PLDT



# GOING BEYOND THE SIGNAL

## 2025 ANNUAL AND SUSTAINABILITY REPORT

# ABOUT THE COVER

"Going Beyond the Signal"

In times of rapid change, PLDT's ambition remains constant: to be a positive force for the nation and its people.

The cover reflects this aspiration, combining images of a network tower, individuals representing diversity in our society, and the planet we live in, set against a backdrop that highlights the colors of the Philippine flag.

The signal provided by the tower is the spark as well as the anchor that links industries, communities, and generations.

The people on the cover depict a cross-section of Filipino society. They represent our customers, our workforce, and members of the community – now and in the future. It is their lives that we hope to touch and uplift. It is for them that we act as stewards of the planet.

Going beyond the signal is PLDT's commitment to lead responsibly into the future, raising the standards for customer experience, strengthening cybersecurity as a cornerstone of trust, and building with the discipline to endure. Because the connected digital future we imagine for Filipinos will demand more from us, we will continue to invest to ensure that our network infrastructure evolves with technology, is widely available, safe and resilient.

As you read this Annual and Sustainability Report, remember "Going Beyond the Signal" as our throughline: when we go beyond connectivity, we are building more than access. We are enabling generations and empowering the nation towards a stronger future.




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GRI 2-3

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**This report is printed on recycled paper.**

# WE ARE PLDT

## Purpose, Vision, Mission, and Values

### 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

## Our Signature Behaviors



**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.

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**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 in difficult conversations.
- We keep our promises.

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**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.

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**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.

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**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.

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**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, 2-14

This report is the PLDT Group's combined Annual and Sustainability Report, presenting a more integrated account of how we create long-term value. Alongside operational and financial results, it explains how environmental, social, and governance (ESG) considerations are embedded in our strategy, governance, and risk management, and how we manage our impacts while conducting business ethically and responsibly. By bringing these perspectives together, the report strengthens transparency and accountability and helps stakeholders understand our priorities, performance, and progress.

The Board of Directors reviewed and approved this report through its Governance, Nomination, and Sustainability Committee (GNSC), reflecting Board-level oversight of our sustainability agenda and disclosures.

## Reporting Scope

This Annual and Sustainability Report covers the PLDT Group's operating, financial, and sustainability performance for the period January 1 to December 31, 2025. The Annual Report presents PLDT on a consolidated basis. The Sustainability Report sets out our ESG performance and disclosures for 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 its associates Maya Philippines, Inc. (Maya) and the Group's social outreach arm, PLDT-Smart Foundation (PSF).

This report also serves as PLDT's Communication on Progress to the United Nations Global Compact (UNGC), describing how we advance the UNGC Ten Principles and integrate them across our operations, covering human rights, labor, the environment, and anti-corruption.

## Reporting Frameworks and Standards

To strengthen accountability, facilitate comparability and in line with presenting a more holistic view of the business, this report was prepared with reference to the International Sustainability Standards Board (ISSB) standards: IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures)[1] and other leading sustainability reporting frameworks and sector metrics, including the Global Reporting Initiative (GRI) Standards; the Sustainability Accounting Standards Board (SASB); the Taskforce on Nature-related Financial Disclosures (TNFD); the Ten Principles of the United Nations Global Compact (UNGC); GSMA ESG Metrics for Mobile; and the Integrated Annual Corporate Governance Report.

In addition, the information presented reflects how the Group contributes to, and tracks progress toward the United Nations Sustainable Development Goals (SDGs) through our core business and social investments, particularly SDG 9: Industry, Innovation, and Infrastructure.

## External Assurance

Significant portions of this report were assured by SyCip Gorres Velayo & Co. (SGV), an external and independent firm and a member firm of Ernst & Young Global Limited. Disclosures subject to limited assurance are specifically identified and qualified with explanatory notes. Unless the context indicates otherwise, references to "we," "us," "our," or the "PLDT Group" in this report refer to the parent company, PLDT Inc., and certain selected subsidiaries. References to "PLDT" refer solely to PLDT Inc. (the parent company), excluding subsidiaries.

This report may include "forward-looking statements" related to our strategy, sustainability priorities, and performance outlook, which are subject to risks and opportunities that could cause actual results to differ materially from expectations. While PLDT believes the expectations reflected in these statements are reasonable, it cannot guarantee future performance, actions, or events.

[1] *Task Force on Climate-related Financial Disclosures recommendations are fully incorporated into the ISSB standards*

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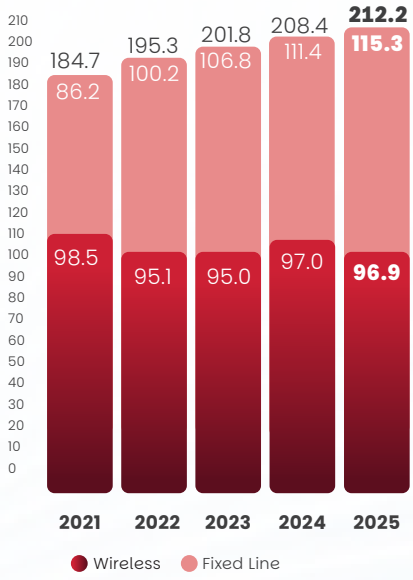
# COMPARATIVE HIGHLIGHTS

| Financial Information | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| (in million pesos, except cash dividends declared per common share) | | | | | |
| **Revenues** | 218,388 | 216,833 | 210,953 | 204,362 | 192,186 |
| Service revenues | 212,186 | 208,382 | 201,832 | 195,344 | 184,680 |
| Non-service revenues | 6,202 | 8,451 | 9,121 | 9,018 | 7,506 |
| **Expenses** | 168,040 | 166,346 | 170,259 | 209,427 | 151,315 |
| General operating costs | 75,789 | 78,068 | 81,655 | 84,248 | 77,686 |
| Depreciation and amortization | 59,487 | 56,228 | 58,662 | 98,859 | 52,072 |
| Cost of devices, accessories, and contract-specific services | 12,784 | 14,011 | 15,092 | 14,172 | 12,917 |
| Interconnection costs | 16,010 | 13,718 | 10,418 | 6,104 | 3,698 |
| Asset impairment | 3,970 | 4,321 | 4,432 | 6,044 | 4,942 |
| **EBITDA from continuing operations** | 111,231 | 108,515 | 104,297 | 100,588 | 96,182 |
| **Telco core income** | 33,925 | 35,138 | 34,341 | 33,301 | 30,354 |
| **Core income from continuing operations** | 34,636 | 34,232 | 32,462 | 30,752 | 30,058 |
| **Net income (loss)** | 30,218 | 32,555 | 26,824 | 10,735 | 26,676 |
| Continuing operations | 30,218 | 32,555 | 26,865 | 11,335 | 26,797 |
| Discontinued operations | - | - | (41) | (600) | (121) |
| **Capital expenditures** | 60,336 | 78,246 | 85,083 | 96,810 | 88,983 |
| **Short and Long-term debts**[1] | 296,939 | 283,575 | 256,927 | 251,859 | 255,414 |
| **Net Debt**[2] | 284,693 | 273,033 | 239,764 | 225,669 | 228,659 |
| **Equity attributable to equity holders of PLDT** | 126,889 | 115,419 | 105,218 | 108,727 | 123,216 |
| **Cash dividends declared per common share out of the earnings for the year** | 94 | 97 | 95 | 134 | 84 |
| **Operating information** SASB TC-TL-000.A, TC-TL-000.B, TC-TL-000.C | | | | | |
| **Number of mobile subscribers** | 59,891,520 | 58,989,807 | 57,827,126 | 66,304,761 | 71,221,952 |
| **Number of fixed line voice subscribers** | 3,689,997 | 3,711,371 | 3,766,105 | 3,825,424 | 3,619,372 |
| **Number of broadband subscribers** | 4,251,426 | 3,878,231 | 3,709,541 | 3,992,303 | 3,951,844 |
| Fixed Line | 3,793,927 | 3,431,785 | 3,268,996 | 3,247,979 | 2,966,886 |
| Fixed Wireless | 457,499 | 446,446 | 440,545 | 744,324 | 984,958 |
| **Total number of subscribers** | 67,832,943 | 66,579,409 | 65,302,772 | 74,122,488 | 78,793,168 |
| **Number of stockholders** | 11,330 | 11,348 | 11,397 | 11,427 | 11,510 |
| **Number of employees** | 14,304 | 14,904 | 15,596 | 17,579 | 18,822 |
| Fixed Line | 10,456 | 10,813 | 11,373 | 12,855 | 13,389 |
| Wireless | 3,848 | 4,091 | 4,223 | 4,724 | 5,433 |

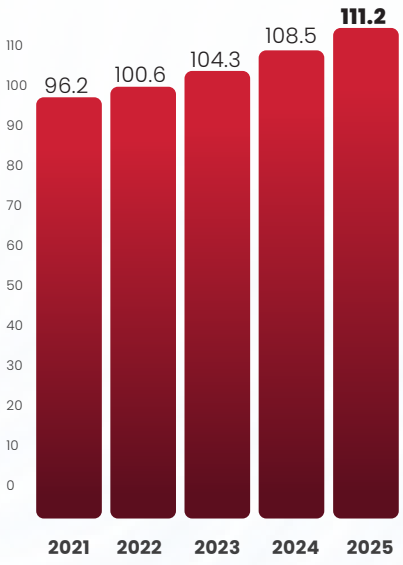
[1] *Gross of unamortized debt discount*
[2] *Net debt is derived by deducting cash and cash equivalents, short-term investments and debt instruments at amortized cost from nominal value of debts*

# CONSOLIDATED FINANCIAL PERFORMANCE HIGHLIGHTS

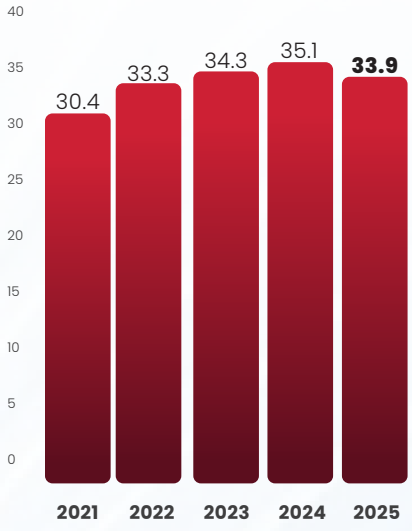
**Service Revenues**
**Net of Intersegment Transactions**
(PhP in billions)



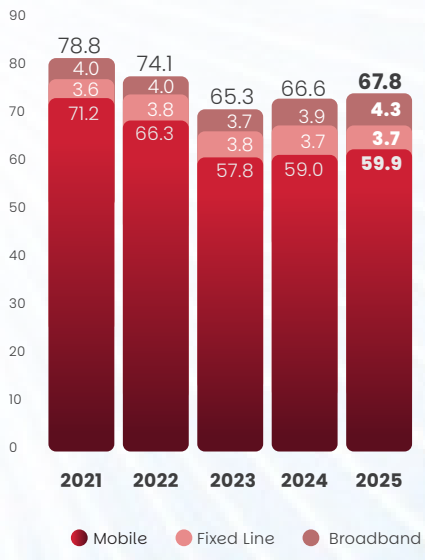

**EBITDA**
(PhP in billions)



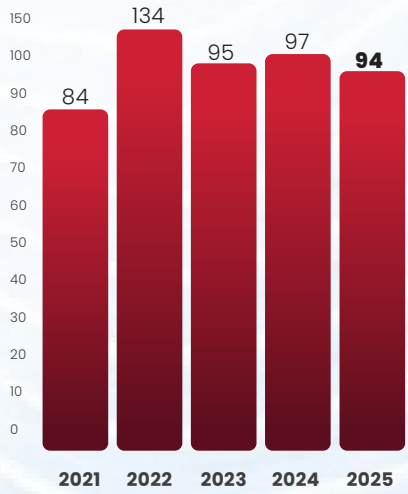

**Telco Core Income**
(PhP in billions)



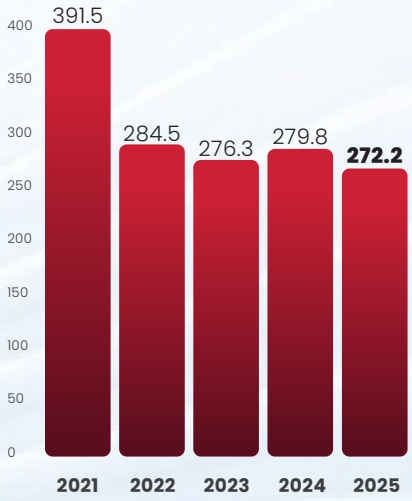

**Subscriber Base**
(in millions)

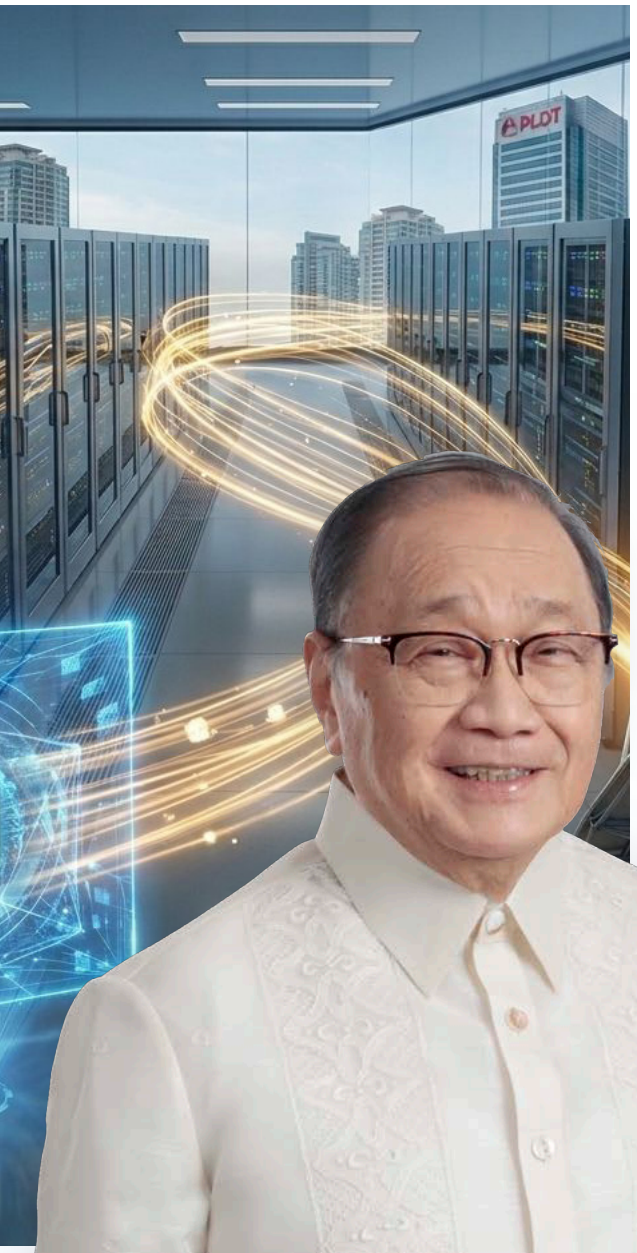



**Dividend Per Share**
(in PhP)




**Market Capitalization**
(Year-end, PhP in billions)






# CHAIRMAN'S MESSAGE

GRI 2-22

There is a word we use so often in this industry that we have nearly worn it out: Connection. We say it in our advertisements. We put it in our mission statements. We measure it in megabits per second and network uptime percentages and subscriber counts. And—for most of PLDT's history—that was enough.

It is no longer enough. The Philippines of 2026 demands infrastructure that can carry the weight of artificial intelligence and its implications for every sector of the economy. It demands digital financial systems that reach every Filipino, not just those with a bank account and a branch nearby. It demands the capacity to produce technology, and not merely consume what arrives from elsewhere.

That is the world PLDT has been preparing for.

## From Telco to Techco

Let me be candid with you: the telecommunications industry, globally and here at home, is ex-growth. And many people see plateaus as endings. They rarely are.

Over the past years, PLDT has built its network not simply to keep up—but to house the architecture of the future. We operate data centers. We are deepening partnerships with global hyperscalers. We've built the infrastructure on which the AI economy will run. Among our holdings is a significant stake in Maya, which includes Maya Bank—one of the Philippines' leading digital banks and among the few in the region to have crossed into profitability.

In 2025, we accelerated that understanding into further investment. The demand is here. The question before every major company in this country is whether it will be ready to meet that demand. We will be.

***"Looking forward, when we committed to fiber, when we invested in the networks that would carry 5G... the investment(s) proved right. It always does, when you are investing in the Filipino people."***

## Going Beyond the Signal

"Civilizations die from suicide, not murder." This is a passage I return to often from the historian Arnold Toynbee, who observed that—among other reasons—civilizations crumble when they're unable to respond to new challenges. Similarly, the companies who adapt to the times will be the ones who define the next century—and the ones that don't will go the way of Ancient Rome.

For evolving telcos like PLDT, the transformation must be real and tangible. For a small business owner, for instance, connection can't just be an internet connection for her shops—it should mean running her enterprise on cloud infrastructure. For students, connection cannot stop at checking social media for class suspensions; it must have the speed and reliability to make learning possible, despite natural and man-made calamities. Connection must mean a Filipino workforce that can fully unleash its creativity and talent, because the digital foundation they stand on is world-class.

This is what going beyond the signal means to us—not simply adapting to modernity, but having the ambition to redefine it. The question we now ask is not how many homes we have reached, but what those homes can now do—the businesses they can run, the education they can access, the opportunities that were once out of reach and are no longer.

## Looking Forward

I will not pretend that 2025 was without difficulty. The macroeconomic environment was uneven, capital was cautious, and competition was intense. We made decisions that were sometimes uncomfortable but, I believe, correct—decisions oriented toward the next decade rather than the next quarter.

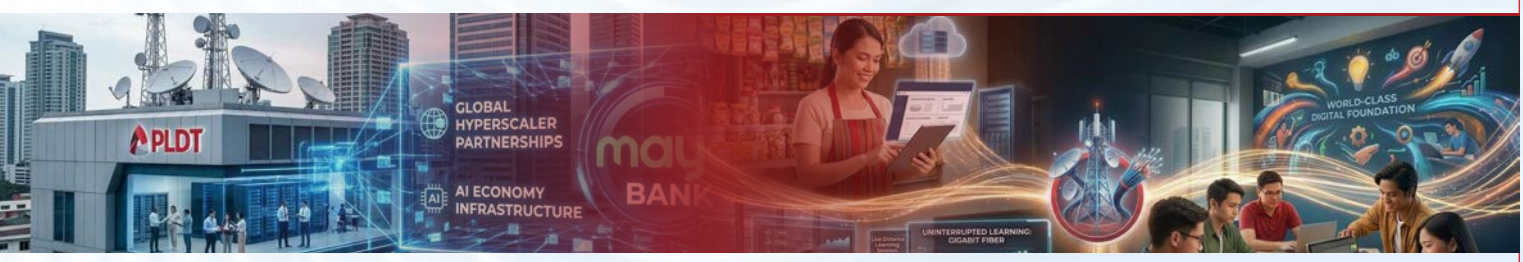
What gives me confidence is the quality of the people in this organization—network engineers who have installed and repaired through floods and typhoons, leaders who have made hard calls in harder years, and a workforce that has never, in my experience, been asked to do something difficult and refused.

PLDT has stood at this kind of crossroads before. When we committed to fiber, many questioned the economics. When we invested in the networks that would carry 5G, the timeline seemed uncertain. In both cases, the investment proved right. It always does, when you are investing in the Filipino people.

We are building, still. I invite you to read this report as a statement of the company we are becoming — and the Philippines we believe is possible.

Maraming salamat. Mabuhay.

**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** is the Philippines' most trusted telco and digital services provider, offering broadband data services and smart home solutions powered by a robust fiber-to-the-home (FTTH) network that enables future-ready innovations to Filipino homes. PLDT's FTTH fixed line network has the country's most extensive transmission and distribution infrastructure.

**Smart Communications, Inc. (Smart)** is a wholly owned wireless communications and digital services subsidiary of PLDT. Smart serves approximately 97% of the country's population, providing mobile communications services, high-speed internet connectivity, and access to digital services and content to 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, the leading telecommunications and digital services provider in the Philippines. 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 industry-leading digital transformation partner of enterprises in the Philippines. Leveraging the expertise and world-class telecommunication infrastructure of the PLDT Group, ePLDT delivers secure multi-cloud, cybersecurity, data and AI, and data center solutions that enable enterprises to achieve their digital transformation goals.

ePLDT's data center solutions are offered through its subsidiary, VITRO Inc. helping local, global, and hyperscale clients safeguard their mission-critical operations.

**VITRO Inc. (VITRO)** is the pioneer in hyperscale-grade data centers in the Philippines. It provides secure, reliable, and compliant data center solutions that empower the mission-critical operations of its enterprise and hyperscale clients. Established under ePLDT in 2000, VITRO has the largest local data center footprint, leveraging over 25 years of industry experience and expertise.

**PLDT Global Corporation (PGC)** is the international arm of PLDT, delivering world-class connectivity and innovative digital solutions to Filipinos and enterprises worldwide. Committed to empowering global communities, PGC provides reliable, tailored services that enable seamless communication and support the digital transformation of Overseas Filipinos and businesses across international markets.

**Multisys Technologies Corporation (Multisys)**, a leading software solutions company that provides a wide range of cost-effective, full-scale software services, system platforms, and integration, being used by more than 2,500 companies and organizations in the Philippines and the Asia-Pacific region. Operating for over 15 years, it holds 17 copyrighted solutions and more than 90 comprehensive system modules developed by a team of full-stack developers and elite programmers.

**Maya Innovations Holdings Pte. Ltd. (Maya)** is the ultimate parent holding company of Maya Philippines, Inc. (formerly PayMaya Philippines, Inc.) and Maya Bank.

Maya Philippines is registered with the BSP as an electronic money issuer, remittance and transfer company, operator of payments system, and virtual asset services provider. Maya Bank is one of only six digital banks in the Philippines licensed by the BSP.

Together, Maya Philippines and Maya Bank power the platforms under the Maya group, providing the next generation of integrated financial products to both consumers and businesses in the Philippines.

Maya continues to scale its consumer and business platforms to grow its ecosystem, expanding its portfolio of fully integrated financial services for its customers. As digital payments and banking adoption accelerate in the country, Maya's approach enables it to drive financial penetration and reinforce its position as a leading player in the Philippines' digital financial landscape.

**Kayana Solutions Inc. (Kayana)** is a data-powered digital experience company that harnesses the data assets of the Pangilinan-led companies (MVP Group) to enable superior and hyper-personalized customer experiences, paving the way for a radical change in customer engagement across the MVP Group. It aims to be a beacon of digital possibilities that continuously uplifts Filipino lives and propels the Philippines towards a more progressive, thriving future.

Kayana is jointly owned by PLDT, Metro Pacific Investments Corporation, and Meralco.

# BUSINESS SEGMENT HIGHLIGHTS

## Wireless Consumer

**PhP85.0 Bn**
***2025 Service Revenues***

91%

**PhP77.2 Bn**
***Mobile Data***

1%

**Segment Performance Enablers:**
- ARPU growth driven by hyper-personalized offers
- Continued investments in network quality
- Accelerating 5G adoption to support higher-value usage
- Fixed Wireless rollout driven by 5G routers

## Home

**PhP61.0 Bn** 3%
***2025 Service Revenues***

98%

**PhP59.4 Bn** 6%
***Fiber Revenues***

**Segment Performance Enablers:**
- Sustained fiber expansion
- Maintained bundling leadership to increase stickiness and increase monetization touchpoints
- Selective prepaid fiber expansion to tap into new growth segment
- "Whole-home" strategy: connectivity + device (e. g., Home Life – smart home starter kit)

## Enterprise

**PhP48.4 Bn** 1%
***2025 Service Revenues***

75%

**PhP36.3 Bn** 3%
***Corporate Data and ICT***

**Segment Performance Enablers:**
- ICT is key growth engine with opportunities in managed services, cybersecurity, cloud, and AI-enabled digital infrastructure
- Development of digital trust solutions: first-to-market a silent authentication solution
- Launch of Philippines' first AI-ready hyperscale data center
- Enabling growth of Small and Medium Enterprises (SMEs)

*Percentage of data, broadband, and ICT to segment revenues*

*Scan to view PLDT's FY2025 Financial and Operating results presentation*

# Going Beyond the Signal with fiber – powering smarter, more connected, and sustainable homes



PLDT Home continued to strengthen its position as the country's leading fiber home broadband provider with 3.76 million fiber subscribers nationwide at the end of 2025.

Responding to its customers' need for connectivity to support remote work, online education, digital entrepreneurship and entertainment, PLDT Home continues to expand its fiber network which now reaches 19.4 million homes across 74% of towns and 91% of provinces in the Philippines. This extensive fiber footprint helps narrow the digital divide by connecting more communities to the internet.

## Human-centered connectivity

In response to Filipinos' evolving digital needs, PLDT Home enhanced its broadband portfolio in 2025 by implementing speed boosts across postpaid plans—delivering more reliable connectivity for work, learning, and entertainment at home. Complementing this, the Fiber Netflix Plan was introduced to provide greater value and convenience for families by integrating internet, calls, and entertainment into one seamless subscription.

Advancing its digital inclusion agenda, PLDT Home also launched Fiber Prepaid in 2025, expanding into a new growth segment and addressing the rising demand for flexible and affordable internet access across Filipino households.

Beyond connectivity, PLDT Home continues to evolve into a digital lifestyle enabler by expanding its portfolio of bundled content and services. By integrating premium platforms such as Netflix, HBO Max, and Cignal into its postpaid services, PLDT Home strengthens its portfolio while also driving deeper engagement, improving customer stickiness, and unlocking new monetization opportunities.

Building on this, PLDT Home has adopted a "whole-home" strategy, marking a shift from standalone connectivity to a more integrated digital ecosystem. This includes the introduction of PLDT Home Life, a new category designed for smart home adopters, featuring a smart home starter kit that enhances home security, alongside digital offerings such as the IGV Game Pass, which provides access to over 200 PC games. Together, these solutions enrich the at-home digital experience while creating new avenues for value creation.

## Rewarding loyalty

Complementing these is PLDT Home Rewards, which reinforces customer engagement and shared value creation. Through the program, subscribers earn Crystals that subscribers can redeem for exclusive treats, promos, and discounts from partner brands. This rewards program is positioned as "bigger and better," reinforcing its role of recognizing loyalty of its PLDT Home customers.

## Operating sustainably

Fiber consumes less energy per gigabit and has a longer infrastructure lifespan helping reduce material waste. Thus, the upgrade from copper to fiber allows us to connect more homes while reducing our overall environmental impact.

# Going beyond mobile connections for life on the move



Mobile connectivity has become a basic enabler of daily life—supporting communication, work, learning, commerce, safety, and social connection anytime and anywhere. It is no longer a convenience but now essential.

Cognizant of this, PLDT's Wireless Consumer business (previously referred to as Individual Wireless) continues to strengthen its relevance to its customers.

## Investing in our network, understanding your needs

Smart's core modernization program, now underway, is strengthening the network's analytics and targeting capabilities, enabling more personalized offers and better marketing efficiency. The wider availability of affordable 5G handsets and Smart's network optimization continue to drive the shift toward faster, more reliable connectivity.

Smart is accelerating 5G adoption by pairing core network upgrades with sharper offer designs and more precise market targeting. These improvements strengthen our ability to personalize propositions in real time and to increase data yield, supporting higher ARPU.

## Segment Performance

In 2025, the Wireless Consumer segment demonstrated resilience amid a competitive, value-driven market. Performance improved in the second half of the year, reflecting a more strategic approach to pricing and customer management, continued investments in network quality, and accelerating 5G adoption to support higher-value usage.

Wireless consumer data revenues now account for 91% of total Wireless Consumer revenues. Usage growth and total data traffic remained healthy reflecting sustained data engagement across the base. Active data users reached 43.2 million as of end-December, supporting continued scale in data consumption and providing a strong runway for targeted offer design and 5G-led engagement.

Fixed wireless access (FWA) remains a key growth area, complementing our fixed home broadband business, and allowing us to capture more households and expand our overall home penetration faster by enabling immediate connectivity without waiting for the fixed-line build.

5G usage rose by 88% year-on-year with the number of 5G devices having grown by 35%. These indicate that customers are relying more on 5G for everyday activities, which in turn supports demand for higher-value plans.

## Operating sustainably

As demand, data usage and device penetration continue to grow, our mobile operations continue to deliver essential, ubiquitous connectivity while minimizing our environmental impact, enabling social inclusion, and ensuring long-term economic resilience. This also includes our commitment to ensure data privacy of and safe online connectivity for life on the go.

One meaningful step toward a more sustainable wireless business is the deployment of eSIMs, the use of which helps reduce plastic waste and cuts logistics and distribution emissions. According to Thales, one of the world's leading players in the eSIM ecosystem, Smart is considered a leader in eSIM downloads in emerging markets, ranking 4th in the region after Japan, Korea and Singapore in terms of number of eSIM downloads in 2025. Moreover, Smart is the first telco in Asia to launch Multi-SIM which converts most android phones into e-Sim capable devices thereby increasing the reach of eSIMs to more subscribers.

PLDT Enterprise

# Going beyond the Signal for enterprises: leveraging AI and technology



PLDT Enterprise is a core enabler of performance and resilience of enterprises including small and medium enterprises (SMEs), across various industries nationwide, leveraging on AI capabilities and technology solutions.

## From Network Access to Strategic Business Enablement

Early conversations with our Enterprise clients were about sites and circuits, bandwidth and uptime, and other access-focused services. Today, discussions have expanded to include distributed workforces, cloud-first architecture, data- and AI-driven operations and global ecosystems of partners and customers. These involve capability for cloud migration and hybrid cloud models, digital transformation initiatives, automation and AI adoption, among others.

In response, PLDT Enterprise continued to advance Enterprise ecosystem solutions and the responsible adoption of AI across operations.

Across industries, PLDT Enterprise is working with sectors such as banking and financial services, healthcare, and government agencies to explore AI-driven applications. These include fraud detection, risk monitoring, customer analytics, and intelligent automation; aimed at helping institutions improve security, efficiency, and digital customer experiences.

PLDT Enterprise strengthened its differentiated trust and cybersecurity stack with SmartSafe SilentAccess, a network-powered silent authentication solution that moves beyond SMS OTPs and aligns with the push of the Bangko Sentral ng Pilipinas (BSP) for stronger digital authentication standards. PLDT was first-to-market in silent authentication, with commercial engagements beginning in September 2025. In parallel, AI and managed services adoption was accelerated through customer engagements such as the Intelligent Enterprise Workshop.

PLDT Enterprise supports AI capability-building through programs such as ePLDT SwiftStart AI. As part of this effort, PLDT Enterprise, in collaboration with ePLDT, also works closely with universities to support early-stage adoption of AI, including its engagement with De La Salle University, where SwiftStart AI helps equip students and early-career developers with practical skills in artificial intelligence, data science, prompt engineering, and digital innovation to strengthen the country's future AI talent pipeline.

PLDT Enterprise also provided strong, reliable fiber and mobile access and accessible, scalable ICT solutions for SMEs and entrepreneurs.

PLDT Enterprise maintains close engagement with its customers through a combination of dedicated relationship management, industry consultations, technology showcases, and solution-focused workshops.

## Segment Performance

PLDT Enterprise delivered its highest-ever revenues in 2025 reflecting improved second-half momentum from corporate data and ICT services and strong execution across key verticals. This reflects the impact of the ongoing shift toward digital infrastructure and solutions as well as robust enterprise demand for colocation, multi-cloud, managed services, and cybersecurity solutions.

## Sustainability

Growing our Enterprise business will not be complete without our commitments to operate responsibly: managing our impacts to the environment in the operation of our data centers, ethical use of AI, and enabling inclusive economic growth.

ePLDT

# Going beyond the Signal through digital transformation and tailored technology solutions

As the industry-leading digital transformation partner for enterprises in the Philippines, and the ICT arm of the PLDT Group, ePLDT continues to help organizations across various industries modernize and remain at the forefront of innovation.

## Performance Highlights

ePLDT's tech services business in 2025 increased by 24% from the previous year. Growth was primarily driven by continuing demand for managed services and data and AI solutions, as enterprises increasingly outsourced mission-critical IT operations and accelerated investments in analytics and AI-driven transformation.

## Equipping Enterprises, Government and the Public Sector

In 2025, ePLDT introduced Pilipinas AI, the country's first sovereign AI solutions stack. This innovation enables enterprises to build and deploy AI models using locally hosted infrastructure, ensuring data and workloads remain within Philippine borders.

In support of government modernization and national emergency response efforts, ePLDT and PLDT Enterprise launched Unified 911 in partnership with the Department of the Interior and Local Government (DILG), the Bureau of Fire Protection (BFP), Next Generation Advanced (NGA) 911, and Next Generation Core Services (NGCS) Inc.



ePLDT is accelerating its evolution from a digital transformation partner to the country's most trusted AI enabler. The company's focus is to help build a digitally empowered and AI-ready Philippines by equipping enterprises and government institutions with secure, scalable, and easy-to-adopt AI tools that enhance human expertise, strengthen decision-making, improve productivity, and create new revenue opportunities.

ePLDT's AI solutions are customized depending on each organization's needs and readiness, ensuring seamless adoption and responsible deployment — positioning AI as a practical force multiplier for Filipino talent.

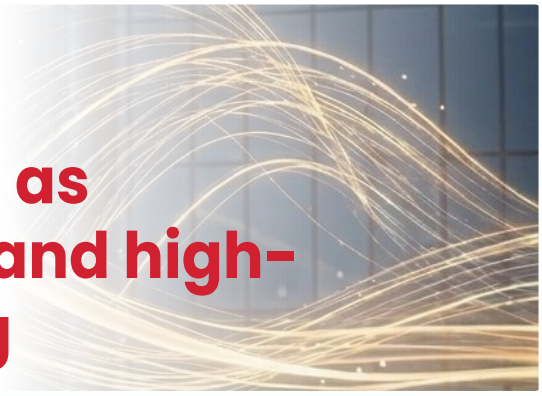
## Capacitating for AI

ePLDT significantly invested in AI capability development across its workforce, with multiple teams completing Katonic-AI certifications in AI Strategy & Solutions, Generative AI, MLOps Build, AI Platform Operations, and Customer Success Enablement. With Katonic AI's Sovereign Platform powering Pilipinas AI, these certifications deepen ePLDT's technical competence and strengthen delivery excellence for Pilipinas AI implementations.

Furthermore, by expanding certified expertise across Cloud Infrastructure & Operations, Cloud Software Development & AI, Product Development, Business Development, and Technology Solutions Consulting, ePLDT is better equipped to design, deploy, and support enterprise-grade AI solutions, contributing to faster implementation cycles, higher solution quality, and greater customer confidence.

## Sustainability

ePLDT empowers businesses to thrive in the digital landscape with tailor-fit solutions that drive innovation, modernize operations, and strengthen cyber resilience, ensuring inclusive economic and social growth.



# Going beyond the Signal as data centers support AI and high-performance computing

VITRO's unrivalled data center infrastructure design and nationwide footprint provide reliability, security and scalability, making it best positioned to support enterprises with requirements for AI and high-density compute workloads.

## Philippines' first AI-ready hyperscale data center

In April 2025, the company inaugurated VITRO Santa Rosa (VSR), the country's first AI-ready hyperscale data center, purpose-built to accelerate digital transformation and AI adoption nationwide. The addition of VSR increased VITRO's current aggregated IT power capacity to 64 MW, further strengthening its ability to support AI, hyperscale, enterprise and public sector requirements.

To-date, VSR has secured multiple large enterprise clients, including a hyperscale anchor tenant, further reinforcing its role as a critical hub for next-generation workloads that can enhance customer experience, productivity, and service continuity.

## Revenue Performance Highlights

VITRO Inc., a wholly owned subsidiary of ePLDT and the data center arm of the PLDT Group, posted an 17% year-on-year colocation revenue growth reflecting sustained demand from both local and global enterprises. This performance supported customers' ability to run critical services reliably, while strengthening the country's digital foundation for regional competitiveness.

## Globally Certified Facilities that Lessen Environmental Impact

VITRO's data centers have integrated sustainability considerations in their design and operations to ensure long-term operational resilience and address, among others concerns on power and water intensity. VITRO implements various initiatives to reduce energy consumption; procures renewable energy to lower carbon emissions, and uses hybrid and closed loop systems.

VITRO has received multiple ISO certifications, including ISO 50001:2018 (Energy Management System), ISO 9001:2015 (Quality Management System), ISO/EC 20000-1:2018 (IT Service Management System), ISO 22301:2019 (Business Continuity Management system), and ISO/EC 27001: 2022 (Information Security Management System). Recently, its flagship site VITRO Santa Rosa, has received the TIA-942 Rated 3 Facility Certification, confirming its concurrently maintainable design with no single point of failure.

## Upskilling Next-Gen Data Center Leaders

VITRO advanced the VITRO Academy, a specialized, three-tier micro-credential program that trains and certifies Filipino students and young professionals for careers in the data center industry. Launched in July 2024, it supports inclusive growth by helping learners translate academic foundations into job-ready skills aligned with industry standards, preparing engineering and IT students for roles as data center engineers and professionals.

The program was introduced to leading educational institutions, including Asia Pacific College, National University Philippines, Ateneo de Naga University, Far Eastern University-Roosevelt, and Wesleyan University of the Philippines. Through these partnerships, VITRO contributes to building a resilient workforce to support the Philippines' ambition to become a regional data center hub in Asia, grounded in local capability, quality jobs, and responsible growth.

Since its launch, VITRO Academy has trained more than 400 students across three progressive levels, with only the most outstanding advancing to Level 3, the final and most advanced stage. From this pioneering class of 40 graduates, 35 have been given paid internships, and the top six performers will be offered employment at VITRO Inc.—underscoring the company's commitment to cultivating homegrown talent and providing meaningful career opportunities in the local data center industry.

PLDT Global

# Going beyond the Signal for Filipinos and enterprises outside Philippine borders

## Performance Highlights

In 2025, PLDT Global (PGC) delivered strong and disciplined growth, with double-digit year-on-year growth in its gross revenues and core net income, reflecting sustained profitability and effective margin and operational management amid evolving global market conditions.

Growth was driven by solid performance across International Enterprise, Carrier Voice, and International Consumer segments, alongside continued expansion of digital platforms. PGC strengthened operational efficiency with a 99% collection rate, while sustaining high stakeholder trust, reflected in a Customer Net Promoter Score (NPS) of 59.3 and an Employee NPS of 50, improving 2% and 32% respectively, from previous year.

## Expanding strategic partnerships and solutions portfolio

In addition, PGC continues to strengthen its strategic partnerships and expand its solutions portfolio to deliver a full range of digital consumer and enterprise services aligned with the evolving needs of Filipinos overseas and global enterprises. Notably, PGC has renewed its international voice partnership with stc Group, a digital and telecommunication leader in the Middle East, and expanded this strategic relationship into data connectivity and data center services, positioning both parties to capture the growing demand across the Middle East–Asia corridor. Complementing this, PLDT Global has also collaborated with BBIX, one of Asia's largest Internet Exchange providers, to further enhance global connectivity and enable enterprise-grade digital solutions.

## Connecting overseas Filipinos to home

PGC operates TINBO (Tindahan ni Bossing), a one-stop marketplace where Filipinos abroad can purchase prepaid load (Smart/TNT/PLDT/Globe/Cignal) and pay bills of top merchants in the Philippines, including electricity, water, cable internet services.




Other available services include: *ePadala* (a service that allows overseas Filipinos to send financial support to the Philippines quickly and anytime via cash-in vouchers for banks and e-wallets) and *Pilipinas Live* (live and on-demand games and highlights of Filipino sports leagues).

Furthermore, PGC has implemented various initiatives to support Filipinos abroad, including enabling zero-rated calls to the 1343 Actionline Against Human Trafficking and offering a Philippine virtual mobile number that allows free calls to key government hotlines.

## Adopting global standards

PGC capped 2025 with the achievement of ISO 9001:2015 certification (Quality Management System), underscoring its commitment to delivering world-class connectivity and innovative digital solutions to Filipino communities and enterprises worldwide.

## Sustainability

PGC is committed to building an inclusive, responsible and people-centered ecosystem where enterprises, communities and Filipinos worldwide can thrive.

# Advancing financial Inclusion through scalable digital finance



Maya, the leading digital financial services platform in the Philippines, closed 2025 with robust growth and full-year profitability, as it continues to advance financial inclusion. Maya's integrated platform and comprehensive suite of payment and digital banking products enable Filipino consumers to flexibly spend, securely save, and easily borrow and invest, while giving businesses the tools to transact, grow and thrive. This ecosystem built on two consumer and business flywheels continually reinforces Maya's leadership as the country's leading digital bank and merchant acquirer.

## Expanding Access Through an Integrated Platform

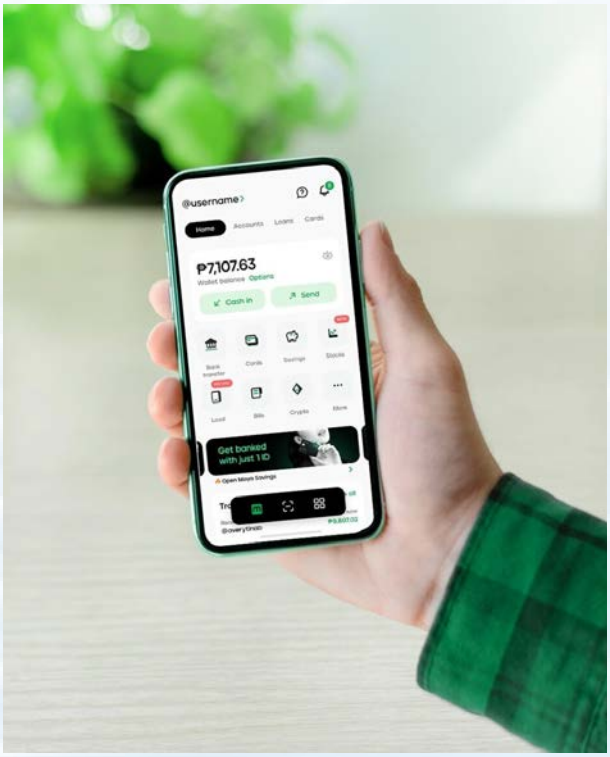
In 2025, powered by its proprietary technology platform and AI capabilities, Maya accelerated credit expansion through the launch of the Maya Black Credit Card as well as continued scaling of Maya Easy Credit and Maya Personal Loan. Deposit products, such as Maya Savings, Personal Goals, and Time Deposit Plus, continue to bring more financial independence to consumers by offering attractive interest rates.

Maya also maintained leadership as the country's leading merchant acquirer, enabling enterprises and MSMEs to transact, deposit, borrow, and grow through Maya Business Manager, reinforcing its role as a key business payments and financial services partner nationwide.

## Expanding Partnerships for Broader Access

Beyond financial performance, Maya continued to expand strategic partnerships in 2025 across both the private and public sectors to bring more Filipinos into digital finance. These include collaborations with Cebuana Lhuillier to serve new-to-credit consumers, and with Pepsi-Cola Products Philippines, Inc. and Ultra Mega to enable purchase financing for micro businesses. Maya also partnered with Philippine Airlines to seamlessly integrate airline miles rewards into the Maya app, and to power secure, convenient digital engagement and voting experiences for platforms such as Pinoy Big Brother and Miss Universe Philippines. In the public sector, Maya expanded collaborations with government agencies such as the Department of Education (DepEd), the Philippine Sports Commission (PSC), and the National Power Corporation (NAPOCOR), helping Filipinos access financial services more seamlessly.

Based on the success of various products, Maya continues to redefine the rules of finance in the Philippines so that more Filipinos can live the life they want today.



Káyana

# Going beyond the Signal by unlocking sustainable value from data and payments

Following foundational platform builds and enterprise-wide data consolidation in the previous year, 2025 marked a shift toward activation and data-driven innovation for Káyana. During the year, Káyana translated these foundations into measurable value across the Group's ecosystem by deepening technology partnerships, strengthening data science and AI capabilities, advancing monetization platforms, and improving profitability in payments operations. These efforts build on PLDT's nation-building legacy by strengthening the secure, scalable capabilities needed to support responsible growth and long-term value creation in the digital age.

## Going beyond the signal through data-driven insight

Káyana continued to strengthen its data ecosystem by enriching Káyana C360—our 360-degree customer and decision intelligence engine that unifies data across participating ecosystem businesses and translates it into actionable insights. This was complemented by the activation of the Káyana Digital Exchange (KDeX), a secure data platform that enables the responsible application of these insights across partner use cases, initially focused on marketing personalization and financial inclusion.

Anchored in privacy-by-design, consent awareness, and robust data governance, Káyana's data ecosystem ensures that innovation is pursued responsibly—scaling with trust, upholding regulatory compliance, and contributing to long-term, sustainable value creation.

## Delivering measurable impact in the payments ecosystem

Káyana applied data and automation to strengthen connectivity across the payments ecosystem by improving scale, reliability, and operational discipline. In 2025, a sharper focus on operating efficiency enabled Multipay, a Káyana subsidiary, to achieve more than a fourfold increase in net income. In parallel, Káyana developed a Payment Posting AI Assistant to address customer-facing service challenges and operational bottlenecks in high-volume payment environments. By significantly reducing average handling time, the solution shortened customer wait times, improved service consistency, and reduced operational friction—reinforcing trust while strengthening process integrity and control across the payments value chain.

## Enabling sustainable digital growth

Across these initiatives, Káyana contributed to PLDT Group sustainability objectives by improving operational efficiency, strengthening data governance and process integrity, and applying AI in ways that support broader access, reliability, and responsible growth. As PLDT continues its nation-building mission in the digital age, Káyana supports this journey by building the data and AI capabilities that enable inclusive innovation, trusted service delivery, and long-term value creation.



# STATEMENT OF RESPONSIBILITY FROM THE BOARD OF DIRECTORS

The PLDT Inc. (PLDT) Board of Directors, through the Audit Committee and the Governance, Nomination and Sustainability Committee, has reviewed and approved the PLDT 2025 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 (PSA) and Philippine Standard on Assurance Engagements (PSAE) 3000 (Revised), respectively.

