMICO) in November 2018*

- Formerly a PNB subsidiary, now MMC BUMICO
- Holds Exploration Permit Application (EXPA 103-VII) covering 506 hectares in Basay, Negros Oriental (high potential for copper-gold-molybdenum-silver mineralization)
- Inherited an Operating Agreement with Philex Mining Corporation (PMC) for the Bulawan Mining Project
- MLC MRD 510 under Philex Gold Philippines, Inc. (PGPI), now in the final mine rehabilitation phase



*Acquisition of Management Development Corporation (MADECOR) in March 2020*

- Another former PNB subsidiary, now MMC MADECOR
- Acquired EXPA 000100-VI, covered by an agreement with PGPI
- Permit issuance approved by the Mines and Geosciences Bureau (MGB), subject to compliance conditions

*Expansion into Leyte (Carigara & Baybay City)*

- Exploration permit applications: EXPA 000091-VII & EXPA 000092-VII
- Environmental Work Program (EWP) endorsed to MGB Central Office last August 10, 2022

*Palawan Nickel Mining Rights Transfer (MPSA Assignments)*

- On June 7, 2019, MAC assigned its Mineral Production Sharing Agreements (MPSAs) in Brooke's Point, Palawan to MMC

- MPSA Nos. 220-2005-IVB & 221-2005-IVB were approved by MGB-DENR on February 1, 2021
- Covers 1,524 hectares, granting MMC exclusive rights to explore, develop, and mine nickel, chromite, iron, and other associated minerals

#### The Infanta Nickel Project & Commercial Mining Prospects

- Memorandum of Agreement with Calmia Nickel, Inc. (CNI) in July 2021
- Collaboration for exploration and eventual mining (re-

- opening) of the Infanta Nickel Project (MPSA No. 220-2005-IVB)
- Confirmatory drilling commenced in November 2021 as part of CNI's due diligence

#### Regulatory Approvals in Progress

- Calmia is seeking the Declaration of Mining Project Feasibility (DMPF) and Notice to Proceed (NTP) from the Mines and Geosciences Bureau (MGB)
- MGB is in the process of completing additional permits and licenses for commercial mining operations



## IT SERVICES, CONNECTIVITY, AND RADIO TRUNKING

This business segment integrates information technology and connectivity solutions across the MacroAsia Group and its partners. It also includes the operation of a digital trunked radio system at the airport, utilizing frequencies allocated by the National Telecommunications Commission (NTC) to support the Group's aviation-related operations.

### TERA INFORMATION AND CONNECTIVITY SOLUTIONS, INC. (TERA)

Ownership: 100% MAC

Incorporated on February 11, 2021, TERA was established as the in-house technology and Tier 1 service provider for the MacroAsia Group. It was created in response to the increasing demand for digital transformation, a need that became even more critical during the COVID-19 pandemic. This shift provided significant opportunities for us to modernize our systems, enhance operational efficiency, and leverage emerging technologies across the Group.

TERA's core services include:

- **Information management** – Data analytics, systems integration, and IT solutions that support our subsidiaries
- **Data connectivity** – Reliable network and communications infrastructure that ensures seamless operations
- **Radio trunking** – Digital radio communication services critical to aviation and airport operations
- **Managed services** – Comprehensive IT support, cybersecurity solutions, and cloud-based services

Strategically positioned as the primary enabler of digital transformation across the Group, TERA supports operational efficiency, resilience, and continuous technological advancement.

# Geographical Reach

GRI 2-1



## Parent Company

**MacroAsia Corporation (MAC)**  
Legazpi Village, Makati City, Metro Manila

## Aviation Group (excluding inflight catering)

**First Aviation Academy, Inc. (FAA)**  
Main Office: Subic Bay Freeport Zone, Subic, Zambales

Branch Offices:  
Legazpi Village, Makati City, Metro Manila

Brgy. San Isidro, Paranaque City, Metro Manila

**Japan Airport Service Co., Ltd. (JASCO)**  
Kogome-gome, Narita-shi, Chiba Prefecture 282-0004

**Lufthansa Technik Philippines, Inc. (LTP)**  
Villamor Air Base, Pasay City, Metro Manila

**MacroAsia Air Taxi Services, Inc. (MAATS)**  
Tramo, Pasay City, Metro Manila

## MacroAsia Airport Services Corporation (MASCORP)

- Luzon:**
1. Manila (MNL)
  2. Clark (CRK)
  3. Bicol (DRP)
  4. Batanes (BSO)
  5. Laoag (LAO)
  6. Puerto Princesa (PPS)
  7. Busuanga (USU)

- Visayas:**
1. Cebu (CEB)
  2. Iloilo (ILO)
  3. Antique (EUQ)
  4. Roxas (RXS)
  5. Tacloban (TAC)
  6. Bacolod (BCD)

- Mindanao:**
1. Dipolog (DPL)
  2. Davao (DVO)

3. General Santos (GES)
4. Siargao (IAO)
5. Tawi-Tawi (TWT)
6. Zamboanga (ZAM)
7. Agusan Del Norte (BXU)
8. Cotobato (CBO)
9. Cagayan de Oro (CGY)

## Food Group

**Cebu Pacific Catering Services, Inc. (CPCS)**  
Mactan Economic Zone 1, Lapu-Lapu City, Cebu

**MacroAsia SATS Inflight Services Corporation (MSIS)**  
MIAA Road, Pasay City, Metro Manila

**MacroAsia Catering Services, Inc. (MACS)**  
Ninoy Aquino International Airport, Pasay City, Metro Manila

**MacroAsia SATS Food Industries Corporation (MSFI)**  
Brgy. Sucat, Muntinlupa City, Metro Manila

**MacroAsia New Ventures, Inc. (MNVI)**  
Legazpi Village, Makati City, Metro Manila

**MacroAsia Jolliant Food Services Corporation (MJFSC)**  
Cordova, Cebu

## Water Group

**Aqualink Resources Development, Inc. (ARDI)**  
Lancaster New City, Imus, Cavite

**Allied Water Services, Inc. (AWSI)**  
Legazpi Village, Makati City, Metro Manila

**Boracay Tubi System, Inc. (BTSI)**  
Brgy. Balagbag, Boracay Island, Malay, Aklan

**Cavite Alliedkonsult Services Corporation (CAKSC)**  
Brgy. Buenavista II, General Trias, Cavite

**Cavite Business Resources, Inc. (CBRI)**  
Poblacion 2A, Maragondon, Cavite

**Naic Water Supply Corporation (NWSC)**  
Brgy. Sabang, Naic, Cavite

**SNV Resources Development Corporation (SNVRDC)**  
Brgy. Quirino, Solano, Nueva Vizcaya

**Summa Water Resources, Inc. (SWRI)**  
Head Office: Legazpi Village, Makati City, Metro Manila

## Proper and Ecozone Services

**MacroAsia Cebu Special Economic Zone**  
Mactan-Cebu International Airport Authority (MCAA), Lapu-Lapu City, Cebu

**MacroAsia Properties Development Corporation (MAPDC)**  
MacroAsia Special Economic Zone (MASEZ), Villamor Airbase, Pasay City, Metro Manila

## Mining

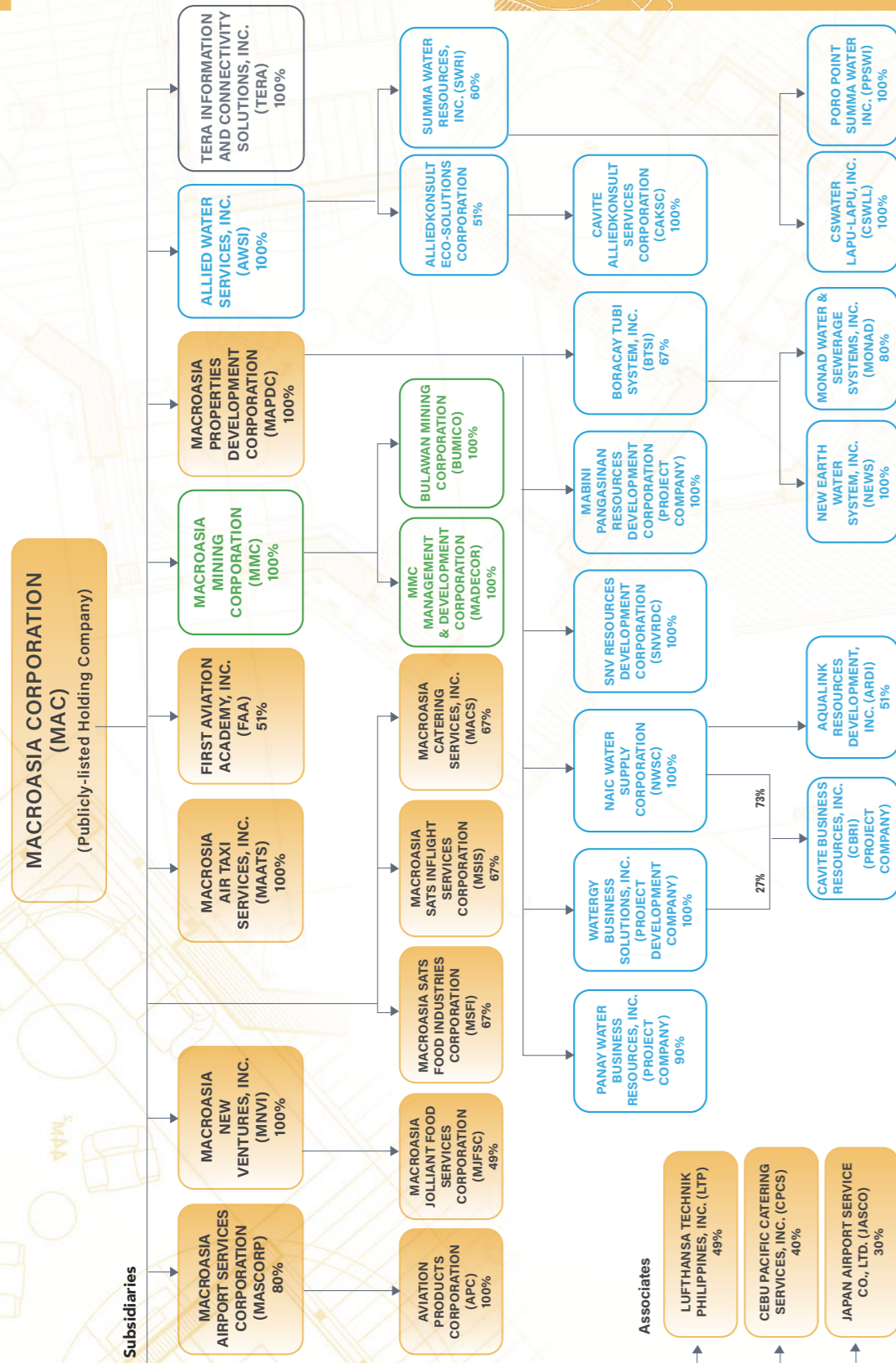
**MacroAsia Mining Corporation (MMC)**  
Head Office: Legazpi Village, Makati City, Metro Manila

## IT Services

**Tera Information and Connectivity Solutions, Inc. (TERA)**  
Legazpi Village, Makati City, Metro Manila

# Corporate Structure

GRI 2-1, 2-6



# Business Model and Strategy

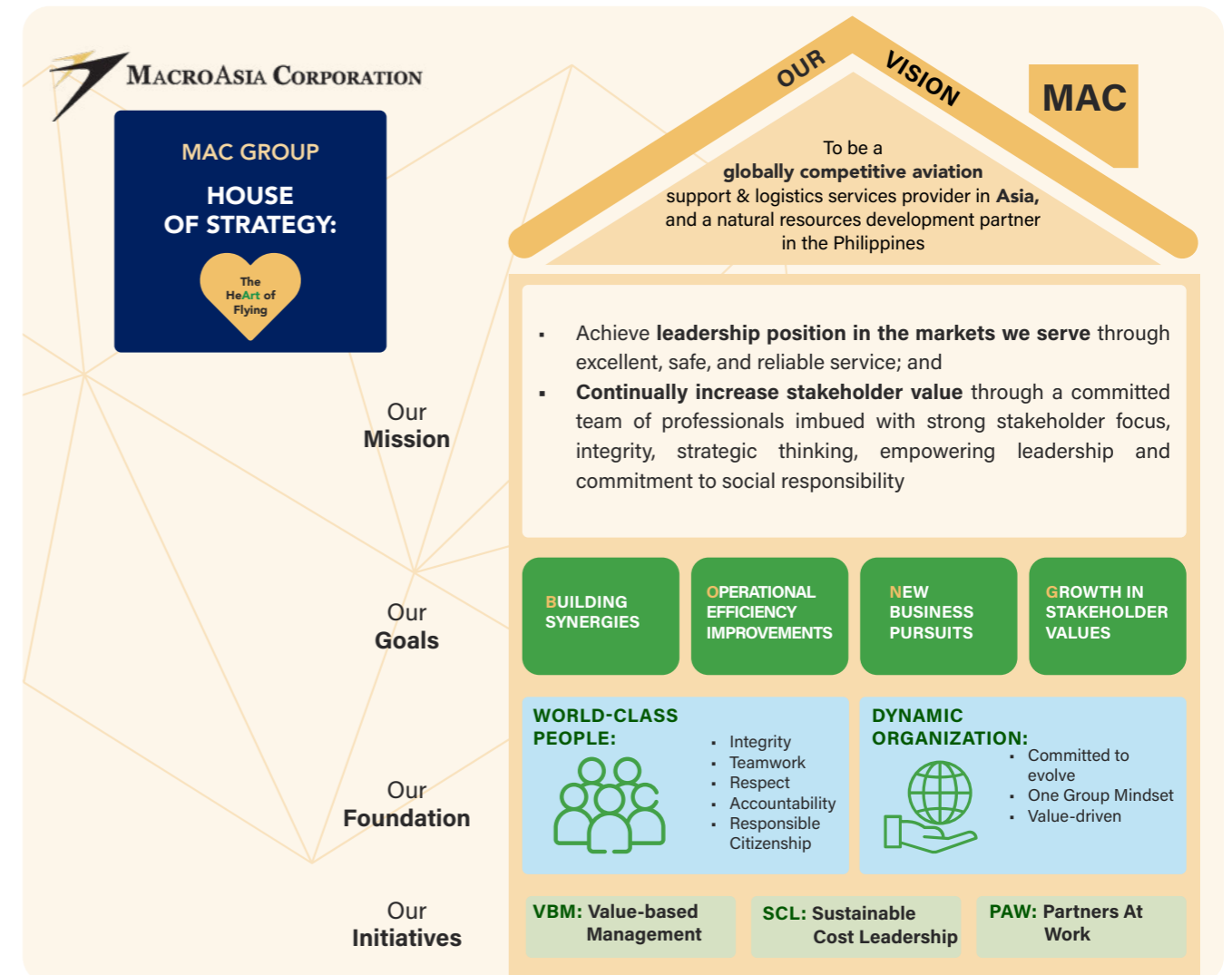
GRI 2-6

Our operating initiatives are firmly anchored on our strong human capital base, which serves as the foundation of a dynamic, resilient, and performance-driven organization. We recognize our people as critical enablers of operational excellence and long-term value creation, and we continue to invest in workforce capability, leadership development, and a culture of accountability and collaboration.

Aligned with our groupwide strategic direction, we actively pursue operational synergies across our business units while continually driving efficiency and process improvements. These initiatives are complemented by a disciplined approach to growth, as we explore new business opportunities and

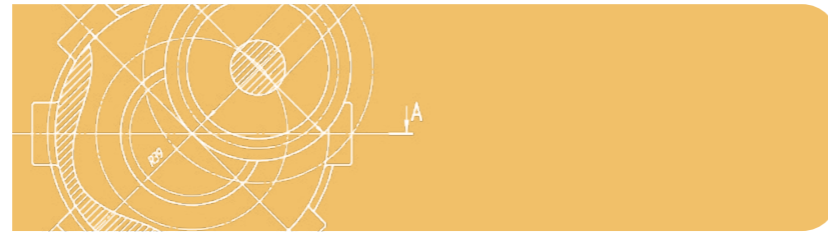
partnerships aligned with our core competencies and long-term strategic objectives. Through these efforts, we seek to enhance competitiveness and deliver sustained value creation for our stakeholders year-on-year.

To ensure strategic relevance and organizational alignment, we regularly review and refresh our mission, vision, and values through a structured annual business planning process. This process enables us to respond effectively to evolving market conditions, emerging risks and opportunities, and stakeholder expectations, while reinforcing a shared sense of purpose and direction across the organization.



# Value Creation Framework

GRI 2-6



## Our Resources

### FINANCIAL

- Total Equity
- Cash and Cash Equivalents

### PHYSICAL

#### Aviation Group

- Ground Support Equipment (GSE)
- Aircrafts

#### Food Group

- Kitchens, Commissary
- Fleet (Delivery Trucks, Ref Trucks, etc.)

#### Water Group

- Water Treatment Plants
- Water Pumping Stations
- Wastewater Treatment Plants
- Chemicals for Water Treatment and Wastewater Treatment

#### For all businesses:

- Offices/Facilities
- Utilities (electricity, water)
- Fuel
- Motor Pool
- IT connectivity and hardware/equipment

### NATURAL

- Raw Materials such as Fresh Produce, Meat Products, Dairy Products
- Surface/Ground/Sea Water
- Land
- Minerals

### HUMAN

- Group Manpower Complement
- Group Outsourced/Contract Workers
- Investment in Employee Learning and Development
- Investment in Health and Safety of Employees

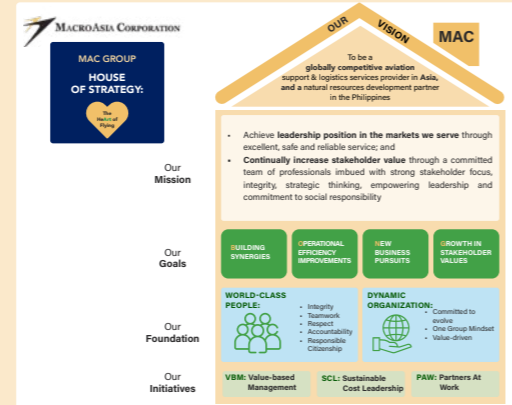
### INTELLECTUAL

- Brand Equity (MacroAsia Corporation synonymous with “global or world-class excellence”)
- Intellectual Property Portfolios
- Innovation/Business Development Portfolios
- Strategic Plans
- Industry Certifications (for specific business units/ segments)
- Internal Training/Development Programs

### SOCIAL AND RELATIONSHIP

- Stakeholder Relationships (communities, local government units, business partners, etc.)
- Synergy with MAC subsidiaries and sister companies within the Lucio Tan Group

## How We Create Value



**VISION:** To be a globally competitive aviation support and logistics services provider in Asia; and a natural resources development partner in the Philippines.

### MISSION:

- Achieve leadership position in the markets we serve through excellent, safe, and reliable service
- Continually increase stakeholder value through a committed team of professionals imbued with strong stakeholder focus, integrity, strategic thinking, empowering leadership, and commitment to social responsibility

### GOALS:

- Building Synergies
- Operational Efficiency and Improvements
- New Business Pursuits
- Growth in Stakeholder Values

### FOUNDATION:

- World-class People
- Dynamic Organization

### INITIATIVES:

- Value-based Management
- Sustainable Cost Leadership
- Partners At Work

### OUR BUSINESSES:

1. Gateway Services
2. Pilot School
3. Aircraft Maintenance, Repair, and Overhaul (MRO)
4. Airline and Non-Airline Food Services
5. Water Concession and Utilities
6. Property and Ecozone Development
7. Mining
8. IT Services, Connectivity, and Radio Trunking

## Value We Create For Our Stakeholders

### EMPLOYEES:

- A healthy, safe, inclusive, collaborative, empowering, and innovative work environment, enhancing the well-being of our employees
- Training and career development to develop world-class competencies in our people

### CUSTOMERS:

- Consistent delivery of safe, reliable, and world-class food products and services
- Provision of safe, clean, and high-quality water in compliance with applicable health and quality standards
- Delivery of reliable, responsive, and exceptional customer service

### SHAREHOLDERS/INVESTORS/PARTNERS:

- Dividends and share price appreciation
- Maintaining a strong balance sheet
- Innovation, product development, and operational efficiency to increase revenue and diversify revenue sources
- A robust risk management system to ensure our business continuity and resiliency
- Sustainability and ESG practices to ensure the long-term viability of our businesses

### COMMUNITIES:

- Enhancement of community health and well-being through:
  - Provision of safe and high-quality meals
  - Provision of reliable and potable water supply, and wastewater treatment services
  - Implementation of CSR activities and Community Development programs/projects
  - Creation of employment opportunities in communities where we have presence

### SUPPLIERS/VENDORS:

- Sustainability and ESG practices to improve supplier/vendor operations
- Long-term relationships to provide suppliers/vendors stability and predictability, helping them to plan and invest in their own growth

### GOVERNMENT/REGULATORS:

- Timely and accurate tax compliance that supports national development programs
- Adherence to applicable laws, regulations, and ethical standards to promote a fair and transparent market, strengthen governance, and protect consumer rights
- Implementation of environmentally sustainable practices that support government environmental objectives and help reduce pressure on public resources

## Long-Term Value We Create



### FOR SOCIETY:

- Contributing to local and national economic growth, improves living standards, and strengthens connectivity through the following initiatives:
  - Facilitating the seamless flow of goods and services across local and global markets
  - Providing critical minerals that support the development of new products, technologies, and industrial applications
  - Creating employment opportunities
  - Supporting local suppliers and vendors to strengthen the domestic value chain
  - Connecting people, families, and communities through enhanced mobility and access



### FOR THE ENVIRONMENT:

- Climate Change Mitigation (carbon emissions reduction and offsetting)
- Resource Conservation (sustainable resource management)
- Biodiversity Protection
- Pollution Reduction

At MacroAsia, value creation is at the core of our business strategy and long term sustainability agenda. We are committed to delivering sustainable, long-term value to our stakeholders, including customers, shareholders, employees, suppliers, communities, and the government, by integrating economic, social, and environmental considerations into our strategic decisions and daily operations.

Through disciplined execution, innovation, and a continuous focus on operational excellence, we strengthen our competitiveness while pursuing growth through new and strategically aligned business opportunities. These efforts are reinforced by responsible business practices, strong partnerships, and groupwide synergies that support economic growth, enhance connectivity, and generate positive social and environmental outcomes.

This integrated approach enables us to balance near-term performance with long-term resilience, ensuring that we address current priorities while contributing to a sustainable and prosperous future for generations to come.

# 2025 Corporate Milestones



## Aviation Group *(excluding inflight catering)*



### MASCORP

Acquired Aviation Products Corporation (APC) on February 18, 2025.



Personnel recognized by AVSEC for vigilance during a bomb threat incident on March 31, 2025.

Gained one (1) new airline client.



Successfully renewed contracts with two (2) airline clients.

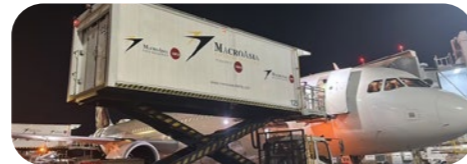


## Food Group



### MACS

Renewed contracts with two (2) airline clients.  
Acquired three (3) new airline clients.



### MSFI

Acquired four (4) new institutional clients.

Held the groundbreaking ceremony for the MSFI Expansion Commissary Project on August 7, 2025; construction began on August 14, 2025.

### MNVI

Signed the Joint Venture Agreement between MacroAsia New Ventures, Inc. (MNVI) and Princess Jolliant Corporation (PJC) on September 23, 2025.

### MJFSC

Incorporated the MacroAsia Jolliant Food Services Corporation (MJFSC) on November 4, 2025, with its commissary to be located in Cordova, Cebu.



Renewed the Halal & Hygiene Award of Excellence Certificate from the Malaysia Halal Consultation & Training Agency (MHCT) for MACS, MSFI, and MSIS.

MSFI, MACS, and MSIS transitioned to geothermal power through First Gen Corporation.

## Water Group



### BTSI

Upgraded the meter-reading system to automated billing in February 2025.

Broke ground for the 400mm High-Density Polyethylene (HDPE) transmission line pipelaying project in Caticlan, Aklan in June 2025.



Held the groundbreaking ceremony for the Iloilo Water Supply Project on October 6, 2025, in Pototan, Iloilo.



### SWRI

Signed the CSWater Financing Loan Agreement on April 10, 2025, for the Lapu-Lapu City Water Supply and Seawater Desalination Project, which includes a 20 MLD desalination plant in Punta Engaño and a 500 CMD facility in Olango Island.



## Others



MacroAsia celebrated its 30th anniversary on October 2025.



Developed Groupwide policies on Business and Human Rights, and Diversity, Equity, and Inclusion.



Set the Group's Net Zero Carbon 2050 ambition.

Partnered with the University of Asia and the Pacific (UA&P-CSR) to train MacroAsia directors, management, and subsidiaries on the International Sustainability Standards Board (ISSB) Standards.



Initiated the phased alignment with International Sustainability Standards Board (ISSB) reporting requirements.

Partnered with Komunidad Global Pte. Ltd. for the development of an ESG database management system to enhance data collection, consolidation, and reporting.

Received one (1) Golden Arrow at the 2025 ACGS Golden Arrow Awards held at Okada Manila on October 23, 2025.



## SUSTAINABILITY AND ESG PERFORMANCE



**In 2025, the MAC Group continued to embed sustainability into its strategy and day-to-day operations, reinforcing our role as an environmental steward and strengthening responsible business practices across all units.**

A major milestone for the year was the transition of our food business units to 100% geothermal energy through a strategic partnership with First Gen Corporation. This initiative significantly reduced operational emissions while delivering meaningful cost efficiencies. We also began the electrification of our ground support equipment (GSE), starting with key assets deployed at the Mactan-Cebu International Airport.

To guide the Group's long-term climate ambition, we developed a Decarbonization Pathway toward Net Zero by 2050, which was approved by the Corporate Governance Committee. The pathway outlines a phased approach to emissions reduction, with clear targets over time.

In parallel, we crafted a reporting transition plan to align our sustainability disclosures with the International Sustainability Standards Board (ISSB) framework. To support this transition, we partnered with the University of Asia and the Pacific - Center for Social Responsibility (UA&P-CSR) to provide technical guidance in preparation for the mandated 2027 adoption and to strengthen organizational understanding of the new standards.

As part of these capacity-building efforts, members of the Board and Management Committee completed an executive briefing on the ISSB standards, while ESG champions from various business units participated in a two-day deep-dive training. We also commissioned Komunidad Global Pte. Ltd. to develop an ESG data management platform to enhance data integrity, efficiency, and accessibility across the Group.

Demonstrating our commitment to people development, we launched the MAC Academy, a dedicated learning and development program that provides training and capability-building support for employees across the organization.



We are also proud to have received the Golden Arrow Award under the ASEAN Corporate Governance Scorecard (ACGS). This recognition affirms our commitment to ethical leadership, transparency, and sound governance. It reflects our adherence to international standards and best practices in protecting shareholder and stakeholder rights, ensuring board accountability, and upholding responsible and sustainable business operations.

Looking ahead to 2026 and beyond, the MAC Group will continue expanding renewable energy sourcing, advancing electrification initiatives, and strengthening supply chain decarbonization by integrating ESG principles into supplier engagement and decision-making. We will also continue to

develop and implement sustainability initiatives across the Group to enhance organizational resilience and long-term value creation.

Together, these initiatives underscore the MAC Group's commitment to responsible growth and sustainable value creation. As we move forward, we remain focused on strengthening our sustainability foundations, enhancing operational efficiency, and delivering meaningful environmental and social impact for our stakeholders. With a clear vision and a unified commitment, the MAC Group is well-positioned to navigate an evolving landscape and build a more resilient and sustainable future.

## Sustainability Policy Statement

GRI 2-22



MacroAsia Corporation is a holding company with a diverse business portfolio centered on aviation support, logistics services, and natural resource development in the Philippines. We offer a full range of products and services, for which we shall be acknowledged by our clients and other stakeholders for excellent customer service, pioneering technology, integrity, value-for-money, environmental stewardship, and social responsibility, all made possible by our committed team of world-class professionals.

At MacroAsia Corporation, sustainability is at the core of every business activity that we pursue. This is our commitment to our employees, customers, investors, shareholders, partners, regulators, communities, and the environment.

We believe that we have the responsibility to contribute to the country's growth and development through our businesses. We aim to be good stewards of the environment where

we source our materials, use and manage our resources efficiently, develop and empower our people, forge and strengthen relationships, create synergies, and enrich the lives of the people in the communities where we operate.

We will achieve this by operating our businesses responsibly, in accordance with the highest levels of corporate governance and ethical standards. We will ensure that our businesses comply with relevant laws and regulations and align our operations with industry best practices and global standards. We commit to integrating sustainability elements into various aspects of our businesses, including the use of technology/technological innovations, making it our standard practice.

We also commit to educating and aligning our internal and external stakeholders with our sustainability agenda, making sustainability everyone's shared responsibility.

# Sustainability Framework

GRI 2-23



We have established our key sustainability goals and aligned them with the relevant United Nations Sustainable Development Goals (SDGs) to which our initiatives contribute. These goals are organized under four (4) sustainability pillars, as outlined below:

## 1. Contributing to National Growth and Development (Economic Sustainability Pillar)

- Ensure long-term profitability, growth, and viability of our businesses.
- Contribute to the growth and development of the local economies and communities where our businesses operate.



## 2. Managing Our Environmental Impact (Environmental Sustainability Pillar)

- Use and manage our resources (energy, water, and materials) efficiently.
- Properly manage the impact of our business operations on the environment and biodiversity.
- Manage our climate risks and leverage climate opportunities for our businesses.



## 3. Nurturing People and Relationships (Social Sustainability Pillar)

- Provide a healthy, safe, inclusive, collaborative, empowering, and innovative work environment for our employees.
- Develop professional employees with world-class competencies.
- Meet customer and client expectations and needs through the delivery of safe and reliable world-class products and services, and excellent customer service.
- Develop and strengthen relationships with our stakeholders and help enrich the lives of the people in the communities where we operate.
- Ensure alignment of suppliers, vendors, and third-party service providers with our quality standards and sustainability agenda.



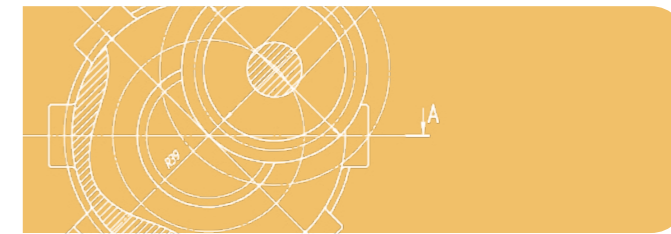
## 4. Operating Our Businesses Responsibly (Governance Sustainability Pillar)

- Conduct our businesses in accordance with the highest levels of corporate governance and ethical standards.
- Comply with all applicable laws, rules, and regulations that govern our businesses, and align ourselves with local and international best practices and standards.
- Develop a robust and efficient enterprise risk management system to manage and mitigate the risks associated with our business operations, ensuring the continuity of our businesses.
- Create new products, services, processes, and business models with the aim to increase revenue, expand operations, and improve efficiency.



# Sustainability Governance Framework

GRI 2-12, 2-13, 2-14, 2-22, 2-24



We have established a comprehensive sustainability governance framework to guide the monitoring, reporting, and escalation of sustainability and ESG related matters across the Group. This structure enhances alignment among our business units and promotes synergy in implementing groupwide sustainability strategies, activities, and initiatives.

### BOARD-LEVEL OVERSIGHT: CORPORATE GOVERNANCE COMMITTEE

At the Board level, the Corporate Governance (CorGov) Committee provides strategic guidance and direction on our sustainability agenda. Any sustainability or ESG-related issues that are not resolved at the Management Committee level are elevated to the Committee for discussion, action, and resolution.

The Committee also serves as the third and final level of approval for our sustainability and ESG initiatives and

activities, partnerships and external engagements related to sustainability, and our annual Sustainability Report.

### EXECUTIVE OVERSIGHT ON SUSTAINABILITY

At the Management Committee level, the Chief Sustainability Officer (CSO) represents the Sustainability Council and leads the execution of the Group's sustainability strategy. The CSO reports to the Committee on sustainability and ESG-related concerns affecting both the Parent Company and the subsidiaries.

The Management Committee serves as the second level of approval and the second escalation point for sustainability policies, initiatives, and issues requiring corporate level decision making prior to groupwide adoption and implementation.

Supported by the MAC Sustainability Office, the CSO plays a pivotal role in aligning the Parent Company and our subsidiaries on sustainability and ESG priorities. The CSO ensures the integration of sustainable practices across all business units, advancing long term environmental stewardship, social responsibility, operational resilience, and business continuity.

**MAC SUSTAINABILITY COUNCIL**

The MAC Sustainability Council serves as the primary platform through which the Group’s subsidiaries or business units discuss sustainability and ESG-related issues relevant to their respective operations and to the Parent Company. The Council is chaired by the Chief Sustainability Officer (CSO) and is composed of General Managers (GMs), Business Unit Heads, and/or their designated representatives. The Council convenes on a quarterly basis, or more frequently as necessary.

Key Functions of the Council

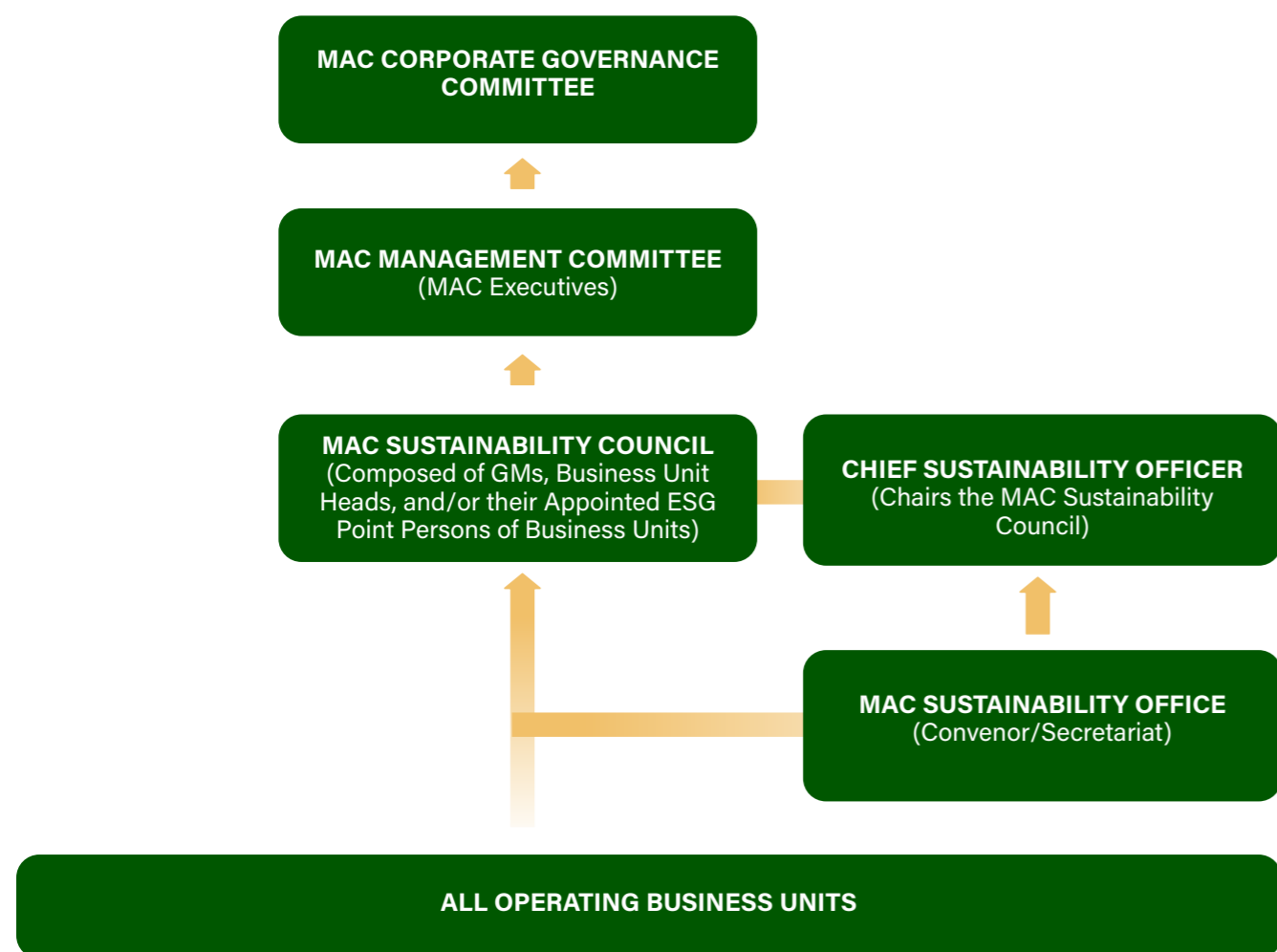
The Council enables subsidiaries to:

- Align with the parent company’s sustainability policies, frameworks, goals, and targets

- Seek guidance and support in pursuing sustainability and ESG-related objectives and initiatives
- Share best practices, challenges, and lessons learned
- Receive updates on emerging regulations, industry trends, and sustainability developments
- Strengthen compliance with groupwide sustainability standards and reporting requirements

The Council also acts as the first level of endorsement and escalation point for subsidiaries on sustainability and ESG related matters, including proposed initiatives, activities, and operational issues.

Additionally, the Council reviews, provides input on, and endorses the Group’s annual Sustainability Report prior to its submission to the Management Committee, subsequent review by the Audit Department, and approval by the Corporate Governance Committee and the Board of Directors.



# Stakeholder Management

GRI 2-29



We recognize that meaningful and sustained engagement with our stakeholders is essential to advancing our sustainability agenda and creating long-term value. Their insights, expectations, and concerns guide our strategic priorities, help us identify emerging risks and opportunities, and strengthen the resilience of our operations.

To ensure effective, transparent, and responsive engagement, we maintain structured and ongoing communication with our stakeholders through channels tailored to their respective

needs. These engagements enable us to identify and better understand the issues most material to our stakeholders, and to systematically incorporate their perspectives into our business strategy, risk management processes, and decision-making.

Below is the list of our internal and external stakeholders, along with the approaches we use to build, sustain, and strengthen our relationships with each group.

STAKEHOLDER	CHANNELS OF ENGAGEMENT	CONCERNS AND ISSUES	OUR RESPONSE
<b>Shareholders and Investors</b>	<ul style="list-style-type: none"> <li>• E-mails, letters</li> <li>• Annual Stockholders’ Meeting</li> <li>• Investor meetings/ briefings</li> <li>• Investor Relations Management</li> </ul>	<ul style="list-style-type: none"> <li>• Business growth, integrity, and resiliency</li> <li>• Strong financial performance</li> <li>• Shareholder returns</li> <li>• Strong corporate governance</li> <li>• Robust risk management system</li> <li>• Transparency and disclosure</li> <li>• Business continuity</li> <li>• Crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a strong corporate governance framework</li> <li>• Ensure robust board and management oversight</li> <li>• Provide accurate and transparent reporting of the company’s financial performance</li> <li>• Issue regular updates and bulletins on financial performance</li> <li>• Develop the company’s sustainability policy and governance framework</li> <li>• Integrate ESG elements across operations of the Parent Company and subsidiaries</li> <li>• Establish business continuity and crisis management plans</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• E-mails</li> <li>• Mobile SMS and calls</li> <li>• Messaging applications (e.g. Viber, FB Messenger)</li> <li>• Memoranda, notices (electronic copy)</li> <li>• Online and face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Work-life balance</li> <li>• Competitive compensation and benefits</li> <li>• Safe and secure workplace</li> <li>• Positive and healthy work culture</li> <li>• Employee health and wellness</li> <li>• Employee engagement</li> <li>• Training and development</li> <li>• Career progression</li> </ul>	<ul style="list-style-type: none"> <li>• Implement employee health and wellness programs (e.g. medical and mental teleconsultations, regular fitness activities)</li> <li>• Provide training, webinars, and opportunities for further studies (e.g. master’s degree programs)</li> <li>• Offer employee recognition programs and incentives</li> <li>• Construct new or rehabilitate existing offices and facilities, including IT infrastructure (hardware, software, and systems)</li> <li>• Promote volunteerism and community outreach opportunities for employees</li> </ul>

STAKEHOLDER	CHANNELS OF ENGAGEMENT	CONCERNS AND ISSUES	OUR RESPONSE
	<ul style="list-style-type: none"> <li>Annual performance appraisal</li> <li>Employee engagement surveys</li> <li>Quarterly town halls</li> </ul>	<ul style="list-style-type: none"> <li>Recognition and incentives</li> <li>Proper tools and equipment</li> <li>Collaborative sessions/workshops</li> <li>Employee cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>Integrate diversity, inclusion, gender equality, and equal opportunity principles into HR policies</li> <li>Establish employee grievance mechanisms and investigation committees</li> <li>Ensure competitive salary and benefits packages</li> <li>Strengthen company branding initiatives</li> <li>Utilize employee engagement scores and feedback for continuous improvement</li> <li>Implement flexible work arrangements based on job roles</li> </ul>
<b>Customers/ Clients</b>	<ul style="list-style-type: none"> <li>E-mails, letters</li> <li>Online and face-to-face meetings</li> <li>Mobile SMS and calls</li> <li>Messaging applications (e.g. Viber, FB Messenger)</li> <li>Feedback/Customer satisfaction surveys</li> <li>Customer hotlines</li> <li>Sending out hard print notices/flyers</li> </ul>	<ul style="list-style-type: none"> <li>Competitive pricing</li> <li>Quality products and services</li> <li>Timeliness of deliveries</li> <li>Fast and reliable customer service</li> <li>Customer health and safety</li> <li>Data privacy and security</li> </ul>	<ul style="list-style-type: none"> <li>Offer goods and services at reasonable prices</li> <li>Conduct proactive consultations and alignment meetings</li> <li>Maintain a reliable customer service hotline and email</li> <li>Provide clear and timely updates or advisories (e.g. water interruption schedules, rehabilitation works, delivery delays)</li> <li>Develop a data privacy and cybersecurity policy and practices</li> <li>Make use of digital tools like customer portal to improve experience or communication</li> <li>Customer complaint escalation process and investigation</li> <li>Quality and food safety certifications (for the Food Group)</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>E-mails, letters</li> <li>Mobile SMS and calls</li> <li>Messaging applications (e.g. Viber, FB Messenger)</li> <li>Dialogues, alignment/consultation meetings</li> <li>Partnership agreement/contract</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and reliable operation/administration of business</li> <li>Fast and efficient problem resolution</li> <li>Regular coordination, alignment, and consultation</li> <li>Compliance of the business to applicable regulatory requirements</li> <li>Transparency and accountability</li> <li>Business continuity</li> <li>Crisis management</li> </ul>	<ul style="list-style-type: none"> <li>Efficient management of stakeholder relationships</li> <li>Conduct proactive dialogues and consultation meetings</li> <li>Ensure compliance with all applicable laws, regulations, and business policies</li> <li>Uphold transparency and accountability in all dealings</li> <li>Foster mutual growth, innovation, and capacity-building initiatives</li> </ul>
<b>Suppliers/ Vendors/Third Party Service Providers</b>	<ul style="list-style-type: none"> <li>E-mails, letters</li> <li>Mobile SMS and calls</li> <li>Messaging applications (e.g. Viber, FB Messenger)</li> <li>Online and face-to-face meetings</li> <li>Vendor selection/accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and transparent vendor selection process</li> <li>Timely and accurate payment of products and services provided</li> <li>Service level agreements (SLAs)</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Bidding and Awards Committee (BAC) to ensure a fair, transparent, and efficient procurement process</li> <li>Conduct orientations and briefings for vendors and suppliers on procurement policies and business requirements</li> <li>Organize competitive biddings, thoroughly review proposals and documentation, and ensure proper awarding and onboarding of suppliers/vendors</li> <li>Perform annual or periodic reviews of vendor and supplier performance</li> </ul>

STAKEHOLDER	CHANNELS OF ENGAGEMENT	CONCERNS AND ISSUES	OUR RESPONSE
	<ul style="list-style-type: none"> <li>Letter of award/purchase order/engagement contract</li> </ul>		<ul style="list-style-type: none"> <li>Conduct regular supplier quality and food safety audits (for the Food Group)</li> <li>Implement a Supplier Code of Conduct</li> <li>Integrate ESG criteria into the screening of vendors, suppliers, and third-party service providers</li> <li>Improve payment turnaround time for suppliers</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>E-mail, Letter</li> <li>Mobile SMS and calls</li> <li>Messaging applications (e.g. Viber, FB Messenger)</li> <li>Community engagement dialogues</li> <li>Face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>Work opportunities for the community residents</li> <li>Health and safety of the communities</li> <li>Protection and conservation of the environment</li> </ul>	<ul style="list-style-type: none"> <li>Promote employee volunteerism and implement Corporate Social Responsibility (CSR) initiatives</li> <li>Build partnerships with credible social development organizations, local government units (LGUs), academic institutions, civil society organizations, and sister companies within the Lucio Tan Group that share aligned CSR and sustainability goals</li> <li>Ensure compliance with all environmental regulations applicable to the communities where we operate</li> <li>Develop measurable community impact programs that address local needs (e.g. education, health, livelihood)</li> <li>Establish monitoring and reporting mechanisms to track the effectiveness and outcomes of CSR initiatives</li> <li>Foster stakeholder engagement through regular consultations and transparent communication on community-related projects</li> </ul>
<b>Government Agencies/ Regulators and Local Government Units</b>	<ul style="list-style-type: none"> <li>E-mails, letters</li> <li>Notices, memoranda</li> <li>Face-to-face meetings/briefings/Dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to applicable regulatory requirements (e.g. business permits, etc.) for the Parent Company and subsidiaries</li> <li>Transparency and accountability</li> <li>Timely and accurate submission of reports</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with applicable laws, regulations, and policies that govern the Group's business operations</li> <li>Monitoring development of laws, policies, and regulations</li> <li>Timely and accurate submission of requirements (e.g. permits and reports)</li> <li>Proactive dialogues and consultation meetings</li> <li>Transparency and accountability</li> </ul>
<b>Creditors and Lending Institutions</b>	<ul style="list-style-type: none"> <li>E-mails, letters</li> <li>Mobile SMS and calls</li> <li>Messaging applications (e.g. Viber, FB Messenger)</li> <li>Online and face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to loan agreement and debt covenants</li> <li>Cash flow/ability to repay loans</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with loan agreements and debt covenants</li> <li>Make timely payments of all due amounts</li> <li>Maintain financial prudence and operational efficiency</li> <li>Conduct regular reviews of financial performance and obligations</li> <li>Strengthen liquidity management and maintain healthy cash flow to support operational and debt requirements</li> </ul>

# Material Sustainability Topics and Issues

GRI 3-1, 3-2



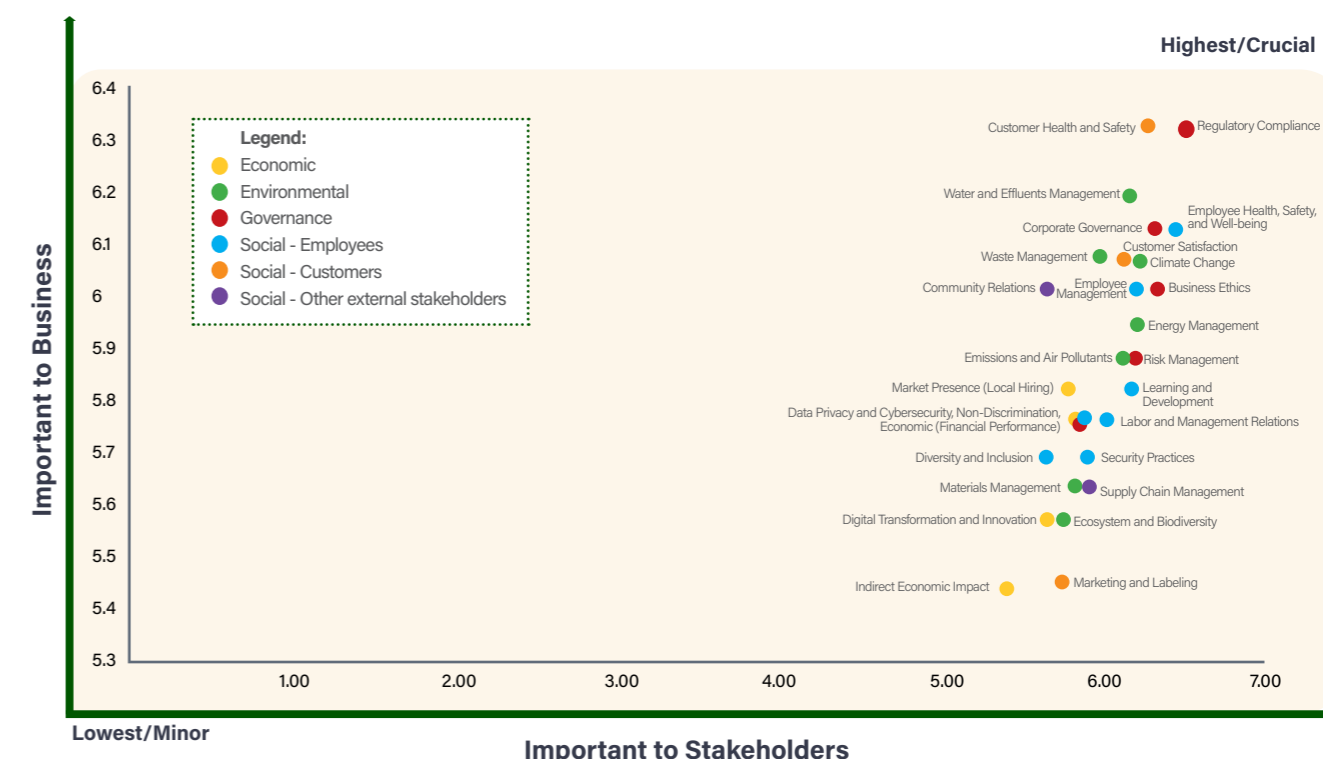
We updated our material ESG topics through a Group-wide survey in which business units were asked to evaluate the significance of each of the twenty-eight (28) ESG topics to both their operations and stakeholders. This assessment

enabled us to gain a clearer view of the issues that most significantly influence the Group's long-term performance, resilience, and stakeholder relationships.

