

Growth

Charting the future
for expansion and new possibilities

2022 INTEGRATED REPORT



FILINVEST
DEVELOPMENT CORPORATION



GROWTH
Charting the future
for expansion and
new possibilities

FDC is committed to charting the future with a growth mindset, scaling up, and diversifying to enable more Filipinos to achieve their dreams. It is building leadership capabilities and embracing new strategies inspired by ESG goals. Its Center of Excellence — a team of experienced talents — aims to guide and serve as catalysts for new businesses and accelerated growth.

Triangles layered on the image represent FDC's stable foundation and shared aspirations to excel.

OUR 2022 STORY

Charting the Future



PROGRESS
Charting the future
for building life-changing
communities

FLI is committed to charting the future for progress by building life-changing communities, expanding geographically, and diversifying products. With its new leadership, it aims to explore innovative ways to deliver high-quality products and services to valued customers. FLI transforms land into thriving communities with residential enclaves and eco-efficient commercial spaces, building the dreams of the ordinary Filipino.

Circles layered on the image represent inclusivity, symbolizing the harmony in the communities served.



SUSTAINABILITY
Charting the future
for robust real estate
investments

FILRT is committed to sustainability, unlocking the value of eco-efficient assets and contributing as a productive asset class. It shares its growth and sustainability journey, enhances green-certified facilities, and maintains leadership as a sustainability-themed REIT. Backed by a strong sponsor and ESG principles, FILRT charts a future for robust real estate investments.

The pentagram symbolizes grace and enduring spirit in overcoming challenges.



CONSUMER CENTRICITY
Charting the future
focused on your dreams

East West Banking Corporation highlights its commitment to consumer-centricity and innovation for a future of financial inclusion. The bank's leadership team fine-tunes its sustainability framework, incorporating a social agenda alongside economic and governance practices. It is uniquely positioned to promote financial inclusion and drive long-term value.

Squares represent the bank's promise of stable and reliable service to its consumers who are at the heart of their business.

► About this Integrated Report

This Integrated Report is Filinvest Development Corporation's (FDC) first integrated disclosure on its financial and non-financial performance covering the calendar period ending December 31, 2022. It may contain "forward-looking statements" which are subject to a number of risks and uncertainties that could affect FDC's business and results of operations. Any forward-looking statements are made based on current assessments. Although FDC believes that expectations reflected in any forward-looking statements are reasonable, it can give no guarantee of future performance, action or events.

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

Feedback on or inquiries about this report may be forwarded to ir@filinvestgroup.com.

Feedback on or inquiries about this report or any matter concerning the EESG performance of FDC may be forwarded to sustainability@filinvestgroup.com.

FILINVEST

DEVELOPMENT CORPORATION

► Who We Are

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

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

► Purpose

To enable Filipinos to attain their dreams.

► Mission

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



One Tree. One Heart.
ONE FILINVEST

► Core Values

- **Customer Centricity.** Keep our customers top of mind.
- **Change for the Better.** Innovation and agility rule our quest for operational excellence.
- **Filinvest Family.** Invest in bringing out the best in ourselves and our team.
- **Entrepreneurial Mindset.** Pursue new opportunities and take ownership of our decisions.
- **Shared Benefit.** Grow hand in hand with our stakeholders.
- **Trustworthiness.** Deserve and preserve trust.

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Filinvest Development Corporation & Subsidiaries

(Amounts in Thousands of Pesos, Except Per Share Data)

	2022	2021	2020	2019	2018
Operating Results					
			(restated)		
Total Revenues and Other Income	71,123,592	62,906,982	73,148,193	84,317,309	74,152,359
Net Income	8,302,660	8,885,747	11,505,232	15,882,255	13,433,199
Net Income Attributable to Parent	5,650,674	6,065,764	8,460,929	11,970,302	9,768,663
Return on Assets (ave.)	1.2%	1.3%	1.8%	2.6%	2.4%
Return on Equity (ave.)	5.1%	5.9%	8.4%	12.6%	11.7%

Financial Position					
Total Assets	686,820,609	669,576,186	647,578,898	642,154,875	589,788,999
Total Long-term and Short-term Debt	137,224,888	137,379,449	136,192,164	130,221,265	127,347,516
Equity	165,672,042	161,110,908	141,606,822	132,149,986	119,690,474
Equity Attributable to Parent	127,262,419	123,576,516	107,746,737	100,515,900	87,510,553
No. of Shares Outstanding ('000)	8,648,463	8,648,463	8,648,463	8,648,463	8,648,463
Long-Term Debt to Equity*	82.8%	85.3%	96.2%	98.5%	106.4%
Cash	71,311,956	123,074,981	90,858,875	52,096,201	68,121,296
Net Debt to Equity**	39.8%	8.9%	32.0%	59.1%	49.5%

Per Share Data***					
EPS based on Total Net Income	0.960	1.027	1.330	1.836	1.553
EPS based on Net Income Attributable to Parent	0.653	0.701	0.978	1.384	1.130

*computed as long-term debt divided by equity

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

***computed based on weighted average number of shares outstanding

(In Billion Pesos)

71.1

Total Revenues and
Other Income

8.3

Net Income

5.7

Net Income
Attributable to
Parent

686.8

Total Assets



From very humble beginnings when our founders started the business in the 1950s, FDC has grown to become a major conglomerate with a diverse portfolio of profitable businesses. Major milestones demonstrate our long history of business growth and ability to continuously build and cultivate new businesses.

REAL ESTATE

1967

Filinvest Realty Corporation incorporated

1973

Filinvest Development Corporation (FDC) incorporated

1982

FDC listed on the Philippine Stock Exchange (PSE)

1989

Filinvest Land, Inc (FLI) incorporated

1993

FLI listed on the PSE Filinvest Alabang, Inc. incorporated

BANKING

1994

East West Banking Corporation (EW) incorporated

2012

EW listed on the PSE

SUGAR

2007

Pacific Sugar Holdings Corporation acquisition

HOSPITALITY

2008

Chroma Hospitality Inc. formed, with FDC holding 60% interest

2012

Filinvest Hospitality Corporation formed

2016

Filinvest Mimosa, Inc. incorporated

POWER AND UTILITIES

2009

FDC Utilities, Inc. (FDCUI) incorporated

2017

PDDC, a JV with Engie completed Phase I of the largest district cooling system in the Philippines

2019

FLOW established as a JV with Hitachi for water and wastewater services

FREE established as a JV with Engie for solar roofing systems and solar farms

2021

FDC Water Utilities, Inc. incorporated for bulk water supply

INFRASTRUCTURE

2019

Signed O&M concession agreement for Clark International Airport

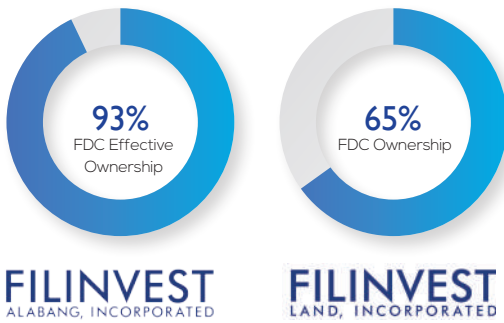
REAL ESTATE INVESTMENT TRUST (REIT)

2021

Filinvest REIT Corp. (FILRT) listed on the PSE with FLI as sponsor

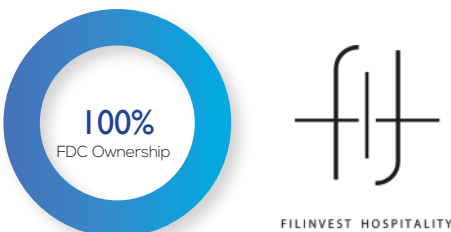
Real Estate

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



Hospitality

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



Banking

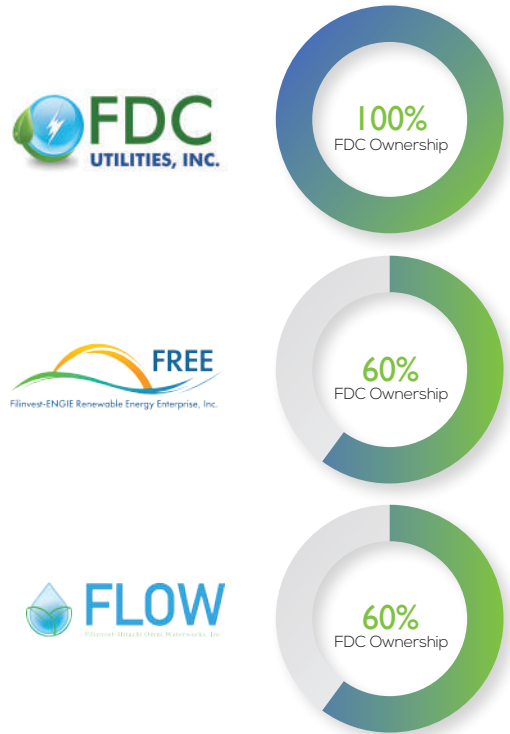
Among the top 10 banks in the Philippines by assets and strategically positioned in the retail and middle-market corporate segments



Power & Utilities

Early mover into the Mindanao power sector; operating 405-MW power plant with 231 MW of offtake agreements

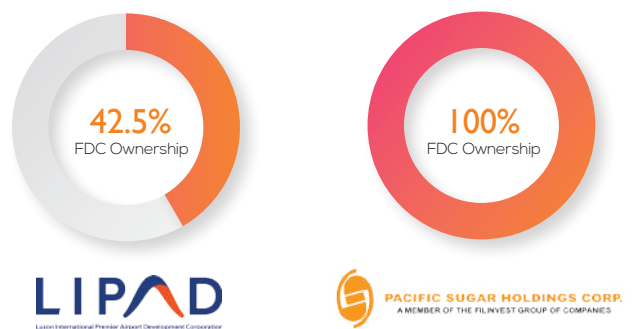
With strategic partnerships for new ventures in renewable energy and sustainable solutions



Others

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

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





In memoriam

Mercedes T. Gotianun

Nov. 5, 1928 – Dec. 11, 2022

A Tribute to an Extraordinary Lady

The Filinvest Group of Companies pays tribute to Mercedes T. Gotianun, the other half of the husband-and-wife tandem whose visionary leadership and entrepreneurial spirit nurtured Filinvest into the multi-business conglomerate that it is today.

Mercedes was a paragon of business acumen and a role model of success for women in business. A BS Pharmacy (Magna Cum Laude) degree holder from the University of the Philippines, she displayed admirable leadership qualities and an effective hands-on management style from the moment she became part of the formidable Filinvest duo.

With her husband, the late Andrew Gotianun Sr., as the idea man, Mercedes was the tireless implementor. Together, they turned a humble consumer financing company with a meager P300,000 in borrowed funds into a robust conglomerate with interests in high-growth industries. Since 1967, she held various leadership positions across their businesses.

She joined Family Savings Bank in 1970 as Executive Vice President and became President in 1978. Under her leadership, Family Savings Bank grew into the largest savings bank in the country in terms of capital. In 1981, it was granted an authority by the Central Bank of the Philippines to engage in full commercial banking and was renamed Family Bank and Trust Co. (FBTC). In 1982, FBTC became the 8th financial institution to acquire a universal banking license, thus making Mercedes the first Filipina to become president of a universal bank.

After spending a few years abroad, Mercedes and Andrew bounced back from retirement, applying the Midas touch in yet another industry — real estate. In 1989, the couple headed into property development, turning Filinvest into one of the Philippines' leading full-range developers. A few years later, they made a successful return to banking through EastWest Bank.

More than being a diligent businesswoman, Mercedes was also a successful homemaker. She was a forerunner of career women who had to balance family and business. Dividing her time between the home and the boardroom, Mercedes was known to keep her household as well-organized as her businesses. She raised four children, who all became accomplished professionals and leaders of the company. She was a major influence on her grandchildren, many of whom are now holding various positions in the Filinvest Group.

Mercedes was also a compassionate philanthropist. She and Andrew always had a soft spot for children and they believed that access to education would open up more opportunities for underprivileged youth. A fateful meeting with Fr. Pierre Tritz, SJ during a Jesuit occasion started a long-standing relationship between his Educational Research and Development Assistance (ERDA) Foundation and the Filinvest Group that now spans over five decades. Filinvest continues to work with ERDA and other organizations to advance their advocacy for education.

Known to lead by example, Mercedes always stressed the importance of work ethics in dealing with partners and the general public. She often said, "I would like to leave a legacy of honesty, fairness, and integrity, same as my husband."

When asked about her formula for success, she kept it short and sweet — prayers, confidence in one's abilities, and hard work. Indeed, this was what she lived by throughout her long and fruitful life.

Mercedes will be remembered not only for her extraordinary life and legacy, but more fondly for her wit, intelligence, and unwavering devotion to her family. Hers is the epitome of a life well lived.



Carving a Resilient Path for Growth



JONATHAN T. GOTIANUN
Chairman

“We look back at 2022 as a period of recovery and taking deliberate measures to do well in our chosen segments and markets.”

To our fellow Shareholders,

We look back at 2022 as a period of recovery and taking deliberate measures to do well in our chosen segments and markets. As a conglomerate, Filinvest Development Corporation (FDC) specifically focuses on the middle market which we believe remains to be underserved but has tremendous growth opportunities in the Philippines. This strategy serves us well not only financially but also has positive social impacts on the customers we serve.

The Philippine macroeconomy provided a solid backdrop for FDC's recovery, registering a 7.6 percent gross domestic product (GDP) growth in 2022. This surpassed the government's own growth

assumption of 6.5 to 7.5 percent. The expansion was broad based, with all the major production sectors registering positive growth, despite the increase in international and domestic commodity prices. Lifting the economy was a consistently high domestic demand, driven by strong household consumption that was fueled by improving labor and employment conditions, and stronger growth in overseas Filipino remittances.

Our 2022 Performance

It is against these conditions that our business units were able to realize a formidable performance in 2022. FDC reported a net income attributable to equity holders of the parent company of ₱5.7 billion in 2022, driven by a robust topline growth. Revenues and other

income rose by 13 percent to ₱71.1 billion resulting from a recovery across all the major businesses. Together with the cost containment efforts, EBITDA expanded by 5 percent to ₱20.8 billion. The slight miss in net income from the ₱6.1 billion of the previous year was only because of the 153 percent higher provision for income tax due to the one-time tax benefit arising from the CREATE law in 2021 for the real estate subsidiaries.

FDC's banking and financial services subsidiary, EastWest Bank (EW), delivered a net income contribution to the group of ₱4.4 billion in 2022, higher than the ₱4.3 billion in 2021. EW generated a net income surge of 42 percent in 2022 not considering the one-time gain from the sale of its hold-to-collect investments



LOURDES JOSEPHINE GOTIANUN-YAP
Director, President and CEO

in 2021. This growth was driven by the improvement in core revenues brought about by the build-up of fixed-income securities and the increase in loan releases during the second half of 2022. The steady increase in the levels of loans and securities has increased the earning capacity to almost back to pre-pandemic levels.

The real estate business likewise recovered with the resumption of construction activities and the launch of new projects in 2022. FDC's real estate business, composed of listed subsidiary Filinvest Land, Inc. (FLI) and Filinvest Alabang, Inc. (FAI), contributed ₱4.9 billion in net income before tax to the group in 2022, 15 percent higher than the ₱4.3 billion in the previous year. Revenues from the residential segment

rose by 11 percent to ₱13.3 billion as a result of construction progress. Mall and rental revenues saw an improvement of 15 percent to ₱6.7 billion with the gradual reduction of rental concessions, reinstatement of escalation rates and increased mall occupancy levels. Net income after tax from the real estate business hit ₱4.1 billion.

The power subsidiary, FDC Utilities, Inc. (FDCUI), contributed a net income of ₱2.2 billion in 2022 which is equivalent to a 6 percent improvement from the previous year. The net income growth was on the back of revenues that rose by 37 percent to ₱12.9 billion. The Retail Electricity Supply business was also able to increase its contracted capacity by 7.5 MW despite a very competitive and challenging environment.

Unsurprisingly, the hospitality business also benefited from the reopening of the economy. Hotel operations under Filinvest Hospitality Corporation (FHC) saw a rebound in revenues of 60 percent to ₱1.9 billion in 2022 buoyed by the steady resurgence of tourism. Average room rates increased across the seven properties while occupancy rates were higher for Crimson Boracay as well as Quest in Cebu and Tagaytay.

FDC ended 2022 with total assets of ₱686.8 billion and consolidated equity of ₱165.7 billion, both higher by 3 percent. FDC remains to be among the country's top 10 publicly listed conglomerates in terms of asset size, based on most recent available data. FDC has adequate

resources to pursue growth opportunities having a comfortable debt-to-equity ratio of 0.83:1. Of total debt, 92 percent is in local currency while the balance is fully hedged hence the group has no foreign currency exposure. Prudent financial management allowed us to lock in our loans earlier, cushioning us from the sharp spike in interest rates in 2022.

Charting our Future

The last decade was a foundational and capacity building decade for FDC as a parent company of the many subsidiaries under the Filinvest group. We witnessed a decade of strong growth registering a compounded annual growth rate (CAGR) of 19 percent and 21 percent in terms of revenues and net income, respectively, from 2009 to 2019. This was unfortunately interrupted by a crisis of unexpected proportions. The COVID-19 pandemic proved once again our survival instinct.

History will show that we used the time of the pandemic to our advantage. It gave us a breather to stop, rethink and reorganize.

Coming from the throes of this period, this decade will be built on new leadership capabilities in both FDC and across the subsidiaries. We look upon the next decade as one of transformation and change - led by younger leadership, formed by new mindsets, inspired by ESG goals, and facilitated by the new digital world.



"We look upon
the next decade as
one of transformation
and change."

▶ MESSAGE FROM THE CHAIRMAN
AND THE PRESIDENT & CEO





"The new leadership, supported by Filinvest's wide ranging capacities and resources, lays solid ground for growth in the coming decade."

We welcomed key executives to occupy the most senior posts in our subsidiaries in 2022 as a signal of change. In EastWest Bank, a new leadership team was formed with the appointment of Jerry Ngo as CEO and the promotion of Jacqueline Fernandez to President. Their joint task is to bring EW's financing products to the next level. In FLI, the position of President was handed over to Tristan Las Marias, an organic and veteran talent who has steered FLI towards greater heights with his contribution to FLI's growth in the Visayas and Mindanao region, and later in Luzon.

The new leadership, supported by Filinvest's wide ranging capacities and resources, lays solid ground for growth in the coming decade.

For our engines, we have an extensive residential land bank of 1,866 hectares and commercial land bank which can produce 1.2 million square meters gross

leasable area going forward. This will provide the fuel to grow and ensure the continuity of the property business.

Our investments in the Clark Corridor, where we have first mover advantage, have regained traction. In 2022, the Industrial and Logistics unit of FLI held a groundbreaking ceremony in New Clark City for its ready-built facilities while the newest co-living facility, The Crib, started its operations within the Mimosa complex. Both present new business models for the Filinvest group.

The newly refurbished Mimosa Plus Golf Course clubhouse under FHC opened its doors to its guests. The Clark International Airport (CRK), which supports our businesses in Clark, also unveiled a new terminal building in 2022. FDC is the lead consortium member, with a 42.5 percent participation, in Luzon International Premier Airport Development Corporation (LIPAD) that

has secured the O&M concession for the new eight-million passenger terminal of the Clark International Airport. This, together with the line-up of hotel projects in Baguio, Mactan, Bohol and five other major tourist destinations, will benefit from the expected growth in the tourism sector:

Under the leadership of Juan Eugenio Roxas, FDC Misamis, with its existing 125 megawatts (MW) available capacity, will provide an opportunity for income growth as it is seen to greatly benefit from the Mindanao-Visayas grid connection slated in June 2023, and cushion the power shortage expected in the Visayas and Luzon regions. On top of this, we secured several wins in 2022. The joint venture business with Engie Services Philippines won a 10-MW project, thus expanding our renewable energy business. FDCUI, in close coordination with the Cotabato sugar plant, also won a 3.4-MW biomass contract under the government's Green Energy Auction Program.