Furthermore, the Board attests that the Sustainability Report is presented with reference to the International Sustainability Standards Board (ISSB) standards: IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures)[1], Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, Global System for Mobile Communications Association (GSMA) ESG metrics for Mobile, the Ten Principles of the United Nations Global Compact, as well as the Taskforce on Nature-related Financial Disclosures (TNFD) 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 (pdf page 88 of 2025 SEC Form 17-A)
- Statement of Management's Responsibility for Consolidated Financial Statements (pdf page 110 of 2025 SEC Form 17-A)
- Independent Auditor's Report Statements (pdf pages 111 – 115 of 2025 SEC Form 17-A)
- SGV Assurance Report (page 244 of the 2025 Annual and Sustainability Report)

[1]*Task Force on Climate-related Financial Disclosures (TCFD) recommendations are fully incorporated into the ISSB standards*

# SUSTAINABILITY AT A GLANCE




Sustainability Yearbook Member for two straight years (2025 and 2026)

## Connection

SASB TC-TL-000.A,TC-TL-000.B, TC-TL-000.C, TC-TL-000.D

- PhP 60.3 Billion investment in network infrastructure
- 1.3 Million cable kilometers of fiber reach
- 13 international cable systems, four cable landing stations
- Over 5,900 Petabytes of data traffic

- Over 67.8 Million Filipinos connected
- 74% PH towns connected through Fiber
- 91% of provinces, 74% of towns, 52% of barangays in PH connected
- 97% Population covered through mobile networks, including Geographically Isolated and Disadvantaged Areas (GIDAs)
- 3.7 Million Fixed Line customers
- 59.9 Million Mobile customers
- 4.3 Million Broadband customers

- Activated AI-ready hyperscale data center to support PH digital growth
- Increased adoption of AI

- 56 Relational Net Promoter Score

## Concern

- PhP 22.8 Billion investment in employees
- 14,304 PLDT Group employees
- 99.96% Filipino employees
- 64.19% Millennial employees
- 40.71% of top management are women
- 1,046,130 total employee training hours
- 78.56 average employee training hours
- Over 99% parental leave return to work rate
- About 95% parental leave retention rate
- Zero cases of child labor and forced labor in the workplace

- Over 1 Million attempts to access online child abuse URLs and contents blocked
- Zero substantiated complaints on product safety, marketing, and labeling
- Joined the Taskforce on Inequality and Social-related Financial Disclosures (TISFD) Alliance
- Highest ranked telco globally in the Global Child Forum Benchmark 2025[1]

[1] *tied with Tele2*



Photo by: Elvira Gumangan, Smart


Photo by: Karen Abonita, Smart

## Commitment GRI 201-1

- PhP 220.3 Billion generated direct economic value
- PhP 8.0 Billion taxes paid
- PhP 79.2 billion economic value retained
- PhP 141.1 billion distributed economic value
- PhP 33.8 billion paid to providers of capital
- Zero cases of corruption, conflicts of interest, and insider trading/money laundering
- Zero cases of complaints related to child labor and forced labor in the supply chain
- Strengthened ESG alignment with suppliers

## Conservation

- 44,182 $tCO_2e$ avoided GHG emissions
- 43,678 MWh electricity consumed using renewable energy (RE)
- 141 cell towers and 9 facilities under Retail Aggregation Program
- Committed to No Net Deforestation and No Net Loss in Natural Forest Cover
- More than 200 e-waste collection sites and community partners nationwide
- About 16.4 metric tons of e-waste recovered for proper treatment and disposal
- Maintained alignment with Task Force for Climate-related Financial Disclosures
- PLDT cited as an early adopter of global standards on nature impact reporting by the Taskforce on Nature-related Financial Disclosures



# MESSAGE FROM THE CHIEF SUSTAINABILITY OFFICER

GRI 2-22

Dear Stakeholders,

We are proud to report that your Company's sustainability efforts continue to make meaningful impact both inside and outside the organization.

Testament to this is the improvement of PLDT's score in the S&P Global Corporate Assessment (CSA) from 72 to 77, and the company's inclusion in the S&P Global Sustainability Yearbook 2026 for the second consecutive year, marking its position among the world's top-performing companies in corporate sustainability. PLDT is among 848 companies listed in the 2026 Yearbook out of 9,200 assessed and is the highest-scoring Philippine company.

We maintained our score of 9.9/10, ranking second in the world in the Global Child Forum, reflecting our advocacy to uphold children's rights, including keeping them safe online.

Last year, PLDT represented the Philippines at the United Nations Global Compact Summit in New York, having presented an in-house developed IOT-enabled hazard mapping solution that integrates geo-spatial analytics, live sensor data and automated alerts into a single dashboard.

PLDT, a Filipino company, is steadily making its presence felt on the global sustainability stage, standing tall with some of the best in the world.

The sustainability report that follows, read together with the company's financial statements, presents a holistic view of PLDT.

This year, we present the results of our updated materiality assessment, capturing the voices of our various stakeholders. The report has a section on AI describing how various units across the PLDT Group are starting to leverage this new technology for improved efficiency, enhanced productivity, greater data-driven decision making, and increased opportunity for innovation, to name a few.

This year's theme of 'Going Beyond the Signal' describes a PLDT tradition that has carried us through 97 years. From the telephone operator who connected international and domestic long-distance calls, transitioning to mobile and SMS, leveling up from dial-up internet access to the ubiquitous data and broadband literally at everyone's fingertips. With the advent of AI and its continuing evolution, PLDT will continue to reimagine how it could be relevant not only to the public we serve, but to the nation -- and doing so responsibly and ethically.

To ensure our long-term corporate existence, we are broadening the conversation beyond speed, network reach and profitability, to include whether we can create lasting value without depleting resources, particularly people and the environment.

Sustainability is about identifying business risks and opportunities. In anticipation of risks, we build both network and workforce resilience so we can carry out our business-as-usual and preserve corporate value. Faced with opportunities, we reimagine. We respond. We create value. We lead.

We continue to use our voice and collaborate with others to make a difference. Sustainability is a framework that highlights our interconnectedness – with nature, with the rest of the world, with this generation and the next. This drives PLDT's active participation in the Global Compact Network Philippines (GCNP), the local network of the United Nations Global Compact, as we work with fellow Philippine corporates and SMEs to promote adoption of sustainable business practices. This year, with PLDT as Chair of the Board of Trustees, we hope to drive more engagement not only among GCNP's participants, but with the various UN



***"PLDT, a Filipino company, is steadily making its presence felt on the global sustainability stage, standing tall with some of the best in the world."***

agencies in the Philippines in order to accelerate progress on the sustainable development goals.

None of these would be possible alone—as it truly takes a village.

We are grateful to our Chairman and CEO and the Governance, Nomination and Sustainability Committee who continue to guide and support our efforts to embed sustainability in the business, balancing the interests of people, planet and profitability.

We would also like to express our appreciation for the contribution and support of the entire organization – especially the teams who have brought sustainability into their day-to-day operations, standing firmly beside us in pushing the sustainability agenda.

Finally, we thank you and ask for your continuous support, our Stakeholders, so that we can, hand-in-hand, achieve the kind of future that we all aspire for – for our children and our children's children.

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



# OUR APPROACH TO SUSTAINABILITY

The PLDT Group defines sustainability as ensuring long-term profitability by doing business responsibly. Amid the evolving industry landscape and changing stakeholder expectations, sustainability continues to be an imperative that we embed across every facet of our organization.

Our sustainability journey is anchored on four strategic pillars — Connection, Conservation, Concern, and Commitment. This defines our materiality focus and provides a coherent framework for integrating environmental, social, and governance (ESG) considerations into our operations, business practices, and stakeholder engagements. These pillars further guide our policies, initiatives, and performance targets, ensuring the integration of sustainability in our business operations.

To institutionalize and carry out our commitment to sustainability, ESG metrics are identified as part of our organizational key performance indicators. These are cascaded to our business and functional units and are incorporated into our employee performance appraisal and executive compensation frameworks. Across our supply and value chain, we continue to champion alignment on sustainability values and principles and pursue strategic partnerships that amplify the collective impact of our shared ESG objectives.

The Board of Directors, through the Governance, Nomination and Sustainability Committee (GNSC) maintains strategic oversight of our ESG roadmap, ensuring regular review of our performance and guiding efforts towards continuous improvement.

Furthermore, we continue to align our disclosures with leading global ESG frameworks and standards. We also actively participate in various benchmarking endeavors and independent ESG assessments to continually strengthen accountability and measure our progress against global best practices.

Throughout this integrated approach and framework, we continue to uphold responsible business practices that deliver long-term value for our stakeholders and contribute to national and global goals for sustainable development.

# MATERIALITY ASSESSMENT

GRI 3-1, 3-2

The PLDT Group's strategic approach to sustainability is grounded in an understanding of material issues that drive business performance and impact the larger society and environment. This guides our approach of embedding sustainability in business, complementing value creation strategies, enterprise risk management, and stakeholder engagements. Furthermore, this reinforces our steadfast commitment to upholding human rights, aligning with global ESG frameworks, and contributing to the UN SDGs.

The table next page shows our 12 identified material topics as categorized under the four pillars of our sustainability roadmap.

| CONNECTION | CONSERVATION | CONCERN | COMMITMENT |
|---|---|---|---|
|  |  |  |  |
| **Investments in Innovation and Infrastructure**<br><br>Expansion of network and digital infrastructure and adoption of digital solutions and innovations, including AI, to help narrow the digital divide | **Operational Resource Efficiency**<br><br>Optimization of energy and water use to strengthen resource security, decarbonize operations, and reduce environmental footprint | **Employee Welfare**<br><br>Promotion of human rights, gender equality and diversity, equity and inclusion in the workplace | **Cybersecurity and Data Privacy**<br><br>Establishment and implementation of governance mechanisms to safeguard digital infrastructure, end-users, and personal data |
| **Customer Experience**<br><br>Development and implementation of strategies to ensure and monitor customer satisfaction; Utilization of digital solutions to enhance customer experience | **Circularity and Waste Management**<br><br>Reduction and management of operational waste; Adoption of practices that support the transition to a circular economy | **Customer Welfare**<br><br>Stewardship of products and implementation of responsible marketing and advertising practices to uphold consumer welfare and protection | **Governance and Business Ethics**<br><br>Adoption of effective governance structures and codes of conduct to ensure responsible business operations |
| **Digital Inclusion and Community Investments**<br><br>Application of infrastructure, products, and industry expertise to expand digital access, skills, safety, and innovation to benefit vulnerable sectors | **Climate-related Risk Management**<br><br>Fortification of infrastructure and operations to adapt to climate change impacts; Enablement of nature-based solutions and biodiversity conservation | **Child Protection**<br><br>Integration of child rights into business practices; Prevention of child labor; Protection of children online and efforts to ensure safety of products used by children | **Greening of the Supply Chain**<br><br>Alignment across supply chain to promote sustainable practices and reinforce responsible business conduct |

Our material topics are carried out across the organization in the form of investments, policies, and practices in support of business targets. To foster shared accountability and ensure meaningful contribution across all levels, these topics are further carved out as specific targets under our employee KPIs and executive compensation criteria on sustainability.

## Identification of Material Topics

Supporting the principles of double materiality, these topics have been identified to simultaneously address enterprise risks and opportunities, as well as guide how we manage our impact on the society and environment. These also align with areas identified by various ESG reporting standards as material for the global telecommunications industry.

## Materiality Re-assessment and Analysis

In 2025, we kicked off a series of consultations with our internal and external stakeholders to reassess our overall approach to materiality. Undertaken once every two years, this endeavor aims to inform the prioritization of our identified material topics and evaluate how these topics affect our key stakeholders and their human rights, especially in the context of the evolving industry, economic, and environmental landscape.

To facilitate this materiality assessment, our Corporate Sustainability Office conducted face-to-face focus group discussions and email surveys, targeting representatives from our identified key stakeholder groups - children, creditors, communities, customers, employees, government and regulators, media, shareholders and suppliers.

Participants were selected and engaged with the help of internal teams that regularly manage business interactions with these stakeholders, including our business units, treasury, legal and regulatory, tax, public engagement group, and supply chain management.

Notably, the session with children was conducted in collaboration with the Down to Zero Alliance, composed of child rights advocates from the Terre des Hommes Netherlands, Child Rights Coalition Asia, Conexión, Defence for Children – ECPAT, Free A Girl and Plan International. With the parallel goal of fostering meaningful participation of children in our

sustainability journey, this joint effort facilitated the selection of participants and ensured responsible conduct of our engagement with minors.

Participants in our materiality assessment were further identified and clustered according to our nine stakeholder groups. For each session, stakeholders were provided with briefers on our sustainability roadmap and information on each of our material topics. Guided by these, they were asked to reflect on how they relate with each of our material topics and how these positively and negatively impact the environment, society, and their human rights.

At the end of the sessions, participants were required to rank our identified material topics from 1 to 12 in terms of prioritization, with 1 being the most important, and based on the perspective of the respective stakeholder groups that they were identified to represent.

All responses were aggregated, validated, and weighted by the Corporate Sustainability Office to determine the ranking of the prioritization of our material topics. Key insights and feedback voluntarily raised by participants were also documented.

## Overall Stakeholders' Ranking of our Material Topics

MOST IMPORTANT

IMPORTANT

1. Cybersecurity and Data Privacy
2. Customer Experience
3. Customer Welfare
4. Governance and Business Ethics
5. Child Protection
6. Employee Welfare
7. Investments in Innovation and Infrastructure
8. Climate-related Risk Management
9. Digital Inclusion and Community Investments
10. Operational Resource Efficiency
11. Circularity and Waste Management
12. Greening of the Supply Chain

| STAKEHOLDER GROUP | MOST IMPORTANT MATERIAL TOPIC |
|---|---|
| **Children** | Child Protection |
| **Communities** | Child Protection |
| **Creditors** | Investments in Innovation and Infrastructure |
| **Customers** | Customer Welfare |
| **Employees** | Customer Experience<br>Employee Welfare |
| **Government and Regulators** | Customer Welfare |
| **Media** | Cybersecurity and Data Privacy |
| **Shareholders** | Governance and Business Ethics |
| **Suppliers** | Cybersecurity and Data Privacy |

Results affirm the continuing relevance of our identified material topics, and how they variedly affected our stakeholder groups. From the perspective of our business, the highest ranked topics reflect steady customer demand for quality services and positive experiences of our digital offerings. Results underscore the importance of upholding good governance, human rights, and strong accountability mechanisms across the organization. In consideration of our external impacts, we recognize how the highest ranked material topics align with intensifying regulatory and industry focus on establishing safeguards to protect users and mitigate risks in the digital environment.

# STAKEHOLDER ENGAGEMENT GRI 2-29




The PLDT Group engages with a broad and diverse set of stakeholders. These include those who help shape our strategies, those who are affected by our business operations, and those whose trust is essential to our long-term existence. Through all these, we continue to recognize that the success of our business is built upon the quality of our relationship with our stakeholders.

Our identified stakeholder groups are: children, creditors, communities, customers, employees, government and regulators, media, shareholders and suppliers.

Across the group, engagements are guided by a formal Stakeholder Engagement Policy, which provides a structured framework for effective, strategic, and principled interactions across all stakeholder groups. This policy promotes alignment with corporate governance standards and ensures compliance with applicable regulatory requirements, covering the full scope of our nationwide operations.

This overarching policy is reinforced by stakeholder-specific governance guidelines. This includes the PLDT Group Supplier Code of Conduct, which sets clear expectations for ethical and responsible business conduct across our supply chain. We also uphold a Local Community Engagement Framework, which governs our interactions with the local communities in which we operate.

These stakeholder engagement frameworks are embedded into our governance structure and are subject to the strategic oversight of the PLDT Board of Directors through the GNSC.

Across the organization, business groups that interface with specific stakeholder groups are responsible for defining clear engagement objectives, strategies, and methods, as well as measurable indicators of success, ensuring that engagements are purposeful and aligned with broader business goals.

To identify stakeholder concerns and proactively address risks, we conduct periodic consultations, meetings, and impact assessments using various methods tailored to each stakeholder group. These engagements inform our understanding of material issues and help us respond to evolving expectations with transparency and accountability.

We also maintain accessible and responsive communication channels that enable continuous collaboration with our stakeholders. These channels also provide stakeholders with clear and accessible means to raise concerns or grievances related to our operations, reflecting our commitment to openness, accountability, and the protection of stakeholder rights.

CONNECTION

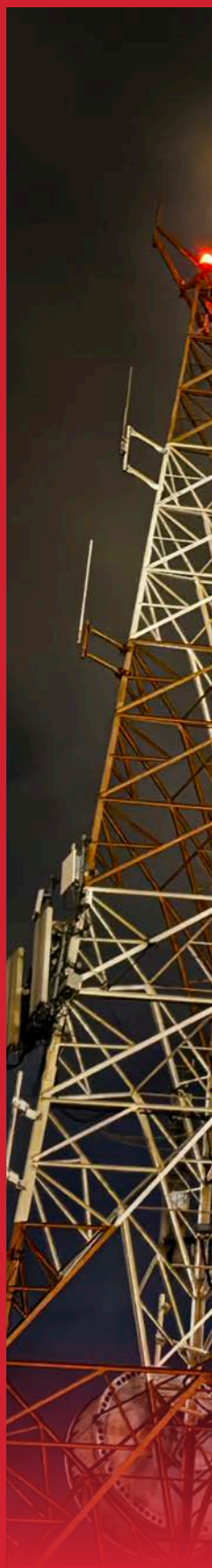
# INSPIRING INNOVATION AND MEANINGFUL CONNECTIONS

Driven by our purpose, we invest in infrastructure and deliver services that narrow the digital divide and create lasting value for our business, stakeholders, and society.

"Connection" embodies our commitment to enable access to resilient and future-ready technologies, creating the best possible experience for our customers and leaving no one behind.

## SUPPORTS



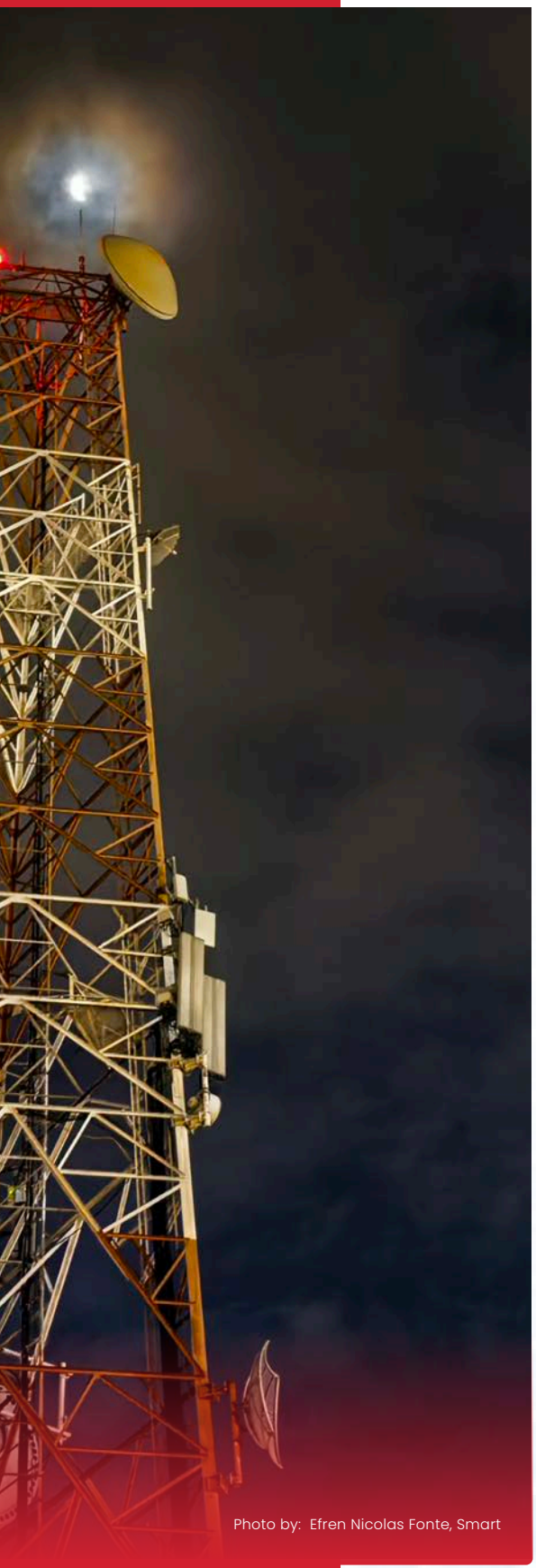


Photo by: Efren Nicolas Fonte, Smart

# INVESTING IN A ROBUST AND FUTURE-READY INFRASTRUCTURE

As the demand for reliable connectivity and digital services continues to rise among households, businesses, enterprises, industries and government institutions across the country, the PLDT Group focuses on rolling out, operating and enhancing a robust and future-ready infrastructure that delivers consistent value to customers, strengthens national competitiveness, and supports inclusive economic development.

## Strategy

PLDT's integrated fixed and wireless networks are the foundation of the Group's long-term growth strategy, enabling the delivery of products and services to customers through its main business units, PLDT Home, Smart and PLDT Enterprise, and supporting the government's digitalization ambitions, including connecting Geographically Isolated and Disadvantaged Areas (GIDAs).

Anchored on this strategy, our investments are designed to translate into tangible impact for people, businesses, communities, and vulnerable sectors of society. Helping narrow the digital divide, PLDT's network investments extend access to Filipinos in remote and underserved locations, enabling education, livelihood growth, healthcare access, and broader digital participation.

To support these investments, PLDT secured a total of PhP7.0 billion in Green and Social Loan Facilities to partially fund copper-to-fiber upgrades, fiber network expansion and modernization, with targeted investments in connectivity for underserved and geographically isolated municipalities. Smart, in turn, accessed a PhP2.0 billion Green Loan Facility to support the rollout of its energy-efficient 5G network.

From enabling indigenous communities such as the Higaonon beadwork makers of Cagayan de Oro to protect their cultural traditions while expanding their livelihood opportunities into digital spaces, to boosting income streams for Northern Luzon-based women farmers and community leaders in Tuguegarao and Isabela with the aid of technology and reliable connectivity, the PLDT Group remains committed to serving Filipinos nationwide.

### Stakeholder Collaborations

To consistently deliver these outcomes at scale, the PLDT Group focuses on continuously enhancing network performance, ensuring that capacity is ahead of demand in growth areas and operations comply with relevant laws and regulations.

Moreover, we work closely with key stakeholders, including suppliers, industry partners, and government regulators to accelerate nationwide rollout. In 2025, we have strengthened support for policies that promote investments in innovation and telecommunications infrastructure, with the objective of enhancing customer experience, advancing digital inclusion, strengthening community development, and upholding customer welfare, child protection, cybersecurity, data privacy, good governance, and ethical business practices.

We supported regulatory measures aimed at streamlining and removing redundant permitting requirements and excessive tower-related fees for telecommunications infrastructure, rationalizing regulatory fees such as Spectrum User Fees (SUF), and strengthening frameworks to combat telecommunications fraud, including smishing schemes that disproportionately target vulnerable sectors.

Through these efforts, we aim to help foster a transparent, accountable, and investment-friendly regulatory environment that supports long-term industry growth and national development.

## Targets and Progress

PLDT and Smart aimed to achieve year-on-year coverage expansion and enhancements in fixed and wireless networks adding domestic fiber, scaling LTE and 5G, and piloting new technologies tailored to hard-to-reach areas to uplift overall quality of service.

And as we target to support the government's goal to expand rural connectivity and activate up to 1,050 new sites by 2028, we have continued to align closely with relevant agencies, Local Government Units (LGUs), and the Presidential Private Sector Advisory Council (PSAC) to fast-track network rollouts and ensure that connectivity reaches even far-flung so that no one is left behind.

To streamline permitting processes, remove bottlenecks in network builds and ultimately benefit millions of Filipinos who depend on strong, stable connections for work, learning, and safety, we have further solidified collaborations with the Anti-Red Tape Authority (ARTA), DILG, Department of Human Settlements and Urban Development (DHSUD), National Electrification Administration (NEA), tower companies, and other industry stakeholders, boosting public and private partnerships and continuing to lead discussions highlighting Executive Order No. 32 and other regulatory policies aimed at accelerating network deployment and improving digital access nationwide, especially in GIDAs.



# Fixed Network GSMA-INC-01

By end-December 2025, PLDT's fiber infrastructure remained as the country's most extensive network, reaching 1.3 million cable kilometers of domestic and international fiber.

This infrastructure is present in 91% of provinces, 74% of towns and 52% of barangays across the country, bringing the benefits of the internet closer to more Filipino households—empowering hybrid work set-ups, enabling online stores for micro-, small and medium-enterprises, and helping enhance the delivery of government e-services nationwide.

To further expand access to fixed broadband services, PLDT introduced Fiber Prepaid offerings, enabling households to access quality and affordable fiber internet through flexible, top-up-based options.

In partnership with PSAC and other major fixed line telcos, PLDT is also boosting connectivity for State Universities and Colleges (SUCs) in support of the government's efforts to enhance the delivery of education across the country and is in coordination with the Department of Information and Communications Technology (DICT) and the Commission on Higher Education (CHED). Under "Konektadong CHED", PLDT envisions to expand connectivity to 220 SUCs by the first quarter of 2026, with the goal of reaching all 555 SUCs nationwide, benefiting between 5,000 to 10,000 learners and teachers per institution.

Beyond domestic reach, international and domestic submarine systems provide resilient capacity and global diversity. PLDT also operates the country's most robust international submarine cable ecosystem. Currently at 13, these international cable systems connect the Philippines to the rest of the world, solidifies the country's position as a strategic destination for carriers and content providers seeking to expand in the Asia-Pacific region, and provide the capacity to support increased demand for data, broadband and ICT services.

In 2025, PLDT marked the completion of the Asia Direct Cable (ADC) System, a 9,988-kilometer fiber optic submarine cable system that links the Philippines to Singapore, Hong Kong, Japan, Vietnam, Thailand and China. Offering the shortest access to the PLDT Group's prime hyperscale data center VITRO Sta Rosa, the ADC also complements trans-Pacific cables like the Jupiter Cable System linking the Philippines to Japan and the United States and is the newest option for Intra-Asia cable diversity.

This strengthens PLDT's leadership in offering the most diversified connectivity among Philippine carriers, ensuring resilient and reliable routes to key regional hubs like Singapore, Hong Kong, and Japan, supporting industries and businesses in the Philippines that require seamless links to international locations.

PLDT is also working closely with other Asian carriers and hyperscalers to build the Apricot Cable. The 12,000-kilometer-long Apricot cable system is a direct cable from Singapore to Japan via the Pacific Ocean, giving telcos resilient alternate routes that do not traverse the often-congested West Philippine Sea waters.

Ensuring service reliability in the face of intensifying climate events and other factors that may interrupt the delivery of network services is also central to PLDT's long-term network strategy—a must for a typhoon-prone country like the Philippines, which is visited by an average of 20 storms annually.

Over the years, PLDT has invested in enhancing not only the reach but also the resiliency of its domestic fiber optic network (DFON) by laying more submarine fiber cables, including in the Visayas, Mindanao and Palawan region, in order to elevate customer experience in these areas and provide alternative routes for data traffic, ensuring continuous service.

This domestic and international fiber infrastructure is complemented by nationwide mobile access.

## Wireless Network

GSMA-INC-01, GSMA-INC-02, SASB TC-TL-520A.2

Smart's mobile network has strengthened coverage to 97% of the country's total population with 4G/LTE and 5G, enabling on-the-go connectivity for Smart and TNT's more than 59 million subscribers.

This nationwide infrastructure has also allowed Smart to support the government's Bayanihan SIM initiative, which aims to bring mobile data connectivity to GIDAs. Under this DICT-led program, Smart is providing free TNT SIM cards pre-loaded with 25GB of data per month for 12 months, fully subsidized by the government, beneficiaries identified by the DepEd. SIM distribution kicked off in June 2025 in Masinloc, Zambales province at Bani National High School – Coto Annex, Coto Elementary School, and Mandaloy Elementary School.

PLDT's sustained network investments also underpin the company's ability to deliver more affordable wireless services.

In addition to affordable mobile data offers, Smart and TNT have also been making more affordable 5G handsets available for their customers. Today, Smart continues to update its device offerings to include mid-range 5G smartphones.

For locations where fiber infrastructure is limited or unavailable, Smart has launched fixed wireless access (FWA), an enterprise-grade solution that delivers high-speed internet.

For many GIDAs, limited access to critical digital services can be due to terrain, economic constraints, or logistical barriers. To address these challenges, PLDT continued to collaborate with government and industry stakeholders to best deliver the needed telco services.

## Satellite Technology

Exploring innovative connectivity solutions to overcome deployment challenges in hard-to-reach locations, PLDT tested Radisys point-to-multipoint broadband wireless access technology, which delivers fiber-like speeds over-the-air through a single base node connecting to remote radio nodes in customer premises.

The company also piloted Google's Taara laser communication technology, delivering fiber-like speeds using beams of light instead of undersea or underground cables, to sites like Talim Island in Rizal, Dipaluda in Isabela and Bagong Pag-asa in Quezon City.

Smart has also partnered with Lynk Global to enable direct-to-device satellite-powered mobile connectivity, allowing users to send SMS and use apps like WhatsApp even when cell services are unavailable.

## NETWORK INTERRUPTIONS

SASB TC-TL-550A.2

Safeguarding service across this multi-layered network requires strong resilience and infrastructure protection.

While typhoons remain a major cause of disruption in the Philippines, cable and telco equipment theft and vandalism are also among the leading causes of service interruptions. In 2024, PLDT recorded nearly 1,000 loss incidents, mostly involving copper cables. In certain areas in Manila, theft occurs as often as every three days.

To address this, PLDT intensified efforts to combat cable and telco equipment theft by strengthening partnerships with LGUs, police and communities nationwide. As a result, in the first 11 months of 2025, the company recorded a 34% drop in apprehension incidents and a 24% decrease in apprehended

suspects, compared to the same period last year—reflecting the impact of PLDT's telco infrastructure protection efforts, and a testament to the effectiveness in deterring service-affecting theft and vandalism incidents.

| Average Interruption Frequency and Duration | Fixed | % Change vs 2024 | | Wireless | % Change vs 2024 | |
|---|---|---|---|---|---|---|
| Average Network Interruption Frequency | 0.384 | ↓ | 7.47% | 0.002 | ↓ | 91.85% |
| Average Network Interruption Duration (hours) | 6.660 | ↓ | 15.70% | 4.220 | ↓ | 36.25% |
| Number of Network Interruptions | 542 | ↓ | 1.28% | 532 | ↑ | 1.72% |

## Data Centers

In April 2025, VITRO launched VITRO Santa Rosa (VSR), the country's first AI-ready hyperscale data center, purpose-built to accelerate digital transformation and AI adoption nationwide. The addition of VSR increased VITRO's total power capacity, further strengthening its ability to support hyperscale and enterprise requirements.

Addressing key requirements of clients, VITRO continued to build resilient infrastructure with redundant power, efficient cooling, connectivity, and high availability. VITRO also puts importance on secure-by-design operations, deploying multi-layered physical security, 24/7 monitoring, strict access controls, and consistent compliance with international standards and certifications. Data centers utilize energy-efficient and transparent cost models, optimizing Power Usage Effectiveness (PUE) through efficient design and management, transparent sustainability and ESG reporting.



## Digital Banking

Maya provides digital banking services through its integrated platform, enabling Filipino consumers to manage savings and credit within the Maya app. These services are delivered through Maya Bank, Inc., a licensed digital bank regulated by the BSP.

For businesses, Maya enables more efficient financial management through access to business deposit and credit solutions via the Maya Business app and Maya Business Manager, supporting improved cash flow management and growth. By continuously refining its offerings based on merchant needs, Maya helps small businesses operate more effectively within the formal economy.

Maya also expands access to responsible credit by using behavior-based and alternative data to assess eligibility. This enables first-time and underserved borrowers to access financing aligned with their financial capacity and needs.

Through Maya Bank, deposit and lending products are designed to be accessible, secure, and easy to use. Features such as no minimum balance savings and data-driven insights support more consistent and informed financial decision-making.

# INNOVATION

At the PLDT Group, our commitment to Connection goes beyond delivering reliable networks. It also means using artificial intelligence (AI) responsibly to improve everyday experiences, expand access to essential services, and strengthen trust in the digital economy. Current uses of AI include:

- Making customer support faster, more accessible, and more consistent
- Supporting timely and respectful service recovery and financial engagement
- Helping communities improve safety, learning, and climate preparedness
- Protecting customers and organizations through AI-enhanced cybersecurity while prioritizing privacy, security, and human oversight

Across these use cases, we apply responsible AI practices designed to protect people and earn trust—including access controls and data governance, privacy and security by design, human review for sensitive interactions, and ongoing monitoring to maintain quality and reduce risk as solutions scale.

Internal governance policies are also in place to ensure that the use of AI tools complies with regulatory standards and aligns with ethical business practices.

This Group-level AI commitment and strategy translate into concrete outcomes across business units.




## Country Adoption of AI

ePLDT's digital transformation capabilities integrate multi-cloud, cybersecurity, data and AI, as well as data centers through its data center subsidiary VITRO to help organizations modernize services that keep people connected and supported.

This full-stack ecosystem includes:

- A robust multi-cloud portfolio
- User-focused managed services
- Cybersecurity solutions
- The country's largest hyperscale data center network that supports resilient, secure digital experiences

For its data and AI solutions, ePLDT's focus is to help build a digitally empowered and AI-ready Philippines by equipping enterprises and government institutions with secure, scalable, and easy-to-adopt AI tools that elevate human expertise, strengthen decision-making, improve productivity, and open new revenue opportunities.

Our solutions are tailored to each organization's unique needs and readiness, ensuring seamless adoption and responsible deployment so AI becomes a practical force multiplier for Filipino talent.

**ePLDT Next-Gen Contact Center-as-a-Service (CCaaS)**
Uses AI to provide a 360-degree view of the end-to-end customer journey through an omnichannel platform, delivering personalized, high-quality experiences. Through Next-Gen CCaaS, we help customers:

- Increase customer satisfaction and loyalty with orchestrated journeys.
- Reduce operating costs through automation.
- Shape business outcomes with analytics and insights powered by a modern AI-enabled contact center platform.

**ePLDT Conversational Talkbot**
Analyzes spoken voice data and manages complex, multi-turn conversation intents. Offers cost-efficient, human-like exchanges for a more personalized service experience. Deployed for customer support, lead generation, and risk management.

- Humanized conversations
- Natural, less robotic interactions.
- Enhanced user experience
- Human-like voice interactions for greater engagement.
- Advanced accessibility
- Understands and responds in Taglish; trainable to recognize domain-specific business terms.

**ePLDT Pilipinas AI**
As the country's first sovereign AI solutions stack, Pilipinas AI combines Graphics Processing Unit management with an AI orchestration layer, while helping accelerate AI adoption and innovation at scale while supporting data residency and stronger governance.

By addressing barriers such as infrastructure costs, talent scarcity, and security requirements, this capability helps enterprises and public institutions adopt AI faster and more responsibly—enabling practical use cases that can benefit people and communities, such as fraud detection, more personalized services, and smarter resource management.

Pilipinas AI is hosted in VITRO Sta Rosa, the country's first AI-ready hyperscale data center.

## Sales Transformation through AI

During the fourth quarter of 2025, we initiated a pilot for Meta Business AI within our online sales program. By embedding Business AI on Messenger directly into our Facebook sales page as part of a paid campaign, we aimed to enhance campaign efficiency and boost lead volume while preventing agent overload. This strategic move allowed us to create a streamlined and engaging pre-qualification funnel, where Business AI serves as an effective triage system. It quickly addresses common inquiries about broadband plans, fees, and terms, filtering out routine questions and handing over well-prepared, high-intent prospects to our team—prospects who are genuinely ready to take the next step.

As a result, we have seen a 7.5% increase in monthly applications from AI-assisted transactions and over 30,000 monthly aftersales interactions managed by the AI agent. Notably, these AI-driven efforts generated additional revenue and enabled our agents to focus on more impactful initiatives. Business AI functions as a powerful augmentation tool, freeing up staff to handle complex, high-value interactions that demand a personal touch. Achieving this balance between efficiency and individualized service is central to our vision of keeping Filipino families connected and supporting our continued growth.

In the second quarter of 2025, we also piloted TalkBots for upgrade callouts. This initiative helps boost both ARPU and plan upgrade volumes for Home throughout the year.

Overall, these advancements underscore our commitment to leveraging technology to deliver meaningful customer experiences and drive positive business outcomes.

# Improving Customer Experience

For customers, AI helps make support easier to reach and easier to complete, such that concerns can be resolved faster and help is available when it matters most.

PLDT's Conversational AI and AI voice bots help customers resolve concerns more efficiently, reducing average handling time by 50% and improving productivity by 33% (vs. prior process baseline). This helps reduce wait times and repeated contacts, especially during peak periods. These systems operate 24/7, helping provide more consistent support when customers need it.

To strengthen inclusion, PLDT will be launching Cebuano-language AI calls for customers in the Visayas and Mindanao—helping people explain concerns more naturally and reducing misunderstandings, so language is not a barrier to service.

In addition, the launch of AIRYN, our GenAI-powered Auto Wall Responder, transformed social media engagement through 24/7 automated responses, driving an 80% reduction in agent-assisted wall volume. This significantly improved responsiveness, resolution speed, and customer satisfaction, while freeing frontline capacity for higher value interactions.

# Strengthening Service Recovery

Since 2022, PLDT has expanded its AI-powered Talkbot Pro system, supporting payment reminders, welcome calls, customer retention, and prepaid follow-ups. These AI tools also send Viber summaries after each call—helping customers review what was discussed and understand next steps.

Through these advances, PLDT ensures that customers receive timely, accurate, and respectful engagement, helping to strengthen the financial connection and service continuity.




Utilized
**83** active talkbots to support customer engagement workflows

**97%** collections rate for HOME

**50%** reduction in average handling time

**33%** increase productive hours

Improved contact rates
**32% → 38%** vs. prior baseline

**32%** reduction in outsourced costs, optimizing resources sustainably

**ZERO** shrinkage, demonstrating efficiency without overextending personnel

## Protecting Digital Trust

As more services and transactions move online, connection thrives when people feel safe. As cyber threats grow in scale and sophistication, the PLDT Group is investing in AI-enhanced cybersecurity to help protect customers, enterprises, and institutions through ePLDT.

ePLDT's Secure by Design approach integrates AI-driven threat detection, security operations center and managed detection and response services, and a Predict–Prevent–Detect–Respond framework—helping keep digital ecosystems resilient as adoption of online services continues to grow.

By pairing responsible AI use with security-by-design practices and governance, the PLDT Group helps safeguard digital trust—an essential foundation for sustainable connection.

# CUSTOMER- CENTERED EXPERIENCE

One of the key pillars of PLDT's strategy is a strong and deliberate focus on customer-centricity, driven by the delivery of meaningful and continuously improving customer experiences. We place customers at the center of how we design services, operate our networks, and engage across touchpoints, with the objective of delivering reliable connectivity, strengthening trust, and building enduring customer relationships.

This commitment is anchored on sustained investments in a robust and resilient network that supports our customers' evolving data and communication needs. Complementing these network investments, we continue to strengthen our customer engagement platforms and analytics capabilities, enabling more effective service delivery and deeper understanding of customer behavior. Together, these capabilities allow us to better design products, services, and plans that are relevant, accessible, and responsive, while improving the consistency and reliability of our customer experiences.

**Delivering Meaningful Experiences at Home**

Our PLDT Home customer experience agenda focuses on the moments that matter most to Filipino homes—particularly service reliability, installation and repair experience, billing clarity, and ease of getting help. Through transparent communication and timely issue resolution, we aim to reduce customer effort, improve satisfaction, and foster long-term loyalty.

This agenda is guided by three core priorities:

- **Strengthening network reliability and service quality.** We continue to invest in expanded fiber coverage, network resilience, and service quality improvements to reduce service disruptions and improve connectivity consistency nationwide.
- **Empowering our people to deliver better care.** We are strengthening a customer-centric culture by equipping our frontline teams with clearer processes, better tools, and deeper skills to improve first-contact resolution and overall service quality. A major milestone in 2025 was the successful deployment of our next-generation Customer Engagement Platform. This AI-enabled platform modernizes core customer journeys by streamlining case handling, reducing processing time, and enabling more proactive and timely customer communications. Integration with real-time network performance data allows faster diagnosis and more informed service management. Collectively, these capabilities improve service resolution, reduce customer effort, and enhance frontline productivity
- **Enabling simpler digital experiences.** We continue to enhance our digital channels and self-service capabilities to make it easier for customers to track requests, receive timely updates, and resolve common concerns without the need for assisted interactions.

  Across PLDT Home, customer feedback from surveys, complaints, and frontline interactions are systematically reviewed and translated into journey-level improvements that address root causes of customer pain points and strengthen consistency at key service moments.

**Advancing Customer Experience in Wireless**

In 2025, Customer Experience at our wireless business took a decisive step forward, building on the foundations established in prior years, by embedding customer obsession deeper into how we engage customers, design journeys, operate at scale, and enable our people. Over the years, CX evolved into a connected ecosystem of programs, innovations, and capabilities that delivered measurable value for customers, frontliners, and the business.

Through close collaboration with IT teams, we delivered critical journey transformations designed to simplify customer interactions while improving operational efficiency. A key initiative was the introduction of AIRYN, our GenAI-powered Auto Wall Responder, as outlined earlier in the Improving Customer Experience section.

Beyond social care, we conducted comprehensive reviews of priority customer journeys across digital stores, chatbots, and assisted channels. These reviews focused on optimizing journey steps, simplifying flows, and improving completion rates. Enhancements in parameters and routing helped guide customers more efficiently to the appropriate resolution paths, strengthening experience consistency while supporting operational efficiency.

To ensure that CX improvements were guided by insights, we expanded the use of journey-based customer surveys across both prepaid and postpaid services. Feedback from these surveys, alongside operational data and frontline inputs, were systematically reviewed and used to inform service and journey enhancements. This insight-led approach helped improve experience consistency at key customer touchpoints and strengthened performance across critical moments of truth.

Frontline capability-building remained a key focus. CARE Flix supported continuous learning through on-demand, visual, and frontliner-centric content, improving knowledge retention, confidence, and service consistency across customer-facing teams. This was complemented by Delight Training, which reinforced empathy, accountability, and ownership through the CARE framework, supporting faster onboarding of new hires and improved service behaviors.

Operational improvements in 2025 focused on empowering frontliners to deliver faster and more consistent service while improving efficiency. Strengthened knowledge management and quality governance improved resolution accuracy and reduced handling time, supporting better customer outcomes. Building on earlier enablement efforts, we continued to advance a shift-left strategy, expanding end-to-end resolution at the first point of contact. This reduced escalations, shortened resolution timelines, and strengthened service recovery, while maintaining strong fraud controls and customer protection measures.

Together, these initiatives strengthened wireless customer experience by making service interactions simpler, more reliable, and more consistent, while enabling our frontline teams to operate with greater confidence and effectiveness.

**Supporting Enterprise Customers Through Trusted Partnerships**

Customer experience remains central to our role as a trusted digital transformation partner for organizations across the Philippines. The group's B2B arm continuously enhances service delivery by combining resilient network infrastructure, integrated ICT solutions, and dedicated enterprise support teams that ensure responsiveness, reliability, and long-term customer success.

Enterprise's customer experience strategy is anchored on three pillars: operational reliability, technology innovation, and partnership-driven engagement. By leveraging the combined capabilities of PLDT, Smart, ePLDT, VITRO, Multisys, and PLDT Global, we deliver end-to-end digital solutions that help enterprises operate securely, efficiently, and with greater resilience.

Through proactive service monitoring, continuous engagement with enterprise clients, and investments in advanced technologies such as cloud services, cybersecurity platforms, and AI-enabled infrastructure, Enterprise continues to strengthen customer trust while supporting business growth and digital transformation.

**Engaging Customers Across Multiple Touchpoints**

We engage our customers through a diverse range of channels to provide accessible, responsive, and meaningful support across their preferred touchpoints. Our engagement approach is intentionally designed to meet customers where they are – whether they require in-person assistance, real-time human support, or digital self-service. These channels are integrated with our case management systems to enable faster triage and more timely resolution of customer concerns.

- Face-to-face touchpoints in our retail stores and community-based activations, which serve as key venues for account support, service inquiries, and relationship-building within local communities.
- Virtual support channels, including customer care hotlines, social media channels, enabling customers to seek assistance and raise concerns.
- Web-based self-service platforms, which allow customers to manage accounts, track service requests, and access information conveniently, reducing the need for assisted interactions and improving ease of doing business with PLDT

Beyond service delivery, we listen to customer feedback to continuously refine our engagement model. We gather feedback through customer surveys, complaint analysis, and focused customer discussions to understand evolving expectations. These insights are translated into targeted improvements in channel design.

For our enterprise clients, close engagement is maintained through a combination of dedicated relationship management, industry consultations, technology showcases, and solution-focused workshops. Account managers and technical specialists work directly with client organizations to understand their specific operational challenges and design digital solutions that address evolving business needs.

We also conduct sector-focused forums, nationwide SME roadshows, and enterprise technology briefings that allow businesses to explore emerging digital solutions such as cloud computing, cybersecurity platforms, and AI-enabled services.

**Measuring Customer Experience Across PLDT and Smart**

Starting 2025, we shifted our reporting from transactional Net Promoter Score (tNPS) to relational NPS (rNPS). While tNPS measures customer sentiment immediately after a specific interaction or touchpoint, rNPS captures the customer's overall, long-term perception of the brand—reflecting relationship health, loyalty, and advocacy potential.

rNPS asks customers how likely they are to recommend PLDT and Smart based on their overall experience with the company. This goes beyond any single transaction and surfaces whether customers trust the brand, intend to remain loyal, and are willing to advocate for it. In this way, rNPS acts as an early warning and early opportunity indicator for future churn, cross sell, and word of mouth growth. Because rNPS provides a high-level view of overall loyalty, PLDT and Smart complements it with tNPS and journey-level NPS to pinpoint where loyalty is being created or eroded across the end-to-end experience, enabling teams to identify which concrete fixes and investments to prioritize.

This increase represents a meaningful uplift in overall customer sentiment. It indicates that customers are experiencing better end-to-end journeys and signals stronger future retention, higher advocacy, and improved long-term growth potential for the company.

**56 rNPS achieved in 2025** | ▲ **8%** VS LY

By embedding rNPS into leadership scorecards, PLDT and Smart reinforce customer-centricity as a strategic priority and aligns teams toward long-term customer outcomes.

