



# AI AND THE NEW GENERATION OF LEADERS





# About the Cover

There is no stopping the rapid advancement of Artificial Intelligence or 'AI'. It is now reshaping industries, redefining how we work, and transforming daily lives.

AI is a force for good—enabling simplification of tasks, processing of massive data, generation of insights, and automation of functions. As we unlock even more possibilities and opportunities with AI, the goal is to use it to ultimately enhance our way of life.

For PLDT, AI is a new avenue of growth and another tool to help carry out our corporate purpose of inspiring innovation and making meaningful connections across generations. But beyond its wonder and promise, AI requires of us a profound sense of leadership and responsibility.

The persons on the cover represent our idea of leadership in the world enabled by AI—a Generation Alpha who considers AI as a friend and as a digital playground; a Generation Z who thrives in the coalition of technology, diversity, and freedom of expression; a business professional who uses AI to innovate, create value, and pursue self-actualization; and a grassroots leader who wields the power of bridging indigenous knowledge with technological advancement.

At PLDT, we are breeding and nurturing a new generation of leaders. Leaders born into technology, unafraid of change, impact-driven, and inclusive. Leaders who commit to ensure that AI goes in constant harmony with the natural world and is used ethically to create a positive impact on our people. Leaders who will navigate uncharted waters to define PLDT's role in the world of AI and shape the role of AI in enabling a better future for PLDT, our society, and the Planet.

PLDT believes that progress should include everyone—and that technology, used responsibly, can help us build a fair and sustainable future.



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# We are PLDT

## Our Purpose

We are a Filipino company inspiring innovation and meaningful connections through generations.

## Our Vision

We aspire to be a happy space using technology to empower and build bridges of collaboration across sectors and communities towards a sustainable future.

## Our Mission

Our people deliver meaningful connections and experiences for our customers to live a fuller life.

## Our Values

### The Customer is our North Star.

- We all work together for customer happiness.
- We go the extra mile to build meaningful connections.
- We enable our employees to drive great customer experiences.

### We trust each other to do the right thing.

- We empower and equip our people to make decisions.
- We are transparent yet respectful with each other even during difficult conversations.
- We keep our promises.

### We are one.

- We seek out the voices of others before making our own voices heard.
- We tap into each other's uniqueness to turn our differences into strengths.
- We check our biases regularly.

### Our people are our family.

- We have fun at work and celebrate big or small achievements together.
- We invest time in building ourselves and those around us.
- We create a safe space to be our best selves at work.

### Malasakit is our strength.

- We prioritize the wellbeing of our people.
- We go out of our way to help those in need.
- We care for the business like it's our own.

### Together, we can do great things at speed.

- We innovate, fail fast, and pause to learn.
- We make choices that enable quick execution.
- We collaborate and build partnerships.

# About the Report GRI 2-1, 2-2, 2-3, 2-5

This report is the PLDT Group's first-ever combined Annual and Sustainability Report which aims to provide a holistic view of its operational and financial performance which includes the progress of its efforts to manage its environmental, social and governance (ESG) impacts as part of doing business ethically and responsibly. This unified report demonstrates PLDT's commitment to transparency and accountability, providing stakeholders with a clear and integrated picture of the company's strategies and outcomes.

The report has been reviewed and approved by the Board of Directors through its Governance, Nomination, and Sustainability Committee (GNSC).

## Reporting Scope

This Annual and Sustainability Report covers the operating, financial, and performance of the PLDT Group for the period from January 1 to December 31, 2024. The Annual Report presents PLDT on consolidated basis. The Sustainability Report includes PLDT Inc. (PLDT), and its subsidiaries: Smart Communications, Inc. (Smart), ePLDT, Inc. (ePLDT), VITRO, Inc. (VITRO), PLDT Global Corporation (PGC), and Multisys Technologies Corporation (Multisys), as well as associates Maya Philippines, Inc. (Maya), and the social outreach arm, PLDT-Smart Foundation (PSF).

This report also serves as PLDT's Communication on Progress to the United Nations Global Compact (UNGC), providing updates on the organization's continuing commitment to the UNGC principles concerning human rights, labor standards, environmental sustainability, and anti-corruption measures.

## Reporting Frameworks and Standards

This report has been prepared with reference to the frameworks of the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosures (TCFD), Taskforce on Nature-related Financial Disclosures (TNFD), the Ten Principles of United Nations Global Compact (UNGC), GSMA ESG Metrics for Mobile, and the Integrated Annual Corporate Governance Report which contains Recommendations provided under the Securities and Exchange Commission (SEC) Corporate Governance Code of the Philippines publicly listed companies. In addition, the information provided shows the Group's support and progress towards the UN Sustainable Development Goals (SDGs), particularly on UN SDG 9 Industry, Innovation, and Infrastructure.

## External Assurance

Significant portions of this report have been assured by the external and independent firm SyCip, Gorres, Velayo & Co. (SGV), which is a member firm of Ernst & Young International Ltd. Disclosures with limited coverage are specifically identified and qualified with explanatory notes. Unless the context indicates otherwise, references to "we," "us," "our" or the "PLDT Group" in this annual report refer to the parent unit PLDT Inc. and its selected subsidiaries, whereas references to "PLDT" pertain solely to the parent unit, excluding subsidiaries.

This report may contain some statements that constitute "forward-looking statements" which are subject to risks and opportunities that could affect PLDT's business and results of operations. While PLDT believes that expectations reflected in any forward-looking statements are reasonable, it can give no guarantee of future performance, action, or events.





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# Comparative Highlights

Financial Information	2024	2023	2022	2021	2020
(in million pesos, except cash dividends declared per common )					
<b>Revenues</b>	216,833	210,953	204,362	192,186	181,004
Service revenues	208,382	201,832	195,344	184,680	173,634
Non-service revenues	8,451	9,121	9,018	7,506	7,370
<b>Expenses</b>	166,346	170,259	209,427	151,315	144,822
Selling, general and administrative expenses	78,308	81,876	84,476	77,686	75,255
Depreciation and amortization	55,988	58,441	98,631	52,072	47,480
Cost of sales and services	14,011	15,092	14,172	12,917	12,295
Interconnection costs	13,718	10,418	6,104	3,698	2,146
Asset impairment	4,321	4,432	6,044	4,942	7,646
<b>EBITDA (excluding MRP) from continuing operations</b>	108,515	104,297	100,588	96,182	88,783
<b>Telco core income</b>	35,138	34,341	33,301	30,354	28,087
<b>Core income from continuing operations</b>	34,232	32,462	30,752	30,058	27,129
<b>Net income (loss)</b>	32,555	26,824	10,735	26,676	24,580
Continuing operations	32,555	26,865	11,335	26,797	24,580
Discontinued operations	-	(41)	(600)	(121)	-
<b>Capital expenditures</b>	78,246	85,083	96,810	88,983	71,904
<b>Short and Long-term debts<sup>1</sup></b>	283,575	256,927	251,859	255,414	224,027
<b>Net Debt<sup>2</sup></b>	273,033	239,764	225,669	228,659	181,648
<b>Equity attributable to equity holders of PLDT</b>	115,419	105,218	108,727	123,216	115,408
<b>Cash dividends declared per common out of the earnings for the year</b>	97	95	134	84	78
<b>Operating information</b> TC-TL-000.A, TC-TL-000.B, TC-TL-000.C	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Number of mobile subscribers</b>	58,989,807	57,827,126	66,304,761	71,221,952	72,933,839
<b>Number of fixed line voice subscribers</b>	3,711,371	3,766,105	3,825,424	3,619,372	3,042,815
<b>Number of broadband subscribers</b>	3,878,231	3,709,541	3,992,303	3,951,844	3,090,118
Fixed Line	3,431,785	3,268,996	3,247,979	2,966,886	2,273,602
Fixed Wireless	446,446	440,545	744,324	984,958	816,516
<b>Total number of subscribers</b>	66,579,409	65,302,772	74,122,488	78,793,168	79,066,772
<b>Number of stockholders</b>	11,348	11,397	11,427	11,510	11,575
<b>Number of employees<sup>3</sup></b>	14,904	15,596	17,579	18,822	18,848
Fixed Line	10,813	11,373	12,855	13,389	13,065
Wireless	4,091	4,223	4,724	5,433	5,783

<sup>1</sup>Gross of unamortized debt discount

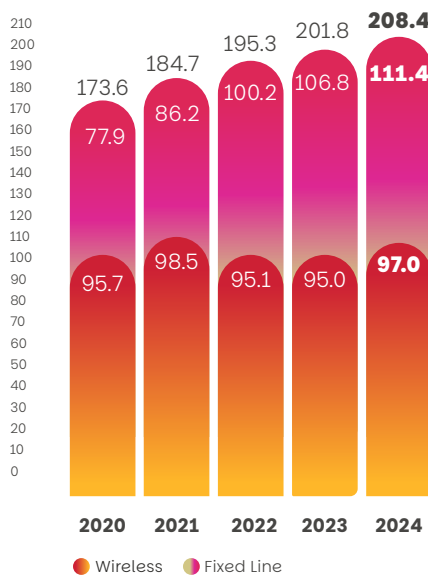
<sup>2</sup>Net debt is derived by deducting cash and cash equivalents, short-term investments and debt instruments at amortized cost from nominal value of debts

<sup>3</sup>Includes employees seconded to PLDT subsidiaries.

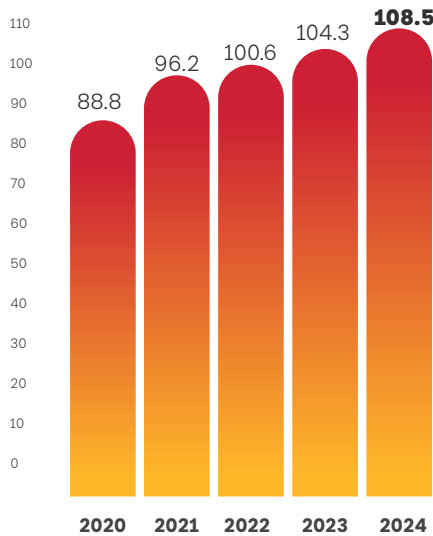


# Consolidated Financial Performance Highlights

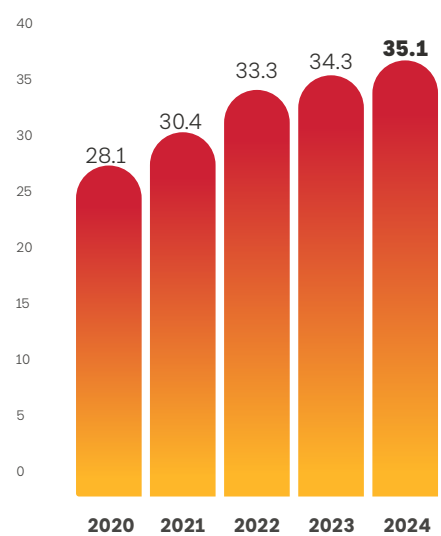
**Service Revenues**  
**Net of Intersegment Transactions**  
(in billion pesos)



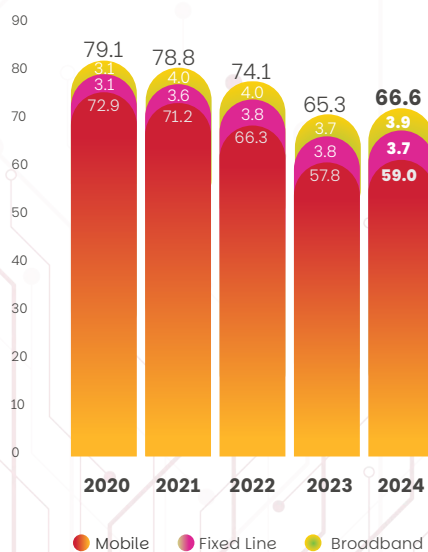
**EBITDA, excluding MRP**  
(in billion pesos)



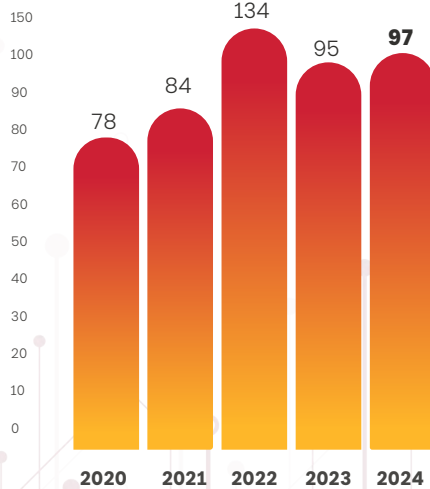
**Telco Core Income**  
(in billion pesos)



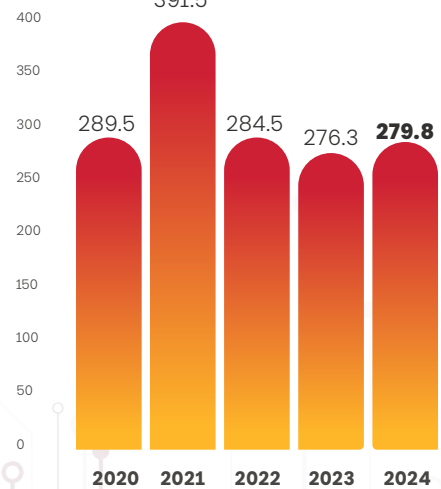
**Subscriber Base**  
(in millions)



**Dividend Per**  
(in pesos)



**Market Capitalization**  
(Year-end, in billion pesos)



# Chairman's Message

GRI 2-22

During a recent fireside chat about AI, I was asked: How does your Group assuage the fear of AI? It was a refreshing question. When content creation overtook distribution, no one talked about fear. When fiber replaced copper, when text gave way to video, when the internet swallowed entire industries whole—yes, people talked about change, but few talked about fear.

But in the context of AI, the word fear—so base and instinctual—pops up quite often. That is because beneath it lay deeper anxieties: Will I be replaced? Will the world soon be governed by algorithms rather than human hearts and hands? At its core, it isn't simply a fear of technology; it's a fear of obsolescence.

In the midst of an AI Revolution, how does one overcome such anxieties?

I will not pretend to be an expert in AI, but I do know a thing or two about revolutions. And my experience allows me to give the simple answer everyone wants to hear: **You will be fine.** You may have to work harder, and you may have to innovate far more than you've planned to. But you will be fine.

Think about it: The only reason you are reading this message today is because your ancestors survived the entirety of history. They hunted and gathered; they made do with the rudimentary technology of centuries past; they endured wars, upheavals, and revolutions. You will too.

Apart from their regulatory uses, these annual reports make up an unintended chronicle of past challenges. After I founded First Pacific in 1981, our small office had to navigate uncharted waters as Hong Kong stood on the precipice of a historical handover. If you examine our messages from back then, we were also reading the tea leaves as the city prepared for an uncertain future, shifting from British rule to Chinese sovereignty.

The fear was perhaps even more pronounced than the anxieties about AI. Would businesses collapse? Would investors flee? Would the city lose its soul? But those more experienced than us gave us similar advice: the world turns, and those who are nimble enough to adapt will not only survive, but thrive—which is exactly what we did.

AI is no longer a distant possibility; it is very much here. It is reshaping industries and redefining work. It is normal to be unnerved by such transformations, but never forget how we emerged stronger from the revolutions that have shaped Philippine business. The advent of telecommunications connected a scattered archipelago and built an economy out of conversations. The digital revolution shifted commerce from physical markets to online bazaars.

In each case, there were those who feared obsolescence and those who saw opportunity. We worried about the postmen, the switchboard operators, and the brick-and-mortar shops. At the same time, call center agents found their futures, and so did software engineers, and sellers on Shopee, Lazada, and TikTok shop.

PLDT is not merely a spectator in this AI revolution—it is a combatant. In 2024, we made critical gains over our competitors, proving that we are not only keeping pace, but actually moving ahead.

Yet, I will be the first to admit: this is not enough. The telco sector, like many legacy industries, is weighed down by inertia. It is not enough to be better than our rivals; we must be exponentially better than ourselves. The time for incremental change is over.

This is why we invest in infrastructure capable of sustaining the demands of an AI-powered world. Our data centers will not just store information—they will become the nerve centers of AI. Our networks will be strengthened to ensure that the intelligence of tomorrow is built on the connectivity of today. And we are investing in people, because the future of AI will not be written by machines, but by those who wield them.

Look at DeepSeek, the large language model from China that has redefined the parameters of AI development. It was made, reportedly, by a small, scrappy team that had somehow stockpiled NVIDIA chips, which were banned from export to China. It is a reminder that the race is global, and no country can afford to lag behind, especially as data sovereignty becomes increasingly necessary.

More importantly, DeepSeek showed that innovation can come from anywhere—even from the Philippines.



The nations and companies that master AI will not merely lead their industries; they will dictate the terms of the next era.

**But let me be clear: AI is not a replacement for human ingenuity. The next generation of leaders must understand that AI will not make their decisions for them—it will only make the consequences of those decisions arrive faster. Good leaders will use AI to enhance their vision; poor leaders will use it to replace their own judgment. Times change, but over a long period, good leaders will always, always separate themselves from bad ones.**

In this, I take comfort in knowing that the future belongs to those who are ready to seize it. And our employee base is composed of those with an appetite for revolution.

75% of PLDT's employees are either Millennials or Gen Zs, and—working with them—I can tell you that they are not just along for the ride; they are the ones pointing where we should go. They are comfortable in chaos, fluent in flux. Connectivity is the fabric of their world. They might confuse us with their fashion choices, their unorthodox lifestyles, or their baffling vernacular—but there is no doubt about their energy, ambition, and familiarity with the new age.

Companies that resist their influence will fossilize; those that embrace it will find themselves propelled forward by a force equal parts audacity and innovation. They are mission-driven, seeking purpose over mere profit, stories over spreadsheets. They don't dream of corner offices; they dream of impact. And leadership, in their eyes, is not a gilded seat at the head of the table—it is a movement, a fire passed from one daring hand to another.

Of course, we find it a distinct honor to be able to guide them—we, the wise and weathered, whose knees bear the weight of history. If Millennials and Gen Zs are the architects of the new world, then leaders like us—who have navigated upheavals before—are its master builders. Experience tempers ambition. Wisdom steadies audacity. The young bring fire; the seasoned provide the forge.

But of course, when I have the privilege of writing these missives to our shareholders, I make sure not to take it for granted. Because as much as I enjoy the challenges of this job, I am also excited to see what the next generations will do.

Every revolution—political, industrial, digital—has its victors and its relics. The difference between them is not strength, but vision. Not power, but purpose. We stand now on the precipice of another transformation, and the question before us is not whether change will come—it already has. The question is whether we will master it or be mastered by it.

So let me end where I began: survival is not an accident. It is a choice. And those bold enough to embrace the unknown will not merely endure the future—they will define it.

Here's to embracing it. Mabuhay ang PLDT!

#### **Manuel V Pangilinan (SGD.)**

Chairman, President and CEO



# Business Units

GRI 2-1, 2-2, 2-6

The PLDT Group is composed of various business units, subsidiaries, affiliates, and associates. Each unit is empowered to continuously drive sustainability and create long-term value for all our stakeholders.



PLDT Home has been providing fixed network and digital services for generations of Filipinos all over the country, offering broadband data services that run through a Fiber-to-the-Home (FTTH) network and covers about 18.5 million homes in 73% of towns and 50% of barangays in the country, as of December 31, 2024. With about 1.2 million kilometers of fiber-optic cables, consisting of over 0.2 million cable kilometers of international fiber, and 1.0 million kilometers of domestic fiber.

PLDT Home's fiber network offers speeds and reliable connections of up to 10 Gbps, enabling access to more innovative products and services on entertainment and security that will continuously enhance the digital home experience for work, play and day-to-day living.



Smart Communications, Inc. (Smart) is a wholly owned wireless communications and digital services subsidiary of PLDT. Smart serves 97% of the country's population with its combined 4G LTE and 5G network as of end December 2024, providing mobile communications services, high-speed internet connectivity, and access to digital services and content to millions of Filipinos, supporting the country's growing digital economy, and providing the best customer experience for an increasingly digital Filipino lifestyle.



PLDT Enterprise is the corporate business arm of PLDT. Dedicated to delivering innovative fixed-line, wireless, and ICT solutions, PLDT Enterprise enables businesses to adapt to evolving technological needs, optimize efficiency, continuity, and connectivity, and enhance customer experience.



ePLDT, Inc. (ePLDT) is the ICT subsidiary of PLDT and the industry-leading digital transformation partner for enterprises in the Philippines. Leveraging on the expertise and world-class telecommunication infrastructure of the PLDT Group, ePLDT delivers customized ICT services through its suite of secure cloud, data center, and AI solutions.



VITRO Inc. (VITRO) is the pioneer in hyperscale-grade data centers in the Philippines. It provides secure, reliable, and compliant data center solutions to empower the mission-critical operations of its enterprise and hyperscale clients. Established under ePLDT in 2000, VITRO has the largest local data center footprint with 11 state-of-the-art facilities leveraging on the expertise and world-class telecommunication infrastructure of the PLDT Group.

Its newest facility, VITRO Sta Rosa (VSR), is the country's first AI-ready hyperscale data center which has the capacity to support up to 50 MW. VSR's design features energy-efficient cooling and power redundancy for AI and hyperscale operations. The facility is built to achieve a Rated-3 certification, while being Rated-4 ready, ensuring top-tier network resilience and fiber route diversity. Additionally, VSR doubles the total data center capacity of VITRO to 100 MW further supporting the stringent needs of hyperscalers, AI applications, enterprises, and the public sector.





PLDT Global Corporation (PGC) is the international marketing, sales, and operating services arm of the PLDT Group, offering a wide range of products to offshore enterprises and the overseas Filipino market. With presence in the Philippines, USA, Hong Kong, Singapore, and other key regions, PLDT Global delivers customizable end-to-end enterprise solutions through its global network and Points-of-Presence (POPs). Beyond connectivity, it provides diverse consumer solutions and other essential digital services tailored to the needs of Filipinos abroad.



Multisys Technologies Corporation, a software solutions company backed by a team of full-stack developers and elite programmers. Operating for over 15 years now, it holds 17 copyrighted solutions and has more than 2,500 partners with whom they provide system automation and integration services that enable ease of doing business across the Philippine archipelago and beyond. Its copyrighted platforms and solutions help private companies operate more efficiently as well as assist government agencies deliver faster and more effective services to the public.



Maya is the Philippines' leading fintech ecosystem, seamlessly delivering digital financial services through Maya Philippines and Maya Bank. Maya Philippines is registered with the Bangko Sentral ng Pilipinas (BSP) as an electronic money issuer, remittance and transfer company, payment system operator, and virtual asset service provider. It serves all consumer segments through its mobile application offerings and extensive on-ground agent network. As the top omnichannel payments processor and acquirer, it provides online and offline merchant solutions for businesses of all sizes.

Maya Bank is one of only six BSP-licensed digital banks in the country. It focuses on increasing access to essential banking services for underserved consumers and MSMEs.

Maya Philippines and Maya Bank drive the Maya brand, offering next-generation, integrated financial solutions for individuals and businesses across the Philippines.



Káyana Solutions Inc., formerly referred to as DigiCo, is a data-powered digital experience company that harnesses the data assets of the businesses led by Manuel V. Pangilinan to deliver a superior and hyper-personalized customer experience backed by insights that can pave the way for a radical change in customer engagement across the MVP group. The company aims to be a beacon of digital possibilities that continuously uplifts Filipino lives and propels the Philippines towards a more progressive, thriving future. Káyana Solutions Inc. is owned by the following companies led by Manuel V. Pangilinan: PLDT Inc., Manila Electric Company, and Metro Pacific Investments Corporation.



# Business Segment Highlights

## Individual

**PhP83.5 B**

2024 Service Revenues



2%

89%

**PhP74.4 B**

Mobile Data



5%

### Segment Performance Enablers:

- Subscriber acquisition through continuous site rollouts, capacity expansion, and geo-targeted campaigns
- Upsell to higher value offers and encouraging increased usage through enhanced service offerings and improved customer service
- Launch of plans to target new market segments

## HOME

**PhP60.7 B**

2024 Service Revenues



1%

92%

**PhP56.0 B**

Fiber Revenues



6%

### Segment Performance Enablers:

- Fiber expansion in new and existing areas
- Fiberization of buildings and multi-dwelling units
- Offer attractive group bundles: Fixed + Mobile + Content
- Selective deployment of prepaid fiber
- Focus on improving customer experience

## Enterprise

**PhP48.4 B**

2024 Service Revenues



3%

72%

**PhP35.0 B**

Corporate Data and ICT



5%

### Segment Performance Enablers:

- Build digital capabilities of corporates, SMEs, and MSMEs
- Adoption of new Enterprise solutions: A2P, IoT, SD-WAN
- Continuous expansion in capability in Cloud, AI, and top-tier partner solution practices
- Scale up data center business (~100MW capacity), including hyperscale and AI-ready VITRO Sta. Rosa

 Percentage of data, broadband, and ICT to segment revenues





## Innovation and expansion driving fiber growth

In 2024, PLDT Home sustained its leadership in the broadband market, posting PhP56.0 billion in fiber-only service revenues—a 6% or PhP3.0 billion increase year-on-year. Fiber now accounts for 92% of PLDT Home's total PhP60.7 billion revenues, marking a decisive shift toward next-generation connectivity, underscoring how home broadband has become a fundamental household essential enabling work, learning, entertainment, and e-commerce.

PLDT Home recorded the highest average revenue per user (ARPU) in the industry at PhP1,488. More than 75% of new subscribers opted for high-value plans priced at PhP1,299 and above. Customer retention was also the highest in the industry, with churn at just 1.7%—a result of improved service reliability, stronger plan value, and sustained customer engagement.

Product innovation remained a key driver of growth. In the first quarter of 2024, PLDT Home launched the Philippines' first Gigabit Fiber plans, offering speeds of up to 10 Gbps—setting a new benchmark for home connectivity. Enhancements to its Fiber Unli All plans followed shortly after, bundling unlimited fiber with entertainment access via Signal and free mobile calls to up to five Smart or TNT numbers.

In the second quarter, PLDT Home launched Fiber Prepaid, giving more households access to fast internet with flexible load packages. This product was designed to widen digital access, particularly among underserved communities and entry-level users.

In the final quarter of the year, PLDT Home unveiled Always On, the industry's first hybrid broadband service. Combining the strengths of PLDT's fiber and mobile networks, Always On delivers uninterrupted connectivity ensuring a reliable and seamless home broadband experience despite fiber cuts. Another game-changing feature of this service is that the Always On hybrid modem can create an automatic service repair ticket between 15 to 30 minutes after it switches to LTE.

As of end-2024, PLDT Home continued to lead the market with 3.4 million subscribers. This strong performance was driven by a steady rollout of new plans, continued innovation, and PLDT's aggressive fiber expansion across the country.





## Driving Access, Innovation, and Everyday Value in a 5G World

In 2024, Smart achieved its second consecutive year of growth fueled by a relentless drive to reinforce its robust 5G network infrastructure and accelerate 5G device adoption, empowering millions more Filipinos to experience the transformative benefits of a faster, more reliable mobile network.

As part of its 5G push, Smart strategically reinforced its 5G coverage in major thoroughfares right where people live, work, play, and travel. Smart also rolled out 5G coverage in landmark event venues such as the Smart Araneta Coliseum in Quezon City, the Philippine Arena in Bulacan, and the Mall of Asia Arena in Pasay City to deliver seamless connectivity and unforgettable experiences for subscribers during world-class events.

A significant stride in 5G access came with the launch of 5G Max in Taguig City – a vital hub for students, professionals, and entrepreneurs—offering an elevated 5G experience characterized by significantly faster speeds and unparalleled reliability.

Smart also took bold steps to make '5G For All' a reality by making 5G devices available to more Filipinos. Smart partnered with banks, retailers, and financing platforms to offer compelling device loans and flexible payment options for a wide range of 5G smartphones, from the most affordable 5G handsets to the most advanced flagship 5G devices in the market.

Understanding the evolving lifestyle needs of its subscribers, Smart unveiled a suite of personalized and highly relevant products. These included value-packed offers like Power All and Unli 5G, alongside the groundbreaking Smart Prepaid eSIM, which significantly broadened access to the Smart 5G network. Smart also introduced Loan-a-Load, an innovative service for borrowing data.





Beyond robust connectivity, Smart's 5G network became a platform for unparalleled customer engagement. Collaborating with world-class brands, artists, and platforms, Smart created exclusive moments of joy and connection. Subscribers enjoyed priority access and ticket giveaways to highly anticipated concerts like Ed Sheeran and K-pop sensations Stray Kids. The launch of 5G Max in Taguig also featured unforgettable performances by top Filipino artists including Bamboo, Moira dela Torre, Arthur Nery, and Belle Mariano, directly delighting loyal patrons.

Smart also enabled Filipino basketball fans to root for the Gilas Pilipinas in their FIBA Asia Cup Qualifiers games held in landmark venues in the country. Smart also paved the way for millions of Filipinos to stream the 2024 Paris Olympics and rally behind Filipino Olympians.

Extending its 5G vision to the masses, Smart's value brand, TNT, democratized access to 5G-powered innovations. Remaining true to its mission of affordability, TNT continued to offer highly accessible data, call, and text promos, including Surf Saya, Giga Video, and Unli 5G offers.



To further empower its customers, TNT also introduced affordable 5G handsets and showcased its enhanced 5G Max coverage during the '5G Max Masaya' event, building anticipation for the brand's upcoming 25th-anniversary celebration.

By end-2024, Smart grew its subscriber base to 59.0 million and generated Php83.5 billion in service revenues through its relentless 5G network improvements and customer-focused products and services.





## Driving business forward



### Powering Digital Transformation with Multi-Cloud Solutions and Data Centers

In 2024, PLDT Enterprise strengthened its leadership in helping businesses through digital transformation which translated to PHP48.4 billion in service revenues. It continued to reinforce its reputation as a trusted partner for enterprises—offering end-to-end solutions in connectivity, multi-cloud, and cybersecurity.

ePLDT, the ICT arm of the PLDT Group, delivered a banner year. It earned key industry recognitions, including Cybersecurity Innovator of the Year from Asia Symposium and Innovative Partner of the Year from Huawei Cloud. ePLDT also became the first Philippine company certified for ISO 27017 and ISO 27018 by TÜV Rheinland, underscoring its leadership in cloud security and privacy.

ePLDT's Cybersecurity Awareness Program (eCAP) won a Silver Anvil Award in 2024, reflecting its commitment to embedding cybersecurity into daily operations. At the same time, its multi-cloud team strengthened capabilities with 885 new certifications and over 1,000 completed training programs with global leaders like Microsoft, Google, AWS, and Fortinet.

### Empowering Enterprises with Scalable, Secure Solutions

PLDT Enterprise continued to equip companies with tools to compete in a fast-changing digital environment. In collaboration with Multisys Technologies Corporation (Multisys), it developed solutions that combine PLDT's connectivity with Multisys' software expertise—helping businesses run more efficiently and scale sustainably.





### Reliable Fixed and Wireless Solutions for Business

Its fixed-line services delivered fast, reliable connectivity through Enterprise Fiber, BEYOND FIBER, and iGate for dedicated internet. Businesses also relied on Metro Ethernet, IP-VPN, and Managed SD-WAN for secure and high-performance networking. Internationally, PLDT Enterprise supported operations through International Ethernet Private Line and International IP-VPN.

As a Managed Service Provider, PLDT Enterprise helped businesses optimize their networks for seamless connectivity and smarter decision-making. This commitment to excellence earned it “Partner of the Year” awards from both Cisco and Fortinet.

Through Smart, PLDT Enterprise delivered IoT and 5G solutions to optimize operations across fintech, utilities, transport, and other industries. Fixed Wireless Access (FWA) also provided dependable internet in underserved locations.

Emerging as a growing revenue stream, Application-to-Person (AP) messaging continues to support the one-time password and marketing use cases of enterprise customers.

To further enhance enterprise connectivity, PLDT Enterprise partnered with Radius Telecoms. It also worked with Nokia, Cisco, and Ericsson to roll out private 5G networks tailored for industries like manufacturing, smart ports, and mining.

As a member of GSMA's Open Gateway initiative, Smart enables the creation of secure, interoperable digital services that help enterprises combat fraud more effectively. By exposing standardized network APIs, Smart empowers enterprises to verify users, detect anomalies, and enhance digital trust across mobile channels.

### Championing Digital Inclusion and Business Success

PLDT Enterprise continues to focus on making digital solutions more accessible and relatable. Through the web series “ROI'd to Success” with Karen Davila, it spotlighted businesses like NOMAD Social Café and L.A. Bakeshop, showing how digital adoption fuels real growth.

It held MSME Days in Iloilo, Dipolog, and Pampanga, offering tools and expert advice to help entrepreneurs take the leap into digital. It also provided tailored solutions to industries including banking, logistics, retail, BPO, IT-BPM, and the public sector, offering cybersecurity, IoT, mobility, and smart messaging tools.

PLDT Enterprise deepened engagement with partners through VITRO Data Center tours and strong collaborations with CCAP (Contact Center Association of the Philippines) and IBPAP (IT & Business Process Association of the Philippines). It also worked with LGUs on the NGA 911 initiative, ensuring reliable, nationwide connectivity for emergency response systems.

### Customer Success at the Core

At the heart of PLDT Enterprise's strategy is a commitment to customer success. It launched the Online Service Application Portal to simplify the way businesses explore and order services—enhancing convenience and supporting its ESG goals by reducing paper-based transactions.

As it looks forward to 2025 and beyond, PLDT Enterprise remains focused on driving innovation, building sustainable solutions, and empowering Filipino businesses to thrive in a digital world.





## Driving Business Growth with VITRO Sta. Rosa



VITRO Inc., the data center arm of the PLDT Group, delivered a solid 22% year-on-year revenue growth in colocation services in 2024, underpinned by strong enterprise and cloud provider demand. Rack utilization across existing VITRO facilities reached 75%, reflecting continued market confidence in the company's infrastructure and services.

A major highlight for the year was the successful energization of VITRO Sta. Rosa (VSR) in July, marking a significant milestone as the Philippines' first AI-ready hyperscale data center. This 50-megawatt facility was purpose-built to accelerate AI adoption and establish the Philippines as a regional digital hub. To scale further, VITRO launched the VITRO Partner Network to foster collaboration with technology providers. In addition to achieving power readiness, VSR activated its Data Center Interconnect (DCI), enabling high-speed, secure connectivity with other key VITRO sites. The facility also welcomed its hyperscale anchor tenant, reinforcing VSR's role as a strategic hub for cloud, enterprises, government organizations, and AI-centric platforms, further advancing the country's competitiveness in the global digital economy.

Once fully operational, VSR will double VITRO's total capacity to 100MW, significantly enhancing its ability to support the growing digital infrastructure needs of businesses, hyperscalers, the public sector, and AI-driven workloads.

### Empowering a Greener Future and a Smarter Workforce

Aligned with the PLDT Group's broader sustainability roadmap—which targets a 40% reduction in carbon emissions by 2030—VITRO Inc. made notable strides in minimizing its environmental impact. In 2024, the company avoided 26% of carbon emissions and secured two critical certifications: ISO 14001:2015 (Environmental Management) and ISO 50001:2018 (Energy Management), reinforcing its commitment to responsible and sustainable operations.

VITRO data centers also increased their renewable energy mix to 35%, with a firm commitment to scale this up to 60% by 2030—a key step toward building greener, more sustainable data centers.

In support of national development, VITRO launched VITRO Academy, a pioneering micro-credential program designed to bridge the gap between traditional academic learning and the specialized skills needed in the data center industry. Through structured certifications in mechanical, electrical, and network engineering—as well as emerging ICT fields—the program aims to prepare and capacitate future-ready professionals. In its inaugural rollout, VITRO Academy partnered with five leading academic institutions—Asia Pacific College, Ateneo de Naga University, Far Eastern University – Roosevelt, National University, and Wesleyan University— training nearly 400 students, with 236 earning Level 1 certifications. This initiative reflects the PLDT Group's long-term commitment to nurturing a sustainable talent pipeline to power the country's digital future.







## Next-level connectivity for enterprises and overseas Filipinos

In 2024, PLDT Global continued to scale its international presence, advancing its role as a key driver of global connectivity for enterprises and overseas Filipinos. The company focused on strengthening infrastructure, enabling seamless business operations, and delivering meaningful digital services to Filipinos abroad.

To support enterprise demand for faster, more resilient global networks, PLDT Global launched its fifth Point-of-Presence (PoP) in Guam, enhancing connectivity between the Asia-Pacific region and North America.

The company also secured a Facilities-Based Operations (FBO) license in Singapore, allowing it to manage submarine cable landings and improve operational efficiency in one of the region's most strategic data corridors.

These milestones improve PLDT Global's ability to meet the growing needs of hyperscalers and large businesses requiring high-capacity, low-latency connections.

To further support global operations, PLDT Global introduced Global SD-WAN, offering scalable and secure network solutions for international enterprises. It also expanded its partnership with Saudi Arabia's stc Group, integrating AI-powered routing optimization and advanced fraud prevention to deliver better quality international voice services and ensure more secure, reliable global communications.

Beyond infrastructure, PLDT Global continued to foster industry collaboration. In September, it hosted the 20th Asian Carriers Conference (ACC), the region's premier ICT networking event. Nearly 1,000 delegates from the telecom, data center, IT, and cybersecurity sectors gathered for five days of exchange and innovation, guided by the theme "Amplify, Cultivate, and Celebrate."

For the overseas Filipino community, PLDT Global delivered relevant, high-impact services designed to bring family, livelihood, and government support closer to home. The company launched the TinBo app (Tindahan ni Bossing), a digital platform offering easy access to essential products, entertainment, and

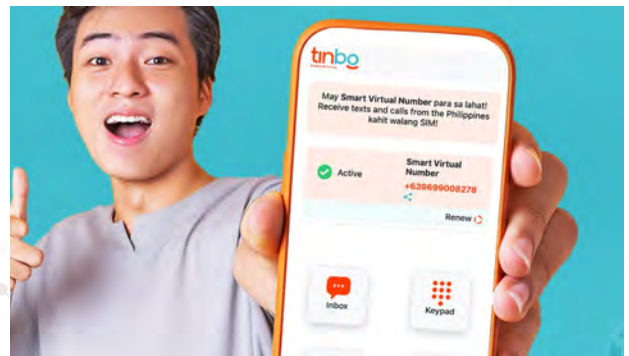
financial tools—from livestream content with Pilipinas Live to exclusive offers in partnership with VMX, ConcepStore, Mang Kosme, and Paramount Life Insurance.

With the help of fintech partners Starpay Corporation and Wallyt, PLDT Global also launched ePadala in Hong Kong, a service that lets Filipinos send vouchers directly to their families' e-wallets or bank accounts in the Philippines—fast, secure, and just a few taps away.

Working with the Department of Migrant Workers (DMW) and the Overseas Workers Welfare Administration (OWWA), PLDT Global continued to expand reintegration efforts. It provided free Smart SIM cards to OFWs under government-to-government programs and distributed Smart Ka-Partner retailer packages to help families build sustainable livelihoods back home. In partnership with OWWA, it also introduced zero-rated 24/7 calls to OWWA Helpline 1348 through the Smart Virtual Number, accessible via TinBo—giving overseas Filipinos access to government services, no matter where they are.

PLDT Global also launched Umpukan with Bossing, a livestream series featuring former OFWs turned entrepreneurs, government officials, and subject matter experts. The show blended life hacks with heartfelt stories that resonated deeply with Filipinos abroad—building community while sharing practical advice.

In all these efforts, PLDT Global remained focused on delivering next-level connectivity and support—whether to businesses navigating global markets or to Filipinos building lives far from home. Its 2024 milestones laid a strong foundation for long-term growth and deeper impact, proof of its commitment to a better-connected, more empowered Filipino future.





## Driving digital banking growth in the Philippines

Launched in 2015 as PayMaya and rebranded in 2022, Maya has evolved into the No. 1 Fintech Ecosystem in the Philippines, combining the country's leading digital bank and top payments processor into one platform.

Maya established its digital bank in 2022 and has since expanded its reach and financial services nationwide. In 2024, Maya scaled its payments, deposits, and lending operations, creating a comprehensive financial ecosystem in the country. As of December 2024, Maya Bank's deposit balance grew to PHP39 billion, while total loan disbursements reached PHP92 billion—PHP68 billion of which was disbursed in 2024.

Gen Z and Millennials now make up the majority of Maya's customer base, relying on the platform for both payments and banking. By the end of 2024, Maya served 5.4 million bank customers and 1.6 million unique borrowers—many of whom accessed formal credit for the first time. A large part of this growth came from outside Metro Manila, where 70% of Maya's customers are based.

Businesses also deepened their engagement with Maya in 2024. The company now operates the largest merchant payments platform in the Philippines, empowering businesses of all sizes to accept digital payments. Maya holds the largest acquiring market by transaction count for both Visa and QRPH. It also offers unsecured credit to merchants, with business loans growing nearly fivefold in 2024.





### Digital-powered Growth

Maya's momentum is powered by the integration of payments and banking, delivered through a digital-first approach. By combining AI-powered credit scoring with proprietary transaction data, it has made credit more accessible for customers with no prior credit history—while managing risk.

Maya has also made saving and investing attractive to a broader base. Users who transact regularly can earn up to 15% interest on savings, contributing to deposit growth.

Designed for accessibility and convenience, Maya eliminates traditional banking barriers, allowing users to:

- Access financial services instantly—no paperwork or branch visits required.
- Make informed financial decisions—benefiting from real-time credit scoring, daily interest earnings, and transaction-based rewards.
- Bank with confidence—thanks to AI-driven fraud detection and real-time security features.

By embedding financial services into everyday transactions, Maya has made banking simpler and more inclusive.

### Maya's Ecosystem: The Power of Banking & Payments Combined

A core strength of Maya lies in its ability to connect payments, savings, and credit within a single ecosystem. This has encouraged wallet users to transition into full banking customers by offering benefits such as interest-earning savings accounts. Businesses, on the other hand, have gained access to built-in financial tools that support cash flow and operations.

Maya also forged partnerships with major enterprises to drive mutual growth. Collaborations with Landers Superstore (credit card), Grab (consumer lending), Philippine Airlines (loyalty integration), and fintech platforms like Tala and WeFund (loan channeling) have expanded the reach of Maya's financial services.

### Maya Recognized as the Philippines' Best Digital Bank

Maya's innovation and financial performance in 2024 drew global recognition. Forbes named it one of the World's Best Banks, while CNBC cited it among the Best Banks in Asia-Pacific.

Maya received several awards, including Best Digital Bank honors from Global Finance Magazine, Asian Banking & Finance, FinanceAsia, and The Digital Banker. It was recognized by The Asian Banker for the Best Digital Savings Product and Best SME Lending in the Philippines, while the UK-based PAY360 Awards honored its merchant services and B2B/B2C innovations.

By integrating payments and banking, Maya continues to redefine digital finance—fast, simple, and built for Filipinos.

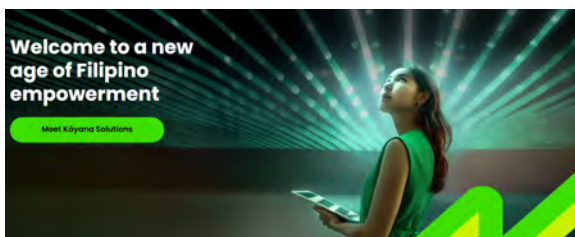




## Building the MVP Group's Digital Core Through Data Collaboration and AI Innovation

Káyana is the data-powered digital company of the MVP Group. Since its inception in 2024, Káyana has been leading the charge in accelerating and standardizing data collaboration across the MVP Group, forging key data management agreements, and building the foundational data platforms—consolidating the Group's data into what could be the Group's most valuable digital asset.

Káyana has made meaningful progress in consolidating data from the MVP Group's various businesses to form Káyana's Group-wide 360-degree customer view offering a unified, deep understanding of customer needs and behaviors across all participating companies. This insight will enable more personalized experiences, smarter decision-making, and new growth opportunities, while strengthening customer loyalty and driving innovation that benefits every part of the business. Beyond telecommunications and utilities, Káyana is working with the rest of the Group's business lines, like infrastructure and healthcare, to further deepen that customer view. But it does not stop there. Káyana's vision also includes harnessing other first-party and third-party data sources from outside the Group to inform new gen AI-powered products and services that will enlighten decision making and business priorities, enhance customer interactions, streamline processes, and provide personalized experiences.



Káyana's digital factory serves as a center of excellence to unlock the full potential of the group's data to deliver hyper-personalized experiences and address the evolving digital needs of both the MVP Group's businesses and Filipino enterprises. Focused on core domains such as data, generative AI, payments, and identity management, the digital factory empowers Káyana to create next-generation solutions that enhance customer engagement, streamline business processes, and drive digital transformation within the ecosystem.

Additionally, with investments in Bayad and Multipay, Káyana is fostering greater synergy across the MVP ecosystem. Its initiatives focus on simplifying payments, improving access for billers, customers, and enterprises, and generating actionable insights that support a more seamless and connected digital economy. These insights are used to inform service improvements and innovation, always with a focus on customer benefit and ecosystem growth.

The shared initiatives and responsible practices will enable businesses and institutions to digitally accelerate. In doing so, Káyana's impact in B2B and B2B2C will ultimately improve the lives of Filipinos and Philippine businesses especially micro-businesses and SMEs.

Káyana aims to be a beacon of digital possibilities, uplifting Filipino lives and pushing the Philippines toward a thriving, progressive future. It envisions a nation where every Filipino has access to the digital tools and resources they need to succeed.



# Statement of Responsibility from the Board of Directors

The Board of Directors (Board), through the Audit Committee and the Governance, Nomination and Sustainability Committee, has reviewed and approved the PLDT 2024 Annual and Sustainability Report.

The Board confirms that Management has prepared the disclosures which have undergone:

- an external audit of its financials to determine that the preparation of the consolidated financial statements is free from material misstatements, whether due to fraud or error; and
- a limited assurance engagement of selected economic, environmental, social and governance key performance indicators to check that the sustainability information is not materially misstated based on the procedures performed and evidence obtained by the external reviewer.

PLDT engaged external auditor and assurance party, SyCip Gorres Velayo and Company (SGV & Co.), to review the aforementioned disclosures in the financial statements and sustainability report in accordance with the Philippine Standards on Auditing and Philippine Standard on Assurance Engagements 3000 (Revised), respectively.

Furthermore, the Board of Directors attests that the Sustainability Report is presented with reference to GRI and SASB standards, GSMA ESG metrics, the Ten Principles of the United Nations Global Compact, as well as the TCFD (Task Force on Climate-related Financial Disclosures) and TNFD (Taskforce on Nature-related Financial Disclosures) recommendations.

## **MANUEL V. PANGILINAN (SGD.)**

Chairman and Chief Executive Officer

## **ARTEMIO V. PANGANIBAN (SGD.)**

(Ret.) Chief Justice and Lead Independent Director

### References:

- Audit Committee Report ([page 96 of 2024 SEC Form 17-A](#))
- Statement of Management's Responsibility for Consolidated Financial Statements ([page 119 of 2024 SEC Form 17-A](#))
- Independent Auditor's report Statements ([pages 120 – 124 of 2024 SEC Form 17-A](#))
- SGV assurance report (page 238 of the 2024 Annual and Sustainability Report)

# 2024: Sustainability At a Glance



## Connection

GRI 201-1, TC-TL-000.A, TC-TL-000.B, TC-TL-000.C,

Invested PHP **78.2 billion** to build a more robust network and digital infrastructure

Reached about **1.2 million** kilometers of fiber optic cable network

Covered **73%** of the country's towns and **91%** of total provinces

Enabled access for  
**3.4 million**  
Fiber customers

Enabled access for  
**59 million**  
Mobile customers

Enabled financial inclusion for  
**5.4 million** Maya Bank customers

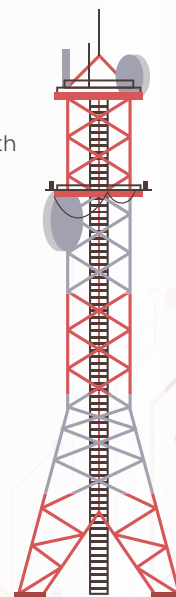
Energized **AI-ready data center** VITRO Sta. Rosa

Achieved **32%** improvement across our five customer experience principles

Improved Net Promoter Score from **-15 to +18** with consistent double-digital growth year-over-year

Distributed PHP **75.9 billion** in operating costs

Invested PHP **268 million** to increase our positive impact in local communities



## Conservation

Continued with our decarbonization roadmap target of reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions by **40%** by 2030

Upgraded fixed network cables from copper to **energy efficient fiber optic cables**

Adopted a **green radio network solution** to enhance energy efficiency of wireless sites nationwide

Reached **35,202 MWh** electricity consumed using renewable energy sources

Avoided GHG emissions by

**21,157 tCO<sub>2</sub>e**

Collected and recycled **156 m<sup>3</sup>** of rainwater

Activated almost **180** e-waste collection sites and community partners nationwide

Collected more than **24 metric tons** of e-waste

Recycled **254 metric tons** of used lead acid batteries

Continued to support Task Force for Climate-related Financial Disclosures and Taskforce on Nature-related Financial Disclosures

## Concern GRI 201-1

Enacted **PLDT and Smart Human Rights Policies**

Nurtured **14,897** **3.57%** employees PLDT Group employees from vulnerable sector

Invested **PHP 24.5 billion** in employee compensation and benefits

Reached more than **501,000** total employee training hours

Maintained **Zero cases** of complaints related to child and forced labor in the workplace

Achieved **99.85%** parental leave return to work rate and **95.88%\*** parental leave retention rate

Achieved the **Highest ranking among telcos globally**—Global Child Forum Corporate Sector & Children's Rights Benchmark 2024

Blocked more than **1.6 million** URLs and content with online child abuse

Blocked more than **1 million** attempts to access online child abuse URLs and content

Maintained **Zero cases** of substantiated complaints on product safety, marketing, labeling, and advertising

*\* excludes the impact of employee transfers from ePLDT to VITRO*

## Commitment GRI 201-1

Generated **PHP 222.5 billion** in direct economic value

Paid **PHP 8.4 billion** in taxes to the government

Blocked **164 billion** attempts to access malicious domains

Retained **PHP 82 billion** in economic value

Maintained **Zero cases** of complaints related to child labor and forced labor in the supply chain

Distributed **PHP 140.6 billion** in economic value

Paid **PHP 31.5 billion** to the providers of capital

Prevented **46.7 billion** cyberattacks and data breaches

Anti-corruption policy communicated to **100%** of suppliers

Maintained **Zero cases** of corruption, conflicts of interest, and insider trading/money laundering

**Reinforced alignment** with UNGC principles via Supplier Code of Conduct



# Message from the Chief Sustainability Officer

GRI 2-22

## Dear Stakeholders,

For the first time, PLDT is presenting its milestones and accomplishments in a combined Annual and Sustainability Report – underscoring the fact that the story of our business performance is not complete without the narrative of how we continue to deliberately embed sustainability in the way we operate.

We are firm in the belief that sustainability can indeed be a differentiator for our business, and that our commitment to maintain leadership in this arena is key to ensuring PLDT's long-term existence. Our focus on sustainability shall keep propelling us to create positive value for our customers across generations and align with global standards on responsible business conduct.

We are proud to share that our efforts in sustainability have been recognized throughout 2024, affirming that we have been moving towards the right path and making significant progress along the way.

PLDT is one of the 780 companies across 62 sectors included in the S&P Global Sustainability Yearbook 2025, a distinguished listing of the world's best performing companies in corporate sustainability.

This recognition stands on our 72/100 score in the 2024 Corporate Sustainability Assessment (CSA), demonstrating a marked improvement from our 58/100 score in the previous year's assessment, and putting our company in the top 15% of our industry and within 30% of our industry's top-performing company. The 14-point improvement in PLDT's CSA 2024 score further earned us the "Industry Mover" citation in the global telecommunications sector.

PLDT also ranked the second highest company worldwide and the highest in the global technology and telecommunications sector in the Global Child Forum Benchmark Report 2024.

This ranking is based on our achievement of a near-perfect score of 9.9/10, recognizing how we have been transparent and deliberate in integrating children's rights into areas of governance and collaborations, workplace, marketplace, community and environment.

We recognize that children are important to our business as they are active end-users of our digital services and key members of communities where we operate. Such assessment will continue to inspire us to invest on promoting children's rights through technology, strategic partnerships, and responsible business practices.

Meanwhile, recent global pronouncements on climate change, diversity, equity, and inclusion, and similar topics have caused confusion about corporate sustainability and its relevance to companies like ours.

For PLDT, we remain grounded in addressing current realities of our country and expectations of our business stakeholders. In 2024, our materiality consultations with various stakeholders have validated continuing importance of corporate action on areas of climate change, operational resource efficiency, employee welfare, cybersecurity and data privacy, among others – all of which are aspects that merit our full and continuing commitment toward sustainability.

In our 2023 Sustainability Report, our narrative came under the banner of "Unleashing Long-term Positive Force". This principle holds true up to the present, as we approach pivotal moments of our business and navigate through the boom of technologies, such as Generative AI. Now more than ever, it has become even more imperative to manage our business impact on society and the environment.

During the year, we have enacted our Human Rights Policy – a robust anchor that institutionalizes our commitment to respect human rights in how we do business. Included in this policy are our commitments to uphold safety-by-design principles in our products and promote ethical use of technologies, including AI.

As our Chairman expresses in his message – AI finds its way more and more into people's lives, we remain proactive advocates of authentic human connection and should avoid being limited by our fears. AI in the hands of a responsible company like PLDT will be utilized as a tool for good through our innovative spirit and expertise.





“

*PLDT is proud to be one of only 780 companies across 62 sectors, and the only Philippine company included in the S&P Global Sustainability Yearbook 2025, a distinguished list of the world's best performing companies in corporate sustainability.*”

**Melissa Vergel De Dios (SGD.)**  
Chief Sustainability Officer

And with our thrust to enable AI comes massive resource requirements that reinforce the need for operational efficiency and renewable energy sourcing. In 2024, we have scaled up our energy management initiatives, adoption of greening solutions for the network, and supply partnerships to expand use of renewables in our operations. These shall continue to drive reductions in both our operating costs and GHG emissions.

Another impact of digitalization is waste generation, particularly of electronic waste or e-waste. To manage e-waste and contribute to the circular economy, we continue to expand our “Be Kind. Recycle.” program which promotes responsible e-waste management and fosters circularity by extending the lifecycle of electronics through reuse and proper recycling. Essential to the success of this program are our engaged and active stakeholders – employees, business partners, and communities – amplifying our efforts to raise awareness on circularity and embracing their respective roles as responsible consumers of electronics.

Beyond our organization, PLDT has been an active advocate of sustainability among our peers in the industry and across various sectors. We have been leveraging opportunities to lend our expertise to a wider audience, learning from peers, and collaborating with like-minded institutions on the adoption of sustainable business practices.

For one, it has been my great honor to be elected to the Board of Trustees of the Global Compact Network Philippines (GCNP), the local network of the United Nations Global Compact, a global initiative that promotes business adoption of ten key principles on human rights, labor, environment, and anti-corruption, as well as the UN SDGs.

In addition, PLDT has been recently elected as a member of the Governing Council of the Philippine Business Coalition for Women Empowerment (PBCWE), an organization of Philippine corporations that champion gender equality within workplaces

and advocate for businesses to be better employers of women.

These leadership roles help strengthen our accountability and institutional commitment to sustainability, as well as demonstrate our continuing support to the country's commitments to the achievement of the UN SDGs.

The progress we have been making thus far, and the recognitions we have been receiving in line with our sustainability journey, are sources of pride and inspiration for us at PLDT. We dedicate these to our employees across the group, who have been actively championing sustainability and contributing to our collective efforts through their respective roles and functions – at work and in their personal lives.

As management transitions from the current generation of leaders to the next, it is important to ensure that PLDT's core values and commitment to responsible business are passed on to those who will navigate new and future business environments. Our various learning touchpoints for sustainability, including employee orientations and cadetship programs, are designed to prepare PLDT's next generation of leaders to be responsible decision makers balancing profit, people, and planet.

Our accomplishments would not have been possible without the strategic guidance and encouragement from our top management and Board of Directors, particularly through its Governance, Nominations and Sustainability Committee, led by our Chairman and CEO. We look forward to continuing our journey with their relentless support.

At the same time, we wish to express our appreciation to all of you who have been unwavering in your support for the PLDT Group. We hope that you will continue to support our vision and stand with us as we forge the path towards a better world and a brighter future – for our children and our children's children.

# Our Approach to Sustainability

The PLDT Group continues to identify Sustainability as one of the key drivers of its strategy and performance. To achieve success amid an ever-evolving industry landscape and deliver long-term value to our shareholders, we recognize the importance of doing business responsibly across facets of our organization.

Our journey towards sustainability is thus underpinned by areas that aim to address enterprise-wide risks and create value for both our business and stakeholders. The four pillars of our roadmap – Connection, Conservation, Concern, and Commitment – have been designed to seamlessly embed environmental, social, and governance (ESG) into our business practices and drive various policies and practices that champion sustainability into our operations. These are reinforced by the inclusion of sustainability into our organizational key performance indicators, as well as in our periodic employee appraisal and executive compensation criteria. Across our supply and value chain, we also pursue strategic collaborations to optimize shared value and support our ESG objectives.

Progress of key initiatives is subject to periodic review, assessment, and target-setting, and is under the strategic oversight of the Board of Directors, primarily through its GNSC.

To foster transparency and accountability, we put value in reporting on our performance and aligning with global standards and frameworks on ESG disclosures. We also monitor and participate in benchmarking endeavors to learn from peers and gauge our progress alongside peers within the industry and across geographies. Furthermore, through our ESG roadmap, we demonstrate our continuous commitment towards nation-building and towards the global goals for sustainable development.







# Materiality Assessment

GRI 3-1, 3-2

The PLDT Group identifies key material areas that guide its strategic value creation and define how it meaningfully impacts its stakeholders, society, and environment. These areas anchor on the four pillars of its sustainability roadmap and align with salient issues in the global industry.

To ensure relevance and strengthen the integrity of our materiality landscape, we consult and engage our internal and external stakeholders on the identification and prioritization of key areas. Such process is undertaken and refreshed every two years through meetings, surveys, roadshows, and focus group discussions with key stakeholder groups.

In 2024, we were continuously guided by the results of the previous year's comprehensive materiality assessment and ranking. We leveraged, however, additional strategic stakeholder engagements throughout the year to further validate and enrich our understanding of our material areas. We have also embarked on applying principles of double materiality to deepen our impact assessment in some key initiatives, particularly those that are actively implemented by our business units and affect our external stakeholders at scale.

CONNECTION	CONSERVATION	CONCERN	COMMITMENT
			
<b>Investments in Innovation and Infrastructure</b>  Technology and network rollout and operations, innovation management, business unit operations, and service offerings	<b>Operational Resource Efficiency</b>  Decarbonization roadmap, renewable energy transition, energy management, data center efficiency, and water conservation	<b>Employee Welfare</b>  Labor practices, human rights, human capital development, occupational health and safety, and diversity, equity and inclusion in the workplace	<b>Greening of the Supply Chain</b>  Supplier code of conduct, supplier ESG programs, and screening, assessment and development
<b>Customer Experience</b>  Customer experience strategies, online tools and digitization of touchpoints, customer satisfaction measures, quality management, incentive programs, and audits of distributor networks	<b>Waste Management and Circularity</b>  Disposal and management of wastes, and eco-design of products and value chain	<b>Consumer Welfare</b>  Responsible marketing and advertising, product safety, and compliance with consumer welfare and protection laws	<b>Cybersecurity and Data Privacy</b>  IT/cybersecurity governance, measures, process and infrastructure, privacy policy, customer privacy information, and use of customer data
<b>Digital Inclusion and Community Investments</b>  Enhancement of the universality of digital access, skills, safety, and innovation	<b>Climate-related Risk Management</b>  Climate strategy, low carbon products, disaster resilience and business continuity programs, and biodiversity conservation	<b>Child Protection</b>  Child online protection, adoption of child rights and business principles framework, anti-child labor across operations and value chain, family-friendly workplace, product governance, and welfare of children in communities	<b>Corporate Governance and Business Ethics</b>  Board composition, diversity, effectiveness, management ownership, business ethics and codes of conduct



## PRIORITIZATION OF MATERIAL TOPICS

Most Important  
↑  
Important

Customer Experience  
Investments in Innovation and Infrastructure  
Employee Welfare  
Customer Welfare  
Cybersecurity and Data Privacy  
Operational Resource Efficiency  
Digital Inclusion and Community Investments  
Child Protection  
Corporate Governance and Business Ethics  
Climate-related Risk Management  
Waste Management and Circularity  
Greening of the Supply Chain

STAKEHOLDER GROUP	MOST IMPORTANT MATERIAL TOPIC
Employees	Employee Welfare
Suppliers and Business Partners	Investments in Innovation and Infrastructure
Customers	Customer Experience
Government and Regulators	Customer Experience
Media	Investments in Innovation and Infrastructure
Communities	Customer Experience
Children	Cybersecurity and Data Privacy
Creditors	Investments in Innovation and Infrastructure
Shareholders/ Investors	Customer Experience

With targets and initiatives set for each material area, collective achievements and progress tie into our organizational sustainability key performance indicators which are part of our executive compensation and employee performance appraisal criteria.

Our Board of Directors maintain oversight of our materiality areas, primarily through its GNSC. In addition, our material areas are discussed at the level of our Board's Risk Committee, as these complement and integrate into the implementation of enterprise risk management strategies, particularly those pertaining to our top risks on climate change, cybersecurity, and customer experience.

	Business Case and Strategies	Target and Target Year	Progress in 2024
<b>Customer Experience</b>	<p>Customer Experience (CX) is a key driver of the PLDT Group's business performance, directly impacting customer retention, revenue generation, and operational risk.</p> <p>In 2024, we continued to refine our approach towards customer-centricity, reinforcing that our customers not only receive high-quality connectivity but also experience a seamless and personalized journey across all interactions.</p>	<p>To achieve customer obsession by 2028, our goal is to continuously improve on our performance in our five CX principles:</p> <ul style="list-style-type: none"> <li>Reliable</li> <li>Accessible</li> <li>Safe and secure</li> <li>Fast</li> <li>Personable</li> </ul> <p>We also aim to drive steady improvements in our Net Promoter Scores (NPS) to demonstrate results of efforts to enhance customer experience across touchpoints.</p>	<ul style="list-style-type: none"> <li>Achieved 32% improvement across our five CX principles with customers increasingly describing their PLDT interactions as reliable, fast, and more human-centered.</li> <li>Improved NPS from -15 to +18 with consistent double-digit growth year-over-year</li> </ul>

Investments in Innovation and Infrastructure

Investing in infrastructure and innovation align with our purpose of delivering meaningful connections, maintain our competitive advantage, and enable us to offer the best possible experience to our customers.

To build these infrastructure that will enable the country's digitalization, support economic growth, and foster the adoption of digital solutions such as AI:

- Fixed and wireless networks
- Data centers
- Customer solutions

- Maintained the most extensive fiber optic network footprint in the country, covering 73% of the PH towns and 91% of total provinces, and 97% population coverage of 4G/5G networks.
- Equipped VITRO Sta. Rosa—with cabinets that can power up to 17 kilowatts (kW), which is the minimum requirement to support an AI workload.
- Upskilled 64% of employees with completed courses in AI, 54% in Cloud Technology, and 63% in Data Analytics.

Employee Welfare

Employee welfare directly impacts our business productivity, talent retention, and overall operational stability. Taking care of our employees positively impacts cost savings, revenue generation, and operational risk mitigation.

The PLDT Group champions employee welfare through a comprehensive set of strategies and initiatives aimed at promoting holistic well-being, engagement, and long-term growth.

To promote the holistic well-being of our employees by achieving continuous progress in the following aspects:

- Learning and Development
- Health and Wellness
- Recognition and Engagement
- Safe and Inclusive Workplace

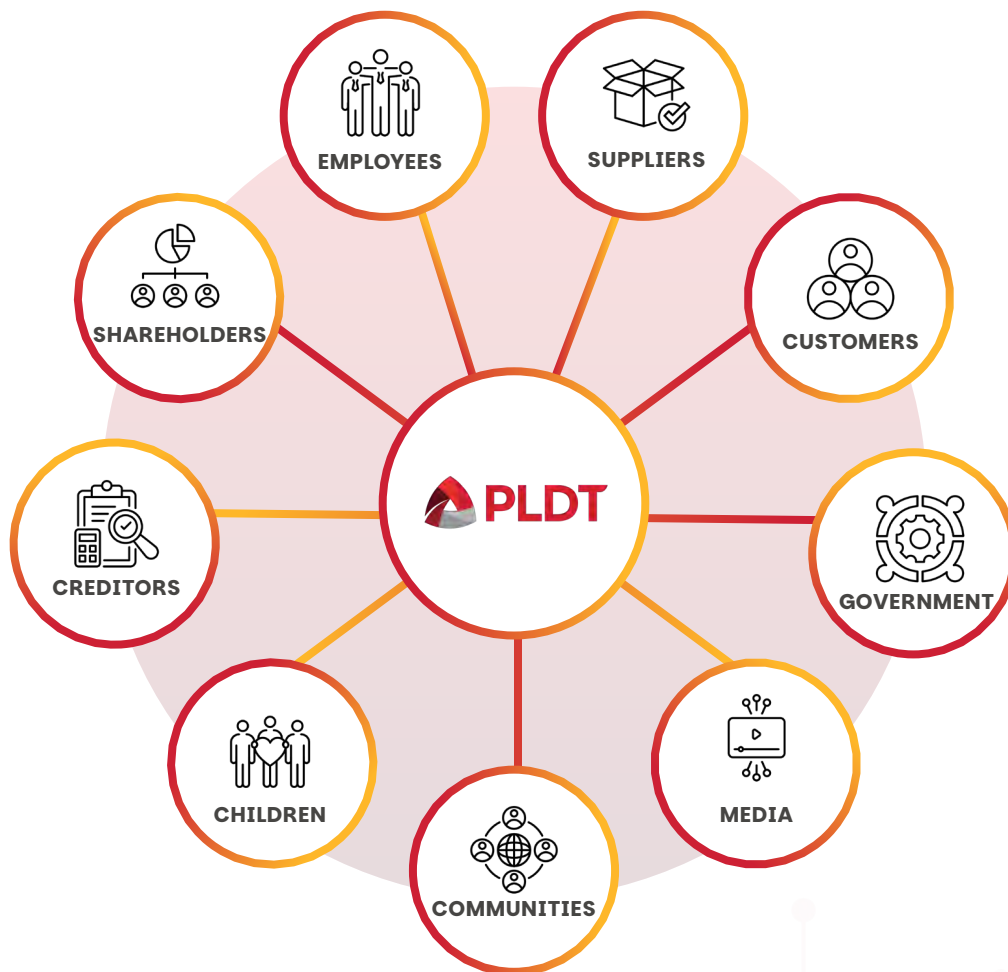
- Achieved a 55% year-over-year increase in average training hours per employee, covering 98% of employees upskilled and reskilled
- Maintained zero cases of forced and child labor in the workplace
- Scored 10/10 in the integration of child rights in the workplace by the Global Child Forum benchmark
- Achieved an average customer satisfaction score of 4.76 or 94% for all employee engagement events and programs
- Reached 99.85% parental leave return-to-work rate
- Maintained zero cases of work-related fatality and major injury



# Stakeholder Engagement

GRI 2-16, 2-26, 2-29

The PLDT Group engages with various stakeholders that help define and drive its strategy, and are meaningfully impacted by the conduct of its business. These stakeholders are the following:



We follow a Stakeholder Engagement Policy that provides guidance on effective and strategic interactions with our identified stakeholders and highlights alignment with corporate governance standards and regulatory compliance requirements. This policy covers our nationwide operations and is further reinforced by various stakeholder-specific policies, such as our Supplier Code of Conduct that sets guidelines for suppliers, and our Engagement Framework that provides an overview of engagements with local communities.

Across the organization, groups interacting with stakeholders set objectives, engagement strategies and methods, and measures of success in support of business goals. To mitigate risks and identify stakeholder concerns, we conduct periodic consultations, meetings, and assessments of our impact through various methods. We also maintain communication channels to facilitate continuous collaboration and information exchange, as well as provide accessible means for our stakeholders to express any concerns or grievances in relation to our operations.

Stakeholder engagements are part of the strategic oversight of the PLDT Board of Directors, particularly through its GNSC.



# EMPLOYEES

## Engagement Objectives

Organizational engagements with employees come with the goal of promoting a positive and productive workplace. We engage with our employees to help boost their productivity, develop skills and capabilities, inspire and create a happy and safe work environment, and promote their overall well-being.

## Stakeholder Impact on Business

Employees drive our company's vision and purpose to action, bringing in diverse skills, generating operational results, and directly impacting the quality of service and customer experience that we deliver.

## Business Impact on Stakeholders

Our business enables our employees to achieve financial security, career development, belong to a community, and maximize various opportunities for self-actualization. Through the services we offer, our employees get to build meaningful careers and experiences, and to contribute to nation-building.

## Frequency of Engagement

- Daily through internal advisories and organizational policies
- Weekly cascade of news around the organization and initiatives from different groups
- Monthly and thematic campaigns and engagements to promote wellness and sports, families and communities, ambassadorship and recognition, and transformation, among others
- Activities all year-round are designed to cater to varying employee interests

## Engagement Methods

- Face-to-face events
- Hybrid events organized to cover employees from various offices and cater to differences in standard working hours and schedules
- Employee consultations, surveys, and feedback mechanisms
- Thematic celebrations and organization-wide events
- Training and cross-functional knowledge transfer activities
- Multimedia intranet resources
- Internal communication channels and tools

## Key Concerns, Risks, and Corresponding Actions

- **Career growth:** Employees value career growth and advancement. These are among their considerations to stay and grow within the company. In response, we maintain robust practices and tools for talent management and various support programs for career development, providing platforms for employees to identify their goals annually and linking these to the recording of their achievements and periodic performance appraisal. We also make available internal hiring opportunities for employees to explore job and career vacancies across the organization.
- **Skills development.** The rapid pace of change in our industry requires continuous skilling to enable our employees to adapt to our thrust for digital transformation. In line with this, we continue to anchor our learning efforts on equipping leaders and employees with the tools and mindset needed to lead through disruption and harness emerging technologies as a competitive advantage.
- **Work-life-balance.** Employees value work-life-balance and seek to maintain lifestyles that allow them to be productive at work, while also pursuing personal goals and passions. To support these, we conduct various employee wellness programs and harness passion points, such as sports and fitness, family life, and mental health awareness as among recurring themes of our engagement initiatives across the organization.

## Success Metrics in Engagements

We value satisfaction and feedback of our employees across our engagement programs. These are measured through a standard survey and feedback tool that we integrate in our employee communication and engagements. This utilizes a five-point scale measuring both satisfaction and impact. We also use such tool to get qualitative insights from employees, particularly on how we can further improve our programs and initiatives.

## Feedback Channels and Grievance Mechanisms

Employees may feedback and report complaints through various channels, including via intranet tools, internal surveys, and directly through their dedicated HR Business Partners, among others.



## SUPPLIERS

### Engagement Objectives

We engage with our suppliers to continuously come up with quality, innovative, and industry-leading products and services that enable us to deliver value to our customers and shareholders.

### Stakeholder Impact on Business

Our suppliers provide inputs and services that support our operational and revenue creation strategies. Their services enable us to innovate, manage costs, achieve efficiencies, enhance our quality standards, and adopt industry best practices.

### Business Impact on Stakeholders

Through our engagements, we support our suppliers in generating revenue, establishing market presence, and expanding reach of their services. Our requirements and feedback allow them to continuously innovate, enhance, and test their products and services for market readiness and alignment with quality standards. Our suppliers also leverage opportunities to learn and adopt industry best practices through their business engagements with us.

### Key Concerns and Considerations

- Company investments and business priorities. To be able to offer us relevant services and business partnerships, suppliers aim to be updated of our business direction, particularly on innovation strategies and initiatives the company intends to invest in.
- Company standards and requirements for suppliers. Beyond technical requirements, suppliers navigate through requirements to align with our corporate policies and values, which include those on privacy protection and cybersecurity, corporate governance, and sustainability.

### Success Metrics in Engagements

The success of our engagements with suppliers is measured through specific metrics, depending on the nature of their services and scope of work rendered for the company.

As a general overview, the following success metrics are considered across various units:

- Ability to meet technical and commercial requirements
- Timeliness of service delivery and fulfillment
- Created opportunities for knowledge-transfer, capability-building and sharing of expertise
- Shared value alignment and forged partnerships on relevant environmental, social, and governance programs

### Frequency of Engagement

- Daily, or as needed over the course the procurement and supply chain management process, from bidding, negotiation, awarding, orientation, project implementation/ execution, and periodic performance evaluation.
- Annually for renewal of qualification requirements and status

### Engagement Methods

We engage and transact with our active suppliers primarily through their access to our supplier portal and spend management software. We also coordinate with them via face-to-face and virtual meetings and correspondences, corporate websites, and emails.

Our Supply Chain Management Team manages the end-to-end bidding, negotiation, and awarding process. Afterwards, proponents and functional units continue to handle and monitor supplier services until the purchase order, service fulfillment, and contract close-out.

We also review and evaluate the performance of suppliers once engagements or projects are completed. The results of this review are communicated accordingly to our concerned suppliers.

### Feedback Channels and Grievance Mechanisms

Suppliers may report complaints and grievances related to our Supply Chain Management practices and policies through the following channels:

- SUPPLIER MANAGEMENT:  
pldtgroupssupplierqualification@pldt.com.ph
- CORPORATE GOVERNANCE OFFICE PLDT: CGOHotline@pldt.com.ph
- SMART: CorporateGovernance@smart.com.ph
- ePLDT: epldtcorpgov@epldt.com
- PGC: cg@pldtglobal.com

Supplier-related complaints and grievances undergo proper investigation and are subject to corresponding remediation/corrective measures as prescribed in our contractual agreements.



# CUSTOMERS

## Engagement Objectives

We engage with our customers to deliver our services and continuously build their trust in our business. We hence interact with customers to drive satisfaction, loyalty, and advocacy across all facets of their journey with us. By doing so, we get to cultivate a healthy relationship with our customers and contribute to long-term business success.

## Stakeholder Impact on Business

Customers are the lifeblood of our business. Their patronage and continuing trust support our revenue streams, drive us to innovate and create more value, and enable us to achieve our business goals.

## Business Impact on Stakeholders

We enable digital connectivity of our customers, allowing them to access and make use of various solutions for their daily productivity and lifestyle needs. We also serve customers from vulnerable sectors, including women, persons with disability, indigenous peoples communities, fostering digital inclusion and access to social protection programs.

### Frequency of Engagement

- Daily through our 24/7 customer care channels
- Periodically, through consultations, feedback sessions, and surveys

### Engagement Methods

- Face-to-face interactions in our retail stores and community-based activations
- Virtual through our hotlines, digital channels, and social media platforms
- Surveys and focus group discussions

### Key Concerns, Risks, and Corresponding Actions

Based on our materiality assessment and stakeholder consultations in 2024, our customers put most importance on the way we deliver quality customer service, continuing network rollout and innovation, and efforts to invest in communities and ensure digital inclusion. But as we enable digital connectivity, our customers may get exposed to technology-enabled crimes and risks online, including scams, phishing, vishing, and other threats. To address these concerns, we continue to invest in a robust 24/7 cybersecurity infrastructure, as well as actively implement multi-pronged customer education campaigns on online safety, scam prevention, and responsible digital citizenship.

### Success Metrics in Engagements

Success in customer engagements is measured through different metrics. These include net promoter scores, customer retention rates, growth of customer base, resolution time for complaints, and collections efficiency, among others.

### Feedback Channels and Grievance Mechanisms

Customers may report complaints and grievances via our customer care channels at the following: PLDT, Smart, and TNT hotline 171 and PLDT Home on Facebook, PLDT Cares on X.





## GOVERNMENT

### Engagement Objectives

We engage with government agencies and regulators to ensure compliance with laws, advocate for fair and enabling regulatory frameworks, and collaborate in advancing national objectives such as digital inclusion, public safety, and infrastructure development. Engagement allows us to be transparent, responsive, and aligned with government goals while safeguarding the operational integrity of our business.

#### Stakeholder Impact on Business

Government agencies and regulators directly influence our licensing, spectrum access, service standards, pricing structures, and compliance requirements. Regulatory decisions affect both our day-to-day operations and long-term investment planning. Hence, proactive engagement is critical for navigating risks, identifying opportunities, and ensuring regulatory certainty.

#### Business Impact on Stakeholders

Our regular and constructive engagements with government stakeholders support the advancement of our business objectives and help mitigate regulatory risks. In the process, we also contribute to the government's policies and agenda for nation-building through the following:

- Industry guidance and participation in the development and implementation of key telecom policy directions
- Enabling support for national digital inclusion programs

#### Success Metrics in Engagements

- Positive regulatory outcomes (e.g., license approvals, avoidance of penalties, favorable policy directions)
- Timely compliance and the absence of regulatory sanctions
- Quality of relationships and trust with stakeholders
- Recognition or commendation from agencies for transparency and cooperation
- Participation in public policymaking and legislative processes



#### Frequency of Engagements

As needed or required, depending on the issue or agenda. However, coordination with agencies such as the National Telecommunications Commission (NTC), the Department of Information and Communications Technology (DICT), and other national offices occurs regularly.

#### Engagement Methods

Our methods of engagement include in-person meetings, formal letters, position papers, electronic communications, attendance in public consultations and hearings, virtual conferences, and participation in collaborative platforms initiated by regulators.

#### Key Concerns, Risks, and Corresponding Actions

- **Authorization and Licensing Requirements** – We ensure timely and complete submissions of all documentary requirements and proactively renew or update permits.
- **Consumer Complaints and Welfare** – We coordinate with regulators for swift complaint resolution and uphold transparency in our public advisories and consumer redress mechanisms.
- **Compliance with Telecom Regulations** – We ensure compliance with telecom laws, rules and regulations.

We mitigate risks in relation to our operations and engagements with the government through early intervention, continuous dialogue, and a proactive compliance framework. We also participate in policy reviews, provide inputs and assessments to regulators, and align internal teams to respond rapidly to emerging regulatory concerns. Also, our investments in network infrastructure which include expansion, upgrade, and maintenance to meet the rising demand for connectivity have contributed to mitigating possible risks or negative impact.

#### Feedback Channels and Grievance Mechanisms

We maintain direct lines of communication with government stakeholders. They may also reach us through our communal email at [regulatoryaffairs@smart.com.ph](mailto:regulatoryaffairs@smart.com.ph).

## MEDIA

### Engagement Objectives

We engage with media stakeholders to amplify public access to information on our company's services and organizational performance, enhance our reputation, and generate goodwill in support of our strategic business objectives.

### Stakeholder Impact on Business

Our media stakeholders are crucial in shaping our company's image for our customers and investors, and they are instrumental in influencing our share price. They are also our customers, voluntarily patronizing our products and services, and sometimes they share their experiences with their audience.

### Business Impact on Stakeholders

As they aim to always be at the forefront of news and innovations, the media also rely on us to help keep them abreast with the latest technological and economic developments from the perspective of an industry leader, which helps our positioning as well.

### Engagement Methods

We engage with media stakeholders through formal and casual luncheons, communications activities such as interviews, press briefings and events, regular media engagements through the Chairman, Company Spokesperson, Chief Sustainability Officer, Chief Legal Counsel, and Business Unit leaders, among others.

We also maintain a 24/7 open line of communication to the media for any concerns, and we encourage them to access information on our Company through our corporate website and social media channels, as well as via the regular distribution of press releases and disclosures.

### Key Concerns and Corresponding Actions

For 2024, the media were primarily concerned with official Company activities and their newsworthiness. On an individual level, some media contacts were mainly concerned with service issues, which were readily managed by the Media Relations team, in close collaboration with the Customer Care team.

### Feedback Channels and Grievance Mechanisms

Media can reach out directly to the Media Relations team through the following:

- Communal e-mail addresses – corpcomm@pldt.com.ph; pldt.media@gmail.com

### Frequency of Engagement

- Daily through formal or casual interactions with the Media Relations team
- Weekly through the issuance of press releases and public advisories
- Monthly through strategic and tactical engagements
- Quarterly through briefings with the leadership

### Success Metrics in Engagements

We employ the help of an external agency that interprets "Earned Media Values" or EMV, which estimates how much media coverage the Company gets for free, vis-à-vis the cost of that exposure if the company paid for it through advertising. To gauge our brands' prominence in the industry, we also look at our "Share of Voice", which shows the percentage of the company's EMV versus our competitors.

We also put importance on qualitative measurement of the goodwill from our media engagements, which can be exemplified by instances such as, but not limited to 1. When the media prioritizes or gives prominence to PLDT and its subsidiaries in their write ups 2. When the media asks for our side in times of crisis and ensures that our narrative is reflected in their story 3. When the media becomes advocates of our brands whether in a professional or personal capacity, 4. When the media seeks our help to resolve their service issues instead of writing a lengthy piece on the negative experience, etc.

### Effective and Ethical Engagements

Designated company representatives engaging with the media are bound by several policies that ensure the ethical, moral, and professional conduct of every employee. Our Media Relations team also participates in company-wide quarterly audits in collaboration with our Internal Audit and external auditor (if needed) to ensure that there are no deficiencies in our controls. There are also processes and oversight within the Media Relations team to ensure accountability and transparency in our activities.



COMMUNITIES

Engagement Objectives

PLDT maintains and cultivates relationships with local communities. These include stakeholders from national government agencies and local government units, academe, media, farmers, small and medium-sized enterprises, persons with disability, senior citizens, indigenous peoples, religious communities, women, children, and those affected by disasters and emergencies.

Local community engagements aim to foster trust, strengthen positive reputation, and, in times of crises, manage reputational issues to minimize negative publicity. Communities support us in advancing business interests, particularly facilitating permitting for roll out of our facilities to improve and expand services, acquiring new or protecting existing customers, and generating new business opportunities.

Stakeholder Impact on Business

Strategic community engagements allow us to achieve business goals and fulfil our commitment towards bridging the digital divide. These also allow us to identify potential issues or concerns to mitigate risks that impact our business, especially those related to service quality and customer experience.

Business Impact on Stakeholders

Our local community engagements fulfill our thrust of enabling access to technology tools and connectivity especially those in underserved areas. We foster digital empowerment by equipping communities with skills to thrive in the digital economy, enhance livelihoods, facilitate increased community participation of minority sectors, and improve quality of life. We also ensure digital safety by creating safe spaces through cybersecurity education programs and online child protection initiatives.

Frequency of Engagements

Engagements with local communities vary in frequency depending on the nature of the program or project. Most of our engagements are ongoing or periodic.

PLDT and Smart also hold an annual Communities Day where key partners from the government, civil society, academe, and local communities are invited to impact of programs and gains from our partnerships, as well as provide opportunities for dialogue between the company's leadership and other stakeholders.

Engagement Methods

We engage communities through different methods, including face-to-face, online, and hybrid meetings. We also hold capacity-building sessions, turnover activities, presentations, dialogues, and consultations on various areas that impact them and our business.

Alongside these engagements, we also maintain various communication channels to inform them of company activities and allow them to reach out to us. These include SMS and calls, social media platforms, online messaging platforms, and email via [corpcomm@pldt.com.ph](mailto:corpcomm@pldt.com.ph) and [corpcomm@smart.com.ph](mailto:corpcomm@smart.com.ph).

Feedback Channels and Grievance Mechanisms

Communities may send their feedback, queries, and concerns via email [corpcomm@pldt.com.ph](mailto:corpcomm@pldt.com.ph) and [corpcomm@smart.com.ph](mailto:corpcomm@smart.com.ph) and via Facebook <https://www.facebook.com/PLDTSmartCommunities>.

In 2024, we received and resolved three (3) service-related complaints from local communities and zero (0) concerns or complaints related to our programs and engagements.

Key Concerns, Risks, and Corresponding Actions

- **Digital Exclusion:** If communities lack infrastructure or skills and access to technology tools, tech-based programs may widen inequalities rather than bridge them. To bridge the digital divide, we enable access to technology tools, devices, and connectivity especially in underserved areas. We also invest in digital skills building, developing content, and fostering innovation and entrepreneurship to spur development.
- **Technology Misuse:** Connectivity and devices could unintentionally expose users to online threats like scams or cyberbullying, and online child abuse. To prevent this, we conduct awareness campaigns on cybersecurity and roll-out community learning materials on online safety, responsible digital use, and child online protection.

We implement proactive measures to mitigate risks and potential negative impacts of our business activities on communities through continuous dialogue with internal and external stakeholders.

In 2024, our PLDT and Smart Stakeholder Engagement and Network Teams jointly conducted consultations with a fisherfolk group in Masinloc, Zambales to identify and address concerns as we implemented a cable laying project in the area.

Success Metrics in Engagements

We measure impact and success in local community engagements through quantitative and qualitative indicators that affect both our business and our stakeholders. Metrics for the business include financial returns, enhancement of reputation, and positive media mileage. Conversely, output and social impact metrics include reach of our programs, covering the number of individuals and communities served and provided with interventions; impact of capacity-building initiatives, including the increase in knowledge and skills by community members, enhanced safety mechanisms, reduction of exposure to online risks and harms, and the increase in community-led efforts for program continuity, among others.



## CHILDREN

### Engagement Objectives

We engage with children indirectly through our activities with employees, customers, and local communities. Children thus benefit from parallel initiatives to enhance employee welfare, customer experience, cybersecurity and data privacy practices, and community programs. As children comprise society's vulnerable sector, engagements concerning them are also in line with risk mitigation and efforts to embed sustainability into our operations.