TOPIC	ESG CATEGORY	COMBINED SCORE	RANK
Regulatory Compliance	Governance	6.42	1
Employee Health, Safety, and Well-being	Social	6.29	2
Business Ethics	Social	6.29	3
Corporate Governance	Governance	6.23	4
Customer Health and Safety	Environment	6.17	5
Energy Management	Governance	6.17	6
Employee Management	Environment	6.13	7
Learning and Development	Social	6.10	8
Climate Change	Social	6.10	9
Water and Effluents Management	Environment	6.10	10
Emissions and Air Pollutants	Environment	6.01	11
Risk Management	Social	6.01	12
Customer Satisfaction	Environment	6.01	13
Labor and Management Relations	Governance	6.01	14
Waste Management	Social	5.88	15
Data Privacy and Cybersecurity	Social	5.82	16
Security Practices	Economic	5.82	17
Supply Chain Management	Social	5.82	18
Non-Discrimination	Governance	5.82	19
Direct Economic Value Generated and Distributed	Economic	5.79	20
Materials Management	Social	5.79	21
Ecosystem and Biodiversity	Social	5.76	22
Marketing and Labeling	Environment	5.73	23
Market Presence (Local Hiring)	Economic	5.67	24
Digital Transformation and Innovation	Social	5.66	25
Diversity and Inclusion	Social	5.61	26
Community Relations	Governance	5.61	27
Indirect Economic Impact	Social	5.42	28

The resulting materiality matrix maps these topics based on their relative importance to both business units and stakeholders. Topics positioned in the upper-right quadrant—those assessed as highly material by both groups—are considered priority areas for the Group's strategy, risk management, and resource allocation. These priority topics include Regulatory Compliance, Employee Health, Safety, and Well-being, Business Ethics, Corporate Governance,

Customer Health and Safety, Energy Management, Learning and Development, Climate Change, Water and Effluents Management, Emissions, and Risk Management. The prominence of these topics underscores the critical importance of upholding strong governance standards, safeguarding the well-being of our workforce and customers, and ensuring full compliance with regulatory requirements across our operations.



Beyond these priorities, we observed a significant rise in the importance assigned to environmental topics. Climate Change, Waste Management, Water and Effluents, and Energy Management emerged with elevated scores from both business units and stakeholders. Their positioning within the matrix reflects increasing expectations for environmental stewardship, operational efficiency, and climate resilience. This shift also highlights a stronger alignment between our internal priorities and broader sustainability commitments, particularly as environmental considerations become more integral to business continuity, regulatory compliance, cost management, and stakeholder trust.

**DETERMINING FINANCIAL MATERIALITY**  
 In late 2025, as part of our preparations for adopting the ISSB Standards, we conducted a financial materiality assessment of ESG topics previously identified as material. The assessment focused on sustainability-related risks and opportunities that could reasonably be expected to affect MacroAsia's financial performance, position, cash flows, or enterprise value.

Using a structured methodology, risks were assessed based on likelihood and potential financial impact, while opportunities were evaluated based on feasibility and value-creation potential.

In 2026, these risks and opportunities will be reassessed across short-, medium-, and long-term horizons, consistent with ISSB requirements. The results will be integrated into the Environmental Risk Management System and used to support strategic planning and Board-level oversight.

# Sustainability Reporting Scope, Boundaries, and Standards

GRI 2-2, 2-3



Our Sustainability and ESG Performance Report covers the Parent Company and its majority-owned subsidiaries for the period from January 1 to December 31, 2025.

We prepared this report with reference to the Global Reporting Initiative (GRI) 2021 Standards and in alignment with the

sustainability reporting guidelines of the Philippine Securities and Exchange Commission (SEC) under Memorandum Circular No. 4, Series of 2019. The report also incorporates standards and metrics from the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD), while supporting the objectives of the United Nations Sustainable Development Goals (SDGs).

This year's report marks the beginning of our phased alignment with the ISSB Standards (IFRS S1 and IFRS S2), in preparation for the Philippine SEC's forthcoming mandate requiring publicly listed and large non-listed companies to disclose sustainability- and climate-related information starting in 2026. We are committed to progressively integrating ISSB-aligned disclosures in future reporting cycles.

## Entities Covered in the 2024 Sustainability and ESG Performance Report

BUSINESS UNIT NAMES	PERCENTAGE OF OWNERSHIP BY MAC		PERCENTAGE OF OWNERSHIP BY PARTNER
	DIRECT	INDIRECT	
AVIATION GROUP	First Aviation Academy, Inc. (FAA)	51%	PTC Holdings Corporation 49%
	MacroAsia Airport Services Corporation (MASCORP)	80%	Konoike Transport Co. Ltd (Konoike) 20%
FOOD GROUP	MacroAsia Catering Services, Inc. (MACS)	67%	Singapore Airport Terminal Services, Inc. (SATS) 33%
	MacroAsia SATS Food Industries Corporation (MSFI)	67%	Singapore Airport Terminal Services, Inc. (SATS) 33%
	MacroAsia SATS Inflight Services Corporation (MSIS)	67%	Singapore Airport Terminal Services, Inc. (SATS) 33%
IT SERVICES	Tera Information and Connectivity Solutions, Inc. (TERA)	100%	----
MINING	MacroAsia Mining Corporation (MMC)	100%	----
PROPERTY MANAGEMENT	MacroAsia Properties Development Corporation (MAPDC)	100%	----
WATER GROUP	Aqualink Resources Development, Inc. (ARDI)	----	Maplecrest Group, Inc. 49%
	Allied Water Services, Inc. (AWSI)	100%	----
	Boracay Tubi Systems, Inc. (BTSI)	----	Molina Family 33%
	Cavite Allied Konsult Services Corporation (CAKSC)	----	Envirokonsult Equipment Services, Inc. 49%
	Cavite Business Resources, Inc. (CBRI)	----	----
	Naic Water Supply Corporation (Naic Water/NWSC)	----	----
	SNV Resources Development Corporation (SNVDRC)	----	----
	Summa Water Resources, Inc. (SWRI)	----	60%

# Reporting Process

GRI 2-14

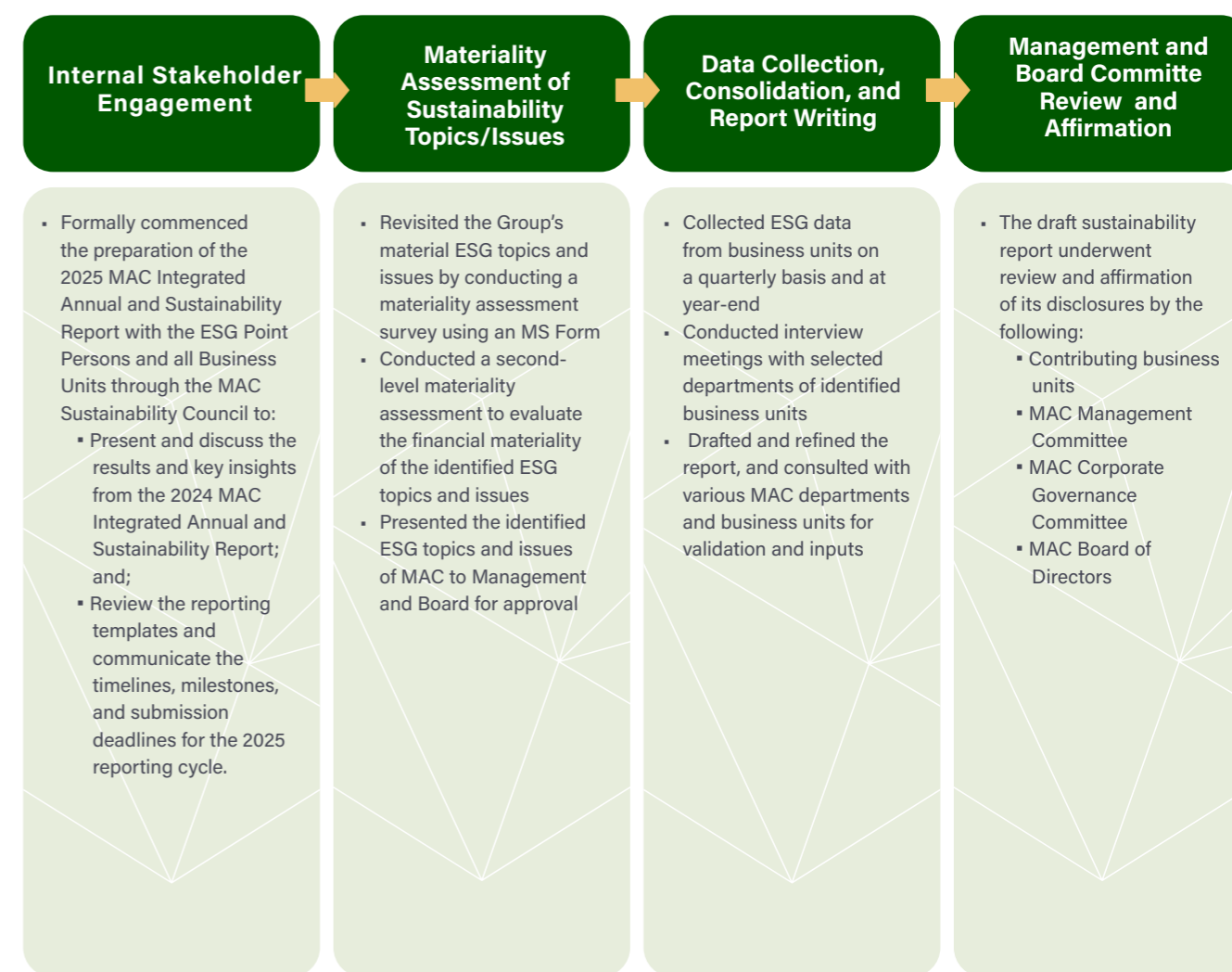


We adopted a structured and transparent process in preparing our Sustainability Report. This begins with orientation sessions for our subsidiaries, which include both high-level briefings and detailed technical discussions to ensure a clear and consistent understanding of reporting requirements and expectations.

We then assessed our material sustainability topics and issues, gathered and validated ESG data across the Group, and consolidated this information into the draft report.

The draft undergoes a rigorous multi-level review and confirmation process involving the business units, the MAC Management Committee, the Corporate Governance Committee, and ultimately the Board of Directors.

The illustration below outlines the end-to-end process we follow in developing the report.



In July 2025, we engaged Komunidad Global Pte. Ltd. to develop an ESG data management system for the Group. Starting in 2026, this platform will support us in consolidation,

monitoring, and assessment of our sustainability data, enabling more reliable reporting and more informed decision-making.

# Economic Performance

GRI 3-3, 201-1



We contribute to sustainable and inclusive growth by generating economic value and distributing it responsibly across our stakeholder groups. Our economic performance reflects our commitment to sound governance, operational resilience, and long term value creation.

The economic value we generate supports national and local development priorities, including employment generation, tax contributions, supply chain stability, and community wellbeing. We provide competitive salaries and benefits that promote the financial security and overall welfare of our employees. We also fulfill all tax obligations in full and on time, contributing to public services and infrastructure development.

We maintain strong and reliable relationships with our suppliers, vendors, and third-party service providers through

prompt and consistent payments, supporting their operational continuity and the broader economic ecosystem in which we operate. Our disciplined capital allocation strategy enables regular dividend distributions to shareholders, reinforcing investor confidence and sustained support for the Group.

In addition, we support and implement corporate social responsibility initiatives and employee volunteer programs that address social and environmental priorities in the communities where we operate.

Through responsible and transparent economic stewardship, we ensure that the value we create delivers meaningful benefits to our stakeholders and supports balanced, sustainable development.

Direct Economic Benefit Generated, Distributed, and Retained per Business Segment

DISCLOSURE	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		TOTAL	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Direct economic value generated	4,271,454,976	4,175,896,916	4,930,198,084	4,414,552,616	823,830,841	751,887,982	737,543,911	1,138,167,474	10,763,027,812	10,480,504,989
Direct economic value distributed	4,280,847,731	3,981,098,605	4,606,036,011	3,933,757,898	774,994,262	704,210,636	761,215,967	641,095,719	10,423,093,971	9,260,162,857
Operating costs	330,141,913	409,584,599	1,053,439,407	918,090,178	377,935,250	378,197,627	234,119,603	175,082,398	1,995,636,172	1,880,954,802
Employee wages & benefits	1,719,763,221	1,570,853,611	812,096,917	720,407,020	142,659,760	110,286,789	255,151,595	201,194,388	2,929,671,493	2,602,741,808
Dividends to stockholders	-	-	300,000,000	170,000,000	15,000,000	25,000,000	208,005,416	189,095,832	523,005,416	384,095,832
Taxes to government	12,568,142	79,231,217	212,902,707	173,997,583	22,304,130	28,503,586	32,585,827	20,969,940	280,360,806	302,702,326
Payments to suppliers (included in the operating cost)	2,218,374,454	1,921,429,177	2,227,405,981	1,951,263,117	216,966,628	162,169,244	24,956,295	48,935,083	4,687,703,359	4,083,796,620
Community investments	-	-	191,000	-	128,494	53,388	6,397,231	5,818,078	6,716,725	5,871,466
Direct economic value retained	- 9,392,755	194,798,311	324,162,073	480,794,719	48,836,579	47,677,347	- 23,672,056	497,071,755	339,933,841	1,220,342,132

\*Includes MAC HO, MAPDC, MMC, and TERA

# Environmental Performance



We uphold responsible environmental stewardship across all aspects of our operations. This commitment guides our approach to sourcing materials, managing resources, and implementing operational practices. We strive to use resources efficiently, minimize waste and pollution, and advance our transition toward a low carbon economy through the integration of renewable energy solutions.

Recognizing that environmental stewardship is a shared responsibility, we engage our employees and stakeholders through continuous awareness initiatives that encourage sustainable practices and support our broader sustainability agenda.

To ensure effective environmental management and regulatory compliance across the Group, we have twenty (20) Pollution Control Officers (PCOs). Our PCOs monitor environmental performance, oversee compliance with the Clean Air Act and Clean Water Act, prepare and submit required regulatory reports, and reinforce environmental policies and practices across the organization. In Boracay, BTSI assigns separate PCOs for its water and wastewater treatment operations to ensure specialized oversight and full compliance with local and national regulations.

## Resource and Environmental Impact Management



### ENERGY AND EMISSIONS

GRI 2-4, 3-3, 302-1, 302-3, 302-4, 305-1, 305-2, 305-4, 305-5, 305-7  
SDG 7

We source electricity from external utility providers to power our offices, facilities, and operations, while fuel for our fleet, equipment, and aircraft is procured directly from major suppliers.

To reduce energy consumption, operating costs, and emissions, we have transitioned to LED lighting across our offices, kitchens, plants, and other facilities. We maintain standard air-conditioning temperatures in office areas and replace outdated or damaged appliances and equipment with energy-efficient models. We also implement regular preventive maintenance programs for company vehicles, delivery and refrigerated trucks, industrial kitchen equipment, boilers, commercial refrigeration units, chillers, Heating, Ventilation, Air Conditioning, and Refrigeration (HVAC-R) systems, and water treatment pumps and motors to help ensure optimal performance and energy efficiency.

Within the Water Group, particularly among business units supplying potable water, we further reduce electricity use through energy-saving technologies such as Variable Frequency Drives (VFDs) and soft starters. These devices regulate pump frequency, prevent power surges during start-up, and improve pumping efficiency, resulting in lower electricity consumption and reduced associated emissions. In our desalination operations, Pressure Exchanger technology is utilized to recover hydraulic energy from high-pressure

Pollution Control Officers

BUSINESS SEGMENT	2025	2024
AVIATION GROUP	3	3
FOOD GROUP	3	3
WATER GROUP	13	12
OTHERS*	1	1
<b>TOTAL</b>	<b>20</b>	<b>19</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

reject brine and transfer it to low-pressure feedwater, substantially reducing the energy demand of seawater reverse osmosis systems. This innovation lowers operating costs, reduces greenhouse gas emissions, minimizes the environmental footprint of water production, and supports MAC's commitment to sustainable resource management.

Our water subsidiaries also prioritize high-efficiency pumps, match pumps and motors to ensure optimal operation, perform regular deep-well maintenance to prevent mechanical strain and unnecessary energy use, monitor system performance, adopt energy-efficient technologies, and follow preventive maintenance schedules to sustain reliable operations while minimizing environmental impact.

In 2025, the Food Group transitioned three (3) kitchens to geothermal power supplied by First Gen Corporation. In the first four (4) months of the transition, our Food Business Units avoided a total of 3,326.76<sup>1</sup> of equivalent carbon dioxide (tCo2e) while delivering long-term cost efficiencies. MSIS also undertook major repairs and refurbishments of its chillers, hot kitchens, and lighting systems to further enhance operational efficiency and reduce emissions.

Our ground-handling subsidiary, MASCORP, has begun to progressively replace its GSEs at the Mactan-Cebu International Airport as part of its broader strategy to reduce fuel consumption and emissions. To date, 9.4% of its Cebu fleet has been converted to electric GSEs, including baggage tractors, lower-deck loaders, and belt-loader conveyors.

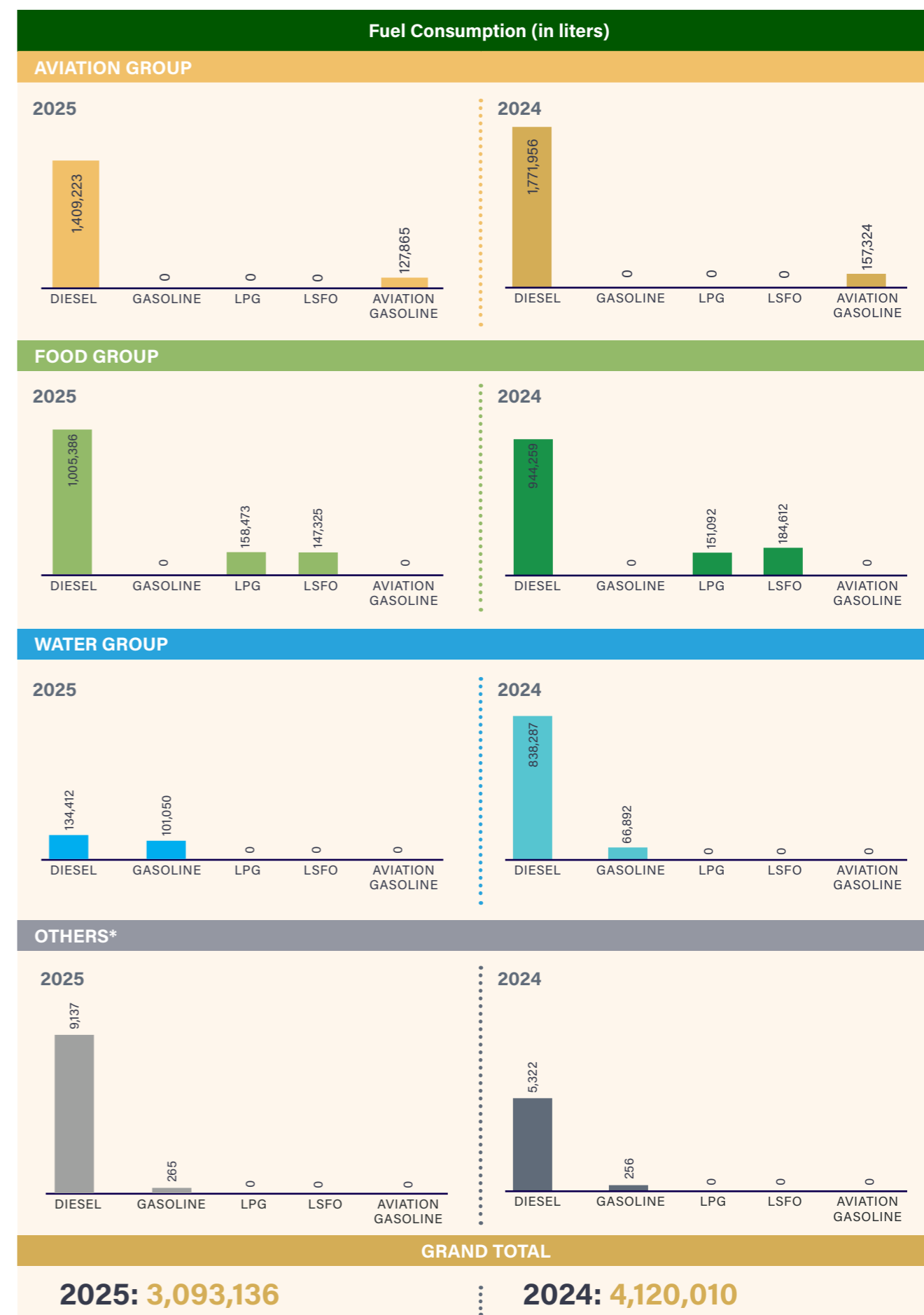
Our water business unit in Boracay, BTSI, has started using solar powered lighting across its premises, particularly along its perimeter fence, reducing dependence on the grid for facility maintenance and security lighting. Building on this initial deployment, BTSI is developing a second phase initiative involving utility scale solar harvesting. The proposed installation of high-efficiency photovoltaic (PV) systems is intended to offset the energy requirements of core pumping operations. Expected benefits include lower peak hour electricity costs, reduced Scope 2 emissions from the use of clean energy, and improved resilience amid fluctuating power rates and grid instability.

Across all business units, we manage and mitigate emissions and air pollutants by performing routine preventive maintenance and conducting regular emissions testing for company fleets, GSEs, industrial boilers, chillers, and generator sets to ensure compliance with national air quality standards. We also limit the use of generator sets to essential situations, decommission aging units, and rehabilitate or replace older equipment to reduce environmental impact and maintain regulatory compliance.

While FAA does not conduct annual emissions testing specifically for aircraft engines used in pilot training, our aircrafts are governed by stringent airworthiness standards that indirectly address emissions. Regular inspections, engine overhauls, adherence to manufacturer-mandated maintenance schedules, and compliance with aviation-regulator requirements ensure optimal combustion performance, efficient fuel burn, and avoidance of excessive smoke or pollutant release. These measures collectively contribute to responsible management of aircraft-related emissions within FAA's training operations.

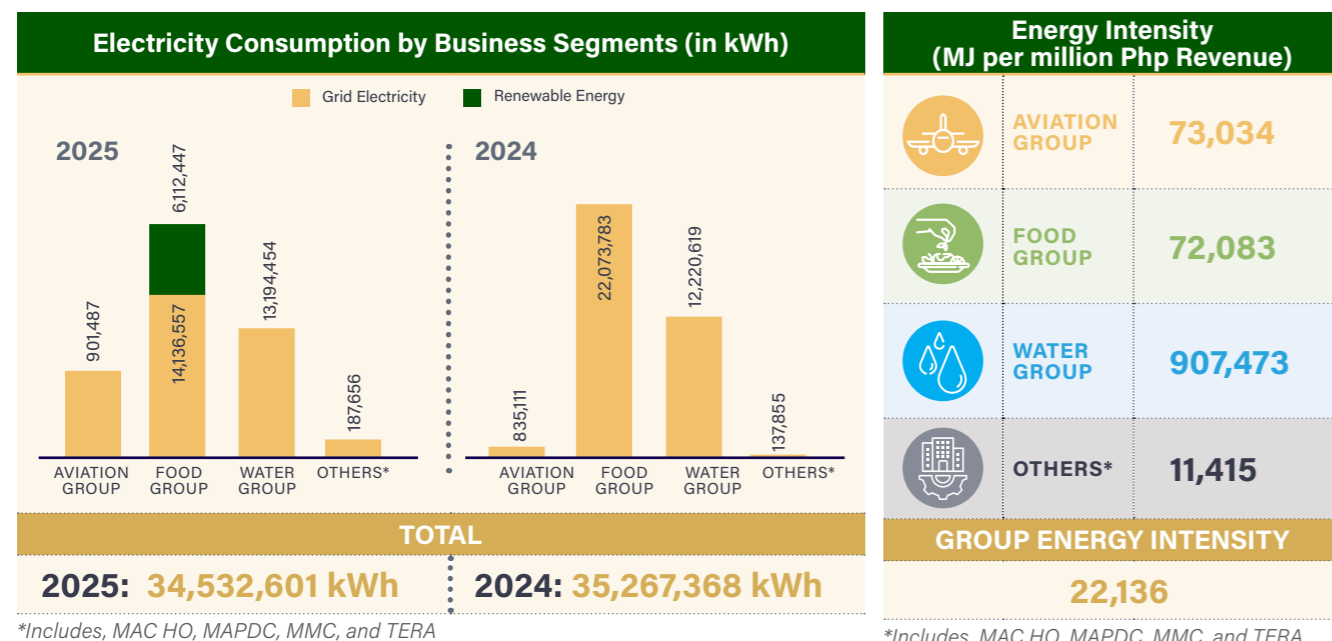
We also implement a trip maximization policy to optimize fuel consumption by improving vehicle routing efficiency, promoting cost-effective delivery, and improving travel planning. Fuel use per trip is regularly monitored, and virtual meetings are prioritized whenever possible to avoid unnecessary travel.

Employee awareness remains central to promoting energy conservation. We reinforce energy-saving habits through continuous reminders communicated via emails, office memos, and posted notices, encouraging employees to switch off lights, equipment, and devices during breaks or when not in use.



\*Includes, MAC HO, MAPDC, MMC, and TERA

<sup>1</sup> Total emissions avoidance includes the 73.8% share of MSIS calculated at 840,80 tCO2 based on the energy payment share with Philippine Airlines (PAL) who owns the Inflight Catering Center in Pasay City.

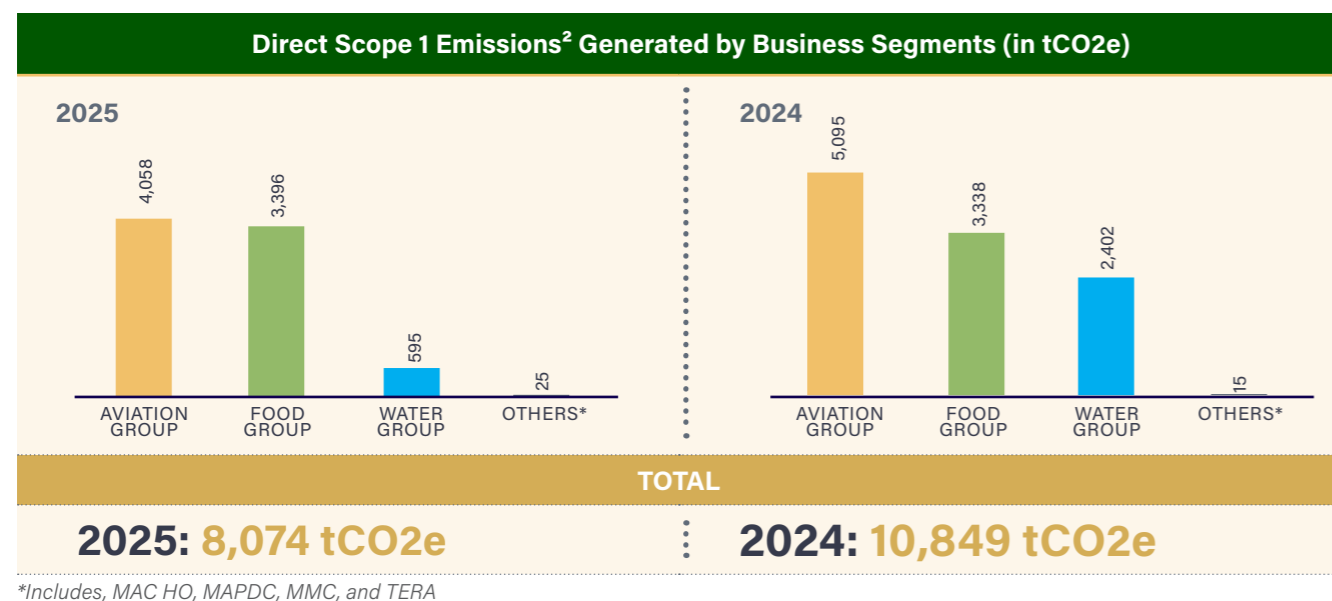


In 2025, the Group recorded a significant 25% reduction in total fuel consumption, decreasing from 4.12 million liters in 2024 to 3.09 million liters. This improvement reflects the Group's continuing efficiency efforts, supported by operational enhancements and resource optimization across business segments.

Of the total 3,093 million liters consumed in 2025, the Food Group accounted for the largest share of diesel, LPG, and LSFO usage, driven by the expansion of its inflight catering operations and the growing number of commercial and industrial clients. Meanwhile, the Water Group registered a

substantial decline in diesel consumption, primarily due to one SWRI project that previously ran on diesel in 2024 but shifted to grid-supplied electricity in 2025.

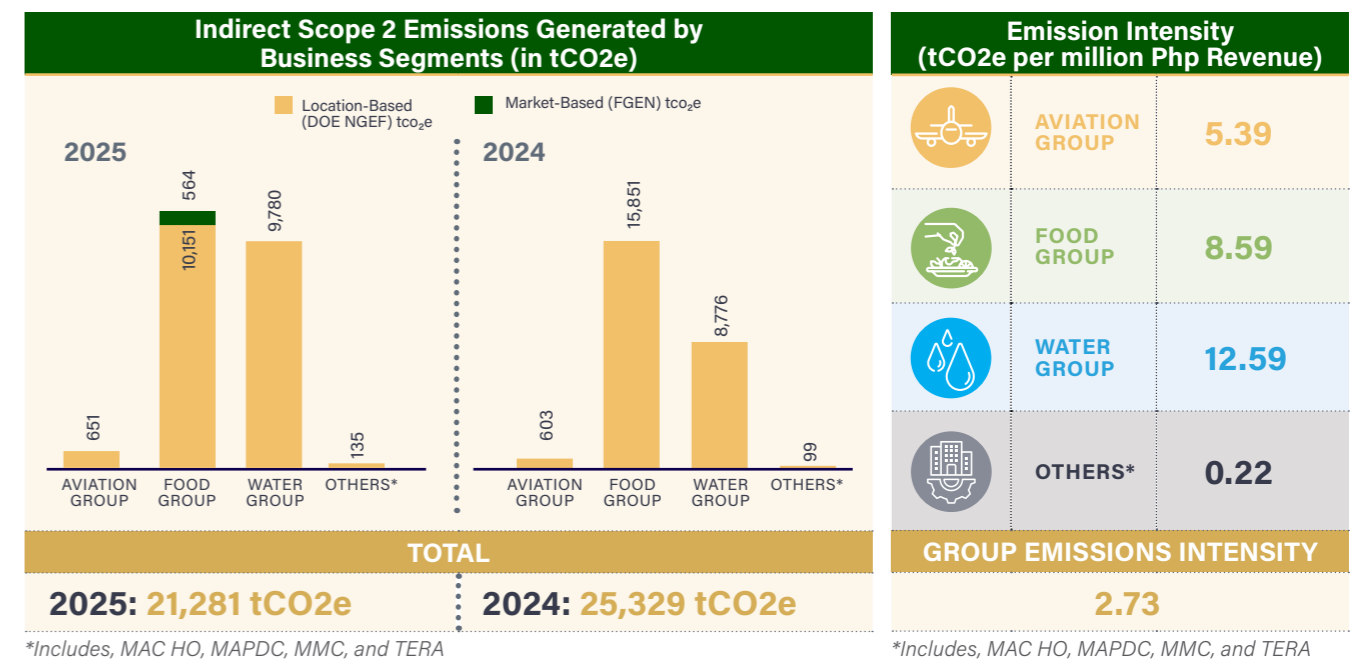
Additionally, the Group's total electricity consumption decreased to 34.53 million kWh from 35.24 million kWh in 2024, reflecting an overall 2% reduction year-on-year. This decline was supported by continued efficiency measures across business segments and the integration of renewable energy sources, particularly within the Food Group. The shift contributed to lower grid electricity dependence and improved energy performance across operations.



<sup>2</sup> Direct Scope 1 fuel emissions were calculated by multiplying fuel consumption (liters) by standard emission factors. The following factors were applied across the Group: diesel – 0.00268 tCO<sub>2</sub>e/L, gasoline – 0.00232 tCO<sub>2</sub>e/L, LPG – 0.00153 tCO<sub>2</sub>e/L, LSFO – 0.00312 tCO<sub>2</sub>e/L, and aviation gasoline – 0.00220 tCO<sub>2</sub>e/L. These factors are based on fuel carbon content data from the U.S. EPA and EIA and are consistent with the IPCC 2006 Guidelines. Aviation gasoline emissions are reported on a CO<sub>2</sub>-only basis and treated as CO<sub>2</sub>e, as non-CO<sub>2</sub> emissions are immaterial. For consistency and comparability, 2024 Scope 1 fuel emissions were recalculated using the same emission factors.

The table on the bottom of the left page summarizes the Group's Direct (Scope 1) fuel emissions for 2025 and 2024 across all business segments. Emissions were calculated based on fuel consumption in liters and converted to tCO<sub>2</sub>e using standardized EPA/IPCC-aligned emission factors.

In 2025, the Group's total Scope 1 emissions decreased to 8,074 tCO<sub>2</sub>e from 10,849 tCO<sub>2</sub>e in 2024, representing a 26% reduction. The decline reflects lower fuel consumption across business segments, operational efficiencies, and the transition of certain facilities such as one (1) Water Group project from diesel-powered operations to grid electricity.



The table above summarizes the Group's Indirect (Scope 2) electricity emissions for 2025 and 2024. Location-based emissions were calculated using the Philippine Department of Energy (DOE) National Grid Emission Factors, while market-based emissions reflect supplier-specific data from First Gen Corporation for the renewable electricity sourced by the Food Group.

In 2025, total location-based Scope 2 emissions amounted to 20,717 tCO<sub>2</sub>e, with an additional 564 tCO<sub>2</sub>e reported under the

market-based method. In comparison, 2024 location-based emissions totaled 25,329 tCO<sub>2</sub>e prior to the Food Group's transition to geothermal energy supply.

The Group achieved a reduction of 16% in Scope 2 emissions in 2025, driven by lower grid electricity consumption across business segments and increased use of renewable energy, particularly within the Food Group.

Other Significant Air Emissions per Business Segment

BUSINESS SEGMENT	TYPE OF AIR EMISSIONS	QUANTITY	UNIT OF MEASURE	SOURCES
AVIATION GROUP	Carbon Monoxide (CO <sub>2</sub> )	52,328.35	grams	Aircraft and transportation
	Tetraethyllead	156,522.21	grams	
FOOD GROUP	Particulate Matter (by M5) Concentration	4.50	mg/Ncm	Boilers and Generator Sets of MSFI, MSIS, and MACS
	Sulfur Oxide (SO <sub>x</sub> )	439.80	mg/Ncm	
	Nitrogen Oxide (NO <sub>x</sub> )	947.00	mg/Ncm	
	Carbon Monoxide (CO <sub>2</sub> )	124.80	mg/Ncm	
	Particulate Matter with 10 micrometers or less in diameter (PM10)	5.29	mg/Ncm	
	Particulate Matter (PM)	48.00	mg/Ncm	

Other Significant Air Emissions per Business Segment

BUSINESS SEGMENT	TYPE OF AIR EMISSIONS	QUANTITY	UNIT OF MEASURE	SOURCES
WATER GROUP	Nitrogen Oxide (NOx)	2.65333	tons	Generator units of the water and wastewater treatment plants of BTSI
	Sulfur Oxide (SOx)	0.000032	tons	
	Particulate Matter (PM)	0.18796	tons	
	Carbon Monoxide (CO2)	0.52973	tons	
	Volatile Organic Compound (VOC)	0.25893	tons	

\*mg/Ncm | Milligrams per Normal Cubic Meter



WATER AND EFFLUENTS

GRI 2-4, 303-1, 303-2, 303-3, 303-4, 303-5  
 IF-WU-140b.2, IF-WU-250a.2, IF-WU-440a.3  
 SDG 6

Across our operations, we source water from both primary water bodies and external utility providers to support office activities, food production, and community water service delivery. At the MAC Head Office and other non-water subsidiaries, we use utility-supplied water primarily for sanitation, dishwashing, office cleaning, and indoor plant maintenance. Within our Food Business Units, water is essential for cooking, washing food ingredients, and cleaning kitchen premises, tools, and equipment.

Our Water Business Units draw and treat water from the Maragondon River, the Magat River, and rivers in Aklan for distribution to communities in Maragondon (Cavite), Solano (Nueva Vizcaya), and Boracay (Aklan). We also provide treated bulk water to private clients and government institutions in Bulacan, Iloilo, Bacolod, Albay, and Bataan. In addition, we extract and treat groundwater from deep wells to supply households and commercial establishments in the greater Cavite area.

In the event of water disruptions in our areas of operation, ARDI, BTSI, and NWSC deploy water tankers to provide emergency supply to affected communities. Through SWRI, we also mobilize a truck-mounted mobile water treatment plant that can be rapidly deployed to serve emergency, interim, or remote water needs, particularly during typhoons

or natural calamities such as the volcanic eruption of Mt. Kanlaon in Bacolod in 2025. These capabilities enable the quick provision of potable water during supply interruptions, enhance operational flexibility, and expand our service offerings.

To strengthen long-term water security and diversify our sourcing portfolio, we are preparing to draw seawater for our upcoming desalination projects. These facilities will convert seawater into potable water for underserved communities in Poro Point, La Union, and in Olango and Punta Engaño, Cebu. Once operational in 2026, these projects will enhance our capacity to provide reliable water access, particularly in coastal and tourism-dependent areas.

We implement measures across our facilities to conserve water and minimize losses from leaks and unnecessary consumption. Our year-round preventive maintenance program includes regular inspection of pipes, fittings, and equipment, prompt repair or replacement of worn components, and the installation of water-efficient fixtures to help ensure uninterrupted supply. At the MSFI commissary in Muntinlupa City, we also secure continuous service by sourcing water from both SWRI, one of our Water Business Units, and Maynilad, with current supply shares at approximately 60% and 40%, respectively.

Our Water Business Units undertake systematic initiatives to reduce water loss, improve distribution efficiency, enhance measurement accuracy, and strengthen long-term asset reliability. These include routine inspections, leak detection and repair, zero-pressure testing, meter testing and calibration, valve assessments, night-flow monitoring, pressure management, and the transition from mechanical to electromagnetic flowmeters to improve operational accuracy. Network reliability is further maintained through the use of high-quality materials, zoning and surveillance to prevent illegal connections, the installation of District Metering Areas (DMAs), and continuous water quality monitoring. Data-driven processes and advanced technologies support these initiatives, contributing to system resilience and long-term sustainability.

Group Water Withdrawal, Discharge, and Consumption (in megaliters)

BUSINESS SEGMENT	WATER SOURCE	WATER WITHDRAWN		WATER DISCHARGED		WATER CONSUMED		WATER RECYCLED	
		2025	2024	2025	2024	2025	2024	2025	2024
AVIATION GROUP	External Utility Provider	71	75	63	Not Measured	8	Not Measured	-	-
FOOD GROUP	External Utility Provider	311	443	122	129	190	313	33	40
WATER GROUP	Ground	18,852	17,689	Not Measured	Not Measured	14,826	15,361	-	-
	Surface	9,130	7,024	362	964	5,460	3,901	-	-
	External Utility Provider	32	1	Not Measured	4	32	Not Measured	113	146
OTHERS*	External Utility Provider	150	191	113	Not Measured	Not Measured	Not Measured	-	-
<b>TOTAL</b>		<b>28,546</b>	<b>25,423</b>	<b>660</b>	<b>1,097</b>	<b>20,553</b>	<b>19,575</b>	<b>146</b>	<b>186</b>

\*Includes, MAC HO, MAPDC, MMC, and TERA

Safeguarding water quality and public health is central to our operations. We operate advanced filtration systems that remove suspended solids, pathogens, and other contaminants prior to disinfection and distribution. These technologies help ensure compliance with national water quality standards, prevent public health risks, and reinforce consumer confidence in the safety and reliability of our water supply.

We remain fully compliant with wastewater regulations, which guide how we monitor and manage water quality across our operations. To support this compliance, our facilities conduct routine operational checks and coordinate with DENR-accredited laboratories for periodic sampling and analysis. Any variations from regulatory limits prompt immediate investigation and corrective action. Preventive maintenance, operator training, and continuous process improvements further reinforce the reliability and efficiency of our wastewater systems. As a result, treated effluent across our operations consistently meets the standards set by both the DENR-EMB and the Laguna Lake Development Authority (LLDA).

Across our subsidiaries, wastewater management practices are tailored to the unique requirements of each operating environment. The Food Business Units operate Sewage Treatment Plants (STPs) that treat wastewater before discharge into the Sucat and Tripa de Gallina Rivers, which flow into Laguna de Bay.

With Boracay classified as a highly sensitive tourist area, our subsidiary BTSI ensures that all discharged effluent meets the stringent Class SB<sup>3</sup> standards for marine waters, making treated effluent suitable for recreation and sensitive marine life. In Boracay and various areas in Cavite, BTSI and CAKSC ensure that wastewater from households and commercial

clients complies with regulatory requirements before being released into local waterways. Within the Subic Bay Freeport Zone, FAA channels its effluent to the SBMA Ecology Center for proper treatment and subsequent discharge into designated water bodies.

To reduce freshwater withdrawals and minimize wastewater discharges, we maximize the reuse of treated water across our operations. MAPDC recycles reclaimed water for landscaping within the Villamor Air Base ecozone. MSIS reprocesses rejected reverse osmosis (RO) water for operational use, recovering approximately 30% of every 100% water input in the RO system. In Boracay, BTSI utilizes treated wastewater to irrigate the golf course, reducing its reliance on freshwater sources. In 2025, MSIS reprocessed 33,216 megaliters of rejected RO water, while BTSI reused 113 megaliters of treated wastewater.

We promote responsible water use across the Group through internal communications, reminders, and operational guidelines. Our Water Business Units reinforce this advocacy among customers through social media, roadshows, printed materials, and mechanisms that encourage the reporting of leaks, water quality concerns, and service issues. We also advocate for the reuse of treated water for toilet flushing, gardening, and equipment or vehicle washing where feasible.

MATERIALS USED AND MANAGED

GRI 2-4, 3-3, 301-1  
 FB-PF-440a.2  
 SDG 12

We use both renewable and non-renewable materials across our operations, with specific materials varying by business activity. We aim to manage these resources efficiently to reduce waste, generate cost savings, and minimize environmental impact.



Most raw materials for our Food Group are sourced locally, with certain imported items used for specialized airline menus. During temporary supply shortages, we provide substitute products with client approval. Through MACS, we hold a bonded warehouse license that allows us to import raw materials without duties or taxes, provided the finished products are re-exported to our airline clients.

To strengthen our commitment to sustainability and align with partner and client expectations, our Food Group now sources key ingredients such as poultry, eggs, beef, pork, and fresh produce from certified sustainable or responsible suppliers for both inflight and commercial catering operations. We are also working to minimize plastic use and adopt environmentally friendly, food-grade packaging materials.

Our Water Group sources chemicals locally for water and wastewater treatment, including chlorine, disinfectants, coagulants, flocculants, pH adjusters, odor and foam control agents, and sludge conditioners. We also use durable and recyclable materials for pipelines, pumps, and treatment equipment to extend asset life and reduce waste generation.

Material use in our Aviation Group is driven largely by fuel consumption for ground service equipment (GSE) and aircraft used in pilot training (please see table on Fuel Consumption per Business Segments for reference). Paper also remains a commonly used material across the Group.

<sup>3</sup> Class SB refers to clean marine waters suitable for swimming, beach activities, tourism, and fish spawning, with more stringent water-quality standards because they are used for recreation and sensitive marine life.

### Powering Our Operations with Renewable Energy

In 2025, we advanced our decarbonization strategy through a partnership with First Gen Group, together with selected sister companies within the Lucio Tan Group of Companies, to transition key operating facilities to geothermal energy. This initiative supports our strategy to manage climate-related risks by reducing dependence on fossil fuels and enhancing energy reliability across our food and aviation support operations.

Geothermal energy now supplies electricity to our key operating facilities, including MacroAsia Catering Services, Inc.'s (MACS) inflight catering facility serving the majority of foreign airlines operating in Manila, and MacroAsia SATS Food Industries Corporation's (MSFI) central commissary and kitchen serving non-airline customers. In addition, MacroAsia SATS Inflight Services Corporation (MSIS) operates using geothermal energy following the transition of the PAL Inflight Center where it is located. Renewable power is sourced from the Group's Tongonan geothermal facility in Leyte.



From left: MacroAsia SATS Food Industries Corporation Deputy General Manager Glenn Manglallan, Lufthansa Technik Philippines, Inc. Chief Financial Officer Rubi Ann Pioquinto, First Gen President Giles Puno, MacroAsia Corporation President and COO Eduardo Luis Luy, and First Gen Chief Customer Engagement Officer Carlo Vega. Photo credit: First Gen Group

This initiative forms part of our broader decarbonization roadmap and contributes to the integration of climate considerations into operational decision-making, supporting resilience and long-term value creation under a low-carbon transition.

The transition to renewable energy reduces exposure to fossil-fuel-related transition risks and supports the MacroAsia Group's long-term climate objectives aligned with its Net Zero ambitions. The impact has been most significant within the food business segment, which represents a key area of energy consumption and associated operational emissions.

### Materials Used/Consumed per Business Segment

BUSINESS SEGMENT	2025 MATERIALS USED / CONSUMED				2024 MATERIALS USED / CONSUMED			
	RENEWABLE MATERIALS		NON-RENEWABLE MATERIALS		RENEWABLE MATERIALS		NON-RENEWABLE MATERIALS	
	Type of Material	Quantity	Type of Material	Quantity	Type of Material	Quantity	Type of Material	Quantity
AVIATION GROUP	Office Paper	16.3 MT	Fuel (aircraft, GSEs, company vehicles, etc.)	1,537,088 Liters	Office Paper	304 MT	Fuel (aircraft, GSEs, company vehicles, etc.)	1,929,280 Liters
			Operational and Hardware Components (Valve Kits, Adhesives, etc.)	487,083 Units				
			Fasteners (Bolts, Nuts, Washers, etc.)	7,386 Units				
			Signages and Labels (Safety signs, Equipment labels, Identification tags, etc.)	4,862 Units				
			Fluid and Pump Systems (Water Pumps, Hoses, Pipe Fittings, etc.)	1,506 Units				
			Electrical Components (Circuit breakers, Switches, Sensors, etc.)	376 Units				
			Fire Safety Equipments (Fire extinguishers, Fire alarms, Smoke detectors, etc.)	202 Units				
FOOD GROUP	Office Paper	9 MT	Chemicals (Detergents, sanitizers, etc.)	2,420 Liters	Meat (Beef, Pork, Chicken, Kiwi, etc.)	1,438 MT		
	Meat & Seafood	1,994 MT	Aluminum Food Packaging	111,000 pcs	Fruit (Apple, Lemon, Banana, Kiwi, etc.)	584 MT		
	Fruit	720 MT			Vegetables	580 MT		
	Vegetables	1,708 MT			Seafood (Shrimp, Fish, Prawn et.)	1,869 MT		
	Paper Food Packaging	117,700 pcs			Grains and Grain Product (Rice, Flour, etc.)	201 MT		
	Wooden Cutlery & Utensils	520,000 pcs			Paper	178 MT		
WATER GROUP	Reusable Chlorine Drum	24 Units	Mechanical & Pumping Systems (Pumps, Motors, Valves, etc.)	14,385 Units	Paper	4.9 MT	Chemicals (Chlorine, Polymer, Aluminum Sulfate etc.)	9,919 MT
			Chemicals and Water Treatment (Chlorine, Coagulant, Polymer, etc.)	107 MT				
			Hardware, Fasteners & Tools (Teflon Tape, Tie Wire, Clamp Meter, etc.)	6,439 Units				
			Paint & Coatings (Epoxy Primer, Enamel Paint, etc.)	361 Liters				
			Safety Supplies (Safety Gloves, Caution Tape, etc.)	31 Units				
			Pipeline Materials	7,622 Units				
			Civil & Construction Materials	1,129 Units				
			Vehicles & Automotive	20 Units				
OTHERS*	Office Paper	0.3 MT	Office Supplies & Equipment	0.02 MT	Paper	0.24 MT	Paint	0.4 MT
	Envelope	0.1 MT	Cleaning Agents	24 Liters				
	Tissue	0.1 MT	Inks & Toners	190 Liters				
	Biodegradable Trash Bags	0.6 MT	Bonsai Table	0.001 MT				
			Executive Chairs	0.5 MT				
			Paint	410 Liters				
			Concrete for manhole cover (Sand, Cement, Gravel, rebars)	1.42 MT				
		Fuel (Company Vehicles)	8,016.69 Liters					

\*Includes, MAC HO, MAPDC, MMC, and TERA

## WASTES GENERATED

GRI 2-4, 306-1, 306-2, 306-3, 306-4, 306-5  
SDG 12

Across the Group, we regularly share reminders on proper waste segregation and disposal through e-mails, group chats, and bulletin postings. We also provide clear waste-disposal guidelines and designated bins to support consistent compliance. In addition, we encourage business units to practice recycling and use resources efficiently and responsibly to minimize wastage and uphold sound resource-management practices.



In July 2025, we launched an enhanced waste-management campaign at the Makati Head Office to strengthen practices and increase employee awareness. The program included pocket learning sessions, building-wide audiovisual reminders, and the installation of dedicated bins for food waste, paper, plastic, and general refuse. Plastic takeout bags are now rinsed and collected separately by an accredited hauler. This initiative improved visibility of proper waste segregation and helped embed responsible disposal habits into daily office routines, with plans to expand implementation across other business units.