To ensure that all the NPS results are robust, unbiased, and trusted across the organization, we have engaged a global, independent market research firm to administer its NPS monitoring across all our brands and companies. This independent setup helps prevent score manipulation, supports consistent methodology over time, and provides credible insights that leaders can confidently use for decision making, performance management, and continuous customer experience improvement.

# Customer Experience at Maya

Customer experience is a core component of Maya's operating model and supports both brand equity and business performance. Maya focuses on delivering simple, efficient, and secure digital interactions for routine customer needs, while maintaining access to human assistance for more complex or sensitive situations. This balanced approach supports customer trust and engagement while enabling scale through digital and self-service channels.

Maya continues to enhance digital experience design, service quality monitoring, and customer support capabilities, reinforced by defined standards, oversight mechanisms, and accountability structures aligned with consumer protection and regulatory requirements. For consumers, the Maya app serves as the primary platform for customer engagement, integrating account management, service interactions, and relevant communications, complemented by assisted support channels when needed. Maya also maintains official digital and social media channels to share updates and customer-relevant communications.

Maya business customers are supported through dedicated servicing channels and relationship management, ensuring responsiveness to business needs while maintaining consistent service standards.

CONCERN

# UPHOLDING HUMAN RIGHTS AND TAKING CARE OF OUR STAKEHOLDERS

Anchoring business strategies on the welfare of people, we respect fundamental human rights and deliver services that help improve lives.

"Concern" reflects our commitment to promote human capital development and foster a safe and empowering digital environment across all sectors, contributing to a just and inclusive society

## SUPPORTS

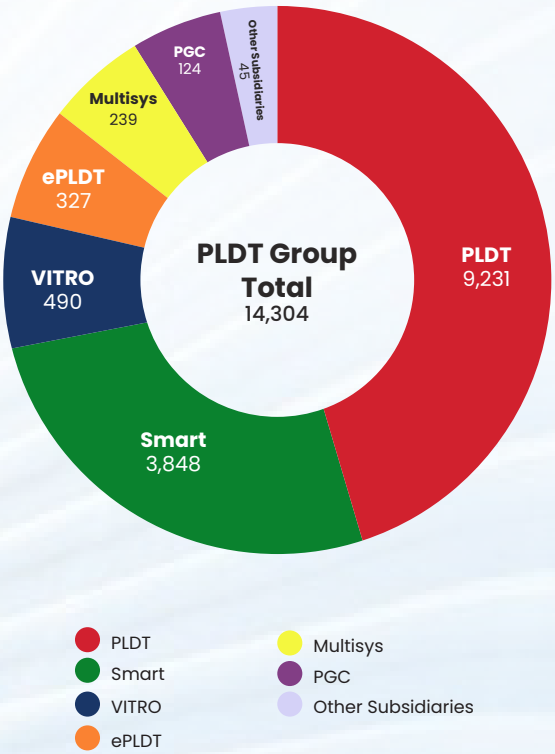




# EMPLOYEE WELFARE GRI 2-7, 3-3

At the PLDT Group, we recognize that long-term business success rests upon a healthy, diverse, and productive workforce. This underscores our continuous investment in the welfare of our employees, and our unwavering commitment to foster a culture where our people can strive for excellence, find purpose, and feel a sense of belonging.

In 2025, the PLDT Group served as home to 14,304 employees.



# Employees by Region and Nationality GRI 2-7, 3-3, 405-1

Majority of the PLDT Group employees are based in Luzon, representing 84.72% of our total operations across the Philippines, Asia Pacific and the Americas.

99.96% of the PLDT Group employees are Filipinos. The remaining segment of our workforce consists of PGC employees, primarily Chinese at 0.021%, followed by Singaporean and Sri Lankan nationals at 0.007% each.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **3,638** | ***39.41%*** | **1,216** | ***31.60%*** | **146** | ***44.65%*** | **271** | ***55.31%*** | **17** | ***13.71%*** | **183** | ***76.57%*** | **19** | ***42.22%*** | **5,490** | ***38.38%*** |
| Luzon | 2,778 | *30.09%* | 1,031 | *26.79%* | 142 | *43.43%* | 240 | *48.98%* | 17 | *13.71%* | 180 | *75.31%* | 19 | *42.22%* | 4,407 | *30.81%* |
| Visayas | 457 | *4.95%* | 95 | *2.47%* | 2 | *0.61%* | 25 | *5.10%* | - | *0.00%* | 3 | *1.26%* | - | *0.00%* | 582 | *4.07%* |
| Mindanao | 403 | *4.37%* | 90 | *2.34%* | 2 | *0.61%* | 6 | *1.22%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 501 | *3.50%* |
| 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** | **4,873** | ***52.79%*** | **1,988** | ***51.66%*** | **117** | ***35.78%*** | **119** | ***24.29%*** | **66** | ***53.23%*** | **51** | ***21.34%*** | **15** | ***33.33%*** | **7,229** | ***50.54%*** |
| Luzon | 4,166 | *45.13%* | 1,699 | *44.15%* | 115 | *35.17%* | 113 | *23.06%* | 57 | *45.97%* | 51 | *21.34%* | 15 | *33.33%* | 6,216 | *43.46%* |
| Visayas | 363 | *3.93%* | 155 | *4.03%* | 2 | *0.61%* | 5 | *1.02%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 525 | *3.67%* |
| Mindanao | 344 | *3.73%* | 134 | *3.48%* | - | *0.00%* | 1 | *0.20%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 479 | *3.35%* |
| Asia Pacific | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 6 | *4.84%* | - | *0.00%* | - | *0.00%* | 6 | *0.04%* |
| Americas | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 3 | *2.42%* | - | *0.00%* | - | *0.00%* | 3 | *0.02%* |
| **Executives** | **641** | ***6.94%*** | **605** | ***15.72%*** | **56** | ***17.13%*** | **93** | ***18.98%*** | **36** | ***29.03%*** | **5** | ***2.09%*** | **9** | ***20.00%*** | **1,445** | ***10.10%*** |
| Luzon | 598 | *6.48%* | 573 | *14.89%* | 55 | *16.82%* | 90 | *18.37%* | 27 | *21.77%* | 5 | *2.09%* | 9 | *20.00%* | 1,357 | *9.49%* |
| Visayas | 22 | *0.24%* | 18 | *0.47%* | 1 | *0.31%* | 3 | *0.61%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 44 | *0.31%* |
| Mindanao | 21 | *0.23%* | 14 | *0.36%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 35 | *0.24%* |
| Asia Pacific | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 4 | *3.23%* | - | *0.00%* | - | *0.00%* | 4 | *0.03%* |
| Americas | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 5 | *4.03%* | - | *0.00%* | - | *0.00%* | 5 | *0.03%* |
| **Officers** | **79** | ***0.86%*** | **39** | ***1.01%*** | **8** | ***2.45%*** | **7** | ***1.43%*** | **5** | ***4.03%*** | **-** | ***0.00%*** | **2** | ***4.44%*** | **140** | ***0.98%*** |
| Luzon | 79 | *0.86%* | 39 | *1.01%* | 8 | *2.45%* | 7 | *1.43%* | 4 | *3.23%* | - | *0.00%* | 2 | *4.44%* | 139 | *0.97%* |
| 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%* | 1 | *0.81%* | - | *0.00%* | - | *0.00%* | 1 | *0.01%* |
| **TOTALS** | **9,231** | ***100.00%*** | **3,848** | ***100.00%*** | **327** | ***100.00%*** | **490** | ***100.00%*** | **124** | ***100.00%*** | **239** | ***100.00%*** | **45** | ***100.00%*** | **14,304** | ***100.00%*** |
| **Luzon** | **7,621** | ***82.56%*** | **3,342** | ***86.85%*** | **320** | ***97.86%*** | **450** | ***91.84%*** | **105** | ***84.68%*** | **236** | ***98.74%*** | **45** | ***100.00%*** | **12,119** | ***84.72%*** |
| **Visayas** | **842** | ***9.12%*** | **268** | ***6.96%*** | **5** | ***1.53%*** | **33** | ***6.73%*** | **-** | ***0.00%*** | **3** | ***1.26%*** | **-** | ***0.00%*** | **1,151** | ***8.05%*** |
| **Mindanao** | **768** | ***8.32%*** | **238** | ***6.19%*** | **2** | ***0.61%*** | **7** | ***1.43%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **1,015** | ***7.10%*** |
| **Asia Pacific** | **-** | ***0.00%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **10** | ***8.06%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **10** | ***0.07%*** |
| **Americas** | **-** | ***0.00%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **9** | ***7.26%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **9** | ***0.06%*** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

# Employees by Generation and Age Group GRI 2-7, 405-1

Millennials make up the largest share of our workforce at 64.19%. This is reflected in our age profile, with employees between 30 and 50 years old comprising 69.73% of the PLDT Group.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **3,638** | ***39.41%*** | **1,216** | ***31.60%*** | **146** | ***44.65%*** | **271** | ***55.31%*** | **17** | ***13.71%*** | **183** | ***76.57%*** | **19** | ***42.22%*** | **5,490** | ***38.38%*** |
| Gen Z (Ages 18 to 27) | 516 | *5.59%* | 358 | *9.30%* | 58 | *17.74%* | 111 | *22.65%* | 10 | *8.06%* | 58 | *24.27%* | 4 | *8.89%* | 1,115 | *7.80%* |
| Millennials (Ages 28 to 43) | 2,917 | *31.60%* | 781 | *20.30%* | 84 | *25.69%* | 137 | *27.96%* | 6 | *4.84%* | 109 | *45.61%* | 10 | *22.22%* | 4,044 | *28.27%* |
| Gen X (Ages 44 to 59) | 187 | *2.03%* | 77 | *2.00%* | 3 | *0.92%* | 21 | *4.29%* | 1 | *0.81%* | 16 | *6.69%* | 5 | *11.11%* | 310 | *2.17%* |
| Baby Boomers (Ages 60 to 78) | 18 | *0.19%* | - | *0.00%* | 1 | *0.31%* | 2 | *0.41%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 21 | *0.15%* |
| **Management** | **4,873** | ***52.79%*** | **1,988** | ***51.66%*** | **117** | ***35.78%*** | **119** | ***24.29%*** | **66** | ***53.23%*** | **51** | ***21.34%*** | **15** | ***33.33%*** | **7,229** | ***50.54%*** |
| Gen Z (Ages 18 to 27) | 187 | *2.03%* | 67 | *1.74%* | 14 | *4.28%* | 9 | *1.84%* | 6 | *4.84%* | 2 | *0.84%* | 2 | *4.44%* | 287 | *2.01%* |
| Millennials (Ages 28 to 43) | 3,020 | *32.72%* | 1,282 | *33.32%* | 90 | *27.52%* | 83 | *16.94%* | 51 | *41.13%* | 40 | *16.74%* | 9 | *20.00%* | 4,575 | *31.98%* |
| Gen X (Ages 44 to 59) | 1,577 | *17.08%* | 639 | *16.61%* | 13 | *3.98%* | 26 | *5.31%* | 9 | *7.26%* | 9 | *3.77%* | 3 | *6.67%* | 2,276 | *15.91%* |
| Baby Boomers (Ages 60 to 78) | 89 | *0.96%* | - | *0.00%* | - | *0.00%* | 1 | *0.20%* | - | *0.00%* | - | *0.00%* | 1 | *2.22%* | 91 | *0.64%* |
| **Executives** | **641** | ***6.94%*** | **605** | ***15.72%*** | **56** | ***17.13%*** | **93** | ***18.98%*** | **36** | ***29.03%*** | **5** | ***2.09%*** | **9** | ***20.00%*** | **1,445** | ***10.10%*** |
| Gen Z (Ages 18 to 27) | 5 | *0.05%* | 1 | *0.03%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 6 | *0.04%* |
| Millennials (Ages 28 to 43) | 231 | *2.50%* | 205 | *5.33%* | 36 | *11.01%* | 57 | *11.63%* | 16 | *12.90%* | 4 | *1.67%* | 3 | *6.67%* | 552 | *3.86%* |
| Gen X (Ages 44 to 59) | 389 | *4.21%* | 399 | *10.37%* | 20 | *6.12%* | 35 | *7.14%* | 20 | *16.13%* | 1 | *0.42%* | 4 | *8.89%* | 868 | *6.07%* |
| Baby Boomers (Ages 60 to 78) | 16 | *0.17%* | - | *0.00%* | - | *0.00%* | 1 | *0.20%* | - | *0.00%* | - | *0.00%* | 2 | *4.44%* | 19 | *0.13%* |
| **Officers** | **79** | ***0.86%*** | **39** | ***1.01%*** | **8** | ***2.45%*** | **7** | ***1.43%*** | **5** | ***4.03%*** | **-** | ***0.00%*** | **2** | ***4.44%*** | **140** | ***0.98%*** |
| Gen Z (Ages 18 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%* | 2 | *0.61%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 11 | *0.08%* |
| Gen X (Ages 44 to 59) | 64 | *0.69%* | 34 | *0.88%* | 6 | *1.83%* | 4 | *0.82%* | 5 | *4.03%* | - | *0.00%* | - | *0.00%* | 113 | *0.79%* |
| Baby Boomers (Ages 60 to 78) | 10 | *0.11%* | 1 | *0.03%* | - | *0.00%* | 3 | *0.61%* | - | *0.00%* | - | *0.00%* | 2 | *4.44%* | 16 | *0.11%* |
| **TOTALS** | **9,231** | ***100.00%*** | **3,848** | ***100.00%*** | **327** | ***100.00%*** | **490** | ***100.00%*** | **124** | ***100.00%*** | **239** | ***100.00%*** | **45** | ***100.00%*** | **14,304** | ***100.00%*** |
| **Gen Z (Ages 18 to 27)** | **708** | ***7.67%*** | **426** | ***11.07%*** | **72** | ***22.02%*** | **120** | ***24.49%*** | **16** | ***12.90%*** | **60** | ***25.10%*** | **6** | ***13.33%*** | **1,408** | ***9.84%*** |
| **Millennials (Ages 28 to 43)** | **6,173** | ***66.87%*** | **2,272** | ***59.04%*** | **212** | ***64.83%*** | **277** | ***56.53%*** | **73** | ***58.87%*** | **153** | ***64.02%*** | **22** | ***48.89%*** | **9,182** | ***64.19%*** |
| **Gen X (Ages 44 to 59)** | **2,217** | ***24.02%*** | **1,149** | ***29.86%*** | **42** | ***12.84%*** | **86** | ***17.55%*** | **35** | ***28.23%*** | **26** | ***10.88%*** | **12** | ***26.67%*** | **3,567** | ***24.94%*** |
| **Baby Boomers (Ages 60 to 78)** | **133** | ***1.44%*** | **1** | ***0.03%*** | **1** | ***0.31%*** | **7** | ***1.43%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **5** | ***11.11%*** | **147** | ***1.03%*** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*



| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **3,638** | **39.41%** | **1,216** | **31.60%** | **146** | **44.65%** | **271** | **55.31%** | **17** | **13.71%** | **183** | **76.57%** | **19** | **42.22%** | **5,490** | **38.38%** |
| Less than 30 | 915 | 9.91% | 449 | 11.67% | 72 | 22.02% | 132 | 26.94% | 10 | 8.06% | 68 | 28.45% | 8 | 17.78% | 1,654 | 11.56% |
| 30 to 50 | 2,588 | 28.04% | 738 | 19.18% | 72 | 22.02% | 127 | 25.92% | 7 | 5.65% | 109 | 45.61% | 9 | 20.00% | 3,650 | 25.52% |
| More than 50 | 135 | 1.46% | 29 | 0.75% | 2 | 0.61% | 12 | 2.45% | - | 0.00% | 6 | 2.51% | 2 | 4.44% | 186 | 1.30% |
| **Management** | **4,873** | **52.79%** | **1,988** | **51.66%** | **117** | **35.78%** | **119** | **24.29%** | **66** | **53.23%** | **51** | **21.34%** | **15** | **33.33%** | **7,229** | **50.54%** |
| Less than 30 | 328 | 3.55% | 122 | 3.17% | 24 | 7.34% | 15 | 3.06% | 12 | 9.68% | 4 | 1.67% | 2 | 4.44% | 507 | 3.54% |
| 30 to 50 | 3,365 | 36.45% | 1,649 | 42.85% | 90 | 27.52% | 92 | 18.78% | 50 | 40.32% | 45 | 18.83% | 10 | 22.22% | 5,301 | 37.06% |
| More than 50 | 1,180 | 12.78% | 217 | 5.64% | 3 | 0.92% | 12 | 2.45% | 4 | 3.23% | 2 | 0.84% | 3 | 6.67% | 1,421 | 9.93% |
| **Executives** | **641** | **6.94%** | **605** | **15.72%** | **56** | **17.13%** | **93** | **18.98%** | **36** | **29.03%** | **5** | **2.09%** | **9** | **20.00%** | **1,445** | **10.10%** |
| Less than 30 | 5 | 0.05% | 3 | 0.08% | - | 0.00% | 2 | 0.41% | - | 0.00% | - | 0.00% | - | 0.00% | 10 | 0.07% |
| 30 to 50 | 397 | 4.30% | 413 | 10.73% | 48 | 14.68% | 77 | 15.71% | 28 | 22.58% | 5 | 2.09% | 4 | 8.89% | 972 | 6.80% |
| More than 50 | 239 | 2.59% | 189 | 4.91% | 8 | 2.45% | 14 | 2.86% | 8 | 6.45% | - | 0.00% | 5 | 11.11% | 463 | 3.24% |
| **Officers** | **79** | **0.86%** | **39** | **1.01%** | **8** | **2.45%** | **7** | **1.43%** | **5** | **4.03%** | **-** | **0.00%** | **2** | **4.44%** | **140** | **0.98%** |
| Less than 30 | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| 30 to 50 | 27 | 0.29% | 16 | 0.42% | 5 | 1.53% | 2 | 0.41% | 1 | 0.81% | - | 0.00% | - | 0.00% | 51 | 0.36% |
| More than 50 | 52 | 0.56% | 23 | 0.60% | 3 | 0.92% | 5 | 1.02% | 4 | 3.23% | - | 0.00% | 2 | 4.44% | 89 | 0.62% |
| **TOTALS** | **9,231** | **100.00%** | **3,848** | **100.00%** | **327** | **100.00%** | **490** | **100.00%** | **124** | **100.00%** | **239** | **100.00%** | **45** | **100.00%** | **14,304** | **100.00%** |
| **Less than 30** | **1,248** | **13.52%** | **574** | **14.92%** | **96** | **29.36%** | **149** | **30.41%** | **22** | **17.74%** | **72** | **30.13%** | **10** | **22.22%** | **2,171** | **15.18%** |
| **30 to 50** | **6,377** | **69.08%** | **2,816** | **73.18%** | **215** | **65.75%** | **298** | **60.82%** | **86** | **69.35%** | **159** | **66.53%** | **23** | **51.11%** | **9,974** | **69.73%** |
| **More than 50** | **1,606** | **17.40%** | **458** | **11.90%** | **16** | **4.89%** | **43** | **8.78%** | **16** | **12.90%** | **8** | **3.35%** | **12** | **26.67%** | **2,159** | **15.09%** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*



# Employees by Gender

GRI 2-7, 405-1

The PLDT Group is composed of 9,572 male and 4,732 female employees, representing a male-to-female ratio of 66.92% to 33.08%. While our total workforce remains male-dominated, female representation goes above parity in enabling, and operational and strategic functions, reflecting how women are continuously empowered to take on roles that drive performance, manage risks, and create long-term value.



| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **3,638** | ***39.41%*** | **1,216** | ***31.60%*** | **146** | ***44.65%*** | **271** | ***55.31%*** | **17** | ***13.71%*** | **183** | ***76.57%*** | **19** | ***42.22%*** | **5,490** | ***38.38%*** |
| Male | 3,195 | *34.61%* | 613 | *15.93%* | 93 | *28.44%* | 199 | *40.61%* | 7 | *5.65%* | 127 | *53.14%* | 10 | *22.22%* | 4,244 | *29.67%* |
| Female | 443 | *4.80%* | 603 | *15.67%* | 53 | *16.21%* | 72 | *14.69%* | 10 | *8.06%* | 56 | *23.43%* | 9 | *20.00%* | 1,246 | *8.71%* |
| **Management** | **4,873** | ***52.79%*** | **1,988** | ***51.66%*** | **117** | ***35.78%*** | **119** | ***24.29%*** | **66** | ***53.23%*** | **51** | ***21.34%*** | **15** | ***33.33%*** | **7,229** | ***50.54%*** |
| Male | 3,122 | *33.82%* | 1,081 | *28.09%* | 66 | *20.18%* | 70 | *14.29%* | 36 | *29.03%* | 36 | *15.06%* | 7 | *15.56%* | 4,418 | *30.89%* |
| Female | 1,751 | *18.97%* | 907 | *23.57%* | 51 | *15.60%* | 49 | *10.00%* | 30 | *24.19%* | 15 | *6.28%* | 8 | *17.78%* | 2,811 | *19.65%* |
| **Executives** | **641** | ***6.94%*** | **605** | ***15.72%*** | **56** | ***17.13%*** | **93** | ***18.98%*** | **36** | ***29.03%*** | **5** | ***2.09%*** | **9** | ***20.00%*** | **1,445** | ***10.10%*** |
| Male | 385 | *4.17%* | 322 | *8.37%* | 31 | *9.48%* | 65 | *13.27%* | 19 | *15.32%* | 3 | *1.26%* | 2 | *4.44%* | 827 | *5.78%* |
| Female | 256 | *2.77%* | 283 | *7.35%* | 25 | *7.65%* | 28 | *5.71%* | 17 | *13.71%* | 2 | *0.84%* | 7 | *15.56%* | 618 | *4.32%* |
| **Officers** | **79** | ***0.86%*** | **39** | ***1.01%*** | **8** | ***2.45%*** | **7** | ***1.43%*** | **5** | ***4.03%*** | **-** | ***0.00%*** | **2** | ***4.44%*** | **140** | ***0.98%*** |
| Male | 50 | *0.54%* | 19 | *0.49%* | 6 | *1.83%* | 4 | *0.82%* | 2 | *1.61%* | - | *0.00%* | 2 | *4.44%* | 83 | *0.58%* |
| Female | 29 | *0.31%* | 20 | *0.52%* | 2 | *0.61%* | 3 | *0.61%* | 3 | *2.42%* | - | *0.00%* | - | *0.00%* | 57 | *0.40%* |
| **TOTALS** | **9,231** | ***100.00%*** | **3,848** | ***100.00%*** | **327** | ***100.00%*** | **490** | ***100.00%*** | **124** | ***100.00%*** | **239** | ***100.00%*** | **45** | ***100.00%*** | **14,304** | ***100.00%*** |
| **Male** | **6,752** | ***73.14%*** | **2,035** | ***52.88%*** | **196** | ***59.94%*** | **338** | ***68.98%*** | **64** | ***51.61%*** | **166** | ***69.46%*** | **21** | ***46.67%*** | **9,572** | ***66.92%*** |
| **Female** | **2,479** | ***26.86%*** | **1,813** | ***47.12%*** | **131** | ***40.06%*** | **152** | ***31.02%*** | **60** | ***48.39%*** | **73** | ***30.54%*** | **24** | ***53.33%*** | **4,732** | ***33.08%*** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

## Women in the Workforce



As a core component of our diversity and inclusion and gender equity monitoring framework, we continue to track women's representation across all levels. In 2025, women made up 33.08% of the PLDT Group's total workforce. While we remain below gender parity at Groupwide level, we note that several subsidiaries are closing the gap and approaching gender parity, with Smart at 47.12% and PGC at 48.39%, while Other Subsidiaries even surpass parity at 53.33%.

| Share of women in total workforce | PLDT | Smart | ePLDT | VITRO | PLDT Global | multisys | Other Subsidiaries | Total PLDT Group |
|---|---|---|---|---|---|---|---|---|
| Share of women in total workforce (as % of total workforce) | 26.86% | 47.12% | 40.06% | 31.02% | 48.39% | 30.54% | 53.33% | 33.08% |
| Share of women in all management positions (as % of total management positions) | 36.40% | 45.97% | 43.09% | 36.53% | 46.73% | 30.36% | 57.69% | 39.55% |
| Share of women in junior management positions (as % of total junior management positions) | 35.93% | 45.62% | 43.59% | 41.18% | 45.45% | 29.41% | 53.33% | 38.89% |
| Share of women in senior management positions (as % of total senior management positions) | 39.94% | 46.78% | 44.64% | 30.11% | 47.22% | 40.00% | 77.78% | 42.77% |
| Share of women in top management positions (as % of total top management positions) | 36.71% | 51.28% | 25.00% | 42.86% | 60.00% | N/A | 0.00% | 40.71% |
| Share of women in C-Suite positions (as % of total C-Suite positions) | 60.00% | 57.14% | 33.33% | 42.86% | 33.33% | N/A | N/A | 48.48% |
| Share of women in management positions in revenue-generating functions (as % of all revenue-generating management positions) | 38.16% | 60.31% | 42.62% | 24.63% | 74.07% | 35.29% | 80.00% | 42.38% |
| Share of women in STEM-related positions (as % of all STEM-related positions) | 23.88% | 32.11% | 26.94% | 14.55% | 25.71% | 24.55% | 0.00% | 27.86% |
| Share of women in operational and strategic functions (as % of all operational and strategic positions) | 37.50% | 75.00% | 50.00% | N/A | 66.67% | 40.00% | 0.00% | 51.61% |
| Share of women in enabling positions (as % of all enabling positions) | 65.17% | 71.43% | 76.19% | 68.75% | 32.00% | 11.11% | 100.00% | 63.49% |
| Share of women in support positions (as % of all support positions) | 44.30% | 54.91% | 74.47% | 65.42% | 59.26% | 37.70% | 83.33% | 50.72% |

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

| | |
|---|---|
| *Operational and Strategic Function* | *Sets the company's direction and ensures end-to-end alignment of strategy, governance, and performance across telecom operations.* |
| *Revenue-Generating Function* | *Drives growth by delivering, marketing, and selling connectivity solutions and digital services that meet customer and market needs.* |
| *Enabling Function* | *Strengthens execution by supporting leadership and operations through strategy enablement, partnerships, sustainability, and risk integration.* |
| *STEM-related Function* | *Builds, operates, and continuously improves the network, IT systems, and digital platforms that enable secure and reliable connectivity.* |
| *Support Function* | *Sustains daily telecom operations by providing compliant, efficient financial, people, and administrative services* |

During the year, we worked towards strengthening women's representation across the PLDT Group through a range of targeted efforts. These included expanding access to skills training, including courses on AI and STEM disciplines, as well as programs on professional and leadership development. We also reinforced employee engagements, workplace campaigns, and social protection programs designed to uplift and support the holistic wellbeing of our women employees. Moreover, we continued to promote safe spaces in the workplace and uphold our zero-tolerance stance on discrimination and harassment.

To strengthen our strategies and keep abreast of industry best practices on women empowerment, we also continued our collaboration with the organizations like the Philippine Business Coalition for Women Empowerment (PBCWE), which elected PLDT as a member of its Governing Council.

## Single Parents GRI 405-1

As part of our commitment to inclusive employment, we track the representation of employees from vulnerable sectors across the PLDT Group. Among these, we recognize single parents who navigate through raising a family on their own, while balancing demands of work.

Of the total employee population, 3.93% are single parents.

| | PLDT | Smart | ePLDT | VITRO | Total |
|---|---|---|---|---|---|
| | 150 | 73 | 1 | - | 224 |

| | PLDT | Smart | ePLDT | VITRO | Total |
|---|---|---|---|---|---|
| | 165 | 171 | 1 | 1 | 338 |

| TOTAL | 315 | 244 | 2 | 1 | 562 |
|---|---|---|---|---|---|

*Dash (-) indicates zero value*

# HIRING

GRI 3-3, 102-3

Our hiring philosophy is grounded in the principle of equal opportunity. We believe that every qualified individual, regardless of gender identity, sexual orientation, religion, age, race, disability, marital status, or background, deserves a genuine opportunity to contribute and grow within our organization. We thus evaluate every applicant based on merit, focusing on qualifications, competencies, demonstrated skills, and potential contributions to the role.

Hiring strategies fundamentally anchor on the PLDT Human Rights, Child Safeguarding, and Diversity and Inclusion Policies, which provision measures to prevent child labor and all forms of discrimination throughout our processes.

Our recruitment efforts are guided by an annual hiring plan developed in close coordination with business units. This guides us in utilizing effective recruitment channels and aligning workforce supply with organizational demand. In 2025, we continued to leverage a strategic mix of digital and AI-enabled platforms, employee referral programs, and academic partnerships to attract a broad and high-caliber talent pool.

Recognizing the continued competitiveness of the candidate-driven market, we strengthened key initiatives to improve recruitment agility and quality of hires. These included deepened collaboration between Talent Acquisition and hiring managers, automated and personalized candidate communications across recruitment milestones, standardized interview guides to ensure fairness, consistency, and objectivity across all assessments, hybrid engagement model to improve accessibility for candidates across regions and life situations, and an internal mobility program to maximize the value of our existing talents.

These initiatives are periodically reviewed and recalibrated, alongside our hiring tools and processes, against five core objectives: attracting top talent, improving recruiter responsiveness, accelerating hiring timelines, enhancing decision-making through data analytics, and delivering consistently positive candidate experience.

To contribute to local economic development, we place particular emphasis on hiring from addressable local communities. We also actively create employment opportunities for individuals from underprivileged sectors, provided they meet applicable job qualifications, in support of our broader goals for social inclusion and community investments.

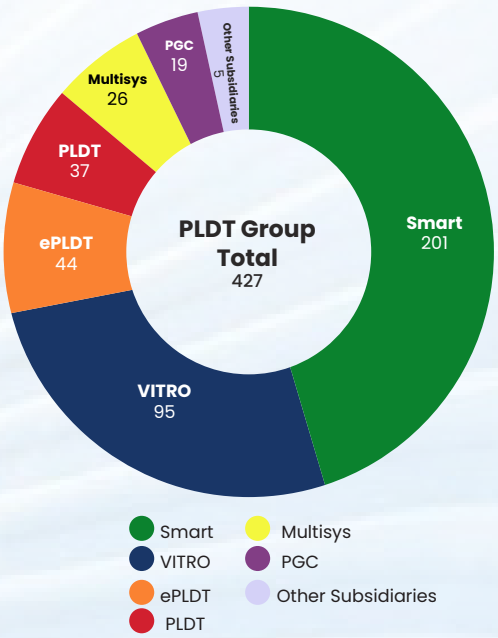
While full-time employment remains the foundation of our workforce model, we acknowledge that operational agility and specialized project requirements may call for alternative engagement arrangements. For time-bound or highly specialized roles, we selectively engage part-time workers, freelancers, or outsourced professionals through structured engagements. These are governed by the same principles of fairness, legal compliance, and alignment with our labor policies.

## New Hires

GRI 401-1

In 2025, we welcomed 427 new employees across the PLDT Group, resulting in a new hire rate of 2.99% against our total workforce of 14,304.

Smart brought in the greatest number of new hires among all companies. Following our wireless brand, VITRO and ePLDT reported hiring rates of 0.66% and 0.31%, respectively. This aligns with our strategic investment in data centers, ICT, and enterprise services, which are central to our Group's continuous growth.



# New Hires by Region and Nationality GRI 102-3, 401-1

Our 2025 new hires came from regions across the country, with the majority based in Luzon where most of our operations are concentrated. All 427 new employees are Filipino nationals.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **-** | **0.00%** | **140** | **3.64%** | **31** | **9.48%** | **66** | **13.47%** | **4** | **3.23%** | **24** | **10.04%** | **5** | **11.11%** | **270** | **1.89%** |
| Luzon | - | 0.00% | 125 | 3.25% | 31 | 9.48% | 58 | 11.84% | 4 | 3.23% | 24 | 10.04% | 5 | 11.11% | 247 | 1.73% |
| Visayas | - | 0.00% | 10 | 0.26% | - | 0.00% | 6 | 1.22% | - | 0.00% | - | 0.00% | - | 0.00% | 16 | 0.11% |
| Mindanao | - | 0.00% | 5 | 0.13% | - | 0.00% | 2 | 0.41% | - | 0.00% | - | 0.00% | - | 0.00% | 7 | 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** | **21** | **0.23%** | **44** | **1.14%** | **13** | **3.98%** | **19** | **3.88%** | **8** | **6.45%** | **1** | **0.42%** | **-** | **0.00%** | **106** | **0.74%** |
| Luzon | 20 | 0.22% | 43 | 1.12% | 12 | 3.67% | 19 | 3.88% | 8 | 6.45% | 1 | 0.42% | - | 0.00% | 103 | 0.72% |
| Visayas | 1 | 0.01% | 1 | 0.03% | 1 | 0.31% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 3 | 0.02% |
| 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% |
| **Executives** | **9** | **0.10%** | **13** | **0.34%** | **-** | **0.00%** | **10** | **2.04%** | **6** | **4.84%** | **1** | **0.42%** | **-** | **0.00%** | **39** | **0.27%** |
| Luzon | 9 | 0.10% | 13 | 0.34% | - | 0.00% | 10 | 2.04% | 4 | 3.23% | 1 | 0.42% | - | 0.00% | 37 | 0.26% |
| 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 | 1.61% | - | 0.00% | - | 0.00% | 2 | 0.01% |
| **Officers** | **7** | **0.08%** | **4** | **0.10%** | **-** | **0.00%** | **-** | **0.00%** | **1** | **0.81%** | **-** | **0.00%** | **-** | **0.00%** | **12** | **0.08%** |
| Luzon | 7 | 0.08% | 4 | 0.10% | - | 0.00% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 12 | 0.08% |
| 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** | **37** | **0.40%** | **201** | **5.22%** | **44** | **13.46%** | **95** | **19.39%** | **19** | **15.32%** | **26** | **10.88%** | **5** | **11.11%** | **427** | **2.99%** |
| **Luzon** | **36** | **0.39%** | **185** | **4.81%** | **43** | **13.15%** | **87** | **17.76%** | **17** | **13.71%** | **26** | **10.88%** | **5** | **11.11%** | **399** | **2.79%** |
| **Visayas** | **1** | **0.01%** | **11** | **0.29%** | **1** | **0.31%** | **6** | **1.22%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **19** | **0.13%** |
| **Mindanao** | **-** | **0.00%** | **5** | **0.13%** | **-** | **0.00%** | **2** | **0.41%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **7** | **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%** | **2** | **1.61%** | **-** | **0.00%** | **-** | **0.00%** | **2** | **0.01%** |

*Any discrepancies in the total percentages are due to rounding differences.*

*The percentage presented is calculated by dividing the total number of new hires by the total active employee headcount as of the reporting year.*

*Dash (-) indicates zero value*

# New Hires by Generation and Age Group GRI 102-3, 202-2, 401-1

In 2025, 63.70% of new hires were Gen Z employees, aged 18 to 27. At the same time, employees less than 30 years old made up 68.15% of new hires, reflecting our efforts to recruit young talents and build a future-ready workforce.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **-** | **0.00%** | **140** | **3.64%** | **31** | **9.48%** | **66** | **13.47%** | **4** | **3.23%** | **24** | **10.04%** | **5** | **11.11%** | **270** | **1.89%** |
| Gen Z (Ages 18 to 27) | - | 0.00% | 118 | 3.07% | 26 | 7.95% | 55 | 11.22% | 3 | 2.42% | 15 | 6.28% | 4 | 8.89% | 221 | 1.55% |
| Millennials (Ages 28 to 43) | - | 0.00% | 21 | 0.55% | 5 | 1.53% | 11 | 2.24% | 1 | 0.81% | 9 | 3.77% | 1 | 2.22% | 48 | 0.34% |
| Gen X (Ages 44 to 59) | - | 0.00% | 1 | 0.03% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 1 | 0.01% |
| Baby Boomers (Ages 60 to 78) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **Management** | **21** | **0.23%** | **44** | **1.14%** | **13** | **3.98%** | **19** | **3.88%** | **8** | **6.45%** | **1** | **0.42%** | **-** | **0.00%** | **106** | **0.74%** |
| Gen Z (Ages 18 to 27) | 13 | 0.14% | 23 | 0.60% | 5 | 1.53% | 6 | 1.22% | 1 | 0.81% | - | 0.00% | - | 0.00% | 48 | 0.34% |
| Millennials (Ages 28 to 43) | 8 | 0.09% | 21 | 0.55% | 8 | 2.45% | 12 | 2.45% | 7 | 5.65% | 1 | 0.42% | - | 0.00% | 57 | 0.40% |
| Gen X (Ages 44 to 59) | - | 0.00% | - | 0.00% | - | 0.00% | 1 | 0.20% | - | 0.00% | - | 0.00% | - | 0.00% | 1 | 0.01% |
| Baby Boomers (Ages 60 to 78) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **Executives** | **9** | **0.10%** | **13** | **0.34%** | **-** | **0.00%** | **10** | **2.04%** | **6** | **4.84%** | **1** | **0.42%** | **-** | **0.00%** | **39** | **0.27%** |
| Gen Z (Ages 18 to 27) | - | 0.00% | 1 | 0.03% | - | 0.00% | 2 | 0.41% | - | 0.00% | - | 0.00% | - | 0.00% | 3 | 0.02% |
| Millennials (Ages 28 to 43) | 8 | 0.09% | 9 | 0.23% | - | 0.00% | 8 | 1.63% | 3 | 2.42% | 1 | 0.42% | - | 0.00% | 29 | 0.20% |
| Gen X (Ages 44 to 59) | 1 | 0.01% | 3 | 0.08% | - | 0.00% | - | 0.00% | 3 | 2.42% | - | 0.00% | - | 0.00% | 7 | 0.05% |
| Baby Boomers (Ages 60 to 78) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **Officers** | **7** | **0.08%** | **4** | **0.10%** | **-** | **0.00%** | **-** | **0.00%** | **1** | **0.81%** | **-** | **0.00%** | **-** | **0.00%** | **12** | **0.08%** |
| Gen Z (Ages 18 to 27) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| Millennials (Ages 28 to 43) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| Gen X (Ages 44 to 59) | 7 | 0.08% | 4 | 0.10% | - | 0.00% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 12 | 0.08% |
| Baby Boomers (Ages 60 to 78) | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **TOTALS** | **37** | **0.40%** | **201** | **5.22%** | **44** | **13.46%** | **95** | **19.39%** | **19** | **15.32%** | **26** | **10.88%** | **5** | **11.11%** | **427** | **2.99%** |
| **Gen Z (Ages 18 to 27)** | **13** | **0.14%** | **142** | **3.69%** | **31** | **9.48%** | **63** | **12.86%** | **4** | **3.23%** | **15** | **6.28%** | **4** | **8.89%** | **272** | **1.90%** |
| **Millennials (Ages 28 to 43)** | **16** | **0.17%** | **51** | **1.33%** | **13** | **3.98%** | **31** | **6.33%** | **11** | **8.87%** | **11** | **4.60%** | **1** | **2.22%** | **134** | **0.94%** |
| **Gen X (Ages 44 to 59)** | **8** | **0.09%** | **8** | **0.21%** | **-** | **0.00%** | **1** | **0.20%** | **4** | **3.23%** | **-** | **0.00%** | **-** | **0.00%** | **21** | **0.15%** |
| **Baby Boomers (Ages 60 to 78)** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** |

*Any discrepancies in the total percentages are due to rounding differences.*

*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

*The percentage presented is calculated by dividing the total number of new hires by the total active employee headcount as of the reporting year.*

*Dash (-) indicates zero value*

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **-** | **0.00%** | **140** | **3.64%** | **31** | **9.48%** | **66** | **13.47%** | **4** | **3.23%** | **24** | **10.04%** | **5** | **11.11%** | **270** | **1.89%** |
| Less than 30 | - | 0.00% | 124 | 3.22% | 26 | 7.95% | 55 | 11.22% | 3 | 2.42% | 17 | 7.11% | 5 | 11.11% | 230 | 1.61% |
| 30 to 50 | - | 0.00% | 16 | 0.42% | 5 | 1.53% | 11 | 2.24% | 1 | 0.81% | 7 | 2.93% | - | 0.00% | 40 | 0.28% |
| More than 50 | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **Management** | **21** | **0.23%** | **44** | **1.14%** | **13** | **3.98%** | **19** | **3.88%** | **8** | **6.45%** | **1** | **0.42%** | **-** | **0.00%** | **106** | **0.74%** |
| Less than 30 | 13 | 0.14% | 26 | 0.68% | 8 | 2.45% | 7 | 1.43% | 2 | 1.61% | - | 0.00% | - | 0.00% | 56 | 0.39% |
| 30 to 50 | 8 | 0.09% | 18 | 0.47% | 5 | 1.53% | 12 | 2.45% | 6 | 4.84% | 1 | 0.42% | - | 0.00% | 50 | 0.35% |
| More than 50 | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| **Executives** | **9** | **0.10%** | **13** | **0.34%** | **-** | **0.00%** | **10** | **2.04%** | **6** | **4.84%** | **1** | **0.42%** | **-** | **0.00%** | **39** | **0.27%** |
| Less than 30 | 2 | 0.02% | 1 | 0.03% | - | 0.00% | 2 | 0.41% | - | 0.00% | - | 0.00% | - | 0.00% | 5 | 0.03% |
| 30 to 50 | 7 | 0.08% | 12 | 0.31% | - | 0.00% | 8 | 1.63% | 5 | 4.03% | 1 | 0.42% | - | 0.00% | 33 | 0.23% |
| More than 50 | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 1 | 0.01% |
| **Officers** | **7** | **0.08%** | **4** | **0.10%** | **-** | **0.00%** | **-** | **0.00%** | **1** | **0.81%** | **-** | **0.00%** | **-** | **0.00%** | **12** | **0.08%** |
| 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 | 0.03% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 2 | 0.01% |
| More than 50 | 6 | 0.06% | 3 | 0.08% | - | 0.00% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 10 | 0.07% |
| **TOTALS** | **37** | **0.40%** | **201** | **5.22%** | **44** | **13.46%** | **95** | **19.39%** | **19** | **15.32%** | **26** | **10.88%** | **5** | **11.11%** | **427** | **2.99%** |
| **Less than 30** | **15** | **0.16%** | **151** | **3.92%** | **34** | **10.40%** | **64** | **13.06%** | **5** | **4.03%** | **17** | **7.11%** | **5** | **11.11%** | **291** | **2.03%** |
| **30 to 50** | **16** | **0.17%** | **47** | **1.22%** | **10** | **3.06%** | **31** | **6.33%** | **12** | **9.68%** | **9** | **3.77%** | **-** | **0.00%** | **125** | **0.87%** |
| **More than 50** | **6** | **0.06%** | **3** | **0.08%** | **-** | **0.00%** | **-** | **0.00%** | **2** | **1.61%** | **-** | **0.00%** | **-** | **0.00%** | **11** | **0.08%** |

*Any discrepancies in the total percentages are due to rounding differences.*

*The percentage presented is calculated by dividing the total number of new hires by the total active employee headcount as of the reporting year.*

*Dash (-) indicates zero value*






# New Hires by Gender GRI 102-3

Of the 427 new hires in 2025, 249 were men and 178 were women. At the Management and Executive levels, women outnumbered men among new hires, underscoring that women are stepping up and being recognized for the skills needed in leadership roles across the Group.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **-** | **0.00%** | **140** | **3.64%** | **31** | **9.48%** | **66** | **13.47%** | **4** | **3.23%** | **24** | **10.04%** | **5** | **11.11%** | **270** | **1.89%** |
| Male | - | 0.00% | 83 | 2.16% | 24 | 7.34% | 55 | 11.22% | 3 | 2.42% | 12 | 5.02% | - | 0.00% | 177 | 1.24% |
| Female | - | 0.00% | 57 | 1.48% | 7 | 2.14% | 11 | 2.24% | 1 | 0.81% | 12 | 5.02% | 5 | 11.11% | 93 | 0.65% |
| **Management** | **21** | **0.23%** | **44** | **1.14%** | **13** | **3.98%** | **19** | **3.88%** | **8** | **6.45%** | **1** | **0.42%** | **-** | **0.00%** | **106** | **0.74%** |
| Male | 11 | 0.12% | 15 | 0.39% | 8 | 2.45% | 10 | 2.04% | 4 | 3.23% | - | 0.00% | - | 0.00% | 48 | 0.34% |
| Female | 10 | 0.11% | 29 | 0.75% | 5 | 1.53% | 9 | 1.84% | 4 | 3.23% | 1 | 0.42% | - | 0.00% | 58 | 0.41% |
| **Executives** | **9** | **0.10%** | **13** | **0.34%** | **-** | **0.00%** | **10** | **2.04%** | **6** | **4.84%** | **1** | **0.42%** | **-** | **0.00%** | **39** | **0.27%** |
| Male | 5 | 0.05% | 3 | 0.08% | - | 0.00% | 7 | 1.43% | 1 | 0.81% | 1 | 0.42% | - | 0.00% | 17 | 0.12% |
| Female | 4 | 0.04% | 10 | 0.26% | - | 0.00% | 3 | 0.61% | 5 | 4.03% | - | 0.00% | - | 0.00% | 22 | 0.15% |
| **Officers** | **7** | **0.08%** | **4** | **0.10%** | **-** | **0.00%** | **-** | **0.00%** | **1** | **0.81%** | **-** | **0.00%** | **-** | **0.00%** | **12** | **0.08%** |
| Male | 6 | 0.06% | - | 0.00% | - | 0.00% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 7 | 0.05% |
| Female | 1 | 0.01% | 4 | 0.10% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 5 | 0.03% |
| **TOTALS** | **37** | **0.40%** | **201** | **5.22%** | **44** | **13.46%** | **95** | **19.39%** | **19** | **15.32%** | **26** | **10.88%** | **5** | **11.11%** | **427** | **2.99%** |
| **Male** | **22** | **0.24%** | **101** | **2.62%** | **32** | **9.79%** | **72** | **14.69%** | **9** | **7.26%** | **13** | **5.44%** | **-** | **0.00%** | **249** | **1.74%** |
| **Female** | **15** | **0.16%** | **100** | **2.60%** | **12** | **3.67%** | **23** | **4.69%** | **10** | **8.06%** | **13** | **5.44%** | **5** | **11.11%** | **178** | **1.24%** |

*Any discrepancies in the total percentages are due to rounding differences.*

*The percentage presented is calculated by dividing the total number of new hires by the total active employee headcount as of the reporting year.*

*Dash (-) indicates zero value*

# LABOR MANAGEMENT GRI 2-25, 2-26, 3-3, 409-1, UNGC PRINCIPLE 1-2

The PLDT Group's labor practices are anchored on our institutional respect for human rights. Our labor policies work towards ensuring that employees are treated with dignity, compensated fairly, and empowered to work in conditions that respect their human rights and well-being. These adhere to national regulations and global standards on labor, including the Philippine Labor Code and the International Labor Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work, among others.