### Stakeholder Impact on Business

Children are active end-users of our digital services, particularly on the individual consumer and home market segments of our business. They are also family members of our employees and part of the communities where we operate. Their safety and wellbeing, as a result of the use of our services and business conduct, thus affect our revenue generation strategies and parallel relationships with other stakeholders.

### Business Impact on Stakeholders

Our digital services enable basic children's rights to learn, play, and social inclusion. By providing decent work and economic opportunities to our employees, supply chain, and local community partners who are parents and caregivers, we also get to provide for children's continuing access to education, safety, and healthy living conditions.

### Frequency of Engagements

- Occasionally, through family welfare programs with employees and customers, and through youth-oriented programs within our customer touchpoints, trade engagements, and stakeholder community programs
- Annually for the conduct of stakeholder consultations, materiality analysis, and impact assessments

### Engagement Methods

We engage with children through interactions with our employees, customers, and local community partners. Conversely, children have access to information on our company through our corporate website, social media accounts, and customer care touchpoints.



### Key Concerns, Risks, and Corresponding Actions

Based on our consultations with children and youth representatives across the country, the following were identified as among salient risk areas in relation to our products, services, and business operations:

- **Cybersecurity and Data Privacy:** Children can be subject to scams, privacy breaches, online abuse and sexual exploitation. We thus invest in technology solutions and stakeholder education programs to protect children and vulnerable end-users from risks and harm in the digital environment.
- **Protection from Discrimination, Harassment, and Child Labor:** Children value diversity, equity, and inclusion and are concerned about issues pertaining to gender-based harassment and discrimination. They are also aware of potential cases of child labor that stem from business activities. Addressing these, we uphold policies that establish zero tolerance of all forms of abuse and harassment, as well as prevent cases of child labor within our own operations and supply chain.
- **Climate-related risk management:** Children are informed of the climate change phenomenon and are aware of its impacts on their wellbeing and the society at large. We thus implement measures within our own operations and influence our supply chain to contribute to climate change mitigation, adaptation, and resilience as these profoundly affect the lives of children, particularly in communities where we operate.

### Success Metrics in Engagements

Successful engagements with children contribute to risk mitigation, positive company reputation, and revenue-generating opportunities. We measure and report on the reach of our programs and interventions in communities that include children as beneficiaries. We also monitor avoidance of incidences of child labor, discrimination, and harassment within our workplace, supply chain, and community activities. In line with our products and services, we ensure prevention of incidences of harm on children due to our marketing, labeling, or advertising. In addition, we also aim to contribute to strengthening the safety of children in the digital environment and the continuous reduction of the proliferation of online child sexual abuse and exploitation materials through our child protection platform solution.

### Feedback Channels and Grievance Mechanisms

Employees and external stakeholders may report child rights-related concerns and violations through our corporate governance hotline at [CGOhotline@pldt.com.ph](mailto:CGOhotline@pldt.com.ph). Complaints and concerns received undergo internal processes of investigation, remediation and resolution, aligning with our corporate governance policies and compliance with relevant laws.

## CREDITORS

### Engagement Objectives

Engaging with creditors is a vital part of our financial strategy, ensuring that our organization has the capital needed to operate and grow, while managing debt responsibly and building long-term financial stability.

We thus engage with creditors for several important reasons. These include access to capital and financing, debt management and repayment, securing credit lines and liquidity, managing financial risks, maintaining positive credit rating, and regulatory compliance and transparency, among others.

### Stakeholder Impact on Business

Creditors impact a company in both positive and negative ways, depending on how the relationship is managed and the financial structure of the business. These impacts are in line with various metrics including financial stability, credit terms, risk, and reputation, interest debt servicing, among others.

### Engagement Methods

We engage with creditors through various means and channels, including formal letters and notices, email correspondence, telephone and conference calls, in-person or virtual meetings, debt restructuring proposals, electronic payments and platforms, financial reports and compliance updates, and legal advisors and notices.

### Business Impact on Stakeholders

Our creditors generate revenue through their engagements with us. They benefit from the establishment of credit lines that provide optimal value to our company and to their business. Our transactions and engagements also support them in strengthening and expanding their business portfolio and market presence.

In addition, information obtained from our regular correspondence with our creditors also enable them to offer financial products based on our needs and requirements.

### Key Concerns and Corresponding Actions

Creditors typically have several key concerns when lending to or providing credit to a company. These primarily revolve around the risk of non-payment, the company's ability to meet its obligations, and the overall financial stability of the business. Addressing these concerns is essential for us to maintain healthy relationships with creditors and secure continued access to financing.

Below are some of the key concerns of creditors and how we address these.

- 1. Credit Risk:** We ensure timely payments, transparent financial reporting, strong cash flow management.
- 2. Over-Leveraging:** We maintain balanced debt structure, prudent borrowing and debt refinancing.
- 3. Interest Rate Sensitivity:** We hedge our interest rate risk and opt for fixed-rate debt.
- 4. Covenant Compliance:** We continuously monitor financial ratios, do proactive communication, and conduct stress testing.
- 5. Liquidity Concerns:** We maintain cash reserves and efficient working capital management strategies.

### Frequency of Engagements

We engage with creditors regularly and as frequently as we come up with the following business disclosures and activities, among others:

- Financial Statements:** Companies are required to provide regular financial statements (such as income statements, balance sheets, and cash flow statements) to creditors, especially when seeking additional credit or renegotiating terms. These documents give creditors insight into the company's financial health and ability to repay its debts.
- Updates on Business Performance:** Companies often maintain ongoing communication with creditors about their business performance, potential challenges, and forecasts. Proactive communication can help manage expectations and build trust.



### Success Metrics in Engagements

We employ a combination of financial metrics, qualitative measures, and ongoing assessments to evaluate the effectiveness of their creditor engagements. These include achieving credit rating stability, success in debt restructuring, and securing favorable borrowing terms with low interest rates, among others.

### Feedback Channels and Grievance Mechanisms

Our creditors may reach any of the Treasury Sector personnel via e-mail.

## SHAREHOLDERS

### Engagement Objectives

In line with PLDT's commitment to transparency, fairness, integrity, and accountability, we engage with our shareholders on a regular basis to ensure they receive timely and accurate updates on our company's financial and operational performance, to align its goals and strategies with the expectations of its shareholders, to promote and uphold holder rights, and to comply with applicable regulations.

### Stakeholder Impact on Business

Shareholders are entitled to vote on various corporate actions, including the amendment of articles of incorporation and by-laws (Board of Directors charter). Furthermore, shareholders act as catalysts for enhancing our corporate policies and strengthening our board governance. Through our engagements with them, we gain a clearer understanding of their expectations and harp on their expertise to guide the development and implementation of our corporate strategies.

### Business Impact on Stakeholders

PLDT provides value to its shareholders through its strong financial and operating results, ensuring the longevity of the company's operations. In addition, PLDT is committed to paying 60% of its telco core income as dividends to its common shareholders.

### Frequency of Engagements

We maintain regular and open engagement with our shareholders:

- **Annually:** PLDT conducts its Annual Meeting of Stockholders every June, providing shareholders with an opportunity to review the company's performance and participate in key corporate decisions.
- **Quarterly:** PLDT discloses its financial and operational results on a quarterly basis. These disclosures are accompanied by briefings—conducted in-person, virtually, or in a hybrid format—where senior management offers additional insights and addresses shareholder inquiries.
- **Regular:** PLDT timely and accurately disseminates any material information through the Securities and Exchange Commission and the Philippine Stock Exchange. We ensure that the shareholders and the market are promptly informed of any price-sensitive developments. Additionally, we engages with investors through one-on-one meetings, group meetings, email exchanges, and attendance in various conferences.
- **As Necessary:** Special Meetings of Stockholders may also be convened as circumstances require.

### Engagement Methods

We engage with our shareholders through in-person, virtual, or hybrid formats. We also maintain a section on our corporate website for shareholders, providing convenient access to shareholder updates, corporate reports, and regulatory disclosures.

### Key Concerns, Risks, and Corresponding Actions

Based on our materiality assessment, shareholders have identified customer experience, corporate governance and business ethics, and cybersecurity and data privacy as their top three areas of concern.

Given these, we maintain the promotion of a customer-centric culture across the organization, uphold transparency, fairness, and accountability in our operations, and continuously strengthen a robust ecosystem to manage cybersecurity, privacy, and other operational risks.

### Success Metrics in Engagements

We measure success of our engagements with shareholders through various qualitative and quantitative indicators, including shareholder feedback, attendance in meetings, number and relevance of inquiries received, and the level of support for proposals during stockholder meetings. We also evaluate price performance, credit ratings, and analysts' assessments, while benchmarking our practices against industry standards in order to maintain meaningful and productive relationships with our shareholders.

### Effective and Ethical Engagements

In our engagements with shareholders, we adhere to PLDT's core principles of transparency, fairness, and accountability. Through our regular disclosures, and shareholder meetings, conducted in accordance with applicable laws and regulations, we are able to effectively engage with our shareholders. We also adhere to our corporate governance policies which include protocols for the handling of material information and protection of shareholder rights.

### Feedback Channels and Grievance Mechanisms

Shareholders may contact PLDT Shareholder Services Group via email correspondence at [pldtshareholderservices@pldt.com.ph](mailto:pldtshareholderservices@pldt.com.ph)



# CONNECTION

## INSPIRING INNOVATION AND MEANINGFUL CONNECTIONS

Anchoring our corporate purpose, we pursue innovations and deliver services that aim to narrow the digital divide and create long-term value for our business, stakeholders, and society.

“Connection” embodies our commitment to establish our presence nationwide through network expansion and investments in technology. Enabling the best possible experience for our customers and leaving no one behind.

### SUPPORTS

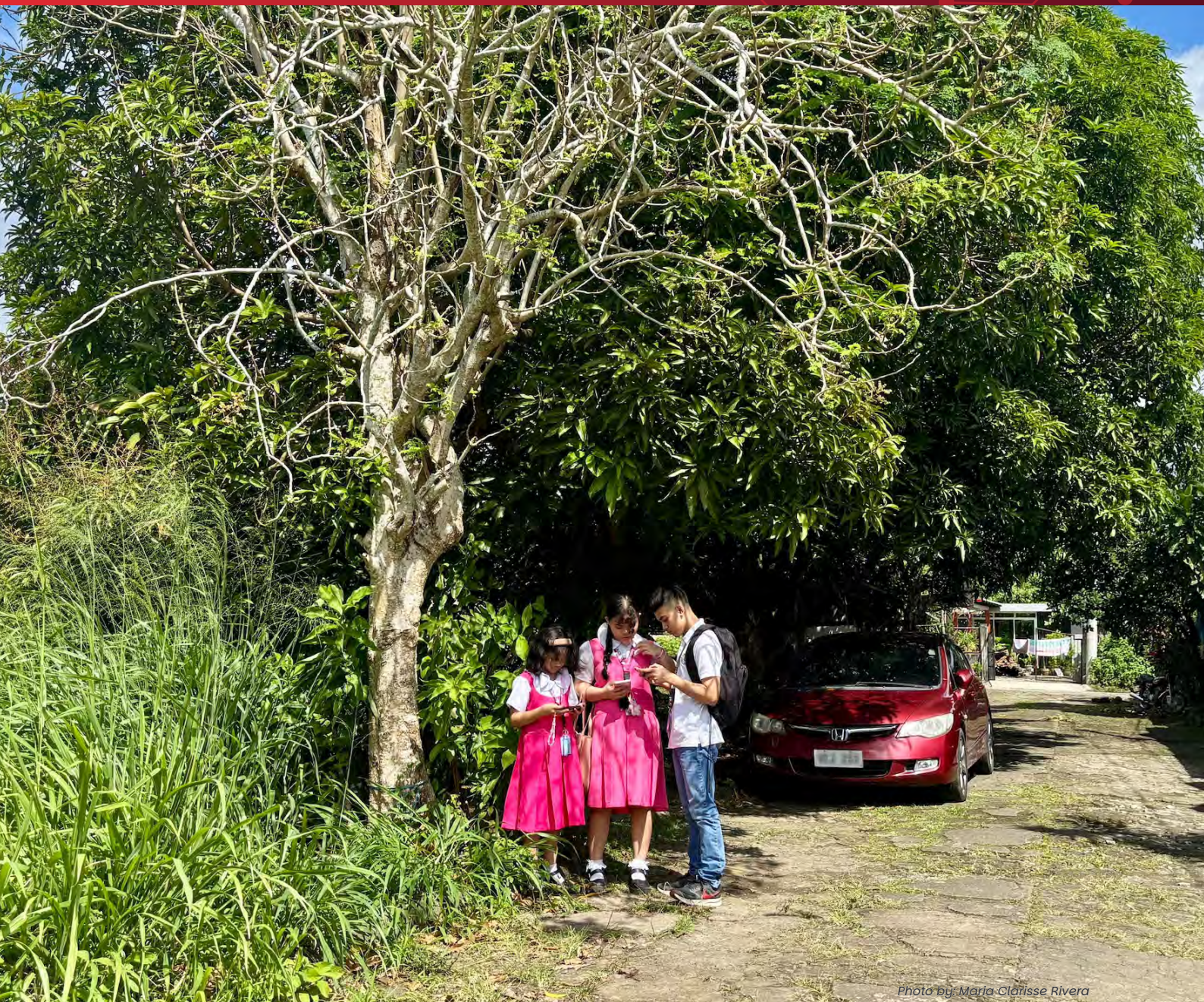
8 DECENT WORK AND  
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



17 PARTNERSHIPS  
FOR THE GOALS





# Network Infrastructure and Rollout

TC-TL-520a.2

PLDT operates the country's most extensive and robust fiber infrastructure, with a total fiber optic cable footprint about 1.2 million capable kilometers by the end of 2024. This wide-reaching network includes a domestic fiber infrastructure present in 73% of the country's towns and 91% of its provinces. We continue to expand our fiber ports enabling us to lead the industry with 3.4 million home broadband customers. We offer a wide range of broadband services, including plans capable of delivering up to 10 Gbps – the fastest fiber speeds in the country.

## Submarine Cables

PLDT operates the Philippines' most robust international submarine cable network, connecting the Philippines to the world.

Currently at twelve, we are working to expand our international cable systems to include two more. Our collaborations with major Asian carriers on the Asia Direct Cable (ADC), slated for completion in 2025, aim to provide additional capacity to support increased demand for data, broadband and ICT services.

Additionally, we are partnered with other Asian carriers and hyperscalers on the Apricot Cable System, a 12,000-kilometer subsea cable connecting Japan, Singapore, Indonesia, Taiwan, Guam, and the Philippines. The Apricot system is designed to address the rising data demands in the Asia-Pacific region, boasting a system capacity exceeding 190 Tbps, and is expected to enhance our international capacity for data traffic to the U.S., Asia, and the Pacific by 2027.

As of December 31, 2024, we have made significant advancements in strengthening the Philippines' international submarine cable infrastructure. We secured provisional authority from the National Telecommunications Commission (NTC) to construct new cable

landing stations in Baler, Aurora, and Digos, Davao del Sur. These stations are part of the Apricot submarine cable system.

By late 2024, the construction of the cable landing stations in Baler and Digos was well underway, with completion and operational readiness expected in 2025. These new stations will provide alternative data routes that do not traverse the West Philippine Sea, enhancing network resilience and positioning the Philippines as a strategic digital hub in the region.

These initiatives highlight our commitment to strengthening the country's digital infrastructure. By ensuring robust and reliable connectivity, we aim to support the growing data needs of both consumers and businesses, reinforcing the Philippines' role in the global digital economy.

Our international automatic optical transport switching system and carrier ethernet network continue to provide robust redundancy and service continuity to premium enterprise clients in Hong Kong, Japan, Singapore, and the U.S. Mainland. We have provisioned additional dedicated submarine cable circuits and upgraded node capacities to meet growing business requirements.

Furthermore, PLDT's fifth international point-of-presence (POP) in Guam is anticipated to commence operations in 2024.



## Wireless Network

GSMA-INC-01, GSMA-INC-02

Our wireless networks offer extensive voice and broadband coverage across major metropolitan areas and most population centers in the Philippines. At the end of 2024, Smart covered 97% of the population nationwide.

In 2024, we continued to make available embedded SIM (eSIM) technology in the Philippines. This builds on our initial launch in 2023, where we introduced a service allowing prepaid subscribers to upgrade their physical SIM cards to eSIMs while keeping their existing phone numbers. eSIMs are now available to postpaid customers and can be activated digitally without need of a physical card.

Engagements with Omnispace, AST SpaceMobile, and global satellite operator Telesat of Canada are focused on exploring and demonstrating the capabilities of space-based 5G communications using low Earth orbit (LEO) satellites. These collaborations aim to develop business models covering 5G services across various sectors, including remote areas, Internet of Things (IoT) connectivity for weather sensors, bridging connectivity gaps in underserved areas, and deployment to support disaster recovery efforts.

We deployed the first fully functional Open Radio Access Network (ORAN) Proof of Concept (PoC) in the Philippines at the PLDT-Smart Technology Laboratory (Technolab) in Makati City, in partnership with NTT DOCOMO, Inc. The benefits of ORAN include cost savings, increased flexibility and agility, and a more intelligent network. Reduced delivery costs will potentially allow for more affordable or enhanced services, while a smarter network may enable more efficient provision of innovative services.

Additionally, Spectrum-NET has been implemented to reduce radio interference by half and improve service quality for customers. This achievement has positioned the PLDT network as highly competitive in the region, outperforming other operators in the Asia Pacific, the Middle East,

Africa, and Latin America and aligning performance with North American and European standards, according to Spectrum Effect data.

These network initiatives including the adoption of technological advancements support ongoing improvements in service, aiming to enhance the digital experience for all users.



## Data Centers

PLDT's expansion of our data center business continues to fortify our leadership position in the nation's colocation market. As providers of vital ICT services, ePLDT and VITRO also continue to align with international standards and have been awarded with ISO/EC 20000-1:2018 (IT Service Management System) and ISO/EC 27001:2022 (Information Security Management Systems).

Our 11th and largest data center to date, VSR is engineered to meet Rated-3 certification standards and is poised to be Rated-4 ready. The data center will incorporate at least three fiber routes to ensure network diversity, resilience, and carrier neutrality.

The facility will feature a dedicated Meralco power substation and connections to multiple substations, thereby reducing the risk of power failure and ensuring business continuity for hyperscalers. Its strategic location in an area relatively safe from natural disasters such as flooding, liquefaction, and earthquakes further mitigates the risk of service disruptions.

Aimed at adhering to global standards and future-proofing our delivery service, VSR is designed in alignment with the Leadership in Energy and Environmental Design (LEED) green building rating system. Conforming to LEED standards, the facility will implement world-class sustainability practices



throughout its design, supply chain, and operations. It will utilize a minimum of 20% renewable energy (RE), aim for a low power usage effectiveness (PUE) of 1.4—one of the lowest in the Philippines—and include rainwater collection and wastewater reuse systems to minimize environmental impact.

To further increase our leading share in data center market capacity, we are currently evaluating plans for a 12th data center, which will be designed to incorporate emerging technologies and capability of possibly generating approximately 100 MW. This will support the nation's position as a key regional hub and preferred digital destination for hyperscalers in the Asia Pacific region.

## Digital Banking

As the leading fintech ecosystem in the Philippines, Maya provides an extensive array of financial services to both consumers and enterprises via a seamless digital experience.

Leveraging on digital technology and innovation, Maya has established itself as the foremost digital bank in the nation, transforming the industry with its unified platform that integrates payments and banking services coupled with the use of Artificial Intelligence for efficient credit assessments, expanding financial inclusion across the Philippines.

Maya Business offers the same platform of integrated payment solutions and embedded banking services, to major e-commerce platforms, daily merchants, government entities, and MSMEs. Access to the Maya Business platform has allowed these enterprise customers to expand their businesses in the growing digital marketplace.

# Network Interruption and Frequency of Duration

TC-TL-550A.2, GSMA-ENV-04

The PLDT Group understands that climate change and the increasing frequency and intensity of weather conditions in the Philippines can threaten our physical network infrastructure, disrupt operations and our delivery of connectivity services.

To prepare for these challenges, we continue to be proactive starting with designing our network architecture to be adaptive and resilient. For example, we have updated the structural design of our cellular towers to withstand higher wind speeds. We have built redundancy in both our international and domestic cable networks to anticipate cable cuts.

Alongside this are robust business continuity mechanisms in place to ensure rapid detection, and repair of damaged assets as well as swift service restoration. Our business continuity plans

include arrangements with our vendors to ensure that the needed spares and supplies are made available.

Cognizant of the impact of network disruptions to our customer, we promptly communicate relevant advisories to affected customers through our corporate websites, social media accounts, and direct-to-consumer channels, such as SMS and mobile apps.

Network interruptions can also result from criminal activities, such as illegal and intentional cable cuts to our fixed network, where perpetrators engage in such acts to sell the cables for profit. In response, we launched the Oplan Kontra Putol campaign in collaboration with other telecommunications and cable network industry players. This initiative reinforces the Anti-Cable Television and Cable Internet

Tapping Act of 2013 through comprehensive consumer education programs, an efficient security and patrolling system, and closer cooperation with local authorities and government units.

With the increase in the number of infrastructure projects in the country, another cause of cable cuts are from road digging or repair. We continue to liaise with the Department of Public Works and Highways to orient their contractors on the location of our cables, and work with them to secure the necessary permits to restore cable cuts.

### Summary of average interruption frequency and duration on our network

	AVERAGE NETWORK INTERRUPTION FREQUENCY	AVERAGE NETWORK INTERRUPTION DURATION (IN HOURS)	TOTAL NUMBER OF NETWORK INTERRUPTIONS
Fixed	0.4150	7.90	549
Wireless	0.0274	6.62	523

## Innovation Management

As PLDT continues its pursuit of innovation, we nurture a culture that leverages technological advancements to benefit our customers. Under the Connection Pillar, we highlight initiatives that enhance our digital services and customer experiences.

### PLDT ENTERPRISE

#### Driving Inclusive Innovation for a Sustainable Digital Future

As the corporate arm of PLDT, PLDT Enterprise plays a pivotal role in fast-tracking the Country's digital transformation. Guided by a commitment to nation-building through technology, it continues to lead the development and adoption of advanced digital solutions, anchored on intelligence, automation, resilience, and sustainability. PLDT Enterprise's innovation agenda is driven by strong collaborations with global technology leaders and local startups, enabling the co-creation of impactful solutions that uplift industries, empower communities, and accelerate inclusive economic growth.

From pioneering 5G Standalone connectivity and Mobile Private Networks, to championing standardized APIs through the GSMA Open Gateway Initiative, PLDT Enterprise ensures that

Filipino enterprises are equipped with future-ready capabilities. It supports the growth of critical sectors such as healthcare, logistics, manufacturing, and smart cities by integrating advanced technologies—including AI, IoT, extended reality, cybersecurity, and cloud ecosystems—into real-world business operations. These solutions enhance business continuity, productivity, and digital inclusivity while advancing alignment with the UN SDGs.

Innovation at PLDT Enterprise goes beyond technology. Through platforms like PLDT Innolab, it nurtures the Philippine startup ecosystem by empowering homegrown talent, connecting with global innovation hubs, and fostering open collaboration. From hosting innovation challenges, tech summits, and startup competitions to supporting breakthrough solutions in employment data access, agritech, and machine vision, PLDT Enterprise builds an environment where ideas can scale—and where the Philippines can thrive as a rising innovation hub in Southeast Asia.

#### Global Collaboration and Open Innovation

A key milestone in PLDT Enterprise's innovation journey is the active participation in the GSMA Open Gateway Initiative, a global effort to standardize APIs across mobile networks. By enabling secure, interoperable, and scalable digital services, this initiative positions

the Philippines as a competitive player in the global digital economy, fostering faster innovation and more seamless customer experiences.

Driving these innovations forward is PLDT Innolab, a dedicated innovation hub that brings together global tech leaders and local talent to co-develop relevant and high-impact solutions. Among its recent collaborations are:

- With Ericsson, piloting Mobile Private Networks that enable real-time automation and connected machinery for next-generation manufacturing
- A partnership with Nokia to support the deployment of 5G private wireless networks for industries such as mining, port operations, and industrial automation
- With Cisco, accelerating the use of 5G-enabled technologies across finance, logistics, healthcare, retail, and smart cities

PLDT Innolab also continues to engage global startup ecosystems through partnerships with innovation communities in Canada, Japan, South Korea, and Taiwan. These connections allow the introduction of emerging technologies into the Philippine landscape, while building stronger bridges for cross-border collaboration and regional innovation.

### **Nurturing Filipino Innovation and Startups**

PLDT Enterprise and Innolab are deeply committed to cultivating the Philippine startup ecosystem through accelerator programs, hackathons, and innovation challenges that unlock new ideas and scale impactful technologies.

In 2024, they held the third Start-Up Innovation Challenge in partnership with NTT Docomo Ventures, empowering Filipino startups to present solutions in AI, IoT, Smart Cities, Sustainability, Mixed Reality, and Digital Twin technologies. Smile API emerged as the grand winner with a real-time, user-authorized platform for employment data sharing, enabling more inclusive and efficient access to services like job applications and credit scoring. Their win secured a regional showcase opportunity and a year-long co-working residency at PLDT Innolab.

Meanwhile, the following initiatives further strengthened support for open innovation:

- The IoT Conference 2024 helped lead national conversations on building a “Connected Ecosystem” for a future-ready Philippines, engaging over 3,000 leaders from business, government, and tech sectors.
- The TECH PLANTER 2024 Demo Day, in support of Filrobotics Technologies Inc. whose AGROTIS Navigation System (an autonomous solution for farm machinery) won top honors and represented the country at the Asia Finals.
- Community partner for Philippine Startup Week 2024, co-organized with the DOST, DTI, and DICT, for a joint effort to spotlight Filipino entrepreneurial excellence on the national stage.
- Participation in the DEVCON Mindanao Summit, championing regional innovation with a focus on cybersecurity, AI integration, and open innovation, ensuring that the benefits of technology reach all corners of the country.

### **Enabling a Digital, Inclusive, and Sustainable Future**

At the heart of PLDT Enterprise’s innovation agenda is an unwavering focus on sustainability and inclusive development. Whether through AI-powered analytics, IoT-based resource management, or machine vision for safer, smarter cities, we are using technology to create a positive impact—improving operational efficiency, strengthening environmental stewardship, and fostering equitable access to digital services.

Through continuing collaboration with government agencies, startups, global technology partners, and local industries, PLDT Enterprise is helping position the Philippines as a rising innovation hub in Southeast Asia. PLDT Enterprise remains committed to enabling the next generation of Filipino innovators and powering a resilient, inclusive, and sustainable digital future for all.

## PLDT Global

In the same vein, PLDT Global cultivates partnerships that enhance customer experience and provide reliable solutions. One significant collaboration, which has boosted digital financial inclusion for Filipinos overseas is with Maya. By integrating the Smart Virtual Number (SVN) into the Maya app, Filipinos abroad can now conveniently and securely receive one-time passwords (OTPs) when opening accounts or transacting with Maya.

Another noteworthy partnership is with the Overseas Workers Welfare Administration (OWWA). This collaboration ensures connectivity and access to essential government services for Filipinos overseas. PLDT Global has activated the OWWA Helpline 1348 on the SVN dashboard, offering free 24/7 calls to the OWWA Operations Center in the Philippines. This solution serves as a vital digital lifeline for global Filipinos seeking government assistance, especially during emergencies and crises.

To continually offer quality services and more accessible solutions, Tindahan ni Bossing (TinBo), PLDT Global's one-stop consumer platform, has expanded its range of digital products. TinBo now features over a hundred brands, including load, billers, gaming PINs, and gift vouchers that overseas Filipinos can send to their loved ones—providing a practical and more affordable alternative to traditional balikbayan boxes.

PLDT Global actively engages in events organized by Filipino communities in Qatar and Japan. Through these activities, PLDT Global has effectively raised awareness and provided education among Filipinos abroad about the digital services offered via TinBo. These initiatives ensure that we remain at the vanguard of innovation, continuously improving our services and delivering superior digital experiences to our customers.

### Nurturing the Philippines start up ecosystem

In 2024, we continued our active involvement in the Philippine startup ecosystem by serving as a community partner for the sixth annual Philippine

Startup Week 2024 (PHSW24), held from November 11 to 15. This event, organized by the Department of Science and Technology (DOST), the Department of Trade and Industry (DTI), and the Department of Information and Communications Technology (DICT), showcased Filipino innovation and entrepreneurial excellence under the theme "ISA Para sa Bayan: Igniting Filipino Innovation."

Our participation underscored our commitment to fostering innovation and supporting the growth of startups in the Philippines. During PHSW24, we engaged with entrepreneurs, investors, and industry leaders, contributing to discussions on sustainable growth and global competitiveness. This collaboration aligns with our ongoing efforts to bolster the local startup community through initiatives such as specialized workshops, accelerator programs, and innovation challenges. By partnering with key government agencies and industry leaders during PHSW24, we contributed to the collective endeavor of positioning the Philippines as an emerging hub for innovation and entrepreneurship in Southeast Asia.

## MAYA

### Strategic Innovation Goals

Maya's innovation team has set clear goals for the short, medium, and long term. The short-term goal focuses on immediate innovation and improvements within 3-6 months, the medium-term goal aims to establish a strong market position and expand the customer base within 6-12 months, and the long-term goal focuses on sustained growth, market leadership, and long-lasting impact beyond 12 months.

In 2024, Maya made significant strides in terms of enhancing customer experience, improving financial services, and leveraging AI to drive growth and efficiency.



### AI Integration and Automation

Maya continued to evolve its electronic Know Your Customer (eKYC) automation models, integrating AI for face matching, ID validation, and optical character recognition. This integration has streamlined the customer onboarding process, making it more efficient and secure.

- **Personalized Customer Experience.** AI has been a cornerstone in personalizing customer experiences. Maya's AI-powered campaign optimization has allowed for personalized promotional offers at the consumer level, maximizing engagement while operating within a marketing budget. This has led to improved customer satisfaction and loyalty.
- **Secure Lending and Fraud Prevention.** Maya utilizes AI to predict future loan performances based on historical data, embedding AI across the consumer lending journey from underwriting to collections. This has enabled Maya to leverage payment transactions, app usage, and other information within the platform to assess creditworthiness more accurately. Additionally, Maya has implemented a combination of anomaly detection techniques, supervised learning models, and transactional network analysis to establish stronger fraud prevention controls.

### Product Innovations

Maya introduced several innovative products in 2024 that benefited customers in fresh new ways:

- **Landers Cashback Everywhere Credit Card.** Maya and Landers introduced a co-branded credit card that offers rewards and a digital experience. Cardholders can receive up to 5% cashback at Landers, 2% on dining, and 1% on other purchases, with real-time tracking and redemption through the Maya app. The card, powered by Visa and managed entirely in-app, features instant virtual issuance, dynamic CVV security, and customizable settings.
- **Maya Time Deposit Plus.** Maya Time Deposit Plus is the first flexible, high-yield time deposit product in the Philippines where users can start with any amount, set goals, and choose

terms of 3, 6, or 12 months with interest rates up to 6% p.a. Unlike traditional deposits, users can have multiple accounts, earn monthly interest, and cancel anytime for instant access to funds. Managed through the Maya app, it combines smart savings, progress tracking, and integration with Maya's wealth ecosystem to help Filipinos manage their money effectively.

- **AI-Powered Chatbot.** Maya's AI-powered chatbot has significantly enhanced customer service efficiency and responsiveness. Trained using Maya's Support Knowledge Base, the chatbot delivers accurate, context-specific responses and enables seamless escalation to live agents when necessary.

Maya's AI-powered chatbot is an intelligent in-app support solution designed to enhance customer service efficiency and responsiveness. Trained using Maya's Support Knowledge Base, the chatbot delivers accurate, context-specific responses while proactively surfacing the most common user concerns. It enables seamless escalation through case form submission and, for verified users, direct transfer to a live agent. The chatbot also features automatic case creation, KYC-specific handling, profanity filtering, and irrelevant message deflection. With integrated app update handling and no need for full reinstallation, the chatbot offers a streamlined and user-friendly support experience.

Additionally, the chatbot is part of a broader AI-powered solution that enables customer experience (CX) advisors to provide personalized and interactive conversation experiences. It consistently communicates with customers in their preferred language using advanced language translation, improves response time and accuracy of resolution, and reduces the cost to serve. The chatbot also increases the hours of operations and improves customer experience by understanding the voice of the customer.

The AI-powered chatbot is integrated with various layers, including a fine-tune layer that is client-specific, line of business-specific, industry-specific, language-specific, and country-specific. It also includes an integration layer that is API-based, agnostic, and modular, allowing for future expansion and integration with other AI models such as GPT-X, LLaMA, and PaLM 2.

- **Integration with BSP Coin Deposit Machine.** Through a partnership with the BSP, Maya introduced Coin Deposit Machines (CoDM) that allow users to convert idle coins into digital funds. This initiative has provided users with new financial opportunities, such as growing savings with high interest rates, opening time deposit accounts, and investing in financial instruments, while at the same time supporting the BSP's program address the artificial coin shortage in certain areas of the country by encouraging the public to deposit their idle coins in the CoDMs to promote efficient coin recirculation.

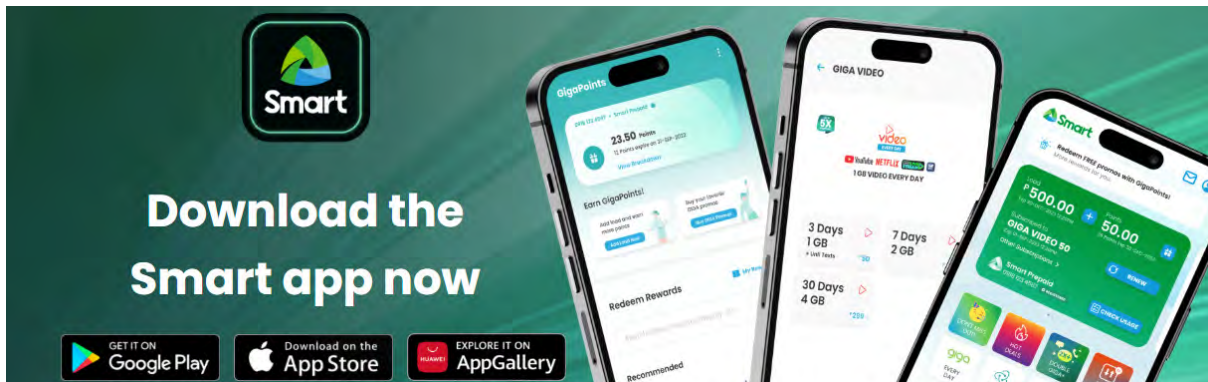
## Enhancing Customer Experience

Customer Experience is a material driver of PLDT and Smart's business performance, directly impacting revenue generation, customer retention, and business reputation. A seamless and reliable customer journey reduces churn, particularly in home broadband segment where repeat contacts and post-installation dissatisfaction can lead to customers opting to disconnect. Conversely, positive experiences drive upsell and cross-sell opportunities, especially in postpaid and digital services. Embedding real-time feedback through Net Promoter Score (NPS) systems has also enabled faster recovery actions, reducing service recovery costs and protecting brand equity. For our mobile business, our ability to respond rapidly to pain points—such as roaming issues, unclear promo messaging, or delayed installation support—minimizes long-tail risks and positions CX as a lever for long-term value creation.

At PLDT and Smart, customer satisfaction remains key in our commitment to delivering exceptional service, built on trust, reliability, and a deep understanding of the customer journey and its needs. In 2024, we further refined our approach, emphasizing that our customers should not only receive high-quality connectivity but also experience a seamless and personalized journey across all interactions. At PLDT Home, we deepened our 'Pusong PLDT' philosophy which underscores the importance of the customer who should feel valued and supported at every stage of their

journey. Meanwhile, Smart continues to reinforce its 'Simply Amazing' promise, delivering seamless and secure connectivity experiences that customers can rely on. This dual approach reflects our continued commitment to both technological excellence and heartfelt service, aligning with what matters most to our customers.

Looking ahead, our focus remains on strengthening customer trust, improving service accessibility, and delivering a truly connected and personalized service experience. As we continue advancing our CX transformation, our next phase will focus on harnessing AI-driven insights to anticipate customer needs, further enhancing personalization, and strengthening our omnichannel engagement. Our continued investment in digital solutions, human-centered service advancements, and enterprise care initiatives will position us to lead the industry in customer journey excellence. By leveraging data-driven insights, strengthening digital engagement, and maintaining our unwavering commitment to service excellence, we will continue to evolve and refine our customer journey strategy. With 'Pusong PLDT' at the heart of PLDT Home and 'Simply Amazing' guiding Smart's service promise, we remain steadfast in our mission to provide seamless, reliable, and meaningful interactions that empower our customers and enrich their digital lives.



## Driving a Digital-First, High-Touch Customer Experience

At PLDT and Smart, we are committed to delivering a customer experience that is seamless, accessible, and responsive. As we expand our digital platforms, we continue to put our customers at the center—giving them more control, more convenience, and more ways to engage with us on their terms.

We continue to make available a digital-first, high-touch service model that empowers customers to manage their accounts independently, while ensuring human support is readily accessible when needed. In 2024, 35% of our sales and 63% of customer interactions took place through digital channels. These figures reflect a strong preference for self-service and highlight the role of digital engagement in delivering faster, more flexible support.

Through our PLDT Home website and Smart Online Store, customers can easily manage their connectivity needs online—from applying for new fiber broadband or mobile plans to renewing existing subscriptions and purchasing devices like smartphones, SIM cards, Smart Home products, and connectivity tools. Orders are delivered directly to their doorsteps, providing ease and efficiency while reducing the need for in-store visits.

Our Smart App is central to this approach, allowing users to manage multiple prepaid and postpaid accounts, buy load, pay bills, join promotions, and earn rewards in a single platform. Additional tools—including the My Smart website, Smart Chatbot, and Paywall—offer even more options for managing mobile services digitally.

To further improve accessibility, we have made our flagship stores accessible via trusted e-commerce platforms such as Lazada and Shopee, expanding customer channels for our products.

In 2024, we also partnered with global leaders Adobe and Amdocs to strengthen our data-driven and customer-centric capabilities. These collaborations enable us to deliver more personalized and relevant experiences across digital touchpoints such as mobile applications, social media, and messaging platforms.

While we embrace digital innovation, we also recognize the importance of the human connection. Our Care teams undergo regular training and upskilling to ensure that when customers do reach out, the support they receive is empathetic, efficient, and responsive to their needs.

By combining digital convenience with meaningful human engagement, we are building a service experience that empowers our customers and supports our broader commitment to inclusion and innovation.

PLDT and Smart have unveiled seven new Experience Hubs and refreshed at least 10 stores nationwide to further enhance their customers' in-store experience. This ensures that customers can easily access connectivity services and products fit for their needs. The stores feature self-care kiosks to help customers discover the best connectivity plans suited to their requirements, as well as

entertainment areas to engage the customers. Knowledgeable store specialists are ready to assist customers, to ensure a meaningful visit.



## Customer Satisfaction Measurement

To enhance our ability to measure and improve customer journey, PLDT and Smart continued the engagement with Medallia, a leader in customer journey platforms, to gather real-time customer feedback. By using Transactional NPS surveys across digital and agent-assisted channels, valuable data is collected, helping to drive continuous improvements in customer journey programs. Having embedded NPS into operational processes, real-time feedback enables the company to pivot, innovate, and act with agility.

To measure success in CX, PLDT and Smart employ a multi-dimensional approach, incorporating various metrics and assessments that capture both the qualitative and quantitative aspects of customer interactions. These include:

- **Transactional Net Promoter Score (tNPS):** This metric is crucial for gauging customer loyalty and satisfaction following specific interactions with various touch points within our organization.
- **Journey NPS:** Captures customer sentiment across end-to-end experiences such as

application-to-installation, remote help to repair, and renewal.

- **Relational NPS (rNPS):** Captures overall brand loyalty and benchmarks against market perceptions
- **Forrester Research's Maturity Assessment:** Conducted among senior leaders, this evaluates the maturity of PLDT and Smart's customer-centric practices, offering a strategic perspective on where our organization stands in its journey towards becoming genuinely customer-obsessed.

By integrating these various metrics, PLDT and Smart gains a comprehensive understanding of their performance in CX, allowing for targeted improvements and strategic alignments with the overarching goal of achieving a state of Customer Obsession by 2028. This approach ensures a balanced focus on both the immediate feedback from customers and the long-term development of internal capabilities and culture to sustain high-quality customer experiences.

Transactional NPS accounts for between 20-30% of performance goals for our Customer Care groups. At present, CX metrics such as NPS are used at the operational level to monitor performance, with selected indicators embedded in the scorecards of customer-facing business units. To further drive customer-centricity, CX has been formally linked to executive compensation, with NPS having been included as one of the organization's KPIs.

Agent Assisted	tNPS	Target
<b>Fixed (Fiber)</b>	+14	+3
<b>Wireless</b>	+28	+31
Smart	+25	
TNT	+35	
Smart Postpaid	+28	
Smart Bro	+24	
Smart Signature	+40	





Building on our CX measurement framework, in 2024, we implemented Journey NPS, allowing us to assess the full customer journey across touchpoints, rather than singular interactions. This shift provides a more holistic understanding of customer sentiment, enabling us to address experience gaps proactively. Additionally, we expanded the tNPS measurement to our Enterprise/B2B segment, marking a significant step in aligning CX excellence across both individual consumers and business clients.

Specifically, insights from Enterprise tNPS have led to the establishment of Enterprise Care and CX Groups, as well as the increased empowerment of L1 contact center agents to handle enterprise-related concerns more effectively. By leveraging these insights, we have been able to refine our strategies and address pain points more effectively, reinforcing that every initiative contributes to a more seamless and rewarding customer journey.

Despite these advancements, we recognize that challenges remain. Our insights revealed that while

overall customer satisfaction improved, post-installation experiences for PLDT Home customers requires further attention. A dip in NPS scores 3-4 days after installation highlights the need for more proactive engagement. To address this, we are launching targeted interventions, including post-installation outreach programs to ensure customer concerns are resolved promptly, and that Hypercare initiatives through our back-office teams to provide immediate support for installation-related concerns are carried out. These initiatives have already shown positive results, reducing repeat contacts and improving satisfaction levels during the critical early days of service.

## MAYA

Maya is a digital-first business that offers a range of solutions for both consumers and merchants. For consumers, Maya is available on Android and iOS platforms. For merchants, Maya provides various B2B solutions, including payment acceptance methods such as QR and POS terminals, online checkout solutions, and a fully digital Android app for small-business owners, enabling On-Behalf-of-Others transactions (Maya Center).

Maya's online services are widely used, with 100% of total customers utilizing these solutions. A significant portion of Maya's revenue, 84%, is generated through online channels, including direct sales and advertising.

Maya's use of payment facilitators and independent sales organizations to sell solutions accounts for less than 30 percent of revenue. Even with the, use third parties, the solutions utilized are within Maya's infrastructure for processing. For such third-party transactions, Maya ensures documentation of the contract to ensure PCI compliance.

Maya consistently measures Net Promoter Scores (NPS) and Customer Satisfaction Scores (CSAT) across all consumer and business product lines to ensure that product experiences remain efficient, effective, and aligned with customer expectations. In 2024, the average NPS for the consumer app stands at 56, while enterprise solutions record an NPS of 20, reflecting a strong baseline of user trust and satisfaction.

In addition to these quarterly benchmarks, Maya conducts feature-based customer feedback assessments, targeting active users of specific features to gain qualitative and quantitative insights. This approach helps Maya understand what elements resonate most with customers, identify areas for improvement, and surface evolving user needs. Insights gathered from these assessments are shared across teams, ensuring

that product roadmaps are shaped and validated with customer inputs.

Customer feedback is deeply embedded at multiple stages of the product development lifecycle, reinforcing Maya's commitment to delivering not only functionally robust solutions but also experiences that consistently delight and engage users.

The percentage of satisfied respondents, based on those who provided a rating of 9 and 10 in previous NPS surveys, is 79%. The total number of respondents for past NPS surveys is 157,175, with each survey respondent base consisting of at least 50,000 users, ranging from new to Maya, Champion Users, Loyal Users, and At-Risk users.

## Customer Welfare

### Empowering Contact Center Agents Through Genuine CARE and Service Enhancements

Alongside advancements in self-service capabilities, PLDT and Smart remain committed to strengthening assisted interactions through the continued development of our contact center agents. The Genuine CARE training program—introduced as a cornerstone of our customer-centric approach—was further expanded in 2024 to reinforce service excellence across all touchpoints. Through structured coaching, cluster management, and enhanced training modules, our frontline agents are equipped to efficiently resolve customer concerns, demonstrate empathy, and deliver consistently high-quality service.

This focus on agent development has contributed to improved first-contact resolution, fewer escalations, and increased customer satisfaction across both PLDT Home and Smart. By combining digital innovation with human-centered service delivery, we ensure that every customer interaction—whether through self-service or agent-assisted channels—is seamless, responsive, and easy to navigate.



# Distributor Network

## Extending Reach through Partnerships

PLDT and Smart continue to build strong, mutually beneficial partnerships with our distributor networks—including prepaid wireless business partners, key account managers, and retailers—to ensure that our services remain widely accessible across the country.

As part of this, we uphold standards in quality management, conduct regular trainings, implement audit mechanisms, and offer structured incentive programs. These efforts help ensure consistent customer service and underscore commitment to delivering quality experiences across all touchpoints.

## Commitment to Inclusive Growth and Long-term Relationships

We implement a range of programs and incentives to build the capabilities of our distributor network, recognize high performance, and provide critical support—especially during challenging times or crises.

Through the Smart Sales Institute Program, we train our in-house sales teams to conduct capacity-building sessions for distributor partners. These sessions cover service offerings, customer engagement standards, and effective sales techniques to ensure a consistent and high-quality customer experience across our network. Retailers are further supported through the Ka-Partner App, which provides real-time access to promotional updates, electronic load transactions, and customer payment options. We also implement the Ka-Partner Negosyo Program, equipping small retailers with digital tools to grow and manage their businesses.

We maintain a standardized incentive scheme to ensure fairness and transparency in recognizing top-performing distributors and retailers.

To monitor service execution, we conduct Retail Trade Audits (RTA) monthly through third-party entities. These audits assess distribution, pricing, merchandising, and coverage. We supplement this data with retailer feedback and reports from our field sales force, who conduct parallel audits. Results are then discussed during regular business reviews with sales heads and distributor partners for insights to help further improve customer engagement.

Evaluations are conducted regularly, and outstanding partners are rewarded accordingly. At the same time, we provide targeted coaching and support to help underperforming partners improve.

Importantly, we extend special support to partners affected by calamities—including operational assistance and business recovery efforts—so they can resume operating their businesses and continue supporting their communities. These interventions reflect our commitment to inclusive growth and cultivating long-term relationships with our distribution networks.





# CONCERN

## UPHOLDING HUMAN RIGHTS AND TAKING CARE OF OUR STAKEHOLDERS

Defining business success as well we improve people's lives, we are committed to respecting fundamental human rights and ensuring that our operations deliver positive impact on our stakeholders.

"Concern" reflects our active commitment to creating positive social impact and ensuring the well-being of our stakeholders. Guided by this, we embrace our role in promoting human capital development, championing responsible business practices, and fostering shared progress within our society.

### SUPPORTS





# Employee Welfare

GRI 3-3

What defines and binds the PLDT Group is our shared sense of *malasakit*, a deep commitment to caring for one another, our customers, and the communities we serve. In 2023, we strengthened this foundation by launching our renewed organizational purpose, vision, mission, core values, and key behaviors. This became the North Star for how we lead, work, and grow together. It also laid the groundwork for a more aligned and human-centered organization, one where every employee understands how his contributions matter.

Building on this momentum, 2024 saw significant operational shifts designed to bring our values to life at every level of the organization. From agile ways of working and simplified structures to greater cross-functional collaboration, our transformation focused on empowering employees with clarity, purpose, and room to thrive.

This focus was clearly reflected in the results of our 2024 Glint Employee Engagement Survey for PLDT and Smart, conducted through a third-party consultant Microsoft's Glint platform. The survey is part of our ongoing effort to regularly check in with employees, using both quick surveys and background data to get a full picture of how people are feeling at work. With an outstanding 87% participation rate, the survey gave us strong insights into how engaged our people are across the organization.

Our overall engagement score stood at 80, exceeding global and local benchmarks and affirming that employees feel connected to their work, inspired by their roles, and aligned with the Company's purpose. This strong result reflects

the positive impact of our transformation efforts and reinforces the value of our people-first approach.

The results also highlighted what matters most to our people. A large majority, 85%, said they find their roles meaningful, making "purpose" one of the top reasons people stay engaged. Another 82% said they are clear about their priorities at work, and 73% felt they have a good work-life integration. This reflects the positive impact of our wellness and flexible work programs.

These insights are now helping guide our next steps. We are taking focused action to ensure that every part of the organization offers a consistent, supportive, and positive employee experience.

In the PLDT Group, employee welfare goes beyond policies or benefits. It is about creating the conditions for people to do their best work, live well, and grow in every stage of their careers. We champion a holistic view of well-being that integrates learning and development, recognition, mental health, safety, inclusion, and belonging. These are not isolated programs but part of an ecosystem designed to help our people thrive. These efforts are firmly aligned with the UN SDGs. From our primary focus on UN SDG 8 on Decent Work and Economic Growth and UN SDG 17 on partnerships for the goals, we recognize our parallel contributions to UN SDG 3 on good health and well-being, UN SDG 5 on gender equality, and UN SDG 10 on reduced inequalities. These priorities reflect our belief that sustainability must begin with how we care for our people. We focused on these goals by promoting inclusive wellness programs, strengthening recognition and retention efforts, advancing gender equity, supporting marginalized sectors, and forging stronger community partnerships through volunteerism.



# Fostering a Culture Where Everyone Belongs

GRI 2-7, 405-1







At the PLDT Group, we believe real progress happens when everyone is heard and every story is given the chance to grow. Diversity is not just a goal, it is what fuels innovation, builds empathy, and helps create a future where no one is left behind. In 2024, we continued to build a culture that sees differences as strengths.

Inclusion, for us, is not confined to numbers. It extends to how people are empowered, recognized, and rewarded. We are actively closing the gender pay gap by conducting regular, transparent reviews of compensation across roles and levels. Our goal is to ensure fairness and equity, so that pay reflects true performance and potential. This effort is part of a broader push to create a workplace where excellence thrives, and everyone feels valued for their contributions.

This commitment is supported by a Board-approved Diversity and Inclusion Policy, which sets clear expectations around respectful conduct, inclusive hiring, and non-discrimination. Recognizing that policy alone is not enough, we have embedded ESG and gender diversity metrics into leadership performance evaluations to emphasize at our leaders are not just champions of diversity – but are accountable for it. This also ensures that inclusion is not just an aspiration but a measurable business priority.

We understand that building an inclusive workplace is a continuous and a long-term commitment, one that requires openness, courage, and consistent action. As we look and move toward with intention, we remain steadfast in our belief that when people are given the space to thrive, the entire organization is uplifted. Inclusion is not simply good for our people—it is key to PLDT's future.

## Employee Diversity by Gender

	 PLDT		 Smart		 VITRO DATA CENTER		 ePLDT		 PLDT Global		 multisys		Other Subsidiaries		PLDT Group	
<b>Rank &amp; File</b>	3,822	40.18%	1,412	34.51%	248	55.86%	197	45.71%	20	16.53%	210	82.35%	19	45.24%	5,928	39.79%
Male	3,340	35.11%	705	17.23%	177	39.86%	115	26.68%	9	7.44%	149	58.43%	10	23.81%	4,505	30.24%
Female	482	5.07%	707	17.28%	71	15.99%	82	19.03%	11	9.09%	61	23.92%	9	21.43%	1,423	9.55%
<b>Management</b>	4,942	51.95%	1,982	48.45%	110	24.77%	141	32.71%	63	52.07%	41	16.08%	12	28.57%	7,291	48.94%
Male	3,153	33.14%	1,081	26.42%	67	15.09%	81	18.79%	35	28.93%	30	11.76%	7	16.67%	4,454	29.90%
Female	1,789	18.81%	901	22.02%	43	9.68%	60	13.92%	28	23.14%	11	4.31%	5	11.90%	2,837	19.04%
<b>Executives</b>	668	7.02%	648	15.84%	79	17.79%	78	18.10%	32	26.45%	4	1.57%	9	21.43%	1,518	10.19%
Male	401	4.22%	353	8.63%	54	12.16%	48	11.14%	20	16.53%	2	0.78%	2	4.76%	880	5.91%
Female	267	2.81%	295	7.21%	25	5.63%	30	6.96%	12	9.92%	2	0.78%	7	16.67%	638	4.28%
<b>Officers</b>	81	0.85%	49	1.20%	7	1.58%	15	3.48%	6	4.96%	–	0.00%	2	4.76%	160	1.07%
Male	49	0.52%	28	0.68%	4	0.90%	11	2.55%	3	2.48%	–	0.00%	1	2.38%	96	0.64%
Female	32	0.34%	21	0.51%	3	0.68%	4	0.93%	3	2.48%	–	0.00%	1	2.38%	64	0.43%
<b>TOTALS</b>	9,513	100.00%	4,091	100.00%	444	100.00%	431	100.00%	121	100.00%	255	100.00%	42	100.00%	14,897	100.00%
<b>Male</b>	6,943	72.98%	2,167	52.97%	302	68.02%	255	59.16%	67	55.37%	181	70.98%	20	47.62%	9,935	66.69%
<b>Female</b>	2,570	27.02%	1,924	47.03%	142	31.98%	176	40.84%	54	44.63%	74	29.02%	22	52.38%	4,962	33.31%

## AI and the New Generation of Leaders

## Employee Diversity by Region

	PLDT		Smart		VITRO DATA CENTER		ePLDT		PLDT Global		multisys		Other Subsidiaries		PLDT Group	
Rank & File	3,822	40.18%	1,412	34.51%	248	55.86%	197	45.71%	20	16.53%	210	82.35%	19	45.24%	5,928	39.79%
Luzon	2,935	30.85%	1,196	29.23%	222	50.00%	193	44.78%	20	16.53%	206	80.78%	19	45.24%	4,791	32.16%
Visayas	471	4.95%	112	2.74%	22	4.95%	2	0.46%	-	0.00%	3	1.18%	-	0.00%	610	4.09%
Mindanao	416	4.37%	104	2.54%	4	0.90%	2	0.46%	-	0.00%	1	0.39%	-	0.00%	527	3.54%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Management	4,942	51.95%	1,982	48.45%	110	24.77%	141	32.71%	63	52.07%	41	16.08%	12	28.57%	7,291	48.94%
Luzon	4,210	44.26%	1,699	41.53%	104	23.42%	140	32.48%	54	44.63%	41	16.08%	12	28.57%	6,260	42.02%
Visayas	380	3.99%	148	3.62%	5	1.13%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	534	3.58%
Mindanao	352	3.70%	135	3.30%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	488	3.28%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6	4.96%	-	0.00%	-	0.00%	6	0.04%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	3	2.48%	-	0.00%	-	0.00%	3	0.02%
Executives	668	7.02%	648	15.84%	79	17.79%	78	18.10%	32	26.45%	4	1.57%	9	21.43%	1,518	10.18%
Luzon	620	6.52%	606	14.81%	76	17.12%	77	17.87%	24	19.83%	4	1.57%	9	21.43%	1,416	9.51%
Visayas	24	0.25%	23	0.56%	3	0.68%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	51	0.34%
Mindanao	24	0.25%	19	0.46%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	43	0.29%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	4	3.31%	-	0.00%	-	0.00%	4	0.03%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	4	3.31%	-	0.00%	-	0.00%	4	0.03%
Officers	81	0.85%	49	1.20%	7	1.58%	15	3.48%	6	4.96%	-	0.00%	2	4.76%	160	1.07%
Luzon	81	0.85%	49	1.20%	7	1.58%	15	3.48%	4	3.31%	-	0.00%	2	4.76%	158	1.06%
Visayas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Mindanao	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	1.65%	-	0.00%	-	0.00%	2	0.01%
TOTALS	9,513	100.00%	4,091	100.00%	444	100.00%	431	100.00%	121	100.00%	255	100.00%	42	100.00%	14,897	100.00%
Luzon	7,846	82.48%	3,550	86.78%	409	92.12%	425	98.61%	102	84.30%	251	98.43%	42	100.00%	12,625	84.75%
Visayas	875	9.20%	283	6.92%	30	6.76%	4	0.93%	-	0.00%	3	1.18%	-	0.00%	1,195	8.02%
Mindanao	792	8.33%	258	6.31%	5	1.13%	2	0.46%	-	0.00%	1	0.39%	-	0.00%	1,058	7.10%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	10	8.26%	-	0.00%	-	0.00%	10	0.07%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	9	7.44%	-	0.00%	-	0.00%	9	0.06%








## Employee Diversity by Age Group

	PLDT		Smart		VITRO DATA CENTER		ePLDT		PLDT Global		Multisys		Other Subsidiaries		PLDT Group	
Rank & File	3,822	40.18%	1,412	34.51%	248	55.88%	197	45.71%	20	16.53%	210	82.35%	19	45.24%	5,928	39.79%
Less than 30	1,375	14.45%	583	14.25%	109	24.55%	99	22.97%	12	9.92%	95	37.25%	-	0.00%	2,273	15.26%
30 to 50	2,302	24.20%	798	19.50%	127	28.60%	95	22.04%	8	6.61%	106	41.57%	17	40.48%	3,453	23.18%
More than 50	145	1.52%	31	0.76%	12	2.70%	3	0.70%	-	0.00%	9	3.53%	2	4.76%	202	1.36%
Management	4,942	51.95%	1,982	48.45%	110	24.77%	141	32.71%	63	52.07%	41	16.08%	12	28.57%	7,291	48.94%
Less than 30	484	5.09%	133	3.25%	10	2.25%	30	6.96%	12	9.92%	7	2.75%	1	2.38%	677	4.54%
30 to 50	3,206	33.70%	1,659	40.55%	89	20.05%	106	24.59%	49	40.50%	33	12.94%	8	19.05%	5,150	34.57%
More than 50	1,252	13.16%	190	4.64%	11	2.48%	5	1.16%	2	1.65%	1	0.39%	3	7.14%	1,464	9.83%
Executives	668	7.02%	648	15.94%	79	17.79%	78	18.10%	32	26.45%	4	1.57%	9	21.43%	1,518	10.19%
Less than 30	8	0.08%	2	0.05%	3	0.68%	2	0.46%	-	0.00%	-	0.00%	-	0.00%	15	0.10%
30 to 50	423	4.45%	471	11.51%	64	14.41%	59	13.69%	26	21.49%	4	1.57%	4	9.52%	1,051	7.06%
More than 50	237	2.49%	175	4.28%	12	2.70%	17	3.94%	6	4.96%	-	0.00%	5	11.90%	452	3.03%
Officers	81	0.85%	49	1.20%	7	1.58%	15	3.48%	6	4.96%	-	0.00%	2	4.76%	160	1.07%
Less than 30	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
30 to 50	30	0.32%	22	0.54%	2	0.45%	8	1.86%	3	2.48%	-	0.00%	-	0.00%	65	0.44%
More than 50	51	0.54%	27	0.66%	5	1.13%	7	1.62%	3	2.48%	-	0.00%	2	4.76%	95	0.64%
TOTALS	9,513	100.00%	4,091	100.00%	444	100.00%	431	100.00%	121	100.00%	255	100.00%	42	100.00%	14,897	100.00%
Less than 30	1,867	19.63%	718	17.55%	122	27.48%	131	30.39%	24	19.83%	102	40.00%	1	2.38%	2,965	19.90%
30 to 50	5,961	62.66%	2,950	72.17%	282	63.51%	268	62.18%	86	71.07%	143	56.08%	29	69.05%	9,719	65.24%
More than 50	1,685	17.71%	423	10.34%	40	9.01%	32	7.42%	11	9.09%	10	3.92%	12	28.57%	2,213	14.86%



## Employee Diversity by Generation

																
Rank & File	3,822	40.18%	1,412	34.51%	248	55.86%	197	45.71%	20	16.53%	210	82.35%	19	45.24%	5,928	39.79%
Gen Z (Ages 12 to 27)	552	5.80%	332	8.12%	73	16.44%	66	15.31%	12	9.92%	62	24.31%	–	0.00%	1,097	7.36%
Millennials (Ages 28 to 43)	3,043	31.99%	985	24.08%	152	34.23%	122	28.31%	7	5.79%	127	49.80%	12	28.57%	4,448	29.86%
Gen X (Ages 44 to 59)	202	2.12%	95	2.32%	21	4.73%	8	1.86%	1	0.83%	20	7.84%	7	16.67%	354	2.38%
Baby Boomers (Ages 60 to 78)	25	0.26%	–	0.00%	2	0.45%	1	0.23%	–	0.00%	1	0.39%	–	0.00%	29	0.19%
Management	4,942	51.95%	1,982	48.45%	110	24.77%	141	32.71%	63	52.07%	41	16.08%	12	28.57%	7,291	48.94%
Gen Z (Ages 12 to 27)	165	1.73%	43	1.05%	4	0.90%	10	2.32%	4	3.31%	1	0.39%	–	0.00%	227	1.52%
Millennials (Ages 28 to 43)	2,974	31.26%	1,256	30.70%	78	17.57%	106	24.59%	49	40.50%	31	12.16%	8	19.05%	4,502	30.22%
Gen X (Ages 44 to 59)	1,681	17.67%	682	16.67%	27	6.08%	25	5.80%	10	8.26%	9	3.53%	3	7.14%	2,437	16.36%
Baby Boomers (Ages 60 to 78)	122	1.28%	1	0.02%	1	0.23%	–	0.00%	–	0.00%	–	0.00%	1	2.38%	125	0.84%
Executives	668	7.02%	648	15.84%	79	17.79%	78	18.10%	32	26.45%	4	1.57%	9	21.43%	1,518	10.19%
Gen Z (Ages 12 to 27)	6	0.06%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	6	0.04%
Millennials (Ages 28 to 43)	237	2.49%	217	5.30%	44	9.91%	44	10.21%	14	11.57%	3	1.18%	3	7.14%	562	3.77%
Gen X (Ages 44 to 59)	404	4.25%	429	10.49%	34	7.66%	33	7.66%	17	14.05%	1	0.39%	5	11.90%	923	6.20%
Baby Boomers (Ages 60 to 78)	21	0.22%	2	0.05%	1	0.23%	1	0.23%	1	0.83%	–	0.00%	1	2.38%	27	0.18%
Officers	81	0.85%	49	1.20%	7	1.58%	15	3.48%	6	4.96%	–	0.00%	2	4.76%	160	1.07%
Gen Z (Ages 12 to 27)	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%	–	0.00%
Millennials (Ages 28 to 43)	5	0.05%	4	0.10%	–	0.00%	2	0.46%	–	0.00%	–	0.00%	–	0.00%	11	0.07%
Gen X (Ages 44 to 59)	66	0.69%	41	1.00%	4	0.90%	13	3.02%	6	4.96%	–	0.00%	–	0.00%	130	0.87%
Baby Boomers (Ages 60 to 78)	10	0.11%	4	0.10%	3	0.68%	–	0.00%	–	0.00%	–	0.00%	2	4.76%	19	0.13%
TOTALS	9,513	100.00%	4,091	100.00%	444	100.00%	431	100.00%	121	100.00%	255	100.00%	42	100.00%	14,897	100.00%
Gen Z (Ages 12 to 27)	723	7.60%	375	9.17%	77	17.34%	76	17.63%	16	13.22%	63	24.71%	–	0.00%	1,330	8.93%
Millennials (Ages 28 to 43)	6,259	65.79%	2,462	60.18%	274	61.71%	274	63.57%	70	57.85%	161	63.14%	23	54.76%	9,523	63.93%
Gen X (Ages 44 to 59)	2,353	24.73%	1,247	30.48%	86	19.37%	79	18.33%	34	28.10%	30	11.76%	15	35.71%	3,844	25.80%
Baby Boomers (Ages 60 to 78)	178	1.87%	7	0.17%	7	1.58%	2	0.46%	1	0.83%	1	0.39%	4	0.00%	200	1.34%

Any discrepancies in the total percentages are due to rounding differences

Single Parents GRI 405-1

								
Male	123	75	-	-	-	-	-	198
Female	159	173	1	1	-	-	-	334
<b>TOTAL</b>	<b>282</b>	<b>248</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>532</b>

Of the total employee population, 3.57% are identified as members of the vulnerable sector, specifically single parents.

## Empowering People through Inclusive Hiring Practices GRI 3-3

The PLDT Group is committed to uphold hiring practices that are anchored on the principles of fairness and inclusivity. We believe that every qualified individual deserves an equal opportunity to contribute and thrive within our organization.

Our Hiring Policy reflects this core belief. We foster a workplace where discrimination has no place. Every candidate is treated with dignity and respect, and evaluated solely on their qualifications, skills, and potential. We make hiring decisions based on merit and objective criteria, ensuring alignment with the requirements of each role. We are proud to uphold equal opportunity principles, welcoming applicants regardless of sex, religion, political opinion, gender identity, sexual orientation, age, race, disability, or marital status.

To maintain high standards and comply with global labor regulations, applicants must possess at least a bachelor's degree and be at least 18 years old. Age verification is a standard part of our recruitment process, reinforcing our zero-tolerance policy on child labor—an expectation we extend to our suppliers and contracted personnel.

In 2024, we have enhanced our recruitment efforts through a strategic mix of digital platforms, employee referrals, and academic partnerships. These collaborations not only help us attract emerging talent but also contribute to developing industry-relevant skills among future professionals.

Our recruitment strategies are guided by an annual hiring plan, enabling the Talent Team to invest in the most effective sourcing channels. Key initiatives introduced to address a candidate-driven market included:

- **Early Hiring Manager Engagement:** We strengthened collaboration with hiring managers by involving them early in the recruitment process, resulting in better alignment on candidate profiles and hiring needs. This initiative was measured through

post-hire feedback scores, which reflected improved satisfaction and coordination.

- **Automated Candidate Engagement:** To enhance the candidate experience, we automated personalized communications including feedback requests, onboarding updates, and welcome messages. The effectiveness of this approach was tracked through candidate experience survey results, which provided insights into engagement and satisfaction levels.
- **Interview Training for Recruiters:** Recruiters were equipped with standardized interview guides and trained to conduct consistent, meaningful virtual interviews. The success of this initiative was measured by the adoption rate of standardized spiels, ensuring uniformity and fairness across interviews.
- **Blended Interview and Onboarding Approach:** We adopted a hybrid model that combined in-person and remote interviews and onboarding sessions. This shift improved accessibility and efficiency, with impact measured through our recruitment turnaround time (TAT).
- **Internal Mobility Program:** We launched a new internal talent mobility program to match existing employees with open roles, supporting career growth and reducing external hiring needs. The program included guided onboarding and offboarding to ensure smooth transitions and knowledge continuity. Its success was evaluated using internal hire rates, mobility participation levels, and feedback from both transitioning employees and managers.

We continuously review our hiring tools and processes to ensure they meet our goals: attracting top talent, improving responsiveness, accelerating hiring timelines, enhancing decision-making through data, and delivering a positive candidate experience.



Throughout the year, ePLDT implemented an inclusive workplace program, providing internships to students who are persons with disabilities and single parents who aspire to build careers in the technology sector. This was conducted in collaboration with nonprofit organizations, commercial partners, and with Microsoft Assistive Tech to offer opportunities in the technical workforce. ePLDT also joined the Global Accessibility Awareness Day to promote digital inclusivity.

VITRO also launched VITRO Academy, a micro-credential program designed to bridge the gap between academic learning and industry demands. The primary goal of VITRO Academy is to prepare engineering and IT students to be job-ready for the rapidly growing data center industry in the country.

To achieve this, we have partnered with esteemed academic institutions, including:

- Asia Pacific College
- Ateneo de Naga University
- Far Eastern University - Roosevelt
- NU Manila
- Wesleyan University of the Philippines

VITRO Academy not only equips students with the essential knowledge and skills but also prepares them to make an immediate impact as soon as they enter the workforce. The program supports VITRO Inc.'s talent requirements by creating a steady pipeline of skilled professionals who are

prepared to excel across various departments and functions.

Across the PLDT Group, we recognize the power of diverse perspectives and make deliberate efforts to welcome candidates across different backgrounds and life stages. While we do not set specific targets for hiring by age group, our inclusive hiring practices ensure representation across generations—from fresh graduates to seasoned professionals.

We also prioritize hiring from local communities where we operate, strengthening our ties with the regions we serve and promoting local economic development. Furthermore, we provide employment opportunities to individuals from underprivileged sectors, as long as they meet the job qualifications. This reflects our broader mission of creating shared value and helping uplift lives.









While full-time employment remains our primary focus, we selectively tap part-time or gig workers. For specialized or project-based roles, we may engage outsourced workforce models in collaboration with our Procurement team, ensuring each engagement supports both operational efficiency and compliance with labor policies.

As we build the workforce of the future, the PLDT Group remains guided by the principles of integrity, equity, and community. Our approach to hiring is more than filling roles—it is about building a company that reflects the values of the society we aim to serve. Through thoughtful and inclusive hiring, we strive to be a catalyst for meaningful, sustainable progress.



## New Hires GRI 401-1

### New Hires by Gender

																
Rank & File	1	0.01%	126	3.08%	284	63.96%	27	6.26%	6	4.96%	25	9.80%	-	0.00%	469	3.15%
Male	-	0.00%	61	1.49%	201	45.27%	16	3.71%	3	2.48%	16	6.27%	-	0.00%	297	1.99%
Female	1	0.01%	65	1.59%	83	18.69%	11	2.55%	3	2.48%	9	3.53%	-	0.00%	172	1.15%
Management	34	0.36%	44	1.08%	117	26.35%	15	3.48%	7	5.79%	3	1.18%	1	2.38%	221	1.48%
Male	17	0.18%	19	0.46%	72	16.22%	7	1.62%	3	2.48%	2	0.78%	1	2.38%	121	0.81%
Female	17	0.18%	25	0.61%	45	10.14%	8	1.86%	4	3.31%	1	0.39%	-	0.00%	100	0.67%
Executives	6	0.06%	8	0.20%	80	18.02%	1	0.23%	3	2.48%	-	0.00%	-	0.00%	98	0.66%
Male	3	0.03%	3	0.07%	55	12.39%	1	0.23%	2	1.65%	-	0.00%	-	0.00%	64	0.43%
Female	3	0.03%	5	0.12%	25	5.63%	-	0.00%	1	0.83%	-	0.00%	-	0.00%	34	0.23%
Officers	5	0.05%	2	0.05%	7	1.58%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Male	3	0.03%	1	0.02%	4	0.90%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	8	0.05%
Female	2	0.02%	1	0.02%	3	0.68%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	6	0.04%
TOTALS	46	0.48%	180	4.40%	488	109.91%	43	9.98%	16	13.22%	28	10.98%	1	2.38%	802	5.38%
Male	23	0.24%	84	2.05%	332	74.77%	24	5.57%	8	6.61%	18	7.06%	1	2.38%	490	3.29%
Female	23	0.24%	96	2.35%	156	35.14%	19	4.41%	8	6.61%	10	3.92%	-	0.00%	312	2.09%

### New Hires by Age Group

																
Rank & File	1	0.01%	126	3.08%	284	63.96%	27	6.26%	6	4.96%	25	9.80%	-	0.00%	469	3.15%
Less than 30	1	0.01%	115	2.81%	144	32.43%	23	5.34%	4	3.31%	15	5.88%	-	0.00%	302	2.03%
30 to 50	-	0.00%	11	0.27%	130	29.28%	4	0.93%	2	1.65%	9	3.53%	-	0.00%	156	1.05%
More than 50	-	0.00%	-	0.00%	10	2.25%	-	0.00%	-	0.00%	1	0.39%	-	0.00%	11	0.07%
Management	34	0.36%	44	1.08%	117	26.35%	15	3.48%	7	5.79%	3	1.18%	1	2.38%	221	1.48%
Less than 30	25	0.26%	27	0.66%	19	4.26%	8	1.86%	4	3.31%	1	0.39%	-	0.00%	84	0.56%
30 to 50	9	0.09%	17	0.42%	88	19.82%	7	1.62%	3	2.48%	2	0.78%	1	2.38%	127	0.85%
More than 50	-	0.00%	-	0.00%	10	2.25%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	10	0.07%
Executives	6	0.06%	8	0.20%	80	18.02%	1	0.23%	3	2.48%	-	0.00%	-	0.00%	98	0.66%
Less than 30	-	0.00%	-	0.00%	5	1.13%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	5	0.03%
30 to 50	6	0.06%	7	0.17%	63	14.19%	1	0.23%	3	2.48%	-	0.00%	-	0.00%	80	0.54%
More than 50	-	0.00%	1	0.02%	12	2.70%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	13	0.09%
Officers	5	0.05%	2	0.05%	7	1.58%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Less than 30	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
30 to 50	1	0.01%	1	0.02%	2	0.45%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	4	0.03%
More than 50	4	0.04%	1	0.02%	5	1.13%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	10	0.07%
TOTALS	46	0.48%	180	4.40%	488	109.91%	43	9.98%	16	13.22%	28	10.98%	1	2.38%	802	5.38%
Less than 30	26	0.27%	142	3.47%	168	37.84%	31	7.19%	8	6.61%	16	6.27%	-	0.00%	391	2.62%
30 to 50	16	0.17%	36	0.88%	283	63.74%	12	2.78%	8	6.61%	11	4.31%	1	2.38%	367	2.46%
More than 50	4	0.04%	2	0.05%	37	8.33%	-	0.00%	-	0.00%	1	0.39%	-	0.00%	44	0.30%

### AI and the New Generation of Leaders

## New Hires by Region

	PLDT		Smart		VITRO DATA CENTER		ePLDT		PLDT Global		Multisys		Other Subsidiaries		PLDT Group	
Rank & File	1	0.01%	126	3.08%	284	63.96%	27	6.26%	6	4.96%	25	9.80%	-	0.00%	469	3.15%
Luzon	1	0.01%	121	2.96%	255	57.43%	27	6.26%	6	4.96%	24	9.41%	-	0.00%	434	2.91%
Visayas	-	0.00%	2	0.05%	24	5.41%	-	0.00%	-	0.00%	1	0.39%	-	0.00%	27	0.18%
Mindanao	-	0.00%	3	0.07%	5	1.13%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	8	0.05%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Management	34	0.36%	44	1.08%	117	26.35%	15	3.48%	7	5.79%	3	1.18%	1	2.38%	221	1.48%
Luzon	32	0.34%	41	1.00%	111	25.00%	15	3.48%	7	5.79%	3	1.18%	1	2.38%	210	1.41%
Visayas	1	0.01%	1	0.02%	5	1.13%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	7	0.05%
Mindanao	1	0.01%	2	0.05%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	4	0.03%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Executives	6	0.06%	8	0.20%	80	18.02%	1	0.23%	3	2.48%	-	0.00%	-	0.00%	98	0.66%
Luzon	6	0.06%	8	0.20%	76	17.12%	1	0.23%	2	1.65%	-	0.00%	-	0.00%	93	0.62%
Visayas	-	0.00%	-	0.00%	3	0.68%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	3	0.02%
Mindanao	-	0.00%	-	0.00%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.01%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.83%	-	0.00%	-	0.00%	1	0.01%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Officers	5	0.05%	2	0.05%	7	1.58%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Luzon	5	0.05%	2	0.05%	7	1.58%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Visayas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Mindanao	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
TOTALS	46	0.48%	180	4.40%	488	109.91%	43	9.98%	16	13.22%	28	10.98%	1	2.38%	802	5.38%
Luzon	44	0.46%	172	4.20%	449	101.13%	43	9.98%	15	12.40%	27	10.59%	1	2.38%	751	5.04%
Visayas	1	0.01%	3	0.07%	32	7.21%	-	0.00%	-	0.00%	1	0.39%	-	0.00%	37	0.25%
Mindanao	1	0.01%	5	0.12%	7	1.58%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	13	0.09%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.83%	-	0.00%	-	0.00%	1	0.01%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%





## New Hires by Generation

	PLDT		Smart		VITRO DATA CENTER		ePLDT		PLDT Global		Multisys		Other Subsidiaries		PLDT Group	
Rank & File	1	0.01%	126	3.08%	284	63.96%	27	6.26%	6	4.86%	25	9.80%	-	0.00%	469	3.15%
Gen Z (Ages 12 to 27)	1	0.01%	108	2.64%	113	25.45%	22	5.10%	3	2.48%	13	5.10%	-	0.00%	260	1.75%
Millennials (Ages 28 to 43)	-	0.00%	18	0.44%	150	33.78%	5	1.16%	3	2.48%	11	4.31%	-	0.00%	187	1.26%
Gen X (Ages 44 to 59)	-	0.00%	-	0.00%	19	4.28%	-	0.00%	-	0.00%	1	0.39%	-	0.00%	20	0.13%
Baby Boomers (Ages 60 to 78)	-	0.00%	-	0.00%	2	0.45%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	0.01%
<b>Management</b>	<b>34</b>	<b>0.36%</b>	<b>44</b>	<b>1.08%</b>	<b>117</b>	<b>26.35%</b>	<b>15</b>	<b>3.48%</b>	<b>7</b>	<b>5.79%</b>	<b>3</b>	<b>1.18%</b>	<b>1</b>	<b>2.38%</b>	<b>221</b>	<b>1.48%</b>
Gen Z (Ages 12 to 27)	23	0.24%	19	0.46%	8	1.80%	5	1.16%	2	1.65%	-	0.00%	-	0.00%	57	0.38%
Millennials (Ages 28 to 43)	11	0.12%	25	0.61%	81	18.24%	9	2.09%	5	4.13%	2	0.78%	1	2.38%	134	0.90%
Gen X (Ages 44 to 59)	-	0.00%	-	0.00%	27	6.08%	1	0.23%	-	0.00%	1	0.39%	-	0.00%	29	0.19%
Baby Boomers (Ages 60 to 78)	-	0.00%	-	0.00%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.01%
<b>Executives</b>	<b>6</b>	<b>0.06%</b>	<b>8</b>	<b>0.20%</b>	<b>80</b>	<b>18.02%</b>	<b>1</b>	<b>0.23%</b>	<b>3</b>	<b>2.48%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>98</b>	<b>0.66%</b>
Gen Z (Ages 12 to 27)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Millennials (Ages 28 to 43)	5	0.05%	5	0.12%	49	11.04%	-	0.00%	2	1.65%	-	0.00%	-	0.00%	61	0.41%
Gen X (Ages 44 to 59)	1	0.01%	3	0.07%	30	6.76%	1	0.23%	1	0.83%	-	0.00%	-	0.00%	36	0.24%
Baby Boomers (Ages 60 to 78)	-	0.00%	-	0.00%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.01%
<b>Officers</b>	<b>5</b>	<b>0.05%</b>	<b>2</b>	<b>0.05%</b>	<b>7</b>	<b>1.58%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>14</b>	<b>0.09%</b>
Gen Z (Ages 12 to 27)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Millennials (Ages 28 to 43)	1	0.01%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.01%
Gen X (Ages 44 to 59)	3	0.03%	1	0.02%	4	0.90%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	8	0.05%
Baby Boomers (Ages 60 to 78)	1	0.01%	1	0.02%	3	0.68%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	5	0.03%
<b>TOTALS</b>	<b>46</b>	<b>0.48%</b>	<b>180</b>	<b>4.40%</b>	<b>488</b>	<b>109.91%</b>	<b>43</b>	<b>9.98%</b>	<b>16</b>	<b>13.22%</b>	<b>28</b>	<b>10.98%</b>	<b>1</b>	<b>2.38%</b>	<b>802</b>	<b>5.38%</b>
<b>Gen Z (Ages 12 to 27)</b>	<b>24</b>	<b>0.25%</b>	<b>127</b>	<b>3.10%</b>	<b>121</b>	<b>27.25%</b>	<b>27</b>	<b>6.26%</b>	<b>5</b>	<b>4.13%</b>	<b>13</b>	<b>5.10%</b>	<b>-</b>	<b>0.00%</b>	<b>317</b>	<b>2.13%</b>
<b>Millennials (Ages 28 to 43)</b>	<b>17</b>	<b>0.18%</b>	<b>48</b>	<b>1.17%</b>	<b>280</b>	<b>63.06%</b>	<b>14</b>	<b>3.25%</b>	<b>10</b>	<b>8.26%</b>	<b>13</b>	<b>5.10%</b>	<b>1</b>	<b>2.38%</b>	<b>383</b>	<b>2.57%</b>
<b>Gen X (Ages 44 to 59)</b>	<b>4</b>	<b>0.04%</b>	<b>4</b>	<b>0.10%</b>	<b>80</b>	<b>18.02%</b>	<b>2</b>	<b>0.46%</b>	<b>1</b>	<b>0.83%</b>	<b>2</b>	<b>0.78%</b>	<b>-</b>	<b>0.00%</b>	<b>93</b>	<b>0.62%</b>
<b>Baby Boomers (Ages 60 to 78)</b>	<b>1</b>	<b>0.01%</b>	<b>1</b>	<b>0.02%</b>	<b>7</b>	<b>1.58%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>9</b>	<b>0.06%</b>

Any discrepancies in the total percentages are due to rounding differences

The high new hires rate of VITRO is primarily attributed to the transfer of employees from its parent company, ePLDT, Inc. Excluding these transfers, VITRO's new hires rate is 15.99%, while the PLDT Group's new hires rate is at 2.58%.

At PLDT, 100% of senior management, presented as officer level, hired at the head office, which is its primary location of operation, are Filipino citizens. GRI 202-2



## AI and the New Generation of Leaders

# Upholding Labor Rights GRI 2-25, 2-26, 3-3

The PLDT Group upholds fair labor practices as a pillar of our organizational culture, ensuring that every employee is treated with respect, dignity, and equity. We align with internationally recognized principles on human and labor rights, as well as ensure full compliance with the Philippine Labor Code, child protection laws, and general labor standards.

To promote awareness on labor rights among our employees, we integrate labor education in our onboarding programs upon hiring, and continue to conduct targeted sessions covering key labor-related topics, equipping employees and leaders with the knowledge to uphold their rights and responsibilities in the workplace.

Grievance procedures are laid out clearly in the PLDT and Smart Human Resources Manuals, offering concrete mechanisms for addressing labor rights concerns. We encourage employees to voice grievances and report any labor law violations, whether through their line heads or anonymously via

our whistleblowing channels. Reports of violations of labor and human rights policies undergo investigation and due process, and employees proven to have violated the policies will be subject to corresponding corrective and disciplinary actions including suspension without pay and even termination in accordance with the HR Manual.

For ePLDT and VITRO, we abide by labor laws on dismissal and notice periods, severance pay, and justifiable reasons such as non-performance or redundancy. Employees are given warnings, performance improvement plans, and opportunities to respond before dismissal. Afterwards, we ensure necessary documentation of termination in compliance with the law.

Beyond our organization, we work exclusively with suppliers and contractors that meet the requirements of applicable labor regulations. Accreditation processes of our third-party service providers ensure alignment with our core labor values, including protection against child labor, human trafficking, and forced labor.

## Respecting Employee Rights to Freedom of Association GRI 2-30, 402-1, 407-1, UNGC Principle 3

PLDT honors and protects the rights of employees to freedom of association and collective bargaining. As of December 31, 2024, PLDT recognizes three (3) active labor unions:

Rank & File	Management	Management
<b>3,824</b> Manggagawa sa Komunikasyon ng Pilipinas (MKP) - PLDT Rank and File Union	<b>3,669</b> Gabay ng Unyon sa Telekomunikasyon ng mga Superbisor (GUTS) - PLDT Supervisor Union	<b>209</b> PLDT Sales Supervisors Union (PSSU)
<b>TOTAL</b>		<b>7,702</b>

These unions play an active role in negotiating and renewing collective bargaining agreements (CBAs), which are valid for three years and renegotiated in accordance with labor law requirements. During these renegotiations, both company and union representatives establish ground rules to ensure respectful and effective dialogue. All CBAs include provisions for wages, working hours, leave entitlements, job security, and more—often exceeding minimum statutory requirements.

To ensure fairness and compliance with labor laws and contractual commitments, PLDT's engagements with employee unions are guided by the following:

- CBA Negotiation & Renewal:** Following the Philippine Labor Code, renegotiation begins at least 60 days before agreement expiration to facilitate smooth transitions.
- Regular Union Engagement:** Quarterly meetings and ongoing discussions with union officers address emerging concerns. "Known as "Ugnayan" sessions, these engagements serve as vital platforms for open dialogue, allowing concerns to be heard and addressed in a timely and transparent manner.

- **Comparable Benefits for Exempt Employees:** Supervisory employees in excluded positions receive similar benefits as their unionized counterparts.
- **Separation Guidelines:** In cases of separation under Article 298 of the Philippine Labor Code, affected employees and their unions receive at least 30-day notice to ensure a smooth transition.

Year-round efforts to ensure effective and harmonious labor relations are also reinforced by the following:

- **Enhanced Communication Channels:** Strengthening transparency and accessibility of policies
- **Timely CBA Implementation:** Aligning CBA provisions with company policies, where applicable, to streamline execution
- **Advancing Employee Welfare:** Developing responsive and continuous enhancement of policies that address evolving employee needs while maintaining business sustainability

To ensure employees are fully informed of their rights, PLDT provides CBA booklets to all members of the bargaining units. Provisions from the CBAs that affect general policies and procedures are also embedded in the Employee Handbook, which is made accessible

to all employees via the Company intranet. This system ensures that labor rights information remains transparent and within reach of every employee. Furthermore, CBAs are further supported by a well-defined grievance machinery, ensuring that all labor disputes are resolved through structured and amicable processes. The three-step mechanism begins at the plant or departmental level and, if unresolved, escalates to a joint grievance committee composed of management and union representatives. In cases where no resolution is reached, matters may be brought before a Board of Arbitrators at the Department of Labor and Employment – National Conciliation and Mediation Board (DOLE-NCMB).