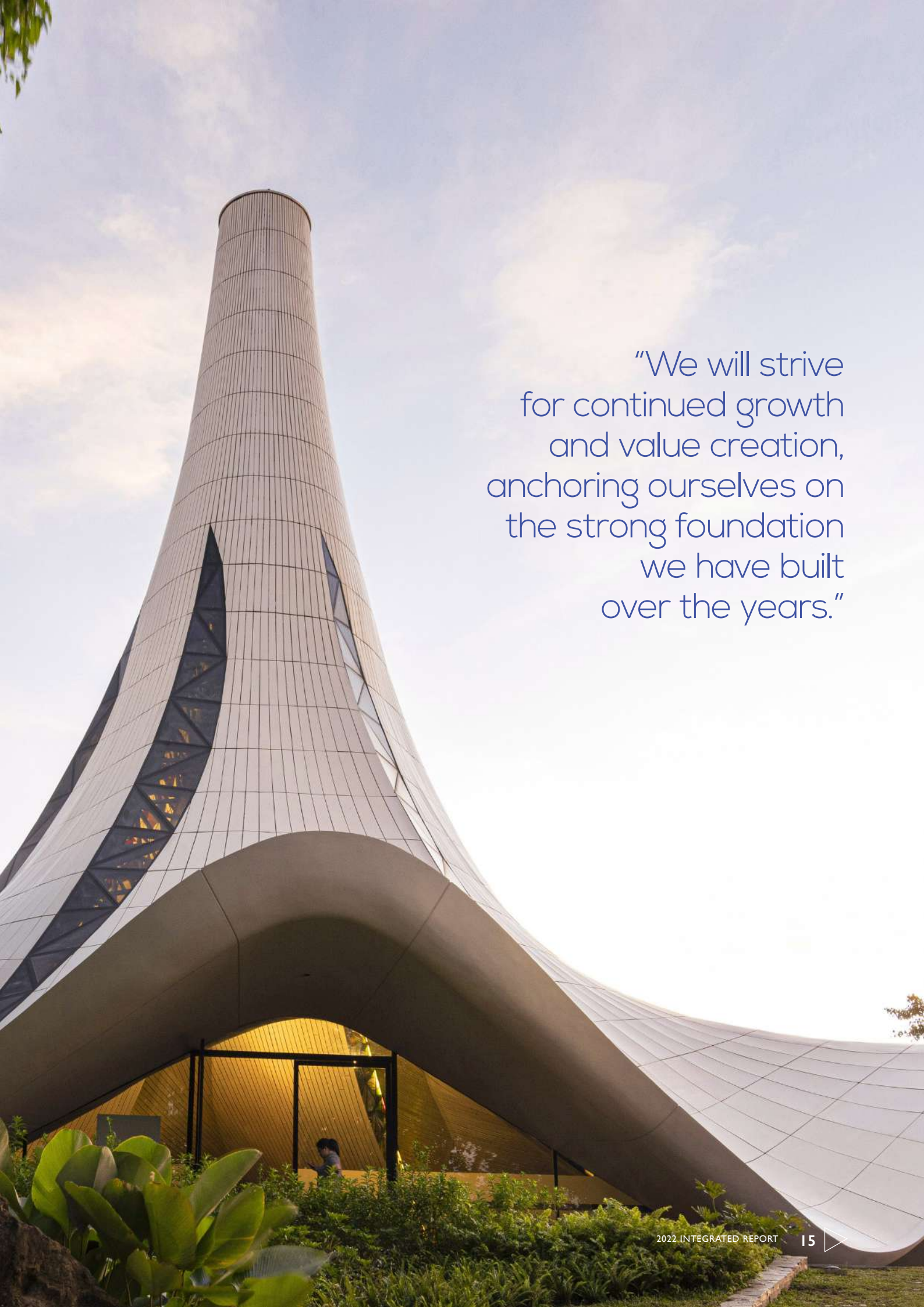
Centers of Excellence

We have transformed FDC to support the growth of our subsidiaries in the areas of mergers and acquisitions, talent management, financial and risk management, customer centricity and digital innovation.

We are pleased to have crafted a sustainability framework that will guide us in our journey. This is something that has meaning for us and is aligned with our mission, our history, and what we have strived to accomplish in the recent past. We will put the focus of our sustainability efforts on three main areas: being green, being inclusive and being resilient. This framework challenges us to be on our toes and to be always ready for what the future brings.

We look forward to 2023 with reasonable optimism as we take on new growth opportunities. We will maintain our strategic direction towards establishing synergies across our different business units and explore new but allied to the segments where we are currently invested in. We will strive for continued growth and value creation, anchoring ourselves on the strong foundation we have built over the years.

As we chart a new path for the evolution of FDC, we thank our fellow board of directors, management and all our employees for the *malasakit* and work ethic that make our plans a reality. We also thank our shareholders, partners, and customers for the continued trust and support. Your faith gives us the confidence to expand the legacy that was built by our founders – our parents, Andrew and Mercedes Gotianun - many decades ago. We will carry on with our purpose of empowering Filipinos to attain their dreams.



“We will strive
for continued growth
and value creation,
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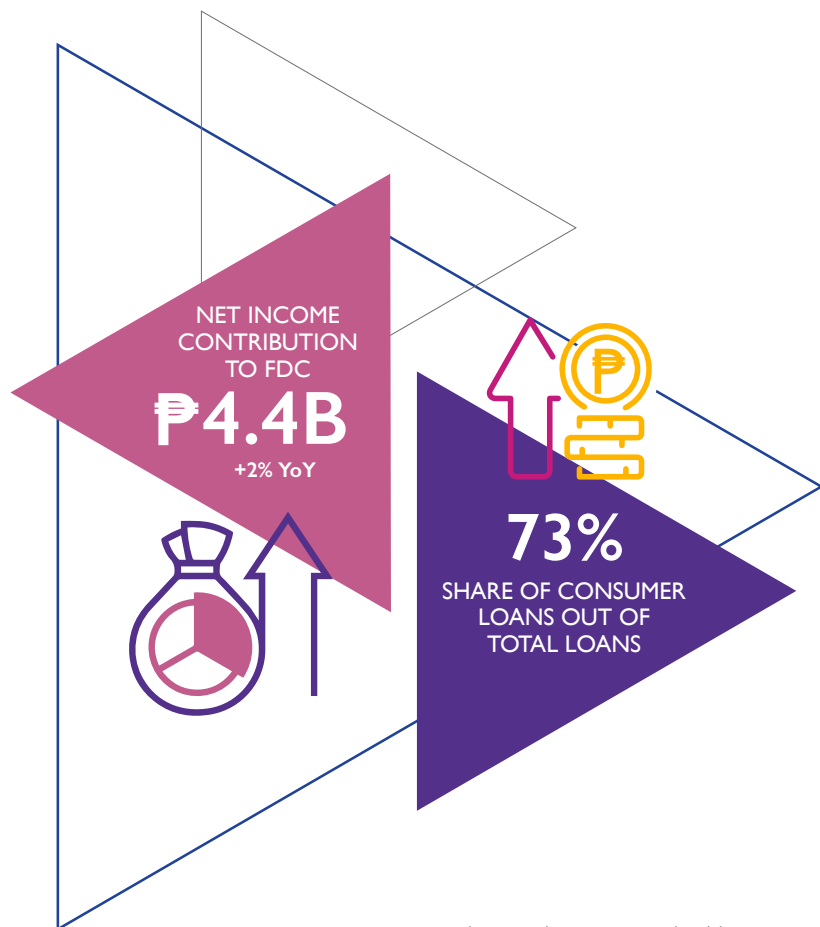
Banking and Financial Services

East West Banking Corporation (EastWest) is among the top 10 private universal banks in the Philippines by assets and is strategically positioned in the retail and middle-market corporate segments. It offers a wide range of banking products and services as well as allied financial services that include non-life insurance brokerage, bancassurance and leasing. Its products and services are made available across multiple distribution and delivery channels. EastWest has 392 branches while its subsidiary rural bank has 76 branches, bringing the total branch store network to 468 at the end of 2022.

The aggressive buildup of a strong consumer banking franchise in the last few years has allowed EastWest to grow its low-cost CASA base to reach a 79 percent CASA to total deposit ratio in 2022. Its strong consumer focus has made it a leader in consumer finance, ranking strongly in credit cards, personal loans and auto loans. EastWest Bank also expanded into bancassurance and wealth management to grow its overall customer offering and grow its share of the customer's wallet. EastWest is focused on introducing technological initiatives to improve and expand its customer service.

2022 Results

EastWest Bank delivered a net income contribution to FDC of ₱4.4 billion in 2022, higher than the ₱4.3 billion the previous year. Net income surged by 42 percent excluding the one-off gains in 2021. The growth was driven by the improvement in core revenues brought about by the increase in loan releases and build-up of fixed-income securities during the second half of 2022.



The steady increase in the levels of loans and securities has increased the earning capacity of the Bank to almost back to pre-pandemic levels.

Following its strategy of focusing on the consumer market, 73 percent of its total loans were deployed in consumer loans. EastWest also made progress in improving its funding base as CASA deposits grew by 6.5 percent. As a result,

net interest income grew by 11 percent despite the uptick in the cost of deposits. Increased economic activity and lending transactions led to a 17 percent growth in fees and other income. Trading income, however, declined due to reduced trading opportunities as interest rates began to increase. EastWest views trading as opportunistic as its focus will always be on the growth of its core income. Capital Adequacy Ratio and Common Equity Tier 1 (CET1) ratio stood at 13.8 percent and 13.0 percent respectively, both well above regulatory requirements.



Evolving with the Filipino Consumer

As a leading consumer bank in the country, the goal of EastWest Bank is to expand its stronghold beyond consumer loans and gain a sizable market share across all consumer products. The Bank's journey is expected to be faced with challenges, especially with increasing competition in the consumer market, the disruption brought about by digital transformation, and changing consumer preferences. Nevertheless, EastWest is focused on continuously meeting the needs of the Filipino consumer.

Digital will be an enabler and a critical channel in this customer journey. EastWest will continue to invest in robust IT systems and initiatives that will make its IT infrastructure and credit risk management more durable. The aim is to build a strong foundation for digital



transformation and future growth while also making EastWest a more responsive, agile and sustainable enterprise.

Another key is building a consumer-centric culture. Knowing the customers' preference, needs and pain points is a major step in being consumer centric. EastWest will employ data and technology

to learn more about the customers and their changing behaviors in order to tailor product offerings based on customers' needs. The employees will also be equipped with the right tools to enable them to serve the customers efficiently. This will allow EastWest to not only be a financial service provider but a partner in customers' life journeys and milestones.



Real Estate

Filinvest is a full-range real estate developer with a strong track record in the property business that spans over 50 years. Focused on the three major areas of residential development, commercial leasing and large-scale township masterplanning, its activities are carried out through two key subsidiaries - listed company Filinvest Land, Inc. (FLI) and Filinvest Alabang, Inc. (FAI). In 2021, Filinvest launched the initial public offering (IPO) of Filinvest REIT Corp. (FILRT) as its flagship commercial real estate investment trust (REIT) with FLI as its Sponsor. A total of 17 Grade A office buildings were transferred from FLI to the FILRT portfolio.



The real estate group's primary product offering is residential which caters to different market segments ranging from socialized to affordable to upscale to luxury, and products ranging from horizontal to mid-rise to high-rise buildings. These are offered under a wide range of residential housing brands such as Pabahay, Futura, Aspire, Prestige and Filigree – differentiating each brand from socialized to luxury living. The Filinvest group also engages in commercial lot sales in Filinvest City in Alabang through FAI. Meanwhile, the leasing business is comprised of office and mall rental. Filinvest has new leasing concepts in its offerings with the addition of innovation parks and dormitels or co-living spaces.

2022 Results

FDC's real estate business contributed ₱4.9 billion in net income before tax to the group in 2022, 15 percent higher than the ₱4.3 billion in the previous year. However, due to a one-time tax

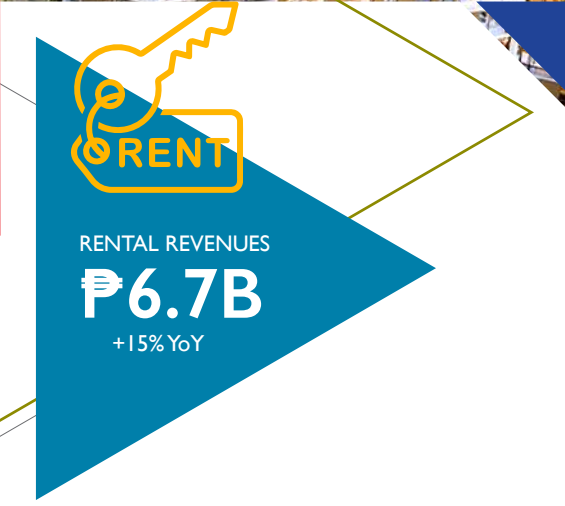
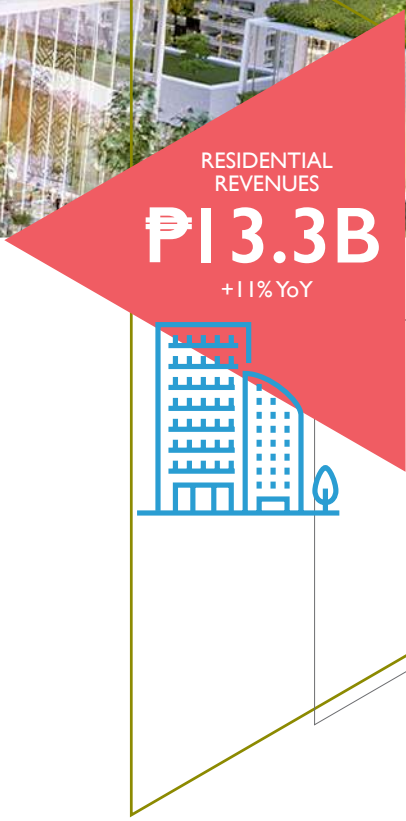
benefit arising from the CREATE law in 2021, net income after tax from the real estate business hit ₱4.1 billion, lower from the previous year of ₱4.9 billion. Revenues from the residential segment rose by 11 percent to ₱13.3 billion due to accelerated construction progress. Reservation sales grew by 13 percent to ₱18.0 billion as new projects were launched. Revenues from malls and office rental improved by 15 percent to ₱6.7 billion with the gradual reduction of rental concessions, reinstatement of escalation rates and increased mall occupancy levels.

FLI launched seven new residential projects in 2022, valued at ₱5.9 billion, in locations such as Teresa in Rizal, San Rafael in Bulacan, Cavite, Pampanga and Metro Manila. It also launched its first project in Naga, Camarines Sur. The office leasing business signed new leases for FILRT and non-FILRT office buildings totaling 19,670 square meters

and renewed 28,370 square meters or 90 percent of expiring leases in 2022. The Crib, which is a co-living space located in Filinvest Mimosa, welcomed its first guests in 2022, while the construction of ready-built-factory (RBF) buildings commenced in the innovation parks in Ciudad de Calamba (four buildings) and New Clark City (two buildings).

Unlocking Life-Changing Opportunities

One of Filinvest's key engines of growth is its extensive residential land bank of almost 1,900 hectares and commercial land bank of 574 hectares. The latter can produce approximately 1.2 million square meters gross leasable area going forward. This landbank which is spread across the country can sustain the real estate business over the next five to 10 years depending on market absorption and demand.



The real estate group will continue to create fully integrated, self-sufficient communities. Aside from the flagship Filinvest City in Alabang, Filinvest has other townships such as Filinvest Mimosal Leisure City in Clark, Pampanga, City di Mare in Cebu City and Timberland Heights in Rizal. These can accommodate different land uses such as residential, commercial, leisure and industrial. Filinvest will continue to maximize the use of these valuable landbank by continuously working on urban upgrades and improvements towards liveable, green and sustainable, hyperlocal, and SMART masterplanned developments.

The continued growth of the residential business has been encouraging and this is expected to be sustained in 2023. Apart from efforts to boost international and local sales networks, it will optimize investments on digital and online platforms to connect and relevantly address the needs of homebuyers.

Filinvest's housing brands will continue to adapt to changing customer preferences and tap new markets through product diversification and geographic expansion. Customer experience will be a priority.

A vertical integration strategy has been adopted in construction to improve product delivery. This approach allows for greater control over the construction process and timely delivery of high-quality products. Having its own concrete batching plant is expected to further increase production efficiency.

FLI is committed to maintaining its market leadership in the mid-rise buildings (MRB) sector, catering to the needs of professionals who prefer a

blend of open spaces and proximity to commercial hubs. MRB communities will consistently adhere to a design that allocates 60 percent of the property to expansive open spaces and amenities, creating an ideal living environment for individuals who prioritize a balanced lifestyle. The Venti-lite concept, which includes sky gardens and air wells, has been integrated into the building designs to facilitate natural light and ventilation, promoting a healthier living environment.

For the leasing business, the focus will be on optimizing assets to increase recurring income from the investment properties. This entails the expansion of the tenant base and attracting a wider range of potential tenants. An additional approach being implemented involves bundling of services for new leasing concepts, such as offering attractive packages that combine

office and co-living spaces. This approach has resulted in a more holistic and integrated experience for clients, while enhancing the overall value of the diverse leasing offerings.

Technology will continue to be used such as Building Information Modeling (BIM) to create multi-dimensional digital prototypes that can predict the project's performance even before it is built. BIM streamlines the process in creating sustainable buildings that can support both residential and commercial applications in the future.

Placing our customers at the forefront of our priorities, we are steadfast in our commitment to provide exceptional living experiences that consistently surpass their expectations.



Power and Utilities

FDC Utilities, Inc. (FDCUI) is the Filinvest group's subsidiary with interests in power, renewable energy and water. Its primary business is FDC Misamis which runs a 405-megawatt clean coal plant located in Misamis Oriental in Mindanao that services a diverse customer base composed of 14 mostly triple A distribution cooperatives and two industrial customers. The plant has a contracted capacity of 244 megawatts (MW) under mostly long-term power purchase agreements (PPAs) that address the base load requirements of its customers.

FDCUI also has a retail electricity supply (RES) business that allows it to trade electricity and cater to contestable customers, or those with electricity demand of more than one megawatt, across the Philippines. The RES business has retail supply contracts with 22 commercial and industrial customers for the supply of a total of 47.5 MW of electricity.

Complementing the power generation and trading operations under FDCUI are new ventures in renewable energy that were formed through strategic partnerships with renowned global players. The first joint venture is with Engie Services Philippines (Engie) for the operation of the Philippines' largest district cooling system (DCS) in Filinvest City with a capacity of up to 12,000 tons of refrigerant. Another joint venture with Engie is the Filinvest-Engie Renewable Energy Enterprise, Inc. (FREE) that focuses on solar energy solutions. FREE operates a 2.8-MW solar installation in Festival Mall in Alabang.

In the water and wastewater space, FDCUI's wholly-owned FDC Water Utilities Inc. (FDCWI), has a 25-year 80 million liters per day (MLD) bulk



water supply deal with Metro Cebu Water District (MCWD), which was awarded in July 2021. FDCWI will be putting up desalination plants to supply potable water to Cebu City, Lapu-Lapu City and Talisay City. The desalination facilities will process seawater using the High Recovery Seawater Desalination Technology of Hitachi Aqua-Tech Engineering. FDC has a joint venture partnership with Hitachi Aqua-Tech Engineering through Filinvest-Hitachi

Omni Waterworks, Inc. (FLOW) for the provision of desalination, recycled water and sewage treatment facilities across the Philippines.

2022 Performance

FDCUI contributed ₱2.2 billion to FDC's net income in 2022, growing by 6 percent from the previous year. The net income growth was driven by the



FDC is also focused on expanding and diversifying the portfolio to strengthen the renewable energy offerings. Projects have been lined up in solar, hydropower and biomass, among others.



rise in revenues by 37 percent to ₱12.9 billion on account of higher pass-through cost of fuel. New wins in 2022 include the 3.4-MW biomass contract under the government's Green Energy Auction Program, in close coordination with the Cotabato sugar plant. The Retail Electricity Supply business was also able to increase its contracted capacity by 7.5 MW while the joint venture with Engie Services Philippines was able to expand its renewable energy business by 10 MW.

Expanding Energy Solutions

Energy demand is seen to remain strong amidst the challenges faced by the industry. Filinvest is committed to cater to the needs of its customers in the island of Mindanao who have suffered from an energy shortage prior to the entry of FDCUI in 2016. At the same time, FDC Misamis is gearing for the

energization of the Mindanao-Visayas interconnection project that will connect the major grids into a single national grid in order to maximize the use of available energy resources and additional generation capacities in Visayas and Mindanao. FDC Misamis has about 125 MW available capacity that can be sold to the grid as soon as the interconnection is operational.

FDC is also focused on expanding and diversifying the portfolio to strengthen the renewable energy offerings. Projects have been lined up in solar, hydropower and biomass, among others. Some of these are solar farms across the Philippines totaling 50 MW, and a 33.4-MW hydropower plant in the Pampang River in Luzon.