To ensure organizational awareness of labor rights, we embed labor education in our onboarding programs for new hires. Employees are also provided with access to our labor policies through internal platforms and communications. Throughout the year, we conduct organizational engagements that cover labor-related topics, promoting awareness of labor rights and policies among our leaders and employees across levels. Across various disciplines, beyond labor, we also hold consultative engagements and workshops with employees to ensure their participation in crafting policies and institutional commitments that impact them.

To address concerns related to labor rights, our policies prescribe grievance procedures. Employees are encouraged to raise grievances and report any labor law violations, whether through their line heads or anonymously via our whistleblowing channels. These reports undergo investigation and due process based on our internal policies and in compliance with relevant laws and regulations. Employees proven to have violated our policies are subject to corresponding corrective and disciplinary actions, which impact compensation and access to employee benefits.

Furthermore, our commitment to labor and human rights extends to our relationships with our suppliers and business partners. Guided by the PLDT Group Supplier Code of Conduct, and as aligned with the PLDT and Smart Human Rights policies, all tier-1 supplier contracts of PLDT and Smart come with contractual provisions to ensure compliance with the Philippine Labor Code, particularly in line with labor standards, and safe and healthful working conditions, among others.

## Working Hours

To promote a healthy work-life balance among our employees, we implement policies that govern standard hours of work, timekeeping, and overtime practices. These comply with relevant provisions of the Department of Labor and Employment (DOLE) and are well within prescribed standards of the ILO on working hours.

PLDT and Smart policies set a regular work schedule of eight (8) hours a day and five (5) days a week, translating to a total of 40 hours per week.

In instances where our employees may be required to work more than standard hours, we implement particular policies to manage overtime. These include guiding provisions that facilitate consensual arrangements and ensure that employees are paid accordingly, based on applicable overtime rates and corresponding night work rendered.

To monitor working hours, we maintain internal timekeeping systems for all PLDT and Smart employees at staff and supervisory levels. Covered employees are required to log-in and out using this system based on their regular work schedules, ensuring accurate tracking of attendance, absences, and overtime hours for payroll processing. These ensure that working hours are rendered according to defined work schedules, as well as support our commitment to provide fair remuneration for work done by each employee. As a strengthening measure, our policies require prior approval of immediate heads for overtime work to prevent excessive working hours and maintain operational efficiency.

# OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3, 403-1, 403-4, 403-6, 403-7, 403-8

Guided by the PLDT and Smart Human Rights Policies and Occupational Safety and Health & Environmental (OSH&E) Commitments, we uphold the rights of employees to a safe and healthy working environment. This is underpinned by policies and practices that safeguard the health of employees and prevent harms at work, while ensuring that operations achieve business targets and deliver the most value to customers and stakeholders.

## Management System and Compliance

Our approach is anchored on an understanding of the different risks and hazards in the workplace. We follow Quality, Environment, Health, and Safety Management System (QEHSMS), an ISO integrated management system, that sets consistent safeguards for high-risk activities, emergency readiness, and incident prevention, enabling effective protections across various locations, roles, and worksites.

These provisions strengthen our continuing compliance with statutory requirements, such as the following:

- RA 11058 or An Act Strengthening Compliance with Occupational Safety and Health (OSH) Standards and Providing Penalties for Violations thereof (OSH Law) and its Implementing Rules and Regulations (IRR) or Department Order 198-18
- Department of Trade and Industry (DTI) and DOLE Joint Memorandum Circular No. 20-04-A, s. 2020
- Philippine Occupational Health and Safety Standards as Amended 1989

Furthermore, we embed OSH requirements in supplier agreements to reinforce a shared duty of care at every worksite. Guided by the PLDT Group Supplier Code of Conduct, standard contractual agreements with suppliers include provisions that require suppliers to uphold safe and healthful working conditions and other relevant labor principles.

This alignment helps ensure that our suppliers have clear accountability, access to required controls, and the same focus on safe work to reduce the likelihood of injuries and keep essential services running without interruption.

## Governance and Roles

PLDT and Smart uphold OSH governance through two committees, the Environment, Health, and Safety (EHS) Central Committee and the EHS Working Committee, with representatives from different business units. Together, these units turn risk insights, incident learnings, and compliance requirements into clear priorities, resourced programs, and consistent safeguards across sites. The EHS Working Committee meets monthly to drive implementation, while the EHS Central Committee meets quarterly to oversee performance, escalation, and resource allocation for the EHS Management System.

EHS specialists under the Property, Facilities, and Asset Resiliency Management (PFARM) Corporate EHS Center maintain the EHS management system framework and support planning, implementation, and continual improvement across office buildings and properties, network facilities, and field operations. This support helps standardize controls, strengthen frontline execution, and ensure alignment with applicable legal and regulatory requirements.

In addition, we have designated Pollution Control Officers (PCOs), Safety Officers, and Occupational Health Personnel who work with business unit leaders and employee representatives to support the EHS committees and implement site and role-specific EHS requirements across the organization.

Across the implementation of our QEHSMS and OSH policies, we recognize the central role of our employees as partners in building a safe and healthy workplace. Thus, we maintain regular consultations with employee representatives and business units on risk and opportunity assessments, incident investigations through the EHS Working Committee and other cross-functional meetings. Results from these engagements guide policies, prioritization, and the design of our EHS programs.

## Risk Management and Controls GRI 403-2

To prevent work-related harms and injuries, we periodically perform Hazard Identification, Risk assessment, and Control (HIRAC) and follow a prioritization matrix to guide OSH targets and action plans. We use a 5x5 Risk Matrix, with five levels of probability and severity, to prioritize establishing safeguards and improvements in high-risk areas of our workplaces and operations.

Premises are regularly checked through work environment measurements and periodic QEHSMS audits, conducted under the EHS audit program by trained internal auditors and International Register of Certificated Auditors (IRCA)-certified lead auditors. These are conducted across different sites, helping identify issues early and prioritize fixes that improve day-to-day working conditions.

These assessments inform facility reviews and retrofits to maintain appropriate illumination and ventilation, improve air quality, and ensure safety and proper sanitation. Efforts to standardize compliance with waste storage and automatic fire suppression also continue to protect people, company properties and the environment.

The following table shows highlights of our OSH risk assessment and management measures in 2025:

| Top OSH risks | How we manage the risk | Indicators we track |
|---|---|---|
| Field work and performing tasks at elevation | HIRAC and job hazard analysis; Permit to Work for high-risk tasks; competency-based training and supervision; inspections and corrective actions. | Near-miss and hazard reports; corrective action closure rate; training coverage for high-risk roles; lost time injuries (Lower Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR)). |
| Road risk (driving and service vehicles) | Driver accreditation; vehicle pre-departure inspection; defensive driving and road safety training; monitoring and corrective actions. | Vehicle inspection compliance, driving-related incidents, hazard reporting trends, injury rates, and days lost. |
| Severe weather and emergency situations | Emergency preparedness and response planning; drills and after-action reviews; weather disturbance activation and situational reporting; continuous improvement actions. | Drill completion and findings closure; response readiness indicators; incident and near-miss reports during events. |
| Fire and facility safety | Fire safety seminars and drills; facility checks and work environment measurements; retrofits and standardization (e.g., fire suppression and sanitation controls). | Inspection findings and closure; drill performance; audit results; recordable incidents. |
| Hazardous substances and spills | Chemical spill and hazardous waste management training, procedures, and controls for handling and storage; incident reporting and investigation. | Spill/incident reports; corrective action closure; training completion; audit findings. |
| Work-related health risks (e.g., fatigue, ergonomics, mental health) | Clinical services and teleconsultation access; wellness and engagement activities; reporting channels and confidentiality controls; continual improvement actions. | Utilization of health services (as available); leading indicators from reporting; relevant injury/ill health trends. |




To ensure road safety, especially for our people who are exposed to greater risks in field work and driving, our EHS key personnel identify hazards and assess risks for routine and non-routine work using HIRAC procedures.

Based on our identified top OSH risks, we have prioritized implementation of action plans that reduce everyday slip, trip, and fire risks. These include internal inspections, and regular housekeeping and workplace organization initiatives. We also continue to implement a Permit to Work System for high-risk tasks to check hazards and ensure that controls are in place before work starts, Online Service Vehicle Pre-Departure Inspection and Driver Accreditation to reduce road incidents, and EHS manuals and information, communication, and education programs to reinforce safe behaviors and stop-work expectations.

In 2025, we expanded utilization of digital tools in our OSH ecosystem to enable employees and field teams to report hazards and incidents more quickly and allow leaders to track corrective actions more consistently, supporting earlier intervention and preventing recurrence. These include the EHS Incident Reporting App, Emergency Drill Report, Weather Disturbance Activation, Situational Report, and Job Hazard Analysis. We also launched the Emergency Management Team (EMT) Deployment App to enhance and automate the manual process, by automatically generating log reports of EMT heads and marshals. These tools have helped reduce manual processing, improve data quality and timeliness, and support proactive risk identification and faster follow-through on corrective actions.

We have also deployed an Internet-of-Things-enabled Hazard Mapping Solution, a breakthrough innovation showcased at the UNGC forum in New York City. This solution integrates geospatial analytics, live sensor data, and automated alerts to map real-time field risks such as heat exposure and severe weather conditions.

Moreover, this solution elevates our safety strategy from event reporting to predictive hazard intelligence, enabling supervisors and EHS teams to anticipate risks, refine deployment plans, and prevent incidents before they occur. It also enhances the performance of our existing digital platforms by giving leaders a consolidated, real-time view of risk hotspots across offices, network facilities, and field operations.

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

| Name of Training | Methodology | Specific hazards that will be addressed by the training | Training Hours | Attendees | | | Total Manhour Training | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | PLDT | Smart | TOTAL | PLDT | Smart | Total |
| Association of Service Providers of the Philippines, Inc. (ASPPI) Convention | Face to Face | Competency Building | 16 | 2 | 2 | 4 | 32 | 32 | 64 |
| Basic Occupational Safety and Health (BOSH) Training | Online | Safety Hazard | 40 | 33 | 50 | 83 | 1,320 | 2,000 | 3,320 |
| Continuing Environmental Education Seminar (CEES) Training | Face to Face | Environmental hazards | 4 | 19 | - | 19 | 76 | - | 76 |
| Construction Occupational Safety and Health (COSH) Training | Online | Safety Hazard | 40 | 110 | - | 110 | 4,400 | - | 4,400 |
| Customized Field Safety Training | Hybrid | Safety Hazard | 24 | 163 | - | 163 | 3,912 | - | 3,912 |
| Defensive Driving Training | Online | Safety Hazard | 4 | 78 | - | 78 | 312 | - | 312 |
| Loss Control Management (LCM) Training | Online | Competency Building | 40 | - | 9 | 9 | - | 360 | 360 |
| LCM Training | Online | Competency Building | 48 | - | 3 | 3 | - | 144 | 144 |
| Occupational First Aid Training | Face to Face | Health hazard | 16 | 9 | 1 | 10 | 144 | 16 | 160 |
| OSH Mandatory E-Learning | Online | Safety Hazard | 8 | 32 | 114 | 146 | 256 | 912 | 1,168 |
| PCO Managing Head Training | Online | Environmental hazards | 8 | 1 | - | 1 | 8 | - | 8 |
| PCO Training | Online | Environmental hazards | 40 | 57 | 42 | 99 | 2,280 | 1,680 | 3,960 |
| Safety Organization of the Philippines, Inc (SOPI) 51st National Fire Safety Conference | Face to Face | Competency Building | 8 | 5 | 1 | 6 | 40 | 8 | 48 |
| Standard First Aid Training | Face to Face | Health hazard | 32 | 2 | 29 | 31 | 64 | 928 | 992 |
| Working at Heights | Face to Face | Safety Hazard | 8 | - | 57 | 57 | - | 456 | 456 |
| **TOTAL** | | | | **511** | **308** | **819** | **12,844** | **6,536** | **19,380** |

*Dash (-) indicates zero value*



As part of our risk mitigation measures, we launched the FEEL SAFE Program in 2025. This is one of our major safety culture initiatives designed to strengthen frontline safety leadership and protect employees engaged in high-risk field operations. The program builds on our existing controls, such as HIRAC, Permit-to-Work protocols, and competency-based supervision by elevating the role of field personnel as active safety advocates across the organization.

FEEL SAFE reinforces understanding of the top OSH risks, especially those related to field work, working at height, driving, and emergencies. Through scenario-based briefings, safety conversations, and pre-deployment huddles, field teams develop a clearer grasp of hazards, safe-work procedures, and stop-work expectations, ensuring readiness before starting any job.

The program provides targeted capability-building sessions that complement our regulatory and role-specific OSH trainings. These sessions build stronger technical execution and promote disciplined adherence to controls for routine and non-routine field tasks. FEEL SAFE empowers field personnel to act as safety leaders, not just safety participants. Participants are trained to use our digital hazard and incident reporting tools to document near-misses, unsafe conditions, and improvement opportunities. This strengthens reporting culture and accelerates corrective-action closure.

The FEEL SAFE Program forms a core pillar of our broader safety culture strategy, complementing awareness campaigns, behavioral interventions, and continuous organizational learning. It strengthens other elements of our OSH system, including:

- Incident investigation and learning, by improving field-level inputs into root-cause analysis and corrective-action planning
- Digital reporting adoption, by equipping employees to use mobile-enabled reporting channels effectively
- System maturity, reinforcing the proactive behaviors that contributed to our ISO 45001 audit success and zero nonconformities in 2025

By embedding FEEL SAFE into daily field operations, we sharpen risk awareness, reinforce operational discipline, and create a stronger sense of personal responsibility, helping ensure every field employee returns home safely every day.

### Incident Investigation and Lessons Learned

Most of the recorded occupational accidents involved field personnel. We investigate every work-related accident to understand what happened, identify the root cause, and strengthen safeguards to avoid recurrence of similar incidents.

We share recommendations and corrective actions with relevant line leaders and teams for implementation, and we communicate lessons learned through awareness campaigns and safety bulletins. Where warranted, we apply accountability measures to reinforce expectations and protect people at work.

## Employee Health and Wellness GRI 403-3

Alongside risk mitigation measures, we make available health services through accredited health service providers supervised by our Clinical Services team, supporting timely care and promoting overall wellness for our employees. We also offer teleconsultation services for employees through the PLDT-Smart Healthcare Portal, helping reduce barriers to access health services.

For both PLDT and Smart, we run wellness and employee engagement activities to help address health risks. These include cardio, yoga, and dance workouts, as well as mental health webinars and infographic advisories.

We also share OSH updates through our Human Resources Advisory platform and encourage early reporting so hazards can be addressed before someone gets hurt. We use a standard automated reporting tool for work-related hazards and incidents that employees

can access on laptops and mobile devices. The tool routes reports to the relevant teams, helping speed up action and strengthen follow-through on corrective actions. We handle reports confidentially and protect employee data, including health information.

## Evaluation of Progress

| Lower Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) | |
|---|---|
| **0.29 and 3.34** PLDT | **ZERO** Smart |

| Accumulated safe man-hours without lost time accidents | |
|---|---|
| **2,790,418** PLDT | **9,055,595** Smart |

**ZERO** Fatal-Injury Frequency Rate (FIFR) and work-related hazards that pose fatal injury for PLDT and SMART

These results reflect fewer serious incidents that keep people away from work and family life, and they also help sustain reliable operations by reducing disruption during day-to-day work and critical response activities.

Emergency preparedness outcomes improved through a sustained drill program. Multiple National Simultaneous Earthquake Drills (NSED) conducted from Q1 to Q4 verified site-level execution of evacuation and accountability procedures, clarified incident roles, and broadened readiness for multi-hazard scenarios. After-action reviews and the closure of drill findings reinforced corrective actions and increased consistency of preparedness practices across facilities.

Emergency response capacity was strengthened by improving EMT readiness and standardizing resources across sites. Caravan orientations increased familiarity with deployment procedures and reinforced a common operating approach. The distribution of handheld radios, spill kits, response equipment, and Go Bags improved communications reliability and enabled faster, more organized first-hour actions during disruptions.

Coordination and documentation outcomes were improved through the launch of the EMT Deployment App as discussed previously.

Risk exposure was reduced through the completion of priority engineered controls and the standardization of safe material handling requirements. Fire Suppression Systems were installed in critical facilities, reducing the risk of fire escalation in those areas. Chemical and waste storage requirements were standardized across key sites to improve segregation and containment, strengthen spill prevention, and enable safer, more effective responses when incidents occur.



## Safe Man Hours GRI 403-9, 403-10

| | PLDT | SMART |
|---|---|---|
| Number of Employees | 9,231 | 3,848 |
| Total Hours of Employee Exposure | 17,088,670 | 9,055,594 |
| Number of Lost Time Accidents | 5 | - |
| Male | 5 | - |
| Female | - | - |
| Luzon | 3 | - |
| Visayas | 1 | - |
| Mindanao | 1 | - |
| Number of Non-Disabling Injuries | 42 | 6 |
| Days lost due to lost time accidents | 57 | - |
| Male | 57 | - |
| Female | - | - |
| Luzon | 41 | - |
| Visayas | 3 | - |
| Mindanao | 13 | - |
| Total man-hours work without LTA | 2,790,418 | 9,055,594 |
| Frequency rate | 0.29 | - |
| Severity rate | 3.34 | - |
| **Total Hours of Employee Exposure** | **17,088,670** | **9,055,595** |
| Male | 12,613,450 | 4,794,127 |
| Female | 4,475,220 | 4,261,468 |
| **Total Hours of Employee Exposure** | **17,088,670** | **9,055,594** |
| Luzon | 14,120,313 | 7,845,499 |
| Visayas | 1,556,133 | 639,346 |
| Mindanao | 1,412,225 | 570,750 |
| **Frequency Rate** | **0.29** | **-** |
| Luzon | 0.21 | - |
| Visayas | 0.64 | - |
| Mindanao | 0.71 | - |
| Male | 0.40 | - |
| Female | - | - |
| **Severity Rate** | **3.34** | **-** |
| Luzon | 2.90 | - |
| Visayas | 1.93 | - |
| Mindanao | 9.21 | - |
| Male | 4.52 | - |
| 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*

*Dash (-) indicates zero value*



| TYPES OF INJURY BY GENDER | PLDT | | | | SMART | | | |
|---|---|---|---|---|---|---|---|---|
| | MALE | % | FEMALE | % | MALE | % | FEMALE | % |
| Abrasions | 5 | 29% | - | 0% | 1 | 11% | - | 0% |
| Avulsion | - | 0% | - | 0% | - | 0% | - | 0% |
| Contusion, bruises, hematoma | 2 | 12% | - | 0% | 1 | 11% | 1 | 11% |
| Cuts, lacerations, punctures | 7* | 41%* | 2 | 12% | 1 | 11% | - | 0% |
| Dislocation, fractures | 2* | 12%* | - | 0% | - | 0% | 1 | 11% |
| Animal bite | 20 | 117% | 3 | 18% | - | 0% | - | 0% |
| Electrocution & Burns | 1 | 6% | - | 0% | - | 0% | - | 0% |
| Fall, trip, slip | 2** | 12%** | 1 | 6% | - | 0% | - | 0% |
| Foreign body | - | 0% | - | 0% | - | 0% | - | 0% |
| Incise wounds | - | 0% | - | 0% | - | 0% | - | 0% |
| Soft tissue injury | - | 0% | - | 0% | - | 0% | - | 0% |
| Sprains | 2* | 12%* | - | 0% | - | 0% | - | 0% |
| Concussion | - | 0% | - | 0% | - | 0% | - | 0% |
| Trauma | - | 0% | - | 0% | - | 0% | - | 0% |
| Vehicular accident | - | 0% | - | 0% | - | 0% | - | 0% |
| Others (minor pain) | - | 0% | - | 0% | 1 | 11% | - | 0% |
| TOTAL | 41 | 240% | 6 | 35% | 4 | 44% | 2 | 22% |

| TYPES OF INJURY BY REGION | PLDT | | | | | | SMART | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | LUZON | % | VISAYAS | % | MINDANAO | % | LUZON | % | VISAYAS | % | MINDANAO | % |
| Abrasions | 4 | 23% | 1 | 6% | - | 0% | - | 0% | 1 | 11% | - | 0% |
| Avulsion | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Contusion, bruises, hematoma | 1 | 6% | - | 0% | 1 | 6% | 2 | 22% | - | 0% | - | 0% |
| Cuts, lacerations, punctures | 6* | 35%* | 1 | 6% | 2 | 12% | - | 0% | 1 | 11% | - | 0% |
| Dislocation, fractures | 2* | 12%* | - | 0% | - | 0% | 1 | 11% | - | 0% | - | 0% |
| Animal bite | 18 | 105% | 3 | 18% | 2 | 12% | - | 0% | - | 0% | - | 0% |
| Electrocution & Burns | 1 | 6% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Fall, trip, slip | 1* | 6%* | 1 | 6% | 1* | 6%* | - | 0% | - | 0% | - | 0% |
| Foreign body | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Incise wounds | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Soft tissue injury | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Sprains | - | 0% | 2* | 12%* | - | 0% | - | 0% | - | 0% | - | 0% |
| Concussion | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Trauma | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Vehicular accident | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Others (minor pain) | - | 0% | - | 0% | - | 0% | 1 | 11% | - | 0% | - | 0% |
| TOTAL | 33 | 193% | 8 | 47% | 6 | 35% | 4 | 44% | 2 | 22% | - | 0% |

** With one disabling injury each.*
***With two disabling injury each.*

*Dash (-) indicates zero value*

**62–64% reduction**

**achieved in Notices of Violations (NOVs)**

**ZERO** GRI 2-27

**incurred fines, reflecting strengthened operational accountability and regulatory compliance discipline.**

While many of these obligations relate more to environmental standards, improvements significantly enhanced our OSH programs. The corrective actions that drove the reduction in NOVs, such as better waste-handling controls, improved equipment permitting, and enhanced monitoring, also removed potential workplace hazards and reinforced preventive maintenance practices.

These outcomes illustrate the growing maturity of our OSH management system and support a stronger culture of safety, risk awareness, and compliance across all sites. The gains realized in 2025 now underpin our broader OSH roadmap for 2026, enabling deeper integration of environmental and safety performance and more resilient operational controls.

## Audit Results

In 2025, PLDT and Smart demonstrated strong maturity and institutional discipline in managing OSH through the successful completion of our ISO Surveillance Audits.

PLDT and Smart underwent rigorous assessments for ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System), and ISO 45001 (Occupational Health and Safety Management System). The audits yielded zero nonconformity findings, a significant affirmation of our robust governance, effective risk controls, and consistent compliance with international management system standards.

The positive audit outcome reinforces the recommendation to continue our existing ISO certifications across all three standards, underscoring the organization's operational reliability, proactive risk management, and commitment to continuous improvement. These results reflect our strong system maturity evident in our structured OSH programs, disciplined training framework, and organization-wide culture of safety and environmental stewardship. Together, these achievements validate that the PLDT Group's integrated management systems are functioning effectively and sustainably, enabling the organization to safeguard its workforce, minimize environmental impact, and uphold the highest standards of quality and service delivery.

During the year, we also received national recognitions from the Safety Organization of the Philippines and the Pollution Control Association of the Philippines for contributions to the environment, health, safety, and sustainability, including Safe Manhour Awards for various facilities and awards for DOLE-accredited OSH practitioners and consultants, emergency preparedness and response, and workplace resilience.

# HUMAN CAPITAL MANAGEMENT

## Employee Upskilling

GRI 3-3, 102-3, 404-1, 404-2

We continue to regard continuous learning as a strategic imperative. This enables our ability to compete in a rapidly evolving digital landscape and support the country's transition toward a low-carbon economy.

In 2025, we intensified this by embedding Skilling into our KPIs and through continued investments in capacity-building programs for employees across the group.

**1,046,130** training hours across the PLDT Group, more than double the 501,080 hours recorded in 2024.

**13,316** number of employees trained

This reflects a deliberate organizational decision to accelerate capability building in direct response to the pace of technological disruption and the growing complexity of our operating environment.

**95%** **training participation rate achieved by every employee in the workforce, completed at least one structured development program**

**78.56 average hours**
**of learning per person during the year**

For PLDT and Smart, training investment was concentrated in the two capability domains most critical to our transformation agenda. Functional skills, encompassing compliance, core operations, and business-critical knowledge, accounted for 57.12% of total learning hours, reinforcing the regulatory and operational foundations of a national infrastructure operator. Technology skills accounted for a further 25.73%, spanning artificial intelligence, cloud computing, data analytics, cybersecurity, and network infrastructure.

To identify skills gaps and ensure that learning investment tightly aligns with role requirements, we conducted a comprehensive skills mapping revalidation covering 1,208 job roles across PLDT and Smart. Each role was assessed against validated competency requirements and linked to integrated learning pathways across LinkedIn Learning and Microsoft Enterprise Skills Initiative.

Simultaneously, 12 previously fragmented training policies across PLDT and Smart were consolidated into a single governance framework, establishing standardized definitions, skill categories, and reporting requirements that enable consistent, auditable measurement of learning outcomes.

Learning delivery was predominantly digital, with 63.52% delivered through eLearning and 36.48% through classroom-based sessions. This has allowed us to scale capability development equitably across every region, level, and function, while accommodating the diverse learning preferences and schedules of our workforce. The integration of virtual classrooms, mobile learning, nano-learning formats, and data-driven personalization further ensures that learning is accessible, flexible, and relevant.





## Digital Transition and AI Enablement

Among the year's most significant achievements was the scale and ambition of the Group's AI capability-building program.

**73%** of the combined PLDT and Smart active workforce

**9,682** employees completed AI-related training

**89,612**
accumulated hours of structured learning through a deliberately layered curriculum designed to build capability at every level of the organization.

Foundational AI literacy programs reached the broadest population, establishing a shared baseline understanding of AI concepts, applications, and implications. At the applied level, AI productivity programs translated awareness into practical workplace capability, including the Microsoft Copilot enablement program and the facilitated Everyday AI program, which reached 4,288 employees and earned a participant satisfaction rating of 4.8 out of 5.0. These equipped employees with the hands-on skills to integrate AI tools into their daily work. At the strategic level, the AI Leadership Lab brought the Group's CEO and the full Management Committee through immersive, experiential AI learning.

## Leadership Development

**9,615** employees reached leadership-classified training across PLDT and SMART

**89,071** hours or **9.3%**
of total training investment for the year

The Everyday Leadership program served as the anchor program for the year. During the year, 696 leaders graduated from the program, representing 49% of the 1,420-person target population, and with a participant satisfaction rating of 4.67 out of 5.0. The remaining target population is scheduled to complete the program in 2026.

The Innovation Diffusion 2025 program reached over 4,900 participants across the organization, building an enterprise-wide innovation mindset and equipping leaders and teams with the frameworks and habits needed to identify, test, and scale new ideas in a competitive environment. The Customer Experience Charter embedded customer-centricity as a leadership commitment for Enterprise Business Group leaders.

## Employee Training GRI 404-1

| Company | Active Employee | Training Hours | Average Training Hours | Employee Training Completion Rate |
|---|---|---|---|---|
| **PLDT** | | | | |
| Male | 6,752 | 490,388.01 | 72.63 | 99.97% |
| Female | 2,479 | 224,117.82 | 90.41 | 99.96% |
| **Total by Gender** | **9,231** | **714,505.83** | **77.40** | **99.97%** |
| Rank & File | 3,638 | 243,476.88 | 66.93 | 99.97% |
| Management | 4,873 | 413,546.67 | 84.86 | 100.00% |
| Executives | 641 | 54,460.63 | 84.96 | 100.00% |
| Officers | 79 | 3,021.65 | 38.25 | 97.47% |
| **Total by Rank** | **9,231** | **714,505.83** | **77.40** | **99.97%** |
| Gen Z (Ages 18 to 27) | 708 | 51,494.87 | 72.73 | 100.00% |
| Millennials (Ages 28 to 43) | 6,173 | 486,695.85 | 78.84 | 100.00% |
| Gen X (Ages 44 to 59) | 2,217 | 167,396.03 | 75.51 | 99.86% |
| Baby Boomers (Ages 60 to 78) | 133 | 8,919.07 | 67.06 | 100.00% |
| **Total by Generation** | **9,231** | **714,505.83** | **77.40** | **99.97%** |

| Company | Active Employee | Training Hours | Average Training Hours | Employee Training Completion Rate |
|---|---|---|---|---|
| **Smart** | | | | |
| Male | 2,035 | 169,089.47 | 83.09 | 99.85% |
| Female | 1,813 | 157,130.27 | 86.67 | 99.89% |
| **Total by Gender** | **3,848** | **326,219.74** | **84.78** | **99.87%** |
| Rank & File | 1,216 | 91,731.90 | 75.44 | 99.84% |
| Management | 1,988 | 181,309.86 | 91.20 | 99.85% |
| Executives | 605 | 51,230.09 | 84.68 | 100.00% |
| Officers | 39 | 1,947.88 | 49.95 | 100.00% |
| **Total by Rank** | **3,848** | **326,219.74** | **84.78** | **99.87%** |
| Gen Z (Ages 18 to 27) | 426 | 36,438.57 | 85.54 | 99.30% |
| Millennials (Ages 28 to 43) | 2,272 | 192,841.24 | 84.88 | 99.96% |
| Gen X (Ages 44 to 59) | 1,149 | 96,920.93 | 84.35 | 99.91% |
| Baby Boomers (Ages 60 to 78) | 1 | 19.00 | 19.00 | 100.00% |
| **Total by Generation** | **3,848** | **326,219.74** | **84.78** | **99.87%** |

| ePLDT | | | | |
|---|---|---|---|---|
| Male | 196 | 272.00 | 1.39 | 6.63% |
| Female | 131 | 312.00 | 2.38 | 16.03% |
| **Total by Gender** | **327** | **584.00** | **1.79** | **10.40%** |
| Rank & File | 146 | 172.00 | 1.18 | 7.53% |
| Management | 117 | 288.00 | 2.46 | 15.38% |
| Executives | 56 | 108.00 | 1.93 | 7.14% |
| Officers | 8 | 16.00 | 2.00 | 12.50% |
| **Total by Rank** | **327** | **584.00** | **1.79** | **10.40%** |
| Gen Z (Ages 18 to 27) | 72 | 156.00 | 2.17 | 11.11% |
| Millennials (Ages 28 to 43) | 212 | 372.00 | 1.75 | 11.32% |
| Gen X (Ages 44 to 59) | 42 | 56.00 | 1.33 | 4.76% |
| Baby Boomers (Ages 60 to 78) | 1 | - | - | 0.00% |
| **Total by Generation** | **327** | **584.00** | **1.79** | **10.40%** |

| VITRO | | | | |
|---|---|---|---|---|
| Male | 338 | 1,202.00 | 3.56 | 13.91% |
| Female | 152 | 703.50 | 4.63 | 26.32% |
| **Total by Gender** | **490** | **1,905.50** | **3.89** | **17.76%** |
| Rank & File | 271 | 795.00 | 2.93 | 11.07% |
| Management | 119 | 529.50 | 4.45 | 19.33% |
| Executives | 93 | 565.00 | 6.08 | 32.26% |
| Officers | 7 | 16.00 | 2.29 | 57.14% |
| **Total by Rank** | **490** | **1,905.50** | **3.89** | **17.76%** |
| Gen Z (Ages 18 to 27) | 120 | 317.00 | 2.64 | 9.17% |
| Millennials (Ages 28 to 43) | 277 | 1,251.50 | 4.52 | 20.22% |
| Gen X (Ages 44 to 59) | 86 | 333.00 | 3.87 | 22.09% |
| Baby Boomers (Ages 60 to 78) | 7 | 4.00 | 0.57 | 14.29% |
| **Total by Generation** | **490** | **1,905.50** | **3.89** | **17.76%** |

*Minor discrepancies may be due to rounding differences.*

*Employee training completion rate is the percentage of number of employees who completed training in 2025 over the total number of active employees as of December 31, 2025.*

*Dash (-) indicates zero value*

| Company | Active Employee | Training Hours | Average Training Hours | Employee Training Completion Rate |
|---|---|---|---|---|
| **PGC** | | | | |
| Male | 64 | 1,622.50 | 25.35 | 100.00% |
| Female | 60 | 1,292.50 | 21.54 | 100.00% |
| **Total by Gender** | **124** | **2,915.00** | **23.51** | **100.00%** |
| Rank & File | 17 | 295.00 | 17.35 | 100.00% |
| Management | 66 | 1,398.00 | 21.18 | 100.00% |
| Executives | 36 | 1,064.50 | 29.57 | 100.00% |
| Officers | 5 | 157.50 | 31.50 | 100.00% |
| **Total by Rank** | **124** | **2,915.00** | **23.51** | **100.00%** |
| Gen Z (Ages 18 to 27) | 16 | 311.50 | 19.47 | 100.00% |
| Millennials (Ages 28 to 43) | 73 | 1,862.50 | 25.51 | 100.00% |
| Gen X (Ages 44 to 59) | 35 | 737.00 | 21.06 | 100.00% |
| Baby Boomers (Ages 60 to 78) | - | 4.00 | N/A | N/A |
| **Total by Generation** | **124** | **2,915.00** | **23.51** | **100.00%** |

| TOTAL | Active Employee | Training Hours | Average Training Hours | Employee Training Completion Rate |
|---|---|---|---|---|
| Male | 9,385 | 662,573.98 | 70.60 | 94.90% |
| Female | 4,635 | 383,556.08 | 82.75 | 95.15% |
| **Total by Gender** | **14,020** | **1,046,130.06** | **74.62** | **94.98%** |
| Rank & File | 5,288 | 336,470.78 | 63.63 | 92.83% |
| Management | 7,163 | 597,072.03 | 83.36 | 97.24% |
| Executives | 1,431 | 107,428.22 | 75.07 | 91.96% |
| Officers | 138 | 5,159.03 | 37.38 | 91.30% |
| **Total by Rank** | **14,020** | **1,046,130.06** | **74.62** | **94.98%** |
| Gen Z (Ages 18 to 27) | 1,342 | 88,717.94 | 66.11 | 86.89% |
| Millennials (Ages 28 to 43) | 9,007 | 683,023.09 | 75.83 | 95.45% |
| Gen X (Ages 44 to 59) | 3,529 | 265,442.96 | 75.22 | 96.85% |
| Baby Boomers (Ages 60 to 78) | 142 | 8,946.07 | 63.00 | 95.07% |
| **Total by Generation** | **14,020** | **1,046,130.06** | **74.62** | **94.98%** |

*Active employees refer to employees who remain employed by the Company as of December 31, 2025*

*Dash (-) indicates zero value*

## Employee Upskilling GRI 102-3, 404-2

| Upgrading Employee Skills | No. of Unique Attendees | Total No. of Hours | Ave. Training Hour |
|---|---|---|---|
| **PLDT** | | | |
| **Technology** | 5,010 | 69,312.32 | 13.83 |
| **Leadership** | 3,137 | 24,411.67 | 7.78 |
| **Smart** | | | |
| **Technology** | 3,009 | 36,026.75 | 11.97 |
| **Leadership** | 2,192 | 17,825.17 | 8.13 |
| **ePLDT** | | | |
| **Technical Training** | 22 | 400.00 | 18.18 |
| **Functional Training** | 14 | 184.00 | 13.14 |
| **VITRO** | | | |
| **Technical / Functional Skills** | 58 | 1,357.00 | 23.40 |
| **Essential Skills** | 19 | 96.00 | 5.05 |
| **Certification** | 17 | 452.50 | 26.62 |

| PGC | | | |
|---|---|---|---|
| **HR Diploma Course** | 1 | 88.00 | 88.00 |
| **Legal Training** | 2 | 72.00 | 36.00 |
| **Leadership** | 29 | 418.00 | 14.41 |
| **Teambuilding** | 100 | 800.00 | 8.00 |
| **Planning Session** | 21 | 168.00 | 8.00 |
| **Workshop** | 15 | 120.00 | 8.00 |
| **Product Training** | 32 | 128.00 | 4.00 |
| **Technical** | 88 | 266.00 | 3.02 |
| **Product Workshop** | 28 | 84.00 | 3.00 |
| **Data Privacy** | 131 | 286.50 | 2.19 |
| **DOLE Refresher** | 4 | 8.00 | 2.00 |
| **Health Talk** | 104 | 164.00 | 1.58 |
| **AI Productivity Workshop** | 47 | 72.00 | 1.53 |
| **Financial Awareness** | 106 | 159.00 | 1.50 |
| **Customer Experience** | 37 | 55.50 | 1.50 |
| **Cybersecurity Awareness** | 26 | 26.00 | 1.00 |

# Total Rewards GRI 3-3

The PLDT Group's approach to employee compensation is anchored on a total rewards philosophy. This is a strategic practice to attract and retain talent, reinforce fairness and dignity of work, and uphold overall employee welfare.
To ensure that salary levels remain competitive and aligned with prevailing market rates, PLDT and Smart conduct regular reviews of compensation structures. These reviews are guided by participation in salary and benefits surveys administered by leading third-party consultants, enabling us to benchmark pay positioning against peers.

For ePLDT and VITRO, compensation policies similarly emphasize regular salary and benefits reviews that account for individual performance outcomes, inflation trends, and market movements. Moreover, we uphold a commitment to ensure that no employee salary falls below the applicable statutory minimum wage. Hence, across all covered entities, standard entry-level wages exceed the local minimum wage by a substantial margin. The majority of our companies also exceed the estimated Family Living Wage (FLW) for a five-member household in the National Capital Region, based on the published guidance by IBON Foundation.

Notably, PLDT posts the strongest ratios across the Group, with entry-level wages at 2.74 times the local minimum wage and 1.52 times the FLW. This means that even the most junior PLDT employee earns more than what is sufficient to meet the estimated living costs of a Filipino family.

## Wage Ratios GRI 202-1

The table below presents the ratio of wages for our entry-level employees assigned to the Head Office relative to the statutory minimum wage and the family living wage.

| Compared to Minimum Wage[1] | | | | | |
|---|---|---|---|---|---|
| | PLDT | Smart | ePLDT | VITRO | PGC |
| | 2.91 | 2.05 | 1.92 | 1.85 | 2.21 |
| | PLDT | Smart | ePLDT | VITRO | PGC |
| | 2.56 | 2.18 | 2.41 | 1.65 | 2.65 |
| | TOTAL | | | | |
| | 2.74 | 2.10 | 2.03 | 1.80 | 2.35 |

| Compared to Family Living Wage[2] | | | | | |
|---|---|---|---|---|---|
| | PLDT | Smart | ePLDT | VITRO | PGC |
| | 1.62 | 1.14 | 1.07 | 1.03 | 1.23 |
| | PLDT | Smart | ePLDT | VITRO | PGC |
| | 1.42 | 1.21 | 1.34 | 0.92 | 1.47 |
| | TOTAL | | | | |
| | 1.52 | 1.17 | 1.13 | 1.00 | 1.31 |

[1] *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 company 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.*

[2] *Compared with the estimated Family Living Wage (FLW) for a five-member household in NCR as of December 2025, as published by the IBON Foundation, there is no significant disparity, with some wages slightly exceeding the threshold.*

*For PLDT, this is based on the most junior PLDT employee as of December 31, 2025.*
*For Smart, ePLDT, VITRO & PGC, this is based on the average monthly salary of new entry-level hires in Metro Manila*
*Minor discrepancies may be due to rounding differences.*

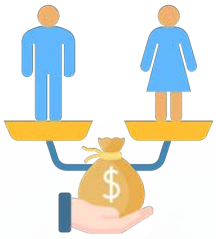
***References:***
*DOLE: Workers' Statutory Monetary Benefits 2024 Handbook*
*DOLE Wage Order No. NCR-24: Providing for a Minimum Wage Increase in the National Capital Region*
*Minimum Wage and Family Living Wage Per Region (Dec 2025)*

# Gender Pay Gap

The PLDT Group remains committed to fair and equitable compensation practices, anchored in the principle that pay should reflect role, performance, and contribution. This is rooted in the PLDT Diversity and Inclusion Policy, which takes a zero-tolerance stance on discrimination of any kind.

To drive this, we regularly review how pay is distributed across genders throughout the Group. These reviews help us evaluate our pay practices, identify gaps, and be guided further on strategies that drive pay parity. The table below shows the ratio of the average basic salary and other remuneration of women vis-a-vis men.

## Gender Pay Ratios



Across the PLDT Group, gender pay ratios are generally close to 1.00, indicating that male and female employees in comparable roles broadly receive similar pay. At the Rank and File level, ratios across all business units are nearest to parity, reflecting consistent pay practices at the entry and junior levels of our workforce.

## Pay Ratios GRI 405-2

### Average basic salary and remuneration of women to men

| Company | Rank & File | Management | Executives | Officers | TOTAL |
|---|---|---|---|---|---|
| **PLDT** | **1.01** | **1.02** | **0.96** | **1.02** | **1.23** |
| **Luzon** | 1.00 | 1.03 | 1.04 | 1.02 | **1.22** |
| **Visayas** | 1.00 | 0.98 | 1.02 | N/A | **1.10** |
| **Mindanao** | 1.08 | 0.96 | 0.96 | N/A | **1.07** |
| | | | | | |
| **Smart** | **0.97** | **0.95** | **0.94** | **1.14** | **0.96** |
| **Luzon** | 0.97 | 0.96 | 0.93 | 1.14 | **0.95** |
| **Visayas** | 0.95 | 0.83 | 0.92 | N/A | **0.83** |
| **Mindanao** | 0.98 | 0.89 | 0.92 | N/A | **0.85** |
| | | | | | |
| **ePLDT** | **0.99** | **0.86** | **1.03** | **0.85** | **0.97** |
| **Luzon** | 0.99 | 0.86 | 1.03 | 0.85 | **0.97** |
| **Visayas** | 1.30 | N/A | N/A | N/A | **0.45** |
| **Mindanao** | N/A | N/A | N/A | N/A | **N/A** |
| | | | | | |
| **VITRO** | **0.97** | **0.86** | **0.95** | **1.06** | **1.04** |
| **Luzon** | 0.96 | 0.86 | 0.94 | 1.06 | **1.00** |
| **Visayas** | 1.15 | 1.03 | N/A | N/A | **0.93** |
| **Mindanao** | N/A | N/A | N/A | N/A | **N/A** |
| | | | | | |
| **PGC** | **1.02** | **1.13** | **0.98** | **0.31** | **0.81** |
| **Luzon** | 1.02 | 0.96 | 1.19 | 0.26 | **0.69** |
| **Asia Pacific** | N/A | 1.45 | 0.86 | N/A | **0.83** |
| **Americas** | N/A | 0.74 | 0.87 | N/A | **1.17** |

As we aim to further close the gender pay gap and uphold the "Equal Pay for Equal Work" principle, we continue to implement the following strategies across the Group:

- Variable compensation programs
- Recognition of competence
- Career development and progression
- Employee upskilling programs

These programs are complemented by regular benchmarking of wages against industry standards, transparent communication of compensation policies, and continuous analysis of employee feedback gathered through engagement activities.

## Family Welfare

Our commitment to employee welfare extends to the families of our people. We thus continue to recognize and support our employees in their parallel roles as parents and in some cases, caregivers. In line with this commitment, we continue to support flexible and hybrid work arrangements across the Group. PLDT and Smart employees follow flexible work schedules within a standard five-day workweek, while ePLDT, VITRO, and PGC have adopted hybrid setups, including a three-day in-office, two-day work-from-home model, giving employees greater flexibility over how and where they work.

For breastfeeding mothers, we maintain dedicated lactation rooms across our offices and facilities that support overall childcare. To support employees in providing for their children's education, PLDT-Smart Foundation's MVP Academic Excellence Awards (MVPAEA) Program offers educational grants to augment tuition fees, and purchase books or school supplies. Beyond this, employees may also avail of educational loan assistance and medical insurance for their children and dependents.

To support solo parents, we extend access to social protection services and ensure that leave provisions and support mechanisms are available when physical presence at home is required.

At PGC, medical benefits are provided to help employees care for their families with greater peace of mind. Eligibility is extended 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.

Throughout the year, we also hold family-friendly events and activities that affirm the importance of family in our organizational culture. These include Father's Day and Mother's Day celebrations that recognize the parenting journeys of our employees, as well as Women's Month activities that champion women empowerment for both employees and their families. During the Christmas season, we welcomed the children of employees into our offices, creating moments of joy and connection that reinforce our identity as a workplace that truly values family.



Photo by: Maria Clarisse Rivera, Smart

# Parental Leave GRI 401-3

Through parental leave entitlements, we promote the physical well-being of our employees and support them in overall childcare. Annually, we keep track of how our employees are availing their parental leave entitlements, and the rate through which they return to work and stay within the company as working parents. These guide our strategies and practices to ensure that employees are able to perform their parental responsibilities, while simultaneously performing at work and advancing their career growth.