For employees not covered by CBAs, similar employment terms are extended where applicable.

By consistently consulting employees on labor-related policies and conducting regular engagements, PLDT ensures that the workforce remains informed, engaged, and empowered.

**Zero**

Reported cases of forced or child labor  
Violations of employment-related laws

**91**

Consultations with employees on  
employee-related policies.

## Combating Discrimination and Harassment in the Workplace

GRI 3-3, 406-1, UNGC Principle 6

We uphold workplace policies that underscore our zero tolerance towards any kind of discrimination, harassment, and gender-based violence.

Throughout the year, we conduct learning sessions on Gender-based Sexual Harassment (GBSH) and cascades of internal policies to prevent such incidences in the workplace.

We have also set-up clear reporting channels, as well as anonymous whistleblowing mechanisms, to ensure that employees feel safe in raising related concerns and grievances on discrimination and harassment, including GBSH. These reports are handled and resolved by a dedicated Committee on Workplace Decorum and Investigation which ensure adherence to guidelines on appropriate penalties based on the severity of violations.

All these cases were addressed in accordance with internal policies and procedures.

**6**

Reported and resolved cases of  
gender-based sexual harassment in the  
workplace for PLDT

**3**

Reported and resolved cases of  
gender-based sexual harassment in the  
workplace for Smart



**Celebrating Pride Month**





## Promoting Productivity and Wellbeing of our Employees

To promote productivity and wellbeing of our employees, the PLDT Group upholds standards on working hours that ensure adherence to laws, provision for rest, and aim to enable work-life-balance for our workforce.

PLDT and Smart prescribe and follow regular working hours of eight (8) hours a day and five (5) days a week. Standard working schedules for PLDT are 40 hours per week. While we urge employees to work within our standard and prescribed working hours, there are instances where they may be required to work in excess of their normally assigned schedule of hours as deemed necessary. In these instances, we ensure that employees are properly compensated for overtime work performed based on the applicable overtime rates, with a premium paid for night work rendered.

All PLDT and Smart employees at the staff and supervisory levels are required to log in and out using the internal timekeeping system based on their regular work schedules. This is to accurately track attendance, absences, and overtime for payroll processing.

Attendance is monitored according to defined work schedules, and all leave and overtime requests must be duly approved. Daily Time Records (DTRs) are reviewed and submitted by designated Timekeepers and approved by Line Heads through our employee portals.

To help prevent excessive working hours and ensure proper workload planning, overtime work requires prior approval of immediate heads.

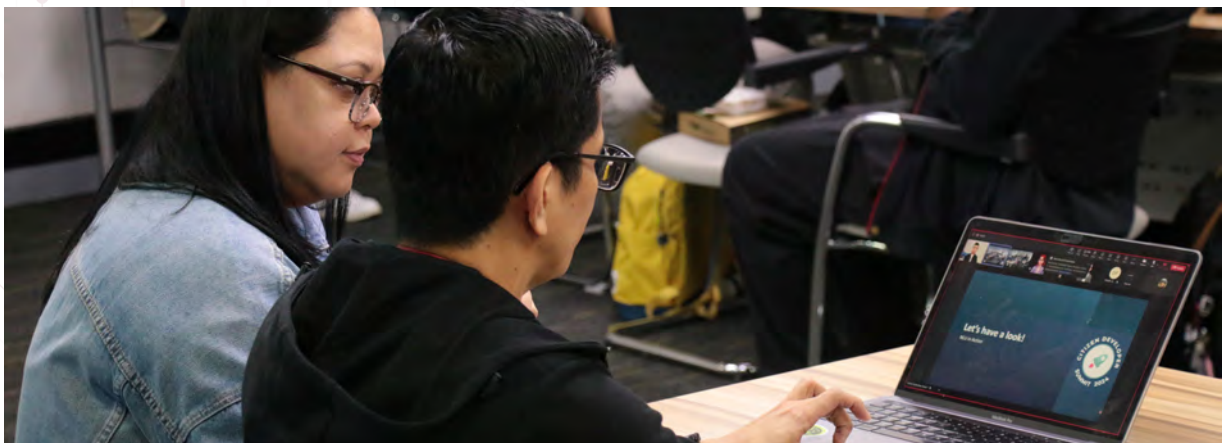
Similarly, for ePLDT and VITRO, they adhere to labor laws regulating maximum working hours of 40-48 hours per week and also ensure that their employees are properly compensated for overtime work and have sufficient provisions for rest periods.

## Leaves and Social Protection GRI 401-2, 401-3

PLDT and Smart encourage all employees to avail of their leave benefits to maintain a healthy work-life balance.

PLDT employees are entitled to various types of paid leaves, including Vacation Leave (VL), Sick Leave (SL), Maternity Leave (ML), Bereavement Leave (BL), Calamity Leave (CL), among others. On the other hand, Smart's regular employees are entitled to 15 days each of VL and SL per calendar year. To promote employee well-being, Smart grants the following additional leave types under Vacation Leave (VL) credits, including Mandatory Leave and Birthday Leave.

In addition, PLDT encourages all regular employees to enjoy their vacation leave entitlements by giving premium to those who get to fully utilize their VLs.



## Total Rewards Management GRI 3-3, 2-21, 202-1, 401-2

To promote employee welfare and retain quality talents across the organization, the PLDT Group adopts a dynamic and market-competitive approach towards employee compensation and benefits. We aim to uphold a total rewards approach to workforce management, to enable our employees to navigate through evolving economic conditions and help constantly improve their quality of life.

PLDT and Smart conduct an annual review of our compensation packages to ensure that no salaries fall below the minimum wage. We also ensure that our salary structure and hiring rates are competitive and fair based on the assigned work and responsibilities, with market data and benchmarking, in collaboration with third-party consulting firms such as Merce, Willis Tower Watson.

In addition, we also regularly participate in salary and benefits surveys hosted by these third-party firms with the objective of continuously updating our salary structure to match the salary position of target benchmark companies so that we keep pace with the changing economic and talent market conditions.

For ePLDT and VITRO, compensation policies include ensuring fair pay and regular reviews of salaries and benefits to account for performance and inflation, among other considerations.

Employee benefits are communicated to employees through various orientations and roadshows, making sure that employees are aware of benefits and have an understanding of their compensation packages. Through these, we aim to continuously motivate our employees to work efficiently and to give their best to meet our organizational goals.

For employees belonging to vulnerable sectors, including women, single parents, and persons with disabilities, we foster access to government social services and protection programs, including those from Social Security System (SSS) and PhilHealth. We help our employees in processing necessary requirements to avail of benefits, as well as provide assistance on related claims filled with these government agencies. We also extend relief and assistance to employees in the aftermath of calamities.

## Ratios of standard entry-level wage by gender compared to local minimum wage\* GRI 202-1

Company	Male	Female	Total
PLDT**	2.03	1.57	1.80
Smart	2.20	2.28	2.24
VITRO	2.23	2.13	2.18
ePLDT	2.19	2.32	2.24
PGC	3.05	3.05	3.05
<b>Total PLDT Group</b>	<b>2.23</b>	<b>2.27</b>	<b>2.25</b>

\*The PLDT Group's main office is in Makati City, Metro Manila. The average monthly salary plus other compensation of entry level employees of the PLDT Group is more than twice as high as the Estimated Equivalent Monthly Rate (EEMR) in Metro Manila, including the mandatory 13th-month pay, using the daily minimum wage set by the National Wages Productivity Commission (NWPC) of the Department of Labor and Employment (DOLE) for both male and female.

\*\*For PLDT, this is the combined average of 2023 and 2024 new entry-level hires in Metro Manila.

### References:

[DOLE: Workers' Statutory Monetary Benefits 2024 Handbook](#)  
[DOLE Wage Order No. NCR-25: Providing for a Minimum Wage Increase in the National Capital Region](#)

**Employee Benefits** GRI 401-2**MEDICAL**

Sick Leave (in excess of government mandated SL)	\$	\$	\$	\$	\$
Life Insurance	\$	\$	\$	\$	\$
Medical, Dental, and Hospitalization for Employees	\$	\$	\$	\$	\$
Medical Insurance, Hospitalization, Medical Benefits for Dependents	\$	\$	\$	\$	\$
Accidental Death and Disablement Assistance	\$	\$	\$	\$	\$

**MONETARY BENEFITS, FINANCIAL ASSISTANCE, AND ALLOWANCES**

Financial Assistance during Calamity/ Funeral	\$	\$			\$
Rice Allowance	\$	\$	\$	\$	\$
Unused Sick Leave converted to cash	\$	\$	\$	\$	\$
Vacation Leave Premium	\$				
Mid-year Bonus	\$				
Longevity Bonus	\$				
Presidential Bonus	\$				
Clothing/Uniform Allowance		\$	\$	\$	\$
Christmas Bonus	\$		\$		\$
Medical Allowance		\$			
Parental Assistance		\$			\$
Provident Fund		\$			\$
14th Month Pay		\$	\$	\$	\$
15th Month Pay		\$			

**LOANS**

Calamity Loan	\$	\$			\$
Hospitalization Loan for Dependents	\$	\$			\$
Phone / Gadget Loan		\$			
Educational Loan		\$			\$
Dental Loan		\$			
Optical Loan		\$			
Wellness / Fitness Loan		\$			
Bereavement Loan		\$			
Employee Subscription Loan		\$			
Hospitalization Loan for Employees		\$			

**OTHERS**

Christmas Package/Party Subsidy	\$	\$			\$
Vacation Leave (in excess of government mandated VL)	\$	\$	\$	\$	\$
Bereavement Leave	\$	\$	\$	\$	\$
Community Service Leave		\$			
Calamity Leave	\$	\$			\$
Parental Leave	\$	\$	\$	\$	\$
Magna Carta Leave	\$	\$	\$	\$	\$
RA 9262 Leave	\$	\$	\$	\$	\$
Military Leave	\$	\$			
Prescription Eyeglass Subsidy	\$				



# Occupational Health and Safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9

The PLDT Group is committed to upholding the highest standards of occupational health and safety (OHS) as a key element to fostering employee welfare and upholding human rights.

This commitment is articulated and reinforced in the PLDT and Smart Human Rights Policies and Occupational Safety and Health and Environmental Commitments. These apply to all employees and set corresponding guidelines for supply chain partners through counterpart provisions in the PLDT Group Supplier Code of Conduct and in respective procurement and contractual requirements for suppliers.

As part of our commitments, we conduct periodic assessments of our OHS performance and use these as basis in setting priorities, measurable targets, improvement metrics, and action plans. These set the foundation for our comprehensive program on Quality Environment, Health, and Safety Management System (QEHSMS), covering all employees whether working within company premises or outside for field operations.

Our QEHSMS program facilitates our full compliance with relevant laws and regulations, such as the Republic Act 11058 An Act Strengthening Compliance with Occupational Safety and Health Standards and Providing Penalties for Violations Thereof and its Implementing Rules and Regulations or Department Order 198-18, the Department of Trade and Industry and Department of Labor and Employment Memorandum Circular No. 20-04-A. s. 2000, and the Philippine Occupational Health and Safety Standards as Amended 1989.

Reinforcing our commitment to align with international standards, our QEHSMS also follows ISO 45001:2018 which provide for the following activities:

- Conduct of risk and hazard assessments in the workplace
- Setting up of priorities and action plans to manage identified risks and hazards, including preparedness and response measures to emergency situations

- Conduct of internal inspections
- Evaluation of progress in achieving set targets and mitigating risks and hazards
- Verification of how our OHS performance aligns with ISO 45001:2018 standards
- Establishment of procedures to investigate OHS concerns, including work-related injuries, ill health, diseases, accidents, and untoward incidents

In the implementation of our QEHSMS, we actively engage with our employees, regarding them as partners in achieving our targets and in fostering a safe and healthy workplace. Employees are consulted across stages of risk and hazard assessments, incident investigations, development of programs and action plans, as well as in monthly meetings of the Environment, Health, and Safety (EHS) Working Committee.

PLDT and Smart have designated EHS Specialists under the Property, Facilities and Asset Resiliency Management (PFARM) Corporate Environment, Health and Safety (CEHS) Center that manages our overall EHS management system framework and provides strategic directions for planning, development, implementation, and maintenance of processes and programs relevant to EHS as applied to different office buildings and properties, network facilities and field operations to ensure integration of EHS principles in the business and compliance with applicable laws, regulations, and standards.

We have also appointed Pollution Control Officers (PCOs), Safety Officers and Occupational Health Personnel who work with various business unit leaders and employee representatives from different groups in the organization that comprise our EHS Central and Working Committees. Our EHS Central Committee meets quarterly and oversees the planning and directs the overall management of our EHS Management System. Meanwhile, our EHS Working Committees meet monthly and take charge of the development and implementation of our EHS policies and programs.

These key EHS personnel continuously seek ways to enhance our QEHSMS program and achieve our OHS performance targets. They are also in-charge of identifying work-related hazards and assessing risks on a routine and non-routine basis through Hazard Identification, Risk Assessment, and Control (HIRAC) procedures.

We use a 5x5 Risk Matrix which contains five (5) levels of probability and five (5) levels of severity, facilitating the conduct of risk assessments with the detail and clarity.

Our strategic and operational planning activities thoroughly review our yearly EHS performance in relation to prevailing internal and external issues, needs and expectations of our interested parties, and the significant risks and opportunities from our

assessments to ensure that the EHS commitments and policies, including directions of management are well supported in carrying out the objectives and action plans.

As a result of these efforts, in 2024, there was a marked recorded a decrease PLDT's Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) to 0.22 and 1.77, respectively. The total

Identified risks and harms in the workplace in 2024	Risk controls prioritized and implemented
<ul style="list-style-type: none"><li>• Workspace accidents including slips and falls</li><li>• Vehicular accidents</li><li>• Animal bites</li></ul>	<ul style="list-style-type: none"><li>• Workspace clean-up and decluttering campaigns including 5S and XTrash Challenge, site inspections</li><li>• Permit to Work System, Online Service Vehicle Pre-Departure Inspection and Driver Accreditation, dissemination of EHS manuals</li><li>• EHS week culture building campaign, learning sessions on animal bite safety, and other information education and communication programs</li></ul>

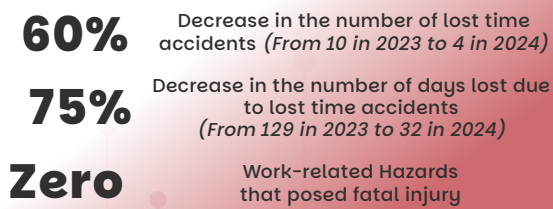
accumulated safe man-hours without lost time accidents as of December 2024 is at 3,378,171 with zero (0) Fatal-Injury Frequency Rate (FIFR) through the years.

Most of the recorded occupational accidents involved our field personnel. Throughout the year, there were no hazards that posed fatal or high-consequence injury, and all work-related-occupational accidents have been investigated accordingly.

Following internal policies, corresponding recommendations, corrective and disciplinary actions have been imposed to concerned line heads and groups for implementation. Lessons learned from relevant incidents have also been disseminated to avoid recurrence. In addition, awareness-raising campaigns on safety were shared across through bulletins. An average of four to six (4-6) issuances per month on EHS matters were released to all employees through our emails and internal communications platforms.

In 2024, we also encouraged innovation in our EHS platforms and enabled Online Incident Reporting, which aimed to foster a culture of proactiveness on accident prevention.

As a result of these efforts, PLDT achieved significant improvements in OHS performance in 2024, affirming our relentless pursuit for excellence on promoting workplace safety measures.



## PLDT Safe Man Hours

GRI 403-2, 403-9, 403-10

Number of Employees	9,513
Total Hours of Employee Exposure	18,068,755
Number of Lost Time Accidents	4
Male	4
Female	-
Luzon	1
Visayas	2
Mindanao	1
Number of Non-Disabling Injuries	50
Days lost due to lost time accidents	32
Male	32
Female	-
Luzon	3
Visayas	14
Mindanao	15
Total man-hours work without LTA	3,378,171
Frequency rate	0.22
Severity rate	1.77
Total Hours of Employee Exposure	18,068,755
Male	14,038,699
Female	4,030,056
Total Hours of Employee Exposure	18,068,755
Luzon	12,683,759
Visayas	4,138,446
Mindanao	1,246,550
Frequency Rate	0.22
Luzon	0.08
Visayas	0.48
Mindanao	0.80
Male	0.28
Female	-
Severity Rate	1.77
Luzon	0.24
Visayas	3.38
Mindanao	12.03
Male	2.28
Female	-

Frequency Rate (FR) = (No. of Lost Time Accidents (LTA) X 1000000) / Total Manhours Worked

Severity Rate (SR) = (Days Lost due to LTA X 1000000) / Total Manhours Worked

TYPES OF INJURY BY GENDER	MALE	%	FEMALE	%
Abrasions	1*	6%	2	11%
Avulsion	0	0%	0	0%
Contusion, bruises, hematoma	4*	22%	1	6%
Cuts, lacerations, punctures	6	33%	2	11%
Dislocation, fractures	2*	11%	0	0%
Animal bite	24	133%	0	0%
Electrocution & Burns	1	6%	0	0%
Fall, trip, slip	4	22%	1	6%
Foreign body	0	0%	0	0%
Incise wounds	1	6%	0	0%
Soft tissue injury	0	0%	0	0%
Sprains	2	11%	0	0%
Concussion	0	0%	0	0%
Trauma	3*	17%	0	0%
Vehicular accident	0	0%	0	0%

TYPES OF INJURY BY REGION	LUZON	%	VISAYAS	%	MINDANAO	%
Abrasions	2*	11%	1	6%	0	0%
Avulsion	0	0%	0	0%	0	0%
Contusion, bruises, hematoma	4*	22%	1	6%	0	0%
Cuts, lacerations, punctures	5	28%	2	11%	1	6%
Dislocation, fractures	1	6%	0	0%	1*	6%
Animal bite	21	116%	2	11%	1	6%
Electrocution & Burns	0	0%	1	6%	0	0%
Fall, trip, slip	2	11%	2	11%	1	6%
Foreign body	0	0%	0	0%	0	0%
Incise wounds	0	0%	1	6%	0	0%
Soft tissue injury	0	0%	0	0%	0	0%
Sprains	2	11%	0	0%	0	0%
Concussion	0	0%	0	0%	0	0%
Trauma	2*	11%	1	6%	0	0%
Vehicular accident	0	0%	0	0%	0	0%

\* With one disabling injury each



Integral to our OHS strategy is the use of a hierarchy of controls on safety, alongside heightening awareness campaigns, trainings, and continuous organizational learning. We strived to equip our employees with skills and knowledge on safety measures and how to avoid accidents in the workplace. Training needs were assessed primarily based on competencies required for each role, as well as based on risk and regulatory requirements.

We developed training modules, made these available and accessible to all employees, and conducted these during paid working hours. Both regulatory-mandated training and EHS competency improvement training have been made mandatory for all employees. As part of corrective actions, mandatory training which aimed to address top risks were provided to concerned units.

Meanwhile, employees were also encouraged to complete OHS-related training modules, although these were not mandated. Specific business units have also been given the liberty to choose their training facilitators based on the applicability to their respective roles and functions. Our Learning and Development Team also accredited external trainers, whose performance were accordingly evaluated based on exams or tests and/or surveys administered after the conduct of training, decrease in number of incidents in addressing top risks, and increase in compliance status for EHS Key personnel competency.

A total of 22,449 training man-hours were recorded for 2024. EHS Auxiliary Key Personnel across different sites nationwide (e.g. Safety Officers, Pollution Control Officers, Emergency Management Team and First Aid Responders) were appointed and given learning opportunities to further develop their knowledge, skills and competencies in managing areas such as compliance, risk, emergency response, and sustainability. Various OSH trainings were continuously conducted online, in hybrid format or face to face in the different major exchanges nationwide, averaging at nine to ten (9-10) training course offerings per month.

In the year 2024, EHS trainings included the following topics:

## Trainings to Mitigate Risks And Hazards In The Workplace GRI 403-5

SPECIFIC HAZARDS THAT ADDRESSED	HOW TRAINING WAS DELIVERED	ATTENDEES	TRAINING HOURS
Animal Bite Hazard	Animal Bite Safety Training	616	1,232.00
Environmental Hazards	PCO Training	36	1,440.00
	Chemical and Hazardous Waste Management and Emergency Response Training	43	1,032.00
	Continuing Environmental Education Program (CEEP) Training	10	400.00
	Sustainable Energy Seminar	166	249.00
	EarthSmart: Table to Farm Project Kick Off	141	141.00
	PCAPI Environmental Sustainability Conference/Training	5	120.00
	#ConnectedWithNature: Solutions for Climate Change	117	117.00
	Continuing Environmental Education Seminar (CEES) Training	20	80.00
	PCO Managing Head Training	1	12.00
Fire Hazard	PIFPO 2nd National Convention	6	144.00
	Fire Brigade Training	11	88.00
	SOPi Fire Safety Conference/Training	4	32.00
For competency building	Accident Investigation Training	323	484.50
	Loss Control Management (LCM) Training	2	80.00
	ASPPi 23rd Annual National Convention and General Assembly	3	48.00
	PIChE National Convention	1	32.00
	Enhanced Auditor Skills for Value-Added Audits	3	18.00
	OSHCCAP Symposium "Elevating OSH: The Vital Role of OSH Management Systems in Critical Industries and the Public Sector"	1	16.00
	IRCA ISO 9001:2015 QMS Lead Auditors Training	2	80.00
	EMS Lead Auditor Training	2	80.00
For establishment of QEHSMS in accordance with ISO standards	OHSMS Lead Auditor Training	2	80.00

SPECIFIC HAZARDS THAT ADDRESSED	HOW TRAINING WAS DELIVERED	ATTENDEES	TRAINING HOURS
Hazards identified in Occupational Safety and Health Standards	Construction Occupational Safety and Health (COSH) Training	191	7,640.00
	Basic Occupational Safety and Health (BOSH) Training	59	2,360.00
	Safety Officer 1 Course with Training of Trainers	87	870.00
	SOP1 56th National Industrial Safety Conference and General Assembly	4	64.00
	Drug-free Workplace Assessment Team Training	2	32.00
	17th Annual SONO Safety Summit	1	16.00
Health Hazards	Standard First Aid Training (SFAT)	36	1,152.00
	Occupational First Aid Training	59	944.00
	Emergency First Aid Awareness	74	592.00
	Occupational Health Forum: The Effect of Illness & Accident reduction on Employees Productivity and Company's Profitability	201	402.00
	SFAT Blended Learning	1	32.00
Risk of Emergency Situations	Building Resilience: A Guide to Disaster Preparedness and Becoming a Resilient Citizen	232	464.00
	Understanding Disaster Risk Maps Seminar	196	294.00
	Basic Rescue Training	27	189.00
	SOP1 6th National Emergency Management Safety Conference	9	72.00
	Post-Disaster Needs Assessment Training	2	64.00
Road Hazards/ Safe Driving	Defensive Driving Training	276	1,104.00
	SOP1 Road Safety Conference	5	80.00
	Road Safety Training	18	72.00
<b>TOTAL</b>		<b>2,995</b>	<b>22,448.50</b>



PLDT and Smart celebrated the 4th EHS Week from July 29–31, 2024, aligning with the International Labor Organization's World Day for Safety and Health at Work. Themed "EHS Resiliency on Changing Climates and Disaster Preparedness Across the Nation," the event underscored environmental sustainability and safety awareness. Employees engaged in hybrid learning through webinars, hands-on training courses, and contests like the "5S Photo Challenge" and "EHS TikTok Video Challenge". Major Sites in La Union, Laguna, Cebu and Davao also hosted simultaneous EHS Day celebration activities to ensure maximum reach of our program nationwide. Renowned partners such as the Philippine Business for Social Progress, Philippine Red Cross, Bureau of Fire Protection, PNP Highway Patrol Group, U.P. Los Banos, Davao Thermo Biotech Corp, Innogy Solutions Inc., OSHC Safety Control Division, Philippine Coconut Authority, Philippine College of Occupational Medicine, Inc. and various suppliers and service providers such as Shell, Rescue8, Corand, Trainovate, Insafety, actively participated in our EHS fair that promoted awareness on safety products and services. In line with the theme, we have also collaborated with the University of the Philippines Marine Science Institute to promote awareness of employees of nature-based solutions that combat adverse effects of climate change, as well as water conservation efforts.

These activities all aimed to improve workplace safety, disaster resilience, and environmental sustainability through enhanced employee awareness on EHS. We also leveraged these efforts to recognize employee contributions, build culture, and reinforce our commitments to both employee welfare and nation-building.

Demonstrating our commitment to align with international standards, various companies in the PLDT Group have earned the following ISO Certifications in 2024:

- PLDT: ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System), and ISO 45001:2018 (Occupational Health and Safety Management System). In parallel, Smart was also recommended to be certified with



- ePLDT and VITRO: ISO 9001:2015
- VITRO: ISO 14001:2015
- PLDT, ePLDT, and VITRO: ISO 22301:2019 (Business Continuity Management Systems)

These support the PLDT Group's focus on implementing best practices that drive continuous improvement, enhance customer satisfaction, reduce environmental impact, and ensure a safe working environment for one of its most important assets – employees.

Furthermore, these milestones are testament to the hard work and support of different business units across all levels of the organization, enabling us to adopt the highest standards of OHS and environmental performance and fortifying our operational focus on employee welfare, customer experience, and sustainability.

The QEHSMS covers all PLDT organic employees who work within PLDT premises, and outside for field operations. Quality Environment Health and Safety manuals and processes were implemented internally and were likewise shared and extended to business partners for guidance of contractors and alignment of shared commitment to EHS. In addition, premises were regularly checked through work environment measurements and periodic audits of quality environment health and safety management system through trained Internal Auditors and IRCA certified Lead Auditors facilitating the EHS audit program across the different sites. These assessments aid in the review and evaluation of the facilities and overall organizational performance.

Through these, our workplaces are better maintained and geared to adopt appropriate illumination, ventilation, improve air quality, ensure safety and proper sanitation to provide the best conducive workplace

for all employees. Efforts to standardize compliance on waste storage and automatic fire suppression also continue to be implemented to protect people, company properties, and the environment.

During the year, we also received several awards from Safety Organization of the Philippines during the National Industrial Safety Conference. These included Outstanding DOLE Accredited OSH Practitioners and Consultants, Award of Merit and Award of Excellence – for achieving significant safe manhours with zero lost time accidents and a remarkable show of grit demonstrating skills and abilities to foster enhanced capability-building efforts on emergency preparedness and response and workplace resilience during the National Fire Brigade Team Competition.







To further optimize our EHS practices, PLDT and Smart have also adopted digital innovations that streamlined processes and aimed at enhancing employee engagement. This introduced a comprehensive suite of applications, including the EHS Incident Reporting App, Emergency Drill Report, Weather Disturbance Activation, Situational Report, and Job Hazard Analysis. These tools addressed common challenges in manual reporting, such as human error, inconsistent data, and time-consuming workflows, as well as empowered employees to take a proactive role in contributing to workplace safety.

Through these intuitive tools and real-time data, we aim to continuously promote a culture of accountability and engagement. Leveraging the PLDT Group's technology leadership, we aim to keep promoting safer, more resilient, and efficient workplaces.

## Empowering Women

The PLDT Group is committed to upholding women's rights and promoting their representation and empowerment. Anchoring on our policies on Diversity and Inclusion and Human Rights and compliance with the Magna Carta for Women, we ensure that women's safety and wellbeing at work are assured, that they are treated fairly at work, provided with opportunities for training, upskilling, and professional development, and given equal opportunity for in leadership positions.

Women now make up 33% of the PLDT Group workforce, beyond the global average of 30%. At PLDT and Smart, almost half of the new hires in 2024 were women, many stepping into roles in Science, Technology, Engineering and Mathematics (STEM), forming part of our ongoing effort to change the profile of what was a male-dominated industry.

 <b>Share of women in total workforce</b>	 <b>PLDT</b>	 <b>Smart</b>	 <b>V.I.T.R.O.</b>	 <b>ePLDT</b>	 <b>PLDT Global</b>	 <b>multisys</b>	<b>Other Subsidiaries</b>	<b>Total PLDT Group</b>
Share of women in total workforce (as % of total workforce)	27.02%	47.03%	31.98%	40.84%	44.63%	29.02%	52.38%	<b>33.31%</b>
Share of women in all management positions (as % of total management positions)	36.69%	45.43%	36.22%	40.17%	42.57%	28.29%	56.52%	<b>39.46%</b>
Share of women in junior management positions (as % of total junior management positions)	36.20%	45.46%	39.09%	42.55%	44.44%	26.83%	41.67%	<b>38.91%</b>
Share of women in senior management positions (as % of total senior management positions)	39.97%	45.52%	31.65%	38.46%	37.50%	50.00%	77.78%	<b>42.03%</b>
Share of women in top management positions (as % of total top management positions)	39.51%	42.86%	42.86%	26.67%	50.00%	N/A	50.00%	<b>40.00%</b>
Share of women in C-Suite positions (as % of total C-Suite positions)	50.00%	50.00%	N/A	N/A	N/A	N/A	N/A	<b>50.00%</b>
Share of women in management positions in revenue-generating functions (as % of all revenue-generating management positions)	49.18%	57.62%	25.71%	43.21%	55.00%	26.09%	N/A	<b>43.25%</b>
Share of women in STEM-related positions (as % of all STEM-related positions)	21.02%	41.10%	9.23%	30.68%	11.11%	23.08%	N/A	<b>23.16%</b>

Management positions, in this context, are the following:  
 Junior Management – Supervisors, presented in the diversity table as "Management"  
 Senior Management – Executives  
 Top Management – Officers

Revenue-generating functions:  
 Commercial and enterprise business groups and consumer revenue team

Science, Technology, Engineering, and Mathematics (STEM)-related group includes Customer value management and Analytics, technical data analytics, product team, and the integrated technology services department





As members of the Philippine Business Coalition on Women Empowerment (PBCWE) and a partner of the Philippine Business and Disability Network (PBDN), PLDT and Smart work alongside like-minded organizations to promote DEI on a broader scale.

Through the Gender Equality Assessment Results and Strategies (GEARS) framework, we were recognized with “Leading Practice” status in areas such as flexible work, career development, and preventing gender-based harassment.

Creating a truly inclusive culture means listening, learning, and acting together. PLDT and Smart engagement efforts include:

- **#YesSHECan!**, launched during Women’s Month, with discussions on innovation, self-confidence, work-life integration, and gender equality;

Similarly, ePLDT and VITRO conduct year-round initiatives such as Women’s Month and Mother’s Day celebrations, highlighting the importance of inclusion, belonging, equity, and representation of women. These are also geared towards encouraging all employees to recognize and value the role women play in shaping the workplace and society.

To further promote DEI, we have implemented the following activities throughout the year:

- **#EveryColorEveryYou**, a campaign that promotes LGBTQIA+ inclusion through education and storytelling;
- Regular **leadership academies** and **skills development programs** are designed to empower women and support career growth of persons with disabilities.

ePLDT also launched an inclusive workplace program, providing internships to students who are persons with disabilities and single parents entering careers in technology. We also worked with nonprofit organizations, commercial partners, and Microsoft Assistive Tech to offer opportunities in the technical workforce. ePLDT also joined the Global Accessibility Awareness Day (GAAD) to promote digital inclusivity.



## Investing in our People

The PLDT Group recognizes that continuous learning is essential in ensuring employee welfare and fostering a resilient, future-ready workforce.

In 2024, we enhanced our focus on capability development and leadership growth, encouraging employees to manage their development and ensuring business sustainability. On combined basis, 98.48% of PLDT and Smart’s active workforce completed training courses in 2024 demonstrating a dynamic organization committed to upgrading their knowledge to enable them to excel in a digital landscape through strategic learning initiatives we made available.

Upskilling and reskilling have thus become crucial with digital transformation reshaping the future of work. Total training hours in 2024 amounted to 501,080, or 37% higher than 365,156 in 2023. More than 13,400 employees completed structured learning programs retain period.

Resources were optimized, and learning initiatives were expanded to maximize impact:

- 98% training coverage, engaging nearly all employees in meaningful learning experiences
- 34.32 Average Training Hours per employee, a 43% increase from 2023
- Cost-effective educational programs preserved quality while optimizing resources.
- 79% positive employee feedback on the relevance and effectiveness of learning initiatives

Digital tools and innovative delivery methods were leveraged to enhance learning experiences, including virtual classrooms, mobile learning, and data-driven analytics for personalized development. New approaches such as nano-learning (e.g., short clips similar to TikTok-like reels) and blended learning were integrated to increase employee engagement to ensure that they remain updated through digital education. Leadership embraced transformation, with 95% completing the Leader’s Challenge: Escape Velocity program. Similarly, 84% of rank-and-file employees and supervisors participated in specialized learning interventions to reinforce core capabilities.

Key learning priorities in 2024 included:

- **Critical Thinking** – Enhancing decision-making and problem-solving capabilities.
- **Growth Mindset** – Promoting adaptability and a culture of lifelong learning.
- **AI & Data Analytics** – Improving digital competencies for business transformation.

To further support self-directed growth, 83% of employees submitted Individual Development Plans, aligning personal aspirations with the company's priorities.

PLDT and Smart's commitment to developing and retaining talent is reflected in a 94.01% parental leave retention rate among key workforce segments. This stability allows us to create career advancement opportunities while maintaining organizational resilience.

To enhance leadership growth, we implemented specific development programs:

- **Futurescapes Program** – Designed for emerging leaders to build essential leadership skills
- **HyperIsland Singapore's Achieving Escape Velocity Program** – Equipping high-potential talents with transformation-driven capabilities
- **Executive Coaching & Advanced Education** – Leaders participated in executive coaching and pursued advanced education at globally recognized institutions to enhance strategic decision-making

We are choosing to actively shape the future by embedding continuous learning into our corporate culture. This capability-building strategy develops potential, fosters leadership, and ensures our workforce remains competitive and ready for future challenges.

At ePLDT, we have established policies to continuously enhance employee knowledge and skills. These are guided by a competency framework that identifies and addresses role-specific skill gaps. Regular assessments and targeted training programs ensure employees are well-equipped to excel in their roles and adapt to evolving business needs. In 2024, ePLDT focused employee upskilling efforts on critical areas that directly impact customer satisfaction and business success, reinforcing its commitment to fostering a culture of continuous learning and professional growth. Furthermore, the company put a heightened focus on customer-

facing groups—such as Sales, PreSales, Service Delivery, and Customer Success/ Support teams—recognizing their critical role in driving customer satisfaction and business growth.

Through targeted assessments and reviews, ePLDT prioritized identifying employee competency gaps specific to these functions and provided tailored development programs to address them. This approach reflects our commitment to continuously enhance our workforce capabilities, ensuring they remain agile, customer-focused, and ready to meet industry demands.

ePLDT measures skills development or improvement using the Kirkpatrick Model of Evaluation

- **Level 1 Reaction Methods:** Surveys and instant feedback mechanisms post-training.
- **Level 2 Learning Methods:** Pre- and post-assessments, practical exercises, certification exams.
- **Level 3 Behavior Methods:** Follow-up surveys, interviews with supervisors, performance metrics.
- **Level 4 Customer Experience & Customer Satisfaction**
- **Level 5 Results Methods:** Business performance metrics, ROI analysis, client feedback.

At VITRO, the company has been implementing employee skilling and development initiatives through in-house, local, and foreign training, as well as certification programs. These are made available to all employees, with eligibility and guidelines based on employment status and program type. VITRO employees are continuously required to complete approved training programs and comply with documentation and evaluation processes to ensure alignment with organizational goals. Upskilling requirements are also determined based on approved employee competency matrices and compliance training essentials to meeting business needs. Success in these initiatives are measured through self-assessments and evaluations by immediate supervisors conducted within a specified period after training programs.

Employee Training GRI 404-1

Company	Active Employee as of 2024	Training Hours	Average Training Hours	Company	Active Employee as of 2024	Training Hours	Average Training Hours
PLDT				ePLDT			
Male	6,943	306,443.00	44.14	Male	255	1,452.50	5.70
Female	2,570	75,708.00	29.46	Female	176	610.00	3.47
Total	9,513	382,151.00	40.17	Total	431	2,062.50	4.79
Rank & File	3,822	207,379.00	54.26	Rank & File	197	1,023.00	5.19
Management	4,942	150,738.00	30.50	Management	141	726.00	5.15
Executives	668	21,948.00	32.86	Executives	78	277.50	3.56
Officers	81	2,086.00	25.75	Officers	15	36.00	2.40
Total	9,513	382,151.00	40.17	Total	431	2,062.50	4.79
Smart				PGC			
Male	2,167	61,448.00	28.36	Male	67	1,522.00	22.72
Female	1,924	51,321.00	26.67	Female	54	778.50	14.42
Total	4,091	112,769.00	27.57	Total	121	2,300.50	19.01
Rank & File	1,412	29,333.00	20.77	Rank & File	20	510.00	25.50
Management	1,982	59,932.00	30.24	Management	63	1,371.50	21.77
Executives	648	21,848.00	33.72	Executives	32	382.00	11.94
Officers	49	1,656.00	33.80	Officers	6	37.00	6.17
Total	4,091	112,769.00	27.57	Total	121	2,300.50	19.01
VITRO				TOTAL			
Male	302	1,349.00	4.47	Male	9,734	372,214.50	38.24
Female	142	448.00	3.15	Female	4,866	128,865.50	26.48
Total	444	1,797.00	4.05	Total	14,600	501,080.00	34.32
Rank & File	248	976.00	3.94	Rank & File	5,701	239,221.00	41.96
Management	110	296.00	2.69	Management	7,236	213,063.50	29.44
Executives	79	504.00	6.38	Executives	1,505	44,959.50	29.87
Officers	7	21.00	3.00	Officers	158	3,836.00	24.28
Total	444	1,797.00	4.05	Total	14,600	501,080.00	34.32

Employee count is the total headcount as of December 31, 2024. The total training hours for PLDT and Smart only include active employees, while the total training hours for the year are reported for ePLDT, PGC and VITRO.

## Employee Skills Development Training

GRI 404-2

Company	No. of Unique Attendees	Total No. of Hours	Average Training Hours
PLDT			
Functional	163	1,869.00	11.47
Essential	9,259	154,229.00	16.66
Technical	6,742	195,566.00	29.01
Leadership	1,987	30,487.00	15.34

Smart			
Functional	91	1,352.00	14.86
Essential	4,002	63,931.00	15.97
Technical	2,528	19,771.00	7.82
Leadership	1,672	27,715.00	16.58

VITRO			
Technical Skills	50	1,653.00	33.06
Soft Skills	9	144.00	16.00

Company	No. of Unique Attendees	Total No. of Hours	Average Training Hours
ePLDT			
Functional	5	148.50	29.70
Technical	123	1,910.00	15.53
IT Discipline	1	4.00	4.00

PGC			
Technical	15	743.00	49.53
Leadership	15	420.00	28.00
Teambuilding	85	680.00	8.00
Bootcamp	19	76.00	4.00
Cybersecurity	74	148.00	2.00
Wellness	86	129.00	1.50
Life skill	2	2.50	1.25
e-learning Course	102	102.00	1.00

## Percentage of active employees who completed training courses in 2024



98.51%



98.41%



12.39%



27.84%



96.69%





## Nurturing and Cultivating Talents GRI 3-3

The PLDT Group recognizes that nurturing our people's talents is critical to long-term success. We are committed to enabling employee growth and mobility through a fair, transparent, and values-driven performance management system that supports both business priorities and individual aspirations.

PLDT and Smart's performance evaluation approach is anchored on a structured, KPI-based framework that covers nearly 100% of our regular workforce—from rank-and-file staff to senior executives. Through SAP SuccessFactors, we track goals and progress with real-time visibility and accountability, ensuring alignment from enterprise strategies down to individual contributions.

In 2024, the performance management process underwent significant transformation to become more agile, developmental, and future-focused. Key enhancements include:

- Continuous feedback and check-ins institutionalized throughout the year, supported by system-generated reminders and manager coaching templates.
- Manager enablement programs launched to elevate leadership capability in performance coaching, expectation-setting, and growth-focused conversations.
- Refined use of Behaviorally Anchored Rating Scales (BARS) for more objective, consistent, and values-based evaluation—especially for staff and supervisors.

These changes reflect our shift from a compliance-based annual review to a culture of continuous performance enablement and meaningful development.

Employee performance is evaluated based on a 60:40 ratio, balancing business results (60%) with behavioral performance (40%), anchored on our core values and leadership principles. The five-point BARS framework provides clear standards for behavior-based assessments.

Goal-setting is a collaborative process at the start of each year, ensuring that individual objectives cascade from corporate goals and business unit strategies. These are recorded in SuccessFactors and monitored through digital workflows with built-in tracking.

Formal year-end evaluations conducted annually continue to inform:

- Merit and incentive decisions
- Promotion and movement readiness
- Individual development plans (IDPs)
- Succession nominations

To support continuous growth, a mid-year developmental review is being introduced to assess progress, realign expectations, and update goals as needed.

We fully integrated individual development planning (IDP) into the performance cycle, ensuring that growth is a direct outcome of performance management—not a parallel process. The IDP process now includes:

- Post-evaluation dialogues to clarify aspirations, strengths, and development areas
- Use of performance analytics to inform targeted learning or coaching interventions
- Tailored support for both high-potential and at-risk employees, guided by tools such as the 9-box grid

Enterprise-wide calibration sessions are conducted to ensure fairness, alignment, and consistency of ratings. In 2024, we applied moderation bands to normalize performance distributions, support differentiated recognition, and maintain high performance standards across peer groups.

The performance system continues to reinforce our commitment to ethical business conduct. Employees in governance, compliance, and risk-sensitive roles are evaluated on:

- Internal controls over financial reporting (ICFR)
- Regulatory adherence
- Ethical behavior and accountability

Violations of workplace policies or codes of conduct are reflected in employee performance ratings and may affect eligibility for promotions, merit increases, or inclusion special incentive plans.

As we expect the organization to support the achievement of our materiality targets and management of ESG-related risks in their roles, we have embedded relevant metrics as part of performance scorecards alongside business metrics.

Additionally, special compensation plans for eligible officers and executives also include ESG KPIs to ensure ownership and accountability.

Our performance framework directly feeds into career progression, employee engagement, and succession planning. Outputs from the cycle are used to:

- Guide merit, bonus, and promotion decisions
- Inform readiness for key roles and leadership transitions
- Identify participants for skilling and leadership development programs

This integrated performance management framework reflects PLDT and Smart's long-standing commitment to organizational excellence, leadership integrity, and people development, ensuring that we remain future-fit, high-performing, and values-driven.

Aligned with our commitment to building a future-ready workforce, PLDT and Smart have fortified their succession management framework to ensure business continuity and leadership resilience. We conduct enterprise-level talent reviews to assess readiness, potential, and mobility for critical roles across the organization. These reviews help identify successors at various readiness stages and allow targeted development to close capability gaps.

Our Leadership Experience through Accelerated Development (LEAD) Program, a key component of our leadership pipeline strategy, emphasizes:

- Experiential learning through cross-functional projects
- International exposure and executive education
- Leadership coaching and mentoring
- Mobility opportunities within and across business units

The Future Leader and Emerging Leader Programs, composed of high-potential internal talents, also receive structured support through rotational assignments and executive development experiences designed to prepare them for broader leadership roles.

Meanwhile, to foster career development for ePLDT employees, we uphold a Management by Objectives approach. Using a standard appraisal form, regular employees are evaluated on their performance annually, while probationary hires are appraised within prescribed periods as a pre-requisite to their regularization. ePLDT also requires each department to document all relevant competencies for existing roles, ensuring alignment with the Company's evolving needs and strategic objectives. These competencies are consolidated into a matrix that serves as the foundation for evaluating employees and identifying potential gaps in skills and knowledge.

Similarly, VITRO also follows the Management by Objectives approach to career development and talent management. The company follows a multidimensional performance appraisal scheme where employees are evaluated by their direct line managers, division heads, and group heads. The company also employs formal comparative ranking of employees within one employee category, using the bell curve method as part of its Performance Management System.

These integrated approaches reflect the PLDT Group's broader commitment to inclusive career development, talent acceleration, and business sustainability. By aligning performance and succession systems with business priorities and employee aspirations, we continue to build a resilient, agile, and purpose-driven leadership bench.

## Employee Performance Evaluation<sup>1</sup> GRI 404-3

PLDT	Active Employee as of 2023	Employees eligible for performance evaluation	Employees who received a performance evaluation	% of eligible employees evaluated	% of total employees evaluated
Male	7,303	7,256	7,231	99.66%	99.01%
Female	2,701	2,675	2,660	99.44%	98.48%
<b>Total</b>	<b>10,004</b>	<b>9,931</b>	<b>9,891</b>	<b>99.60%</b>	<b>98.87%</b>
Rank & File	4,149	4,135	4,119	99.61%	99.28%
Management	5,097	5,052	5,035	99.66%	98.78%
Executives	673	660	655	99.24%	97.33%
Officers	85	84	82	97.62%	96.47%
<b>Total</b>	<b>10,004</b>	<b>9,931</b>	<b>9,891</b>	<b>99.60%</b>	<b>98.87%</b>

Smart	Active Employee as of 2023	Employees eligible for performance evaluation	Employees who received a performance evaluation	% of eligible employees evaluated	% of total employees evaluated
Male	2,232	2,150	2,125	98.84%	95.21%
Female	1,991	1,938	1,904	98.25%	95.63%
<b>Total</b>	<b>4,223</b>	<b>4,088</b>	<b>4,029</b>	<b>98.56%</b>	<b>95.41%</b>
Rank & File	1,588	1,494	1,459	97.66%	91.88%
Management	1,958	1,929	1,910	99.02%	97.55%
Executives	625	614	609	99.19%	97.44%
Officers	52	51	51	100.00%	98.08%
<b>Total</b>	<b>4,223</b>	<b>4,088</b>	<b>4,029</b>	<b>98.56%</b>	<b>95.41%</b>

PGC	Active Employee as of 2023	Employees eligible for performance evaluation	Employees who received a performance evaluation	% of eligible employees evaluated	% of total employees evaluated
Male	73	62	62	100.00%	84.93%
Female	52	47	47	100.00%	90.38%
<b>Total</b>	<b>125</b>	<b>109</b>	<b>109</b>	<b>100.00%</b>	<b>87.20%</b>

Rank & File	23	16	16	100.00%	69.57%
Management	62	55	55	100.00%	88.71%
Executives	34	32	32	100.00%	94.12%
Officers	6	6	6	100.00%	100.00%
<b>Total</b>	<b>125</b>	<b>109</b>	<b>109</b>	<b>100.00%</b>	<b>87.20%</b>

TOTAL					
Male	10,189	10,028	9,693	96.66%	95.13%
Female	5,078	4,985	4,788	96.05%	94.29%
<b>Total</b>	<b>15,267</b>	<b>15,013</b>	<b>14,481</b>	<b>96.46%</b>	<b>94.85%</b>

Rank & File	6,250	6,120	5,820	96.66%	93.12%
Management	7,373	7,284	7,143	98.06%	96.88%
Executives	1,490	1,459	1,377	94.38%	92.42%
Officers	154	150	141	94.00%	91.56%
<b>Total</b>	<b>15,267</b>	<b>15,013</b>	<b>14,481</b>	<b>96.46%</b>	<b>94.85%</b>

ePLDT <sup>2</sup>	Active Employee as of 2023	Employees eligible for performance evaluation	Employees who received a performance evaluation	% of eligible employees evaluated	% of total employees evaluated
Male	581	560	275	49.11%	47.33%
Female	334	325	177	54.46%	52.99%
<b>Total</b>	<b>915</b>	<b>885</b>	<b>452</b>	<b>51.07%</b>	<b>49.40%</b>

Rank & File	490	475	226	47.58%	46.12%
Management	256	248	143	57.66%	55.86%
Executives	158	153	81	52.94%	51.27%
Officers	11	9	2	22.22%	18.18%
<b>Total</b>	<b>915</b>	<b>885</b>	<b>452</b>	<b>51.07%</b>	<b>49.40%</b>

<sup>1</sup>Employees not eligible for performance evaluation include those hired after the performance cycle cut-off, seconded to another subsidiary, or on leave for 180 days or more. Eligible employees who were not evaluated include those who resigned during the performance cycle or transferred to another subsidiary

<sup>2</sup>The low performance evaluation rate in ePLDT is primarily attributed to the transfer of employees to its subsidiary, VITRO Inc., during the performance cycle, rendering them ineligible for evaluation under ePLDT. When the impact of these transfers is excluded, 96.61% of eligible ePLDT employees received a performance evaluation, while 93.44% of all ePLDT employees were evaluated during the period. For the entire PLDT Group, the performance evaluation rates were 96.32% for eligible employees and 94.71% for all employees, respectively.

## Narrowing the Pay Gap

Based on our 2024 pay ratios, there is no significant gender pay gap in the PLDT Group across different management levels and across regions. This demonstrates our efforts to implement “equal pay for equal work” aligned with our Diversity and Inclusion Policy which prescribes zero-tolerance for discrimination including gender.

As we continue to strive for gender pay equality, our greater focus is on ensuring equal opportunity and merit-based recognition and rewards. These are supported by the following programs:

- Pay for performance or meritocracy
- Variable compensation programs
- Recognition of competence
- Career development and progression
- Employee upskilling programs

In addition, we conduct regular benchmarking of wages against industry standards, provide transparency on compensation policies, and analyze employee feedback from engagement activities.

For ePLDT and VITRO, compensation anchors further on recognition of competence, industry competitiveness, internal equity, and leadership's accountability. The overall pay of each employee is on the basis of these principles regardless of their gender.

In addition, we conduct regular benchmarking of wages against industry standards, provide transparency on compensation policies, and analyze employee feedback from engagement activities.

### Average basic salary of women to men

	Executives	Officers
Luzon	0.92	0.98
Visayas	0.94	N/A
Mindanao	0.86	N/A
Asia Pacific	0.87	N/A
Americas	1.10	1.06
<b>Total PLDT Group</b>	<b>0.91</b>	<b>0.99</b>

## Pay Ratios GRI 405-2

### Ratio of average basic salary and remuneration of women to men





## Supporting the Welfare of Families

In line with its holistic approach to employee wellbeing, the PLDT Group provides benefits, policies, and programs that promote family welfare and support employees as they take care of their families.

These include flexible work arrangements to enable employees to balance work productivity and their personal life. For PLDT and Smart, we follow flexible work schedules within a five-day workweek. Meanwhile, ePLDT, VITRO and PGC have been adopting a hybrid work setup, with the latter providing employees the option to follow a three-day office workweek with a two-day work-from-home schedule. These approaches help in reducing commuting time and expenses and in allowing our employees to spend more time with their children and families.

We also maintain various support programs for parents, making available lactation rooms in our offices and facilities, as well as scholarship grants and loan assistance for educational support for the children of our employees.

For parent employees, we provide for parental leaves that exceed statutory requirements delete, as well as the International Labor Organization standards. These include maternity Leave entitlements that ensure the physical well-being and welfare of female employees after giving birth to provide them enough time to nurse their newborn babies. We also provide support for single parents to avail of social protection services, enabling them to perform parental responsibilities to their children where physical presence is required.

### Parental Leaves GRI 401-3, 406-1

Company	Total number of employees that were entitled to parental leave as of reporting period			Total number of employees that took parental leave			Total number of employees that returned to work after parental leave ended in 2024			Return to work rate		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
PLDT	3,889	2,570	<b>6,459</b>	408	113	<b>521</b>	408	112	<b>520</b>	100.00%	99.12%	<b>99.81%</b>
Smart	1,197	1,924	<b>3,121</b>	62	80	<b>142</b>	62	80	<b>142</b>	100.00%	100.00%	<b>100.00%</b>
VITRO	166	142	<b>308</b>	7	7	<b>14</b>	7	7	<b>14</b>	100.00%	100.00%	<b>100.00%</b>
ePLDT <sup>1</sup>	86	176	<b>262</b>	3	6	<b>9</b>	3	6	<b>9</b>	100.00%	100.00%	<b>100.00%</b>
PGC	31	54	<b>85</b>	-	2	<b>2</b>	-	2	<b>2</b>	N/A	100.00%	<b>100.00%</b>
<b>TOTAL</b>	<b>5,369</b>	<b>4,866</b>	<b>10,235</b>	<b>480</b>	<b>208</b>	<b>688</b>	<b>480</b>	<b>207</b>	<b>687</b>	<b>100.00%</b>	<b>99.52%</b>	<b>99.85%</b>

### Parental Leave Return-to-Work GRI 2-4

Company	Total number of employees who returned to work after parental leave in 2023			Employees who returned from parental leave and remained employed after 12 months			Retention Rate		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
PLDT	443	160 <sup>1</sup>	<b>603</b>	439	149	<b>588</b>	99.10%	93.13%	<b>97.51%</b>
Smart	78	96 <sup>1</sup>	<b>174</b>	73	83	<b>156</b>	93.59%	86.46%	<b>89.66%</b>
VITRO	N/A	N/A	<b>N/A</b>	N/A	N/A	<b>N/A</b>	N/A	N/A	<b>N/A</b>
ePLDT	5	18	<b>23</b>	2	6	<b>8</b>	40.00%	33.33%	<b>34.78%</b>
PGC	-	1	<b>1</b>	-	1	<b>1</b>	N/A	100.00%	<b>100.00%</b>
<b>TOTAL</b>	<b>526</b>	<b>275</b>	<b>801</b>	<b>514</b>	<b>239</b>	<b>753</b>	<b>97.72%</b>	<b>86.91%</b>	<b>94.01%</b>

The low retention rate in ePLDT is primarily due to the transfer of returning employees to its subsidiary, VITRO Inc. Without these transfers, the retention rate would be 100% for both male and female employees. At the PLDT Group level, the retention rates are 98.29% for males, 91.27% for females, and 95.88% overall.

<sup>1</sup> This has been restated from 161 in 2023 to 160 in 2024. This is a restatement from 97 in 2023 to 96 in 2024.

Throughout the year, we celebrate and hold family-friendly events, honoring parents including those for Father's Day and Mother's Day, promoting women and girl empowerment during Women's Month, and welcoming employee children to join onsite festivities during Halloween and Christmas. We have also enacted a Mental Health Policy which seeks to support our employees in taking care of their mental health, ensuring non-discriminatory practices in the workplace, data protection, medical treatment, and benefits.

At PGC, employees receive medical benefits with extended eligibility up to 70 years old for parents and up to 24 years old for siblings and children. These benefits are also available to employees with domestic partners who are members of the LGBTQIA+ community.

## Promoting Holistic Employee Wellbeing

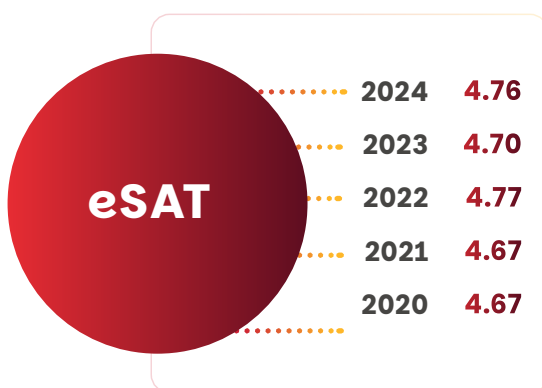
Holistic employee well-being remains a cornerstone of our sustainability and people strategy.

In 2024, our overall employee Customer Satisfaction Score (eSAT) score reached 4.76/5 (94%), exceeding global satisfaction benchmarks.

This score was obtained through post-activity surveys conducted after each of our employee engagement initiatives, allowing participants to rate their experience and provide feedback. Employees rate us through a five-point scale, with equivalent 1 to “very dissatisfied” and 5 representing “very satisfied”. Individual responses are aggregated further by getting the sum of the number of stars given over the sum of the maximum stars multiplied by 5.

A total of 2,040 PLDT and Smart employees took part in these surveys across 17 employee engagement campaigns, reflecting strong employee involvement.

Our 2024 eSAT score for PLDT and Smart thus shows strong employee engagement, a positive workplace culture, and the effectiveness of our ongoing efforts to support our people’s well-being and professional growth.



Recognition and wellness programs were designed to uplift spirits, strengthen bonds, and demonstrate genuine appreciation for our employees’ contributions. The MVP Olympics became more than just a series of sporting events, it was a vibrant celebration of camaraderie, resilience, and unity across 36 sports disciplines. Held from May

to September and involving over 700 athletes from both PLDT and Smart, the event embodied teamwork, friendly competition among other companies within the MVP Group, and shared pride in our identity as one MVP Group family. From the rousing pep rally to the emotional closing ceremony, employees found joy at every moment, proving that engagement can be both energizing and unifying.

Equally significant was the PAMANA Service Awards Night, our most memorable yet, with 300 employees and leaders coming together to honor years of loyalty and excellence. With a perfect CSAT score of 5.00, PAMANA reaffirmed our commitment to celebrating career milestones with sincerity and heart.

The Smart Service Awards honored 736 employees for their outstanding contributions, reinforcing a culture that values consistent dedication and service excellence. Each recognition is a heartfelt expression of gratitude and a public affirmation that good work matters and is remembered. Similarly, ePLDT and VITRO, rendered service awards to boost morale, foster loyalty, enhance workplace culture, build pride, and inspire others by recognizing and celebrating dedication and contributions of our employees.

PLDT and Smart’s “Leaders on the Go” initiative brought senior leaders closer to employees in the field, reinforcing a culture of accessibility and empathy. Whether through face-to-face conversations or shared experiences, these engagements showed that leadership is not only about direction, but also connection. The high CSAT score of 4.75 reflected how deeply these encounters resonated with employees.

Our wellness and marketing engagement events, such as the PLDT and Smart Perks Fair, offered employees exclusive perks and offers while supporting the community and local businesses. With nearly 2,000 participants and PhP70,000 raised for persons with disabilities partners, these moments reaffirmed that well-being and impact go together. They were not just events—they were proof of a culture that truly cares.

These initiatives illustrate our belief that well-being, recognition, and retention are not separate goals, but part of a connected, human-centered approach to sustaining a thriving workplace.

Our inclusion and diversity events in 2024 reflected our deep commitment to building a culture of understanding, belonging, and equity. These moments weren't just celebrations, they were statements of our values, and reminders that our workplace embraces all identities and experiences.

During Women's Month, PLDT and Smart's #YesSheCan campaign inspired action and sparked critical conversations around gender equity. From supporting working mothers to educating the community on gender-based sexual harassment (GBSH), the programs drew participation from 455 employees and reached over 2,200 views across platforms. The 4.71 CSAT score reflected how powerfully these initiatives resonated. These efforts aimed to empower women, educate allies, and help build a workplace where everyone is encouraged to thrive.

## Encouraging Employee Volunteerism

The PLDT Group recognizes employee volunteerism as a vital component of our commitment to social responsibility and community engagement.

Employees are given opportunities to serve, with Smart offering paid volunteer hours and PLDT supporting participation through personal leave credits. In 2024, 115 employees rendered 18 volunteer hours through:

- MVP Extraordinary Mobile Library: Storytelling and book donations in Baseco (15 volunteers, 7 hours)
- Brigada Eskwela: School readiness activities (60 volunteers, 5 hours)
- Servathon (Hands On Manila): Creating developmental toys for infants (40 volunteers, 6 hours)

These experiences enhance employee morale, unity, and fulfillment, while reinforcing our purpose-driven culture. As shown by the PLDT and Smart Glint results, when employees are given the chance to connect with meaning--inside and outside the workplace--they become more engaged, more inspired, and more empowered.

The celebration of Pride Month in June was equally powerful across the PLDT Group. PLDT and Smart's #EveryColorEveryYou celebration brought together 1,479 participants for workshops, digital activities, and a strong showing at the 2024 Pride Parade. It was a time to elevate voices, stories, and foster meaningful dialogue about inclusion. With a CSAT score of 4.68, the events showed how much our LGBTQIA+ community and allies value the safe, affirming spaces we continue to build. In parallel, these Pride Month events also aimed to foster a culture of acceptance and belonging for LGBTQIA+ employees of ePLDT and VITRO.

These events were more than just programs. They were deeply human moments and proof that when we invest in inclusion, we invest in our collective strength.

By supporting welfare, wellness, inclusion, and volunteerism, we create a workplace where people are empowered, recognized, and inspired to make their work truly meaningful. These efforts are interconnected, driving us toward a more inclusive, resilient, and sustainable future.



## Strengthening Organizational Resilience GRI 3-3

The PLDT Group remains steadfast in its commitment to organizational resilience and employee welfare. We closely monitor turnover rates across gender, age group, rank, region, and generation to better understand emerging workforce trends. To further guide our assessments and action plans, we also conduct industry benchmarking endeavors in partnership with third-party consultants. ePLDT and VITRO, for instance, render comparative analyses across peers in the Technology, Media and Gaming (TMG) industry with Willis Towers Watson Philippines.

In 2024, PLDT registered an employee turnover rate of 5.64%, similar to its 2023 levels, while Smart registered a turnover rate of 7.63% much lower than that in 2023. During the year, PLDT's turnover was largely on account of redundancies, accounting for 400 of the 537 exits and reflecting strategic organizational restructuring. On the other hand, Smart exits were mostly voluntary.







Gender-wise, Smart recorded the same numbers of male and female exits, while 70% of the PLDT exits were male. Generational trends reveal that aligned with career mobility behavior of millennials globally, there were more millennial exits in Smart, emphasizing the need for focused career development and retention strategies for this group. PLDT separations were mostly those from the Gen X demographic with 94% due to redundancy. As for geographic segments, Luzon continued to show the highest turnover by region, consistent with our employee concentration.

These insights reinforce the importance of our efforts in promoting diversity, strengthening engagement, and fostering well-being.

Together with inclusive hiring practices and a continued focus on mental health, recognition, and flexibility, our approach underscores that taking care of our people remains central to our sustainability strategy.

## Attrition and Turnover Rate GRI 401-1


### Attrition by Gender

	 PLDT		 Smart		 VITRO DATA CENTER		 ePLDT		 PLDT Global		 multisys		Other Subsidiaries		PLDT Group	
Rank & File	121	1.27%	161	3.94%	36	8.11%	297	68.91%	6	4.96%	50	19.61%	-	0.00%	671	4.50%
Male	99	1.04%	81	1.98%	24	5.41%	209	48.49%	4	3.31%	33	12.94%	-	0.00%	450	3.02%
Female	22	0.23%	80	1.96%	12	2.70%	88	20.42%	2	1.65%	17	6.67%	-	0.00%	221	1.48%
Management	376	3.95%	122	2.98%	7	1.58%	143	33.18%	8	6.61%	3	1.18%	2	4.78%	661	4.44%
Male	256	2.69%	54	1.32%	5	1.13%	84	19.49%	5	4.13%	2	0.78%	1	2.38%	407	2.73%
Female	120	1.26%	68	1.66%	2	0.45%	59	13.69%	3	2.48%	1	0.39%	1	2.38%	254	1.71%
Executives	31	0.33%	24	0.59%	1	0.23%	77	17.87%	6	4.96%	-	0.00%	-	0.00%	139	0.93%
Male	20	0.21%	12	0.29%	1	0.23%	51	11.83%	4	3.31%	-	0.00%	-	0.00%	88	0.59%
Female	11	0.12%	12	0.29%	-	0.00%	26	6.03%	2	1.65%	-	0.00%	-	0.00%	51	0.34%
Officers	9	0.09%	5	0.12%	-	0.00%	8	1.86%	-	0.00%	-	0.00%	-	0.00%	22	0.15%
Male	8	0.08%	2	0.05%	-	0.00%	5	1.16%	-	0.00%	-	0.00%	-	0.00%	15	0.10%
Female	1	0.01%	3	0.07%	-	0.00%	3	0.70%	-	0.00%	-	0.00%	-	0.00%	7	0.05%
TOTALS	537	5.64%	312	7.63%	44	9.91%	525	121.81%	20	16.53%	53	20.78%	2	4.78%	1,493	10.02%
Male	383	4.03%	149	3.64%	30	6.76%	349	80.97%	13	10.74%	35	13.73%	1	2.38%	960	6.44%
Female	154	1.62%	163	3.98%	14	3.15%	176	40.84%	7	5.79%	18	7.06%	1	2.38%	533	3.58%

## AI and the New Generation of Leaders



## Attrition by Age Group

							Other Subsidiaries		PLDT Group							
Rank & File	121	1.27%	161	3.94%	36	8.11%	297	68.91%	6	4.96%	50	19.61%	-	0.00%	671	4.50%
Less than 30	40	0.42%	91	2.22%	20	4.50%	168	38.98%	6	4.96%	24	9.41%	-	0.00%	349	2.34%
30 to 50	54	0.57%	69	1.69%	16	3.60%	119	27.61%	-	0.00%	25	9.80%	-	0.00%	283	1.90%
More than 50	27	0.28%	1	0.02%	-	0.00%	10	2.32%	-	0.00%	1	0.39%	-	0.00%	39	0.26%
Management	376	3.95%	122	2.98%	7	1.58%	143	33.18%	8	6.61%	3	1.18%	2	4.76%	661	4.44%
Less than 30	22	0.23%	37	0.90%	2	0.45%	33	7.66%	4	3.31%	-	0.00%	-	0.00%	98	0.66%
30 to 50	62	0.65%	79	1.93%	5	1.13%	99	22.97%	3	2.48%	3	1.18%	2	4.76%	253	1.70%
More than 50	292	3.07%	6	0.15%	-	0.00%	11	2.55%	1	0.83%	-	0.00%	-	0.00%	310	2.08%
Executives	31	0.33%	24	0.59%	1	0.23%	77	17.87%	6	4.96%	-	0.00%	-	0.00%	139	0.93%
Less than 30	1	0.01%	-	0.00%	-	0.00%	5	1.16%	-	0.00%	-	0.00%	-	0.00%	6	0.04%
30 to 50	15	0.16%	18	0.44%	1	0.23%	60	13.92%	3	2.48%	-	0.00%	-	0.00%	97	0.65%
More than 50	15	0.16%	6	0.15%	-	0.00%	12	2.78%	3	2.48%	-	0.00%	-	0.00%	36	0.24%
Officers	9	0.09%	5	0.12%	-	0.00%	8	1.86%	-	0.00%	-	0.00%	-	0.00%	22	0.15%
Less than 30	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
30 to 50	4	0.04%	3	0.07%	-	0.00%	2	0.46%	-	0.00%	-	0.00%	-	0.00%	9	0.06%
More than 50	5	0.05%	2	0.05%	-	0.00%	6	1.39%	-	0.00%	-	0.00%	-	0.00%	13	0.09%
TOTALS	537	5.64%	312	7.63%	44	9.91%	525	121.81%	20	16.53%	53	20.78%	2	4.76%	1,493	10.02%
Less than 30	63	0.66%	128	3.13%	22	4.95%	206	47.80%	10	8.26%	24	9.41%	-	0.00%	453	3.04%
30 to 50	135	1.42%	169	4.13%	22	4.95%	280	64.97%	6	4.96%	28	10.98%	2	4.76%	642	4.31%
More than 50	339	3.56%	15	0.37%	-	0.00%	39	9.05%	4	3.31%	1	0.39%	-	0.00%	398	2.67%



## Attrition by Region

	PLDT		Smart		VITRO		ePLDT		PLDT Global		Multisys		Other Subsidiaries		PLDT Group	
Rank & File	121	1.27%	161	3.94%	36	8.11%	297	68.81%	6	4.96%	50	19.61%	-	0.00%	671	4.50%
Luzon	86	0.90%	137	3.35%	33	7.43%	270	62.65%	6	4.96%	50	19.61%	-	0.00%	582	3.91%
Visayas	21	0.22%	12	0.29%	2	0.45%	23	5.34%	-	0.00%	-	0.00%	-	0.00%	58	0.39%
Mindanao	14	0.15%	12	0.29%	1	0.23%	4	0.93%	-	0.00%	-	0.00%	-	0.00%	31	0.21%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Management	376	3.95%	122	2.98%	7	1.56%	143	33.18%	8	6.61%	3	1.18%	2	4.76%	661	4.44%
Luzon	310	3.26%	110	2.69%	7	1.58%	136	31.55%	7	5.79%	3	1.18%	2	4.76%	575	3.86%
Visayas	55	0.58%	10	0.24%	-	0.00%	6	1.39%	-	0.00%	-	0.00%	-	0.00%	71	0.48%
Mindanao	11	0.12%	2	0.05%	-	0.00%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.83%	-	0.00%	-	0.00%	1	0.01%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Executives	31	0.33%	24	0.59%	1	0.23%	77	17.87%	6	4.96%	-	0.00%	-	0.00%	139	0.93%
Luzon	26	0.27%	24	0.59%	-	0.00%	73	16.94%	3	2.48%	-	0.00%	-	0.00%	126	0.85%
Visayas	5	0.05%	-	0.00%	-	0.00%	3	0.70%	-	0.00%	-	0.00%	-	0.00%	8	0.05%
Mindanao	-	0.00%	-	0.00%	1	0.23%	1	0.23%	-	0.00%	-	0.00%	-	0.00%	2	0.01%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.83%	-	0.00%	-	0.00%	1	0.01%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	1.65%	-	0.00%	-	0.00%	2	0.01%
Officers	9	0.09%	5	0.12%	-	0.00%	8	1.86%	-	0.00%	-	0.00%	-	0.00%	22	0.15%
Luzon	9	0.09%	5	0.12%	-	0.00%	8	1.86%	-	0.00%	-	0.00%	-	0.00%	22	0.15%
Visayas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Mindanao	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Americas	-	0.00%	-	0.00%	-	9.01%	-	1.39%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
TOTALS	537	5.64%	312	7.63%	44	9.91%	525	121.81%	20	16.53%	53	20.78%	2	4.76%	1,493	10.02%
Luzon	431	4.53%	276	6.75%	40	9.01%	487	112.99%	16	13.22%	53	20.78%	2	4.76%	1,305	8.76%
Visayas	81	0.85%	22	0.54%	2	0.45%	32	7.42%	-	0.00%	-	0.00%	-	0.00%	137	0.92%
Mindanao	25	0.26%	14	0.34%	2	0.45%	6	1.39%	-	0.00%	-	0.00%	-	0.00%	47	0.32%
Asia Pacific	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	1.65%	-	0.00%	-	0.00%	2	0.01%
Americas	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	1.65%	-	0.00%	-	0.00%	2	0.01%

## Employee Transition Program GRI 404-2

Company	Number of Attendees	Number of Hours	Average Hours
PLDT			
Life after PLDT	292	2,336.00	8.00
Check-in Session	37	37.00	1.00
Smart			
Life after PLDT	8	64.00	8.00
Check-in Session	135	135.00	1.00
ePLDT			
ePLDT Employee Transition Program	1	12.00	12.00
<b>TOTAL</b>	<b>473</b>	<b>2,584.00</b>	<b>5.46</b>



## AI and the New Generation of Leaders

## Attrition by Generation

	PLDT		Smart		VITRO DATA CENTER		ePLDT		PLDT Global		Multisys		Other Subsidiaries		PLDT Group	
Rank & File	121	1.27%	161	3.94%	36	8.11%	297	68.91%	6	4.96%	50	19.61%	-	0.00%	671	4.50%
Gen Z (Ages 12 to 27)	26	0.27%	47	1.15%	15	3.38%	131	30.39%	5	4.13%	17	6.67%	-	0.00%	241	1.62%
Millennials (Ages 28 to 43)	68	0.71%	110	2.69%	21	4.73%	145	33.64%	1	0.83%	32	12.55%	-	0.00%	377	2.53%
Gen X (Ages 44 to 59)	12	0.13%	3	0.07%	-	0.00%	19	4.41%	-	0.00%	-	0.00%	-	0.00%	34	0.23%
Baby Boomers (Ages 60 to 78)	15	0.16%	1	0.02%	-	0.00%	2	0.46%	-	0.00%	1	0.39%	-	0.00%	19	0.13%
<b>Management</b>	<b>376</b>	<b>3.98%</b>	<b>122</b>	<b>2.98%</b>	<b>7</b>	<b>1.58%</b>	<b>143</b>	<b>33.18%</b>	<b>8</b>	<b>6.61%</b>	<b>3</b>	<b>1.18%</b>	<b>2</b>	<b>4.76%</b>	<b>661</b>	<b>4.44%</b>
Gen Z (Ages 12 to 27)	5	0.05%	14	0.34%	1	0.23%	19	4.41%	1	0.83%	-	0.00%	-	0.00%	40	0.27%
Millennials (Ages 28 to 43)	69	0.73%	92	2.25%	3	0.68%	95	22.04%	6	4.96%	1	0.39%	2	4.76%	268	1.80%
Gen X (Ages 44 to 59)	214	2.25%	15	0.37%	3	0.68%	27	6.26%	-	0.00%	2	0.78%	-	0.00%	261	1.75%
Baby Boomers (Ages 60 to 78)	88	0.93%	1	0.02%	-	0.00%	2	0.46%	1	0.83%	-	0.00%	-	0.00%	92	0.62%
<b>Executives</b>	<b>31</b>	<b>0.33%</b>	<b>24</b>	<b>0.59%</b>	<b>1</b>	<b>0.23%</b>	<b>77</b>	<b>17.87%</b>	<b>6</b>	<b>4.96%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>139</b>	<b>0.93%</b>
Gen Z (Ages 12 to 27)	1	0.01%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	1	0.01%
Millennials (Ages 28 to 43)	13	0.14%	13	0.32%	1	0.23%	48	11.14%	3	2.48%	-	0.00%	-	0.00%	78	0.52%
Gen X (Ages 44 to 59)	12	0.13%	8	0.20%	-	0.00%	27	6.26%	1	0.83%	-	0.00%	-	0.00%	48	0.32%
Baby Boomers (Ages 60 to 78)	5	0.05%	3	0.07%	-	0.00%	2	0.46%	2	1.65%	-	0.00%	-	0.00%	12	0.08%
<b>Officers</b>	<b>9</b>	<b>0.09%</b>	<b>5</b>	<b>0.12%</b>	<b>-</b>	<b>0.00%</b>	<b>8</b>	<b>1.86%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>0.00%</b>	<b>22</b>	<b>0.15%</b>
Gen Z (Ages 12 to 27)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Millennials (Ages 28 to 43)	1	0.01%	1	0.02%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	2	0.01%
Gen X (Ages 44 to 59)	6	0.06%	4	0.10%	-	0.00%	4	0.93%	-	0.00%	-	0.00%	-	0.00%	14	0.09%
Baby Boomers (Ages 60 to 78)	2	0.02%	-	0.00%	-	0.00%	4	0.93%	-	0.00%	-	0.00%	-	0.00%	6	0.04%
<b>TOTALS</b>	<b>537</b>	<b>5.64%</b>	<b>312</b>	<b>7.63%</b>	<b>44</b>	<b>9.91%</b>	<b>525</b>	<b>121.81%</b>	<b>20</b>	<b>16.53%</b>	<b>53</b>	<b>20.78%</b>	<b>2</b>	<b>4.76%</b>	<b>1,493</b>	<b>10.02%</b>
<b>Gen Z (Ages 12 to 27)</b>	<b>32</b>	<b>0.34%</b>	<b>61</b>	<b>1.49%</b>	<b>16</b>	<b>3.60%</b>	<b>150</b>	<b>34.80%</b>	<b>6</b>	<b>4.96%</b>	<b>17</b>	<b>6.67%</b>	<b>-</b>	<b>0.00%</b>	<b>282</b>	<b>1.89%</b>
<b>Millennials (Ages 28 to 43)</b>	<b>151</b>	<b>1.59%</b>	<b>216</b>	<b>5.28%</b>	<b>25</b>	<b>5.63%</b>	<b>288</b>	<b>66.82%</b>	<b>10</b>	<b>8.26%</b>	<b>33</b>	<b>12.94%</b>	<b>2</b>	<b>4.76%</b>	<b>725</b>	<b>4.87%</b>
<b>Gen X (Ages 44 to 59)</b>	<b>244</b>	<b>2.56%</b>	<b>30</b>	<b>0.73%</b>	<b>3</b>	<b>0.68%</b>	<b>77</b>	<b>17.87%</b>	<b>1</b>	<b>0.83%</b>	<b>2</b>	<b>0.78%</b>	<b>-</b>	<b>0.00%</b>	<b>357</b>	<b>2.40%</b>
<b>Baby Boomers (Ages 60 to 78)</b>	<b>110</b>	<b>1.18%</b>	<b>5</b>	<b>0.12%</b>	<b>-</b>	<b>0.00%</b>	<b>10</b>	<b>2.32%</b>	<b>3</b>	<b>2.48%</b>	<b>1</b>	<b>0.39%</b>	<b>-</b>	<b>0.00%</b>	<b>129</b>	<b>0.87%</b>

Any discrepancies in the total percentages are due to rounding differences

The high attrition rate of ePLDT is primarily attributed to the transfer of employees to its subsidiary, VITRO Inc. Excluding these transfers, ePLDT's attrition rate is 25.06%, while the PLDT Group's attrition rate stands at 9.27%.

Defined benefit plan obligations and other retirement plans GRI 201-3

	PLDT	Smart	ePLDT	PGC
Defined Benefit Obligation	16,955,961,600	3,410,124,100	134,763,500	44,877,272
Fair Value of Assets	13,827,701,300	4,053,243,000	-	55,482,540
Net Defined Benefit Asset/ (Liability)	(3,128,260,300)	643,118,900	(134,763,500)	10,605,268
Percentage of Salary Contributed by Employee	none	5% to 10%	none	up to 10%

The Parent Company engages the assistance of an external actuary for the PLDT Group whose calculations depend on certain assumptions, such as future salary rate increase, attrition and mortality rates, as well as discount rate, which could have a material impact on the results.



## Product Governance GRI 3-3, 416-1, 416-2, UNGC Principle 9, TC-TL-440a.1

The PLDT Group recognizes that its products and services come with inherent impacts on customers, society, and the environment. We thus strive to continuously manage our impact as part of value creation and risk management strategies, mitigating our environmental footprint, promoting the welfare of communities surrounding our facilities, and ensuring that our services uphold quality standards and are safe to use by our customers and vulnerable end-users.

### Lowering emissions of our network infrastructure and data centers

As a result of our efforts to modernize and fortify our network infrastructure, we are also transitioning our network operations to one with a lower carbon footprint. We continue with the upgrade PLDT's fixed network from copper to fiber optic cables (FOC). Fiber cables consume less energy and thus emit less GHG emissions compared to older broadband technologies. We have also invested in an AI-enabled green radio solution for Smart's wireless network sites to optimize energy usage and further lower GHG emissions. For our data centers, we have been integrating environmental sustainability into the building and facilities design and operations to achieve to optimize energy efficiency, conserve water, and increase the use of renewable energy sources in their power mix. These initiatives are expected to contribute to the PLDT Group's decarbonization roadmap that targets 40% reduction of our scope 1 and scope 2 GHG emissions by 2030.



### Safety of telecoms equipment

Recognizing public safety concerns on potential exposure to electromagnetic fields from telecoms equipment, we ensure full compliance with relevant regulations and endeavor to continuously support science-based information on health impacts of technology. We also work with local governments, consult communities and other stakeholders, and conduct technical briefings as needed to address concerns related to our cell sites and network infrastructure.

### Lessening use of plastics

Complementing our initiatives to digitize the customer experience and support the circular economy are efforts to reduce use of plastics and paper in the delivery of our products and services. These include our continuing push for the adoption of embedded SIMs or eSIMs across our wireless brands Smart and TNT. An eSIM eliminates the need to physically swap out SIM cards and can be activated using a QR code, thereby helping reduce plastic waste as it uses little to no physical packaging. In addition, we have migrated selected customers to paperless billing to cut down on the use of paper while ensuring the timely delivery of customer bills.

We also continue to engage with our supply and value chain, as well as organizations advocating circularity, to stay updated of available eco-friendly materials and be able to increase the use of these in our product packaging and merchandising materials. Where useful, we donate our merchandising materials to communities for their re-use as tents especially in times of calamities.



## Electronic waste management

While we do not directly manufacture electronics and mobile devices, we acknowledge our role in championing circularity and responsible consumption across our value chain. These include pursuing various activities that facilitate recovery, repair, recycling, refurbishment, and responsible management of e-waste from our customers and the general public. Hence, we work with device manufacturers that incorporate circularity into their production modes and offer service repair and take-back programs. These have enabled us to offer our customers devices that support the latest network technologies, utilize recycled materials, and provide access to circular solutions.

In 2024, Smart worked with Igloo to launch Phone Protect, a device protection plan which provides coverage for mobile phones against a variety of potential damages, including accidental and liquid damage, damage due to fire, and incidents of theft. Supporting circularity, this offer allows availing postpaid customers to have easy access to repair services for damaged mobile phones.

Meanwhile, as a standard measure, we offer our customers a seven-day replacement warranty for devices bundled with our wireless broadband services. Returned devices from customers are assessed to identify requirements for further repair, recycling, and refurbishing with the help of our device suppliers, third-party recyclers, and wholesaler partners. Throughout these processes, we ensure that each device is maximized for its value and function and properly disposed of and recycled if assessed to be in a condition beyond repair.

For customer premises equipment (CPE) such as modems, routers, and landline telsets that come with our fixed broadband services, we have been implementing a program that aims to increase recovery from customers, reduce disposal rates, and facilitate recycling and refurbishment for reuse. Recovered CPEs undergo thorough inspection to identify visible defects, wear, and damage. Those found physically viable for repair undergo a series of functionality tests on performance and identification

of specific parts for repair or replacement. CPEs that pass these processes are further refurbished and made suitable for reuse and re-deployment. Those that do not are diverted to third-party e-waste treatment, storage, and disposal (TSD) facilities which are accredited by the Department of Environment and Natural Resources (DENR) and equipped with proper e-waste management tools, equipment, and standards.

This system overall provides us with a way to reduce e-waste generated from our services and operations, as well as a cost-effective alternative to purchasing and provisioning new equipment.

Across our business activities, we have also mainstreamed consumer awareness campaigns on circularity and collection of e-waste from the broad base of our customers and the general public. From being limited to just Metro Manila and Luzon in 2023, we aimed to reach a nationwide scope of relevant interventions for 2024 to increase the amount of recovered customer e-waste and address consumer-level barriers to proper e-waste disposal across the country.

Our Be Kind. Recycle. (BKR) responsible e-waste management program has thus been integrated into our retail store operations, enterprise client relations, trade marketing activities and sales blitzes, industry partnerships, and customer community programs nationwide, reaching almost 180 activated sites nationwide and collecting more than 24 metric tons of e-waste from consumers by the end of December 2024.

These activities are also pursued in support of global and national programs to divert information, communication, and technology services (ICT) e-waste from consumer homes and landfills to formal recycling channels.



## Safety-by-design

Through our PLDT and Smart Human Rights Policies, we institutionalize our commitment to safety-by-design principles in our products and services, as well as the ethical use of technologies such as AI. Operationalizing these, we maintain internal controls and assessment procedures to ensure that our products and services comply with relevant regulations and standards on privacy protection and consumer welfare. We also benchmark with peers in the global industry, upskill our personnel, and conduct consumer research and consultations to continuously enhance our value creation strategies and product risk management efforts. Reinforcing these, we incorporate particular provisions on data privacy and cybersecurity in our supplier contracts to align on customer safety and data protection practices across the delivery of our products and services.

## Responsible marketing, product labeling, advertising

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

To further promote consumer welfare, we continue to commit to upholding ethics and social responsibility in our marketing and advertising practices.

Across our products and services, we maintain compliance with relevant consumer welfare regulations, as well as ensure completeness, clarity, and accuracy of information in our labeling, packaging, advertisements, promotions, and marketing materials. To strengthen these practices, we also subject our advertisements to abide by guidelines of the Ad Standards Council, an independent organization that protects consumer interests and promotes responsible advertising across media platforms.

Additionally, we work with esteemed industry and marketing organizations to learn from peers and best practices in advertising, marketing communications, media ethics, and public relations.



## Participation in Policymaking

To promote the best interests of Filipino consumers, PLDT and Smart actively participate in public policymaking and legislative processes conducted by both the House of Representatives and the Senate of the Philippines. We are regularly invited as a resource entity in public hearings, technical working groups (TWGs), and other consultations involving bills and resolutions that directly or indirectly impact the telecommunications industry and consumers.

In 2024, we submitted formal position papers, participated in public hearings, and held meetings to provide insights on various issues, including consumer welfare, spectrum management, network security, fair competition, and infrastructure protection. To support climate action and circularity, PLDT and Smart have supported and participated in the public hearings of House Bills No. 8791 and 9791, which promote a circular economy. In these engagements, we have emphasized the critical role of the telecommunications sector in addressing climate change and supported policy initiatives that encourage sustainable consumption, responsible e-waste management, and environmental accountability.

Beyond engagements with the government, we also collaborate closely with industry associations such as the Philippine Chamber of Telecommunications Operators (PCTO). Through these platforms, we align industry positions, conduct joint consultations, and submit consolidated comments to relevant government bodies on several areas that impact our industry and consumers.