Hospitality

Filinvest Hospitality Corporation (FHC) is the hospitality and leisure arm of FDC that is responsible for the full life cycle development and management of hospitality assets across the full market spectrum. It is supported by a full range hotel management services firm, Chroma Hospitality, Inc. (CHI), which is a joint venture with Archipelago International Pte. Ltd. Its first hotel was opened in 2010 via the Crimson Resort and Spa Mactan on Mactan Island in Cebu. By the end of 2022, the portfolio under management has

grown into seven hotels located in seven cities and five regions, totaling over 1,800 rooms. Also under management are two 18-hole golf courses.

The seven hotels carry the group's homegrown brands. There are currently three Crimson hotels, three Quest hotels and one Timberland hotel, each catering to a distinct market segment. Crimson is a five-star brand that services the mass affluent segment looking for a more premium travel experience. Crimson

hotels are found in Filinvest City, Mactan Island and Boracay Island. The Quest and Quest Plus target the group's key market, the mass middle sector, which includes leisure and business travelers looking for superior value. Quest Hotels are in Cebu City, Tagaytay and Clark in Pampanga. Timberland is a lifestyle brand for travelers looking for an exciting nature experience. The Timberland resort is in San Mateo, Rizal.



REVENUES

₱1.9B

+60% YoY

NUMBER OF ROOMS UNDER DEVELOPMENT

2,000+

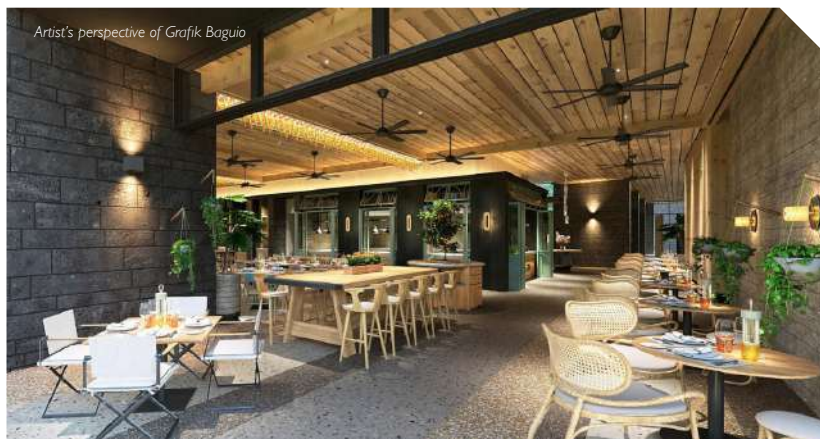


FDC remains committed to help build the tourism sector driven by the belief that the Philippines has so much to offer in natural beauty, experiences and hospitality.

2022 Performance

The hospitality business was the most affected in the Filinvest group at the height of the pandemic in 2020 and 2021 due to the mobility and foreign travel restrictions. The Philippines has since reopened to tourists in 2022 that led to the favorable turnaround of the hospitality business. Hotel operations saw a rebound in revenues of 60 percent

to P1.9 billion in 2022 buoyed by the steady resurgence of tourism. Average room rates increased across all the properties while occupancy rates were higher for Crimson Boracay as well as Quest in Cebu and Tagaytay. Crimson Mactan Resort, which was considerably affected by Typhoon Odette in December 2021, had to close for the most part of 2022 as it underwent redevelopment.



The dining outlets, Firehouse and Baker J, were expanded in 2022. The Mimosa Plus Golf Course was improved to showcase advanced sustainability practices. A newly renovated Mimosa Golf Course Clubhouse was also opened to the public in 2022.

Crimson Resort and Spa Boracay was hailed as the winner in the Best for Families category of the prestigious 2023 Condé Nast Johansens Awards for Excellence. Chroma Hospitality was also named Most Resilient Hospitality Group at the Virtus Awards organized by the Hotel Sales and Marketing Association.

Bringing Filipino Hospitality to Life

The opening of all international borders in February 2022 has led to a total of 2.6 million tourist arrivals in the Philippines in 2022. In the first quarter of 2023 alone, inbound tourists have already reached 1.3 million. Data shows that tourism continues to recover steadily albeit still short of pre-pandemic levels. Compared to 2.2 million tourist arrivals in the first quarter of 2019, the 1.3 million represents a 60 percent recovery. What is seen to drive the significant resurgence in tourism in the short-term is domestic tourism. Full recovery of domestic tourism is expected in 2023 while the return of global tourism to pre-pandemic levels is seen to happen in 2024, at the earliest.

FDC remains committed to help build the tourism sector driven by the belief that the Philippines has so much to offer in natural beauty, experiences and hospitality. FDC's hospitality group has drawn up a road map to build for scale and potentially more than double its existing number of rooms. It has lined up hotel and resort projects in Baguio, Mactan, Bohol and five other major tourist destinations for development in the next five years. These are expected to benefit from the expected growth in the tourism sector as the huge potential of the Philippines is unlocked.

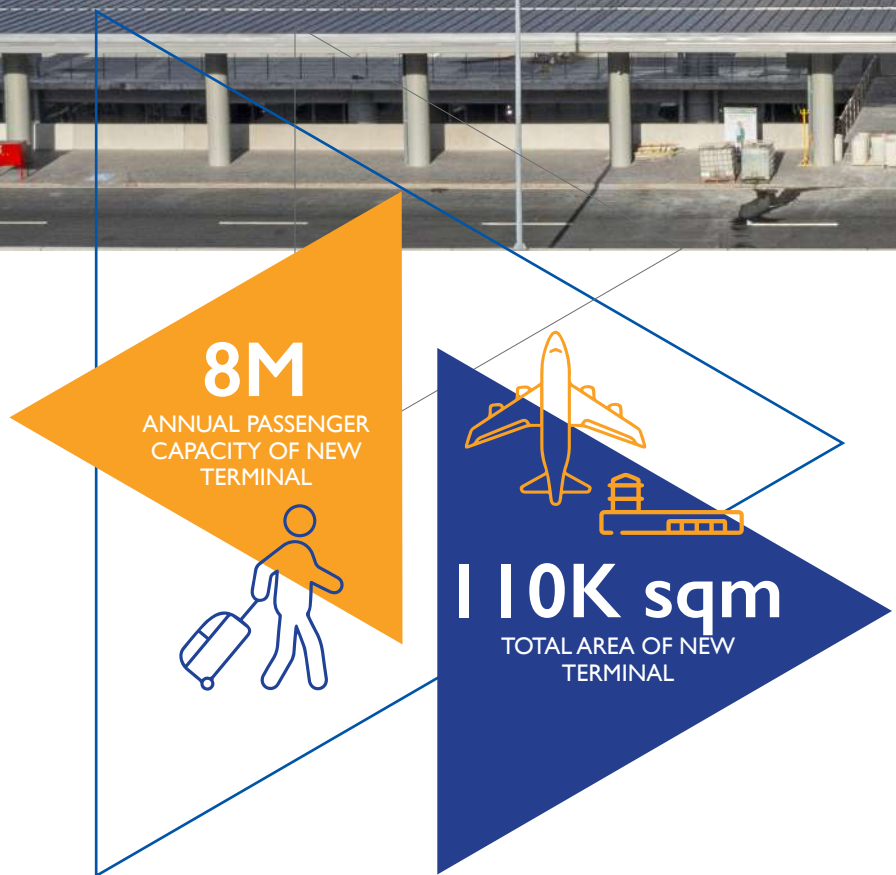


Infrastructure



FDC's foray in infrastructure is through its significant participation as a consortium member in the airport redevelopment of Clark International Airport (IATA:CRK) in Pampanga. The consortium entered into a 25-year concession agreement with the Bases Conversion and Development Authority in January 2019 for the operation and maintenance (O&M) of the CRK passenger terminal and the fit-out and O&M of a new terminal building. The consortium members then incorporated Luzon International Premier Airport Development Corporation (LIPAD) in February 2019 to act as the consortium's joint venture entity.

FDC's ownership interest in LIPAD is 42.5 percent while the other consortium members are JG Summit Holdings Inc., Philippine Airport Ground Support Solutions Inc. and Changi Airports Philippines (I) Pte. Ltd., a wholly owned subsidiary of Changi Airports International. Together with FDC's vast experience in property development, the consortium members bring their expertise in air transportation and airport operations.



2022 Highlights

Significant progress was made in 2022 with the successful fit out and opening of the new terminal building, designed to accommodate up to 8 million passengers annually. This marks the completion of the second component of the airport project. The first component involved LIPAD taking over the O&M of the old CRK terminal, which can accommodate up to 4.2 million passengers annually. The third

component includes the management of leases for the surrounding areas, catering to the general aviation industry and other related activities.

Operations of the new terminal formally started on May 2, 2022, welcoming both domestic and international travelers. It boasts state-of-the-art facilities with increased capacity, giving travelers ample space and breathing room for a comfortable airport experience.



Before the COVID-19 pandemic disrupted global travel in mid-March 2020, CRK operated flights to 19 domestic and 14 international destinations, with nearly 700 flights per week operated by 18 different airlines. However, as the pandemic unfolded, strict travel restrictions were imposed worldwide, resulting in significant changes to travel patterns over the next 1.5 years. The operations of CRK were drastically reduced during this period. However, with the optimism of renewed travel and increased flights, the situation has improved in 2022, although it has not yet returned to the pre-pandemic levels.

In 2022, CRK served three domestic and seven international destinations through a total of 14 airlines, catering to nearly

800,000 passengers. It is anticipated that this number will continue to grow in 2023 as passenger traffic improves and more destinations and airlines are added to the roster of departures and arrivals at CRK.

Revolutionizing travel experience

LIPAD's vision is to be the country's premier gateway by revolutionizing the way people travel and the way the world experiences the Philippines. Careful consideration was given in designing the new four-level terminal with a total area of 110,000 square meters. The new terminal features a dedicated OFW (Overseas Filipino Worker) lounge, walk-through

commercial spaces, gender-neutral toilets, and elevators and escalators at each boarding gate, providing seamless access for all passengers.

The latest technology was incorporated in the design, including automated self-bagging drops, self-checking kiosks, e-gates at the immigration areas, and generous spaces for retail and F&B (food and beverage). Technology was also considered in improving the safety and on time performance of aircrafts. The new terminal employs a state-of-the-art intelligent advanced visual docking guidance system which will allow pilots to park aircraft precisely and safely even in adverse weather condition using advanced laser technology.

LIPAD is also looking to develop the adjoining civil aviation complex which is part of the concession. The vision is to transform it into Clark Airport City - a complete urban destination where people can work, eat, shop and stay within a five-minute distance from the airport.

The opening of the new terminal building is a step towards achieving the objective of serving millions of travelers that the airport can accommodate and further pushing economic development in the region. The vision remains for CRK to be the gateway that connects Northern and Central Luzon to the rest of the Philippines and the world.





Shared Values and Shared Value at Our Core

In 2022, Filinvest Development Corporation (FDC or the Group) adopted a new set of corporate core values while remaining steadfast with its decades-long purpose of enabling Filipinos to achieve their dreams.

Our Core Values

- **Customer Centricity.** Keep our customers top of mind.
- **Change for the Better.** Innovation and agility rule our quest for operational excellence.
- **Filinvest Family.** Invest in bringing out the best in ourselves and our team.
- **Entrepreneurial Mindset.** Pursue new opportunities and take ownership of our decisions.
- **Shared Benefit.** Grow hand in hand with our stakeholders.
- **Trustworthiness.** Deserve and preserve trust.

Among these core values is a commitment to creating Shared Value, where the benefits generated by the company are not just for the shareholders but for all the company's stakeholders. It is a confirmation that the role of business is beyond generating profits but to serve the needs and address the concerns of its customers, employees, business partners, providers of capital, supply chain, regulators, communities operated in and the physical environment itself.

The history of FDC has displayed this DNA of creating value for all, particularly the unserved and underserved, through its core businesses:

- Retail banking to serve the Filipinos who remain unbanked and uninsured
- Affordable housing to help address the housing backlog in the country
- Providing Filipino hospitality where the economic value of tourism is not yet fully unlocked
- Providing power and water as 'lifelines' to communities and sustain the engine of economic growth
- Sustaining the agricultural productivity of sugarcane planters

Complementing the creation and delivery of Shared Value to stakeholders, FDC also makes commitments to displaying corporate responsibility by doing things the right way, through compliance with regulations, best practices in environmental and social safeguards as well as corporate governance. FDC also continues to make corporate social investments that help address social pain points where they are most felt.

The Economic, Environmental, Social and Governance (EESG) best practices of FDC continue to evolve along with the growing expectations of the shareholders and stakeholders.

Sustainability Governance

The Board is responsible for setting FDC's overall approach to EESG matters: evaluating EESG-related risks and opportunities, setting goals, implementing sustainability initiatives, measuring their impacts and identifying areas for improvement. It is supported by the senior management team of FDC and its subsidiaries, complemented by the Centers of Excellence which champion best practices in business strategy, corporate finance, risk management, internal controls, corporate governance, human capital readiness, corporate communications and sustainability.

FDC's Chief Sustainability Officer (CSO) serves as the champion of the sustainability framework and commitments and is tasked to nurture a culture of sustainability among the employees through capacity building of key sustainability-related roles and exercising oversight on the sustainability initiatives of each subsidiary. The ownership and execution of sustainability initiatives are primarily centered on the business units. The CSO keeps track of the non-financial performance of each subsidiary, consolidates the information and communicates the results to its various stakeholders

Scope of The Sustainability Disclosures

FDC is a holding company which has interests in banking and financial services, real estate, hospitality, utilities, sugar and infrastructure. The scope of this report covers the performance of FDC Parent and subsidiaries where FDC has operational control:

- Banking and Financial Services: EastWest Banking Corporation (EW) and subsidiaries

- Real Estate: Filinvest Land, Inc. (FLI), Filinvest Alabang, Inc. (FAI), Filinvest REIT Corporation (FILRT) and subsidiaries
- Hospitality: Filinvest Hospitality Corporation and subsidiaries (together, FHG)
- Power and Utilities: FDC Utilities, Inc. and subsidiaries (together, FDCUI)
- Sugar: Philippine Sugar Holdings Corporation (PSHC) and subsidiaries

The publicly listed Filinvest subsidiaries – EW, FLI and FILRT – publish their own sustainability reports annually, in accordance with disclosure regulations.

The EESG performance of FDC's real estate business is consolidated from both FLI and the unlisted FAI subsidiary, and thus, the figures seen in this report do not necessarily mirror the information in the standalone FLI sustainability disclosures. With FLI being its Sponsor, FILRT's own EESG disclosures are considered a subset of the FLI report.

To avoid double counting, the report does not fully disclose the EESG data of Countrywide Water Services Inc. (CWSI), a subsidiary that provides water and wastewater services to Filinvest residential, office, retail and hospitality operations. This is most relevant to the water and wastewater data of CWSI which are reported by the other business units.

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



Materiality and Stakeholder Engagement

An assessment of material sustainability topics that cut across the Filinvest group was undertaken during the development of a Filinvest Group Sustainability Framework in 2022. FDC adopted a double materiality lens in the said assessment, where the magnitude of the impacts to both stakeholders and business operations were discussed.

Material Topics which have an impact on both stakeholders and the business units

Environment	Economy	Social	Governance
Environmental compliance	Distribution of economic value	Employee development and engagement	Procurement practices
Energy efficiency and renewable energy	Supply chain support, particularly local businesses	Diversity, Inclusivity and Equal opportunities	Code of Conduct and Business Ethics, incl. Anti-corruption
Water security and efficiency	Generation of direct and indirect jobs	Occupational health and Safety	Compliance
Waste minimization and reuse	Macroeconomics influence on demand and affordability	Security	Risk management
Land use and biodiversity		Service and product delivery/ quality	
Green designs for buildings and townships		Customer relations	
Carbon emissions reduction		Data privacy and cybersecurity	
		Community relations	
		Relations with regulators	
		Disaster resilience	

In the pursuit of inclusivity in its sustainability practice, the Filinvest group identified key stakeholders through an appreciation of common goals ('our win is their win'), and took note of their

objectives and concerns. Existing and new channels of engagement were identified and strategic initiatives aligned with the key sustainability commitments (see succeeding section on the Sustainability Framework) continue to be developed to

enhance positive impacts and mitigate the negative. Discussions on the management approach and actions of FDC to address the topics listed may be found across the other sections of this report.

Stakeholder Engagement Concerns and Engagement Channels

Stakeholder	Concerns	Company Response / Channels of Engagement
Customers (Depositors, borrowers, home buyers, office/retail tenants, hotel and F&B guests, utility customers, planters)	Affordability Service quality	Brands developed per market segment; Customer service desks; Satisfaction surveys Cybersecurity and data privacy protocols;
	Data privacy and cyber risks Health and safety	Compliance with latest government directives on COVID-19; Safety teams and protocols at facilities;
	Service resiliency	Green Design of townships, buildings and other properties (incl. green building certifications); Site risk assessments;
	Agricultural productivity	Technical/field support to planters; efficiency in mill operations
Employees	Career development	Competency assessments and individual development plans; Online training and development portal, and one on one mentoring;
	Work-life balance and talent connection	Employee engagement program; Productivity and performance reviews;
	Health and safety	Safety teams and protocols in the workplace (incl. COVID-19);
	Gender balance	Women in leadership positions, but based on competency and merit
Supply Chain	Accreditation	Documented accreditation process;
	Timeliness of contract awards and payments	Systems process review and revised procedures, with digitization initiatives;
	Local procurement	Devolvement of some procurement processes to local operations
Regulators and Government	Alignment of development plans	Continuous coordination on zoning, transportation, utility master plans of national agencies and local governments;
	Compliance	Timely renewal of permits and submittal/publication of required reports
	Good Governance	Business code of conduct and ethics; employee trainings on good governance; Review, updating and documenting company policies; Boardroom Innovations Series for improving competencies of Board and key officers
Lenders and Investors	Transparency	Regular annual reports, sustainability reports and other disclosures;
	EESG / non-financial disclosures	Compliance with provisions in loan covenants;
	Financial liquidity	Development of a Sustainable Financing Framework
Communities	Site-specific community or LGU issues	Relationship management and community social investments, incl. partnerships on specific programs;
Environment	Environmental impacts	Green design principles and materials; Energy and resource efficiency initiatives; Water conservation and reuse; Solid waste and hazardous waste management; Environmental compliance in projects and operations; Biodiversity-related programs; Adoption of carbon forests

The Filinvest Group's Sustainability Framework

In 2022, Filinvest developed a framework that articulates its key commitments to sustainability that will ensure its long term ability to create and deliver value to its stakeholders in the long term. It is a combination of corporate social investments, EESG (economic, environment, social and governance) practices as well as the delivery of scaled-up innovative services and products that address social pain points, consistent with the Group's purpose of "enabling Filipinos to achieve their dreams".



At the heart of the Sustainability Frameworks is the Group's aspiration of being Green, Inclusive and Resilient. Under each headline are three action areas which the subsidiaries identify with and will act on to contribute to the Filinvest group's overall impact.

Our Sustainability Commitments

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

Moving forward, sustainability performance disclosures will be guided by the framework and commitments, preferably aligned with metrics provided by adopted sustainability reporting standards and regulations. Where necessary, bespoke metrics that reflect the unique contexts in the Filinvest group will also be used.