The following table details PLDT's parental leave entitlements and related family benefits across the Group.

| | Employees entitled to Parental Leave | | | Employees that took Parental Leave | | | Employees Returning from 2025 Parental Leave | | | Return to work rate | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| PLDT | 3,985 | 2,479 | **6,464** | 359 | 111 | **470** | 359 | 111 | **470** | 100.00% | 100.00% | **100.00%** |
| Smart | 1,121 | 1,813 | **2,934** | 52 | 67 | **119** | 51 | 65 | **116** | 98.08% | 97.01% | **97.48%** |
| ePLDT | 57 | 131 | **188** | 3 | 2 | **5** | 3 | 2 | **5** | 100.00% | 100.00% | **100.00%** |
| VITRO | 181 | 152 | **333** | 6 | 3 | **9** | 6 | 3 | **9** | 100.00% | 100.00% | **100.00%** |
| PGC | 27 | 60 | **87** | - | 1 | **1** | - | 1 | **1** | N/A | 100.00% | **100.00%** |
| **TOTAL** | **5,371** | **4,635** | **10,006** | **420** | **184** | **604** | **419** | **182** | **601** | **99.76%** | **98.91%** | **99.50%** |

| | Employees Returning from 2024 Parental Leave | | | Employees Retained 12 Months After 2024 Parental Leave | | | Retention Rate | | |
|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| PLDT | 408 | 112 | **520** | 402 | 106 | **508** | 98.53% | 94.64% | **97.69%** |
| Smart | 62 | 79 | **141** | 54 | 69 | **123** | 87.10% | 87.34% | **87.23%** |
| ePLDT | 3 | 6 | **9** | 2 | 5 | **7** | 66.67% | 83.33% | **77.78%** |
| VITRO | 7 | 7 | **14** | 5 | 5 | **10** | 71.43% | 71.43% | **71.43%** |
| PGC | - | 2 | **2** | - | 2 | **2** | N/A | 100.00% | **100.00%** |
| **TOTAL** | **480** | **206** | **686** | **463** | **187** | **650** | **96.46%** | **90.78%** | **94.75%** |

*Dash (-) indicates zero value*

# Benefits and Social Protection GRI 401-2

Across the PLDT Group, we offer a comprehensive suite of paid leave entitlements, benefits, and expanded social protection programs. Going beyond statutory requirements, this aims to support our employees and their dependents navigate through various circumstances, as well as promote health security, meaningful rest, and financial resilience.

Moreover, we continuously monitor leave utilization and implement measures to encourage our employees to take time off. In line with these, PLDT provides a Vacation Leave Premium, a financial incentive awarded to regular employees who fully consume their vacation leave credits within the year.

## Employee Benefits GRI 401-2

| | PLDT | Smart | ePLDT | VITRO DATA CENTER | PLDT Global |
|---|---|---|---|---|---|
| **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 Gift/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 | ✓ | | | | |

# FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

GRI 2-30, 3-3, 407-1, UNGC PRINCIPLE 3

Grounded in the PLDT Human Rights Policy, we recognize the rights of our employees to freedom of association and expression and affirm their right to organize and engage in collective bargaining.

PLDT is the sole entity in the Group with unionized employees.

**81.61%** **of PLDT employees were covered by active Collective Bargaining Agreements (CBAs) in 2025**

The company maintains CBAs with three active labor unions:

Gabay ng Unyon sa Telekomunikasyon ng mga Superbisor (GUTS) - PLDT Supervisor Union
**3,692 members**

Manggagawa sa Komunikasyon ng Pilipinas (MKP) - PLDT Rank and File Union
**3,638 members**

PLDT Sales Supervisors' Union (PSSU)
**203 members**

**Total: 7,533 members**

Through these agreements, employees benefit from fair and predictable working conditions, clear avenues for raising concerns, and structured dialogue between labor representatives and management.

## CBA Implementation and Engagement

GRI 402-1, UNGC PRINCIPLE 2

We implement our CBAs through processes that prioritize transparency, timeliness, and respect for employee rights. Each agreement includes a clearly defined effectivity provision consistent with the Philippine Labor Code, with established protocols governing notice periods, negotiation timelines, and shared ground rules that guide both parties toward constructive, outcomes-focused dialogue.

When union proposals are submitted, PLDT engages in negotiations promptly and in good faith, working collaboratively with union representatives in a spirit of mutual respect and transparency. This partnership approach reflects our commitment to outcomes that are fair, principled, and genuinely serve both our employees and the organization. We maintain open communication with all three labor organizations through quarterly labor-management dialogues, which serve as structured platforms for monitoring CBA compliance, surfacing workplace concerns, and collaborating on solutions.

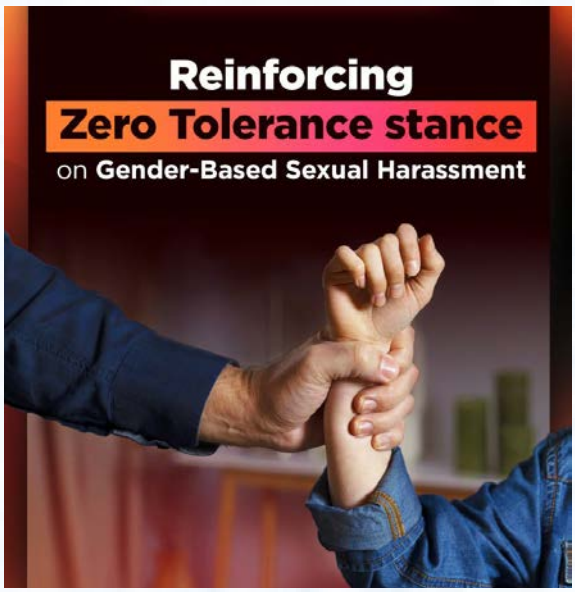
In cases of separation due to authorized causes under Article 298 of the Philippine Labor Code, we provide the DOLE, affected employees, and their respective unions when applicable, at least 30 days' notice, supporting dignified and well-managed transitions. Throughout the year, we conduct consultations with employees on employee-related policies, reflecting our commitment to continuous and meaningful engagement.

**92** **Consultations with employees on employee- related policies**

## Grievance Resolution GRI 2-25, 2-26

PLDT provides multiple, accessible grievance channels to ensure that all employees can raise concerns safely and seek fair redress:

- *CBA Grievance Machinery*: Union members may elevate workplace issues through the structured grievance process defined in their respective CBAs, enabling them to contest interpretations or applications of working conditions that adversely affect them.
- *Grievance Channels for Non-Union Employees*: Non-union employees may raise concerns directly with their executive head or with the People Group, ensuring that every employee has an accessible and responsive pathway for resolution.
- *Anonymous and Whistleblowing Reports*: Employees may report sensitive issues anonymously through the Corporate Governance Office, encouraging individuals to speak up about potential misconduct without fear of retaliation.
- *Gender-Based Sexual Harassment (GBSH) Complaints*: The Committee on Workplace Decorum and Investigation (CODI) serves as an independent body that addresses all GBSH complaints promptly, impartially, and with strict confidentiality, upholding the dignity and wellbeing of every reporting party.




## Union Engagements

PLDT recognizes that constructive labor relations are built on consistent dialogue and early intervention. Our Ugnayan Sessions, informal discussions between union representatives and management, provide a regular forum for surfacing concerns before they escalate, contributing to a healthier and more collaborative workplace climate.

We also invest in continuing labor education for leaders and employees, equipping them with the knowledge needed to understand evolving labor standards, strengthen compliance, and uphold respect and fairness in every interaction across the organization.

## Fair and Equitable Labor

Our CBAs serve as the foundation of our commitment to fair labor practices. They cover economic provisions, including wages, benefits, bonuses, and allowances, as well as political provisions such as job security, grievance mechanisms, and union protections. All agreements are fully aligned with the Philippine Labor Code, promoting stability, regulatory compliance, and a workplace where employees feel consistently valued and supported.

Through CBAs, PLDT has also enabled union members to lead initiatives that aim to advance environmental protection and support the company's broader commitment towards sustainability. These include the rank-and-file union's engagements with schools and local communities in 2025, promoting awareness on the impacts of climate change, benefits of renewable energy transition, and the role of education in addressing pressing environmental challenges.

# DISCRIMINATION AND HARASSMENT

GRI 2-16, 3-3, 406-1, UNGC PRINCIPLE 4, 6

The PLDT Group continues to uphold policies that enforce zero tolerance towards any kind of discrimination, harassment, and gender-based violence in the workplace.

These are supported by year-round training and employee awareness campaigns on safe spaces, covering topics like GBSH and unconscious bias, among others. These promote employee understanding of our internal policies that prevent cases of discrimination and harassment, as well as enable groupwide contribution to our commitments towards diversity, equity, and inclusion, and equal opportunity.

To ensure that employees feel safe in raising related concerns and grievances, we maintain clear reporting channels and anonymous whistleblowing mechanisms. These reports are handled and resolved by a dedicated Committee on Workplace Decorum and Investigation, facilitating adherence to guidelines on appropriate penalties based on the severity of violations.

In 2025, PLDT reported one case of gender-based sexual harassment in the workplace.

Consistent with our commitment to ensuring a safe, respectful, and dignified workplace, individuals found responsible for such violations are subject to appropriate disciplinary sanctions. These may range from suspension without pay to termination of employment, depending on the severity and circumstances of the offense.

Respondents are formally notified through due process documents, which detail the allegations and outline the potential consequences should these be substantiated. This ensures full awareness of their rights, responsibilities, and the seriousness with which we enforce our policies.

As part of our broader efforts to prevent recurrence and promote a more respectful workplace culture, employees who return after serving disciplinary sanctions are required to undergo mandatory gender sensitivity training or a refresher program. This intervention is designed to reinforce understanding of respectful conduct, promote awareness of gender-based discrimination and harassment, and support long-term behavioral change.

Furthermore, our processes prioritize the protection, dignity, and well-being of employees who raise concerns. We implement enhanced safeguarding measures for complainants, including protocols designed to minimize or prevent direct interaction between the complainant and the respondent throughout the grievance process. These measures are intended to reduce the risk of retaliation, intimidation, or emotional distress and to ensure that individuals feel supported when coming forward.

To provide comprehensive support, complainants may request and receive psychological, medical, and legal assistance, consistent with our commitment to employee welfare and duty of care. In instances when it is necessary to maintain a safe working environment during an ongoing administrative investigation, we may place certain respondents under preventive suspension. This measure is used judiciously, aligned with due process requirements, and strictly intended to preserve the integrity of the investigation while safeguarding all parties involved.

Through all these measures, we continue to underscore our zero-tolerance stance against workplace violence and harassment and reaffirm our dedication to both employee protection and strong governance practices that promote accountability, learning, and a safe environment for all.

# PERFORMANCE MANAGEMENT GRI 3-3

We invest in creating an environment where our people can grow, contribute meaningfully, and be recognized fairly for their efforts. This commitment is operationalized through our performance management system that aims to connect individual effort with business priorities, while also upholding personal growth of our people.

Performance management at PLDT and Smart covers nearly 100% of our entire workforce, from entry-level employees, executives to C-Suite officers. This is structured under a KPI-based evaluation framework. Our employee performance platform underpins the entire process, providing real-time visibility into goal progress, evaluation workflows, and performance data. This ensures that accountability is active and agile at every level of the organization throughout the year.

## Appraisal Criteria

Employee performance is assessed through two complementary dimensions: business results, which account for 60% of the overall rating, and behavioral performance, which accounts for the remaining 40%.

The behavioral dimension is anchored in our Behaviorally Anchored Rating Scales (BARS). This is a five-point framework that translates our core values and leadership principles into observable, role-appropriate behavioral standards. BARS provides evaluators with concrete descriptors at each performance level, reducing subjectivity and promoting consistency in assessments, particularly for staff and supervisory levels.




## Performance Appraisal Types

Our performance management has also shifted away from a compliance-driven, once-a-year evaluation model toward a culture of continuous performance enablement. This facilitates meaningful development grounded in sustained dialogue, timely feedback, and investment in growth throughout the year.

Goal-setting initiates this cycle. Across the Group, we follow a Management by Objectives approach. At the beginning of each performance year, employees and their managers co-develop individual objectives and expected outcomes These cascade directly from Group-level corporate strategy, ensuring alignment with evolving needs and strategic objectives. These goals are formalized and tracked accordingly, supported by digital workflows that ensure timely completion and provide managers with built-in monitoring and nudging tools.

Goals comprise of key result areas and quantified metrics that drive performance and ensure individual employee alignment with organizational targets. In 2025, mandatory KPIs for PLDT and Smart employees across all levels included Financial, Customer Experience, Sustainability, Risk and Compliance, and Skilling goals.

To further align the goal-setting process with skilling strategies, ePLDT requires each department to document all relevant competencies for existing roles. These competencies are consolidated into a matrix that serves as the foundation for evaluating employees and identifying potential gaps in skills and knowledge.

Regular check-ins and feedback exchanges are institutionalized throughout the year, supported by system-generated reminders and structured coaching templates that help managers conduct focused, growth-oriented conversations. This rhythm of ongoing dialogue keeps performance visible and actionable.

By mid-year, we conduct a structured review as a formal checkpoint to further strengthen the developmental dimension of our cycle. This review allows managers and employees to assess progress against current goals, revisit, and recalibrate objectives as needed.

Recognizing that managers are the most critical enablers of this culture, the Group continues to invest in manager capability. Targeted enablement programs equip people leaders with the skills needed for effective performance coaching, clear expectation-setting, and development-focused conversations.

In addition, PLDT and Smart's performance management platform provisions for 360 reviews, enabling a more comprehensive and balanced approach to the evaluation and appraisal process. This facilitates feedback from multiple sources, which include employee peers, managers, and direct reports.

The formal year-end evaluation brings the performance cycle to a close with a structured, comprehensive assessment of each employee's contributions across both KPI and behavioral dimensions. These evaluations are completed and reviewed through multi-level approval workflows before they are finalized.

We also embed Individual Development Planning (IDP) into the performance management cycle. Every employee who completes a year-end evaluation is expected to emerge from that process with a concrete, personalized plan for their development in the year ahead.

The IDP process is initiated through post-evaluation dialogues in which managers and employees reflect on the assessment outcomes together, exploring individual aspirations, affirming strengths, and identifying development areas. Performance analytics inform these conversations, helping to match development priorities with appropriate learning and coaching interventions. Differentiated support is provided based on employee profile and need. High-potential employees identified through tools such as the 9-box grid are connected to accelerated development pathways, leadership exposure opportunities, and succession readiness tracks. Employees whose performance requires improvement receive structured support with clear milestones and active follow-through.

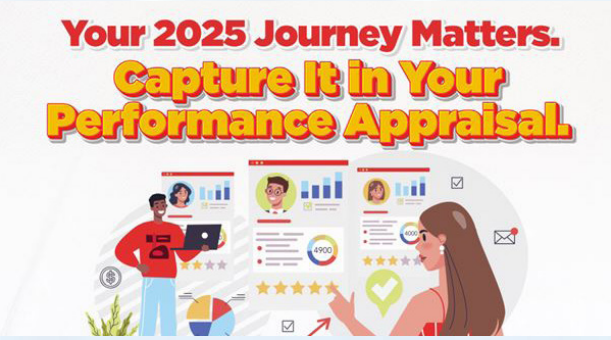
Performance evaluation is conducted annually for regular employees. Meanwhile, probationary hires are assessed within the required periods for regularization, helping new staff understand expectations early and receive timely feedback as they settle into their roles.

Outcomes of year-end evaluations feed directly into decisions across the talent and rewards spectrum, including:

- Merit increase allocations and variable incentive awards
- Promotion and role movement readiness assessments
- Formulation of IDPs for the coming year
- Nominations to succession pipelines and talent pools

Our performance management framework also serves as a mechanism for reinforcing business ethics and codes of conduct. For employees in roles related to governance, compliance, finance, or risk management, performance scorecards include metrics specifically related to Internal Controls over Financial Reporting (ICFR), adherence to regulatory requirements, and demonstration of ethical behavior and accountability.

Across all roles, any substantiated violations of codes of conduct are reflected in an employee's performance rating and may affect eligibility for merit increases, promotions, and inclusion in incentive programs.



# Performance Evaluation GRI 404-3

To ensure fairness and consistency at scale, enterprise-wide calibration sessions are conducted following the completion of individual ratings. These sessions bring together leaders and HR Business Partners across functions to review rating distributions. Structured moderation bands are applied to normalize distributions, support differentiated recognition, and maintain high performance standards across peer groups.

| | Active Employee as of 2024 | Employees eligible for performance evaluation | Employees who received a performance evaluation | % of eligible employees evaluated | % of total employees evaluated |
|---|---|---|---|---|---|
| **PLDT** | | | | | |
| **Male** | 6,944 | 6,912 | 6,883 | *99.58%* | *99.12%* |
| **Female** | 2,569 | 2,542 | 2,535 | *99.72%* | *98.68%* |
| **Total** | **9,513** | **9,454** | **9,418** | ***99.62%*** | ***99.00%*** |
| **Rank & File** | 3,822 | 3,815 | 3,799 | *99.58%* | *99.40%* |
| **Management** | 4,942 | 4,901 | 4,885 | *99.67%* | *98.85%* |
| **Executives** | 668 | 662 | 659 | *99.55%* | *98.65%* |
| **Officers** | 81 | 76 | 75 | *98.68%* | *92.59%* |
| **Total** | **9,513** | **9,454** | **9,418** | ***99.62%*** | ***99.00%*** |
| **SMART** | | | | | |
| **Male** | 2,167 | 2,089 | 2,049 | *98.09%* | *94.55%* |
| **Female** | 1,924 | 1,831 | 1,804 | *98.53%* | *93.76%* |
| **Total** | **4,091** | **3,920** | **3,853** | ***98.29%*** | ***94.18%*** |
| **Rank & File** | 1,412 | 1,293 | 1,271 | *98.30%* | *90.01%* |
| **Management** | 1,982 | 1,941 | 1,906 | *98.20%* | *96.17%* |
| **Executives** | 648 | 639 | 633 | *99.06%* | *97.69%* |
| **Officers** | 49 | 47 | 43 | *91.49%* | *87.76%* |
| **Total** | **4,091** | **3,920** | **3,853** | ***98.29%*** | ***94.18%*** |
| **ePLDT** | | | | | |
| **Male** | 255 | 244 | 172 | *70.49%* | *67.45%* |
| **Female** | 176 | 171 | 122 | *71.35%* | *69.32%* |
| **Total** | **431** | **415** | **294** | ***70.84%*** | ***68.21%*** |
| **Rank & File** | 197 | 184 | 124 | *67.39%* | *62.94%* |
| **Management** | 141 | 138 | 106 | *76.81%* | *75.18%* |
| **Executives** | 78 | 78 | 55 | *70.51%* | *70.51%* |
| **Officers** | 15 | 15 | 9 | *60.00%* | *60.00%* |
| **Total** | **431** | **415** | **294** | ***70.84%*** | ***68.21%*** |

| | Active Employee as of 2024 | Employees eligible for performance evaluation | Employees who received a performance evaluation | % of eligible employees evaluated | % of total employees evaluated |
|---|---|---|---|---|---|
| **VITRO** | | | | | |
| **Male** | 302 | 270 | 262 | *97.04%* | *86.75%* |
| **Female** | 142 | 134 | 132 | *98.51%* | *92.96%* |
| **Total** | **444** | **404** | **394** | ***97.52%*** | ***88.74%*** |
| **Rank & File** | 248 | 219 | 211 | *96.35%* | *85.08%* |
| **Management** | 110 | 102 | 101 | *99.02%* | *91.82%* |
| **Executives** | 79 | 76 | 75 | *98.68%* | *94.94%* |
| **Officers** | 7 | 7 | 7 | *100.00%* | *100.00%* |
| **Total** | **444** | **404** | **394** | ***97.52%*** | ***88.74%*** |

| | | | | | |
|---|---|---|---|---|---|
| **PGC** | | | | | |
| **Male** | 67 | 62 | 61 | *98.39%* | *91.04%* |
| **Female** | 54 | 47 | 45 | *95.74%* | *83.33%* |
| **Total** | **121** | **109** | **106** | ***97.25%*** | ***87.60%*** |
| **Rank & File** | 20 | 17 | 17 | *100.00%* | *85.00%* |
| **Management** | 63 | 56 | 53 | *94.64%* | *84.13%* |
| **Executives** | 32 | 30 | 30 | *100.00%* | *93.75%* |
| **Officers** | 6 | 6 | 6 | *100.00%* | *100.00%* |
| **Total** | **121** | **109** | **106** | ***97.25%*** | ***87.60%*** |

*Employees eligible for Performance Assessment are those who were regularized on or before June 30, have rendered at least six (6) months of service during the performance cycle, and have not exceeded 180 days of leave. Employees who resigned or were undergoing separation during the performance cycle are excluded from the assessment.*

# Succession

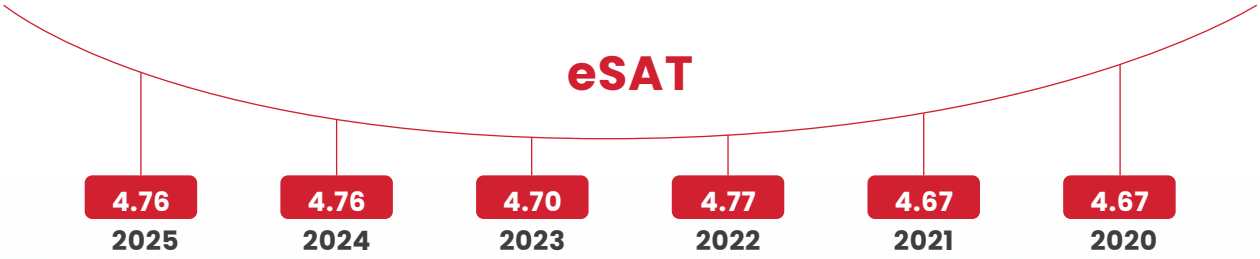
We regularly conduct enterprise-wide talent reviews to evaluate the readiness, potential, and cross-organizational mobility of employees in approaching critical roles. These reviews provide leadership with a clear picture of succession, identifying individuals at varying stages of readiness and surfacing capability gaps that require targeted development.

As we aim to continuously invest in the next generation of leaders, we implement our flagship Leadership Experience through Accelerated Development (LEAD) Program. This program is designed to build leaders and expand the depth and breadth of talents, as structured around four reinforcing pillars:

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

The Future Leader and Emerging Leader Programs are key components of the LEAD Program, designed to identify critical talent at earlier career stages and provide structured development support. These programs include rotational assignments across functions and businesses, along with curated executive development experiences to accelerate readiness for roles of greater scope and impact.

# EMPLOYEE ENGAGEMENT




## *WE:CARE Employee Experience

Taking off from the rollout of the Employee Engagement survey for PLDT and Smart employees in 2024, we operationalized the *WE:CARE framework, which stands for Workplace Experiences that Connect, Align, Recognize, and Empower.

This framework is a more intentional and unified approach to employee experience, guided by the insight that our employees want to feel heard, supported, and connected to the bigger picture. In response, *WE:CARE was shaped as an integrated ecosystem that brings these everyday experiences closer to our people.

Across 49 runs of the program nationwide, we turned this into meaningful moments. *WE:CARE roadshows, nationwide activities, family moments and diversity & inclusion efforts strengthened employee connection and belonging. Clear, accessible and unified communications ensured employees remained informed, aligned and attuned to our company purpose, while recognition programs celebrated both big and everyday wins. Employees were also empowered to take ownership of their growth and wellbeing through PLDT and Smart University upskilling programs and wellness initiatives.

Under Empowerment, WE Play Sportsfest became a shared space for energy, teamwork, and well-being for employees across the country. Through sports activities, fitness challenges, and friendly competitions across sites, it encouraged employees to stay active, connect with one another, and build a sense of community beyond work.

Complementing this, our holistic wellness programs support the employees' physical, financial, spiritual and mental health, enabling employees to perform and excel. Throughout the year, we also strengthened the call for employees to actively participate in our People Clubs, which are designed to grow communities and nurture support networks built on shared interests, active participation, and meaningful connections.

**6,539** **employees shared feedback, with an eSAT score of 4.76 (95.2%)**

This aligned with our target for 2025 and reflected sustained strong performance of our engagements, exceeding global benchmarks. More importantly, insights from the Employee Engagement survey showed encouraging shifts in areas that matter most, including job satisfaction, employee wellbeing, purpose, and performance. Employees are beginning to feel more heard, communication is becoming clearer, and a stronger sense of care is taking shape across teams.

These efforts reflect a shift from one-time activities to a more consistent and lived employee experience, where people feel valued, supported, and empowered in their day-to-day work.

Through *WE:CARE, PLDT and Smart continue to strengthen a resilient, engaged workforce—fueling business growth while keeping our people at the core.

# Employee Volunteer Programs

In 2025, PLDT Group employees engaged in community service through two flagship volunteerism initiatives, with a total of 300 employees participating across both programs. These initiatives addressed both immediate humanitarian needs and longer-term community wellbeing:

- **Relief Distribution and AKFEED** mobilized employee volunteers to prepare and distribute relief packages to families displaced or affected by natural disasters, providing essential support during the most critical and vulnerable early stages of recovery.
- The **MVP Caravan** brought employee volunteers into communities through feeding programs and storytelling sessions.



# EMPLOYEE TURNOVER GRI 3-3

The PLDT Group continuously tracks employee turnover rate and attrition data to inform how we design the employee experience, invest in retention, and build a culture where people genuinely want to stay and grow.

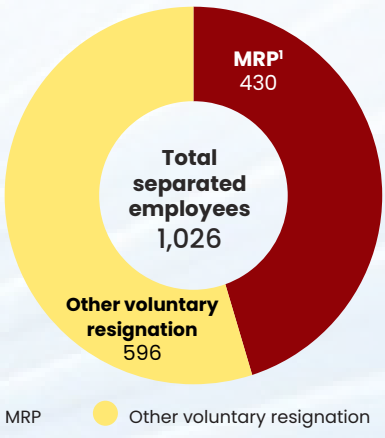
Attrition patterns were shaped by a combination of organizational factors, including workforce optimization across certain business units, retirement cycles, and competitive talent dynamics.

PLDT recorded the lowest employee turnover rate in the Group at 3.46%.

**1,026** employee separations

**7.17%** overall and combined attrition rate across the Group.




[1] *Manpower 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.*

# Attrition by Region and Nationality GRI 401-1

The majority of separations were registered in Luzon at 6.36% or 910 departures, reflecting the geographic concentration of the Group's workforce and operations in the National Capital Region and surrounding provinces. Visayas and Mindanao recorded separation rates of 0.45% and 0.33% respectively.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **84** | **0.91%** | **171** | **4.44%** | **76** | **23.24%** | **33** | **6.73%** | **4** | **3.23%** | **45** | **18.83%** | **1** | **2.22%** | **414** | **2.89%** |
| Luzon | 65 | 0.70% | 152 | 3.95% | 76 | 23.24% | 31 | 6.33% | 4 | 3.23% | 45 | 18.83% | 1 | 2.22% | 374 | 2.61% |
| Visayas | 11 | 0.12% | 10 | 0.26% | - | 0.00% | 2 | 0.41% | _ | 0.00% | - | 0.00% | - | 0.00% | 23 | 0.16% |
| Mindanao | 8 | 0.09% | 9 | 0.23% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 17 | 0.12% |
| 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** | **190** | **2.06%** | **203** | **5.28%** | **40** | **12.23%** | **13** | **2.65%** | **6** | **4.84%** | **3** | **1.26%** | **1** | **2.22%** | **456** | **3.19%** |
| Luzon | 155 | 1.68% | 181 | 4.70% | 40 | 12.23% | 12 | 2.45% | 6 | 4.84% | 3 | 1.26% | 1 | 2.22% | 398 | 2.78% |
| Visayas | 24 | 0.26% | 11 | 0.29% | - | 0.00% | 1 | 0.20% | - | 0.00% | - | 0.00% | - | 0.00% | 36 | 0.25% |
| Mindanao | 11 | 0.12% | 11 | 0.29% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 22 | 0.15% |
| 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** | **36** | **0.39%** | **56** | **1.46%** | **25** | **7.65%** | **3** | **0.61%** | **4** | **3.23%** | **-** | **0.00%** | **-** | **0.00%** | **124** | **0.87%** |
| Luzon | 31 | 0.34% | 47 | 1.22% | 25 | 7.65% | 3 | 0.61% | 3 | 2.42% | - | 0.00% | - | 0.00% | 109 | 0.76% |
| Visayas | 2 | 0.02% | 4 | 0.10% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 6 | 0.04% |
| Mindanao | 3 | 0.03% | 5 | 0.13% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 8 | 0.06% |
| 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% | 1 | 0.81% | - | 0.00% | - | 0.00% | 1 | 0.01% |
| **Officers** | **9** | **0.10%** | **14** | **0.36%** | **7** | **2.14%** | **-** | **0.00%** | **2** | **1.61%** | **-** | **0.00%** | **-** | **0.00%** | **32** | **0.22%** |
| Luzon | 9 | 0.10% | 14 | 0.36% | 7 | 2.14% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 31 | 0.22% |
| 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% | 1 | 0.81% | - | 0.00% | - | 0.00% | 1 | 0.01% |
| **TOTALS** | **319** | **3.46%** | **444** | **11.54%** | **148** | **45.26%** | **49** | **10.00%** | **16** | **12.90%** | **48** | **20.08%** | **2** | **4.44%** | **1,026** | **7.17%** |
| **Luzon** | **260** | **2.82%** | **394** | **10.24%** | **148** | **45.26%** | **46** | **9.39%** | **14** | **11.29%** | **48** | **20.08%** | **2** | **4.44%** | **912** | **6.38%** |
| **Visayas** | **37** | **0.40%** | **25** | **0.65%** | **-** | **0.00%** | **3** | **0.61%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **65** | **0.45%** |
| **Mindanao** | **22** | **0.24%** | **25** | **0.65%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **-** | **0.00%** | **47** | **0.33%** |
| **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** | **1.61%** | **-** | **0.00%** | **-** | **0.00%** | **2** | **0.01%** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

*The percentage is calculated by dividing the total number of separated employees during the reporting year by the total active employee headcount as of year-end.*

# Attrition by Age group and Generation GRI 401-1

The 30 to 50 age group recorded the highest employee turnover volume at 485 or 3.39%. Through a generational lens, Millennials (ages 28 to 43) represented the largest share of departures at 466 separations or 3.26%. Baby Boomers recorded the lowest separation volume at 47 or 0.33%.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **84** | **0.91%** | **171** | **4.44%** | **76** | **23.24%** | **33** | **6.73%** | **4** | **3.23%** | **45** | **18.83%** | **1** | **2.22%** | **414** | **2.89%** |
| Less than 30 | 32 | 0.35% | 97 | 2.52% | 45 | 13.76% | 20 | 4.08% | 2 | 1.61% | 22 | 9.21% | - | 0.00% | 218 | 1.52% |
| 30 to 50 | 34 | 0.37% | 71 | 1.85% | 29 | 8.87% | 13 | 2.65% | 2 | 1.61% | 20 | 8.37% | 1 | 2.22% | 170 | 1.19% |
| More than 50 | 18 | 0.19% | 3 | 0.08% | 2 | 0.61% | - | 0.00% | - | 0.00% | 3 | 1.26% | - | 0.00% | 26 | 0.18% |
| **Management** | **190** | **2.06%** | **203** | **5.28%** | **40** | **12.23%** | **13** | **2.65%** | **6** | **4.84%** | **3** | **1.26%** | **1** | **2.22%** | **456** | **3.19%** |
| Less than 30 | 18 | 0.19% | 26 | 0.68% | 7 | 2.14% | 1 | 0.20% | 1 | 0.81% | - | 0.00% | - | 0.00% | 53 | 0.37% |
| 30 to 50 | 35 | 0.38% | 154 | 4.00% | 29 | 8.87% | 12 | 2.45% | 5 | 4.03% | 3 | 1.26% | 1 | 2.22% | 239 | 1.67% |
| More than 50 | 137 | 1.48% | 23 | 0.60% | 4 | 1.22% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | 164 | 1.15% |
| **Executives** | **36** | **0.39%** | **56** | **1.46%** | **25** | **7.65%** | **3** | **0.61%** | **4** | **3.23%** | **-** | **0.00%** | **-** | **0.00%** | **124** | **0.87%** |
| Less than 30 | 1 | 0.01% | - | 0.00% | 1 | 0.31% | 1 | 0.20% | - | 0.00% | - | 0.00% | - | 0.00% | 3 | 0.02% |
| 30 to 50 | 17 | 0.18% | 32 | 0.83% | 15 | 4.59% | 1 | 0.20% | 3 | 2.42% | - | 0.00% | - | 0.00% | 68 | 0.48% |
| More than 50 | 18 | 0.19% | 24 | 0.62% | 9 | 2.75% | 1 | 0.20% | 1 | 0.81% | - | 0.00% | - | 0.00% | 53 | 0.37% |
| **Officers** | **9** | **0.10%** | **14** | **0.36%** | **7** | **2.14%** | **-** | **0.00%** | **2** | **1.61%** | **-** | **0.00%** | **-** | **0.00%** | **32** | **0.22%** |
| Less than 30 | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% | - | 0.00% |
| 30 to 50 | 2 | 0.02% | 3 | 0.08% | 2 | 0.61% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 8 | 0.06% |
| More than 50 | 7 | 0.08% | 11 | 0.29% | 5 | 1.53% | - | 0.00% | 1 | 0.81% | - | 0.00% | - | 0.00% | 24 | 0.17% |
| **TOTALS** | **319** | **3.46%** | **444** | **11.54%** | **148** | **45.26%** | **49** | **10.00%** | **16** | **12.90%** | **48** | **20.08%** | **2** | **4.44%** | **1,026** | **7.17%** |
| **Less than 30** | **51** | **0.55%** | **123** | **3.20%** | **53** | **16.21%** | **22** | **4.49%** | **3** | **2.42%** | **22** | **9.21%** | **-** | **0.00%** | **274** | **1.92%** |
| **30 to 50** | **88** | **0.95%** | **260** | **6.76%** | **75** | **22.94%** | **26** | **5.31%** | **11** | **8.87%** | **23** | **9.62%** | **2** | **4.44%** | **485** | **3.39%** |
| **More than 50** | **180** | **1.95%** | **61** | **1.59%** | **20** | **6.12%** | **1** | **0.20%** | **2** | **1.61%** | **3** | **1.26%** | **-** | **0.00%** | **267** | **1.87%** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

*The percentage is calculated by dividing the total number of separated employees during the reporting year by the total active employee headcount as of year-end.*



| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTERS | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **84** | ***0.91%*** | **171** | ***4.44%*** | **76** | ***23.24%*** | **33** | ***6.73%*** | **4** | ***3.23%*** | **45** | ***18.83%*** | **1** | ***2.22%*** | **414** | ***2.89%*** |
| Gen Z (Ages 18 to 27) | 20 | *0.22%* | 80 | *2.08%* | 39 | *11.93%* | 17 | *3.47%* | 2 | *1.61%* | 21 | *8.79%* | - | *0.00%* | 179 | *1.25%* |
| Millennials (Ages 28 to 43) | 46 | *0.50%* | 84 | *2.18%* | 33 | *10.09%* | 16 | *3.27%* | 2 | *1.61%* | 20 | *8.37%* | 1 | *2.22%* | 202 | *1.41%* |
| Gen X (Ages 44 to 59) | 11 | *0.12%* | 7 | *0.18%* | 4 | *1.22%* | - | *0.00%* | - | *0.00%* | 2 | *0.84%* | - | *0.00%* | 24 | *0.17%* |
| Baby Boomers (Ages 60 to 78) | 7 | *0.08%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 2 | *0.84%* | - | *0.00%* | 9 | *0.06%* |
| **Management** | **190** | ***2.06%*** | **203** | ***5.28%*** | **40** | ***12.23%*** | **13** | ***2.65%*** | **6** | ***4.84%*** | **3** | ***1.26%*** | **1** | ***2.22%*** | **456** | ***3.19%*** |
| Gen Z (Ages 18 to 27) | 13 | *0.14%* | 17 | *0.44%* | 5 | *1.53%* | 1 | *0.20%* | 1 | *0.81%* | - | *0.00%* | - | *0.00%* | 37 | *0.26%* |
| Millennials (Ages 28 to 43) | 36 | *0.39%* | 131 | *3.40%* | 23 | *7.03%* | 12 | *2.45%* | 4 | *3.23%* | 3 | *1.26%* | 1 | *2.22%* | 210 | *1.47%* |
| Gen X (Ages 44 to 59) | 112 | *1.21%* | 55 | *1.43%* | 12 | *3.67%* | - | *0.00%* | 1 | *0.81%* | - | *0.00%* | - | *0.00%* | 180 | *1.26%* |
| Baby Boomers (Ages 60 to 78) | 29 | *0.31%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 29 | *0.20%* |
| **Executives** | **36** | ***0.39%*** | **56** | ***1.46%*** | **25** | ***7.65%*** | **3** | ***0.61%*** | **4** | ***3.23%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **124** | ***0.87%*** |
| Gen Z (Ages 18 to 27) | 1 | *0.01%* | - | *0.00%* | 1 | *0.31%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 2 | *0.01%* |
| Millennials (Ages 28 to 43) | 14 | *0.15%* | 23 | *0.60%* | 11 | *3.36%* | 2 | *0.41%* | 3 | *2.42%* | - | *0.00%* | - | *0.00%* | 53 | *0.37%* |
| Gen X (Ages 44 to 59) | 16 | *0.17%* | 33 | *0.86%* | 13 | *3.98%* | 1 | *0.20%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 63 | *0.44%* |
| Baby Boomers (Ages 60 to 78) | 5 | *0.05%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 1 | *0.81%* | - | *0.00%* | - | *0.00%* | 6 | *0.04%* |
| **Officers** | **9** | ***0.10%*** | **14** | ***0.36%*** | **7** | ***2.14%*** | **-** | ***0.00%*** | **2** | ***1.61%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **32** | ***0.22%*** |
| Gen Z (Ages 18 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) | 7 | *0.08%* | 12 | *0.31%* | 7 | *2.14%* | - | *0.00%* | 2 | *1.61%* | - | *0.00%* | - | *0.00%* | 28 | *0.20%* |
| Baby Boomers (Ages 60 to 78) | 1 | *0.01%* | 2 | *0.05%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 3 | *0.02%* |
| **TOTALS** | **319** | ***3.46%*** | **444** | ***11.54%*** | **148** | ***45.26%*** | **49** | ***10.00%*** | **16** | ***12.90%*** | **48** | ***20.08%*** | **2** | ***4.44%*** | **1,026** | ***7.17%*** |
| **Gen Z (Ages 18 to 27)** | **34** | ***0.37%*** | **97** | ***2.52%*** | **45** | ***13.76%*** | **18** | ***3.67%*** | **3** | ***2.42%*** | **21** | ***8.79%*** | **-** | ***0.00%*** | **218** | ***1.52%*** |
| **Millennials (Ages 28 to 43)** | **97** | ***1.05%*** | **238** | ***6.19%*** | **67** | ***20.49%*** | **30** | ***6.12%*** | **9** | ***7.26%*** | **23** | ***9.62%*** | **2** | ***4.44%*** | **466** | ***3.26%*** |
| **Gen X (Ages 44 to 59)** | **146** | ***1.58%*** | **107** | ***2.78%*** | **36** | ***11.01%*** | **1** | ***0.20%*** | **3** | ***2.42%*** | **2** | ***0.84%*** | **-** | ***0.00%*** | **295** | ***2.06%*** |
| **Baby Boomers (Ages 60 to 78)** | **42** | ***0.45%*** | **2** | ***0.05%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **1** | ***0.81%*** | **2** | ***0.84%*** | **-** | ***0.00%*** | **47** | ***0.33%*** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

*The percentage is calculated by dividing the total number of separated employees during the reporting year by the total active employee headcount as of year-end.*

# Attrition by Gender GRI 401-1

Male employees accounted for 619 separations or 4.33%, compared to 407 among female employees at 2.85%. This distribution is consistent with the Group's overall workforce gender composition, where male employees represent a higher proportion of headcount, particularly in technical, field operations, and network infrastructure roles.

| | PLDT | | Smart | | ePLDT | | VITRO DATA CENTER | | PLDT Global | | multisys | | Other Subsidiaries | | Total PLDT Group | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Rank & File** | **84** | ***0.91%*** | **171** | ***4.44%*** | **76** | ***23.24%*** | **33** | ***6.73%*** | **4** | ***3.23%*** | **45** | ***18.83%*** | **1** | ***2.22%*** | **414** | ***2.89%*** |
| Male | 71 | *0.77%* | 83 | *2.16%* | 42 | *12.84%* | 26 | *5.31%* | 4 | *3.23%* | 31 | *12.97%* | - | *0.00%* | 257 | *1.80%* |
| Female | 13 | *0.14%* | 88 | *2.29%* | 34 | *10.40%* | 7 | *1.43%* | - | *0.00%* | 14 | *5.86%* | 1 | *2.22%* | 157 | *1.10%* |
| **Management** | **190** | ***2.06%*** | **203** | ***5.28%*** | **40** | ***12.23%*** | **13** | ***2.65%*** | **6** | ***4.84%*** | **3** | ***1.26%*** | **1** | ***2.22%*** | **456** | ***3.19%*** |
| Male | 117 | *1.27%* | 107 | *2.78%* | 26 | *7.95%* | 8 | *1.63%* | 3 | *2.42%* | 2 | *0.84%* | - | *0.00%* | 263 | *1.84%* |
| Female | 73 | *0.79%* | 96 | *2.49%* | 14 | *4.28%* | 5 | *1.02%* | 3 | *2.42%* | 1 | *0.42%* | 1 | *2.22%* | 193 | *1.35%* |
| **Executives** | **36** | ***0.39%*** | **56** | ***1.46%*** | **25** | ***7.65%*** | **3** | ***0.61%*** | **4** | ***3.23%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **124** | ***0.87%*** |
| Male | 21 | *0.23%* | 34 | *0.88%* | 18 | *5.50%* | 2 | *0.41%* | 3 | *2.42%* | - | *0.00%* | - | *0.00%* | 78 | *0.55%* |
| Female | 15 | *0.16%* | 22 | *0.57%* | 7 | *2.14%* | 1 | *0.20%* | 1 | *0.81%* | - | *0.00%* | - | *0.00%* | 46 | *0.32%* |
| **Officers** | **9** | ***0.10%*** | **14** | ***0.36%*** | **7** | ***2.14%*** | **-** | ***0.00%*** | **2** | ***1.61%*** | **-** | ***0.00%*** | **-** | ***0.00%*** | **32** | ***0.22%*** |
| Male | 5 | *0.05%* | 9 | *0.23%* | 5 | *1.53%* | - | *0.00%* | 2 | *1.61%* | - | *0.00%* | - | *0.00%* | 21 | *0.15%* |
| Female | 4 | *0.04%* | 5 | *0.13%* | 2 | *0.61%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | - | *0.00%* | 11 | *0.08%* |
| **TOTALS** | **319** | ***3.46%*** | **444** | ***11.54%*** | **148** | ***45.26%*** | **49** | ***10.00%*** | **16** | ***12.90%*** | **48** | ***20.08%*** | **2** | ***4.4%*** | **1,026** | ***7.17%*** |
| **Male** | **214** | ***2.32%*** | **233** | ***6.06%*** | **91** | ***27.83%*** | **36** | ***7.35%*** | **12** | ***9.68%*** | **33** | ***13.81%*** | **-** | ***0.00%*** | **619** | ***4.33%*** |
| **Female** | **105** | ***1.14%*** | **211** | ***5.48%*** | **57** | ***17.43%*** | **13** | ***2.65%*** | **4** | ***3.23%*** | **15** | ***6.28%*** | **2** | ***4.44%*** | **407** | ***2.85%*** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

*The percentage is calculated by dividing the total number of separated employees during the reporting year by the total active employee headcount as of year-end.*

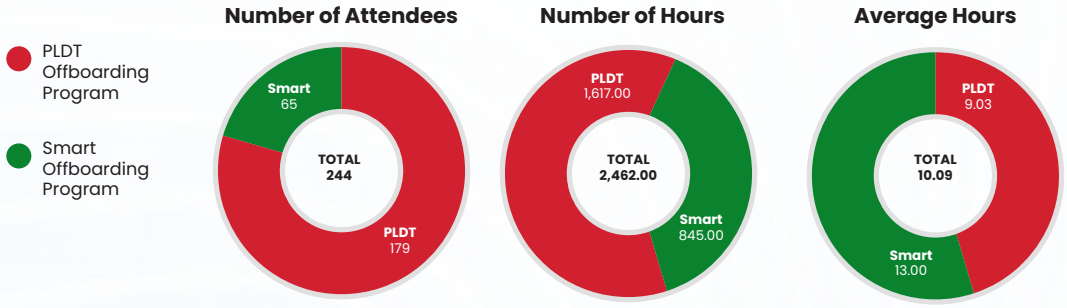


# Transition Programs GRI 404-2

As part of supporting our people throughout their journey with us, we continue to implement structured transition assistance for departing employees, fulfilling retirement benefit obligations.

These are designed to equip separating employees, particularly those retiring after long years of service, with the practical knowledge and confidence needed to navigate the transition out of active employment. Program content covers retirement benefit entitlements and processing, financial planning and asset management, healthcare and wellness, mental health and psychosocial preparation for retirement life, and access to re-skilling or livelihood resources where applicable.

## Transition Assistance Training




In addition, defined benefit retirement plans for employees provision support for financial security beyond active employment.

## Defined benefit plan obligations and other retirement plans (PhP in millions) GRI 201-3

| | PLDT | Smart | ePLDT | PLDT Global |
|---|---|---|---|---|
| Defined Benefit Obligation | 17,390 | 3,502 | 84 | 46 |
| Fair Value of Plan Assets | 13,976 | 4,245 | - | 49 |
| Net Defined Benefit Asset/ (Liability) | (3,414) | 743 | (84) | 2 |
| Employee Salary Contribution (%) | none | 5% to 10% | none | up to 10% |

*Each 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.*

*Dash (-) indicates zero value*

# CUSTOMER WELFARE AND PRODUCT GOVERNANCE

GRI 3-3, 416-1, 416-2, UNGC PRINCIPLE 9

## Product Stewardship

The PLDT Group upholds a comprehensive and multi-layered approach to ensuring that products and services are safe, relevant, and delivering positive value to customers and end-users. Complementing continuous investments in infrastructure and innovations, we hence uphold a strategic focus on customer welfare through product stewardship.

Key to our approach are robust internal assessments and quality control systems that identify risks, foster continuous enhancements, and facilitate adoption of safety-by-design measures. These are geared towards strengthening compliance with relevant regulations and alignment with industry best practices, particularly on privacy protection, consumer welfare, and child online protection. These are also anchored on broader groupwide policies on human rights, digital inclusion, and the responsible use of AI.

## Product Design

Across the PLDT Group, products and services are designed to address key expectations of customers, which are primarily about maximizing benefits of digital connectivity and being protected from potential negative impacts of technology and platforms.