Within our Food Group, we generate substantial volumes of food waste, packaging materials, grease, and used cooking oil from daily kitchen and commissary operations. Food waste consists primarily of fruit peels and vegetable trimmings, meat and poultry by-products, preparation scraps, and plate leftovers. Packaging waste includes plastic containers, vinyl gloves, plastic sleeves and aprons, plastic curtains, and cardboard boxes from ingredient deliveries. Grease and used cooking oil naturally accumulate from routine food preparation and cooking.

To ensure responsible handling of these streams, we engage accredited waste haulers for collection and compliant disposal. These haulers also purchase food waste, grease, and used cooking oil for conversion into organic fertilizer and biofuel. This waste-to-resource arrangement supports our circularity efforts while generating incremental income. Proceeds from these sales are deducted from the Food

Group's waste-hauling invoices. In 2025, MSIS realized estimated cost savings of approximately Php 360,000.00.

Meanwhile, our Water Group generates waste from packaging materials, repair and maintenance activities, and by-products from bill processing. Old pipes, scrap materials, and office waste also contribute to the total volume. In 2025, our OEM water business unit, SWRI, generated additional waste from construction, installation, and maintenance activities, particularly during site development, equipment installation, and occasional demolition works. To manage these streams, we recover, recycle, and repurpose materials where feasible, ensure that hazardous wastes are turned over exclusively to DENR-accredited haulers for proper treatment and disposal, and continuously improve operational efficiency to keep waste generation low and responsibly managed.

In addition, our wastewater treatment operations utilize advanced stabilization processes to convert raw septage into non-hazardous, nutrient-rich biosolids. These residuals are subsequently distributed for beneficial reuse as soil conditioners, supporting local agricultural and land reclamation projects. In 2025, BTSI treated 4,221.30 cu. m of septage sludge, producing 211 cu.m of biosolids, while CAKSC generated 11,718.90 cubic meters of septage, which was converted into 351.6 cubic meters of biosolids.

FAA engages a waste hauler accredited by both the DENR and SBMA for its disposal requirements. MAPDC consolidates yard, solid, and hazardous wastes at LTP's Hazardous Materials Facility, where these are subsequently transported by a PEZA-registered hauler. It also reuses old and empty containers, after thorough washing, as plant pots, makeshift pails for comfort rooms, and for gardening, among other uses.

Across all business units, hazardous wastes are routed exclusively through DENR- or LGU-accredited haulers in accordance with applicable regulations. Electronic wastes (e-waste) such as decommissioned laptops and computer peripherals are segregated and temporarily stored until they can be turned over to accredited e-waste recyclers or haulers for proper disposal or delivered to a DENR-accredited materials recovery facility.

In 2025, we generated a total of 3,034 metric tonnes of non-hazardous solid waste, primarily composed of food or biodegradable waste and residual waste. Of this total, 44% (1,342 metric tonnes) was directed to landfill, while 56% (1,692 metric tonnes) was diverted from landfill through onsite and offsite recycling, repurposing, and other recovery methods.

In addition, we recorded 431 metric tonnes of non-hazardous waste from our operations, consisting of used cooking oil or

industrial oil and grease, empty chemical containers, Waste Electrical and Electronic Equipment (WEEE), and batteries.

MASCORP, with support from the Parent Company, also generated P2,127,137.40 in income from the sale of 98,529

kilograms of recyclables diverted from landfill. These materials included metal scraps, old tires, used parts, packaging materials, assorted batteries, container drums, and other recoverable solid waste. The proceeds were recognized as Other Income in the business unit's financial statements.

COMMON TYPES OF WASTES GENERATED		2025				2024			
		AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*
NON- HAZARDOUS WASTE	Diverted from Disposal (via composting, recycling, upcycling, or repurposing by the company)								
	Various Office Wastes (e.g. paper, etc.)	-	-	-	-	-	-	-	-
	Food Wastes/Biodegradables (e.g. biosolids, etc.)	-	609	983	-	-	-	-	-
	Recyclables, Metal Scraps, Plastics, Construction Debris, Cardboard Boxes, Old Tires, Old Equipment/ Parts, Tin Cans, Glass Bottles, etc.	100	-	<1	-	-	18	-	-
Directed to Disposal (via external service provider for other recovery method, landfilling, and other disposal method)	Various Office Wastes (e.g., paper, etc.), Residuals	4	379	1	3	119	70	1	-
	Food Wastes/Biodegradables, etc.	1	855	1	<1	-	1,218	1	-
	Recyclables, Metal Scraps, Plastics, Cardboard Boxes, Tin Cans, Bottles, etc.	<1	96	2	<1	-	63	-	-
SUBTOTAL		105	1,939	987	3	119	1,351	20	-
TOTAL		3,034				1,490 <sup>4</sup>			

\*Includes, MAC HO, MAPDC, MMC, and TERA

COMMON TYPES OF WASTES GENERATED		2025				2024			
		AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*
HAZARDOUS WASTE	Diverted from Disposal (via an external service provider by preparation for reuse, and energy recovery)								
	Used Industrial / Cooking Oil, Sludge, Grease	-	368	-	-	-	87	-	-
	Diverted to Disposal (via an external service provider for landfill or other disposal method)								
	Chemicals and chemical compounds	-	-	<1	-	<1	-	-	-
	Used Industrial / Cooking Oil, Sludge, Grease	8	-	<1	-	12	-	<1	-
	Oil Contaminated Materials	-	2	-	-	<1	2	<1	-
	Empty Chemical Containers, Empty Used Oil Drums	-	-	19	-	-	-	1	-
	Waste Electrical and Electronic Equipment (WEE), Batteries, Old Tires, Old Parts	29	1	<1	-	2	1	<1	-
Busted, broken lights	-	3	-	-	-	<1	-	-	
	Household and commercial hazardous such as paints, thinners, spray canisters, etc.	-	-	<1	-	-	-	<1	-
SUBTOTAL		37	374	19	-	14	90	1	-
TOTAL		431				105			

\*Includes, MAC HO, MAPDC, MMC, and TERA

<sup>4</sup> The finalized 2024 non-hazardous waste figure is 1,490 MT. This update reflects the results of our routine data refinement and reconciliation process, which incorporates more complete and validated information from reporting units.

## Biodiversity and Ecosystem Management

GRI 3-3, 101-1, 101-2

SDG 14, 15

We recognize that biodiversity and healthy ecosystems are essential to the sustainability of our businesses and the well-being of the communities we serve. Our commitment to environmental responsibility includes proactive measures to protect and enhance biodiversity, mitigate operational impacts, and ensure strict compliance with environmental laws and regulations. We implement conservation and restoration initiatives and ensure that all resource extraction activities remain within approved limits.

### BTSI: BORACAY ISLAND, AKLAN

In Boracay Island, where our water supply and wastewater treatment operations interface with both terrestrial and marine ecosystems, BTSI works closely with government agencies in support of the island's designation as a Water Quality Management and Conservation Area (WQMACA). We maintain strict compliance with local environmental standards, particularly given the ecological sensitivity of the island.

We have adopted Wetland No. 6, Boracay's largest wetland, for long-term conservation and sustainable management. Since 2018, we have conducted annual cleanup drives and mangrove-planting activities as part of our stewardship efforts. To date, a total of 3,000 mangrove trees has been planted in Wetland No. 6, including 400 saplings planted in 2025. While a boardwalk was initially constructed to support controlled ecotourism and enhance environmental awareness, we are reassessing this feature in line with our priority to safeguard wildlife and preserve the ecological integrity of the wetland.



For 2025, there were no reported negative impacts on biodiversity associated with our operations in Boracay. BTSI apply multi-stage Environmental Impact Assessment

(EIA) and site-selection framework to ensure that each of our facilities, from planning and design to construction and operation, is geologically stable, socially responsible, and ecologically sustainable. As part of this process, BTSI also conducts stakeholder consultations to gather input, address local concerns, and strengthen community alignment.

We continue to implement measures to responsibly manage potential biodiversity risks on the island. These include proactive habitat conservation efforts aimed at protecting surrounding ecosystems, along with sustainable resource-management practices that prevent over-extraction and minimize ecological stress. Where impacts cannot be fully avoided, we implement biodiversity-offsetting initiatives that contribute to habitat restoration and enhancement. We also collaborate closely with relevant government agencies to maintain regulatory compliance and support broader conservation and biodiversity-protection programs in Boracay.

### MMC: BROOKE'S POINT, PALAWAN

Our Mineral Production Sharing Agreement (MPSA) area in Brooke's Point covers three (3) barangays. Based on the latest Environmentally Critical Areas Network (ECAN) zoning overlay, the portion classified under the Measured Mineral Resource Category lies in the Controlled Zone, where mining may be permitted subject to stringent environmental and regulatory requirements. All mine planning and site development activities are aligned with the Strategic Environmental Plan (SEP) for Palawan, the Philippine Mining Act (RA 7942), and all applicable national and local environmental regulations.

In 2025, no environmental disturbances were recorded within the project site, as mining development and commercial operations had not yet commenced. While the project remained in the pre-development phase, we continued to uphold our commitment to full compliance with the Philippine Mining Act, environmental permitting requirements, and the conditions outlined in our approved work programs.

Throughout the year, we focused on securing the necessary permits, clearances, and regulatory approvals in preparation for full project implementation. In compliance with regulatory requirements, we developed and submitted our Environmental Protection and Enhancement Program (EPEP) and Final Mine Rehabilitation/Decommissioning Plan (FMR/DP) to the Mines and Geosciences Bureau (MGB) and was approved on 04 August 2025.

The EPEP is a comprehensive, life-of-mine environmental management plan that defines our environmental objectives, performance indicators, mitigation measures, and rehabilitation strategies. It serves as the foundation for our



Annual EPEPs and provides the operational link between the environmental management provisions of DAO 2010-21 and the conditions set in our Environmental Compliance Certificate (ECC). The EPEP also outlines anticipated environmental impacts, together with corresponding protection, enhancement, and progressive rehabilitation measures, consistent with best practices in responsible mineral development and aligned with MMC's commitment to biodiversity protection and environmental stewardship.

The Final Mine Rehabilitation and Decommissioning Plan (FMRDP) is a mandatory mine closure plan that outlines how a mining company will rehabilitate disturbed areas, dismantle facilities, and restore the site to a safe and environmentally stable condition once mining operations are completed. A key component of the FMRDP is the establishment of a dedicated rehabilitation fund that the company must set aside and maintain throughout operations to ensure sufficient financial resources for proper closure. This requirement ensures that the mine is responsibly decommissioned and rehabilitated, preventing the company from abandoning the site after mining activities are completed.

Because operations have not yet begun, no significant impacts on biodiversity were observed in 2025. To support future reforestation and progressive rehabilitation, MMC maintains a 2,000-square-meter plant nursery with a total capacity of 100,000 seedlings, producing species suited to the ecological characteristics of the tenement and surrounding areas. As of the end of the fourth quarter of 2025, the facility housed 33,753 seedlings representing 100 species. The nursery sustained a high level of operational efficiency during the period, achieving a mortality rate of 3.16% and an overall survival rate of 96.84%, underscoring the effectiveness of its seedling management and maintenance protocols.

In addition, MMC and its Operator, Calmia Nickel Inc. (CNI), conduct annual, independent third-party biodiversity assessments within the tenement. These assessments help

establish and refine ecological baselines, monitor biodiversity conditions, and ensure readiness for the implementation of robust biodiversity management measures once project development and operations commence.

As part of the Supplementary Agreement for Sustainable Mining Development and Management between MMC and the DENR—also referred to as the Negotiated Sustainability and Resilience Agreement—MMC, through its Operator, commits to sourcing at least 15% of its total power requirements from renewable energy within five (5) years of commencing operations. We also commit to increasing our carbon stock annually through reforestation initiatives within the tenement and designated offset areas, supporting local ecosystem restoration and advancing our long-term carbon management objectives.

## Climate Action and Decarbonization

SDG 13

We are strengthening our response to climate change by establishing a clear decarbonization pathway that outlines how we will reduce our greenhouse gas (GHG) emissions over time. Using 2024 as our baseline year for Scopes 1 and 2, we have set progressive milestones that support our long-term commitment to achieve net-zero emissions.

Initial efforts towards this goal are already underway starting with the transition of our three (3) kitchens to geothermal energy and phased transition to electrification of our ground handling service equipment in Mactan-Cebu airport. Initial efforts toward this goal are already underway, starting with the transition of our three (3) kitchens to geothermal energy and the phased electrification of our ground handling service equipment at Mactan-Cebu Airport. We are also exploring the adoption of other renewable energy sources across our water business units.

Our decarbonization pathway is structured around three phases: Nationally Determined Contribution (NDC) Alignment by 2030, Deep Decarbonization by 2040, and Net Zero by 2050. Each phase is supported by actions that enhance energy efficiency and guide the gradual, scaled adoption of renewable energy and lower-carbon technologies across the Group. As data quality improves and sectoral guidance evolves, we intend to work toward aligning our decarbonization pathway with science-based targets, progressively integrating these principles as our strategy is refined and implemented.

PHASE	YEAR	TARGET	KEY ACTIONS
<b>NDC Alignment</b>	2030	40% reduction	<ul style="list-style-type: none"> <li>Source 35% renewable energy (NDC alignment)</li> <li>Electrify 20% of the ground fleet (NDC alignment)</li> <li>Retrofit facilities with energy-efficient solutions / technologies</li> <li>Accelerate mangrove and bamboo planting (Wetland No. 6, Boracay) and explore other carbon sequestration initiatives</li> </ul>
<b>Deep Decarbonization</b>	2040	70% reduction	<ul style="list-style-type: none"> <li>Achieve full fleet electrification</li> <li>Scale up the adoption of renewable energy and energy-efficient solutions</li> <li>Implement green building standards</li> <li>Strengthen supplier ESG compliance</li> <li>Implement Zero Waste initiatives</li> </ul>
<b>Net Zero</b>	2050	100% reduction	<ul style="list-style-type: none"> <li>Sequester carbon and generate verified carbon credits from the Wetland 6 mangrove restoration project in Boracay, Aklan, and other approved carbon sequestration projects to offset remaining emissions.</li> </ul>

In the long term, we aim to green our supply chain as an integral component of our climate action and decarbonization strategy. Recognizing that a substantial portion of environmental impacts occurs upstream in our supply chain, we will embed sustainability considerations into our procurement practices and supplier-engagement processes.

As part of this strategic direction, we will implement awareness-raising and capacity-building initiatives to align our suppliers and vendors with our sustainability objectives and performance expectations. Through this approach, we aim to strengthen environmental stewardship across our value chain, while supporting suppliers and vendors in enhancing their resilience and readiness for evolving regulatory and market requirements.

### Women Leaders of MacroAsia

We operate primarily in traditionally male-dominated industries, including aviation support services, food operations, water utilities and concessions, ecozone and property development, ICT, and mining. Despite this operating context, women play a meaningful and increasingly influential role in leadership across the MacroAsia Group, contributing to strategic decision-making, operational excellence, and sound corporate governance.

Women leaders represent 7% of our total female workforce and hold key management and professional positions across corporate functions and core business operations. Beyond their roles within their families and communities, their leadership brings diverse perspectives that strengthen risk management, enhance people development, and support long-term value creation, while fostering an inclusive and performance-driven organizational culture.

We remain committed to promoting equal opportunities, supporting women's professional growth, and building a leadership pipeline grounded in merit, capability, and diversity. As the Group continues to evolve, women leaders will remain integral to advancing operational resilience, sustainability objectives, and responsible business practices.



There are many possibilities for women. We should not limit ourselves to traditional roles, but instead remain open to opportunities that challenge us to grow, lead, and make a meaningful impact. With confidence, competence, and perseverance, women can thrive in any field they choose.

**Clara C. Francisco**  
General Manager, NWSC



Opportunity should be shaped by merit and performance. With hard work and determination, individuals can earn their place and succeed—without limitations imposed by perception or bias.

**Helen Grace Asuncion-Ang**  
General Manager, SNVRDC



My journey has shown me that leadership is built through perseverance and continuous learning. Growth comes from embracing challenges, learning from experience, and staying committed to improvement and excellence.

**Engr. Rowena Pricilla L. Castroverde**  
Ecozone Manager, MAPDC

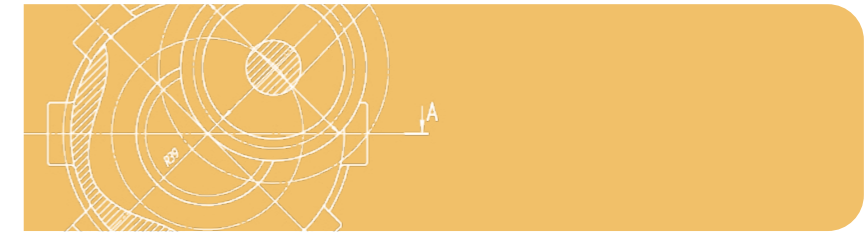


**Charmian A. Molina**  
General Manager, BTSI



**Marichu T. Decandario**  
General Manager, SWRI

## Social Performance



### Employee Welfare and Development

Our social performance is anchored on our commitment to uphold the well-being, safety, and development of our people and the communities we serve. By fostering an inclusive, responsible, and resilient workforce, and by actively engaging our stakeholders, we aim to create long-term social value that supports both operational excellence and sustainable growth.

We place strong emphasis on employee welfare, safety, and continuous professional development as fundamental pillars of our social responsibility. Through training programs, competency-building initiatives, and investments in employee well-being, we equip our workforce to thrive in a dynamic operating environment while reinforcing a culture of accountability and high performance. At the same time, we maintain open and constructive engagement with our stakeholders to better understand community needs, strengthen partnerships, and deliver programs that contribute to local development and social resilience.

Collectively, these initiatives demonstrate our commitment to building a supportive and empowering environment that enables our people and communities to thrive.

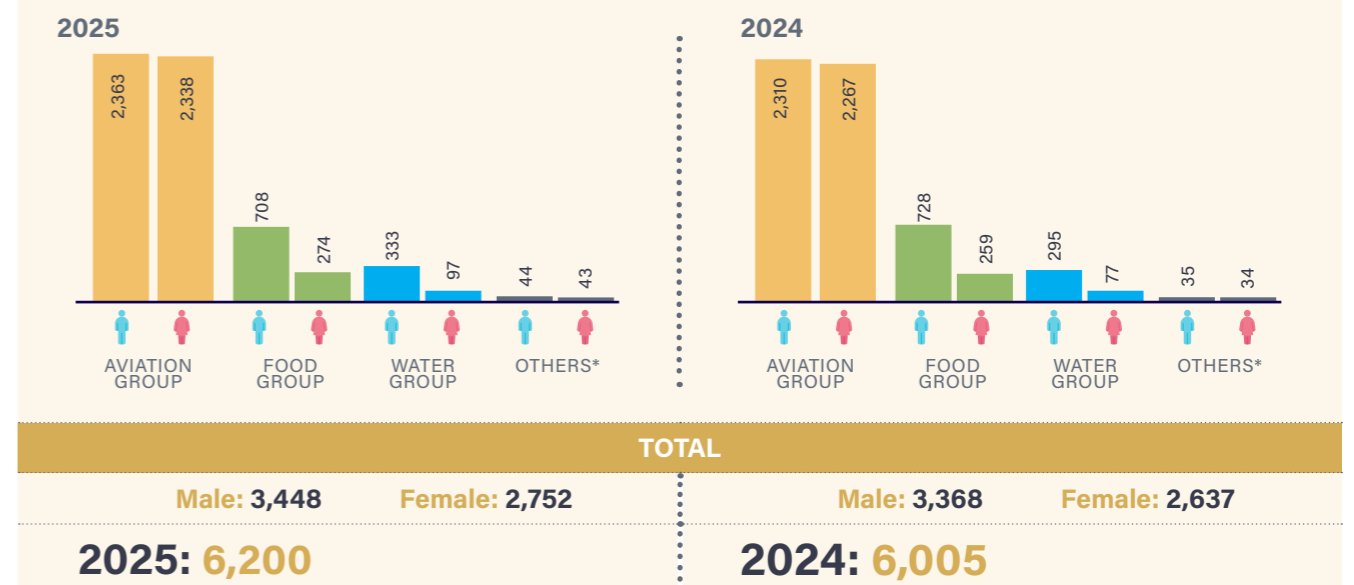
### GROUP EMPLOYEE PROFILE

GRI 2-7, 3-3, 401-1  
TR-AF-000.C

In 2025, our total workforce was 6,200. Of this number, 3,448 or 55% were male, while 2,752 or 44% were female. A significant portion of our workforce—3,760 or 60.75%—were employees aged 30 and below, and 85% (5,297) held regular employment status. Among our business segments, the Aviation Group, particularly MASCORP, represented the largest share of employees, accounting for 76% of our total Group workforce.



### Employee Breakdown by Gender per Business Segment



\*Includes, MAC HO, MAPDC, MMC, and TERA

Employee Breakdown by Gender and Age Group per Business Segment

BUSINESS SEGMENT	AGE	MALE	FEMALE
AVIATION GROUP	≤30 yrs old	1,220	2,065
	31-50 yrs old	899	255
	51 yrs old and above	244	18
<b>TOTAL</b>		<b>2,363</b>	<b>2,338</b>
FOOD GROUP	≤30 yrs old	168	124
	31-50 yrs old	436	129
	51 yrs old and above	104	21
<b>TOTAL</b>		<b>708</b>	<b>274</b>
WATER GROUP	≤30 yrs old	112	46
	31-50 yrs old	183	47
	51 yrs old and above	38	4
<b>TOTAL</b>		<b>333</b>	<b>97</b>
OTHER.*	≤30 yrs old	12	13
	31-50 yrs old	22	23
	51 yrs old and above	10	7
<b>TOTAL</b>		<b>44</b>	<b>43</b>
SUBTOTAL	≤30 yrs old	1,512	2,248
	31-50 yrs old	1,540	454
	51 yrs old and above	396	50
GRAND TOTAL	≤30 yrs old	3,760	6,200
	31-50 yrs old	1,994	
	51 yrs old and above	446	

\*Includes MAC HO, MAPDC, MMC, and TERA

We employ a range of recruitment strategies to attract a diverse pool of qualified candidates. These include job postings in schools and on platforms such as LinkedIn and Facebook, participation in school and LGU job fairs, and accepting applications from former interns, walk-in applicants, and employee referrals. Qualified applicants undergo online and/or face-to-face interviews as well as background checks.

We also allow employee transfers to place personnel in roles where their skills can be best utilized. In 2025, we recorded 396 transfers (245 male and 151 female) across business units, subsidiaries, and between the Parent Company and its subsidiaries. These movements involved roles requiring comparable skills and responsibilities, with no changes in employment status or pay level.

For the reporting period, we welcomed 1,519 new hires, composed of 637 men (42%) and 882 women (58%). Majority

Employee Breakdown by Gender and Age Group per Business Segment

BUSINESS SEGMENT	AGE	MALE	FEMALE
AVIATION GROUP	Regular	2,096	1,879
	Probationary	267	457
	Contractual/ Fixed-term	-	2
<b>TOTAL</b>		<b>2,363</b>	<b>2,338</b>
FOOD GROUP	Regular	642	239
	Probationary	66	35
	Contractual/ Fixed-term	-	-
<b>TOTAL</b>		<b>708</b>	<b>274</b>
WATER GROUP	Regular	289	72
	Probationary	43	23
	Contractual/ Fixed-term	1	2
<b>TOTAL</b>		<b>333</b>	<b>97</b>
OTHER.*	Regular	38	42
	Probationary	6	1
	Contractual/ Fixed-term	-	-
<b>TOTAL</b>		<b>44</b>	<b>43</b>
SUBTOTAL	Regular	3,088	2,209
	Probationary	382	516
	Contractual/ Fixed-term	1	4
GRAND TOTAL	Regular	5,297	6,200
	Probationary	898	
	Contractual/ Fixed-term	5	

\*Includes MAC HO, MAPDC, MMC and TERA

of the new employees were under 30 years old (89% or 1,351) and 61% (927) were from the Visayas Region. Consistent with our overall workforce distribution, MASCORP had the highest number of new hires in 2025.

We also collaborated with colleges and universities to offer internship and On-the-Job Training (OJT) opportunities. Students were assigned to business units aligned with their academic backgrounds and career interests, providing them with practical exposure and meaningful learning experiences that support their professional development.

In 2025, we welcomed 328 interns (131 male and 197 female) from 55 academic institutions nationwide. These included the Asian College of Aeronautics Inc., PATTS College of Aeronautics, Philippine State College of Aeronautics, Lyceum

Breakdown of Employee New Hires in 2025 by Age, Gender, and Geographical Location per Business Segment

EMPLOYEE NEW HIRES IN 2025	AVIATION GROUP			FOOD GROUP			WATER GROUP			OTHERS*			TOTAL		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>&lt; 30 Y.O.</b>	416	696	1,112	63	99	162	37	27	64	6	7	13	522	829	1,351
NCR	10	17	27	43	32	75	10	11	21	5	5	10	68	65	133
Luzon	35	38	73	19	10	29	21	13	34	1	2	3	76	63	139
Visayas	313	532	845	1	57	58	6	3	9	-	-	-	320	592	912
Mindanao	58	109	167	-	-	-	-	-	-	-	-	-	58	109	167
<b>30-50 Y.O.</b>	22	14	36	57	18	75	23	15	38	5	3	8	107	50	157
NCR	3	1	4	52	18	70	8	5	13	5	3	8	68	27	95
Luzon	12	-	12	5	-	5	13	9	22	-	-	-	30	9	39
Visayas	-	12	12	-	-	-	2	1	3	-	-	-	2	13	15
Mindanao	7	1	8	-	-	-	-	-	-	-	-	-	7	1	8
<b>&gt; 50 Y.O.</b>	-	2	2	6	1	7	1	-	1	1	-	1	8	3	11
NCR	-	-	-	6	1	7	1	-	1	1	-	1	8	1	9
Luzon	-	-	2	-	-	-	-	-	-	-	-	-	-	2	2
Visayas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mindanao	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>438</b>	<b>712</b>	<b>1,150</b>	<b>126</b>	<b>118</b>	<b>244</b>	<b>61</b>	<b>42</b>	<b>103</b>	<b>12</b>	<b>10</b>	<b>22</b>	<b>637</b>	<b>882</b>	<b>1,519</b>

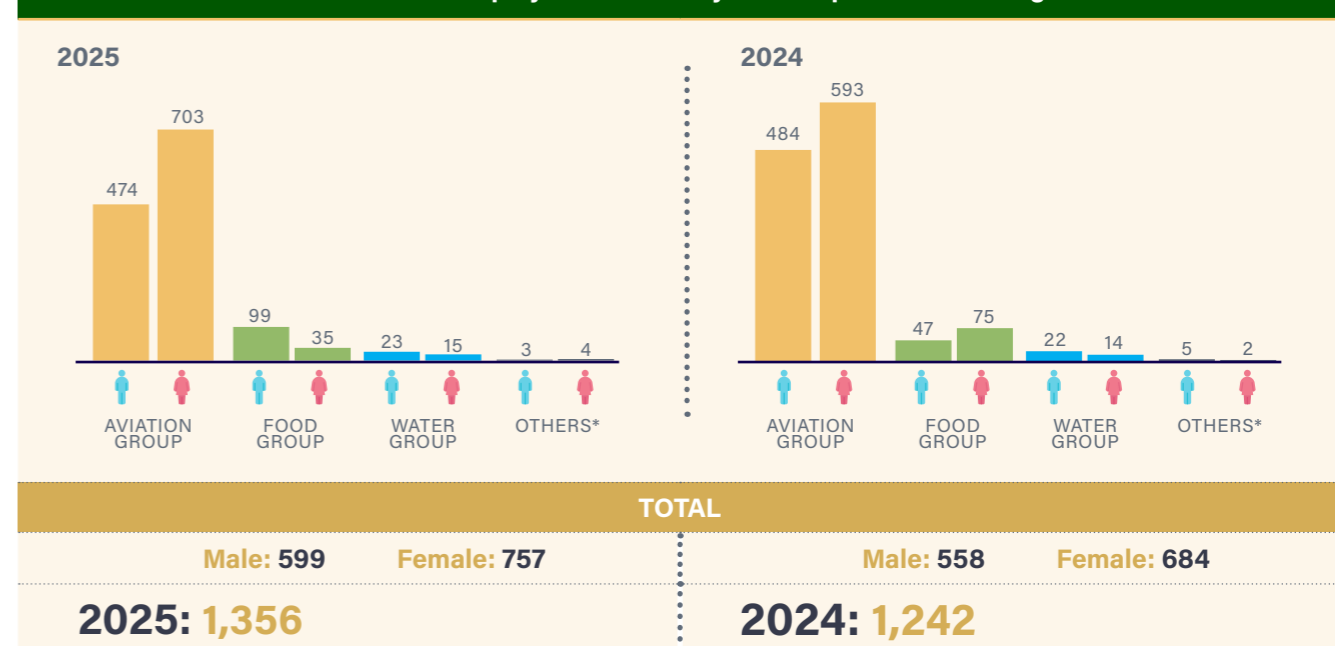
\*Includes MAC HO, MAPDC, MMC, and TERA

of the Philippines University-Manila, University of the East, De La Salle University-Dasmariñas, University of Caloocan City, Parañaque City College, Bulacan State University, Centro Escolar University, Philippine Christian University, National University, Leyte Normal University, Cebu Normal University-Main Campus, Philippine Women's University, Pamantasan ng Lungsod ng Maynila, University of Santo Tomas, University of the Philippines Diliman, STI College and its various branches nationwide, among others.

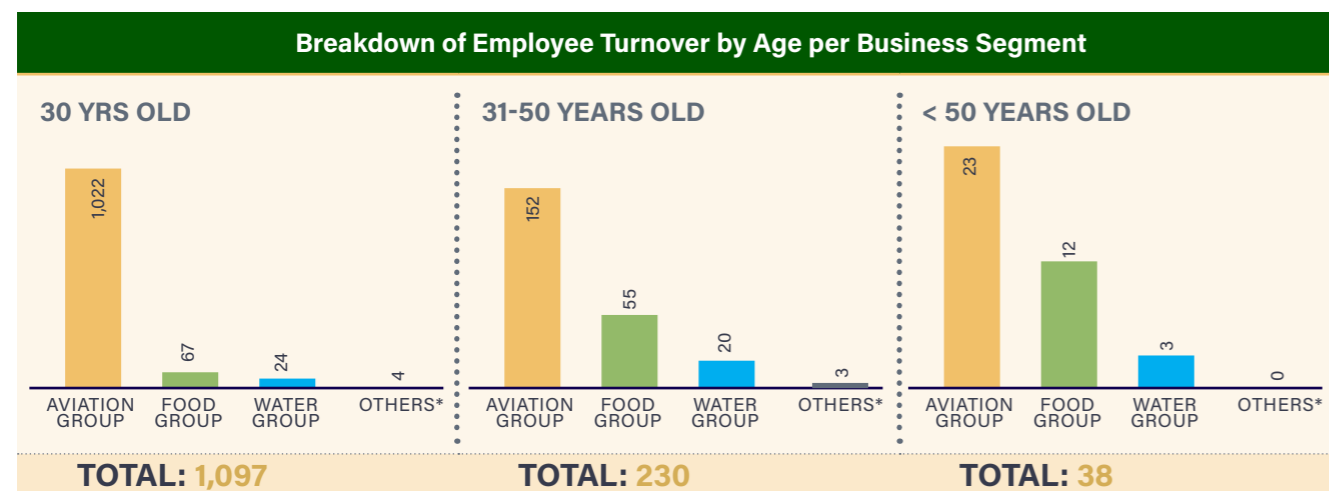
We also hosted international student interns from Nanyang Technological University (Singapore) and the University of Navarra in Pamplona, Spain.

A total of 1,365 employees voluntarily or involuntarily separated from the Group, resulting in a Group Turnover Rate of 22%. Most separations involved women (757 or 55%), employees under 30 years old (1,097 or 80%), rank-and-file personnel (1,341 or 98%), and those with less than three (3) years of service (1,206 or 88%).

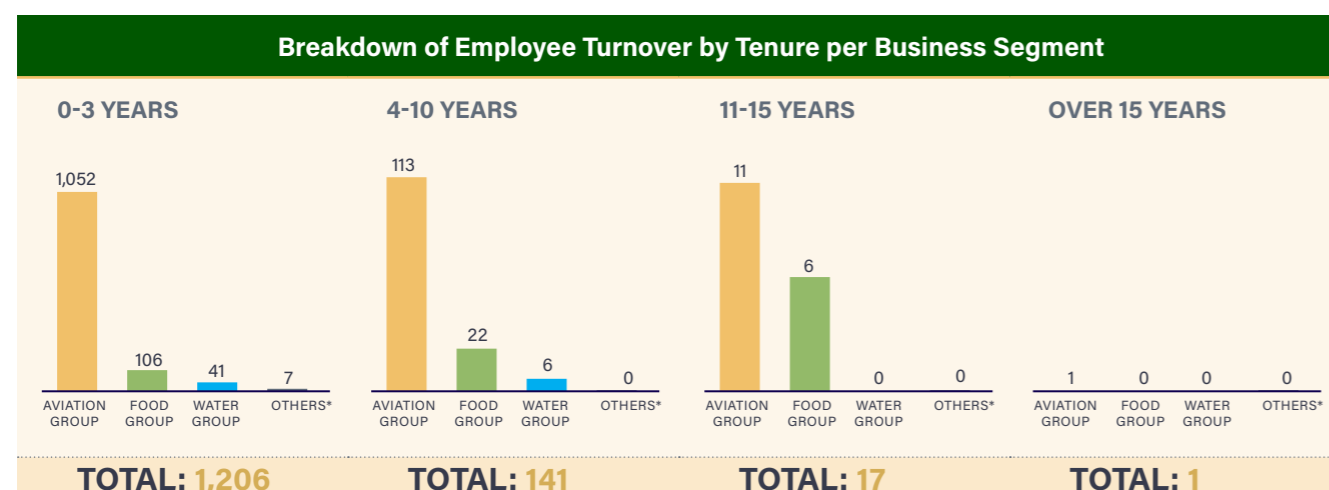
Breakdown of Employee Turnover by Gender per Business Segment



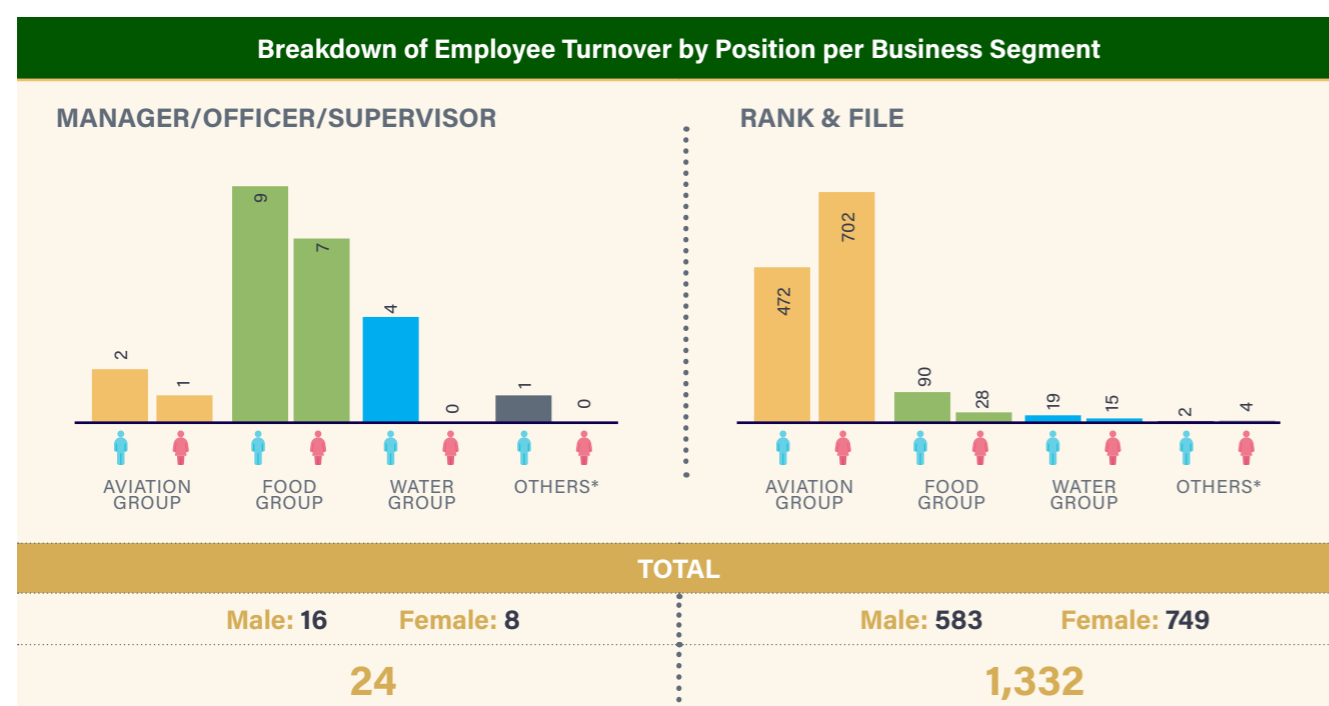
\*Includes MAC HO, MAPDC, MMC, and TERA



\*Includes MAC HO, MAPDC, MMC, and TERA



\*Includes MAC HO, MAPDC, MMC, and TERA



\*Includes MAC HO, MAPDC, MMC, and TERA

### COMPENSATION AND BENEFITS

GRI 401-2, 401-3

SDG 5, 8, 10

We provide our employees with competitive compensation packages and all mandated statutory benefits, including 13th-month pay and full coverage under SSS, Pag-IBIG, and PhilHealth. Our regular employees also receive comprehensive leave privileges such as vacation, sick, emergency, parental, solo-parental, paternity, maternity, and special leave for women.

In addition, we provide our regular personnel with uniforms, group healthcare coverage, and group life insurance. To support employees experiencing urgent financial needs, we facilitate access to salary and personal loans through salary-deduction arrangements and partnerships with accredited banking institutions. Where job roles permit, we implement hybrid work arrangements to promote flexibility, inclusivity, and operational resilience. Eligible employees also receive overtime pay, night-shift differential, and premium pay for work performed during holidays, in full compliance with labor standards.

To strengthen welfare measures across our business units, personnel in our food operations receive one complimentary

meal per shift, with an additional meal provided for extended overtime work. Employees assigned to the MAC Head Office and selected business units likewise benefit from daily shuttle services to improve accessibility and reduce commuting burdens. We also offer housing accommodations for employees in certain water business units who live far from their assigned office or area of operation.

We also uphold responsible labor practices across our value chain by ensuring that contractual and outsourced personnel receive compensation aligned with labor laws, prevailing wage standards, and contractual agreements.

In support of youth development and skills enhancement, we provide student interns and on-the-job trainees with meals and/or allowances equivalent to 75% of the prevailing daily wage.

### HEALTH, WELL-BEING, AND SAFETY

GRI 403-1, 403-2, 403-3, 403-4, 403-5,

403-6, 403-7, 403-8, 403-9, 403-10, 410-1

TR-AF-320a.1, TR-AF-540a.1

SDG 3, 8

We are committed to safeguarding and promoting the health, safety, and overall well-being of all employees, in line with

### Breakdown of Employee Benefits per Business Segment

BENEFITS	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		TOTAL			
	NO. OF WOMEN WHO AVAILED	NO. OF MEN WHO AVAILED	NO. OF WOMEN WHO AVAILED	NO. OF MEN WHO AVAILED	NO. OF WOMEN WHO AVAILED	NO. OF MEN WHO AVAILED	NO. OF WOMEN WHO AVAILED	NO. OF MEN WHO AVAILED	NO. OF WOMEN WHO AVAILED	% OF WOMEN WHO AVAILED	TOTAL NO. OF MEN WHO AVAILED	% OF MEN WHO AVAILED
SSS	2,340	2,327	75	136	59	172	4	6	2,478	90.04	2,641	76.60
Philhealth	2,339	2,326	2	17	56	136	3	-	2,400	87.21	2,479	71.90
Pag-IBIG	2,339	2,326	61	217	62	170	5	2	2,467	89.64	2,715	78.74
Parental leave	77	35	11	11	3	2	-	-	91	3.31	48	1.39
Vacation Leave	1,489	1,708	228	496	91	236	38	36	1,846	67.08	2,476	71.81
Sick Leave	1,263	961	126	315	105	228	38	34	1,532	55.67	1,538	44.61
Medical benefits (aside from Philhealth)	99	42	125	345	68	211	5	5	297	10.79	603	17.49
"Housing assistance (aside from Pag-IBIG)"	-	-	-	-	5	9	-	-	5	0.18	9	0.26
Retirement fund (aside from SSS)	-	-	1	5	-	1	1	-	2	0.07	6	0.17
Further education support	-	-	-	-	-	-	2	5	2	0.07	5	0.15
Company Stock options	-	-	-	-	-	-	-	-	-	-	-	-
Telecommuting	94	210	-	-	26	58	17	10	137	4.98	278	8.06
Flexible working hours	13	25	-	-	12	6	-	-	25	0.91	31	0.90

\*Includes MAC HO, MAPDC, MMC and TERA

**Parental Leave Benefit per Business Segment**

PARENTAL LEAVE	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees that were entitled to parental leave	527	2,319	301	118	149	24	-	-	977	2,461
Total number of employees that took parental leave in 2025	31	67	11	16	2	-	-	-	44	83
Total number of employees that returned to work in 2025 after parental leave ended	31	57	6	10	2	-	-	-	39	67
<b>Return to work rate</b>	<b>100.00</b>	<b>85.07</b>	<b>54.55</b>	<b>62.50</b>	<b>100.00</b>	-	-	-	<b>88.64</b>	<b>80.72</b>
Total number of employees who availed the parental leave in 2024 and returned to work in 2025	26	33	7	6	-	-	-	-	-	-
Total number of employees that took parental leave in 2024	26	33	14	6	-	-	-	-	-	-
<b>Retention rate</b>	<b>100.00</b>	<b>100.00</b>	<b>50.00</b>	<b>100.00</b>	-	-	-	-	-	-

\*Includes MAC HO, MAPDC, MMC, and TERA

**Solo Parental Leave Benefit per Business Segment**

SOLO PARENTAL LEAVE	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total number of employees that were entitled to solo parental leave	4	10	10	7	7	1	-	-	21	18
Total number of employees that took solo parental leave in 2025	4	10	9	6	-	1	-	-	13	17
Total number of employees that returned to work in 2025 after solo parental leave ended	4	10	9	6	-	1	-	-	13	17
<b>Return to work rate</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	-	<b>100.00</b>	-	-	<b>100.00</b>	<b>100.00</b>
Total number of employees who availed the solo parental leave in 2024, returned, and remained employed in 2025	5	8	2	2	-	-	-	-	-	-
Total number of employees that took solo parental leave in 2024	5	8	3	5	-	-	-	-	-	-
<b>Retention rate</b>	<b>100.00</b>	<b>100.00</b>	<b>66.67</b>	<b>40.00</b>	-	-	-	-	-	-

\*Includes MAC HO, MAPDC, MMC, and TERA

the requirements of the Department of Health (DOH) and the Department of Labor and Employment (DOLE), particularly the Occupational Safety and Health Standards and Republic Act No. 11058 (An Act Strengthening Compliance with Occupational Safety and Health Standards). Our policies apply to both regular and contractual personnel and likewise adhere to Republic Act No. 7877 (Anti-Sexual Harassment Act), Republic Act No. 11313 (Safe Spaces Act), and other relevant labor and health regulations.

In compliance with DOLE-DOH guidelines, we provide accessible occupational health services, including HMO coverage, annual physical examinations, pre-employment and periodic medical assessments, medical consultations, and immunization programs (including influenza and pneumococcal vaccines, where applicable). We also maintain treatment rooms and lactation stations in accordance with Republic Act No. 10028 (Expanded Breastfeeding Promotion

Act). Company-designated physicians, nurses, and trained first aiders are deployed in accordance with DOLE requirements regarding the number of health personnel relative to workforce size and risk classification.

To support work-life balance, we implement flexible work arrangements and offer counseling services and referrals to mental health professionals. We further promote holistic employee well-being through fitness and wellness activities such as Zumba classes, sportsfests, team-building engagements, and wellness programs like The Biggest Loser. Our mental health initiatives include sessions on burnout prevention, and mindfulness. We also issue regular health advisories to raise awareness of priority health concerns, including obesity, mental health, HIV/AIDS, breast and cervical cancer, prostate cancer, diabetes, tuberculosis, hepatitis, hypertension, influenza, and other communicable and non-communicable diseases. Through our HMO



provider, employees likewise have access to health seminars and learning sessions on stress management, good nutrition, ergonomics, and preventive healthcare.

Occupational Safety and Health (OSH) Committees operate across all our business units. These committees, typically composed of three (3) to five (5) representatives from managerial, supervisory, and rank-and-file levels, meet monthly or quarterly depending on operational requirements. Their responsibilities include hazard identification, compliance monitoring, development of corrective actions, evaluation of safety performance, and implementation of OSH programs. They conduct workplace inspections, investigate incidents, coordinate fire and earthquake drills, and enforce alcohol-free, smoke-free, and drug-free workplace policies.

To strengthen our internal safety capacity, we provide selected employees with accredited training programs such as Basic Occupational Safety and Health (BOSH 1 and 2), First Aid, and Basic CPR with AED certification. Employees in our ground-handling operations nationwide and in our Food Business Units are trained on their respective safety management systems and regularly participate in fire and earthquake evacuation drills, as well as exercises based on their emergency action plans, to ensure preparedness during emergencies. In addition, our pilot training school (FAA) requires its employees, particularly flight instructors, to regularly undergo Aircraft Pilot and Aircrew Survival Training (APAST), which includes both water and jungle survival components. These competencies are likewise transferred to their pilot trainees as part of FAA's standard training curriculum.

As of the reporting period, we have sixty-five (65) certified Safety Officers responsible for hazard identification, risk mitigation, regulatory compliance, incident investigation, and emergency response planning.

We identify health and safety risks through incident record reviews, routine workplace inspections, health evaluations, and assessments of equipment and materials. Our ground-handling subsidiary, MASCORP, further strengthens this process by reviewing employee hazard reports, conducting safety audits, and analyzing incident and near-miss data to proactively address potential safety issues.

Our risk control measures include engineering and administrative controls, elimination or isolation of risks or hazards where feasible, the use of appropriate personal protective equipment, regular training, safety performance

**Safety Officers**

BUSINESS SEGMENT	2025	2024
AVIATION GROUP	32	27
FOOD GROUP	6	7
WATER GROUP	16	14
OTHERS*	11	9
<b>TOTAL</b>	<b>65</b>	<b>57</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

monitoring, and established reporting channels. The results of risks or hazards identification and risk assessments guide our decision-making, support the development of mitigation plans, help prioritize risks, and enable us to monitor the effectiveness of implemented actions. We also ensure that employee feedback is incorporated and that all measures comply with relevant safety regulations. Work-related incidents are investigated through structured evidence gathering, witness interviews, analysis of contributing factors, and the implementation of corrective actions to prevent recurrence.

Employees are encouraged to report safety concerns to their Managers, Supervisors, Safety Officers, Human Resources, or OSH Committee members and to actively participate in safety initiatives.

We undergo annual safety audits by the Bureau of Fire Protection and supplement these with training on disaster preparedness, hazard recognition, and evacuation procedures, particularly within our Aviation and Food

Groups. These units maintain safety management manuals and crisis preparedness plans and participate in regular inspections conducted by regulatory agencies. FAA and MASCORP are audited by the Civil Aviation Authority of the Philippines (CAAP), while MSIS, MACS, and MSFI undergo inspections by the Bureau of Quarantine, the Bureau of Fire Protection, and the Department of Labor and Employment.

Together, these programs, systems, and controls reflect our commitment to safeguarding the health, safety, and well-being of our people and to continuously strengthening our performance in line with regulatory requirements, global standards, and our broader sustainability goals.

During the reporting period, the Group recorded a total of 120 work-related injuries, the majority of which occurred within the Aviation and Food Groups. No work-related illnesses were reported across any of the business units. The Group Safety Incident Rate<sup>5</sup> stood at 0.99. No fatalities resulting from work-related injuries or illnesses were reported during the period, reflecting the continued effectiveness of our safety management systems.

Work-related Injuries by Business Segment

INDICATORS	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		TOTAL	
	EMPLOYEES	CONTRACT WORKERS	EMPLOYEES	CONTRACT WORKERS	EMPLOYEES	CONTRACT WORKERS	EMPLOYEES	CONTRACT WORKERS	EMPLOYEES	CONTRACT WORKERS
Number of fatalities as a result of work-related injury	-	-	-	-	-	-	-	-	-	-
Rate of fatalities as a result of work-related injury	-	-	-	-	-	-	-	-	-	-
Number of high-consequence work-related injuries (excluding fatalities)	-	-	-	-	-	-	-	-	-	-
Rate of high-consequence work-related injuries (excluding fatalities)	-	-	-	-	-	-	-	-	-	-
Number of recordable work-related injuries	21	4	45	47	3	-	-	-	69	51
Rate of recordable work-related injuries	0.41	0.08	4.72	18.18	0.66	-	-	-	1.04	0.93
Number of hours worked	10,275,935	10,488,192	1,906,568.14	516,976	903,979	0	187,338	-	13,273,820	11,005,168
Safe man hours	10,273,671	10,488,128	1,906,568.14	516,976	903,547	0	187,338	-	13,271,124	11,005,104
Number of high-potential work-related incidents identified (optional)	-	-	-	-	-	-	-	-	-	-
Number of close calls identified (optional)	-	-	-	-	-	-	-	-	-	-

\*Includes MAC HO, MAPDC, MMC, and TERA

<sup>5</sup> The Group Safety Incident Rate is calculated as the total number of recordable incidents multiplied by 200,000, divided by the total number of hours worked by employees and contractors. For the reporting year, MacroAsia Corporation recorded a Group Safety Incident Rate of 0.99 (1 incident per 100 employees per year).