How We Create Value

Capital

Financial Capital

(as of Dec 31, 2022)
 Market Capitalization – P 55.5 Billion
 Bank Loans – P23 Billion
 Bonds – P 8.8 Billion

Human Capital

Headcount of employees
 Men 5,758
 Women 6,911

Intellectual Capital

Institutional knowledge in banking and real estate development for over 67 years

Specializations that Filinvest is known for:

- Consumer banking and other financial services
- Digital financial solutions
- Townships development
- Real estate design, construction and property management
- Filipino-hospitality brand in hotel and F&B operations
- Power generation
- Energy sources development
- Water and wastewater systems design and operations
- Sugar milling and farm operations

Manufactured Capital

- 490 EastWest Bank's stores (incl. subsidiaries)
- 584 ATMs
- Townships developed
- FILRT office buildings with over 329,000 m2 gross leasable area, and other FLI office, commercial and industrial assets
- 7 malls
- 7 hotels: 2 Crimson, 4 Quest, 1 Timberland
- 405MW capacity coal- fired power plant
- 2.8 MW capacity rooftop solar
- 59 water sources
- 5 water treatment facilities, incl. desalination
- 4 sewage treatment plants
- District Cooling System with capacity of 8,000 tons of refrigeration
- 2 sugar mills with total capacity of processing 11,000 tons of cane per day
- Airport terminal with an annual capacity of 8 million passengers

Natural Capital

- Land bank of more than 2,450 hectares under FDC, FLI, FAI and other subsidiaries
- Access to surface water and ground water resources
- Thriving and biodiverse ecosystems surrounding real estate and tourism assets (Boracay, Mactan, Timberland, Baguio)

Relationship Capital

- The Filinvest Group's trusted brand and consistent reputation has been a contributor to the growth of the conglomerate for past 68 years.
- Partnerships with ENGIE, Omni Hitachi, Changi Airports
- Partnerships with national government corporations and regulators such as BCDA, CDC, JHMC, TIEZA
- Partnerships with local governments
- Partnerships with our Supply Chain and network of Sales Agents

Value Creation Model

Financial Services

- Loans and insurance services, with focus on retail customers and SMEs
- Digital transformation supported by cybersecurity, to reach more unbanked customers and provide 24/7 service reliability and convenience

Real Estate

- Development of sustainable townships, residential, office and retail assets
- Low cost housing brands (Pabahay and Futura) to help address the housing backlog in the country
- Sustainable offices leasing
- Retail spaces in strategic locations, supporting small entrepreneurs and large retail brands
- Industrial and commercial spaces that support enterprises of various sizes
- Shared living spaces for transient workers and professionals

Hospitality

- Development of hotel assets in areas of high tourism potential
- Development and expansion of F&B brands to complement hotel operations and expand beyond hotel settings
- Delivery of unique guest experiences across all hospitality brands of Filinvest

Power Generation

- Thermal-based power generation, to help solve the power shortage in Mindanao and eventually to the Luzon-Visayas Grid
- Retail electricity supply services for Open Access clients
- Mini-hydro and solar power generation to increase the renewables portfolio in the country

Water and Wastewater

- Water supply and sewerage supporting the property management of townships, residential communities, office buildings, malls and hotels
- Onsite water source development for clients and bulk water supply for utilities through desalination technology, to help improve water security

Urban Solutions

- District cooling systems for reduced energy and water footprint of office and retail clients
- Onsite solar energy generation to help reduce dependence on local grid and to reduce carbon emissions

Sugar Farms Operations and Milling

- Farm-level technical and financial support to sugarcane planters, to ensure higher and sustainable yields
- Efficient extraction of sugar, molasses and bagasse from raw cane
- Reuse of milling byproducts to conserve water, generate energy and help restore soil fertility

Infrastructure

- Fit-out, operations and maintenance of a regional airport terminal that serves as an alternative gateway to the congested NAIA airport of the National Capital Region

Value Delivered

Financial Services

- Of loans portfolio, 10% are home loans, 36% are auto loans and 32% are personal loans.
- 125 small and medium enterprises supported through crowdfunded bridge financing

Real Estate

- More than 200 residential developments since the start of the real estate business
- 1,200 new low-cost housing units completed and delivered in 2022
- 7 affordable housing projects launched in 2022, with a total of 3,617 housing units
- Over 300,000 total m2 GLA in office and retail
- 10 townships of more than 2,300 hectares
- 12 green building certifications and pre-certifications, and a LEED certification for neighborhood development for Filinvest City
- 3,312 co-living spaces made available

Hospitality

- 7 hotels with 1,836 keys
- 248 keys under development (Grafik Baguio)
- 2 F&B brands
- 441,977 guests in 2022, 17% of whom were international travelers
- Employed a workforce of over 1,100

Power Generation

- Supplied energy to 14 distribution utilities in 11 Mindanao provinces that serve 1.4 million households and more than 134,000 commercial and industrial accounts
- 2,301 MWH of rooftop solar energy generated in Festival Mall
- >200 hectares of adopted carbon forests for greenhouse gas sequestration

Water and Wastewater

- Provided over 3.3 million cubic meters for Filinvest communities and businesses
- Over 1.17 million m3 total wastewater treated from Filinvest communities and businesses
- Over 336 thousand cubic meters of water saved due to water efficiency and reuse

Urban Efficiency Solutions

- 16,550,956 TRH of cooling provided

Sugar Farm Operations and Milling

- 784,600 tons of cane processed
- 436 sugarcane planters served/supported with cane points, availing of 3,876 'lacs'
- 1,127 planters supported with production and harvesting loans
- 240,000 tons of bagasse re-used for energy generation
- 12,000 m3 of water recirculated in closed loop system
- 56,400 tons of mud press sent back to farms as soil conditioner

Infrastructure

- 768,826 outbound passengers who flew via Clark International Airport in 2022
- 13 airlines resumed operations in Clark, post-pandemic





Our Commitment to Being Green



The Filinvest group's businesses have a reciprocal relationship with the physical environment as ecosystem services play a big role in sustaining businesses in the long run. These services can take the form of provisioning and support, such as water, energy and other operational inputs. Additionally, regulating services can help remove pollution from waterways, store carbon, and moderate weather. The natural world also provides cultural services that make tourism sites attractive to visitors. Taking care of the environment makes long-term business sense for Filinvest, as it directly impacts the success of the business. Investing on the environment is investing in the company's future.

Filinvest is committed to being environmentally responsible or "Green". This sustainability pillar is demonstrated through the use of green building principles when developing communities, innovations to support a circular economy, and transitioning towards a carbon-neutral society.



Green Designs For Sustainable Communities

Filinvest has a strong history in real estate, helping thousands of Filipino families achieve their dream of owning a home and being part of a community since 1967. To enhance people's lifestyles and communities, the Group is committed to building with a 'green' character. Filinvest developments prioritize nature-inspired design, people-centered planning and sustainability, creating a cohesive 'Live, Work, Play' experience that benefits the environment and contributes to everyone's well-being. These sustainable designs add value beyond the traditional real estate criteria of 'location, location, location.'

Green Designs, Green Technologies for Efficiency (GRI 302, 303)

Foremost among Filinvest's green building principles is embedding energy, water and resource efficiency into the designs of buildings and townships. Sustainability-linked technologies are employed to reduce environmental impacts (recourse extraction and waste generation) as well as costs for the customers.

Natural lighting and ventilation are typical design features, and to regulate sunlight radiation, double glazing is also used in many of the properties. Where electric lighting is necessary, low-wattage LED lamps are used. Variable frequency drives are also installed for pumps and motors to regulate electrical inputs in sync with actual demand.

A District Cooling System was established in 2017 in Northgate Cyberzone, Filinvest City, Alabang. It is currently the biggest in the Philippines and its main objective is to reduce

electricity consumption by up to 40%, while also offering a cost savings of 13% to the office buildings.

Water conservation practices are implemented in Filinvest City through the use of low-flow fixtures in buildings and the reuse of treated wastewater for irrigating landscaped public areas. In addition, a centralized sewage treatment facility has been established to prevent wastewater from polluting the waterways.

Filinvest's various business units have their own efficiency initiatives. For instance, Countrywide Water Services intensified their non-revenue water reduction program in 2022. Mimosa Golf in Clark replaced its irrigation system with a more efficient one and switched to low water demand grass species to save water. Filinvest's hotels also prioritize sustainability, with energy utilization indices ranging from 111 to 328 KWH/m², which are consistently lower than the mean figures for 3-star to luxury hotels

in the Philippines surveyed in the Cornell Hotel Sustainability Benchmarking Index (ranging from 289 to 398 KWH/m²).

Nature-Inspired, Centered on People

Filinvest's building and township designs prioritize nature and people's needs for green open spaces and sustainable mobility options. At least 60% of a project footprint is allocated for open spaces, with interconnected green parks and natural waterways incorporated into the design. Tree-lined roads and softscaped spaces create a feeling of being surrounded by nature, and undeveloped land is used for bike parks. Pedestrian pathways and bike lanes are integrated into the townships, promoting an inclusive 15-minute district where city essentials are within walking or biking distance. Filinvest City also features a 360 EcoLoop transport system featuring electric jeepneys, and ramps for people with disabilities. Other Filinvest townships like New Clark City, Mimosa, and City di Mare replicate these master planning practices.



Filinvest City is the first CBD in the Philippines to be dual green certified, having received a LEED v4 Gold Certification for Neighborhood Development and a 3-star rating in the pilot version of BERDE Districts from the Philippine Green Building Council.

To date, there are 12 buildings in the Filinvest group that have secured a green building certification or pre-certification from LEED, WELL or IFC's EDGE. There are 7 other projects undergoing assessment for EDGE certification.



Filinvest’s circular economy commitment supports the idea of minimizing the extraction of resources of nature, minimizing the generation of wastes, and extending the usefulness of materials as much as possible.

Helping Build a Culture of Circular Economy

As the lifestyles of a growing Filipino population evolves in tandem with economic growth, the pressures on the country’s resources and the need to protect environmental integrity also grow. Filinvest’s circular economy commitment supports the idea of minimizing the extraction of resources of nature, minimizing the generation of wastes, and extending the usefulness of materials as much as possible.

Single Use Plastics and Waste Minimization
(GRI 306-2)

In 2018, the Filinvest Hospitality group adopted a ban on single use plastics to help minimize the generation of wastes from its hotel and F&B operations.

During the COVID-19 pandemic however, the hotels had to adopt hygiene protocols where cutleries, glassware and guest amenities had to be sanitized and wrapped in plastic. The already-established practice of providing pitchers and glasses in hotel rooms along with the deployment of hot and cold potable water dispensers in hallways had to give way to the provision of bottled water for guests.



With the relaxation of travel rules, Filinvest Hospitality resumed implementing its 2018 policy on reducing single use plastics.

The easing of the pandemic restrictions in 2022 allowed the Filinvest hotels to revert to the reduction of single use plastic wastes. The practice anticipates the effectivity of a national ban on plastic soft drink straws and plastic coffee stirrers.

EastWest Bank, for its digital transformation, had planned to reduce its reliance on paper-based statements of account to manage material and printing cost as well as the environmental impact of delivery by courier. The COVID-19 pandemic accelerated such move, with both the bank and customers adopting the delivery of electronic statements along with other online-based transactions. This has become a new normal. The real estate business also introduced digital solutions to make for a better customer experience.

Reusing Treated Effluent
(GRI 303)

Filinvest’s real estate, hospitality, and industrial operations generate wastewater that, if untreated, can pollute waterways. To comply with environmental regulations, many Filinvest properties have set up their own onsite sewage treatment plants since public sewerage infrastructure is unavailable in most parts of the country. Filinvest-owned sewage treatment plants are managed by its water utility subsidiary.

Effluent reuse helps reduce the demand for potable water for non-potable use and eases pressure on groundwater resources. In Filinvest City, some of the treated effluent is reused for internal cleaning in the treatment facility, while others are used for landscape irrigation. A portion is still discharged into the Alabang River to help dilute the polluted waters and reduce contaminant concentrations. In 2022, Filinvest Land, Filinvest Alabang, and FILRT collectively reused over 58,000 cubic meters of water.



The treated effluent from real estate property management is reused for landscape irrigation. A sugar mill employs a closed loop setup to treat and recover used water for non-potable uses.

The sugar mill operations in Davao employs a closed loop system for water. Treated effluent is re-used continuously for wash water, cooling water, and other uses. The FDC Misamis also uses treated effluent for various purposes.

A total of 336,563 cubic meters of treated wastewater was reused by the real estate, utility and sugar business in 2022.

Making Byproducts and ‘Wastes’ Useful

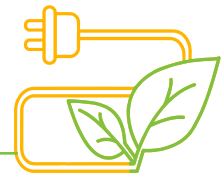
(GRI 306-4)

Filinvest’s sugar mills produce large amounts of bagasse, the dry residue from sugarcane processing, which is utilized by the Davao and Cotabato sugar mills as a heat source for their boilers. This eliminates the need for bunker fuel or purchased electricity, reducing energy costs and carbon emissions from fossil fuels. In 2022, the mills used 239,881 tons

of bagasse to generate almost 18,700 MWH of biomass energy. Another byproduct of sugar milling is mud press, a nutrient-rich residue that is returned to sugarcane farmlands as compost or soil conditioner. In 2022, 56,400 tons of mud press were distributed to farmers to augment their fertilizer needs.

In the course of generating power, FDC Misamis generates large quantities of fly ash and bottom ash. These materials are being collected by a large cement manufacturer for use as substitute for clinker in cement production. In 2022, over 99% of hauled 41,669 tons of fly and bottom ash were used for cement manufacture. The use of bottom ash for pavement bricks and hollow block manufacture is being explored.

Filinvest’s property management arm generates hazardous waste like used oil and batteries, which are donated to ABS CBN Foundation’s Bantay Kalikasan Program (AFI-BK) for recycling. AFI-BK’s Bantay Langis scheme treats used oil to create new solvent or hydrocarbon products, with the raw material assigned a peso value. The recycler then remits this amount to AFI-BK to fund its environmental initiatives, while Filinvest receives a certificate of donation that can be used for tax credits. A similar process is followed for the Bantay Baterya project, which recycles used lead-acid batteries. The recycler partner is a well-known battery manufacturer.



In 2022, FDC Misamis sent more than 41,000 tons of fly ash and bottom ash as clinker substitute to a cement manufacturing company.

The sugar mills re-use the bagasse byproduct to generate biomass energy for its boilers, and send mud press to farms to help restore the fertility of the soil.

Water and Wastewater

	Unit	2022	2021	2020
Water used	m ³	413,126,419	481,302,089	509,800,003
Wastewater generated & treated	m ³	410,616,016	480,944,775	No disclosure
Effluent discharged	m ³	410,279,453	481,377,387	508,571,338
Effluent reused	m ³	336,563	505,477	660,102

Note: Majority of the water flows reported here are associated with the power business. Real Estate effluent reuse is at 5.3%.

Transitioning To Net Zero

FDC recognizes that climate change poses a future existential threat to the Philippines, hence the need for a transition to a decarbonized economy. But it also acknowledges the continuing need for fossil fuels to address the short-term energy needs of the country to fuel economic growth. The company aligns with the government’s climate change response and the Department of Energy’s energy transition plans. FDC

has adopted a two-pronged strategy to maintain energy security by developing renewable energy projects and continuing to utilize baseload generation capacity. With the impending interconnection of the Luzon-Visayas Grid with the Mindanao Grid, the power from FDC Misamis will help mitigate the narrowing capacity buffers in Luzon as already manifested by the yellow alerts in 2022. FDC Utilities currently has biomass, solar and mini-hydro projects in the pipeline that are intended to achieve a balanced energy portfolio.

Greenhouse Gas Emissions of the Filinvest Group

(GRI 305-1, 305-2, 305-5)

The greenhouse gas emissions of the Filinvest group are largely due to the burning of fuels for operations, with more than 99.5% of Scope 1 emissions attributed to the coal used to generate power in FDC Misamis. More than 82% of Scope 2 emissions are due to the electricity requirements of the real estate business, particularly on property management.

GHG Emissions of the Filinvest Group, in tonnes CO2-e

Scope	Banking	Real Estate	Hospitality	Utilities	Sugar	Total
Direct Emissions, Scope 1 – fuels, incl real estate projects	493	456 (property mgt) + 1,961 (projects)	1,288	1,425,732	3,068	1,432,998
Indirect Emissions, Scope 2 – purchased electricity (common areas in property mgt)	N/A	51,564 (property mgt)	N/A	N/A	N/A	51,564
Indirect Emissions, Scope 2 – purchased electricity (total area in property mgt and projects)	2,011	102,607 (property mgt) + 2,061 (projects)	18,340	720	2,139	127,158
Total Scope 1 & 2 Emissions (using common areas for property mgt)	N/A	58,941 (property mgt)	N/A	N/A	N/A	58,941
Total Scope 1 & 2 Emissions (using total areas for property mgt & projects)	2,505	107,085 (property mgt & projects)	19,628	1,426,452	5,207	1,560,877
Avoided Emissions due to use of Renewables	-	14,696	-	-	14,560	29,256

Notes:

- Fuels in Scope 1 are gasoline, diesel, liquefied petroleum gas (LPG) and coal. Emission factors for Scope 1 and 2 are:
 - Gasoline: 2.328 kg CO2-e/L
 - Diesel: 2.706 mg CO2-e/L
 - LPG: 1.507 kg CO2-e/kg
 - Coal: 1,919.08 kg CO2-e/tonne
 - Luzon-Visayas Grid: 0.7122 tonnes CO2-e/MWH
- Reported figures include both projects execution and property management emissions of real estate operations of FLI and FAI. ‘Common areas’ refer to the areas under the control of property management, while ‘total area’ refers to both common areas and the areas leased by tenants.
- CWSI’s Scope 2 due to electricity use is included in the column for Utilities.
- To avoid double counting, FILRT’s reported Scope 3 emissions due to the District Cooling System services (an FLI subsidiary) are reported here as FLI’s Scope 2 under the Real Estate column.
- Avoided emissions are due to the use of renewables in FILRT, onsite solar power at Festival Mall, and Davao Sugar’s use of bagasse for boilers.



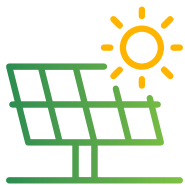
The bulk of greenhouse gas emissions of Filinvest was from the FDC Misamis power plant. FDC Utilities has a pipeline of renewable energy projects that aim to balance the energy portfolio and eventually phase down the share of power generated from fossil fuels.

Avoided Emissions due to Renewables

(GRI 305-5)

Avoided emissions are realized from the use of electricity from renewable sources. FILRT directly buys renewable electricity from the FDC Retail Electricity Supply, a subsidiary of FDC Utilities. Six of the seventeen office buildings in the FILRT portfolio are currently being supplied with 100% renewables. In 2022, FILRT increased the share of renewables from 26% in the previous year to 32% in 2022, based on the consumption in common areas. From the standpoint of electricity consumption of the common and leased areas, the fraction of renewables is currently at 38%.

Festival Mall has a 2.8MW solar installation on its roof, one of the biggest in the Metro Manila, which provided 2,300,700 KWH in 2022, thus avoiding indirect greenhouse gas emissions associated with the Luzon-Visayas Grid. The Davao Sugar mill used its bagasse byproduct to generate 18,700 MWH of biomass-derived energy for its boilers.



FILRT used 5,108,971 MWH of renewables for common areas in 6 properties, accounting for 32% of FILRT's total electricity consumption for common areas; in 2021 it was 26%.

Solar panels at Festival Mall's roof generated 2,300,700 KWH of renewable energy.

Adoption of Carbon Forests to Sequester Carbon

(GRI 305-5)

FDC Misamis is currently developing a project to establish carbon stock baselines for the carbon sequestration forests it adopted in Sambulawan, El Salvador; Misamis Oriental (195 hectares) and Musuan Peak, Bukidnon (10 hectares). This is to determine the total carbon sequestered attributed to the carbon forest project, and have the results certified and registered under the Carbon Accounting and Verification Certification System (CAVCS) of the DENR.

Another project is being developed with the Philippine Eagle Foundation to further expand the area of adopted carbon forests, in partnership with indigenous peoples' communities in Manolo Fortich, Bukidnon.



FDC Utilities continues to adopt more hectares of carbon forests in Mindanao to help sequester carbon emissions. As of 2022, it has adopted 205 hectares of carbon forests.





Our Commitment to Being Inclusive

Serving the Underserved and Unserved

Filinvest has always been a company that prioritizes shared value, meaning it aims to provide solutions to its customers while also generating returns for its investors and other stakeholders. As part of its sustainability framework, the company has committed to being inclusive, which means it strives to provide services and products that are essential to the everyday life of Filipinos, particularly those who have limited access to these necessities.

Affordable Homes for Filipinos

The original goal of 'helping achieve the Filipino dream' was to provide homes for Filipino families. More than half a century since the founding of Filinvest's real estate business, the same need remains, as many Filipinos are still dream of owning a home. According to the Department of Human Settlements and Urban Development's report in 2021, there is a nationwide housing backlog of 6.5 million in the Philippines. The current administration has made it a goal to produce at least 1 million housing units annually for the next six years to address this issue.

Filinvest remains committed to the mission of providing homes for Filipinos. It established five brands, namely Filigree, Prestige, Aspire, Futura and Pabahay, that cater to different market segments. The last two, Futura and Pabahay, are the affordable housing brands of Filinvest Land that directly serve minimum-income earners who aspire to have a home they can call their own.

In 2022, 1,200 units of Futura and Pabahay were completed and delivered to home buyers. In the same year, Filinvest Land launched seven affordable housing projects intended to deliver 3,617 units for buyers in Pasig, Cavite, Rizal, Bulacan, Pampanga, Camarines Sur and Davao.

To date, Filinvest's real estate business has served over 200,000 families in more than 200 projects throughout the country.

Financial inclusion for ordinary Filipinos and small enterprises

Compared to other Asian countries, Filipinos have a lower level of financial literacy, with recent studies showing that the Philippines ranked in the bottom 30 out of 144 surveyed countries. The World Bank also reported that only 25% of



adult Filipinos have a basic understanding of financial concepts such as compound interest. Additionally, 44% of the adult population in the Philippines still do not have bank accounts, and 73% of agriculture workers are without financial accounts.