# Championing Child Rights

GRI 3-3, 408-1, UNGC Principle 5

## 2024 Highlights

### Global Child Forum Corporate Sector & Children's Rights Benchmark 2024

Highest-ranked company in the global technology and telecommunications sector in terms of integrating children's rights into business operations—governance and collaboration, workplace, marketplace, community, and environment

Governance and Collaboration	Collaboration	Marketplace	Community and Environment	Overall Score
10/10	10/10	10/10	9.4/10	9.9/10

10,235

99.85%

Zero

PLDT Group employees entitled to parental leaves

parental leave return-to-work rate

reported cases of child labor in the workplace and supply chain

reported cases of child labor in marketing events and sponsored programs in the community

cases of substantiated complaints on product safety, product labeling, and advertising concerning children

Child Protection Platform Solution blocked more than

**1.6 million URLs and online content**

linked to online sexual abuse and exploitation of children (OSAEC) from June 2021 until end December 2024

PLDT and Smart's fundraising support to Kids for Kids PH and the SaferkidsPH programme contributed to:

**16 Barangays equipped, trained, and mobilized to combat OSAEC**

enhanced scope and inclusivity of social services for children, improved skills to manage cases of OSAEC, increased resources for awareness-raising programs, and strengthened reporting of OSAEC and other child protection concerns from 2021 to 2024

Children are citizens of the digital world and members of the communities where the PLDT Group operates. Children use our digital services to access information, express themselves, learn, play, and participate in community life. In the workplace, children, as dependents, benefit from policies and programs we implement for our employees. In communities, children's rights are widely considered in policymaking and in various public sector and civil society initiatives that impact the present and future of our country and environment.

All these contribute to the PLDT Group's continuous recognition of children as among key stakeholders of its business. These correspond to a groupwide roadmap of managing our impact on children in the workplace, marketplace, and community.

Our policies and programs in support of children's rights are guided by our institutional commitments to support the United Nations Convention on the Rights of the Child and the ten principles of the UNGC, as well as our continuing adoption of the Children's Rights and Business Principles (CRBP) framework developed by UNICEF, the UNGC, and Save the Children.

In our materiality landscape, we identify Child Protection as a standalone topic but also acknowledge its parallel correlation with other material areas, including Employee Welfare, Digital Inclusion and Community Investments, Consumer Welfare and Cybersecurity and Data Privacy, among others. As such, relevant policies and programs supporting the promotion of children's rights are implemented by various functional units across the organization and are subject to the strategic oversight of our Board of Directors through its GNSC.

## Fostering Children's Participation

Throughout 2024, we have pursued engagements with children and youth representatives through our community engagements, leveraging these opportunities to have dialogues with young people on digital technology and consider their insights in our sustainability roadmap and materiality areas.

In particular engagements, we asked children about their views on Generative AI (Gen AI) – understanding how they use it in daily life and how they navigate through its inherent risks, which include AI-generated child sexual abuse and exploitation materials (CSAEM). We have also been learning from advocates and representatives of children on how children can be further protected in the digital space, particularly amid the rise of identified AI-generated risks, and conversely sharing our measures to keep children and our customers safe online.

Beyond concerns related to the use of digital services, key issues such as child labor and climate change resonated with children in communities, validating how these areas impact them and society and stressing on the need for businesses to take action in addressing these.

Results and highlights of these engagements have been circulated to top management and shall be further considered in the development of future organizational policies and programs that may impact children.

## Collaborations to Promote Children's Rights

We work with various children's rights advocates and organizations on different aspects of our CRBP roadmap to continuously refine our approach and guide our impact management strategies.

These include our multi-year partnership with UNICEF, which has fostered the development of our Child Safeguarding Policies, conduct of Child Rights impact assessments, and provision of support to the SaferkidsPH programme, among others. We also

maintain strategic partnerships with the Internet Watch Foundation (IWF) and the Canadian Centre for Child Protection, which serve as intelligence and dynamic sources of the CSAEM URLs and online content blocked by our Child Protection Platform.

We also support several policymaking, programs, and multi-sectoral consultations to strengthen government action against OSAEC, particularly through our active participation in relevant undertakings of the Department of Justice – Interagency Council Against Trafficking and in regional collaborations through the 2024 ASEAN ICT Forum on Child Online Protection.

Additionally, in 2024, PLDT, Smart, and PLDT Global worked with the International Justice Mission on several initiatives to help increase societal awareness of OSAEC and enhance capacity of law enforcement and local government units in combating human trafficking and technology-enabled crimes against children.

## Combating Child Labor

As a component to PLDT and Smart's Human Rights and Child Safeguarding Policies, our anti-child labor measures are embedded into our human resources, marketing agreements, and supply chain management practices.

In the workplace, our policies prohibit hiring of minors and integrate age-checks into our hiring and recruitment processes. We also offer scholarship grants and educational support to qualified children of employees, as well as those in underserved communities, through programs of the PLDT-Smart Foundation. Furthermore, we underscore compliance of our suppliers and business partners with anti-child labor laws in the PLDT Group Supplier Code of Conduct, and through our respective contracts with suppliers and in marketing-related sponsorship agreements. These facilitate corresponding measures for periodic assessments and remediation measures on potential cases of child labor and children's rights violations within our supply chain.



## Managing Our Impact on Children

While our services enable and protect children's rights, we are cognizant of potential dangers and harms that children encounter in the digital environment. From our materiality consultations with children in communities, we have learned that children are concerned about the impact of digital services on their personal privacy, cybersecurity, and wellbeing—particularly in the context of OSAEC and the spread of CSAEM.

These insights continue to guide and validate our strategy in integrating child protection measures into our connectivity services, cybersecurity initiatives, and customer community engagements across our fixed and wireless brands.

To reduce the proliferation of CSAEM and increase the protection of children from online offenders. Our Child Protection Platform has prevented more than one million access attempts to URLs and online content linked to OSAEC and CSAEM from January to December 2024. It has also blocked over 1.6 million OSAEC-and CSAEM-related URLs and online content from June 2021 until the end of December 2024.

In line with product labeling, marketing, and advertising—even though these do not primarily target and cater to children, we uphold standards on responsible marketing and ensure compliance with relevant laws on child protection and consumer welfare. To guide customers who avail of our services that may be used by children, we also endeavor to

communicate applicable parental control features embedded in our supported devices and content platforms.

As an extension of our marketing efforts, we promote children's development through our sports marketing arm, Smart Sports. Recognizing sports as an enabler of children's rights and as a key passion point among Filipino youth, we enable access to various sporting events, such as basketball and volleyball. Particularly targeting children of our employees and those in grassroots communities, we conduct sports clinics, training programs, tournaments, league sponsorships, and professional athlete coaching sessions. These are all aimed at harnessing the power of sports to promote physical and mental fitness, discipline, and community-building among children and Filipino youth.

Across touchpoints with internal and external stakeholders, we maintain a reporting channel for reports on potential child rights violations through our Corporate Governance hotline at [CGOHotline@pldt.com.ph](mailto:CGOHotline@pldt.com.ph). These undergo corresponding due processes for investigation, remediation, and corrective actions as aligned with our policies.

Further to our own channels, the PLDT Group also supports national reporting mechanisms on children's rights violations, including OSAEC and child labor, through the MAKABATA Helpline 1383 of the Center for the Welfare of Children.



# Shared Value Programs and Philanthropic Contributions

GRI 3-3, 203-1, 203-2, 413-1, 413-2, GSMA-INT-03

PLDT connects and engages with various sectors through Corporate Shared Value Programs that actively address issues on education, disaster resilience, internet safety, livelihood, agriculture, inclusion, community and sports development, economic and social enterprise, and youth and arts. These initiatives aim to foster meaningful connections and bridge the digital divide, ensuring no one is left behind.

Through our corporate citizenship program PLDT-Smart Communities, and our social outreach arm the PLDT Smart Foundation, we strive to make a positive impact on the communities we serve and contribute to the UN SDGs while enhancing business competitiveness.

In collaboration with our partners, we harness technology to empower communities and generate a collective impact. Our Corporate Citizenship strategy is based on three foundational pillars: Connection, Concern, and Commitment, as detailed in our sustainability roadmap. All of these initiatives were implemented in 100% of our operations across Luzon, Visayas, and Mindanao.

## Internet Safety: Promoting #SafeSpaces Online

PLDT is a proactive advocate of Internet safety, data privacy, and cybersecurity, emphasizing the protection of vulnerable groups such as children and youth. By ensuring stakeholders enjoy high-quality, affordable connectivity along with a secure digital experience, PLDT strives to create a safer online environment for all.

Under the Be CyberSmart program, PLDT and Smart provide essential knowledge to various segments, including students, parents, teachers, MSMEs, farmers, and government workers, to help them navigate the digital world safely and responsibly. This initiative reflects the broader commitment to fostering a safe and inclusive digital environment. Complementing



this is the Better Today for Kids program, which underscores the Group's dedication to protecting children's rights and creating safer online spaces through tech-enabled community efforts.

In 2024, key Internet Safety initiatives included:

- Reaching over 16,000 individuals through the Be CyberSmart internet safety awareness program.
- Engaging more than 1,200 students, parents, and LGU staff through the Better Today for Kids Learning caravan on OSAEC.
- Training over 200 football coaches on Psychological First Aid to provide a holistic approach to combating OSAEC by including psychosocial support interventions.
- Partnering with the Anti-Red Tape Authority (ARTA) to provide an initial 100 computer units, boosting the nationwide rollout of the eBOSS program.

## Disaster Resilience: Creating A #SafeandSmart Philippines

PLDT continues to champion disaster resilience and a culture of preparedness within its workforce and communities, significantly contributing to the Philippines' regular confrontations with typhoons, volcanic eruptions, and other natural and human-induced disasters. Through enabling technology and infrastructure, PLDT ensures that essential

support is available before, during, and after such emergencies.

In 2024, key Disaster Resilience initiatives and their impacts included:

- PLDT and Smart distributed 7,867 relief packs to communities affected by disasters.
- Establishing 23 emergency communications stations, such as Libreng Tawag, Libreng Charging, and Libreng WiFi, in calamity-hit areas.
- Deploying four Ligas Kits to local government units (LGUs) in hazard-prone areas and training their representatives on emergency communications. The Ligas Kit is a portable, all-in-one package containing tools and devices vital for providing emergency communications before, during, and after disasters.
- In collaboration with the Philippine Disaster Resilience Foundation (PDRF), PLDT and Smart conducted a National Emergency Communications Plan (NECP) Workshop for the regional offices of the Department of Information and Communications Technology to enhance the development of the NECP.
- At the GSMA Humanitarian Connectivity Chapter Asia-Pacific workshop on January 24-25, 2024, PLDT and Smart showcased leadership in network resilience and disaster response. The Group shared best practices and highlighted their early adoption of cutting-edge technologies, demonstrating global leadership and pioneering status in Asia for emergency cell broadcast systems (ECBS). Notably, Smart was the first Philippine telco to deploy ECBS in March 2017.

#### **Education: Ensuring #NoLearnerLeftBehind**

PLDT is a steadfast supporter of the education sector's digital transformation, providing essential connectivity and ICT solutions to schools and academic institutions. Efforts are focused on helping address students' needs for access to learning platforms, remote learning systems, and social connectivity.

In 2024, PLDT forged numerous partnerships to enhance quality education through technology-enabled access to educational resources, capacity-building programs for the academic community, community-based innovations, and inclusive learning solutions.

Key initiatives and their impacts included:

- **School-in-a-Bag portable digital classroom:** PLDT and Smart reached 1,059 teachers and students in remote areas.
- **CVIF-Dynamic Learning Program:** This teaching strategy, endorsed by the Department of Education and supported by PLDT and Smart, trained 15,688 teachers on disaster- and pandemic-resilient pedagogy aimed at developing independent learners.
- **Innovation Generation Season 4:** Launched by PLDT and Smart, this initiative welcomed 96 teams comprising 388 students and 96 teachers from various schools across Luzon, Visayas, and Mindanao.
- **TechnoLab Tours:** PLDT and Smart hosted 278 students from eight SWEEP schools, providing a unique educational opportunity. These tours offered students a firsthand look at emerging technologies. The TechnoLab facility serves as a sandbox for developing and testing revolutionary communication solutions aimed at improving customer experience, including Open Radio Access Network (ORAN), network disaggregation, extended reality, and advancements in cloud and home connectivity.

#### **Livelihood: Creating #FarmSmart and**

#### **#MSMEmpowered Communities** GSMA-INC-03

PLDT recognizes its pivotal role in advancing the national digital economy, which contributes to alleviating poverty, developing human capital, combating hunger, and spurring economic progress among Filipinos. As the Philippines' largest fully integrated telecommunications company, PLDT offers technology and industry expertise to promote digital inclusion, focusing on enhancing livelihoods for the country's farmers and micro, small, and medium enterprises (MSMEs).

In 2024, key livelihood initiatives and their impacts included:

- e-BizNovation Program: PLDT and Smart trained 10,835 MSME and cooperative representatives on digital entrepreneurship and e-commerce.
- Digital Farmers Program: PLDT and Smart, in partnership with the Department of Agriculture–Agricultural Training Institute (DA-ATI), supported 2,962 smallholder farmers through digital literacy training.
- FarmTech: PLDT and Smart deployed 44 digitalization packages to farm organizations to aid their technological advancement.
- Edible Gardens: PLDT and Smart distributed 1,202 planting kits to communities to help them start their edible gardens.

**Inclusion, Diversity, Equity: Enabling participation through #InclusiveTechnology**

PLDT and Smart’s commitment to fostering digital inclusion extends to people with disabilities and

indigenous groups. Through the Inclusion, Diversity, Equity, and Advocacy through Technology (IDEATe) Program, several significant milestones were achieved in 2024:

- Trained 259 individuals with orthopedic disabilities in digital skills for entrepreneurship.
- Conducted Android accessibility training for 42 people with visual impairments to support independent living.
- Provided cultural sensitivity training to 185 PLDT and Smart employees and external contractors.

**PLDT Global Community**

Providing a service driven by purpose has consistently been a core value of PLDT, also reflected in its PGC operations. For instance, dedication to community progress was evident in PGC’s shared value project designed to support former Overseas Filipino Workers (OFWs) and their families.

**PLDT–Smart Foundation Highlights**

Education	
Extraordinary Mobile Library	Launched in September 2024 with its first leg in Baseco, Tondo, this innovative roving library delivers complete digital learning tools, books, and internet connectivity directly to schools and communities that need them the most.
Gabay Guro	700 new scholars 2,400+ scholars since 2007 Four Classrooms were donated in the Gabay Guro Grand Gathering, Simpleng Handog
Kariton Mobile Library	A compact, pushcart version of the Extraordinary Mobile Library. It brings books and basic educational materials to underserved children and communities, promoting literacy in hard-to-reach areas.
Other Scholarship Grants	249 awardees in 2024 and 4,495 awardees since 2004 under MVP Academic Excellence Awards (MVPAEA) 39 scholars since 2012 under the San Beda Scholarship Grant
Pocket Wifi Donations	Helped provide digital learning and connectivity in underserved areas.
PSF PNP Educational Grant	50 new scholars 900+ scholars since 2008
Sack of Joy	800 students nationwide in partnership with When In Manila, DSWD Baseco Tondo, and Kariton Mobile Library
Smart School-in-a-bag	44 schools reached in 2023. Each bag contains a laptop, tablets, educational content, and connectivity to support teachers and students.



### Livelihood

Smart Cart Livelihood Program	Eight total carts distributed with a full set of kitchenware, training, Smart Retailer Kit, and Maya Digital Services
Cacao Training Program	PSF, as part of the Asian Carriers Conference, developed an online training course specifically tailored for OFWs as part of their reintegration program. The goal was to give returning Filipinos the option to build sustainable livelihoods back home through farming.
PeacePond Shed Turnover	Turned over the PeacePond Shed facilities to support a social enterprise with a profit-sharing scheme in Negros Oriental. 24 members from small farming families benefited from a donation that includes a cocosugar shed, a cocovinegar production area, and a smoked fish processing area.
Boat Donations	43 total boats donated since 2023 to coastal communities affected by Typhoon Odette.  La Libertad, Negros Oriental (with Ligas Kits) and Siquijor Island, Dumaguete (with Satellite phone for LGU) were the 2024 beneficiaries.

### Disaster Response and Recovery

Disaster Response Program	20,045 total families across the country received assistance due to fires, typhoons, droughts, and disasters.
Hot Meals with Alagang Kapatid	3,000 meals served in partnership with Alagang Kapatid Foundation, serving hot meals to typhoon victims, ensuring families receive immediate food assistance.
Hospital-in-a-bike	Five units were turned over to the MDRRMO of Dumaguete City, equipped with medical supplies and telemedicine tools which provides quick access to basic health services.

### Sports Development

Samahang Basketball ng Pilipinas	In support of our national team to help bring honor and pride to the country, PSF has fully supported sports development programs of SBP by providing financial or material counterpart assistance to sports events, teams, and individual athletes.
Community-based grassroots projects Pambansang Tatluhan (3x3)	Inclusive competition for regional teams, including men, women, and persons with disabilities games.

### Special Projects

Bagong Bayaning Mandirigma Casualty Care Center V. Luna Hospital	A joint effort by the MVP Group's Tulong Kapatid and the Congressional Spouses Foundation, this initiative provides essential hospital equipment to V. Luna Medical Center.
Merry ang Vibes ng Pasko	The MVP Group held a Christmas concert to bring joy and support to typhoon-affected communities.



# CONSERVATION

## CONNECTING WITH NATURE AND PRESERVING THE PLANET FOR FUTURE GENERATIONS

Recognizing the interconnectedness of our business longevity and the health of our planet, we aim to institutionalize consciousness of our environmental impact and embed stewardship into our day-to-day operations.

“Conservation” encapsulates our approach towards helping address the triple planetary crisis of climate change, pollution, and biodiversity loss. We leverage on technology to unlock innovations, efficiencies, and collective action towards preserving the planet for future generations.

### SUPPORTS



Photo by: Jan Lester Bisco



# Our Approach to Environmental Management

GRI 3-3, 302-5

The PLDT Group recognizes that its business activities have corresponding impacts and dependencies on the environment. Hence, our approach to environmental management is anchored on managing resources and risks, ensuring compliance with environmental regulations, and promoting sustainable use of our natural resources.

To institutionalize these, we implement organizational policies and conduct capacity-building programs for our employees. Efforts are also particularly geared at aligning PLDT and Smart operations with international standards, particularly with requirements of ISO 14001:2015: Environmental Management Systems and ISO 45001:2018: Occupational Health and Safety.

Across our employee learning platforms and engagements, we have also made available various courses on environmental management to promote awareness on key areas such as climate change, decarbonization, and net zero targets. These activities reinforce our environmental management commitments and aim to promote among our employees an appreciation of the impact of work activities on the environment.

For VITRO and our data centers, we put strong importance to upholding resource eco-efficiency. Operations thus adhere in parallel to ISO 14001:2015: Environmental Management Systems standards and follow a structured approach to managing environmental impacts.

These environmental management standards and practices stand further as parallel guidelines for our supply chain to align with through the PLDT Group Supplier Code of Conduct. Through these efforts, we build on our commitments by setting targets, pursuing strategic partnerships for greater reach and impact, and periodically tracking our performance for continuous improvements.



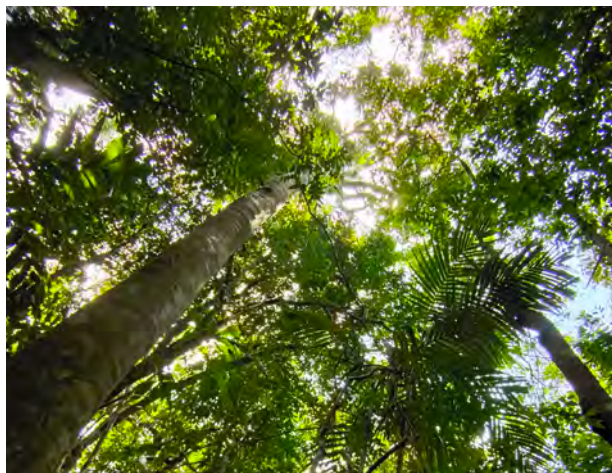
## Compliance with Environmental Regulations

Guiding our policies and initiatives, we work to ensure compliance with relevant environmental laws and regulations. These include aligning our network operations and facilities management activities with government-mandated standards on air quality management, solid waste and hazardous waste management, and reforestation, among others. Provisions to meet these legal requirements and achieve top-tier environmental performance across all activities are embodied in our Occupational Safety and Health and Environmental Commitment signed by our President and CEO.

Within our organization, our dedicated units and personnel oversee and spearhead compliance and implementation. For instance, we have designated Energy Management teams and Pollution Control Officers (PCOs) in-charge of operationalizing our Environmental Management System (EMS), monitoring progress, driving

enhancements, and preparing quarterly progress reports to the DENR.

For operations within protected areas, we have formed cross-functional units to ensure careful planning and strict compliance with environmental regulations and requirements, including those from local communities hosting our facilities.



## Operational Eco-resource Efficiency

GRI 3-3, 302-1, 302-5, 305-1, 305-2, 305-4, 305-5, GSMA-ENV-01, GSMA-ENV-02



In support of national government efforts to align with global targets for Net Zero, we follow a decarbonization roadmap that targets a reduction of Scope 1 and Scope 2 GHG emissions by 40% by 2030. Implementing programs are designed to improve efficiency in resource management by identifying environmental impacts, reviewing objectives, and finding cost-saving opportunities. In 2024, our energy efficiency initiatives have contributed to a reduction in our GHG emissions.

For network facilities, our energy management teams lead initiatives such as:

- Installing direct current generator sets
- Improving fuel requests and electricity validation processes
- Deploying a 'green radio' network solution with automated power management during low load conditions to conserve energy while maintaining optimal coverage and availability.



Our PFARM and CEHS teams meanwhile monitor electricity, fuel, and water consumption and drive implementation of initiatives such as temperature-setting adjustments, upgrades to more energy-efficient air conditioning units and other equipment, use of renewable energy, and adoption of building automation systems.

To monitor and account for our GHG emissions, we employ the operational control approach:

- Scope 1 emissions come from fuel for vehicles, generator sets, and forklifts, as invoiced by vendors. GHG emissions include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O), converted to carbon dioxide equivalent (CO<sub>2</sub>e) using Global Warming Potential (GWP) values from the Intergovernmental Panel on Climate Change’s Sixth Assessment Report.
- For Scope 2 or indirect emissions, we use a location-based approach. Following the DOE guidance, the Simple Operating Margin Emission Factor is multiplied by the electricity consumed by our facilities, except for purchased renewable energy, which uses vendor-provided emission factors.

In 2024, we closely monitored our carbon emissions and found that our combined Scope 1 and Scope 2 emissions stood at 713,114 tons of carbon dioxide equivalent (tCO<sub>2</sub>e). By applying environmentally extended input-output (EEIO) emission factors to our procurement data, we estimated that our Scope 3 emissions were approximately 495,356 tCO<sub>2</sub>e. This amounts to a total carbon footprint of 1,208,471 tCO<sub>2</sub>e, largely due to the purchase of capital goods and services.

These insights have guided us to pinpoint specific initiatives to help us achieve our 2030 reduction targets. In the near term, we aim to focus on reducing Scope 1 and Scope 2 emissions, where we have more direct control, while also collaborating with our suppliers to find ways to reduce Scope 3 emissions.

- Our strategies to reduce Scope 1 and Scope 2 emissions include:
- Optimizing energy consumption for better efficiency
  - Increasing our use of purchased renewable energy sources
  - Implementing solar solutions
  - Transitioning to a carbon-neutral fleet

CONVERSION FACTORS					
Mobile Fuel Combustion			On-Road Gasoline Fuel	Motor Gasoline/Petrol	
1 LITER			1 Gallon	2.91 kg of CO <sub>2</sub> per liter	2.29 kg of CO <sub>2</sub> per liter
0.264 gallon			144.945 Megajoule for Diesel		
			126.833 Megajoule for Gasoline		
			1 Gigajoule = 1,000 Megajoule		
<a href="#">US Energy Information Administration</a>			<a href="#">Greenhouse Gas Protocol</a>		
Stationary Gas/Diesel Oil			Global Warming Potential		
2.91 kg of CO <sub>2</sub> per liter	0.00039 kg of CH <sub>4</sub> per liter	0.00002 kg of N <sub>2</sub> O per liter	273 N <sub>2</sub> O to CO <sub>2</sub>	29.8 CH <sub>4</sub> to CO <sub>2</sub>	
<a href="#">Greenhouse Gas Protocol</a>			<a href="#">Intergovernmental Panel on Climate Change</a>		
Electricity			Electrical Grid		
0.6935 tCO <sub>2</sub> /MWh for Luzon and Visayas		0.8522 tCO <sub>2</sub> /MWh for Mindanao	0.0036 GJ/kWh		
<a href="#">Department of Energy: National Grid Emission Factor for 2019-2021</a>			<a href="#">ExtraConversion: Kilowatt hours to Megajoules Conversion Table</a>		

## Scope 1 Emissions

GRI 3-3, 302-1, 302-2, 302-4, 305-1, 305-3, 305-4, 305-5,  
TC-TL-130A.1, GSMA-ENV-02

PLDT's Fleet-Logistics group utilizes fleet card data to monitor our fuel consumption and come up with effective strategies to manage it.

We ensure vehicles get regular and timely preventive maintenance which helps keep them running smoothly and available when needed.

We continue to work on a nationwide program to right-size the number of service vehicles, which aims for improved efficiency through lower fuel consumption, which in turn will be kinder to the environment.

Similarly, PFARM is focused on operating efficiency by managing the fuel consumption of generators under their responsibility. Besides regular preventive maintenance, they started a resiliency program that involves overhauling, reconditioning or replacement of generators depending on their age to ensure reliability and optimal performance.

Our Re-Fleeting Program is regularly reviewed to determine how and when to replace units. This includes a roadmap to determine when we plan to increase the number of electric vehicles (EVs) in the fleet to comply with Executive Order No. 12, which mandates a minimum percentage of EVs in fleets by 2034.

### Fleet Rationalization

We are enhancing our fleet management by adopting an End-to-End Operations Model with route optimization, aiming to further reduce our carbon footprint. By decreasing the number of vehicles utilized for operations, this initiative delivers:

- **Cost Efficiency:** Lower capital expenditures, reduced maintenance costs, and fuel savings.
- **Environmental Benefits:** A smaller fleet size results in lower carbon emissions.
- **Operational Optimization:** Enhanced route planning minimizes redundant trips and maximizes vehicle utilization.



## GHG Scope 1 Emissions

	Consumption (Liter)	Energy (Gigajoule)	Carbon Dioxide (CO <sub>2</sub> )	Methane (CH <sub>4</sub> )	Nitrous Oxide (N <sub>2</sub> O)	Carbon Dioxide Equivalent (CO <sub>2</sub> e)
<b>PLDT</b>	<b>5,748,261</b>	<b>204,869</b>	<b>14,777</b>	<b>6</b>	<b>3</b>	<b>14,787</b>
<b>Gasoline</b>	<b>3,156,067</b>	<b>105,677</b>	<b>7,234</b>	<b>0</b>	<b>0</b>	<b>7,234</b>
Transport Fuel	3,145,571	105,326	7,203	0	0	7,203
Genset Fuel	10,495	351	31	0	0	31
<b>Diesel</b>	<b>2,592,194</b>	<b>99,192</b>	<b>7,543</b>	<b>6</b>	<b>3</b>	<b>7,553</b>
Transport Fuel	2,045,709	78,280	5,953	0	0	5,953
Genset Fuel	546,125	20,898	1,589	6	3	1,599
Forklift fuel	360	14	1	0	0	1
<b>Smart</b>	<b>9,245,905</b>	<b>351,894</b>	<b>26,659</b>	<b>92</b>	<b>43</b>	<b>26,794</b>
<b>Gasoline</b>	<b>398,381</b>	<b>13,339</b>	<b>912</b>	<b>0</b>	<b>0</b>	<b>912</b>
Transport Fuel	398,381	13,339	912	0	0	912
<b>Diesel</b>	<b>8,847,524</b>	<b>338,555</b>	<b>25,746</b>	<b>92</b>	<b>43</b>	<b>25,882</b>
Transport Fuel	925,711	35,423	2,694	0	0	2,694
Genset Fuel	7,921,813	303,132	23,052	92	43	23,188
<b>VITRO</b>	<b>211,122</b>	<b>8,076</b>	<b>614</b>	<b>2</b>	<b>1</b>	<b>617</b>
<b>Gasoline</b>	<b>569</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Transport Fuel	569	19	1	0	0	1
<b>Diesel</b>	<b>210,553</b>	<b>8,057</b>	<b>613</b>	<b>2</b>	<b>1</b>	<b>616</b>
Transport Fuel	9,827	376	29	0	0	29
Genset Fuel	200,726	7,681	584	2	1	588
<b>ePLDT</b>	<b>2,109</b>	<b>81</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Diesel</b>	<b>2,109</b>	<b>81</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
Transport Fuel	2,109	81	6	0	0	6
<b>PLDT Group Total</b>	<b>15,207,396</b>	<b>564,920</b>	<b>42,056</b>	<b>101</b>	<b>47</b>	<b>42,204</b>
<b>Gasoline</b>	<b>3,555,016</b>	<b>119,036</b>	<b>8,147</b>	<b>0</b>	<b>0</b>	<b>8,148</b>
Transport Fuel	3,544,521	118,684	8,117	0	0	8,117
Genset Fuel	10,495	351	31	0	0	31
<b>Diesel</b>	<b>11,652,380</b>	<b>445,884</b>	<b>33,908</b>	<b>101</b>	<b>47</b>	<b>34,057</b>
Transport Fuel	2,983,356	114,160	8,682	0	0	8,682
Genset Fuel	8,668,664	331,711	25,226	101	47	25,374
Forklift fuel	360	14	1	0	0	1

Intensity per Headcount	Energy (Gigajoule)	Carbon Dioxide (CO <sub>2</sub> )	Methane (CH <sub>4</sub> )	Nitrous Oxide (N <sub>2</sub> O)	Carbon Dioxide Equivalent (CO <sub>2</sub> e)
<b>PLDT Group</b>	<b>39.02</b>	<b>2.90</b>	<b>0.01</b>	<b>0.00</b>	<b>2.91</b>
PLDT	21.54	1.55	0.00	0.00	1.55
Smart	86.02	6.52	0.02	0.01	6.55
VITRO	18.19	1.38	0.01	0.00	1.39
ePLDT	0.19	0.01	0.00	0.00	0.01

\* Minor discrepancies may occur due to rounding differences

Intensity per million service revenue	Energy (Gigajoule)	Carbon Dioxide (CO <sub>2</sub> )	Methane (CH <sub>4</sub> )	Nitrous Oxide (N <sub>2</sub> O)	Carbon Dioxide Equivalent (CO <sub>2</sub> e)
<b>PLDT Group</b>	<b>2.77</b>	<b>0.21</b>	<b>0.00</b>	<b>0.00</b>	<b>0.21</b>
PLDT	2.02	0.15	0.00	0.00	0.15
Smart	3.74	0.28	0.00	0.00	0.28
VITRO	1.87	0.14	0.00	0.00	0.14
ePLDT	0.02	0.00	0.00	0.00	0.00

\* Minor discrepancies may occur due to rounding differences

## Scope 2 Emissions GRI 302-1, 305-2, 305-4, GSMA-ENV-02

In 2024, our PFARM group completed key renewable energy initiatives. One major undertaking was the solarization of rooftops, where solar photovoltaic (PV) systems were installed on usable facility rooftops across 24 sites nationwide. These systems, owned by a service provider, operate without batteries—allowing facilities to use both commercial and solar energy. Aside from having a cleaner energy source, this arrangement has allowed PLDT to enjoy cost savings.

We also increased our participation in the Green Energy Option Program (GEOP) as provided under Republic Act No. 9513. This program allows facilities with at least 100 kW of monthly demand to select renewable energy suppliers. It is currently being implemented in the Visayas, covering sites in PLDT Mandaue, PLDT Roxas, PLDT Calbayog, and Smart Banilad, followed by 24 sites in Metro Manila. Another batch of implementation is planned for Mindanao, including PLDT CDO DFON, PLDT Ponciano, PLDT Ozamis, CLS Digos, Smart Bulua, and Smart Matina.

To complement these efforts, temperature settings in all offices and network rooms are maintained at 24 to 26 degrees Celsius for energy efficiency. Our 11th data center—VITRO Sta. Rosa in Laguna—energized in 2024—welcomed its first locator at the end of the year. Designed in accordance with LEED standards, the facility is powered by renewable and conventional energy sources. It is equipped with its own power substation and backup infrastructure capable of supporting up to 72 hours of uninterrupted operations. Features include advanced cooling systems, high-efficiency uninterruptible power supply (UPS), rain and wastewater reuse systems, and energy-efficient materials for climate control.

At present, we are developing systems to better measure the actual environmental and operational impact of these initiatives.

## GHG Scope 2 Emissions

Location-based	Consumption (kWh)	Energy (GJ)	GHG emissions (metric tons CO <sub>2</sub> e)
<b>PLDT offices and facilities</b>	185,307,420	667,107	136,037
<b>Smart offices and stores</b>	13,615,383	49,015	10,261
<b>Smart network facilities</b>	636,206,740	2,290,344	456,230
<b>VITRO offices</b>	592,553	2,133	422
<b>VITRO data centers</b>	94,362,579	339,705	65,390
<b>ePLDT offices</b>	185,386	667	129
<b>TOTAL</b>	<b>930,270,062</b>	<b>3,348,972</b>	<b>668,469</b>

\* Minor discrepancies may occur due to rounding differences



Market-based	Consumption (kWh)	Energy (GJ)	GHG emissions (metric tons CO <sub>2</sub> e)
PLDT offices and facilities	6,249,619	22,499	-
Smart offices and stores	826,399	2,975	-
VITRO data centers	28,126,119	101,254	2,441
<b>TOTAL</b>	<b>35,202,136</b>	<b>126,728</b>	<b>2,441</b>

TOTAL	Consumption (kWh)	Energy (GJ)	GHG emissions (metric tons CO <sub>2</sub> e)
PLDT offices and facilities	191,557,039	689,605	136,037
Smart offices and stores	14,441,782	51,990	10,261
Smart network facilities	636,206,740	2,290,344	456,230
VITRO offices	592,553	2,133	422
VITRO data centers	122,488,698	440,959	67,831
ePLDT offices	185,386	667	129
<b>TOTAL</b>	<b>965,472,198</b>	<b>3,475,700</b>	<b>670,910</b>

Energy Intensity	Per Headcount			Per million service revenue		
	Location-based	Market-based	Total	Location-based	Market-based	Total
PLDT	70.13	2.37	72.49	6.56	0.22	6.78
Smart	571.83	0.73	572.56	24.85	0.03	24.89
VITRO	769.91	228.05	997.96	79.10	23.43	102.53
ePLDT	1.55	0.00	1.55	0.18	0.00	0.18
<b>PLDT Group</b>	<b>231.30</b>	<b>8.75</b>	<b>240.05</b>	<b>16.43</b>	<b>0.62</b>	<b>17.05</b>

GHG Emissions Intensity	Per Headcount			Per million service revenue		
	Location-based	Market-based	Total	Location-based	Market-based	Total
PLDT	14.30	0.00	14.30	1.34	0.00	1.34
Smart	114.03	0.00	114.03	4.96	0.00	4.96
VITRO	148.23	5.50	153.72	15.23	0.56	15.79
ePLDT	0.30	0.00	0.30	0.03	0.00	0.03
<b>PLDT Group</b>	<b>46.17</b>	<b>0.17</b>	<b>46.34</b>	<b>3.28</b>	<b>0.01</b>	<b>3.29</b>



# Carbon Reduction from Use of Renewable Energy

GRI 305-5, GSMA-ENV-03, TC-TL-130A.1

## Renewable Energy

The PLDT Group has a decarbonization roadmap that aims for a 40% reduction in Scope 1 and 2 GHG emissions by 2030, with 2019 as the base year. In addition to implementing energy efficiency measures and deploying green network technologies to our cell sites, the roadmap assumes a greater inclusion of renewables in our energy mix.

While the country's supply of RE is limited at the moment, we continue to engage with various RE providers including the Meralco group, ACEN Renewable Energy Solutions (ACEN RES), and First Gen corporation (First Gen).

An agreement with MPower and Vantage Energy to supply renewable power for various PLDT and Smart facilities in Luzon and Visayas was finalized during the year for switching in 2025.

We partnered with ACEN RES to power 24 facilities in the Greater Metro Manila area with 100% RE.

This strategic switch to RE with ACEN RES was projected to yield annualized savings in operating costs and reduced GHG emissions by 21,157 tons.

One of the key sites that switched to RE is our Integrated Operation Center (IOC) in Makati City, a 24/7 command center overseeing and managing the performance of PLDT and Smart's fixed and wireless network operations nationwide. Other sites under the agreement with ACEN RES are facilities and business offices in Antipolo City, Cainta, Calamba City, Caloocan City, Las Piñas, Makati City, City of Manila, Marikina City, Muntinlupa City, Parañaque City, Pasig City, Quezon City, Taguig City, and Valenzuela City.



PLDT and Smart also expanded the partnership with First Gen to transition six network facilities in Mindanao to 100% RE. This initiative is expected to generate substantial annual savings in energy and operational costs as well as reduce GHG emissions by approximately 13,000 tons per year.

Among the Mindanao facilities transitioning to RE is PLDT Ponciano, a critical regional facility in Mindanao. The energy consumption of such is recorded under PLDT. It also houses VITRO Davao—the first data center in Davao catering to local and foreign business needs in disaster recovery, security, and business continuity.

Our push to increase the share of renewables in the energy mix of our data center business has gained traction. In 2024, we avoided an estimated 16,738 tCO<sub>2</sub>e in Scope 2 GHG emissions in our VITRO data centers through the use of installed solar panels and purchase of electricity from renewable sources. The increase of diverse renewable energy in our energy mix led to the avoidance of 26% of emissions that would have been generated if a business-as-usual scenario had been followed.

To-date, the PLDT Group has a diversified renewable energy mix from geothermal, solar, and wind sources. This demonstrates our strategy in addressing the challenges arising from the limited availability of renewable energy sources in the Philippines. We will persist in exploring solutions and collaborating with stakeholders to accelerate decarbonization efforts towards a more environmentally sustainable business model.

VITRO, the Group's data center business, has received ISO 50001:2018 certification for its various facilities, highlighting our commitment to reduce energy consumption, lower our carbon footprint, and improve energy performance. By implementing this standard, we not only contribute to environmental sustainability but also optimize operational costs

The focus on energy efficiency remains central to our operational strategy. We continue to implement and adopt more efficient cooling and lighting systems, utilize AI applications to optimize

energy management at remote wireless network sites, and adjust air conditioning thermostats to enhance overall energy efficiency.

Part of these initiatives is the use of cool roof technology where insulation materials are installed on roofs and in walls to minimize heat transfer and reduce indoor cooling demands.

We also make use of nanofluid technology which further enhances energy efficiency by increasing the heat capacity of chiller water, allowing cooling systems to operate more efficiently. These initiatives complement Green Radio Network Solutions, which deploy intelligent and automated systems across all cellular network sites to optimize energy use and reduce environmental impact.

Also supplementing our energy conservation efforts are agreements with Meralco subsidiaries MSERV and MSpectrum to implement programs aimed at improving energy efficiency through contracts for electrical maintenance across PLDT and Smart offices.

Data Center	Baseline GHG Emissions (CO <sub>2</sub> e)	2024 GHG Emissions in metric ton			GHG Emissions avoided (CO <sub>2</sub> e)	% avoided against total emission
		From the Grid	From RE	TOTAL		
<b>TOTAL</b>	<b>46,292</b>	<b>62,856</b>	<b>2,441</b>	<b>65,297</b>	<b>16,738</b>	<b>26%</b>
<b>Part of the Baseline</b>	<b>46,292</b>	<b>49,350</b>	<b>1,781</b>	<b>51,130</b>	<b>12,222</b>	<b>24%</b>
VITRO Cebu 1	3,601	2,695	84	2,779	576	21%
VITRO Cebu 2	1,912	3,798	119	3,916	812	21%
VITRO Clark	2,862	5,477	171	5,648	1,171	
VITRO Clark (self-generated)	-	-	-	-	54	22%
VITRO Makati	6,179	16,912	766	17,677	5,232	30%
VITRO Pasig	31,738	20,469	640	21,109	4,377	21%
<b>Not Part of the Baseline</b>		<b>13,506</b>	<b>661</b>	<b>14,167</b>	<b>4,516</b>	<b>32%</b>
VITRO Makati Systems 2		7,020	458	7,478	3,129	42%
VITRO Paranaque		6,486	203	6,689	1,387	21%

\* discrepancies in the totals, if any, are due to rounding differences

In line with our decarbonization roadmap, using 2019 as the base year, we are partnering with various providers to support our transition to renewable energy and steadily increase the share of renewables in the energy mix of our data centers. As a result, in 2024, we avoided an estimated 16,738 metric tons of CO<sub>2</sub>e in Scope 2 GHG emissions in our VITRO data centers, through the use of installed solar panels and the purchase of electricity from renewable sources. This represents a 26% reduction in emissions from these sites compared to their total emissions.

Emission Source	Consumption (KWh)	GHG Emissions avoided (tCO <sub>2</sub> e)
<b>PLDT Site and Facilities</b>		
Antipolo	148,488	97
Bacolod	87,629	62
Binondo	151,544	100
Cainta	158,239	103
Calamba	448,584	294
Calbayog	1,098,201	625
Camarin	116,991	76
Jones	175,450	125
Malate	187,910	123
Mandaue	950,500	541
Mandaue	70,139	50
Mirasol	121,690	80
Muntinlupa	141,239	92
North Marikina	199,296	130
Novaliches	227,420	149
Paco	102,847	67
Pasig	120,353	79
Quiapo	174,876	115
Reposo	324,656	213
Roxas	40,692	29
South Marikina	191,372	125
Sta. Mesa	128,193	84
Sucut	194,201	127
Taguig	165,309	108
Tondo	137,204	90
Ugong	239,903	157
Valenzuela	146,692	96
<b>PLDT TOTAL</b>	<b>6,249,619</b>	<b>3,937</b>

<b>Smart Sites and Facilities</b>		
Banilad	753,631	429
La Paz	72,768	52
<b>Smart TOTAL</b>	<b>826,399</b>	<b>481</b>

#### PLDT Group Avoided Emission

Company	Consumption (KWh)	GHG Emissions avoided (tCO <sub>2</sub> e)
<b>PLDT Group Site and Facilities</b>		
PLDT	6,249,619	3,937
Smart	826,399	481
VITRO	28,126,119	16,738
<b>TOTAL</b>	<b>35,202,136</b>	<b>21,157</b>

\* Minor discrepancies may occur due to rounding differences

## Energy Consumption and GHG Emissions Intensity

GRI 302-3, 305-4, GSMA-ENV-03

Company	Energy Consumption (Gigajoule)		
	Scope 1	Scope 2	Total
PLDT	204,869	689,605	894,474
SMART	351,894	2,342,335	2,694,229
VITRO	8,076	443,093	451,168
ePLDT	81	667	748
<b>PLDT Group</b>	<b>564,920</b>	<b>3,450,227</b>	<b>4,040,620</b>

Company	Energy Intensity per Headcount		
	Scope 1	Scope 2	Total
PLDT	21.54	72.49	94.03
SMART	86.02	572.56	658.57
VITRO	18.19	997.96	1,016.15
ePLDT	0.19	1.55	1.74
<b>PLDT Group</b>	<b>39.02</b>	<b>238.29</b>	<b>279.07</b>

Company	Energy Intensity per million service revenue		
	Scope 1	Scope 2	Total
PLDT	2.02	6.78	8.80
SMART	3.74	24.89	28.63
VITRO	1.87	102.53	104.39
ePLDT	0.02	0.18	0.20
<b>PLDT Group</b>	<b>2.77</b>	<b>17.05</b>	<b>19.82</b>

Company	Carbon Emission (CO <sub>2</sub> e)		
	Scope 1	Scope 2	Total
PLDT	14,787	136,037	150,824
SMART	26,794	466,491	493,285
VITRO	617	68,253	68,871
ePLDT	6	129	135
<b>PLDT Group</b>	<b>42,204</b>	<b>670,910</b>	<b>713,114</b>

Company	Emission Intensity per Headcount		
	Scope 1	Scope 2	Total
PLDT	1.55	14.30	15.85
SMART	6.55	114.03	120.58
VITRO	1.39	153.72	155.11
ePLDT	0.01	0.30	0.31
<b>PLDT Group</b>	<b>2.91</b>	<b>46.34</b>	<b>49.25</b>

Company	Emission Intensity per million service revenue		
	Scope 1	Scope 2	Total
PLDT	0.15	1.34	1.48
SMART	0.28	4.96	5.24
VITRO	0.14	15.79	15.94
ePLDT	0.00	0.03	0.04
<b>PLDT Group</b>	<b>0.21</b>	<b>3.29</b>	<b>3.50</b>



## Scope 3 Emissions GSMA-ENV-02

As a responsible telecommunications operator, the PLDT Group recognizes that addressing climate change requires a holistic approach which looks at our carbon footprint, our direct operations, to include emissions across our entire value chain. Our commitment to transparency and environmental stewardship necessitates that we refine methodologies, expand data granularity, and collaborate with stakeholders to advance sustainability outcomes.

In our initial accounting of Scope 3 emissions, we employed the spend-based method, using available expenditure records and classifying them according to the nature of expenses. This provided a baseline understanding of emissions associated with purchased goods and services, capital goods, and other indirect sources.

Looking ahead, we aim to transition to a more activity-based approach, beginning with our top network suppliers. This shift will enable more precise emissions estimates based on actual operational data. We are also working to further disaggregate emissions from purchased services into upstream and downstream activities for more accurate attribution.

We have initiated a phased strategy to measure and mitigate Scope 3 emissions, which span upstream activities and downstream impacts. To strengthen our approach and close existing data gaps, we are enhancing our methodologies and broadening the scope of our reporting through the following key initiatives:

- **Expanding Coverage of Fuel and Electricity Use.** Emissions from energy consumption not currently captured under Scope 1 or Scope 2—such as those from third-party-owned infrastructure and leased facilities—will be quantified through targeted assessments to ensure more complete and accurate reporting.
- **Enhancing Waste-Related Emissions Accounting.** We will assess the carbon

impact of waste generated across our value chain, including e-waste from retired network hardware and customer devices. The outcomes will help improve waste management practices and support the adoption of circular economy principles.

- **Updating Employee Commuting Data.** An updated employee commuting survey is planned in order to reflect changes in work arrangements and transportation patterns post-pandemic. This will help ensure that emissions estimates related to employee travel are more accurate and aligned with current workforce behavior.
- **Integrating Emissions from Value Chain Partners.** We plan to include in our database emissions from tower companies, franchise operations, and investee companies to expand our Scope 3 reporting. This will help us better understand and manage the broader environmental impact across our extended network.

Through these measures, we aim to build a more robust and transparent Scope 3 emissions profile. These efforts are part of our ongoing commitment to climate stewardship, and responsible operations.



Scope 3 GHG Emissions (tCO <sub>2</sub> e)		
<b>Scope 3 GHG Emissions Upstream</b>		<b>331,627</b>
<b>Category 1</b>	Purchased Goods and Services	39,714
<b>Category 2</b>	Capital Goods	194,180
<b>Category 3</b>	Fuel-and Energy-related Activities	73,172
<b>Category 4</b>	Upstream Transportation and Distribution	-
<b>Category 5</b>	Waste Generated in Operations	24,562
<b>Category 6</b>	Business Travel	-
<b>Category 7</b>	Employee Commuting	-
<b>Category 8</b>	Upstream Leased Assets	-
<b>Scope 3 GHG Emissions Downstream</b>		<b>163,729</b>
<b>Category 9</b>	Downstream Transportation and Distribution	-
<b>Category 10</b>	Processing of Sold Products	-
<b>Category 11</b>	Use of Sold Products	163,729
<b>Category 12</b>	End-of-Life Treatment of Sold Products	-
<b>Category 13</b>	Downstream Leased Assets	670,910
<b>Category 14</b>	Franchises	1,208,471
<b>Category 15</b>	Investments	-
<b>TOTAL Scope 3 GHG Emissions</b>		<b>495,356</b>

GHG Emissions (tCO <sub>2</sub> e)	
Scope 1	42,204
Scope 2	670,910
Scope 3	495,356
<b>TOTAL</b>	<b>1,208,471</b>

\* Minor discrepancies may occur due to rounding differences

## Measuring Generated Air Pollution GRI 305-6, 305-7

PLDT's sustained investment in clean and renewable energy underscores our firm commitment to eco-friendly and energy-efficient operations across all our facilities.

However, in areas without stable access to commercial electricity, we need to rely on diesel generators to ensure continuous service. To minimize the environmental impact of these gensets, we are exploring the deployment of hybrid and fuel-cell-powered base stations in off-grid and remote locations.

Furthermore, our PFARM and CEHS teams have set up air quality monitoring programs and monitor noise generated to lessen any community

Notes:

**Category 1:** Based on actual Purchase order (PO) amount of purchased goods and services

**Category 2:** Based on actual PO amount of capital goods

**Category 3:** Based on upstream emission and the transmission and distribution loss of purchased electricity

**Category 4:** Upstream transportation and distribution emissions have been included in the Category 1

**Category 5:** Based on actual solid and hazardous waste generated

**Category 6:** Although identified as not material to the Group's operations, we are planning to reconfigure the PLDT's internal application for business travel

**Category 7:** Although identified as not material to the Group's operations, we will work on updating the employee commuting data gathered in 2020 to reflect current post-pandemic commuting behaviors

**Category 8:** Ongoing closing of the sale and leaseback of towers under agreement with various tower companies

**Category 9:** Downstream transportation and distribution emissions have been included in the Category 1

**Category 10:** This is not applicable to the PLDT Group, as any device or CPE issued in connection with the PLDT's connectivity services is considered a final product and does not require further processing

**Category 11:** Number of minutes of voice services, estimated number of SMS, data by terabyte and number of handsets, routers, and handheld devices sold

**Category 12:** Assumptions regarding the disposal methods of sold products are being finalized in alignment with industry practices and peers

**Category 13:** Emissions from the facilities leased by the company to third parties are already included in the reported Scope 1 and Scope 2 GHG emissions

**Category 14:** Ongoing coordination with the Satellite Branches to compute for their emissions

**Category 15:** Not yet calculated

Emission factor used is the environmentally-extended input-output (EEIO)

impact. The data on ozone-depleting substances (ODS) come from our tracked refrigerant usage, while air pollutant data is based on diesel consumption from our generators. We have estimated emissions using the Emission Factor (E.F.) for smaller diesel engines (less than 600 Hp) from the United States Environmental Protection Agency's AP-42.

Air Pollutants (in metric tons)	
Nitrogen oxides (NOx)	630
Carbon monoxide (CO)	141
Volatile organic compounds (VOCs)	51
Particulate matter (PM)	45
Sulfur oxides (SOx)	42
<b>Total</b>	<b>909</b>

# Monitoring Water Consumption and Conservation

GRI 3-3, 303-1, 303-2, 303-5

The PLDT Group recognizes that water is a scarce resource and is committed to using it responsibly and conserving it however possible.

The PFARM and CEHS teams closely monitor major facilities' water consumption and report their findings to management. They also help implement water-saving measures to improve efficiency and reduce water usage at all our sites across the country.

Our water conservation efforts include a regular maintenance program for our facilities that includes detecting leaks, standardizing water use in restrooms, optimizing chiller plants and cooling systems, and constructing rainwater catchment systems at selected locations.

Some of our water conservation efforts involve closed-loop cooling, recycling, and utilizing rainwater whenever possible. In Mindanao, four of our facilities now have rainwater catchments, and two more sites in the Visayas. These Mindanao catchments can store up to 24,000 liters of rainwater, while the Visayas catchments

are expected to hold around 50,000 liters. The collected rainwater is used for tasks like washing service vehicles, cleaning facilities, and watering plants.

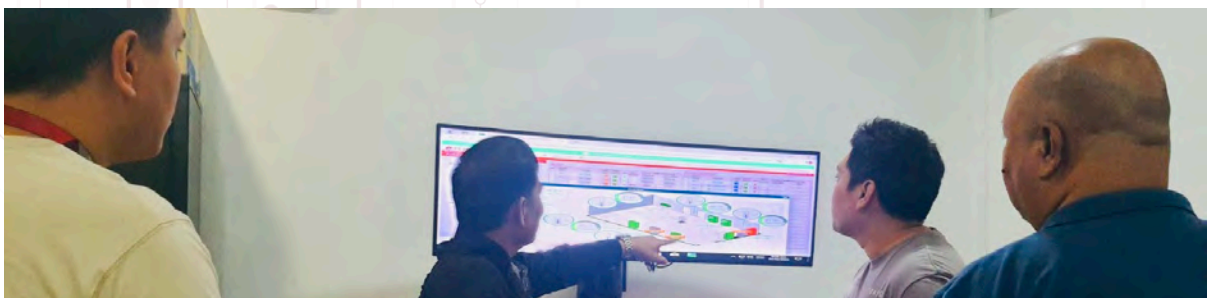
Rainwater collection systems and graywater storage are in place at our Cebu 2, Makati 2, and Clark VITRO data centers. We reuse wastewater for irrigation and restrooms at selected data centers. In compliance with ISO 14001:2015 certification, VITRO Pasig, Makati 2, and Clark have their sewage treatment plants. The newly launched VITRO Sta. Rosa is also equipped with a rainwater catchment and a wastewater treatment facility.

We collaborate with institutional partners to raise awareness on water efficiency, protect watersheds, and support reforestation projects crucial for maintaining a steady water supply.

The reduction in operating time for some cooling towers has led to decreased water evaporation rates and lower make-up water volume requirements.

Water consumption* in Megaliters	PLDT	Smart	VITRO & ePLDT	Data Centers	2024
National Capital Region	217.05	38.84	0.86	103.27	<b>360.01</b>
The rest of Luzon	22.59	1.53	-	33.86	<b>57.98</b>
Visayas	19.77	6.86	-	0.30	<b>26.92</b>
Mindanao	8.61	0.26	-	-	<b>8.87</b>
<b>TOTAL</b>	<b>268.01</b>	<b>47.49</b>	<b>0.86</b>	<b>137.43</b>	<b>453.78</b>

\* Minor discrepancies may occur due to rounding differences



ePLDT & Data Center	
VITRO & ePLDT Offices	0.86
Metro Manila	0.86
Data Centers	137.43
Metro Manila	103.27
Angeles City, Pampanga	28.68
Laguna	5.18
Metro Cebu	0.30
TOTAL	138.28

\* Minor discrepancies may occur due to rounding differences

All ePLDT and Vitro water consumption are in groundwater-stressed areas as identified by the National Water Resources Board (NWRB) in their August 2023 report - The State of Water at a Glance. Their water storage is considered to have no significant water-related impact.

**Reference:**  
[Senate Economic Planning Office: The State of Water at a Glance](#)

Total Domestic Water Use*	
Purchased from utility providers	453.78
Drawn from deep well	1.48
Purchased bottled water	1.26
Harvested rainwater	0.16
TOTAL	456.68

\* All ePLDT and VITRO reported water consumption includes purchases from water utility providers only  
\* Minor discrepancies may occur due to rounding differences

# Waste Management and Circularity

GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5, GSMA-ENV-05, GSMA-ENV-06

The PLDT Group generates various types of wastes across its operations. These include solid and hazardous wastes generated within our network facilities, office spaces, and business centers. Waste management is thus a key component to our environmental management practices, ensuring that we have structured systems in place to effectively identify, classify, manage proper disposal, and implement reduction efforts at source.

Through our dedicated PFARM personnel, we conduct regular site inspections and assessments to refine our waste management processes, address operational needs, and ensure continuous improvements.

To further streamline waste management operations, we also developed an internal digital platform that facilitates lifecycle management of our solid and hazardous wastes. Managed by our Network Logistics Team, this platform enables end-to-end monitoring of our waste management process, from hauling requests and

approval workflows to the turnover to accredited recyclers, ensuring traceability and accountability.

## Solid Waste

We aim to promote proper waste segregation through strategic placements of labeled waste bins across our facilities, provisioning to separate recyclables and biodegradable waste. Recyclables collected from our premises, particularly in our regional offices, are turned over to local government units with accredited Materials Recovery Facilities for proper handling.

In addition, we actively promote a plastic-free workplace by encouraging our employees to avoid single-use plastics and shift to reusables and non-single use materials.

## Hazardous waste

Our operational hazardous wastes consist of e-waste from our network equipment, office electronics, and used lead acid batteries (ULABs) from our vehicles and power systems. Network cables, with components of plastic casings, copper, and other metal contents, as well



as ULABs are turned over to DENR-accredited TSD facilities for proper disposal and recycling. Before these are hauled from our facilities, we ensure that all hazardous wastes are properly labeled and safely stored in temporary holding areas. As these are hauled by DENR-accredited TSD facilities, measures are in place to facilitate inventory tracking and geotagging data throughout the process, culminating in the issuance of a Certificate of Treatment (CoT) upon proper disposal.

For ULABs, employees with assigned service vehicles can initiate disposal requests via our internal employee platform. Batteries are collected onsite with all required waste manifest documentation and transported to accredited TSD facilities. Data is monitored from request to CoT issuance. Proceeds from recycling ULABs are used to support various programs in education, livelihood, and environmental stewardship.

## Fleet Waste

Waste generated by our fleet, including used oil, brake fluids, and contaminated vehicle parts, are managed in partnership with accredited service shops. This type of waste is further collected and transported to a DENR-accredited facility for proper treatment. Used oil is filtered and repurposed as alternative fuel, while water components are reused in cooling systems. Cleaned vehicle parts are assessed for potential recycling. Since 2023, we have already partnered with 16 auto shops in Metro Manila and North Luzon and collected over 3.2 metric tons of used oil and oil-contaminated parts by end 2024.


**98%**
**Recycling Rate of Solid Waste**

**100%**
**Recycling Rate of Hazardous Waste**

**3.2 metric tons**
**Collected used oil and oil-contaminated parts for proper treatment**

## Regulatory Compliance and Collaborations

To ensure regulatory alignment, we conduct joint facility assessments in collaboration with the DENR. These assessments are also part of accreditation process for waste management partners.

In 2024, we have also continued to strengthen impact assessment of waste management programs, as well as expand relevant employee and community engagements. Success metrics include volume of wastes collected, waste diversion from landfills, and recycling rate of recovered materials. We have also ramped up efforts to promote responsible consumption practices among our customer communities.

### Table to Farm: A New Organic Waste Program

In line with efforts to reduce waste, we have launched EarthSmart – a table-to-farm program in partnership with Davao Thermo Biotech Corporation. This initiative focuses on the segregation and collection of household food and biodegradable waste, engaging employees in composting and reinforcing mindfulness in daily consumption. The program aims to reduce our carbon footprint and overall environmental impact. These programs underscore our commitment to addressing key ESG material topics, particularly in responsible waste management and circular economy practices. partner accreditation process.



Waste generated (in metric tons)				Waste disposed (in metric tons)		
Solid Waste	Fixed	Wireless	Total	Recycled*	Composted	Landfill
Metals	163.35	378.19	<b>541.54</b>	541.54	-	-
Plastics	80.58	17.85	<b>98.42</b>	98.42	-	-
Paper	37.63	19.83	<b>57.46</b>	57.46	-	-
Wood	8.64	18.05	<b>26.68</b>	24.81	-	1.87
Others	0.33	12.36	<b>12.69</b>	2.37	10.32	-
<b>TOTAL</b>	<b>290.52</b>	<b>446.27</b>	<b>736.79</b>	<b>724.60</b>	<b>10.32</b>	<b>1.87</b>

\* turned-over to DENR accredited recycler

Waste generated (in metric tons)				Waste disposed (in metric tons)		
Hazardous Waste	Fixed	Wireless	Total	Recycled*	Composted	Landfill
Used lead acid batteries	0.56	253.42	<b>253.98</b>	253.98	-	-
Fiber optic cables	73.70	-	<b>73.70</b>	73.70	-	-
E-waste	65.45	0.15	<b>65.60</b>	65.60	-	-
Others	3.85	13.84	<b>17.69</b>	17.69	-	-
<b>TOTAL</b>	<b>143.56</b>	<b>267.41</b>	<b>410.96</b>	<b>410.96</b>	-	-

\* turned-over to DENR accredited recycler

## Task Force on Climate-related Financial Disclosures

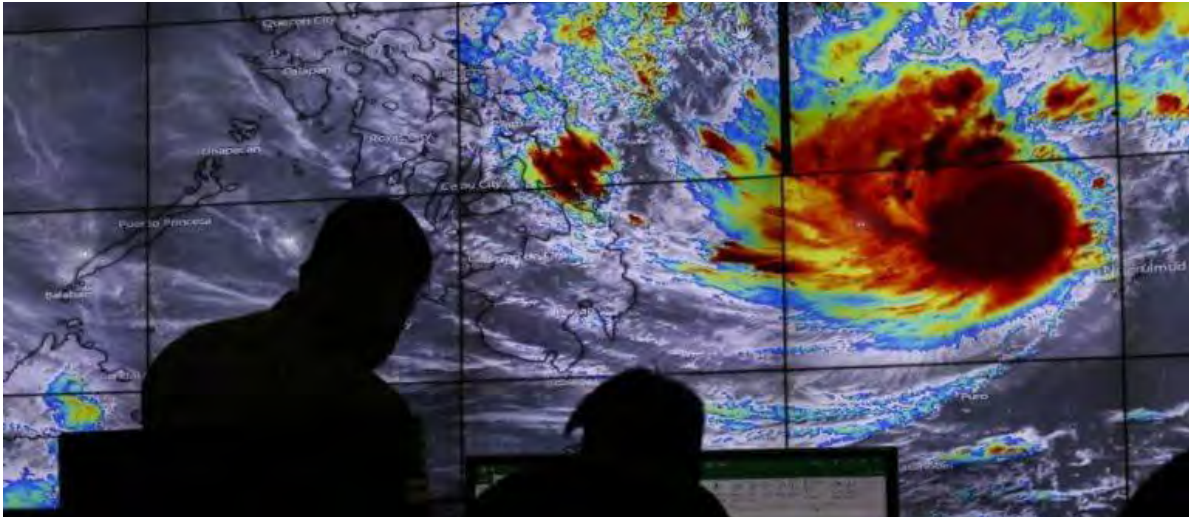
GRI 201-2, UNGC Principle 7

The PLDT Group recognizes that the potential impact of climate change on its operations, stakeholders, and the broader economy continues to grow. In line with our commitment to climate action and responsible business practices, we are actively advancing our climate transition agenda and aligning our strategies with the recommendations of the TCFD.

### Governance

The Board of Directors exercises oversight of PLDT's sustainability strategy, including climate-related risks and opportunities through two key

committees: the Governance, Nomination and Sustainability Committee (GNSC) and the Risk Committee (RC). The GNSC guides and monitors the integration of climate considerations into PLDT's governance framework and strategic decision-making processes. Meanwhile, the RC oversees the identification of emerging risks, the development of risk assessment methodologies, and the evaluation of potential impacts. Climate change has consistently been recognized as one of PLDT's top ten enterprise risks over the past five years, highlighting its significance as a material ESG topic and its relevance to the company's long-term resilience. In 2024 alone, climate-



related disclosures were included in the Board's meeting agenda at least three times.

At the operational level, the Corporate Sustainability Office (CSO), led by the Chief Sustainability Officer, collaborates closely with the Group Enterprise Risk Management Department (GRMD), which reports directly to the Chief Risk Management Officer (CRMO). The groups facilitate the identification and management of climate-related risks and opportunities across the organization. Impacts of climate change have consistently been recognized as one of PLDT's top ten enterprise risks over the past five years and remain a key ESG material topic, underscoring its relevance to the company's long-term resilience. The CSO also leads the development and implementation of PLDT's climate transition roadmap, ensuring alignment among business units and functional departments, each of which conducts risk assessments relevant to their specific operations.

From a top-down perspective, the GRMD ensures that climate risks are strategically integrated into business planning and investment decisions. Concurrently, the CSO coordinates cross-functional efforts to embed sustainability goals throughout the organization, including the inclusion of sustainability-related KPIs in the organization scorecard.

We actively monitor and evaluate current and emerging climate-related legislation and regulatory developments that may affect our

own operations, financial position, and those of our subsidiaries, affiliates, and supply chain. Scenario analyses are conducted to assess the potential impacts of climate change on our assets and business continuity, supporting the development of adaptive and resilient strategies.

To further strengthen organizational preparedness, we have implemented a comprehensive Business Continuity Management System (BCMS), led by the Enterprise Business Continuity and Resilience Office (BCRO). This system is designed to minimize the impact of climate-related and other disruptions, safeguard operational resilience, and ensure uninterrupted service delivery. Several PLDT and Smart's key facilities nationwide have earned ISO 22301:2019 certifications, affirming commitment to building, implementing, and maintaining robust and resilient operations.

## Strategy

To strengthen our climate strategy amid the impacts of climate change and the global transition to a low-carbon economy, we have identified key climate-related risks and opportunities that may influence our business and financial planning. The following sections provide a detailed overview of how these factors are integrated into our strategic approach and support our climate transition objectives.

## Transition Risks

Transition Risks arise from regulatory changes, market shifts, and evolving consumer preferences as the global economy moves toward low-carbon operations. The primary transition risks identified by the Group include:

Transition Risks	Details	Potential Financial Impact	Mitigating Actions
<b>Policy and Legal</b> <i>(Includes both current and emerging regulations)</i>	<b>Carbon tax</b> <ul style="list-style-type: none"> <li>The Philippine's Department of Finance (DOF) Secretary formed a technical working group for the development of a carbon tax and emissions trading systems considered as crucial steps towards achieving a low-carbon economy.</li> </ul> <p><b>Reference:</b>  <a href="#">Department of Finance</a></p> <ul style="list-style-type: none"> <li>The Philippines could start at USD20.00 per ton in 2023, and increase by USD4.30 per ton per year by 2030 according to the International Monetary Fund.</li> </ul> <p><b>Reference:</b>  <a href="#">International Monetary Fund</a></p>	<p>The PLDT Group had a total GHG Scope 1 and Scope 2 emissions of 713 thousand tCO<sub>2</sub>e in 2024.</p> <p>While there is no carbon taxation regime in place, applying the USD20 per ton would translate to an estimated expense and liability of PhP996 million in the reporting year.</p> <p><i>(assumed forex USD1 = PhP57.508)</i></p>	<p>As early as 2022, the PLDT Group has started to consider the inclusion of a shadow carbon price in the evaluation of selected projects.</p> <p>Based on the recognition that projects could have social and environmental impacts, efforts to institutionalize the identification and inclusion of these in the evaluation of projects are being discussed.</p>
	<b>RA 11697 – Electric Vehicle Industry Development Act (EVIDA)</b> <ul style="list-style-type: none"> <li>EVIDA outlines the regulatory framework and creates a comprehensive roadmap for the operation of Electric Vehicles (EV) in the Philippines</li> </ul> <p><b>Reference:</b>  <a href="#">RA 11697</a></p> <p>Related to EVIDA is the creation of a Comprehensive Roadmap for the Electric Vehicle Industry (CREVI) which aims to boost the development, commercialization, and utilization of EVs in the Philippines. Commercial companies are included to have a target of 5% EV by 2034.</p> <p><b>Reference:</b>  <a href="#">Comprehensive Roadmap For The Electric Vehicle Industry In The Philippines</a></p>	<p>The total number of service vehicles of the fixed and wireless business of the PLDT Group is around 4,500 units, all of which are not yet electric vehicles. The said number of units is undergoing further rationalization.</p> <p>Under CREVI, 5% or 225 of the 4,500 units must be electric vehicles by 2034.</p> <p>Based on current prices, approximately PhP202 million would be required to acquire 225 EVs. The estimated book value of the equivalent non-EVs to be replaced is PhP10mn.</p> <p><i>(assumed cost of service vehicle = PhP900k with 5% salvage value)</i></p>	<p>The PLDT Group launched its pilot EV in 2022. Several other EV models are being evaluated taking into consideration factors such as the battery and charging capacity, electricity efficiency, and intended driving range, among others, to ensure the delivery of optimal services to our subscribers.</p> <p>Further, a roadmap to "green the fleet" will be finalized after the rationalization of the fleet size has been completed.</p>



Transition Risks	Details	Potential Financial Impact	Mitigating Actions
	<p><b>Low Carbon Economy Investment Act</b></p> <p>House Bill Number 11375 or an act promoting investments in low carbon economy, establishing for this purpose a carbon emission pricing framework and implementation mechanism to achieve low carbon and climate-resilient economic development. This legislative measure was approved on second reading in February 2025.</p> <p><b>Reference:</b>  <a href="#">House Bill No. 11375</a></p>	<p>Once the carbon emission thresholds are established, we may need to purchase credits to offset any excess emissions, requiring a contingency fund and recognition of a provision. Conversely, if our emissions fall below the set thresholds, we could sell surplus carbon credits, creating an additional revenue stream.</p>	<p>We continue to invest in carbon-efficient solutions across our operations, such as securing power from renewable energy sources and exploring new technologies that help maximize capital investments while improving both operational and carbon efficiency.</p> <p>In addition, we are leveraging nature-based solutions, enhanced by communication technologies, to protect and conserve areas with high carbon sink potential, with the possibility of registering them in the carbon market.</p>
<b>Technology</b>	<p><b>Network and infrastructure upgrades</b></p> <p>Upgrading existing facilities and infrastructure, such as migrating to 5G networks, may cause operational disruptions</p> <p><b>Resource and carbon efficiency</b></p> <p>The Philippines' energy supply heavily relies on coal. Renewable energy technologies require further adoption and implementation</p> <p><b>AI and Machine Learning</b></p> <p>Training machine learning models and developing AI systems require processing large datasets, which involves running data centers for extended periods. This consumes substantial energy, both for computation and for cooling the hardware.</p>	<p>Older mobile technologies are still in use in the Philippine market. However, they may be phased out in the medium term as more customers transition to data-capable LTE and 5G-compatible handsets. This shift could result in certain network facilities becoming obsolete, potentially leading to their impairment, retirement, and eventual write-off.</p> <p>Multi-year capital investments to support market developments are being planned. These include investments in additional base stations, expansion of fiber infrastructure and solutions to enhance operational efficiency while minimizing emissions.</p>	<p>We continue to invest in expanding our fixed and mobile networks to serve market demand, while improving operational and carbon efficiency.</p>

Transition Risks	Details	Potential Financial Impact	Mitigating Actions
Market	<p><b>Changing customer behavior</b></p> <p>Customers are increasingly aware of their carbon footprint, demanding transparency and accountability from companies.</p> <p>A 2024 survey conducted by PwC among Asia Pacific consumers revealed that 50% are changing their purchasing habits to help mitigate climate change. Notably, consumers in the Philippines indicated a willingness to pay an average premium of 13.4% for sustainable products.</p> <p><b>Reference:</b> <a href="#">PWC Voice of the Consumer Survey, 2024: Asia Pacific</a></p>	<p>There is a potential loss of revenue if customers are dissatisfied with the company's carbon reduction efforts or perceive its services as unsustainable.</p>	<p>We continue to communicate the PLDT Group's commitment to sustainability which involves management of our environmental, social and governance impacts.</p> <p>As part of our environmental commitments, we uphold transparency by disclosing our carbon footprint and obtaining third-party assurance of the data.</p> <p>We remain committed to regularly reporting our progress in reducing emissions and actively engaging our suppliers to align with low-carbon economy goals.</p>
Reputation	<p><b>Failure to meet committed targets</b></p> <p>The PLDT Group has committed to a 40% reduction of its Scope 1 and Scope 2 GHG emissions by 2030, using 2019 as the base year, in support of its efforts to mitigate the impacts of climate change.</p>	<p>Failure to meet the carbon reduction target may result in a decline in stakeholder trust, potentially leading to reduced revenue and a decrease in value.</p>	<p>The PLDT Group regularly communicates to its various stakeholders the strategy, roadmap and progress made.</p> <p>Periodically and as necessary, we revisit and recalibrate the decarbonization roadmap to reflect market developments, changes within the company, including acquisitions and divestments that may significantly impact operations and sources of GHG emissions.</p>

Opportunities from Transition Risks

As customer preferences increasingly shift toward sustainable products and services, the PLDT Group is proactively re-aligning its operations to prioritize carbon and energy efficiency. This strategic transition not only demonstrates our commitment to environmental stewardship but also strengthens our competitive position in a rapidly evolving market, aligning with global efforts to advance a low-carbon economy.

Broadband services delivered through fiber optic cables (FOC) and data centers powered by renewable energy are recognized as key low-carbon investments under the Low Carbon

Investment (LCI) Registry Taxonomy. Their inclusion reflects the vital role they play in reducing GHG emissions by enabling energy-efficient digital infrastructure and supporting the worldwide transition to a sustainable future.

By the end of 2024, our FOC footprint has expanded to about 1.2 million kilometers, with presence in 73% of the Philippines' town and municipalities. This extensive infrastructure not only improves connectivity and provides resiliency, but also unlocks significant growth potential for PLDT to take its fair of the unserved broadband households in the country. As of

end 2024, there were approximately 7.3 million home broadband customers in the Philippines vis-à-vis the addressable market of 10 – 12 million households nationwide.

Currently, several of our data centers source between 20% and 35% of their energy from renewable sources such as solar and wind. We are actively working to increase the share of renewables in the energy mix, with the expansion of supply in the market in the coming years. This ambition is supported by our own solar power installations, including the rooftop solar facility at our Clark data center, which contributes to both carbon emissions reduction and lower operational costs.

Across our 10 operational VITRO data centers, excluding the newly launched VITRO Sta. Rosa, we achieved an average Power Usage Effectiveness (PUE) of 1.65 in 2024, reflecting strong performance in data center energy efficiency and infrastructure optimization.

Our renewable energy and efficiency initiatives for our data centers serve as key selling points to potential customers that include hyperscalers and cloud service providers, positioning the PLDT Group as a preferred partner in sustainable digital infrastructure. Based on a 2023 report, the estimated 5-year compounded annual growth rate for the combined retail and hyperscaler data center market is at 28%. In 2024, PLDT Group's data center revenues stood at PHP3.4 billion.

We are committed not only to decarbonizing our own operations but also to leveraging our influence to encourage suppliers and partners to adopt clean energy solutions. We are finalizing plans to incorporate environmental impact assessments alongside financial criteria in our procurement processes, promoting eco-efficient practices throughout our supply chain.

Active engagement and championing sustainability with our supply chain to help reduce our Scope 3 emissions complement our multi-year investments aimed at accelerating the transition to sustainable energy, enhancing operational resilience. These support our contribution to both national and global climate goals.

## Physical Risks

We have subscribed to a global climate risk assessment platform whose methodology is based on principles similar to catastrophe risk modeling. This approach is driven by extensive climate and socioeconomic data and integrates large-scale datasets sourced from authoritative public institutions such as the Intergovernmental Panel on Climate Change (IPCC), NASA, and the National Oceanic and Atmospheric Administration (NOAA), as well as from academic research, commercial databases, and proprietary modeling frameworks.

The platform uses a combination of climate models and socioeconomic pathways to assess physical climate risks over various time horizons. These assessments are structured around the shared Socioeconomic Pathways (SSPs), which represent alternative future scenarios based on varying assumptions about global development, policy, and emissions trajectories.

Outlined below are the alternative scenarios considered, based on the SSP framework:

- i. **High Climate Change Scenario (SSP5-8.5)** – Low mitigation scenario in which total GHG triple by 2075 and global average temperature rise by 3.3–5.7 degrees Celsius by 2100.
- ii. **Medium-High Climate Change Scenario (SSP3-7.0)** – Limited mitigation scenario in which total GHG double by 2100 and global average temperature rise by 2.8–4.6 degrees Celsius by 2100.
- iii. **Medium Climate Change Scenario (SSP2-4.5)** – Strong mitigation scenario in which total GHG stabilize at current levels until 2050 and then decline to 2100. This scenario is expected to result in global average temperature rising by 2.1–3.5 degrees Celsius by 2100.
- iv. **Low Climate Change Scenario (SSP2-4.5)** – Aggressive mitigation scenario in which total GHG reduce to zero by 2050, resulting in global average temperature rising by 1.3–2.4 degrees Celsius by 2100, consistent with the goals of the Paris Alignment.

## Climate Scenario Analysis

To further improve the assessment of risk exposures related to our operating assets, we recently subscribed to a science-backed climate risk analytics platform.

As we are still in the process of uploading our asset data to the platform, we are only able to share a snapshot of the results based on a preliminary run covering only a few of our identified critical telecommunications facilities. Once data upload is completed, we expect to be able to share a more accurate determination of vulnerability and financial impact under selected climate scenarios and different time horizons.

The preliminary results generated are based on the methodology and assumptions detailed below.

### Acute Physical Risks

These refer to sudden and severe weather-related events that may cause immediate disruption to operations and infrastructure, which generally include:

- **Coastal Flooding:** Increased frequency of extreme coastal high-water events, driven by rising sea levels, tides, and regional weather systems.
- **Fluvial Flooding:** Increased annual probability of 100-year riverine floods, based on changes in climatic and topographic variables.
- **Landslides:** Rising susceptibility to landslides, measured by the frequency of antecedent rainfall index (ARI) events exceeding the 95th percentile of historical values.
- **Pluvial Flooding:** Higher annual frequency of heavy precipitation events leading to surface water flooding, based on 100-year flood depth metrics.
- **Tropical Cyclones:** Changes in the intensity and geographic distribution of tropical cyclones, which can result in severe damage to infrastructure, particularly in coastal areas.

### Chronic Physical Risks

These risks refer to long-term changes in climate patterns that may impact asset performance and operations over time, which generally include:

- **Drought:** Increased frequency of prolonged dry periods, contributing to serious hydrological imbalances that may affect cooling systems and power supply reliability.
- **Temperature Extremes:** Rising frequency of extreme temperature events. These are defined as occurrences of temperature values that exceed or fall below the statistical thresholds near the upper or lower tails of historical temperature ranges.
- **Water Stress:** Changes in the projected water stress index, indicating higher competition for water resources by the 2040s, potentially impacting facilities that depend on stable water availability.

### Risk Assessment Methodology

We applied a vulnerability-based model to estimate the direct financial impact of each hazard on specific asset types. The model accounts for the unique characteristics and sensitivities of each facility.



### Preliminary Insights

#### Top Risks

Based on the analysis, the top two risks for each category were identified as follows:

#### Chronic Physical Risks:

1. Temperature Extremes
2. Water Stress

#### Acute Physical Risks:

1. Landslide
2. Pluvial Flooding



### Scenario Analysis

The table below summarizes the initial projected financial impacts on the limited number of assets included in the preliminary run, across four Shared Socioeconomic Pathways (SSPs, as defined under the UN Intergovernmental Panel on Climate Change or IPCC Sixth Assessment Report) and three assumed time horizons:

- Short-term (1–2 years)
- Medium-term (by 2030)
- Long-term (by 2050)

Climate Scenario	Short-term (1 to 2 years)	Medium-term (by 2030)	Long-Term (by 2050)
SSP5-8.5	Risk exposure may result in a 2.27% decline in value	Risk exposure may result in a 6.81% decline in value	Risk exposure may result in a 41.40% decline in value
SSP3-7.0	Risk exposure may result in a 2.41% decline in value	Risk exposure may result in a 7.24% decline in value	Risk exposure may result in a 41.47% decline in value
SSP2-4.5	Risk exposure may result in a 2.18% decline in value	Risk exposure may result in a 6.53% decline in value	Risk exposure may result in a 37.50% decline in value
SSP1-2.6	Risk exposure may result in a 2.19% decline in value	Risk exposure may result in a 6.57% decline in value	Risk exposure may result in a 36.02% decline in value

What is shown above is the estimated potential net decline in asset value due to exposure to climate-related risks, expressed as a percentage of total operating capacity and revenue potential.

### Asset-Level Vulnerabilities

The model also accounts for the sensitivity of different facility types to specific hazards. Notably:

- Data Centers are particularly vulnerable to Water Stress, due to their dependence on consistent water supply for cooling and operations.
- Cable Landing Stations are significantly exposed to Coastal Flooding, given their proximity to shorelines.

As we continue to refine our climate risk assessment, additional insights into asset-specific vulnerabilities, financial implications, and potential adaptation considerations will be included in subsequent progress reports. These are expected to support ongoing efforts to better understand and manage long-term climate-related risks.

### Mitigating Plans and Actions

To ensure the continuous delivery of connectivity services to our customers amidst evolving climate risks, the PLDT Group has implemented comprehensive measures to boost its Business Continuity Plan (BCP) and Crisis Management Plan (CMP). These initiatives are integral to our strategic focus on disaster resilience, as outlined in the Commitment section of this report.

Our dedication to disaster resiliency is exemplified by the establishment of a state-of-the-art disaster recovery facility in Cebu in 2021. This facility is equipped with advanced technologies and resilient infrastructure designed to ensure seamless operational continuity during natural

calamities such as typhoons, floods, and earthquakes, events that are becoming increasingly frequent and severe due to climate change.

All our facilities, including office buildings and network towers, are constructed in strict compliance with the National Structural Code of the Philippines (NSCP) to ensure structural integrity in the event of earthquakes, typhoons and other acts of nature. Notably, network towers situated along typhoon-prone paths are built to endure even greater wind forces and engineered to withstand wind speeds ranging from 240 to 340 kilometers per hour, mitigating potential service disruptions resulting from extreme weather events.

In low-lying and vulnerable areas, critical network equipment are strategically installed in elevated locations to mitigate the risks posed by both rain-induced and river-induced flooding. This spatial planning is a key element of our climate adaptation strategy, reducing vulnerability and enhancing the reliability of our telecommunications infrastructure.

In line with our climate adaptation goals, we conduct rigorous annual maintenance and structural assessments of all network towers. These include detailed structural investigations, retrofitting of aging infrastructure, and the systematic conversion of guyed towers to more resilient self-supporting towers. These measures not only extend the lifespan of our assets but also significantly enhance their capacity to withstand climate-related stresses.

Recognizing that resilience extends beyond physical infrastructure, we launched the Resilient Citizen Program, an initiative aimed at boosting disaster preparedness among our employees, their families, and the communities in the vicinity of our critical network sites. This program is a vital component of our broader Business Continuity Awareness Program, which fosters a culture of preparedness and responsiveness.

By empowering our stakeholders with knowledge and resources to effectively respond to disasters, we reinforce our operational resilience and uphold our commitment to service excellence. This holistic approach not only safeguards our network but also strengthens stakeholder confidence in our ability to navigate climate-related challenges.

## Risk Management

The identification and assessment of climate-related risks within the PLDT Group are integrated into the company's existing Enterprise Risk Management (ERM) framework, ensuring consistency in the evaluation of all material risks. This process is guided by globally recognized standards, including the COSO Enterprise Risk Management Framework and ISO 31000 Risk

Management Principles, which provide structured and robust approaches for identifying, analyzing, and addressing potential risks.

In 2024, two of the company's Top Risks were identified as climate-related, reflecting the growing materiality of climate and environmental issues to our own operations and strategic direction. These include:

- a. The ability to maintain institutional importance and successfully implement ESG goals and programs, and
- b. The impact of climate change and nature-related conditions on business operations and financial performance.

Among the most immediate and tangible impacts of nature-related risks are damages to company assets and facilities caused by natural disasters, which can disrupt operations and service delivery. These risks underscore the Company's dependencies on nature and the environment and highlight the importance of climate resilience in infrastructure and operations.

In addition to the roles of the CSO and GRMD, several key business units, several key business units also play a critical role in proactively managing climate-related risks, each with defined roles and responsibilities:

- **Network Operations** focuses on mitigating the impact of natural disasters on critical infrastructure and ensuring service continuity. The group also supports the transition to renewable energy sources, contributing to the company's decarbonization goals.
- **Property, Facilities, and Asset Resiliency Management** ensures compliance with environmental laws and regulations and oversees initiatives to enhance the sustainability of physical assets. They also identify and secure renewable energy sources for non-network facilities.
- **Enterprise Business Continuity and Resilience Office** ensures the company's crisis management structures are robust and adaptive to the evolving impacts of climate change, including extreme weather events and long-term shifts in climate patterns.

- **Supply Chain Management** is responsible for advancing PLDT's green fleet targets in alignment with environmental regulations and sustainability commitments

In the event of disasters or emergencies, the Emergency Operations Center (EOC) is activated and operates 24/7. It serves as a centralized command and monitoring center, accessible to all employees through a dedicated hotline.

From a strategic standpoint, the transition to a more sustainable business model is a core priority for the PLDT Group. Management considers this shift toward sustainability, particularly climate-related risk management, as a key driver of operational planning, investment decisions, and long-term business resilience.

Each year, business units conduct assessments of their respective key risks and identify mitigation measures tailored to their operational domains. These risk assessments form part of the company's annual risk interviews led by Internal Audit and the GRMD. The results are also presented and discussed during Risk Committee meetings, ensuring that climate-related risks receive oversight at the highest levels of the organization.

This integrated and proactive approach to risk management strengthens our ability to respond to and mitigate the evolving risks posed by climate change, while supporting the company's broader sustainability and resilience objectives.

## Metrics and Targets GSMA-ENV-01

The PLDT Group supports the global movement to address climate change as well as the collective ambition to achieve Net Zero GHG emissions by 2050. In support of this goal, the company has developed a Decarbonization Roadmap that targets a 40% reduction in Scope 1 and Scope 2 emissions by 2030, using 2019 as the baseline year.

To drive progress toward this target, we diligently monitor, track, and report our operational GHG emissions in accordance with the methodologies

and guidance set forth by the GHG Protocol. Our emissions inventory process includes regular updates, internal reviews, and alignment with global best practices to ensure transparency and accuracy.

Our Decarbonization Roadmap is grounded in a structured and science-aligned approach. This involves the identification of emission sources across our operations, the evaluation and integration of available low-carbon and renewable technologies, and the implementation of current and planned sustainability initiatives. Having considered the adoption of an internal pricing mechanism, we will be working on institutionalizing this to evaluate the economic and environmental feasibility of major capital projects. Although we are not yet a formal signatory to the Science Based Targets initiative (SBTi), our decarbonization framework is aligned with its scientific principles, taking into account our current emission trajectory and projected emissions under different scenarios.