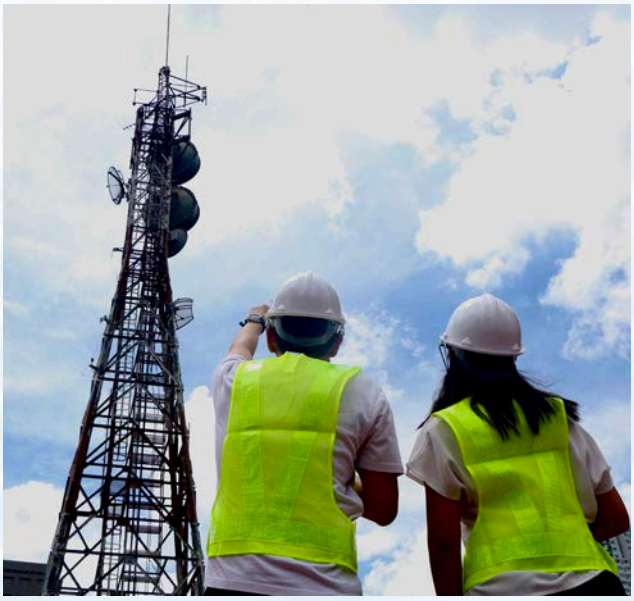
To assess and identify key customer interests, we undertake market research and regular stakeholder consultations to gain insights into customer needs, expectations, and concerns. We also actively engage with our supply chain, business partners, and industry associations to foster knowledge-sharing, alignment of standards, and to keep abreast of evolving industry risks and innovations.

These measures inform the design of our products and services, as well as guide broader strategies to support business growth and foster value-adding engagements with various stakeholders. As we develop our products and services, we also recognize how they impact the larger society and environment and contribute at scale towards helping achieve the UN SDGs.

## Safety of Infrastructure

Acknowledging public concerns on potential health and community impacts of telecoms infrastructure, we operate under strict compliance with safety standards and regulations. We work closely with our regulators to support public consultations and research, particularly on concerns regarding of electromagnetic fields

In addition, we continuously fortify our network infrastructure and design our operations to be able to withstand climate change risks, illegal cable cuts, and tampering. When deploying vital network facilities, particularly submarine cables, we conduct comprehensive impact assessments to mitigate potential risks on biodiversity and local communities.



# Responsible Marketing and Advertising

GRI 3-3, 416-1, 417-1, 417-2, 417-3, SASB TC-TL-220A.1

The PLDT Group upholds responsible marketing and advertising practices grounded in truthfulness, transparency, and accountability. Marketing, advertising, and public relations activities are governed by internal policies aligned with industry guidelines and national regulations, reflecting our commitment to ethical communications, customer-centric storytelling, and responsible engagements with stakeholders.

The following are our key practices to uphold responsible marketing, advertising, and public relations:

- **Claim Substantiation:** Product and marketing claims are substantiated and must be supported by verifiable evidence before they are released. We provide accurate and balanced information about our products, services, and their impact on customers. We also uphold standards to ensure that our advertising is respectful and sensitive to diverse audiences.
- **Privacy Protection:** Marketing and advertising activities observe strict adherence to data privacy policies, safeguarding customer data in every campaign. Through publicly accessible privacy policy and service-specific privacy notices, we inform customers about instances where opt-in consent is required before their personal data is collected, used, retained, or processed for secondary purposes. These public documents detail mechanisms provided for customers to actively manage their consent preferences, particularly regarding specific activities, such as direct marketing and related profiling.
- **Child Protection:** We uphold child safeguarding policies that guide marketing programs and promotional campaigns, especially those that involve the participation of children. These policies emphasize consideration of a child's best interest prior to using their images as a documentary or promotional material. These prevent irresponsible and indiscriminate public display or distribution of images of children and ensure that campaigns are executed in accordance with the applicable laws and regulations on child welfare and protection.
- **Ethical Disclosures and Social Media Use:** Specific to ePLDT, paid advertising, sponsored partnerships, and endorsements are clearly disclosed in accordance with applicable advertising standards, enabling audiences to distinguish promotional from organic content. Sponsored content is appropriately tagged, and the company fosters a respectful online community, acting promptly on reports of harassment, misinformation, or harmful behavior across its channels.
- **Responsible Digital Adoption:** Marketing initiatives across the PLDT Group promote secure and responsible use of technology. PLDT Home, Smart, and PLDT Enterprise campaigns emphasize digital trust solutions and media and information literacy to raise awareness of digital risks, while Maya supports responsible marketing through customer education programs. Maya 101 guides users on safe app usage, and Scam Patrol helps customers identify fraudulent messages and unsafe practices.
- **Self-Regulation and Compliance:** Marketing and advertising materials undergo internal evaluation processes and a formal review and clearance from the Ad Standards Council (ASC) for material claims and Reasons to Believe (RTBs) prior to public release. We also comply with the codes and guidelines of the Philippine Association of National Advertisers (PANA) and other relevant regulatory and self-regulatory bodies.
- **Industry Alliances:** We work with various professional organizations for business communication and public relations,

participating in engagements that facilitate sharing of best practices, benchmarking, and recognition of industry practices that uphold ethical standards and deliver positive impact on the community and society.

- **Customer Support and Feedback:** We make available various customer support channels and feedback mechanisms. These platforms allow customers to report issues and raise concerns on our products and services, reinforcing accountability while enabling continuous improvement in product quality, safety, and communications.

To foster continuous improvement in our product safety, labeling, marketing, and advertising processes, we do an annual monitoring of our performance. The tables below show highlights from 2025:

GRI 416-2, 417-2, 417-3

| Number of Substantiated Customer Concerns/ Complaints Received and Resolved involving Children | | |
|---|---|---|
| **Product safety<br>Product Labeling<br>Marketing** | | **ZERO** |

| Number of Substantiated Customer Concerns/ Complaints Received and Resolved | | |
|---|---|---|
| **Product safety<br>Product Labeling<br>Marketing** | | **ZERO** |

Substantiated complaints are those that are lodged through our formal channels (e.g., official hotlines, app and website portals, social media accounts, retail stores/community activations, or regulator referrals). These complaints undergo internal review to corroborate verified customer claims with evidence (e.g., ad/offer copy, call/chat logs, plan records, billing, device or network logs, timestamped screenshots) to check whether marketing, labeling or representations were inaccurate, incomplete, or not applied as communicated. If these conditions are missing, (e.g., only from public comments without a case ID or no evidence supporting the claim), complaints are tagged as unsubstantiated. Investigation and corrective measures are governed by internal policies and align with our compliance with relevant laws and regulations.

# Sustainability in Products

UNGC PRINCIPLE 7, 8, 9

## Climate Mitigation and Adaptation

As we expand and modernize our network infrastructure, we are simultaneously transitioning operations to strengthen operational eco-resource efficiency, lower GHG emissions, and contribute to climate change mitigation.

For PLDT and Smart, primary efforts include the adoption of renewable energy sources and the continuous expansion and upgrades from copper to fiber optic cables, and the expansion of the 5G network. Compared to older broadband technologies, fiber optic and 5G are known to consume significantly less energy per unit of data, translating to reductions in GHG emissions across our networks. For our wireless sites, we have also invested in AI-enabled green radio solution that optimizes energy usage and helps drive down GHG emissions at scale.

For VITRO, we continue to embed environmental sustainability into the design, construction, and day-to-day operations of data centers, particularly focusing on optimizing energy efficiency, conserving water, and increasing the share of renewable energy sources in the power mix.

Moreover, as the Philippines places a stronger focus on climate adaptation, we continuously fortify our network equipment and operations to strengthen resilience, deliver uninterrupted services, and withstand extreme weather events that hit the country.



## Circularity

While we do not manufacture electronics or mobile devices, we understand that our value chain operations and product life cycle still contribute to the generation of electronic waste (e-waste). As our customers and stakeholders are increasingly growing aware of how e-waste poses threats to human health and environment, it has become even more imperative for us to champion practices that take responsibility for how electronics and devices are used, recovered, and managed at end of life.

Guided by the principles of circularity, we implement practices that aim to keep electronics associated with our services in productive use for as long as possible, and recover them at the post-consumer stage. We operationalize these through collaborations across our supply chain, engagements with customers, and internal systems that aim to minimize waste and maximize resource efficiency.

We work with device manufacturers that have embedded circularity into their production processes and offer service repair and take-back programs. This enables us to offer devices that support the latest network technologies, incorporate recycled materials, and provide access to circular solutions. We aim to scale this up in the coming years through integrated campaigns that make it easier for customers to trade in their old devices in exchange for incentives and discounts on the latest devices.

## Device Replacement and Insurance Program

Smart maintains a seven-day replacement warranty as a standard measure for devices bundled with our wireless services. Returned devices are further assessed for repair, recycling, or refurbishment, in collaboration with device suppliers, third-party recyclers, and wholesaler partners. Devices are maximized for their value and function throughout this process and are only disposed of responsibly when assessed to be beyond repair.

In 2025, Smart continued to offer Phone Protect, in partnership with Igloo. This provides postpaid customers with coverage against accidental and liquid damage, fire, and theft, as well as access to device repair services nationwide.

## CPE Recovery and Refurbishment

For PLDT Home, we implement a systematic recovery and refurbishment program for Customer Premises Equipment (CPE), including modems, routers, and landline telsets, deployed with fixed broadband services. This aims to increase equipment retrieval, reduce disposal rates, and extend asset life cycles.

Recovered CPEs undergo thorough physical inspection for defects, wear, and damage, and are further tested for functionality and performance. Units that pass are refurbished and redeployed. Those assessed to be beyond repair are directed to third-party e-waste treatment, storage, and disposal (TSD) facilities accredited by the Department of Environment and Natural Resources (DENR), where they are handled in accordance with proper standards, tools, and procedures.



## Be Kind. Recycle.

In support of global and national efforts to promote circularity and increase recovery and formal recycling of e-waste from consumers, we have continued to scale up our *Be Kind. Recycle.* e-waste management program.

Leveraging our nationwide presence and operations, this aims to lower consumer barriers to proper e-waste disposal and increase the volume of e-waste formally recycled through accredited e-waste TSD facilities. During the year, we have thus expanded availability of e-waste collections via our retail store operations, enterprise client relations, trade marketing activities, sales blitzes, industry partnerships, and customer community programs. We have also been actively championing youth-generated campaigns and participating in public education efforts on circularity, climate action, and sustainability.

From July 2023 to the end of 2025, the program has enabled an extensive network of over 200 e-waste collection sites nationwide, translating to more than 36.5 metric tons of e-waste recovered and approximately 14.9 metric tons of carbon dioxide avoided.

## Sustainable Revenues

Aligned with various sustainable finance taxonomies, the PLDT Group's Data and ICT revenues were generated through the delivery of fixed and wireless networks and digital infrastructure that actively support the Philippines' transition to a low carbon economy.

These include the nationwide rollout of fiber optic networks, the deployment of 5G wireless networks, the operation of data centers using renewable energy, and the provision of ICT services that enable digital transformation of businesses.

## Plastic Waste Reduction

During the year, our wireless brands continued to push for the adoption of embedded SIMs or eSIMs. Unlike traditional physical SIM cards, eSIMs require little to no physical packaging and can be activated via a QR code, significantly cutting down on physical materials and the use of plastics.

In addition, we have conducted organizational learning sessions on the Extended Producer Responsibility (EPR) Law, particularly for our product, marketing, and sales teams. This has kicked off our institutional registration as Obliged Enterprises under the EPR Law, which signifies our commitment to strengthen adoption of circular measures and contribute toward national plastic neutrality targets.



# CHILD RIGHTS

GRI 3-3, 408-1, UNGC PRINCIPLE 4-5, GSMA-INT-03

Children are among the PLDT Group's most important stakeholders. As citizens of the digital world, children interact with our services daily to learn, connect, express themselves, and participate in the digital society. As dependents of our employees, they benefit from our workplace policies and programs. As members of the communities where we operate, we acknowledge that our business decisions, especially those on technology, digital inclusion, and climate, ultimately impact children.

Our approach to integrating children's rights into our business is anchored on the Children's Rights and Business Principles (CRBP) framework and institutionalized through the PLDT and Smart Human Rights and Child Safeguarding Policies. With an understanding of risks children face in the digital society, we identify Child Protection as among our material topics, and continue to recognize its intersectionality with other areas such as Employee Welfare, Customer Welfare, and Cybersecurity and Data Privacy, among others. These all form part of the strategic oversight of our Board of Directors through the GNSC.

## Child Participation

In 2025, we continued to advance children's rights through various collaborations with the government, civil society, youth leaders, and children themselves. These aimed at incorporating children's perspectives into our sustainability roadmap and consulting stakeholders on how young people navigate risks and opportunities of digital technology and AI. These engagements have shed light on children's concerns on evolving harms, such as AI-generated child sexual abuse and exploitation materials (CSAEM), and on other issues that affecting their communities at large, including the wider range of cyber crimes, privacy concerns, child labor, climate change, and waste management.

Collectively, insights from engagements with children and youth representatives are cascaded internally. These form part of continuous capacity-building efforts, in support of our goal to develop better policies and products that promote children's welfare.

## Child Protection

Recognizing key concerns of children, we remained steadfast in our measures to protect them online.

**Blocked** more than **2 million URLs** linked to online sexual abuse or exploitation of children (OSAEC), since June 2021

More than **1 million attempts prevented** to access CSAEM during the year

**5.1 billion cyberattacks and breaches blocked** to provide an extra layer of protection for Children, vulnerable end-users, and customers

These are continuously reinforced by year-round customer engagement and community programs that promote cybersecurity, child online protection, digital literacy, and responsible digital citizenship.

Moreover, we have expanded Smart's Service Terms and Conditions to communicate how we protect children online and comply with Republic Act 11930 or the Anti-OSAEC and Anti-CSAEM Law.

To address concerns on child labor, we continued to integrate prevention measures into our own operations and our contractual agreements with our supply chain. Age checks are a standard component of our recruitment process, requiring applicants to be at least 18 years of age. Extending the same principle to our supply chain, we include compliance with anti-child labor laws in our regular supplier performance assessment.

As we aim to maintain our zero-child labor stance, we also strengthen the enablement of children's education and overall development through our employee support programs, as well as through related interventions via the PLDT-Smart Foundation and the MVP Sports Foundation.

Supporting all our efforts towards children's rights, we maintain a dedicated reporting channel for child rights concerns through the PLDT Corporate Governance Hotline at CGOHotline@pldt.com.ph. This is available to both internal and external stakeholders. Reports undergo due process, investigation, and corrective action in line with our internal policies and procedures. We also support national reporting mechanisms through the MAKABATA Helpline 1383 of the Council for the Welfare of Children.

**ZERO**

GRI 417-2, 417-3
**substantiated complaints related to product safety, marketing, and labeling measures on children in 2025**

GRI 408-1, 409-1
**reported cases of child labor in our workplace and supply chain**

# SHARED VALUE PROGRAMS AND PHILANTHROPIC CONTRIBUTIONS

GRI 3-3, 203-1, 203-2, 413-1, 413-2, GSMA-INC-03

The PLDT Group advances shared value programs that strengthen business competitiveness while contributing to long-term sustainability. Leveraging its robust technology infrastructure and extensive network coverage, the Group responds to the economic and social needs of the communities it served.

These initiatives promote digital inclusion and harness technology as a catalyst for development and transformation. Through strategic partnerships with government, academe, media, civil society, and the community, the Group delivers collective impact across key areas such as education, internet and media safety, disaster resilience, and livelihood. These efforts form the core of PLDT's Corporate Citizenship strategy, anchored on the pillars of Connection, Concern, Conservation, and Commitment under its Sustainability Roadmap.

**Internet and Media Safety** The PLDT Group continues to champion internet safety, data privacy, and cybersecurity to help safeguard its customers and end users, with particular attention to protecting vulnerable groups such as children and the youth. The Company remains committed to providing stakeholders with high-quality, affordable connectivity, alongside a safe and secure digital experience.

Through its #BeCyberSmart program, PLDT and Smart empower a wide range of audiences—including students, parents, teachers, farmers, government workers, small business owners, and the media — with essential knowledge and tools to navigate the digital







environment safely and responsibly. This effort reflects the Group's broader commitment to cultivating a safe and inclusive digital ecosystem. Complementing this is the Better Today for Kids program, which reinforces PLDT and Smart's advocacy for children's rights and promotes safer online spaces through technology-enabled community interventions.

In 2025, the Group's key Internet and Media Safety initiatives and impact included:

- PLDT and Smart reached more than 53,758 individuals through the #BeCyberSmart internet safety awareness program, delivered through both face-to-face sessions and online training format.
- The Group equipped 7,661 youth leaders and teachers to serve as local #BeCyberSmart champions in their schools and barangays via training-of-trainers sessions, enabling wider peer-to-peer learning and sustained community engagement.
- In collaboration with DOJ-IACAT, PLDT and Smart delivered the Better Today program to 1,906 teachers, students, and local leaders, supporting greater awareness and prevention of OSAEC.
- The PLDT Group also trained 141 journalists and other media personnel in NCR, Cebu, Cagayan de Oro, Davao, and Eastern Visayas on AI and Media Safety, equipping them with knowledge to use emerging technologies responsibly while strengthening digital resilience in news and content creation.




**Disaster Resilience** The PLDT Group promotes disaster resilience and nurtures a culture of preparedness across its workforce and the communities it serves, recognizing the Philippines' vulnerability to frequent typhoons, volcanic events, and other natural and human-induced hazards. Through its robust technology and infrastructure, the Group provides essential support before, during, and after emergencies, helping maintain critical lifelines and enabling timely response and recovery.

To strengthen local preparedness, the Group deploys its *Ligtas Kit*, a portable all-in-one emergency communications package that equips hazard-prone LGUs with essential tools and devices that enable crucial communication before, during, and after disasters and emergencies. When disasters occur, PLDT and Smart further extend assistance by setting up *Libreng Tawag (free calling), Libreng Charging (free charging),* and *Libreng WiFi (free wifi)* stations, ensuring affected communities regain access to vital communication channels during their most vulnerable moments.

In 2025, the PLDT Group strengthened the country's disaster resilience by delivering timely support and restoring essential services to communities most affected by natural hazards.

- PLDT and Smart provided 7,360 relief packs to families impacted by calamities, ensuring immediate access to food and necessities during crises. The companies also established 81 emergency communications stations, enabling residents in disaster-stricken areas to reconnect with loved ones, seek assistance, and access critical information through *Libreng Tawag, Libreng Charging*, and *Libreng WiFi* services.
- To help local governments respond more effectively, the Group deployed four *Ligtas Kits* to hazard- prone municipalities and trained local representatives on emergency communications protocols. These efforts enhanced community preparedness and supported frontline responders with reliable communication tools during emergencies.
- PLDT and Smart also advanced national emergency readiness by working with the Philippine Disaster Resilience Foundation to facilitate strategic workshops for the DICT. Through this collaboration, 15 DICT Regional Offices developed and presented their respective Regional Emergency Communications Plans—essential building blocks toward completing the country's comprehensive National Emergency Communications Plan (NECP).

**Education** The PLDT Group supports the digital transformation of the education sector by providing access to technology, innovative pedagogy, and capacity-building to ensure that no learner gets left behind in the digital and creative economy.

In 2025, the PLDT Group made significant strides in enabling education through the following:

- PLDT and Smart strengthened education resilience and delivery of quality education by formalizing an MOU with the DepEd and the *Central Visayan Institute Foundation (CVIF)* for the nationwide rollout of the CVIF–Dynamic Learning Program, an innovative pedagogical approach that develops independent learning, particularly in Science, Technology, Engineering, and Mathematics (STEM) subjects, successfully transitioning a private-sector initiative into a national standard. To support its expanded implementation, the Group trained 1,520 teachers on the disaster-resilient pedagogy.
- To facilitate access to high-quality basic education, the Group implements the *School-in-a-Bag* initiative, providing portable digital classrooms to remote schools and reaching 1,112 education teachers and students in last-mile areas.







- At the tertiary level, PLDT and Smart continue to foster a culture of innovation in schools through programs such as the *Smart Wireless Engineering Education Program (SWEEP)*, which, now in its 22nd year, reinforces its role as the Philippines' longest-running academe-industry linkage with a network of 25 partner universities nationwide, advancing engineering talent development through learning sessions reaching over 1,800 students, on-the-job trainings in the Group's local facilities, and immersive TechnoLab Tours that exposed 373 students to emerging technologies and real-world innovations.
- *Innovation Generation Season 4* was implemented in partnership with the National Council on Disability Affairs (NCDA) to foster inclusive innovation and youth empowerment. 484 students and teachers from schools nationwide participated in the program that culminated in the development of 20 functional Minimum Viable Products (MVPs).
- To foster lifelong learning in the digital age, the PLDT Group launched the *AI-in-a-Box* initiative, reaching 2,591 Filipinos—including teachers, students, micro-entrepreneurs, farmers, LGU staff, people with disabilities, and members of the media—by enabling various sectors to harness technology to enhance how they work, learn, and live, and by bringing AI closer to communities through practical AI knowledge, tools, and skills, while also deploying *AI-in-a-Box* kits to 22 media partners across Luzon, Visayas, and Mindanao, providing connectivity and access to premium AI tools to support them in creating more impactful content.




**Livelihood** The PLDT Group recognizes its vital role in enabling the country's digital economy—one that supports poverty alleviation, human capital development, food security, and broader economic growth. As the Philippines' largest fully integrated telco, the PLDT Group leverages its technology and industry expertise to empower communities and sectors.

Through programs such as the *Digital Farmers Program* and *eBizNovation*, the PLDT Group drives the digital transformation of smallholder farmers and micro, small, and medium enterprises (MSMEs), by providing access to digital tools, skills development, and capacity-building initiatives that enable participation in the digital economy and contribute to livelihood improvement.

In 2025, key Livelihood initiatives and impact included:

- PLDT and Smart trained 3,681 representatives of MSMEs and cooperatives on digital entrepreneurship, e-commerce, and AI, equipping them with practical knowledge to strengthen their online presence, improve business operations, and expand market opportunities.
- In partnership with the Department of Agriculture–Agricultural Training Institute (DA-ATI), PLDT and Smart supported 1,351 smallholder farmers through digital literacy training and access to connectivity and technology, helping them build essential digital skills to improve access to information, tools, and livelihood opportunities.

**Inclusion, Diversity, Equity** The PLDT Group continues to promote digital inclusion for persons with disabilities and to uphold the rights of Indigenous Peoples. Through the *Inclusion, Diversity, Equity, and Advocacy through Technology (IDEATe)* Program, the Group conducts cultural and disability sensitivity workshops for employees and partners and provides marginalized communities with training in AI tools and digital entrepreneurship to support participation in the digital economy.

In 2025, key Inclusion initiatives and impact included:

- Trained 294 people with disabilities on digital entrepreneurship, android accessibility, remote technology jobs, and AI for accessibility
- Organized disability sensitivity seminars and workshops attended by 1,134 PLDT and Smart Employees and faculty members of partner universities





# PLDT-SMART FOUNDATION HIGHLIGHTS




**Education**

- MVP Extraordinary Mobile Library reached 1,500+ children across Quezon City, Pasig, San Juan, Benguet, Naga City, and Pasay City—providing "Sacks of Joy" with extraordinary books and learning activities and feeding with partners ASA, Huawei, and Tulong Kapatid Group.
- Scholarship Programs supported underprivileged students through CARITAS, UP Engineering, PSF-PNP Educational assistance, and Gabay Guro, benefiting nearly 3,000 scholars.
- MVPAEA celebrated its 21st Anniversary, marking years of commitment to academic excellence.
- Distributed 3 School in a Bag units in partnership with Angat Buhay and ASA Philippines, expanding access to learning tools, especially schools in hard-to-reach areas.
- Turned over 10 laptops and 1 TV to the LGU of Ormoc to support their public library, in partnership with Huawei.

**Livelihood**

- PSF Smart Cart Program supported 24 MSMEs across NCR, Baguio, Benguet, Ormoc, and Naga City.
- Launched the 1st PSF Smart Cart Bazaar, featuring 15 local partner vendors.
- Sustainable Cacao Training Program expanded to Cebu, providing hands-on training to 54 farmers and strengthening partnerships with BICAO farmer cooperatives in Bohol, our pilot area of the project, to promote sustainable cacao farming and improve farmer livelihoods.

**Disaster Response & Recovery**

- Through Relief Efforts and AKFEED, PSF assisted nearly 10,000 families nationwide affected by typhoons, flooding, earthquakes, fires, and volcanic eruptions, in partnership with Tulong Kapatid Group, PLDT, and Smart Sales Team.

**Special Projects**

- Repaired the Baseco, Tondo Day Care Center, ensuring safer, flood-free classrooms for young learners.
- Supported Looc National High School in upgrading its library during the Asian Carrier Conference in Cebu, aligned with PSF's digitalization initiatives in partnership with Huawei and Samsung
- Distributed Noche Buena (Christmas midnight meal) packs to earthquake-affected families in Liloan, Cebu through Paskong Kapatid with Tulong Kapatid Group.
- MVP Salu-salo (communal meal) for MVP's Birthday participated by 102 kids
- Distributed Crocs to 50 farmers in Kabayan, Benguet

**2026 to 2027 Plans**

- Expand the Cacao Training Program nationwide.
- Launch STEM Collaboration in Education and Learning (STEM-CEL), a collaborative education initiative for public and private universities.
- Scale up the MVP Caravan integrating education and livelihood efforts.
- Grow livelihood programs to support more MSMEs.
- Strengthen partnerships with government, schools, and private organizations to deepen community impact.

*All shared value programs, philanthropic contributions, and initiatives of the PLDT–Smart Foundation were implemented across 100% of our operations nationwide, covering Luzon, Visayas, and Mindanao.*

CONSERVATION

# CONNECTING WITH NATURE AND PRESERVING THE PLANET FOR FUTURE GENERATIONS

Recognizing our dependence on the health of our natural ecosystems, we integrate nature and environmental stewardship into our business operations.

"Conservation" encapsulates our approach towards helping address the triple planetary crisis through innovation and operational efficiency, unlocking solutions and collective action to preserve the planet for future generations.

## SUPPORTS





Photo by: Laemar John Chavez, PLDT

# ENVIRONMENTAL MANAGEMENT SYSTEMS AND GOVERNANCE

In alignment with PLDT's sustainability roadmap and commitment to responsible operations, we integrate environmental stewardship into our decision-making processes, from energy and water usage, as well as waste and emissions management. We aim to go beyond compliance by reducing environmental risks that can affect people's health and livelihoods and disrupt essential services, helping keep our operations reliable and our progress sustainable over the long term.

Environmental management is a shared responsibility throughout the organization, involving both network planning and facility operations teams. We reinforce this through policies and capacity-building programs for employees, and through oversight by the PLDT Board of Directors via its Governance, Nomination and Sustainability Committee (GNSC), to help ensure that our commitments translate into consistent action on the ground.

Operational resource efficiency is acknowledged to be a significant priority, as the management of energy, water, and other natural resources impacts both business resilience and the welfare of the communities served. By managing resources responsibly, we work to reduce our footprint while supporting long-term value creation for our stakeholders.

For example, by improving energy efficiency and strengthening how we manage power and fuel use across our operations, we help keep critical connectivity available when communities need it most, including during typhoons and flooding. By bringing environmental considerations into operational choices, we work toward healthier ecosystems and a more sustainable future for the communities connected by our services.

This is fully aligned with our corporate values and recognition of our shared responsibility to protect the environment while supporting inclusive economic growth. We actively participate in advancing national efforts toward carbon reduction and are inaugural members of the government-led Stakeholders' Chamber on the Sustainable Development Goals of the Department of Economy, Planning and Development (DEPDev), in support of national government efforts to align with global targets for Net Zero.

## Environmental Risk Management

We comply with environmental laws and regulations to help protect the health and safety of our employees and host communities, safeguard local ecosystems, and reduce environmental risks across our network operations and facilities.

We do this through a structured Environmental Management System (EMS), accountable roles, and targeted programs such as energy management. This includes meeting government standards on air quality, solid and hazardous waste management, and reforestation, among others.

Various Board-approved PLDT and Smart policies guide our environmental management approach, including our commitments on biodiversity, energy management, and water, as well as our CEO-approved Occupational Safety and Health & Environmental Commitments.

To ensure continuous improvement and transparency, PLDT and Smart's CEHS and data center operations are aligned and have achieved ISO 14001:2015 (Environmental Management System) certification.

We also undertake periodic audits of our environmental management system through trained Internal Auditors and International IRCA-certified Lead Auditors facilitating the implementation of the EHS audit program across the different sites.

Dedicated units and personnel help turn these commitments into consistent day-to-day practices. Our Energy Management teams and PCOs implement our Environmental Management System, track performance, spot gaps early, and drive improvements. They also prepare quarterly progress reports for the DENR to support timely corrective actions and transparent regulatory engagement.

For operations within protected areas, we form cross-functional teams to support careful planning and strict compliance with site-specific environmental controls. These include meeting applicable regulatory conditions and incorporating conditions raised by local communities hosting our facilities, helping minimize disturbance and protect sensitive habitats.

Our approach aligns with key national frameworks, including:

- Republic Act (RA) 11285, or the Energy Efficiency and Conservation Act, provides a comprehensive national framework to reduce energy consumption and promote responsible use of resources. In line with this mandate, we embed energy efficiency into our operations to help lower energy demand and associated emissions while supporting business continuity and cost discipline.

- RA 9513, or the Renewable Energy Act, establishes the framework for accelerating the development and utilization of renewable energy resources. Where feasible, we support this shift through planning and operational actions that help reduce our long-term environmental footprint.

Beyond site compliance, energy is a major lever for reducing environmental impact across our operations. Our certified energy managers and certified energy auditors conduct comprehensive audits across facilities and operations to identify high-impact opportunities to reduce consumption and improve efficiency. These insights inform our Energy Management Plan, which combines near-term actions with long-range strategies to reduce energy use and optimize processes, supporting operational resilience and helping reduce our environmental footprint.

Our CEHS, PFM, and Network units work closely together to implement these measures and oversee performance, ensuring energy-saving initiatives translate into reliable services for customers and meaningful benefits for the communities we serve.

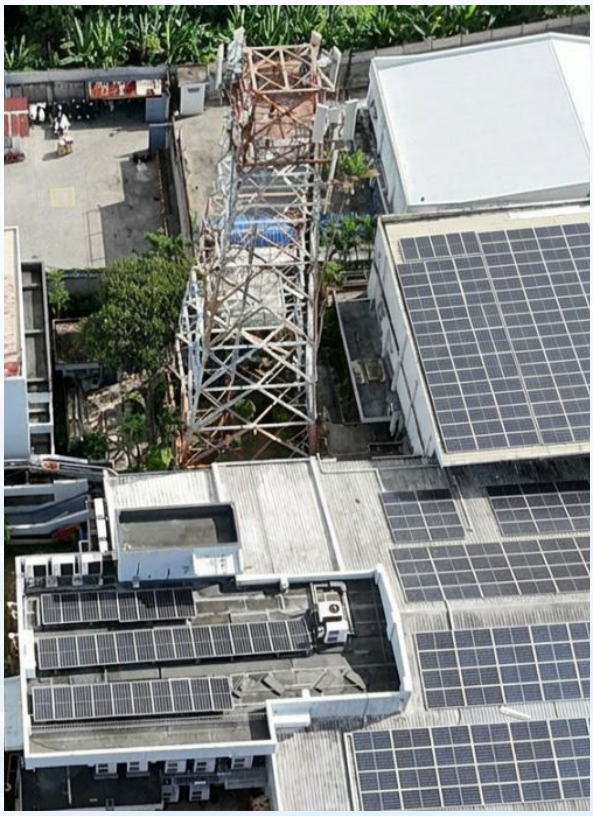
As environmental regulations continue to evolve, the PLDT Group is strengthening its capability through reinforced monitoring, governance, and site-level controls. This enables us to meet current and emerging standards while delivering stronger risk management, resource conservation, and a safer, more sustainable operating environment that protects people and the planet.

# ENERGY AND RESOURCE EFFICIENCY IN OPERATIONS

GRI 3-3, 102-4, 103-1, 305-5, GSMA-ENV-01, GSMA-ENV-02, UNGC PRINCIPLE 8

The PLDT Group developed a decarbonization roadmap that supports the Philippines' Nationally Determined Contribution under the Paris Agreement. It aims to help people and organizations stay connected as climate risks intensify. The roadmap targets a 40% reduction in Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 2030, using 2019 as the baseline.

To achieve our 2030 target, we focus on three levers: (1) energy and resource efficiency, (2) use of renewable energy (RE), and (3) lower-emissions, more resilient power solutions across operations, while maintaining cost discipline.



Improving our energy performance strengthens network resilience and helps sustain service continuity, especially during disruptions. When power disruptions and extreme weather occur, families, businesses, and essential services rely on stable connectivity to access information, coordinate response, and keep daily life moving.

We therefore conscientiously track electricity, fuel, and water consumption across our facilities to identify inefficiencies, prioritize upgrades, and sustain conservation measures. This data-driven approach helps reduce emissions and operating costs while supporting dependable performance, particularly when systems are under strain.

In our buildings, we are improving energy performance to support day-to-day service reliability and reduce emissions. We are upgrading to more energy-efficient air-conditioning units and chillers, deploying building automation systems, and using Internet of Things (IoT) sensors to monitor and control temperature and humidity. We are also assessing building-envelope technologies to reduce cooling demand, particularly as higher temperatures can increase cooling loads and overall energy use.

The PLDT Group is also switching strategic sites and facilities to solar-generated electricity. Increasing the share of renewables in our energy supply lowers emissions and reduces exposure to long-term energy price volatility, helping keep operating costs more predictable as we invest in reliable connectivity. We are also expanding supply partnerships to increase the share of renewables in our energy mix.

For our network facilities, the Network Energy Management team plays a critical role in improving energy efficiency nationwide and is currently developing a formal Energy Management System (EnMS), with the goal of achieving ISO 50001 certification in 2026. The team conducts regular energy learning sessions to build awareness and capability among field and facilities personnel, while providing clear strategies and operational guidelines to support the implementation of energy-efficient practices at network sites. In parallel, the team monitors and analyzes electricity consumption supporting data driven identification of inefficiencies and optimization opportunities.

Currently, the team is focusing on optimization efficiencies of support equipment in the sites through inclusion of Power Usage Effectiveness (PUE) metrics and deployment of AI-driven radio access network optimization.

Across our data centers, we implemented targeted energy-efficiency measures to improve cooling performance and reduce electricity consumption. These include the use of cold aisle containment to prevent the mixing of hot and cold air and ensure more efficient delivery of cooled air to IT equipment, as well as the installation of blanking panels within server racks to minimize hot air recirculation through unused spaces. In parallel, we optimize cooling operations by adjusting chiller setpoints based on defined cooling service level agreements (SLAs), allowing systems to operate at higher efficiency while maintaining safe and reliable conditions for critical equipment. Together, these measures strengthen airflow management, enhance cooling efficiency, and support more energy-efficient and resilient data center operations.

In 2025, we strengthened capability-building and partnerships that support energy and emissions management across the Group.

PLDT and Smart now have over 100 Certified Energy Managers (CEM) from network operations and facilities management, reinforcing our commitment to resource efficiency and compliance with environmental management regulations. The initiative was undertaken with the Meralco Power Academy and supports compliance with the Department of Energy (DOE) Circular No. DC 2023-12-0036 that requires the implementation of an Energy Management System (EMS) and the submission of regular energy reports.

**Governance and accountability**

Clear roles and oversight help ensure our energy and decarbonization initiatives are implemented consistently across facilities and network sites. Our PFM and Network Facilities Management (NFM) teams monitor electricity, fuel, and water consumption and drive efficiency and decarbonization measures across facilities. These include temperature-setting adjustments, equipment upgrades (including more energy-efficient air-conditioning units), increased renewable energy use, and the adoption of building automation systems. These actions reduce emissions while supporting safe, dependable workplaces and infrastructure that enable service continuity.

**Emissions accounting approach**

- Scope 1 emissions are calculated from vendor-invoiced fuel used for vehicles, generator sets, and forklifts. We report carbon dioxide ($CO_2$), methane ($CH_4$), and nitrous oxide ($N_2O$), converted to carbon dioxide equivalent ($tCO_2e$) using Global Warming Potential (GWP) values from the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).
- For Scope 2 (indirect) emissions, we apply a location-based approach. Following DOE guidance, we multiply the Simple Operating Margin Emission Factor by facility electricity consumption. For purchased renewable electricity, we use vendor-provided emission factors.

**2025 performance**

In 2025, our combined Scope 1 and Scope 2 emissions were 785,399 $tCO_2e$. Using environmentally extended input-output (EEIO) emission factors applied to procurement data, we estimated Scope 3 emissions at approximately 448,203 $tCO_2e$. This results in a total carbon footprint of 1,233,602 $tCO_2e$, driven largely by the purchase of capital goods and services.

These insights help us focus on initiatives that deliver measurable emissions reductions while strengthening resilience and cost efficiency. We will prioritize Scope 1 and Scope 2 reductions, where we have more direct control, and work with suppliers to identify and pursue opportunities to reduce Scope 3 emissions.

| CONVERSION FACTORS | | | | |
|---|---|---|---|---|
| **Mobile Fuel Combustion** | | **On-Road Gasoline Fuel** | **Motor Gasoline/Petrol** | |
| 1 LITER<br>0.264 gallon | 1 Gallon<br>144.945 Megajoule for Diesel<br>126.833 Megajoule for Gasoline<br>1 Gigajoule = 1,000 Megajoule | 2.91 kg of $CO_2$ per liter | 2.29 kg of $CO_2$ per liter | |
| US Energy Information Administration | | Greenhouse Gas Protocol | | |
| **Stationary Gas/Diesel Oil** | | | **Global Warming Potential** | |
| 2.910 kg of $CO_2$ per liter | 0.00039 kg of $CH_4$ per liter | 0.00002 kg of $N_2O$ per liter | 29.8 of $CH_4$ to $CO_2$ | 273 of $N_2O$ to $CO_2$ |
| Greenhouse Gas Protocol | | | Intergovernmental Panel on Climate Change | |
| **Electricity** | | **Electrical Grid** | | |
| 0.6935 kg of $tCO_2e$ /MWh for Luzon and Visayas | 0.8522 kg of $tCO_2e$ /MWh for Mindanao | 0.0036 GJ/kWh | | |
| Department of Energy: National Grid Emission Factor for 2019-2021 | | ExtraConversion: Kilowatt hours to Megajoules Conversion Table | | |

Our strategies to reduce Scope 1 and Scope 2 emissions include:

- Optimize energy consumption to improve efficiency
- Increase the share of renewable electricity (including onsite and purchased options)
- Deploy lower-emissions, more resilient power solutions for network sites
- Transition the fleet toward lower-emissions alternatives

# Scope 1 Emissions

GRI 3-3, 102-5, 102-8, 103-2, 103-4, 302-1, 302-3, 305-1, SASB TC-TL-130A.1, GSMA-ENV-02, IFRS S2-29(A)

Our Scope 1 emissions primarily come from fuel consumed by our service vehicle fleet and generator sets used to support network and field operations. We manage these emissions by strengthening fuel monitoring, preventive maintenance, fleet optimization, and a transition roadmap toward lower-emission mobility solutions.

PLDT's Fleet-Logistics group uses fleet card data to track fuel consumption and identify opportunities to improve fuel efficiency. We also implement regular preventive maintenance to keep vehicles running efficiently, reduce unplanned downtime, and support reliable field operations.

Similarly, PFM focuses on operating efficiency by managing the fuel consumption of generator sets under its responsibility. In addition to preventive maintenance, PFM's resiliency program overhauls, reconditions, or replaces generator sets based on age to support reliability and optimal performance.

## Fleet Rationalization

We continue to advance our fleet rationalization program to right-size and rationalize our service vehicle fleet. By optimizing the number of vehicles, we reduce maintenance and fuel expenses and lower capital outlays, allowing resources to be redirected to mission-critical initiatives. Streamlined fleet use also helps reduce our environmental footprint by cutting emissions through fewer redundant trips and greater utilization of more efficient vehicles. These improvements strengthen how our field teams move, respond, and support customers across the country.

In 2025, we were able to reduce overall fleet size, beginning the phaseout of vehicles aged 10 years and above, and strengthening utilization strategies. These actions contributed to cost savings and reinforced operational discipline across business units. Ongoing monitoring of fuel consumption, mileage, and maintenance requirements supports data-driven decisions and alignment with our long-term sustainability roadmap.

Building on these actions, our fleet rationalization efforts continue to focus on improving efficiency and directly reducing Scope 1 greenhouse gas emissions from company-owned and operated vehicles. This includes the gradual integration of electric vehicles where operationally feasible, alongside continued optimization of fleet size, utilization, and vehicle mix. Together, these measures support a progressive reduction in fuel-related emissions while reinforcing operational discipline and alignment with our long-term sustainability and decarbonization objectives.

## GHG Scope 1 Emissions GRI 302-1, 302-3, 305-1, 305-4

| | Consumption (Liter) | Energy (GJ) | Carbon Dioxide ($tCO_2$) | Methane ($tCH_4$) | Nitrous Oxide ($tN_2O$) | Carbon Dioxide Equivalent ($tCO_2e$) |
|---|---|---|---|---|---|---|
| **PLDT** | **5,421,469** | **193,551** | **13,980** | **7** | **3** | **13,990** |
| **Gasoline** | **2,907,872** | **97,367** | **6,666** | **-** | **-** | **6,666** |
| Transport Fuel | 2,897,233 | 97,011 | 6,635 | - | - | 6,635 |
| Genset Fuel | 10,639 | 356 | 31 | 0 | 0 | 31 |
| **Diesel** | **2,513,597** | **96,184** | **7,315** | **6** | **3** | **7,324** |
| Transport Fuel | 1,954,721 | 74,798 | 5,688 | - | - | 5,688 |
| Genset Fuel | 558,644 | 21,377 | 1,626 | 6 | 3 | 1,635 |
| Forklift fuel | 232 | 9 | 1 | - | - | 1 |
| **Smart** | **9,235,924** | **351,636** | **26,646** | **93** | **43** | **26,782** |
| **Gasoline** | **372,575** | **12,475** | **853** | **-** | **-** | **853** |
| Transport Fuel | 372,575 | 12,475 | 853 | - | - | 853 |
| **Diesel** | **8,863,348** | **339,160** | **25,792** | **93** | **43** | **25,928** |
| Transport Fuel | 901,414 | 34,493 | 2,623 | - | - | 2,623 |
| Genset Fuel | 7,961,934 | 304,667 | 23,169 | 93 | 43 | 23,305 |
| **ePLDT** | **1,286** | **49** | **4** | **-** | **-** | **4** |
| **Diesel** | **1,286** | **49** | **4** | **-** | **-** | **4** |
| Transport Fuel | 1,286 | 49 | 4 | - | - | 4 |
| **VITRO** | **239,368** | **9,155** | **696** | **3** | **1** | **700** |
| **Gasoline** | **1,019** | **34** | **2** | **-** | **-** | **2** |
| Transport Fuel | 1,019 | 34 | 2 | - | - | 2 |
| **Diesel** | **238,350** | **9,121** | **694** | **3** | **1** | **697** |
| Transport Fuel | 10,003 | 383 | 29 | - | - | 29 |
| Genset Fuel | 228,347 | 8,738 | 664 | 3 | 1 | 668 |
| **PLDT Group Total** | **14,898,047** | **554,390** | **41,325** | **102** | **48** | **41,475** |
| **Gasoline** | **3,281,466** | **109,876** | **7,521** | **-** | **-** | **7,521** |
| Transport Fuel | 3,270,827 | 109,520 | 7,490 | - | - | 7,490 |
| Genset Fuel | 10,639 | 356 | 31 | - | - | 31 |
| **Diesel** | **11,616,581** | **444,514** | **33,804** | **102** | **48** | **33,954** |
| Transport Fuel | 2,867,424 | 109,723 | 8,344 | - | - | 8,344 |
| Genset Fuel | 8,748,924 | 334,782 | 25,459 | 102 | 48 | 25,609 |
| Forklift fuel | 232 | 9 | 1 | - | - | 1 |

| Intensity per Headcount | Energy (GJ) | Carbon Dioxide ($tCO_2$) | Methane ($tCH_4$) | Nitrous Oxide ($tN_2O$) | Carbon Dioxide Equivalent ($tCO_2e$) |
|---|---|---|---|---|---|
| **PLDT Group** | **39.90** | **2.97** | **0.01** | **-** | **2.98** |
| PLDT | 20.97 | 1.51 | - | - | 1.52 |
| Smart | 91.38 | 6.92 | 0.02 | 0.01 | 6.96 |
| ePLDT | 0.15 | 0.01 | - | - | 0.01 |
| VITRO | 18.68 | 1.42 | 0.01 | - | 1.43 |

*Discrepancies in the totals may occur due to rounding differences.*

*Dash (-) indicates zero value*

| Intensity per million service revenue | Energy (GJ) | Carbon Dioxide ($tCO_2$) | Methane ($tCH_4$) | Nitrous Oxide ($tN_2O$) | Carbon Dioxide Equivalent ($tCO_2e$) |
|---|---|---|---|---|---|
| **PLDT Group** | **2.68** | **0.20** | **-** | **-** | **0.20** |
| PLDT | 1.86 | 0.13 | - | - | 0.13 |
| Smart | 3.75 | 0.28 | - | - | 0.29 |
| ePLDT | 0.01 | - | - | - | - |
| VITRO | 1.57 | 0.12 | - | - | 0.12 |

*Minor discrepancies may occur due to rounding differences.*

*Dash (-) indicates zero value*

# Scope 2 Emissions

GRI 102-4, 102-6, 102-8, 103-2, 103-4, 103-5, 302-4, 302-1, 305-2, 305-4, GSMA-ENV-02, GSMA-ENV-03, IFRS S2-29(A)

In 2025, we managed Scope 2 emissions through two complementary approaches: (1) increasing the renewable energy mix of purchased electricity and (2) reducing electricity demand through energy-efficiency initiatives.

Our initiatives are led by PFM and NFM. In 2025, 40% of our critical sites have RE in their energy mix.

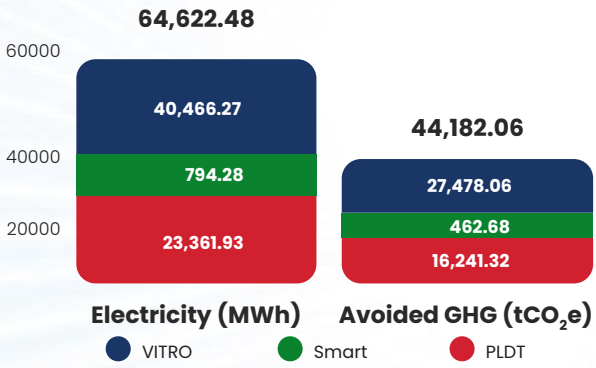
**Electricity demand reduction initiatives**

In addition to increasing renewable electricity sourcing, we reduce Scope 2 emissions by lowering electricity demand through network modernization and facility energy-efficiency measures.