Although the COVID-19 pandemic has led to an increase in online account creation among unbanked Filipinos, their primary motivation was for facilitating payments rather than saving and investing for the future.

From its inception, Filinvest has supported the financial aspirations of Filipinos through retail banking, with the majority (73%) of its loan portfolio in consumer loans. To provide customers with more flexibility and convenience, Filinvest launched the Komo digital banking service through its subsidiary, EastWest Rural Bank, during the pandemic. The service offers branch-less banking that allows customers to have full control over their accounts, including transfers, withdrawals, and payments. Moreover, customers receive high-interest rates on deposits due to low operating overheads.

In 2022, home, auto and loans to individuals and micro/small enterprises accounted for 10%, 36% and 32%, respectively, of EastWest's total loan portfolio of P 258 Billion.

FDC's Investree Philippines helps address the funding gap for small and medium enterprises by facilitating bridge financing via crowdsourcing. Established two years ago, it was the first crowdfunding portal to obtain an approved crowdfunding license from the SEC. It has supported more than 125 SMEs to date.

Capacitating Sugarcane Planters in Mindanao

Filinvest entered Mindanao's sugar business over 30 years ago to support small-scale sugarcane planters and traders. Despite being the country's breadbasket, the region requires government and private sector support for agriculture and economy. Access to credit and insurance is difficult due to weather risks and low financial literacy. Farming methods are manual with limited technical support, resulting in low productivity

Filinvest's two sugar mills in Davao and Cotabato serve around 20,000 hectares of sugarcane land and more than 10,000 thousand people involved in the sector. Aside from providing milling services, sugarcane planters are also supported through financing and supply of canepoints and soil conditioner. In 2022, financing support was provided to 1,127 planters through P 94.6 million in production loans and more than P 43.2 million in harvesting advances. More than 3,876 lacs (there are 10,000 canepoints per lacs) were availed by 436 planters. More than 56,000 tons of mud press byproduct from the mills were sent back to the farms to help restore the fertility of the soil.

An ongoing initiative is in place to incorporate digital agritech technologies in monitoring farm productivity versus farm inputs, with the objective of optimizing resources and increasing cane yields, in line with the overall digital transformation across the Filinvest group.

Energy security for a power-starved island's economy

In addition to the sugar business, Filinvest also responded to Mindanao's crippling energy shortage more than a decade ago and set up FDC Misamis, a 405 MW power generation facility, contributing to the energy security of the entire Mindanao grid and supporting the island's economy.

To date FDC Misamis has supply contracts with 14 electric cooperatives in 11 Mindanao provinces that directly serve 1.07 million energized households, and 134,100 commercial, industrial and institutional customers. There are also direct supply agreements with industrial accounts.

The power shortage in Luzon has become more apparent in recent years, while Mindanao is experiencing an oversupply. The interconnection of Mindanao with the Luzon Visayas Grid will eventually help address the narrowing capacity buffers of the latter; which are resulting in more frequent yellow grid alerts.

The Filinvest group is investing in renewable energy development projects to help transition the Philippines towards a low-carbon economy.

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

At the center of Filinvest’s growth aspirations is the need to strengthen its human capital readiness. A business cannot grow if its talents are not sufficient, capacitated, and engaged. Delivering value to the customer every single day, empowered employees will move the organization to the next level.

It is therefore a must to have a pipeline of ready talents who are competent and engaged, and this best delivered through a comprehensive and inclusive talent development program. Career opportunities and personal growth of Filinvest talents are not hinged on gender, sexual orientation, religion, ethnicity, age or any other factor, except competency, merit and passion.

“Women hold up half the sky”

Filinvest has long been recognized for empowering women, thanks in part to the leadership of its current CEO and President, who co-founded the company with her mother. Together, they have received numerous awards for their commitment to creating a business culture that celebrates and supports the abilities of women.

“At Filinvest, we have many women presidents, but we are definitely not biased against men either. We are a gender-blind organization.”

– Josephine Gotianun Yap



President and CEO, Josephine Gotianun Yap was recognized for her exemplary leadership at the Women of Power recognition night organized by the Philippine Daily Inquirer on March 28, 2023. This is in addition to her back-to-back recognition as Real Estate Personality of the Year at the Philippines Property Awards by PropertyGuru and as Property Woman of the Year by prominent real estate group FIABCI.



Across the Filinvest group:

55% of all employees are women

49% at the executive level are women

51.5% at the executive, manager and supervisor level are women

3 of the 7 -member Board of Directors of FDC are women (excluding the chairwoman emerita)

FDC and Filinvest Group's Human Capital

(GRI 405-1)

FDC Employees, by gender

Gender	2022	2021	2020
Male	19	18	17
Female	40	27	21
TOTAL	59	45	38

Filinvest Group Employees, by gender (2022)

Business Type	Male	Female	Total
Financial Services	2,618	4,595	7,213
Real Estate	679	1,201	1,880
Hospitality	1,373	655	2,028
Power & Utilities	208	88	296
Sugar	443	93	536
FDC Parent and Others	437	279	716
TOTAL	5,758	6,911	12,669

FDC Employees, by rank

Rank	2022	2021	2020
Executive	28	23	20
Manager	11	10	9
Supervisor	9	2	1
Rank & File	11	9	7
Contractual	0	0	0
Consultant	0	1	1
TOTAL	59	45	38

FDC Executives, by rank and gender

Executive	2022	2021	2020
Male	14	12	13
Female	14	11	7
TOTAL	28	23	20

Filinvest Group Executives, by gender

Executive	2022	2021	2020
Male	254	190	No disclosure
Female	243	196	
TOTAL	497	386	

Filinvest Group Employees, by rank (2022)

Business Type	Banking	Real Estate	Hospitality	Power & Utilities	Sugar	FDC & Others	TOTAL
Executive	284	94	47	9	3	60	497
Manager	812	382	211	25	26	139	1,595
Supervisor	2,016	414	250	115	137	149	3,081
Rank & File	4,064	990	464	147	261	368	6,294
Contractual	31	-	1,055	-	100	-	1,186
Consultant	6	-	1	0	9	-	16
TOTAL	7,213	1,880	2,028	296	536	716	12,669

Filinvest Group New Hires, by age (2022)

Age Group	Count	Percentage
Gen X	152	11%
Millennials	878	62%
Gen Z	376	27%
Total	1,406	100%

Filinvest Group New Hires, by gender (2022)

Gender	Count	Percentage
Male	731	52%
Female	675	48%
Total	1,406	100%

Talent Development

(GRI 404-1, 404-2, 404-3)

The Filinvest group has developed a multiple-pronged strategy that supports the goal to be regarded as an employer of choice where talents are engaged at all levels and continuously skilled for the

future, supported by digitization and initiatives to maintain well-being.

2022 saw the initiation of the mapping of core, leadership and functional competencies for all roles, setting the target proficiency levels and assessment of the talents against those benchmarks. For each talent, individual development

plans are crafted which incorporate mixed approaches of training, coaching and mentoring, or stretched assignments.

The COVID-19 pandemic necessitated a shift towards online modes of learning and this approach was carried over into 2022, while there was also a gradual re-introduction of face-to-face events.



Training Hours across the Filinvest Group (2022)

(GRI 404-1)

Employee Rank	Male		Female		Both	
	Total Hours	Average	Total Hours	Average	Total Hours	Average
Executive	5,606	27.08	9,873	43.49	15,479	35.67
Manager	24,549	45.46	40,438	60.90	64,986	53.98
Supervisor	51,985	46.83	77,429	56.15	129,414	51.99
Rank & File	134,288	95.38	46,519	14.74	180,807	39.62
Total	216,428	66.29	174,259	32.12	390,686	44.96

Training Modules Delivered Across the Filinvest Group

(GRI 404-2)

Type of Competency	Module
Core	Coaching under the GROW (Grow, Opportunity, Reality, Way Forward) Model Engaging in Meaningful Conversations One Tree One Heart, One Filinvest Core Values rollout
Leadership	Succession Planning Conducting Meaningful Conversations Level Up Leadership 2.0: Critical Leadership Skills, Core of Leadership, Leadership Communication and Engagement Sustainability 101 series for managers Sustainability Conversations: Sustainability Starts From Within Filinvest Brank Key workshop Objectives and Key Results: Align, Engage, Deliver
Functional	Best Practices in Financial Modeling and Valuation Orientation on Functional Competencies IT Bootcamp for Program Analysis Mock Store Project: T24 Telling Financial Literacy Trainings EastWest's Project Carbon Greenhouse Gas Accounting NHT Customer Service Training
Compliance	Basic Training for Pollution Control Officers and Managing Heads Continuing Environmental Education Safe Spaces Act Anti-Sexual Harassment Act Anti-Money Laundering Act Data Privacy Act Occupational Health and Safety
Workplace Protocols and Employee Wellness	Ourlink Orientation Online series on Mental Health Balanced Diet and Right Food Proportion for Healthy Lifestyles Healthy Diet and Good Nutrition Importance of Availing APE Medicaid: Know Your Benefits

Employee Performance Reviews and Promotions (GRI 404-3)

At the end of every year, a review of the performance of every talent against their previous year's objectives and key results (OKRs) is undertaken with

the line manager. Execution plans are recalibrated and interventions to enhance one's competencies is mapped out in an Individual Development Plan. The results of the reviews are also used in the succession planning exercise to earmark talents for critical roles in the future and prepare their glide path to be ready for the next step in their career.

As an outcome of the development strategies for talents, more than 1,900 or roughly 15.2% of the employee pool in the Filinvest group were promoted to higher roles in 2022.

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

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

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

Aside from the abovementioned benefits, subsidiaries may grant 14th month pay, performance bonus and stock option plans based on the company and employee's performance in the previous year.

Connecting with employees

In the second quarter of 2022, COVID-19 rules were relaxed and face-to-face events for employees resumed. Christmas parties, corporate planning sessions, key results reviews, team-building activities, and training/rollout

sessions were held for the first time in over two years. Despite the reopening of the economy, the pandemic was still a concern, so Filinvest encouraged its employees to get booster vaccines. Filinvest Land collaborated with the city government of Mandaluyong to provide free booster vaccines to as many employees as possible.

In 2022, the Board approved a stock options-based scheme to reward employees, and the Group was developing recognition programs. For the first time, a Filinvest-wide employee

engagement survey was conducted to gather insights on employee sentiment, motivation, and connection. About 89% of the employee pool of over 12,000 individuals participated, and the group-wide employee engagement score was 73%. The level of engagement varied across business units and departments.

Around 80% of employees expressed their willingness to stay, while 6% indicated they intended to leave. The voluntary attrition rate in 2022 was 23% at the group level, driven mainly by Gen Z and Millennial employees who were not ready for onsite work





Engaging Communities

Tourism as a means to promote local arts and artisans

Filinvest Hospitality's 'Live, Love, Local' program offers a platform for local artisans and producers to showcase their products at Crimson, Quest, and Timberland hotels. The program not only supports local communities but also enriches the guest experience, particularly for foreign visitors who may not yet be familiar with Philippine culture and products.

Throughout 2022, the program has featured over 30 local partners in revolving exhibits at hotel lobbies, featuring a variety of products such as Amadeo coffee beans (at Quest Tagaytay), Kapampangan gourmet

products and 'pidayit' accessories (at Quest Clark), woven baskets and artisanal beer (at Timberland), and organic wellness products (at Quest Cebu). Crimson Boracay also holds monthly art exhibits, showcasing emerging visual artists from across the country.

Investing in the youth of Mindanao

To address gaps in access to education in Mindanao, the Andrew L. Gotianun Foundation established the Xavier University's Andrew L. Gotianun Sr. Center for Integrated Technologies (ALGCIT). The center provides scholarships for financially disadvantaged but competent youths from Mindanao. Since 2017, the scholars have received support for a two-year residential Technical-Vocation Senior High

School program, certification, and job placements.

The ALGCIT offers three tracks: machining technology for automotive and mechanical fabrication, instrumentation technology for computer and electronics, and mechatronics technology for energy and power systems. The students reside in modern and secure dormitories and have their classes at Filinvest Hall in XU's Manresa Complex in uptown Cagayan de Oro.

As of 2022, there were already 308 graduates of the program, and 141 students were currently enrolled. The establishment of the ALGCIT is a significant step towards empowering the youth of Mindanao and promoting inclusive growth in the region.

Filinvest Hospitality's 'Live, Love, Local' program offers a platform for local artisans and producers to showcase their products.



FDC's power business' four-pronged engagement with the local community

FDC Utilities has a "4E" program for its local stakeholder in Villanueva, Misamis Oriental. The Es stand for: Education for Empowerment, Environmental Stewardship, Enhanced Health Care and Economic Enrichment. The initiatives are

delivered through employee volunteerism and community engagement.

During the COVID-19 pandemic, the healthcare focus of the company was heightened. They organized medical missions, donated masks, provided handwashing facilities, and brought the Filinvest-wide FilVax vaccination program to the host communities.

The environment program continued its efforts to protect Soligao Creek for another three years under the DENR's Adopt An Estero Program. Volunteers participated in creek cleanups, and preparations are underway for riprap works on erosion-prone areas. In addition, a coastal cleanup event was held in September with seven volunteers, while the previous month saw a successful mangrove planting engagement with the community.

FDC Misamis continued to adopt more than 200 hectares of carbon forests in 2022. Together with the Philippine Eagle Foundation, the company is preparing to expand their coverage of adopted forests in Bukidnon.

Generating Indirect Jobs Through Our Supply Chain

The Filinvest group operates businesses across the Philippines and engages local businesses which in turn hire their own personnel.

The real estate business segment is the largest contributor to indirect job provision, given the massive labor force required by its contractors. The office property leasing operations indirectly employed 505 individuals through its seven service support providers. Meanwhile, FDC Misamis indirectly employed 225 personnel via third-party entities. The hospitality business, on the other hand, not only hires over 300 support staff through contractors (such as security, equipment maintenance, and janitorial services) but also stimulates job generation across local economies through the value chain experienced by guests, including local transport, beach or nature-related activities, dining, and shopping destinations.

Our Commitment to Being Resilient

Environmental, economic, social and governance (EESG) considerations are most often covered in a company's sustainability framework, and sustainability performance disclosure protocols have extensive specifications on the material topics. However, the Filinvest group pushes the envelope by incorporating a commitment to being resilient as part of its strategy to ensure long-term ability to generate value which defines sustainability. Operating in a country where natural disasters are common and expected to get worse with climate change, the Filinvest group understands that in order to sustain the business, the assets, systems and their people have to be resilient.

Resilient Assets


The Filinvest group has significant exposure to disasters of a physical nature, particularly its real estate and infrastructure units. It makes business

sense to incorporate in project conceptualization and designs the various scenarios that could impair or erase the value from its investments emanating from natural calamities or manmade disasters.

During the land acquisition and project inception stage, an assessment of the proposed site's geo-environmental risks such as floods, earthquakes, wildfires and droughts is undertaken. The design of new structures will include provisions for such risk events that may exceed regulatory requirements.

In Filinvest City, according to publicly available maps of Project NOAH (Nationwide Operational Assessment of Hazards), there are only few areas which will be inundated in a 50-year or 100-year flood. The elevation in Northgate Cyberzone is high enough despite the proximity to a waterway. The potentially worst-hit locations are along the Alabang River. The recently





completed expansion area of Festival Mall incorporates the river itself as part of the mall features and provisions have been made for the elevated river stage during storms. Vulnerable areas do not contain any permanent shops or critical utilities, and numerous staircases are provided for quick exits or rescue access. Once floods have receded, a quick cleanup of inundated areas ensures the immediate return to normal operations.

Filinvest continues to learn and respond to the collective experiences of the Philippines in the past decade with the likes of typhoons Yolanda and Odette, as well as the Bohol earthquake and Taal Volcano eruption. In 2022, Filinvest Hospitality launched its Build Back Better initiative for the refurbishment and rehabilitation of its hotel properties. The design process is informed by the assessment of risks and incorporation of green design principles. The same approach has been adopted for the development of new properties.

Resilient Operations

The Filinvest group is strengthening its operations protocols to complement the strengthening of the resilience of its physical assets. To operationalize the risk mitigating actions developed under the Enterprise Risk Management (ERM) framework, each business unit has a Business Continuity Plan (BCP) that regularly undergoes review and testing. Drills and stress tests are an essential part of the work such that every team member, whether occupying critical roles or not, are able to step up to perform different roles in certain instances.

Continuing improvement in ERM and BCP will ensure the maturity of the

organization to address minor and major disruptions. Protocols and procedures are always being optimized, and partnerships with external parties such as the local governments and supply chain are strengthened as essential components for disruption readiness.

Inter-operability protocols during disaster response are also being strengthened across the various business units of Filinvest, aided by a centralized situational awareness and coordination hub that has full visibility over all Philippine operations. This allows for the sharing of excess capacities in hard-hit locations and Filinvest talents are taken care of wherever they may be.

The age of accelerating developments in technology and digital transformations, and the constant threat from cyberattacks, and loss or leak of data and private information are challenges for the Filinvest group. Critical components of the Group's digital transformation program are hardware hardening and layers of protection for software systems. More importantly, there is an emphasis on educating the employees to become risk aware and capable in responding to any attempts to undermine cybersecurity.

Organizational Agility

Succession Planning

The readiness to disruption of an organization is only as good as the readiness of its own people. Each critical role needs to have more than one person capable of discharging the role. The Filinvest group adopted the practice of succession planning where role profiles, competency models and proficiency levels are prescribed for

each role. A competency assessment of candidates for critical roles and individual development plans for candidates are crafted with the objective to have a constant pipeline of talent for critical roles. The initial focus is on attaining the desired proficiency level for currently occupied roles. However, the future will see talents' competencies being prepared for roles that may be assumed later.

Being Ready for Future Opportunities

Agility in Filinvest is not just defined by how well the organization responds to disruptions that stand in the way of achieving objectives, but also being able to detect early and assess opportunities that can be exploited to create new value propositions and grow the enterprise. The Group's success on being able to thrive in a VUCA (volatile, uncertain, complex and ambiguous) environment is contingent on being able to pivot fast on business strategies and resource deployment as well as having the ready talents who are equipped and motivated to take on new challenges and opportunities.

In a rapidly evolving business landscape characterized by VUCA, the roles of the future will be more than what the current world expect. Thus, it is necessary for the young talents of today to have an innate curiosity and critical thinking in their DNA and be ready to acquire new skillsets that the future will require. The glide path for the Group's future leaders incorporates the development of core, leadership and functional competencies that will always refer to the true north: the Filinvest group's purpose and its core values.



Jonathan T. Gotianun
Chairman

Mr. Gotianun, 69, Filipino, was first elected as Director of FDC on 9 July 1993. He also serves as Chairman of the Board and Directors of Filinvest Land, Inc. and East West Banking Corporation, both publicly-listed companies. He is also the Chairman of the Board of Davao Sugar Central Co., Inc., Cotabato Sugar Central Co., Inc., and FDC Utilities, Inc. and its subsidiary power companies. He previously served as Director and Senior Vice President of Family Bank & Trust Co. until 1984. He obtained his Master's Degree in Business Administration from Northwestern University in 1976.

Lourdes Josephine Gotianun-Yap
Director, President and CEO

Mrs. Yap, 67, Filipino, a seasoned business professional with over three decades of experience, was first elected as Director of FDC on 30 March 1990. She holds several prominent positions within the Filinvest group, including Director and CEO of Filinvest Land, Inc., Chairperson of the Board of Filinvest REIT Corp., and Director in East West Banking Corporation, Filinvest Alabang, Inc. and FDC Utilities, Inc., among others. Mrs. Yap is a trailblazer in the real estate industry, making history as the first female recipient of the Real Estate Personality award at Property Guru's Philippines Property Awards. Her expertise in the field have earned her recognition as a prominent figure who sets the bar high for women in the real estate industry. She holds a Master's Degree in Business Administration from the University of Chicago, which she obtained in 1977.

Michael Edward T. Gotianun
Director

Mr. Gotianun, 65, Filipino, was first elected as a Director of FDC on 24 October 2017. He is also a Director of Filinvest Land, Inc., a publicly-listed company, Filinvest Hospitality Corporation, FDC Utilities Inc. and Filinvest Alabang, Inc. He served as the general manager of Filinvest Technical Industries from 1987 to 1990 and as loans officer at Family Bank & Trust Co. from 1979 to 1984. He obtained his Bachelor's degree in Business Management from the University of San Francisco in 1979.