Main Types of Work-Related Injury by Business Segment

BUSINESS UNIT	TYPE OF WORK-RELATED INJURIES	NO. OF INCIDENTS	NO. OF WORKERS AFFECTED	NO. OF CONTRACT WORKERS AFFECTED
AVIATION GROUP	Cuts, Lacerations, and Avulsion Injuries	5	3	2
	Falls and Slips	6	8	0
	Impact or Blunt Force Injuries	4	2	0
	Trauma/Impact (e.g., foot, leg, vehicle)	5	3	2
	Medical (e.g., dizziness, seizure)	2	2	0
	Equipment-Related Accident	1	1	0
	Loading/Inspection Accident	1	1	0
	Medical (e.g., dizziness, seizure)	1	1	0
FOOD GROUP	Minor Cuts	92	45	47
WATER GROUP	Minor Cut	1	1	0
	Minor Fracture	1	1	0
	Minor Vehicular Accident	1	2	0

### MASCORP: Fostering a Safety-First Culture

Safety remains foundational to MASCORP's operations, supported by programs that strengthen awareness, prevent incidents, and cultivate a proactive safety culture. Beyond regulatory compliance, MASCORP's Safety Team strives to create a workplace where every individual understands their responsibility in maintaining a safe, healthy, and resilient operating environment. MASCORP's core initiatives — Katariba, SAGIP INIT, and Just Culture framework — reinforce this commitment.

The Katariba: "No More Serious Incidents or Accidents" program is a structured, face-to-face workshop adopted from MASCORP's partner, Konoike Transport Co. Ltd. Designed to deepen safety awareness among ramp personnel, the workshop is delivered in relaxed sessions near the workplace and follows a No Blame Policy that encourages open and honest dialogue. Each 1- to 1.5-hour session begins with a review of five (5) historical accident cases to highlight root causes and lessons learned, followed by a Dice Talk activity where participants briefly speak on safety themes selected through a dice roll. The session concludes with a written Determination Statement, in which participants commit to specific safety actions in their daily work. This approach strengthens risk recognition, peer learning, and personal accountability.

To manage heat-related risks during the summer months, MASCORP implements the SAGIP INIT Program, jointly administered by the HR and Safety teams. The initiative provides hydration and cooling support through the distribution of bottled water and face towels. Its coverage extends beyond MASCORP employees to include security personnel, aircraft mechanics, and airport authority staff, reflecting MASCORP's



commitment to the wider airport community. The program also includes briefings on heat-illness prevention, reinforcement of proper hydration practices, inspection of personal protective equipment such as hats and arm guards, and continuous monitoring of the heat index to guide operational decisions.

MASCORP's Just Culture framework underpins all safety initiatives at the core of its safety management system. This framework balances accountability with learning by recognizing that human error is inevitable and emphasizing an understanding of why an error occurred rather than assigning blame. It encourages personnel to report incidents, near misses, and hazards without fear of reprisal, enabling the organization to identify and address systemic issues. At the same time, MASCORP maintains clear boundaries for reckless behavior, intentional violations, or gross negligence to uphold high safety standards. This approach builds trust, supports continuous improvement, and enhances overall performance.

Collectively, these programs reinforce MASCORP's safety governance, protect its people and partners, and sustain a learning-driven culture. Through consistent engagement and disciplined implementation, the company strengthens the integrity of its operations and affirms its commitment to safety excellence.

## EMPLOYEE TRAINING, DEVELOPMENT, AND PERFORMANCE MANAGEMENT

GRI 3-3, 404-2, 404-3

SDG 4, 8

We implement comprehensive capacity-building initiatives to ensure our employees possess the knowledge and skills required to perform effectively in their roles. Across our subsidiaries, HR departments conduct Training Needs Evaluations to identify appropriate internal and external development programs for their respective teams.

We provide specialized training aligned with the functional requirements of each business unit. In the Food Group, programs focus on food safety, security, and allergen management. Within our Ground Handling operations, training covers ramp safety, defensive driving, aircraft marshalling, passenger handling, and cargo handling.

For our Water Group, AWSI delivers targeted training on proper disinfection and chlorination processes, including chemical dosing, safety practices, equipment maintenance, and water quality monitoring. These programs enhance operational capability, support compliance with water quality standards, and help maintain a safe and reliable water supply for the communities we serve.

In addition to technical trainings, we implement soft training topics in areas such as bookkeeping, internal controls and fraud prevention, business writing, effective presentations, supervisory leadership, project management, and systems-thinking. These initiatives strengthen organizational competencies and support employees in contributing effectively to overall business performance.

To further formalize and standardize capacity building efforts at the Group level, we established the MAC Academy, our centralized training platform designed to build competencies consistently across the organization. The MAC Academy launched its first series of basic accounting and finance courses for non-accountants from August to September 2025. Moving forward, the MAC Academy will continue to

**MAC FINANCE ACADEMY**  
LEARN ABOUT...

- Accounting 101
- Assets
- Liabilities
- Equity
- Balance Sheet
- Financial Statements
- Finance 101
- EBITDA
- Cost-Volume-Profit Analysis
- Differential Analysis
- Budgeting and Forecasting
- ... AND MORE!

**Mandatory Attendance for:**

- MAC Group Accounting and Finance Teams.
- Operations Managers and Business Unit Heads.

Participation is also open to any interested staff members within the MAC GROUP.

**SEE YOU THERE** July 22 - Sept 4, 2025 | Every Tuesday & Thursday | 2-4 pm | Hybrid Sessions

expand its training portfolio to include a broader range of topics such as sustainability, climate change, and other learning programs to support the continuous development of our employees and the evolving needs of the organization.

Employees who participate in external specialized training are required to sign training contracts committing to remain with the Group or their respective business units for a specified period. Those pursuing further studies may apply for company loans or receive assistance in securing financing from partner banks. To broaden access to learning opportunities, we also utilize free online webinars and training sessions, reducing logistical costs and increasing participation, particularly among MASCORP personnel stationed across various airport locations nationwide.

MACS has implemented the Developmental Assignment Program (DAP), which provides employees with structured learning experiences through rotational exposure to different functions. The program prepares potential leaders, supports internal mobility, enhances competencies for future roles, and contributes to employee morale, career development, and continuous performance improvement.



At FAA, our flight instructors gain additional flight hours through the training of pilot students, supporting their professional development and the maintenance of required competencies. This increased flying activity also enhances operational productivity, contributing to improved business performance of the business unit. By maximizing the number of flyable students, we create a mutually beneficial outcome: instructors strengthen their skills and accumulate necessary flight time, while the business achieves higher training efficiency and stronger revenue generation. This approach supports both human capital development and the long-term sustainability of our training operations.

Succession planning remains a key component of our talent management framework. We implement a developmental succession plan that identifies and prepares potential successors and establishes targeted development actions. For executive positions, we also hire identified successors ahead of planned retirements to ensure leadership continuity and organizational sustainability. Employees with leadership

potential undergo management and leadership development programs, including exposure to different business operations to broaden their competencies and prepare them for higher-level responsibilities. We further promote mentoring and coaching by senior officers, encourage peer-to-peer knowledge sharing, and support career development through cross-posting or job rotation opportunities, enabling employees to gain broader experience across the Group's businesses.

As part of our long-term talent development initiatives, we are establishing a partnership with an academic institution to enable qualified employees to pursue postgraduate studies at no cost. This initiative aims to strengthen our leadership pipeline and ensure the continuous development of internal talent.

We conduct performance appraisals to assess employee efficiency based on predetermined criteria and standards. Appraisal results inform decisions on promotions, merit

increases, transfers, demotions, layoffs, discharges, training requirements, management development programs, organizational assessments, and overall performance management. We prioritize internal promotion and advance qualified employees whenever vacancies arise or new positions are created.

Promotions are based on merit, performance, capability, efficiency, leadership, quality of work, attitude, and attendance, with seniority serving as the determining factor when all other considerations are equal.

In 2025, our employees completed a total of 326,826.40 training hours, equivalent to an average of 52.7 training hours per employee. Employees in MASCORP and the Food Group, whose operations place strong emphasis on safety and regulatory compliance, accounted for a higher share of training hours. During the same period, 4,988 employees (77%) underwent performance appraisals, and 411 employees were promoted.

### Training Hours per Gender by Business Segment

BUSINESS SEGMENT	INDICATORS	MALE	FEMALE	TOTAL
AVIATION GROUP	No. of Employees	2,363	2,338	4,701
	No. of Training Hours	155,261.70	154,953.70	310,215.40
	Average No. of Training Hours Per Employee	-	-	65.99
	Average No. of Training Hours Per Gender	65.71	66.28	-
FOOD GROUP	No. of Employees	708	274	982
	No. of Training Hours	9,708.00	3,043.00	12,751.00
	Average No. of Training Hours Per Employee	-	-	12.98
	Average No. of Training Hours Per Gender	13.71	11.11	-
WATER GROUP	No. of Employees	333	97	430
	No. of Training Hours	718	606	1,324
	Average No. of Training Hours Per Employee	-	-	3.08
	Average No. of Training Hours Per Gender	2.16	6.25	-
OTHERS*	No. of Employees	44	43	87
	No. of Training Hours	1,174.00	1,362.00	2,536.00
	Average No. of Training Hours Per Employee	-	-	29.15
	Average No. of Training Hours Per Gender	26.68	31.67	-
TOTAL	No. of Employees	3,448	2,752	6,200
	No. of Training Hours	166,861.70	159,964.70	326,826.40
	Average No. of Training Hours Per Employee	-	-	52.71
	Average No. of Training Hours Per Gender	48.39	58.13	-

\*Includes MAC HO, MAPDC, MMC, and TERA

**Training Hours per Position/Rank by Business Segment**

BUSINESS UNIT	INDICATORS	MANAGERS	OFFICERS	SUPERVISORS	RANK & FILE	TOTAL
AVIATION GROUP	No. of Employees	10	38	4,502	151	4,701
	No. of Training	712.00	110.00	13,198.60	296,194.80	310,215.40
	<b>Average No. of Training</b>	<b>71.20</b>	<b>2.89</b>	<b>2.93</b>	<b>1,961.55</b>	<b>65.99</b>
FOOD GROUP	No. of Employees	35	2	110	835	982
	No. of Training	274.00	22.00	856.00	11,204.00	12,356.00
	<b>Average No. of Training</b>	<b>7.83</b>	<b>11.00</b>	<b>7.78</b>	<b>13.42</b>	<b>12.58</b>
WATER GROUP	No. of Employees	23	24	44	339	430
	No. of Training	221.00	78.00	566.00	459.00	1,324.00
	<b>Average No. of Training</b>	<b>9.61</b>	<b>3.25</b>	<b>12.86</b>	<b>1.35</b>	<b>3.08</b>
OTHERS*	No. of Employees	21	47	1	18	87
	No. of Training	564.00	597.00	93.50	1,281.50	2,536.00
	<b>Average No. of Training</b>	<b>26.86</b>	<b>12.70</b>	<b>93.50</b>	<b>71.19</b>	<b>29.15</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

**Performance Appraisal by Business Segment**

POSITION/RANK	AVIATION GROUP			FOOD GROUP			WATER GROUP			OTHERS*			TOTAL	
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Managers	27	15	42	19	16	35	14	7	21	8	12	20	68	50
Officers	57	30	87	2	-	2	10	7	17	10	5	15	79	42
Supervisors	159	172	331	86	29	115	12	8	20	1	2	3	258	211
Rank and File	1,445	1,744	3,189	602	228	830	170	42	212	25	24	49	2,242	2,038
Total	1,688	1,961	3,649	709	273	982	206	64	270	44	43	87	2,647	2,341
<b>Grand Total</b>														4,988

\*Includes MAC HO, MAPDC, MMC, and TERA

**Promotions by Business Segment**

EMPLOYEE NEW HIRES IN 2025	AVIATION GROUP			FOOD GROUP			WATER GROUP			OTHERS*			TOTAL	
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
Managers	9	3	12	1	-	1	1	1	2	2	2	4	13	6
Officers	10	12	22	-	-	-	2	1	3	1	-	1	13	13
Supervisors	53	27	80	17	6	23	2	2	4	1	-	1	73	35
Rank and File	105	76	181	44	20	64	-	1	1	3	9	12	152	106
Total	177	118	295	62	26	88	5	5	10	7	11	18	251	160
<b>Grand Total</b>														411

\*Includes MAC HO, MAPDC, MMC, and TERA

**EMPLOYEE RECOGNITION**

SDG 8

We implement a range of cash and in-kind incentives across our business units to motivate employees, strengthen engagement, and reinforce a high-performance culture. Our recognition programs reward reliability, exemplary performance, and continuous growth through perfect-attendance incentives, certificates and public acknowledgment, merit-based bonuses and increases, promotions, and structured career development opportunities.

At MASCORP, we further support retention, operational excellence, and workforce stability through Seniority Pay, long-service awards, safety incentives for error-free operations, team-based performance awards, and a Technical Skills Allowance for employees with specialized competencies. These initiatives help cultivate a motivated, skilled, and safety-conscious workforce.

Collectively, our recognition and incentive programs across the Group reinforce a positive and inclusive work environment

where employee contributions are valued and meaningfully aligned with our strategic goals and long-term business priorities.

**EQUAL OPPORTUNITY, DIVERSITY, AND INCLUSION**

GRI 3-3, 405-1, 405-2, 406-1

SDG 5, 8, 10

At MacroAsia, we uphold the principles of equal opportunity, diversity, equity, and inclusion (DEI) across all stages of the employment cycle and in our engagement with stakeholders. These commitments are formalized through the MAC Group Diversity, Equity, and Inclusion (DEI) Policy, which applies to all employees, interns, job applicants, business partners, suppliers, vendors, and service providers across all subsidiaries. DEI principles are also integrated into our corporate branding and communication guidelines to ensure that all external and internal materials reflect ethical, inclusive, and responsible business practices.



Our DEI Policy affirms that a diverse and inclusive workplace is essential to our long-term success and sustainability. We strive to cultivate an environment where all individuals feel valued, respected, and supported. Employees and stakeholders are encouraged to raise concerns with any trusted company representative, including supervisors or Human Resources personnel. All reports are addressed promptly and fairly, with appropriate corrective action taken when necessary.

We commit to fostering DEI awareness across the Group through training, communication initiatives, and engagement activities that strengthen inclusive behaviors and mindsets. In our recruitment processes, we do not consider gender, ethnicity, disability, or other non-merit-based characteristics. However, due to the operational requirements of certain roles, opportunities for applicants with disabilities remain limited. We also prioritize hiring from local communities, particularly in provincial locations, to support job creation and promote local economic development.

During the reporting period, 78.7% of our workforce (4,865 employees) were based in Luzon, where most of our business units operate. We also employed 35 individuals from vulnerable groups (20 males and 15 females), including senior citizens and persons with disabilities, across MSIS, MACS, MAPDC, and the Parent Company. In addition, 188 women, representing 7% of our total female workforce, served as supervisors, officers, managers, and executives.

**Employees Belonging to Vulnerable Groups by Age and Gender per Business Segment**

BUSINESS UNIT	AGE RANGE	2025		
		MALE	FEMALE	TOTAL
AVIATION GROUP	>30 y.o.	0	0	0
	30-50 y.o.	0	0	0
	> 50 y.o.	0	0	0
FOOD GROUP	>30 y.o.	4	3	7
	30-50 y.o.	7	3	10
	> 50 y.o.	4	2	6
WATER GROUP	>30 y.o.	0	0	0
	30-50 y.o.	0	0	0
	> 50 y.o.	0	0	0
OTHERS*	>30 y.o.	0	2	2
	30-50 y.o.	1	3	4
	> 50 y.o.	4	2	6
<b>TOTAL</b>		<b>20</b>	<b>15</b>	<b>35</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

**Employee Breakdown by Gender and Employment Type per Business Segment**

GEOGRAPHICAL LOCATION	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		SUBTOTAL		GRAND TOTAL	%
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
Luzon	1,757	1,744	708	273	225	73	43	42	2,733	2,132	4,865	78.47
Visayas	228	172	-	1	101	23	1	1	330	197	527	8.50
Mindanao	378	422	-	-	7	1	-	-	385	423	808	13.03
<b>SUBTOTAL</b>	<b>2,363</b>	<b>2,338</b>	<b>708</b>	<b>274</b>	<b>333</b>	<b>97</b>	<b>44</b>	<b>43</b>	<b>3,448</b>	<b>2,752</b>	<b>6,200</b>	<b>100.00</b>
<b>TOTAL</b>	<b>4,701</b>		<b>982</b>		<b>430</b>		<b>87</b>					

\*Includes MAC HO, MAPDC, MMC, and TERA

**Employee Breakdown by Gender and Position by Business Segment**

POSITION/ RANK	AVIATION GROUP		FOOD GROUP		WATER GROUP		OTHERS*		SUBTOTAL		GRAND TOTAL	%
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
Officers	23	15	2	0	17	7	24	23	66	45	111	1.79
Managers	7	3	17	18	16	7	9	12	49	40	89	1.44
Supervisors	73	56	83	27	24	20	1	0	181	103	284	4.58
Rank and File	2,260	2,264	606	229	276	63	10	8	3,152	2,564	5,716	92.19
<b>TOTAL</b>	<b>2,363</b>	<b>2,338</b>	<b>708</b>	<b>274</b>	<b>333</b>	<b>97</b>	<b>44</b>	<b>43</b>	<b>3,448</b>	<b>2,752</b>	<b>6,200</b>	<b>100.00</b>
	<b>4,701</b>		<b>982</b>		<b>430</b>		<b>44</b>					

\*Includes MAC HO, MAPDC, MMC, and TERA

We maintain a strong equal employment opportunity policy that ensures hiring, training, promotion, and compensation decisions are based solely on personal competence and potential for growth, regardless of race, color, religion, sexual orientation, national origin, marital status, disability, citizenship, or any other status protected by law. This commitment applies to all aspects of employment, including recruitment, development, career progression, benefits, and separation.

We also uphold the principle of equal pay for equal work across the Group. Compensation is determined using objective criteria such as job scope, market benchmarks, required skills and qualifications, and individual performance. These standards are applied consistently and reviewed periodically to ensure compliance with labor regulations and to maintain a fair, merit based, and inclusive pay framework.

We remain committed to maintaining a work environment where employees feel safe, valued, and empowered. We enforce zero tolerance for abuse, maltreatment, harassment, bullying, and discrimination in any form. Employees who experience or witness sexual harassment may report concerns to their Department Head, Supervisor, or directly to the Human Resources Department (HRD). When appropriate, HRD refers cases to the Committee on Decorum and Investigation (CODI), composed of representatives from management, supervisory, and rank-and-file levels. CODI is responsible for receiving, investigating, and resolving cases in accordance with established procedures. The Group imposes appropriate disciplinary measures, including dismissal, for retaliatory or intimidating actions toward complainants or whistleblowers.



volleyball tournaments, along with special activities for Mother's Day, Father's Day, and other occasions.

At the MAC Head Office and selected subsidiaries, we celebrate Linggo ng Wika every August by wearing Filipiniana attire at work. We also welcome employees' children and spouses for a Trick or Treat event every November. To support the spiritual well-being of our employees, we hold thanksgiving masses every month.

During the reporting period, we recorded zero incidents of discrimination across the Group.

**EMPLOYEE ENGAGEMENT**

SDG 3, 5, 8, 10

We believe that clear and consistent communication is essential to building a collaborative and engaged workforce where employees feel valued, informed, and connected to our mission and values. We ensure that our people receive timely and relevant information through multiple communication channels, including email, formal letters, and internal group chats such as Viber. We also prioritize face-to-face communication through regular weekly and monthly meetings that keep teams aligned and provide opportunities to raise questions, share insights, and strengthen collaboration.

Town hall meetings form an important part of our engagement strategy, allowing us to discuss major updates, celebrate achievements, and address employee concerns in a transparent and inclusive environment. We likewise conduct debriefing sessions after activities or shifts to review performance, identify areas for improvement, and recognize best practices. To continuously enhance the work environment, we encourage feedback from employees through surveys and suggestion boxes.

To foster teamwork, strengthen organizational commitment, and promote work life harmony, we organize activities that reflect our employees' interests while reinforcing our core values. Each year, we hold team building sessions, company Christmas parties, and Valentine's Day celebrations featuring programs, games, and prizes. We also host basketball and

Within our Food Group, we celebrate World Chef's Day every October across all facilities and kitchens through programs and recreational activities that recognize the contributions of our culinary teams.

**Customer Management**

At MacroAsia, we are committed to building strong, lasting relationships with our customers by understanding their needs and consistently meeting their expectations. Our customer management approach focuses on continuous engagement, personalized service, timely support, and cost-efficient problem-solving. Through transparent communication and reliable delivery of our commitments, we foster trust, strengthen loyalty, create value, and support mutual long-term success.

**CUSTOMER SATISFACTION**

GRI 2-25

We highly value our customers' opinions and feedback, as these insights are essential to shaping our business strategy and enhancing our operations. To ensure we address customer needs effectively, we maintain multiple communication channels, including the MAC official email address for formal inquiries, subsidiary websites for business unit-specific information and feedback, customer care hotlines for immediate assistance, direct communication through emails and messaging applications, and social media platforms such as Facebook, where our business units respond to concerns in real time and provide service advisories, including notices on service interruptions. We also express our appreciation to customers by organizing events for them during special occasions.



Across our retail water business units, customer feedback is collected through printed survey forms, after-sales visits by field technicians, and interactions at business offices. ARDI engages a third-party customer service provider, SNVRDC uses printed survey, while NWSC uses Google Sheets and iPads to improve feedback collection from walk-in customers and accelerate analysis. BTSI further enhances engagement through customer appreciation activities held during occasions such as Valentine's Day and its anniversary.

Customers commonly raise concerns related to water quality and turbidity, supply reliability during leaks or maintenance, water pressure during peak hours or in elevated areas, billing accuracy, payment options, reconnections or temporary disconnections, meter services, and customer service responsiveness. For BTSI and CAKSC, wastewater overflows

during heavy rainfall or system blockages are also frequently reported.

Within the Food Group, MSIS and MACS conduct regular weekly client meetings to gather direct feedback on inflight catering performance and address incident reports, supplemented by results from passenger satisfaction surveys conducted by airline clients. MSFI acknowledges all customer feedback and complaints within 24 hours, conducts prompt investigations, and issues Corrective and Preventive Actions (CAPA) reports within three (3) days, in addition to carrying out an annual Customer Satisfaction Survey to assess product quality and after-sales service.

MASCORP holds monthly Client Performance Evaluations to obtain direct feedback from airline and airport partners on service delivery, with common concerns relating to customer service quality, manpower availability, and equipment serviceability.

Through these structured feedback mechanisms, we continuously refine our services and strengthen our commitment to customer satisfaction. All feedback is escalated to the appropriate operations teams for verification and action. We ensure that customer concerns are promptly addressed, and customers are kept informed through advisories and direct communication until issues are resolved.

CUSTOMER COMPLAINTS	2025				
	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	TOTAL
Total no. of substantiated customer complaints received	-	840	18,445	-	19,825
Total no. of complaints addressed	-	840	16,197 <sup>6</sup>	-	17,037

\*Includes MAC HO, MAPDC, MMC, and TERA



<sup>6</sup>As of December 2025, there were 2,248 unresolved customer complaints, the majority of which involved service-related issues such as billing concerns, leaks, and meter reading, change, or relocation requests. The total also includes pending cases and instances where customers have remained unresponsive.



**CUSTOMER HEALTH AND SAFETY**

GRI 3-3, 416-1, 416-2

IF-WU-250a.2

Ensuring the health and safety of our customers is one of our highest priorities. By adhering to industry standards and applying best practices across our operations, we deliver reliable, safe, and high-quality products and services. This commitment safeguards our customers, strengthens trust in our business, and is reinforced by relevant local and international certifications that help us attract new clients, expand our market presence, and support long-term revenue growth.

**Aviation Group**

We prioritize customer health and safety by enforcing strong operational controls and consistently applying recognized industry standards across our ground handling and airport services.

MASCORP maintains the IATA Safety Audit for Ground Operations (ISAGO) certification, a global audit program developed by the International Air Transport Association (IATA) to enhance the safety and quality of ground handling operations. This certification confirms that our passenger, baggage, and ramp handling processes follow standardized international procedures and comply with International Civil Aviation Organization (ICAO) Safety Management System requirements.

Maintaining ISAGO certification reflects our commitment to disciplined operations, risk reduction, and continuous improvement. It also strengthens our credibility with airline partners by ensuring consistent, safe, and reliable service delivery.

During the year, the safety-related incidents recorded in our ground handling operations were primarily minor ground accidents involving vehicles and ground support equipment

(GSE) making contact with objects or other equipment. The total number of safety incidents recorded in 2025 was 49, compared to 57 in 2024, resulting in a reduction in the safety incident occurrence rate from 0.30 in 2024 to 0.25 in 2025.

To reduce and prevent such incidents, we conduct prompt investigations to identify root causes and implement corrective actions. We regularly review incident trends to update procedures, strengthen controls, and address recurring risks.

Safety protocols are reinforced through refresher trainings, huddles or informal meetings, and targeted reorientation for personnel involved in incidents or near misses, supported by periodic competency checks for GSE operators. Operational controls, including pre-operation equipment inspections, defined vehicle routes, and improved signage and markings, help mitigate hazards in high-risk areas. Together, these measures reinforce our safety culture by encouraging proactive hazard reporting and maintaining accountability across the organization.

**Food Group**

Our strong focus on food safety reflects our broader pursuit of operational excellence. MSFI maintains certification under the Food Safety System Certification (FSSC) 22000 scheme, an internationally recognized standard based on ISO 22000 and enhanced with sector-specific requirements. This certification confirms the robustness of our food safety controls and their consistent implementation across our supply chain in line with regulatory requirements and customer expectations.

We also renew our HALAL certification annually through Malaysia Halal Certification and Training (MHCT), demonstrating continued adherence to Islamic dietary standards and our commitment to serving a diverse customer base.



Health- and safety-related complaints within our Food Group typically involve foreign material contamination or alleged cases of foodborne illness. To prevent such incidents, we implement Hazard Analysis and Critical Control Points (HACCP) protocols and good hygiene practices; conduct regular facility inspections; provide employee training and coaching; assess vendors and suppliers; and conduct routine microbiological testing through environmental monitoring. MSFI's HACCP certification is issued by a third-party HACCP training and certification body and is renewed every three (3) years with annual surveillance audits, while the HACCP certifications for MSIS and MACS are issued by the Bureau of Quarantine (BOQ) and renewed annually. As part of these certification requirements, our Food Business Units apply the Plan-Do-Check-Act (PDCA) cycle to strengthen process controls, proactively address risks, and ensure the continuous effectiveness of our food safety systems.

Food safety audits are conducted regularly to ensure compliance with safety, quality, and regulatory standards. Commercial clients perform annual audits, while the Bureau of Quarantine (BOQ) conducts quarterly inspections. The National Meat Inspection Service (NMIS) and the Philippine Food and Drug Administration (PHFDA) conduct audit every two (2) years, while SGS Philippines carries out an annual FSSC surveillance audit within a three-year certification cycle.

#### Water Group

We ensure that the water supplied to residential and commercial customers is potable and fully compliant with national regulatory standards. Water quality is governed primarily by the Philippine National Standards for Drinking Water (PNSDW) enforced by the Department of Health (DOH), which set acceptable microbiological, physical, chemical, and radiological parameters. Compliance is further supported by the Code on Sanitation of the Philippines (PD 856), relevant DENR administrative orders, and National Water Resources Board (NWRB) policies regulating water utilities, resource management, and water rates. We provide customers with a Certificate of Potability issued by a DOH-accredited laboratory confirming that our water meets PNSDW requirements. We also conduct regular water quality testing to ensure the safety of the water delivered to our customers.

Common customer concerns relate to turbidity, taste, and discoloration. In addition to regular maintenance of our treatment plants and pumping stations, water audits are routinely conducted by the NWRB, DOH, and the Department of Public Works and Highways (DPWH), covering processes from source development to distribution. The DENR also inspects our wastewater treatment facilities to ensure compliance with effluent standards under Department Administrative Order (DAO) 2016-08, the Water Quality Guidelines and General Effluent Standards of 2016.



#### Breakdown of Customer Health and Safety Incidents by Business Segment

CUSTOMER HEALTH AND SAFETY INCIDENTS	2025					2024				
	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	TOTAL	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	TOTAL
Total no. of incidents of non-compliance with regulations resulting in a fine or penalty	-	57	-	-	57	-	15	1	-	16
Total no. of incidents of non-compliance with regulations resulting in a warning	-	624	2	-	626	-	343	2	-	345
Total no. of incidents of non-compliance with voluntary codes	-	448	-	-	448	-	-	-	-	-
Total no. of substantiated complaints	-	399	403	-	802	-	343	10,871	-	11,214
Total no. of complaints addressed	-	399	403	-	802	-	343	10,855 <sup>7</sup>	-	11,198

\*Includes MAC HO, MAPDC, MMC, and TERA

We continuously monitor and evaluate our processes to remain responsive to evolving customer needs and changing health and safety standards. Through these measures, we reinforce our commitment to delivering safe, high-quality, and reliable services across all our business units.

#### MARKETING AND LABELING

GRI 3-3, 417-1, 417-2, 417-3

FB-FR-260a.2, FB-FR-270a.1, FB-FR-270a.2

SDG 12

We ensure that our product labels and service descriptions are clear, accurate, and responsive to the needs of our target

customer segments. We ensure that all promotional materials, advertisements, and customer communications are truthful, accurate, and not misleading.

In compliance with the regulatory requirements of the Philippine Food and Drug Administration (FDA) and to meet customer expectations, our Food Business Units prominently display production and best-before dates on food products, along with instructions for immediate consumption or reheating, where applicable. Product labels also include essential information such as main ingredients, allergen declarations, net weight, and calorie content.

<sup>7</sup> The remaining 16 cases of customer health- and safety-related complaints from 2024 were resolved or closed by the concerned Water Business Units in 2025.

Our water business units complement product information with digital and community-focused communication efforts. These include maintaining active Facebook pages, distributing informational flyers, making radio announcements, and conducting face-to-face meetings with customers (e.g., homeowners' associations, commercial establishments), water districts, and with local government units to build trust and strengthen community engagement.

Our OEM water business unit, SWRI, shares information on its services through stakeholder discussions, technical presentations, and participation in government-related briefings and consultations. It further supports client awareness by producing brochures for potential customers and distributing them at various events to highlight its mission, services, and environmental commitments.

CAKSC reinforces its credibility by displaying its Environmental Compliance Certificate (ECC) and Department of Environment and Natural Resources (DENR) certifications on all desludging tanks. Across all business units, we emphasize clear communication on water services, pricing, terms and conditions, and customer rights, in accordance with consumer protection standards and ethical business practices.

In addition to these efforts, FAA enhances brand visibility and student engagement through a combination of digital outreach and community partnerships. Digital platforms such as Facebook, TikTok, LinkedIn, and YouTube are used to promote pilot training programs, showcase graduate achievements, and provide insights into training standards and safety practices.

FAA also engages with schools and universities through career talks and aviation-themed activities, and with the broader community through open houses, facility tours, webinars, and participation in aviation expos. Testimonials and success stories from graduates contribute to building trust and credibility, while localized communication approaches help ensure relevance to prospective students.

For the reporting period, there were no reported incidents of non-compliance related to product and service information, labeling, or marketing communications.

## Corporate Social Responsibility and Community Engagement

GRI 3-3, 413-1

SDG 2, 3, 4, 6, 15, 17

As a responsible corporate citizen, we are committed to creating lasting community impact through CSR and employee volunteerism focused on inclusive development, environmental stewardship, and responsible business practices.

We implement programs and initiatives that address locally relevant needs through our business units in partnership with local government units, civil society organizations, academic institutions, and community leaders. Our approach integrates careful selection of project areas, comprehensive planning, risk and impact assessments, transparent resource allocation, and continuous monitoring to ensure that initiatives remain effective, measurable, and responsive to community priorities. Community engagement includes regular consultations and dialogue with stakeholders, joint planning, information and education campaigns, and feedback channels to promote inclusivity and ensure program relevance.

In 2025, we carried out several community initiatives across our business segments in twelve (12) areas where we have operations as part of our commitment to social responsibility and environmental stewardship.

### AVIATION GROUP

Our FAA employees participated in the Subic Bay Freeport's 2025 Earth Day clean-up drive, promoting environmental responsibility and community volunteerism. They also joined the 2025 Arbor Day celebration in support of the Subic Bay Metropolitan Authority's Carbon Neutral Program, contributing to reforestation efforts at the Mulawin Bayakan Reforestation Site in Pastolan Village.



MASCORP employees conducted an outreach activity at Bahay Kalinga in La Huerta, Parañaque, where they provided food, facilitated a short program, and spent time engaging with the elderly and persons with disabilities. The team also donated food supplies, an ambulance stretcher, and ceiling and wall electric fans to support the needs of the shelter's residents. In addition, MASCORP, together with MAATS and APC employees, visited the Saint Rita Orphanage in Parañaque City, where they played games with the children, served meals, and donated essential items such as rice, eggs, condiments, diapers, milk, beverages, medicines, vitamins, toiletries, snacks, and stuffed toys. These efforts reflect the team's continued commitment to caring for vulnerable groups in the communities they serve.

MASCORP also participated in the "Run as One for Workplace Safety and Health" event organized by the Department of Labor and Employment (DOLE) at the Clark Freeport Zone. This Color Fun Run, held in celebration of the 123rd Labor Day and the 2025 World Day for Safety and Health at Work, promoted proactive safety practices and continuous improvement in Occupational Safety and Health across the region.

### FOOD GROUP

In August 2025, our Food Group, led by MSIS, conducted a tree-planting activity in partnership with the Million Trees Foundation, Inc. Employees from the three (3) Food Business Units planted 250 saplings of Narra, Malabulak and Cupang tree species at the La Mesa Watershed in Quezon City.

MSIS also organized an outreach activity for children supported by Concordia Children Services, Inc. in Sta. Mesa, Manila. Employee volunteers facilitated games, shared meals with the children, and distributed school supplies. In addition, MSIS employees joined several Philippine Red Cross bloodletting activities held at the PAL Inflight Center.

MSFI employees continued to take part in regular clean-up activities around the commissary. This initiative, a key component of MSFI's Health and Safety Program, helps maintain clean and safe surroundings while promoting a healthier workplace environment.





**WATER GROUP**

In Boracay, Aklan, BTSI took part in multiple coastal and wetland clean-up activities and supported the fiesta celebrations of two (2) neighboring barangays through token donations during the reporting period. As part of its 26th anniversary, BTSI also conducted an outreach activity, distributing school supplies to approximately eighty (80) indigenous children in Sitio Carlam, Cubay Sur, Malay, Aklan. In March 2025, BTSI employees likewise participated in the LGU’s flag-raising ceremony, demonstrating respect

for national traditions and reinforcing their commitment to community engagement.

CAKSC employees joined the City ENRO’s Greening Project at Retarding Basin 1 in Brgy. Tapia, helping plant trees to restore and enhance local green spaces. In addition, the business unit provided a cash donation to Barangay Buenavista II to support the Christmas celebration for 500 children.

SNVRDC supported community learning and engagement in Solano, Nueva Vizcaya through its participation in LIBRO (Light Beyond Recovery Operations), the LGU-led reading program attended by 100 public school students. SNVRDC employees also organized a Thanksgiving and Christmas gathering for the children of Brgy. Curifang, where they distributed food, school supplies, and facilitated games. In addition, SNVRDC provided a total of 55 cubic meters of free drinking water to community members during All Souls’ Day and for various local events—including regional public-school competitions, school intramurals, and inter-barangay basketball games—in partnership with the LGU of Solano. It also extended support to families in six (6) barangays affected by Super Typhoon Uwan in November 2025 by supplying free drinking water.

In Brooke’s Point, Palawan, MMC carried out several community support initiatives in 2025 through its operating partner, CNI. These included providing printers to the barangay councils of Maasin and Ipilan, as well as supplying construction materials for community facilities such as a perimeter fence and the renovation of a multi-purpose building and stage. In addition, school supplies, amenities, and fixtures were also donated to child development centers in Barangays Maasin, Mambalot, and Ipilan.

In summary, 347 employees rendered 1,370 volunteer hours of community engagement and outreach across twelve (12) cities and municipalities where we operate.

**Operations with Community Engagements, Impact Assessment, and Development Programs by Business Segment**

DISCLOSURE	2025	2024
Total number of operations* with implemented local community engagement, impacts assessment, and/or development programs (IEC campaigns in communities, tree-planting, coastal clean-ups, outreach activities, etc.)	12	10
Total number of operations*	37	35
Percentage of operations* with implemented local community engagement, impact assessments and/or development programs	32%	29%

\*Operations in this context refer to the cities and municipalities where MAC and its subsidiaries maintain a presence. In 2025, two (2) new areas of operation under SWRI were added with the construction of seawater desalination projects in Lapu-Lapu City, Cebu, and San Fernando City, La Union.

# Governance Excellence



MacroAsia upholds the highest standards of corporate governance as part of our commitment to protecting the interests of all stakeholders. Our governance practices are grounded in lawful, ethical, and responsible conduct, guided by the principles of integrity, objectivity, accountability, and transparency.

We implement a comprehensive governance framework that ensures effective oversight, sound and well-informed decision-making, and full compliance with applicable regulatory requirements. This framework supports the prudent management of risks, the protection of stakeholder interests, and the strengthening of trust and confidence in our organization. We further promote a strong culture of ethics and compliance through clear and regularly updated policies, ongoing governance and compliance training, continuous monitoring, and robust internal controls that reinforce responsible behavior across the organization.

Demonstrating our dedication to good corporate governance, we received a One Golden Arrow Award at the 2025 ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards held on October 23, 2025, at Okada Manila. This recognition underscores our commitment to governance

excellence and our steadfast adherence to transparency, accountability, and ethical leadership.

Through the continuous enhancement of our governance systems and the consistent application of our corporate values, we remain focused on creating long-term sustainable value while ensuring that our operations uphold the highest standards of transparency, accountability, and recognized corporate governance best practices.

## Board and Management Leadership

GRI 2-9, 2-12, 2-16  
SDG 16

The Board of Directors is responsible for ensuring the Company’s long-term success, operational sustainability, and competitiveness. It sets the strategic direction of the organization by defining the vision, mission, corporate objectives, and key policies, while ensuring that effective mechanisms are in place to monitor Management’s performance and uphold the principles of good corporate governance.

The Board provides strategic oversight of major capital expenditures, long-term programs, and other initiatives essential to sustaining the Company's financial and operational resilience. This includes the regular review of business plans, operating budgets, risk exposures, committee reports, and matters that may materially affect the Parent Company and its subsidiaries.

The Company ensures full compliance with applicable laws, regulatory requirements, and recognized best business practices. Transparency and accountability are promoted through robust internal controls, effective checks and balances, and clear policies governing related-party transactions and interlocking director relationships. Open communication is maintained with key stakeholders, including the investing public and communities affected by operations, to ensure engagement is accurate, timely, and aligned with stakeholder expectations.

To support effective oversight, the Company has established an Audit Committee and other Board-level committees as necessary, which maintains an internal dispute resolution system and conducts meetings in accordance with the Amended By-Laws, with proceedings properly documented and independent views encouraged. All actions and decisions are exercised within the authority granted under the Articles of Incorporation, the By-Laws, and applicable laws.

Through strategic leadership, rigorous oversight, and adherence to sound governance principles, the Board ensures that Management remains accountable for implementing the Company's goals and maintaining alignment with its purpose, values, and long-term objectives.

## BOARD COMPOSITION AND DIVERSITY

GRI 2-9, 2-11, 405-1

We promote diversity within our Board to encourage open and constructive discussions, enable sound decision-making, and ensure effective checks and balances. Our current Board composition reflects diversity in gender, age, experience, and expertise.

The Chairman of the Board provides overall leadership, ensures effective governance, and guides the Company's strategic direction. Non-Executive and Independent Directors, on the other hand, are tasked with exercising leadership, prudence, and integrity in helping steer the Company toward sustained progress, while providing objective and independent judgment on corporate affairs to ensure appropriate checks and balances.

The MAC Board of Directors is supported by key officers, each with defined roles and responsibilities:

- **President and Chief Operating Officer (COO):** Oversees the Company's day-to-day operations and ensures that all operational processes are efficient, effective, and aligned with organizational goals.
- **Lead Independent Director:** Serves as an intermediary between the Chairman and the other directors when needed, convenes and presides over meetings of the non-executive directors, and participates in the performance evaluation of the Chairman, as required. The Lead Independent Director also chairs periodic separate meetings with the non-executive directors, the external auditor, and the heads of Internal Audit, Compliance, and Risk, without any executive directors present, to help ensure that appropriate checks and balances are maintained within the Company.
- **Treasurer:** Serves as the Corporation's financial officer, responsible for the custody, management, and safeguarding of all corporate funds, securities, and other financial assets in his possession, and for maintaining accurate and regular books of account.
- **Corporate Secretary (CORSEC):** Supports the Board and its committees by organizing and facilitating meetings, including preparing the annual schedule and Board calendar and assisting the Chairpersons in setting meeting agendas. Responsible for the safekeeping and maintenance of Board and committee minutes, as well as other official corporate records. Keeps abreast of relevant laws, regulations, governance issuances, and industry developments, and advises the Board and the Chairman on emerging issues as needed.
- **Chief Risk Officer (CRO):** Oversees the Enterprise Risk Management (ERM) framework and leads the development, implementation, and continuous enhancement of ERM processes and documentation. The CRO communicates key risks and the status of mitigation strategies to the Risk Management Committee and collaborates with the President and COO in reviewing and recommending risk management actions, policies, and guidance.
- **Chief Compliance Officer (CCO):** Ensures that the Company, its directors, and its officers comply with all applicable laws, rules, regulations, and governance issuances of relevant regulatory agencies. The CCO monitors, reviews, and evaluates compliance activities across the organization and ensures the integrity, accuracy, and timeliness of all regulatory filings and documentary submissions.
- **Chief Sustainability Officer (CSO):** Provides leadership in shaping and implementing the Company's sustainability strategy and chairs the MAC

Group Sustainability Council. The CSO ensures that sustainability and ESG principles are integrated into the Group's business planning and operations; oversees the development of key sustainability initiatives; ensures compliance with applicable sustainability and ESG-related laws, regulations, and standards; and identifies material sustainability and climate-related risks and opportunities affecting the Group. The CSO also monitors and reports the Group's ESG performance and related matters to the Management Committee and the Corporate Governance Committee to support effective Board oversight.

- **Investor Relations Officer (IRO):** Receives feedback, complaints, and queries from stockholders regarding the Company's activities and policies, and attends all Stockholders' Meetings to assist stockholders with their concerns and requirements.
- **Corporate Information Officer (CIO):** Oversees corporate information governance and records management. The CIO ensures integrity, security, and availability of corporate information supporting decision-making and compliance.
- **Chief Audit Executive (CAE):** Heads the Audit Department and functionally reports to the Audit Committee and administratively to the President. The CAE is responsible for independent assurance on governance, risk management, and internal controls.

The MAC Board is composed of eleven (11) directors, consisting of four (4) non-executive directors, four (4) independent directors, and three (3) executive directors. Of these, three (3) directors, or 27%, are women. The ages of the directors range from 29 to 91 years, reflecting a broad mix of perspectives and professional experience.

AGE RANGE	NO. OF MALE	% OF MALE	NO. OF FEMALE	% OF FEMALE
>30 Years Old	1	9%	0	0
30-50 Years Old	2	18%	0	0
> 50 Years Old	5	46%	3	27%
<b>Total</b>	<b>8</b>	<b>73%</b>	<b>3</b>	<b>27%</b>

The roles of Chairman of the Board and Chief Executive Officer (CEO), as well as President and Chief Operating Officer (COO), are held by separate individuals to maintain an appropriate balance of power and ensure effective leadership. This separation strengthens accountability, promotes transparency, and enhances the Board's capacity for independent decision-making.

Dr. Lucio C. Tan has served as Chairman of the Board and Chief Executive Officer (CEO) since 2015, while Mr. Eduardo Luis T. Luy has held the position of President and Chief Operating Officer (COO) since 2021.

In May 2025, two (2) new directors, Mr. Gregorio T. Yu and Atty. Darlene Marie B. Berberabe, joined the Board. Following Atty. Berberabe's appointment to a government post, she stepped down from her directorship. Ms. Christina C. Tan was appointed as her replacement and assumed office on 10 July 2025.

During the same period, Ms. Rubi C. Pioquinto stepped down as Chief Audit Executive (CAE) of the Company and was succeeded by Ms. Evelyn R. Cabug.

On March 27, 2025, Mr. Rhodel C. Esteban became the Corporate Information Officer (CIO) and Chief Compliance Officer (CCO), succeeding Atty. Marivic T. Moya, who remained Senior Vice President for HR, Legal, and External Relations.

As of December 2025, the following are the Members and Officers of the MacroAsia Corporation Board of Directors:

MAC BOARD OF DIRECTORS	POSITION
Dr. Lucio C. Tan	Chairman of the Board and Chief Executive Officer
Carmen K. Tan	Director
Lucio C. Tan III	Director
Eduardo Luis T. Luy	President and Chief Operating Officer
Vivienne K. Tan	Director
Kyle Ellis C. Tan	Treasurer
Johnip G. Cua	Director
Ramon P. D. Dizon	Lead Independent Director
Diwa C. Guinigundo	Independent Director
Gregorio T. Yu	Independent Director
Christina C. Tan	Independent Director



The Committee periodically reviews the ERM plan to ensure its relevance and responsiveness to changes in the business, regulatory, and external environment. It advises the Board on risk appetite and tolerance levels, oversees management's activities in managing various risk categories, and provides regular reports to the Board on material risks, mitigation actions, and recommended improvements. The Committee meets as necessary and works closely with the Audit Committee.

#### Mining Committee

The Mining Committee is a special committee composed of five (5) members of the Board, including two (2) Independent Directors. It was established by the Board to support Management in overseeing and guiding the Company's mining projects, particularly those that require high-level monitoring and strategic direction.

#### BOARD MEETINGS AND ATTENDANCE

GRI 2-16

Critical concerns and other significant matters involving the Parent Company and its subsidiaries are routinely communicated by the MAC Management Team to the Board of Directors during regular and special meetings, whether conducted in person, online, or in a hybrid format.

Board discussions typically address financial and operational results, business strategy, legal and regulatory compliance, risk management, key project updates, Committee reports, and approvals of major plans and policies.

Director attendance at Board and Committee meetings is closely monitored to ensure quorum and maintain fair and balanced representation. In 2025, the Board of Directors of MacroAsia Corporation convened seven (7) times.

DIRECTORS	27 MARCH 2025 (Regular Board)	13 MAY 2025 (Regular Board)	15 MAY 2025 (Organizational Board)	10 JULY 2025 (Special Board)	12 AUGUST 2025 (Regular Board)	12 NOVEMBER 2025 (Regular Board)	11 DECEMBER 2025 (Regular Board)	NO. OF MEETINGS ATTENDED	%
Dr. Lucio C. Tan	●	●	●	●	●	●	●	7/7	100%
Carmen K. Tan	●	●	●	●	●	●	●	7/7	100%
Eduardo Luis T. Luy	●	●	●	●	●	●	●	7/7	100%
Lucio C. Tan III	●	●	●	●	●	●	●	7/7	100%
Kyle Ellis C. Tan	●	●	●	●	●	●	●	7/7	100%
Vivienne K. Tan	●	●	●	●	●	●	●	7/7	100%
Johnip G. Cua	●	●	●	●	●	●	●	7/7	100%
Michael G. Tan <sup>1</sup>	●	●						2/2	100%
Samuel C. Uy <sup>2</sup>	●	●						2/2	100%
Ramon P. D. Dizon	●	●	●	●	●	●	●	7/7	100%
Diwa C. Guinigundo	●	●	●	X	●	●	●	6/7	85%
Gregorio T. Yu <sup>3</sup>			●	●	●	●	●	5/5	100%
Atty. Darlene Marie B. Berberabe <sup>4</sup>			●					1/1	100%
Christina C. Tan <sup>5</sup>				●	●	●	●	4/4	100%

<sup>1</sup> Served as Director until 14 May 2025

<sup>2</sup> Served as Director until 14 May 2025

<sup>3</sup> Elected during the Annual Stockholders' Meeting held on 15 May 2025

<sup>4</sup> Elected during the Annual Stockholders' Meeting held on 15 May 2025 / Resigned as Director effective 29 May 2025

<sup>5</sup> Elected during the Special Board Meeting held on 10 July 2025

#### QUALIFICATIONS, NOMINATIONS, AND ELECTIONS

GRI 2-10

Any stockholder owning at least 1,000 shares may be nominated and elected as a director, provided they are not engaged in any business, activity, or position that conflicts with the Company's interests.

Director candidates are assessed based on their professional competence, including knowledge, skills, and experience, and, for non-executive directors, independence of judgment. Candidates must also demonstrate integrity, a strong

professional reputation, the ability to contribute effectively to Board deliberations, diligence, and the capacity to devote sufficient time to Board responsibilities.

The Corporate Governance Committee prescreens and shortlists nominees in accordance with the qualifications and disqualifications prescribed in the Company's Amended By-laws and Manual on Corporate Governance. Nominees who meet these standards and successfully pass the Board's evaluation process are formally elected during MacroAsia Corporation's Annual Stockholders' Meeting.

Independent Directors may serve a maximum cumulative term of nine (9) years. Upon completion of this term, they become permanently ineligible for re-election as Independent Directors but may still be nominated and elected as Non-Independent Directors. Should the Company seek to retain an Independent Director beyond the nine-year limit, the Board must provide meritorious justification and secure stockholder approval during the Annual Stockholders' Meeting.

In the event of a vacancy in the Board of Directors or any officer's position due to death, resignation, disqualification, or any other cause, the Board of Directors may, by majority vote, elect a successor to hold office for the unexpired term, subject to any shareholder's right to nominate candidates for the vacant position.