Our GHG emissions come from various sources, including network operations, equipment deployment, building energy use, and fleet transportation. In 2024, Scope 1 emissions, direct emissions from company-owned or controlled sources, totaled 42,204 tCO<sub>2</sub>e, with intensities of 2.91 tCO<sub>2</sub>e per employee and 0.21 tCO<sub>2</sub>e per million pesos of service revenue. This reflects a reduction in emissions from 2023 by 0.34%. Furthermore, the intensity per million pesos of revenue has improved vis-à-vis 2019, showing a 10% reduction, demonstrating our progress in managing carbon footprint relative to business growth, highlighting increased efficiency even as operations expanded.

Scope 2 emissions, indirect emissions from purchased electricity, totaled 670,910 tCO<sub>2</sub>e in 2024, lower by 5.23% from 2023. Emissions intensity for Scope 2 stood at 46.34 tCO<sub>2</sub>e per employee and 3.29 tCO<sub>2</sub>e per million pesos of service revenue, net of 21,157 tCO<sub>2</sub>e avoided through the procurement of renewable electricity and the use of self-generated solar energy. Compared to 2019, absolute Scope 2 emissions rose by 32%, largely due to operational growth, but the emissions intensity increased by only 12%.

We continue to enhance our Scope 3 emissions accounting, which covers indirect emissions across our value chain. Based on 2024 spend data and EEIO emission factors, we estimate Scope 3 emissions at 495,356 tCO<sub>2</sub>e, accounting for 41% of total emissions. Ongoing efforts aim to improve the accuracy and coverage of these estimates in future disclosures.

## Taskforce on Nature-related Financial Disclosures GRI 411-1

Operating in the Philippines which is a mega-diverse country, the PLDT Group is committed towards integrating the protection and conservation of nature and biodiversity as it rolls out its infrastructure and conducts business nationwide. This is underpinned by its continuing compliance with relevant environmental laws and regulations, strategic partnerships with industry and academic institutions, efforts to take care of indigenous peoples and local communities that host its facilities, and parallel guidelines set for its suppliers and value chain partners through the PLDT Group Supplier Code of Conduct.

### Governance

The Board of Directors, through its Governance, Nomination and Sustainability Committee (GNSC), oversees the programs and partnerships supporting biodiversity conservation. These undertakings are managed by the CSO.

The CSO, led by the Chief Sustainability Officer, works closely with various internal units to advance PLDT Group's sustainability initiatives and set relevant targets. The CSO also collaborates with the GRMD to identify and manage nature-related dependencies, impacts, risks, and opportunities. Progress in various sustainability-related programs is reported by the CSO to the President and CEO, as well as to the GNSC.

We are committed to upholding the rights of Indigenous Peoples (IPs) in areas where we operate across the Philippines, respecting their diverse cultures, customs, values, and rights to preserve their traditions, institutions, and ancestral domains.

This commitment is embedded in our Human Rights Policy, institutionalized in early 2024, which includes a specific provision on the ethical conduct of

stakeholder engagement and explicit recognition of IPs' rights.

To operationalize this commitment, we developed and deployed an Indigenous Cultural Communities Engagement Guide. This guide provides:

- Technical protocols for network rollouts in ancestral domains;
- Soft skills training for effective and respectful engagement with IPs and local communities;
- Case studies illustrating actual community negotiations and resolutions.

Part of our network infrastructure expansion includes regular community consultations, dialogues, and due diligence processes in areas inhabited or managed by IPs and Indigenous Cultural Communities. These efforts ensure that all construction and operational activities respect local communities and comply with legal requirements.

To further support responsible deployment, we formed a Cross-Functional Team (CFT) consisting of representatives from:

- a. Build Team;
- b. Corporate Sustainability Office;
- c. Joint Strategic Office;
- d. Project Management Office;
- e. Regulatory Department;
- f. Stakeholder Management Team; and,
- g. Technology Group

### Strategy

Our approach towards nature and biodiversity conservation is not motivated by philanthropy, but rather, is a function of ensuring responsible operations and mitigating any adverse environmental and social impact that may arise from our business activities.



As an integrated telecommunications company, our operations inevitably intersect with natural ecosystems, ranging from infrastructure development to the consumption of natural resources. Aligned with TNFD's Locate, Evaluate, Assess, Prepare (LEAP) approach, we have conducted a comprehensive assessment to identify, understand, and manage our nature-related dependencies, impacts, risks, and opportunities.

### Summary of Nature-Related Interfaces and Impacts

Business Activity	Interface with Nature	Impact to Nature
Construction of communication and relay towers	Land and Society	Towers may be built in forested or mountainous areas to maintain network coverage. Construction may involve trimming or clearing trees and foliage to create access trails and tower bases. Water resources are also required during construction.
Rollout of transmission facilities and upgrade of copper cables to fiber optic cable (FOC)	Land and Society	The installation and recovery of cables require land excavation and alteration, potentially disturbing natural habitats and causing temporary soil and vegetation loss. Local communities in the areas may be affected.
Laying down of undersea cable	Ocean and Society	The laying of undersea cables may temporarily disrupt marine ecosystems, including the seabed, coral reefs, and aquatic life
Construction of cable landing station	Ocean and Society	Building landing stations near coastal areas can disturb marine biodiversity and affect the livelihoods of local fishing communities.

Through this integrated assessment, we recognize that while our efforts to expand digital connectivity are vital, they come with unintended impacts on nature. To address these, we actively engage with stakeholders across sectors to ensure informed and inclusive decision-making.

### Stakeholder Engagement and Capacity Building

In July 2024, we conducted a two-day workshop for our CFT Permitting Team. The session aimed to reorient and align the team on environmental permitting processes, particularly those mandated by the DENR, as well as level-up awareness of the impact of network rollouts on biodiversity.

Key contributions were provided by experts from the DENR-Forest Management Bureau and the DENR Biodiversity Management Bureau (BMB). The workshop focused on:

- Application and compliance requirements for Forest Land Use Agreements (FLAs) and Special Use Agreements in Protected Areas (SAPA).
- Procedures involving Free and Prior Informed Consent (FPIC) for areas under IP jurisdiction.

### Managing Ocean-Related Impacts

Expansion of our international cabling facilities affect marine ecosystems. For these projects, we ensure that we assess and consider our environmental and social impacts as we have done with our Jupiter Cable System, which spans the Pacific Ocean and passes through municipal waters in Daet and Mercedes, Camarines Norte. We completed comprehensive Environmental Impact Statements (EIS) which included:

- Marine water quality monitoring
- Biodiversity assessments (e.g., coral reefs, seagrass beds, mangrove habitats, and fish populations)
- Air and noise pollution analysis
- Socio-economic impact studies on local communities

### Supporting Reforestation

To protect critical forests near areas of our network rollout, we continue to work with the government, industry partners, peoples organizations, and local communities on various reforestation efforts. Complementing our network permitting

requirements, these efforts are also aimed at preserving watersheds and helping mitigate impacts of climate change, such as flooding, soil erosion, and landslides.

In 2024, PLDT and Smart supported reforestation efforts of the DENR – EMB in the Cagayan Valley Region through the turnover of 1,200 fruit tree seedlings. This aimed to reinforce environmental management requirements of our business operations in the region, as well as our continuing support to the government's National Greening Program.

### **Leveraging Technology and Partnerships to Enable Conservation**

The PLDT Group leverages communications technology to foster innovation and enable the protection and conservation of nature and biodiversity. To maximize scale and impact, we have also been forging partnerships with our stakeholders, including industry partners, government agencies, and academic institutions, and focusing on biodiversity hotspots and ecologically significant sites across the country.

For rainforests, we have deployed the Rainforest Connection (RFCx) "Guardians" in selected protected forests in Palawan, in partnership with Huawei Technologies Phils. Inc. and the DENR. Guardians use AI and Machine Learning technology to monitor illegal activities, such as capturing sounds from chainsaws used in illegal logging and firing gunshots, protecting critical biodiversity.

For mangroves, we have worked with Ericsson on the Connected Mangroves project, which aimed at supporting the conservation of the Sasmanan Bangkung Malapad Critical Habitat and Ecotourism Area in Pampanga, one of the Ramsar-recognized sites in the Philippines. Such project has been utilized Internet of Things and AI-enabled technology to remotely monitor conditions within the mangrove site and identify and preserve migratory bird species.

For seagrasses, we have supported a research project by the University of the Philippines Marine

Science Institute which covered 17 marine protected areas around the country, estimated carbon sequestration potential of these blue carbon ecosystems, and provided recommendations for local conservation efforts.

For peatlands, we have partnered with the DENR to help protect and conserve the Caimpugan Peatland of the Agusan Marsh Wildlife Sanctuary (AMWS) in Agusan del Sur. This included the provision of connectivity and technology support for local environment protection efforts, as well as collaborations with an academic institution and scientists for the re-assessment and re-measurement of the carbon stock of the AMWS peatland.

### **Risk Management**

Across our properties and facilities nationwide, we integrate nature and biodiversity considerations into our periodic assessments using a Risks and Opportunity Register (ROR) tool. This assessment identifies our upstream and downstream activities, matches each with corresponding potential environmental hazards, impacts, and dependencies, and describes risk controls in place for each. Nature dependencies include the use of resources such as water and energy, while risks and impacts include potential generation of waste, pollution, depletion of natural resources, soil contamination, and reduced landfill space, among others. To quantify risks and impact, we follow a 5x5 matrix of probability and severity to quantify impact. Based on this methodology, in 2024, we have assessed our business activities to be of low-level risk.

In addition, our biodiversity and nature-related risk management efforts align with our groupwide enterprise risk management processes and employ the COSO framework and ISO 31000 Risk Management process. These frameworks guide the identification, assessment, and prioritization of risks across our operations. The management of these nature-related risks also contribute to our broader risk management practices, as well as support our institutional focus on sustainability. Operating units are hence subject to conduct annual assessments of key risks and development of mitigation strategies, which are further reviewed in risk interviews and are included in discussions of the Risk Committee of our Board of Directors.

Such processes have informed our policy making, capacity-building, stakeholder consultations, and implementation of action plans towards addressing biodiversity-related risks in our operations.

## Metrics and Targets

As we deepen our understanding of how our business both impacts and depends on nature, we are taking meaningful steps to establish clear metrics and set targets that will guide our progress and support responsible operation.

A key milestone in this journey was the launch of our Biodiversity Policy in early 2025. Developed through consultations with the DENR-BMB, this policy reflects our commitment to reforestation and nature-based solutions.

Our next steps involve translating this commitment into tangible actions, including the development of metrics to measure the environmental impact of our operations, and the setting of realistic targets that promote biodiversity conservation and ecosystem restoration. These efforts will be carried out in close coordination with stakeholders, local communities, and regulatory partners.





# COMMITMENT

## DOING BUSINESS RESPONSIBLY AND WITH INTEGRITY

Defining sustainability as doing business responsibly for long-term profitability, we anchor our actions on a set of values that support our aspirations and cultivate trust among our stakeholders.

“Commitment” stands for our unwavering adherence to an integrated and principled way of doing business. Conscious of our role and impact, we strive to achieve operational excellence, uphold the highest standards of corporate governance, and use our voice to champion ethical business practices across our value chain.

### SUPPORTS



8 DECENT WORK AND  
ECONOMIC GROWTH



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



14 LIFE  
BELOW WATER



15 LIFE  
ON LAND



16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



17 PARTNERSHIPS  
FOR THE GOALS



Photo by Clariza Lampas



# Supply Chain Management

GRI 2-6, 3-3, 204-1, 308-1, 308-2, 414-1, GSMA-SUP-01

The PLDT Group has in place a Supplier Code of Conduct to ensure that our suppliers are made aware and aligned with our core philosophy of operating responsibly, including minimizing environmental impact, respecting human rights, complying with data privacy regulations, and adhering to the highest standards of business ethics. To operationalize this commitment, the Group implements a rigorous supplier qualification process to ensure that contracts are awarded only to capable and compliant partners. The PLDT Group's Supply Chain ESG Program is overseen by the GNSC, reinforcing accountability and alignment with the Group's sustainability objectives.

For more details, please view on the PLDT website at:



In 2024, the PLDT Group conducted Sustainability Forums for both local and international Tier-one suppliers and business partners, reinforcing our commitment to embedding ESG metrics throughout its value chain. In these forums, key ESG focus areas for the Group such as corporate governance, cybersecurity, data privacy, business continuity and resilience, environmental stewardship, and occupational health and safety were discussed. Participants, representing over 60% of the Group's total spend in 2023, affirmed their commitment to the PLDT Group Supplier Code of Conduct. To ensure a unified understanding of ESG standards across the organization, supply chain management and other key proponents also participated in the forums. Complementing these efforts, customized sessions were held with various functional and business units on PLDT's sustainability objectives and roadmap.

Other activities in 2024 included the enhancement of the Supplier Code of Conduct and Supplier Qualification. These enhancements were made to strengthen alignment with global industry standards and reinforce PLDT's commitment to responsible and ethical business practices.

Also last year, PLDT received the Best Collaboration Champion Award at the SAP Philippines Ariba Customer Success Day. The accolade acknowledges our procurement digitalization efforts, as exemplified by the Intelligent Spend and Business Network (ISBN) projects, Ariba Mobile and Web Access rollout, and the Ariba Best Practice alignment setup. These initiatives have significantly improved internal processes and user experience.

Additionally, PLDT was nominated under the Ivalua Procurement Excellence Award category. This award recognizes organizations that have successfully delivered tangible and quantifiable results through advanced approaches to spend management.

In support of PLDT Group's purpose to inspire innovations and ambition to become a sustainability leader in the region, we continue to work closely with our business partners to ensure judicious procurement spending, operational efficiency, and responsible business operations, driving success in procurement digitalization and collaboration. Conscientious supply chain management (SCM) is vital in ensuring PLDT partners with suppliers who place the same value on carbon footprint reduction, proper waste management, fair labor practices, and prevention of negative environmental and social impacts.

Our Procurement Policy and SCM processes are designed to align closely with PLDT's sustainability strategy.

New suppliers are screened based on environmental and social criteria, requiring a recent business permit and relevant certifications. Business permits from Local Government Units (LGUs) in the Philippines include environmental components like sanitary and garbage fees. Junk/scrap buyers under logistics must have an Environmental Compliance Certificate (ECC) from the DENR.

Local suppliers must also submit DOLE certifications for Child Labor and Regulations and Occupational Safety and Health Standard (OSHS), DOLE Department Order No. 174 registration (implementing Articles 106 to 109 of the Labor

Code), and General Labor Standard (GLS) to ensure human rights compliance, as well as their Philippine Contractor Accreditation Board (PCAB) License. Meanwhile, an assessment of foreign suppliers' Business Regulatory Environment is included in the Centre for Research in International Finance (CRIF) evaluation, which is reflected through the Dun & Bradstreet (D&B) rating.

The Procurement Group ensures the effective implementation of supply chain solutions and strategies within procurement operations, supply chain planning, and supply chain performance and risk management.

This integrated approach ensures that PLDT remains agile and responsive to market changes, maintaining a robust and sustainable supply chain.

Selecting appropriate suppliers is crucial for PLDT to ensure alignment of values and consistent delivery of high-quality products, thereby safeguarding brand reputation and track record. The risks associated with non-compliant suppliers extend beyond financial implications, as they can jeopardize relationships with stakeholders.

PLDT's Supplier Qualification process incorporates stringent criteria, including compliance with relevant laws on industrial relations, environment, health, and safety. This ensures that contracts are awarded exclusively to qualified suppliers who provide the best value and meet the specified requirements.

This process is governed by a Supplier-Contractor Relations Policy, which explicitly outlines PLDT's commitment to providing equal opportunities and fair treatment to suppliers in all business transactions. The policy also mandates all personnel to disclose any irregular or unethical conduct by suppliers. Supplementing this are the Anti-Corruption Policy and the PLDT Group Supplier

Code of Conduct, which foster an overall culture of good governance.

In this manner, we encourage suppliers and service providers to manage their sustainability impacts, encompassing economic, social, and environmental aspects. The procurement contract also includes an annex specific to sustainability principles for suppliers. Furthermore, the Supplier Conforme covers Environment, Health, and Safety (EHS)-related audits, which must be agreed upon and signed by the supplier. In the event of negative incidents identified within the supply chain, suppliers will be notified of the findings and the corrective actions required to address the situation.

The goal is to maintain mutually beneficial relationships with suppliers who uphold core values of fairness, accountability, integrity, and transparency. Our Procurement Policy is being updated to emphasize health, safety, and the environment, and will include the development of sustainability assessments to encourage innovative, affordable, and eco-friendly products and services.

PLDT and Smart facilitate meaningful supplier relationships by developing strategies to achieve engagement objectives. Supplier engagement is collaborative, with a frequency determined by business requirements. Supplementing correspondence channels via phone and email is our Supplier Portal, all of which facilitate effective collaboration and enhance supplier relationships.

At the end of 2024, all active and newly qualified suppliers, or 100%, had received communication on our anti-corruption policies and procedures. Active suppliers pertain to those that were engaged by the company or with spend within the year.

100%

GRI 205-2

Percentage of business partners have been communicated to on the organization's anti-corruption policies and procedures

0

GRI 205-3

Number of contracts terminated with business partners due to incidents of corruption

77.88%

GRI 204-1

Proportion of spending on local suppliers

Any exclusion of supplier from receiving the anti-corruption policy is due to exemption from the full qualification process based on PLDT and Smart's established exemption criteria.

## Supplier Screening and Assessment GRI 308-1, 308-2, 414-1, 414-2, GSMA-SUP-02

NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL AND SOCIAL CRITERIA <small>GRI 308-1</small>		
Total new suppliers as of December 31, 2024		99
New suppliers that were screened using environmental and social criteria		99
% of new suppliers that were screened using environmental and social criteria		100%
NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN <small>GRI 308-2</small>		
	ENVIRONMENTAL	SOCIAL
Suppliers assessed	528	414
% of suppliers assessed	80.24%	62.92%
Identified as having significant actual and <b>potential</b> negative impacts.	528	414
Identified as having significant negative impacts, with agreed improvements following the assessment, and leading to relationship termination following the assessment	0	0
<b>Total number of suppliers as of December 31, 2024</b>		658
Tier-1 suppliers		658
Significant suppliers in Tier-1		22
% spend on significant suppliers in Tier-1		79.60%
Significant suppliers in non Tier-1		0
Significant suppliers (Tier-1 and non Tier-1)		22
Suppliers assessed via desk assessments/on-site assessments		72
% of significant suppliers assessed		19.44%
Suppliers assessed with substantial actual/potential negative impacts		72
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan		0.00%
Suppliers with substantial actual/potential negative impacts that were terminated		0



## Procurement Practices GRI 3-3, 308-1, 308-2, 414-1

PLDT considers high-quality procurement as essential support for sustainable growth. Efficient procurement management keeps PLDT agile, resilient, and innovative, fulfilling our brand promise and adding value to customers.

We have built a network of qualified local and international suppliers and service providers who have passed a rigorous evaluation. These partners our core values and standards. PLDT ensures all transactions are transparent and equitable by setting clear rules for all suppliers.

At the same time, SCM tools such as SAP Ariba to provide a unified platform for enhancing the efficiency and monitoring of sourcing, contracting, and supplier collaboration activities across the organization. Additionally, we encourage innovative offshore suppliers to either establish a locally registered entity or partner with a reputable local company. This is important because having a local presence enhances response times and support quality.

Implementing comprehensive strategies for preparedness and disruption management is essential to maintaining the seamless delivery of our products and services. Our Supply Chain Management team reports to the Risk Committee for an annual update on identified risks and corresponding mitigation measures and collaborates with the Business Continuity and Resiliency Office (BCRO) to assess and update our BCP as needed.

Emergency response plans are embedded in contracts with key suppliers to address potential disruptions, including the following risks:

**Disaster Risk.** Our Procurement Group and BCRO assess the business continuity capabilities of key suppliers, which are essential for ensuring continuous provision during crisis events. Critical network facilities benefit from dependable suppliers who conduct regular maintenance to guarantee optimal conditions. During extreme

weather scenarios, emergency procurement may be permitted, provided that such engagement is regularized and reverted to standard processes as soon as feasible. Established standard operating procedures for such circumstances enable our personnel to promptly address issues in the field.

**Geo-political Risk.** PLDT employs advanced ordering and alternative sourcing methods to maintain a steady supply of technical components. We prioritize building high-trust partnerships with suppliers to ensure the effectiveness of this strategy.

**Emerging Technology Risk.** PLDT dedicates substantial time and resources to testing, piloting, and knowledge transfer initiatives for emerging technologies that potentially play a pivotal role in the digital communications industry. Our management considers various factors, including available data, industry trends, market intelligence, and insights, to identify appropriate solutions and partners for collaboration. Through strategic agreements with technology suppliers, we foster close collaboration to continuously advance and remain at the forefront of emerging technological developments.

In summary, PLDT aims to establish a dependable and robust supply chain network for our current needs while facilitating access to future technological advancements. We form strong alliances with strategic suppliers who align with our goals, values, and ethical standards, ensuring a sustainable approach to SCM.





# Enterprise Risk Management

GRI 3-3, 2-23

The PLDT Group operates in a complex and continually evolving business environment. This dynamic landscape gives rise to various risks that may present both threats and opportunities to our operations. Thus, we remain committed to managing our overall risk exposure in a systematic way that supports our strategic decision-making process.

## Governance

The Board of Directors oversees PLDT's Enterprise Risk Management (ERM) policy, process, and activities, and defines strategic direction on the management of critical risks. The ERM Policy is approved by the Board through the Board's Risk Committee (RC) and is sent to all employees. The RC, composed of non-executive directors, the majority of whom are independent, is primarily responsible for overseeing Management's adoption and implementation of an integrated ERM program. This program enables the identification,

assessment, monitoring, and management of key risk areas. The RC also reviews our major risk exposures, along with Management's action plans to minimize and control these risks. The RC works closely with the Board's Audit Committee (AC), which evaluates the effectiveness of the ERM policy, process, and mitigation measures.

The Enterprise Risk Management Framework (ERMF) outlines our ERM standards and processes and is applied across the organization. It uses a complementary top-down and bottom-up approach to help identify, analyze, and manage PLDT's risks to an acceptable level that can enhance opportunities, reduce threats, and sustain competitive advantage. It is aligned to the ISO 13000 Risk Management Standard and COSO's ERMF.



## PLDT's Enterprise Risk Management Framework

### Top-Down Approach

To manage PLDT's risk exposure, the RC reviews the risk profiles of key business units at least quarterly. As the First Line of Defense (1LoD), each business unit is responsible for identifying and managing operational risks relevant to their functions. They present an assessment of these key risks and the impact on top-level risks, along with the activities undertaken to mitigate these risks.

To ensure that the RC is enabled to make informed risk decisions, our GRMD provides members of the committee supplementary materials containing executive summaries of risk reports relevant to the meeting agenda.

Moreover, our materiality assessment is closely aligned with our strategic business objectives, focusing on areas that have significant impact on revenue generation, cost efficiency, and enterprise risk management.

For the year 2024, the GRMD provided the following:

2024 MEETINGS		REVIEW OF RISK PROFILES		SUPPLEMENTARY MATERIALS
Date	Agenda	Author & Title		Key Insight
March 5	<ul style="list-style-type: none"> <li>Regulatory and Strategic Affairs</li> <li>Corporate Sustainability Office</li> </ul>	National Resilience Council		Trans-disciplinary implementation of ESG in Philippine business
		Integrating ESG in the way we do business		
		PricewaterhouseCoopers (PwC)		Entrenchment of geopolitical & economic challenges in Asia-Pacific business sustainability
		2024 Asia Pacific CEO Survey – Insights from the Philippines		
June 7	<ul style="list-style-type: none"> <li>Supply Chain</li> <li>Network Group</li> <li>Information Technology</li> </ul>	ECCP & DivinaLaw		Situationer on the Philippine Techno-regulatory landscape, focusing on telco & fintech opportunities in 2024
		Doing Business in the Philippines		
		PwC		Root causes of telecom capital inefficiency, and ways to improve CAPEX effectiveness
		Telecom capital expenditure		
July 29	<ul style="list-style-type: none"> <li>People Group</li> <li>Customer Experience</li> </ul>	GSMA Intelligence		Investment opportunities for Network: 5G Rollouts & OpenRAN, new B2B & B2C markets, digital monetization
		The telecoms Industry in 2024		
		McKinsey & Company		Investment opportunities for IT infra & 3rd-party: connectivity, tech specialization, cloud infra, Cybersecurity, and integrated offerings
		Technology and Telecommunications B2B Buying Trends		
October 1	<ul style="list-style-type: none"> <li>PLDT Sales and Development</li> <li>Smart Sales and Development</li> <li>Property, Facilities, Asset Resilience Management</li> <li>Business Continuity and Resilience Office</li> </ul>	MercerMarsh Benefits		2024 people risks fall under 5 categories: technological change, talent, organizational practice, OSH, compliance, and ESG
		People Risk 2024		
		TMForum		AI as critical in driving efficiency, CX, and enabling new revenue streams for Communication Service Providers
		Benchmark Report 2024		
December 7	<ul style="list-style-type: none"> <li>Cyber Security Operations Group</li> <li>Privacy Office</li> </ul>	NVIDIA		Analysis of AI adoption, opportunities, challenges & investment patterns, focusing on generative AI applications on telecommunications
		State of AI		
		PwC		Exploring sales strategies of small yet fast-growing telco players: targeted, specialized strategies, agility, and focused infrastructure investment
		Challengers in the telecom sector need to extract growth from saturated markets		
		PwC		Product excellence, process reliability, behavior & culture as drivers for operational, supply chain, and information resilience
		Organizational Resilience: Harnessing experience, embracing opportunity		
		Darktrace		Emerging AI-assisted information landscape as likely catalysts of risks & opportunities in privacy & cybersecurity
		AI Predictions for 2025		
		Monetary Authority of Singapore		Best practices in AI model risk management (MRM) for automated financials: governance, inventorization, risk materiality assessment, deployment, and third-party generative AI
		AI Model Risk Management		

## Bottom-Up Approach

As the Second Line of Defense (2LoD), the Management's Executive Committee, led by the Chief Risk Management Officer (CRMO), oversees risk management across the organization through the GRMD. The GRMD ensures the Three Lines of Defense Model is followed, engaging all levels of the organization to execute the ERM process. They facilitate risk assessments with key leaders, implement risk awareness programs, respond to regulatory requirements, coordinate with Internal Audit to evaluate critical risk treatments, and serve as the RC secretariat.

Management also conducts regular sensitivity analyses of market risk exposures, including foreign exchange and interest rate risks, to quantify the impact of current market conditions on our operations. The results are disclosed in our quarterly financial reporting.

To provide a comprehensive view of the company's risk exposure and control effectiveness, the GRMD and Internal Audit jointly facilitate an annual identification and assessment of operational risks. In the fourth quarter, 113 executives participated in detailed interviews, yielding new risk insights that will form part of the risk management and assurance activities for the following year.

The GRMD aims to further enhance the bottom-up approach by digitizing the risk assessment process. This project will create an end-to-end ERM tool and a centralized repository for risk and control data, providing transparency and monitoring capabilities to all stakeholders. Additionally, the GRMD is in the process of establishing a cross-functional group composed of risk coordinators that are subject matter experts within their risk area.

## Alignment with the Third Line of Defense

The PLDT Group has adopted the COSO Internal Control – Integrated Framework (IC-IF) 2013 to assess the effectiveness of internal controls over financial reporting (ICFR). Internal Audit conducts periodic reviews to evaluate the effectiveness of processes and controls in high-risk areas. The team also performs regular assessments to ensure compliance with the ERM Policy and recommends improvements to the GRMD as needed.

## Risk Management Process

The ERMF outlines our ERM process that provides guidelines for identifying risks that may impact our objectives, assigning a risk owner for each risk, analyzing risks by determining their impact and likelihood (considering existing controls), and classifying risks using the Risk Assessment Matrix to decide if they require treatment or escalation.

We assign a risk score to each identified risk, which is then prioritized based on its corresponding Risk Level. Risks scored as High or Severe are classified as Critical Risks and require escalation to Management.

While our overall goal is to deliver shareholder value through sustained growth and profitability, we are unwilling to compromise on risks that negatively impact our corporate reputation, our brands, service delivery, and regulatory compliance. We have zero tolerance for fraud.

When selecting the appropriate risk treatment option—avoid, mitigate, transfer, or accept—we consider the benefits of achieving the objectives against the implementation costs and efforts. The decision-making process is guided by reviewing the risk level against our risk appetite. An action plan, target completion date, and ownership are established to ensure accountability.

## Risk Awareness Culture

In conjunction with establishing supporting operational processes, educational campaigns are also conducted to support the awareness and adoption of ERMF and standards compliance across the organization.

- **Training for all Board of Directors.** As part of our annual commitment to upholding governance, the PLDT Group, along with companies under the First Pacific Group, facilitates an Annual Corporate Governance Education Session (ACGES) for all our directors and officers on the risks and opportunities brought by emerging technologies, the latest market trends, and new laws and global standards to the operations.

2024 ACGES topics:

- » “BECOME AN INSURGENT: Re-focus and Re-energize your Business Strategy, Organization, and Culture for Success” by Mr. David Morey. He highlighted the importance of agility, creative disruption,

and maintaining a customer-centric approach to stay ahead in today's competitive digital landscape.

- » “Building a Data-Driven Business: Leveraging AI and Big Data for Growth (For Directors and Officers)” by Dr. Erika Fille T. Legara. She shared how businesses may unlock growth opportunities, enhance operational efficiency, and optimize decision-making by leveraging AI and data.

- **Training and Empowerment for Employees.** In 2024, we focused on refreshing the online Risk Management 101 e-learning module and designing a bespoke half-day training workshop aimed at enhancing the implementation of operational risk management across the PLDT Group.

To help drive full compliance and strengthen a culture of intelligent risk management, we conduct an annual Risk Interview program consisting of one-hour interviews with managers and unit heads. These sessions focus on their business objectives, organizational changes, and identified risk areas.

The GRMD also actively engages with various teams to explore innovations and ideas that promote effective risk management practices.

- **Safety by Design on Products and Services.**

We ensure compliance with the local and global standards and relevant laws in developing all our products and services in accordance with the PLDT Group's Code of Business Conduct and Ethics and Human Rights Policy.

## Risks, Impacts and Opportunities

PLDT Group's products and services aim to facilitate the digital transformation of customers and improve their quality of life. We implement strategic approaches to manage and mitigate top risks, ensuring the reliability and quality of our products and services:

TOP 10 COMPANY RISKS	IMPACTS (POTENTIAL OR EXISTING)	OPPORTUNITIES	MITIGATING ACTIONS
Changing regulatory environment and compliance requirements	<ul style="list-style-type: none"> <li>Potential regulatory fines and additional costs occurred due to incoming legislation:</li> <li>Market loss, increase in CAPEX &amp; OPEX due to introduction of Open Access regulations</li> <li>Additional costs incurred from rebates triggered by interruptions</li> </ul>	<ul style="list-style-type: none"> <li>Continue collaborating with regulatory authorities or industry groups to shape new regulations and efficiencies for compliance management</li> <li>Leverage proactive regulatory compliance as a competitive advantage in customer-centricity</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with relevant government authorities on key bills and regulatory requirements</li> </ul>
Consistency of enterprise data management and governance	<ul style="list-style-type: none"> <li>Utilization of fixed assets and account for depreciation affected by gaps in data and inventory management</li> <li>Potential delays in integrating AI-driven efficiencies and similar innovations</li> </ul>	<ul style="list-style-type: none"> <li>Maintain targeted investments in AI for business process and data management automation, especially against shifting international imperatives in data privacy, governance, and ethics</li> </ul>	<ul style="list-style-type: none"> <li>Data Privacy Initiatives (i.e. efficiency improvements and automation in review of privacy-related data and processes) and further employee education</li> <li>Alignment and synchronization of strategies, processes, and implementation: Formation of Business Excellence and Quality Management (BEQM) and CapExcellence Cross-functional Team for CAPEX management</li> <li>Asset Management: Enterprise Asset Lifecycle Management (EALM) Transformation Program; Network Asset Inventory</li> </ul>
Expansion enabling strategic growth	<ul style="list-style-type: none"> <li>Additional CAPEX demands</li> <li>Risks to net service revenue growth triggered by delays in rollout plans</li> </ul>	<ul style="list-style-type: none"> <li>Continue prioritization of initiatives with the most strategic impact on service delivery and highest return on investment (ROI).</li> <li>Find opportunities for partnerships with government bodies, other telcos, or private companies to infrastructure investments and reduce CAPEX strain</li> </ul>	<ul style="list-style-type: none"> <li>Transformation, CX, Channel Initiatives; All Commercial, Network &amp; IT strategies</li> <li>Cost reduction initiatives; pre- and post-review of CAPEX business case</li> <li>DigiCo – going beyond traditional access business</li> </ul>



TOP 10 COMPANY RISKS	IMPACTS (POTENTIAL OR EXISTING)	OPPORTUNITIES	MITIGATING ACTIONS
Telco cyber resilience in an evolving techno-regulatory landscape	<ul style="list-style-type: none"> <li>Increased volume of cyberattacks prevented and detected</li> <li>Higher CAPEX &amp; OPEX for cybersecurity enhancements</li> </ul>	<ul style="list-style-type: none"> <li>Develop systems to measure the ROI of cybersecurity investments (i.e. tracking reduced breach incidences and faster incident response times)</li> <li>Reduce CAPEX or OPEX strain by shifting some security functions to cloud-based security platforms (e.g., cloud-based access security brokers, firewalls)</li> <li>Explore new business models in cybersecurity-as-a-service for Enterprise clients</li> </ul>	<ul style="list-style-type: none"> <li>Further employee education / continuous public awareness</li> <li>Operational: Tighter compliance program to ensure implementation of security risk assessment; Enterprise-wide Incident Management process</li> <li>Reconsider cybersecurity insurance</li> </ul>
Increased competition from new players and heightened need to deliver against growing customer expectations	<ul style="list-style-type: none"> <li>Monthly Churn resulting in impact to provision</li> <li>Annual losses per percentage of churn, if churn is not mitigated monthly</li> <li>Effect on NPS</li> <li>Impact on Call Center &amp; Social Media OPEX</li> </ul>	<ul style="list-style-type: none"> <li>Sustain collaboration between frontline and back-end units to drive agile and effective service delivery</li> <li>Drive up NPS and media presence through consistent, high-impact customer advocacy programs that aim to influence positive exposure in popular channels</li> </ul>	<ul style="list-style-type: none"> <li>Transformation Initiatives: CX, Go-To Market, Channel</li> <li>Acquisition and retention of quality subscribers</li> <li>Customer Lifecycle Management (CLM): anti-churn and usage activities</li> <li>Vendor Management</li> <li>Process &amp; Compliance Governance</li> </ul>
Ability to service debt amidst increasing cash flow requirements	<ul style="list-style-type: none"> <li>Significant amount of Gross Debt, part of which is maturing in 2024 and another maturing from 2030-2050</li> <li>Downgrade of credit ratings will result in higher credit spreads for public issuances, consequently affecting investor decisions and prices</li> <li>Unpaid amount will be subject to a default interest of 1% over the existing interest rate</li> <li>Change in forex bearing Profit and Loss (P&amp;L) impact</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen investor relations to enable strategic private and/or public partnerships that lessen the need for additional debt financing</li> <li>Continue long-term reevaluation and restructuring of the company's capital structure</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Management to expand supplier base and continue negotiations with existing suppliers;</li> <li>Tie-up with NTT Group to increase bargaining power with suppliers</li> <li>Enter to forward forex, currency swap and currency option contracts to manage forex risks</li> </ul>
Enterprise dependency on third-party ecosystems	<ul style="list-style-type: none"> <li>Impact of exorbitant increase in TSA rates and scope</li> <li>Higher annual spend for every increase in TSA contract rates</li> <li>Significant estimated amount for ongoing claims from vendors for 2024</li> </ul>	<ul style="list-style-type: none"> <li>Improve leverage, negotiation playbooks, contract flexibility, and risk management to enhance value output from vendors</li> <li>Further innovation in digital efficiencies for vendor management and sustainable supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Negotiation and Diversification</li> <li>Enhanced compliance management &amp; procurement monitoring: Review and rationalization of scope, Tightened compliance to security standards</li> <li>Formation of BEQM</li> </ul>
Challenges in managing human capital	<ul style="list-style-type: none"> <li>Higher attrition rate</li> </ul>	<ul style="list-style-type: none"> <li>Drive towards a sustainable workforce through enhanced employee engagement programs, leadership and succession initiatives, and promoting internal mobility</li> <li>Explore ways to utilize workforce sustainability as a competitive edge in employer branding and practice</li> </ul>	<ul style="list-style-type: none"> <li>Talent Strategy</li> <li>Organizational Transformation</li> <li>Labor Relations: MKP CBA in 4Q 2024</li> </ul>

TOP 10 COMPANY RISKS	IMPACTS (POTENTIAL OR EXISTING)	OPPORTUNITIES	MITIGATING ACTIONS
Ability to maintain institutional importance and implementation of ESG goals and programs	<ul style="list-style-type: none"> <li>Negative effect on shareholder perception and prices triggered by inability to achieve target ESG Score</li> <li>Lower stock price &amp; credit rating due to negative reputation</li> <li>Adverse environmental impacts: higher carbon footprint, energy costs</li> <li>Increase in insurance costs</li> </ul>	<ul style="list-style-type: none"> <li>Further embedding of ESG considerations into the company's performance indicators as well as its risk management process</li> <li>Targeted investments in data analytics and AI to monitor, report, and improve ESG performance for high-impact business areas, such as energy consumption, waste reduction, and social impact tracking</li> </ul>	<ul style="list-style-type: none"> <li>Materiality Assessment</li> <li>Sustainability Roadmap</li> <li>Metrics for business and functional units; Benchmarking on global practice; embedding into individual KPIs</li> <li>Global best practices benchmarking: Governance Standards, Policies</li> <li>Regular dialogue with the Top Management and the Board</li> <li>Sustained organizational cascades and cross functional collaboration</li> </ul>
Impact of Climate Change and nature-related conditions on business operations and financial statements	<ul style="list-style-type: none"> <li>Increased energy consumption costs per year</li> <li>Higher costs of Insurance Coverage</li> </ul>	<ul style="list-style-type: none"> <li>Use AI and Internet of Things (IoT) technologies to monitor and manage energy consumption in real time across network sites, offices, and facilities</li> <li>Explore partnerships with energy-as-a-Service providers to optimize energy consumption and management without the need for large CAPEX investments</li> </ul>	<ul style="list-style-type: none"> <li>Crisis Management Plan; Disaster Response Roadmap</li> <li>Property Insurance</li> <li>TCFD Assessment</li> <li>Identification of assets vulnerable to climate risk</li> </ul>

## Emerging long-term (3-5 years+) risks identified as having the most significant impact on the business in the future, and mitigating actions taken:

<b>EMERGING RISK 1</b>	Accelerating implementation of AI
<b>RISK CATEGORY</b>	Technological
<b>RISK DESCRIPTION</b>	Efforts to improve enterprise capabilities for supporting AI applications may slow down implementation.
<b>IMPACT ON BUSINESS</b>	<ul style="list-style-type: none"> <li>Additional resources required to upgrade technology and upskill/reskill workforce</li> <li>Update of processes to develop products and deliver services</li> <li>Margin compression due to increasing OPEX and competitive pricing</li> <li>Resolution of data quality issues to power AI initiatives</li> </ul>
<b>MITIGATING ACTIONS</b>	<ul style="list-style-type: none"> <li>Establish AI governance and adoption roadmap</li> <li>Incubate AI use cases within key operational units</li> <li>Strengthening data quality processes across the organization</li> </ul>
<b>EMERGING RISK 2</b>	Emerging regulations reshaping the landscape of data management
<b>RISK CATEGORY</b>	Economic
<b>RISK DESCRIPTION</b>	Driven by changing global regulations, data localization trends, and rising national security concerns, new rules may affect our ability to store, process, or transfer data across borders — disrupting current operations and vendor models.
<b>IMPACT ON BUSINESS</b>	<ul style="list-style-type: none"> <li>Higher costs due to new data hosting or infrastructure requirements</li> <li>Constraints in leveraging cloud services or global data analytics</li> <li>Business disruptions if current data arrangements become non-compliant</li> </ul>
<b>MITIGATING ACTIONS</b>	<ul style="list-style-type: none"> <li>Leverage on data center business</li> <li>Develop flexible data infrastructure (e.g., hybrid cloud, local fallback models)</li> <li>Strengthen legal due diligence and vendor contracts for cross-border services</li> <li>Continued regulator engagement and monitoring of regional regulatory developments</li> </ul>

# Business Continuity and Resilience

Every organization operates in a dynamic environment where both external and internal risks can impact business operations, including the ability to deliver essential services to customers. These risks range from natural disasters and network equipment failures to supply chain disruptions, and can have far-reaching consequences, including service interruptions, financial instability, a loss of customer trust and reputational risk.

PLDT and Smart play a critical role in ensuring connectivity across the Philippine archipelago. However, the country's geographic diversity, widespread population, and location along the Pacific Typhoon Belt present unique challenges in maintaining reliable and a wide range of telecommunication services. By embedding resilience and sustainability into daily operations

through a strong business continuity framework, PLDT and Smart ensure that essential services remain accessible, despite business disruptions.

To address identified risks, PLDT and Smart have developed and implemented a comprehensive Business Continuity Program (BCP) spearheaded by the Enterprise Business Continuity and Resilience Office (BCRO), which is responsible for its development and implementation.

This program is designed to minimize the impact of disruptions, safeguard operational resilience, and guarantee continuous service delivery. The primary objective of the BC Program is to enable PLDT and Smart to ensure readiness to respond swiftly and effectively to any threats, minimize service downtime, and fulfill our commitments to clients and customers.

## Championing Sustainability Excellence through PLDT and Smart's ISO Certifications

### PLDT and Smart's ISO 22301 Certification

In 2024, a total of 15 PLDT and 10 Smart sites reaffirmed their commitment to operational excellence and resilience by successfully maintaining their ISO 22301:2019 certification for Business Continuity Management System (BCMS).

The standard sets stringent requirements for organizations to prepare for, respond to, and recover from disruptive incidents. Maintaining this certification highlights PLDT and Smart's ability to identify risks to systematically assess and address potential threats, develop resilient processes and implementation of procedures that minimize the impact of disruptions on critical operations, protect stakeholders by ensuring uninterrupted services, and align with global standards by showcasing compliance with international benchmarks thus strengthening credibility with clients and stakeholders.

To enhance business resilience and continuity, a regular site assessment with cross-functional



teams is conducted to review and discuss site criticalities. This consolidated view enables strategic resource allocation and alignment towards bolstering the security and resilience of these critical facilities, ultimately enhancing risk mitigation and disaster protections.



### Enterprise BCRO ISO 9001 Certification



The **ISO 9001 Certification** is a globally recognized standard for Quality Management Systems (QMS) that demonstrates an organization's commitment to delivering high-quality products and services.

Maintaining ISO 9001

certification is an ongoing effort that reflects the organization's commitment to continuous improvement, customer satisfaction, operational excellence, adhering to stringent quality standards across all business continuity processes, from risk assessment and business impact analysis to the development and testing of business continuity plans. This ensures that the organization consistently delivers effective and reliable business continuity solutions. Regular audits,

evaluations, and improvements are identified to ensure that processes are aligned with customer and stakeholder expectations. It also guarantees that the business continuity practices in place are both sustainable and reliable, minimizing risks of failure during crises or disruptions.

Business continuity processes are regularly assessed to identify areas for improvement and implement necessary changes. This includes refining BCMS, streamlining procedures, and optimizing resources to ensure more efficient operations. Effective feedback mechanism is also maintained to gather insights from stakeholders. This feedback plays a crucial role in ensuring that our BCMS remains effective, evolving with our needs and responding to emerging risks.

## Cultivating a Resilient Culture through Business Continuity Awareness

Business Continuity Awareness (BCA) plays a significant role in driving corporate sustainability by fostering resilience, long-term operational stability, and stakeholder confidence. It ensures that employees and stakeholders understand their roles and responsibilities in maintaining operations during disruptions.

The BCMS eLearning program, our key BCA initiative, plays a crucial role in ensuring that every employee, from management to operational staff, is well-versed in business continuity principles and equipped with the skills necessary to contribute to the system's ongoing success. The program provides our employees with a solid foundation in the core principles of BCMS, including understanding the framework, objectives, and structure of a BCMS, as well as its critical role.

A well-understood BCMS fosters a culture of preparedness, demonstrating to employees that their roles directly contribute to our resilience and success as an organization.

In addition, BCMS eLearning modules are deployed to educate our employees about the structure and functions of the Emergency Management Team (EMT) and Disaster Management Team (DMT). These online trainings are accessible to all relevant staff members and can be convenient. The modules, which are regularly updated, cover essential topics such as the roles of each team member, the protocols for responding to emergencies, the steps for activating business continuity procedures, how employees can support the broader response efforts and familiarization with key communication tools and decision-making processes during a crisis.

## Building BCMS expertise through BCMS Trainings

To enhance their proficiency in BCMS implementation, various business units (BUs) actively engaged in a series of BCMS training sessions. These sessions aimed to support the organization's pursuit of ISO 22301 certification, covering key topics essential for the successful



development, deployment, and continuous improvement of BCMS. The comprehensive training provided the BUs with the knowledge and skills necessary to effectively navigate business continuity challenges. Moreover, it empowers the BUs to build and sustain a resilient BCMS framework, enabling the organization to proactively manage disruptions, minimize operational downtime, and maintain critical functions.

## Strengthening Organizational Resilience

### Expanded BCP Testing Scenarios

Testing the BCP is a fundamental practice for ensuring the resilience of an organization's BCMS. These tests assess the effectiveness of continuity strategies, validate preparedness, and identify potential weaknesses, and allow adjustments to be made before actual disruptions.

Building on previous years' successful full-scale tests, an expanded scope of testing was implemented to address emerging concerns and enhance our organizational resilience. The testing scenario was extended to include power systems. Our BCP has been expanded to include power supply and systems as these are critical dependencies in our restoration efforts.

### BCMS Internal Audit

Continual improvement is a cornerstone of a successful and effective BCMS. BCMS Internal Audits play a vital role in driving this improvement by systematically assessing and evaluating the effectiveness of business continuity processes, identifying weaknesses, and recommending corrective actions.

We regularly conduct BCMS Internal Audits to provide valuable feedback, monitor compliance with all applicable requirements, and ensuring that BCMS practices remain relevant, efficient, and aligned with both organizational needs and emerging risks.

### Crisis Management

As climate change intensifies, PLDT and Smart face increasing risks of business disruptions. Crisis management involves preparing for, responding to, and recovering from emergencies that disrupt network operations, customer services, or the company's reputation.

Given the critical role that PLDT and Smart play as a connectivity provider, effective crisis management is essential. PLDT and Smart's robust Crisis Management Plan (CMP), and the proactive notifications made to the Crisis Management Team (CMT) regarding potential threats, ensures that swift and effective crisis response are in place to guarantee that we are prepared for disasters and scenarios that may escalate into crises.

For 2024, our BCRO identified 24 threats and escalated 19 threats to the CMT due to potential risks to employee safety and operations. Nearly 60% of these threats were tropical which occurred mainly, in the last quarter of the year. These cyclones are linked to climate change, with expectations for more frequent and intense events. Risks due to rising threats are assessed, monitored and coordinated with Disaster Management Teams. Consolidated reports are provided to the CMT on employee safety, network status, facility updates, and corporate responsibility. These reports enable the CMT to respond quickly and minimize disaster impacts, enhancing our resilience against climate change.

### Regional Disaster Management Teams (RDMTs)

The RDMTs have played key roles in PLDT and Smart's disaster and emergency response efforts. Whenever a potential threat is identified, relevant RDMTs are immediately notified, ensuring they are aware of the risks in their respective regions. As new information becomes available, real-time updates are provided to relevant teams, allowing them to stay informed and take proactive steps. These timely updates empower RDMT members to prepare effectively before disasters occur and to respond swiftly and decisively when a threat arises. The monitoring and communication efforts are key to strengthening regional preparedness, supporting employees in need, and safeguarding PLDT and Smart's operations during emergencies.

# Cybersecurity and Data Privacy

## Governance TC-TL-220A.1, TC-TL-220A.2, TC-TL-230A.2

The Board of Directors recognizes the critical role of privacy and information security in PLDT's operations. Governance over these areas is exercised by the Board Committee on Data Privacy and Information Security (DPIS), which reviews and approves PLDT's strategic plans, monitors the implementation of risk management systems, and ensures alignment with established frameworks, structures, and internal policies.

In 2024, the following items were discussed in the DPIS Committee with respect to information security:

- a. Survey of international and local cybersecurity events, including implications on geopolitics and third-party and supply chain management;
- b. Operational statistics of the Cybersecurity Operations Group (CSOG), including statistics on blocked access to malicious domains, SMSing messages, and rogue devices;
- c. Updates on PLDT's risk posture and areas for improvement;
- d. Updated cybersecurity strategy aligned with business, risk management, and privacy; and

- e. CSOG-led awareness initiatives, including phishing simulations.

For privacy and data protection, the DPIS Committee discussed:

- a. Updates on privacy and data protection regulations, including new National Privacy Commission (NPC) issuances and the impact of new legislation on PLDT's privacy operations;
- b. Statistics on privacy incidents, including personal data breaches and the exercise of data subjects' rights, along with observed trends in recorded incidents and complaints received from data subjects; and
- c. Operational updates from the Privacy Office, including:
  - Privacy risk assessments and statistics on projects and initiatives
  - Management of privacy incidents and exercise of rights
  - Project updates, particularly on the Unified Consent and Preference Management transformation, and
  - Awareness and education activities, both internal and external.

## Cybersecurity

PLDT recognizes the value of technology in driving innovation and progress, as well as the increasing threats posed by malicious actors. Data leaks and breaches, whether accidental or deliberate, pose significant risks to our customers and employees. Therefore, securing our business data and keeping our customers and employees safe online remain a top priority.

CSOG has significantly advanced its cybersecurity measures to safeguard business data and enhance customer digital experiences. A cybersafety microsite, which is accessible by the public, was launched to promote cyber hygiene, offering updated cybersecurity articles and educational content. All internal policies—

including the Corporate Information Security Policy (CISP)—are accessible 24/7 to all PLDT and Smart employees via the Sentinel Point portal. These policies are reviewed annually and approved by the President and CEO to ensure continued alignment with evolving cybersecurity standards.

Incident reporting has been streamlined through the Service Now Security Operations and OneHub module, which allows employees to report security incidents easily. Additionally, a communal cybersecurity incident email is used for reporting any security incident. Regular threat advisories and infographics are circulated.

Training remains mandatory for all employees, who must confirm their understanding and commitment to comply with the CISP. Annual eLearning courses and special request training sessions are provided, alongside phishing simulations and cyber crisis drills to test and improve incident handling. Failure to complete training results in disciplinary action, impacting an employee's performance evaluation. The Regulatory and Cybercrime Case Management Division enforces these sanctions in coordination with the People Group.

Cybersecurity incident response processes are in place, regularly tested, and cascaded to all employees and third-party stakeholders. A 24/7 Security Operations Center and robust threat intelligence capabilities support this framework.

In 2024, CSOG updated its cybersecurity strategy to enhance each layer of the Security Onion, including external services, perimeter, network and system, endpoint, and user layers. The Security Onion framework, based on CSOG's Cybersecurity Capability Framework, illustrates how cybersecurity measures are strengthened, and how our maturity posture is improved annually. It defines the defense-in-depth strategy for PLDT Group, encompassing people, process, technology, and intelligence aspects.

CSOG's roadmap includes the current cybersecurity reference architecture, considering necessary technological updates and planned future projects aimed at improving the cybersecurity maturity posture. The end-to-end operational framework of the Security Onion also incorporates governance, risk, and compliance management to cover all security layers comprehensively. A tier modeling framework has been implemented to enhance active directory security controls.

Additionally, a cyber-attack and breach simulation tool has been deployed to provide continuous validation of security controls.

No significant cybersecurity incidents or data breaches occurred in 2024. Looking ahead, CSOG plans to incorporate AI into its strategy and develop a corresponding policy in 2025.

The PLDT Group implements a systematic and comprehensive approach to identifying and addressing data security risks, both at the project level and across the enterprise.

CSOG maintains and regularly updates an asset registry to ensure visibility on all servers and systems within the network, detailing relevant asset information, classifications, asset owners, and controls. This is complemented by a Risk Registry that tracks cybersecurity risks by asset, assigning inherent and residual risk scores, treatment options, and control implementation plans. These tools enable the organization to prioritize risk treatment and build a central risk repository that supports yet-to-be-implemented security controls.

Further, PLDT follows the National Institute of Standards and Technology (NIST) Framework, which is organized around five key functions: Identify, Protect, Detect, Respond, and Recover. By identifying risks, we can understand and manage cybersecurity risks to systems, assets, data, and capabilities while implementing safeguards to ensure the delivery of critical infrastructure services.

By adopting the NIST framework, we are able to enhance our ability to prevent, detect, and respond to cyber threats, ultimately improving our overall cybersecurity posture.

Cybersecurity practices are also deeply integrated into our operations to enhance the customer's digital experience, ensuring secure and seamless connectivity. CSOG enforces a tailored capability framework and operational processes specifically designed to uphold PLDT's security posture and manage risk effectively.



## Cybersecurity at Maya

Maya regularly conducts an Information Security Risk Assessment (ISRA) across all business units to identify data security risks. Information is gathered from industry threat intelligence, actual cyberattacks, targeted risk assessments, regulator advisories, and audits. Independent security assessors also simulate cyberattacks to test system resilience and the Security Operations team's threat detection capabilities.

In 2024, Maya engaged an external party to conduct a Red Team exercise to validate the strength of our detection and prevention capabilities as well as our incident response process.

Maya Philippines and Maya Bank adhere to ISO 27001 and ISO 27701 standards for Information Security and Privacy Management. Moreover, Maya Philippines' card processing business is Payment Card Industry Data Security Standard (PCI DSS) certified annually, while compliance with the Bangko Sentral ng Pilipinas regulations is strictly maintained, and infrastructure is secured according to the Center for Internet Security (CIS) baselines.

To further strengthen cybersecurity, Maya undertook the following initiatives in 2024:

- **ISO 27001 Certification:** Maya Philippines achieved ISO 27001 certification, the global standard for Information Security Management.
- **AI:** AI is utilized to quickly identify anomalous transactions, protecting customers and the company against financial lapses.
- **Facial Authentication:** In addition to one-time passwords (OTPs), facial authentication is now used to protect against account takeovers and strengthen compliance with anti-money laundering regulations.
- **Penetration Testing:** Before launching Maya Bank, three rounds of penetration testing were conducted to ensure customer account safety and minimize the risk of external intrusion.





- **Automated Software Security:** With the majority of the code developed internally, the software security processes have been automated to ensure all production code is secure and cannot be used to attack Maya.
- **Automated Incident Response:** Security Orchestration, Automation, and Response (SOAR) significantly reduces incident handling times. Phishing cases can now be resolved in less than 5 minutes, down from 60-90 minutes.
- **Bug Bounty Program:** A global bug bounty program engages ethical hackers to preemptively find vulnerabilities before malicious actors can exploit them.
- **Threat Modeling:** Organization-wide threat modeling is implemented to identify and confirm security threats during the conceptualization stage of products and services.

Security and privacy training is provided for employees, along with educational efforts for customers. Employee training is gamified and delivered through multiple channels such as email, Maya Hub (intranet) posts, games, in-person events, and computer-based training. Employees who reach a certain number of game points are exempt from the annual cybersecurity training. Non-compliant employees are reported to their group heads, and their training records reflect any missed training. Consumer education is conducted through social media posts and in-app reminders.

As part of the security awareness efforts, employees are trained to report suspicious activities to security. A team monitors the reporting email 24/7 and can respond to immediate threats.

The Security Incident Response Plan (SIRP) is closely tied to the company's Business Continuity Plan (BCP), including a recovery stage to facilitate a return to normal operations if any segments become unavailable due to a cyberattack. The BCP for security is tested annually, with the last test conducted in June 2024.

Multi-layered security is implemented across the infrastructure, with defenses in multiple layers to catch security threats that might breach other layers. The IT infrastructure undergoes multiple external audits annually:

- PCI DSS for card processing environments
- ISO 27001 for Information Security Management System
- Penetration Testing for all mobile apps and APIs
- Year-round Bug Bounty Program

External parties are also engaged to conduct penetration tests simulating attacks from a hacker's point of view.



## Data Privacy

GRI 3-3, TC-TL-220A.1, TC-TL-230A.2, GSMA-INT-01, GSMA-INT-02

The Privacy Office effected a significant shift in how data protection is managed across the organization, rolling out initiatives that strengthened PLDT's risk management and regulatory compliance.

One of the most notable transformations was the move from centralized privacy operations model to a hybrid privacy program. This transition led to marked improvements: project clearance rates rose from 45% in 2023 to 99% by the end of 2024. Turnaround times also improved significantly—three (3) days for non-privacy-sensitive projects, seven (7) days for low-risk projects, and 18 days for full privacy impact assessments.

To ensure that the right tools and processes are in place to support its operations, the Privacy Office started working on the digitization of its Privacy Impact Assessment (PIA) workflow via a platform-as-a-service provider. With this project, processing of PIAs and tracking of deadlines on reviews of personal data processing projects are expected to become more efficient. The Privacy Office also launched a transformation project focused on enhancing consent management. A new platform, the Unified Consent and Preference Management (UCPM), is being developed to standardize consent and preference management across at least 20 digital customer touchpoints. Set for commercial rollout by the second quarter of 2025, the platform aims to enable business operations, improve governance, and enhance data quality.

Throughout 2024, the Privacy Office introduced enhancements to policies, standards, and processes to bolster data protection, risk oversight, and regulatory alignment. These include the update of the Data Privacy Risk Management Standards, a strengthened communication plan for Third-Party Privacy Management Standards, and policy contributions to ensure compliance with NPC Circular No. 2024-02 on CCTV Systems. Additional process improvements were made to enhance breach



management and to ensure that Privacy-by-Design principles followed in operations.

The Privacy Incident Management Catalogue was updated to improve records tracking, transparency, and accuracy. And a new tool, the "Real Risk of Serious Harm Calculator", was developed to help assess the severity of personal data breaches.

Assurance was performed by PLDT's Internal Audit on the entity-level controls of the Privacy Office, mainly on the PIA and incident management processes. No significant issues were identified upon the completion of the audit.

In addition, the Privacy Office continued to produce the Privacy Over Coffee (POC) podcast as part of its efforts to build a culture of privacy. In its second year, the podcast reached 2,263 live viewers across 11 episodes, covering topics from celebrating Global Data Privacy Day to the intersection of AI and data privacy. The Privacy Office also launched the PIA Bootcamp, a workshop designed to boost employee capability in integrating data protection principles into the design process of PLDT and Smart systems, programs, products, and services. The Bootcamp saw 353 participants across 20 sessions, achieving a 98.99% Average Program Score, 99.25% Learning Satisfaction Score, and a 96 Net Promoter Score. The Bootcamp also received a Gold Award during the 60th Anvil Awards, the highest recognition for outstanding public relations campaigns, programs, and institutions in the Philippines.

The Privacy Office's privacy communications activities were capped with the Annual Data Privacy e-Learning Course titled "Privacy Flix," with 99.74% of the 13,657 employees of PLDT and Smart completing the course.

## Data Privacy at Maya GSMA-INT-02

At Maya, privacy and security come first because privacy is considered a basic human right. This security focus influences how processes are developed and improved.

From the start, a "shift-left" method was used to add privacy steps early in the development process. This method reflects the main points of the Data Privacy Act -- transparency, legitimate purpose, and proportionality. The data privacy team worked with process owners, practicing Privacy by Design and by Default. They simulated the user journey and analyzed the user experience to identify ways to ensure that privacy protections work effectively for customers throughout the whole development process.

### Transparent Communications

At Maya, we prioritize transparency in all our data collection touchpoints to empower customers to make informed decisions prior to transacting with us. Our privacy notices are designed to be clear, accessible, and engaging, encouraging users to read and understand how their data will be used. For example, the Maya Bank Privacy Notice is structured into easily navigable sections, allowing users to locate and review specific topics of concern without difficulty. This deliberate formatting promotes clarity and fosters trust through meaningful disclosure.

### Privacy In Action

We continuously strengthen our internal privacy culture through comprehensive training and awareness campaigns that equip employees with a deeper understanding of the principles of legitimate purpose and proportionality. These initiatives have led to the development of purpose-built controls across our products and services, embedding privacy early in the design process. This integration of privacy principles into the product development framework has proven effective in reducing development time, cost, and effort, thereby accelerating the delivery of secure services to millions of Filipino consumers. Maya's commitment to operationalizing privacy

has been recognized—we were named a finalist for Privacy Management Program of the Year at the 2024 Privacy Awareness Week Awards by the National Privacy Commission.



### Consistent Privacy Review

Maya's Privacy Compliance Review procedure outlines a systematic assessment process to ensure that transparency and data protection requirements are consistently upheld across all products, services, and internal processing activities. As part of our sourcing and vendor onboarding process, all third-party partners undergo a privacy evaluation, and corresponding agreements are executed to formalize privacy responsibilities. This ensures that Maya's privacy standards extend to all entities within our ecosystem, maintaining a strong culture of accountability and compliance.

Meanwhile, minors or individuals under 18 must attach parental consent to ensure a legal guardian can guide them in using the Maya App and its services. Internal controls filter certain app services to limit those that could pose harm to minors.

### Privacy Policy

Maya abides by the Data Privacy Act of 2012 and ISO 27701 to ensure privacy. Privacy notices are given at data collection points, keeping customers informed when sharing personal information. Any changes in data usage are communicated, and consent is obtained as needed.

The privacy policy explains data usage and sharing, with agreements to ensure third parties meet prescribed standards. Users' privacy rights are detailed, and assessments are conducted to reduce risks. There are policies for addressing complaints and damages, and all updates are communicated through the website and the Maya Consumer App.

Maya’s Data Privacy Office conducts internal audits to ensure compliance with relevant privacy laws and regulations for both internal and external engagements.

Maya also collaborates with third-party audit firms periodically to assess its privacy governance framework and operational processes against global standards. Both Maya Philippines and Maya Bank are ISO 27701 certified, demonstrating their commitment to data privacy. They retain transactional and customer data for five years after account closure unless a longer retention period is legally justified.

The Data Privacy Office, part of the Office of the Chief Information Security Officer (CISO), has five members, including the Head of the Data Privacy Office, who reports directly to Maya’s CISO and Group DPO. The Data Privacy Office oversees the privacy governance and operational requirements of Maya Philippines, Inc. and Maya Bank, Inc.

Privacy Incidents

PLDT and Smart recorded a total of four (4) privacy-related incidents involving customers as of December 31, 2024. None of these incidents met the National Privacy Commission’s threshold for mandatory reporting. This marked the second consecutive year of declining incident volumes across both companies.

In terms of data subjects’ exercise of rights, a total of 35 requests were recorded during the year—also significantly lower compared to the previous year, reflecting continued improvements in internal privacy practices and data handling.

Customer Privacy & Security GRI 418-1, TC-TL-230A.1, TC-TL-220A.4, GSMA-INT-01

	PLDT	SMART	TOTAL
Number of substantiated complaints on customer privacy	14	25	39
Number of complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts, or losses of customer data	1	3	4
Total number of data breaches involving personally identifiable information	0	0	0
Number of customers whose information was requested in 2024			289
Percentage of requests resulting in disclosure in 2024			100%
Number of unique requests for customer information, including customer content and non-content data, from government or law enforcement agencies			289
Customers, users, and account holders whose information is used for secondary purposes <sup>1</sup>	~3.4M	~6.6M	~10M

<sup>1</sup> Secondary purpose is defined as the intentional use of data by the entity (i.e., not a breach of security) that is outside the primary purpose for which the data was collected. Examples of secondary purposes include but are not limited to, selling targeted ads, improving the entity’s products or service offerings, and transferring data or information to a third party through sale, rental, or sharing.







## Tax Management and Advocacy

GRI 3-3, 201-4, 207-1, 207-2, 207-3, 207-4

PLDT is committed to paying the right amount of taxes and honoring its tax obligations as a responsible corporate citizen. We recognize that the taxes we pay play a vital role in nation building.

The Board of Directors and Audit Committee oversee our tax strategy, which is implemented by the Tax Management and Advocacy group to ensure compliance with all relevant laws and in accordance with our Tax Policy.

Aligned with our principles of accountability, integrity, fairness, and transparency, the strategy follows the Code of Business Conduct and Ethics and is supported by our Anti-Corruption Program. It is further strengthened by the whistleblowing

policy that allows people to report unethical practices without fear of retaliation.

We proactively maintain open communications with tax authorities for consistent and accurate application of tax laws and to discuss significant transactions.

Our Tax Management and Advocacy group also monitors upcoming legislation and regulations that may have tax implications, and has active representation in the Tax Management Association of the Philippines, a channel where the private sector may participate in the drafting of tax laws, rules and regulations.

### 2024 TAX JURISDICTION: PHILIPPINES (in million Php)

Employee Wages & Benefits	24,479
Taxes withheld and paid on behalf of employees <sup>1</sup>	2,952
Taxes collected from customers on behalf of a tax authority <sup>2</sup>	14,278
GIT Savings and income tax holiday <sup>3</sup>	196
Significant uncertain tax positions	N/A
Balance of intra-company debt held by entities in the tax jurisdiction <sup>4</sup>	13,043
Revenues from third-party sales	N/A
Revenues from intra-group transactions with other tax jurisdictions <sup>5</sup>	2,977
Profit/loss before tax	42,693
Tangible assets other than cash and cash equivalents	509,689
Corporate income tax paid on a cash basis	6,199
Corporate income tax accrued on profit/loss	10,138
<b>Industry-related and other taxes or payments to governments</b>	
Real Property Tax	316
Documentary Stamp Tax	132

Please refer to the reconciliation between the provision for income tax at the applicable statutory tax rate and the actual provision for corporate income tax on page F-56 of 2024 17A

<sup>1</sup> Withholding tax on wages plus fringe benefit tax

<sup>2</sup> Expanded withholding tax plus final withholding tax plus withholding VAT plus VAT and Overseas communication tax

<sup>3</sup> Aligned with the December 31, 2024 income tax return filed by individual entities

<sup>4</sup> Advances by Digitel Telecommunications Phils.

<sup>5</sup> Intercompany revenue by PLDT Global Corporation



In PLDT, our core principles are meaningful and relevant to every employee.  
In the words of employees, they mean:



## Accountability

To PLDT employees, this means:

being aware of consequences • a commitment to integrity and responsibility in both my personal and professional life • **reliability** • no blame game • **akin ito** • being fair • truthful • being honest with myself and others, recognizing mistakes and taking steps to make it right • **acknowledgement of mistakes and learning from them** • being on top of the situation, whatever the outcome is • cornerstone of professional growth • **ako na po** • authority • **taking the consequences of one's act** • striving to promote a high level of work, promoting honesty, encouraging dependability, and garnering trust from colleagues around you • **delivering quality service to customers** • dependability • **being trustworthy** acknowledging your role as caretaker • doing everything with love • doing your part to achieve shared goals • **having the vision to foresee the outcome before taking action** • acceptance of criticism • encourages individuals and groups to set clear goals, establish expectations, and work towards achieving them • enhances performance and morale • getting things done • **ownership** • dedication to work • acting as guardians of property • good team performance • **being responsible** • humility to accept mistakes for wrong decisions made • we vow to serve to the best of our ability • being entrusted • **giving my all to complete the tasks assigned to me** • inspires confidence • being open to feedback, acknowledging mistakes, and actively seeking ways to rectify them • it is my business to do my work well • **pananagutan** • **deference to, and timely and objective escalation of issues to relevant authorities** • righteousness • making sure you are also surrounded by people who allow you to be corrected and to grow • **commitment** • meeting performance expectations and working productively and efficiently • keeping your word • **having no excuses** • **malasakit** • obligation • meeting deadlines • **being transparent** • meeting expectations • reflected in actions, decisions, and behaviors • being the point person • don't practice until you get it right, practice until you can't get it wrong • **culpability** • taking care of company property • **obedience** • securing assets under your care • showing up as a leader and acknowledging mistakes • **being answerable for the results of your actions** • correct judgement to share or withhold information • we perform our duties and functions with utmost responsibility, integrity, honesty, loyalty and efficiency • showing up • **taking ownership of my actions, decisions, and their outcomes** • taking personal responsibility for my work to accomplish what I have set out to do • doing proactive steps to rectify errors • righteousness • tasks or things you're entrusted with • appreciating the value of your work • **trustworthiness** • uprightness • it's about being reliable and owning up to your obligations • honesty and ethical behavior • **the buck stops with me** • respect • acceptance of responsibility • doing our work to the best of our ability



## Integrity

To PLDT employees, this means:

**firmness in principles** • responsibility • accountability • incorruptibility • **credibility** • upholding virtues • **malasakit** • **standing up for what's right** • being uncompromising • ability to be honest and uphold moral principles despite challenging times • acting righteously, morally and legally • **truthfulness** • acting under the highest standards of ethics • **uprightness** • always doing the right thing with God as audience • keeping your word • being authentic • practising one's beliefs • **walking the talk** • choosing what is morally right • completeness of information/data • demonstrated by our responsibility and accountability as employees • decency • dedication • delivering on time • dependability • **consistently adhering to moral principles and standards** • doing our job with less supervision • practising fair play • following your north star • professionalism • **integrity gives real freedom because you have nothing to fear since you have nothing to hide** • having a word of honor • having the moral courage to do what is right • highest form of values • valuing dignity • **lapat sa trabaho** • **honesty** • choosing your thoughts and actions based on values rather than personal gain • honor • ingredient that will enable us to forge rapidly ahead to success • **trustworthiness** • encompasses transparency, sincerity and a commitment to doing what is right, regardless of external pressures or personal gain • **doing the right thing even when no one is looking** • how we value the mission and vision of the company • a culture of commitment and being proactive • foundation of achievement • **katapatan** • holding on to one's word or action wholeheartedly • **fairness** • rectitude • **being ethical** • being just • upholding values • **standing by the truth** • knowledge of the truth • being law-abiding • being morally upright • good character • openness • **maintaining a strong moral compass** • respectfulness • scrupulousness • sticking to the principles of honesty, fairness and accountability • caring • treating people right • loyalty • transparency • **having strong moral principles** • respectful • being reliable • being truthful with ourselves, with other people, and with God • maintaining character • courage • doing the right thing even when it is difficult • probity • **firmness in principles** • responsibility • accountability • incorruptibility • **credibility** • upholding virtues • **malasakit** • **standing up for what's right** • being uncompromising • ability to be honest and uphold moral principles despite challenging times • acting righteously, morally and legally • **truthfulness** • acting under the highest standards of ethics • **uprightness** • always doing the right thing with God as audience • keeping your word • being authentic • practising one's beliefs • **walking the talk** • dependability



## Fairness

To PLDT employees, this means:

**objective** • **yung nararapat** • treating people in a way that is right and reasonable • balanced • actions are guided by principles of justice and honesty • win-win among stakeholders • transparent • applying the same standards for all similarly situated • **matapat** • striving for justice, integrity, and equality • **reasonable** • respecting rules and abiding by them • giving the best quality of service to all regardless of status in life • giving equal opportunities • **walang kinikilingan** • providing what is due to the employee and the company and giving proper recognition • integrity • **treating people equally** • reasonable and cordial employee-employer relationship • rational • quality of being just • no superiority • sincerity • moral judgment • recognizing and rewarding employees based on contributions • **patas** • right and just • meritocracy • **respect** • playing by the rules • open-minded and willing to listen • open communication • no ulterior agenda • being impartial, considering all perspectives, and making decisions that are reasonable and justifiable • honesty • **impartial and just treatment** • implies acting in a way that is morally right and impartial, considering the needs and perspectives of all individuals involved • moral integrity • legitimacy • **being accountable** • in the sense of justice • honor • **no discrimination** • giving everyone a chance to shine and expand their horizon • flexibility and transparency • treating people justly without favoritism, ensuring that everyone has equal opportunities and is judged by the same standards • the process of making a decision based on facts • neutral • being considerate • indomitable • faithfulness • **upholding justice and fair play** • doing what you committed to do • being honest and modeling it in the workplace • being good and fair to others • fairness is closely tied to respect and being respectful of others is a key trait that employers look for in their employees • square dealing • transparency • **fairness in the workplace helps to create an environment in which all employees feel safe and engaged in their roles** • trustworthiness • encouraging mutual respect • recognizing and correcting inequities to ensure that everyone has equal chances and rights • **no favoritism** • fair judgement • exhibiting good judgement • empathy • determining what is morally right and wrong with fair judgement • unbiased • civility • correct judgement • being rational • **equality** • choosing what is right instead of choosing what is safe • actions that do not elevate oneself at the expense of others • without malice • **justice** • being reasonable • **treating everyone with respect** • the product of moral judgement • the process by which people determine what is morally right and what is morally wrong • **acknowledging individual differences** • decency



## Transparency

To PLDT employees, this means:

open to public scrutiny • not withholding or distorting facts to make a good impression • sharing information to enable informed decision making • full, timely, clear and accurate disclosure • being objective • **clear and honest communication** • to see things as they are • an enabling virtue • being able to see through • being fair • open and working as a team • being open to stakeholders about company operations • sincerity • truthfulness • **bukas at matapat na komunikasyon** • no hidden agenda • unbiased • what you see is what you get • breeds legitimacy • **open to feedback** • being true to one's self • balanced • creating an environment where there are clear lines of communication among members at all levels • **walang itinatago** • crystalline • engenders trust & confidence • **straightforward** • high degree to which information is shared and communicated within an organization • crystal clear • **being upfront** • easy to perceive, understand, or interpret • black & white • doing things the right way • **malasakit** • no corruption • seeing everything • **being truthful and honest** • empowering people with information • asking relevant questions and receiving truthful answers • **trustworthy** showing the result either good or bad • helps reduce uncertainty and wild stock price fluctuations • **open book** • honest, clear mind/heart and always open to communicating in an organization • sharing an honest opinion • having access to information • **the prism through which truth shines** • no double standards • to be direct and straightforward • no surprises • not reluctant to be criticized and scrutinized • not susceptible to misinterpretation • open communication between leadership and employees at work • **clarity** • open for audit • open for suggestions and correction • **authenticity** • performing actions openly and clearly • promoting trust • traceability and accessibility • implies openness, communication, and accountability • avoiding corruption • **doing things in an open way without secrets** • providing easy access and not hiding data • quality that is easy for others to see what actions were performed • **being open** • **walang inililihim** • communicating and sharing of ideas in the organization • simplicity • sharing your honesty • no secrets • showing courage • timely disclosure • true to one's nature • no barrier • understandable • sincere • work visibility • **brings about openness, trust, confidence and truthfulness** • disclosure of facts • helps build trust, allows for accountability, and enables informed decision making • all out • telling the truth • right-mindedness • guileless • the ally of good reputation and foundation of strong relationships • simple and easy to understand



# Corporate Governance Report

## PLDT Board and Board Committee Meetings

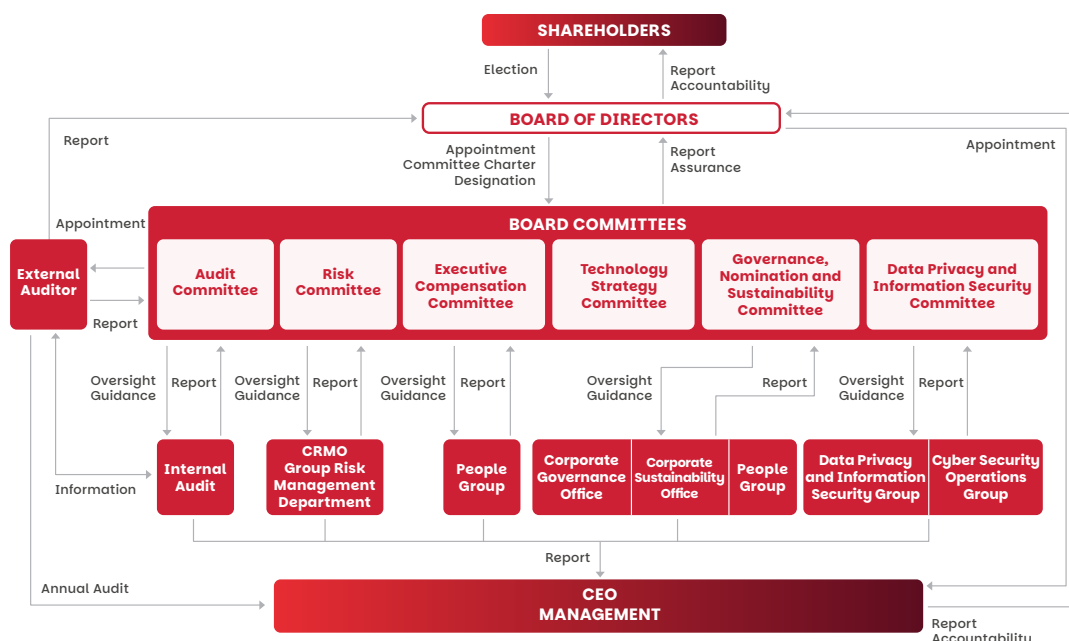


- Enterprise Risk Management
- Stakeholder Engagement and Sustainability
- Corporate Governance
- Strategic Direction, Technology & Corporate Performance
- Management Oversight
- Financial Reporting, Internal Controls & Audit, and Independent Audit

As a publicly listed Philippine company with shares listed on the Philippine Stock Exchange (PSE) (ticker symbol: TEL) and with American Depositary shares listed in the New York Stock Exchange (NYSE) (ticker symbol: PHI), PLDT Inc. (PLDT or the Company) complies with the corporate governance standards, principles and practices laid out in relevant laws of the Philippines and the US, and rules and regulations of the Philippine Securities and Exchange Commission (PSEC), PSE, US SEC, and NYSE, including the Philippine Code of Corporate Governance for Publicly Listed Companies (CG Code for PLCs), Revised Corporation Code, US Securities Exchange Act, NYSE Listed Company Manual and Sarbanes-Oxley Act, among other applicable laws. Being an associated company of First Pacific Company, Ltd. (First Pacific), a company listed on the Hong Kong Stock Exchange (HKSE), we also benchmark with the governance standards of Hong Kong.

In PLDT, Corporate Governance is shaped by our governance structure and is animated by our principles, values, and policies. Our corporate governance structure is outlined in our Manual on Corporate Governance (CG Manual), along with our Articles of Incorporation and By-Laws. Together, they entrust authority and resources for the performance of corporate functions and delineate responsibilities for the exercise of such authority. The conduct of our business is anchored on the corporate governance principles of Accountability, Integrity, Fairness and Transparency that are defined in our Code of Business Conduct and Ethics (Code). The Code applies to our directors, officers, and all employees. Commitment to the principles and values established by the Code is likewise required of our business partners.

# Corporate Governance Framework



## Board of Directors

### Duties and Responsibilities

Our Board of Directors (Board) is the body entrusted by shareholders with the authority to act for and on behalf of the Company and has the primary responsibility of ensuring good corporate governance in PLDT. Our Board is responsible for fostering our long-term success and securing its sustained competitiveness and profitability, consistent with corporate objectives and the best interests of PLDT, its stockholders, customers, and other stakeholders. Our Board sets the tone and standards of corporate action through the adoption of policies and processes that are compliant with law, aligned with best practices, and appropriate for the needs of PLDT. Our directors perform their duties diligently and in good faith and devote sufficient time and attention for such purposes.

To ensure a high standard of governance, our Board performs the following functions and duties, with the assistance of its Board Committees:

#### Corporate Governance

Our Board, with the assistance of the Governance, Nomination and Sustainability Committee (GNSC), establishes PLDT's corporate governance framework, principles and policies aligned with business objectives, and oversees their implementation, including the implementation of the Conflict of Interests and Expanded Whistleblowing Policies, and the implementation of continuing education and communication programs on good governance.

#### Determination and Review of Company Vision, Mission, and strategic objectives

Our Board, in coordination with Management, determines the Vision, Mission and strategic objectives and reviews the same annually in relation to corporate performance in its annual strategic planning session.

#### Management Oversight

Our Board exercises oversight on Management's execution of the strategic direction and implementation of policies set by the Board. Included in the Board's annual assessment is an evaluation of the performance of the President and



Chief Executive Officer (CEO) and Management with criteria on development and implementation of the Company's long-term objectives, business strategies, plans and budgets consistent with the Vision, Mission, Values, Principles and overall corporate strategy; anticipation of current and emerging trends; and ensuring that the Company's resources are well managed, among other assessment criteria.

#### **Sustainability, Corporate Shared Value and Stakeholder Engagement**

Our Board, through the GNSC, establishes and monitors PLDT's sustainability strategy, framework, programs, and policies. It also oversees social and environmental investments and ensures that an investor relations program is in place. The Board ensures regular engagement with shareholders, stakeholders, and communities where the Company operates. It also oversees disclosure of material non-financial and sustainability information, including the annual Sustainability Report, covering economic, environmental, social, and governance (EESG) matters.

#### **Financial Reporting, Internal Control, Internal Audit, and Independent Audit**

Our Board, with the assistance of the Audit Committee, carries out oversight for financial reporting, internal control system, internal audit, and independent audit mechanisms, and reviews material related party transactions.

#### **Enterprise Risk Management**

Our Board, with the assistance of the Risk Committee, fulfills oversight for the assessment, management, and monitoring of key enterprise risks. It reviews Management reports on major risk exposures and their corresponding mitigation measures. Our Board likewise reviews, on an annual basis, the capital and debt structure and its compatibility with the Company's strategic goals and associated risk appetite.

#### **Technology**

Our Board, with the assistance of the Technology Strategy Committee, reviews and approves the Company's technology strategy and roadmap, as well as the capital expenditures for network and technology.

#### **Data Privacy and Information Security**

Our Board, with the assistance of the Data Privacy and Information Security Committee, oversees data privacy, information and cybersecurity governance, reviews and approves the Company's strategic plans on data privacy, information and cybersecurity; and oversees the adoption and implementation of a system for identifying, assessing, monitoring, and managing enterprise-wide data privacy, information and cybersecurity risks, including its framework, structure, policies, standards, and processes.

#### **Succession Planning, Professional Development, and Executive Compensation**

Our Board, through the Executive Compensation Committee (ECC), reviews the criteria for employment, promotion, and professional development plans for Senior Management, keeps track of their performance, and evaluates their potential for other critical roles and leadership paths. The succession planning process facilitated within the PLDT Group is referred to as the critical talent program. Our Board is assisted by the ECC in developing the Company's compensation philosophy or policy consistent with our strategy, culture, and control environment.

#### **Selection Process for Directors and Appointment of Officers**

Our Board, with the assistance of the GNSC, implements a selection process and succession plan to ensure that the Board has an effective and balanced mix of knowledge, expertise, experience, and diversity in terms of, among others, age, gender, business and industry experience, and ethnicity, and reviews the qualifications of officers to be appointed or promoted. External sources, such as professional search firms, director databases and/or other reputable sources are accessible and may be used, as appropriate, to further enhance the search and widen the base of potential nominees.

#### **Annual Board Assessment**

Our Board conducts an annual self-assessment to evaluate its performance as a whole, the performance of its Board Committees, and the individual directors, including the President and CEO. Each Board Committee likewise conducts an annual self-assessment of its performance.

## Board Composition GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18, 405-1

Our Board is composed of 13 members, with two executive directors and 11 non-executive directors, including three independent directors. Four directors are female and two are Japanese citizens. All our directors are qualified and competent directors with diverse and complementary skills, expertise, experience, and knowledge in their respective fields or industries, such as telecommunications, Information and Communication Technology (ICT), accounting and finance, banking, insurance, investments, consumer and retail industry, infrastructure and property development, legal and public administration, and environment and natural resources. At least four of our non-executive directors have extensive experience in the telecommunications industry.

### Chairman

Our Chairman, Mr. Manuel V. Pangilinan, provides leadership to the Board and ensures that it works effectively and performs its duties responsibly. Mr. Pangilinan presides over and facilitates discussions at Board meetings, focusing on strategic matters, risk management, key issues, and governance concerns that will affect business operations. Our Chairman ensures that the lines of communication and the flow of information between Management and the Board are maintained. He also ensures that the Board receives accurate, timely, relevant, insightful, concise, and clear information to enable it to make sound decisions.

### Independent Directors

Our Board, having three independent directors out of 13 directors, meets the requirement under Section 38 of the Philippine Securities Regulation Code that at least two or twenty percent (20%) of the total members of the Board, whichever is less, must be independent; and Section 22 of the Revised Corporation Code that corporations vested with public interest shall have independent directors constituting at least twenty percent (20%) of their Boards. Our independent directors, namely, Retired Supreme Court Chief Justice Artemio V. Panganiban, Mr. Bernido H. Liu, and Ms. Bernadine T. Siy, were selected pursuant to the specific independence criteria set out under applicable laws and rules, our By-Laws and CG Manual. Under our CG Manual, an independent director is, broadly, a person who is independent of Management and who, apart from his/her fees and shareholdings, is free from any business or other relationship with the Company which could, or could reasonably be perceived to, materially

interfere with the exercise of independent judgment in carrying out his/her responsibilities as a director of the Company. More specific independence standard criteria are enumerated in our By-Laws and CG Manual.

### Lead Independent Director

Pursuant to the recommendation in the CG Code for PLCs for the appointment of a lead independent director, the Board appointed Hon. Panganiban as PLDT Lead Independent Director on June 11, 2024. The functions of the lead independent director include, among others, serving as an intermediary between the Chairman and the other directors, as needed; convening and leading meetings of the non-executive directors; and contributing to the performance evaluation of the Chairman, as may be required.