Francis Nathaniel C. Gotianun
Director

Mr. Gotianun, 39, Filipino, was first elected as a Director of FDC on 29 April 2022. He serves as a Director of Filinvest REIT Corp. and Filinvest Land, Inc., both publicly-listed companies. He also serves as a Director of Filinvest Mimosa, Inc. and as the President and CEO of The Palms Country Club, Inc. He is the Senior Vice President of Filinvest Hospitality Corporation, a subsidiary of FDC. He obtained his Bachelor's degree in Commerce from the University of Virginia in 2005 and his Master's in Business Administration degree in IESE Business School – University of Navarra in 2010.

Claire L. Huang
Independent Director

Ms. Huang, 60, Filipino, was first elected as an Independent Director of FDC on 26 April 2019. She is a member of the board of directors for PODS and Prosper Marketplace. She also served as

a director in various U.S.-based companies such as Mirador and Scottrade. She was the Chief Marketing Officer for J.P. Morgan Chase and Company until 2014. She obtained her Bachelor of Arts degree from De La Salle University in 1983 and finished the Advanced Management Program in IESE Business School in 2016.

Virginia T. Obcena
Independent Director

Ms. Obcena, 75, Filipino, was first elected as an Independent Director of FDC on 29 April 2016. She is also an Independent Director of Filinvest REIT Corp., a publicly-listed company. She was a former member of the Panel of Conciliators of the International Centre for Settlement of Investment Disputes of the World Bank. She served as independent director and head of the Audit Committee of the Capital Markets Integrity Corporation. She was a former partner, member of the management committee and head of quality and risk management at SGV. She obtained her Bachelor of Science in Business Administration degree, Magna

Cum Laude, at the University of the East and her Master in Business Administration degree at the University of the Philippines. She is a certified public accountant.

Val Antonio B. Suarez
Independent Director

Mr. Suarez, 64, Filipino, is an independent director of FDC, having been first elected on 30 May 2014. He is the Managing Partner of the Suarez & Reyes Law Offices and was the former President and Chief Executive Officer of the Philippine Stock Exchange. Mr. Suarez is also an independent director of Filinvest Land, Inc., Filinvest REIT Corp. and Lepanto Consolidated Mining Company, all publicly-listed companies. He is a member of the Integrated Bar of the Philippines (Makati Chapter) and New York Bar. He obtained his Bachelor of Laws degree from the Ateneo de Manila University Law School and a Master of Laws degree from Georgetown University Law Center.



(Left to Right)

Lourdes Josephine Gotianun-Yap
President and CEO

Daniel L. Ang Tan Chai
SVP - Deputy Chief Finance Officer

Millette A. Arnedo
*SVP - General Counsel
and Compliance Officer*



(Left to Right)

Ven Christian S. Guce
*SVP - Group Strategy, Strategic Finance
and Special Projects Head*

Renato Rex Xavier G. Marzan
*SVP - Group Chief Digital Officer
and Chief Innovation Officer*

Elsie D. Paras
*SVP - Group Chief Finance Officer
and Treasurer*



(Left to Right)

Andrew G. Gotianun III
VP - Supply Chain Management Head

Maria Chiara D. Miraflores
VP - Shared Services Finance Head

Mark Tom Q. Mulingbayan
VP - Chief Sustainability Officer

Susana Martha P. Naval
VP - Corporate Communications Head



(Left to Right)

Sheriben Marie D. Paraguas
VP - Human Resources Strategy
and Center of Excellence Head

Melody Joyce K. Yapson
VP - Group Strategic Planning Head

Patricia Carmen D. Pineda
SAVP - Group Investor Relations Officer

Michael Louie M. Garado
AVP - Internal Audit Head
and Chief Audit Executive



BANKING GROUP (EASTWEST BANKING CORPORATION)

(Left to Right)

Antonio C. Moncupa, Jr.
Vice Chairman

Jerry G. Ngo
CEO

Jacqueline S. Fernandez
President

Rafael S. Algarra, Jr.
SEVP - Head, Financial Markets and Wealth Management Cluster

Gerardo N. Susmerano
SEVP - Head, Retail Banking



POWER AND UTILITIES GROUP

(Left to Right)

Juan Eugenio L. Roxas
President and CEO
FDC Utilities, Inc. (FDCUI)
Filinvest-Hitachi Omni Waterworks, Inc. (FLOW)
Filinvest-Engie Renewable Energy Enterprise, Inc. (FREE)
Countrywide Water Services, Inc. (CWSI)

Daniel L. Ang Tan Chai
Chief Finance Officer, FDCUI



REAL ESTATE GROUP

(Left to Right)

Lourdes Josephine Gotianun-Yap
CEO, Filinvest Land, Inc. (FLI)

Tristaneil D. Las Marias
President, FLI

Maricel Brion-Lirio
President and CEO, Filinvest REIT Corp. (FILRT)

Catherine A. Ilagan
President and COO, FAI

Arnulfo N. Delos Reyes
President, Dreambuilders Pro, Inc. (DPI)

Ma. Carmen M. Rosal
President, ProExcel Property Managers, Inc. (PPMI)

Ana Venus A. Mejia
Chief Finance Officer, FLI, FILRT and FAI



HOSPITALITY GROUP

(Left to Right)

James M. Montenegro
Country Manager, Chroma Hospitality, Inc. (CHI)

Francis Nathaniel C. Gotianun
SVP, Filinvest Hospitality Corporation (FHC)



**SUGAR GROUP
(PACIFIC SUGAR HOLDINGS CORPORATION)**

(Left To Right)

Juan Eugenio L. Roxas
President and CEO

Constancio B. Galinato
EVP - COO





SUPPORT GROUP

(Left to Right)

Raymond Wilfred L. Castañeda

President and CEO, Corporate Technologies, Inc. (CTI)

Carolyn Cherie B. Fernandez

President and COO, SharePro, Inc. (SPI)

Joseph Patrick G. Yap

Chief Technology Officer, CTI

Founded on the Principles of Good Governance

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

Compliance with Best Practices on Corporate Governance

For the year 2022, FDC complied with the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission (SEC) regulatory requirements. It is also in compliance with its Revised Manual for Corporate Governance (RMCG). In particular, FDC wishes to highlight the following:

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

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

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

FDC was among the honorees at the Golden Arrow Awards presented by the ICD on January 20, 2023. FDC was recognized as one of the top performing publicly listed companies (PLCs) in the Philippines based on the ASEAN Corporate Governance Scorecard (ACGS) 2021 results. The ACGS is used to assess and rank the corporate governance performance of PLCs in six countries in ASEAN - Indonesia, Philippines, Malaysia, Vietnam, Singapore and Thailand - using publicly available information.

In order to keep abreast of best practices in various aspects of corporate governance, the members of the Board and key officers participated in an Annual Corporate Governance Training Program conducted by the Center for Global Best Practices on December 9, 2022.

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

Board of Directors

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

Nominations and Voting for the Board of Directors

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

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

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

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

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

Independent Directors

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

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

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

- A. "Independent director" means a person who, apart from his fees and shareholdings, is independent of management and free from any business or other relationship which could, or could reasonably be perceived to, materially interfere with his exercise of independent judgement in carrying out his responsibilities as director in any corporation that meets the requirements of Section 17.2 of the Securities Regulation Code and includes, among others, any person who:
 - i. Is not a director or officer or substantial stockholder of FDC or of its related companies or any of its substantial shareholders (other than as an independent director of any of the foregoing);
 - ii. Is not a relative of any director, officer or substantial stockholder of FDC, any of its related companies or any of its substantial shareholders. For this purpose, "relative" includes spouse, parent, child, brother; sister; and the spouse of such child, brother or sister;
 - iii. Is not acting as a nominee or representative of a substantial shareholder of FDC, any of its related companies or any of its substantial shareholders;
 - iv. Has not been employed in an executive capacity by FDC, any of its related companies or any of its substantial shareholders within the last two (2) years;
 - v. Is not related as a professional adviser by FDC, any of its any of its related companies or any of its substantial shareholders within the last two (2) years, either personally or through his firm;
 - vi. Has not engaged and does not engage in any transaction with FDC or any of its related companies or any of its substantial shareholders, whether by himself or with other persons or through a firm of which he is a partner or a company of which he is a director or substantial shareholder; other than transactions which are conducted at arms-length and are immaterial or insignificant.
- B. When used in relation to FDC subject to the requirements above:
 - i. "Related company" means another company which is: (a) its holding company, (b) its subsidiary, or (c) a subsidiary of its holding company; and
 - ii. "Substantial shareholder" means any person who is directly or indirectly the beneficial owner of more than ten percent (10%) of any class of its equity security.
- C. An independent director of FDC shall have the following qualifications:
 - i. He shall have at least one (1) share of stock of FDC;
 - ii. He shall be at least a college graduate or he shall have been engaged in or exposed to the business of FDC for at least five (5) years;
 - iii. He shall possess integrity/probity; and
 - iv. He shall be assiduous.
- D. No person enumerated under Section II (5) of the Revised Manual of Corporate Governance shall qualify as an independent director. He shall likewise be disqualified during his tenure under the following instances or causes:
 - i. He becomes an officer or employee of FDC, or becomes any of the persons enumerated under items (A) hereof.



- ii. His beneficial security ownership exceeds 10% of the outstanding capital stock of FDC;
 - iii. He fails, without any justifiable cause, to attend at least 50% of the total number of board meetings during his incumbency unless such absences are due to grave illness or death of an immediate family member;
 - iv. If he becomes disqualified under any of the grounds stated in FDC's Revised Manual on Corporate Governance.
- E. Pursuant to SEC Memorandum Circular No. 9, Series of 2011, as amended by SEC Memorandum Circular No. 04, Series of 2017, the following additional guidelines shall be observed in the qualification of individuals to serve as independent directors:
- i. There shall be no limit in the number of covered companies that a person may be elected as Independent Director, except in business conglomerates where an ID can be elected to only five (5) companies of the conglomerate, i.e., parent company, subsidiary or affiliate;
 - ii. The independent director shall serve for a maximum cumulative term of nine (9) years;
 - iii. After this, the independent director shall be perpetually barred from re-election as such in the same company, but may continue to qualify as non-independent director;
 - iv. In the instance that a company wants to retain an independent director who has served for nine (9) years, the Board should provide meritorious justification/s and seek shareholders' approval during the annual shareholders' meeting; and
 - v. The reckoning of the cumulative nine-year term is from 2012.

Members of the Board of Directors, Attendance and Committee Memberships

The following table lists down the members of the Board of Directors and their attendance in Board Meetings in 2022 and during the April 29, 2022 Annual Stockholders' Meeting, and their memberships in the different Committees:

Name	Date of Election	Board Meetings Attended/ Held	% Attendance	Attended Annual Stockholders' Meeting	Committee Membership
Jonathan T. Gotianun (Chairman)	April 29, 2022	6/6	100%	Yes	Executive (Chairman) Audit & Risk Management Oversight (Member) Compensation (Member) Digital (Member) Corporate Governance (Member)
Lourdes Josephine Gotianun-Yap	April 29, 2022	6/6	100%	Yes	Executive (Member) Audit & Risk Management Oversight (Member) Compensation (Member) Digital (Member)
Michael Edward T. Gotianun	April 29, 2022	6/6	100%	Yes	Executive (Member)
Francis Nathaniel C. Gotianun	April 29, 2022	3/3 ^(*)	100%	Yes	Executive (Member)
Claire L. Huang (Independent Director)	April 29, 2022	6/6	100%	Yes	Digital (Chairperson) Corporate Governance (Member) Related Party Transaction (Member)
Virginia T. Obcena (Lead Independent Director)	April 29, 2022	6/6	100%	Yes	Audit & Risk Management Oversight (Chairperson) Compensation (Member) Corporate Governance (Member) Related Party Transaction (Member)
Val Antonio B. Suarez (Independent Director)	April 29, 2022	5/6	83%	Yes	Compensation (Chairman) Corporate Governance (Chairman) Related Party Transaction (Chairman) Audit & Risk Management Oversight (Member)

(*) Mr. Gotianun is a new member of the Board.

Duties and Responsibilities of the Different Board Committees

Executive Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman	Jonathan T. Gotianun	April 29, 2022	6	6	100%	1 year
Member (ED)	L. Josephine Gotianun-Yap	April 29, 2022	6	6	100%	1 year
Member (ED)	Michael Edward T. Gotianun	April 29, 2022	6	5	83%	1 year
Member (ED)	Francis Nathaniel C. Gotianun	April 29, 2022	6	5	83%	1 year

(*) The Committee members are elected annually.

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

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

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

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

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

Audit and Risk Management Oversight Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairperson (ID)	Virginia T. Obcena	April 29, 2022	4	4	100%	1 year
Member (ED)	L. Josephine Gotianun-Yap	April 29, 2022	4	4	100%	1 year
Member (NED)	Jonathan T. Gotianun	April 29, 2022	4	4	100%	1 year
Member (ID)	Val Antonio B. Suarez	April 29, 2022	4	4	100%	1 year

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

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

Duties and Responsibilities:

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

- Receive and review reports of internal and external auditors and regulatory agencies, where applicable, and ensure that management is taking appropriate corrective actions, in a timely manner; in addressing control and compliance functions with regulatory agencies;
- Review the quarterly, half-year and annual financial statements before submission to the Board with particular focus on the following matters:
 - Any change/s in accounting policies and practices
 - Major judgmental areas
 - Significant adjustments resulting from the audit
 - Going concern assumptions
 - Compliance with accounting standards
 - Compliance with tax, legal and regulatory requirements
- Coordinate, monitor and facilitate compliance with existing laws, rules and regulations;
- Evaluate and determine non-audit work by external auditor and keep under review the non-audit fees paid to the external auditor both in relation to their significance to the auditor and in relation to the Company's total expenditure on consultancy. The non-audit work should be disclosed in the Annual Report; and
- Establish and identify the reporting line of the chief audit executive so that the reporting level allows the internal audit activity to fulfill its responsibilities. The chief audit executive shall report directly to the Audit Committee functionally. The Audit & Risk Management Oversight Committee shall ensure that the internal auditors shall have free and full access to the Company's records, properties and personnel relevant to the internal audit activity, and that the internal audit activity should be free from interference in determining the scope of internal auditing examinations, performing work, and communicating results, and shall provide a venue for the Audit Committee to review and approve the annual internal audit plan.

Compensation Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman (ID)	Val Antonio B. Suarez	April 29, 2022	2	2	100%	1 year
Member (ED)	L. Josephine Gotianun-Yap	April 29, 2022	2	2	100%	1 year
Member (NED)	Jonathan T. Gotianun	April 29, 2022	2	2	100%	1 year
Member (ID)	Virginia T. Obcena	April 29, 2022	2	2	100%	1 year

(*) The Committee members are elected annually.

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

Duties and Responsibilities:

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

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

Corporate Governance Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman (ID)	Val Antonio B. Suarez	April 29, 2022	3	3	100%	1 year
Member (NED)	Jonathan T. Gotianun	April 29, 2022	3	3	100%	1 year
Member (ID)	Virginia T. Obcena	April 29, 2022	3	3	100%	1 year
Member (ID)	Claire L. Huang	April 29, 2022	3	3	100%	1 year

(*) The Committee members are elected annually.

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

Duties and responsibilities:

- Ensure the effectiveness and due observance of corporate governance principles and guidelines of the Board, its committees' and executive management;
- Oversee the periodic performance evaluation of the Board and its committees as well as executive management, and conducts an annual self-evaluation of its performance;

- Ensures that the results of the Board evaluation are shared, discussed, and that concrete action plans are developed and implemented to address the identified areas for improvement;
- Adopts corporate governance policies and ensures that these are reviewed and updated regularly, and consistently implemented in form and substance;
- Make recommendations to the Board regarding the continuing education of directors, assignment to Board Committees and succession plan for the Board members and senior officers;



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

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

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

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

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

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

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

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

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

After the nomination, the Committee shall prepare a Final List of Candidates which shall contain all the information about all the nominees, including those for independent directors, which shall be made available to the SEC and all stockholders through the filing and distribution of the Information Statement, or in such reports the Company is required to submit to the SEC. The name of the person or group of persons who recommended the nomination of the independent director shall be identified in such report, including any relationship with the nominee.

Related-Party Transaction Committee

Committee Members

Office	Name	Date of Appointment	No. of Meetings Held	No. of Meetings Attended	% Attendance	Length of Service in the Committee (*)
Chairman (ID)	Val Antonio B. Suarez	April 29, 2022	1	1	100%	1 year
Member (ID)	Virginia T. Obcena	April 29, 2022	1	1	100%	1 year
Member (ID)	Claire L. Huang	April 29, 2022	1	1	100%	1 year

(*) The Committee members are elected annually.

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

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

- Conduct continuous evaluation and monitoring of existing relations among counterparties to ensure that all related parties are identified, RPTs are monitored, and subsequent changes in relationships with counterparties (from non-related to related and vice versa) are captured. Related parties, RPTs and changes in relationships should be reflected in the relevant reports to the Board and the SEC;
- Evaluate all material RPTs to ensure that these are transacted on an arm's length basis and that no corporate or business resources of the company are misappropriated or misapplied, and to determine any potential reputational risk issues that may arise as a result of or in connection with the transactions.

In evaluating RPTs, the Committee may take into account the following:

- The related party's relationship to the Company and interest in the transaction;
- The material facts of the proposed RPT, including the proposed aggregate value of such transaction;

- The benefits to the Company of the proposed RPT;
- The availability of other sources of comparable products or services; and
- An assessment of whether the proposed RPT is on terms and conditions that are comparable to the terms generally available to an unrelated party under similar circumstances. The company should have an effective price discovery system in place and exercise due diligence in determining a fair price for RPTs.
- Ensure that appropriate disclosure is made to the regulating and supervising authorities relating to the Corporation's RPT exposures, and policies on conflicts of interest or potential conflicts of interest;
- Report to the Board, on a regular basis, the status and aggregate exposures to each related party, as well as the total amount of exposures to all related parties;
- Ensure that transactions with related parties, including write-off of exposures, are subject to a periodic independent review or audit process; and
- Oversee the implementation of the system for identifying, monitoring, measuring, controlling, and reporting RPTs, including a periodic review of RPT policies and procedures.



Digital Committee

Committee Members

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

(*) The Committee members are elected annually.

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

Duties and Responsibilities:

- Receive evaluation on the current state of digital for the group, including competitive benchmarking;
- Receive updates, and, when appropriate, demonstrations about emerging technologies and trends, and their impact on or application within FDC;

- Provide guidance on prioritization and receive reports on the development and implementation of the group's highest impact digital initiatives;
- Review investment cases and transactions in support of the implementation strategy, and endorse the same to the Board, if appropriate;
- Receive from management regular report on overall technology portfolio health, key individual automation projects being undertaken by the group; and
- Review proposals for any significant technology investments before presentation to the Board.

Shareholders' Benefits

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

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

I. Right to Nominate and Vote

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

II. Power of Inspection

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

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

III. Right to Information

1. The shareholders shall be provided, upon request, with periodic reports which disclose personal and professional information about the directors and officers and certain other matters such as their holdings of the Company's shares, dealings with the Company, relationships among directors and key officers, and the aggregate compensation of directors and officers.
2. The minority shareholders shall be granted the right to propose the holding of a meeting, and the right to propose items in the agenda of the meeting, provided the items are for legitimate business purposes and in accordance with SEC regulations.

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

IV. Right to Dividends

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

V. Appraisal Right

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

- In case any amendment to the articles of incorporation has the effect of changing or restricting the rights of any stockholders or class of shares, or of authorizing preferences in any respect superior to those of outstanding shares of any class, or of extending or shortening the term of corporate existence.
- In case of sale, lease, exchange, transfer, mortgage, pledge or other disposition of all or substantially all of the corporate property and assets as provided in the Revised Corporation Code; and
- In case of merger or consolidation.



VI. Right to Attend and Participate in Shareholders' Meetings

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

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

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

Dividend Policy and Dividends Paid

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

On June 22, 2020, FDC paid cash dividends of Php0.1384 per share or a total of Php1,196.9 million to all stockholders on record as of July 22, 2020. This is equivalent to 10% of the Php12.0 billion net income attributable to parent generated in 2019.

On April 30, 2021, FDC paid cash dividends of Php0.098 per share or a total of Php847.5 million to all stockholders on record as of May 21, 2021. This is equivalent to 10% of the Php8.5 billion net income attributable to parent generated in 2020.

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

Annual Stockholders' Meeting and Procedures

Notice of Annual Stockholders' Meeting

On January 26, 2022, FDC disclosed to the Philippine Stock Exchange that its Board of Directors had fixed the date of the Annual Stockholders' Meeting on April 29, 2022 with the record date set on March 14, 2022.

Stockholders were informed that the Annual Stockholders' Meeting for 2022 would be conducted virtually on April 29, 2022 (Friday) at 9:00 a.m.