#### CONTINUING LEARNING AND EDUCATION

GRI 2-17

We remain committed to enhancing Board effectiveness through continuous learning and development. We allocate adequate resources to support director orientation, capacity-building programs, and ongoing professional education. Newly appointed directors undergo a structured onboarding process, while all directors receive regular opportunities to stay updated on their governance responsibilities and evolving regulatory requirements.

In compliance with regulatory standards, our directors are required to complete at least four (4) hours of annual corporate governance training from an accredited institution. On the morning of November 26, 2025, the Board of Directors, together with key officers of the Parent Company and its subsidiaries, participated in the online Annual Corporate Governance Seminar organized by the Lucio Tan Group, Inc. The session, facilitated by SGV & Co., provided updates on corporate governance practices, risk management, and developments in artificial intelligence relevant to governance and oversight.

In the afternoon of the same day, the MAC Sustainability Team conducted an executive briefing on the International Sustainability Standards Board (ISSB) Standards for the Board and the Management Committee. The session, held via Zoom and facilitated by the University of Asia and the Pacific – Center for Social Responsibility (UA&P-CSR), covered the ASEAN and Philippine economic landscape, the implications of ISSB adoption for MacroAsia, and the core principles of data governance. This initiative supports the Company's ongoing efforts to prepare for emerging sustainability reporting requirements and ensure alignment with evolving international standards.

#### BOARD PERFORMANCE EVALUATION

GRI 2-18

The Board continues to uphold strong governance practices by regularly assessing its performance, both individually and as a collective body. This ongoing evaluation allows the Board to identify strengths, address areas for improvement, and reinforce its effectiveness in guiding the Company's long-term strategy and sustainability commitments.

In December 2025, the Board of Directors conducted its annual self-assessment to evaluate overall performance and the Company's adherence to corporate governance standards. As part of this process, the self-assessment tool was amended to incorporate questions on directors' training and development needs, aimed at better supporting them in fulfilling their duties and responsibilities.

#### BOARD AND EXECUTIVE REMUNERATION

GRI 2-19, 2-20

The Compensation Committee reviews and recommends changes to the compensation of Directors and the Corporation's executive officers. The Committee's recommendations are evaluated and approved by the Board. The provisions of the corporate by-laws governing the compensation of Directors and executive positions are strictly observed, with no deviations noted or reported to the Committee or the Board.

Directors do not receive regular compensation from the Parent Company but are paid per diems for each regular or special meeting they attend, as determined by the Board. Any additional compensation follows a Board-approved plan within the limits set by the Corporation's by-laws. This performance-based variable pay plan, implemented in 2005, depends solely on the Company's financial results. Directors may also receive up to 5% of the Corporation's net profit before income tax each year, to be allocated in such manner and proportion as the Board deems fair and equitable.

Executive Officers receive a negotiated monthly salary and fixed monthly benefits, including allowances and 13th-month pay, in accordance with the Company's compensation structure and relevant policies. A performance-based incentive plan is also in place for officers and staff, which may provide additional variable pay depending on the Company's audited operational and financial results for the reporting year.

#### POLICY ON MULTIPLE BOARD SEATS

Directors may hold positions in other companies provided these do not hinder their ability to effectively perform their duties to MacroAsia Corporation. Executive Directors may likewise hold external directorships, so long as such roles do not conflict with or impede their responsibilities to the

Company. Directors are required to inform the Board before accepting any additional directorships.

In evaluating nominees for the Board, the Corporate Governance Committee considers the nature of the nominee's other business interests, their age and capacity, the number of positions they currently hold, and any potential conflicts of interest. These factors help ensure that each Director can devote sufficient time and attention to the Company's affairs.

#### SHAREHOLDINGS

Directors are required to notify the Corporate Secretary of their shareholdings in the Company within three (3) business days from their appointment, or from any acquisition, disposal, or change in ownership. This ensures the timely and accurate submission of disclosures to the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC).

Directors, management, and employees are strictly prohibited from buying or selling the Corporation's securities while in possession of material non-public information about the Company or its securities.

#### INSIDER TRADING

The Company complies with the Philippine Stock Exchange (PSE) blackout rule, which prohibits Directors and officers from trading the Corporation's securities during periods when they possess material non-public information, and for up to two (2) full trading days after such information is disclosed. Directors and officers are notified of impending disclosures via email or SMS, with the nature of the disclosure clearly indicated.

#### RIGHTS OF INVESTORS / STOCKHOLDERS

Stockholders are entitled to key rights that safeguard their interests and support their participation in the Company's governance. These include the right to elect, remove, and replace Directors, and to vote on corporate actions in accordance with the Corporation Code. Stockholders also have the right to receive dividends, inspect corporate records, transfer ownership of their shares, and pursue legal action in cases of wrongful acts. In addition, they are entitled to timely, accurate, and relevant information about the Company's performance and operations.

#### ANNUAL STOCKHOLDERS' MEETING

The Annual Stockholders' Meeting is usually held in the month of May. The Corporation distributes the Information Statement, Proxy Form, and Management Report to stockholders at least fifteen (15) business days before the meeting. In addition, the Notice of Meeting is sent at least twenty-one (21) calendar days prior and is published in the business section of at least two (2) newspapers of general circulation, both in print and online, for two (2) consecutive days.

#### DISCLOSURE AND TRANSPARENCY

The Company is committed to the full, fair, and timely disclosure of all material information that may affect its performance, financial condition, or the interests of its stockholders and other stakeholders. Such disclosures include, among others, earnings results, significant asset transactions, off-balance sheet arrangements, related-party transactions, and the compensation of Directors and Management.



In addition, the Company ensures that all material facts and significant events are accurately and promptly disclosed, particularly those involving major asset transactions. Directors and officers are required to report any dealings in the Company's shares within three (3) business days.

All required disclosures are submitted through the appropriate Philippine Stock Exchange mechanisms, and all necessary reports are filed with the Securities and Exchange Commission to promote transparency and provide stakeholders with complete, reliable, and timely information.

#### MAC MANAGEMENT COMMITTEE

GRI 2-9, 2-13

The MAC Management Committee plays a key role in operationalizing the Board's directives and ensuring the effective execution of the Company's strategic priorities. The Committee is composed of the President and COO, supported by senior executives of the Parent Company, including the heads of major business segments and subsidiaries. It convenes weekly and monthly, either online or face-to-face, to deliberate on strategic issues, operational performance, emerging risks, and matters requiring timely coordination across the Group.

Beyond operational oversight, the Committee ensures alignment between corporate strategy and subsidiary-level execution. It reviews financial and operational results, monitors progress against approved plans, discusses resource requirements, and identifies opportunities for business improvement. Issues that may have a material impact on the Group's performance, compliance posture, or stakeholder commitments are given priority.

Members of the Management Committee regularly communicate critical updates to the Board and the relevant Board Committees. This ensures that the Board is kept informed of operational developments, risk exposures, and strategic decisions requiring approval or oversight. When necessary, other Management Committee members or business unit and segment heads are invited to Board Committee meetings to provide insights, present detailed reports, or seek guidance and approvals on matters under their responsibility.

For 2026, a new meeting alignment cadence for the Management Committee and its members will be implemented to enhance operational efficiency and improve the quality of reporting. The revised schedule is designed to optimize time management and provide business unit heads with sufficient opportunity to present performance updates, operational insights, and matters requiring management action. This initiative aims to support more structured discussions, improve decision timeliness, and strengthen alignment between corporate leadership and the business units.

#### MAC OPERATING MANAGEMENT

GRI 2-13

General Managers and Business Unit Heads oversee the day-to-day operations of each subsidiary and are directly accountable for operational performance, financial results, and the execution of strategic initiatives. They ensure that business plans, budgets, and operational targets are achieved while maintaining full compliance with corporate policies, regulatory requirements, and applicable industry standards.



These business unit leaders regularly elevate significant issues, emerging risks, and critical operational developments to the Parent Company. They provide structured and timely operational and financial reports, enabling Management and the Board to make informed decisions and to closely monitor the health, performance, and overall direction of each business unit.

To strengthen coordination and strategic alignment, subsidiaries operating within the same sector are organized into business segments. Each segment is led by a Business Segment or Group Head who provides oversight, facilitates synergy among related subsidiaries, and ensures that segment-level strategies support the overarching objectives of the Company. This structure enhances operational efficiency, promotes collaboration, and reinforces accountability across the organization.

In addition, the General Managers and Business Unit Heads actively participate in the Group's annual business planning process, contributing operational insights, market intelligence, and long-term strategic priorities. To ensure disciplined performance management, they are also required to maintain and implement a balanced scorecard that measures and tracks both financial and non-financial performance indicators. This approach promotes greater transparency, alignment with corporate goals, and a more comprehensive assessment of each unit's overall effectiveness.

## Lawful and Ethical Business Practices

SDG 16

We are committed to fostering trust and strengthening relationships with our stakeholders by consistently upholding responsible, lawful, and ethical business conduct. This commitment is embedded within our governance framework and supported by robust policies, systems, and practices that promote integrity, transparency, and accountability across all levels of the organization.

At the Parent Company level, we develop and maintain policies that define the standards of ethical and responsible work practices expected of all employees and business units. These policies are cascaded to our subsidiaries for adoption or alignment, ensuring coherence and uniform adherence to corporate ethics and compliance standards throughout the Group. Subsidiaries with more complex or specialized operations may supplement these policies with their own procedures, developed in coordination with the Parent Company to ensure alignment with overarching corporate principles.

All employees, including new hires, undergo orientation on these policies and receive an Employee Handbook that outlines our standards of conduct, workplace requirements, and compliance expectations. Key corporate policies are also made accessible through our official website and are periodically reinforced through memoranda and internal communications to maintain awareness and understanding.

Violations of these policies are addressed in accordance with our Code of Conduct. This enforcement mechanism underscores our commitment to ethical behavior, regulatory compliance, and maintaining a culture of integrity across the organization.

### SOURCING AND PROCUREMENT PRACTICES

GRI 2-6, 3-3, 204-1

FB-PF-440a.2

SDG 12

We operate across diverse industries, making the procurement of materials and services, and the effective management of our supply chain, essential to ensuring operational continuity, cost efficiency, and service quality. Our sourcing activities emphasize value for money, operational efficiency, customer satisfaction, strong supplier relationships, and sustainability.

We implement a structured procurement process that includes:

1. preparation of purchase requests,
2. solicitation of quotations,
3. evaluation and recommendation of suppliers,
4. issuance of purchase orders,
5. inspection and acknowledgment of delivered goods or completed services, and
6. processing of payments.

To promote fairness and market competitiveness, we adhere to a three-vendor policy that requires quotations from at least three (3) qualified suppliers or service providers. Supplier evaluation includes due diligence on permits, clearances, and certifications, while high-risk materials and services undergo regular Supplier Quality Assurance Assessments to ensure compliance with safety, quality, and regulatory standards.

To reinforce transparency and accountability, particularly for capital expenditures, we established the Bidding and Awards Committee (BAC). The BAC is composed of selected senior executives of the Parent Company, the General Manager or Business Unit Head, and the Purchasing or Requisition Department Head or Representative of the requesting business unit. The Committee oversees supplier eligibility, bidding activities, evaluation of proposals, approval of procurement transactions, and contract awarding.

Before a contract is awarded, the selected vendor must sign an Oath of Integrity affirming compliance with our anti-bribery and anti-corruption standards. Vendors are encouraged to report any solicitation, irregularity, or collusion involving MAC personnel.

Suppliers to the Food Group are required to sign a Supplier Guaranty Agreement confirming that their products meet agreed specifications and comply with applicable FDA and food safety regulations. As part of our supplier management process, suppliers must also complete ESG Compliance and Social Responsibility checklists to ensure alignment with our standards for responsible and sustainable business practices.

Through these requirements, suppliers affirm their commitment to fair labor practices, safe and healthy working conditions, respect for human rights, ethical business conduct, and responsible environmental management, including compliance with labor laws and the prohibition of child or forced labor.

These measures support the Company's efforts to build responsible, transparent, and long-term supplier partnerships while safeguarding the interests of customers, employees, stockholders, and other stakeholders.

Consistent with our commitment to support the local economy and enhance cost efficiency, we prioritize sourcing from local suppliers whenever feasible. Overseas procurement is undertaken only when local alternatives are unavailable or when technical, regulatory, or client-specific requirements cannot be met locally.

To strengthen supply chain resilience, we maintain contingency plans, conduct regular risk assessments, and implement rapid-response protocols to manage potential disruptions arising from extreme weather events, regulatory changes, economic volatility, geopolitical developments, supplier reliability issues, or quality concerns. We also pursue bulk-purchasing strategies and evaluate alternative materials and suppliers to optimize costs without compromising product or service quality.

As part of our clients' supply chains, we likewise accommodate external supplier quality assessments. Our Food Group routinely undergoes client-initiated supplier audits and ensures compliance with all required permits, certifications, and standards to uphold service quality and maintain client confidence.

In 2025, a total of 1,279 suppliers, vendors, and third-party service providers were engaged across the Group.

BUSINESS SEGMENT	SUPPLIERS FOR RENEWABLE MATERIALS		SUPPLIERS FOR NON-RENEWABLE MATERIALS	
	2025	2024	2025	2024
AVIATION GROUP	-	-	74	125
FOOD GROUP	370	472	391	262
WATER GROUP	-	-	414	143
OTHERS*	-	-	30	34
<b>TOTAL</b>	<b>370</b>	<b>472</b>	<b>909</b>	<b>564</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

### CODE OF CONDUCT AND DISCIPLINE

GRI 2-25

The MacroAsia Code of Conduct sets clear behavioral expectations for all employees and reflects our commitment to integrity, professionalism, and respect in the workplace. It guides us in our interactions with colleagues and stakeholders, and in the responsible use of company resources.

Reports of potential violations are reviewed promptly and impartially to ensure fairness and timely resolution. Our Human Resource Department assesses each case, determines whether further investigation is needed, and issues the final decision. When required, an Administrative Committee composed of MAC Management Committee members supports the investigation.

Decisions are based on credible and sufficient evidence. If a violation is confirmed, we implement appropriate disciplinary actions without delay. Employees involved in a case are given a fair opportunity to be heard, while ensuring the process remains efficient and does not cause unnecessary delays.

In 2025, all new hires were provided with an orientation on their respective company and the Group Code of Conduct as part of the onboarding process. Business units, including MSIS and FAA, likewise reiterated their Code of Conduct policies to all employees through town hall meetings and interoffice memoranda. We also administer targeted policy reiterations to employees who have incurred minor offenses.

### Breakdown of Communication of Code of Conduct to Employees by Business Segment

DISCLOSURE	POSITION	AVIATION GROUP	FOOD GROUP	WATER GROUP	OTHERS*	TOTAL
Employees to whom the organization's Code of Conduct have been communicated (e.g., via e-mail, memo, huddle/townhall meetings, distribution of Employee Handbook, onboarding, etc.)	Officers	108	8	-	6	122
	Managers	34	22	-	1	57
	Supervisors	354	39	2	2	397
	Rank and File	1,112	417	81	15	1,634
	<b>TOTAL</b>	<b>1,617</b>	<b>486</b>	<b>83</b>	<b>24</b>	<b>2,210</b>

\*Includes MAC HO, MAPDC, MMC, and TERA

### ANTI-BRIBERY AND ANTI-CORRUPTION

GRI 3-3, 205-1, 205-2, 205-3

Corruption poses significant risks to our business operations and may adversely affect the Group's financial performance. If not effectively addressed, it can lead to lower revenue, higher costs, loss of assets, and reputational damage. Operational areas with heightened exposure include sourcing and procurement, billing and collection, cash handling, contract awarding and vendor accreditation, commercial negotiations, dealings with local and national government agencies and regulators, logistics and inventory management, sales and client servicing, financial transactions such as reimbursements and cash advances, and engagements with third-party agents, brokers, and other external stakeholders.

We maintain a zero-tolerance policy toward bribery, corruption, and all forms of unethical conduct. Accordingly, all directors, officers, and employees are expected to conduct business with honesty, transparency, and integrity and are strictly prohibited from soliciting or accepting, directly or indirectly, money, gifts, tips, or anything of value from customers, suppliers, vendors, or other external parties in exchange for any favor, decision, or service that could influence—or appear to influence—business outcomes.

These prohibitions are designed to prevent conflicts of interest, undue influence, and favoritism. At MASCORP, Passenger Service Agents (PSAs) and other frontline personnel are required to politely decline such offers and promptly report any incidents to their supervisors. Regular internal reminders are issued by MASCORP to reinforce consistent adherence to this policy.

Suppliers involved in significant purchases, major expenditures, or project-based engagements are required to execute an Oath of Integrity upon passing the Bids and Awards Committee (BAC) evaluation and prior to contract award. Any violation of the Oath's anti-bribery and anti-corruption provisions results in contract termination and permanent disqualification from doing business with the Corporation and its subsidiaries.

Partners, vendors, and clients are encouraged to promptly report any suspected corrupt practices to the General Manager, Business Unit Head, or any member of the MAC Management Committee.

As of December 2025, the Group recorded zero cases of bribery or corruption across all operations and engagements with external stakeholders. No allegations or investigations were reported during the period.

### WHISTLEBLOWING

GRI 2-26

We uphold strong governance practices by fostering a Speak Up culture and an Open-Door policy which empower our employees to raise concerns, offer suggestions, or seek guidance directly from their Department Heads or senior officers. These channels support transparent communication on matters that may affect work quality, productivity, ethical conduct, or workplace conditions. Employees who prefer an alternative route may report potential violations of the MacroAsia Code of Conduct directly to our Human Resources Department.

We treat all reports with strict confidentiality to protect individuals from retaliation, reprisal, threats, bullying, or intimidation. Our commitment extends beyond our workforce to include partners, suppliers, and other entities within MacroAsia's supply chain and subsidiaries. They may report unethical conduct or questionable transactions to the General Manager of the concerned subsidiary, any member of the MAC Management Committee, or the President and COO through in-person meetings, email, online channels, or commonly used messaging applications.

In line with our commitment to continuously strengthening governance and reporting mechanisms, we intend to develop and implement a comprehensive Whistleblowing Policy in 2026 to further formalize and enhance these avenues for raising concerns.

### Communication of Anti-Bribery and Anti-Corruption Policy to Employees by Group

DISCLOSURE		Y2025		Y2024	
		NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
Employees to whom the organization's anti-corruption policies and procedures have been communicated	Managers	89	100%	115	100%
	Officers	111	100%	100	100%
	Supervisors	284	100%	212	100%
	Rank and File	5,716	100%	5,578	100%
Employees that have received anti-corruption training	Managers	-	-	-	-
	Officers	-	-	-	-
	Supervisors	-	-	-	-
	Rank and File	-	-	-	-
Suppliers/vendors to whom the organization's anti-corruption policies and procedures have been communicated to		1,279	100%	1,036	100%
Business partners to whom the organization's anti-corruption policies and procedures have been communicated to		7	100%	7	100%
Governance body that has received anti-corruption training		-	-	-	-
Governance body to whom the organization's anti-corruption policies and procedures have been communicated to		11	100%	11	100%

### CONFLICT OF INTEREST

GRI 2-15

Employees are required to disclose any actual, potential, or perceived conflict of interest with the Company in writing. A conflict of interest is not a violation on its own; however, failure to disclose such situations, whether intentional or due to oversight, subject to disciplinary action.

Upon receiving a declaration, we evaluate the nature and extent of the conflict and determine whether it presents any risk. When necessary, we implement appropriate measures to protect the Company's interests and ensure that business decisions remain objective, transparent, and free from undue influence.

### RELATED PARTY TRANSACTIONS

GRI 2-15

We adopted a Related Party Transactions (RPT) Policy to ensure that all dealings with related parties, such as subsidiaries and key personnel, are fair, transparent, and compliant with applicable regulations. The policy also helps manage potential conflicts of interest and protects the integrity of our operations and the interests of our stakeholders.

All related party matters and transactions are reported to and reviewed by the Related Party Transaction Committee, where they are discussed and evaluated in accordance with our RPT Policy.

### DATA PRIVACY AND INFORMATION SECURITY

GRI 3-3, 418-1

SDG 9, 16

Our Data Privacy Policy sets out how we collect, store, and use information from our website's visitors. Personal data is processed only for specific and legitimate purposes, such as providing services, responding to inquiries or fulfilling needs disclosed at the point of collection. While we do not share personal data with unrelated third parties, we may share such information with our subsidiaries and affiliates that observe the same data privacy standards.

We protect personal data through secure networks, firewalls, and password-protected systems designed to prevent loss, misuse, unauthorized access, disclosure, alteration, or destruction. Employees in customer-facing roles who handle personal information are required to sign Non-Disclosure Agreements (NDAs) and Privacy Notices, and they undergo regular data privacy and security training.

We maintain a Group Social Media Policy that provides clear guidance for responsible and professional use of social media across all business units. The policy safeguards the Company's reputation, ensures compliance with legal and ethical requirements, and promotes consistent, values-aligned communication on all platforms. Given its operational environment and exposure to passenger information,

MASCORP has strengthened these guidelines to prevent both intentional and unintentional posting of content, such as employee photos, that could reveal confidential passenger or cargo details. To reinforce compliance, MASCORP conducts regular seminars for Passenger Service Agents (PSAs) and Ramp Agents on data privacy, responsible digital behavior, and the protection of sensitive information.

For 2025, we recorded no substantiated complaints or reported incidents of data breaches, leaks, thefts, or losses involving Group or customer data.

**RETIREMENT POLICY**

GRI 201-3

Our Retirement Policy provides that employees who reach the age of sixty-five (65) and have completed at least five (5) years of continuous service are eligible to receive retirement benefits. Compulsory retirement applies when an employee reaches sixty-five (65) years of age or has rendered twenty (20) years of service. Both the age and service requirements must be met before an employee may avail of retirement benefits.

All benefits due to a retiring employee are released on their last working day and/or upon completion of the clearance process. Retirement benefit computations follow all applicable labor laws and regulatory requirements. Our retirement plan provides employees with a fixed monthly pension upon retirement, determined by their years of service and final salary.

**Socio-Economic and Environmental Compliance**

GRI 2-27

IF-WU-140b.1

We uphold our commitment to responsible business practices by ensuring full compliance with all applicable environmental, socio-economic, and regulatory requirements.

Our water operations are highly regulated. Potable water supply and septage management activities operate under permits and clearances from local government units and national regulatory agencies such as the National Water Resources Board (NWRB), Laguna Lake Development Authority (LLDA), Department of Health (DOH), Department of Environment and Natural Resources (DENR), and other relevant authorities. Tariff structures for water services adhere to NWRB guidelines and reflect the investment and operational requirements of each business unit.

Our ground handling operations follow strict airport regulations and require various authorizations, including

leases, concession licenses, and airport passes, secured through formal agreements with airport authorities. Our FAA operations similarly depend on certifications from the Civil Aviation Authority of the Philippines (CAAP) and related regulatory bodies.

Our food catering services are regulated by agencies such as the DOH, Food and Drug Administration (FDA), and Department of Agriculture (DA), which enforce stringent food safety, sanitation, and quality standards. These agencies conduct regular inspections, audits, and certifications across our and certifications across our Food Business Units.

MAPDC operates under the oversight of the Philippine Economic Zone Authority (PEZA), which enforces compliance with economic zone regulations and grants incentives such as tax exemptions and streamlined import-export procedures for qualified enterprises.

MMC operates within a strict regulatory framework that includes the Mines and Geosciences Bureau (MGB) for mineral resource management, the National Commission on Indigenous Peoples (NCIP) for adherence to IP rights and the Free, Prior, and Informed Consent (FPIC) process, and the DENR for environmental compliance, permitting, and sustainable operational practices.

During the reporting period, we received one (1) monetary and two (2) non-monetary sanctions related to environmental non-compliance, specifically concerning sanitation permit requirements and effluent discharges exceeding regulatory parameters.



**Non-compliance with Environmental Laws and Regulations**

DISCLOSURE	2025	2024
Total amount of monetary fines for non-compliance with environmental laws and/or regulations in PhP	PhP40,000.00	PhP725,990.00
<b>AVIATION GROUP</b>	-	-
<b>FOOD GROUP</b>	-	PhP538,000.00
<b>WATER GROUP</b>	-	PhP186,990.00
<b>OTHERS*</b>	PhP40,000	PhP1,000.00
No. of monetary sanctions for non-compliance with environmental laws and/or regulations	1	8
<b>AVIATION GROUP</b>	-	-
<b>FOOD GROUP</b>	-	3
<b>WATER GROUP</b>	-	4
<b>OTHERS*</b>	1	1
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	2	8
<b>AVIATION GROUP</b>	-	-
<b>FOOD GROUP</b>	-	-
<b>WATER GROUP</b>	2	4
<b>OTHERS*</b>	-	4

\*Includes MAC HO, MAPDC, MMC, and TERA

All ESG-related non-compliance incidents were promptly addressed by the responsible business units and monitored closely by the Parent Company. Each case was investigated to identify root causes and contributing factors, followed by the implementation of corrective and preventive measures, including targeted trainings and the centralization and standardization of regulatory compliance activities. Monitoring systems were likewise strengthened to support continued adherence to regulatory requirements and internal ESG policies.

**Strengthening Governance Through Strategic Alignment**



In September 2025, we convened our third Group-wide Business Planning Conference to align our business units on the 2026–2028 business planning cycle. Guided by the theme “Navigating Horizons: Continuous Growth Through Focused Alignment”, the conference reinforced strategic alignment and governance discipline, supporting the Group’s focus on long-term value creation.

The two-day program brought together reviews of first half performance, key risks, and macroeconomic trends affecting our business segments, alongside strategy alignment sessions to ensure coherence with Group priorities and risk considerations. These discussions were complemented by extensive pre-conference strategy workshops, which enabled more focused, outcome-driven dialogue and stronger strategic clarity.

Through this structured planning process, we continue to strengthen governance, accountability, and cross-business alignment, supporting sustainable growth and responsible stewardship across the MacroAsia Group.

# BOARD OF DIRECTORS

GRI 2-11, 2-17



## BOARD OF DIRECTORS PROFILE



**DR. LUCIO C. TAN**

Mr. Tan, 91, Filipino, has served as Chairman of the Board of Directors since July 2015 and as Chief Executive Officer since December 14, 2015. He is also the Chairman of LT Group, Inc. and PAL Holdings, Inc. and a Director of Absolut Distillers, Inc., Alliedbankers Insurance Corporation, Allianz PNB Life Insurance, Air Philippines Corporation, Asia Brewery, Inc., Asian Alcohol Corporation, Allied Banking Corporation (Hongkong) Limited, Allied Commercial Bank (Xiamen), Basic Holdings Corporation, Buona Sorte Holdings, Inc., Eton Properties Philippines, Inc., Fortune Tobacco Corporation, Foremost Farms, Inc., Grandspan Development Corporation, Himmel Industries, Inc., Philippine Airlines, Inc., PMFTC, Inc., PNB Holdings Corporation, Progressive Farms, Inc., Tanduay Distillers, Inc., Tanduay Brands International, Inc., Tangent Holdings Corporation, The Charter House, Inc., Trustmark Holdings Corporation, University of the East, and Zuma Holdings and Management Corporation. He is also the Chairman Emeritus of Philippine National Bank.

Dr. Lucio Tan holds a Bachelor of Science degree in Chemical Engineering from Far Eastern University. He also holds a Doctor of Philosophy degree, Major in Commerce from the University of Santo Tomas in 2003 and is an awardee of several other honorary Doctorate degrees.

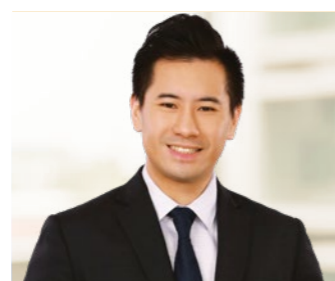


**CARMEN K. TAN**

Mrs. Tan, 85, Filipino, has served as a Director of the Corporation since July 2012. Aside from her membership in the Board of Directors of the Corporation, Mrs. Tan is also the Vice Chairman of Philippine Airlines, Inc. and LT Group, Inc. She is also a Director of Air Philippines Corporation, Asia Brewery, Inc., Buona Sorte Holdings, Inc., Foremost Farms, Inc., Dynamic Holdings Ltd, Eton City, Inc., Fortune Tobacco Corporation, Himmel Industries, Inc., PAL Holdings, Inc., PMFTC, Inc., Progressive Farms, Inc., Tanduay Distillers, Inc., Manufacturing Services and Trade Corporation, Sipalay Trading Corporation, Saturn Holdings, Inc., Tangent Holdings Corporation, Trustmark Holdings Corporation, and Zuma Holdings and Management

Corporation. She is also a Member of the Board of Advisors of Philippine National Bank.

Mrs. Tan is a distinguished alumna of the Paco Citizen Foundation (formerly Paco Chinese School) and the University of the East, Manila.



**LUCIO C. TAN III**

Mr. Tan, 33, Filipino, has served as Director of the Corporation since December 2019. He is the President and Chief Operating Officer of LT Group, Inc., PAL Holdings, Inc., and Tanduay Distillers, Inc. He is also the President of Dunman Holdings Corporation and Tanduay Brands International, Inc. In addition, he serves as Vice Chairman and President of Sabre Travel Network Phils., Inc., and as Vice President of Dunmore Development Corporation.

Mr. Tan is also a Director of PMFTC, Inc., Philippine Airlines, Inc., Philippine National Bank, Ali-Eton Property Development Corp., Air Philippines Corporation, Allied Water Services Inc., Asia Brewery, Inc., Asia's Emerging Dragon Corporation, Asian Cancer Center Inc., Belton Communities, Inc., Dominion Realty & Construction Corporation, Eton City, Inc., Eton Properties Philippines Inc., First Homes, Inc., Fortune Landequities and Resources Inc., Fortune Tobacco Corporation, Kaizer Chemical Industries, Inc., Lufthansa Technik Philippines, MacroAsia Airport Services Corp., MacroAsia Catering Services Inc., MacroAsia SATS Food Industries, MacroAsia SATS Inflight Services Corp., PNB Holdings Corporation, Prior Holdings Corp., Qualisure Holdings, Inc., REM Development Corporation, Shareholdings, Inc., Silangan Holdings, Inc., Sipalay Trading Corporation, Trustmark Holdings Corporation, and Zuma Holdings Management Corporation.

Mr. Tan possesses a strong background in engineering and technology. He holds a Bachelor's degree in Electrical Engineering and a Master's degree in Computer Science from Stanford University. Prior to joining the Lucio Tan Group, he worked as a software engineer at Lyft in the Bay Area before gradually transitioning into different business units within the LT Group, Inc. and PAL Holdings, Inc. During his university years, he was a recipient of the Stanford University Frederick E. Terman Award, given to the top 5% of Stanford University engineering undergraduates.



**EDUARDO LUIS T. LUY**

Mr. Luy, 32, Filipino, President and Chief Operating Officer of the Corporation since October 8, 2021. He served as Director and Treasurer of the Corporation from December 12, 2019, to October 7, 2021. He is also the Chairman and President of the following corporations: MacroAsia Catering Services, Inc., MacroAsia SATS Food Industries Corporation, MacroAsia SATS Inflight Services Corporation, MacroAsia Airport Services Corporation, MacroAsia Properties Development Corporation, MacroAsia Air Taxi Services, Inc., MacroAsia Mining Corporation, MMC Management and Development Corporation, Bulawan Mining Corporation, Allied Water Services, Inc., Naic Water Supply Corporation, Aqualink Resources Development, Inc., Mabini Pangasinan Resources Development Corporation, and Tera Information and Connectivity Solutions, Inc.; Chairman of the following corporations: First Aviation Academy, Inc., Water Business Solutions, Inc., Cavite Business Resources, Inc., SNV Resources Development Corporation, Boracay Tubi System, Inc., New Earth Water System, Inc., Monad Water and Sewerage Systems, Inc., AlliedKonsult Eco-Solutions Corporation, Cavite AlliedKonsult Service Corporation Summa Water Resources, Inc., CSWater Lapu-Lapu, Inc. since October 2021, MacroAsia New Ventures, Inc. since September 2025, and MacroAsia Jolliant Food Services Corporation since November 2025; and Director of Lufthansa Technik Philippines, Inc. since October 8, 2021 and Japan Airport Service Co., Ltd. since November 2021. He worked in Reyes Tacandong & Co. from 2015- 2018.

Mr. Luy holds a Master's degree in Business Administration from Asian Institute of Management and a Bachelor of Science degree in Business Administration from the University of the Philippines - Diliman.



**VIVIENNE K. TAN**

Ms. Tan, 57, Filipino, has served as Director of the Corporation since July 2019. She also serves as a member of the Board of Directors of: Air Philippines Corporation, Eton Properties Philippines, Inc., LT Group, Inc., and Philippine National Bank. She is also a Member of the

Board of Trustees of University of the East and University of the East Ramon Magsaysay Memorial Medical Center; Founding Chairperson of Entrepreneurs School of Asia and Founding Trustee of Philippine Center for Entrepreneurship (Go Negosyo).

Ms. Tan has a Bachelor of Science Double Degree in Mathematics and Computer Science from the University of San Francisco, USA. She also has a Post-Graduate Diploma in Fashion Design and Manufacturing Management from the Fashion Institute of Design and Merchandising in Los Angeles.



**KYLE ELLIS C. TAN**

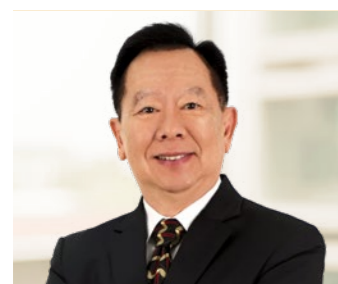
Mr. Tan, 29, Filipino, has served as Treasurer and Director of the Corporation since October 8, 2021. He is the President and Chief Executive Officer of Eton Properties Philippines, Inc. He is also the President of Landcom Realty Corporation and the Chief Operating Officer of Tanduay Distillers, Inc.

Mr. Tan currently serves as Director and Chief Operating Officer of Himmel Industries, Inc. and Manufacturing Services & Trade Corporation. He also holds the position of Vice Chairman and Director of Pan Asia Securities Corporation and Vice President of Kilter Realty & Development Corporation. In addition, he is a Director of several companies including Tera Information and Connectivity Solutions, Inc., Victorias Milling Company, Inc., PNB Global Remittance and Financial Co. (HK) Ltd, Grandspan Development Corporation, Maranaw Hotels & Resort Corporation, Asia's Emerging Dragon Corporation, and PAL Holdings, Inc. He also serves as a Board Advisor of Philippine Airlines.

Prior to joining the Lucio Tan Group, he was a full-time software engineer at Microsoft.

Mr. Tan graduated Magna Cum Laude with a Bachelor's degree in Computer Engineering from the University of Southern California, where he also finished his Master's degree in Computer Science.

## BOARD OF DIRECTORS PROFILE



**JOHNIP G. CUA**

Mr. Cua, 69, Filipino, has served as Director of the Corporation since 2006. He was formerly the President of Procter & Gamble Philippines, Inc. (1995-2006). He currently serves as the Chairman of the Board of the P&Gers Fund, Inc. (since 2009) and Xavier School, Inc. (since 2012), and the

Chairman & President of Taibrews Corporation (since 2011). Additionally, he serves as a member of the Board of Trustees of Xavier School Educational & Trust Fund (since 1996) and MGCC Foundation (since 2015).

He is an Independent Director of the following corporations: Philippine Airlines, Inc. (since 2014), PAL Holdings, Inc. (since 2014), LT Group, Inc. (since 2018), Tanduay Distillers, Inc. (since 2018), Asia Brewery, Inc. (since 2018), MacroAsia Catering Services, Inc. (since 2007), MacroAsia Airport Services Corporation (since 2007), MacroAsia Properties Development, Inc. (since 2013), PhilPlans First, Inc. (since 2009), and First Aviation Academy, Inc. (since 2017).

He is also a member of the Board of Directors of the following corporations: Allied Botanical Corporation (since 2012), Alpha Alleanza Manufacturing, Inc. (since 2008), Bakerson Corporation (since 2002), Interbake Marketing Corporation (since 1991), Lartizan Corporation (since 2007), Teambake Marketing Corporation (since 1994), and Zenori Corporation (since 2018).

Mr. Cua holds a Bachelor of Science degree in Chemical Engineering from the University of the Philippines.



**RAMON P. D. DIZON**

Mr. Dizon, 65, Filipino, has served as Lead Independent Director since May 9, 2024. He also serves as Independent Director of PAL Holdings, Inc., DigiPlus Interactive Corp., Filinvest REIT Corp., MegaLink, Inc., and Philippine School of Business Administration, and Senior Consultant of

Monde Nissin Corporation. He is a member of the Management, Leadership, Appointment, and Executive Committees of SGV & Co. He has held several leadership positions within SGV/EY, including Head of Transaction Advisory Services, Risk Advisory

Services, Market Group, and Head of Training & Methodology. He led the Firm's programs and various initiatives focused on service quality, productivity, and operational efficiency. He also spearheaded SGV's first ISO 9001 Certification for the Audit Division. In addition, he gained international experience working in the Chicago office of an international accounting firm and with its Center for Professional Education.

Mr. Dizon holds a Bachelor's degree in Commerce, major in Accounting (cum laude), from the Polytechnic University of the Philippines (1980), and a Master's degree in Business Management from the Asian Institute of Management (Manila, 1988). He also completed the Advanced Management Program at Harvard Business School (Boston, 2011), the Strategic Business Leadership Programme at INSEAD (Singapore, 2008), and the Journey to the Boardroom Program of Harvard Business Publishing Corporate Learning (2019). He is an ASEAN CPA, a member of the Philippine Institute of Certified Public Accountants (since 1981), and a member of both the Management Association of the Philippines and the Harvard Business School Club of the Philippines.



**DIWA C. GUINIGUNDO**

Mr. Guinigundo, 71, Filipino, has served as Independent Director since May 9, 2024. He is a former Deputy Governor of the Bangko Sentral ng Pilipinas (BSP), where he served for forty-one (41) years and held leadership roles in monetary policy, treasury operations, loans and credit, asset

management, currency management, regional operations, and international operations. As Deputy Governor, he chaired the BSP's Monetary Policy Strategy Committee and served as Vice Chairman of both the BSP's Investment Management Committee and its Provident Fund. He also represented the BSP in several cabinet-level bodies, including the NEDA Board, National Food Authority, Development Budget Coordination Committee, the Economic Cluster, and the Trade and Related Matters Committee. He served as Alternate Executive Director at the International Monetary Fund in Washington, D.C. from 2001 to 2003. Earlier, from 1992 to 1994, he served as Head of Research at The SEACEN (Southeast Asian Central Banks) Research and Training Centre in Kuala Lumpur.

He is also one of the contributing authors of BSP-published works on global and regional economic crises, collaborating with academics and BSP officials. He is a member of the Advisory

Panel of the Sim Kee Boon Institute for Financial Economics at Singapore Management University and a member of the Board of Advisors of International Care Ministries. He serves as an external advisor to Bain & Company and is an Independent Director of AIA Philippines Investment Management and Trust Corporation, where he chairs the Board's Governance Committee. He also chaired the Advisory Panel of the ASEAN+3 Macroeconomic Research Office (AMRO) in Singapore for 2023-2024. Since October 2023, he has been the principal advisor for the Philippines at New York-based Global Source Partners.

Mr. Guinigundo graduated at the top of his AB Economics class, cum laude, at the University of the Philippines School of Economics. He earned his M.Sc. in Economics at the London School of Economics as a scholar of the then Central Bank of the Philippines. He also holds an honorary Doctor of Divinity (DD) degree from the Promise Christian University in Los Angeles, California. He has taught economics at the University of the Philippines Manila and at St. Scholastica's College.



**GREGORIO T. YU**

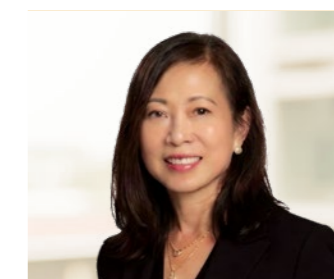
Mr. Yu, 67, Filipino, has served as Independent Director since May 15, 2025. He is currently the Lead Independent Director of AIA Philippines Life and General Insurance Company, Inc. He is also the Independent Director of Philippine Airlines, Inc., House of Investments, Inc., Filipino

Fund, Inc., Alphaland Corporation, Unistar Credit and Finance Corporation, Vantage Equities, Inc., and Vantage Financial Corporation. He also serves as a Director of Philippine Bank of Communications, Inchcape Philippines, Philequity Management, Inc., APO Agua Infraestructura, Inc., Nexus Technologies, Inc., Glyph Studios, Inc., Glacier Megafridge, Inc., Prople BPO, Inc., Wordtext Systems, Inc., and Jupiter Systems, Inc., and a Board Member of Manila Symphony Orchestra.

His past experiences include the following: Chairman of the Board of Auto Nation Group (General Philippine Distributor of Mercedes-Benz, Chrysler, Jeep, Dodge, and Ram) and CATS Automobile Corporation; Chairman of CATS Motors, Inc.; Vice Chairman of the Board of Sterling Bank of Asia; Vice Chairman of APC Group, Inc., Philippine Global Communications, Inc.; Director of American Motorcycles, Inc., CATS Asian Cars, Inc. (Mazda Greenhills), PAL Holdings, Inc., EEI Corporation, Philippine National Reinsurance Corporation, DITO CME Holdings Corporation, Iremit, Inc., Yehey, Inc., Filcredit Finance, i-Ripple, The International Exchange Bank,

Philequity Fund, Inc., Cebu Holdings, Inc., and Chase Manhattan Asia Limited, Hong Kong; President and CEO of Belle Corporation, Pacific Online Systems Corporation, and Sinophil Corporation; President of The Country Club at Tagaytay Highlands, Tagaytay Highlands International Golf Club, and Tagaytay Midlands Golf Club; Chairman and Trustee of Xavier School Educational and Trust Fund, Inc.; Trustee of Government Service Insurance System, Xavier School, Inc.; and Board Member of Ballet Philippines.

Mr. Yu holds a Master of Business Administration degree from The Wharton School of the University of Pennsylvania, where he was included in the Director's Honor List, and a Bachelor of Arts in Economics (Honors Program), summa cum laude, from De La Salle University, where he was a member of the Jose Rizal Honor Society.



**CHRISTINA C. TAN**

Ms. Tan, 65, Filipino, has served as Independent Director since July 10, 2025. She is a veteran business leader with over four (4) decades of executive experience in the Philippine Fast Moving Consumer Goods (FMCG), logistics, wholesale, and retail sectors. As President of Suy

Sing Commercial Corporation, the country's leading FMCG wholesaler, she led its transformation from a regional operator into a nationwide enterprise with fourteen (14) distribution centers serving over 25,000 independent retailers/grocers across Luzon, Visayas, and Mindanao. With the firm belief that small and medium entrepreneurs support the country's economic development, Suy Sing has developed retail and other programs to champion their growth and help them scale.

She is also the Founder and President of Easy Day Shop, a chain of neighborhood groceries that showcases vertical integration in retail and consumer access. The business now operates sixteen (16) stores and two (2) franchises.

She holds various board and committee positions, including serving as Director of Regatta Holdings Inc., Thames International School, Inc., and the Solar Village Foundation. She is also a Committee Member of the Women in C-Suites program of the Makati Business Club (MBC) and a member of the Management Association of the Philippines (MAP).

Ms. Tan is an active member of the Young Presidents' Organization (YPO). She earned her degree in AB-Interdisciplinary Studies from Ateneo de Manila University.


# EXECUTIVE OFFICERS



**ATTY. MARIVIC T. MOYA**  
Senior Vice President for Human Resources, Legal, and External Relations



**AMADOR T. SENDIN**  
Chief Financial Officer, Chief Risk Officer, and Senior Vice President for Administration



**RHODEL C. ESTEBAN**  
Vice President for Commercial, Chief Sustainability Officer, Chief Compliance Officer, and Corporate Information Officer



**BELGIUM S. TANDOC**  
Vice President for Business Development and Data Protection Officer



**EVELYN R. CABUG**  
Chief Audit Executive



**ATTY. FLORENTINO M. HERRERA III**  
Corporate Secretary



**ATTY. MARY ROGELYN T. CABRERA**  
Assistant Corporate Secretary



**ATTY. MARIVIC T. MOYA**

Atty. Moya, 65, Filipino, has served as an Executive Officer since May 1999. She is the current Senior Vice President for Human Resources, Legal, and External Relations of MacroAsia Corporation. She served as Chief Compliance Officer and the Chief Information Officer until March 27, 2025. Prior to this, Atty. Moya was the Vice President for Human Resources, Legal, and External Relations of MacroAsia Corporation and Compliance Officer (1999-2019).

She is involved in MacroAsia Catering Services, Inc. (Corporate Secretary since 2004 and Director from June 2019 to March 2021), MacroAsia SATS Food Industries Corporation (Corporate Secretary since 2015), MacroAsia SATS Inflight Services Corporation (Corporate Secretary and Director from June 2019 to March 2021), MacroAsia Airport Services Corporation (Corporate Secretary since 2004), MacroAsia Properties Development Corporation (Corporate Secretary since 2004 and Director since 2019), Asia's Emerging Dragons Corporation (Corporate Secretary since 2017), MacroAsia Air Taxi Services, Inc. (Corporate Secretary since 2004 and Director since 2018), MacroAsia Mining Corporation (Corporate Secretary and Director since 2000), SNV Resources Development Corporation, Boracay Tubi System, Inc. (Corporate Secretary and Director until 2020), First Aviation Academy, Inc. (Corporate Secretary since 2017 and Director since 2019), Summa Water Resources, Inc. (Corporate Secretary since October 2018 and Director until 2020), Naic Water Supply Corporation (Corporate Secretary since 2020 and Director since 2017), Watery Business Solutions, Inc. (Director since 2014 and Treasurer since October 2020), Cavite Business Resources, Inc. (Director since 2012 and Treasurer since October 2020), Alliedkonsult Eco-solutions Corporation and Cavite Alliedkonsult Services Corporation (Director from September 2019 to October 2021 and Corporate Secretary since September 2019), CSWater Lapu-Lapu, Inc. (Corporate Secretary since October 2019), Aqualink Resources Development Corporation (Corporate Secretary since April 2021), and Tera Information and Connectivity Solutions, Inc. (Corporate Secretary since February 2021).

She is currently the Assistant Corporate Secretary of LT Group, Inc. and PAL Holdings, Inc. She previously served as the Corporate Secretary of MacroAsia Corporation from 2004

to 2014, and has been the Corporate Secretary of Philippine Airlines, Inc. since 2014. From 1987 to 1999, she worked with various government institutions, holding key positions such as Legal Officer at the National Bureau of Investigation (1987-1989), Arbitration Specialist at the Philippine Overseas Employment Administration (1989-1990), Director II (Chief, Legal Service) at the Philippine Health Insurance Corporation (1990-1996), and Graft Investigation Officer II at the Office of the Ombudsman (1997-1999). She also served as Human Resources Manager of Grand Air from 1996 to 1997. In addition, she was a member of the Board of Trustees of the University of Santo Tomas Law Alumni Association from 2010 to 2013.

Atty. Moya holds a Juris Doctor degree from the University of Santo Tomas and a Bachelor of Arts degree, Major in Child Study from Maryknoll College.



**AMADOR T. SENDIN**

Mr. Sendin, 63, Filipino, a Certified Public Accountant (CPA), has served as an Executive Officer since October 2003. He is the current Chief Financial Officer (since 2012), Chief Risk Officer, and Senior Vice President for Administration of MacroAsia Corporation. He is also the Treasurer

of MacroAsia Properties Development Corporation (since 2013), Summa Water Resources, Inc. (since 2018). He likewise serves as Treasurer of MacroAsia Airport Services Corporation (since 2013), MacroAsia Catering Services, Inc. (since 2019), MacroAsia SATS Food Industries Corporation (since 2019), MacroAsia SATS Inflight Services Corporation (since 2018), Naic Water Supply Corporation (2019), First Aviation Academy, Inc. (since 2019), and MacroAsia Mining Corporation (since 2010). In addition, he holds the position of President of SNV Resources Development Corporation (since 2015), Watery Business Resources Corporation (since 2016), Cavite Business Resources, Inc. (since 2017). He also serves as Chief Financial Officer of both MacroAsia New Ventures, Inc. and MacroAsia Jolliant Food Services Corporation since 2025.

Prior to this, Mr. Sendin served as Vice President for Business Development and Administration of MacroAsia Corporation (2003-2019); President and Director of Naic Water Supply Corporation (2017-2019); Treasurer and Director of Cavite

## EXECUTIVE OFFICERS

Business Resources, Inc. (2013–2015) and Watergy Business Solutions, Inc. (2012–2015); Finance Manager of MacroAsia Catering Services, Inc. (2000–2003); and Finance Controller of MIASCOR Catering (1998–2000). He was the Operations Head of Amikris Enterprises (1993–1998) and a Resource Person of the Central Bank Institute (1992–1997). He also served as Project Supervisor for SAS Service Partners/Saudia Catering in the Kingdom of Saudi Arabia (1992–1993). He began his career at the Central Bank of the Philippines from 1983 to 1992, rising from a staff position to Division Chief/Staff Officer A.

Mr. Sendin holds a Master's degree in Accountancy from the Polytechnic University of the Philippines, a Bachelor of Science in Psychology from St. Louis University, and a Certificate in Organizational Development (2000). He has also completed a Management Development Program in Switzerland.



**RHODEL C. ESTEBAN**

Mr. Esteban, 62, Filipino, has served as Vice President for Commercial since August 2023 and as Chief Sustainability Officer since December 2023. He has also served as Chief Compliance Officer and Corporate Information Officer since March 27, 2025. In addition, he is the

Chief Operating Officer of the MAC Food Group, overseeing the commissary and the two (2) inflight kitchens at the Ninoy Aquino International Airport.