### Term Limit

As a rule, our independent directors shall only serve for a maximum of nine consecutive years reckoned from 2012 (the "Term Limit"). However, in case the stockholders who have a legal right to vote for the election of directors desire to re-elect an independent director beyond the Term Limit for meritorious justifications, PLDT upholds the stockholders' legal right and discloses the meritorious justifications for retaining an Independent Director beyond the Term Limit during its annual meeting of stockholders.

Pursuant to the CG Code for PLCs, in 2024, based on meritorious justifications disclosed during its June 11 Annual Stockholders' Meeting (ASM), PLDT stockholders exercised their legal right to re-elect independent directors, Hon. Panganiban and Mr. Liu for another term of one year.

Board Charter

The PLDT Board adopted its Charter on November 9, 2017. The Charter is intended to serve as a guide for the Board and each director in performing their functions and fiduciary duties. The Charter may be viewed on the PLDT website at:



Diversity

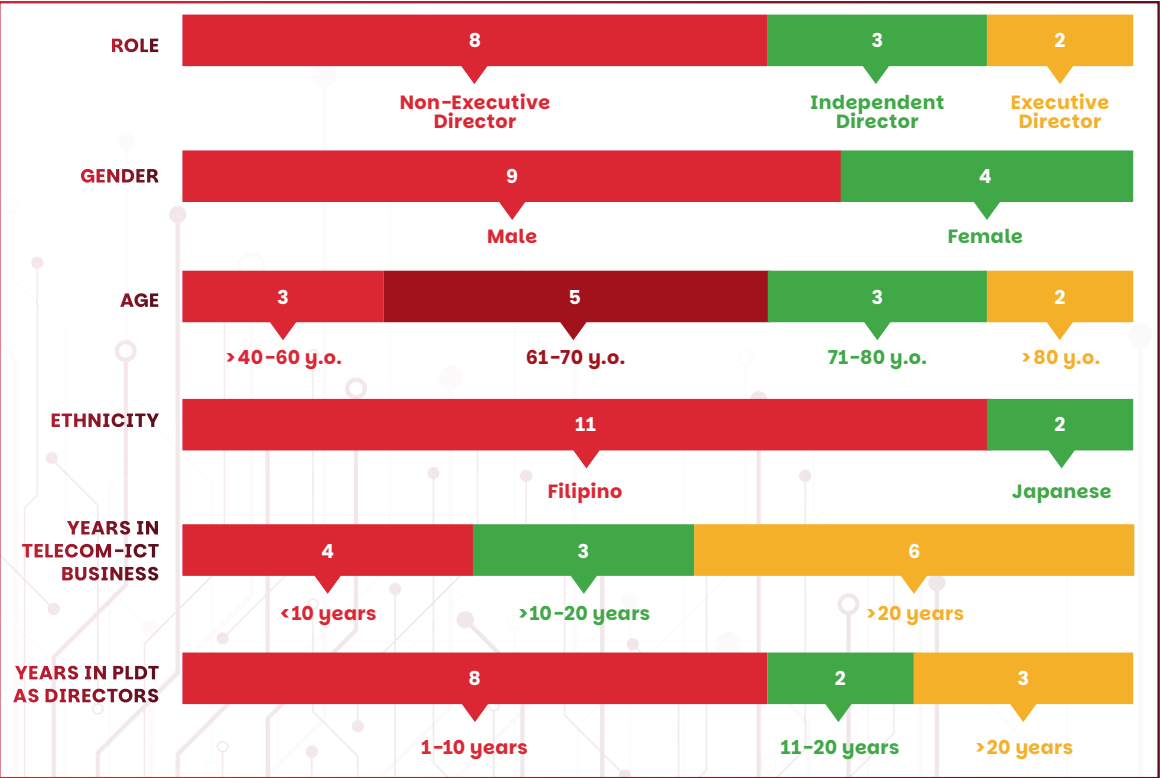
PLDT considers having an optimally performing, diverse Board an essential element in achieving the Company's strategic goals and advancing sustainable development. Our Board Diversity Policy articulates our recognition of the enhanced quality of performance and decision-making capabilities of a Board that is composed of a mix of directors who are equipped with knowledge, skills, professional or business experience, cultural and educational background, ethnicity, gender, age, length of service; and is a combination of executive, non-executive, and independent directors. The Board Diversity Policy provides that, without infringing on the stockholders' fundamental right to nominate and elect directors, the GNSC and the Board take into account the appropriate mix and interplay of diversity factors in selecting qualified director-nominees, including independent director-nominees, who will be

recommended for election by the stockholders or the Board, as the case may be for the Company to achieve the benefits of board diversity, and effectively promote the interests of all stakeholders, including the long-term interests of stockholders.

For the purpose of selecting the members of our Board, the GNSC follows the Guidelines on the Search, Screening and Selection of Directors and Screening Checklist which contain, among others, the criteria and qualifications for directorship and a matrix on the skills, expertise and experience relevant to the responsibilities of the Board, and considers other relevant factors, such as conflict of interest and directorships and/or positions in other corporations. The selection process of directors and independent directors is aligned with the Board Diversity Policy and our Company's Vision, Mission, and strategic objectives.

BOARD DIVERSITY FACTORS

As of December 31, 2024

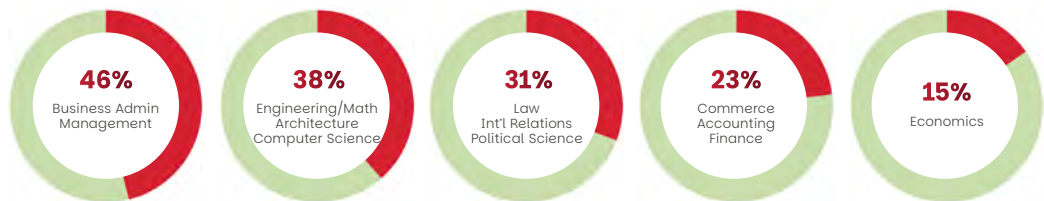


Board Diversity Factors GRI 2-9, 2-17

As of December 31, 2024

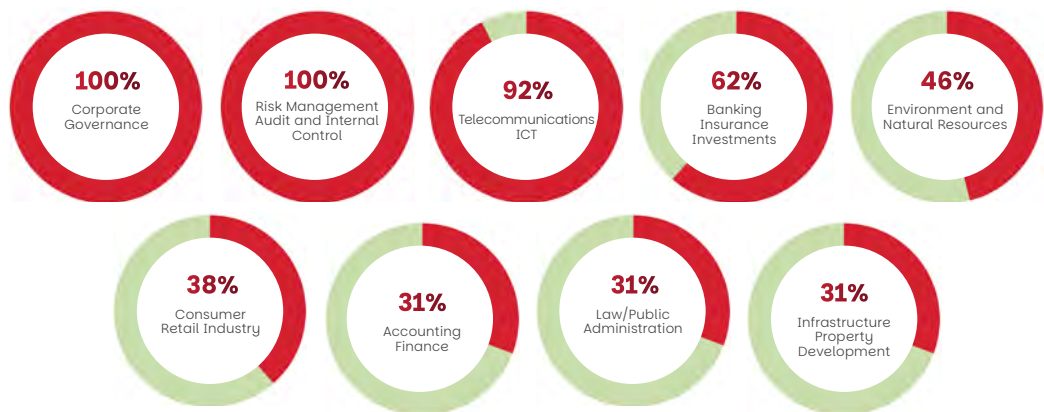
Education
















































































































































[Several of our directors have educational background in more than one field]



Industry Experience, Skills, and Expertise






[Several of our directors have industry experience, skills and expertise in more than one field]



BOARD DIVERSITY FACTORS		
As of December 31, 2024		
	EDUCATION	INDUSTRY EXPERIENCE, SKILLS AND EXPERTISE
Manuel V. Pangilinan	 	        
Santiago Dionisio R. Agdeppa	  	        
Helen Y. Dee	  	        
Ray C. Espinosa		        
James L. Go		        
Kazuyuki Kozu		        
Bernido H. Liu	  	        
Artemio V. Panganiban		        
Alfredo S. Panlilio	  	        
Kazutoshi Shimizu	  	        
Bernadine T. Siy	  	        
Marilyn A. Victorio-Aquino		        
Marife B. Zamora		        

LEGENDS:

EDUCATION:

-  Business Administration / Management
-  Engineering / Math / Computer Science / Architecture
-  Economics
-  Commerce / Accounting / Finance
-  Law / International Relations / Political Science

INDUSTRY EXPERIENCE, SKILLS AND EXPERTISE

-  Telecommunications / ICT
-  Accounting / Finance
-  Banking / Insurance / Investments
-  Consumer / Retail Industry
-  Infrastructure / Property Development
-  Law / Public Administration
-  Risk Management / Audit and Internal Control
-  Environment and Natural Resources
-  Corporate Governance



## Directorships in Other Corporations

Our Board follows a performance-based standard in determining whether directorships in other companies compromise the capacity of a director to serve or perform his/her duties and responsibilities diligently and efficiently. Differences in individual capabilities and the nature and demands of directorships in other companies are given due consideration in determining fitness and capacity to serve on our Board.

## Meetings

Our Board meets approximately once a month, following a schedule set at the end of the preceding year. Some meetings are specifically allocated to the review and/or approval of PLDT's Vision and Mission, the strategic plans and budget, business operations updates, network and technology updates, capital expenditures and investments, risk management reports, and sustainability programs. Once every quarter, our Board reviews the quarterly financial reports.

Board meeting materials are provided to each director at least five business days before each Board meeting. The Board holds executive sessions with independent directors and non-executive directors, excluding executive directors, at least once a year and at such other times as the Board may deem necessary or appropriate. In 2024, one executive session was held by the PLDT Board.

There were 15 Board meetings in 2024: nine regular meetings, five special meetings, and one organizational meeting. In each Board meeting, a quorum of at least two-thirds ( $\frac{2}{3}$ ) of the Board members, including at least one independent director, was present. All decisions were approved by at least two-thirds ( $\frac{2}{3}$ ) of the Board members.

Twelve out of thirteen ( $\frac{12}{13}$ ) directors, including the Chairman of the Board, the Chairpersons of the Audit, Risk, Governance, Nomination and Sustainability, Executive Compensation, Technology Strategy, and Data Privacy and Information Security Committees, the President and CEO, and other key officers of PLDT, were present at the ASM.



## Attendance in Board Meetings

Each director attends and actively participates in all meetings of the Board, except when justifiable causes, identified in the Board Charter, prevent a director from attending. A director who is absent in more than fifty percent (50%) of all Board meetings during his/her term, or in any 12-month period within his/her incumbency, without justifiable cause, may be disqualified for purposes of the succeeding election.

ATTENDANCE IN 2024 BOARD MEETINGS AND ANNUAL STOCKHOLDERS' MEETING (ASM)		
Executive Directors	Board Meetings Attended/Held	Attendance in ASM
Manuel V. Pangilinan	15/15	✓
Marilyn A. Victorio-Aquino	15/15	✓
Non-Executive and Independent Directors		
Artemio V. Panganiban	15/15	✓
Bernido H. Liu	15/15	✓
Bernadine T. Siy	15/15	✓
Non-Executive Directors		
Santiago Dionisio R. Agdeppa <sup>1</sup>	2/2	-
Helen Y. Dee	11/15	✓
Ray C. Espinosa	14/15	✓
James L. Go	15/15	✓
Kazuyuki Kozu	15/15	✓
Rolando L. Macasaet <sup>2</sup>	10/10	✓
Alfredo S. Panlilio	14/15	✓
Kazutoshi Shimizu <sup>3</sup>	6/6	-
Naoki Wakai <sup>4</sup>	7/9	✗
Marife B. Zamora	15/15	✓
Advisory Board Members		
Benny S. Santoso	15/15	✓
Orlando B. Veja <sup>5</sup>	7/7	✓
Roberto C. Yap	12/15	✓
Christopher H. Young	14/15	✓

<sup>1</sup> Elected to the Board effective November 12, 2024 vice Mr. Rolando L. Macasaet and resigned effective February 1, 2025

<sup>2</sup> Elected to the Board effective January 30, 2024 and resigned effective October 6, 2024

<sup>3</sup> Elected to the Board effective August 13, 2024 vice Mr. Naoki Wakai

<sup>4</sup> Resigned as a Director effective as of close of business on August 12, 2024

<sup>5</sup> Until June 11, 2024



## 2024 ATTENDANCE OF BOARD COMMITTEE MEMBERS

Members	Audit Committee	Governance, Nomination and Sustainability Committee	Executive Compensation Committee	Risk Committee	Technology Strategy Committee	Data Privacy and Information Security Committee
Manuel V. Pangilinan	N/A	3/3	1/1	N/A	13/15	2/3
Artemio V. Panganiban <sup>1</sup>	9/9	3/3	1/1	5/5	N/A	N/A
Bernido H. Liu <sup>1</sup>	9/9	3/3	1/1	5/5	N/A	3/3
Bernadine T. Siy <sup>1</sup>	9/9	3/3	1/1	5/5	N/A	N/A
Ray C. Espinosa	N/A	N/A	N/A	N/A	14/15	3/3
James L. Go <sup>2</sup>	9/9	N/A	N/A	5/5	13/15	N/A
Kazuyuki Kozu <sup>2</sup>	9/9	3/3	1/1	5/5	15/15	3/3
Orlando B. Veal <sup>3</sup>	N/A	N/A	N/A	N/A	6/7	N/A
Corazon S. de la Paz-Bernardo <sup>2</sup>	9/9	N/A	N/A	N/A	N/A	N/A
Menardo G. Jimenez, Jr. <sup>4</sup>	N/A	N/A	N/A	N/A	8/8	N/A
Gina Marina P. Ordoñez <sup>4</sup>	N/A	3/3	1/1	N/A	N/A	N/A
Melissa V. Vergel de Dios <sup>4</sup>	N/A	3/3	N/A	N/A	N/A	N/A
Marilyn A. Victorio-Aquino	N/A	N/A	N/A	N/A	N/A	2/2
Danny Y. Yu <sup>4</sup>	N/A	N/A	N/A	5/5	N/A	N/A

<sup>1</sup> Independent Director<sup>2</sup> AC Advisor<sup>3</sup> Until June 11, 2024<sup>4</sup> Non-voting Member

## Compensation GRI 2-19, 2-20

All our directors are entitled to a per diem of PhP250,000 for attendance in each Board meeting and PhP125,000 for each Committee meeting attended, in which some of them are members. Save for executive directors, our directors do not receive stock options, performance incentives, bonuses, or any other form of compensation from PLDT. As applicable, shareholders representing at least a majority of the outstanding shares entitled to vote may grant directors compensation and approve the amount thereof at any annual or special shareholders' meeting.

## 2024 BOARD REMUNERATION (PhP)

Executive Directors	ASM & Board Meetings <sup>*</sup>	Board Committee Meetings	Total
Manuel V. Pangilinan	3,500,000	2,375,000	5,875,000
Marilyn A. Victorio-Aquino	3,500,000	250,000	3,750,000
Non-Executive and Independent Directors			
Artemio V. Panganiban	3,500,000	2,250,000	5,750,000
Bernido H. Liu	3,500,000	2,625,000	6,125,000
Bernadine T. Siy	3,500,000	2,250,000	5,750,000
Non-Executive Directors			
Santiago Dionisio R. Agdeppa <sup>1</sup>	500,000	-	500,000
Helen Y. Dee	2,500,000	-	2,500,000
Ray C. Espinosa	3,250,000	2,125,000	5,375,000
James L. Go	3,500,000	3,375,000	6,875,000
Kazuyuki Kozu	3,500,000	4,500,000	8,000,000
Rolando L. Macasaet <sup>2</sup>	2,250,000	-	2,250,000
Alfredo S. Panlilio	3,250,000	-	3,250,000
Kazutoshi Shimizu <sup>3</sup>	1,500,000	-	1,500,000
Naoki Wakai <sup>4</sup>	1,750,000	-	1,750,000
Marife B. Zamora	3,500,000	-	3,500,000
<b>TOTAL</b>	<b>43,000,000</b>	<b>19,750,000</b>	<b>62,750,000</b>

<sup>\*</sup> Only one per diem was given to directors for attendance in the ASM, Regular Board Meeting and Organizational Board Meeting on June 11, 2024<sup>1</sup> Elected to the Board effective November 12, 2024 vice Mr. Rolando L. Macasaet and resigned effective February 1, 2025<sup>2</sup> Elected to the Board effective January 30, 2024 and resigned effective October 6, 2024<sup>3</sup> Elected to the Board effective August 13, 2024 vice Mr. Naoki Wakai<sup>4</sup> Resigned as a Director effective as of close of business on August 12, 2024

## Executive Directors and CEO Compensation

The compensation of executive directors, including the CEO and other officers, is aligned with the long-term strategy of PLDT and consistent with its culture and the business environment in which it operates. It is subject to review and approval by the ECC, and equity-based plans and long-term incentive plans for officers are approved by the Board and, as applicable, the stockholders. On October 2, 2023, the Board instituted the Incentive-based Compensation Clawback Policy (Clawback Policy) for the recovery of erroneously awarded

incentive-based compensation from current or former PLDT executive officers in the event that the Company is required to prepare an accounting restatement; provided, that such incentive-based compensation was received during the three completed fiscal years immediately preceding the date the Company is required to prepare the accounting restatement. The Clawback Policy complies with applicable NYSE Listing Standards and US Securities laws and regulations.

## Training GRI 205-2

For the orientation of new directors, the Chairman, the President and CEO, Chief Financial Officer, Corporate Secretary, and Chief Governance Officer give a briefing on PLDT's structure, business, operating and financial highlights, and the responsibilities of the Board and its Committees and how each operates. The new director is furnished with copies of all relevant corporate documents, including the Company's Articles of Incorporation, By-Laws, Annual Report, CG Manual, Code, and the Charters of the Board and Board Committees. Updates on business and governance policies and requirements principally from the PSEC, US SEC, and NYSE, and new laws applicable or relevant to the Company and its business, particularly on financial reporting and disclosures and corporate governance, are presented in Board meetings and/or furnished to the directors. The Board keeps abreast of industry developments, business trends, and legal requirements that are relevant to the PLDT and its operations. Since 2007, the Company has organized its Annual In-house Corporate Governance Enhancement Sessions (ACGES), which provide an opportunity for leadership to engage in discussion with international and local experts on relevant topics, including emerging trends and technologies, new laws,

and best business practices. In 2024, the ACGES for the Board and Management was organized in collaboration with Philippine-based affiliate companies of First Pacific on September 27 with the PSEC-approved topics and speakers: "Building a Data-Driven Business: Leveraging AI and Big Data for Growth" by guest speaker, Dr. Erika Fille T. Legara, Managing Director and Chief AI and Data Officer at the Center for AI Research, and "Become an Insurgent: Re-focus and Re-energize Your Business Strategy, Organization, and Culture for Success" by keynote speaker, Mr. David Morey, best-selling author and Chairman and CEO of DMG Global. In PLDT, the ACGES was attended by 11 of our directors<sup>1</sup>, all of our Advisory Board, and Board Committee Members and Advisors, and 75 of PLDT's Officers.



September 27, 2024 ACGES fireside chat: Group Chairman Manny Pangilinan with ACGES Host Gian Lao and DMG Global Inc. Chairman and keynote speaker David Morey.

<sup>1</sup> Mr. James L. Go had been granted by the PSEC permanent exemption from its governance training requirement.





**Excerpt from our Group Chairman's Message to Directors and Officers at the 2024 Annual Corporate Governance Enhancement Session:**

“

Beyond our traditional role of producing profit from the sale of our services and products, lies a more important responsibility of the Group... if we are able to tell ourselves, at the end of the day, at the end of a reporting period, that we have done our job in terms of improving the welfare and lives of the Filipino people - then we would have done a very good job - beyond the bottom line. And that's the context under which we operate, always.

”

**MANUEL V. PANGILINAN**  
Group Chairman of the Board

**DIRECTORS' TRAININGS IN 2024**

Date of Training	Program	Speaker/Training Institution	Director
September 27	"Become an Insurgent: Re-focus and Re-energize your Business Strategy, Organization and Culture for Success"	Mr. David Morey PLDT ACGES	Manuel V. Pangilinan Ray C. Espinosa Kazuyuki Kozu Bernido H. Liu Rolando L. Macasaet
	Building a Data-Driven Business: Leveraging AI and Big Data for Growth	Dr. Erika Fille T. Legara PLDT ACGES	Artemio V. Panganiban Alfredo S. Panlilio Kazutoshi Shimizu Bernadine T. Siy Marilyn A. Victorio-Aquino Marife B. Zamora
September 10	Corporate Governance Training on Sustainability, Cybersecurity and Integrity	JG Summit Holdings, Inc.	Artemio V. Panganiban Bernadine T. Siy
September 23	Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) Fundamentals Course	Anti-Money Laundering Council	Alfredo S. Panlilio
September 26	Targeted Financial Sanctions (TFS) Course		
September 26	Corporate Governance	Sycip Gorres Velayo & Co.	Artemio V. Panganiban
October 28			Santiago Dionisio R. Agdeppa
February 11-12, 2025	Corporate Governance	Institute of Corporate Directors	Kazutoshi Shimizu



## Performance Assessment

Our directors take part in an annual assessment process that reviews and evaluates the performance of the whole Board, the Board Committees, and the individuals that comprise these bodies. This process enables the Board to identify its strengths and areas for improvement and elicit individual director feedback and views on the Company's strategies, performance, and future direction. Each Board Committee also conducts an annual self-assessment of its performance.

The Board and Board Committees' assessment questionnaires contain the following criteria based on leading principles and practices on good governance: (i) for the Board – Structure, Governance, Roles and Responsibilities, Internal Control, Code of Conduct and other CG Policies, Independence, Stewardship, Resources and Support, Internal Governance, Reporting and Disclosure, and Shareholders and Stakeholders Engagement; (ii) for the Board Committees – the respective purposes, functions and duties, performance and committee governance; and (iii) for individual directors – the specific duties and responsibilities of a director, including understanding of the Company's Mission, Vision and Values, independent judgement, attendance, and active participation in meetings. Consistent with best practice, a performance

management framework is in place to monitor and annually assess the performance of Management, including the President and CEO. The assessment criteria for the President and CEO and Management are based on the (i) specific duties and responsibilities of the President and CEO and Management outlined in the CG Manual and By-Laws, and (ii) the Company's performance and relative shareholder return, including the development and implementation of long-term objectives, strategies, plans and budgets consistent with PLDT's Vision, Mission, Values, Principles, and overall strategy.

In 2024, the Board, through the GNSC, reviewed and approved the enhanced Board Assessment Questionnaire and process, including the advisability of engaging an external facilitator. The enhanced Board Assessment Questionnaire was benchmarked with international governance scorecard standards and amended to include Board meeting key topics such as climate change impact on business operations, and additional key attributes of Board members, among others. The report on the results of the assessment process for the 2023 performance period was reviewed by the Board in 2024.



## Advisory Board/Committee

Our Board is supported by an Advisory Board/Committee that provides guidance and suggestions, as necessary, on matters deliberated upon during Board meetings. Our Advisory Board/Committee is composed of Mr. Benny S. Santoso, Mr. Orlando B. Veal<sup>1</sup>, Mr. Christopher H. Young, and Mr. Roberto C. Yap, S.J.

<sup>1</sup> Until June 11, 2024

## Board Committee Statements



### Governance, Nomination and Sustainability Committee

The Governance, Nomination and Sustainability Committee **recognizes the importance of managing the Company's environmental, social, and governance (ESG) impacts to ensure PLDT's long term existence.** Thus, we take seriously our role as stewards, ensuring that we meet the needs of the present without compromising the ability of future generations to meet their own needs, including **focusing on operational resource efficiency, caring for the welfare of our customers and other stakeholders, and upholding the highest standards of corporate governance.**

**- Manuel V. Pangilinan**

### Audit Committee

The Audit Committee is committed to carrying out its mandate of overseeing the integrity of the Company's accounting and financial reporting principles and strengthening internal controls and compliance with legal and regulatory requirements. We continue to embrace our role in **ensuring that the Company adapts to the evolving financial reporting landscape that moves toward improved comparability, enhanced transparency, and the integration of metrics on sustainability and climate-related impacts, among others.**



**- Bernadine T. Siy**



### Executive Compensation Committee

The Executive Compensation Committee **advocates for the creation of a dynamic, inclusive, and equitable organizational culture** that will propel PLDT towards achieving long-term profitability. We reinforce the Company's continuous adoption of policies and programs that **cultivate an agile and outstanding leadership performance, nurture a diverse, skilled, and productive workforce, and optimize cross-functional collaboration** in support of our business goals and objectives.

**- Bernido H. Liu**

### Risk Committee

The Risk Committee affirms and supports the Company's efforts to continuously identify and manage **enterprise-wide risks, including those arising from climate change.** Navigating through an ever-evolving business landscape, we commit to support organizational efforts to **identify risk exposures, assess their impact to business, strengthen mitigation measures, and pursue value-adding opportunities.**



**- Artemio V. Panganiban**



### Technology Strategy Committee

The Technology Strategy Committee stands fully behind PLDT's goal to enable a digital and sustainable future for every Filipino. We support the Company's core mission to relentlessly **expand its digital infrastructure, democratize access to meaningful innovations, foster responsible use of technology, and lead industry advancements** that uplift the quality of life and support global goals for sustainable development.

**- James L. Go**

### Data Privacy and Information Security Committee

The Data Privacy and Information Security Committee recognizes the imperative of ensuring service integrity to build trust and create long-term value for our customers and stakeholders. We uphold and support the Company's momentum towards **embedding data privacy and information security into its digital infrastructure, value proposition strategy and customer experience, risk management frameworks, and organizational culture.**

**- Marilyn A. Victorio-Aquino**



# Board Committees GRI 2-12

To aid in ensuring compliance with the principles of good corporate governance, our Board has constituted the following Board Committees: Audit; Governance, Nomination and Sustainability; Risk; Executive Compensation; Technology Strategy; and Data Privacy and Information Security.

The respective charters of the Board Committees provide that each shall have the necessary resources and authorities to discharge their responsibilities, including obtaining external legal or professional advice.

## Audit Committee (AC)

**Composition.** Our AC is composed of three members, all of whom are independent directors, and three advisors. The AC members are retired Supreme Court Chief Justice Artemio V. Panganiban, Mr. Bernido H. Liu, and Ms. Bernadine T. Siy, who is the chairperson of this committee. The three AC advisors are Mr. Kazuyuki Kozu and Mr. James L. Go, who are non-independent directors, and Ms. Corazon S. de la Paz Bernardo, a former member of our Board. All the members of our AC are financially literate. Ms. Siy holds a master's degree in management with majors in Finance and Accounting from the J.L. Kellogg Graduate School of Management of Northwestern University in Chicago, Illinois, USA. Ms. de la Paz-Bernardo has expertise in accounting and financial management. She is a former Chairperson and Senior Partner of Joaquin Cunanan & Company, now Isla Lipana & Co., a member firm of Pricewaterhouse Coopers (PwC).

**Functions.** The AC assists the Board in fulfilling its oversight responsibility for: (i) the integrity of the Company's accounting and financial reporting principles, policies, and system of internal controls, including the integrity of financial statements (FS) and the independent audit thereof; (ii) compliance with legal and regulatory requirements; and (iii) the Company's audit process and the performance of the Internal Audit (IA) group and the external auditor (including the external auditor's qualifications and independence). For efficiency, the Board has determined that in lieu of creating a distinct Related Party Transactions (RPT) Committee, the AC's functions shall include the review of material RPTs and significant unusual transactions, in accordance with the materiality threshold set in the Material Related

Party Transactions Policy and the Guidelines on the Proper Handling of RPTs or by the Board.

The purposes, duties and powers of the AC may be viewed in the AC Charter on the PLDT website at:



**Activities.** The PLDT AC held a total of nine regular joint meetings with the Audit Committees of Smart Communications, Inc. (Smart) and Digital Telecommunications Philippines, Inc. (DTPI). The joint meetings of PLDT, Smart, and DTPI Audit Committees covered the approval a variety of topics including the approval of the Group-wide IA Plan for 2024 and subsequent changes to the plan to address emerging risks. The AC likewise discussed, reviewed, and noted the comprehensive reports of the PLDT Group IA Head on various topics supporting risk management, governance, and internal control processes of the different areas and units, including assessments of operational efficiencies, revenue opportunities and cost savings, among others. The AC discussed and noted the reports by IA on its Sarbanes-Oxley Act Section 404 (SOX 404) year-round activities in coordination with Finance and the Control Owners across the PLDT Group. As part of IA's initiatives to strengthen the culture of ownership and accountability across the PLDT Group, the AC regularly monitored and received updates on: (i) the timely remediation of audit issues, (ii) the conduct of relevant learning sessions and sharing of business insights by various groups during the year through IA's Project OWN program, and (iii) various other IA projects such as Project WinSOX, which aims to have a sustainable, value-driven and robust SOX 404 Compliance Program, and Project Ripple which aims to integrate



and align the assurance activities across the three lines of defense in the organization.

The AC reviewed and discussed with the Chief Financial Officer (CFO) and the PLDT Group Controller the quarterly unaudited financial results, as prepared and provided by Management, with particular focus on significant accounting policies, new accounting standards and their impact on the PLDT Group, and major management estimates and judgments, among others. The AC also discussed with them PLDT's 2023 Annual Reports on Form 17-A for the PSEC, and on Form 20-F for the US SEC. The AC approved the appointment of SyCip, Gorres, Velayo & Co. (SGV) as the external auditor for PLDT and its subsidiaries for 2024 based on a review of SGV's performance and qualifications, including consideration of Management's recommendation. It reviewed and approved SGV's various audit and non-audit engagements and verified that such non-audit services would not compromise its independence. The AC

discussed with SGV their plan and status reports for the integrated audit of the FS for 2024 and their assessment of the effectiveness of internal controls over financial reporting (ICFR).

In 2024, the AC reviewed and approved all RPTs discussed and endorsed by the CFO. The AC also reviewed the Corporate Governance Office (CGO)'s status reports on complaints received pursuant to PLDT's Expanded Whistleblowing Policy. It reviewed both the IA Charter and the AC Charter and recommended amendments for approval by the Board. The AC likewise invited the Chief Legal Counsel, the concerned Heads of the Regulatory Group, Network Group, Digital Office, Consumer Business Home, and Finance Group to provide updates on risk mitigation or remediation for the noted audit items.

## Governance, Nomination and Sustainability Committee (GNSC)

**Composition.** Our GNSC is composed of five voting members, all of whom are members of our Board, and two non-voting members. A majority of the voting members are independent directors, namely, retired Supreme Court Chief Justice Artemio V. Panganiban, Mr. Bernido H. Liu, and Ms. Bernadine T. Siy. The two other voting members are non-executive director, Mr. Kazuyuki Kozu and executive director, Mr. Manuel V. Pangilinan, who is the chairman of this committee. The two non-voting members are the Chief People Officer, Ms. Gina Marina P. Ordoñez, and the Chief Sustainability Officer, Ms. Melissa V. Vergel de Dios.

**Functions.** The GNSC assists the Board in the performance of its functions to: (i) establish PLDT's corporate governance framework, principles, and policies aligned with business objectives and oversee their implementation, and the implementation of continuing education and communication programs on good governance; (ii) develop and implement an evaluation process

for the annual review of the performance of the Board, the Board Committees and individual directors, including the President and CEO; (iii) review and evaluate the qualifications of the persons nominated to the Board and to other positions requiring appointment by the Board; (iv) identify persons qualified to become members of the Board and/or the Board Committees; (v) assess the effectiveness of the nomination and selection process for the Board and Board Committees, which includes access to external sources; (vi) establish the Company's sustainability strategy, framework, programs, and policies and oversee their implementation; and (vii) oversee social and environmental investments and commitments, underpinned by initiatives that aim to assess and manage the impact of our operations.

The purposes, duties, and powers of the GNSC may be viewed in the GNSC Charter on the PLDT website at:



**Activities.** The GNSC held three meetings and issued three resolutions in 2024. The GNSC's activities pursuant to its oversight function on governance-related matters included the following: On policy review and development, the GNSC reviewed and approved our updated the Code for endorsement to the Board. The updated Code is aligned with international best practices on corporate governance and sustainability. The Committee noted that the following policies, while continuing to be compliant and generally effective and appropriate for the Company, will be aligned with updates to the Code, as applicable: Policy on Gifts, Entertainment and Sponsored Travel Policy (Gifts Policy), Policy on Gift-Giving Activities (Gift-Giving Policy), Expanded Whistleblowing (EWB) Policy, Conflict of Interest (COI) Policy, and Supplier/Contractor Relations Policy.

The GNSC reviewed and approved the enhanced Board Assessment Questionnaire and process, including the advisability of engaging an external facilitator. The Committee assisted the Board in the conduct of its Board, Board Committee, and Individual Directors' performance assessment for 2023, including a review of the performance of the President and CEO, and Management. For the purposes of education and communication, the GNSC provided guidance on and approved the topics, speakers, and the content of PLDT's ACGES for Directors and Officers. The GNSC likewise reviewed and approved PLDT's Integrated Annual Corporate Governance Report that was submitted to the PSEC and PSE in compliance with the CG Code for PLCs and related PSEC and PSE memorandum circulars. The GNSC further reviewed and approved PLDT's Corporate Governance Report for 2023. For the purposes of compliance and policy enforcement, the GNSC noted the implementation of PLDT's EWB Policy and the monitoring of cases or reports, including those endorsed to line management for handling. The GNSC also noted the EWB reports of PLDT subsidiaries, Smart, PLDT Global Inc. (PGI), ePLDT, Inc. (ePLDT), DTPI and Digitel Mobile Philippines, Inc. (DMPI). The GNSC reviewed and noted or

approved, as applicable, the COI disclosures and the appropriate risk mitigation plans of key PLDT employees. In line with the annual COI disclosure compliance, PLDT and Smart recorded 99.9% and 100% employee disclosure compliance, respectively, for the year 2024.

The GNSC's activities pursuant to its oversight function on nomination-related matters included the following: (i) prescreening of candidates nominated to become Directors as well as the qualifications of candidates for independent directors and submission to the Board of the final list of qualified director and independent director nominees for election at the 2024 ASM; (ii) screening and recommendation to the Board the appointment of a lead independent director and review and confirmation of People Group's evaluation of the qualifications of officers, and recommendation for their appointment or re-appointment as such at the 2024 Organizational Meeting of the Board; and (iii) review and confirmation of People Group's evaluation of proposed appointments of new officers and promotions to officer rank, for approval by the Board. In identifying persons potentially qualified to become members of the Board and/or the Board Committees, the Committee took into consideration the appropriate mix, complementation, and interplay of the various diversity aspects of an optimally performing board and considered external sources of potentially qualified nominees. The Committee then assessed the effectiveness of the Company's nomination and selection process for the members of the Board and Board Committees.

In 2024, the GNSC's activities pursuant to its oversight function on sustainability-related matters included the following: (i) review and discussion of PLDT's sustainability roadmap, commitment to the United Nations Global Compact (UNGC), performance in various ESG assessments for 2023 and 2024, including the S&P Global Corporate Sustainability Assessment (S&P CSA), Global Child Forum (GCF), MSCI, CDP, FTSE4Good, among others, and the Company's

ASEAN Corporate Governance Scorecard, recognized with the Three Golden Arrow Award for 2022; (ii) progress review of PLDT's management of its top risks and materiality areas, such as climate change risks, as well as strategies and progress on waste management and circularity, energy and water resource efficiency, biodiversity conservation, and environmental stewardship. The GNSC likewise reviewed and provided guidance on PLDT's management of its social impact and value creation through innovation and digital transformation programs, organizational learning and employee upskilling, as well as initiatives to uphold human rights and child rights which include occupational health and safety, diversity

and inclusion, framework for ethical stakeholder engagements, and supply chain engagements on ESG programs; (iii) briefings on new regulatory requirements, market updates, and relevant results of environmental scanning; (iv) review, approval, and endorsement to the Board of the PLDT Clawback Policy and Human Rights Policy, as well as updates on enhanced Company processes for policy review; and (v) review and approval of the PLDT 2023 Sustainability Report.

## Executive Compensation Committee (ECC)

**Composition.** Our ECC is composed of five voting members, all of whom are members of our Board, and one non-voting member. A majority of the voting members are independent directors, namely, Retired Supreme Court Chief Justice Artemio V. Panganiban, Mr. Bernido H. Liu and Ms. Bernadine T. Siy. The two other voting members are non-executive director, Mr. Kazuyuki Kozu and executive director, Mr. Manuel V. Pangilinan, who is the chairman of this Committee. The non-voting member is the Chief People Officer, Ms. Gina Marina P. Ordoñez.

**Functions.** The ECC assists the Board in the performance of its functions to: (i) oversee the development of a compensation philosophy or policy consistent with the strategy, culture, and control environment of PLDT; (ii) oversee the development and administration of the Company's executive compensation programs, including long-term incentive plans and equity-based plans for officers and executives; (iii) oversee the development and administration of the Company's performance management framework to monitor and assess the performance of Management led by the CEO; (iv) oversee the succession plan for officers, including the CEO; and (v) oversee the development and implementation of professional development programs for officers.

The purposes, duties, and powers of the ECC may be viewed in the ECC Charter on the PLDT website at:



**Activities.** The ECC held one meeting in 2024. Its activities for the year included the review and/or approval of the following: (i) implementation of the Company's performance management process under the Short-Term Incentive Plan ("STIP"); (ii) expansion of the STIP awards differentiation; (iii) 2023 STIP target and payout structure; (iv) 2023 STIP payout based on the approved STIP payout structure; (v) core income target for the 2024 STIP; and (vi) Management's proposed 2024 STIP structure. The ECC likewise reviewed and approved corporate goals and objectives relevant to the compensation of the President and CEO, evaluated the performance of the President and CEO in light of such goals and objectives, set the President and CEO's compensation level based on such evaluation; and determined the long-term incentive component of the compensation, considering, among other factors, the Company's performance and relative shareholder return, the value of similar incentive awards to CEOs at comparable companies, and the awards given to the President and CEO in the previous years.

## Risk Committee (RC)

**Composition.** Our RC is composed of five voting members, all of whom are members of our Board, and a non-voting member. Three of the voting members are independent directors, namely, Ms. Bernadine T. Siy, Mr. Bernido H. Liu, and Retired Supreme Court Chief Justice Artemio V. Panganiban, who is the chairman of this committee. The two voting members are non-executive directors, Mr. Kazuyuki Kozu and Mr. James L. Go. The non-voting member is the Chief Risk Management Officer, Mr. Danny Y. Yu.

**Functions.** The RC assists the Board in the performance of its functions to: (i) oversee Management's adoption and implementation of a system for assessing, monitoring, and managing key risk areas; (ii) review Management's reports on the Company's major risk exposures; and (iii) review Management's plans and actions to minimize, control or manage the impact of such risks.

The purposes, duties, and powers of the RC may be viewed in the RC Charter on the PLDT website at:



**Activities.** The RC held five meetings in 2024. Its activities for the year included the following: (i) review of the PLDT Group Top Risks as identified by the Management Team; (ii) review and endorsement of the renewal of the Property Insurance Policy with the Center Head for Insurance, (iii) review of the Risk Committee Charter; and (iv) review and discussion with Heads and relevant officers of the risk profiles of the following: (a) Corporate Sustainability Office, (b) Regulatory and Strategic Affairs Group, (c) Network Group, (d) Information Technology Group, (e) Supply Chain Management Group, (f) Customer Experience Group, (g) People Group, (h) Property and Facilities Management, (i) Home Sales and Development, (j), Wireless Sales and Development, (k) Privacy Office, and (l) Cyber Security Operations Group.

## Technology Strategy Committee (TSC)

**Composition.** Our TSC is composed of four voting members and one non-voting member. The four voting members are executive director, Mr. Manuel V. Pangilinan, who is the chairman of this committee, and non-executive directors, Atty. Ray C. Espinosa, Mr. James L. Go, and Mr. Kazuyuki Kozu. The non-voting member is the Chief Operating Officer, Mr. Menardo G. Jimenez, Jr.

**Functions.** The TSC assists the Board in the performance of its functions to: (i) review and approve the strategic vision for the role of technology in PLDT's overall business strategy, including the technology strategy and roadmap of PLDT; (ii) fulfill its oversight responsibilities for PLDT's effective execution of its technology related strategies; and (iii) ensure the optimized use and contribution of technology to PLDT's business and strategic objectives and growth targets.

The purposes, duties, and powers of the TSC may be viewed in the TSC Charter on the PLDT website at:



**Activities.** The TSC held 15 meetings in 2024. Its activities included the review and discussion, together with the Technology Group and Management, and where appropriate, endorsement to the Board for approval, of the following: (i) technology budget items, (ii) technology strategies, programs, projects, initiatives and plans, including, among others, the Fixed Broadband Core Expansion and Fiber-To-The-Building Roll Out, and (iii) projects in support of business operations including, among others, the consolidated device buying plan. In addition to the TSC meetings, the 5G Stand Alone (5G SA) Briefing for the Committee was held in 2024.



## Data Privacy and Information Security Committee (DPISC)

**Composition.** Our DPISC is composed of five voting members. The members are non-executive directors, Atty. Ray C. Espinosa, and Mr. Kazuyuki Koza, and independent director, Mr. Bernido H. Liu; as well as executive directors, Atty. Marilyn A. Victorio-Aquino and Mr. Manuel V. Pangilinan, who is the chairman of this committee.

**Functions.** The DPISC assists the Board in the performance of its functions to (i) promote effective data privacy, information and cybersecurity governance; (ii) review and approve strategic plans on data privacy, information and cybersecurity; (iii) ensure accountability for compliance with regulatory standards and best practices on data privacy and information and cybersecurity; (iv) foster a culture of privacy, information and cybersecurity; and (v) oversee Management's adoption and implementation of a system for identifying, assessing, monitoring, and managing enterprise-wide data privacy and information and cybersecurity risks, including its framework, structure, policies, standards, and processes.

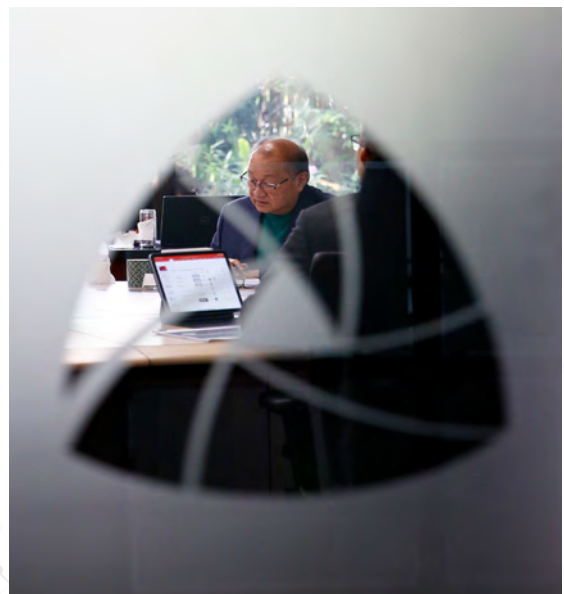
The purposes, duties, and powers of the DPISC may be viewed in the DPISC Charter on the PLDT website at:



**Activities.** The Committee reviewed, on a quarterly basis, a survey of international and local cybersecurity events, focusing on their geopolitical implications and third-party and supply chain management. The DPISC also discussed the operational statistics of the Cybersecurity Operations Group (CSOG), which included data on blocked access to malicious domains, SMSing messages, and rogue devices. The committee received updates on PLDT's risk posture and identified areas for improvement endorsed by the CSOG. The Chief Information Security Officer discussed the Company's cybersecurity strategy that is aligned with business objectives, risk management protocols,

and privacy considerations. Additionally, CSOG's education campaign to enhance employee awareness of cyber threats, including phishing simulations, was reviewed.

On privacy and data protection, the Committee reviewed and/or noted the updates from the Chief Data Privacy Officer (CDPO) on privacy regulations, including new issuances from the National Privacy Commission and the impact of recent legislation on PLDT's privacy operations. Statistics on privacy incidents, such as personal data breaches and the exercise of data subjects' rights, were presented, along with observed trends on recorded incidents and complaints. The Committee likewise discussed the updates on Privacy Office operations, including the statistics on the conduct of privacy risk assessments on various projects and initiatives. A key project presented to the Committee was the Unified Consent and Preference Management transformation. The Committee also noted a report from the CDPO on the Privacy Office's efforts to promote a culture of privacy and data protection via its education and awareness activities, both internally and with external partners.



# Management

Our Board exercises oversight on Management in accordance with the standards set in our CG Manual. The roles of Management and other offices involved in ensuring implementation of the corporate governance policies and requirements are discussed below.

## President and CEO

The President and CEO has general care, management, and administration of the business operations of PLDT. He ensures that the business and affairs of the Company are managed in a sound and prudent manner and that operational, financial, and internal controls are adequate and effective to ensure reliability and integrity of financial and operational information, effectiveness, and efficiency of operations, safeguarding of assets, and compliance with laws, rules, regulations, and contracts. Our President and CEO leads Management in developing and implementing business strategies, plans, and budgets to the extent approved by the Board. To enable the members of the Board to properly fulfill their duties and responsibilities, the President and CEO provides the Board with a balanced and understandable account of the Company's performance, financial condition, results of operations, and prospects on a regular basis. He directs Management to provide the Board/directors with adequate and timely information about the matters to be taken up in Board meetings and, upon the request of any director or the Board, to make presentations on specific topics and respond to further inquiries in relation thereto during Board meetings. He ensures that the directors have independent access to Management. The President and CEO communicates and implements the Company's Vision, Mission, Values, and overall strategy and promotes the appropriate enhancement in the organization or its stakeholder engagement in relation to the same. The President and CEO likewise serves as the link between internal operations and external stakeholders. Management formulates, with the oversight of the AC, financial reporting and internal control systems, rules and procedures. Other duties of the President and CEO are presented in the Company's CG Manual. On June 11, 2024, the PLDT Board appointed Mr. Manuel V. Pangilinan as

President and CEO at the Organizational Board Meeting following the ASM.

To ensure effective checks and balances when the roles of Chairman and President are held by the same person, and in order for the Board to benefit from independent views and exercise objective and independent judgment on all corporate affairs, the following safeguards are in place: (a) the duties and responsibilities of the Chairman and the President and CEO are clearly defined in Company's CG Manual; (b) the Board is supported by the following in its exercise of independent oversight over Management: three Independent Directors, and eight other Non-executive Directors, the AC composed entirely of Independent Directors, and the ECC, RC and GNSC with Independent Directors constituting the majority of their respective voting members; and (c) the Company's policies and procedures established to manage conflicts of interests.

## Corporate Secretary

The Corporate Secretary assists the Board in the conduct of its meetings, including the preparation of the schedule and agenda of Board meetings, and ensures that all Board procedures, rules, and regulations are observed by the directors, and that Management provides the Board with complete and accurate information necessary for judicious decision-making. The Corporate Secretary is responsible for the safekeeping and preservation of the integrity of the minutes of the meetings of the Board and Board Committees, as well as other official records of the Company, and contributes to the flow of information between the Board and Management, the Board and its committees, and the Board and the Company's stakeholders, including stockholders. The Board appointed Atty. Marilyn A. Victorio-Aquino as Corporate Secretary at the Organizational Board Meeting following the ASM.

## Chief Financial Officer

Our Chief Financial Officer (CFO) is responsible for overseeing PLDT's financial operations and decision-making based on short and long term strategic financial objectives. The CFO works closely with the President and CEO in establishing best practices in the implementation and communication of finance functions, programs, and operations covering business finance, financial controllership, tax management and advocacy, treasury, and revenue assurance and fraud risk management. The CFO likewise oversees asset management, strategic investor relations functions, compliance with relevant public disclosure requirements and financial standards, and the development of strategic plans to improve the Company's overall financial health and long-term viability. The Board appointed Mr. Danny Y. Yu as CFO at the Organizational Board Meeting following the ASM.

## Chief Audit Officer/Internal Audit Head

Our Chief Audit Officer/Internal Audit Head oversees and is responsible for the internal audit activities of PLDT, including any portion thereof that is outsourced to a third-party service provider. He reports functionally to the AC and administratively to the President and CEO. In the discharge of his duties, the Chief Audit Officer/Internal Audit Head is required to provide an annual assessment of the adequacy and effectiveness of the Company's processes for controlling activities and managing risks; report significant issues related to the processes for controlling activities, including potential improvements to such processes, as well as provide the status of management remediation concerning such issues; and periodically provide information on the status and results of the annual internal audit plan and the sufficiency of our internal audit organization's resources. The AC approved the appointment of the Internal Audit Head, Mr. Luis S. Reñon and the Board confirmed his reappointment at the Organizational Board Meeting. Subsequently, the Board approved the appointment of Ms. Gina B. Santos vice Mr. Reñon effective November 16, 2024. Other duties of the Chief Audit Officer/Internal Audit Head are presented in the CG Manual.

## Internal Audit Organization

Our Internal Audit Organization determines whether PLDT's structure of risk management, control, and governance processes are adequate and functioning, and provides reasonable assurance that, among others, significant financial, management, and operating information are accurate, reliable, and timely, and that employees act in compliance with policies, standards, procedures, and applicable laws and regulations. It provides a systematic and disciplined approach to the evaluation and improvement of the effectiveness of such processes. Internal audit examinations cover, at the minimum, the evaluation of the adequacy and effectiveness of controls covering the Company's financial reporting, governance, operations, and information systems, including the reliability and integrity of financial and operational information, effectiveness and efficiency of operations, protection of assets, and compliance with laws, rules, regulations, and contracts. It also provides recommendations on revenue opportunities, cost savings, and operational improvements. The internal audit organization complies with the International Standards for the Professional Practice of Internal Auditing.

## External Auditor

PLDT's External Auditor is appointed by the AC which reviews its qualifications, performance, and independence. To ensure objectivity in the performance of its duties, the external auditor or its lead audit partner is subject to the rules on rotation and change every five years; general prohibition on hiring by the Company of the External Auditor's staff; and full and appropriate disclosure to, and prior approval by the AC of all audit and non-audit services and related fees. Approval of non-audit work by the External Auditor is principally tested against the standard of whether such work will conflict with its role as an independent auditor or would compromise its objectivity or independence as such. Our external auditor is SGV & Co., a member practice of Ernst & Young (EY).

## Chief Governance Officer/ Corporate Governance Head

The primary responsibilities of the Chief Governance Officer/Corporate Governance Head include: (i) monitoring compliance with the provisions and requirements of corporate governance laws, rules, and regulations, (ii) reporting violations and recommending the imposition of disciplinary actions for such violations, and (iii) adoption of measures to prevent its repetition, subject to further review and approval by the Board, through the GNSC. The Chief Governance Officer/Corporate Governance Head assists the Board and the GNSC in the performance of their governance functions including the implementation of the corporate governance rules and policies, proper onboarding of new directors, and conduct of corporate governance trainings for directors and officers. Under the supervision and direction of the Chief Governance Officer/Corporate Governance Head, the CGO assists in the implementation of the corporate governance policies adopted by the Board. The Board appointed Atty. Ma. Magdalene A. Tan as Corporate Governance Head at the Organizational Board Meeting following the ASM.

## Chief Risk Management Officer

The Chief Risk Management Officer (CRMO) is tasked to: (i) plan the overall strategy of the different risk management units of the PLDT Group; (ii) review risk management activities and controls of the operational units; (iii) review internal and external factors that can negatively affect the PLDT Group risk profile; (iv) influence, and when necessary, challenge material risk decisions and initiatives; (v) monitor to ensure that risks are within the bounds of the risk appetite of the PLDT Group; and (vi) review and escalate risks to Management, the Risk Committee and the Board, as necessary, advising them on requisite actions. The Board appointed Mr. Danny Y. Yu as CRMO at the Organizational Board Meeting following the ASM.

### Group Enterprise Risk Management Department

The Group Enterprise Risk Management Department (GRMD) provides support to the

CRMO by implementing an integrated risk management program with the goal of identifying, analyzing, and managing the PLDT Group's risks to an acceptable level in order to enhance opportunities, reduce threats, and sustain competitive advantage. The implementation of the ERM process ensures that critical risks are well understood and effectively managed across all functions and units within the PLDT Group. This is achieved through the operationalization of the Enterprise Risk Management Framework (ERMF), a standardized approach to risk identification, assessment, and management.

The ERMF is aligned with the ISO 31000 Risk Management Standard, COSO's Enterprise Risk Management Framework, risk considerations found in the S&P Global Corporate Sustainability Assessment, and GRI Standards. The GRMD manages execution of the Three Lines of Defense Model to ensure that all layers of the organization contribute to managing enterprise risks through the implementation of identified controls and mitigation strategies. The GRMD facilitates the risk assessment exercise of Management, implements activities to build an effective culture of risk management across the organization, and communicates and reports significant risk exposures, including business risks, control issues, and risk mitigation plans to the Risk Committee.

## Chief Sustainability Officer

The Chief Sustainability Officer (CSO) heads the Corporate Sustainability Office and assists the President and CEO and the Board in developing and managing PLDT's overall sustainability strategy and roadmap. The CSO champions the enterprise-wide inclusion of sustainability in the business strategy, operational execution, and organizational culture, and works to ensure that the Company aligns with ESG global best practices and does business responsibly. The CSO is likewise tasked to develop the corporate narrative on sustainability and communicate progress accordingly. The Board appointed Ms. Melissa V. Vergel de Dios as CSO at the Organizational Board Meeting following the ASM.



## Chief Data Privacy Officer

The Chief Data Privacy Officer (CDPO) heads the Privacy Office and is tasked to (i) ensure the PLDT Group's compliance with data privacy laws, regulations, and best practices; (ii) provide direction to and coordinate closely with PLDT Group business units to ensure effective implementation of data privacy strategies including policies, procedures, processes, and compliance review; and (iii) collaborate with data protection authorities on behalf of the PLDT Group. The CDPO likewise provides regulatory and technical support to the DPISC on data privacy-related matters and functions. The Board appointed Ms. Leah Camilla R. Besa-Jimenez as CDPO at the Organizational Board Meeting following the ASM.

## Chief Information Security Officer

The Chief Information Security Officer (CISO) heads the Cyber Security Operations Group and is tasked to (i) improve, develop, and implement information and cybersecurity-related policies, processes, and technologies; (ii) ensure compliance with applicable laws, regulations, and standards; (iii) manage cybercrime related cases; (iv) collaborate with government and other private entities in the campaign against cyber threats and/or cybercrimes; and (v) ensure alignment of all PLDT Group companies on information and cybersecurity-related practices. The CISO likewise provides regulatory and technical support for information and cybersecurity-related matters and functions to the DPISC. On November 12, 2024, the Board appointed Mr. Patrick F. Santos as the Company's CISO.

# Business Ethics

GRI 2-15, 2-23, 2-24, 2-27, UNGC Principles 1-2

PLDT is dedicated to maintaining high standards of business ethics while striving to meet business targets and sustainability goals. Business decisions and actions are based on our core principles of Accountability, Integrity, Fairness, and Transparency, which guide business operations. These principles influence relationships within the organization and with stakeholders and are outlined in the CG Manual and the Code.

## Policies & Practices

PLDT follows the corporate governance and sustainability standards prescribed by Philippine law or recommended under the rules and regulations of the PSEC and the PSE. As a foreign private issuer with American Depositary shares listed in the NYSE, PLDT also complies with governance standards laid out in the relevant laws of the US and rules and regulations of the US SEC and NYSE. Being an associated company of First Pacific, a company listed in the HSKE, PLDT also benchmarks with the governance standards of Hong Kong.

**Corporate Governance Framework.** PLDT's corporate governance framework is embodied in the integrated system of governance structures, policies, and processes set out in PLDT's Articles of Incorporation, By-Laws, CG Manual, Code, and Corporate Shared Value Statement. Our business

principles are embodied in implementing policies including the Supplier/Contractor Relations Policy, COI Policy, EWB Policy, Gift-Giving Policy, Gifts Policy, Material Related Party Transactions Policy, Guidelines on Related Party Transactions, and Disclosure Rules, among others. PLDT's key subsidiaries have adopted corporate governance rules and policies similar in substance and form to the foregoing corporate governance policies and suited to their business environments and contexts and appointed their respective corporate governance or compliance officers according to the same policies.

All corporate governance policies of the Company are reviewed at least once every two years to ensure that they are appropriate for PLDT, benchmarked with global best practices, and compliant with applicable laws and regulations.

**Manual on Corporate Governance.** Our CG Manual, which was approved and adopted by the Board on May 12, 2017, in accordance with the CG Code for PLCs, defines our corporate governance framework and structure. Together with PLDT's Articles of Incorporation and By-Laws, it assigns and delineates functions and responsibilities, and entrusts powers, authorities, and resources for the execution of such functions and responsibilities. The CG Manual provides, among other matters, the composition and responsibilities of the Board, the Company's duties towards its shareholders in general, its minority shareholders and its other stakeholders, and the Company's obligation to comply with applicable disclosure rules.

A copy of the CG Manual is posted on the website at:



#### **Code of Business Conduct and**

**Ethics.** Our Code defines PLDT's corporate governance principles of integrity, accountability, transparency and fairness which the Company shall observe in the conduct of its business. It sets the governance and ethical standards that shall govern and guide all business relationships of the Company, its directors, officers, and employees.

The Code provides that disciplinary actions against violators shall include suspension, dismissal and/or the filing of appropriate civil and/or criminal actions, as may be warranted. Violators are defined as (i) persons who commit prohibited acts or who fail to implement prescribed acts when there is an obvious opportunity to do so; (ii) employees who knowingly abet such acts of commission or omission or who fail to report such acts that violate the Code; and (iii) persons of authority who fail to impose the necessary disciplinary measures against violators.

A copy of the Code is posted on the website at:



The implementation of the Code within the organization is reinforced by enabling policies such as the COI Policy, Supplier/Contractor Relations Policy; EWB Policy; Gifts Policy; and Gift-Giving Policy which, in conjunction with the Code, embody PLDT's anti-corruption policy. On September 17, 2024, the Board reviewed and approved the updated Code that is aligned with international best practices on corporate governance and sustainability.

#### **Conflict of Interest Policy (COI Policy).**

This policy enjoins PLDT directors, employees, and consultants to promptly disclose conflict of interest situations to relevant authorities. If warranted, the person concerned should obtain appropriate approvals and inhibit from any action, transaction, or decision involving an existing or potential conflict of interest. The Company has established an online conflict of interest disclosure system to facilitate the immediate disclosure of conflicts of interest. In 2024, no reports of prohibited conflict of interest situations were received. Prohibited conflict of interest situations involve a breach of fiduciary duty by a director or officer who acquires or attempts to directly or indirectly acquire a business opportunity pertaining to the Company's business; and/or a grant or credit arrangement in the form of a loan from the Company or any subsidiary or affiliate to any director or officer, unless allowed by applicable laws and regulations.

#### **Material Related Party Transactions (MRPT) Policy and Guidelines on the Proper Handling of Related Party Transactions (RPT Guidelines).**

The policy provides the processes, controls, and safeguards for the proper handling of related party transactions, including review, approval, and disclosure, consistent with applicable laws and regulations.

The MRPT Policy applies to related party transactions that meet the Materiality Threshold as therein defined and covers PLDT and the

PLDT Group. On the other hand, related party transactions that are below the Materiality Threshold in the MRPT Policy are covered by the RPT Guidelines. The RPT Guidelines provides the process of review, approval, and disclosure of PLDT's RPTs that are subject to review and approval by the designated authorities. The review's principal focus is whether an RPT is on arm's-length terms and is in the best interest of PLDT and its shareholders as a whole, considering all relevant circumstances. MRPTs are reviewed by the Audit Committee, which is composed entirely of independent directors, and subject to approval by the Board.

The Head of Financial Controllershship Sector, in coordination with the Company's Disclosure Committee, is responsible for the disclosure of RPTs in the relevant financial reports as required under Philippine Accounting Standard 24, Related Party Disclosures, and other applicable disclosure requirements.

A copy of the MRPT Policy is posted on the website at:



**Policy on Gifts, Entertainment and Sponsored Travel (Gifts Policy).** The Gifts Policy provides safeguards on the receipt and acceptance of gifts given by third parties to ensure that such gifts do not affect the objective, independent, or effective performance by directors, officers, and employees of their duties to PLDT. The Company has established an online gifts disclosure system to facilitate the immediate disclosure of offers or receipt of gifts from third parties.

**Policy on Gift-Giving Activities (Gift-Giving Policy).** The Gift-Giving Policy, which, together with the Code, embodies the Company's anti-corruption policy, prohibits direct and indirect bribery and corrupt practices in compliance with applicable laws and regulations. The policy provides guidance and procedural safeguards with respect to gift-giving activities to government officials and employees and to business partners, for or on behalf of the Company. The policy seeks to ensure that such

activities are compliant with applicable laws, respectful of the intended recipient's gifts policy, and consistent with PLDT's core principles and policies. For the effective implementation of the anti-corruption policy: (i) the Gift-Giving Policy provides procedural safeguards and internal controls pertaining to the offering or giving of gifts which are prohibited or regulated by law; (ii) its implementation is reinforced by related policies such as the CG Guidelines for Suppliers which prohibits bribery in connection with business transactions involving the Company and its suppliers, as well as Company policies on gifts, entertainment and sponsored travel, whistleblowing, supplier relations, and conflict of interest; and (iii) it is carried out through appropriate monitoring and preventive measures which include internal controls, such as SOX 404 standards, training and communication programs, whistleblowing facilities, third party due diligence and enforcement mechanisms, and participation in multi-sectoral anti-corruption initiatives to eliminate graft and corruption.

In 2024, PLDT's annual governance e-learning for employees included a refresher on key good governance principles, the gifts and other governance policies, practical scenarios, policy applications, and compliance standards. New employees were oriented on corporate governance policies, including the Code of Ethics and Gift-Giving Policy, alongside data privacy and cybersecurity, among others. Reminders on the importance of adhering to these policies were reinforced through email advisories, workplace posts, the intranet knowledge base, and employee feedback mechanisms. During the Christmas season, to remind employees of the standards of conduct required by the Board and Management on gifts, an advisory was issued to all employees, and specific guidance and instructions were given to officers, executives, and consultants on compliance with anti-corruption laws, regulations and relevant policies.

**Supplier/Contractor Relations Policy.** This policy establishes clear rules for arm's-length transactions and fair treatment of prospective

and existing suppliers. The policy specifically adopts the processes of vendor qualification and competitive bidding as the general rule to ensure that contracts are awarded only to qualified vendors who offer the best value for money for PLDT's requirements.

External parties, including suppliers and contractors, may report concerns and violations of the policy to the CGO at CGOHotline@pldt.com.ph.

#### **Expanded Whistleblowing Policy (EWB Policy).**

This policy provides guidelines on handling employee disclosures or complaints regarding (i) violations of corporate governance rules, including the aforementioned CG policies; (ii) questionable accounting and auditing matters; and (iii) violations or offenses covered by the PLDT Employee Handbook. Under the EWB Policy, all employees and stakeholders who come forward in good faith to report violations or any act that may be considered contrary to the Company's values may submit a disclosure or complaint regarding such violations to the CGO through Whistleblowing Helplines. The Helplines include a confidential intranet whistleblowing reporting system provided by an independent third party, electronic mail at CGOHotline@pldt.com.ph. Reporters may also visit the CGO located at the 4th Floor, Makati General Office Building, De la Rosa corner Legaspi Streets, Makati City. As for Smart, disclosure or complaints may be reported via the whistleblowing web portal at <https://Smart.com.ph/About/Smart-whistleblower-report-form>. For both PLDT and Smart, anonymous disclosures or complaints are allowed and duly processed, subject to certain conditions. In all processes and activities related to a whistleblowing disclosure/complaint, utmost confidentiality is observed to ensure the integrity of the process and protect the parties, employees, or officers who are allegedly involved therein. The policy likewise protects whistleblowers and witnesses from retaliation, which is prohibited, while also protecting alleged violators from malicious, baseless, and fabricated complaints. The periodic Whistleblowing Reports

and the Whistleblowing System are reviewed by the GNSC and the AC, the latter of whose members are all independent directors. As of December 31, 2024, four new whistleblowing cases were received by PLDT: (i) two cases were resolved and closed with Management's adoption of appropriate risk mitigation measures, and (ii) two cases are under investigation or preliminary evaluation. Six new cases, which were determined to fall under the jurisdiction of the line management and/or outside the scope of the EWB Policy, were received: (i) five cases were resolved and closed, and (ii) one case is ongoing investigation.

In Smart, six new whistleblowing complaints were received and closed during the year. For cases that fall under the jurisdiction of the line management and/or are outside the scope of the EWB Policy, one new case was received which is pending preliminary evaluation.

No new whistleblowing complaint was received by PGI, ePLDT, DTPI, and DPMI. No complaint on retaliation was received by PLDT and its subsidiaries in 2024.

**Incentive-based Compensation Clawback Policy (Clawback Policy).** Approved by the PLDT Board and effective from October 2, 2023, the Clawback Policy was instituted to implement the recovery of erroneously awarded incentive-based compensation from current or former PLDT executive officers, including executive directors, in the event that the Company is required to prepare an accounting restatement, provided that such incentive-based compensation was received during the three completed fiscal years immediately preceding the date the Company is required to prepare the accounting restatement. As a foreign private issuer with American Depositary shares listed and traded on the NYSE under the ticker symbol PHI, the Clawback Policy complies with applicable NYSE Listing Standards and US Securities laws and regulations.



A copy of the Clawback Policy is posted on the website at:



**Blackout Periods/Restrictions on Trading of shares (Insider Trading Policy).** PLDT's Code prohibits directors, officers, and employees from dealing in the Company's shares when in possession of material non-public information about and involving the Company. In any exceptional case, prior notice to PLDT should be made of any such dealing, in accordance with the Company's Insider Trading Policy on Blackout Periods/Restriction on Trading of shares. Under the policy, to enable the timely filing of

the required disclosures to the PSEC and the PSE, directors and officers are enjoined to report to the Company their dealings in the Company's shares, within three trading days from the date of the transaction, regardless of whether such dealings were made during or outside the blackout periods.

In 2024, PLDT received and resolved zero cases of insider trading. Results and reports on PLDT's blackout periods are published on the website at:



RESTRICTED PERIODS ON BUYING/SELLING PLDT SHARES		
PLDT Results/Reports	Results/Reports Release Date	Blackout Period
Full Year 2024 Audited Financial Results	February 27, 2025	February 12–March 3, 2025
Declaration of Cash Dividend on Outstanding shares of Voting Preferred Stock:	January 28, 2025	January 28 – 30, 2025
Declaration of Cash Dividend on Outstanding shares of Voting Preferred Stock:	December 3, 2024	December 3 – 5, 2024
Q3 Financial Results	November 12, 2024	October 28 – November 14, 2024
1H Financial Results	August 13, 2024	July 29 – August 15, 2024
Declaration of Cash Dividend on Outstanding shares of Voting Preferred Stock:	June 11, 2024	June 11 – June 14, 2024
Q1 Financial Results	May 9, 2024	April 24 – May 13, 2024
Full Year 2023 Audited Financial Results	March 26, 2024*	February 6 – April 1, 2024
Full Year 2023 Unaudited Financial Results	March 7, 2024	February 6 – March 11, 2024
Declaration of Cash Dividend on Outstanding shares of Voting Preferred Stock:	January 30, 2024	January 30 – February 1, 2024



## Directors' and Officers' Shareholdings in the Company in the Year 2024

PLDT has clear policies regarding the trading by directors, officers and employees in the Company's own securities intended to align their interests with those of the shareholders and other stakeholders.

Trading in company shares by directors and officers in the year 2024 is presented in the table below.

	Number of Company Shares <sup>1</sup>			
	Starting Balance <sup>2</sup>	Acquired	Disposed	Ending Balance <sup>3</sup>
<b>A. Directors</b>				
1. Manuel V. Pangilinan	311,911	51,610		363,521
2. Santiago Dionisio R. Agdeppa <sup>4</sup>	1 <sup>5</sup>			1
3. Marilyn A. Victorio-Aquino	27,395			27,395
4. Helen Y. Dee	53,735 <sup>6</sup>			53,735
5. Ray C. Espinosa	42,743			42,743
6. James L. Go	982,724			982,724
7. Kazuyuki Kozu	1			1
8. Bernido H. Liu	1			1
9. Rolando L. Macasaet <sup>7</sup>	1 <sup>1</sup>			1 <sup>8</sup>
10. Artemio V. Panganiban	7,771			7,771
11. Alfredo S. Panlilio	33,505		22,000	11,505
12. Kazutoshi Shimizu <sup>9</sup>	1 <sup>1</sup>			1
13. Bernadine T. Sig	1,500			1,500
14. Naoki Wakai <sup>10</sup>	1			1 <sup>4</sup>
15. Marife B. Zamora	60			60
<b>B. Officers</b>				
1. Victorico P. Vargas	17,085			17,085
2. Menardo G. Jimenez, Jr.	8,044			8,044
3. Danny Y. Yu	0			0
4. Emmanuel Ramon C. Lorenzana <sup>11</sup>	0			0 <sup>12</sup>
5. Gina Marina P. Ordoñez	5,141			5,141
6. Jeremiah M. De la Cruz	0			0
7. Joseph Ian G. Gendrano	897			897
8. John Gregory Y. Palanca	793			793
9. Luis S. Reñon	55			55
10. Leo I. Posadas	9,705 <sup>13</sup>			9,705
11. Joan A. De Venecia-Fabul	244			244
12. Patrick F. Santos <sup>14</sup>	0 <sup>15</sup>			0
13. Melissa V. Vergel de Dios	4,025			4,025
14. Gil Samson D. Garcia	33			33
15. Katrina L. Abelarde	1,211			1,211
16. Benedict Patrick V. Alcoseba	1,454			1,454

<sup>1</sup> Includes directly and indirectly owned shares in PLDT. Changes in shareholdings were disclosed in the Statements of Changes in Beneficial Ownership of Securities filed with the Securities Exchange Commission and Philippine Stock Exchange, Inc. and are posted on the Company website at <http://pldt.com/investor-relations/shareholder-information/beneficial-ownership>

<sup>2</sup> As of December 31, 2023.

<sup>3</sup> As of December 31, 2024.

<sup>4</sup> Atty. Santiago Dionisio R. Agdeppa was elected as a director of PLDT effective November 12, 2024 and shall serve the unexpired term of his predecessor in office, Mr. Rolando L. Macasaet.

<sup>5</sup> As of date of election.

<sup>6</sup> Includes 2,780 shares for the account of Michelle Y. Dee-Santos and 245 shares under the name of Helen Y. Dee, both under PCD Nominee Corporation, and 21,957 shares owned by Hydee Management Corporation.

<sup>7</sup> Mr. Rolando L. Macasaet resigned as a member of the Board of Directors effective October 6, 2024.

<sup>8</sup> As of date of resignation.

<sup>9</sup> Mr. Kazutoshi Shimizu was elected as a director effective August 13, 2024 and shall serve the unexpired term of his predecessor in office, Mr. Naoki Wakai.

<sup>10</sup> Mr. Naoki Wakai resigned as director effective on August 12, 2024.

<sup>11</sup> Mr. Emmanuel Ramon C. Lorenzana separated from service effective March 1, 2024.

<sup>12</sup> As of date of separation.

<sup>13</sup> Includes 140 shares for the account of Jose Antonio G. Posadas under PCD Nominee Corporation.

<sup>14</sup> The appointment of Mr. Patrick F. Santos as First Vice President/PLDT Chief Information Security Officer and Cybersecurity Operations Head effective November 1, 2024 was confirmed by the Board of Directors at its meeting held on November 12, 2024.

<sup>15</sup> As of date of appointment.

Number of Company Shares <sup>1</sup>				
	Starting Balance <sup>2</sup>	Acquired	Disposed	Ending Balance <sup>3</sup>
<b>B. Officers</b>				
17. Andrew T. Atienza <sup>4</sup>	0			0
18. Marco Alejandro T. Borlongan	3,053			3,053
19. Mary Julie C. Carceller	0			0
20. Bernard H. Castro	0			0
21. Darlene Stephanie D. Chiong	75			75
22. Joseph Michael Vincent G. Co	0			0
23. Victor Emmanuel S. Genuino II	3,000			3,000
24. John John R. Gonzales	1,128			1,128
25. Ma. Criselda B. Guhit	2,694			2,694
26. Leah Camilla R. Besa-Jimenez	3,480			3,480
27. Gary Manuel Y. Kho	0			0
28. Albert Mitchell L. Locsin	8			8
29. Loreevi Gail O. Mercado	1,312			1,312
30. Anna Karina V. Rodriguez	0			0
31. Jeanine R. Rubin	0			0
32. Bernadette C. Salinas	669			669
33. Roderick S. Santiago	0	750		750
34. Gina B. Santos <sup>5</sup>	390			390
35. Patrick S. Tang	0			0
36. Victor Y. Tria	2,167			2,167
37. Jude Michael H. Turcuato	0			0
38. Catherine L. Yap-Yang <sup>6</sup>	1,900			1,900
39. John Henri C. Yanez	968			968
40. Ma. Magdalene A. Tan	0			0
41. Mark David P. Martinez	116		116	0
42. Minerva M. Agas	1,625			1,625
43. Cecille M. Alzona	266			266
44. Roy Victor E. Añonuevo	551			551
45. Tito Rodolfo B. Aquino, Jr.	890			890
46. Maria Cecilia A. Arevalo	633			633
47. Rona M. Erfe-Aringay	0			0
48. Jerameel A. Azurin	1,304			1,304
49. Francis A. Bautista	767			767
50. Dianne M. Blanco	20	480		500
51. Benjamin Jose C. Causon, Jr.	297			297
52. Ma. Monica M. Consing	298			298
53. Branden B. Dean	0			0
54. Ramil C. Enriquez	553			553
55. Aniceto M. Franco III	756			756

<sup>1</sup> Includes directly and indirectly owned shares in the Company. Changes in shareholdings were disclosed in the Statements of Changes in Beneficial Ownership of Securities filed with the Securities Exchange Commission and Philippine Stock Exchange, Inc. and are posted on the Company website at PLDT Investor Relations Shareholder Information>Beneficial Ownership.

<sup>2</sup> As at December 31, 2023.

<sup>3</sup> As at December 31, 2024.

<sup>4</sup> The appointment of Mr. Andrew T. Atienza as First Vice President/Head of Supply Chain Management effective July 16, 2024 was confirmed by the Board of Directors at its meeting held on August 13, 2024.

<sup>5</sup> The appointment of Ms. Gina B. Santos as First Vice President/Internal Audit Head effective November 16, 2024 was approved by the Board of Directors at its meeting held on November 12, 2024.

<sup>6</sup> Ms. Catherine L. Yap-Yang retired from service effective December 1, 2024.

Number of Company Shares <sup>1</sup>				
	Starting Balance <sup>2</sup>	Acquired	Disposed	Ending Balance <sup>3</sup>
<b>B. Officers</b>				
56. Rai Antonio A. De Jesus	95			95
57. Leonard A. Gonzales	120			120
58. Silverio S. Ibay, Jr.	1,375			1,375
59. Gary F. Ignacio	1,108			1,108
60. Javier C. Lagdameo	1,875			1,875
61. Ser John S. Layug	700			700
62. John Henry S. Lebumfacil	220	15		235
63. Armando Dodjie T. Lim <sup>4</sup>	532			532
64. Czar Christopher S. Lopez	1,970			1,970
65. Paolo Jose C. Lopez	0			0
66. Ma. Carmela F. Luque	1,635			1,635
67. Evert Chris R. Miranda	0			0
68. Ruby S. Montoya	374			374
69. Marseille N. Nograles <sup>5</sup>	0			0
70. Oliver Carlos G. Odulio <sup>6</sup>	1,484			1,484
71. Audrey Lyn S. Oliva	0			0
72. Charles Louis L. Orcena	25			25
73. Ivan G. Pablo <sup>7</sup>	2,400 <sup>8</sup>	550		2,950
74. Regina P. Pineda	447			447
75. Emerson C. Roque	651			651
76. Marielle M. Rubio	0			0
77. Maria Christina C. Semira	969			969
78. Arvin L. Siena	1,488			1,488
79. Jerone H. Tabanera	511			511
80. Carla Elena A. Tabuena	1,362			1,362
81. Jecyn Aimee C. Teng	52			52
82. Milan M. Topacio	457			457
83. Ma. Delia V. Villarino	0			0
84. Radames Vittorio B. Zalameda	382			382

<sup>1</sup> Includes directly and indirectly owned shares in the Company. Changes in shareholdings were disclosed in the Statements of Changes in Beneficial Ownership of Securities filed with the Securities Exchange Commission and Philippine Stock Exchange, Inc. and are posted on the Company website at PLDT Investor Relations>Shareholder Information>Beneficial Ownership.

<sup>2</sup> As at December 31, 2023.

<sup>3</sup> As at December 31, 2024.

<sup>4</sup> Mr. Armando Dodjie T. Lim separated from service effective December 16, 2024.

<sup>5</sup> The appointment of Ms. Marseille N. Nograles as Vice President/Investor Relations Head effective November 1, 2024 was confirmed by the Board of Directors at its meeting held on November 12, 2024.

<sup>6</sup> Atty. Oliver Carlos G. Odulio retired from service effective September 1, 2024.

<sup>7</sup> Mr. Ivan G. Pablo separated from service effective May 4, 2024.

<sup>8</sup> Shares owned by Jemily Summer Sy Uy Pablo, spouse of Mr. Ivan G. Pablo and registered under PCD Account.

## Employees' Training & Education

For employees, the Company conducts orientation and periodic training and refresher sessions on Company policies, including corporate governance policies, information and cybersecurity, data privacy, business continuity and resilience, sustainability, internal controls, diversity, gender-based sexual harassment, leadership, skills building, and wellness and development supplemented by appropriate communication materials and feedback mechanisms.

To ensure that lines of communication between employees and Management are available and accessible, Whistleblowing Helplines are in place, an online knowledge hub of all Corporate Governance Policies is available, and guidance on COI disclosure, whistleblowing, and the Gift-Giving and Gifts Policies are cascaded to employees. The orientation of new employees include familiarization with Corporate Governance Policies, including the whistleblowing policy and reporting system.



Questions on the interpretation and application of these Corporate Governance Policies are submitted by employees to the CGO via the online CG query facility for appropriate guidance. Relevant advisories on Corporate Governance Policies are likewise periodically issued.

In Smart, as part of continuing culture-building initiatives, the #CGSerye, #CGQandA, and #CGStory were regularly issued to provide guidance on the application of corporate governance policies, while the #CGVACS initiative provided inspirational weekly quotes for employees, with express permission from "The Conscience Code" author, scholar, and Wharton School professor, Mr. G. Richard Shell.

## Monitoring & Evaluation GRI 2-18

PLDT monitors and evaluates the effectiveness of its corporate governance through: (i) an annual performance self-assessment conducted by the Board and the Board Committees, (ii) the periodic review of the implementation and effectiveness of CG policies, and (iii) an annual compliance evaluation conducted by Management, and other tools employed to monitor the implementation of the CG policies. A cross-functional evaluation system is also in place whereby the heads of the various business and support groups/units conduct an evaluation of their group/unit's CG compliance. The periodic process uses an evaluation questionnaire consisting of the governance standards recommended in the CG Code for PLCs which are applicable and relevant to their respective functions. The results of the evaluation conducted by the heads are consolidated as input to our Integrated Annual Corporate Governance Report (I-ACGR) that is submitted to the PSEC and PSE. In compliance with the respective memorandum circulars of the PSEC and the PSE, PLDT filed its I-ACGR on May 30, 2024. PLDT confirms compliance with its CG Manual which contains relevant provisions of the CG Code for PLCs and certain corporate governance standards under the US Securities Exchange Act and NYSE Listed Company Manual.

PLDT has likewise incorporated CG standards in the performance evaluation of employees and

has included violations of CG rules as a cause for disqualification from incentives and rewards in our Policy on Employee Qualification for Incentives and Rewards.

In 2024, PLDT was recognized by the Institute of Corporate Directors, in cooperation with the PSEC and PSE, as a top performing Philippine Publicly Listed Company as it achieved the ACGS Three Golden Arrow Award based on standards and best practices in the ASEAN Corporate Governance Scorecard (ACGS). The ACGS measures the performance of companies in the areas of rights and equitable treatment of shareholders, engagement with stakeholders, transparency and accountability, and Board oversight, among other criteria.

## Sustainability Commitment

Tightly linked to PLDT's corporate governance philosophy is our commitment to sustainability and doing business responsibly. The PLDT Group aspires to achieve industry leadership in sustainability by embedding sustainability to our strategy and operations. This is exemplified by the inclusion of sustainability and ESG targets in our organization-wide performance and compensation program, that includes key officers and executives.

The performance metrics for sustainability cover our various materiality areas, including climate action initiatives to reduce energy consumption and GHG emissions, employee and customer welfare, diversity and inclusion, cybersecurity and data privacy, and business ethics.

In developing our sustainability roadmap, the PLDT Group is guided by 12 ESG material topics identified by our stakeholders to be the most important to the Group. These are anchored on four pillars: Connection, Conservation, Concern, and Commitment. We also align with globally recognized standards and benchmarks for sustainability reporting and periodic communication on ESG progress.

The PLDT Group endeavors to continuously use our industry leadership and influence to create lasting value, drive positive impact, and inspire

action to ensure, not only the Group's long-term existence, but also to act as stewards of the planet for future generations. Details of the PLDT Group's sustainability roadmap and information are set out in the Sustainability Report.

The 2023 Sustainability Report is published on the website at:



### Corporate Shared Value

The Corporate Shared Value (CSV Statement) is the articulation of our belief that helping to deliver positive impact on the lives of the Filipino people is an integral part of our business. The CSV Statement enumerates the broad responsibilities that PLDT assumes as it operates and conducts its business.

Pursuant to the CSV Statement, the PLDT Group's social programs leverage its technology and digital services and the volunteer spirit of its employees to implement programs on education, livelihood, disaster resilience, environment, agriculture, internet safety and sports that aim to enable the digital inclusion of Filipinos and create meaningful connections among communities towards a sustainable future. Our CSV programs and activities are reported in the Sustainability Report released annually since 2016.

A copy of the CSV Statement is published on the website at:



## Stakeholder Engagement GRI 2-29

In fulfilling our commitments to our stakeholders, we are guided by our Code and General Practice (GP) on Stakeholder Engagement. The GP on Stakeholder Engagement aims to promote a culture of good governance through the observance of our core principles of integrity, accountability, fairness and transparency in dealings with our stakeholders. Together with our Code, the GP on Stakeholder Engagement is the articulation of our belief in empowering Filipinos across sectors through meaningful connections that can help improve overall well-being. We believe that as we seek to enhance value for our shareholders, we

have a responsibility to provide quality products and services for our customers, develop the talents and skills of our employees, work with our suppliers and business partners in an ethical and mutually beneficial manner, and enable our communities to participate in nation-building.

### Investors/Shareholders

PLDT fosters the values of transparency and fairness in its dealings with investors and shareholders. We respect, promote and uphold shareholders' rights, including the right to vote; preemptive right; the right to inspect corporate books and records, including minutes of Board meetings and stock registries, subject to certain conditions; the right to timely receive relevant information, whether in print or digital form; the right to dividends; and appraisal right.

### *Right to participate effectively and vote in annual shareholder meetings*

We encourage shareholder participation in annual and special meetings, offering flexible attendance options, including in-person, hybrid, and virtual formats. We apprise shareholders ahead of time of their right to appoint a proxy, in case they cannot personally attend and exercise their voting right. Our minority shareholders have the right to nominate candidates for directors, including independent directors, and have the right to cumulative voting which enables minority shareholder representation in the Board. Relevant meeting materials such as the notice, agenda, information statement, and annual report are made available to the shareholders in print or digital form and through our website to enable them to make a sound and informed judgment on all matters tabled for their consideration or approval. As required by regulations, the Notice of ASM includes voting procedures, the profile of each director, including each director's date of first appointment, information on our external auditor, proxy forms, and the rationale and explanation for each agenda item.

In the 2024 ASM held on June 11, shareholders

had the option to register and vote remotely, with detailed instructions for online registration and participation provided in the Notice of Meeting, which was posted on our website at:



Pursuant to PSEC guidelines, in 2024, an electronic copy of the Information Statement, 2023 Management Report, 2023 Annual Report in PSEC Form 17-A, including our Sustainability Report, and Quarterly Report for the first quarter 2024 in PSEC Form 17-Q, were posted on our website and the PSE EDGE portal more than 28 days before the ASM, and the Notice and Agenda were published in two newspapers of general circulation in print and online format.

Shareholders representing 84.26% of the total outstanding shares of Common and Voting Preferred Stocks, as of the record date April 15, 2024, participated in the 2024 ASM either in person, remotely, or through proxies. Voting results were promptly posted on our website immediately following the ASM, while the recorded webcast remained accessible for two weeks on the website following the meeting. The tabulation, registration, and reporting system were reviewed and tested by an independent third party, SGV & Co., whose representatives were present in the meeting to check the completeness and accuracy of the encoded proxies, voting instructions, attendance, and voting results.

The ASM Minutes detail the attendance of the Board and key officers, the resolutions adopted, the directors elected, voting results and the questions raised by the shareholders, along with the corresponding responses.

To view the 2024 PLDT ASM Minutes, you may refer to the website at:



#### **Shareholder Engagement beyond ASM**

**Special meetings of stockholders.** Special meetings of the stockholders may be called at any time by the chairman of the Board, or three

of the directors, or by stockholders representing two-thirds (2/3) of the shares of the corporation issued and outstanding and entitled to vote. A written or printed notice stating the meeting's date, time, place, and purpose is sent to each stockholder at least 15 days in advance, as specified in the Company's By-Laws. In 2024, no special meeting of stockholders was called and convened.