Only stockholders of record as of March 14, 2022 were entitled to attend and vote in the said meeting.

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

- a. Approval of the Minutes of the Annual Stockholders' Meeting held on April 30, 2021 ;
- b. Ratification of the Audited Financial Statements for the year ended December 31, 2021;
- c. Ratification of all the acts, resolutions and proceedings of the Board of Directors, Board Committees and Management from the date of the last annual stockholders' meeting up to April 29, 2022;
- d. Appointment of Sycip Gorres Velayo & Co. as the independent external auditor of FDC for the year 2022.

FDC likewise disclosed that the following were elected as directors to serve for the period 2022-2023 and until their successors shall have been duly elected and qualified:

1. Jonathan T. Gotianun
2. Lourdes Josephine Gotianun-Yap
3. Michael Edward T. Gotianun
4. Francis Nathaniel C. Gotianun
5. Val Antonio B. Suarez (as independent director)
6. Virginia T. Obcena (as independent director)
7. Claire A. Huang (as independent director)

Statutory Compliance

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

Type of Report	Number of Filings
Financials	
Annual Report (17-A)	1
Quarterly Report (17-Q)	4
2021 Audited Financial Statements	1
Request for extension in filing 17-A, 17-Q	None
Ownership	
Annual List of Stockholders – for Annual Stockholders' Meeting	1
Foreign Ownership Monitoring Report	13
Public Ownership Report	12
Report on Number of Shareholders and Board Lot	12
Initial Statement of Beneficial Ownership of Securities (23-A)	7
Statement of Changes in Beneficial Ownership of Securities (23-B)	1
Top 100 Stockholders' List	4
Notices – Stockholders' Meetings/Briefings/Dividends	None
Notice of Annual/Special Stockholders' Meeting	1
Dividend Notice (part of disclosure on Results of Stockholders' Meeting)	1
Other Disclosures	
Certification – Qualifications of Independent Directors	1
Clarifications of News Articles	1
Definitive Information Statement (20-IS)	1
General Information Sheet	3
Preliminary Information Statement (20-IS)	1
SEC Form 17-C (Current Report)	
Which includes the following:	
a) Results of Annual Stockholders' Meeting/Board Meetings	7
b) Press Releases	4
c) Other Matters	6

Investor Relations

FDC's website, www.filinvestgroup.com, makes available to the public current information on the Company, including details of its operations.

The Investor Relations section of the website provides information that may be required by the investors, shareholders

and stakeholders. It contains financial statements, press releases, presentations, declaration of dividends, ownership structure and any changes in the ownership of major shareholders and officers, and other reportorial requirements by the Philippine Stock Exchange.

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



Managing Risk to Protect Value

FDC’s risk governance is led by an Audit and Risk Management Oversight Committee which considers strategic, operational, financial and compliance risks, sets the tone for risk treatment and assesses risk monitoring and assessment reports. The President and CEO serves as the chief risk executive for FDC.

The risk owners are the business unit heads and their leadership team, as well as the heads of FDC’s Centers of Excellence who act as the corporate champions of the disciplines they carry.

The following table lists down the significant risk items on the portfolio of FDC with the corresponding risk actions that both mitigate negative impacts and/or take advantage of opportunities.

Top Risks	Context	Company Response
Philippine Macroeconomics	Growth or contraction in the markets where Filinvest has significant investments, driven by prevailing macroeconomic trends brought on by global issues such as geopolitical tensions, resource and climate risks, technological breakthroughs and demographic shifts.	Strategic plans that strengthen the current portfolio but with diversity on ‘where to play’, in areas that are allied with the core businesses of the Group; Continued commitment in markets where there is a need for private sector involvement, particularly where the value proposition addresses a pressing social need
Compliance and Regulatory Risk		Full and consistent compliance with regulations and covenants; Continued involvement with industry chambers to build a unified voice and policy agenda among competitors; Nurturing good relations and constructive discourse with government regulators and policy makers
Talent Risk	Talent capacity, capability and connection risks that threaten current business objectives, sustaining institutional memory and human capital readiness for future growth	Succession planning, supported by assessment and individual development plans that cover core, leadership and functional competencies of roles, especially the critical ones; Employee engagement programs that aim to strengthen the bond between employee and the organization, and between employees themselves

Top Risks	Context	Company Response
Environmental and Climate Change Risks	The degradation of the natural environment threatens its ability to provide provisioning and regulating ecosystem services that support the businesses in the portfolio, e.g. water availability and climate change-driven weather disruptions (floods or droughts).	Minimum (and beyond-minimum) compliance with the provisions in all environmental laws and regulations, and adoption of best practices in energy, water and resource efficiency that also make business sense in terms of operations cost and reduction of risks; Strengthening the asset and operational resiliency of the Group, as well as enhancing organizational agility that allows for quick pivots to take advantage of opportunities;
	Transition risks associated with the shift to a decarbonized economy	Anticipation and analysis of the extent of impact on financial well-being of the company vis a vis potential climate change policies such as carbon tax or 'cap and trade'
Cybersecurity	Leveraging on advanced technology solutions to drive business growth expands the 'digital attack surface' for disruptions that may result in breach of privacy, loss of assets and harm to the reputation of the Group	Adoption of tools and processes that minimize the vulnerability of data systems; Continuous education of the employees on cyber threat awareness and trainings to detect phishing attacks and strengthen authentication procedures
Related Party Transactions	The various operating business units across the Filinvest group have commercial dealings with each other	Corporate governance provisions and related party transactions policy; Application of arms-length principle in all dealings; Compliance with BIR transfer pricing guidelines
Financial Risks	Post-pandemic increase in cost of living such as energy, and logistics issues in the supply chain aggravated by geopolitical developments in 2022.	Optimization of operating costs through various efficiency initiatives; Compliance with debt-to-equity and debt service coverage ratios stipulated in loan covenants;
	Historical highs in inflation rate may affect the net operating incomes as well as inability to raise capital at reasonable cost. Inability to secure financing and insurance for coal-related businesses	Development of renewable power projects to attain a balanced power portfolio

FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Amounts in Thousands of Pesos)

	December 31	
	2022	2021
ASSETS		
Cash and cash equivalents	₱71,311,956	₱123,074,981
Loans and receivables		
Real estate operations	9,739,631	8,767,809
Hospitality operations	121,924	213,266
Banking and financial services	241,976,635	200,832,897
Power and utility operations	3,679,767	2,589,622
Sugar operations	101,803	87,335
Financial assets at fair value through profit or loss	1,958,310	4,056,851
Financial assets at fair value through other comprehensive income (FVOCI)	17,377,325	42,286,875
Investment securities at amortized cost	63,546,191	20,815,382
Contract assets	7,609,532	8,897,517
Real estate inventories	79,659,361	77,528,774
Coal, spare parts and other inventories	2,316,669	1,409,560
Investment properties	95,503,366	92,063,056
Property, plant and equipment	44,716,866	43,261,910
Investments in joint ventures and associate	1,948,608	1,524,195
Deferred tax assets - net	5,167,717	4,969,983
Right-of-use assets	4,566,463	3,684,178
Goodwill	10,381,152	10,381,152
Other assets - net	25,137,333	23,130,843
	₱686,820,609	₱669,576,186

LIABILITIES AND EQUITY

Liabilities		
Deposit liabilities	₱312,374,479	₱314,475,317
Bills and acceptances payable	6,761,456	98,150
Accounts payable, accrued expenses and other liabilities	40,303,983	34,499,848
Contract liabilities	3,923,011	3,485,311
Long-term and short-term debt	137,224,888	137,379,449
Income tax payable	248,839	188,793
Retirement liabilities	1,671,162	1,501,973
Lease liabilities	8,507,757	7,355,552
Deferred tax liabilities - net	10,132,992	9,480,885
Total Liabilities	521,148,567	508,465,278

(Forward)

	December 31	
	2022	2021
Equity		
Equity attributable to equity holders of the Parent Company		
Capital stock - ₱1 par value		
Authorized common shares - 15,000,000,000		
Authorized preferred shares - 2,000,000,000		
Issued common shares - 9,319,872,387	₱9,319,872	₱9,319,872
Treasury shares - 671,409,400	(3,614,474)	(3,614,474)
Additional paid-in capital	11,900,015	11,900,015
Retained earnings	111,329,156	106,285,085
Other comprehensive income - net of tax		
Revaluation reserve on financial assets at FVOCI	(1,326,191)	214,100
Remeasurement losses on retirement plans	(186,845)	(223,775)
Translation adjustment	(159,838)	(305,031)
Share in other components of equity in joint ventures	724	724
Total	127,262,419	123,576,516
Noncontrolling interest (Notes 1, 2 and 5)	38,409,623	37,534,392
Total Equity	165,672,042	161,110,908
	₱686,820,609	₱669,576,186

See accompanying Notes to Consolidated Financial Statements.



FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(Amounts in Thousands of Pesos, Except Earnings Per Share Figures)

	Years Ended December 31		
	2022	2021	2020
REVENUES			
Real estate operations			
Sale of lots, condominium and residential units	₱13,314,664	₱11,966,859	₱10,453,334
Mall and rental revenues	6,732,189	5,878,300	7,809,633
Hospitality operations	1,928,979	1,206,684	1,235,476
Banking and financial services	25,652,661	22,795,094	30,266,701
Power and utility operations	12,899,789	9,395,168	8,427,749
Sugar operations	4,280,178	4,096,201	3,666,210
	64,808,460	55,338,306	61,859,103
OTHER INCOME			
Real estate operations	1,180,709	1,417,709	4,321,259
Hospitality operations	4,195	2,453	2,420
Banking and financial services	4,912,360	6,037,061	6,873,985
Power and utility operations	139,059	73,942	51,180
Sugar operations	78,809	37,511	40,246
	6,315,132	7,568,676	11,289,090
Total Revenues and Other Income	71,123,592	62,906,982	73,148,193
COSTS			
Real estate operations			
Sale of lots, condominium and residential units	7,521,107	6,748,421	5,857,591
Mall and rental services	2,366,540	2,266,103	1,970,780
Hospitality operations	1,334,216	1,010,347	1,011,417
Banking and financial services	2,593,840	2,041,869	3,999,482
Power and utility operations	8,700,791	5,420,167	4,291,933
Sugar operations	3,554,776	3,520,107	3,074,935
Other operations	470,272	420,536	267,790
	26,541,542	21,427,550	20,473,928
EXPENSES			
Real estate operations	6,419,776	5,987,613	8,075,793
Hospitality operations	1,192,396	943,292	944,023
Banking and financial services	22,097,839	20,859,672	26,266,162
Power and utility operations	2,264,496	2,122,328	2,394,772
Sugar operations	160,302	177,813	201,976
Other operations	1,755,696	1,559,542	2,038,994
	33,890,505	31,650,260	39,921,720
Total Cost and Expenses	60,432,047	53,077,810	60,395,648

(Forward)

Years Ended December 31			
		2020	
	2022	2021	
INCOME BEFORE INCOME TAX	₱10,691,545	₱9,829,172	₱12,752,545
PROVISION FOR INCOME TAX			
Current	2,059,068	1,264,526	3,756,827
Deferred	329,817	(321,101)	(2,509,514)
	2,388,885	943,425	1,247,313
NET INCOME	₱8,302,660	₱8,885,747	₱11,505,232
Net income attributable to:			
Equity holders of the Parent Company	₱5,650,674	₱6,065,764	₱8,460,929
Noncontrolling interest	2,651,986	2,819,983	3,044,303
	₱8,302,660	₱8,885,747	₱11,505,232
Basic/Diluted Earnings Per Share Attributable to the Equity			
Holders of the Parent Company	₱0.65	₱0.70	₱0.98



FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(Amounts in Thousands of Pesos)

	Years Ended December 31		
	2022	2021	2020
NET INCOME	₱8,302,660	₱8,885,747	₱11,505,232
OTHER COMPREHENSIVE INCOME			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods			
Net movement on cash flow hedges, net of tax	—	—	72,770
Translation adjustment	186,498	(505,120)	23,642
	186,498	(505,120)	96,412
Other comprehensive income (loss) not to be reclassified to profit or loss			
Changes in fair value of financial assets through other comprehensive income	(1,985,126)	(266,608)	58,615
Remeasurement gains (losses) on retirement plans, net of tax	17,851	104,784	(283,008)
	(1,967,275)	(161,824)	(224,393)
	(1,780,777)	(666,944)	(127,981)
TOTAL COMPREHENSIVE INCOME	₱6,521,883	₱8,218,803	₱11,377,251
Total comprehensive income attributable to:			
Equity holders of the Parent Company	₱4,292,505	₱5,541,518	₱8,362,573
Noncontrolling interest	2,229,378	2,677,285	3,014,678
	₱6,521,883	₱8,218,803	₱11,377,251

See accompanying Notes to Consolidated Financial Statements.

FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(Amounts in Thousands of Pesos)

	Equity Attributable to Equity Holders of the Parent Company											
	Capital Stock (Note 25)	Additional Paid-in Capital	Retained Earnings	Revaluation Reserve on Financial Assets Through Other Comprehensive Income (FVOCI)	Re- measurement Losses on Retirement Plans	Cash Flow Hedge Reserve	Translation Adjustment	Share in Other Components of Equity in Joint Ventures	Treasury Shares	Noncontrolling Interest	Total	
For the Year Ended December 31, 2022												
Balances as at January 1, 2022	P9,319,872	P11,900,015	P106,285,085	P214,100	(P223,775)	P-	(P305,031)	P724	(P3,614,474)	P123,576,516	P37,534,392	P161,110,908
Net income	-	-	5,650,674	-	-	-	-	-	-	5,650,674	2,651,986	8,302,660
Other comprehensive income	-	-	(1,540,291)	36,930	145,193	-	(422,608)	-	-	(1,358,168)	(422,608)	(1,780,777)
Total comprehensive income	-	-	5,650,674	36,930	145,193	-	(422,608)	-	-	4,292,506	2,229,378	6,521,883
Dividends declared	-	-	(606,603)	-	-	-	-	-	-	(606,603)	(1,354,147)	(1,960,749)
Balances as of December 31, 2022	P9,319,872	P11,900,015	P111,329,156	(P1,326,191)	(P186,845)	P-	(P159,838)	P724	(P3,614,474)	P127,262,419	P38,409,623	P165,672,042
For the Year Ended December 31, 2021												
Balances as at January 1, 2021	P9,319,872	P11,900,015	P89,931,059	P408,785	(P286,300)	P-	P87,056	P724	(P3,614,474)	P107,746,737	P33,860,085	P141,606,822
Net income	-	-	6,065,764	-	-	-	-	-	-	6,059,764	2,819,983	8,885,747
Other comprehensive income	-	-	(194,685)	62,525	(392,087)	-	(142,698)	-	-	(524,247)	(666,945)	(1,190,972)
Total comprehensive income	-	-	6,065,764	62,525	(392,087)	-	(142,698)	-	-	5,541,517	2,152,938	7,694,475
Adoption of CREATE Act	-	-	670,151	-	-	-	-	-	-	670,151	-	670,151
Change in noncontrolling interest	-	-	10,465,660	-	-	-	-	-	-	10,465,660	1,664,245	12,129,905
Dividends declared	-	-	(847,549)	-	-	-	-	-	-	(847,549)	(667,223)	(1,514,772)
Balances as of December 31, 2021	P9,319,872	P11,900,015	P106,285,085	P214,100	(P223,775)	P-	(P305,031)	P724	(P3,614,474)	P123,576,516	P37,534,392	P161,110,908
For the Year Ended December 31, 2020												
Balances as at January 1, 2020	P9,319,872	P11,900,015	P82,601,866	P373,644	(P61,627)	(P72,770)	P68,650	P724	(P3,614,474)	P100,515,900	P31,634,086	P132,149,986
Net income	-	-	8,460,929	-	-	-	-	-	-	8,460,929	3,044,303	11,505,232
Other comprehensive income	-	-	35,141	(224,673)	72,770	18,406	-	-	-	(98,356)	(29,625)	(127,981)
Total comprehensive income	-	-	8,460,929	35,141	(224,673)	72,770	18,406	-	-	8,362,573	3,014,678	11,377,251
Acquisition of noncontrolling interest	-	-	39,904	-	-	-	-	-	-	39,904	(68,268)	(28,364)
Change in ownership interest of a subsidiary	-	-	25,310	-	-	-	-	-	-	25,310	(25,310)	-
Dividends declared	-	-	(1,196,950)	-	-	-	-	-	-	(1,196,950)	(695,101)	(1,892,051)
Balances as of December 31, 2020	P9,319,872	P11,900,015	P89,931,059	P408,785	(P286,300)	P-	P87,056	P724	(P3,614,474)	P107,746,737	P33,860,085	P141,606,822

See accompanying Notes to Consolidated Financial Statements.



FILINVEST DEVELOPMENT CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

(Amounts in Thousands of Pesos)

	Years Ended December 31		
	2022	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	₱10,691,545	₱9,829,172	₱12,752,545
Adjustments for:			
Provision for probable losses	5,248,699	4,823,533	10,715,853
Depreciation and amortization	5,368,959	5,790,301	5,098,968
Interest expense	4,969,279	4,968,943	5,891,338
Share in net loss of joint ventures and an associate	348,166	256,798	398,005
Loss (gain) on sale of property and equipment and investment properties	105,349	223,613	(86,048)
Loss on asset foreclosure and dacion transactions	9,445	524,816	152,135
Interest income	(458,894)	(497,350)	(526,337)
Amortization of premium on financial assets at fair value through other comprehensive income (FVOCI) and investment securities at amortized cost	(5,435,965)	(1,340,345)	1,277,479
Gain on sale of investment securities at amortized cost	–	(1,847,046)	(3,675,195)
Loss (gain) on modification of loans	–	(346,769)	2,718,323
Movements in retirement liabilities	–	(60,931)	158,648
Gain on deconsolidation	–	–	(2,900,410)
Operating income before changes in operating assets and liabilities	20,846,583	22,324,735	31,975,304
Decrease (increase) in:			
Loans and receivables	(48,249,644)	18,157,574	7,362,027
Financial assets at fair value through profit or loss	2,098,541	3,466,741	9,317,117
Contract assets	1,287,985	494,300	5,456,396
Real estate inventories	(1,123,954)	(2,650,969)	(2,179,023)
Coal, spare parts and other inventories	(907,109)	(460,482)	(238,737)
Increase (decrease) in:			
Deposit liabilities	(2,100,838)	8,273,357	21,434,055
Accounts payable, accrued expenses and other liabilities	5,815,323	(3,107,079)	(3,109,501)
Contract liabilities	437,700	(238,161)	255,244
Cash generated from (used in) operations	(21,895,413)	46,260,016	70,272,882
Income taxes paid	(1,999,022)	(1,576,342)	(4,157,973)
Net cash provided by (used in) operating activities	(21,895,413)	44,683,674	66,114,909

(Forward)

	Years Ended December 31		
	2022	2021	2020
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Financial assets at FVOCI	(₱211,908,930)	(₱200,565,241)	(₱46,299,305)
Investment properties and property and equipment	(13,922,581)	(7,952,958)	(7,454,246)
Investment securities at amortized cost	(38,371,279)	(12,246,156)	(1,639,187)
Investments in joint ventures and associate	(802,292)	(386,084)	(607,224)
Intangible assets	–	(100,131)	(100,131)
Proceeds from sale of:			
Investment securities at amortized cost	235,817,583	13,879,335	31,568,521
Investment properties and repossessed assets	6,375,723	2,332,012	2,332,012
Maturity of investments securities at amortized cost	111,672	601,788	394,118
Financial assets at FVOCI	–	189,123,604	22,149,989
Shares in a subsidiary	–	–	3,047,040
Receipts of:			
Interest	458,894	497,350	526,337
Dividends	–	–	39,593
Decrease (increase) in:			
Due from related parties	18,289	23,706	(69,305)
Other assets	(3,067,358)	1,512,685	1,950,405
Net cash provided by (used in) investing activities	(25,290,279)	(13,280,090)	5,838,617
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from long-term and short-term debt	26,012,626	41,165,803	35,124,054
Increase (decrease) in			
Bills and acceptances payable	6,663,306	(3,470,653)	(27,380,950)
Due to related parties	32,175	10,245	(1,711,600)
Payments of:			
Long-term and short-term debt	(25,589,119)	(38,738,071)	(28,763,802)
Interest	(6,852,117)	(7,484,120)	(7,249,234)
Dividends	(1,960,750)	(1,514,772)	(1,892,051)
Financial liabilities on lease contract	(884,432)	(1,285,815)	(1,288,905)
Acquisition of noncontrolling interest	–	–	(28,364)
Increase in investment from noncontrolling interest	–	12,129,905	–
Net cash provided by (used in) financing activities	(2,578,311)	812,522	(33,190,852)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(51,763,025)	32,216,106	38,762,674
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	123,074,981	90,858,875	52,096,201
CASH AND CASH EQUIVALENTS AT END OF YEAR	₱71,311,956	₱123,074,981	₱90,858,875

See accompanying Notes to Consolidated Financial Statements.