He began his career as an Air Traffic Controller and later gained extensive international experience in airline catering through his work in the Middle East. He also brings strong expertise in duty-free merchandising, purchasing, marketing, and sales. He joined the MAC Group in 2001 as Sales Manager for Lufthansa Technik Philippines, Inc. In 2007, he was appointed General Manager of MacroAsia Catering Services, Inc. (MACS), succeeding an expatriate GM. Under his leadership, MACS established two major subsidiaries: MacroAsia SATS Inflight Services Corporation (MSIS), which manages the Philippine Airlines inflight kitchen, and MacroAsia SATS Food Industries Corporation (MSFI), which operates the food commissary in Muntinlupa City.

Mr. Esteban holds a Bachelor of Science degree in Aeronautical Engineering, with a major in Air Transport Engineering, from PATTS College of Aeronautics.



**BELGIUM S. TANDOC**

Mr. Tandoc, 55, Filipino, is a Certified Financial Consultant and Certified Data Protection Officer. He has served as Vice President for Business Development and Data Protection Officer of MacroAsia Corporation since July 2019. He joined the company's Business Development Department in

March 2017. He currently serves as Treasurer of Cavite Business Resources, Inc., and as Director of Aqualink Resources Development, Inc. and MacroAsia Mining Corporation.

Prior to joining MacroAsia, Mr. Tandoc served as Vice President for Finance and Business Development at SCCI Advisors and SCCI Management and Insurance Agency, Inc. from 2004 to 2016, where he led and implemented various private and government projects, including the packaging of LGU bond flotations. He began his career as a Business Analyst at the Credit Information Bureau, Inc. in 1991 and left as a Group Head in 1994. He then advanced through various roles in several investment houses and management and financial advisory firms, gaining experience in investment banking, corporate finance, credit, treasury, and project development.

Mr. Tandoc holds Bachelor of Science degrees in Business Administration – Management and in Social Work from the Pamantasan ng Lungsod ng Maynila. He is a member of the Financial Executives Institute of the Philippines and serves as a member/representative to the German-Philippine Chamber of Commerce and Industry.



**EVELYN R. CABUG**

Ms. Cabug, 62, Filipino, is a Certified Public Accountant (CPA) and has served as Chief Audit Executive since July 10, 2025. She previously served as Financial Controller of MacroAsia Corporation until July 2025. Prior to this, she held several key finance roles, including Finance Director of Whesoe Phil. Construction, Inc. (2005–2015); Comptroller of Crown Peak Developers, Inc. (1997–2004); Accounting Supervisor at Duty-Free Shoppers, Inc. (1995–1997); and Comptroller & Assistant to the President of SD-5 Auto Ref. & Aircon Corp. (1986–1994).

She is a dynamic finance leader with over forty (40) years of experience overseeing finance, accounting, administration, and human resources operations. She has demonstrated proven success in financial reporting, compliance, internal controls, and strategic planning across diverse industries, including construction, hospitality, food, aviation, water, insurance, and retail. She is highly adept at building efficient financial systems, ensuring regulatory compliance, and enhancing operational performance.

Ms. Cabug holds a Bachelor of Science degree in Commerce, with a major in Accounting, from the University of Santo Tomas.



**ATTY. FLORENTINO M. HERRERA III**

Atty. Herrera, 74, Filipino, has served as Corporate Secretary of MacroAsia Corporation since December 2014. He is the founding partner of Herrera Teehankee & Cabrera Law Offices, established in 1986. He was previously a Partner at one of the largest law firms in the Philippines. He has been engaged in the general practice of law for forty-nine (49) years, specializing in corporate law and serving as counsel to various companies.

Atty. Herrera holds a Bachelor of Arts in Political Science and a Bachelor of Laws degree, graduating cum laude and as salutatorian, both from the University of the Philippines.



**ATTY. MARY ROGELYN T. CABRERA**

Atty. Cabrera, 57, Filipino, serves as the Assistant Corporate Secretary of the Corporation. She is a Senior Partner at Herrera Teehankee & Cabrera Law Offices, where she has been practicing since 1993.

She has over thirty-two (32) years of experience in corporate law, with strong

expertise in corporate governance, regulatory compliance, and Board secretariat functions. She serves as Corporate Secretary or Assistant Corporate Secretary to various companies, including Lufthansa Technik Philippines, Inc. (as Corporate Secretary) and Allianz PNB Life Insurance, Inc. (as Assistant Corporate Secretary).

Atty. Cabrera obtained her Bachelor of Arts degree in Political Science and her Juris Doctor degree from the Ateneo de Manila University and Ateneo de Manila University School of Law, respectively. She was admitted to the Philippine Bar in 1993.

# RISK MANAGEMENT



## Enterprise Risk Management Framework



At MacroAsia, we recognize that effective Enterprise Risk Management (ERM) is fundamental to ensuring operational reliability, financial resilience, regulatory compliance, and long-term value creation. This is particularly critical given our exposure to 24/7 operations, heavily regulated environments, and infrastructure-dependent services.

Our ERM framework provides a structured and disciplined approach to identifying, assessing, managing, and monitoring risks and opportunities across our business units. It enables the Board of Directors and Management to evaluate material risks within defined risk appetite parameters and supports timely mitigation and sound decision-making.

Aligned with our Corporate Governance Manual, our ERM framework reinforces the Board's oversight responsibility by promoting a consistent risk-aware culture and embedding risk considerations into strategy formulation, operational execution, and capital allocation.

### Governance and Oversight

Risk oversight rests with our Board of Directors and is operationalized through the Risk Management Committee, composed of selected Board members. The Committee oversees the management of strategic, financial, operational, compliance, and ESG-related risks, and ensures the regular reporting of material exposures and mitigation actions.

Our Board has approved the Enterprise Risk Management Program Charter, which guides ERM implementation across the Group. Execution of the framework is coordinated by the MacroAsia Risk Management Office at the Parent Company level, working closely with designated risk owners in each subsidiary.

For sustainability-related and climate-related risks and opportunities, our Chief Sustainability Officer (CSO) and Chief Risk Officer (CRO) jointly lead the identification and assessment of material climate-related risks in close coordination with our business units. Assessment results are reviewed with business unit heads and are subsequently reported to the Board through the Risk Management and Corporate Governance Committees. These committees

evaluate material exposures, monitor management actions, and recommend necessary corrective measures. Climate-related matters, along with broader sustainability and ESG issues, are also discussed within our Sustainability Council.

### Risk Management Philosophy

Our risk management philosophy is anchored on the following principles:

1. Risks are inherent in business, and their effective management is essential to financial soundness and sustainable profitability.
2. Strong risk management enhances service quality, operational reliability, affordability, and excellence.
3. Risk management is a core organizational competency embedded across all our business units.
4. We proactively identify, assess, monitor, and manage risks across strategic, financial, operational, compliance, and ESG dimensions.
5. Risk awareness and mitigation strategies are regularly communicated to our officers and employees.
6. Disciplined risk-taking supports business growth and competitiveness within a transparent governance environment.
7. A risk-aware mindset is fundamental to our culture, with every employee ("Partner At Work") acting as a risk steward within their scope of responsibility.

### MacroAsia Enterprise Risk Management System (ERMS)

The MacroAsia Enterprise Risk Management (ERM) System is a Group-wide, integrated framework tailored to the operating environments of the Parent Company and its subsidiaries. It functions as a dynamic and iterative process that aligns risk management with our organizational purpose, governance structures, leadership principles, strategy, and day-to-day operations.

Our Risk Management Framework and principles are aligned with COSO's Enterprise Risk Management—Integrating with

Strategy and Performance, ensuring that risk considerations are embedded in both strategy setting and performance management. Our Risk Management Process is adapted from ISO 31000:2018, providing a globally recognized methodology for risk identification, assessment, response, and monitoring. The primary objective of our ERM System is to create and protect value in a manner consistent with the strategic priorities of the Group and its business units.

## Principal Business Risks and Opportunities

We continuously monitor risks that may affect our operations, financial performance, and strategic objectives. Our risk assessments are based on Management judgment, considering both the likelihood of occurrence and the potential impact on financial and operational performance.

## Risk Assessment Methodology

To ensure a consistent and objective evaluation of risks across the Group, we apply a structured risk-assessment methodology that measures both the likelihood of occurrence and the potential impact of each risk event. This approach allows us to determine risk severity, prioritize material exposures, and allocate appropriate mitigation strategies. The methodology supports Management and the Board in making informed decisions that safeguard operational continuity, financial stability, and long-term value creation.

### Likelihood of Occurrence

- Highly likely: 90%–100%
- Likely: 50%–89%
- Unlikely: Below 50%

### Impact Assessment

- High: Substantial financial loss and/or severe operational disruption
- Moderate: Manageable financial and operational impact
- Low: Minor financial and operational impact

### Risk Rating Determination

- High Risk: Likely or Highly Likely/High Impact
- Moderate Risk: Likely or Highly Likely/Moderate Impact
- Low Risk: Unlikely/Moderate or Low Impact

The following key risk areas reflect the most material exposures that may influence our operational performance, financial results, and strategic direction. These risks are assessed using our established risk-assessment methodology and are monitored regularly to ensure timely mitigation and effective

management oversight. By identifying and addressing these priority risks, we strengthen our resilience and support sustainable value creation across our businesses.

### FINANCIAL RISKS

The ongoing lease arrangements affecting MacroAsia Catering Services, Inc. (MACS) and Lufthansa Technik Philippines (LTP), Inc. at the airport present financial risks due to month-to-month tenancy arising from the non-renewal of long-term leases. These risks are compounded by increased concession fees and rental charges imposed by the airport concessionaire. MACS and LTP are significant contributors to the Group's cash flows and net income through dividend distributions and equity earnings. MacroAsia holds a 67% interest in MACS and a 49% interest in LTP.

#### Assessment

- Likelihood: Likely
- Impact: High
- Risk Rating: High
- Risk Horizon: CY 2026–2027

Our Management has adopted a conservative assessment given the uncertainty of ongoing negotiations with relevant stakeholders.

#### Mitigation Measures

- Enhanced cost control and cash management
- Improvement of cash conversion cycles
- Proactive financial planning and liquidity management
- Heightened engagement with relevant stakeholders, with the MAC Group supported by related aviation companies within the LT Group

### STRATEGIC RISKS

Our Group's strategic plans for CY 2026–2028 include capital investments of approximately P2.5 billion to enhance operational efficiency and pursue market-development initiatives. Despite defined execution strategies, there remains a risk that these initiatives may not be fully realized within expected timelines or projected returns.

#### Assessment

- Likelihood: Likely
- Impact: High
- Risk Rating: High
- Risk Horizon: CY 2026–2027

#### Mitigation Measures

- Quarterly business reviews conducted by our Strategic Project Management Office
- Capacity-building support for business units
- Performance-based management using balanced scorecard methodologies

### TECHNOLOGICAL RISKS

Rapid technological developments such as self-check-in kiosks, smart metering, automation, and robotics present both opportunities and risks. Delayed adoption may lead to inefficiencies or service obsolescence, while premature adoption may impact existing revenue models.

The deployment of self-check-in kiosks at NAIA in 2025 may affect certain above-the-wing services if adoption accelerates.

#### Assessment

- Likelihood: Likely
- Impact: Moderate
- Risk Rating: Moderate
- Risk Horizon: CY 2028

#### Mitigation Measures

- Continuous monitoring of relevant technologies
- Strengthening our internal digital capabilities through Tera Information and Connectivity Solutions, Inc. (TERA)
- Phased and selective technology adoption

### REGULATORY COMPLIANCE RISKS

Our Group operates under extensive regulatory oversight from aviation, labor, environmental, utility, and capital market regulators. Non-compliance may result in penalties, operational disruption, or reputational damage.

#### Assessment

- Likelihood: Likely
- Impact: Moderate
- Risk Rating: Moderate
- Risk Horizon: Ongoing

#### Mitigation Measures

- Centralized compliance monitoring led by our Legal, Corporate Finance, and Sustainability units
- Designated compliance officers within each subsidiary
- Regular regulatory engagement and reporting

### BUSINESS CONTINUITY AND CYBERSECURITY RISKS

Risks related to disaster recovery, cybersecurity threats, and leadership succession may impact our operational continuity and strategic execution.

#### Assessment

- Likelihood: Likely
- Impact: Moderate
- Risk Rating: Moderate
- Risk Horizon: Ongoing

#### Mitigation Measures

- Strengthening our business continuity and disaster recovery plans
- Ongoing cybersecurity enhancements
- Advancing succession planning and leadership development initiatives

### NATURAL CALAMITIES AND CLIMATE-RELATED RISKS

Our operations are increasingly exposed to the impacts of natural calamities and climate-related events. These include typhoons, heavy rainfall, flooding, extreme heat, and power interruptions, all of which may disrupt the continuity of our aviation, food services, and water utility operations. Such events can hinder access to facilities, delay flight and ground activities, affect water production and distribution, compromise food supply chains, and pose safety risks to our personnel and host communities. As climate variability intensifies, these disruptions may occur with greater frequency and severity, necessitating stronger preparedness, enhanced infrastructure resilience, and adaptive operational measures across the Group.

#### Assessment

- Likelihood: Likely
- Impact: High
- Risk Rating: High
- Risk Horizon: Ongoing

#### Mitigation Measures

- Reinforcing our infrastructure and enhancing preventive maintenance
- Developing alternative water sources and energy solutions
- Securing insurance coverage for critical assets
- Implementing climate-informed forecasting and resource planning

### MACROECONOMIC, FOREIGN EXCHANGE, AND COMPETITIVE RISKS

Global economic conditions may affect flight volumes and service demand. Foreign exchange volatility can influence our costs and revenues denominated in US dollars, while competitive pressures remain strong across aviation services.

#### Mitigation Measures

- Diversifying our revenue streams across non-aviation and water businesses
- Implementing cost-leadership initiatives
- Setting foreign currency exposure limits approved by the Investment Committee
- Continuously monitoring competitive dynamics

### Risk Outlook

MacroAsia's risk profile reflects the nature of our regulated, infrastructure-dependent, and service-oriented businesses, where operational continuity, asset reliability, and compliance with sector-specific standards are critical. Our operations across aviation support services, catering, and water utilities expose us to a wide range of risks, including macroeconomic and climate-related pressures, technological shifts, and evolving stakeholder expectations. These interconnected risks require a disciplined and forward-looking approach.

Looking ahead, we are strengthening our monitoring of emerging risks such as climate-driven regulatory changes, evolving aviation trends, and market volatility that may influence travel demand and input costs. We also recognize opportunities to improve efficiency and service quality through selective technology adoption, data-driven process

enhancements, and diversification within our non-aviation and water businesses. Our sustainability initiatives likewise support resilience, strengthen stakeholder confidence, and open pathways for long-term growth.

To respond effectively, we continue to enhance our Enterprise Risk Management framework, integrate ESG considerations, and reinforce governance practices across the Group. We are building our capabilities in risk sensing, scenario planning, and data-driven decision-making to strengthen resilience and agility.

Our risk management priorities remain closely aligned with our strategic objectives: ensuring reliable service delivery, driving operational excellence, supporting disciplined expansion in non aviation and water businesses, and maintaining financial strength. Through this alignment, we safeguard stakeholder value, reinforce long term stability, and position the Group to capture opportunities for sustainable growth.

## Climate-related Risks and Opportunities

GRI 201-2  
SDG 13

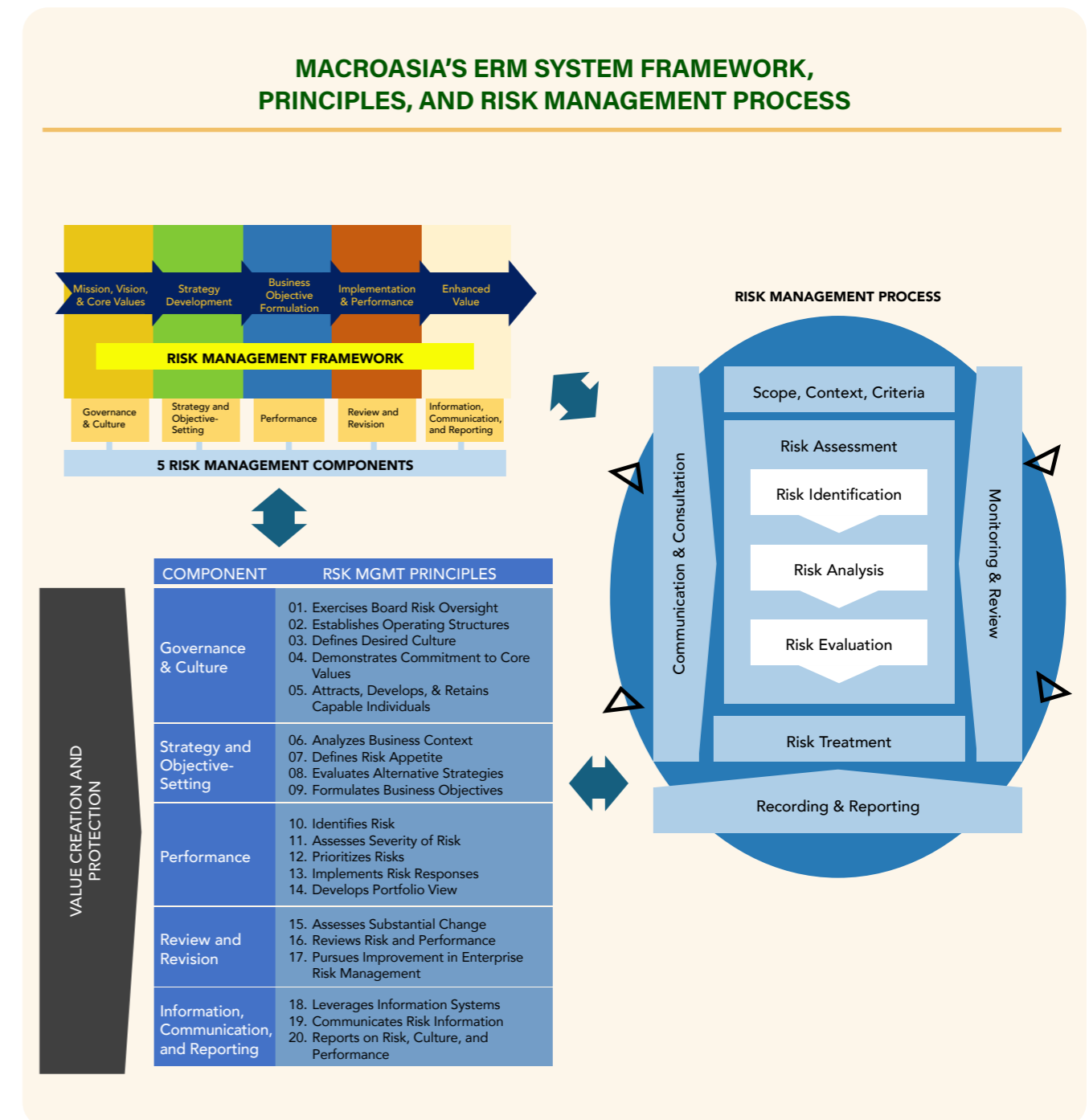
Rated as a high-risk area in our groupwide risk assessment and consistent with our ISSB Transition Reporting Plan, we are working to enhance our processes for identifying and qualitatively assessing climate-related risks and opportunities across our operations. This initiative represents an important step toward establishing a more structured and data-driven approach to climate risk management for the Group.

Using the HazardHunterPH<sup>6</sup> application, we identified high- and medium-risk environmental hazards affecting our operational sites and assessed their potential impacts on business activities, employees, customers, and surrounding communities. The Water and Food Groups, as well as the Aviation Group's operations, are particularly sensitive to changing weather conditions. Extreme heat or heavy rainfall may impair water quality and supply, affect the availability and cost of fresh produce and meat for our inflight catering services, and disrupt the flight operations of our airline clients. FAA test flights are especially vulnerable, as even minor weather variations can influence safe operating conditions.



We also assessed our transition risks by reviewing the Group's carbon-intensive business activities. Aviation Services, Wastewater Treatment, Food Catering, and Mining were identified as areas with heightened exposure due to their reliance on fuel, oil, and purchased electricity. Alongside these risks, we identified several climate-related opportunities that can enhance operational efficiency, reduce resource consumption, and support the Group's long-term sustainability objectives.

Beginning next year, we plan to further strengthen our climate risk identification and assessment process by complementing qualitative reviews with quantitative analyses. The climate-related risks for each business segment are presented in the annex.



<sup>6</sup> HazardHunterPH is a one-stop web-based application for hazard assessment that helps individuals, businesses, and government agencies make informed decisions on safety and risk management. It allows users to quickly generate location-specific reports on potential hazards in the Philippines, including seismic, volcanic, and hydrometeorological risks. The platform was developed by GeoRisk Philippines, a multi-agency initiative led by the Philippine Institute of Volcanology and Seismology (DOST-PHIVOLCS), in collaboration with other government agencies such as the Department of Science and Technology (DOST), the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA), the Mines and Geosciences Bureau (MGB), the Department of Health (DOH), the Department of Education (DepEd), and the Department of Public Works and Highways (DPWH).

CLIMATE-RELATED RISKS AND THEIR POTENTIAL IMPACT TO THE MACROASIA GROUP

TYPE OF CLIMATE RISK	SPECIFIC RISKS	POTENTIAL FINANCIAL IMPACTS TO OUR BUSINESSES	POTENTIAL IMPACT TO PEOPLE (OUR EMPLOYEES, CUSTOMERS, COMMUNITIES)
 <p><b>PHYSICAL ENVIRONMENTAL RISKS</b></p> <p>refer to the potential impacts of climate change on assets, operations, and communities. These risks fall into two (2) categories:</p> <p><b>1) Acute physical environmental risks</b> Risks driven by sudden, extreme geophysical or meteorological events that cause immediate disruption to operations, assets, and safety. Examples include severe storms, flooding, landslides, and other rapid-onset hazards.</p> <p><b>2) Chronic physical environmental risks</b> Risks resulting from long-term shifts in climate patterns that gradually affect the viability of assets, operating costs, and community resilience. These include rising sea levels, increasing average temperatures, and prolonged droughts.</p>	<p><b>Acute Physical Environmental Risks:</b></p> <ol style="list-style-type: none"> <li>Extreme weather-related events:                     <ul style="list-style-type: none"> <li>Flooding/inundation</li> <li>Severe wind</li> <li>Tropical cyclones</li> <li>Storm surges</li> <li>Tsunami</li> <li>Extreme heat events (heatwaves)</li> </ul> </li> <li>Ground shaking/seismic activity</li> <li>Earthquake-induced landslides</li> <li>Liquefaction</li> <li>Ashfall (from volcanic eruption)</li> <li>Volcanic eruption hazards related to proximity to an active volcano (e.g., Taal Volcano in Batangas, Mt. Pinatubo in Zambales)</li> <li>Sudden coastal erosion events (e.g., storm-induced)</li> </ol> <p><b>Chronic Physical Environmental Risks:</b></p> <ol style="list-style-type: none"> <li>Chronic or permanent flooding and coastal erosion resulting from rising sea levels</li> <li>Prolonged drought and persistent extreme heat conditions driven by long-term increases in baseline temperatures</li> </ol>	<ol style="list-style-type: none"> <li>Loss of income/revenue due to:                     <ul style="list-style-type: none"> <li>Disruption in operations</li> <li>Low production</li> <li>Poor quality of service/product (e.g., contaminated water source due to saltwater intrusion or high turbidity of water from the source)</li> <li>Possible increase in the cost of materials</li> <li>Poor quality of material/service</li> </ul> </li> <li>Disruption of operations due to water/power outage and lack/absence of available manpower</li> <li>Damage to company assets/properties (e.g., vehicles washed by flood waters, damaged vehicle engines or warehouse, damaged water pipes and pumps, etc.)</li> <li>Disruption of supply chains due to the scarcity or unavailability of critical materials and resources (e.g., water supply, fresh produce), unexpected price increases in goods affected by extreme weather events, and reduced ability to source viable alternative materials or substitutes</li> <li>Increased capital and operating expenses due to the following:                     <ul style="list-style-type: none"> <li>More outsourced/overtime labor needed to clear/clean the office/facility and return it to its original state (e.g., washing off mud brought by the flood, repainting, etc.)</li> <li>Insurance premiums for assets located in "high-risk" areas</li> <li>Repair/replacement of damaged critical business assets (e.g., equipment, water trucks, refrigerator trucks, etc.)</li> <li>Expensive alternative options or sources for critical materials (e.g., food ingredients that are seasonal or only grows in specific areas and climates)</li> <li>Sudden increase in prices of materials prices due to weather conditions (e.g., fresh produce)</li> </ul> </li> <li>Lost business opportunities</li> </ol>	<ol style="list-style-type: none"> <li>Health risks (e.g., heat stroke, respiratory issue, trauma/mental health issue, etc.)</li> <li>Injury/loss of life</li> <li>Disrupted/delayed delivery of basic services (e.g., water shortages/interruptions)</li> <li>Spread of diseases and illnesses (e.g., water-borne diseases)</li> <li>Destruction/loss of property</li> <li>Disruption of economic activities</li> <li>Loss of income for people</li> <li>Social unrest/increased social conflict</li> <li>Political instability</li> <li>Displacement and migration of people, particularly for those living in coastal areas</li> </ol>

cont. CLIMATE-RELATED RISKS AND THEIR POTENTIAL IMPACT TO THE MACROASIA GROUP

TYPE OF CLIMATE RISK	SPECIFIC RISKS	POTENTIAL FINANCIAL IMPACTS TO OUR BUSINESSES	POTENTIAL IMPACT TO PEOPLE (OUR EMPLOYEES, CUSTOMERS, COMMUNITIES)
 <p><b>TRANSITION RISKS</b></p> <p>refer to the risks associated with the shift towards a lower-carbon, more sustainable operations.</p> <p>These risks arise from changes in policies, regulations, technologies, and market dynamics aimed at reducing greenhouse gas emissions and promoting renewable energy. They can impact businesses in various ways, including financial, operational, and reputational aspects.</p>	<p><b>Policy and legal risk:</b> Exposure to sustainability-related litigation</p> <p><b>Market risks:</b></p> <ol style="list-style-type: none"> <li>Increased cost of raw materials</li> <li>Shift in consumer preference</li> </ol> <p><b>Technology risk:</b></p> <ol style="list-style-type: none"> <li>Costs to transition to lower emissions technology</li> </ol> <p><b>Reputational risks:</b></p> <ol style="list-style-type: none"> <li>Increased stakeholder concern or negative stakeholder feedback</li> <li>Stigmatization of company/corporation</li> </ol>	<p><b>POTENTIAL FINANCIAL IMPACTS TO OUR BUSINESSES</b></p> <ol style="list-style-type: none"> <li>Increased operating costs/expenses due to:                     <ul style="list-style-type: none"> <li>Payment of fines/penalties for non-compliance of business units</li> <li>Higher compliance costs (e.g., purchasing electronic GSEs in the ground handling services, shift from gasoline to Sustainable Aviation Fuel or SAF for aircrafts, etc.)</li> </ul> </li> <li>Suspension or cessation of business due to non-compliance of regulatory requirements</li> <li>Lengthier approval processes for new projects and expansions can delay operations and increase compliance cost</li> </ol> <ol style="list-style-type: none"> <li>Reduced revenue due to low demand for existing products and services</li> <li>Loss of customers/clients due to price increase/reduced quality and shift of consumer preference</li> <li>Production will be slowed or delayed due to expensive cost or unavailability of new materials, particularly eco-friendly/sustainably sourced materials (e.g., cage-free chicken eggs, sustainably grown poultry, forest-grade paper food packaging, etc.).</li> </ol> <ol style="list-style-type: none"> <li>Existing equipment/technology are rendered obsolete if the businesses decide to transition to lower emissions emitting equipment, stranding the company's non-energy efficient business assets</li> <li>Increased capital and operating costs due to:                     <ul style="list-style-type: none"> <li>Tighter regulations which may require expensive equipment upgrades</li> <li>Investment in R&amp;D and new/alternative technologies and energy sources (e.g., purchase/substitution of new energy-efficient equipment for operations to replace old carbon intensive equipment)</li> <li>Upskilling requirement for employees handling new equipment/technology</li> <li>Adoption/implementation of new practices and processes</li> </ul> </li> </ol> <ol style="list-style-type: none"> <li>Loss of customers/clients leading to loss of revenue</li> <li>Lack of investors'/shareholders' confidence on the business units and the Parent Company (e.g., greenwashing, non-compliance, no position on decarbonization issue, not adopting circular economy approach in the operations, etc.)</li> </ol>	

CLIMATE-RELATED OPPORTUNITIES AND THEIR POTENTIAL IMPACT TO THE MACROASIA GROUP

CLIMATE OPPORTUNITIES	IDENTIFIED STRATEGIES	POTENTIAL IMPACT TO OUR BUSINESSES
<b>RESOURCE EFFICIENCY</b>	<ol style="list-style-type: none"> <li>Reduction in power and water usage and consumption (e.g., solar panels for water pumps, use of smart water meters, use of biofuel for kitchen operations)</li> <li>Use of recycling, particularly for packaging materials</li> <li>Use of more efficient production and distribution processes</li> </ol>	<ol style="list-style-type: none"> <li>Reduced operating costs resulting to cost savings for the Parent Company and business units</li> <li>Increased production capacity resulting in increased revenues</li> </ol>
<b>ENERGY SOURCE</b>	<ol style="list-style-type: none"> <li>Use of lower-emission sources of energy (e.g., solar panels for water pumps, use of smart water meters, use of biofuel for kitchen operations)</li> <li>Use of new technologies (e.g., electronic GSEs for ground handling services, smart water meters for sustainable water management)</li> </ol>	<ol style="list-style-type: none"> <li>Savings on annual energy cost</li> <li>Reduced exposure of the businesses to the following:                             <ul style="list-style-type: none"> <li>Future fuel price increases</li> <li>Changes in cost of carbon pricing (e.g., carbon tax)</li> </ul> </li> <li>Increased capital availability as more investors in the future will tend to favor lower emission producing companies (e.g., foreign investors)</li> </ol>
<b>PRODUCTS AND SERVICES</b>	<ol style="list-style-type: none"> <li>Development and/or expansion of low emission goods and services (e.g., emphasis on the lower carbon footprint in the marketing/labeling of a food product or service).</li> <li>Development of new products or services through R&amp;D and innovation (e.g., solar panels and other renewable energy systems to help the business units to become more resilient to energy supply disruptions)</li> </ol>	<ol style="list-style-type: none"> <li>Increased revenue through demand for lower emissions products and services</li> <li>Better competitive position to reflect shifting consumer preferences</li> <li>Access to new funding sources for projects or initiatives in renewable energy, energy efficiency, and other environmentally beneficial investments</li> </ol>
<b>MARKETS</b>	<ol style="list-style-type: none"> <li>Access new markets or financial assets (e.g., green bonds and sustainable investments)</li> </ol>	<ol style="list-style-type: none"> <li>Increased revenues through access to new and emerging markets (e.g., partnerships with governments, development banks, other companies, etc.)</li> <li>Increased diversification of financial assets (e.g., green bonds, or investment in green projects that have positive environmental impacts, such as renewable energy, energy efficiency, etc.)</li> </ol>
<b>RESILIENCE</b>	<ol style="list-style-type: none"> <li>Participation in renewable energy programs and adoption of energy efficiency measures (private and government-led)</li> <li>Resource substitution and diversification</li> </ol>	<ol style="list-style-type: none"> <li>Increased reliability of supply chain and ability to operate under various conditions</li> <li>Diversified business activities and revenue sources</li> <li>Improved efficiency</li> </ol>

# 2025 FINANCIAL AND OPERATIONAL PERFORMANCE



## Business Segments' Performance



MacroAsia Corporation (MAC) delivered remarkable financial results in 2025, with consolidated net income after tax climbing 17% to P1.6 billion, compared to P1.4 billion in 2024. This increase was fueled by business volume growth across all of the Group's business units. Net income attributable to equity holders of MAC increased by 28%, rising from P1.1 billion to P1.4 billion in 2025, reflecting the company's ability to generate sustainable shareholder value.

### REVENUES

Total Revenue hit a record high of P9.9 billion in 2025, 6% higher than previous year of P9.4 billion. This substantial growth reflects the company's continued expansion and robust operational execution across key business segments.



**Food services and In-flight Catering** contributed 49% of the total revenues, with the segment revenue increasing by 11% from P4.4 million in 2024 to P4.9 million in the current year. This growth aligns with a 16% increase in meal count, from 23.30 million to 26.92 million, driven by sustained growth in meal volume.



**Ground-handling and Aviation Services** posted revenues of P4.3 billion, up from P4.2 billion in 2024, reflecting a 3% growth. This increase was primarily driven by flight volume growth at the airports. Flights handled increased by 4%, from 1.89 thousand in 2024 to 1.96 thousand in the current year. The ground handling and aviation services contributed 43% of the total revenues.

Revenue from ground-handling and aviation services also includes income from First Aviation Academy (FAA). FAA's revenue declined by 8%, from P84.8 million in 2024 to P77.8 million in 2025 due to the decrease in flying hours by 14% from 5.16 thousand to 4.44 thousand hours for twelve (12) months period. FAA had 120 students by the end of the year.



**Water Operations** contributed 7% of the group's revenue. The water operations revenue decreased by P21.6 million or 3%, from P748.6 million in 2024 to P727.0 million in 2025. This decline in revenue is attributed to a decrease in commercial water sales, offset by the increase in other water companies for the additional collection and billing on meter installation, meter maintenance fee, septage fee, and other fees for repair.



**Administrative Revenues** from the ecozone in MIA to LTP at a rate equivalent to the lease rate charged by MIA but charges a fixed amount of monthly Admin Fee to LTP. However, there was a P0.5 million or 1% decrease in revenue in 2025 - from P56.2 million to P55.8 million.

### TOTAL DIRECT COSTS

Total direct costs for 2025 amounted to P7.9 billion, reflecting an increase of P820.4 million or 12%, as compared to P7.1 billion in 2024. This increase is primarily attributed to the increase in business operations across all business segments of the Group.

### NET INCOME

The company's share in net earnings of associates remained a key earnings driver, which amounted to P1.5 billion, an increase of P741.2 million compared to the same period in the previous year. This highlights the strength of its strategic investments in aviation and related sectors. Key contributors included:

- Lufthansa Technik Philippines (LTP - 49% MAC Share): Posted P1.4 billion, which is P757.3 million higher than the P585.2 million share in net income in 2024. This increase is primarily attributed to the improvements in LTP's base maintenance business and its cost discipline.
- Cebu Pacific Catering Services (CPCS - 40% MAC Share): Reported P34.9 million in net income, up significantly from last year's share of P30.2 million. This increase is attributed to a 30% rise in meal count.
- Narita-based Japan Airports Services Co. (JASCO - 30% MAC Share): Achieved P95.4 million in net income, compared to P106.1 million in 2024. This decrease is attributed to the booking of P33.2 million provision for income tax, net of tax benefits as of October 2025, compared to P0.1 million in the same period last year due to the carried forward tax losses deducted from last year's tax expenses.

### ASSETS

As of December 31, 2025, the Group's total assets amounted to P16.6 billion, reflecting an increase of P3.2 billion or 24%, from P13.4 billion on December 31, 2024.

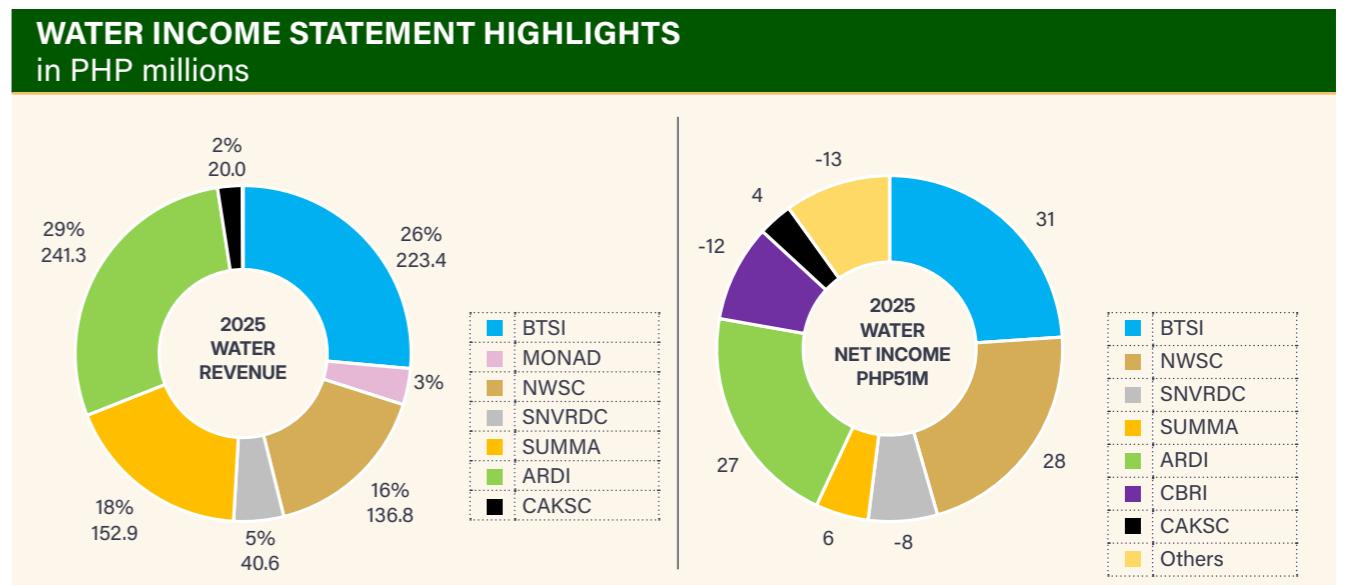
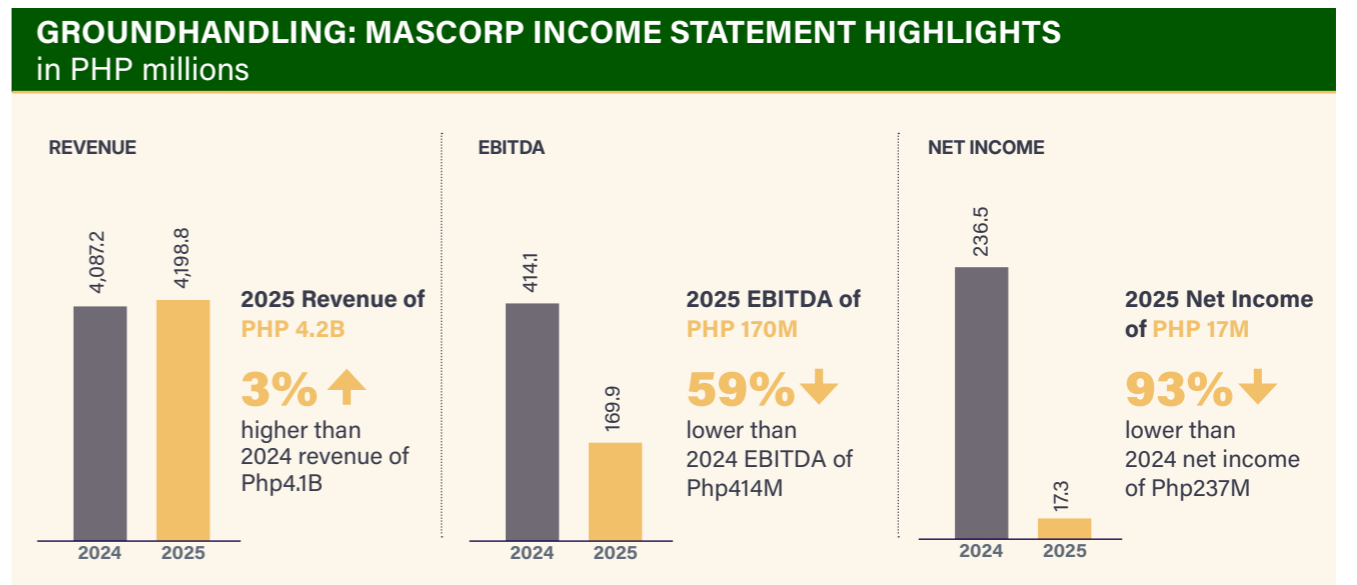
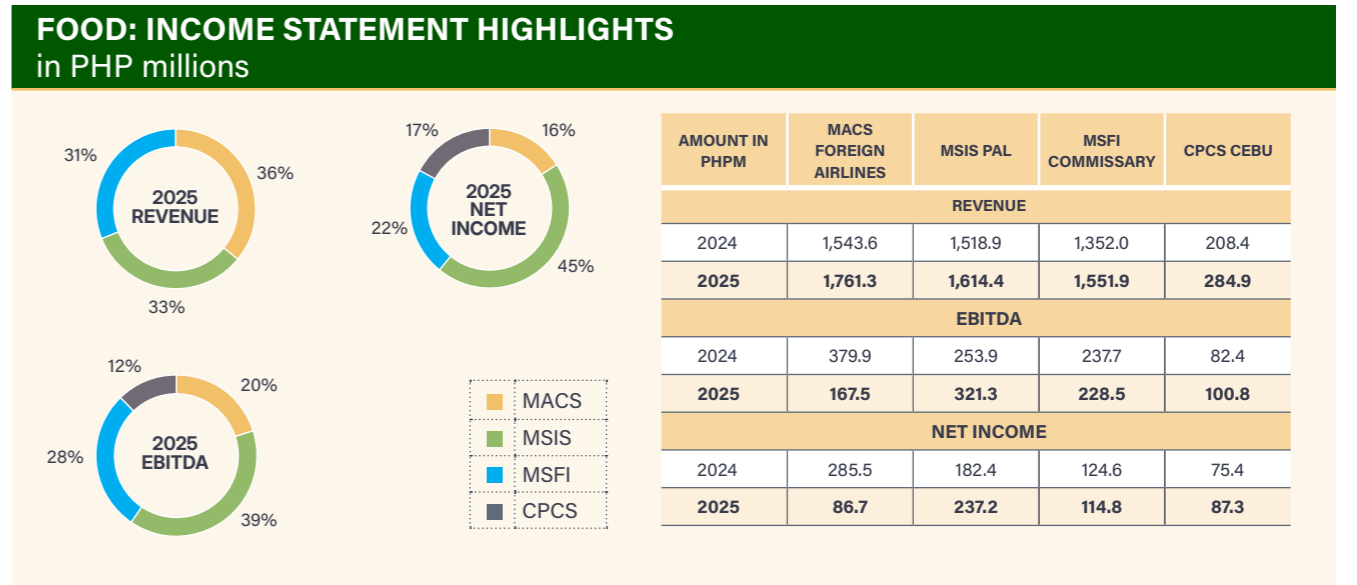
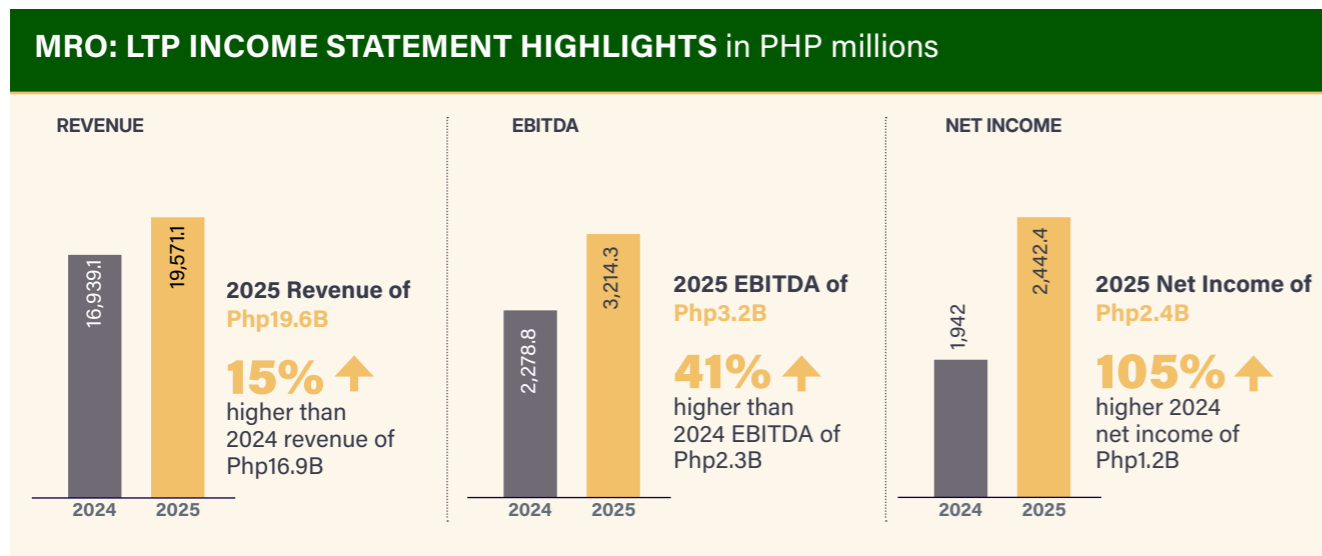
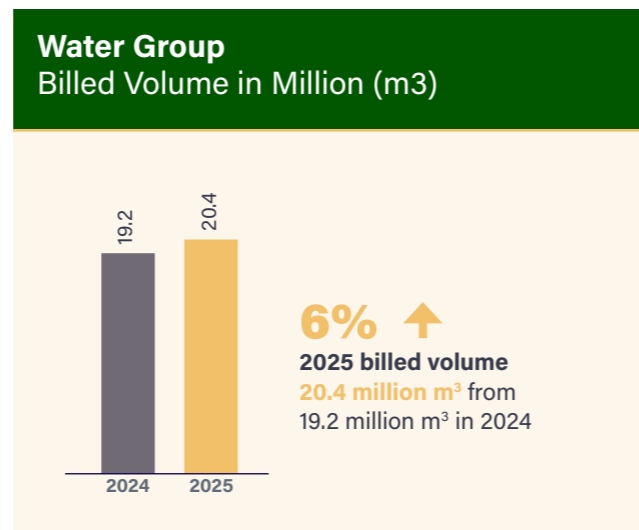
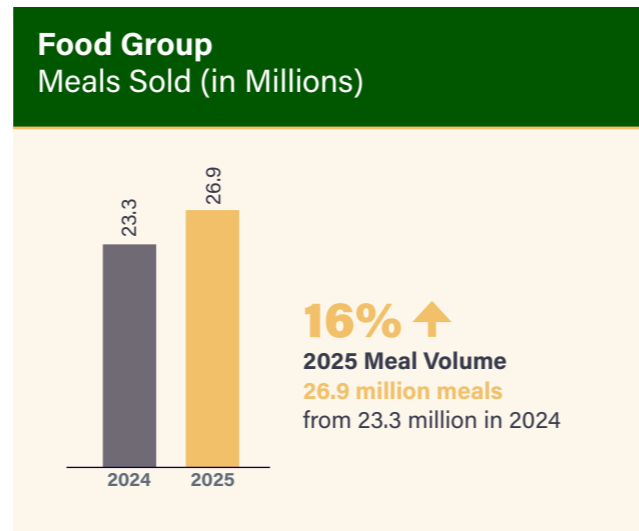
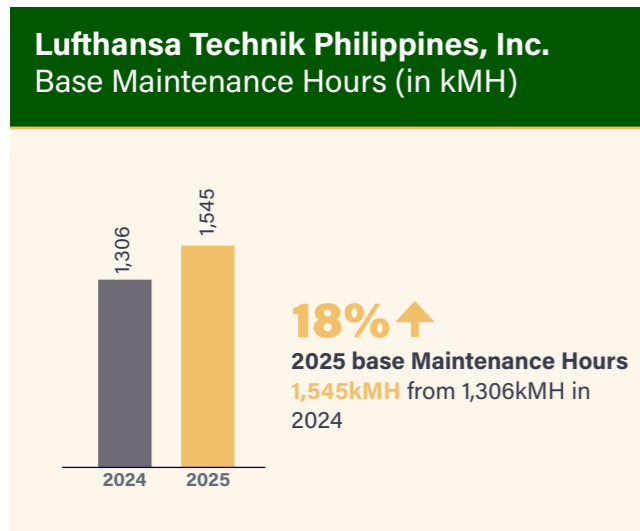
### LIABILITIES

The Group's total liabilities amounted to P7.5 billion, reflecting an increase of P1.6 billion or 28%, from P5.9 billion as of December 31, 2024.

### EQUITY

Total equity increased by P1.5 billion, an increase of 20% from P7.6 billion in 2024 to P9.1 billion as of December 31, 2025. Equity attributable to equity holders of the company increased by P1.4 billion or 19% from P7.1 billion in 2024 to P8.4 billion in 2025. This increase is mainly due to the net income attributable to the equity holders, which was booked in retained earnings amounting to P1.4 billion.

### Volume Growth in 2025 for Key Drivers of Performance



## Key Financial Performance Indicators

The Group uses the following major performance measures. The analyses are based on comparisons and measurements on financial data of the current period against the same period as the previous year.

	DECEMBER 31, 2025	DECEMBER 31, 2024
Return on Net Sales (RNS)	16%	15%
Return on Investment (ROI)	13%	14%
Return on Equity (ROE)	22%	23%
Direct Cost Ratio	80%	75%
Operating Expense Ratio	17%	15%
Current Ratio	1.51 : 1	1.46 : 1
Debt-to-Equity Ratio	31%	12%
Interest Coverage Ratio	14.17 : 1	14.57 : 1
Asset-to-Equity Ratio	1.83 : 1	1.77 : 1
Return on Asset (ROA)	10%	10%

- **Return on Net Sales (RNS)** increased from **15%** in 2024 to **16%** as of December 31, 2025. This improvement is driven by the increase in revenues generated by the Group's operating subsidiaries in the current year compared to the previous year.
- The **Return on Investment (ROI)** ratio decreased by **1%** from **14%** in 2024 to **13%** in 2025. Although the Net Income attributable to the Parent increased by 28%, it was overshadowed by the increase in interest-earning liabilities due to the various projects that was launched in 2025.
- **Return on Equity (ROE)** declined to **22%** in 2025, from **23%** in 2024.
- The **direct cost ratio** increased from **75%** to **80%** in 2025, primarily due to higher activity levels across business units and increased cost associated with expanded operations.
- The **operating expense ratio** increased from **15%** to **17%** for 2025, primarily due to the increase in rental costs in the airport and the overall rise in operational costs because of increased business activities.