Shareholders representing at least a majority of the shares of the Corporation issued and outstanding and entitled to vote may likewise grant directors with compensation and approve the amount thereof at any annual or special meeting. In 2024, except for our executive directors, directors did not receive stock options, performance incentives, bonuses, or any other form of compensation from the Company.

**Right to dividends.** PLDT's dividend policy provides for a regular dividend payout rate of 60% of Telco Core Earnings Per share as regular dividends. The dividend policy considers, among others: (i) the levels of capital expenditures to build a robust, superior network to support customer demand and the continued growth of data traffic; (ii) plans to invest in new adjacent businesses that will complement the current business and provide future sources of profits and dividends; and (iii) management of cash and gearing levels. Depending on business funding requirements and investments opportunities, the Company may consider the option of returning additional cash to shareholders in the form of special dividends or buybacks. In 2024, we maintained a dividend payout of approximately 60% of our Telco Core Earnings, reinforcing our commitment to delivering steady shareholder returns. The dividends were paid promptly within 30 days of declaration.

Information on PLDT's 2024 Dividend Declarations is available on the website at:



#### **Right to timely receive relevant information.**

PLDT ensures the timely disclosure and filing of reports with the PSEC, PSE, and as applicable, the US SEC and NYSE, as well as the posting of

such reports on the Company's website, once approved by the PSE. Such reports cover, among others, all significant action taken at the Board meetings and annual or special stockholders' meetings, and, where appropriate, the votes obtained for each of such actions.

PLDT ensures that the material information and transactions that could potentially affect the market price of the Company's shares are disclosed in a timely manner and filed with the PSEC, and PSE, and as applicable, with the US SEC and NYSE. In this regard, information on, among other matters, financial and operating results, including sustainability initiatives, acquisition or disposal of significant assets, related party transactions, changes in directors and officers, shareholdings of directors and officers and any changes thereto, and remuneration of directors and key officers are promptly and accurately disclosed. Our audited annual financial report in PSEC Form 17-A for the year 2024 was released within 60 days from the financial year-end.

Disclosures/organizational announcements for the year 2024 may be accessed on the website at:



***Pre-emptive Rights, Appraisal Rights and Mergers and Acquisitions.*** Our shareholders are entitled to appraisal rights that allow dissenting shareholders fair compensation for their shares if they oppose certain corporate actions and exercise their appraisal right. Shareholders also have preemptive rights, that grant existing shareholders the first opportunity to purchase new shares before they are offered to the public.

In cases of mergers and acquisition, we comply with the documentary, substantive and procedural requirements under the Revised Corporation Code, Securities Regulation Code and its Implementing Rules and Regulations, and rules and regulations of the SEC and PSE regarding acquisition of corporate control in the capital markets, extraordinary transactions such as mergers and acquisitions or sales/disposals of substantial portions of corporate assets. Such requirements include, without limitation, approval by the Board and, as applicable, by the stockholders in meetings

duly called and convened for such purposes; prompt, full and fair disclosure of the material terms thereof, the conduct of a tender offer (as applicable), and obtaining a fairness opinion from an independent financial adviser. It is also the Board's policy to create a Special Committee or task the Audit Committee composed of independent directors to independently review the terms and conditions of any acquisition of corporate control or extraordinary transaction, with the assistance of an independent financial adviser.

***Investors' Briefings.*** PLDT regularly conducts quarterly analysts' and investors' briefings to discuss financial and operating results, podcasts of which are posted in the Investor Relations section of the PLDT website. Published on our website are the appropriate reference materials, disclosures, and press releases covering significant topics of interest to the shareholders. As warranted, the Company conducts special briefings to discuss other important developments.

Our Investor Relations Center has regular engagements and meetings with fund managers, investors, and analysts, which may include access to PLDT's Top Management. Shareholders who wish to raise matters or concerns relating to the business of the Company, their investments and rights, may elevate such matters to the Corporate Secretary, the Head of Investor Relations, or concerned members of PLDT's Management or the Board.

### **Customers**

PLDT serves a broad range of customers from individuals, residential, micro, small and medium enterprises (SME), and large enterprises, including the public sector. We continuously endeavor to provide best-in-class experiences to fulfill our customers' needs and expectations regarding responsive products and services, quality of service, pricing, application, service provisioning processes, repair and restoration services, and billing and payment services. We engage with our customers through various traditional and digital touchpoints and empower them to resolve their



concerns through self-help channels with the end view of knowing and understanding their product and service needs. These channels help us to promptly address their concerns and identify areas where we can further enhance customer experience.

### Employees

PLDT respects the rights of its employees, among which are the right to self-organization, safe and healthy working conditions, professional development, and community-building social activities. We offer opportunities for leader-led, employee-owned, and digital-enabled people programs all aligned with our mission to deliver best-in-class employee experience. Career advancement opportunities are also adequately available within a performance and merit-based system. Compensation and incentives are determined based on performance and accomplishments, and dedicated staff, facilities, and digital or social platforms are made available to support the Company's training, development, and engagement programs.

### Regulators

PLDT operates within relevant legislative and regulatory frameworks and complies with the applicable requirements thereunder. We participate in public policy forums, conferences, and hearings conducted by government and regulatory agencies on policies and regulations that have implications on and affect the operations of the telecommunications industry. PLDT also participates in legislative hearings relative to initiatives and proposed legislation in the fields of ICT, corporate governance, cybersecurity, digital transformation, and labor-related matters. Our "Internet for All" advocacy and investments in network infrastructure and technologies to provide the widest coverage and superior quality of service at affordable prices are aligned with and support the government's objectives set out in the Public Telecommunications Policy Act.

### Suppliers

PLDT maintains mutually beneficial relationships with similarly principled suppliers that uphold PLDT's core values of fairness, accountability, integrity, and transparency in their own businesses. Suppliers undergo a qualification process before they engage in business with PLDT. Among the criteria for qualification are financial and technical capability, as well as compliance with applicable laws, including those pertaining to industrial relations, environment, health and safety, intellectual property rights, cybersecurity, data privacy, and sustainability. Our purchases, as a rule, are made based on competitive bidding among qualified suppliers. We adopt industry best practices, including digitalizing our procurement process of supplier onboarding, bidding, contracting and purchase order issuance, among others, with the aim of strengthening our procurement governance. This comprehensive approach ensures increased transparency, efficiency, and accountability at every stage of the procurement process.

An overview of the Supplier Qualification Process and Supplier Code of Conduct are published on the website at:



### Creditors

PLDT protects the rights of its creditors by publicly disclosing all material information, such as earnings results and risk exposure relating to loan covenants. Our disclosure controls and procedures also include periodic reports to our creditors such as our latest certified financial statements, no default certification, and certification on compliance with financial ratio limits. PLDT's credit has been rated at investment grade by two major international credit-rating agencies as of year-end 2024.

### Communities

PLDT strives to engage local communities where it operates through corporate citizenship programs that support the business while contributing to

nation-building and the achievement of the UN SDGs. We uphold a community engagement strategy that is inclusive, collaborative, ethical, and sustainable. Leveraging core businesses and infrastructure, we act as enabler in the promotion of digital inclusion within communities in the areas of digital wellness, disaster resilience, education, and livelihood.

## Advocacy & Networking

To demonstrate commitment to the UNGC, PLDT and Smart are participant signatories to the Statement from Business Leaders for Renewed Global Cooperation and have submitted their respective 2024 Communications on Progress (CoP). Participants actively engage with the UNGC at the global level to integrate into their business operations the UN's Ten Principles on human rights, labor, environment, and anti-corruption. PLDT and Smart continue to be the only telecommunications companies that are members of the National Economic and Development Authority (NEDA)-led Stakeholders' Chamber on the UN SDGs. This membership facilitates PLDT's and Smart's active participation in various multi-sectoral fora and dialogues on the Philippine contribution to the 2030 Agenda for Sustainable Development. PLDT is also an active member of the PBCWE.

PLDT and Smart actively engage with various organizations to manage environmental impact and promote circularity within the value chain. This includes the implementation of the BKR program on e-waste management which is made possible through coordination with the United Nations Industrial Development Organization (UNIDO), the DENR – Environmental Management Bureau (EMB), the EcoWaste Coalition, and the Integrated Recycling Industries Philippines, Inc., among others.

PLDT and Smart likewise continue to be members of the United Kingdom-based IWF. As the first companies in the Philippines to join the global coalition of more than 150 organizations in the fight against OSAEC, the Group demonstrates its commitment to curtail OSAEC and enables

continuous compliance with Republic Act 11930, the Anti-OSAEC Law. As IWF members, PLDT and Smart have access to a global database of websites and URLs of OSAEC materials which is integrated into their Child Protection Platform. It is an industry-leading solution that protects children by blocking access to URLs and online content linked to OSAEC both on the domain and content levels. PLDT and Smart also continue to collaborate with UNICEF, International Justice Mission, the Canadian Center for Child Protection (C3P), and other global experts on child rights and online protection.

To strengthen transparency and alignment with global standards on environmental strategy and performance, PLDT remains a supporter of the TCFD and the TNFD.

PLDT continues to work with institutions and organizations engaged in programs and advocacy efforts in the field of corporate governance, compliance, and business ethics. As a sponsoring partner member of the Ethics and Compliance Initiative (ECI), with membership comprised of multinational organizations, the PLDT Group has access to ECI's vast online library on governance and related topics and opportunities to attend and participate in discussion groups and training sessions, as well as interact with other governance and ethics professionals around the world. In the process, the Group is able to benchmark its governance practices against those of leading companies. Locally, PLDT is a premium member of the Integrity Initiative, Inc., while both PLDT and Smart are members of the Good Governance Advocates and Practitioners of the Philippines. PLDT also participates in the activities of the Institute of Corporate Directors and its sister institute in the public sector, the Institute for Solidarity in Asia.



# Championing Anti-Corruption

GRI 3-3, 205-1, 205-2, 205-3, UNGC PRINCIPLE 10

Following applicable laws and regulations and consistent with global best practices, the PLDT Board has adopted and implemented corporate governance policies such as the Code and the Gift-Giving Policy. These, along with other related policies, constitute our Company's anti-corruption policy.

Our Gift-Giving Policy is compliant with relevant laws and regulations on anti-bribery and anti-corruption, such as the Code of Conduct and Ethical Standards for Public Officials and Employees (Republic Act No. 6713), Anti-Graft and Corrupt Practices Act (Republic Act No. 3019, as amended), Revised Penal Code (Act No. 3815, as amended), and the US Foreign Corrupt Practices Act. Once every two years, the Board, through its GNSC, reviews the Company's Corporate Governance Policies, including the Gift-Giving Policy, to ensure that they remain compliant with applicable laws and regulations, and our appropriate for the Company.

To implement the anti-corruption policy effectively, the following measures are in place:

- i. a Gift-Giving Policy that enforces procedural safeguards and controls on prohibited or regulated gifts;
- ii. related policies, such as the Corporate Governance (CG) Guidelines for Suppliers and Company policies on gifts, entertainment, sponsored travel, whistleblowing, supplier relations, and conflict of interest; and
- iii. monitoring and preventive measures to eliminate graft and corruption, including internal controls, training programs, whistleblowing facilities, third-party due diligence, enforcement mechanisms, and participation in anti-corruption initiatives.

In 2024, the Company conducted two supplier briefings to promote awareness of anti-corruption measures and encourage shared accountability across the supply chain. These sessions aimed to ensure that suppliers continue to uphold our principles and ethical standards, while complying with contractual obligations. Reminders were also issued to employees, suppliers, and contractors on proper gift handling and disclosure during the holiday season to reinforce compliance with corporate governance policies and mitigate related risks.

The Company also launched a Corporate Governance query intranet platform for employees to submit questions on gift policies and whistleblowing, which helps align Corporate Governance Policy application and practices throughout the organization.

Governance training remains a key pillar of our anti-corruption efforts. In 2024:

- 99.9% of PLDT and Smart employees received annual training on corporate governance principles, gifts and ethics policies, practical scenarios, and compliance requirements.
- New employees were oriented on the Code of Ethics, Gift-Giving Policy, data privacy, and cybersecurity protocols.
- Seasonal advisories were distributed to all employees, officers, and consultants during the holidays to reiterate anti-corruption rules and standards of conduct required by the Board and Management on Gifts.

## Anti-Corruption Communication GRI 205-2

### Percentage of Employee who received communication on anti-corruption

EMPLOYEE RANK	PLDT			Smart			TOTAL		
	Active Employees*	Received Communication	Percentage	Active Employees*	Received Communication	Percentage	Active Employees*	Received Communication	Percentage
Rank and File	3,863	3,863	100%	1,426	1,426	100%	5,289	5,289	100%
Management	4,911	4,911	100%	1,991	1,991	100%	6,902	6,902	100%
Executives	669	669	100%	650	650	100%	1,319	1,319	100%
Officers	82	82	100%	49	49	100%	131	131	100%
<b>TOTAL</b>	<b>9,525</b>	<b>9,525</b>	<b>100%</b>	<b>4,116</b>	<b>4,116</b>	<b>100%</b>	<b>13,641</b>	<b>13,641</b>	<b>100%</b>

EMPLOYEE RANK	PLDT			Smart			TOTAL		
	Active Employees*	Received Communication	Percentage	Active Employees*	Received Communication	Percentage	Active Employees*	Received Communication	Percentage
LUZON	7,855	7,855	100%	3,569	3,569	100%	11,424	11,424	100%
VISAYAS	878	878	100%	287	287	100%	1,165	1,165	100%
MINDANAO	792	792	100%	260	260	100%	1,052	1,052	100%
<b>TOTAL</b>	<b>9,525</b>	<b>9,525</b>	<b>100%</b>	<b>4,116</b>	<b>4,116</b>	<b>100%</b>	<b>13,641</b>	<b>13,641</b>	<b>100%</b>

\* Active employees as of December 5, 2024

## Anti-Corruption Training GRI 205-2

### Percentage of Employee who received training on anti-corruption

EMPLOYEE RANK	PLDT			Smart			TOTAL		
	Active Employees*	Received Training	Percentage	Active Employees*	Received Training	Percentage	Active Employees*	Received Training	Percentage
Rank and File	3,822	3,819	99.92%	1,412	1,411	99.93%	5,234	5,230	99.92%
Management	4,942	4,940	99.96%	1,982	1,980	99.90%	6,924	6,920	99.94%
Executives	668	668	100%	648	646	99.69%	1,316	1,314	99.85%
Officers	81	78	96.30%	49	49	100%	130	127	97.69%
<b>TOTAL</b>	<b>9,513</b>	<b>9,505</b>	<b>99.92%</b>	<b>4,091</b>	<b>4,086</b>	<b>99.88%</b>	<b>13,604</b>	<b>13,591</b>	<b>99.90%</b>

EMPLOYEE RANK	PLDT			Smart			TOTAL		
	Active Employees*	Received Training	Percentage	Active Employees*	Received Training	Percentage	Active Employees*	Received Training	Percentage
LUZON	7,846	7,838	99.90%	3,550	3,545	99.86%	11,396	11,383	99.89%
VISAYAS	875	875	100%	283	283	100%	1,158	1,158	100%
MINDANAO	792	792	100%	258	258	100%	1,050	1,050	100%
<b>TOTAL</b>	<b>9,513</b>	<b>9,505</b>	<b>99.92%</b>	<b>4,091</b>	<b>4,086</b>	<b>99.88%</b>	<b>13,604</b>	<b>13,591</b>	<b>99.90%</b>

\* Active employees as of December 31, 2024

There were no confirmed incidents of corruption for the reporting year-ended December 31, 2024:

# Zero

GRI 205-3

Number of incidents in which directors were removed or disciplined for corruption

Number of incidents in which employees were dismissed or disciplined for corruption

PLDT continues to benchmark against international standards and governance insights through participation in key industry forums. Last year, the Company took part in:

- The 3rd Joint Corporate Governance Roundtable for Publicly Listed Companies, organized by the SEC, the Institute of Corporate Directors (ICD), and the Good Governance Advocates and Practitioners of the Philippines. With the theme: "Elevating Philippine CG Standards," the roundtable provided insights on regulatory updates relevant to the ASEAN CG Scorecard, international reporting standards and best



practices to further strengthen our disclosure reports;

- The 11th Annual PSEC-SEC Corporate Governance Forum, focusing on ESG and regulatory initiatives;
- The UN Global Compact Academy and UN Office on Drugs and Crime (UNODC) sessions on whistleblower protection and anti-corruption compliance;
- The Sustainability and Corporate Governance Peer Learning Session by Global Compact Network Philippines;
- The Global Governance Summit hosted by ICD; and
- The Ugnayang Bayan Forum 2024, led by the NEDA), on the International Covenant on Economic Social, and Cultural Rights Chapter of the 3rd Philippine Human Rights Plan.

These anti-corruption efforts reflect our broader goal of building a culture rooted in accountability, fairness, integrity, and transparency. By embedding ethical practices into daily operations and decision-making, we protect our reputation, foster stakeholder trust, and reinforce long-term sustainability.

### Third-party due diligence

A key practice in our anti-corruption programs is the integration of third-party due diligence into a comprehensive prevention approach. Partnering with suppliers, vendors, and contractors involves sharing the responsibility for reporting violations of laws and company policies on bribery and corruption. By collaborating closely and monitoring activities, we promote good governance and value-based business operations within our supply chain. This commitment is further reinforced by our existing policy on vendor sanctions and its implementing guidelines.

### UNGC Participation

PLDT is a signatory to the United Nations Global Compact (UNGC) Communication on Progress (CoP), which calls for international cooperation on governance and ethical business practices through values-based strategies, policies, operations, and stakeholder engagement. The principles of the UNGC are actively communicated and reinforced through educational programs developed by each signatory company, aimed at raising awareness and promoting integrity among employees, partners, and other stakeholders.





## Advocating for Human Rights

GRI 2-23, 3-3, 409-1, UNGC PRINCIPLE 1, 2, 4

PLDT is committed to respecting and protecting human rights in all aspects of its operations. This commitment is guided by local labor laws and environmental regulations, as well as internationally recognized human rights and labor standards.

Our policies provide clear guidelines on the expected conduct of all employees in support of laws and regulations such as the Labor Code, the General Labor Standards (GLS), and the Protection Against Child Abuse, Exploitation, and Discrimination. Our People Group monitors and ensures compliance with these regulations. Additionally, we follow a Human Resources Manual that outlines labor rights protection policies. This is supported by a comprehensive grievance handling policy that specifies mechanisms for managing labor rights concerns, while a Committee on Workplace Decorum and Investigation addresses gender-based sexual harassment cases. Employees also have the liberty to resign with a fair notice period. The policy further stipulates the minimum age requirements for employment to address child labor issues.

Additionally, we adhere to a Diversity and Inclusion Policy that promotes diversity and collaboration and maintains a zero-tolerance stance on harassment, abuse, intimidation, retaliation, and prejudice among our employees.

We uphold freedom of association and expression, recognizing employees' rights to organize, engage in collective bargaining, and peacefully assemble. We support employees in using relevant information to discuss and address concerns.

Further, we follow a zero-tolerance policy towards forced labor, human trafficking, slavery, child labor, and human rights abuses within our operations and supply chain. This is in compliance with Philippine laws and regulations, such as the Magna Carta for Women, Anti-Sexual Harassment Act, Anti-Rape Law, Rape Victim Assistance and Protection Act, Anti-Violence Against Women and Their Children Act, and Safe Spaces Act.

As participants in the United Nations Global Compact (UNGC), PLDT and Smart are committed to the UNGC's Ten Principles on Human Rights, Labor, Environment, and Anti-Corruption. Our human rights due diligence approach aligns with the UN Guiding Principles on Business and Human Rights. This involves identifying and prioritizing key human rights issues related to the Company's products, services, and technologies and creating strategies to manage and mitigate risks. Due diligence processes include impact assessments, control measures, mitigation and tracking, employee training, and continuous stakeholder engagement.

# Policies on Anti-Competitive and Antitrust Behavior

GRI 2-16, 3-3, 206-1

PLDT ensures full compliance with competition-related laws, rules, and regulations in a proactive manner. We meticulously review contracts, paying special attention to policies on anti-competitive and antitrust behavior.

PLDT continues to monitor and report on our case against the Philippine Competition Commission (PCC), which was mentioned in the 2018 report and remains pending. The case is managed and handled by our external counsel.

Below are disclosures on pending and resolved cases:

PLDT is currently involved in litigation with the PCC relating to PLDT's investments in the telecommunications business of San Miguel Corporation (SMC). In July 2016, PLDT filed before the CA a petition for certiorari and prohibition (with urgent application for a temporary restraining order and/or writ of preliminary injunction) against the PCC. The petition seeks to enjoin the PCC from proceeding with the review of the acquisition by PLDT and Globe Telecom, Inc. (Globe) of equity interest, including outstanding advances and assumed liabilities, in the telecommunications business of SMC, and performing any act which challenges or assails the "deemed approved"

status of the said transactions. In August 2016, the CA issued a writ of preliminary injunction enjoining the PCC to cease and desist from conducting further proceedings for the pre-acquisition review and/or investigation of the SMC transactions. In April 2017, the PCC filed a petition before the Supreme Court to annul the writ of preliminary injunction issued by the CA. The petition remains pending with the Supreme Court.

Following news reports on August 8, 2022, that Dito filed a complaint with the PCC against Globe and Smart involving the same issue pending with the National Telecommunications Commission on International Simple Resale (ISR), Smart received a Subpoena Duces Tecum dated December 7, 2022, from the PCC Competition Enforcement Office, pursuant to an ongoing full administrative investigation involving the telecommunications industry. Smart was given notice in the subpoena that it is the subject of an ongoing investigation pursuant to Section 2.9 of the 2017 PCC Rules of Procedure. The investigation involves allegations of violation/s by Smart of Sections 14(b)(1), 15(b), 15(c), and 15(i) of the Philippine Competition Act. In the subpoena, Smart was directed to submit its corporate documents, documents, and information pertaining to its operations as a PTE, its relationship with other PTEs, and documents and information on ISR.





# Board of Directors



## **Manuel V. Pangilinan, 78, Filipino**

Director since November 24, 1998

He was appointed as Chairman of the Board of Directors of PLDT in February 2004 and as President and Chief Executive Officer in December 2023 with effect January 1, 2024. He also held the position of President and Chief Executive Officer of PLDT from January 1, 2016 until June 7, 2021, and served as President and Chief Executive Officer of Smart Communications, Inc. (Smart) from January 1, 2016 until August 7, 2019. Mr. Pangilinan is the Chairman of the Governance, Nomination and Sustainability, Executive Compensation, Technology Strategy, and Data Privacy and Information Security Committees of the Board of Directors of PLDT. He also serves as Chairman and President of Metro Pacific Investments Corporation (MPIC), Chairman and CEO of Manila Electric Company (Meralco), and Chairman of PXP Energy Corporation and Philex Mining Corporation, and of several subsidiaries and affiliates of PLDT or MPIC, including, among others, Smart, Digitel Mobile Philippines, Inc. (DMPI), Digital Telecommunications Phils (Digitel), PLDT Communications & Energy Ventures, Inc., ePLDT, Inc., Beacon Electric Assets Holdings Inc., Philex Petroleum Corporation, Manila North Tollways Corporation, Maynilad Water Services Corporation, Landco Pacific Corporation, Metro Pacific Hospital Holdings, Inc., Medical Doctors Incorporated (Makati Medical Center), and Colinas Verdes Corporation (Cardinal Santos Medical Center). He is also the Chairman of MediaQuest Holdings Inc., TV5 Network, Inc. and PLDT-Smart Foundation.

Mr. Pangilinan founded First Pacific Company Limited (First Pacific), a Hongkong Stock Exchange-listed company, in 1981 and serves as its Managing Director and Chief Executive Officer. Within the First Pacific Group, he also holds the position of President Commissioner of P.T. Indofood Sukses Makmur Tbk, the largest food company in Indonesia.

Outside the First Pacific Group, Mr. Pangilinan is the Chairman of the Board of Trustees of San Beda College and the Chairman Emeritus of the Samahang Basketbol ng Pilipinas. He is also the Chairman of Philippine Business for Social Progress, the largest private sector social action organization made up of the country's largest corporations and a Co-Chairman of the Philippine Disaster Resilience Foundation, Inc., a non-stock, non-profit foundation established to formulate and implement a reconstruction strategy to rehabilitate and rebuild areas devastated by floods and other calamities.

Mr. Pangilinan graduated cum laude from the Ateneo de Manila University, with a Bachelor of Arts Degree in Economics. He received his Master's Degree in Business Administration from Wharton School of Finance & Commerce at the University of Pennsylvania, where he was a Procter & Gamble Fellow. He was conferred a Doctor of Humanities Degree (Honoris Causa) by the San Beda College (2002), Xavier University (2007), Holy Angel University (2009) and Far Eastern University (2010).

*As of June 9, 2025*





### **Marilyn A. Victorio-Aquino, 69, Filipino**

Director since May 8, 2023

Atty. Victorio-Aquino concurrently serves as a Senior Vice President, Management Committee Member, Supply Chain and Privacy Head, Corporate Secretary, and Senior Legal Advisor to the Chairman of PLDT. She has been a director of the Philippine Stock Exchange since June 2023.

She joined First Pacific Company Limited (First Pacific) in 2012 as an Assistant Director and currently holds various positions in the Philippine subsidiaries and affiliates of First Pacific and Metro Pacific Investments Corporation (an affiliate of First Pacific), including President of First Coconut Manufacturing Inc., and director of Philex Mining Corporation (Philex) and PXP Energy Corporation (PXP). She is also a director of Lepanto Consolidated Mining Company (Lepanto). Philex, PXP, and Lepanto are PSE-listed companies. She also serves as a director of Philex Gold Philippines, Inc., Silangan Mindanao Mining Company, Inc., and Maya Bank, Inc.

Prior to joining First Pacific, Atty. Victorio-Aquino retired as a Senior Partner at SyCip Salazar Hernandez and Gatmaitan Law Offices (SyCipLaw). Atty. Victorio-Aquino graduated cum laude (class salutatorian) from the University of the Philippines with a Bachelor of Laws Degree in 1980, placed second in the Philippine Bar Examinations, and was admitted to the Philippine Bar in 1981. She obtained her Bachelor of Arts degree from the University of Santo Tomas. She is a member of the International Pacific Bar Association, Women Lawyers Circle, Federacion International de Abogadas, Philippine Bar Association, and Integrated Bar of the Philippines.



### **Robert Joseph M. de Claro, 53, Filipino<sup>1</sup>**

Director since February 27, 2025

He officially assumed the role of President and Chief Executive Officer of the SSS on December 6, 2024. Before becoming President and Chief Executive Officer of the SSS, he served as a member of the Social Security Commission (the SSC), representing the Employers sector. He also chaired the SSC Information Technology and Collection Committee and was a member of the SSC Audit Committee, SSC Risk Management and Investment Committee, and SSC Governance Committee. Additionally, Mr. de Claro represented the SSS in the Boards of the Union Bank of the Philippines, UBP Investment Management and Trust Corporation, and Ionics, Inc. He has held various leadership roles, including President and Chief Executive Officer of People4u, Inc., Operating Partner at FutureNow Business Services, Inc., President and General Manager of JMango Philippines, Inc., and General Manager, APAC for GlobalOne Solutions, Inc. and Cloud Sherpas.

Mr. de Claro holds a Bachelor of Science degree in Computer Science with a specialization in Information Technology from De La Salle University.

<sup>1</sup> The Board elected Mr. Robert Joseph M. de Claro as the representative director of the Social Security System to the Company's Board, effective immediately, for the unexpired term of Atty. Santiago Dionsio R. Agdeppa, who resigned effective February 1, 2025

**Helen Y. Dee, 81, Filipino**

Director since June 18, 1986

She is the Chairperson of House of Investments, Petro Energy Resources Corporation, Rizal Commercial Banking Corporation, all of which are PSE-listed companies. She is the Chairperson, Vice Chairperson or a director of several companies engaged in banking, insurance and real property businesses. Ms. Dee received her Master's Degree in Business Administration from De La Salle University.

**Ray C. Espinosa, 68, Filipino**

Director since November 24, 1998

He is a member of the Technology Strategy Committee and Data Privacy and Information Security Committee of the Board of Directors of PLDT. He was Senior Advisor to the President and CEO of PLDT from January 28, 2019 until June 8, 2021. He was PLDT's Chief Corporate Services Officer from December 2016 until January 28, 2019, and previously served as President and CEO of ePLDT Inc. and its subsidiaries from July 2000 until April 2010 and as President and CEO of TV5 Network Inc. and Signal TV Inc. from December 2009 until May 2013. He was the Deputy Chief Executive of Manila Electric Company from January 28, 2019 until May 27, 2019, and President and Chief Executive Officer from May 28, 2019 until May 31, 2023. He was the chairman of the Philstar Group of Companies from June 11, 2014 until August 17, 2023 and BusinessWorld Publication Corporation from September 16, 2013 until August 17, 2023. In June 2013, he joined First Pacific Company Limited as Associate Director.

Atty. Espinosa is a director of Manila Electric Company, and PXP Energy Corporation, an independent director of EEI Corporation and chairman of its Risk Oversight Committee and member of its Executive Committee, and an independent director of Lepanto Consolidated Mining Company and chairman of its Audit Committee. He is a trustee of the PLDT-Smart Foundation Inc. and the Beneficial Trust Fund of PLDT.

He has a Master of Laws Degree from the University of Michigan School of Law and a Bachelor of Laws Degree from the Ateneo de Manila University School of Law, and is a member of the Integrated Bar of the Philippines. He was a partner at SyCip Salazar Hernandez & Gatmaitan from 1982 to 2000, a foreign associate at Covington and Burling (Washington, D.C.) from 1987 to 1988, and a law lecturer at the Ateneo de Manila University School of Law from 1983 to 1985 and 1989. He placed first in the 1982 Philippine Bar Examinations.

*As of June 9, 2025*


**James L. Go, 86, Filipino**

Director since November 3, 2011

He is a member of the Technology Strategy and Risk Committees and Advisor of the Audit Committee of the Board of Directors of PLDT. He is the Chairman of JG Summit Holdings, Inc. and a Board Advisor of Cebu Air, Inc. since January 1, 2023, the Chairman and Chief Executive Officer of Oriental Petroleum and Minerals Corporation, and the Chairman Emeritus of Universal Robina Corporation, Robinsons Land Corporation, and JG Summit Olefins Corporation. He is the Vice Chairman of Robinsons Retail Holdings, Inc. and a Director of the Manila Electric Company. He is also the President and Trustee of the Gokongwei Brothers Foundation, Inc. Mr. Go previously held the positions of Vice Chairman, President & Chief Executive Officer of Digital Telecommunications Philippines, Inc. and Vice Chairman, President & Chief Executive Officer of Digitel Mobile Philippines, Inc. Mr. Go obtained his Bachelor of Science Degree and Master of Science Degree in Chemical Engineering from Massachusetts Institute of Technology, USA.


**Kazuyuki Koza, 52, Japanese**

Director since July 6, 2021

He was the Director of Core Network Development Department of NTT DOCOMO, INC., Tokyo, Japan. Prior to that, he served as Senior Manager of Packet Network System Development Department of DOCOMO Technology, Inc., Tokyo, Japan from September 2016 to June 2020, Director of System Management Department of mmobi Inc., Tokyo, Japan from September 2013 to August 2016, and Senior Manager of Networking Research Group of DOCOMO Communications Laboratories, Munich, Germany from April 2010 to August 2013. He started his career in NTT DOCOMO INC., Tokyo, Japan, as Engineer from April 1997 to March 2002 then Manager from April 2002 to March 2010 of Core Network Development Department. He graduated with a Bachelor's Degree in Electrical Engineering and Computer Science from the Yokohama National University, Kanagawa, Japan and obtained his Master's Degree in Electrical Engineering and Computer Science from the same university.


**Bernido H. Liu, 62, Filipino**

Independent Director since September 28, 2015

He is an independent member of the Audit, Governance, Nomination and Sustainability, Executive Compensation, Risk, and Data Privacy and Information Security Committees of the Board of Directors of PLDT. Concurrently, he is the Chairman of GOLDEN ABC, Incorporated (GABC), a fashion retail company which designs and sells its own clothing, personal care and accessory lines marketed and retailed under a dynamic portfolio of well-differentiated proprietary brands, namely Penshoppe, OXGN, ForMe, Memo, Regatta and BOCU. He is also the Group Chairman of LH Paragon Incorporated, a business holdings company which has under its management GABC and other companies in various industries, namely, Matimco Incorporated, Oakridge Realty Development Corporation, Keralty Prime and Greentree Food Solutions, Inc.

Mr. Liu and GABC under his leadership have been recognized by different award-giving bodies. Awards include the Agora for outstanding Achievement in Entrepreneurship from the Philippine Marketing Association, Ten Outstanding Young Men for Entrepreneurship from JCI Philippines, Global Retailer of the Year from the Philippine Retailers Association and the Department of Trade and Industry, and the ASEAN Business Award's Priority Integration Sector Excellence Award for Retail. Mr. Liu graduated with a Bachelor of Science Degree in Architecture from the University of San Carlos and completed the Executive Education Owner/President Management Program of the Harvard Business School.



### **Retired Chief Justice Artemio V. Panganiban, 88, Filipino**

Independent Director since April 23, 2013

He is as an independent member of the Audit, Governance, Nomination and Sustainability, and Executive Compensation Committees, and Chairman of the Risk Committee, of the Board of Directors of PLDT. He was appointed as Lead Independent Director effective March 21, 2019. He served as an independent member of the Advisory Board and an independent non-voting member of the Governance and Nomination Committee of the Board of Directors of PLDT from June 9, 2009 to May 6, 2013. Currently, he is also an independent director of Meralco, Petron Corporation, GMA Network, GMA Holdings, JG Summit Holdings, Inc., Asian Terminals, Inc. and RL Commercial REIT, Inc., and a non-executive director of Jollibee Foods Corporation, all of which are PSE-listed companies, as well as Senior Adviser of Metropolitan Bank and Trust Company, and an adviser of Double Dragon Properties Corp. and Merry Mart Consumer Corp. He is an Independent Advisor of Metro Pacific Investments Corporation, a large non-listed company, and Independent Director of several large non-listed companies such as Asian Hospital, Inc., Metro Pacific Tollways Corporation, Team Energy Corporation, State Investment House, Inc., and State Properties Corporation. He is also the Chairman of the Board of Trustees of the Foundation for Liberty and Prosperity, and of the Board of Advisers of Metrobank Foundation, Inc., a trustee of Tan Yan Kee Foundation and Claudio Teehankee Foundation, President of the Manila Metropolitan Cathedral-Basilica Foundation, a member of the Advisory Board of World Bank (Philippines), Chairman-Emeritus of the Philippine Dispute Resolution Center, Inc., Chairman Emeritus of the Philippine National Committee of the Asean Law Association, and a column writer of the Philippine Daily Inquirer.

Hon. Panganiban served the Supreme Court of the Philippines for more than 11 years, first as Associate Justice (October 10, 1995 to December 20, 2005) and later, as Chief Justice (December 21, 2005 to December 6, 2006) during which he sat concurrently as Chairperson of the Presidential Electoral Tribunal, Judicial and Bar Council and Philippine Judicial Academy. He has received over 250 awards in recognition of his role as jurist, practicing lawyer, professor, civic leader, Catholic lay worker and business entrepreneur, including "The Renaissance Jurist of the 21st Century" given by the Supreme Court on the occasion of his retirement from the Court, and the Pro Ecclesia et Pontifice Award given by Pope Francis last September 18, 2024. Hon. Panganiban graduated cum laude from Far Eastern University with a Bachelor of Laws Degree in 1960, and was conferred a Doctor of Laws Degree (Honoris Causa) by the University of Iloilo (1997), Far Eastern University (2002), University of Cebu (2006), Angeles University (2006) and Bulacan State University (2006). He was co-founder and past president of the National Union of Students of the Philippines.

As of June 9, 2025





### **Alfredo S. Panlilio, 62, Filipino**

Director of PLDT since June 8, 2021 and of Smart since August 8, 2019

He served as President and CEO of PLDT from June 8, 2021 and of Smart from August 8, 2019, and held leadership positions in the various subsidiaries of PLDT and Smart, until his retirement as President and CEO of PLDT and Smart on December 31, 2023. Despite his retirement as President and CEO of PLDT and Smart, Mr. Panlilio has remained as a Director of PLDT and Smart, and has continued to hold various leadership positions within the PLDT Group as Chairman of Maya Bank, Inc.; Director of Multisys Technologies Corporation and Multipay Corporation; and Trustee of Asian Carriers Conference Inc. Mr. Panlilio was the Senior Vice President and Head of Customer Retail Services and Corporate Communications at Meralco from September 10, 2010 to June 30, 2019. He also held several leadership positions within the Meralco Group.



### **Kazutoshi Shimizu, 49, Japanese**

Director since August 13, 2024

He is the Vice President of Global Strategy and Corporate Planning of NTT Communications Corporation (NTT Com). He has played a pivotal role in the global business expansion of NTT Com during the last decade. He also held a senior position at the Global Business Office of NTT Holdings Company and contributed to the growth of the NTT Group. Mr. Shimizu also served as the Vice President of NTT Com's Smart World Business from 2022 to 2024 and as a director of NTT Com's Global Business Office from 2011 to 2022.

Mr. Shimizu graduated with a Bachelor's Degree in Mechanical Engineering from the University of Tokyo (1998), and holds a Master's Degree in Mechanical Engineering from the University of Tokyo (2000), and a Master's Degree in Business Administration from the University of London School of Business (2007).



### **Bernadine T. Siy, 65, Filipino**

Independent Director since June 8, 2021

She is the director of Epicurean Partners Exchange Inc. (EPEI), and of Fil-Pacific Apparel Corporation (FPAC), both leading players in the food service and apparel industry. She previously served as President and Chief Executive Officer of EPEI Inc. from 1994 to 2011, and President and Chief Executive Officer of FPAC from 1987 to 1997 and again, from 2004 to 2013. She has been a trustee in the board of Ateneo de Manila University since 2014, and currently holds the position of board chair. She is currently an independent director of Cebu Air, Inc. having been appointed in March 2021. She was also appointed as an independent director of JG Summit Holdings, Inc. last June 2024. She is a trustee in the board of the Foundation for Economic Freedom, an economic policy advocacy organization and a member of the Management Association of the Philippines. She was a Consultant to the Board of Directors of the Development Bank of the Philippines from November 2012 to June 2014. She obtained her Bachelor of Arts Degree in Economics, Magna Cum Laude from Ateneo de Manila University and a Master's Degree in Management from J.L. Kellogg Graduate School of Management of Northwestern University in Chicago, Illinois, USA.

**Marife B. Zamora, 72, Filipino**

Director since November 14, 2016

She holds the position of Chairman of the Board at Willis Towers Watson Insurance and Reinsurance Brokers, Inc., and is a member of the Board of Trustees at the Asian Institute of Management. Additionally, she serves as an Independent Board Member of PruLife Insurance Corporation of UK and Cemex Holdings Philippines and as a Board Director of MediaQuest Holdings Inc.

Ms. Zamora co-founded the Filipina CEO Circle. She previously held roles such as Chairman of Convergys Philippines and Managing Director for Asia Pacific, Europe, Middle East, and Africa for Convergys Corporation. She was also the first Country Manager of Convergys Philippines, leading its growth as the country's largest private employer. Prior to these, Ms. Zamora served as Managing Director of Headstrong Phils. She was also with IBM Philippines where she held a number of sales, marketing and management positions during her 18-year tenure with the Company.

She is the 3rd woman President and the 68th President of the Management Association of the Philippines. Ms. Zamora attended the University of the Philippines and the University of Pennsylvania.

## Advisory Board

**Benny S. Santoso****Fr. Roberto C. Yap S.J.****Christopher H. Young**

*As of June 9, 2025*

## Executive Officers

### Executive Vice President, Senior Vice President, and C-Suite



#### **Manuel V. Pangilinan, 78, Filipino**

Chairman, President and Chief Executive Officer



#### **Marilyn A. Victorio-Aquino, 69, Filipino**

Senior Vice President, Corporate Secretary, Supply Chain and Privacy Head, and Senior Legal Advisor to the Chairman



#### **Menardo G. Jimenez, Jr., 62, Filipino**

Executive Vice President and Chief Operating Officer

He joined PLDT in December 2001 and served in various capacities as Corporate Communications and Public Affairs Group Head, Retail Business Group Head, Fixed Line Business Transformation Office Head, Human Resources Group Head, Fixed Line Business Transformation Office Head, Consumer Home Business Group Head and Network Head. He holds directorships in several subsidiaries of PLDT. Prior to joining PLDT, he had a stint at GMA Network, Inc., where he served as head of a creative services and network promotions. Mr. Jimenez received his AB Economics degree from the University of the Philippines.



#### **Victorico P. Vargas, 73, Filipino**

Leadership Transition Officer

He is the Leadership Transition Officer of the Company. He has been an Associate Director of First Pacific since January 2016, overseeing First Pacific Group businesses operating in the Philippines and its region, with particular focus on leading the Business Transformation of PLDT. He is a director of Smart Communications Inc., Meralco, MGen Global Business Power, Maya Bank, Inc., PLDT Global Corp., PLDT Subic Telecom, Inc., PLDT Clark Telecom, Inc., Beacon Electric Asset Holdings, Inc., Beacon PowerGen Holdings, Inc., MQuest Ventures, Inc., Signal TV, Inc., TV5 Network, Inc. and Media5 Marketing Corporation. Chairman of Hastings Holdings Inc., Philstar Global, Inc., Pilipino Star Ngayon, Inc., Pilipino Star Printing, and Philstar Daily, Inc. President and Member of the Board of Trustees of the First Pacific Leadership Academy, Trustee of the MVP Sports Foundation, PLDT-Smart Foundation, Inc. and Ideospace Foundation and President of the PhilPop Music Fest Foundation. Mr. Vargas is the immediate past President of the Philippine Olympic Committee and is currently a member of the Board of Trustees of the said organization. Mr. Vargas is the Chairman of the Association of Boxing Alliances in the Philippines and was a former member of the Executive Committee of the Asian Boxing Confederation. He is one of the Executive Board Members of World Boxing Council and Chairman of the Philippine Basketball Association for seasons 2017-present.

He is also the Vice President of the Samahang Basketbol ng Pilipinas. Prior thereto, Mr. Vargas was the President and Chief Executive Officer of Maynilad Water Services, Inc. since August 2010. He joined PLDT in 2000 as its Human Resources Group Head and through his stay at PLDT got involved in managing the PLDT Business Transformation Office, Asset Protection and Management Group, and the PLDT International Carrier Business. He has worked in senior roles at Union Carbide, Pepsi Cola, Colgate Palmolive and Citibank, NA (both in Manila and in Southeast Asia). Mr. Vargas was educated at Ateneo de Manila and University of Santo Tomas with a Bachelor of Science Degree in Psychology.



### **Danny Y. Yu, 63, Filipino**

Senior Vice President, Chief Financial Officer and Chief Risk Management Officer

He is the Chief Financial Officer and Chief Risk Management Officer. He served as the PLDT Group Controller from November 17, 2022 to May 3, 2023. He likewise served as Senior Vice President and Chief Financial Officer, Chief Governance Officer and Chief Risk Officer of Philex Mining Corporation from September 2013 to August 2019, Chief Finance Officer of Digital Telecommunications Philippines, Inc. and Digitel Mobile Philippines, Inc. (Sun Cellular) from November 2011 to July 2013, Chief Financial Officer of ePLDT, Inc. from November 2010 to December 2011, Chief Financial Officer of PLDT Global Corporation from June 2004 to November 2010, Chief Financial Officer of Mabuhay Satellite Philippines Corporation & Aces Satellite Philippines Corporation from March 1999 to May 2004, and Vice President for Corporate Development of Fort Bonifacio Development Corporation from March 1997 to March 1999. He started his career at SGV & Co. where he was a senior auditor. Mr. Yu graduated Magna Cum Laude from the University of San Carlos with a Bachelor of Science in Commerce, Major in Accounting and holds a Master in Management from the Asian Institute of Management. He is also a Certified Public Accountant. In 2016, he was awarded the ING-FINEX CFO of the Year.



### **Gina Marina P. Ordoñez, 63, Filipino**

Senior Vice President, Chief People Officer

She is the Chief People Officer for PLDT, Inc. and its wireless subsidiary, Smart Communications, where she drives the strategic direction and execution of human capital initiatives, workplace design, and employee experience programs. By aligning people-centric strategies with business objectives, she aims to create a workplace where employees are empowered to do meaningful work and deliver organizational goals. She also contributed to the development and implementation of the PLDT Group Talent Management strategy, ensuring alignment with present and future business requirements. Throughout the pandemic, Gina served as Co-Chairperson of the MVP Group Vaccine Task Force, leading the planning and operations of COVID-19 vaccination efforts for employees and their families nationwide. She has been with the PLDT Group for over eight years, initially joining the Business Transformation Office (BTO) in 2016 to oversee process and quality management. She transitioned to the role of Smart People Group Head before being appointed as Chief People Officer for both PLDT and Smart organizations in 2019. Ms. Ordoñez was formerly Vice President for Service Operations and Quality Management at Makati Medical Center where she implemented best practices in service quality throughout the hospital, enhancing service delivery, operational efficiency, and end-to-end processes to improve patient satisfaction. She also served as Head of Customer Experience for Consumer Banking at Citi where she occupied several leadership roles over a span of 16 years.

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During her tenure, she attained a Six Sigma Black Belt certification. She is a registered Corporate Coach and Quality Management consultant, holding membership in the International Coach Federation. With more than 23 years of extensive experience, she has held leadership roles in People, Process, Customer Experience and Quality Management.



### **Joseph Ian G. Gendrano, 48, Filipino**

Senior Vice President

He is a Senior Vice President of the Company, has been in PLDT's service since May 2013. He served as the Enterprise Business Head of the Company before being appointed as a Senior Vice President and Chief Operating Officer of Káyana Solutions Inc. Prior to joining PLDT, he worked with Verizon Business, Cisco Systems and Goldman Sachs in the United States. He has held technical, sales, consulting and leadership roles in these organizations as well as gained industry experience in the global financial services vertical. He served as Vice President of Goldman Sachs' Network Voice and Multimedia Division and Chief Architect for Unified Communications platforms. Mr. Gendrano obtained his Bachelor of Science degree in Electronics and Communications Engineering from De La Salle University and Master of Science degree in Electrical Engineering, Major in Telecommunications and Networking from the University of Pennsylvania.



### **Jeremiah M. de la Cruz, 48, Filipino**

Senior Vice President, Senior Advisor to the Chief Operating Officer

He is the Senior Advisor to the Chief Operating Officer. He is an accomplished strategic leader with solid experience in managing cross-functional teams in delivering revenue and growth, he oversees day-to-day operations for the Home business covering product, marketing, sales, customer experience and field operations. Prior to joining PLDT Inc., Jeremiah has led enterprise-wide business transformation in various companies in the APAC region. He directed the Digital Strategy of Hoytz and handled senior leadership roles in Globe Telecoms, PT XL Axiata Tbk, Optus and Vodafone. Jeremiah earned his Post Graduate Certificate in Management from the Australian Graduate School of Management.



### **John Gregory Y. Palanca, 57, Filipino**

Senior Vice President, Consumer Business Home Head and Sales and Development Head

He is the Consumer Business Home Head and Sales and Development Head of the Company. He also served as the First Vice President and Regional Customer Development - Luzon Head of Smart from November 2020 to July 2022. Prior to his promotion to First Vice President, Mr. Palanca served as the Vice President and Regional Customer Development - Luzon Head of Smart from December 2017 to November 2020. Before Mr. Palanca's stint with Smart, he served as the Managing Director of PLDT Japan GK from June 2016 to December 2017, General Manager of PLDT Malaysia Sdn Bhd. from January 2014 to May 2016, General Manager of PLDT HK Ltd. from May 2011 to December 2013, Country President of Motorola Communications Phils. Inc. from January 2006 to January 2011, Vice President of Nextel, Next Mobile from January 2000 to January 2006, and Principal Consultant of Islanet Information Technology from January 1998 to January 2000.


**Patricio S. Pineda III, 55, Filipino**

Senior Vice President, Enterprise Business Head

He is the Enterprise Business Head of the Company. Prior to joining the Company, Mr. Pineda served as the Chief Operating Officer of Káyana Solutions Inc. from 2024 to 2025, Strategic Advisor to Stealth Mode (HongKong) from 2023 to 2024, Managing Director and Global Head of Internet Industries Banking at Standard Chartered Bank (HongKong) from 2021 to 2023, Partner (Digital, Strategy and Transformation) at Prophet (Hong Kong) from 2017 to 2021, and Vice President for Global Client Advisors at Oracle Corporation (US) from 2011 to 2017. Mr. Pineda obtained his BS Management Engineering and AB Management Economics degrees, as a merit scholar, from the Ateneo de Manila University in 1990, and his Master's Degree in Business Administration (with honors) from the University of Chicago Booth School of Business in 1995.


**Leo I. Posadas, 58, Filipino**

Senior Vice President, Treasurer

He is the treasurer of the PLDT Group and concurrent Treasury Head of PLDT and Smart. He handles the treasury management and treasury operations of several companies under the PLDT Group. He is a director and Chief Financial Officer of PLDT Global Corporation, a director and Treasurer of PLDT Global Investments Holdings, a director of PLDT Communication and Energy Ventures, a director of Philstar and Businessworld, a director and Vice President for Treasury of Mabuhay Investments Corporation and the Treasurer of the Vega Telecom group. He is also the Treasurer of Smart, ePLDT, Digital Telecommunications, Digitel Mobile, PLDT-Smart Foundation and several other subsidiaries of PLDT and Smart. Prior to joining PLDT in September 2000, he served as Treasury Manager of Total Petroleum Philippines, and as Manager for Foreign Exchange Management of San Miguel Corporation. Mr. Posadas received his Bachelor of Arts Degree in Economics and Bachelor of Science degree in Commerce Major in Management of Financial Institutions from De La Salle University.


**Luis S. Reñon, 55, Filipino**

Senior Advisor to the Chairman

He is a Senior Advisor to the Chairman. He joined PLDT in July 2018. Prior thereto, he was the Emerging Markets Chief Finance Officer of Pfizer Inc. handling teams across the Philippines, Thailand, Malaysia, Indonesia, Vietnam, and Pakistan. He started his professional career in the Audit and Business Advisory Division of Ernst & Young Manila and Singapore for six years. He then moved to Novartis Asia Pacific in Singapore as Regional Auditor and Team Leader, managing APAC auditors in conducting business review and compliance test of operations in Asia Pacific and Europe. He moved back to the Philippines in 2000 where he became the Head of Finance, Administration and Operations of Novartis' Animal Health Business Unit. He pursued a rewarding career in Wyeth Philippines and Pfizer, Inc., where he took on various roles with increasing responsibilities in Strategic Planning and Business Finance, as Pfizer's Country CFO in 2011 during the Pfizer-Wyeth integration and as Emerging Markets CFO in 2014. Mr. Reñon is a Certified Public Accountant. He completed his Bachelor's degree in Commerce, major in Accounting at Araullo University, and his Master's degree in Business Administration at the Ateneo de Manila University, where he garnered the Gold Medalist Award. He attended the Management Development Program of the Asian Institute of Management in 2005 and the Financial Excellence Program of Harvard Business School in 2002.

As of June 9, 2025



### **Joan A. De Venecia-Fabul, 44, Filipino**

First Vice President, Chief Legal Counsel

She is the PLDT Chief Legal Counsel and Head of Legal and Regulatory Affairs Group. She was the Vice President and General Counsel of listed company Philex Mining Corporation from August 2015 to March 2019, and was concurrently its Data Protection Officer from August 2017 and Head of Human Resources from January 2019. She was the Vice President for the Public Relations and Information Services Group of the Home Development Mutual Fund from August 2013 to July 2015, and, prior to that, was the Senior Associate at SyCip Salazar Hernandez & Gatmaitan, where she started her legal career.

Atty. De Venecia-Fabul is a professional lecturer at the University of the Philippines College of Law, teaching Public International Law, as well as a regular lecturer in Mandatory Continuing Legal Education seminars. She graduated from the Ateneo de Manila University in 2001 with a Bachelor's Degree in Legal Management. She obtained her Bachelor of Laws degree from the University of the Philippines in 2005 as class valedictorian, cum laude, and Academic Excellence Awardee, and topped the Philippine Bar exam that same year. She holds a Master of Laws in International Legal Studies from New York University under a Fulbright Scholarship and Hugo Grotius Scholarship.



### **Patrick F. Santos, 58, Filipino**

First Vice President, Chief Information Security Officer and Cybersecurity Operations Head

He is the Chief Information Security Officer and Cybersecurity Operations Head of the Company. Prior to joining PLDT, he held key technical leadership positions in Zuellig Pharma Asia Pacific Ltd. as Head of Network, Infrastructure, and Cybersecurity with oversight for 15 Asia countries from April 2022 to August 2024 and Senior Director of Regional Information Technology from June 2016 to March 2022. He also served as a Senior Vice President and the Group Chief Information Officer (CIO) of SPi Global Holdings, Inc. from January 2011 to January 2016 and CIO for Delos Insurance an A- AM Best Rated Company, New York City, New York USA from 2005 - 2010. He obtained his Bachelor of Science Degree in Computer Science from Long Island University - C.W. Post Campus, Brookville New York U.S.A. in 1989 where he graduated with honors.



### **Melissa V. Vergel de Dios, 62, Filipino**

First Vice President, Chief Sustainability Officer

She is the Chief Sustainability Officer effective November 4, 2021 and concurrent Corporate Sustainability Office Head of the Company. She has been in PLDT's service since May 2001 and served as Investor Relations Head until October 2024, Property Management Center Head until May 2003, and Property and Facilities Management Center Head until September 2007. Prior to joining PLDT, she was the Chief Operating Officer of Wharton Credit Corp. and from June 2000 to May 2001 was the Group Chief Finance Officer of Global 3 Internet Holdings, Inc. She held various positions in San Miguel Group of Companies from 1984 to 2000. Ms. Vergel de Dios obtained her Bachelor of Science Degree in Marketing and Management and Bachelor of Arts degree in Economics from Assumption College.

**Gil Samson D. Garcia, 53, Filipino**

First Vice President, Financial Controllershship Head

He is the Financial Controllershship Head. He served as Group CFO of the ePLDT Group from May 2015 to August 2023, and MVP Rewards & Loyalty Solutions, Inc. (MRSI) from September 2018 to August 2023. He served as Controller of PCEV from June 2022 to June 2023. He holds directorships in several subsidiaries of ePLDT. Prior to joining PLDT, he was a Senior Director until January 2007 of the Business Risk Services Group of SGV & Co. / Ernst & Young, where he gained a wide range of experiences, here and abroad, in external audit and business process review and advisory including Sarbanes Oxley (SOX) 404 evaluation & consultancy, risk management, corporate governance, and business fraud investigation, and fraud prevention and detection, among others. He graduated Cum Laude from the University of Santo Tomas with a Bachelor of Science Degree in Commerce, Major in Accounting. He is a CPA and a globally Certified Internal Auditor (CIA) and Certified Fraud Examiner (CFE). He completed the Management Development Program in the Asian Institute of Management School of Executive Education in cooperation with PLDT & Smart in August 2016, and the High Potential Program / Leadership Talent Assessment facilitated by Development Dimensions International in October 2020. He was certified as Executive Coach Level 3 by the Global Learning Solutions Singapore in October 2023.

**Ma. Magdalene A. Tan, 49, Filipino**

First Vice President, Chief Governance Officer

She is the Chief Governance Officer. She has been in PLDT's service for more than 16 years. She is responsible for the design, establishment, monitoring, implementation, and communication of PLDT's corporate governance compliance programs, including whistle-blowing, non-retaliation and conflict of interest policies and procedures. Prior to rejoining PLDT in 2015, she served as Supply Chain Planning and Program Management Center Head, Corporate Governance Executive and Tax Planning/Compliance Specialist of PLDT. She also worked with the University of the Philippines, Bureau of Internal Revenue, Metro Pacific Investments Corporation, and SGV & Co./Ernst & Young. She is a Certified Public Accountant and a lawyer. She obtained her Bachelor of Science Degree in Business Administration and Accountancy and Bachelor of Laws Degree from the University of the Philippines, and Master of Laws Degree (International Programme), with Merit Award, from the University of London.

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**Leah Camilla R. Besa-Jimenez, 50, Filipino**

First Vice President, Chief Data Privacy Officer

She is the Chief Data Privacy Officer and Privacy Office Head, and concurrent Group Head of Enterprise Risk Management. She has almost 30 years of experience in data privacy, digital, data, CRM/CVM (focusing on data analytics, data warehouse, and loyalty & retention), marketing, media, product and social. Prior to her appointment in PLDT, she served as Consultant – CVM (CCM & Loyalty) and Digital Engagement of Smart. She also served as a First Vice President/Group Head of Smart for Digital Media from September 2012, and for Media Convergence from June 2013 to May 2015. Her other previous employments include Chief Executive Officer of Starcom Mediavest Group Manila, Philippines from May 2015 to December 2016, Managing Director of Netbooster Asia, Inc. (now a GroupM Company) from January 2011 to August 2012 and General Manager of Proximity Philippines from March 2006 to December 2010. She also served as Head-Wireless CRM (Core Wireless Member) of Globe Telecom from 2003 to March 2006. She obtained her Bachelor of Arts degree in Communications Arts and Bachelor of Science degree in Commerce, major in Marketing Management from De La Salle University. She is also a Certified Information Privacy Manager by the IAPP.

# Officers List

**MANUEL V. PANGILINAN**

President and Chief Executive Officer

**MENARDO G. JIMENEZ, Jr.**

Executive Vice President and Chief Operating Officer

**MARILYN A. VICTORIO-AQUINO**

Senior Vice President, Senior Legal Advisor to the Chairman and Corporate Secretary

**GINA MARINA P. ORDOÑEZ**

Senior Vice President and Chief People Officer

**VICTORICO P. VARGAS**

Leadership Transition Officer

**DANNY Y. YU**

Senior Vice President, Chief Financial Officer, and Chief Risk Management Officer

**JEREMIAH M. DE LA CRUZ**

Senior Vice President

**JOSEPH IAN G. GENDRANO**

Senior Vice President

**JOHN GREGORY Y. PALANCA**

Senior Vice President

**PATRICIO S. PINEDA III<sup>1</sup>**

Senior Vice President

**LEO I. POSADAS<sup>2</sup>**

Senior Vice President and Treasurer

**LUIS S. REÑON**

Senior Vice President and Senior Advisor to the Chairman

**JOAN A. DE VENECIA-FABUL**

First Vice President and Chief Legal Counsel

**PATRICK JOSEPH F. SANTOS**

First Vice President and Chief Information Security Officer

**MELISSA V. VERGEL DE DIOS**

First Vice President and Chief Sustainability Officer

**LEAH CAMILLA R. BESA-JIMENEZ**

First Vice President and Chief Data Privacy Officer

**MA. MAGDALENE A. TAN<sup>4</sup>**

First Vice President and Chief Governance Officer

**GIL SAMSON D. GARCIA**

First Vice President

**JOSE ROBERTO A. ALAMPAY<sup>3</sup>**

First Vice President

**KATRINA L. ABELARDE**

First Vice President

**BENEDICT PATRICK V. ALCOSEBA**

First Vice President

**ANDREW T. ATIENZA**

First Vice President

**MARCO ALEJANDRO T. BORLONGAN**

First Vice President

**MARY JULIE C. CARCELLER**

First Vice President

**BERNARD H. CASTRO**

First Vice President

**DARLENE STEPHANIE D. CHIONG**

First Vice President

**JOSEPH MICHAEL VINCENT G. CO**

First Vice President

**VICTOR EMMANUEL S. GENUINO, II**

First Vice President

**JOHN JOHN R. GONZALES**

First Vice President

**MA. CRISELDA B. GUHIT**

First Vice President

**GARY MANUEL Y. KHO**

First Vice President

**ALBERT MITCHELL L. LOCSIN**

First Vice President

**LOREEVI GAIL O. MERCADO**

First Vice President

**ANNA KARINA V. RODRIGUEZ**

First Vice President

**JEANINE R. RUBIN**

First Vice President

**BERNADETTE C. SALINAS**

First Vice President

**RODERICK S. SANTIAGO**

First Vice President

**GINA B. SANTOS**

First Vice President

**PATRICK S. TANG**

First Vice President

**VICTOR Y. TRIA**

First Vice President

**JUDE MICHAEL H. TURCUATO**

First Vice President

**JOHN HENRI C. YANEZ**

First Vice President

<sup>1</sup> Appointed as Senior Vice President and Enterprise Business Head effective April 2, 2025

<sup>2</sup> Promoted to Senior Vice President effective March 20, 2025

<sup>3</sup> Appointed as Senior Vice President effective March 1, 2025

<sup>4</sup> Promoted to First Vice President and Chief Governance Office effective March 20, 2025

As of June 9, 2025

**MARK DAVID P. MARTINEZ**

Vice President and Assistant Corporate Secretary

**CECILLE M. ALZONA**

Vice President

**ROY VICTOR E. AÑONUEVO**

Vice President

**TITO RODOLFO B. AQUINO, JR.**

Vice President

**MARIA CECILIA A. AREVALO**

Vice President

**JERAMEEL A. AZURIN**

Vice President

**FRANCIS A. BAUTISTA**

Vice President

**DIANNE M. BLANCO**

Vice President

**BENJAMIN JOSE C. CAUSON, JR.**

Vice President

**MA. MONICA M. CONSING**

Vice President

**RAI ANTONIO A. DE JESUS**

Vice President

**BRANDEN B. DEAN**

Vice President

**RAMIL C. ENRIQUEZ**

Vice President

**ANICETO M. FRANCO III**

Vice President

**LEONARD A. GONZALES**

Vice President

**SILVERIO S. IBAY, JR.**

Vice President

**GARY F. IGNACIO**

Vice President

**ALVIN S. ILANO**

Vice President<sup>1</sup>

**JAVIER C. LAGDAMEO**

Vice President

**SER JOHN S. LAYUG**

Vice President

**JOHN HENRY S. LEBUMFACIL**

Vice President

**CZAR CHRISTOPHER S. LOPEZ**

Vice President

**MA. CARMELA F. LUQUE**

Vice President

**EVERT CHRIS R. MIRANDA**

Vice President

**RUBY S. MONTOYA**

Vice President

**MARSEILLE N. NOGRALES**

Vice President

**AUDREY LYN S. OLIVA**

Vice President

**CHARLES LOUIS L. ORCENA**

Vice President

**REGINA F. PINEDA**

Vice President

**EMERSON C. ROQUE**

Vice President

**MARIELLE M. RUBIO**

Vice President

**MARIA CHRISTINA C. SEMIRA**

Vice President

**ARVIN L. SIENA**

Vice President

**JERONE H. TABANERA**

Vice President

**CARLA ELENA A. TABUENA**

Vice President

**JECYN AIMEE C. TENG**

Vice President

**MILAN M. TOPACIO**

Vice President

**MA. DELIA V. VILLARINO**

Vice President

**RADAMES VITTORIO B. ZALAMEDA**

Vice President

<sup>1</sup>Promotion to Vice President effective July 1, 2025

# Awards and Recognitions

## **S&P Global Sustainability Yearbook 2025 Member**

### **Industry Mover**

*PLDT*

## **Global Child Forum and Boston Consulting**

### **2nd in the World**

*PLDT*

## **ASEAN Corporate Governance Scorecard (ACGS) Recognition**

### **Three Golden Arrows Award**

*PLDT*

## **Inaugural Fortune Southeast Asia 500**

### **Top PH Telco (#38 PH Company)**

*PLDT*

## **Alpha Southeast Asia's 14th Annual Corporate Institutional Investor 2024**

Best Senior Management IR Support: #2

Most Consistent Dividend Policy: #5

Best Strategic CSR: #4

One of the eight best managed companies in the Philippines

## **59th Anvil Awards**

### **Winner**

Company of the Year

### **Gold Anvil**

- Farmsmart: Improving Filipino Farmers' Lives and Livelihood through Innovation and Collaboration

- TNT SIM Registration (Cause-related / Public Awareness / Advocacy)

## **Asia Customer Experience Awards**

### **Customer Success of the Year**

*ePLDT and PLDT Enterprise*

## **Cybersecurity Symposiums Philippines**

### **Cybersecurity Innovator of the Year**

*ePLDT*

## **Finance Asia Asia's Best Companies 2024**

### **Bronze**

Most Committed to ESG – Philippines

### **Bronze**

Best Investor Relations – Philippines

## **HR Excellence Awards**

### **Gold**

Excellence in CSR Strategy  
*PLDT and Smart Communities*

### **Bronze**

Excellence in Diversity, Equity and Inclusion

## **Huawei cloud Philippines Innovative Partner of the Year**

*ePLDT*

## **International Business Awards**

### **Gold Stevie®**

Conferences & Meetings – Conference category and Convention category  
*PH Digicon 2023*

PR Campaign of the Year – Community Relations  
*Madiskarte Moms*

Video awards category – social video

*PLDT Home Usap Tayo*

## **LinkedIn Talent Awards**

### **Winner**

AI Pioneer of the Year

*PLDT*

## **Marketing Excellence Awards**

### **Gold**

Excellence in Communications and Public Relations

*PLDT Enterprise "Visionaries" Campaign*

### **Silver**

Excellence in Digital Marketing

*Smart SIM Registration Campaign*

### **Bronze**

Excellence in Out-of-Home Advertising

*FIBA Campaign*

## **Panata Awards**

### **Gold**

Effective Use of Marketing Channel – Single Medium – Out-of-Home category

*FIBA World Cup 2023: Smart Ball of Asia*

*Smart Communications, Inc.*

## **20th Philippine Quill Awards**

### **Winner**

Company of The Year

*PLDT and Smart*



## Excellence

Bossing for the Win! by PLDT Global's TINBO

PLDT Home empowers Filipinos to #DoltBetter at Home

TNT Affordaloads

TNT Free Tiktok For All

Better Today for Kids: Championing Children's Rights and Safety in the Digital World

Better Today Power Move Project

Better Today Time Capsule Project

Buy Local, Buy Smart: E-newsletter Campaign  
FarmSmart Farm: A Tech-Enhanced Climate-Friendly and

Sustainable Farming Program for Filipino Farmers

Innovation Generation: Creating an innovation mindset among the youth

Project MOSAIC (Movement On Safeguarding And Internet safety of Children)

2022 PLDT & Smart Mind Your Health Program

2022 PLDT Pamana Service Awards

## World Communication Awards

### Winner

Beyond Connectivity Award

Building Filipino  
#MSMEmpowered and  
#FarmSmart Communities through Technology

## 2024 SMARTIES Philippines

### Gold Award

Social Media Marketing  
TNT Petmaloop Challenge

## Stevie®

### Gold Stevie®

Innovative achievement in Corporate Social Responsibility

Building Filipino  
#MSMEmpowered and  
#FarmSmart Communities through Technology

Award for Innovation in content marketing/branded editorial  
TNT Petmaloop Challenge

Award for Innovation in cause-related videos  
TNT SIM Registration

## Silver Stevie®

Achievement in Product Innovation

PLDT Home empowers Filipinos to Do It Better at Home and in Life

Innovative achievement in diversity and inclusion

IDEATe (Inclusion, Diversity, Equity, and Advocacy through Technology)

Award for Innovation in the use of events

PLDT Enterprise's PH Digicon 2023 "VISION": Reimagine Tomorrow's Enterprise

Award for Innovation use of video

Usap Tayo: An Advocacy Campaign for Filipinos to Connect Meaningfully during the 2022 Philippine National Elections

Award for innovation in cross-media marketing  
TNT Free Tiktok For All

Award for the innovative use of technology in customer service - Telecommunications industries

Consumer Talkbots: Revolutionizing Collections thru Artificial Intelligence

Brand & Experiences - Brand Engagement Event category  
PH Digicon 2023

PR Campaign of the Year - Social Media Focused category  
Visionaries: Going Further Together with PLDT Enterprise

## Bronze Stevie®

Achievement in Product Innovation

Smart's Prepaid Digital eSIM: Delivering the Future of Mobile Communications to Filipino Subscribers

Award for innovation in the use of social media  
PLDT Enterprise's VISIONARIES Campaign

Award for innovation in business-to-business events  
PLDT Enterprise's PH Digicon 2023 "VISION": Reimagine Tomorrow's Enterprise

## Tambuli Awards

### Bronze Tambuli

#MSMEmpowered and  
#FarmSmart Communities  
SIM Registration Drive initiatives

## 1st Tiktok Ad Awards

### Gold Award

Best Branding Campaign  
TNT Petmaloop Challenge

For a complete list of awards, refer to the Awards and Citations page on the PLDT Corporate website



# Alliances and Memberships

GRI 2-28

## LOCAL

- American Chamber of Commerce and Industry (AmCham) Philippines
- Association of Foundations (AF))
- Canadian Chamber of Commerce of the Philippines (CanCham)
- Cebu Chamber of Commerce & Industry (CCCI)
- Cebu PhilExport
- Contact Center Association of the Philippines (CCAP)
- Data Privacy Council of the Philippines
- eMoney Association of the Philippines
- Ethics and Compliance Initiative (ECI)
- FinTech Alliance.Ph
- Global Compact Network Philippines (GCNP)
- GoNegosyo
- Good Governance Advocates and Practitioners of the Philippines (GGAPP)
- Ideospace Foundation
- Information Technology Association of the Philippines (ITAP)
- Integrity Initiative, Inc.
- IT & Business Process Association of the Philippines, Inc. (IBPAP)
- League of Corporate Foundations (LCF)
- Makati Business Club (MBC)
- Management Association of the Philippines (MAP)
- Mandaue Chamber of Commerce and Industry (MCCI)
- Manila International Dialogue
- Negros Oriental Chamber of Commerce and Industry (NOCCI)
- Philippine Association of Private Telephone Companies (PAPTELCO)
- Philippine Business and Disability Network (PBDN)
- Philippine Business Coalition for Women Empowerment (PBCWE)
- Philippine Business for Education (PBEd)
- Philippine Business for Social Progress (PBSP)
- Philippine Chamber of Telecommunication Operators (PCTO)
- Philippine Council for NGO Certification
- Philippine Disaster Resilience Foundation (PDRF)
- Philippine Franchise Association (PFA)
- Philippine Integrated Fire Protection Organization (PIFPO)
- Philippine Partnerships for Sustainable Agriculture
- Philippine Retailers Association (PRA)
- Pollution Control Association of the Philippines, Inc (PCAPI)
- Private Sector Advisory Council (PSAC)
- Public Relations Society of the Philippines (PRSP)
- SaferKidsPH
- Safety Organization of the Philippines, Inc. (SOPI)
- Scaling Up Nutrition Business Network (SUN Business Network)
- Semiconductor and Electronics Industries in the Philippines Foundation, Inc (SEIPI)
- Supply Chain Management Association of the Philippines (SCMAP)
- Zero Extreme Poverty Coalition (ZEPI)

## INTERNATIONAL

- Asian Carriers Conference Incorporated (ACC)
- Business Continuity Management Institute (BCMI) of Singapore
- Climate Disclosure Project (CDP)
- Conexus Mobile Alliance
- Forum of Incident Response and Security Teams (FIRST)
- Global Settlement Council (GSC)
- Global System for Mobile Communications Association (GSMA)
- International Association of Business Communicators (IABC)
- International Association of Privacy Professionals
- International Financial and Reporting Standards (IFRS)
- International Inbound Services Forum (IISF)
- International IP Interconnect Forum (i3Forum)
- International Justice Mission
- International Telecommunications Union (ITU)
- Internet Watch Foundation (IWF)
- Metro Ethernet Forum (MEF)
- Procurement Leaders
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-Related Financial Disclosure (TCFD)
- Taskforce on Nature-related Financial Disclosure (TNFD)
- TM Forum
- UNICEF
- United Nations Global Compact (UNGC)
- WeProtect Global Alliance



# APPENDICES

## Concern

### Employee Diversity

	2024 <sup>a</sup>		2023 <sup>b</sup>		2022 <sup>c</sup>	
Total Employee	14,897		15,592		16,194	
<b>By Gender</b>						
Male	9,935	66.69%	10,408	66.75%	10,703	66.09%
Female	4,962	33.31%	5,184	33.25%	5,491	33.91%
<b>By Age Group</b>						
Under 30 years old	2,965	19.90%	3,958	25.38%	4,983	30.77%
30 to 50 years old	9,719	65.24%	9,273	59.47%	8,787	54.26%
Over 50 years old	2,213	14.86%	2,361	15.14%	2,424	14.97%
<b>By Level</b>						
Rank and File	5,928	39.79%	6,506	41.73%	6,993	43.18%
Management	7,291	48.94%	7,428	47.64%	7,507	46.36%
Executives	1,518	10.19%	1,501	9.63%	1,530	9.45%
Officers	160	1.07%	157	1.01%	164	1.01%
<b>By Region</b>						
Philippines						
Luzon	12,625	84.75%	13,185	84.56%	13,642	84.24%
Visayas	1,195	8.02%	1,289	8.27%	1,377	8.50%
Mindanao	1,058	7.10%	1,096	7.03%	1,152	7.11%
Asia Pacific	10	0.07%	11	0.07%	12	0.07%
Americas	9	0.06%	11	0.07%	11	0.07%
<b>Solo Parents</b>	<b>532</b>	<b>3.57%</b>	<b>535</b>	<b>3.43%</b>	<b>503</b>	<b>3.11%</b>
Male	198	1.33%	190	1.22%	154	0.95%
Female	334	2.24%	345	2.21%	349	2.16%

<sup>a</sup> Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>b</sup> Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>c</sup> Companies included are PLDT, Smart, ePLDT, and PGC

### New Hires

	2024 <sup>a</sup>		2023 <sup>b</sup>		2022 <sup>c</sup>	
New Employee Hires	802	5.38%	428	2.74%	561	3.46%
<b>By Gender</b>						
Male	490	3.29%	252	1.62%	315	1.95%
Female	312	2.09%	176	1.13%	246	1.52%
<b>By Age Group</b>						
Under 30 years old	391	2.62%	257	1.65%	325	2.01%
30 to 50 years old	367	2.46%	162	1.04%	224	1.38%
Over 50 years old	44	0.30%	9	0.06%	12	0.07%
<b>By Level</b>						
Rank and File	469	3.15%	227	1.46%	302	1.86%
Management	221	1.48%	138	0.89%	181	1.12%
Executives	98	0.66%	55	0.35%	72	0.44%
Officers	14	0.09%	8	0.05%	6	0.04%
<b>By Region</b>						
Philippines						
Luzon	751	5.04%	420	2.69%	554	3.42%
Visayas	37	0.25%	2	0.01%	6	0.04%
Mindanao	13	0.09%	5	0.03%	1	0.01%
Asia Pacific	1	0.01%	1	0.01%	-	0.00%
Americas	-	0.00%	-	0.00%	-	0.00%

<sup>a</sup> Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>b</sup> Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>c</sup> Companies included are PLDT, Smart, ePLDT, and PGC

### AI and the New Generation of Leaders



## Employee Turnover

	2024 <sup>a</sup>		2023 <sup>b</sup>		2022 <sup>c</sup>	
Attrition Rate <sup>d</sup>	1,493	10.02%	1,404	9.00%	1,953	12.06%
Work Optimization Programme <sup>e</sup>	415	2.79%	538	3.45%	1,031	6.37%
Other Voluntary Separation	1,078	7.24%	866	5.55%	922	5.69%
<b>By Gender</b>						
Male	960	6.44%	806	5.17%	1,059	6.54%
Female	533	3.58%	598	3.84%	894	5.52%
<b>By Age Group</b>						
Under 30 years old	453	3.04%	412	2.64%	584	3.61%
30 to 50 years old	642	4.31%	652	4.18%	656	4.05%
Over 50 years old	398	2.67%	340	2.18%	713	4.40%
<b>By Level</b>						
Rank and File	671	4.50%	578	3.71%	704	4.35%
Management	661	4.44%	638	4.09%	1,043	6.44%
Executives	139	0.93%	159	1.02%	191	1.18%
Officers	22	0.15%	29	0.19%	15	0.09%
<b>By Region</b>						
Philippines						
Luzon	1,305	8.76%	1,244	7.98%	1,725	10.65%
Visayas	137	0.92%	92	0.59%	120	0.74%
Mindanao	47	0.32%	66	0.42%	108	0.67%
Asia Pacific	2	0.01%	2	0.01%	-	0.00%
Americas	2	0.01%	-	0.00%	-	0.00%

<sup>a</sup> Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>b</sup> Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>c</sup> Companies included are PLDT, Smart, ePLDT, and PGC

<sup>d</sup> Attrition rate is computed as total number of separated employees over the total employee count as of the reporting period

<sup>e</sup> Work Optimization Program, previously known as Manual Rightsizing Program (MRP), is a strategic effort to reduce operational costs and make the workplace adaptable to shifting market preferences and increasing competition. This program is implemented in compliance with the Labor Code of the Philippines and all other relevant labor laws and regulations in the country.

## Performance Management

	2024 <sup>a</sup>	2023 <sup>b</sup>	2022 <sup>c</sup>			
Total active employees						
By Gender	15,267	16,194	17,446			
Male	10,189	10,703	11,367			
Female	5,078	5,491	6,079			
By Employee Level	15,267	16,194	17,446			
Rank and File	6,250	6,993	7,806			
Management	7,373	7,507	7,983			
Executives	1,490	1,530	1,488			
Officers	154	164	169			
Employees who received performance evaluation	% over total employee	% over total employee	% over total employee			
By Gender	14,881	94.85%	15,806	97.60%	16,906	96.90%
Male	9,693	95.13%	10,496	98.07%	11,054	97.25%
Female	4,788	94.29%	5,310	96.70%	5,852	96.27%
By Employee Level	14,881	94.85%	15,806	97.60%	16,906	96.90%
Rank and File	14,481	93.12%	6,777	96.91%	7,474	95.75%
Management	7,143	96.88%	7,388	98.41%	7,831	98.10%
Executives	1,377	92.42%	1,483	96.93%	1,439	96.71%
Officers	141	91.56%	158	96.34%	162	95.86%

<sup>a</sup> Companies included are PLDT, Smart, VITRO, ePLDT, and PGC

<sup>b</sup> Companies included are PLDT, Smart, ePLDT, and PGC

<sup>c</sup> Companies included are PLDT, Smart, and ePLDT

## Employee Training

	2024 <sup>a</sup>			2023 <sup>b</sup>			2022 <sup>c</sup>		
	Employee Count	Training Hours	Ave. Training Hours	Employee Count	Training Hours	Ave. Training Hours	Employee Count	Training Hours	Ave. Training Hours
<b>TOTAL</b>	<b>14,600</b>	<b>501,080</b>	<b>34.32</b>	<b>15,267</b>	<b>365,156</b>	<b>23.92</b>	<b>16,194</b>	<b>273,568</b>	<b>16.89</b>
<b>By Gender</b>									
Male	9,734	372,215	38.24	10,189	206,485	20.27	10,703	165,047	15.42
Female	4,866	128,866	26.48	5,078	158,670	31.25	5,491	108,520	19.76
<b>By Employee Level</b>									
Rank and File	5,701	239,221	41.96	6,250	139,077	22.25	6,993	114,394	16.36
Management	7,236	213,064	29.44	7,373	196,817	26.69	7,507	129,997	17.32
Executives	1,505	44,960	29.87	1,490	27,010	18.13	1,530	26,269	17.17
Officers	158	3,836	24.28	154	2,252	14.62	164	2,908	17.73

<sup>a</sup> Companies included are PLDT, Smart, VITRO, ePLDT, and PGC

<sup>b</sup> Companies included are PLDT, Smart, ePLDT, and PGC

<sup>c</sup> Companies included are PLDT, Smart, and ePLDT

## Ratios of standard entry-level wage by gender compared to local minimum wage

Gender	2024 <sup>a</sup>	2023 <sup>b</sup>	2022 <sup>b</sup>
Male	2.23	2.31	2.45
Female	2.27	2.28	2.31
<b>Total</b>	<b>2.25</b>	<b>2.30</b>	<b>2.39</b>

Note:

The PLDT Group main office is in Makati, Metro Manila. The average monthly salary plus other compensation of entry-level employees of the company is more than twice as the Estimated Equivalent Monthly Rate (EEMR) in Metro Manila, including the mandatory 13th-month pay, using the daily minimum wage set by the National Wages Productivity Commission (NWPC) of the DOLE for both male and female.

<sup>a</sup> Companies included are PLDT, Smart, VITRO, ePLDT, and PGC

<sup>b</sup> Companies included are PLDT, Smart, ePLDT, and PGC

## Ratio of average basic salary and remuneration of women to men

Company	Rank & File			Management			Executives			Officers		
	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022
PLDT	1.01	0.99	0.99	1.00	0.98	0.96	1.03	1.00	0.98	0.82	0.79	0.99
Smart	0.96	0.96	0.94	0.94	0.93	0.92	0.94	0.94	0.94	1.00	1.05	1.06
VITRO	0.92	N/A	N/A	0.86	N/A	N/A	0.87	N/A	N/A	0.97	N/A	N/A
ePLDT	0.96	0.89	0.90	0.83	0.79	0.76	0.92	0.85	0.87	0.86	1.03	0.98
PGC	0.96	1.04	0.92	1.22	1.36	0.92	0.91	1.01	1.03	0.85	0.83	0.73

## Parental Leaves GRI 2-4

	2024 <sup>a</sup>			2023 <sup>b</sup>			2022 <sup>b</sup>		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees entitled to parental leave	5,369	4,866	<b>10,235</b>	5,374	5,078	<b>10,452</b>	5,327	5,491	<b>10,818</b>
Employees that took parental leave	480	208	<b>688</b>	527	283	<b>810</b>	451	283	<b>734</b>
Employees that returned to work in the reporting period after parental leave ended	480	207	<b>687</b>	526	277*	<b>803*</b>	448	277	<b>725</b>
<b>Return to work rate</b>	<b>100.00%</b>	<b>99.52%</b>	<b>99.85%</b>	<b>99.81%</b>	<b>97.88%*</b>	<b>99.14%*</b>	<b>99.33%</b>	<b>97.88%</b>	<b>98.77%</b>
Employees that took parental leave in previous period and returned to work	526	275	<b>801</b>	448	277	<b>725</b>	369	241	<b>610</b>
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	514	239	<b>753</b>	437	245	<b>682</b>	361	219	<b>580</b>
<b>Retention Rate</b>	<b>97.72%</b>	<b>86.91%</b>	<b>94.01%</b>	<b>97.54%</b>	<b>88.45%</b>	<b>94.07%</b>	<b>97.83%</b>	<b>90.87%</b>	<b>95.08%</b>

\*Restated

**Note:**

Without the transfer of returning ePLDT employees from parental leave to VITRO, the retention rates are 98.29% for males, 91.27% for females, and 95.88% overall.