EESG Performance Metrics

A. ECONOMIC DISCLOSURE

Economic Performance

Direct Economic Value Generated and Distributed (GRI 201-1)	2022	2021	2020
	('000 PHP)	('000 PHP)	('000 PHP)
Direct economic value generated (revenue)	71,123,592	62,906,982	73,148,193
Direct economic value distributed		21,427,550	Not reported
Operating costs	26,541,542	Not reported	Not reported
Employee wages and benefits	8,170,656	7,308,140	Not reported
Payments to suppliers and other operating costs	9,473,544	9,926,464	Not reported
Dividends given to stockholders and interest payments to lenders (does not include principal debt payments)	8,812,867	8,998,892	Not reported
Taxes paid to government	4,738,853	4,297,553	Not reported
Community social investments (e.g. donations, CSR)	1,188	17,734	Not reported

Procurement Practices

Proportion of Spending on Local Suppliers (GRI 204-1)	2022	2021	2020
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	98.11%	98.85%	Not reported

Anti-corruption

Trainings on Anti-corruption Policies and Procedures (GRI 205-2)	2022	2021	2020
Percentage of employees who have received written communication about corporate anti-corruption policies and procedures	0%	0%	0%
Percentage of business partners who have received written communication about corporate anti-corruption policies and procedures	0%	0%	0%
Percentage of directors and management who have received anti-corruption training	100%	100%	100%
Percentage of employees who have received anti-corruption training	100%	100%	100%

Incidents of corruption (GRI 205-3)	2022	2021	2020
Number of incidents in which directors were removed or disciplined for corruption	0	0	0
Number of incidents in which employees were dismissed or disciplined for corruption	0	0	0
Number of incidents when contracts with business partners were terminated due to corruption	0	0	0

B. ENVIRONMENTAL DISCLOSURES

Resource Management

Energy Consumption (GRI 302-1)	Unit	2022	2021	2020
Gasoline	L	146,885	147,666	135,085
LPG	Kg	216,061	63,693	48,636
Diesel	L	2,374,026 + 724,664 = 3,098,690	2,187,680	2,164,306

Electricity (renewable) – common areas	KWH	5,108,971	97,708,037	Not reported
Electricity (non-renewable) – common areas	KWH	72,400,354	3,836,340	Not reported
Electricity (renewable) – total area in property mgt + projects	KWH	20,634,302		
Electricity (non-renewable) - total area in property mgt + projects	KWH	328,753,142		
Electricity (RE & non-RE) – total area in property mgt + projects	KWH	349,387,444	101,544,377	352,852,737
Coal	Tonnes	741,994	834,216	949,061

NOTES:

- ELECTRICITY REPORTED HERE IS BASED ON COMMON AREAS FOR PROPERTY MANAGEMENT
- DIESEL IN 2022 ADDS CONSTRUCTION ACTIVITIES, HENCE THE TWO FIGURES DISCLOSED (NO CONSTRUCTION DATA DISCLOSED IN 2021 & 2020)
- RENEWABLES DATA DUE TO FILRT AND FESTIVAL MALL R.E. CONSUMPTION

Energy Consumption (GRI 302-1)	Unit	2022	2021	2020
Gasoline	GJ	5,023.5	5,050	4,620
LPG	GJ	10,651.8	3,140	2,398
Diesel	GJ	119,609	84,444	83,542
Electricity (renewable) – common area	GJ	18,392	371,290	Not reported
Electricity (non-renewable) – common area	GJ	260,641	14,578	Not reported
Electricity (renewable) – total area in property mgt + projects	GJ	74,284	Not reported	Not reported
Electricity (non-renewable) - total area in property mgt + projects	GJ	1,183,511	Note reported	Not reported
Electricity (RE & non-RE) – total area in property mgt + projects	GJ	1,257,795	385,868	1,340,840
Coal	GJ	21,740,424	24,442,529	27,807,487

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

Water Consumption (GRI 303-5)	Unit	2022	2021	2020
Water used	m3	413,126,419	481,302,089	509,800,003
Water recycled and reused	m3	336,563	505,477	660,102

Materials Used (GRI 301-1)	Unit	2022	2021	2020
Materials Used – steel	Tons	17,315	16,021	2,419
Materials Used – cement	Tons	25,297	26,856	2,444
Materials Used – Coal	Tons	741,994	834,216	949,061
Materials Used - Cane	Tons	784,600	Not reported	Not reported
Recycled input materials used to manufacture the organization's primary products and services	Tons	2,087*	Not reported	Not reported
Percentage of recycled input materials used to manufacture the organization's primary products and services	%	4.9% *	Not reported	Not reported

*Construction materials only

Ecosystems and Biodiversity (GRI 304-1 & 304-3)	2022	2021	2020
Operational sites owned, leased in or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	<p>Filinvest Land's developments are mostly located in highly populated areas where there is no immediate threat of human activity on biodiversity.</p> <p>FDC Utility's Misamis facility is located in an industrial area, adjacent to a river and wetland but is not NIPAS protected.</p> <p>Filinvest Hospitality has two beachfront resorts which have coral reefs in the waters fronting the properties. It also operates a resort in a mountainous area near the Upper Marikina River Basin Protected Landscape.</p>		
Habitats protected or restored	<p>FDC Utilities has adopted a carbon forest of more than 120 hectares in Sambulawan, Laguindingan, Misamis Oriental and Maramag, Bukidnon.</p> <p>Crimson Resort and Spa Mactan has adopted 2 hectares of coral reef in front of its property and is currently working to restore parts of it that were damaged by Typhoon Odette in December 2021.</p>		
IUCN Red List species and national conservation list species with habitats in areas affected by operations	None.		
	FDC Utilities has adopted a Philippine Eagle named 'Dagitab', rescued in Misamis Oriental 1984 for a gunshot injury and is now being taken care of at the Philippine Eagle Center in Davao City.		

Environmental Impact Management

Greenhouse Gas Emissions (GRI 305-1, 305-2, 305-3, 305-6)	Unit	2022	2021	2020
Direct Emissions (Scope 1) – gasoline, diesel, LPG	Tonnes CO2-e	9,053	6,348	2,716
Direct Emissions (Scope 1) – coal	Tonnes CO2-e	1,423,946	1,600,927	1,821,325
Indirect Emissions (Scope 2) – purchased electricity for common areas in property mgt	Tonnes CO2-e	51,564	69,588	110,860
Indirect Emissions (Scope 2) – purchased electricity for total areas in property mgt + projects	Tonnes CO2-e	127,158	Not reported	Not reported
Total Scope 1 & 2 – common areas in property mgt	Tonnes CO2-e	58,941	Not reported	Not reported
Total Scope 1 & 2 – total areas in property mgt + projects	Tonnes CO2-e	1,560,877	Not reported	Not reported
Indirect Emissions (Scope 3)	Tonnes CO2-e	Not reported	Not reported	Not reported
Emissions of ozone-depleting substances (ODS)	Tonnes CO2-3	Not reported	Not reported	Not reported

Notes:

Scope 1 emissions are re-stated for 2020-2021 due to previous units conversion error.

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

Air Pollutant Emissions (GRI 305-7)	Unit	2022	2021	2020
Nitrogen oxides (NOx)	Kg	105,499		2,907
Sulfur oxides (SOx)	Kg	205,575		195
Persistent Organic Pollutants (POP)	Kg	N/A	Not reported	16
Volatile organic compounds (VOC)	Kg	N/A		16
Hazardous air pollutants (HAP)	Kg	N/A		16
Particulate Matter (PM)	Kg	32,602		19

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

Solid Wastes Generation (GRI 306-3, 306-4, 306-5)	Unit	2022	2021	2020
Reusable & Recyclable	Tonnes	281,837	0,089	51,57
Composted	Tonnes	56,400	0,022	0,82
Residuals (Landfilled)	Tonnes	13,055	18,856	5,124
Total non-hazardous wastes	Tonnes	311,644	18,856	5,176

Note: Previous years did not report the waste byproducts of the power plant and sugar businesses.

Hazardous Wastes (GRI 306-4, 306-5)	Unit	2022	2021	2020
Hazardous wastes generated	Tonnes	182,558	28,734	56,404
Hazardous wastes transported and treated	Tonnes	17,475	7,882	21,884

Effluents (GRI 303-4)	Unit	2022	2021	2020
Wastewater generated	m ³	410,616,016		
Treated wastewater discharged	m ³	410,279,453	481,377,387	508,571,338
Treated wastewater reused	m ³	336,563		
Percent of effluent recycled	m ³	18% (excluding cooling water; see note below)	1.05%	1.3%

Note: The bulk of the used water generated is the cooling water of FDC Misamis that is discharged out to sea, approx. 98.95% of the total used water of the Group. The wastewater generated from other units is 1,871,114 m³, and 18% of the treated effluent is reused for landscape irrigation or recycled back into the industrial process units.

Environmental Compliance (GRI 30)	Unit	2022	2021	2020
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	PHP	0	0	211,093.75

C. SOCIAL PERFORMANCE

Employee Management

Employee Hiring and Benefits	2022			2021			2020		
	Total	M	F	Total	M	F	Total	M	F
Total number of regular employees	59 (FDC)	19 (FDC)	40 (FDC)	45 (FDC)	18 (FDC)	27 (FDC)	38 (FDC)	17 (FDC)	21 (FDC)
	12,650 (Group-wide)	5,743 (Group-wide)	6,907 (Group-wide)	11,514 (Group-wide)	5,109 (Group-wide)	6,405 (Group-wide)			
Voluntary attrition rate	5% (FDC) 23% (Group-wide)			0% (FDC)			Not reported		
Ratio of lowest paid employee against minimum wage	1.07			Not reported			Note reported		

Note: Employment figures as of Dec 31, 2022.



Employee Training and Development

Employee Training and Development	2022*			2021**			2020		
	Total	M	F	Total	M	F	Total	M	F
Total training hours provided to employees	390,686	216,428	174,259	33,525.93	15,427.19	18,098.73	4,537.5	1,618	2,919.5
Average training hours provided to employees	44.96	66.29	32.12	3.07	3.51	2.77	41.39	18.82	22.57

*2022 disclosures include EastWest Bank data; previous years' disclosures do not include EastWest Bank.

**The data for 2021 total training hours was not reported in the 2021 SR but are stated here.

Labor Management Relations

Labor Management Relations	2022			2021			2020		
	Total	M	F	Total	M	F	Total	M	F
% of employees covered by Collective Bargaining Agreements	136*			0			0		
Number of consultations conducted with employees concerning employee related policies	3,130** (count of employees, not events)			23***			11***		

*In 2022, Davao Sugar entered into a CBA with its employees' union that has 136 members. This is the only workers' union in the Filinvest Group.

** Count of employees involved, not events.

*** Count of events undertaken

Diversity and Equal Opportunity

Diversity and Equal Opportunity	2022			2021			2020		
	Total	M	F	Total	M	F	Total	M	F
% of workers in the workforce by gender	100%	45.4%	54.6%	100%	41%	59%	100%	35%	65%
Number of employees from indigenous communities and/or vulnerable sector	1	1*	0	--	0	0	--	0	0

*One deaf & mute as regular staff (interpreter) in Quest Hotel Cebu, with 3 more engaged by service providers.

Workplace Conditions and Occupational Health and Safety

Occupational Health and Safety	2022	2021	2020
Safe manhours (employees)	22,052,495	5,452,802	3,624,131
Safe manhours (contractors)	14,766,421	Not reported	Not reported
Number of work-related injuries	4	7	8
Number of work-related fatalities	0	0	0
Number of work-related ill-health	0	0	0
Number of safety drills	460	Not reported	Not reported

Note: For the 2022 report, FDC started tracking safety data of employees assigned to FLI & FAI projects, CWSI operations and EastWest, as well as safe manhours of the project contractors.

Labor Standards and Human Rights

Labor Laws and Human Rights	2022	2021	2020
Policies that explicitly disallow violations of labor laws and human rights (e.g. harassment, bullying in the workplace)	4	4	4
Number of legal actions or employee grievances involving forced or child labor	0	0	0

Relationship with Community

Significant Impacts on Local Communities	2022	2021	2020
For operations affecting IPs, total number of Free and Informed Prior Consent (FPIC) consultations and Certification Preconditions (CPs) secured	0	0	0

Customer Management

Customer Satisfaction	2022	2021	2020
Customer Satisfaction Score	Due to the diversity in Filinvest's operations, customer satisfaction scores are reported by the business units in their own disclosures, e.g. EastWest, Filinvest Land & Filinvest Hospitality.	No survey data available due to pandemic limitations	Not reported

Product/Service Health and Safety	2022	2021	2020
Number of substantiated complaints on product or service health and safety	615	8	207
Number of complaints addressed	418	8	207

Marketing and Labeling	2022	2021	2020
Number of substantiated complaints on product or service health and safety	0	0	5
Number of complaints addressed	0	0	5

Customer Privacy	2022	2021	2020
Number of substantiated complaints on customer privacy	0	0	0
Number of complaints addressed	0	0	0
Number of customers, users and account holders whose information is used for secondary purposes	0	0	0

Data Security

Data Security	2022	2021	2020
Number of data breaches, including leaks, thefts and loss of data	0	0	0



SEC Content Index

Disclosures		Reporting location	Remarks/ Explanation	
Company Details				
Name of Organization		About This Report	Filinvest Development Corporation	
Location of Headquarters			6th Floor; The Beaufort 5th Ave, Bonifacio Global City, Taguig	
Location of Operations			Philippines	
Report Boundary: Legal entities included in this report			FDC, FLI (incl FILRT), FAI, FHC, FDCUI, PSHC, EW and their respective subsidiaries; excludes companies tagged as affiliates/ associates where Filinvest does not have operational control	
Business Model			Property Development and Operations, Hospitality, Utilities, Sugar & Financial Services	
Reporting Period			January 1 – December 31, 2022	
Highest Ranking Person for this report			Mark Mulingbayan, Chief Sustainability Officer; sustainability@filinvestgroup.com	
A. Economic Disclosures		Reporting location	Remarks/ Explanation	
Economic Performance				
Direct Economic Value Generated and Distributed				
General Disclosures	Management Approach	Sustainability Framework		
	The Impact and Where it Occurs			
	Stakeholders Affected			
KPIs	Direct economic value generated (Revenue)	'Inclusive' Section – Serving the Underserved		
	Direct economic value distributed	EESG Index		
Climate-Related Risks and Opportunities				
General Disclosures	Governance	Sustainability Framework, particularly on Green Designs and Net Zero		
	Strategy			
	Risk Management			
	Metrics and Targets	'Green' Section – Net Zero		
Procurement Practices				
Proportion of Spending on Local Suppliers				
General Disclosures	Management Approach	Sustainability Framework		
	The Impact and Where it Occurs			
	Stakeholders Affected			
KPI	Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	EESG Index		

Anti-Corruption					
Training on Anti-Corruption Policies and Procedures					
General Disclosures	Management Approach	Corporate Governance	More information can be found in the Corporate Governance disclosures		
	The Impact and Where it Occurs				
	Stakeholders Affected				
KPIs	Percentage of employees who have received written communication				
	about corporate anti-corruption policies and procedures				
	Percentage of business partners who have received written communication about corporate anti-corruption policies and procedures				
	Percentage of directors and management who have received anti-corruption training				
	Percentage of employees who have received anti-corruption training				
Incidents of Corruption					
General Disclosures	Management Approach			Corporate Governance EESG Index	More information can be found in the Corporate Governance disclosures
	The Impact and Where it Occurs				
	Stakeholders Affected				
KPIs	Number of incidents in which directors were removed or disciplined for corruption				
	Number of incidents in which employees were dismissed or disciplined for corruption				
	Number of incidents when contracts with business partners were terminated due to corruption				
B. Environment Disclosures		Reporting location	Remarks/ Explanation		
Resource Management					
Energy Consumption within the Organization and Reduction of Energy Consumption					
General Disclosures	Management Approach	Sustainability Framework 'Green' Section – Green Designs and Net Zero			
	The Impact and Where it Occurs				
	Stakeholders Affected				
KPIs	Energy consumption - by fuel type				
	Energy reduction - by fuel type				



Water consumption within the organization			
General Disclosures	Management Approach	Sustainability Framework	
	The Impact and Where it Occurs		
	Stakeholders Affected		
	ESG Risks and Opportunities		
KPIs	Water consumption within the organization	'Green' Section – Green Designs and Circular Economy	
	Water withdrawal		
	Water consumption		
	Water recycled and reused		
Materials Used by the Organization			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Materials used by weight or volume	EESG Index	
	Percentage of recycled input materials used to manufacture the organization's primary products and services		
Ecosystems and Biodiversity			
General Disclosures	Management Approach	Sustainability Framework	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Operational sites owned, leased in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	'Green' Section of the report EESG Index	
	Habitats protected or restored		
	IUCN Red List species and national conservation list species with habitats in areas affected by operations		
Air Emissions - Green House Gasses (GHG)			
General Disclosures	Management Approach	Sustainability Framework	
	The Impact and Where it Occurs		
	Stakeholders Affected		
	ESG Risks and Opportunities		
KPIs	Direct (Scope 1) GHG Emissions	Risk Management section	
	Energy indirect (Scope 2) GHG Emissions		
	Emissions of ozone-depleting substances (ODS)	--	Not material.

Air Pollutants			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Nitrogen oxides (NOx)		
	Sulfur oxides (SOx)		
	Persistent organic pollutants (POPs)		
	Volatile organic compounds (VOCs)		
	Hazardous air pollutants (HAPs)		
Particulate matter (PM)			
Solid Waste			
General Disclosures	Management Approach	'Green' section – Circular Economy	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPI	Total solid waste generated - by type	EESG Index	
Hazardous Waste			
General Disclosures	Management Approach	'Green' section – Circular Economy	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Total weight of hazardous waste generated	EESG Index	
	Total weight of hazardous waste transported		
Effluents			
General Disclosures	Management Approach	'Green' section – Circular Economy	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Total volume of water discharges	EESG Index	
	Percent of wastewater recycled		
Environmental Compliance			
Non-Compliance with Environmental Laws and Regulations			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
	Stakeholders Affected		
KPIs	Total amount of monetary fines for non-compliance with environmental laws and/or regulations		
	Number of non-monetary sanctions for non-compliance with environmental laws and/or regulations		
	Number of cases resolved through a dispute resolution mechanism		

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

Workplace Conditions, Labor Standards, and Human Rights Occupational Health and Safety			
General Disclosures	Management Approach	'Inclusive' section – Nurturing Talent EESG Index	
	The Impact and Where it Occurs		
KPIs	Safe Man-Hours		
	No. of work-related injuries		
	No. of work-related fatalities		
	No. of work-related ill-health		
	No. of safety drills		
Labor Laws and Human Rights			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
KPIs	Policies that explicitly disallow violations of labor laws and human rights (e.g. harassment, bullying) in the workplace		
	No. of legal actions or employee grievances involving forced or child labor		
Supply Chain Management			
Supplier Accreditation and Screening			
General Disclosures	Management Approach	'Inclusive' section – Engaging Communities	
	The Impact and Where it Occurs		
KPIs	Supplier Accreditation Policy		
	Sustainability Topics Considered When Selecting/Screening Suppliers		
Relationship with Community			
Significant Impacts on Local Communities			
General Disclosures	Management Approach	'Inclusive' section – Engaging Communities	
KPIs	Operations with significant impacts on local communities (by location, vulnerable group/indigenous people (IPs))		
	Mitigating measures (if negative) or enhancement measures (if positive)		
	For operations affecting IPs, total number of Free and Prior Informed Consent (FPIC) consultations and Certification Preconditions (CPs) secured		

Customer Management			
Customer Satisfaction			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
KPI	Customer Satisfaction Score(s)		
Health and Safety			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on product or service health and safety		
	Number of complaints addressed		
Marketing and Labelling			
General Disclosures	Management Approach	EESG Index	
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on marketing and labelling		
	Number of complaints addressed		
Customer Privacy			
General Disclosures	Management Approach	EESG Index Risk Management section	
	The Impact and Where it Occurs		
KPIs	Number of substantiated complaints on customer privacy		
	Number of complaints addressed		
	Number of customers, users and account holders whose information is used for secondary purposes		
Data Security			
General Disclosures	Management Approach	EESG Index Risk Management section	
	The Impact and Where it Occurs		
KPI	No. of data breaches, including leaks, thefts and losses of data		

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