- The Group maintains a **healthy current ratio**, demonstrating its solid ability to meet current liabilities, with a sufficient portion of current assets held as cash. The current ratio stands at **1.51:1**, up from **1.46:1** in 2024.
- The **debt-to-equity ratio** increased to **31%** in 2025, from **12%** in 2024, mainly due to additional loans obtained to support business expansion, offset with the increase in equity from net income earned during the year.
- Although the **interest coverage ratio** decreased from **14.57:1** in 2024 to **14.17:1** in 2025, the Group can still comfortably cover interest payments on its debts.
- The ratio of **total assets to total equity** indicates that the Group's assets are primarily supported by shareholders' capital rather than debt. The **asset-to-equity ratio** improved from **1.77:1** in 2024 to **1.83:1** in 2025.
- Despite higher income level, the **Return on Assets (ROA)** declined by **.51%** from **10%** in 2024 to **10%** in 2025 due to the more rapid increase in Total Assets throughout the year due to the Group's strategic investment activities.

## Operational Updates on Key Business Segments



MacroAsia Corporation remains dedicated to driving growth across its key business segments. Guided by a strong focus on innovation and excellence, our recent accomplishments and ongoing initiatives highlight our drive to elevate service standards, expand operational reach, and make a positive impact on the communities we support.

### FOOD SERVICES AND INFLIGHT CATERING

In 2025, MACS onboarded four (4) important new foreign clients. MACS' immediate focus for the next years is to achieve operational efficiency to service its clients well, while at the same time keeping operational low to earn a sufficient margin.

MSIS will continue to upgrade its production facility at the landside area of the airport near Terminal 2, and at the same time it is looking to expand its operation in other key areas in the country. The company continuously adapts to the changes in NAIA that affected its servicing capacity.

MSFI has seen consistent growth in its central kitchen operations in 2025. It also started to build its second building in the same location, with the aim of doubling its capacity to service more clients. The new building is expected to be completed by the 1st quarter of 2027.

Meanwhile, MacroAsia Jolliant Food Services, Inc is expected to have a full year of operations in 2026. The company will aggressively capture new institutional clients in Cebu and Visayas and is expected to contribute highly to the performance of the food group.

### GROUNDHANDLING AND AVIATION SERVICES

The Group's revenues from gateway services include ground handling, apron ramp cleaning, maintenance of ground support equipment (GSE), and cargo handling. MASCORP's strategic expansion into ULD repair, maintenance, and assembly, as well as repair of galley inserts, such as trolleys, and standard tray containers (STCs) is bound to strengthen its market position while leveraging its existing affiliations to drive further growth.

### WATER OPERATIONS

Spearheaded by Summa Water Resources, Inc. (SWRI), through its subsidiary, CSWater Lapu Lapu, Inc. (CSWLL), the project's first phase of 20 MLD (Million Liters per Day) desalination plant in Punta Engaño is currently in construction and a 500 CMD (Cubic Meters per Day) facility on Olango Island which is near completion. In addition, the Poro Point Desalination Treatment Plant in La Union commissioned its first phase on February 12, 2026, to expand clean water access in Northern Luzon.

# INFORMATION STATEMENTS

## INTERNAL CONTROL AND COMPLIANCE SYSTEM ATTESTATION

For the year ended December 31, 2025

**MacroAsia Corporation (MAC)** recognizes and commits in the pursuit of good governance, which is essential in ensuring long-term sustainability, enhancing stakeholder trust, and improvement of overall performance by promoting accountability, transparency, and ethical business practice.

MAC's corporate governance system is led by an effective board and board committees; supported by empowered and accountable management and management committees; and guided by solid set of core values, with sound policies and controls.

### BOARD OF DIRECTORS

The Board of Directors is primarily responsible for the governance of the Corporation. Corollary to setting the policies for the accomplishment of the corporate objectives, it shall provide an independent check on Management. It has oversight function and assures the continuing soundness, effectiveness and adequacy of the Corporation's control environment that consists of: (a) the Corporation that is properly and effectively managed and supervised; (b) Management that actively manages and operates the Corporation in a sound and prudent manner; (c) the organizational and procedural controls supported by effective management of information and risk management reporting systems; and (d) an independent audit mechanism to monitor the adequacy and effectiveness of the Corporation's governance, operations, and information systems, including the reliability and integrity of financial and operational information, the safeguarding of assets, and compliance with laws, rules, regulations and contracts.

### AUDIT COMMITTEE

The Audit Committee shall assist the Board by overseeing the Corporation's financial reporting, internal control system, internal and external audit processes, and monitoring compliance with applicable laws and regulations.

### MANAGEMENT

Management has the primary responsibility to design and implement adequate and effective system of internal controls and risk management processes to ensure compliance with laws, rules, and regulations. It has the responsibility to develop a system to monitor and manage risks.

### INTERNAL AUDIT

Internal Audit adopts a risk-based audit approach in developing an annual work plan and conducts reviews to assess the adequacy and effectiveness of the Corporation's internal controls.

### EXTERNAL AUDIT

SGV & Co., the Corporation's external auditor, is responsible for assessing and expressing an opinion on the conformity of the audited financial statements with Philippine Financial Reporting Standards and the overall quality of the financial reporting process.

Based on the above assurance activities and submitted reports provided by the internal auditors as well as the external auditors as a result of their reviews, we attest that the MacroAsia Corporation's system of internal controls, risk management and compliance system, and governance practices are in place and functioning adequately and effectively.

(sgd)

**Dr. Lucio C. Tan**  
Chairman and Chief Executive Officer

(sgd)

**Mr. Eduardo Luis T. Luy**  
President and Chief Operating Officer

(sgd)

**Ms. Evelyn R. Cabug**  
Chief Audit Executive

## STOCKHOLDER INFORMATION

### BANKS

**Philippine National Bank**  
6754 Ayala Avenue, Makati City

**Philippine National Bank**  
Tokyo Branch  
Mita Kawasaki Building, 2/F, 2-11-15  
Mita Minato-ku, Tokyo

**Philippine National Bank**  
GF All Seasons Bldg.  
112 Aguirre St., Legazpi Village, Makati City

**Security Bank Corporation**  
Nieva Branch G1 & G2 Asian Mansion 2  
Dela Rosa cor. Nieva St., Legaspi Village, Makati City

**Rizal Commercial Banking Corporation**  
G/F Sterling Center Ormaza cor. Dela Rosa St.,  
Legazpi Village, Makati City

**Asia United Bank**  
G/F Morning Star Center Building,  
Gil Puyat Avenue, Makati City

**Unionbank of the Philippines**  
Tektite Building, Ortigas Center, Pasig City

**Bank of China**  
8/F The Finance Centre, 26th St.  
cor. 9<sup>th</sup> Avenue Bonifacio Global City, Taguig City

**Landbank of the Philippines**  
Virgilio corner Villapa Street  
Poblacion, Brooke's Point, Palawan

**CBTC Bank**  
Ground Floor, SEDCCO I Building,  
Legaspi cor. Rada Streets, Makati City

### STOCK AND TRANSFER AGENT

**Trust Banking Group**  
Philippine National Bank  
(formerly Allied Banking Corporation)  
3/F, PNB Financial Center  
Pres. Diosdado Macapagal Blvd., Pasay City

### INDEPENDENT AUDITORS

**SyCip Gorres Velayo & Co.**  
6760 Ayala Avenue, Makati City

### INVESTOR RELATIONS

For further information about MacroAsia Corporation,  
please contact:

**Ms. Charmaine C. Pacleb**  
7/F, Ricogen Building  
112 Aguirre Street, Legazpi Village  
Makati City 1229, Philippines  
Tel. No.: (+632) 8840-2001  
Email: [ccpacleb@macroasiacorp.com](mailto:ccpacleb@macroasiacorp.com)

**Ms. Aubrey C. Paliza**  
7/F, Ricogen Building  
112 Aguirre Street, Legazpi Village  
Makati City 1229, Philippines  
Tel. No.: (+632) 8840-2001  
Email: [acpaliza@macroasiacorp.com](mailto:acpaliza@macroasiacorp.com)

### STOCK CODE

Philippine Stock Exchange – MAC

### FINANCIAL CALENDAR

Year Ended 31st December 2025  
Annual Report Announcement – 7 April 2026

Annual General Stockholders' Meeting – 14 May 2026  
First Quarter Interim Results Announcement – 13 May 2026

## AUDITED FINANCIAL STATEMENTS

## MESSAGE OF THE CHIEF FINANCIAL OFFICER



**AMADOR T. SENDIN**  
Chief Financial Officer

**“Looking ahead to 2026, we remain cautiously confident. Demand fundamentals remain supportive, our liquidity is strong, and our priorities are clear, namely: profitable growth, operational excellence, disciplined capital allocation, and continued investment in our people, safety, and sustainability.”**

### Dear Shareholders,

It is my privilege to report on MacroAsia Corporation's financial performance for 2025 — a year where disciplined execution translated into strong results and clear value creation for our shareholders.

In a backdrop of continued recovery in the aviation sector, the Group delivered profitable growth while preserving a conservative and resilient balance sheet.

Net service revenues reached Php9.9 billion, up 6% year-on-year, while net income increased by 17% to Php1.6 billion. Net income attributable to equity holders rose to Php1.4 billion, 28% better than 2024.

Operating performance remained robust. EBITDA reached Php2.3 billion and operating income amounted to Php1.8 billion. Just as importantly, our investments in associates contributed Php1.5 billion in earnings, reinforcing the value of our diversified portfolio and disciplined capital partnerships.

Our balance sheet strengthened materially during the year. Cash more than doubled to Php2.5 billion, providing flexibility to fund growth and return capital to shareholders. Gross interest-bearing debt stood at Php2.8 billion, with Debt-to-Equity remaining conservative at 0.31 times and interest coverage strong at over 14 times.

Operationally, revenue growth was driven by higher flight activity, increased volumes in catering and ground handling, and improved capacity utilization.

While inflationary pressures persisted, we preserved margins through productivity initiatives, procurement discipline, and operating leverage.

Our non-aviation businesses - particularly infrastructure and water - continued to provide stable and recurring income, helping balance the inherent cyclicity of aviation and strengthening the Group's earnings profile.

Capital discipline remained a defining feature of our financial management. Operating cash flows amounted to Php851.4 million, while capital expenditures were directed toward capacity, reliability, and long-term efficiency. We returned Php314 million in cash dividends to shareholders, while ending the year with one of the strongest liquidity positions in our history.

Returns improved meaningfully. Return on Equity reached 22%, Return on Assets was 10%, and Return on Sales stood at 16%. These results reflect our ability to convert revenue growth into sustainable profitability.

Looking ahead to 2026, we remain cautiously confident. Demand fundamentals remain supportive, our liquidity is strong, and our priorities are clear, namely:

- profitable growth,
- operational excellence,
- disciplined capital allocation, and
- continued investment in our people, safety, and sustainability.

While uncertainties remain, MacroAsia enters 2026 well-positioned to navigate volatility and capture opportunities through disciplined execution and strong governance.

In closing, 2025 was a year where discipline translated into returns. On behalf of management, I thank our shareholders for your continued trust and support. We remain committed to delivering long-term value through sound financial stewardship.

Sincerely,

(sgd)

**AMADOR T. SENDIN**  
Chief Financial Officer

## INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors  
MacroAsia Corporation

### Opinion

We have audited the consolidated financial statements of MacroAsia Corporation (the Company) and its subsidiaries (collectively as the Group), which comprise the consolidated balance sheets as at December 31, 2025 and 2024, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2025, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025 and 2024, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2025 in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

### Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants in the Philippines (the Code of Ethics), as applicable to the audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to the audits of financial statements of public interest entities in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

### *Impairment of goodwill, intangible assets with indefinite useful lives, service concession rights and non-financial operating assets*

As at December 31, 2025, the Group's goodwill, the intangible assets with indefinite useful life (right-of-use assets), the service concession right and nonfinancial operating assets of certain business units amounted to ₱9,318.4 million. The Group is required to annually perform impairment testing of goodwill and intangible assets with indefinite useful life. While for non-financial assets and service concession assets, the Group should assess at the end of each reporting period whether there is an indication that the asset is impaired. If such indication exists, the Group should estimate the recoverable amount of the CGUs.

We considered the impairment testing of goodwill, intangible assets with indefinite useful life, service concession right and non-financial operating assets as a key audit matter because the amounts involved are material to the consolidated financial statements and the management's impairment assessment process requires significant judgment and is based on assumptions, specifically the forecasted volume of annual water consumption, average price per cubic meter, flight activity hours, tariff rate, growth rate and discount rate as relevant to the assets being tested for impairment.

Refer to Notes 2 and 3 to the consolidated financial statements for the material accounting policies and a discussion of significant judgments, and Notes 9, 11, 13, 14, 15 and 28 for the detailed discussion on goodwill, intangible assets with indefinite useful lives, service concession rights and non-financial operating assets.

### *Audit Response*

We obtained an understanding of the Group's impairment process and related controls. We involved our internal specialist in evaluating the methodologies and the assumptions used. These assumptions include volume of water consumption, tariff rate, growth rates and discount rates used. We compared the key assumptions used such as forecasted volume of water consumption, average price per cubic meter, and flight activity hours against the historical information. We inquired from management and operations personnel about the plans to support the forecast revenue.

We tested the parameters used in the determination of the discount rates against market data. We also reviewed the Group's disclosures about those assumptions to which the outcome of the impairment test is most sensitive; specifically those that have the most significant effect on the determination of the recoverable amount of goodwill, intangible assets and service concession right.

### *Accounting for Investment in Associate*

The Group has a 49% interest in Lufthansa Technik Philippines, Inc. (LTP) that is accounted for under the equity method. For the year ended December 31, 2025, the Group's share in the net income of LTP amounted to ₱1,196.8 million. The Group's share in the net income of LTP is significantly affected by the amount of provisions for claims and losses from third parties recognized by LTP. The determination of whether provision should be recognized and the estimation of provision for the claims and losses require significant management judgment.

## INDEPENDENT AUDITOR'S REPORT

LTP's net earnings are significantly affected by the amount of provision for claims and losses since LTP is also a party to certain claims by third parties in the normal course of its business. The determination of whether or not a provision should be recognized, and the estimation of provision for losses arising from such claims require significant management judgment.

The Group has yet to finalize, as of December 31, 2025, an extended lease agreement on the lease of the ecozone where LTP is located. As of March 26, 2026, the discussions of the key terms for the lease are still ongoing. The uncertainty surrounding the lease renewal and its key terms, and the impact on LTP's financial performance requires significant management judgment and estimation in assessing the recoverability of the Group's investment in LTP.

Refer to Notes 2 and 3 to the consolidated financial statements for the relevant accounting policies and a discussion of significant judgments, respectively, and Note 9 for the detailed discussions on the investment in LTP.

### *Audit Response*

We obtained an understanding of LTP's revenue, cost and expense recognition policies and procedures. We tested the relevant controls on the information system and manual processes. We inquired of LTP's management about the progress and status of significant claims against LTP, its potential exposure to the related losses and LTP management's assessment of the likely outcome. We further reviewed the minutes of meetings of LTP's Board of Directors and other documents supporting LTP management's assessment of loss, contingencies and the significant judgments exercised in the estimation of recognized provisions for losses. We evaluated the position of LTP's management on each of the significant claims by reviewing legal replies and other relevant documents and information. We obtained the audited financial performance of LTP as at and for the year ended December 31, 2025 and recomputed the Group's share in LTP's net earnings.

In assessing the recoverability of the Group's investment in LTP, we reviewed management's impairment assessment, which involved evaluating the cash flow forecasts including the reasonableness of the assumptions used of which the terms of the lease renewal is one of the significant assumptions. We involved our internal specialist in evaluating the methodologies and the assumptions used to estimate the projected cash flows of the CGU. We compared the key assumptions, such as the number of fleets and workload, lease rates applied, and growth rates used against the historical performance of the CGU, industry or market outlook and other relevant external data. We also inquired of management about their plans in support of the assumptions used. Additionally, we assessed the sensitivity of these forecasts to changes in key variables, such as market demand as it affects revenue and changes in major cost items.

Furthermore, we reviewed the Company's disclosures about those assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on determining the recoverable amount investment in LTP.

### **Other Information**

Management is responsible for the other information. The other information comprises the Philippine Securities and Exchange Commission (SEC) Form 17-A and Annual Report for the year ended December 31, 2025, but does not include the consolidated financial statements and our auditor's report thereon, which we obtained prior to the date of the Auditor's Report, and the SEC Form 20-IS (Definitive Information Statement) for the year ended December 31, 2025, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

## INDEPENDENT AUDITOR'S REPORT

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in the independent auditor's report is Kristopher S. Catalan.

SYCIP GORRES VELAYO & CO.

(sgd)

**Kristopher S. Catalan**

Partner

CPA Certificate No. 109712

Tax Identification No. 233-299-245

BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026

SEC Partner Accreditation No. 109712-SEC (Group A)

Valid to cover audit of 2021 to 2025 financial statements

SEC Firm Accreditation No. 0001-SEC (Group A)

Valid to cover audit of 2021 to 2025 financial statements

BIR Accreditation No. 08-001998-109-2023, October 26, 2023, valid until October 25, 2026

PTR No. 10765025, January 2, 2026, Makati City

March 26, 2026

## STATEMENTS OF MANAGEMENT'S RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

The management of MacroAsia Corporation and its Subsidiaries (collectively referred to as "the Company") is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2025 and 2024 and for each of the three years in the period ended December 31, 2025, in accordance with Philippine Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

The Board of Directors reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders.

SyCip Gorres Velayo & Co., the independent auditor appointed by the stockholders, has audited the consolidated financial statements of the Company in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

(sgd.)

**DR. LUCIO TAN**

Chairman of the Board and Chief Executive Officer

(sgd.)

**EDUARDO LUIS T. LUY**

President and Chief Operating Officer

(sgd.)

**AMADOR T. SENDIN**

Chief Financial Officer

Signed this 26<sup>th</sup> day of March 2026

MACROASIA CORPORATION AND SUBSIDIARIES

## CONSOLIDATED BALANCE SHEETS

	December 31, 2025	December 31, 2024
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	P2,470,617,767	P1,369,282,600
Receivables and contract asset	2,435,855,119	2,202,872,855
Inventories	180,165,931	155,395,494
Input taxes and other current assets	1,175,150,284	695,565,235
<b>Total Current Assets</b>	<b>P6,261,789,101</b>	<b>P4,423,116,184</b>
<b>Noncurrent Assets</b>		
Investments in associates	3,806,564,227	2,471,121,471
Property, plant and equipment	3,589,688,776	2,496,453,868
Investment property	143,852,303	143,852,303
Net Investment in the lease	21,954,151	1,179,796,111
Right of Use Asset	809,052,471	781,910,809
Service concession right	438,336,998	436,908,235
Intangible assets and goodwill	359,809,552	365,088,037
Deferred income tax assets	114,550,269	95,809,930
Other noncurrent assets	1,028,315,922	1,023,594,420
<b>Total Noncurrent Assets</b>	<b>10,312,124,669</b>	<b>8,994,535,163</b>
<b>TOTAL ASSETS</b>	<b>P16,573,913,770</b>	<b>P13,417,651,347</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Current Liabilities</b>		
Notes payable	P485,000,000	P508,105,235
Accounts payable and accrued liabilities	3,235,178,317	2,299,534,892
Income tax payable	126,169,179	75,445,320
Dividends payable	10,505,443	96,402,629
Current portion of long-term debts	249,855,488	386,927,235
Current portion of lease liabilities	46,518,590	43,420,640
<b>Total Current Liabilities</b>	<b>4,153,227,017</b>	<b>3,022,908,715</b>

(Forward)

## MACROASIA CORPORATION AND SUBSIDIARIES

**CONSOLIDATED BALANCE SHEETS**

	December 31, 2025	December 31, 2024
<b>Noncurrent Liabilities</b>		
Long-term debts - net of current portion	2,048,421,029	395,420,113
Lease liabilities - net of current portion	915,201,716	2,049,541,788
Accrued retirement and other employee benefits payable	200,730,220	196,580,540
Deferred income tax liabilities	94,683,089	95,827,842
Other noncurrent liabilities	90,795,046	93,627,043
<b>Total Noncurrent Liabilities</b>	<b>3,349,831,100</b>	<b>2,830,997,328</b>
<b>Total Liabilities</b>	<b>7,503,058,117</b>	<b>5,853,906,043</b>
<b>Equity attributable to equity holders of the Company</b>		
Capital stock - ₱1 par value	₱1,933,305,923	₱1,933,305,923
Additional paid-in capital	281,437,118	281,437,118
Retained earnings		
Appropriated	2,940,000,000	960,000,000
Unappropriated	2,609,793,832	3,356,833,052
Other comprehensive income	122,565,567	-5,212,490
Other reserves	1,003,041,257	1,003,041,257
Treasury shares	-459,418,212	-459,418,212
	8,430,725,485	7,069,986,647
<b>Non-Controlling Interests</b>	<b>640,130,168</b>	<b>493,758,657</b>
<b>Total Equity</b>	<b>9,070,855,653</b>	<b>7,563,745,304</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>₱16,573,913,770</b>	<b>₱13,417,651,347</b>

## MACROASIA CORPORATION AND SUBSIDIARIES

**CONSOLIDATED STATEMENTS OF INCOME**

	2025	2024	2023
<b>NET SERVICE REVENUE</b>			
Inflight and other catering	₱4,901,925,852	₱4,402,552,818	₱3,981,782,302
Ground handling and aviation	4,276,564,172	4,171,950,252	3,135,524,660
Water	726,985,375	748,553,636	617,489,588
Others	55,768,845	118,615,838	262,249,296
	9,961,244,244	9,441,672,544	7,997,045,846
<b>DIRECT COSTS</b>			
Inflight and other catering	3,437,463,479	3,014,459,014	2,688,372,788
Ground handling and aviation	3,988,579,487	3,563,692,601	2,962,078,341
Water related expenses	435,466,002	430,542,415	379,061,138
Others	67,582,525	100,037,221	225,327,987
	7,929,091,493	7,108,731,251	6,254,840,254
<b>GROSS PROFIT</b>	<b>2,032,152,751</b>	<b>2,332,941,293</b>	<b>1,742,027,385</b>
<b>SHARE IN NET EARNINGS OF ASSOCIATES</b>	<b>1,472,758,536</b>	<b>731,540,161</b>	<b>576,729,023</b>
	3,504,911,287	3,064,481,453	2,318,756,408
<b>OPERATING EXPENSES</b>	<b>1,690,446,136</b>	<b>1,391,006,394</b>	<b>1,085,516,508</b>
<b>INCOME FROM OPERATIONS</b>	<b>1,814,465,151</b>	<b>1,673,475,059</b>	<b>1,233,239,900</b>
FINANCING CHARGES	-137,692,740	-121,985,127	-163,781,528
INTEREST INCOME	40,561,439	26,698,898	19,005,809
FOREIGN EXCHANGE GAIN (LOSS)- net	19,496,212	12,274,493	-8,281,901
OTHER INCOME - net	76,163,768	65,408,241	113,375,958
	-1,471,321	-17,603,495	-39,681,662
<b>INCOME BEFORE INCOME TAX</b>	<b>1,812,993,830</b>	<b>1,655,871,564</b>	<b>1,193,558,239</b>
<b>PROVISION FOR INCOME TAX</b>			
Current	206,769,406	214,837,144	160,051,056
Deferred	-1,166,878	69,625,152	-37,677,429
	205,602,528	284,462,296	122,373,627
<b>NET INCOME</b>	<b>₱1,607,391,302</b>	<b>₱1,371,409,268</b>	<b>₱1,071,184,611</b>
Attributable to:			
Equity holders of the Company	1,440,966,197	1,122,876,608	851,136,879
Non-controlling interests	166,425,105	248,532,660	220,047,732
	₱1,607,391,302	₱1,371,409,268	₱1,071,184,611
<b>Basic/Diluted Earnings Per Share</b>	<b>₱0.76</b>	<b>₱0.59</b>	<b>₱0.45</b>

MACROASIA CORPORATION AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December		
	2025	2024	2024
<b>NET INCOME (LOSS)</b>	<b>₱1,607,391,302</b>	<b>₱1,371,409,269</b>	<b>₱1,071,184,611</b>
<b>OTHER COMPREHENSIVE INCOME (LOSS) - Net</b>			
<i>Items of other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods:</i>			
Share in net foreign currency translation adjustments of associates (Note 9)	47,663,316	59,789,354	-15,937,991
<i>Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods:</i>			
Changes in fair value of equity investments held at FVTOCI - net of tax effect (Note 15)	21,250,000	34,000,000	12,750,000
Remeasurement gains (losses) on defined benefit plans, net of tax effect (Note 21)	-18,483	-23,066,323	-48,528,290
Share in remeasurement gains (losses) on defined benefit plans of associates (Note 9)	58,883,224	-60,333,526	-125,339,434
	<b>127,778,057</b>	<b>10,389,505</b>	<b>-177,055,715</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>₱1,735,169,359</b>	<b>₱1,381,798,774</b>	<b>₱894,128,896</b>
<b>Other comprehensive income (loss) attributable to:</b>			
Equity holders of the Company	127,778,057	11,114,694	185,648,255
Non-controlling interests (Notes 4 and 10)	-	-725,189	8,592,540
<b>Total comprehensive income attributable to:</b>			
Equity holders of the Company	<b>1,568,744,253</b>	<b>1,133,991,303</b>	<b>665,488,624</b>
Non-controlling interests (Notes 4 and 10)	<b>166,425,106</b>	<b>247,807,471</b>	<b>228,640,272</b>
	<b>₱1,735,169,359</b>	<b>₱1,381,798,774</b>	<b>₱894,128,896</b>

MACROASIA CORPORATION AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

	Other Components of Equity											Total	
	Capital Stock	Additional Paid-in Capital	Others Reserves (Note 27)	Reserve for Fair Changes of Financial Assets Investments	Share in Foreign Currency Translation Adjustments of an Associate (Note 9)	Share in Remeasurements on Defined Benefit Plans of Associates (Note 9)	Share in Remeasurements on Defined Benefit Plans of Associates (Note 9)	Retained Earnings Appropriated	Retained Earnings Unappropriated (Note 27)	Treasury Shares (Note 27)	Subtotal		Non-controlling Interests
<b>BALANCES AT JANUARY 1, 2023</b>	1,933,305,923	281,437,718	1,003,041,257	69,719,999	93,677,574	14,045,445	(812,1947)	168,321,071	1,776,465,313	(459,418,212)	5,554,150,470	114,457,299	5,666,607,769
Net income	-	-	-	-	-	-	-	851,136,879	851,136,879	-	2,200,477,32	2,200,477,32	1,071,184,611
Other comprehensive income	-	-	-	12,750,000	(15,937,991)	(712,083,0)	(185,648,255)	(185,648,255)	(185,648,255)	-	(8,592,540)	8,592,540	(770,557,15)
Total comprehensive income	-	-	-	12,750,000	(15,937,991)	(712,083,0)	(185,648,255)	(185,648,255)	(185,648,255)	-	(8,592,540)	8,592,540	(770,557,15)
Additional appropriation	-	-	-	-	-	-	-	110,000,000	110,000,000	-	-	-	110,000,000
Dividends to non-controlling interests	-	-	-	-	-	-	-	-	-	-	(94,547,916)	-	(94,547,916)
Additional investment of non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	171,500,000	171,500,000
<b>BALANCES AT DECEMBER 31, 2023</b>	1,933,305,923	281,437,718	1,003,041,257	82,469,999	77,739,583	(43,075,386)	(133,461,380)	(16,327,164)	960,000,000	2,423,052,276	6,125,091,778	360,247,571	6,485,338,749
Net income	-	-	-	-	-	-	-	-	1,122,876,609	-	1,122,876,609	248,532,660	1,371,409,269
Other comprehensive income	-	-	-	34,000,000	(59,789,354)	(22,341,134)	(60,333,526)	11,114,694	11,114,694	-	(725,189)	(725,189)	10,389,505
Total comprehensive income	-	-	-	34,000,000	(59,789,354)	(22,341,134)	(60,333,526)	11,114,694	11,114,694	-	(725,189)	(725,189)	10,389,505
Declaration of cash dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends to non-controlling interests	-	-	-	-	-	-	-	-	(189,095,833)	-	(189,095,833)	-	(189,095,833)
Additional investment of non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	(121,646,385)	(121,646,385)
<b>BALANCES AT DECEMBER 31, 2024</b>	1,933,305,923	281,437,718	1,003,041,257	116,469,999	137,529,937	(65,416,519)	(193,794,907)	(5,212,490)	960,000,000	3,356,833,052	7,069,966,648	493,756,656	7,563,745,305
Net income	-	-	-	-	-	-	-	-	1,440,966,196	-	1,440,966,196	166,425,106	1,607,391,302
Other comprehensive income	-	-	-	21,250,000	(47,663,316)	(18,483)	(58,883,224)	12,778,057	12,778,057	-	(12,778,057)	-	12,778,057
Total comprehensive income	-	-	-	21,250,000	(47,663,316)	(18,483)	(58,883,224)	12,778,057	12,778,057	-	(12,778,057)	-	12,778,057
Additional appropriation	-	-	-	-	-	-	-	-	2,830,000,000	(2,830,000,000)	-	-	-
Reversal of appropriation	-	-	-	-	-	-	-	-	(850,000,000)	850,000,000	-	-	-
Declaration of cash dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional investment of non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	(106,350,000)	(106,350,000)
<b>BALANCES AT DECEMBER 31, 2025</b>	1,933,305,923	281,437,718	1,003,041,257	137,719,999	185,192,283	(65,435,002)	(134,911,683)	122,565,567	2,948,000,000	2,609,793,832	8,430,725,485	640,130,188	9,070,855,653

## MACROASIA CORPORATION AND SUBSIDIARIES

**CONSOLIDATED STATEMENTS OF CASH FLOWS**

	2025	2024	2023
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Income before income tax	P1,812,993,830	P1,655,871,563	P1,193,558,238
Adjustments for:			
Equity in net (income) loss of associates	-1,472,758,536	-731,540,161	-576,729,023
Depreciation and amortization	409,572,078	361,930,535	327,001,195
Financing charges	137,692,740	121,985,127	163,781,528
Retirement benefit cost and other employee benefit cost	-4,652,173	-14,109,435	12,301,947
Interest income	-40,561,439	-26,698,898	-19,005,809
Unrealized foreign exchange gain (loss) - net	19,496,212	12,274,493	8,281,901
Loss on lease remeasurement	3,025,027		
Loss (Gain) on disposal of property and equipment	-2,555,222	2,775,991	
Gain on Purchase of a subsidiary	-102,422	0	-69,730,361
Loss on disposal of investment in an associate	0	0	43,022,151
Operating income before working capital changes	862,150,095	1,382,489,222	1,082,481,767
Decrease (increase) in:			
Receivables	-244,795,080	-117,851,521	-265,643,145
Inventories	-13,528,152	5,600,799	-21,650,650
Other current assets	-376,759,051	101,949,652	-249,650,920
Increase (decrease) in:			
Accounts payable and accrued liabilities	944,566,744	-146,337,716	557,230,232
Other noncurrent liabilities	-2,831,995	-	-
<b>Cash generated from (used in) operations</b>	<b>1,168,802,561</b>	<b>1,225,850,436</b>	<b>1,102,767,284</b>
Interest received	36,664,863	26,928,679	19,005,809
Financing charges paid	-80,525,268	-77,549,355	-106,549,500
Income taxes paid, including creditable withholding taxes	-273,515,155	-267,184,215	-200,389,032
<b>Net cash (used in) from operating activities</b>	<b>851,427,001</b>	<b>908,045,540</b>	<b>814,834,561</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Acquisitions of:			
Property and equipment and service concession rights	-1,457,116,390	-519,278,292	-306,498,309
Subsidiary, net of cash acquired	0	0	-174,004
Investment in stocks	-64,466,700	0	
Water rights and other intangible assets	-4,662,173	-7,178,533	-2,768,683
Dividends received	308,329,000	559,349,600	539,098,000
Proceeds from disposal of property and equipment	2,210,704	3,891,640	0
Additional refundable deposits and other noncurrent assets	6,295,152	-179,090,300	-9,501,896
Proceeds from sale of investment in associate	0	0	312,505
<b>Net cash from (used in) investing activities</b>	<b>-1,209,410,407</b>	<b>-142,293,605</b>	<b>220,467,613</b>
(Forward)			

## MACROASIA CORPORATION AND SUBSIDIARIES

**CONSOLIDATED STATEMENTS OF CASH FLOWS**

	2025	2024	2023
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>0</b>		
Proceeds from availment of:			
Notes payable	P439,000,000	P82,000,000	P-150,000,000
Long-term debts	1,920,896,986	334,815,500	0
Payments of:			
Notes payable	-75,178,000	-205,322,000	-44,500,000
Long-term debts	-404,967,817	-352,706,839	331,111,216
Lease liabilities, including interest	-89,173,470	-88,827,549	-90,076,224
Dividends paid	-313,956,215	-224,064,797	-116,790,728
Additional investment of non-controlling interest	0	7,350,000	0
<b>Net cash (used in)/from financing activities</b>	<b>1,476,621,484</b>	<b>-446,755,685</b>	<b>-432,478,168</b>
<b>EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b>	<b>-17,302,911</b>	<b>-12,274,488</b>	<b>-8,281,901</b>
<b>NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS</b>	<b>1,101,335,167</b>	<b>306,721,762</b>	<b>594,542,105</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>1,369,282,600</b>	<b>1,062,560,838</b>	<b>468,018,733</b>
<b>CASH AND CASH EQUIVALENTS AT END OF THE PERIOD</b>	<b>P2,470,617,767</b>	<b>P1,369,282,600</b>	<b>P1,062,560,838</b>

# OUTLOOK AND STRATEGIC INITIATIVES



## Emerging Trends and Market Landscape

### Note to the Reader:

This section highlights key external market developments and emerging trends that may influence our operating segments. It is intended to provide investors and other stakeholders with broader context on the environment in which we operate. We encourage readers to consider these insights alongside our discussions of risks and uncertainties, competitive dynamics, and other disclosures throughout this Integrated Annual and Sustainability Report.

The following discussions include forward-looking statements based on Management's current expectations and assumptions. Actual outcomes may differ materially due to various factors, including changes in market demand, regulatory actions, infrastructure readiness, operational disruptions, competitive conditions, inflationary and foreign exchange pressures, as well as geopolitical or public-health developments.

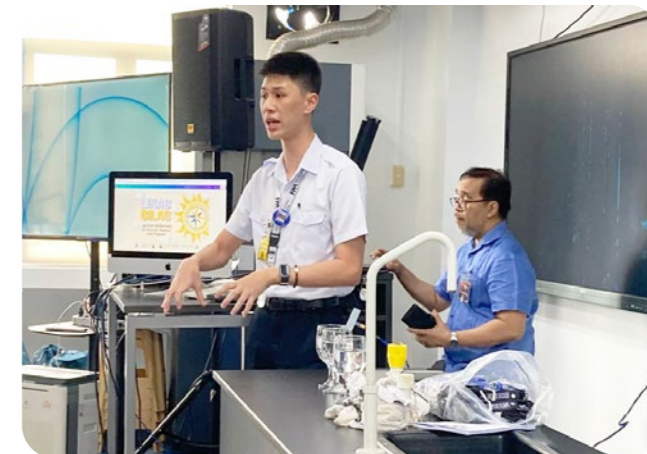


### 1) Philippine aviation demand remains structurally resilient, while capacity constraints persist

The Philippine aviation market continues to be supported by a combination of domestic mobility needs, overseas Filipino travel patterns, inbound tourism recovery, and the steady normalization of business travel. Industry data indicate that passenger volumes, particularly in the domestic sector, have moved beyond pandemic-era lows and are scaling amid route restoration and fleet deployment. For example, the Civil Aeronautics Board data cited publicly indicates total Philippine air passenger volume increased to 59.91 million in 2024 (+11% year-on-year).

However, passenger demand growth is occurring alongside well-documented constraints in airport and airspace capacity, including slot limitations, runway and terminal congestion, and variability in on-time performance, particularly in peak period. Sector stakeholders continue to emphasize the link between infrastructure upgrades (runways, terminals, systems) and the ability to accommodate larger aircraft, add frequencies, and structurally reduce operating friction.

**Implication for the Group:** For our aviation services and airline-adjacent businesses, the operating environment remains attractive, but execution-intensive growth opportunities are closely tied to operational reliability, capacity planning, and alignment with airport infrastructure timelines.



### 2) Airport modernization and private-sector participation are reshaping service requirements

A notable market development is the transition of Ninoy Aquino International Airport (NAIA) under a private concession framework, with the consortium's publicly stated commitments emphasizing capacity uplift and service modernization. Public updates also indicate NAIA recorded its highest annual passenger traffic in 2025, reflecting sustained demand and peak-season pressures.

Beyond NAIA, secondary gateways continue to expand. Clark International Airport reported in 2025 passenger growth of



14% to 2,753,101, with seat capacity rising 12% year-on-year, supported by additional frequencies and international traffic growth.

**Implication for the Group:** Airport modernization tends to (a) raise service expectations (SLA [service-level agreement] discipline, digitized processes, safety and security standards), (b) increase the importance of integrated ramp and terminal coordination, and (c) widen the value of scalable service platforms that can support multiple carriers and evolving airport operating models.

**3) Airline strategies are evolving toward network optimization, fleet scaling, and seasonal capacity management**

Competitive dynamics among Philippine carriers remain active, characterized by network expansion, fleet renewal, and tactical capacity management to match seasonality. Public reports indicate that Cebu Pacific expanded routes and fleet deployment and held 38% share of Philippine air traffic in 2024 (as cited in media referencing regulator data). International disclosures also highlight “wet lease” arrangements as a tool to manage peak demand and aircraft utilization, underscoring more sophisticated capacity playbooks across seasons.

At the same time, Philippine Airlines (PAL) and AirAsia Philippines continue to calibrate growth strategies around fleet availability, route economics, and airport constraints. PAL is expecting the delivery of new planes in the short-term, scaling the airline’s capacity to take in more routes and passengers.

**Implication for the Group:** As airlines prioritize operational efficiency and turnaround reliability, aviation service providers that deliver consistent performance in ground time discipline, equipment uptime, safety, and compliance readiness are well positioned to capture market share as airlines increase frequencies, add destinations, or manage peak surges.

**4) Aviation support services: higher expectations on safety, digitalization, and resilience**

Across airports and ground operations, the market is shifting from purely volume-driven growth to “quality-of-capacity” growth, where the ability to operate reliably at high utilization becomes a competitive differentiator. Several trends are becoming more prominent:



- **Digitized operations and visibility:** Increased use of ramp/turnaround management systems, e-permits, workforce scheduling tools, and customer-facing dashboards, driven by airline and airport demands for traceability and measurable SLAs.
- **Operational resilience:** Greater emphasis on disruption response (weather events, airspace constraints, equipment redundancy, and contingency staffing).
- **Compliance and audit-readiness:** More frequent and stringent audits linked to safety management systems and security requirements as airport modernization progresses.

**Implication for the Group:** Investments in systems, training, and process standardization are becoming increasingly strategic to meet compliance requirements and protect margins through improved productivity and reduced disruption costs.

**5) Food services: demand recovery, value engineering, and sustainability requirements**

The food services landscape serving aviation and institutional accounts is being shaped by three (3) intersecting pressures:

- **Volume and complexity:** As passenger volumes expand and route networks diversify, food service providers face more complex production planning (menu variety, special meals, last-minute changes) and tighter delivery windows.
- **Input cost volatility:** Protein, grains, packaging, utilities, and logistics costs remain key variables that influence pricing discipline and margin management. Customers increasingly expect transparent indexation, value engineering, and waste reduction initiatives rather than uniform price increases.
- **Customer and regulatory expectations on food safety and ESG:** Heightened focus on food safety systems, traceability, and sustainability practices (packaging reduction, waste segregation, environmental and social supplier screening, water and energy efficiency) is becoming part of bid competitiveness and client retention.

**Implication for the Group:** Providers that combine industrial-scale commissary capability with rigorous quality assurance and cost discipline are better positioned to navigate margin pressures while maintaining service consistency for airlines



and institutional clients. Integrating robust food safety systems and verifiable ESG practices also strengthens audit performance, builds customer confidence, and aligns us with emerging regulatory and procurement standards, allowing us to protect margins and stand out as a reliable, compliant, and future-ready partner.

#### 6) Water concessions: regulatory decisions and capital programs remain central to the operating backdrop

Developments in the water sector are relevant given the importance of regulatory stability, tariff frameworks, and long-horizon capital programs. In June 2025, the national government approved a 10-year extension of the concession contracts of Maynilad Water Services and Manila Water, aimed at supporting sustained service delivery.

The market has also seen renewed investor focus on the sector's capital expenditure requirements and funding pathways. For example, international reporting highlighted Maynilad's IPO process in late 2025, underscoring the intended use of proceeds for capital expenditures and corporate purposes.

**Implication for the Group:** In our water-related businesses or partnerships, value creation is closely linked to (a) regulatory clarity and timely approvals, (b) disciplined capital program execution, and (c) service reliability metrics that influence stakeholder trust and long-term returns.

#### 7) Cross-sector themes affecting outlook: talent, energy, and climate resilience

Several cross-cutting factors are increasingly material across aviation services, food operations, and infrastructure-linked concessions:

- **Labor availability and capability building:** Competition for skilled technical and operational talent is intensifying, underscoring the need for structured training pipelines, stronger retention strategies, and more efficient productivity systems. We must also reinforce succession planning, strengthen leadership development, and adopt flexible staffing models to maintain operational continuity.



- **Energy and utility efficiency:** Volatile power and fuel prices are accelerating the shift toward high-efficiency systems, optimized production workflows, and more disciplined energy management. Investments in electrification, renewable energy solutions, and upgraded utility infrastructure are now essential to stabilize our cost-to-serve, meet sustainability commitments, and support long-term competitiveness.

- **Climate and disruption risk:** Increasing weather volatility and more frequent disruption events heighten the need for stronger business-continuity planning, redundant operational capacity, and diversified supply chains. Climate-related risks such as extreme heat, flooding, typhoons, and infrastructure interruptions now directly affect service reliability, asset integrity, and cost exposure. We must reinforce site resilience, strengthen contingency logistics, and implement more systematic monitoring and response protocols to maintain uninterrupted operations and protect long-term viability.

**Implication for the Group:** Strengthening our organizational capabilities remains essential to sustaining efficient, resilient, and future-ready operations. Key priorities include developing a skilled and adaptable workforce, expanding the use of energy-efficient and renewable technologies, and enhancing climate preparedness across operations and supply chains. These measures help reduce operational risks, improve resource and energy efficiency, and support long-term environmental and business resilience.

#### Balanced View: Opportunities with Execution and Regulatory Dependencies

Overall, the market landscape in the Philippines continues to present growth opportunities supported by rising mobility demand, airport modernization efforts, and the continued evolution of airline strategies. At the same time, outcomes remain sensitive to the pace and effectiveness of infrastructure upgrades, operating rule changes, and regulatory decisions—particularly in sectors with public utility or concession characteristics. Our strategic response centers on operational excellence, scalable platforms, disciplined capital allocation, and risk management consistent with investor and regulatory expectations.



## Strategic Goals for 2026 and Beyond

MacroAsia's strategy for 2026 and beyond is a continuum of "Focusing on the Core Aviation Services" to "Scaling the Edges". We remain committing to reinforcing the resilience and competitiveness of our core aviation-related businesses, expanding infrastructure-linked services with long-term demand fundamentals, accelerating digital modernization, embedding sustainability into our operations and investment decisions, and maintaining financial discipline in support of sustainable shareholder value creation.

### 1. Strengthen Core Aviation Support Platforms

Our primary strategic priority is to secure the long-term continuity, scalability, and competitiveness of our aviation support businesses, including opportunities beyond the Philippines' main airport hub.

On the short-term, we will pursue long-term lease arrangements critical to our operations within the airports or adjacent areas as needed for aviation-related services. These initiatives are intended to support operational stability and capacity planning over the medium to long term.

We will continue enhancing our airline catering and ground-handling capabilities through facility upgrades, process improvements, and the pursuit of relevant international certifications, with emphasis on safety, service reliability, and compliance. We also aim to expand our ground-handling portfolio by securing additional contracts with regional and international carriers, thereby diversifying beyond our principal base operator relationships.

Selective opportunities for regional expansion within Southeast Asia, including aviation and logistics-related partnerships, will be evaluated in line with our strategic priorities, risk appetite, and capital discipline.



### 2. Expand and Diversify Infrastructure Services

Our Group seeks to broaden our infrastructure services portfolio by building on our experience in regulated and concession-based operations, focused on the water segment.

In the water sector, we plan to pursue growth through partnerships with local government units, water districts, and industrial customers, with a strong focus on service reliability, regulatory compliance, and disciplined project execution.

We will also explore airport-related concessions, including utilities and facilities management services, that are aligned with our aviation ecosystem capabilities.

In addition, we will assess opportunities in the cargo and logistics space, including bonded warehouse operations, and related infrastructure that complement airport and trade corridor developments. Our Group's engineering and construction capabilities are expected to support these initiatives, subject to appropriate risk management and return thresholds.



### 3. Digitize and Modernize Group Operations

Digitalization is a key enabler of efficiency, scalability, and governance across the Group.

We plan to implement an enterprise-wide digital transformation program, with a common Enterprise Resource Planning (ERP) system as the core platform for finance, accounting, and shared services. A shared service center will be established to support finance and

accounting functions, as well as human resource services such as payroll, recruitment, and information systems.

During the initial phase, the shared service center will focus on standardized transactional and data entry processes. As capabilities mature, more advanced functions, including financial planning and analysis, may be progressively centralized to improve consistency, transparency, and control across the Group. Our long-term thrust is to convert this shared service to be a revenue contributor for the Group by taking on third-party accounts.

Operational initiatives will include the use of predictive analytics to support demand forecasting and resource optimization in catering, ground handling, and cargo-related activities, as well as the adoption of automated resource and workforce management systems.

For our water business units, customer-facing digital platforms and online payment systems will be introduced to enhance service accessibility and engagement.

### 4. Integrate Sustainability and ESG into Strategy and Execution



Sustainability and ESG considerations will continue to be embedded in our operations, investment decisions, and risk management framework.

We will advance initiatives to reduce the carbon footprint of our aviation support operations, including ongoing investments in hybrid and electric ground support equipment. Across our subsidiaries, we will implement water conservation and recycling programs, ensure regulatory compliance, and pursue renewable energy solutions such as solar power installations for key infrastructure assets.

We will also undertake a phased transition to the ISSB Standards, aligning our sustainability reporting with the

SEC's mandated gradual adoption. Starting 2027, we will fully adopt the ISSB Standards for sustainability reporting, alongside the GRI 2021 Standards.

We will also institutionalize ESG risk assessments within our investment evaluation and capital allocation processes.

### 5. Maintain Financial Discipline and Enhance Shareholder Value



We remain committed to disciplined capital allocation and maintaining a strong balance sheet.

We will continue to review our portfolio and capital allocation priorities, including the potential rationalization, slowdown, or divestment of lower-yielding or non-core units, while reallocating capital toward our core and higher-growth businesses. We aim to maintain conservative leverage levels and financial flexibility to support long-term resilience.

Subject to earnings performance, capital requirements, and market conditions, we will seek to enhance our dividend policy over time, consistent with our objective of sustainable shareholder value creation.





## New Prospects

We continue to pursue selective growth opportunities anchored on disciplined capital allocation, operational efficiency, and long-term demand fundamentals. Our new prospects for the near to medium term are underpinned by a focused capital expenditure program, with emphasis on projects that enhance profitability, strengthen core platforms, and support sustainable expansion across our priority business segments.

### Capital Expenditure Program and Strategic Focus

Management has proposed a consolidated capital expenditure (CAPEX) program of approximately **P2.5 billion** for 2026. This program is designed to balance growth-oriented investments with initiatives that preserve operational reliability, reduce costs, and mitigate business risks.

Approximately **88%** of the proposed CAPEX is directed toward projects expected to improve our profitability and long-term earnings capacity, while the remaining portion will be utilized to sustain current profit levels, enhance efficiency, and manage operational and regulatory risks. The CAPEX

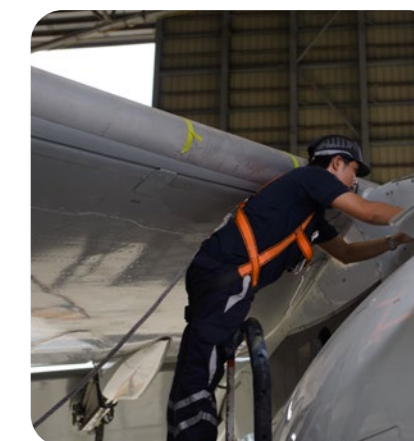
program reflects our strategic priorities and disciplined approach to capital deployment, consistent with our long-term value creation objectives.

### Food and Water Business: Market Expansion

A significant portion of our investments is directed toward expanding capacity for our food commissaries and developing new water treatment plants and distribution networks.

The capacity of the Muntinlupa food commissary is being doubled, and construction is foreseen to be completed by Q12027. Our food commissary JV in Cebu is also set for expansion over the next two years.

Our water projects in Bacolod City, Lapu-Lapu City, and San Fernando, La Union are expected to become operational and revenue-generating within 2026. Construction of the Iloilo water project will commence in 2026, with completion anticipated in the early part of 2027.



### Royalties from Mining

We anticipate the re-opening of our old Infanta Nickel Mine in 2026. We expect to receive royalties from the third-party operator that was commissioned to re-start and manage the nickel mining operations.

### Other Businesses and Selective Investments

A portion of our CAPEX program covers maintenance and selective investments in our other subsidiaries, including aviation support, water-related service entities, property development, and information technology solutions. These expenditures are largely equity-funded and are intended to sustain operational continuity, address regulatory or technical requirements, and support enabling capabilities across our Group.