At the enterprise level, the Network Energy Management Team and Facilities Management sets overall reduction targets. For our office facilities, our PFM targets a 5% reduction in electricity consumption versus the previous year. Actions to achieve these targets are aligned with the company's Energy Management Policy to ensure structured and effective measures toward both energy and emissions reduction.

These initiatives reduce purchased electricity demand at network sites and facilities, supporting operational efficiency while lowering associated Scope 2 emissions.





## GHG Scope 2 Emissions GRI 302-1, 305-2, 305-4

| Location-based | Consumption (kWh) | Energy (GJ) | GHG emissions ($tCO_2e$) |
|---|---|---|---|
| PLDT Offices | 182,473,695 | 656,905 | 131,259 |
| PLDT Network Sites | 35,619,855 | 128,231 | 25,106 |
| Smart Offices | 10,965,490 | 39,476 | 8,829 |
| Smart Network Facilities | 641,567,989 | 2,309,645 | 496,644 |
| ePLDT Offices | 1,289,648 | 4,643 | 894 |
| VITRO Data Centers | 101,844,370 | 366,640 | 77,402 |
| **TOTAL** | **973,761,048** | **3,505,540** | **740,134** |
| **Market-based** | **Consumption (kWh)** | **Energy (GJ)** | **GHG emissions ($tCO_2e$)** |
| PLDT Network Sites | 2,417,476 | 8,703 | 376 |
| Smart Network Facilities | 794,284 | 2,859 | 137 |
| VITRO Data Centers | 40,466,267 | 145,679 | 3,276 |
| **TOTAL** | **43,678,027** | **157,241** | **3,790** |
| **Total** | **Consumption (kWh)** | **Energy (GJ)** | **GHG emissions ($tCO_2e$)** |
| PLDT Offices | 184,891,171 | 665,608 | 131,635 |
| PLDT Network Sites | 35,619,855 | 128,231 | 25,106 |
| Smart Offices | 11,759,774 | 42,335 | 8,966 |
| Smart Network Facilities | 641,567,989 | 2,309,645 | 496,644 |
| ePLDT Offices | 1,289,648 | 4,643 | 894 |
| VITRO Data Centers | 142,310,637 | 512,318 | 80,678 |
| **TOTAL** | **1,017,439,075** | **3,662,781** | **743,924** |

| Energy Intensity | Per Headcount | | | Per million service revenue | | |
|---|---|---|---|---|---|---|
| | Location-based | Market-based | Total | Location-based | Market-based | Total |
| PLDT | 85.05 | 0.94 | 86.00 | 7.54 | 0.08 | 7.63 |
| Smart | 610.48 | 0.74 | 611.22 | 25.03 | 0.03 | 25.06 |
| ePLDT | 14.20 | N/A | 14.20 | 1.41 | N/A | 1.41 |
| VITRO | 748.24 | 297.30 | 1,045.55 | 62.82 | 24.96 | 87.78 |
| **PLDT Group** | **252.27** | **11.32** | **263.59** | **16.93** | **0.76** | **17.69** |
| **GHG Emissions Intensity** | **Per Headcount** | | | **Per million service revenue** | | |
| | Location-based | Market-based | Total | Location-based | Market-based | Total |
| PLDT | 16.94 | 0.04 | 16.98 | 1.50 | - | 1.51 |
| Smart | 131.36 | 0.04 | 131.40 | 5.38 | - | 5.39 |
| ePLDT | 2.74 | N/A | 2.74 | 0.27 | N/A | 0.27 |
| VITRO | 157.96 | 6.69 | 164.65 | 13.26 | 0.56 | 13.82 |
| **PLDT Group** | **53.26** | **0.27** | **53.54** | **3.57** | **0.02** | **3.59** |

*Any discrepancies in the total percentages are due to rounding differences*

*Dash (-) indicates zero value*

# RENEWABLE ENERGY SOURCING AND DEPLOYMENT

GRI 102-10, SASB TC-TL-130A.1, GSMA-ENV-03, UNGC PRINCIPLE 8, 9

The PLDT Group is advancing its decarbonization roadmap with a clear commitment to reduce Scope 1 and 2 greenhouse gas emissions by 40% by 2030, using 2019 as its baseline. Central to this commitment is the transition toward procuring up to 100% of the Company's electricity needs from renewable energy sources, subject to and commercial viability.

To support this shift, we broadened our renewable energy sourcing through distinct programs and delivery models, including off-site procurement mechanisms and on-site generation.

*Green Energy Option Program (GEOP).* A major milestone is our partnerships with ACEN Renewable Energy Solutions (ACEN RES) and First Gen Corporation (First Gen), which supply 100% renewable energy to 24 facilities nationwide through GEOP, a government program that allows consumers with average monthly peak demand of 100kW to directly source RE from suppliers.

*Competitive Retail Electricity Market (CREM).* In 2025, we further increased renewable energy sourcing for 17 facilities through our agreement with MPower, the local retail electricity supplier of Meralco. PLDT and Smart now access greater renewable capacity under CREM, which allows eligible customers to choose their electricity supplier, powering high-demand facilities with a combined monthly consumption exceeding 15,000 kilowatts. Among these are our main offices in Makati City (the Ramon Cojuangco Building and the Makati General Office), which together require more than 2,200 kilowatts monthly. This transition is projected to reduce emissions by an additional 11,000 tons of $CO_2e$ annually.

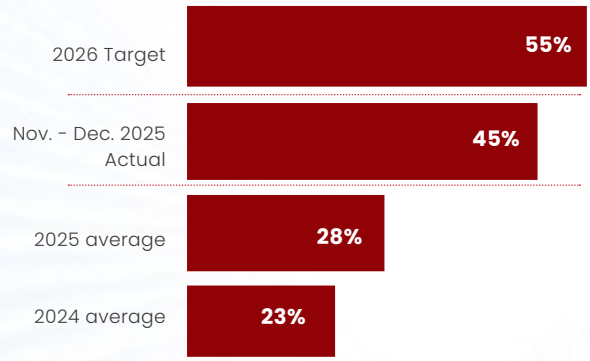
*Retail Aggregation Program* (RAP). PLDT and Smart also expanded their partnership with MPower in support of the Energy Regulatory Commission's (ERC) RAP, which allows the aggregation of multiple accounts under the same franchise area and the bulk purchase of power from licensed retail electricity suppliers.

In 2025, over 140 sites have been registered under RAP, enabling facilities with a combined energy demand of over 2,500 kilowatts per month to tap renewable energy. Additional RAP implementations will be rolled out to more than 2,000 cell towers by 2027 for those within the Meralco franchise area, including shared infrastructure operated with TowerCo partners.

Given the timing of the switch to renewable energy across various sites and facilities in 2025, impacts will be fully realized on an annualized basis in 2026.

Starting November 2025, the RE share in the energy mix of VITRO-operated data centers increased to 45%. The summary below outlines the use of renewable energy in VITRO data centers:

**VITRO data centers: RE Share in energy mix**






| Data Center | Baseline GHG Emission ($tCO_2e$) | 2025 GHG Emission ($tCO_2e$) | | | GHG Emission avoided ($tCO_2e$) | % avoided against total emission |
|---|---|---|---|---|---|---|
| | | From the Grid | From RE | TOTAL | | |
| **TOTAL** | 46,292 | 74,605 | 3,276 | 77,881 | 27,478 | 35% |
| **Part of the Baseline** | 46,292 | 51,610 | 2,214 | 53,824 | 18,601 | 35% |
| Vitro Cebu 1 | 3,601 | 2,705 | 91 | 2,797 | 765 | 27% |
| Vitro Cebu 2 | 1,912 | 5,043 | 175 | 5,218 | 1,459 | 28% |
| Vitro Clark | 2,862 | 6,763 | 241 | 7,003 | 2,013 | 30% |
| Vitro Clark (self-generated) | - | - | - | - | 90 | |
| Vitro Makati | 6,179 | 16,094 | 997 | 17,091 | 8,334 | 49% |
| Vitro Pasig | 31,738 | 21,004 | 711 | 21,715 | 5,940 | 27% |
| **Not Part of the Baseline** | | **22,995** | **1,062** | **24,057** | **8,877** | **37%** |
| Vitro Makati Systems 2 | | 10,954 | 685 | 11,639 | 5,729 | 49% |
| Vitro Paranaque | | 6,763 | 231 | 6,994 | 1,929 | 28% |
| Vitro Sta Rosa | | 5,278 | 146 | 5,424 | 1,220 | 22% |

*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 2025, we avoided an estimated 27,478 metric tons of $CO_2e$ 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 35% reduction in emissions from these sites compared to their total emissions.*

*Dash (-) indicates zero value*

We have deployed solar rooftop installations across five facilities in the Visayas in partnership with MSpectrum. In 2025, these solar projects reduced emissions by 323.40 $tCO_2e$, including 89.50 $tCO_2e$ of avoided emissions from the self-installed solar rooftop facility at VITRO Clark. We are currently conducting feasibility studies for an additional 15 to 20 solar rooftop sites across key locations nationwide, including assessments of roof area capacity and the structural suitability of existing roofing systems for solar photovoltaic installations. Similar assessments are also being planned for Vitro Sta. Rosa.

Together, these initiatives strengthen the PLDT Group's ability to decarbonize operations by expanding renewable energy coverage across offices, network sites, and critical facilities. We will continue to scale participation across eligible sites, work with energy partners to secure additional renewable supply where available and economically viable, and track outcomes to support progress toward our 2030 Scope 1 and 2 emissions reduction targets.

## Energy Consumption and GHG Emissions Intensity

GRI 102-5, 102-6, 102-8, 103-2, 103-4, 302-3, 305-1, 305-2, 305-4, GSMA-ENV-02, ENV-03

| Company | Energy Consumption (in GJ) | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 193,551 | 785,137 | 8,703 | 793,840 | 987,391 |
| Smart | 351,636 | 2,349,121 | 2,859 | 2,351,980 | 2,703,616 |
| ePLDT | 49 | 4,643 | - | 4,643 | 4,692 |
| VITRO | 9,155 | 366,640 | 145,679 | 512,318 | 521,473 |
| **PLDT Group** | **554,390** | **3,505,540** | **157,241** | **3,662,781** | **4,217,171** |

| Company | Energy Intensity per Headcount | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 20.97 | 85.05 | 0.94 | 86.00 | 106.96 |
| Smart | 91.38 | 610.48 | 0.74 | 611.22 | 702.60 |
| ePLDT | 0.15 | 14.20 | - | 14.20 | 14.35 |
| VITRO | 18.68 | 748.24 | 297.30 | 1,045.55 | 1,064.23 |
| **PLDT Group** | **39.90** | **252.27** | **11.32** | **263.59** | **303.48** |

| Company | Energy Intensity per million service revenue | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 1.86 | 7.54 | 0.08 | 7.63 | 9.49 |
| Smart | 3.75 | 25.03 | 0.03 | 25.06 | 28.80 |
| ePLDT | 0.01 | 1.41 | - | 1.41 | 1.42 |
| VITRO | 1.57 | 62.82 | 24.96 | 87.78 | 89.35 |
| **PLDT Group** | **2.68** | **16.93** | **0.76** | **17.69** | **20.37** |

| Company | Carbon Emission (in $tCO_2e$) | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 13,990 | 156,365 | 376 | 156,741 | 170,731 |
| Smart | 26,782 | 505,473 | 137 | 505,611 | 532,392 |
| ePLDT | 4 | 894 | - | 894 | 898 |
| VITRO | 700 | 77,402 | 3,276 | 80,678 | 81,378 |
| **PLDT Group** | **41,475** | **740,134** | **3,790** | **743,924** | **785,399** |

| Company | Emissions Intensity per Headcount | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 1.52 | 16.94 | 0.04 | 16.98 | 18.50 |
| Smart | 6.96 | 131.36 | 0.04 | 131.40 | 138.36 |
| ePLDT | 0.01 | 2.74 | - | 2.74 | 2.75 |
| VITRO | 1.43 | 157.96 | 6.69 | 164.65 | 166.08 |
| **PLDT Group** | **2.98** | **53.26** | **0.27** | **53.54** | **56.52** |

| Company | Emission Intensity per million service revenue | | | | |
|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | | | Total Scope 1 & Scope 2 |
| | | Location-based | Market-based | Total Scope 2 | |
| PLDT | 0.13 | 1.50 | - | 1.51 | 1.64 |
| Smart | 0.29 | 5.38 | - | 5.39 | 5.67 |
| ePLDT | - | 0.27 | - | 0.27 | 0.27 |
| VITRO | 0.12 | 13.26 | 0.56 | 13.82 | 13.94 |
| **PLDT Group** | **0.20** | **3.57** | **0.02** | **3.59** | **3.79** |

*Any discrepancies in the total percentages are due to rounding differences*
*Dash (-) indicates zero value*

# Scope 3 Emissions

GRI 102-7, 305-3, GSMA-ENV-02, IFRS S2-29(A)

The PLDT Group accounts for Scope 3 emissions to better understand and address climate impacts occurring across the value chain. Our Scope 3 reporting continues to evolve as we enhance data quality, refine methodologies, and expand category coverage in line with the GHG Protocol.

Our initial Scope 3 inventory was developed using a spend-based approach, leveraging available expenditure data to estimate emissions from purchased goods and services, capital goods, and other indirect sources. This approach established a baseline view of material emission drivers and informed the prioritization of improvement areas.

In 2025, we further strengthened our Scope 3 accounting through expanded coverage and methodological enhancements. We aim to transition over time to a more activity-based approach, beginning with key network and equipment suppliers, subject to data availability and quality. We also intend to enhance the granularity of purchased services classification to improve upstream and downstream emissions attribution.

Key enhancements introduced in 2025 include:

- Category 4 – Upstream Transportation and Distribution, covering emissions from logistics and freight associated with the delivery of network equipment, materials, and other purchased goods.
- Category 15 – Investments, reflecting the Group's proportional share of emissions from joint ventures and other investee companies, consistent with an equity share approach.

These enhancements improve the completeness and reliability of our Scope 3 emissions profile and support more informed decision-making. The Group will continue to address data gaps through supplier engagement, methodological refinement, and progressive alignment with emerging best practices, as part of our broader climate and sustainability strategy.

**GHG Scope 3 Emissions ($tCO_2e$)**

| | | |
|---|---|---|
| **GHG Scope 3 Upstream** | | **316,910** |
| Category 1 | Purchased Goods and Services | 28,306 |
| Category 2 | Capital Goods | 189,568 |
| Category 3 | Fuel and Energy Related Activities | 77,110 |
| Category 4 | Upstream Transportation and Distribution | 4,075 |
| Category 5 | Waste Generated in Operations | 17,851 |
| Category 6 | Business Travel | - |
| Category 7 | Employee Commuting | - |
| Category 8 | Upstream Leased Assets | - |
| **GHG Scope 3 Downstream** | | **131,293** |
| Category 9 | Downstream Transportation and Distribution | - |
| Category 10 | Processing of Sold Products | - |
| Category 11 | Use of Sold Products | 131,292 |
| Category 12 | End-of-Life Treatment of Sold Products | - |
| Category 13 | Downstream Leased Assets | - |
| Category 14 | Franchises | - |
| Category 15 | Investments | 1 |
| **TOTAL Scope 3 Emissions** | | **448,203** |

***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 based on our network and commercial logistics data*
*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 Company'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 Company'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: Our equity share of emissions from joint venture operations*

*Emission factor used is the environmentally-extended input-output (EEIO)*

| GHG Emissions $tCO_2e$ | | |
|---|---|---|
| Scope 1 | Scope 2 | Scope 3 |
| **41,475 (3%)** | **743,924 (60%)** | **448,203 (36%)** |
| **TOTAL: 1,233,602** | | |

## Air Pollution Management GRI 305-6

PLDT and Smart's management of air pollutant emissions focuses on protecting people working at our sites and communities near our facilities, while supporting regulatory compliance and operational resilience. We pursue fuel efficiency to minimize air pollutants from our operations and to improve local air quality. The following disclosures describe our approach to monitoring and estimating key air pollutants and related impacts.

- In areas with limited or unstable access to commercial electricity, generator sets (gensets) may be required to maintain service continuity. As genset operation can contribute to localized air emissions, PLDT prioritizes measures to minimize runtime where practicable, maintain equipment to promote efficient performance, and evaluate lower-emission alternatives. These initiatives include the assessment of hybrid and fuel-cell-powered base stations for off-grid and remote locations.

- To reduce possible effects on nearby communities, such as poor air quality and noise issues, our PFM team and CEHS team run air quality monitoring programs and keep track of operational noise levels.

These controls support timely issue identification, corrective action, and reporting to stakeholders. Data on ozone-depleting substances (ODS) are based on tracked refrigerant use, while air pollutant estimates are derived from diesel consumption from generators. Emissions are estimated using the emission factor for smaller diesel engines (less than 600 Hp) from the United States Environmental Protection Agency's AP-42.

GRI 305-7

| Air Pollutants (in metric tons) | | | |
|---|---|---|---|
| 7 N | Nitrogen oxides (NOX) | 16 S | Sulfur oxides (SOX) |
| | 29.01 | | 0.06 |
| Volatile organic compounds (VOC) | | Particulate matter (PM) | |
| 2.35 | | 3.63 | |
| Carbon monoxide (CO) | 6.05 | **TOTAL** | **41.10** |

# WATER STEWARDSHIP AND EFFICIENCY

GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5, UNGC PRINCIPLE 8

Water underpins public health, community resilience, and the continuity of our network operations. As water stress grows in many areas, the PLDT Group is committed to responsible water use and conservation across our facilities, guided by the Philippine Clean Water Act and relevant Department Administrative Orders (DAO 2016-08 and DAO 2021-19).

To turn this commitment into action, our PFM and CEHS teams closely monitor water consumption across major facilities and report insights to management. They also help identify opportunities and implement site-level initiatives that improve efficiency and reduce water use across the country.

Our water conservation program focuses on practical measures that reduce demand and strengthen day-to-day operational discipline, including:

- Detecting and repairing leaks through regular preventive maintenance
- Standardizing water use in restrooms through efficient fixtures and controls
- Optimizing chiller plants and cooling systems to reduce water intensity
- Installing rainwater catchment systems and reuse solutions where site conditions allow

Across our operations, water is primarily withdrawn through water concessionaires. Water is consumed mainly for building operations and maintenance, while water is discharged through water concessionaires, siphoning services, or on-site sewage treatment plants (STPs), depending on site configuration and local requirements.

In our offices and technical facilities, we pursue solutions such as closed-loop cooling and rainwater harvesting to supplement non-potable water needs.

In particular, we are scaling rainwater harvesting to reduce reliance on potable supply for routine, non-potable uses. Four facilities in Mindanao now have rainwater catchments with a combined storage capacity of up to 24,000 liters, while three sites in the Visayas have catchments expected to hold around 12,000 liters. Collected rainwater is used for activities such as washing service vehicles, cleaning facilities, and watering plants.

**2025 Water Withdrawal Summary (in megaliters)** GRI 303-3

| Location | PLDT[1] | Smart | ePLDT | VITRO DATA CENTER | Total |
|---|---|---|---|---|---|
| Metro Manila | 263.58 | 36.10 | 16.77 | 111.17 | **427.62** |
| North Luzon | 9.02 | 1.16 | - | 25.40 | **35.58** |
| South Luzon | 19.25 | 0.86 | - | 35.69 | **55.80** |
| Visayas | 14.25 | 5.89 | - | 0.24 | **20.38** |
| Mindanao | 6.18 | 0.30 | - | - | **6.48** |
| **TOTAL** | **312.28** | **44.31** | **16.77** | **172.50** | **545.85** |

*Minor discrepancies in totals may occur due to rounding differences.*

*[1]For PLDT, disclosed water withdrawal figures are based on actual payments recorded in SAP FLEX RE in 2025.*

*Dash (-) indicates zero value*

In our VITRO data centers, we manage water as a critical operational resource through facility design controls and robust environmental management practices. Cebu 2, Makati 2, and Clark have rainwater collection systems and graywater storage that support wastewater reuse for purposes such as irrigation and restroom flushing at selected sites. In addition, consistent with our ISO 14001:2015 certification, VITRO Pasig, Makati 2, and Clark operate sewage treatment plants, while the newly launched VITRO Sta. Rosa is equipped with a rainwater catchment system and a wastewater treatment facility.

Beyond our sites, we collaborate with institutional partners to raise awareness on water efficiency, protect watersheds, and support reforestation projects that help maintain long-term water availability.

We will continue to strengthen measurement and site-level programs to identify further efficiency opportunities, prioritize solutions where they deliver the greatest impact, and support long-term water security for the communities where we operate.

**VITRO Data Center water consumption in megaliters**
GRI 303-4, 303-5

| Location | TOTAL |
|---|---|
| Metro Manila | **111.17** |
| Laguna | **35.69** |
| Angeles City, Pampanga | **25.40** |
| Metro Cebu | **0.24** |
| **TOTAL** | **172.50** |

*VITRO's data centers are located in Metro Manila, Laguna, Pampanga, and Metro Cebu, areas identified by the National Water Resources Board (NWRB) as groundwater-stressed in its August 2023 report, The State of Water at a Glance.*

*To help ensure operational continuity during potential water supply disruptions, some facilities maintain a water storage tank as part of its internal building water system. Water storage tanks are a common feature in buildings in the Philippines and are recognized under the National Building Code of the Philippines as part of standard plumbing infrastructure used to maintain water pressure and supply reliability.*

*Because the tank only stores municipally supplied water and does not involve groundwater abstraction or discharge to surrounding water bodies, it does not result in significant water-related environmental impacts.*

***References:***
*https://www.dpwh.gov.ph/DPWH/files/nbc/PD.pdf*
*https://legacy.senate.gov.ph/publications/SEPO/State%20of%20Water%20AAG_August%202023.pdf*

# WASTEWATER TREATMENT AND COMPLIANCE

GRI 3-3, 306-1, 306-2

The Company manages wastewater to protect local waterways and nearby communities by preventing untreated discharges and reducing pollution risks.

Our practices comply with national environmental regulations, including RA 9275 (Philippine Clean Water Act of 2004), its Implementing Rules and Regulations under DAO 2005-10, and other applicable standards and local requirements. This approach reinforces our commitment to environmental stewardship and supports our ESG objectives. Our wastewater program integrates established treatment protocols, third-party effluent analysis, and routine compliance reporting.

Across PLDT and Smart facilities, wastewater is managed through three primary treatment pathways, depending on site location and the availability of local wastewater infrastructure. Each pathway ensures wastewater is treated before discharge and assigns clear, verifiable responsibilities to internal teams and accredited third-party providers.

PLDT and Smart's primary treatment pathways:

- **Utility-Operated Treatment.** Where accredited water service providers have established wastewater treatment capability, wastewater generated on-site is connected to their wastewater line and treated by the authorized operator under a Certificate of Interconnection prior to discharge. This leverages existing community infrastructure to support consistent treatment and compliant release.

- **Sewage Treatment Plants (STPs).** For sites outside utility service coverage, wastewater is treated at dedicated STPs operated by qualified third-party providers. Wastewater collected from septic tanks is transported to these STPs and processed to meet effluent quality standards, reducing the risk of improper discharge in areas without municipal systems.

- **Offsite Treatment via Accredited Haulers.** For facilities without on-site systems, wastewater is collected and hauled by DENR-accredited siphoning companies for proper off-site treatment. This supports safe handling, complete documentation, and end-to-end traceability through responsible disposal.




Our data centers likewise have established STP systems, whose operations and environmental compliance are closely monitored by designated PCOs under Facilities Management, ensuring strict adherence to DENR Environmental Management Bureau (EMB) regulatory standards. Operational maintenance and servicing are supported by accredited third-party service providers.

## Monitoring, Testing, and Regulatory Reporting

To support compliance and transparency, DENR-accredited wastewater testing laboratories sample and analyze treated effluent. Their independent results confirm performance against applicable standards and are submitted to the CEHS team as part of formal regulatory documentation. Treated effluent must meet the quality standards set in DAO 2016-08 and DAO 2021-19. Laboratory reports support the issuance and renewal of Discharge Permits by the DENR EMB, and wastewater is discharged only when the required permit is in place. Performance is also reported through the quarterly Self-Monitoring Report (SMR), strengthening accountability and oversight.

## 2025 Performance Highlights

By the end of 2025, PLDT and Smart had fully outsourced the operation and maintenance of 53 STPs nationwide. With capacities of 10 to 40 cubic meters per day, these installations enabled the compliant treatment of about 8,350.6 cubic meters of wastewater under valid discharge permits issued by the DENR EMB. This strengthened wastewater management coverage across sites and reduced the risk of non-compliant discharge.

These initiatives reflect PLDT and Smart's commitment to responsible water stewardship by protecting waterways, reducing pollution risks, and maintaining safe, well-managed facilities for employees and nearby communities. By strengthening wastewater treatment, independent testing, and regular reporting, we support ESG performance indicators on Water Management, Pollution Prevention, and Regulatory Compliance.

Beyond compliance, the Company plans to advance initiatives to reuse treated wastewater through a dedicated recycling system, reducing freshwater demand and improving resource efficiency in selected facilities.

Under this program, treated effluent will undergo additional polishing and tertiary treatment to ensure it meets required safety and quality standards for non-potable reuse, including toilet flushing, facility cleaning, and landscape irrigation. This initiative supports PLDT and Smart's commitment to water conservation and sustainable facility operations.

# CIRCULARITY AND WASTE MANAGEMENT

GRI 3-3, 306-1, 306-2, UNGC PRINCIPLE 8

The PLDT Group generates various waste streams across its operations, including solid and hazardous waste from our network facilities, office spaces, and business centers. Effective waste management is therefore a core component of our environmental management practices, supported by structured systems to identify and classify waste, ensure proper handling and disposal, and implement waste reduction at source.

To strengthen day-to-day stewardship, we maintain internal policies for waste handling and disposal and we conduct regular onsite monitoring and assessment activities. Our PFM teams conduct periodic spot audits across facilities to identify gaps early and implement timely corrective actions, helping prevent issues from escalating into incidents. We also provide continuing education to Operations teams, Security personnel, and Property and Facilities staff so they can store, handle, and coordinate the movement of hazardous waste safely and consistently.

For off-site management, we work only with accredited third-party service providers authorized to handle, transport, and dispose of hazardous waste, which helps ensure responsible downstream management beyond our facilities.

We reinforce a culture of responsibility by setting clear expectations and addressing nonconformance to our waste-handling standards, reflecting the importance of a safe workplace and strong environmental stewardship.

**Digital traceability and disposal workflow**

To streamline waste management operations, we use an internal digital platform managed by our Network Logistics Team to support end-to-end lifecycle management of solid and hazardous waste. The platform enables tracking from disposal requests and approval workflows through hauling, turnover to accredited partners, and documentation closeout, thus strengthening traceability and accountability.




**Accredited partners and compliance assurance**

Our process begins with selecting vendors with the required DENR certifications. We conduct site inspections to validate vendor capability and capacity before awarding accreditation to partners that meet the Company's minimum requirements. We also conduct spot audits of vendor facilities and require partners to provide legally prescribed treatment/recycling certificates, which are submitted to Logistics and archived for verification and traceability.

Effective waste management and circularity are among the key focus areas of the PLDT Group's environmental management roadmap. We implement solid waste segregation and management mechanisms within our facilities nationwide to support adherence to national and local government regulations and collection schemes. For major facilities, we have built sewage treatment plants to ensure effective

management of building effluents. To manage hazardous waste from our facilities and value chain, we maintain partnerships with various DENR-accredited hazardous waste transporters and treaters, particularly for used lead-acid batteries.

**Programs and 2025 initiatives**

We promote waste reduction and recycling through programs and campaigns within our organization and stakeholder communities. While PLDT and Smart are not producers of electronic waste, delivering our services involves devices such as phones, modems, chargers, and routers; we therefore implement our e-waste management program, "Be Kind. Recycle.", to help ensure the proper collection, treatment, and disposal of electronic devices.

## Solid Waste Management

GSMA-ENV-04

Our marketing and trade engagement activities utilize printed collaterals and outdoor advertising materials. We manage this responsibly to help keep communities cleaner, reduce waste sent to disposal, and support local recycling systems through waste prevention, circularity-focused partnerships, and compliance with applicable regulations.

For plastic packaging, we strengthened our implementation of the Extended Producer Responsibility (EPR) Act as a registered Obliged Enterprise. We engaged PCX Markets Philippines, Inc. as our Producer Responsibility Organization (PRO) to help implement EPR programs and complete required reporting, supporting accountable recovery and recycling of packaging materials, and helping reduce leakage into the environment. In 2025, our efforts enabled PLDT and Smart to divert 110% of our combined 2024 plastic footprint, exceeding our EPR target while contributing to increased waste recovery and reduced environmental leakage.

We also prioritize waste prevention at source by increasing our use of eco-friendly alternatives and shifting to more durable promotional and merchandising materials. By reducing single-use and frequent replacement, these measures lower overall material consumption and help lessen the waste burden associated with our on-ground presence.

To reduce electronic waste, we extend the useful life of equipment through refurbishment. Certain devices, such as telsets and modems, are assessed and repaired (when technically viable) to restore them to operational condition. Refurbished units may be reissued to customers or redeployed for service use, helping avoid premature disposal, reduce the volume of defective units requiring treatment, and keep essential services running with fewer new resources.

To complement internal waste reduction, we work with partners to strengthen recycling value



chains and encourage everyday participation in responsible disposal. This includes our collaboration with the Philippine Business for Social Progress (PBSP) and Basic Environment Systems & Technologies, Inc., through the X-Trash Challenge Program, where PLDT and Smart participate annually. Our regional offices also partner with LGUs to collect recyclables and bring them to local Materials Recovery Facilities (MRFs), supporting community-based waste recovery.

Proceeds from these recycling initiatives help fund programs on education, livelihood, and environmental stewardship. They also make it easier for employees to take action through designated drop-off points nationwide, where recyclables (such as plastic, paper, and metal) can be segregated and exchanged. Each Environmental Point (EP) earned supports the procurement of grocery packs that are distributed to indigent communities.

The PLDT Group also reinstated its 5S Program, "AYOS 5S", across multiple sites. Through this program, we completed a full inventory of network assets, organized and optimized workspaces for safe operations and future expansion.

Together, these initiatives help keep materials out of disposal pathways by preventing waste at source, extending the useful life of equipment, and supporting responsible collection and recycling.

## Hazardous Waste Management

Our operations use materials, such as lead acid batteries, that can become hazardous waste at the end of their life cycle. Managing this waste safely matters because it helps prevent exposure incidents, protects the communities around our sites, and safeguards the environment. Guided by Republic Act 6969 (Toxic Substances and Hazardous and Nuclear Wastes Control Act of 1990), we oversee hazardous waste from generation through final disposal.

Non-compliance can increase the likelihood of health and safety incidents and may result in regulatory penalties. To reduce these risks, we apply controls at each step of the waste-management process, through proper identification, labeling, segregation, and secure storage. This ensures hazardous waste is handled correctly and potential releases are prevented. We also require appropriate transport, treatment, and disposal practices to help minimize impacts on people and ecosystems.

Operational oversight is led by our PCOs, who are trained in environmental management and regulatory compliance. They help ensure hazardous waste is correctly identified, monitored, and reported, and they support teams in applying consistent practices across sites. Through awareness and pollution-prevention initiatives, our PCOs reinforce day-to-day decisions that keep people safe and reduce environmental risk.



# Fleet Waste Management

We manage hazardous fleet waste to reduce pollution and health risks associated with improper disposal of used oil, brake fluids, and oil-contaminated vehicle parts. Through collaboration with accredited service shops and the transportation of materials to DENR-accredited treatment facilities, we enhance compliance, ensure traceability, and uphold responsible handling practices throughout our operations.

Where feasible, materials are recovered to support circularity: used oil is filtered and repurposed as alternative fuel, water components are reused in cooling systems, and cleaned parts are assessed for recycling. Since 2023, we have partnered with 16 auto shops in Metro Manila and North Luzon to undertake this initiative.

**99.77%**
Recycling Rate of Solid Waste

**89.08%**
Recycling Rate of Hazardous Waste

**4.63** metric tons
Collected used oil and oil-contaminated parts for proper treatment

### Waste generated (in metric tons)

GRI 306-3, GSMA-ENV-05

| Solid Waste | Fixed | Wireless | Total |
|---|---|---|---|
| Paper | 8.13 | 10.16 | **18.28** |
| Wood | 7.11 | 10.09 | **17.20** |
| Plastic | 10.26 | 7.99 | **18.25** |
| Metal | 151.91 | 155.56 | **307.47** |
| Glass | 2.29 | 0.04 | **2.33** |
| Others | - | 1.42 | **1.42** |
| **TOTAL** | **179.69** | **185.26** | **364.95** |

### Waste disposed (in metric tons)

GRI 306-4, GSMA-ENV-06, SASB TC-TL-440A.1

| Turned Over to Accredited Recycler | Others[1] | Total |
|---|---|---|
| Paper | 18.28 | - | **18.28** |
| Wood | 16.38 | 0.82 | **17.20** |
| Plastic | 18.25 | - | **18.25** |
| Metal | 307.47 | - | **307.47** |
| Glass | 2.33 | - | **2.33** |
| Others | 1.42 | - | **1.42** |
| **TOTAL** | **364.13** | **0.82** | **364.95** |

### Waste generated (in metric tons)

| Hazardous Waste | Fixed | Wireless | Total |
|---|---|---|---|
| Used Lead Acid Batteries | 136.72 | 213.45 | **350.16** |
| Used or Waste Oil | 2.00 | 2.64 | **4.63** |
| With Reactive Chemicals | 0.40 | 1.31 | **1.71** |
| Electronic Wastes | 101.14 | 7.22 | **108.36** |
| Others | 4.33 | - | **4.33** |
| **TOTAL** | **244.57** | **224.62** | **469.19** |

*Minor discrepancies in totals may occur due to rounding differences*

*Dash (-) indicates zero value*

**No waste generated was disposed of through incineration.**
GRI 306-5

### Waste disposed (in metric tons)

| Turned Over to Accredited Recycler | Others[1] | Total |
|---|---|---|
| Used Lead Acid Batteries | 313.18 | - | **313.18** |
| Used or Waste Oil | 3.08 | - | **3.08** |
| With Reactive Chemicals | 0.40 | - | **0.40** |
| Electronic Wastes | 101.28 | - | **101.28** |
| Others | - | - | **-** |
| **TOTAL** | **417.93** | **-** | **417.93** |

[1] *Disposed of in landfill which consists solely of non-recyclable wooden debris. As this material is organic and untreated, it is not expected to release harmful substances into the environment.*

*Hazardous wastes pending transport have not yet been collected by our DENR-accredited hauler. In the interim, these materials are securely stored in designated areas within our facilities and managed in accordance with our registered Hazardous Waste Generator ID and applicable regulations*



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

GRI 3-3, 102-1, 102-2

The PLDT Group recognizes that climate change presents material risks and opportunities with potential implications for its operations, stakeholders, and long-term value creation. Climate-related Risk Management is one of the Group's 12 material topics, reflecting its importance to business resilience. In response, the Group is advancing its climate transition agenda and embedding climate considerations into strategy, risk management, and governance to support long-term profitability while doing business responsibly.

## Governance IFRS S2-6(A), IFRS S2- 6(B)

We maintain Board-level accountability for oversight of our sustainability and climate agenda. The Board discharges this responsibility through two key committees: the Governance, Nomination and Sustainability Committee (GNSC) and the Risk Committee (RC). Together, these committees support the Board in overseeing how climate-related risks and opportunities are incorporated into our governance framework, strategic priorities, and enterprise risk profile.

The GNSC oversees the integration of climate and sustainability considerations into our governance structures, policies, and strategic direction. The RC, meanwhile, provides oversight of the robustness of our risk identification, assessment, and monitoring processes, including those related to climate change and other emerging risks. Climate change continues to be recognized as a significant enterprise risk due to its material effects on network resilience, operational continuity, and long-term value creation. Climate-related matters, including initiatives in support of the Group's decarbonization roadmap, are presented at all meetings of the GNSC, which are held at least three times a year. In 2025, the GNSC met four times, reflecting sustained senior-level engagement.

At the management level, climate-related responsibilities are jointly operationalized by our Corporate Sustainability Office (CSO), led by the Chief Sustainability Officer, and our Group Enterprise Risk Management Department (GRMD), which reports to the Chief Risk Management Officer. Both functions report directly to the

President and CEO. GRMD is responsible for embedding climate-related risks into our enterprise risk management framework and ensuring these risks are considered in business planning, capital allocation, and investment decision-making. The CSO leads the continued refinement and implementation of our climate transition roadmap and coordinates cross-functional initiatives across business units and functional departments to address climate-related risks and opportunities relevant to their respective operations.

We continue to strengthen the integration of climate considerations into organizational processes through sustainability-related performance indicators embedded in our enterprise scorecard. All employees have sustainability-linked KPIs, while employees with climate-related responsibilities are assigned specific and targeted KPIs aligned with their roles. This approach supports alignment between our climate objectives, operational execution, and management accountability across the Group.

We actively monitor developments in climate-related legislation, regulation, and policy that may affect our operations, financial position, and broader value chain. We undertake climate-related scenario analyses as part of our broader risk and resilience assessment processes to evaluate physical and transition climate effects on critical assets, network infrastructure, and business continuity. The insights from these analyses inform our resilience testing and the development of adaptive strategic responses.

To further enhance preparedness for climate-related and other disruptions, we maintain a Group-wide Business Continuity Management System (BCMS) coordinated by our Enterprise Business Continuity and Resilience Office (BCRO). The BCMS is designed to strengthen operational resilience, mitigate disruption risks, and ensure the continuity of critical services. Our ISO 22301-certified facilities across PLDT, Smart, and VITRO continue to demonstrate our commitment to maintaining robust systems and resilient operations.

[1] https://elibrary.judiciary.gov.ph/thebookshelf/showdocs/2/95174
[2] https://lto.gov.ph/wp-content/uploads/2023/09/IRR-RA11697.pdf

# Strategy

GRI 102-10, IFRS S2-9(A), IFRS S2-9(B), IFRS S2-9(C), IFRS S2-9(D), IFRS S2-9(E), IFRS S2-13(A), IFRS S2-13(B), IFRS S2-10(A), IFRS S2-10(B), IFRS S2-10(C), IFRS S2-10(D), UNGC PRINCIPLE 7

In the context of a changing climate and the ongoing transition to a lower-carbon economy, we assess climate-related risks and opportunities that are relevant to our business model, strategy, and long-term value creation. These considerations are integrated into our strategic planning and financial decision-making processes to support resilience and the achievement of our climate transition objectives. The following sections outline how climate-related factors are reflected in our strategy and how they guide our approach to managing transition and physical risks while capturing relevant opportunities.

## Transition Risks

As the global economy continues to transition toward lower-carbon activities, we assess transition risks arising from changes in regulation, market dynamics, and stakeholder expectations that may affect our business model, operating environment, and financial performance. Based on this assessment, we have identified the following transition risks as most relevant to the Group:

### Policy and Legal Risks

(Current and emerging regulations)

*Republic Act No. 11697 or the Electric Vehicle Industry Development Act (EVIDA)*

EVIDA[1] was signed into law in April 2022, establishing a national policy framework to reduce reliance on fossil fuels and promote the adoption of electric vehicles (EV) and other low-emission transport technologies. Its Implementing Rules and Regulations[2], issued in September 2022, operationalize requirements applicable to commercial companies, including obligations related to vehicle fleets and supporting infrastructure.

EVIDA mandates the development of the Comprehensive Roadmap for the Electric Vehicle

Industry (CREVI)[3], which sets targets and timelines to accelerate the transition to electric mobility in support of the country's Nationally Determined Contributions and energy security objectives. In accordance with the CREVI, commercial and industrial entities are required to achieve at least a five percent (5%) electric vehicle share in their fleets by the end of the medium-term period in 2034, with this minimum share increasing to ten percent (10%) by 2040, alongside enabling measures such as the provision of dedicated EV parking slots and the phased installation of EV-ready or electric vehicle charging facilities.

At the end of 2025, we operate approximately 4,300 service vehicles across our fixed and wireless businesses, all of which are still running on internal combustion engines. Transitioning a portion of this fleet in line with regulatory requirements will require phased capital expenditures over the medium to long-term, taking into account ongoing fleet rationalization.

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Medium to Long Term*<br>Based on our current fleet and assuming current market prices, we estimate incremental total capital requirements of approximately PhP 387 million by 2040 for 430 EVs, or 10% of our current fleet. Of this amount about PhP 194 million is estimated for acquisition of 215 vehicles by 2034, increasing by another PhP 194 million by 2040 for the balance of 215 EVs.<br><br>These amounts exclude additional capital expenditures for dedicated EV parking slots and charging infrastructure, which will further increase total transition-related investment requirements over the same period.<br><br>*(assumed cost of service vehicle = PhP900k with 5% salvage value)* | We have initiated a phased approach to our EV roadmap, beginning with the launch of our pilot EV in 2022.<br><br>We are currently evaluating additional electric and hybrid vehicle models based on factors such as battery capacity, charging requirements, energy efficiency, and driving range to ensure operational suitability and continuity of service delivery. We are also assessing alternative ownership and financing arrangements to optimize total cost of ownership.<br><br>These actions are integrated into our ongoing fleet rationalization initiatives, which go beyond right sizing. Holistic approach includes managing the age of the fleet as well as selecting the most appropriate vehicle variants aligned with specific operational requirements, with the objective of improving overall vehicle utilization while effectively managing transition related capital expenditures.<br><br>To support fleet electrification, we have installed dedicated EV parking spaces with charging facilities in our main offices. EV-ready infrastructure is likewise being incorporated into the planning considerations for our future headquarters. |

***Low Carbon Economy Investment Act (LCEIA)***

In January 2024, the Philippine Department of Finance (DOF) initiated a technical assessment of potential carbon pricing instruments, including carbon taxes and emissions trading systems[4], to identify an economically appropriate approach for the country. In 2025, the DOF clarified[5] that the introduction of an explicit carbon tax is not being prioritized in the near term, reflecting ongoing considerations around energy affordability and economic conditions.

Despite this, the Philippines continues to advance its broader decarbonization framework through policy development. House Bill (HB) No. 11375[6], or the Low Carbon Economy Investment Act (LCEIA), was approved by the House of Representatives during the 19th Congress and subsequently refiled in the 20th Congress as HB No. 3820[7].

HB 3820 seeks to establish a national framework to support a low-carbon and climate-resilient economy, aligned with the country's climate commitments and long-term development objectives. Among its proposed mechanisms is a carbon pricing and decarbonization fund, which would require covered enterprises with emissions exceeding their allocated limits to channel funds toward emissions reduction and resilience-building activities.

While the proposed system does not specify a price, we continue to apply internal carbon price assumptions as part of our climate-related resilience testing. These assumptions are guided by the International Monetary Fund (IMF)'s country-specific analysis for the Philippines, which models an illustrative carbon price starting

[3] https://evindustry.ph/about#targets
[4] https://www.dof.gov.ph/recto-calls-for-study-of-carbon-pricing-instruments-underscores-need-to-identify-optimal-mix-for-ph/
[5] https://businessmirror.com.ph/2025/03/19/dof-deferral-of-carbon-tax-plan-clouds-esg-compliance/
[6] https://icapcarbonaction.com/system/files/ets_pdfs/icap-etsmap-factsheet-114.pdf
[7] https://docs.congress.hrep.online/legisdocs/basic_20/HB03820.pdf

at USD20 per ton in 2023 and rising by USD4.30 per year to reach USD50 per ton in 2030[8]. These assumptions are management estimates used for planning purposes and may be refined as national carbon pricing policies and implementation mechanisms evolve.

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Short Term*<br>In 2025, based on our Scope 1 and Scope 2 GHG emissions of 785 thousand $tCO_2e$, we assessed potential exposure to carbon pricing using a shadow carbon price of USD 28.60 per $tCO_2e$, based on the IMF study. Operating costs could increase by approximately PhP 1.32 billion[9], should carbon pricing be applied to the current emissions levels. | As early as 2022, the PLDT Group has started to consider the inclusion of a shadow carbon price in the evaluation of selected projects.<br><br>We are progressing efforts to further integrate material environmental and social considerations into project evaluation processes to strengthen investment resilience to potential future climate-related policy developments.<br><br>To manage the potential impact of a carbon price in the future, we continue to pursue energy efficiency initiatives that lower our carbon emissions and footprint. |

## Technology Risks

***Network Infrastructure and Technology Obsolescence***

Upgrading existing facilities and network infrastructure, including the migration from legacy platforms to more energy-efficient technologies such as 5G and fiber, may require parallel system operations, complex integration, and the replacement of existing assets. These transition activities can accelerate both the technical and economic obsolescence of legacy network equipment, particularly where older platforms are no longer compatible with emerging technology standards, energy-efficiency requirements, or evolving regulatory expectations.

These upgrades may result in incremental capital and operating expenditures, shortened asset useful lives, accelerated asset retirements, and temporary operational inefficiencies during the transition period. The financial impacts are considered potentially material where such upgrades are driven or accelerated by mandated technology transitions, regulatory timelines, or increasing energy-efficiency expectations. Accordingly, these risks are assessed in terms of their implications on asset lifecycles, capital allocation decisions, and overall financial planning.