<sup>a</sup> Companies included are PLDT, Smart, VITRO, ePLDT, and PGC

<sup>b</sup> Companies included are PLDT, Smart, ePLDT, and PGC

## Safe-Man Hours

	2024	2023	2022
Number of Employees	9,513	10,004	10,480
Total Hours of Employee Exposure	18,068,755	18,852,168	18,710,965
Number of Lost Time Accidents	4	10	8
Male	4	9	8
Female	-	1	-
Luzon	1	6	6
Visayas	2	1	2
Mindanao	1	3	-
Number of Non-Disabling Injuries	50	40	32
Days lost due to lost time accidents	32	129	298
Male	32	126	298
Female	-	3	-
Luzon	3	71	292
Visayas	14	2	6
Mindanao	15	56	-
Total man-hours work without LTA	3,378,171	3,748,381	1,409,013
Frequency rate	0.22	0.53	0.43
Severity rate	1.77	6.84	15.93
<b>Total Hours of Employee Exposure</b>	<b>18,068,755</b>	<b>18,852,168</b>	<b>18,710,965</b>
Male	14,038,699	14,265,928	13,981,310
Female	4,030,056	4,586,240	4,729,655
<b>Total Hours of Employee Exposure</b>	<b>18,068,755</b>	<b>18,852,168</b>	<b>18,710,965</b>
Luzon	12,683,759	15,820,027	15,217,560
Visayas	4,138,446	1,640,529	1,902,604
Mindanao	1,246,550	1,391,612	1,590,801
<b>Frequency Rate</b>	<b>0.22</b>	<b>0.53</b>	<b>0.43</b>
Luzon	0.08	0.38	0.39
Visayas	0.48	0.61	1.05
Mindanao	0.80	2.16	-
Male	0.28	0.63	0.57
Female	-	0.22	-
<b>Severity Rate</b>	<b>1.77</b>	<b>6.84</b>	<b>15.93</b>
Luzon	0.24	4.49	19.19
Visayas	3.38	1.22	3.15
Mindanao	12.03	40.24	-
Male	2.28	8.83	21.31
Female	-	0.65	-

## Types of Injury

TYPES OF INJURY BY GENDER	2024				2023				2022			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Abrasions	1*	6%	2	11%	3	16%	0	0%	0	0%	0	0%
Avulsion	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%
Contusion, bruises, hematoma	4*	22%	1	6%	1	5%	2*	11%	1	5%	1	5%
Cuts, lacerations, punctures	6	33%	2	11%	5*	27%	0	0%	7**	37%	0	0%
Dislocation, fractures	2*	11%	0	0%	2**	11%	0	0%	3*	16%	0	0%
Animal bite	24	133%	0	0%	20	106%	3	16%	13	69%	0	0%
Electrocution & Burns	1	6%	0	0%	1	5%	0	0%	0	0%	0	0%
Fall, trip, slip	4	22%	1	6%	4**	21%	1	5%	7	37%	0	0%
Foreign body	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Incise Wounds	1	6%	0	0%	0	0%	0	0%	0	0%	0	0%
Soft tissue injury	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sprains	2	11%	0	0%	1	5%	0	0%	6*****	32%	0	0%
Concussion	0	0%	0	0%	1*	5%	0	0%	0	0%	0	0%
Trauma	3*	17%	0	0%	0	0%	1	5%	1	5%	0	0%
Vehicular accident	0	0%	0	0%	4***	21%	0	0%	1*	5%	0	0%

TYPES OF INJURY BY REGION	2024						2023						2022					
	LUZON	%	VISAYAS	%	MINDANAO	%	LUZON	%	VISAYAS	%	MINDANAO	%	LUZON	%	VISAYAS	%	MINDANAO	%
Abrasions	2*	11%	1	6%	0	0%	0	0%	3	16%	0	0%	0	0%	0	0%	0	0%
Avulsion	0	0%	0	0%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%
Contusion, bruises, hematoma	4*	22%	1	6%	0	0%	3*	16%	0	0%	0	0%	2	11%	0	0%	0	0%
Cuts, lacerations, punctures	5	28%	2	11%	1	6%	5*	27%	0	0%	0	0%	4*	21%	3*	16%	0	0%
Dislocation, fractures	1	6%	0	0%	1*	6%	1*	5%	0	0%	1*	5%	2	11%	1*	5%	0	0%
Animal bite	21	116%	2	11%	1	6%	19	101%	4	21%	0	0%	11	59%	1	5%	1	5%
Electrocution & Burns	0	0%	1	6%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%
Fall, trip, slip	2	11%	2	11%	1	6%	5**	27%	0	0%	0	0%	7	37%	0	0%	0	0%
Foreign body	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Incise Wounds	0	0%	1	6%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Soft tissue injury	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sprains	2	11%	0	0%	0	0%	1	5%	0	0%	0	0%	6	32%	0	0%	0	0%
Concussion	0	0%	0	0%	0	0%	0	0%	1*	5%	0	0%	0	0%	0	0%	0	0%
Trauma	2*	11%	1	6%	0	0%	1	5%	0	0%	0	0%	1	5%	0	0%	0	0%
Vehicular accident	0	0%	0	0%	0	0%	2*	11%	0	0%	2**	11%	1*	5%	0	0%	0	0%

\* With one disabling injury each.  
 \*\* With two disabling injury each.  
 \*\*\* With three disabling injury each.  
 \*\*\*\* With four disabling injury each.  
 \*\*\*\*\* With five disabling injury each.  
 Zero case for Mindanao in 2021



## Defined benefit obligation <sup>GRI 2-4</sup>

PLDT	2024	2023	2022
Defined benefit obligation	16,955,961,600	17,616,095,600	15,506,880,900
Fair value of assets	13,827,701,300	14,419,307,700	16,294,223,500
<b>Net defined benefit asset / (liability)</b>	<b>(3,128,260,300)</b>	<b>(3,196,787,900)</b>	<b>787,342,600</b>
Percentage of salary contributed by employee	none	none	none

Smart	2024	2023	2022
Defined benefit obligation	3,410,124,100	2,799,540,600	2,776,929,000
Fair value of assets	4,053,243,000	3,617,192,600	3,485,203,200
<b>Net defined benefit asset / (liability)</b>	<b>643,118,900</b>	<b>817,652,000</b>	<b>708,274,200</b>
Percentage of salary contributed by employee	5% to 10%	5% to 10%	5% to 10%

ePLDT	2024	2023	2022
Defined benefit obligation	134,763,500	130,355,400	199,581,400
Fair value of assets	-	-	-
<b>Net defined benefit asset / (liability)</b>	<b>(134,763,500)</b>	<b>(130,355,400)</b>	<b>199,581,400</b>
Percentage of salary contributed by employee	none	none	none

PGC	2024	2023	2022 <sup>2</sup>
Defined benefit obligation	44,877,272	90,461,367 <sup>1</sup>	-
Fair value of assets	55,482,540	-	-
<b>Net defined benefit asset / (liability)</b>	<b>10,605,268</b>	<b>(90,461,367)<sup>1</sup></b>	<b>-</b>
Percentage of salary contributed by employee	Up to 10%	Up to 10%	none

<sup>1</sup>Restated<sup>2</sup>Values for PGC are not available for year 2022.

**Note:** The company engages the assistance of an external actuary whose calculations depend on certain assumptions, such as future salary rate increase, attrition and mortality rates, as well as discount rate, which could have a material impact on the results.

# Conservation

## Scope 1 Energy and GHG Emissions

	Fuel Consumption (liter)			Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
<b>PLDT</b>	<b>5,748,261</b>	<b>5,546,834</b>	<b>6,149,503</b>	<b>204,869</b>	<b>197,580</b>	<b>218,439</b>	<b>14,787</b>	<b>13,609</b>	<b>15,033</b>
<b>Gasoline</b>	<b>3,156,067</b>	<b>3,068,510</b>	<b>3,533,999</b>	<b>105,677</b>	<b>102,746</b>	<b>118,356</b>	<b>7,234</b>	<b>6,970</b>	<b>8,027</b>
Transport Fuel	3,145,571	3,058,339	3,522,237	105,326	102,405	117,962	7,203	6,943	7,996
Genset Fuel	10,495	10,171	11,762	351	341	394	31	27	32
<b>Diesel</b>	<b>2,592,194</b>	<b>2,478,325</b>	<b>2,615,504</b>	<b>99,192</b>	<b>94,834</b>	<b>100,084</b>	<b>7,553</b>	<b>6,639</b>	<b>7,005</b>
Transport Fuel	2,045,709	1,910,409	2,074,888	78,280	73,103	79,397	5,953	5,110	5,549
Genset Fuel	546,125	567,701	539,465	20,898	21,723	20,643	1,599	1,529	1,453
Forklift fuel	360	215	1,151	14	8	44	1	1	3
<b>Smart</b>	<b>9,245,905</b>	<b>10,196,494</b>	<b>11,902,433</b>	<b>351,894</b>	<b>388,134</b>	<b>453,063</b>	<b>26,794</b>	<b>27,263</b>	<b>31,824</b>
<b>Gasoline</b>	<b>398,381</b>	<b>426,603</b>	<b>500,344</b>	<b>13,339</b>	<b>14,284</b>	<b>16,757</b>	<b>912</b>	<b>968</b>	<b>1,136</b>
Transport Fuel	398,381	426,603	500,344	13,339	14,284	16,757	912	968	1,136
<b>Diesel</b>	<b>8,847,524</b>	<b>9,769,891</b>	<b>11,402,089</b>	<b>338,555</b>	<b>373,850</b>	<b>436,306</b>	<b>25,882</b>	<b>26,295</b>	<b>30,688</b>
Transport Fuel	925,711	916,306	1,048,449	35,423	35,063	40,119	2,694	2,451	2,804
Genset Fuel	7,921,813	8,853,585	10,353,640	303,132	338,787	396,187	23,188	23,844	27,884

	Fuel Consumption (liter)			Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
<b>ePLDT</b>	<b>2,109</b>	<b>547,892</b>	<b>633,419</b>	<b>81</b>	<b>20,965</b>	<b>24,230</b>	<b>6</b>	<b>1,475</b>	<b>1,705</b>
<b>Gasoline</b>	-	-	<b>1,702</b>	-	-	<b>57</b>	-	-	<b>4</b>
Transport Fuel	-	-	1,702	-	-	57	-	-	4
<b>Diesel</b>	<b>2,109</b>	<b>547,892</b>	<b>631,718</b>	<b>81</b>	<b>20,965</b>	<b>24,173</b>	<b>6</b>	<b>1,475</b>	<b>1,701</b>
Transport Fuel	2,109	13,892	14,018	81	532	536	6	37	37
Genset Fuel	-	534,000	617,699	-	20,434	23,637	-	1,438	1,664
<b>VITRO</b>	<b>211,122</b>	<b>N/A</b>	<b>N/A</b>	<b>8,076</b>	<b>N/A</b>	<b>N/A</b>	<b>617</b>	<b>N/A</b>	<b>N/A</b>
<b>Gasoline</b>	<b>569</b>	<b>N/A</b>	<b>N/A</b>	<b>19</b>	<b>N/A</b>	<b>N/A</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>
Transport Fuel	569	N/A	N/A	19	N/A	N/A	1	N/A	N/A
<b>Diesel</b>	<b>210,553</b>	<b>N/A</b>	<b>N/A</b>	<b>8,057</b>	<b>N/A</b>	<b>N/A</b>	<b>616</b>	<b>N/A</b>	<b>N/A</b>
Transport Fuel	9,827	N/A	N/A	376	N/A	N/A	29	N/A	N/A
Genset Fuel	200,726	N/A	N/A	7,681	N/A	N/A	588	N/A	N/A

	Fuel Consumption (liter)			Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
<b>PLDT Group Total</b>	<b>15,207,396</b>	<b>16,291,220</b>	<b>18,685,356</b>	<b>564,920</b>	<b>606,679</b>	<b>695,732</b>	<b>42,204</b>	<b>42,348</b>	<b>48,562</b>
<b>Gasoline</b>	<b>3,555,016</b>	<b>3,495,113</b>	<b>4,036,045</b>	<b>119,036</b>	<b>117,030</b>	<b>135,169</b>	<b>8,148</b>	<b>7,938</b>	<b>9,167</b>
Transport Fuel	3,544,521	3,484,942	4,024,283	118,684	116,689	134,775	8,117	7,911	9,135
Genset Fuel	10,495	10,171	11,762	351	341	394	31	27	32
<b>Diesel</b>	<b>11,652,380</b>	<b>12,796,107</b>	<b>14,649,311</b>	<b>445,884</b>	<b>489,649</b>	<b>560,563</b>	<b>34,057</b>	<b>34,409</b>	<b>39,395</b>
Transport Fuel	2,983,356	2,840,607	3,137,355	114,160	108,697	120,052	8,682	7,597	8,391
Genset Fuel	8,668,664	9,955,285	11,510,804	331,711	380,944	440,466	25,374	26,811	31,001
Forklift Fuel	360	215	1,151	14	8	44	1	1	3

Intensity per Headcount	Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022
<b>PLDT Group</b>	<b>39.02</b>	<b>40.07</b>	<b>43.30</b>	<b>2.91</b>	<b>2.80</b>	<b>3.02</b>
PLDT	21.54	19.75	20.84	1.55	1.36	1.43
Smart	86.02	91.91	96.07	6.55	6.46	6.75
ePLDT	0.19	22.91	27.85	0.01	1.61	1.96
VITRO	18.19	N/A	N/A	1.39	N/A	N/A

Intensity per million peso service revenue	Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022
<b>PLDT Group</b>	<b>2.77</b>	<b>3.01</b>	<b>3.48</b>	<b>0.21</b>	<b>0.21</b>	<b>0.24</b>
PLDT	2.02	1.93	2.17	0.15	0.13	0.15
Smart	3.74	4.23	4.93	0.28	0.30	0.35
ePLDT	0.02	3.00	3.26	0.00	0.21	0.23
VITRO	1.87	N/A	N/A	0.14	N/A	N/A

## Scope 2 Energy and GHG Emissions GRI 2-4

	Electricity Consumption (kWh)			Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
<b>PLDT</b>	<b>965,472,198</b>	<b>998,445,784</b>	<b>938,179,108</b>	<b>3,475,700</b>	<b>3,594,405*</b>	<b>3,378,138</b>	<b>670,910</b>	<b>707,964</b>	<b>665,179</b>
PLDT offices and facilities	191,557,039	252,449,350	216,956,651	689,605	908,818*	781,737	136,037	181,137	155,630
Smart offices and stores	14,441,782	15,678,712	14,837,398	51,990	56,443	53,415	10,261	11,187	10,590
Smart network facilities	636,206,740	631,464,057	615,448,276	2,290,344	2,273,271	2,215,614	456,230	455,846	444,483
Data Centers	122,488,698	98,677,091	90,795,534	440,959	355,238	326,864	67,831	59,668	54,376
ePLDT offices	185,386	176,575	141,251	667	636	509	129	126	101
VITRO offices	592,553	N/A	N/A	2,133	N/A	N/A	422	N/A	N/A

Intensity per Headcount	Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022
<b>PLDT Group</b>	<b>240.05</b>	<b>237.38*</b>	<b>210.27</b>	<b>46.34</b>	<b>46.76</b>	<b>41.40</b>
PLDT	72.49	90.85*	74.59	14.30	18.11	14.85
Smart	572.56	551.67	481.13	114.03	110.59	96.50
ePLDT	1.55	388.93	376.29	0.30	65.35	62.62
VITRO	997.96	N/A	N/A	153.72	N/A	N/A

\*Restated

Intensity per million peso service revenue	Energy Consumption (GJ)			GHG emissions (tCO <sub>2</sub> e)		
	2024	2023	2022	2024	2023	2022
<b>PLDT Group</b>	<b>17.05</b>	<b>17.86*</b>	<b>16.90</b>	<b>3.29</b>	<b>3.52</b>	<b>3.33</b>
PLDT	6.78	8.87*	7.78	1.34	1.77	1.55
Smart	24.89	25.37	24.67	4.96	5.09	4.95
ePLDT	0.18	50.93	44.08	0.03	8.56	7.33
VITRO	102.53	N/A	N/A	15.79	N/A	N/A

\*Restated

## Scope 1 & 2 Energy and GHG Emissions

Energy Consumed	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>564,920</b>	<b>3,475,700</b>	<b>4,040,620</b>	<b>606,679</b>	<b>3,594,405</b>	<b>4,201,084</b>	<b>695,732</b>	<b>3,378,138</b>	<b>4,073,870</b>
PLDT	204,869	689,605	894,474	197,580	908,818	1,106,398	218,439	781,737	1,000,176
Smart	351,894	2,342,335	2,694,229	388,134	2,329,714	2,717,848	453,063	2,269,028	2,722,092
ePLDT	81	667	748	20,965	355,873	376,839	24,230	327,372	351,602
VITRO	8,076	443,093	451,168	N/A	N/A	N/A	N/A	N/A	N/A

Energy Intensity per Headcount	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>39.02</b>	<b>240.05</b>	<b>279.07</b>	<b>40.07</b>	<b>237.38</b>	<b>277.45</b>	<b>43.30</b>	<b>210.27</b>	<b>253.57</b>
PLDT	21.54	72.49	94.03	19.75	90.85	110.60	20.84	74.59	95.44
Smart	86.02	572.56	658.57	91.91	551.67	643.58	96.07	481.13	577.20
ePLDT	0.19	1.55	1.74	22.91	388.93	411.85	27.85	376.29	404.14
VITRO	18.19	997.96	1,016.15	N/A	N/A	N/A	N/A	N/A	N/A

Energy Intensity per million peso service revenue	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>2.77</b>	<b>17.05</b>	<b>19.82</b>	<b>3.01</b>	<b>17.86</b>	<b>20.88</b>	<b>3.48</b>	<b>16.90</b>	<b>20.38</b>
PLDT	2.02	6.78	8.80	1.93	8.87	10.80	2.17	7.78	9.96
Smart	3.74	24.89	28.63	4.23	25.37	29.60	4.93	24.67	29.60
ePLDT	0.02	0.18	0.20	3.00	50.93	53.93	3.26	44.08	47.34
VITRO	1.87	102.53	104.39	N/A	N/A	N/A	N/A	N/A	N/A

GHG emissions (tCO <sub>2</sub> e)	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>42,204</b>	<b>670,910</b>	<b>713,114</b>	<b>42,348</b>	<b>707,964</b>	<b>750,312</b>	<b>48,562</b>	<b>665,179</b>	<b>713,741</b>
PLDT	14,787	136,037	150,824	13,609	181,137	194,746	15,033	155,630	170,662
Smart	26,794	466,491	493,285	27,263	467,033	494,297	31,824	455,073	486,897
ePLDT	6	129	135	1,475	59,794	61,269	1,705	54,476	56,181
VITRO	617	68,253	68,871	N/A	N/A	N/A	N/A	N/A	N/A

GHG Emissions Intensity per Headcount	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>2.91</b>	<b>46.34</b>	<b>49.25</b>	<b>2.80</b>	<b>46.76</b>	<b>49.55</b>	<b>3.02</b>	<b>41.40</b>	<b>44.43</b>
PLDT	1.55	14.30	15.85	1.36	18.11	19.47	1.43	14.85	16.28
Smart	6.55	114.03	120.58	6.46	110.59	117.05	6.75	96.50	103.24
ePLDT	0.01	0.30	0.31	1.61	65.35	66.96	1.96	62.62	64.58
VITRO	1.39	153.72	155.09	N/A	N/A	N/A	N/A	N/A	N/A

GHG Emissions Intensity per million peso service revenue	2024			2023			2022		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
<b>PLDT Group Total</b>	<b>0.21</b>	<b>3.29</b>	<b>3.50</b>	<b>0.21</b>	<b>3.52</b>	<b>3.73</b>	<b>0.24</b>	<b>3.33</b>	<b>3.57</b>
PLDT	0.15	1.34	1.48	0.13	1.77	1.90	0.15	1.55	1.70
Smart	0.28	4.96	5.24	0.30	5.09	5.38	0.35	4.95	5.29
ePLDT	0.00	0.03	0.04	0.21	8.56	8.77	0.23	7.33	7.56
VITRO	0.14	15.79	15.93	N/A	N/A	N/A	N/A	N/A	N/A

## Scope 3 GHG Emissions

		2024	2023	2022
<b>Total Scope 3 GHG Emissions</b>		<b>495,356</b>	<b>566,939</b>	<b>772,096</b>
<b>Scope 3 GHG Emissions Upstream</b>		<b>331,627</b>	<b>418,940</b>	<b>487,934</b>
Category 1	Purchased Goods and Services	39,714	36,037	37,281
Category 2	Capital Goods	194,180	260,552	257,750
Category 3	Fuel and Energy Related Activities	73,172	75,671	71,103
Category 4	Upstream Transportation and Distribution	-	-	-
Category 5	Waste Generated in Operations	24,562	46,681	121,800
Category 6	Business Travel	-	-	-
Category 7	Employee Commuting	-	-	-
Category 8	Upstream Leased Assets	-	-	-
<b>Scope 3 GHG Emissions Downstream</b>		<b>163,729</b>	<b>147,999</b>	<b>284,161</b>
Category 9	Downstream Transportation and Distribution	-	-	-
Category 10	Processing of Sold Products	-	-	-
Category 11	Use of Sold Products	163,729	147,999	284,161
Category 12	End-of-Life Treatment of Sold Products	-	-	-
Category 13	Downstream Leased Assets	-	-	-
Category 14	Franchises	-	-	-
Category 15	Investments	-	-	-

## Scope 1, 2, and 3 GHG Emissions

<b>GHG emissions (tCO<sub>2</sub>e)</b>	2024	2023	2022
<b>Total</b>	<b>1,208,471</b>	<b>1,317,251</b>	<b>1,485,836</b>
Scope 1	42,204	42,348	48,562
Scope 2	670,910	707,964	665,179
Scope 3	495,356	566,939	772,096

<b>GHG Emissions Intensity per Headcount</b>	2024	2023	2022
<b>Total</b>	<b>83.46</b>	<b>86.99</b>	<b>92.48</b>
Scope 1	2.91	2.80	3.02
Scope 2	46.34	46.76	41.40
Scope 3	34.21	37.44	48.06

<b>GHG Emissions Intensity per million peso service revenue</b>	2024	2023	2022
<b>Total</b>	<b>5.93</b>	<b>6.55</b>	<b>7.43</b>
Scope 1	0.21	0.21	0.24
Scope 2	3.29	3.52	3.33
Scope 3	2.43	2.82	3.86

## Waste

<b>Solid Waste (in metric tons)</b>	2024	2023	2022
Generated	736.79	1,857.93	3,998.84
Waste disposed and turned over to DENR-accredited recycler	736.79	1,857.93	3,998.84

<b>Solid Waste (in metric tons)</b>	2024	2023	2022
Generated	410.96	323.41	1,692.76
Waste disposed and turned over to DENR-accredited recycler	410.96	323.41	1,692.76



## Water

Water Use (in megaliters)	2024	2023	2022
<b>Total Water Use</b>	<b>456.68</b>	<b>455.51</b>	<b>425.23</b>
Purchased from utility providers	453.78	455.31	420.99
Abstracted groundwater	1.48	-	3.07
Purchased bottled water	1.26	-	0.88
Harvested rainwater	0.16	0.19	0.29

## Air Pollutants

Air Pollutants (in metric tons)	2024	2023	2022
<b>Total</b>	<b>26.51</b>	<b>1,121.53</b>	<b>1,131.31</b>
Nitrogen Oxides (NOx)	19.52	779.05	785.79
Carbon monoxide (CO)	4.03	172.90	58.88
Volatile organic compounds (VOCs)	1.58	63.06	62.10
Particulate matter (PM)	1.39	55.19	54.59
Sulfur Oxides (SOx)	0.00	51.34	169.95

# Commitment

## Percentage of employee who received training on anti-corruption

	2024		2023		2022	
Total Employee	13,604		14,227		15,196	
By Employee Category	13,591	99.90%	13,910	97.77%	15,127	99.55%
Rank and File	5,230	99.92%	5,534	96.70%	6,414	99.64%
Management	6,920	99.94%	6,963	98.50%	7,234	99.74%
Executives	1,314	99.85%	1,287	99.15%	1,339	98.75%
Officers	127	97.69%	126	91.97%	140	93.33%
By Region	13,591	99.90%	13,910	97.77%	15,127	99.55%
Luzon	11,383	99.89%	11,627	97.80%	12,644	99.48%
Visayas	1,158	100.00%	1,217	97.13%	1,339	99.78%
Mindanao	1,050	100.00%	1,066	98.25%	1,144	100.00%

Note: Covering PLDT and Smart only. Employee headcount is the number of employees as of the end of the reporting year

## Percentage of employee who received communication on anti-corruption

	2024		2023		2022	
Total Employee	13,641		14,248		15,222	
By Employee Category	13,641	100.00%	14,247	99.99%	15,221	99.99%
Rank and File	5,289	100.00%	5,735	100.00%	6,476	100.00%
Management	6,902	100.00%	7,077	99.99%	7,239	99.99%
Executives	1,319	100.00%	1,296	100.00%	1,356	100.00%
Officers	131	100.00%	139	100.00%	150	100.00%
By Region	13,641	100.00%	14,247	99.99%	15,221	99.99%
Luzon	11,424	100.00%	11,904	99.99%	12,725	99.99%
Visayas	1,165	100.00%	1,258	100.00%	1,350	100.00%
Mindanao	1,052	100.00%	1,085	100.00%	1,146	100.00%

Note: Covering PLDT and Smart only. Employee headcount is the number of employees when the email communication was sent

Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated	2024	2023	2022
	100.00%	100.00%	100.00%

## Tax

Tax Disclosures (in million PHP)	2024	2023	2022
Tax Jurisdiction	Philippines		
Total Employees	14,897 <sup>a</sup>	15,592 <sup>a</sup>	16,194 <sup>a</sup>
Employee Wages & Benefits	24,479	24,644	29,256*
Taxes withheld and paid on behalf of employees <sup>1</sup>	2,952	3,278	4,255
Taxes collected from customers on behalf of a tax authority <sup>2</sup>	14,278	12,993	17,031
Industry-related and other taxes or payments to governments			
Real Property Tax	316	310	274
Documentary Stamp Tax	132	27	95
Significant uncertain tax positions	N/A	N/A	N/A
Balance of intra-company debt held by entities in the tax jurisdiction <sup>3</sup>	13,043	15,234	16,231
Revenues from third-party sales	N/A	N/A	N/A
Revenues from intra-group transactions with other tax jurisdictions <sup>4</sup>	2,977	2,095	14,797
Profit/loss before tax	42,693	36,435	13,509
Tangible assets other than cash and cash equivalents	509,689	496,290	505,535
Corporate income tax paid on a cash basis	6,199	7,964	6,949
Corporate income tax accrued on profit/loss	10,138	9,612	2,774
GIT savings and income tax holiday	196 <sup>5</sup>	147	

Reconciliation between the provision for income tax at the applicable statutory tax rate and the actual provision for corporate income tax can be found on the 17-A

### Notes

\*Restated

<sup>a</sup> Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)

<sup>1</sup> Companies included are PLDT, Smart, ePLDT, and PGC

<sup>2</sup> Withholding tax on wages plus fringe benefit tax

<sup>3</sup> Expanded withholding tax plus final withholding tax plus withholding VAT plus VAT and Overseas communication tax

<sup>4</sup> Advances by Digitel Telecommunications Phils.

<sup>5</sup> Intercompany revenue by PLDT Global Corporation

<sup>6</sup> Aligned with the December 31, 2024 income tax return filed by individual entities

## Data Privacy

Customer Privacy & Security	2024	2023	2022
Number of Substantiated complaints on customer privacy	39	81	222
Number of complaints from regulatory bodies	0	1	4
Total number of identified leaks, thefts, or losses of customer data	4	16	12
Number of unique requests for customer information, including customer content and non-content data, from government or law enforcement agencies	289	149	146
Customers, users, and account holders whose information is used for secondary purposes*	~10.0M	~9.2M	~7.1M

\*Secondary purpose is defined as the intentional use of data by the entity (i.e., not a breach of security) that is outside the primary purpose for which the data was collected. Examples of secondary purposes include but are not limited to, selling targeted ads, improving the entity's products or service offerings, and transferring data or information to a third party through sale, rental, or sharing.

## Supply Chain

	2024	2023	2022
Proportion of spending on local suppliers	77.88%	73.82%	76.90%
Percentage of new suppliers that were screened using environmental criteria	100.00%	100.00%	
Percentage of new suppliers that were screened using social criteria	100.00%	100.00%	

# GRI Content Index

GRI Standard	Disclosure	Page No.	Omission
Statement of use		PLDT Group has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.	
GRI 1 used		GRI 1: Foundation 2021	
Applicable GRI Sector Standard (s)		None	
<b>General disclosures</b>			
GRI 3: Material Topics 2021	2-1 Organizational details	4, 10	
	2-2 Entities included in the organization's sustainability reporting	4, 10	
	2-3 Reporting period, frequency and contact point	4	
	2-4 Restatements of information	87, 220, 223, 224	
	2-5 External assurance	4	
	2-6 Activities, value chain and other business relationships	10, 135	
	2-7 Employees	58	
	2-8 Workers who are not employees		Information unavailable
	2-9 Governance structure and composition	160, 162	
	2-10 Nomination and selection of the highest governance body	160, 170	
	2-11 Chair of the highest governance body	160	
	2-12 Role of the highest governance body in overseeing the management of impacts	160, 170	
	2-13 Delegation of responsibility for managing impacts	160	
	2-14 Role of the highest governance body in sustainability reporting	160	
	2-15 Conflicts of interest	179	
	2-16 Communication of critical concerns	32, 197	
	2-17 Collective knowledge of the highest governance body	160, 162	
	2-18 Evaluation of the performance of the highest governance body	160, 187	
	2-19 Remuneration policies	165	
	2-20 Process to determine remuneration	165	
	2-21 Annual total compensation ratio	70	
	2-22 Statement on sustainable development strategy	9, 25	
	2-23 Policy commitments	139, 179, 196	
	2-24 Embedding policy commitments	179	
	2-25 Processes to remediate negative impacts	67	
	2-26 Mechanisms for seeking advice and raising concerns	32, 67	
	2-27 Compliance with laws and regulations	179	
	2-28 Membership associations	216	
	2-29 Approach to stakeholder engagement	32, 188	
	2-30 Collective bargaining agreements	67	
<b>Material Topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	29	
	3-2 List of material topics	29	

GRI Standard	Disclosure	Page No.	Omission
<b>Concern</b>			
<b>Indirect economic impacts</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	57, 100	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	100	
	203-2 Significant indirect economic impacts	100	
<b>Market presence</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	70	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	70	
	202-2 Proportion of senior management hired from the local community	66	
<b>Employment</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	62, 196	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	64, 90	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	69, 70, 71	
	401-3 Parental leave	69, 87	
<b>Labor/management relations</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	67, 196	
GRI 402: Labor Management Relations 2016	402-1 Minimum notice periods regarding operational changes	67	
<b>Occupational health and safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	72, 196	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	72	
	403-2 Hazard identification, risk assessment, and incident investigation	72, 74	
	403-3 Occupational health services	72	
	403-4 Worker participation, consultation, and communication on occupational health and safety	72	
	403-5 Worker training on occupational health and safety	72, 75	
	403-6 Promotion of worker health	72	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	72	
	403-8 Workers covered by an occupational health and safety management system	72	
	403-9 Work-related injuries	72, 74	
	403-10 Work-related ill health	74	
<b>Training and education</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	83, 90, 196	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	81	
	404-2 Programs for upgrading employee skills and transition assistance programs	82, 92	
	404-3 Percentage of employees receiving regular performance and career development reviews	84	



Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	196	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	58, 61	
	405-2 Ratio of basic salary and remuneration of women to men	86, 160	
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	68	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	68, 87	
Rights of indigenous peoples			
GRI 3: Material Topics 2021	3-3 Management of material topics	130	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	130	
Local communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	100	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	100	
	413-2 Operations with significant actual and potential negative impacts on local communities	100	

GRI Standard	Disclosure	Page no.	Omission
Conservation Pillar			
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	105, 106, 108	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	106, 108, 110	
	302-2 Energy consumption outside of the organization	108	
	302-3 Energy intensity	114	
	302-4 Reduction of energy consumption	108	
	302-5 Reductions in energy requirements of products and services	105, 106	
Water and effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	117	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	117	
	303-2 Management of water discharge-related impacts	117	
	303-3 Water withdrawal		Not Applicable
	303-4 Water discharge		Not Applicable
	303-5 Water consumption	117	
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	130	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	106	
	304-2 Significant impacts of activities, products and services on biodiversity	130	
	304-3 Habitats protected or restored	130	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		Information unavailable

GRI Standard	Disclosure	Page No.	Omission
<b>Emissions</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	106, 108	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	106, 108	
	305-2 Energy indirect (Scope 2) GHG emissions	106, 110	
	305-3 Other indirect (Scope 3) GHG emissions	108	
	305-4 GHG emissions intensity	106, 108, 110, 114	
	305-5 Reduction of GHG emissions	106, 108, 112	
	305-6 Emissions of ozone-depleting substances (ODS)	116	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	116	
<b>Waste</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	118	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	118	
	306-2 Management of significant waste-related impacts	118	
	306-3 Waste generated	118	
	306-4 Waste diverted from disposal	118	
	306-5 Waste directed to disposal	118	

GRI Standard	Disclosure	Page No.	Omission
<b>Commitment</b>			
<b>Economic performance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	139	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	24, 25	
	201-2 Financial implications and other risks and opportunities due to climate change	120	
	201-3 Defined benefit plan obligations and other retirement plans	93	
	201-4 Financial assistance received from government	155	
<b>Procurement practices</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	135	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	135, 136	
<b>Anti-corruption</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	193	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	193	
	205-2 Communication and training about anti-corruption policies and procedures	136, 166, 193, 194	
	205-3 Confirmed incidents of corruption and actions taken	136, 193, 194	
<b>Anti-competitive behavior</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	197	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	197	

GRI Standard	Disclosure	Page No.	Omission
Tax			
GRI 3: Material Topics 2021	3-3 Management of material topics	155	
GRI 207: Tax 2019	207-1 Approach to tax	155	
	207-2 Tax governance, control, and risk management	155	
	207-3 Stakeholder engagement and management of concerns related to tax	155	
	207-4 Country-by-country reporting	155	
Supplier environmental assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	135, 138	
"GRI 308: Supplier Environmental	308-1 New suppliers that were screened using environmental criteria	135, 137, 138	
	308-2 Negative environmental impacts in the supply chain and actions	135, 137, 138	
Freedom of association and collective bargaining			
GRI 3: Material Topics 2021	3-3 Management of material topics	62	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	67	
Child labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	97	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	97	
Forced or compulsory labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	196	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	196	
Security practices			
GRI 3: Material Topics 2021	3-3 Management of material topics		Managed by third party
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		
Supplier social assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	135, 138	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	135, 137, 138	
	414-2 Negative social impacts in the supply chain and actions taken	137	
Customer health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	94	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	94	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	94	

GRI Standard	Disclosure	Page No.	Omission
<b>Marketing and labeling</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	96	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	96	
	417-2 Incidents of non-compliance concerning product and service information and labeling	96	
	417-3 Incidents of non-compliance concerning marketing communications	96	
<b>Customer privacy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	152	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	154	

## SASB Index- Telecommunications Services

Disclosure	Accounting Metric	Category	Unit of Measure	Code	Page Located
Environmental Footprint of Operations	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-TL-130a.1	108, 112
Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	Discussion and Analysis	N/A	TC-TL-220a.1	148, 152
	Number of customers whose information is used for secondary purposes	Quantitative	Number, Percentage (%)	TC-TL-220a.2	148
	(1) Number of law enforcement requests for customer information, (2) Number of customers whose information was requested, (3) Percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-TL-220a.4	154
Data Security	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of customers affected	Quantitative	Number, Percentage (%)	TC-TL-230a.1	154
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	N/A	TC-TL-230a.2	148, 154
Product End-of-life Management	Materials recovered through take back programs, percentage of recovered materials that were (1) Reused, (2) Recycled, and (3) Landfill	Quantitative	Metric tons (t), Percentage (%)	TC-TL-440a.1	94
Competitive Behavior & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Reporting Currency	TC-TL-520a.1	Information Unavailable
	Average actual sustained download speed of (1) Owned and commercially-associated content and (2) Non-associated content	Quantitative	Megabits per second (Mbps)	TC-TL-520a.2	43
Managing System Risks from Technology Disruptions	Discussion of systems to provide unimpeded service during service interruptions	Discussion and Analysis	N/A	TC-TL-550a.2	45



Activity Metric	Category	Unit of Measure	Code	Page Number
1. Number of mobile subscribers	Quantitative	Number	TC-TL-000.A	6, 24
2. Number of fixed line subscribers	Quantitative	Number	TC-TL-000.B	6, 24
3. Number of broadband subscribers	Quantitative	Number	TC-TL-000.C	6, 24
4. Mobile network data traffic	Quantitative	Number	TC-TL-000.D	Information Unavailable

## UNGC Ten Principles

Fundamental Responsibilities	Principles	Page No.
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	179, 196
	Principle 2: Make sure that they are not complicit in human rights abuses	179, 196
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	67
	Principle 4: The elimination of all forms of forced and compulsory labour	196
	Principle 5: The effective abolition of child labour	97
	Principle 6: The elimination of discrimination in respect of employment and occupation	68
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	120
	Principle 8: Undertake initiatives to promote greater environmental responsibility	94
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	94
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	193

## GSMA ESG Metrics for Mobile

Topic	Core Metrics	KPI Code	Page Number
<b>Environment KPIs</b>			
Emissions	<b>Science-based targets</b>	GSMA-ENV-01	106, 129
	1.1 Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.		
	<b>Scope 1, 2 and 3 emissions</b>	GSMA-ENV-02	106, 108, 110, 115
	1.2a Scope 1 and 2 GHG emissions i. Absolute Scope 1 and 2 emissions (tonnes CO <sub>2</sub> e) ii. Absolute Scope 1 and 2 emissions (tonnes CO <sub>2</sub> e) per IGB data iii. Percentage change in absolute Scope 1 and 2 emissions since last reporting period		
	1.2b Scope 3 GHG emissions i. Absolute Scope 3 emissions (tonnes CO <sub>2</sub> e) ii. Absolute Scope 3 emissions (tonnes CO <sub>2</sub> e) per IGB data iii. Percentage change in absolute Scope 3 emissions since last reporting period		

Topic	Core Metrics	KPI Code	Page Number
Energy	<b>Energy Consumption</b>	GSMA-ENV-03	112, 114
	1.3a Total energy consumption i. Total energy consumed (MWh) ii. Total energy consumed (MWh) per 1GB of data		
	1.3b Network energy consumption i. Total network energy consumed (MWh) ii. Total network energy consumed (MWh) per 1GB of data		
	1.3c Network energy mix i. Percentage grid renewable ii. Percentage grid non-renewable iii. Percentage off-grid renewable iv. Percentage off-grid non-renewable		
<b>Environment KPIs</b>			
Waste Reduction	<b>Materials repaired or reused</b>	GSMA-ENV-04	45
	1.4a Network equipment repaired or reused i. Percentage of network equipment repaired or reused, by units ii. Percentage of network equipment repaired or reused, by purchase price		
	1.4b Handsets and other customer premises equipment (CPE) repaired or reused i. Percentage of handsets and CPE repaired or reused, by units ii. Percentage of handsets and CPE repaired or reused, by purchase price		
	<b>Waste generated</b>	GSMA-ENV-05	118
	1.5a Total waste generated (tonnes) per 1GB of data		
	1.5b Network waste (tonnes) per 1GB of data		
	1.5c Handset and other CPE waste (tonnes) per 1GB of data		
	1.5d All other waste (tonnes) per 1GB of data		
	<b>Materials recycled</b>	GSMA-ENV-06	118
	1.6a Network waste recycled i. Percentage of network waste (from 1.5b) recycled (units) ii. Percentage of purchase price of recycled network waste		
	1.6b Handset and CPE waste recycled i. Percentage of handset and CPE waste (from 1.5c) recycled (units) ii. Percentage of purchase price of recycled handset and CPE waste		
	1.6c All other waste recycled i. Percentage of all other waste (from 1.6a) recycled (units) ii. Percentage of purchase price of all other recycled waste		
<b>Digital Inclusion KPIs</b>			
Network Coverage	Population covered by mobile network 2.1 Percentage of population covered by operator's mobile network Breakdown by: 3G, 4G, 5G	GSMA-INC-01	44
Affordability	Device and subscription affordability 2.2a Cost of the most affordable smartphone, as percentage of monthly GDP per capita 2.2b Average cost of 1GB of data, as percentage of monthly GDP per capita	GSMA-INC-02	44
Digital Skills	Digital skills programmes 2.3 Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme (as per ITU definition), divided by total subscribers	GSMA-INC-03	102

Topic	Core Metrics	KPI Code	Page Number
<b>Digital integrity KPIs</b>			
Data Protection	<b>Customer data incidents</b> 3.1a Number of data breaches, per million subscribers 3.1b Percentage of data breaches involving PII 3.1c Number of customers affected, per million subscribers 3.1d Number of regulatory actions for data protection violations (e.g. marketing-related complaints, data breaches), per million subscribers	GSMA-INT-01	152, 154
Digital Rights	<b>Digital rights policy</b> 3.2 Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no)	GSMA-INT-02	152, 153
Online Safety	<b>Online safety measures</b> 3.3 Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)	GSMA-INT-03	100
<b>Supply Chain KPIs</b>			
Sustainable supply chain	<b>Sustainable procurement policy</b>	GSMA-SUP-01	135
	4.1a Do you have a sustainable procurement policy in place? (yes/no) 4.1b If yes, how many of the following elements does it cover? a. Organisational governance b. Human rights c. Labour practices d. Environment e. Fair operating practices f. Consumer issues g. Community involvement and development		
	<b>Supplier assessments</b>	GSMA-SUP-02	137
	4.2a Percentage of suppliers screened against the sustainable procurement policy using company defined and documented assessment procedure, within the previous two years 4.2b Percentage of suppliers assessed against the sustainable procurement policy through site visits, within the previous two years  1.4b Handsets and other customer premises equipment (CPE) repaired or reused i. Percentage of handsets and CPE repaired or reused, by units ii. Percentage of handsets and CPE repaired or reused, by purchase price		



SyCip Gorres Velayo & Co.  
6760 Ayala Avenue  
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## Independent Limited Assurance Report

The Stockholders and Board of Directors  
PLDT Inc.  
Ramon Cojuangco Building  
Makati Avenue, Makati City

### Scope

We have been engaged by PLDT Inc. on behalf of itself and its subsidiaries namely Smart Communications, Inc., ePLDT, Inc., VITRO, Inc., and PLDT Global Corporation, and its social outreach arm, PLDT-Smart Foundation, Inc. (collectively, the PLDT Group) to perform a 'limited assurance engagement', as defined by the Philippine Standard on Assurance Engagements 3000 (Revised) [PSAE 3000 (Revised)], *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, hereafter referred to as the engagement, to report on selected sustainability information as detailed below (the "Subject Matter") contained in the PLDT Group's 2024 Annual and Sustainability Report as of and for the year ended December 31, 2024 (the "Report").

### Subject matter

The Subject Matter and the Global Reporting Initiative Standards (GRI Standards) covered in our limited assurance engagement are as follows:

Covering the PLDT Group	
<b>Economic Disclosures</b>	
201-1: Direct economic values generated and distributed	
201-4: Financial assistance received from government	
202-1: Ratios of standard entry-level wage by gender compared to local minimum wage	
207-4: Country-by-country reporting	
<b>Social Disclosures</b>	
401-1: New employee hires and employee turnover	
401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3: Parental leave	
404-1: Average hours of training per year per employee	
404-2: Programs for upgrading employee skills and transition assistance programs	
405-1: Diversity of governance bodies and employees	
405-2: Ratio of basic salary and remuneration of women to men	
Covering PLDT Inc., Smart Communications, Inc., ePLDT, Inc., and PLDT Global Corporation	
<b>Economic Disclosures</b>	
201-3: Defined benefit plan obligations and other retirement plans	





<b>Social Disclosures</b>
404-3: Percentage of employees receiving regular performance and career development reviews <i>(as of and for the year ended December 31, 2023)</i>
<b>Covering PLDT Inc., Smart Communications, Inc., ePLDT, Inc., and VITRO, Inc.</b>
<b>Environmental Disclosures</b>
305-1: Direct (Scope 1) GHG emissions*
<b>Covering PLDT Inc., ePLDT, Inc., and VITRO, Inc.</b>
<b>Environmental Disclosures</b>
302-3: Energy intensity (Scope 1)
305-4: GHG emissions intensity**
<b>Covering PLDT Inc. and Smart Communications, Inc.</b>
<b>Economic Disclosures</b>
204-1: Proportion of spending on local suppliers
205-2: Communication and training about anti-corruption policies and procedures
205-3: Confirmed incidents of corruption and actions taken
206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
<b>Social Disclosures</b>
413-1: Operations with local community engagement, impact assessments, and development programs <i>(including PLDT-Smart Foundation, Inc.)</i>
418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data
<b>Covering ePLDT, Inc., and VITRO, Inc.</b>
<b>Environmental Disclosures</b>
302-1: Energy consumption within the organization
303-5: Water consumption
305-2: Energy indirect (Scope 2) GHG emissions
<b>Covering PLDT Inc.</b>
<b>Economic Disclosures</b>
202-2: Proportion of senior management hired from the local community
<b>Social Disclosures</b>
403-1: Occupational health and safety management system
403-2: Hazard identification, risk assessment, and incident investigation
403-4: Worker participation, consultation, and communication on occupational health and safety
403-5: Worker training on occupational health and safety
403-9: Work-related injuries
<b>Covering VITRO, Inc.</b>
<b>Environmental Disclosures</b>
305-5: Reduction of GHG emissions

\*For SMART Communications, Inc., covering fleet transport fuel only.

\*\*For PLDT Inc., covering Scope 1 only; for ePLDT, Inc. and VITRO, Inc. covering Scopes 1 and 2.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.



#### *Criteria applied by the PLDT Group*

In preparing the Subject Matter, the PLDT Group applied the criteria for reporting with reference to the GRI Standards (the “Criteria”).

#### *The PLDT Group’s responsibilities*

The management of the PLDT Group is responsible for selecting the Criteria, and for presenting the Subject Matter with reference to that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

#### *SGV’s responsibilities*

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the PSAE 3000 (Revised), and the terms of reference for this engagement as agreed with the PLDT Group on 16 January 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

#### *Our independence and quality management*

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Professional Regulation Commission and have the required competencies and experience to conduct this assurance engagement.

SGV also applies Philippine Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### *Description of procedures performed*

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.



Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

1. Interviewing the management and relevant process owners to:
  - a. Understand the principal business operations.
  - b. Appreciate the key sustainability issues and developments related to the Subject Matter.
  - c. Understand the processes for the collection, processing and accurate reporting of sustainability information.
2. Checking the mathematical accuracy of calculations performed.
3. Performing analytical tests and obtained documentation/reports on a sampling basis to test assumptions, estimations and computations made by management in relation to the Subject Matter in the Report.
4. Testing that the data and statements had been correctly transcribed from corporate systems and/or supporting evidence into the Report.
5. Reviewing the disclosure contents of the Report to check compliance with the Criteria.

We also performed such other procedures as we considered necessary in the circumstances.

#### *Conclusion*

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of and for the year ended December 31, 2024, in order for it to be in accordance with the Criteria.

SYCIP, GORRES, VELAYO & CO.

*Benjamin N. Villacorte*

Benjamin N. Villacorte

Partner

CPA Certificate No. 111562

PTR No. 10465403, January 2, 2025, Makati City

June 5, 2025



# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802**

Certificate Holder:



**VITRO, Inc.**

222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines

including the locations according to annex

Scope:

Provision of Data Center Services

Validity:

Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.

The certificate is valid from 2024-11-22 until 2027-11-21.  
First certification 2024

2024-11-25

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# Annex to certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia St., Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Paranaque City, Philippines	Provision of Data Center Services
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services

Page 1 of 2

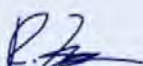
# Annex to certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802**

- |     |  |                                   |
|-----|--|-----------------------------------|
| /07 | c/o VITRO, Inc. – VITRO Makati 1 (VM1)<br>34/F RCBC Plaza Tower 2, Ayala Avenue<br>Corner, Senator Gil Puyat Avenue,<br>Salcedo Village, Bel-Air, 1209<br>Makati City, Philippines                             | Provision of Data Center Services |
| /08 | c/o VITRO, Inc. – VITRO Taguig (VTG)<br>1/F, Bonifacio Technology Center, 31 <sup>st</sup><br>Street Corner 2 <sup>nd</sup> Avenue, Bonifacio<br>Global City, Fort Bonifacio, 1635<br>Taguig City, Philippines | Provision of Data Center Services |

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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/01**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services**

Validity: **Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.**  
**The certificate is valid in conjunction with the main certificate 01 195 2434802 from 2024-11-22 until 2027-11-21.**

2024-11-25

  
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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner,  
C.P. Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 22301:2019 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 195 2434802 from 2024-11-22 until 2027-11-21.

2024-11-25

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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Paranaque City,  
Philippines

Scope: **Provision of Data Center Services**

Validity: Proof has been furnished by means of an audit that the  
requirements of ISO 22301:2019 are met.  
The certificate is valid in conjunction with the main certificate  
01 195 2434802 from 2024-11-22 until 2027-11-21.

2024-11-25

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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/04**

Organization: **VITRO, Inc.**  
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Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 22301:2019 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 195 2434802 from 2024-11-22 until 2027-11-21.

2024-11-25

  
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# Certificate

Standard **ISO 22301:2019**  
Certificate Registr. No. **01 195 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: **Provision of Data Center Services**

Validity: Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.  
The certificate is valid in conjunction with the main certificate 01 195 2434802 from 2024-11-22 until 2027-11-21.

2024-11-25

  
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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 195 2434802 from 2024-11-22 until 2027-11-21.

2024-11-25

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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/07**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Makati 1 (VM1)**  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, Salcedo  
Village, Bel-Air, 1209 Makati City, Philippines

Scope: **Provision of Data Center Services**

Validity: **Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.**  
**The certificate is valid in conjunction with the main certificate 01 195 2434802 from 2024-11-22 until 2027-11-21.**

2024-11-25

  
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# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



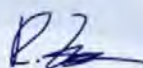
Site: **c/o VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31<sup>st</sup> Street  
Corner 2<sup>nd</sup> Avenue, Bonifacio Global City, Fort  
Bonifacio, 1635 Taguig City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 195 2434802 from 2024-11-22 until 2027-11-21.

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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802**

Certificate Holder:



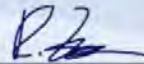
**VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

including the locations according to annex

Scope: Provision of Data Center Services

Validity: Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.  
The certificate is valid from 2024-12-16 until 2027-12-15.  
First certification 2024

2024-12-17

  
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# Annex to certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia Street, Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Paranaque City, Philippines	Provision of Data Center Services
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services

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# Annex to certificate


Standard **ISO 14001:2015**

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/07 c/o VITRO, Inc. – VITRO Makati 1 (VM1) Provision of Data Center Services  
34/F RCBC Plaza Tower 2, Ayala  
Avenue Corner, Senator Gil Puyat  
Avenue, Salcedo Village, Bel-Air, 1209  
Makati City, Philippines

/08 c/o VITRO, Inc. – VITRO Taguig (VTG) Provision of Data Center Services  
1/F, Bonifacio Technology Center, 31st  
Street Corner 2nd Avenue, Bonifacio  
Global City, Fort Bonifacio, 1635  
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# Certificate

Standard **ISO 14001:2015**

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Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner, C.P.  
Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services**

Validity: Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.  
The certificate is valid in conjunction with the main certificate 01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Paranaque City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/04**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: c/o **VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: Provision of Data Center Services

Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
TÜV Rheinland Cert GmbH  
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# Certificate

Standard **ISO 14001:2015**

Certificate Registr. No. **01 104 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31st Street  
Corner 2nd Avenue, Bonifacio Global City, Fort  
Bonifacio, 1635 Taguig City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 104 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

TÜV Rheinland Cert GmbH  
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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802**

Certificate Holder:



**VITRO, Inc.**

222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines


including the locations according to annex

Scope: Provision of Data Center Services.

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: The certificate is valid from 2024-12-03 until 2027-12-02.  
First certification 2024

2024-12-04

  
TÜV Rheinland Cert GmbH  
Am Grauen Stein · 51105 Köln

# Annex to certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia Street, Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services.
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services.
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Paranaque City, Philippines	Provision of Data Center Services.
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services.
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services.
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services.

Page 1 of 2

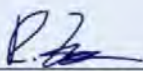
# Annex to certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802**

- /07 c/o VITRO, Inc. – VITRO Makati 1 (VM1) Provision of Data Center Services.  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue,  
Salcedo Village, Bel-Air, 1209  
Makati City, Philippines
- /08 c/o VITRO, Inc. – VITRO Taguig (VTG) Provision of Data Center Services.  
1/F, Bonifacio Technology Center, 31st  
Street Corner 2nd Avenue, Bonifacio  
Global City, Fort Bonifacio, 1635  
Taguig City, Philippines

2024-12-04

  
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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/01**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the requirements of ISO 50001:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 407 2434802 from 2024-12-03 until 2027-12-02.

2024-12-04

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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



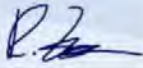
Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner, C.P.  
Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.

2024-12-04

  
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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Paranaque City,  
Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: **The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.**

2024-12-04

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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/04**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.

2024-12-04

  
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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: **The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.**

2024-12-04

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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/07**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Makati 1 (VM1)**  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, Salcedo  
Village, Bel-Air, 1209 Makati City, Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.

2024-12-04

  
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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31st Street  
Corner 2nd Avenue, Bonifacio Global City, Fort  
Bonifacio, 1635 Taguig City, Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: **The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.**

2024-12-04

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# Certificate

Standard **ISO 50001:2018**

Certificate Registr. No. **01 407 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: **Provision of Data Center Services.**

Proof has been furnished by means of an audit that the  
requirements of ISO 50001:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 407 2434802 from 2024-12-03 until 2027-12-02.

2024-12-04

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802**

Certificate Holder:



**VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

including the locations according to annex

Scope: Provision of Data Center Services  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Validity: Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.  
The certificate is valid from 2024-11-27 until 2027-11-26.  
First certification 2024

2024-11-28

  
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# Annex to certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia St., Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Paranaque City, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024

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# Annex to certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802**

/07	c/o VITRO, Inc. – VITRO Makati 1 (VM1) 34/F RCBC Plaza Tower 2, Ayala Avenue Corner, Senator Gil Puyat Avenue, Salcedo Village, Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024
/08	c/o VITRO, Inc. – VITRO Taguig (VTG) 1/F, Bonifacio Technology Center, 31st Street Corner 2nd Avenue, Bonifacio Global City, Fort Bonifacio, 1635 Taguig City, Philippines	Provision of Data Center Services As per Statement of Applicability Statement of Applicability, RM-VDC- PQM-024 (01), 19 Feb 2024

2024-11-28

  
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Page 2 of 2



# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/01**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

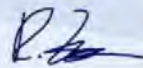


Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Validity: **Proof has been furnished by means of an audit that the requirements of ISO/IEC 27001:2022 are met.**  
  
The certificate is valid in conjunction with the main certificate 01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner, C.P.  
Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Validity: **Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.**  
  
The certificate is valid in conjunction with the main certificate  
01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Paranaque City,  
Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/04**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: c/o **VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: Provision of Data Center Services  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

TÜV Rheinland Cert GmbH  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

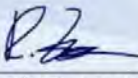


Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Validity: **Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.**  
  
The certificate is valid in conjunction with the main certificate  
01 153 2434802 from 2024-11-27 until 2027-11-26.

2024-11-28

  
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# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/07**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 1 (VM1)**  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, Salcedo  
Village, Bel-Air, 1209 Makati City, Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.

Validity: **The certificate is valid in conjunction with the main certificate**  
**01 153 2434802 from 2024-11-27 until 2027-11-26.**

2024-11-28

TÜV Rheinland Cert GmbH  
Am Grauen Stein · 51105 Köln

# Certificate

Standard **ISO/IEC 27001:2022**

Certificate Registr. No. **01 153 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31st Street  
Corner 2nd Avenue, Bonifacio Global City, Fort  
Bonifacio, 1635 Taguig City, Philippines

Scope: **Provision of Data Center Services**  
As per Statement of Applicability Statement of Applicability, RM-  
VDC-PQM-024 (01), 19 Feb 2024

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 27001:2022 are met.

Validity: **The certificate is valid in conjunction with the main certificate**  
**01 153 2434802 from 2024-11-27 until 2027-11-26.**

2024-11-28

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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802**

Certificate Holder:



**VITRO, Inc.**

222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines

including the locations according to annex

Scope:

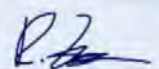
Provision of Data Center Services

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity:

The certificate is valid from 2024-11-18 until 2027-11-17.  
First certification 2024

2024-11-19

  
TÜV Rheinland Cert GmbH  
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# Annex to certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia St., Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Parañaque City, Philippines	Provision of Data Center Services
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services

Page 1 of 2

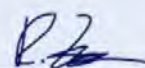
# Annex to certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802**

- /07 c/o VITRO, Inc. – VITRO Makati 1 (VM1) Provision of Data Center Services  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, 1209  
Salcedo Village, Bel-Air, Makati City,  
Philippines
- /08 c/o VITRO, Inc. – VITRO Taguig (VTG) Provision of Data Center Services  
1/F, Bonifacio Technology Center, 31<sup>st</sup>  
Street Corner 2<sup>nd</sup> Avenue, Bonifacio  
Global City, Fort Bonifacio, 1635  
Taguig City, Philippines

2024-11-19



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Am Grauen Stein · 51105 Köln

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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/01**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



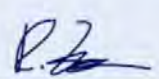
Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner,  
C.P. Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

  
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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Parañaque City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/04**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

  
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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

  
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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

  
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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/07**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 1 (VM1)**  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, 1209  
Salcedo Village, Bel-Air, Makati City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

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# Certificate

Standard **ISO/IEC 20000-1:2018**

Certificate Registr. No. **01 103 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia St., Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31<sup>st</sup> Street  
Corner 2<sup>nd</sup> Avenue, Bonifacio Global City,  
Fort Bonifacio, 1635 Taguig City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO/IEC 20000-1:2018 are met.

Validity: The certificate is valid in conjunction with the main certificate 01 103 2434802 from 2024-11-18 until 2027-11-17.

2024-11-19

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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802**

Certificate Holder:



**VITRO, Inc.**

222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

including the locations according to annex

Scope:

Provision of Data Center Services

Validity:

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

The certificate is valid from 2024-12-16 until 2027-12-15.  
First certification 2024

2024-12-17

TÜV Rheinland Cert GmbH  
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# Annex to certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802**

No.	Location	Scope
/01	c/o VITRO, Inc. – VITRO Makati 2 (VM2) 222 Nicanor Garcia Street, Bel-Air, 1209 Makati City, Philippines	Provision of Data Center Services
/02	c/o VITRO, Inc. – VITRO Pasig (VPS) 3/F PLDT Building, Danny Floro St. Corner, C.P. Garcia St., Bagong Ilog, 1600 Pasig City, Philippines	Provision of Data Center Services
/03	c/o VITRO, Inc. – VITRO Parañaque (VPQ) 8343 Elorde Sports Complex Dr. A. Santos Avenue, San Antonio, 1700 Paranaque City, Philippines	Provision of Data Center Services
/04	c/o VITRO, Inc. – VITRO Clark (VCK) L3 VITRO Clark DC Building, Ninoy Aquino Avenue, CFZ, Lakandula, 2023 Mabalacat City, Pampanga, Philippines	Provision of Data Center Services
/05	c/o VITRO, Inc. – VITRO Cebu (VCB) ePLDT Building, A.S. Fortuna St., Barangay Bakilid, Mandaue City, 6014 Cebu, Philippines	Provision of Data Center Services
/06	c/o VITRO, Inc. – VITRO Davao (VDO) PLDT Building, C. Bangoy St. Barangay 4-A, Poblacion, 8000 Davao City, Davao Del Sur, Philippines	Provision of Data Center Services

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# Annex to certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802**

- /07 c/o VITRO, Inc. – VITRO Makati 1 (VM1) Provision of Data Center Services  
34/F RCBC Plaza Tower 2, Ayala  
Avenue Corner, Senator Gil Puyat  
Avenue, Salcedo Village, Bel-Air, 1209  
Makati City, Philippines
- /08 c/o VITRO, Inc. – VITRO Taguig (VTG) Provision of Data Center Services  
1/F, Bonifacio Technology Center, 31st  
Street Corner 2nd Avenue, Bonifacio  
Global City, Fort Bonifacio, 1635  
Taguig City, Philippines

2024-12-17



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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/01**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 2 (VM2)**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/02**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Pasig (VPS)**  
3/F PLDT Building, Danny Floro St. Corner, C.P.  
Garcia St., Bagong Ilog, 1600 Pasig City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/03**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Parañaque (VPQ)**  
8343 Elorde Sports Complex Dr. A. Santos  
Avenue, San Antonio, 1700 Paranaque City,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/04**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Clark (VCK)**  
L3 VITRO Clark DC Building, Ninoy Aquino  
Avenue, CFZ, Lakandula, 2023 Mabalacat City,  
Pampanga, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/05**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines




Site: **c/o VITRO, Inc. – VITRO Cebu (VCB)**  
ePLDT Building, A.S. Fortuna St., Barangay  
Bakilid, Mandaue City, 6014 Cebu, Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

  
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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/06**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Davao (VDO)**  
PLDT Building, C. Bangoy St. Barangay 4-A,  
Poblacion, 8000 Davao City, Davao Del Sur,  
Philippines

Scope: **Provision of Data Center Services**

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/08**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: c/o **VITRO, Inc. – VITRO Taguig (VTG)**  
1/F, Bonifacio Technology Center, 31st Street  
Corner 2nd Avenue, Bonifacio Global City, Fort  
Bonifacio, 1635 Taguig City, Philippines

Scope: Provision of Data Center Services

Proof has been furnished by means of an audit that the requirements of ISO 9001:2015 are met.

Validity: The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2434802/07**

Organization: **VITRO, Inc.**  
222 Nicanor Garcia Street, Bel-Air, 1209  
Makati City, Philippines



Site: **c/o VITRO, Inc. – VITRO Makati 1 (VM1)**  
34/F RCBC Plaza Tower 2, Ayala Avenue  
Corner, Senator Gil Puyat Avenue, Salcedo  
Village, Bel-Air, 1209 Makati City, Philippines

Scope: **Provision of Data Center Services**

Validity: Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.  
The certificate is valid in conjunction with the main certificate  
01 100 2434802 from 2024-12-16 until 2027-12-15.

2024-12-17

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# Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

PLDT Inc. - Property and Facilities  
Management (Corporate Environment,  
Health and Safety Center)  
Ramon Cojuangco Bldg.  
Makati Ave.,  
Makati City, National Capital Region  
1630  
Philippines

Holds Certificate Number:

**EMS 805064**

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The provision of environment, health and safety management services to PLDT, Inc. and its business units.

For and on behalf of BSI:

Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2024-05-24

Latest Revision Date: 2024-05-24

Effective Date: 2024-05-24

Expiry Date: 2027-05-23

Page: 1 of 1



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Further clarifications regarding the scope of this certificate and the applicability of ISO 14001:2015 requirements may be obtained by consulting the organization.

This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: +44 345 080 9000.

BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.

A Member of the BSI Group of Companies.



# Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

Smart Communications, Inc.  
Property and Facilities Management  
Corporate Environment, Health and Safety  
Center  
Smart Tower, 6F  
6799 Ayala Avenue  
Bel-Air, Makati City  
1209  
Philippines

Holds Certificate Number:

**EMS 817809**

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The provision of environmental, health, and safety services by the Property and Facilities Management - Corporate Environment, Health and Safety Center to Smart Communications, Inc. and its Business Units

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2025-01-07

Latest Revision Date: 2025-01-07

Effective Date: 2025-01-07

Expiry Date: 2028-01-06

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Further clarifications regarding the scope of this certificate and the applicability of ISO 14001:2015 requirements may be obtained by consulting the organization.

This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000  
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.  
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# Certificate of Registration

QUALITY MANAGEMENT SYSTEM - ISO 9001:2015

This is to certify that:

PLDT Inc. - Property and Facilities  
Management (Corporate Environment,  
Health and Safety Center)  
Ramon Cojuangco Bldg.  
Makati Ave.,  
Makati City, National Capital Region  
1630  
Philippines

Holds Certificate Number:

**FS 805011**

and operates a Quality Management System which complies with the requirements of ISO 9001:2015 for the following scope:

The provision of environment, health and safety management services to PLDT, Inc. and its business units.

For and on behalf of BSI:

Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2024-05-24

Latest Revision Date: 2024-05-24

Effective Date: 2024-05-24

Expiry Date: 2027-05-23

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Further clarifications regarding the scope of this certificate and the applicability of ISO 9001:2015 requirements may be obtained by consulting the organization.

This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000.

BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.

A Member of the BSI Group of Companies.





# Certificate of Registration

QUALITY MANAGEMENT SYSTEM - ISO 9001:2015

This is to certify that:

Smart Communications, Inc.  
Property and Facilities Management  
Corporate Environment, Health and Safety  
Center  
Smart Tower, 6F  
6799 Ayala Avenue  
Bel-Air, Makati City  
1209  
Philippines

Holds Certificate Number:

**FS 817808**

and operates a Quality Management System which complies with the requirements of ISO 9001:2015 for the following scope:

The provision of environmental, health, and safety services by the Property and Facilities Management - Corporate Environment, Health and Safety Center to Smart Communications, Inc. and its Business Units

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2025-01-07

Latest Revision Date: 2025-01-07

Effective Date: 2025-01-07

Expiry Date: 2028-01-06

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This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000.  
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.  
A Member of the BSI Group of Companies.



# Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

PLDT Inc. - Property and Facilities  
Management (Corporate Environment,  
Health and Safety Center)  
Ramon Cojuangco Bldg.  
Makati Ave.,  
Makati City, National Capital Region  
1630  
Philippines

Holds Certificate Number:

**OHS 805067**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

The provision of environment, health and safety management services to PLDT, Inc. and its business units.

For and on behalf of BSI:

Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2024-05-24

Latest Revision Date: 2024-05-24

Effective Date: 2024-05-24

Expiry Date: 2027-05-23

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Further clarifications regarding the scope of this certificate and the applicability of ISO 45001:2018 requirements may be obtained by consulting the organization. This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000  
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.  
A Member of the BSI Group of Companies.



# Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that:

Smart Communications, Inc.  
Property and Facilities Management  
Corporate Environment, Health and Safety  
Center  
Smart Tower, 6F  
6799 Ayala Avenue  
Bel-Air, Makati City  
1209  
Philippines

Holds Certificate Number:

**OHS 817810**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

The provision of environmental, health, and safety services by the Property and Facilities Management - Corporate Environment, Health and Safety Center to Smart Communications, Inc. and its Business Units

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2025-01-07

Latest Revision Date: 2025-01-07

Effective Date: 2025-01-07

Expiry Date: 2028-01-06

Page: 1 of 1



...making excellence a habit.™

This certificate was issued electronically and remains the property of BSI and is bound by the conditions of contract. An electronic certificate can be authenticated [online](https://www.bsi-global.com/ClientDirectory). Printed copies can be validated at [www.bsi-global.com/ClientDirectory](https://www.bsi-global.com/ClientDirectory) or telephone (63) 2 636 6430. Further clarifications regarding the scope of this certificate and the applicability of ISO 45001:2018 requirements may be obtained by consulting the organization. This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000. BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK. A Member of the BSI Group of Companies.







# Certificate

Standard **ISO 9001:2015**

Certificate Registr. No. **01 100 2334865**

Certificate Holder:

**ePLDT**

**ePLDT, Inc. – Service Delivery and Operations**  
5/F L.V. Locsin Building, Makati Avenue, Legaspi Village,  
Makati 1229 Philippines

Scope:

Cloud Computing Services

Validity:

Proof has been furnished by means of an audit that the  
requirements of ISO 9001:2015 are met.

The certificate is valid from 2024-11-07 until 2027-11-06.  
First certification: 2023

2024-09-26

*[Signature]*

TÜV Rheinland Cert GmbH  
Am Grauen Stein · 51105 Köln

[www.tuv.com](http://www.tuv.com)



**TÜVRheinland®**  
Precisely Right.



# Certificate of Registration

IT SERVICE MANAGEMENT SYSTEM - ISO/IEC 20000-1:2018

This is to certify that:

ePLDT Inc.  
5/F L.V. Locsin Bldg. Makati  
Ave. Cor. Ayala, San Lorenzo  
Makati City, National Capital Region  
1229  
Philippines

Holds Certificate Number:

**ITMS 816674**

and operates an IT Service Management System which complies with the requirements of ISO/IEC 20000-1:2018 for the following scope:

The IT Service Management System of ePLDT Service Delivery and Operations that delivers Cloud Services

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2024-11-27

Latest Revision Date: 2024-11-27

Effective Date: 2024-11-27

Expiry Date: 2027-11-26

Page: 1 of 1

...making excellence a habit.™

This certificate was issued electronically and remains the property of BSI and is issued by the controller of records.

An electronic certificate can be authenticated [online](https://www.bsi.com/online).

Printed copies can be validated at [www.bsi.com/online/CloudDirectory](https://www.bsi.com/online/CloudDirectory) or telephone (07) 2 636 4486.

Further clarifications regarding the scope of this certificate and the applicability of ISO/IEC 20000-1 (BSI requirement) may be obtained by consulting BSI.

This certificate is valid only if provided original copies are in complete set.

BSI Group Philippines, Inc. Unit 2408, The Orion Square, 8, Ortigas Jr. Road, Ortigas Business Center, Pasig City, Metro Manila, 1605, Philippines  
A Member of the BSI Group of Companies.

# Certificate

Standard **ISO 22301:2019**

Certificate Registr. No. **01 195 2134779**

Certificate Holder:

**ePLDT**

**ePLDT, Inc. – Service Delivery and Operations**  
5/F L.V. Locsin Building, Makati Avenue, Legaspi Village,  
Makati 1229 Philippines

Scope: **Cloud Computing Services**

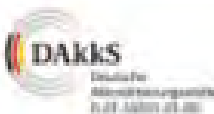
Proof has been furnished by means of an audit that the  
requirements of ISO 22301:2019 are met.

Validity: The certificate is valid from 2024-10-05 until 2027-10-04.  
First certification 2021

2024-09-27

TÜV Rheinland Cert GmbH  
Am Grauen Stein · 51105 Köln

[www.tuv.com](http://www.tuv.com)



# Certificate

Standard **ISO/IEC 27001:2013**

Certificate Registr. No. **01 153 2234834**

Certificate Holder:

## ePLDT

**ePLDT Cyber Security Operations Group (eCSOG) and Governance, Risk and Compliance (GRC)**  
Vitro Makati Data Center 2 (VM2), 222 Nicanor Garcia Street,  
Makati City, 1209 Philippines

Scope:


Development and monitoring of compliance with Corporate Information Security Policies and provision of technical support for Cyber Security Operations (Service Delivery and Operations, Security Operations Center, Risk Management, Service Management, Infrastructure Operations and Management, Governance, and Program, Transition and Change Management).  
As per Statement of Applicability, v3.0, 04 January 2024

Proof has been furnished by means of an audit that the requirements of ISO/IEC 27001:2013 are met.

Validity:

The certificate is valid from 2024-03-07 until 2025-10-30.  
First certification 2023

2024-03-11

  
TÜV Rheinland Cert GmbH  
Am Grauen Stein · 51105 Köln

[www.tuv.com](http://www.tuv.com)







RENEWABLE ENERGY SUPPLY

CERTIFICATE OF RECOGNITION

This is to certify that

**PLDT, INC. (CALBAYOG)**

has purchased and utilized

**1,098,201  
KWH**

of electricity from **Green Core Geothermal Inc.**  
By using renewable energy, it has avoided **625.05 TONNES  
OF CO2 EQUIVALENT** from **DECEMBER 26, 2023** to **DECEMBER 25, 2024**  
and has contributed to our mission of a decarbonized  
and regenerative future.

**RACHELLE LAUREN DEE GO**

Product and Energy Revenue Management Head  
*Green Core Geothermal Inc.*



RENEWABLE ENERGY SUPPLY

CERTIFICATE OF RECOGNITION

This is to certify that

**PLDT, INC. (MANDAUE)**

has purchased and utilized

**950,500  
KWH**

of electricity from **Green Core Geothermal Inc.**  
By using renewable energy, it has avoided **541.03 TONNES  
OF CO2 EQUIVALENT** from **DECEMBER 26, 2023** to **DECEMBER 25, 2024**  
and has contributed to our mission of a decarbonized  
and regenerative future.

**RACHELLE LAUREN DEE GO**

Product and Energy Revenue Management Head  
*Green Core Geothermal Inc.*





## CERTIFICATION

This is to certify that Vantage Energy Solutions and Management Inc. has provided Renewable Energy equivalent to a total of **1,368.98 MWh** for the period **December 26, 2023 to December 25, 2024** to

### **E-PLDT, INC. (VITRO Cebu 2)**

with Contestable Service ID Number (CSIN) 4693438393-9

Given on the 9th of May 2025.

A blue ink signature of Jan Michael T. Puno.

**JAN MICHAEL T. PUNO**  
Officer, Energy Sourcing



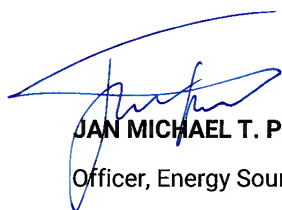
## CERTIFICATION

This is to certify that Vantage Energy Solutions and Management Inc. has provided Renewable Energy equivalent to a total of **1,974.34 MWh** for the period **December 26, 2023 to December 25, 2024** to

### **E-PLDT, INC. (VITRO Clark)**

with Contestable Service ID Number (CSIN) MZ-02482

Given on the 9th of May 2025.



**JAN MICHAEL T. PUNO**  
Officer, Energy Sourcing





## CERTIFICATION

This is to certify that Vantage Energy Solutions and Management Inc. has provided Renewable Energy equivalent to a total of **971.57 MWh** for the period **December 26, 2023 to December 25, 2024** to

**E-PLDT, INC. (VITRO Cebu 1)**

with Contestable Service ID Number (CSIN) 0601294437-4

Given on the 9th of May 2025.

A blue ink signature of Jan Michael T. Puno, written in a cursive style.

**JAN MICHAEL T. PUNO**

Officer, Energy Sourcing



# CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **7,378.77 MWh** for the period **December 26, 2023 to December 25, 2024** to

**E-PLDT, INC. (VITRO Pasig)**

with Contestable Service ID Number (CSIN) 200397680101

Given on the 9<sup>th</sup> of May 2025.

**JANN TIMOTHY D. VILLANUEVA**

Head, Operations Planning  
Energy Management



# CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **5,274.94 MWh** for the period **December 26, 2023 to December 25, 2024** to

**E-PLDT, INC. (VITRO Makati 2 Line 2)**

with Contestable Service ID Number (CSIN) 200397680101

Given on the 9<sup>th</sup> of May 2025.

**JANN TIMOTHY D. VILLANUEVA**

Head, Operations Planning  
Energy Management

# CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **8,819.34 MWh** for the period **December 26, 2023 to December 25, 2024** to

## **E-PLDT, INC. (VITRO Makati 2)**

with Contestable Service ID Number (CSIN) 456273520102

Given on the 9<sup>th</sup> of May 2025.



**JANN TIMOTHY D. VILLANUEVA**

Head, Operations Planning  
Energy Management





# CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **2,338.18 MWh** for the period **December 26, 2023 to December 25, 2024** to

**E-PLDT, INC. (VITRO Parañaque - RACK IT)**

with Contestable Service ID Number (CSIN) 451343010102

Given on the 9<sup>th</sup> of May 2025.

A handwritten signature in blue ink, appearing to read "Jann Villanueva".

**JANN TIMOTHY D. VILLANUEVA**

Head, Operations Planning  
Energy Management



# CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **2,338.18 MWh** for the period **December 26, 2023 to December 25, 2024** to

**E-PLDT, INC. (VITRO Parañaque - RACK IT)**

with Contestable Service ID Number (CSIN) 451343010102

Given on the 9<sup>th</sup> of May 2025.

**JANN TIMOTHY D. VILLANUEVA**

Head, Operations Planning  
Energy Management



**ISO** 9001:2015  
14001:2015  
**CERTIFIED**



## CERTIFICATE OF TREATMENT

**COT-NL-2024-06-100D**

This is to certify that the hazardous waste/s of **SMART Telecommunications**, with address at **Salikneta Farms, Brgy. TungkongManga, San Jose Del Monte, Bulacan**, has/have been properly treated/stored/disposed/export, with details indicated below:

Waste Information		
Waste Code	Waste Description	Volume Received on Manifest
D406	Used Lead Acid Batteries (ULAB)	1.120MT
Treatment History		
Treatment Date	Method/s	Volume (MT)
June 20, 2024	Reclamation	1.120MT
Total :		<b>1.120MT</b>

### References:

**Permit To Transport No.: SPTT**  
**Manifest No.: M-NL-2024-06-1019858-01**

**Received on: June 19, 2024**

**SUBSCRIBED AND SWORN**

TO BEFORE ME THIS 20th DAY June 2024 AT  
**TARLAC CITY, PHILIPPINES**

DOC NO. 406  
PAGE NO. 82  
BOOK NO. VI  
SERIES OF 2024

ATTY. CRISTINA M. MAGCALAS  
Notary Public  
Until December 31, 2024  
Notarial Commission No. N-369-22  
Caramulan, La Paz, Tarlac  
Roll of Attorneys No. 79721  
PTR No. 1953088, 01/04/2024 Tarlac City  
IBP QR No. 401606 01/05/2024 Tarlac  
MCLE Compliance: Admitted 2022

**RICHARD SOMOOK**  
PCO | Managing Head

227 Brgy. San Agustin, Concepcion Tarlac  
+63 (02) 8056360/5644932

@ Inquiry@jmrtrading.com.ph  
https://www.jmrtrading.com.ph





**ISO** 9001:2015  
14001:2015  
**CERTIFIED**



## CERTIFICATE OF TREATMENT

**COT-NCR-2024-06-100A**

This is to certify that the hazardous waste/s of **SMART Telecommunications**, with address at **19 Richbelt Terraces Condo, Greenhills, San Juan**, has/have been properly treated/stored/disposed/export, with details indicated below:

Waste Information		
Waste Code	Waste Description	Volume Received on Manifest
D406	Used Lead Acid Batteries (ULAB)	1.120MT
Treatment History		
Treatment Date	Method/s	Volume (MT)
June 25, 2024	Reclamation	1.120MT
Total :		<b>1.120MT</b>

### References:

**Permit To Transport No.: SPTT**  
**Manifest No.: M-NCR-2024-06-1205075-01**

**Received on: June 23, 2024**

**SUBSCRIBED AND SWORN**

TO BEFORE ME THIS 27th DAY June 2024 AT  
**TARLAC CITY, PHILIPPINES**

DOC NO. 404  
PAGE NO. 99  
BOOK NO. VI  
SERIES OF 2024

ATTY. CRISTINA MAGCALAS  
Notary Public  
Until December 31, 2024  
Notarial Commission No. N-369-22  
Caramulan, La Paz, Tarlac  
Roll of Attorneys No. 78721  
PTR No. 1953086, 01/04/2024 Tarlac City  
IBP OR No. 401606 01/05/2024 Tarlac  
MCLE Compliance: Admitted 2022

**RICHARD SOMOOK**  
PCO | Managing Head

227 Brgy. San Agustin, Concepcion Tarlac  
+63 (02) 8056360/5644932

@ inquiry@jmrtrading.com.ph  
https://www.jmrtrading.com.ph

Sample copies only. Full certificates available on request.





**ISO** 9001:2015  
14001:2015  
**CERTIFIED**



## CERTIFICATE OF TREATMENT

**COT-NL-2024-06-100C**

This is to certify that the hazardous waste/s of **SMART Telecommunications**, with address at **Along McArthur Highway, Urdaneta, Pangasinan**, has/have been properly treated/stored/disposed/export, with details indicated below:

Waste Information		
Waste Code	Waste Description	Volume Received on Manifest
D406	Used Lead Acid Batteries (ULAB)	0.260MT
Treatment History		
Treatment Date	Method/s	Volume (MT)
June 17, 2024	Reclamation	0.260MT
Total :		<b>0.260MT</b>

### References:

**Permit To Transport No.: SPTT**  
**Manifest No.: M-NL-2024-06-0799024-01**  
**Received on: June 15, 2024**

**SUBSCRIBED AND SWORN**  
TO BEFORE ME THIS 20th DAY June 2024  
TARLAC CITY, PHILIPPINES

LOG NO. 091  
PAGE NO. 80  
BOOK NO. VI  
SERIES OF 2024

ATTY. CRISTINA MAGCALAS  
Notary Public  
Until December 31, 2024  
Notarial Commission No. N-369-22  
Caramulan, La Paz, Tarlac  
Roll of Attorneys No. 70721  
PTR No. 1953058, 01/04/2024 Tarlac City  
IBP OR No. 401606 01/05/2024 Tarlac  
MCLE Compliance: Admitted 2022

*Richard Somook*  
**RICHARD SOMOOK**  
PCO | Managing Head



227 Brgy. San Agustin, Concepcion Tarlac  
+63 (02) 8056360/5644932



inquiry@jmrtrading.com.ph  
<https://www.jmrtrading.com.ph>



**ISO** 9001:2015  
14001:2015  
**CERTIFIED**



## CERTIFICATE OF TREATMENT

**COT-NCR-2024-11-100S**

This is to certify that the hazardous waste/s of **SMART Telecommunications**, with address at **1168 U Pili Ave. Blk 16 Sun San Juan Sta Lucia, San Juan City**, has/have been properly treated/stored/disposed/export, with details indicated below:

Waste Information		
Waste Code	Waste Description	Volume Received on Manifest
D406	Used Lead Acid Batteries (ULAB)	0.980MT
Treatment History		
Treatment Date	Method/s	Volume (MT)
November 19, 2024	Reclamation	0.980MT
Total :		<b>0.980MT</b>

### References:

Permit To Transport No.: SPTT  
Manifest No.: M-NCR-2024-11-1131231-01  
Received on: November 14, 2024  
**SUBSCRIBED AND SIGNED**  
TO BEFORE ME THIS 22 DAY Nov 2024 AT  
TARLAC CITY, PHILIPPINES

**RICHARD SOMOOK**  
PCO | Managing Head

DOC NO. 469  
PAGE NO. 01  
COPY NO. IX  
SERIES OF 2024

ATTY. CRISTINA R. MAGCALAS  
Notary Public  
Until December 31, 2024  
Notarial Commission No. N-589-22  
Caramulan, La Paz, Tarlac  
Roll of Attorneys No. 79721  
PTR No. 1353086, 01/04/2024 Tarlac City  
JRP OR No. 401506 01/05/2024 Tarlac  
MCLE Compliance: Admitted 2022



227 Brgy. San Agustin, Concepcion Tarlac  
+63 (02) 8056360/5644932



inquiry@jmrtrading.com.ph  
<https://www.jmrtrading.com.ph>

Sample copies only. Full certificates available on request.



**PLDT Group 2024 Financial Review**  
**(Management's Discussion and Analysis and Audited Financial Statements)**



**2024 Independent Auditor's Report**



**2024 Audit Committee Report**



# Contact Information

## Corporate Governance Office

**Email Address** corpgov@pldt.com.ph  
**Email address for whistleblowing, governance-related, human rights and child rights violations, and similar concerns** CGOHotline@pldt.com.ph

PLDT's Corporate Governance Manual, Code of Business Conduct and Ethics, Human Rights Policy, Diversity and Inclusion Policy, Supplier Code of Conduct and NYSE Section 303A.11 Disclosure, which summarize the difference between PLDT's corporate governance practices and those required of U.S. companies listed on the NYSE, and its reports on Form 17-A (Philippines) and 20-F (US) may be downloaded from:

- **Corporate Governance Manual**  
<https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2022-01/pldt-manual-on-corporate-governance.pdf>
- **Code of Business Conduct and Ethics**  
[https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2024-09/pldt-code-of-business-conduct-and-ethics\\_0.pdf](https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2024-09/pldt-code-of-business-conduct-and-ethics_0.pdf)
- **NYSE 303A.11 Disclosure**  
[https://cms.pldt.com/drupal/sites/default/files/cgdisclosures/nyse-section-303a-11-disclosure-2024\\_1.pdf](https://cms.pldt.com/drupal/sites/default/files/cgdisclosures/nyse-section-303a-11-disclosure-2024_1.pdf)
- **Form 20-F**  
<https://main.pldt.com/investor-relations/annual-and-sustainability-reports#us-sec-filing>
- **2024 Disclosure: PLDT INC. 2024 FORM 20F\_13Mar2025.pdf**  
**Form 17-A**  
<https://main.pldt.com/investor-relations/annual-and-sustainability-reports#phil-sec-filing>  
**2024 Disclosure:**  
[https://cms.pldt.com/drupal/sites/default/files/irannualandsustainabilityreports/PLDT%20INC\\_2024%20SEC%20FORM%2017A\\_28Feb2025.pdf](https://cms.pldt.com/drupal/sites/default/files/irannualandsustainabilityreports/PLDT%20INC_2024%20SEC%20FORM%2017A_28Feb2025.pdf)

## Corporate Sustainability Office

(for Environmental, Social, and Governance - related matters)

**Email address** sustainability@pldt.com.ph

## Enterprise Group

**Call Center** 177/\*177 (using SMART or TNT)  
**Non-PLDT subscribers who wish to contact PLDT** (632) 8688-2700  
**Website** pldtenterprise@pldt.com.ph  
**Facebook** PLDT Enterprise

## PLDT Home

**Call Center** 171  
**Non-PLDT subscribers who wish to contact PLDT** (632) 88888-171  
**Website** www.pldthome.com/support  
**Facebook** PLDT Cares

## Data Privacy Office

(Questions or concerns about how we use your personal data)

**Email address** dpo@pldt.com.ph

## Investor Relations

(for financial and operating information on PLDT)

Ramon Cojuangco Building Makati Avenue, Makati City, Philippines

**Email address** pldt\_ir\_center@pldt.com.ph

## Public Engagement and Corporate Communications

(Touchpoint for media partners)

**Email address** corpcomm@pldt.com.ph

## PLDT Shareholder Services

(for inquiries and requests regarding dividends, 10% Cumulative Convertible Preferred Stock, and related matters)

**Email address** pldtshareholderservices@pldt.com.ph

## Registrar and Transfer Agent

**Common Stock<sup>1</sup> And Voting Preferred Stock  
Philippine Registrar and Transfer Agent  
BDO Unibank, Inc. – Trust & Investments Group – Securities Services  
(Stock Transfer)**

44th Floor BDO Corporate Center Ortigas, East Tower  
12 ADB Avenue, Ortigas Center, Mandaluyong City

**Trunkline** (632) 8840-7000

**Direct Line** (632) 8878-4961; (632) (632) 8878-4105

**Email address** bdo-stocktransferteam2@bdo.com.ph

<sup>1</sup> The shares of Common Capital Stock of PLDT Inc. are listed on the Philippine Stock Exchange (ticker: TEL)

## Non-Voting 10% Cumulative Convertible Preferred Stock Series IV Cumulative Non-Convertible Redeemable Preferred Stock

**Rizal Commercial Banking Corporation**  
3/F West Wing, 221 GPL (Grepalife) Building  
Sen. Gil Puyat Avenue, Makati City, Philippines

**Direct Line** (632) 8553-6937

**Email address** abmadrid@rcbc.com

## Depository of American Depositary Shares

### American Depositary Receipt Facility

**JPMorgan Chase Bank, N.A.**  
P.O. Box 64504  
St. Paul, MN 55164-0504

**U.S. Domestic Toll Free:** (632) 8840-7000

**International Telephone No** (1-651) 453-2128

**Email address** <https://www.owneronline.com/informational/contact-us>

**Website** [www.adr.com](http://www.adr.com)

## Supply Chain Management

(for vendor accreditation and handling complaints on suppliers)

**Email address** pldtgroupsupplierqualification@pldt.com.ph

## Customer Care Services

(for service-related concerns)

## PLDT Talent Acquisition

**Website** <https://careers.pldt.com.ph/>

**Facebook** <https://www.facebook.com/Your.PLDT.Careers>