### Impact on Financial Performance and Funding Position

The proposed CAPEX program is expected to result in an increase in depreciation expense in our consolidated profit and loss statement in 2026. However, our Management considers this impact manageable and aligned with the long-term benefits of the underlying investments.

Overall, most of the CAPEX program is expected to be funded internally, with a portion sourced from long-term debt facilities with partner banks. This funding mix reflects our conservative financial policy and commitment to maintaining balance sheet strength while pursuing new growth opportunities.

## Outlook

Our new prospects are anchored on infrastructure and service platforms with long-term demand visibility, supported by prudent financing structures and disciplined execution.

While the timing and outcomes of some of these initiatives remain subject to regulatory approvals, market conditions, and execution risks, our Management believes that our current CAPEX program positions us to enhance our earnings base, strengthen operational resilience, and support sustainable value creation over the medium to long term.

# ANNEXES

## GREENHOUSE GAS CALCULATION METHODOLOGY

### Scope and Limitations

We defined our organizational boundary for greenhouse gas (GHG) reporting using the financial control approach, consistent with the GHG Protocol Corporate Accounting and Reporting Standard and IFRS S2 Climate-related Disclosures. Under this approach, we report 100% of GHG emissions from entities and operations over which the Group exercises financial control, irrespective of equity ownership.

Accordingly, our GHG inventory includes all wholly owned subsidiaries and financially controlled majority-owned subsidiaries where we have authority over budgets, investments, and operating policies. This boundary aligns our climate-related disclosures with our financial consolidation practices and reflects emissions sources over which we have the ability to implement policies, operational controls, and emissions reduction actions.

Direct Scope 1 emissions estimates may be affected by limitations in activity data availability, including the use of secondary data where primary measurements are not accessible. Indirect Scope 2 electricity emissions are calculated using proxy grid emission factors to arrive at a reasonable and transparent estimate while more up to date average grid emission factors are not yet available. These proxy factors are not intended to represent the latest official National Grid Emission Factors and may be revised in the future.

We calculate emissions intensity as total greenhouse gas emissions (tCO<sub>2</sub>e), comprising Scope 1 and Scope 2 emissions, divided by total revenue expressed in million Philippine pesos (Php). For Group-level and segment-level reporting, emissions and revenue are aggregated prior to the calculation of emissions intensity. Emissions intensity metrics, including energy and emissions intensity, may fluctuate due to changes in revenue or operational scale, particularly for business units with atypically low revenue during the reporting period. Such variability may affect year-on-year comparability.

The methodologies, assumptions, and emission factors applied are reviewed periodically and may be updated as reporting standards evolve or as more granular, entity or supplier-specific data become available, in line with IFRS S2 requirements on consistency, transparency, and continuous improvement.

### Methodology for Fuel-Related Emissions

We currently report fuel-related emissions in metric tons of carbon dioxide (tCO<sub>2</sub>e) and plan to progressively expand our inventory as we improve on our data collection and consolidation.

All fuel combustion sources over which the Group has direct control are included in the Scope 1 inventory. These sources consist of the following:

- Mobile fleet vehicles across subsidiaries, including company-owned vehicles
- Stationary combustion units, such as power generators and boilers
- Aircraft used for pilot training activities
- Aviation-related auxiliary operations, including Ground Support Equipment (GSE)

Fuel consumption data are derived from the best available records, including purchase receipts, invoices, and usage logs, and are assumed to reasonably represent actual fuel consumption during the reporting period.

Direct (Scope 1) fuel emissions are calculated by applying EPA and EIA-published, IPCC-aligned per liter emission factors to fuel consumption data, with factors based on standardized fuel carbon content and applied consistently across all business units.

### Methodology for Electricity-Related Emissions

#### Location-Based Approach

We calculate electricity-related GHG emissions in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard*, using the best available data at the time of reporting.

Electricity consumption data are obtained from utility bills and internal records and categorized by grid location, specifically the Luzon-Visayas grid and the Mindanao Grid. Emissions are calculated by multiplying electricity consumption (in kilowatt-hours) by the applicable grid emission factors.

In the absence of officially published and current average grid emission factors applicable to the reporting year, we apply proxy grid emission factors based on the Philippine Department of Energy's Combined Margin emission factors: 0.7181 tCO<sub>2</sub>/MWh for the Luzon-Visayas Grid and 0.81730 tCO<sub>2</sub>/MWh for the Mindanao Grid. These proxy factors are used to provide a reasonable and transparent estimate of electricity-related emissions and do not represent the latest official National Grid Emission Factors. As such, they remain subject to revision.

We commit to updating our electricity-related emissions calculations once applicable and officially published grid emission factors become available from the Philippine Department of Energy. Any updates will be disclosed transparently in subsequent reports to ensure accuracy and consistency over time.

**Market-Based Approach**

Under the market-based approach, we recognize renewable electricity consumption through Renewable Energy (RE) Certificates and carbon emissions performance reports provided by First Gen Corporation (FGen) to our food business units, including MacroAsia SATS Food Industries, Inc. (MSFI) and MacroAsia Catering Services, Inc. (MACS).

For MacroAsia SATS Inflight Services Corporation (MSIS), RE Certificates are issued under Philippine Airlines (PAL), which is the named electricity account holder and owner of the InFlight Catering Center in Pasay City that we lease. Accordingly, we calculate MSIS's Indirect Scope 2 emissions based on its proportional share of electricity payments, representing 73.8% of total electricity consumption, with the remaining portion attributed to PAL.

**BOARD COMMITTEE MEETINGS ATTENDANCE**

The following shows the attendance of directors at board committee meetings during the reporting period:

Members	Audit Committee Meeting					No. of Meetings Attended
	20 March 2025	27 March 2025	13 May 2025	11 August 2025	12 November 2025	
Ramon P. D. Dizon	✓	✓	✓	✓	✓	5/5
Vivienne K. Tan	X	✓	✓	✓	✓	4/5
Johnip G. Cua	✓	✓	✓	✓	✓	5/5
Diwa C. Guinigundo	✓	✓	✓	✓	✓	5/5
Samuel C. Uy	X	✓	✓			2/3
Christina C. Tan				✓	✓	2/2

- Note:** 1) Mr. Samuel C. Uy served as member of the Audit Committee until 14 May 2025.  
2) Ms. Christina C. Tan was elected as member of the Audit Committee during the Special Board Meeting held on 10 July 2025.

Members	Corporate Governance Committee Meeting			No. of Meetings Attended
	27 March 2025	8 May 2025	5 November 2025	
Diwa C. Guinigundo	✓	✓	✓	3/3
Lucio C. Tan III	✓	X		1/2
Johnip G. Cua	✓	✓	✓	3/3
Samuel C. Uy	✓	✓		2/2
Ramon P. D. Dizon	✓	✓	✓	3/3
Gregorio T. Yu			✓	1/1
Christina C. Tan			✓	1/1
Atty. Marivic T. Moya (Non-Voting Member)	✓	✓	✓	3/3

- Note:** 1) Mr. Lucio C. Tan III served as member of the Corporate Governance Committee until 14 May 2025.  
2) Mr. Samuel C. Uy served as member of the Corporate Governance Committee until 14 May 2025.  
3) Mr. Gregorio T. Yu was elected as member of the Corporate Governance Committee during the Organizational Meeting of the Board of Directors held on 15 May 2025.  
4) Ms. Christina C. Tan was elected as member of the Corporate Governance Committee during the Special Board Meeting held on 10 July 2025.

Members	Risk Management Committee Meeting				No. of Meetings Attended
	27 March 2025	7 May 2025	12 August 2025	7 November 2025	
Samuel C. Uy	✓	✓			2/2
Eduardo Luis T. Luy	✓	✓	✓	✓	4/4
Johnip G. Cua	✓	✓	✓	✓	4/4
Diwa C. Guinigundo	✓	✓	✓	✓	4/4
Ramon P. D. Dizon	✓	✓	✓	✓	4/4
Gregorio T. Yu			✓	✓	2/2
Christina C. Tan			✓	✓	2/2

- Note:** 1) Mr. Samuel C. Uy served as member of the Risk Management Committee until 14 May 2025.  
2) Mr. Gregorio T. Yu was elected as member of the Risk Management Committee during the Organizational Meeting of the Board of Directors held on 15 May 2025.  
3) Ms. Christina C. Tan was elected as member of the Risk Management Committee during the Special Board Meeting held on 10 July 2025.

Members	Compensation Committee Meeting	
	20 March 2025	No. of Meeting Attended
Lucio C. Tan III	X	0/1
Johnip G. Cua	✓	1/1
Michael G. Tan	✓	1/1
Samuel C. Uy	X	0/1
Diwa C. Guinigundo	✓	1/1
Atty. Marivic T. Moya (Non-Voting Member)	✓	1/1

Members	Investment Committee Meeting		No. of Meetings Attended
	20 March 2025	12 August 2025	
Dr. Lucio C. Tan	✓	✓	2/2
Carmen K. Tan	✓	✓	2/2
Eduardo Luis T. Luy	✓	✓	2/2
Lucio C. Tan III	X	✓	1/2
Kyle Ellis C. Tan		✓	1/1
Vivienne K. Tan	✓		1/1
Johnip G. Cua	✓	✓	2/2
Diwa C. Guinigundo	✓	✓	2/2
Gregorio T. Yu		✓	1/1

- Note:** 1) Mr. Kyle Ellis C. Tan was elected as member of the Investment Committee during the Organizational Meeting of the Board of Directors held on 15 May 2025.  
2) Ms. Vivienne K. Tan served as member of the Investment Committee until 14 May 2025.  
3) Mr. Gregorio T. Yu was elected as member of the Investment Committee during the Organizational Meeting of the Board of Directors held on 15 May 2025.

Members	Related Party Transactions Committee Meeting	
	20 March 2025	No. of Meeting Attended
Diwa C. Guinigundo	✓	1/1
Lucio C. Tan III	✓	1/1
Johnip G. Cua	✓	1/1
Samuel C. Uy	X	0/1
Ramon P. D. Dizon	✓	1/1

Members	Retirement Plan Committee Meeting	
	25 March 2025	No. of Meeting Attended
Johnip G. Cua	✓	1/1
Diwa C. Guinigundo	✓	1/1
Amador T. Sendin	✓	1/1
Atty. Marivic T. Moya (Non-Voting Member)	✓	1/1

## DIRECTORY OF SUBSIDIARIES AND AFFILIATES

### Aqualink Resources Development, Inc. (ARDI)

Ground Floor, Leighton Hall, Lancaster New City  
Imus, Cavite  
Tel. No.: +63 967 457 6140  
Email: [aqualinkresources@macroasiaproperties.com](mailto:aqualinkresources@macroasiaproperties.com)  
General Manager: KRISTOFFER D. SABATER

### Allied Water Services, Inc. (AWSI)

7/F Ricogen Building, 112 Aguirre Street,  
Legaspi Village, Makati City, Metro Manila  
Email: [info@macroasiacorp.com](mailto:info@macroasiacorp.com)  
Website: <https://macroasiacorp.com/>  
Head of Water Operations and General Manager:  
DOMINADOR K. DE CASTRO JR.

### Boracay Tubi System, Inc. (BTSI)

Main Road, Brgy. Balagbag,  
Boracay Island, Malay, Aklan  
Tel. No.: +63 288 3168  
Website: <https://boracaytubi.com/>  
General Manager: CHARMIAN A. MOLINA

### Cavite Alliedkonsult Services Corporation (CAKSC)

Lot 14 Phase, Golden Gate Business Park,  
Brgy. Buenavista II, General Trias, Cavite 4107  
Tel. No.: (046) 885 0594  
General Manager: JOHN EMMANUEL TIMOTHY D.  
PABILONIA

### Cavite Business Resources, Inc. (CBRI)

Col. Riel Street, Poblacion 2A,  
Maragondon, Cavite 4112  
Officer-In-Charge: CLARA C. FRANCISCO

### Cebu Pacific Catering Services, Inc. (CPCS)

1<sup>st</sup> Avenue Extension, Block B6  
Mactan Economic Zone 1, Lapu-Lapu City, Cebu  
Tel Nos.: (032) 341-2858, (032) 326-3762  
General Manager: SHERWIN B. OLIVAR

### First Aviation Academy, Inc. (FAA)

Main Branch: Building 8303, Southwest Apron B,  
Argonaut Highway, Subic Bay International Airport,  
Subic Bay Freeport Zone, Subic, Zambales  
Website: <https://firstaviationacademy.com/>  
General Manager: RODOLFO Z. SANTOS

### Satellite Offices:

MacroAsia Corporation (MAC)  
7<sup>th</sup> Floor, Ricogen Building, 112 Aguirre Street,  
Legazpi Village, Makati City, Manila  
Tel No.: (+632) 8840200

PATTS College of Aeronautics  
Lombos Ave., Brgy. San Isidro, Parañaque City  
Tel. No.: +63 47 251 3413, +63 28 840 2001 loc. 213/214,  
+63 917 119 3028

### Japan Airport Service Co., Ltd. (JASCO)

Room #332, 3rd Floor, 154-4 Kogome-gome  
Narita-shi, Chiba Prefecture 282-0004  
Tel No.: 0476 32 5881  
Fax No.: 0476 32 5894  
Website: <https://www.jasco-ghs.co.jp/contact/>  
Representative Director: KIYOMI OKAMOTO

### Lufthansa Technik Philippines, Inc. (LTP)

MacroAsia Economic Zone  
Villamor Air Base, Pasay City 1309  
Metro Manila  
Tel. No.: +63 2 8855 2222  
Email: [corpcomm@lht-philippines.com](mailto:corpcomm@lht-philippines.com)  
President and CEO: HOLGER BECK

### MacroAsia Air Taxi Services, Inc. (MAATS)

2316 MIAA Bldg B. Aurora Blvd.,  
Tramo Pasay City, Metro Manila  
Tel No.: (+632) 85534847  
General Manager: JOSELITO B. ELLAZAR

### MacroAsia Airport Services Corporation (MASCORP)

3rd Floor, Bldg. A Skyfreight Center, Ninoy Aquino Ave.,  
Brgy. Sto. Nino, Parañaque City, Metro Manila  
Tel No.: (+632) 88785001  
Website: <http://www.mascorp.ph/>  
General Manager: JOSELITO B. ELLAZAR

### MacroAsia Corporation (MAC)

7/F Ricogen Building,  
112 Aguirre Street, Legazpi Village,  
Makati City, Metro Manila  
Tel No.: (+632) 88402001  
Email: [info@macroasiacorp.com](mailto:info@macroasiacorp.com)  
Website: <https://macroasiacorp.com>  
President and COO: EDUARDO LUIS T. LUY

### MacroAsia Catering Services, Inc. (MACS)

West Service Road, Merville Exit,  
Ninoy Aquino International Airport,  
Pasay City, Metro Manila  
Tel No.: (+632) 88282011  
Website: <http://www.macroasiacatering.com/>  
MAC Food Group COO: RHODEL C. ESTEBAN

## DIRECTORY OF SUBSIDIARIES AND AFFILIATES

### MacroAsia Properties Development Corporation (MAPDC)

Head Office: MacroAsia Special Economic  
Zone (MASEZ), Villamor Airbase,  
Pasay City, Metro Manila  
Ecozone Manager: ROWENA PRICILLA L.  
CASTROVERDE

Cebu Office: MacroAsia Cebu Special  
Economic Zone, Mactan-Cebu International  
Airport Authority (MCIAA), Lapu-Lapu City, Cebu

### MacroAsia SATS Food Industries Corporation (MSFI)

MAPDC Building, East Service Road,  
Brgy. Sucat, Muntinlupa City, Metro Manila  
Tel No.: (+632) 82979000  
Deputy General Manager: GLENN U. MANGLALLAN

### MacroAsia SATS Inflight Services Corporation (MSIS)

PAL Inflight Center, Baltao St. Cor MIAA Road,  
Pasay City, Metro Manila  
Tel No.: (+632) 88511049  
General Manager: WESLEY B. CALFOFORO

### MacroAsia Mining Corporation (MMC)

Head Office: 7<sup>th</sup> Floor, Ricogen Building,  
112 Aguirre Street, Legazpi Village, Makati City

Mine Site Office: Sitio Linao, Brgy. Ipilan,  
Brooke's Point, Palawan  
Tel No.: +63 2 8840 2001  
Officer-In-Charge: BELGIUM S. TANDOC

### MacroAsia Jolliant Food Services Corporation (MJFSC)

Lot 331 Martin Francisco St., Sitio Bantayan  
Brgy. Poblacion Cordova, Cebu 6017  
Tel No.: (+63) 265-4759  
Email: [info@macroasiajolliant.com](mailto:info@macroasiajolliant.com)  
Commissary Manager:  
Contact Person: VENICE I. GALAMITON

### MacroAsia New Ventures, Inc. (MNVI)

Head Office: 7/F Floor, Ricogen Building,  
112 Aguirre Street, Legazpi Village,  
Makati City, Metro Manila  
Tel No.: (+632) 88402001

### Naic Water Supply Corporation (NWSI)

Naic Water Building, Governors Drive  
Brgy. Sabang, Naic, Cavite  
Tel. Nos.: (046) 412 0026, 0917 553 7475  
General Manager: CLARA C. FRANCISCO

### SNV Resources Development Corporation (SNVRDC)

Dupan St. cor. Yogad Street, Brgy. Quirino,  
Solano, Nueva Vizcaya 3709  
Tel. Nos.: +63 78 392 0759  
Business Office: +63 917 653 1737  
Water Treatment Plant: +63 977 812 1456  
Email: [customerdevelopment.snv@gmail.com](mailto:customerdevelopment.snv@gmail.com)  
General Manager: HELEN GRACE ASUNCION-ANG

### Summa Water Resources, Inc. (SWRI)

Head Office: KM 20 Interior, East Service Road,  
Sucat, Muntinlupa City, Metro Manila

Sales Office: 6F Ricogen Building, 112 Aguirre Street,  
Legazpi Village, Makati City 1229 Metro Manila  
Tel. Nos.: Purchasing: +63 8288 1529

Accounting: +63 8287 8646  
Sales: +63 8286 7077

Email: [sales@summawater.com](mailto:sales@summawater.com)  
Website: <https://summawater.com/>  
General Manager: MARICHU T. DECENDARIO

### Tera Information and Connectivity Solutions, Inc. (TERA)

7<sup>th</sup> Floor, Ricogen Building,  
112 Aguirre Street  
Legazpi Village, Makati City  
Tel No.: +63 2 8840 2001  
General Manager: MAITE GRACIA C. PALMER

## MEMBERSHIP IN ASSOCIATIONS AND NETWORKS

GRI 2-28

MacroAsia Corporation and its subsidiaries have memberships in the following associations and networks through its executives and officers:

- Airline Operators Council (AOC)
- Association of Purchasing Managers of the Hotels and Restaurants of the Philippines (APMHRP)
- British Chamber of Commerce Philippines (BCCP)
- Employers Confederation of the Philippines (ECOP)
- Financial Executives Institute of the Philippines (FINEX)
- Food Caterers' Association of the Philippines (FCAP)
- German Philippine Chamber of Commerce and Industry (GPCCI)
- Geological Society of the Philippines (GSP)
- Institute of Integrated Electrical Engineers of the Philippines (IIEE)
- Institute of Internal Auditors – Philippines (IAA)
- Integrated Bar of the Philippines (IBP)
- Management Association of the Philippines (MAP)
- Makati Business Club (MBC)
- National Master Plumbers Association of the Philippines (NAMPA)
- People Management Association of the Philippines (PMAP)
- Philippine Institute of Chemical Engineers (PChE)
- Philippine Society of Civil Engineers (PSCE)
- Philippine Society of Mechanical Engineers (PSME)
- Philippine Society for Microbiology, Inc. (PSM)
- Philippine Society of Mining Engineers (PSEM)
- Philippine Chamber of Commerce and Industry (PCCI)
- Philippine Flying School Association (PFSA)
- Philippine Institute of Certified Public Accountants. (PICPA)
- Philippine Water Works Association, Inc. (PWWAI)
- Pollution Control Association of the Philippines (PCAP)
- Water Environment Association of the Philippines, Inc. (WEAP)

## LIST OF ACRONYMS

ACGS	ASEAN Corporate Governance Scorecard	CAKSC	Cavite Alliedkonsult Services Corporation
AED	Automatic External Debrillator	CAPA	Corrective and Preventive Actions
AMRO	ASEAN+3 Macroeconomic Research Office	CAPEX	Capital Expenditure
AOC	Airline Operators Council	CASA (AU)	Civil Aviation Safety Authority
APAST	Aircraft Pilot and Aircrew Survival Training	CAB (JP)	Civil Aviation Bureau
APC	Aviation Products Corporation	CBO	Cotobato (Aviation Code)
APMHRP	Association of Purchasing Managers of the Hotels and Restaurants of the Philippines	CBRI	Cavite Business Resources, Inc.
ARDI	Aqualink Resources Development, Inc.	CEB	Cebu (Aviation Code)
ASEAN	Association of Southeast Asian Nations	CEO	Chief Executive Officer
ASSC	Airport Specialists' Services Corporation	CGY	Cagayan (Aviation Code)
AVSEC	Aviation Security	CMD	Cubic Meters per Day
AWSI	Allied Water Services, Inc.	CNI	Calmia Nickel, Inc.
B2B	Business-to-Business	CO2	Carbon Dioxide
BAC	Bidding and Awards Committee	CODI	Committee on Decorum and Investigation
BCCP	British Chamber of Commerce Philippines	COO	Chief Operating Officer
BOC	Bureau of Customs	COSO	Committee of Sponsoring Organizations
BOQ	Bureau of Quarantine	Cox	Carbon Monoxide
BOSH 1	Basic Occupational Safety and Health 1	COVID-19	Coronavirus Disease 2019
BOSH 2	Basic Occupational Safety and Health 2	CPC	Certificate of Public Convenience
BSO	Batanes (Aviation Code)	CPCS	Cebu Pacific Catering Services, Inc.
BTSI	Boracay Tubi System, Inc.	CPL	Commercial Pilot License
BUMICO	Bulawan Mining Corporation	CPR	Cardiopulmonary Resuscitation
BXU	Agusan Del Norte (Aviation Code)	CRK	Clark (Aviation Code)
CAAP	Civil Aviation Authority of the Philippines	CRO	Chief Risk Officer
CAE	Chief Audit Executive	CSO	Chief Sustainability Officer
		CSR	Corporate Social Responsibility

## LIST OF ACRONYMS

CSWLL	CSWater Lapu-Lapu, Inc.	HACCP	Hazard Analysis and Critical Control Point
DA	Department of Agriculture	HDPE	High-Density Polyethylene
DAO	Department Administrative Orders	HMO	Health Maintenance Organization
DAP	Developmental Assignment Program	HRD	Human Resources Department
DEI	Diversity, Equity, and Inclusion	HVAC-R	Heating, Ventilation, Air Conditioning, and Refrigeration
DENR	Department of Environment and Natural Resources	IAA	Institute of Internal Auditors - Philippines
DMA	District Metering Areas	IAO	Siargao (Aviation Code)
DMPF	Declaration of Mining Project Feasibility	IBP	Integrated Bar of the Philippines
DOE	Department of Energy	ICAO	International Civil Aviation Organization
DOH	Department of Health	IEC	Information, Education, and Communication
DOLE	Department of Labor and Employment	IFRS 1	International Financial Reporting Standards 1
DPL	Dipolog (Aviation Code)	IFRS 2	International Financial Reporting Standards 2
DPWH	Department of Public Works and Highways	ILO	Iloilo (Aviation Code)
DRP	Bicol (Aviation Code)	IMIC	Infanta Mineral and Industrial Corporation
DVO	Davao (Aviation Code)	IOS	International Organization for Standardization
EASA (EU)	European Union Aviation Safety Agency	IP	Indigenous People
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization	IPCC	Intergovernmental Panel on Climate Change
ECAN	Environmentally Critical Areas Network	IR	Instrument Rating
ECC	Environmental Compliance Certificate	ISAGO	IATA Safety Audit for Ground Operations
ECOP	Employers Confederation of the Philippines	ISSB	International Sustainability Standards Board
EIA	Environmental Impact Assessment	IT	Information Technology
EMB	Environmental Management Bureau	JASCO	Japan Airport Service Co., Ltd.
ENRO	Environment and Natural Resources Office	JV	Joint Venture
EPA (US)	Environmental Protection Agency	JVCO	Joint Venture Company
EPEP	Environmental Protection and Enhancement Program	Komunidad	Komunidad Global Pte., Ltd.
ERM	Enterprise Risk Management	Konoike	Konoike Transport Co., Ltd.
ERP	Enterprise Resource Planning	KWh	Kilowatt-hour
ESG	Environmental, Social, and Governance	LAO	Laog (LAO)
EUQ	Antique (Aviation Code)	LED	Light-Emitting Diode
E-Waste	Electronic Waste	LGU	Local Government Unit
EWP	Environmental Work Program	LIBRO	Light Beyond Recovery Operations
EXPA	Exploration Permit Application	LT Group	Lucio Tan Group
FAA	First Aviation Academy, Inc.	LLDA	Laguna Lake Development Authority
FAA (US)	Federal Aviation Administration	LPG	Liquefied Petroleum Gas
FB	Facebook	LSFO	Low Sulfur Fuel Oil
FCAP	Food Caterers Association of the Philippines	LTP	Lufthansa Technik Philippines, Inc.
FDA	Food and Drug Administration	M&A	Mergers and Acquisitions
FGEN	First Gen Corporation	MAATS	MacroAsia Air Taxi Services, Inc.
FINEX	Financial Executives Institute of the Philippines	MAC	MacroAsia Corporation
FMRDP	Final Mine Rehabilitation Plan	MACS	MacroAsia Catering Services, Inc.
FPIC	Free, Prior, and Informed Consent	MADECOR	Management Development Corporation
FSSC	Food Safety System Verification	MAP	Management Association of the Philippines
GES	General Santos (Aviation Code)	MAPDC	MacroAsia Properties Development Corporation
GHG	Greenhouse Gas	MASCORP	MacroAsia Airport Services Corporation
GPCCI	German Philippine Chamber of Commerce Philippines	MASEZ	MacroAsia Special Economic Zone
GRI	Global Reporting Initiative	MBC	Makati Business Club
GSE	Ground Support Equipment	MCIAA	Mactan-Cebu International Airport Authority
GSP	Geological Society of the Philippines	MER	Multi-Engine Rating
		MGB	Mines and Geosciences Bureau
		MHCT	Malaysia Halal Consultation & Training Agency

## LIST OF ACRONYMS

MIAA	Manila International Airport Authority	PPS	Puerto Princessa (Aviation Code)
MJFSC	MacroAsia Jolliant Food Services Corporation	PSA	Passenger Service Agents
MLD	Million Liters per Day	PSE	Philippine Stock Exchange
MMC	MacroAsia Mining Corporation	PSEM	Philippine Society of Mining Engineers
MNL	Manila (Aviation Code)	PSM	Philippine Society for Microbiology, Inc.
MNVI	MacroAsia New Ventures, Inc.	PTC	Philippine Technological Council
MOLIT (KOR)	Ministry of Land, Infrastructure, and Transport	PV	Photovoltaic
MONAD	Mondad Water and Sewerage Systems, Inc.	PWWAI	Philippine Water Works Association, Inc.
MPSA	Mineral Production Sharing Agreements	R&D	Research and Development
MRO	Maintenance, Repair, and Overhaul	RO	Reverse Osmosis
MS	Microsoft	RPT	Related Party Transactions
MSFI	MacroAsia SATS Food Industries Corporation	RXS	Roxas (Aviation Code)
MSIS	MacroAsia SATS Inflight Services Corporation	SAF	Sustainable Aviation Fuel
MT	Metric Tonnes	SASB	Sustainability Accounting Standards Board
NAIA	Ninoy Aquino International Airport	SATS	Singapore Airport Terminal Services
NCIP	National Commission on Indigenous Peoples	SBMA	Subic Bay Metropolitan Authority
NDA	Non-Disclosure Agreement	SDG	Sustainable Development Goals
NDC	Nationally Determined Contribution	SEC	Securities and Exchange Commission
NEWS	New Earth Water System, Inc.	SEP	Strategic Environmental Plan
NGEF	National Grid Emission Factors	SGS	SGS Philippines
NMIS	National Meat Inspection Service	SGV & Co.	SyCip Gorres Velayo & Co.
NO2	Nitrogen Dioxide	SLAs	Service Level Agreements
NOx	Nitrogen Oxide	SMS	Short Message Service
NTC	National Telecommunications Commission	SNVRDC	SNV Resources Development Corporation
NTP	Notice to Proceed	SO2	Sulfur Dioxide
NWRB	National Water Resources Board	SOP	Standard Operating Procedure
NWSC	Naic Water Supply Corporation	SOx	Sulfur Oxide
OEM	Original Equipment Manufacturer	SSS	Social Security System
OJT	On-the-Job Training	STC	Standard Tray Container
OSH	Occupational Safety and Health	STP	Sewage Treatment Plant
PAL	Philippine Airlines	SWRI	Summa Water Resources, Inc.
PCAP	Pollution Control Association of the Philippines	TAC	Tacloban (Aviation Code)
PCCI	Philippine Chamber of Commerce and Industry	TACFD	Task Force on Climate-related Financial Disclosures
PCO	Pollution Control Officer	tCo2e	Tonnes of Carbon Dioxide
PDCA	Plan-Do-Check-Act	TERA	Tera Information and Connect Solutions, Inc.
PEZA	Philippine Economic Zone Authority	TWT	Tawi-Tawi (Aviation Code)
PFSA	Philippine Flying School Association	UA&P-CSR	University of Asia and the Pacific-Center for Social Responsibility
PGPI	Philex Gold Philippines, Inc.	ULDs	Unit Load Devices
PHFDA	Philippine Food and Drug Administration	USU	Busuanga (Aviation Code)
PhP	Philippine Peso	VFD	Variable Frequency Drives
PICPA	Philippine Institute of Certified Public Accountants	VIP	Very Important Person
PJC	Princess Jolliant Corporation	VOC	Volatile Organic Compound
PM	Particulate Matter	VP	Vice President
PMAP	People Management Association of the Philippines	WEAP	Water Environment Association of the Philippines, Inc.
PMC	Philex Mining Corporation	WQMACA	Water Quality Management and Conservation Area
PMFTC	Philip Morris Fortune Tobacco Corporation	ZAM	Zamboanga (Aviation Code)
PNB	Philippine National Bank		
PNSDW	Philippine National Standards for Drinking Water		
PPL	Private Pilot License		

## SUSTAINABILITY CONTENT INDICES

### A. Global Reporting Initiative (GRI) Content Index

<b>Statement of Use</b>	MacroAsia Corporation has reported the information cited in this GRI content index for the period January 1 to December 31, 2025, with reference to the GRI Standards.	
<b>GRI 1 Used</b>	GRI 1: Foundation 2021	
	<b>GRI STANDARD</b>	<b>DISCLOSURE</b>
	<b>GENERAL DISCLOSURES</b>	
GRI 2: General Disclosures 2021	2-1: Organizational details	Page Nos. 13, 28-29, 30
	2-2: Entities included in the organization's sustainability reporting	Page No. 48
	2-3: Reporting period, frequency, and contact point	Page No. 48, Inner Front Cover, Inner Back Cover
	2-4: Restatements of information	The 2024 data on energy (fuel and electricity), water, emissions, materials, and waste were updated in this report and presented alongside the 2025 data. These updates reflect the results of routine data refinement and reconciliation, incorporating more complete and validated information from reporting business units. See Page Nos. 51-56.
	2-5: External assurance	This report is not externally assured.
	2-6: Activities, value chain and other business relationships	Page Nos. 16-27, 31
	2-7: Employees	Page Nos. 65-68
	2-8: Workers who are not employees	There was a total of 5,179 (4,561 male, 618 female) outsourced personnel across the Group during the reporting period, with the Aviation Group having the highest numbers (4,278, 83%).
	2-9: Governance structure and composition	Page Nos. 87-92, 95-96, 102-111
	2-10: Nomination and selection of the highest governance body	Page Nos. 92-93
	2-11: Chair of the highest governance body	Page Nos. 4-5, 102, 104
	2-12: Role of the highest governance body in overseeing the management of impacts	Page Nos. 41-42
	2-13: Delegation of responsibility for managing impacts	Page Nos. 41-42, 95-96
	2-14: Role of the highest governance body in sustainability reporting	Page Nos. 41-42, 49, 91
	2-15: Conflicts of interest	Page No. 99
	2-16: Communication of critical concerns	Page No. 92
	2-17: Collective knowledge of the highest governance body	Page No. 93
	2-18: Evaluation of the performance of the highest governance body	Page No. 93
	2-19: Remuneration policies	Page No. 93
	2-20: Process to determine remuneration	Page Nos. 90, 93
	2-21: Annual total compensation ratio	Data not disclosed due to confidentiality.
	2-22: Statement on sustainable development strategy	Page Nos. 39, 41-42
	2-23: Policy Commitments	Page No. 40
	2-24: Embedding policy commitments	Page Nos. 41-42
	2-25: Process to remediate negative impacts	Page Nos. 97-98, 79-80
	2-26: Mechanisms for seeking advice and raising concerns	Page No. 98
	2-27: Compliance with laws and regulations	Page Nos. 100-101
	2-28: Membership and Associations	Page No. 164
	2-29: Approach to stakeholder management	Page Nos. 43-45
	2-30: Collective bargaining agreements	None of the Parent Company, its subsidiaries and associated companies, is subject to any Collective Bargaining Agreement (CBA). There has been no strike, nor any attempt to protest the Parent Company, its subsidiaries and associated companies, for the reporting period.
GRI 3: Material Topics 2021	3-1: Process to determine material topics	Page Nos. 46-47
	3-2: List of material topics	Page Nos. 46-47

## SUSTAINABILITY CONTENT INDICES

GRI STANDARD	DISCLOSURE	LOCATION/ EXPLANATION
<b>ECONOMIC PERFORMANCE</b>		
GRI 3: Material Topics 2021	3-3: Management of material topic	Page No. 50
GRI 201: Economic Performance	201-1: Direct economic value generated and distributed	Page No. 50
	201-2: Financial implications and other risks and opportunities due to climate change	Page Nos. 116-120
	201-3: Defined benefit plan obligations and other retirement plans	Page No. 100
<b>GOVERNANCE PERFORMANCE</b>		
GRI 3: Material Topics 2021	3-3: Management of material topic	Page No. 98
GRI 205: Anti-Corruption 2016	205-1: Operations assessed for risks related to corruption	Page No. 98
	205-2: Communication and training about anti-corruption policies and procedures	Page Nos. 98-99
	205-3: Confirmed incidents of corruption and actions taken	Page No. 99
<b>ENVIRONMENTAL PERFORMANCE</b>		
GRI 101: Biodiversity 2024	3-3: Management of material topic	Page No. 62
	101-1: Policies to halt and reverse biodiversity loss	Page No. 62
	101-2: Management of biodiversity impacts	Page No. 62
GRI 301: Materials 2016	3-3: Management of material topic	Page Nos. 57-59
	301-1: Materials used by weight or volume	Page No. 59
GRI 302: Energy 2016	3-3: Management of material topic	Page Nos. 51-54
	302-1: Energy consumption within the organization	Page Nos. 53-54
	302-3: Energy intensity	Page No. 54
	302-4: Reduction in energy consumption	Page No. 54
GRI 303: Water and Effluents 2018	303-1: Interactions with water as a shared resource	Page Nos. 56-57
	303-2: Management of water discharge related impacts	Page Nos. 56-57
	303-3: Water withdrawal	Page No. 57
	303-4: Water discharge	Page No. 57
	303-5: Water consumption	Page No. 57
GRI 305: Emissions 2016	3-3: Management of material topic	Page No. 55
	305-1: Direct (Scope 1) GHG emissions	Page No. 54
	305-2: Energy indirect (Scope 2) GHG emissions	Page No. 55
	305-4: GHG emissions intensity	Page No. 55
	305-5: Reduction of GHG Emissions	Page No. 55
	305-7: Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and other significant air emissions	Page No. 55
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Page Nos. 60-61
	306-2: Management of significant waste-related impacts	Page Nos. 60-61
	306-3: Waste generated	Page No. 61
	306-4: Waste diverted from disposal	Page No. 61
	306-5: Waste directed to disposal	Page No. 61
<b>SOCIAL PERFORMANCE</b>		
GRI 401: Employment 2016	3-3: Management of material topic	Page Nos. 65-68
	401-1: 1 New employee hires and employee turnover	Page Nos. 67-68
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page Nos. 69
	401-3: Parental leave	Page No. 70
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	Page Nos. 69-73
	403-2: Hazard identification, risk assessment, and incident investigation	Page Nos. 69-73
	403-3: Occupational health services	Page Nos. 69-73
	403-4: Worker participation, consultation, and communication on occupational health and safety	Page Nos. 69-73
	403-5: Worker training on occupational health and safety	Page Nos. 69-73
	403-6: Promotion of worker health	Page Nos. 69-73
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page Nos. 69-73
	403-8: Workers covered by an occupational health and safety management system	Page Nos. 69-73
	403-9: Work-related injuries	Page Nos. 72-73
	403-10: Work-related ill health	Page No. 72

GRI STANDARD	DISCLOSURE	LOCATION/ EXPLANATION
GRI 404: Training and Education 2016	3-3: Management of material topic	Page Nos. 74-76
	404-1: Average hours of training per year per employee	Page No. 75
	404-2: Programs for upgrading employee skills and transition assistance programs	Page Nos. 74-75
	404-3: Percentage of employees receiving regular performance and career development reviews	Page 76
GRI 405: Diversity and Equal Opportunity 2016	3-3: Management of material topics	Page Nos. 77-79
	405-1: Diversity of governance bodies and employees	Page Nos. 65-67, 77-79, 88-89
GRI 406: Non-discrimination 2016	3-3: Management of material topic	Page Nos. 77-79
GRI 413: Local Communities 2016	406-1: Incidents of discrimination and corrective actions taken	Page No. 79
	3-3: Management of material topic	Page Nos. 84-86
GRI 416: Customer Health and Safety 2016	413-1: Operations with local community engagement, impact assessments, and development programs	Page No. 86
	3-3: Management of material topic	Page Nos. 81-83
	416-1: Assessment of the health and safety impacts of product and service categories	Page Nos. 81-83
GRI 417: Marketing and Labeling 2016	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Page No. 83
	3-3: Management of material topic	Page Nos. 83-84
	417-1: Requirements for product and service information and labeling	Page Nos. 83-84
GRI 418: Customer Privacy 2016	417-2: Incidents of non-compliance concerning product and service information and labeling	Page No. 84
	417-3: Incidents of non-compliance concerning marketing communications	Page No. 84
	3-3: Management of material topic	Page Nos. 99-100
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page No. 100

### B. Sustainability Accounting Standards Board (SASB) Content Index

This index presents an overview of MacroAsia Corporation's Environmental, Social, and Governance (ESG) data, aligned with SASB Standards for the sectors on aviation, food retail and distribution, processed foods, water utilities and services, and minerals and mining. Certain SASB standard codes have been omitted due to their inapplicability, confidentiality concerns, or unavailability of data. Additionally, SASB codes for the mining sector are excluded as MacroAsia Corporation's mining operations had not commenced during the reporting period.

#### AVIATION GROUP

TOPIC	STANDARD CODE	METRICS	LOCATION / RESPONSE
Workforce Health & Safety	TR-AF-320a.1	(1) Total recordable incident rate (TRIR), and	(1) 0.010 (MASCORP only, see Page Nos. 72-73) (2) Fatality Rate: (a) Direct Employees- 0 (b) Contract Employees-0
		(2) Fatality rate for: (a) direct employees and (b) contract employees	
Accident & Safety Management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	See Page Nos. 69-73, 81
	TR-AF-540a.2	Number of aviation accidents	0
<b>ACTIVITY METRICS</b>	<b>STANDARD CODE</b>	<b>METRICS</b>	<b>LOCATION / RESPONSE</b>
	TR-AF-000.C	Number of employees, number of truck drivers	<ul style="list-style-type: none"> <li>Page Nos. 65-66 and 77-78 for the statistical data (in tables) on employees of business units under the Aviation Group</li> <li>Total of 912 truck drivers for the Aviation Group (2 business units covered)</li> </ul>

\*Note: SASB Standards Air Freights and Logistics (TR-AF) was used for the Aviation Group-Specific ESG data.

# SUSTAINABILITY CONTENT INDICES

## FOOD GROUP

TOPIC	STANDARD CODE	METRICS	LOCATION / RESPONSE
Food Waste Management	FB-FR-150a.1.	(1) Amount of food waste generated, (2) Percentage diverted from the waste stream	(1) 1,464 metric tonnes (2) 42% food trimmings repurposed
Food Safety	FB-FR-250a.1.	High-risk food safety violation rate	0.50
	FB-FR-250a.2.	(1) Number of recalls (2) Number of units recalled, (3) Percentage of units recalled that are private-label products	(1) 0 (2) 0 (3) 0
	FB-PF-250a.3	(1) Total number of notices of food safety violation received (2) Percentage corrected	(1) 802 (2) 100%
Product Health and Nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Page Nos. 81-83
Product Labelling and Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	0 (Page Nos. 83-84)
	FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing or labelling practices	0 (Page Nos. 83-84)
Packaging Lifecycle Management	FB-PF-410a.1	(1) Total weight of packaging, (2) Percentage made from recycled or renewable materials, and (3) Percentage that is recyclable, reusable, or compostable	(1) 3.9 million metric tonnes (2) 33% (recyclable or renewable) (3) 56% (biodegradable)
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.2	Percentage of revenue from: (1) Eggs that originated from a cage-free environment, and (2) Pork produced without the use of gestation crates	(1) Cage Free Eggs - 0.18% (PhP2.8 Mn as of December 2025) (2) Pork w/o Gestation- 0.00%
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Page No. 58
Ingredient Sourcing	FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations	Page No. 57-59, 96-97
ACTIVITY METRICS	STANDARD CODE	METRICS	LOCATION / RESPONSE
	FB-FR-000.C	Number of vehicles in commercial fleet	Total of 66 vehicle units: • 15 MSFI • 30 MSIS • 21 MACS
	FB-FR-000.D	Tonne-kilometres travelled	293,755.05 Tonne-Kilometres
	FB-PF-000.B	No. of Production Facilities	3 (MSFI, MSIS, and MAC Kitchens)

\*Note: SASB Standards on Food Retailers & Distributors (FB-FR) and Processed Foods (FB-PF) were used for the Food Group-Specific ESG data.

## WATER GROUP

TOPIC	STANDARD CODE	METRICS	LOCATION / RESPONSE
Distribution Network Efficiency	IF-WU-140a.2	Volume of non-revenue real water losses	6,617,349.01 cubic meters (m3)
Effluent Quality Management	IF-WU-140b.1	Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations	2 (see Page Nos. 100-101)
	IF-WU-140b.2	Discussion of strategies to manage effluents of emerging concern	Page Nos. 56-58
Water Affordability & Access	IF-WU-240a.3	(1) Number of residential customer water disconnections for non-payment, (2) Percentage reconnected within 30 days	(1) 9,103 (4 retail water business units) (2) 48% or 4,326.9 reconnections
Drinking Water Quality	IF-WU-250a.1	Number of incidents of non-compliance associated with drinking water quality standards and regulations	0
	IF-WU-250a.2	Discussion of strategies to manage drinking water contaminants of emerging concern	Page Nos. 57, 82-83
Water Supply Resilience	F-WU-440a.1	<ul style="list-style-type: none"> <li>Total water sourced from regions with High or Extremely High Baseline Water Stress</li> <li>Percentage purchased from a third-party</li> </ul>	<ul style="list-style-type: none"> <li>4,162,784.60 cubic metres (m<sup>3</sup>) for BTSI</li> <li>0% purchased from a third-party</li> </ul>
	IF-WU-440a.3	Discussion of strategies to manage risks associated with the quality and availability of water resources	Page Nos. 56-57
Network Resiliency & Impacts of Climate Change	IF-WU-450a.3	(1) Number of unplanned service disruptions, and (2) Customers affected, each by duration category	(1) 2 unplanned service disruptions (2) 5,594 customers (residential, commercial, industrial/institutional)
ACTIVITY METRICS	STANDARD CODE	METRICS	LOCATION / RESPONSE
	IF-WU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served, by service provided	(1) Residential - 82,386 (2) Commercial - 1,239 (3) Others such as industrial, local water districts, LGUs - 42
	F-WU-000.B	<ul style="list-style-type: none"> <li>Total water sourced, and</li> <li>Percentage by source type</li> </ul>	(1) Surface Water-9,129,621.42 cubic meters (m <sup>3</sup> ) (2) Ground Water- 18,852,010.54 cubic meters (m <sup>3</sup> ) (3) External Utility provider- 32,121.9 cubic meters (m <sup>3</sup> )
	IF-WU-000.C	Total water delivered to: (1) Residential (2) Commercial (3) Industrial, and (4) All other customers	(1) Residential- 16,715,908.87 cubic meters (m <sup>3</sup> ) (2) Commercial - 2,151,354.04 cubic meters (m <sup>3</sup> ) (3) Others (industrial, water districts, LGU)- 1,449,475.61 cubic meters (m <sup>3</sup> )
IF-WU-000.D	Average volume of wastewater treated per day, by: (1) Sanitary sewer, (2) Stormwater, and (3) Combined sewer	(1) Sanitary sewer only: 1,610.88 cubic meters (m <sup>3</sup> ) per day  Total volume of 562,782.99 cubic meters (m <sup>3</sup> ) of wastewater treated by sanitary sewer per year.	

\*Note: SASB Standards on Water Utilities and Services were used for the Water Group-Specific ESG data.

# SUSTAINABILITY CONTENT INDICES

## C. Task Force for Climate-Related Financial Disclosure (TCFD) Index

RECOMMENDED DISCLOSURES	LOCATION/RESPONSE
<b>Governance</b>	
Disclose the organization's governance around climate-related risks and opportunities	
a) Describe the board's oversight of climate-related risks and opportunities	The Board, through the Corporate Governance Committee and Risk Management Committee, oversees climate-related risks and opportunities through regular engagement with management and considers these in its review of strategy, capital allocation, and risk management.
b) Describe management's role in assessing and managing climate-related risks and opportunities	
	Management consolidates climate-related information and reports progress to the Board, enabling effective guidance and accountability (see also Page Nos. 41-42, 89, 91).
<b>Strategy</b>	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	Page Nos. 118-120 provide details on the Group's climate-related risks and opportunities.
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	The Group identified its strategic and climate-related risks and opportunities using a financial materiality framework. These will be prioritized across short, medium, and long term time horizons and integrated into the Group's Enterprise Risk Management (ERM) framework, with the financial impacts incorporated into subsequent strategic and financial planning processes.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios including a 2°C or lower	While the Group has identified its climate-related risks and opportunities, it has not yet conducted a resilience assessment of its business strategy under different climate scenarios.
<b>Risk Management</b>	
Disclose how the organization identifies, assesses, and manages climate-related risks	
a) Describe the organization's processes for identifying and assessing climate-related risks	Page Nos. 47, 115, 116-120
b) Describe the organization's processes for managing climate-related risks	The Group is committed to embedding climate-related risks into its Enterprise Risk Management System (ERMS), ensuring that the Parent Company and its subsidiaries are equipped with informed risk mitigation measures and resilient business continuity plans.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
	Climate-related risks will be aligned with financial materiality and integrated into the Group's overall enterprise risk prioritization.
<b>Metrics and Targets</b>	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Page Nos. 63-64
b) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	The Group has established high-level decarbonization targets. Performance tracking against these targets is under development and will be disclosed in future reporting periods.

In line with our commitment to transparency and accessibility, we have provided a QR code below that links directly to our latest **AUDITED FINANCIAL STATEMENT.**

Simply scan the code using a mobile device to view or download the complete report.



## CONTACT INFORMATION

GRI 2-3

Your opinion, feedback, and recommendations are much appreciated. You may contact the following for any Investor Relations and Sustainability-related inquiries:

### MAC Investor Relations and/or Shareholders Assistance

7/F Ricogen Building, 112 Aguirre Street, Legazpi Village, Makati City  
Telephone Number: (+632) 8840 2001

Contact Persons:

Ms. Charmaine C. Pacleb  
E-mail: ccpacleb@macroasiacorp.com

Ms. Aubrey C. Paliza  
E-mail: acpaliza@macroasiacorp.com

### MAC Compliance Office

7/F Ricogen Building, 112 Aguirre Street, Legazpi Village, Makati City  
Telephone Number: (+632) 8840 2001

Contact Person:

Mr. Rhodel C. Esteban  
E-mail: rcesteban@macroasiacorp.com

### MAC Sustainability, Corporate Affairs, and Communications Department

7/F Ricogen Building, 112 Aguirre Street, Legazpi Village, Makati City  
Telephone Number: (+632) 8840 2001

Contact Person:

Ms. Mariamel V. Cordova  
E-mail: mvcordova@macroasiacorp.com

### 2025 MACROASIA CORPORATION INTEGRATED ANNUAL AND SUSTAINABILITY REPORT

#### PAPER USED:

Cover - Toccata White 270gsm  
Inside - Chroma Bright White 105gsm FSC Certified

#### FSC CERTIFIED

Paper meets the mark of responsible forestry set by the Forest Stewardship Council.

#### ACID FREE

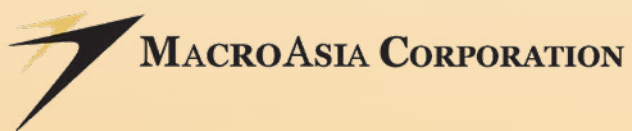
Paper is made in neutralpH system. This increases the longevity of the paper.

#### AGENCY:

Perez NuMedia, Inc.

#### PRINTER:

Click To Print High Street Corporation



7/F Floor, Ricogen Building, 112 Aguirre Street,  
Legazpi Village, Makati City, 1229 Philippines  
Tel. No.: (+632) 8840-2001  
<http://www.macroasiacorp.com>  
[info@macroasiacorp.com](mailto:info@macroasiacorp.com)