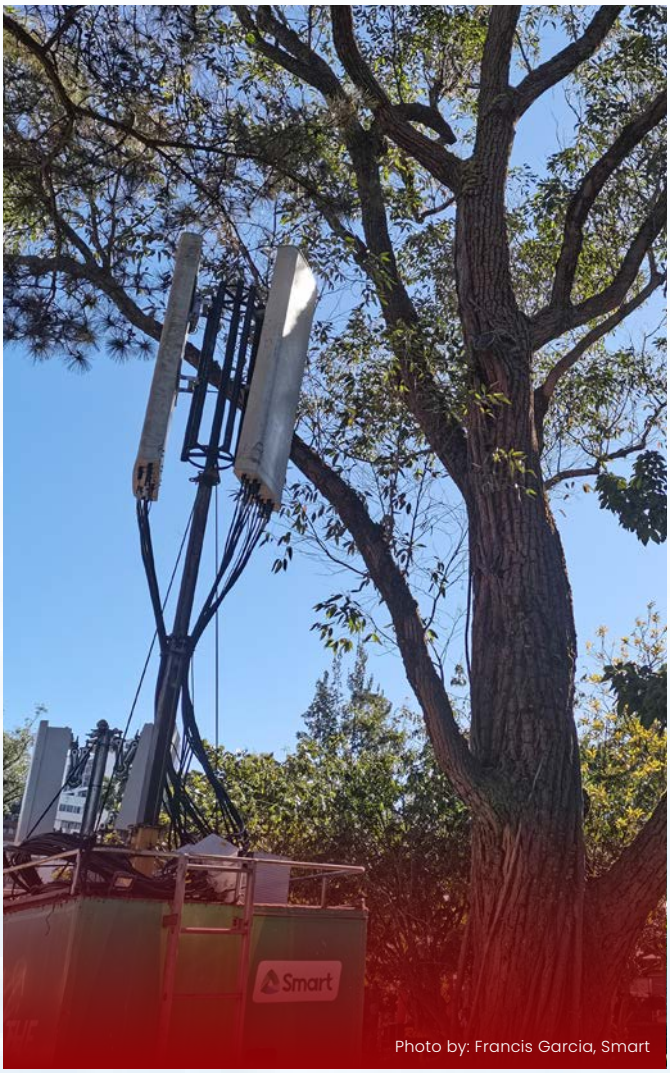


Photo by: Francis Garcia, Smart

[8] *https://www.elibrary.imf.org/view/journals/002/2022/370/article-A003-en.xml*
[9] *Converted based on end-December 2025 PhP to USD exchange rate of 58.79. The estimate reflects potential operating cost and cash flow effects and supports internal planning and resilience testing. This assessment does not represent a recognized expense or liability.*

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Short Term*<br>Temporary operational disruptions may arise during facility upgrades and migration from legacy platforms, potentially resulting in service interruptions and revenue loss.<br><br>*Short to Medium Term*<br>Accelerated technical and economic obsolescence of legacy network assets may occur, leading to shortened useful lives and earlier asset retirements.<br><br>*Medium Term*<br>Increased capital allocation requirements for infrastructure upgrades may be necessary to meet evolving technological standards and energy-efficiency expectations.<br><br>*Medium to Long Term*<br>Transition to more energy-efficient equipment and facilities may result in lower operating costs over time; however, this may be accompanied by higher depreciation expenses due to increased capital investments and asset replacement cycles. | We undertake multi-year capital investments to support market demand and ongoing network modernization, including the deployment of additional base stations, expansion of fiber infrastructure, and adoption of energy-efficient technologies. These investments are prioritized using a risk-based approach that balances near-term capital requirements with longer-term benefits, such as improved energy efficiency, reduced operating costs, and lower emissions intensity.<br><br>To manage the financial impacts of asset obsolescence and increased capital expenditure, we align infrastructure upgrades with asset lifecycle planning and demand growth, enabling more efficient capital allocation and minimizing stranded asset risk.<br><br>We continue to expand our fixed and mobile networks to meet increasing data demand, while progressively improving network energy performance to mitigate exposure to rising energy costs and evolving efficiency expectations. |

***AI and Machine Learning***

The development and deployment of AI and machine-learning applications rely on high-performance data centers operating over extended periods, using energy-intensive computing hardware and water- and energy-dependent cooling systems. As regulatory requirements and market expectations related to resource efficiency and emissions reduction continue to evolve, AI-driven workloads may significantly increase electricity demand as well as cooling-related water consumption requirements.

In the Philippines where electricity costs are relatively high and water availability can be regionally variable, this may heighten exposure to risks associated with rising energy and water-related operating costs, stricter efficiency standards, and increasing pressure to decarbonize and resource-optimize digital infrastructure.



| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Short Term*<br>Higher operating costs driven by increased electricity consumption and water usage for cooling requirements in data center operations.<br><br>*Medium to Long Term*<br>Increased capital expenditure requirements to upgrade data center capacity, cooling systems, and energy-efficient technologies in order to support growing artificial intelligence workloads and evolving efficiency expectations. | Our data center facilities have implemented certified energy-management systems (ISO 50001) and Environmental Management System (ISO 14001), and continue to invest in high-efficiency cooling technologies and optimized power infrastructure to improve overall energy performance across multiple sites. These efficiency measures are reflected in our 2025 average PUE of 1.59 across data centers, excluding VSR, which is lower than the prior year and better than the 1.61 target set. VSR is excluded as it became operational in 2025 and is still undergoing capacity ramp-up.<br><br>We are also progressively increasing the integration of renewable energy sources within our data center operations to support emissions reduction objectives and improve the carbon intensity of electricity consumption.<br><br>VSR is designed as an AI-ready hyperscale facility with scalable power infrastructure, redundant systems, and advanced cooling capabilities to support high-density computing workloads. These design features are intended to enhance operational efficiency, improve energy performance, and support long-term capacity growth in response to increasing demand for artificial intelligence and cloud-based services. |

## Market Risks

***Upstream***

The transition to a low-carbon economy exposes the telecommunication industry to market-driven cost pressures on energy, inputs, and financing. Changes in carbon pricing, energy market structures, and supplier cost pass-throughs may increase and introduce volatility in electricity pricing, network equipment, and overall infrastructure costs.

Suppliers are also assessing their own decarbonization impacts, which may be reflected in contract pricing. At the same time, capital markets are increasingly differentiating based on climate performance, potentially leading to higher cost of capital or constrained access to financing for companies perceived as lagging in transition readiness. These may increase operating and capital costs and affect investment planning.

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Medium to Long Term*<br>The low-carbon transition may result in higher capital expenditure requirements due to contract pricing adjustments and increased supplier costs as vendors pass through expenses associated with decarbonization initiatives, including low-carbon manufacturing, construction, and energy use.<br><br>*Medium to Long Term*<br>The Company may face a higher cost of capital if it is perceived by lenders or investors to have increased exposure to transition risks or insufficient readiness for a decarbonized economy, potentially resulting in higher financing costs and less favorable access to capital. | We continue to strengthen sustainability integration across our supply chain starting with structured ESG supplier engagements initiated in 2024. These include sustainability forums, enhanced supplier due diligence, and enforcement of the PLDT Group Supplier Code of Conduct, with "Greening of the Supply Chain" identified as one of the material ESG topics.<br><br>To mitigate potential increases in financing costs, we leverage sustainable financing instruments opportunistically, including green loan facilities to support fiber network expansion, which is more energy-efficient than legacy infrastructure. |

***Downstream***

The low-carbon transition is reshaping customer expectations and competitive dynamics, creating potential risks to revenue and market share.

Enterprise customers are increasingly integrating climate criteria into procurement, while consumers are gradually favoring more sustainable products and services. In the Philippines, a report cited by BusinessWorld[10] indicates over 90% of the country's college-educated, working Gen Z and millennials are willing to pay more to purchase environmentally sustainable products or services.

Failure to meet these expectations may weaken competitiveness, affect customer retention, and erode brand value over time.

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Short to Medium Term*<br>Potential loss of individual and enterprise customers, including contract non-renewals or reduced contract scope, if climate-related procurement or vendor criteria are not met. | We communicate our sustainability strategy, including our decarbonization roadmap and progress to key stakeholders, including customers.<br><br>For enterprise customers, we respond to climate- and sustainability-related supplier qualification requirements by providing relevant data, context, and disclosures aligned with customer procurement criteria. We also collaborate with select enterprise customers on responsible e-waste disposal and management through the #BeKind. Recycle program. |

## Reputation Risks

Reputation risk arises from actual or perceived misalignment between the Company's climate-related commitments, disclosures, and transition actions, and the evolving expectations of customers, investors, regulators, and other stakeholders.

As climate-related transparency and performance increasingly influence stakeholder decision-making, any perceived inconsistencies, delays, or insufficient progress in the Company's decarbonization efforts may adversely affect stakeholder trust, brand credibility, and confidence in the Company's long-term resilience and value creation.

To support our climate transition and strengthen credibility, we have established a decarbonization roadmap with a target to reduce our Scope 1 and Scope 2 GHG emissions by 40% by 2030, relative to a 2019 baseline.

| Potential Financial Impact | Risk Mitigation and Resilience Measures |
|---|---|
| *Medium to Long Term*<br>Perceived misalignment between our decarbonization commitment and actual progress may result in reputational damage, potentially leading to reduced customer trust, loss of market share, and erosion of brand and shareholder value. | We regularly communicate our sustainability strategy including our climate and decarbonization roadmap, and progress to a broad range of stakeholders, including customers, investors, and regulators.<br><br>We are currently recalibrating our decarbonization roadmap to account for operational expansion since the 2019 base year and other economic factors that may have had impact on carbon emissions and transition pathways. |

[10] *https://www.bworldonline.com/banking-finance/2025/08/29/694447/climate-change-and-consumer-behavior/*

## Opportunities from Transition Risks

As customer preferences, regulatory developments, and procurement standards increasingly favor low-carbon and resource-efficient products and services, the PLDT Group continues to realign its operations toward enhanced carbon and energy efficiency. This shift not only mitigates exposure to transition risks but also positions the business to capture emerging opportunities, strengthen competitive advantage, and support long-term value creation in a rapidly evolving low-carbon economy.

Consistent with the Philippine Sustainable Finance Taxonomy Guidelines[11], the ICT sector is recognized as an enabling sector that facilitates emissions reductions across industries while posing minimal risk to environmental objectives. This positioning reinforces our role in supporting broader economy-wide decarbonization.

### *Increased Renewable Energy Access and Energy Cost Resilience*

Strategic partnerships and supply agreements with retail electricity suppliers and electric cooperatives have enabled us to increase our share of renewable energy in our power mix through participation in the CREM and RAP. These initiatives include the energization of high-consumption facilities, such as key office sites in Makati.

By diversifying energy sources and increasing renewable energy procurement, we reduce exposure to electricity price volatility and potential carbon-related regulatory costs, while improving emissions performance. These actions enhance cost predictability and may deliver measurable operational savings, strengthening financial resilience under different transition scenarios.

### *Technology Upgrades and Fiber-Led Network Expansion*

Ongoing investments in network modernization and technology upgrades support both operational efficiency and low-carbon growth. Fiber-optic cable infrastructure, classified as a low-carbon investment under the Low Carbon Investment (LCI) Registry Taxonomy[12], enables digital substitution of carbon-intensive activities and supports broader economic decarbonization.

The continued expansion of our FTTH coverage, reaching approximately 1.3 million cable kilometers and extending to the majority of provinces and municipalities nationwide, enhances service reliability and energy efficiency per unit of data transmitted. This expanded footprint positions us to capture growth in the underserved broadband market, supporting revenue expansion while maintaining a lower emissions intensity profile.

### *Sustainable Data Centers and AI-Driven Growth Opportunities*

Advances in our data center business, through VITRO represent a significant transition-related opportunity. Our VITRO Sta. Rosa is designed to be AI-ready and capable of hosting international hyperscalers, supporting rapidly growing demand for high-performance and sustainable digital infrastructure.

Data centers powered by renewable energy are also classified as low-carbon investments under the LCI Registry Taxonomy. A significant portion of our data center portfolio operates on approximately 45% renewable energy beginning in November 2025, supplemented by on-site solar rooftop installations in one facility. The renewable energy initiatives for our data centers serve as key selling points to potential customers that include hyperscalers and cloud service providers, positioning VITRO as a preferred partner in sustainable digital infrastructure.

[11] *https://www.bsp.gov.ph/Regulations/Issuances/2024/1187.pdf*
[12] *https://iasj.org/wp-content/uploads/low_carbon_investment_registry_taxonomy.pdf*

Based on a recent APAC data center market analysis, data center demand across the region is projected to grow at a compounded annual rate of over 20% for 2024 to 2030, driven by accelerating cloud adoption and AI-related workloads.[13]

### *Value-Chain Influence and Scope 3 Emissions Opportunities*

Our transition initiatives extend across our value chain. Active engagement with suppliers and plans to incorporate environmental impact considerations alongside financial criteria in procurement create opportunities to encourage cleaner technologies, improve resource efficiency, and reduce Scope 3 emissions. These actions enhance value-chain resilience while reinforcing the credibility of our climate commitments and reducing exposure to downstream market and reputation risks.

## Physical Risks

We use a global climate risk assessment platform to understand how climate change may affect its physical assets over time. The platform analyzes future climate conditions, including extreme weather events and longer-term climate trends, and translates these into potential financial impacts on assets and operations.

Most of the climate data used in the analysis is derived from internationally recognized climate models that support the Sixth Assessment Report of the IPCC. To improve local relevance, the platform also incorporates higher-resolution climate datasets, including those provided through the NASA Earth Exchange, allowing climate risks to be assessed at a more granular geographic level.

Future climate conditions are assessed using a range of widely used climate scenarios that reflect different possible pathways for global greenhouse gas emissions and socioeconomic development. These scenarios, known as Shared Socioeconomic Pathways (SSPs), support a forward-looking assessment of how climate-related risks may evolve under different future outcomes.

The scenarios considered in this analysis are:

| Climate Change Scenario | Mitigating Actions[14] | Greenhouse Gas (GHG) Emissions[15] | Expected Global Temperature by 2100[16] |
|---|---|---|---|
| Low (SSP1-2.6) | Aggressive | Net zero by 2050 | > 1.3 to 2.4°C |
| Medium (SSP2-4.5) | Strong | Retain at current level by 2050 then decline by 2100 | > 2.1 to 3.5°C |
| Medium-High (SSP3-7.0) | Limited | Will double by 2100 | > 2.8 to 4.6°C |
| High (SSP5-8.5) | Low | Will triple by 2075 | > 3.3 to 5.7°C |

## Climate Scenario Analysis

IFRS S2-10(A), IFRS S2-10(B), IFRS S2-10(C), IFRS S2-10(D)

Selected critical assets were assessed using a bottom-up, asset-level physical risk model applied through the climate risk platform. The assessment follows internationally recognized climate risk concepts and evaluates how future climate conditions may affect asset performance and financial outcomes over time.

The analysis is based on three core components:

1. **Hazard** – Projected changes in climate conditions that may affect physical assets
2. **Vulnerability** – The sensitivity of specific asset types to identified climate hazards
3. **Risk** – The resulting financial impacts, expressed as a percentage of asset value

[13] *https://www.ubs.com/global/en/investment-bank/insights-and-data/2025/will-apac-data-centers-be-oversupplied.html*
[14] *efforts, policies, and strategies aimed at reducing GHG emissions*
[15] *compared to the recorded GHG emissions in 2015, the year of Paris Agreement*
[16] *relative to the pre-industrial level global temperature*

Both acute and chronic physical climate hazards relevant to the Group's operations and asset footprint were assessed.

***Acute Physical Hazards***

Acute hazards are event-driven and may cause sudden disruption or damage:

- **Coastal Flooding** – Combines storm surge and sea-level rise and models the frequency of historical 100-year flood depths, particularly relevant to coastal landing stations and low-lying facilities.
- **Fluvial Flooding** – River-based flooding linked to extreme rainfall, relevant for assets near floodplains.
- **Pluvial Flooding** – Surface flooding caused by intense rainfall, particularly affecting urban and highly developed areas.

***Chronic Physical Hazards***

Chronic hazards reflect longer-term climate trends that may progressively affect operations:

- **Drought** – Assessed using precipitation and evapotranspiration indicators, with implications for operational resilience.
- **Extreme Heat** – Rising temperature extremes that may increase cooling demand and accelerate equipment degradation.
- **Heat Stress** – Combined temperature and humidity impacts relevant to workforce safety and productivity.
- **Water Stress** – Indicators of increasing competition for water resources, particularly relevant to data centers and other water-dependent assets.

The table below summarizes the initial projected climate-related physical risk impacts for selected critical assets under the climate scenarios using the global climate risk assessment platform. Reported impacts are expressed as a percentage reduction in asset value and are disaggregated into direct physical damage to assets, increased operating costs, and impacts on revenue arising from reduced productivity and service disruptions associated with these assets.

| **Low Scenario (SSP1-2.6)** | **Impact to Assets & OPEX** | | | **Impact to Revenue** | | | **Total Impact** | | |
|---|---|---|---|---|---|---|---|---|---|
| | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) |
| Temperature Extremes | 8.55% | 10.13% | 12.37% | 0.02% | 0.02% | 0.02% | 8.57% | 10.15% | 12.40% |
| Water Stress | 1.13% | 1.56% | 2.76% | 6.66% | 8.65% | 14.41% | 7.79% | 10.21% | 17.17% |
| Pluvial Flooding | 0.53% | 0.64% | 0.77% | 0.08% | 0.10% | 0.12% | 0.61% | 0.74% | 0.89% |
| Other Hazards | 0.05% | 0.05% | 0.08% | 0.01% | 0.01% | 0.02% | 0.06% | 0.07% | 0.10% |
| **TOTAL** | **10.25%** | **12.39%** | **15.98%** | **6.77%** | **8.78%** | **14.57%** | **17.02%** | **21.18%** | **30.55%** |

| **Medium Scenario (SSP2-4.5)** | **Impact to Assets & OPEX** | | | **Impact to Revenue** | | | **Total Impact** | | |
|---|---|---|---|---|---|---|---|---|---|
| | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years | Medium-term (by 2030) | Long-Term (by 2050) |
| Temperature Extremes | 8.57% | 10.52% | 14.81% | 0.02% | 0.02% | 0.03% | 8.59% | 10.54% | 14.84% |
| Water Stress | 1.13% | 1.56% | 2.77% | 6.66% | 8.65% | 14.44% | 7.78% | 10.21% | 17.21% |
| Pluvial Flooding | 0.49% | 0.63% | 0.90% | 0.08% | 0.10% | 0.14% | 0.57% | 0.72% | 1.04% |
| Other Hazards | 0.05% | 0.06% | 0.09% | 0.01% | 0.01% | 0.02% | 0.06% | 0.07% | 0.11% |
| **TOTAL** | **10.24%** | **12.76%** | **18.56%** | **6.76%** | **8.78%** | **14.64%** | **17.00%** | **21.54%** | **33.20%** |

| Medium-High Scenario (SSP3-7.0) | Impact to Assets & OPEX | | | Impact to Revenue | | | Total Impact | | |
|---|---|---|---|---|---|---|---|---|---|
| | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) |
| Temperature Extremes | 8.34% | 10.53% | 16.32% | 0.02% | 0.02% | 0.03% | 8.36% | 10.55% | 16.35% |
| Water Stress | 1.28% | 1.55% | 2.51% | 7.24% | 8.77% | 13.68% | 8.52% | 10.32% | 16.20% |
| Pluvial Flooding | 0.50% | 0.65% | 1.03% | 0.08% | 0.10% | 0.16% | 0.57% | 0.75% | 1.19% |
| Other Hazards | 0.05% | 0.06% | 0.10% | 0.01% | 0.02% | 0.03% | 0.06% | 0.07% | 0.13% |
| **TOTAL** | **10.16%** | **12.79%** | **19.96%** | **7.35%** | **8.91%** | **13.90%** | **17.51%** | **21.70%** | **33.86%** |

| High Scenario (SSP5-8.5) | Impact to Assets & OPEX | | | Impact to Revenue | | | Total Impact | | |
|---|---|---|---|---|---|---|---|---|---|
| | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) | Short-term (1 to 2 years) | Medium-term (by 2030) | Long-Term (by 2050) |
| Water Stress | 1.58% | 1.91% | 3.39% | 9.18% | 10.88% | 18.76% | 10.76% | 12.78% | 22.15% |
| Temperature Extremes | 8.78% | 11.71% | 19.10% | 0.02% | 0.02% | 0.04% | 8.80% | 11.73% | 19.14% |
| Pluvial Flooding | 0.52% | 0.69% | 1.17% | 0.08% | 0.11% | 0.18% | 0.60% | 0.80% | 1.36% |
| Other Hazards | 0.05% | 0.06% | 0.11% | 0.01% | 0.02% | 0.03% | 0.06% | 0.08% | 0.14% |
| **TOTAL** | **10.92%** | **14.37%** | **23.78%** | **9.29%** | **11.02%** | **19.01%** | **20.21%** | **25.39%** | **42.78%** |

For typhoon-related risks, we used several reliable external sources to supplement the results from the risk assessment platform. These include the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA)[17], the World Bank Climate Change Knowledge Portal[18], the IPCC Sixth Assessment Report[19], and the Philippines' Climate Change Commission[20]. These sources help explain how typhoons are expected to change over time and how these changes may affect the Philippines.

According to the IPCC, a warmer climate is likely to lead to stronger typhoons and heavier rainfall, even if the total number of storms does not increase. This is especially true in the Western North Pacific region, where the Philippines is located. The World Bank's climate projections support this view, showing that future typhoons affecting the Philippines are expected to be more intense under higher warming scenarios.

Local evidence reinforces these findings. PAGASA and the Climate Change Commission report that while the number of typhoons entering the Philippine Area of Responsibility has not shown a clear increasing trend, more powerful typhoons and more severe rainfall events are becoming more common. This aligns with global scientific assessments.

Typhoons can affect both daily operations and revenue-generating activities. Strong winds and heavy rainfall can directly damage or disrupt communication and relay towers, which are critical to network operations. In addition, power outages caused by typhoons can further interrupt services, extend restoration time, and reduce overall network availability.

## Climate-Related Resilience, Business Continuity, and Risk Management

IFRS S2-13(A), IFRS S2-13(B)

To ensure the continuous delivery of connectivity services amid increasing climate-related risks, the PLDT Group has strengthened its Business Continuity Plan (BCP) and Crisis Management Plan (CMP) as core components of its operations. These plans are designed to help the organization prepare for, respond to, and recover from disruptions caused by natural hazards, including extreme weather events.

Our ISO 22301 (Business Continuity Management Systems) certification demonstrates alignment with internationally recognized standards for maintaining critical operations during major disruptions. As part of our BCP, we have

[17] *https://www.pagasa.dost.gov.ph/information/climate-change-in-the-philippines*
[18] *https://climateknowledgeportal.worldbank.org/country/philippines/tropical-cyclones-projections*
[19] *https://www.ipcc.ch/report/ar6/wg1/chapter/summary-for-policymakers/*
[20] *https://climate.gov.ph/climate-change-projections-our-future-through-the-looking-glass*

advance arrangements with key suppliers to ensure the timely availability of critical materials before and after disaster events.

We operate a 24/7 Emergency Operations Center (EOC) that supports uninterrupted nationwide connectivity through real-time monitoring, coordination, and decision-making during major incidents. Throughout the year, our Business Continuity and Risk Office (BCRO) supports the management of potential disruptions arising from earthquakes, volcanic activity, extreme weather, flooding, and power interruptions. This is carried out in close coordination with Regional Disaster Management Teams (RDMTs) and the Crisis Management Team (CMT), with priority given to employee safety and service continuity.

Our commitment to disaster resilience is further demonstrated by the establishment of a dedicated disaster recovery facility in Cebu in 2021, equipped with redundant infrastructure and advanced technologies designed to support continuous operations during natural calamities such as typhoons, floods, and earthquakes.

Critical network assets are designed and built with location-specific resilience measures. Communication towers located along major typhoon corridors are engineered to withstand wind speeds of up to 300 kilometers per hour, above the threshold of the most destructive Category 5 typhoons recorded in the Philippines. Generator sets in flood-prone areas are elevated above design flood levels, while cable landing stations are designed to reduce exposure to storm surge and tsunami risks. This risk-informed spatial planning reduces physical vulnerability and enhances the reliability of the Group's telecommunications infrastructure.

We use real-time monitoring technologies, including IoT sensors and AI-enabled analytics, to assess potential impacts on network facilities around the clock. Automated alerts support rapid response and restoration by field teams.

Building on the Group's business continuity awareness initiatives, Project EVE was launched as an AI-powered emergency preparedness tool. EVE is designed to help employees translate the knowledge gained from training into practical, real-world preparedness actions. As a structured follow-through to the awareness programs, EVE provides guided and intelligent support through personalized preparedness plans, location-based hazard assessments, and downloadable readiness reports, strengthening workforce resilience and supporting employee well-being.

Our data centers underwent Environmental and Security Threat, Vulnerability, and Risk Assessments prior to site selection, evaluating environmental risks including, but not limited to, typhoons, flooding, landslides, soil liquefaction, and tsunamis. These assessments support the identification and management of site-specific risks, ensuring structural integrity, site suitability, and operational resiliency against climate-related threats that may affect continuity of critical services.

By embedding resilience into both strategic planning and day-to-day operations, the PLDT Group supports long-term service reliability, national connectivity, and stakeholder confidence, ensuring preparedness in an increasingly uncertain climate environment.

## Risk Management

IFRS S2-25(A), IFRS S2-25(B), IFRS S2-25(C)

The identification, assessment, prioritization, and monitoring of climate-related risks are integrated into the Company's enterprise risk management (ERM) process, which is aligned with the COSO Enterprise Risk Management Framework and ISO 31000 principles. Climate-related risks are identified and assessed using the same risk criteria, impact thresholds, and governance processes applied to other strategic and operational risks, enabling consistent comparison and prioritization across the enterprise.

Physical risks arising from climate change, such as typhoons, flooding, and other extreme weather events, are assessed for their potential impacts on critical network infrastructure, service continuity, asset integrity, and financial performance across short-, medium-, and long-term horizons.

Risks are evaluated based on defined materiality thresholds and are elevated through the ERM process where necessary. These are reflected in enterprise-level risk reporting, with material climate-related risks included among the Company's Top Risks, and monitored through regular management reviews and Risk Committee oversight.

Climate-related risks are managed through clearly defined roles across key business units, including:

- **Network Operations.** Focused on managing and mitigating the impacts of extreme weather events on network infrastructure and service delivery, as well as supporting energy transition initiatives;
- **Supply Chain Management.** Focused on implementing low-emission initiatives such as green fleet programs and adopting a sustainable supply chain framework which aligns the Company's vendors and contractors on sustainability matters;
- **Business Continuity and Resilience Management.** Focused on strengthening crisis management frameworks to address climate-related disruptions;
- **Environmental Health and Safety.** Focused on ensuring compliance with environmental regulations, and monitoring assets and facilities exposed to climate hazards;
- **Properties and Facilities Management.** Focused on improving infrastructure resilience of non-network facilities, identifying energy efficient measures to manage power consumption, and securing renewable energy sources;
- **Business Units.** Focused on identifying innovative and sustainable products and services that can be offered to customers (e.g. fiber connection, eSIM, ICT services) to help the transition to a low carbon economy;
- **Fleet operations.** Focused on managing the rationalization of our service vehicles and creation of an EV re-fleeting roadmap in alignment with environmental regulations and sustainability commitments

From a strategic perspective, the transition toward a more sustainable and resilient enterprise is a key priority of Management and is embedded in operational planning and risk management processes.

Each business unit conducts periodic assessments of climate-related risks within its area of responsibility and defines corresponding mitigation strategies. These are reviewed through structured risk interviews conducted by Internal Audit and the GRMD, and are regularly discussed as part of Risk Committee meetings.

## Metrics and Targets

GRI 102-4, 102-8, GSMA-ENV-01, IFRS S2-29(A), IFRS S2-33(A), IFRS S2-33(B), IFRS S2-33(D), IFRS S2-33(E)

The PLDT Group supports the Philippine Government's Nationally Determined Contribution under the Paris Agreement, as well as the global ambition to achieve net-zero GHG emissions by 2050. In support of these objectives, we have established a Decarbonization Roadmap targeting a 40% reduction in Scope 1 and Scope 2 emissions by 2030, using 2019 as the baseline year. This target reflects our assessment of our emissions profile, operational footprint, and available abatement levers over the medium term.

Progress toward this target is supported by systematic monitoring, tracking, and reporting of operational GHG emissions in accordance with the GHG Protocol. Our emissions inventory is regularly updated and internally reviewed to support consistency, transparency, and comparability in climate-related disclosures and decision-making.

Our Decarbonization Roadmap is anchored on a structured approach that includes identifying key emissions sources across operations, evaluating the applicability of low-carbon and renewable energy

technologies, and implementing a portfolio of emissions-reduction initiatives. We have also piloted an internal shadow carbon pricing mechanism and are working toward its broader institutionalization to support capital allocation decisions by incorporating the economic cost of carbon in investment evaluations. While we are not a formal signatory to the Science Based Targets initiative, our approach is informed by climate science and considers multiple emissions pathways and transition scenarios.

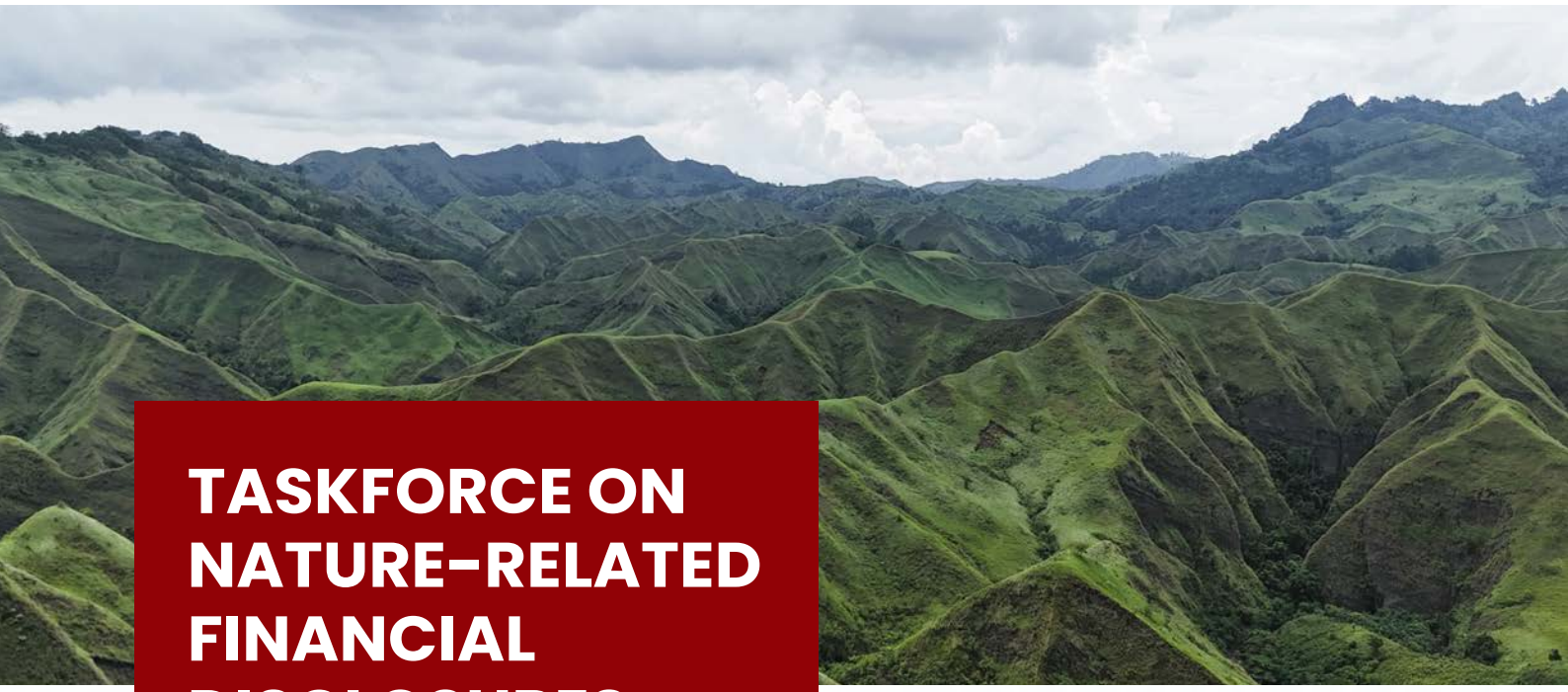
Our GHG emissions arise primarily from network operations, equipment deployment, building energy use, and fleet transportation. In 2025, Scope 1 GHG emissions amounted to 41,475 $tCO_2e$, representing a 1.78% decrease from 2024. Emissions intensity stood at 2.98 $tCO_2e$ per employee and 0.20 $tCO_2e$ per million pesos of service revenue. Compared with the 2019 baseline, Scope 1 emissions intensity per million pesos of service revenue improved by 13.04%, reflecting increased emissions efficiency alongside business growth.

Scope 2 GHG emissions totaled 743,924 $tCO_2e$ in 2025. Emissions intensity was 53.54 $tCO_2e$ per employee and 3.59 $tCO_2e$ per million pesos of service revenue, net of 44,182 $tCO_2e$ avoided through renewable electricity procurement and the use of self-generated solar energy.

We continue to enhance our Scope 3 GHG emissions accounting, which captures indirect emissions across the value chain. Based on 2025 spend-based data and EEIO emission factors, Scope 3 emissions are estimated at 448,203 $tCO_2e$, representing approximately 36% of total emissions. We recognize the methodological limitations inherent in current estimation approaches and are improving data quality, coverage, and granularity to enhance the reliability and decision-usefulness of future disclosures.

As part of our ongoing climate strategy, we are undertaking a review and recalibration of our Decarbonization Roadmap to reflect changes in operational scale since the 2019 baseline, evolving business conditions, and relevant economic and market factors that influence emissions trajectories and transition pathways.





# TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES

GRI 3-3, 101-2, 411-1

At the PLDT Group, we recognize that the resilience of our business is closely linked to the condition of the natural systems that support our network infrastructure. As a provider of nationwide digital connectivity, our operations interface with land, freshwater, marine, and coastal ecosystems, and depend on ecosystem services such as stable land and soil conditions, water availability, and natural hazard regulation to ensure reliable and continuous service delivery to our customers and communities. As such, the responsible deployment of technology is integral to our long-term business continuity.

Operating in the Philippines, one of the world's mega-diverse countries, we integrate the protection and conservation of nature and biodiversity into the planning, deployment, and operation of our infrastructure. This approach is grounded in compliance with environmental laws and regulations, informed by engagement with Indigenous Peoples and local communities, and strengthened through partnerships with government, industry, and academic institutions. These principles are reinforced across our value chain through our Supplier Code of Conduct.

In March 2025, this approach was further institutionalized through the adoption of the PLDT and Smart Biodiversity Policies. These policies include our commitments to "No Net Deforestation" and "No Net Loss in Natural Forest Cover" and guide our efforts to conserve biodiversity, and support nature-based solutions as we continue to expand our network nationwide.

## Governance IFRS S1-27(A), IFRS S1-27(B)

The Board of Directors provides oversight of nature- and biodiversity-related matters through the GNSC, which reviews relevant programs and partnerships and approves related policies. In support of the GNSC, the Corporate Sustainability Office (CSO) guides management and implementation of related initiatives across the organization. The Chief Sustainability Officer works closely with the Chief Risk Management Officer and relevant business units to integrate nature-related considerations into operations and risk management processes. Progress on these matters form part of regular reports to the President and CEO and the GNSC.



In coordination with the GRMD, the CSO supports the identification, assessment, and management of nature-related dependencies, impacts, risks, and opportunities across the Group's operations.

A key component of our nature-related governance framework is our commitment to uphold the rights of Indigenous Peoples (IP) and local communities. This is embedded into PLDT and Smart Human Rights and Biodiversity Policies, reinforcing ethical ways of engaging with stakeholders and articulating institutional respect for indigenous cultures, customs, and ancestral domains, particularly in areas where our infrastructure interfaces with land and natural resources.

To support implementation, we developed and deployed an Indigenous Cultural Communities Engagement Guide. The guide provides:

i. technical protocols for planning and implementing network rollouts in ancestral domains,
ii. capacity-building on culturally appropriate and respectful engagement with IPs and local communities, and
iii. practical case studies drawn from actual community consultations, negotiations, and resolutions.

Activities to expand our network infrastructure go in tandem with regular community consultations, dialogues, and due diligence processes, especially in areas inhabited or managed by IPs and local communities.

These ensure that construction and operational activities comply with legal requirements and respect cultural rights and priorities. To support consistent implementation, we have established a Cross-Functional Team (CFT) comprising representatives from the following:

- Build Team
- Joint Strategic Office
- Project Management Office
- Regulatory Department
- Stakeholder Management Team
- Technology Group

The CFT enables coordinated decision-making, integrates stakeholder and environmental considerations into project planning, and supports responsible deployment across the lifecycle of our infrastructure.



# Strategy IFRS S1-30(A), IFRS S1-32(A), IFRS S1-32(B), IFRS S1-33(A), IFRS S1-33(B), UNGC PRINCIPLE 7

Our approach to nature and biodiversity is embedded in how we plan, deploy, and operate our business. It reflects our commitment to responsible operations and to avoiding, minimizing, and managing potential environmental and social impacts associated with our activities.

Using the Locate, Evaluate, Assess, Prepare (LEAP) approach, we undertook a structured assessment to identify how our business activities interact with nature, and to understand key dependencies, impacts, risks, and opportunities relevant to the long-term resilience of our network. This assessment informed the integration of nature-related considerations into operational planning, infrastructure design, and stakeholder engagement.

*Key Interfaces with Nature*

| Business Activity | Nature Interface | Nature Dependencies | Impacts | Risks |
|---|---|---|---|---|
| **Construction of:**<br>• Fixed and Wireless networks, including:<br>- Communication towers<br>- Cable landing stations<br>- Undersea cables<br>• Data Centers | Land, Marine & Coastal Ecosystems, and Society | • Stable land and soil conditions for tower and facility foundations<br>• Reliable water access during construction activities<br>• Healthy coastal and marine systems that reduce erosion and seabed movement | • Clearing or trimming of vegetation to access and prepare sites, including in forested or mountainous areas<br>• Land disturbance and soil erosion during site preparation<br>• Potential overlap with protected areas or ancestral domains/IP communities<br>• Coastal construction may disturb near shore ecosystems and affect local fishing livelihoods<br>• Temporary disturbance of seabed, coral reefs, or marine ecosystems | Physical risk:<br>Increased exposure to landslides, flooding, and coastal erosion where ecosystems are degraded<br><br>Transition risk:<br>Stricter land use, biodiversity, marine protected areas, coastal management, and ancestral domain regulations affecting permit applications<br><br>Reputational risk:<br>Stakeholder and community concerns related to ecosystem disturbance or social impacts |
| **Transmission rollout of fiber optic cable (FOC) and copper recovery** | Land and Society | • Access to land (roads, rights of way)<br>• Stable soil and ground conditions | • Excavation and trenching causing temporary soil disturbance and vegetation loss<br>• Temporary disruption to local communities and habitats during installation or recovery activities | Transition risk:<br>Enhanced requirements for permits, restoration, and environmental compliance along affected areas<br><br>Reputational risk:<br>Negative perception if excavation, installation and restoration are poorly managed |

| | | | | |
|---|---|---|---|---|
| **Regular business operations** | Land, Freshwater, Atmosphere, and Society. | • Reliable water supply (cooling, sanitation)<br>• Stable energy supply (grid power, fuel for generators)<br>• Waste management systems | • Generation and improper management of hazardous waste and e-waste<br>• Air and noise emissions from generator use<br>• GHG emissions from fuel and electricity consumption<br>• Local environmental stress affecting surrounding communities | Physical risk: Operational disruptions from natural calamities<br><br>Transition risk: Tighter waste, water, and emissions regulations increasing compliance costs<br><br>Market and Reputational risks: Loss of trust if operations are perceived to contribute to pollution or resource depletion |

Through this assessment, we recognize that while the expansion of digital connectivity is essential, it may create unintended negative impacts on nature and ecosystems. To address these, we engage with regulators, communities, suppliers, and other stakeholders to support informed decision-making and the application of mitigation measures.

**Stakeholder Engagement and Capability Development**

We strengthen our management of nature-related risks through targeted stakeholder engagement and internal capacity building. In 2025, we conducted a Biodiversity Awareness and Policy Cascade Workshop for key suppliers, including common tower companies and network partners, to address biodiversity risks, regulatory compliance, and environmental stewardship. The workshop covered over 85% of our Tier-1 suppliers, as well as 10 of the country's registered Independent Tower Companies (ITCs). The workshop aimed to cascade PLDT and Smart Biodiversity Policies and further embed biodiversity safeguards into network rollout and supply chain processes.



DENR BMB Assistant Director Mariglo Rosaida I. Laririt

The session included participation from the DENR Biodiversity Management Bureau (BMB), which provided guidance on Philippine biodiversity priorities and the role of business in national conservation efforts. Internal teams from network operations, legal and regulatory, supply chain management, and corporate sustainability participated in breakout discussions focused on identifying nature-related dependencies and risks and aligning mitigation measures under PLDT and Smart's Biodiversity Policies. This engagement also aimed at expanding the scope of our localized LEAP approach, as it served as a platform to engage our suppliers and partners in the identification and mitigation of biodiversity risks across our value chain.

These activities complemented earlier measures to enhance the capacity of our personnel to comply with various requirements for forest land use, protected areas, and Free and Prior Informed Consent processes. Furthermore, these strengthened awareness among our employees of the impact of business activities on the environment.

**Management of Marine and Coastal Interfaces**

For projects that interface with marine ecosystems, including the Apricot subsea cable system with

landing sites in Baler, Aurora and Digos, Davao, which was completed in March 2025, we conducted comprehensive Environmental Impact Statements (EIS) in accordance with regulatory requirements. The Apricot system is a trans-Pacific cable connecting Singapore and Japan, and the EIS process assessed potential environmental and social impacts at the landing sites and along the near-shore areas.

These assessments covered:

- Marine water quality monitoring
- Biodiversity studies, including coral reefs, seagrass beds, mangrove habitats, and fish populations
- Air and noise impact analysis during installation activities
- Socio-economic impact assessments involving affected local communities

For the Jupiter cable system, we used environmentally sensitive installation methods such as horizontal directional drilling (HDD). HDD is a trenchless technique that allows cable installation beneath the seabed and shoreline while minimizing surface disturbance and avoiding vegetation clearance. This approach reduces disruption to coastal and marine ecosystems and supports responsible infrastructure deployment in environmentally sensitive areas.

Our data center site selection and development involve an evaluation process and consider factors such as, but not limited to, long-term water source reliability to support operational resiliency and continuity of critical data center operations. Our newly constructed VITRO Sta. Rosa has undergone site due diligence in determining the readiness of the site.

**Forest Protection, Reforestation, and Restoration Activities** GRI 102-9

To protect forest ecosystems near our network rollout sites, we work with government agencies, industry partners, peoples' organizations, and local communities on targeted reforestation initiatives that complement regulatory permitting requirements and support watershed protection.

Key efforts include our partnership with the Magniniyog ng San Pablo City Agriculture Cooperative, which supports coconut tree cultivation and community livelihoods in alignment with the Philippine Coconut Authority's National Strategy to plant 100 million coconut trees by 2028.

In addition, we continue to participate in Maynilad's Plant for Life Program, which since 2007 has planted over 1.6 million trees across nearly 2,400 hectares, including watersheds, mangrove belts, and lakeside areas. Alongside this, reforestation activities were previously undertaken to support environmental requirements related to network roll-out.

**Enabling Conservation Through Technology and Partnerships**

We use communications technology to support the protection and conservation of nature and biodiversity, working with industry partners, government agencies, and academic institutions to focus efforts on biodiversity hotspots and ecologically significant sites nationwide.

For rainforest ecosystems, we deployed Rainforest Connection (RFCx) "Guardians" in selected protected forest areas in Palawan, in partnership with Huawei Technologies Philippines, Inc. and the DENR. These Guardians use AI and machine-learning technology to detect illegal activities such as chainsaw use and gunshots, supporting the protection of critical forest habitats.

For mangrove ecosystems, we worked with Ericsson on the Connected Mangroves Project, which supports conservation efforts in the Sasmuan Bangkung Malapad Critical Habitat and Ecotourism Area in Pampanga, a Ramsar-recognized site. The project uses IoT and AI-enabled technologies to remotely monitor site conditions and support the protection of migratory bird species.

For seagrass ecosystems, we supported a research project led by the University of the Philippines Marine Science Institute covering 17 marine protected areas nationwide. The study assessed the carbon sequestration potential of these blue-carbon ecosystems and provided recommendations to guide local conservation and management, with a second phase planned to build on insights from the initial study.

For peatland ecosystems, we partnered with the DENR to support conservation efforts in the Caimpugan Peatland within the Agusan Marsh Wildlife Sanctuary in Agusan del Sur. This included providing connectivity and technology support. We are working on a possible collaboration with academic institutions and scientists on the re assessment and re measurement of peatland carbon stocks.

## Risk Management

IFRS S1-44(A), IFRS S1-44(B), IFRS S1-44(C)

Nature-related risks and dependencies are integrated into our Enterprise Risk Management (ERM) framework, aligned with the COSO framework and ISO 31000 principles. These risks are assessed using the same criteria and governance processes applied to other strategic and operational risks.

Nature-related risks primarily arise from our dependence on stable ecosystems to support network infrastructure and facilities, including risks associated with land use, permitting, and environmental compliance in sensitive areas. Risks meeting materiality thresholds are escalated through the ERM process and monitored through regular management review and Risk Committee oversight.

Responsibility for managing these risks is distributed across relevant business units, including Network Operations, Environmental Health and Safety, Properties and Facilities Management, Supply Chain Management, and Business Continuity teams. Each unit conducts annual risk assessments and defines mitigation measures within its scope, which are reviewed through internal audits and risk committee processes.

## Metrics and Targets

IFRS S1-46(A), IFRS S1-46(B), IFRS S1-51(A), IFRS S1-51(B), IFRS S1-51(E)

In 2025, we began translating our understanding of nature-related risks, impacts, and dependencies into practical actions and decision-making considerations. With the goal of fully standardizing enterprise-wide metrics or quantitative targets for nature, we have been focusing on strengthening policies, processes, and partnerships needed to support future progress measurements.

The adoption of PLDT and Smart Biodiversity Policies, developed with guidance from the DENR BMB, provides the framework for how we address biodiversity conservation, no net deforestation and no net loss in natural forest cover, as well as support nature-based solutions across the Group. As we work towards formalizing institutional progress indicators, we closely monitor progress based on the initiatives carried out in 2025 and previous years, the key milestones reached, and how our operational practices have evolved during the year.

Looking ahead, we will continue building our understanding and gathering of baseline data and monitoring approaches, which will help in the future development of appropriate targets and metrics.



COMMITMENT

# DOING BUSINESS RESPONSIBLY AND WITH INTEGRITY

Defining sustainability as doing business responsibly for long-term profitability, we ground our actions and aspirations on a set of values that cultivate trust among our stakeholders.

"Commitment" stands for our unwavering adherence to an integrated and principled way of doing business, aspiring for operational excellence and using our voice to champion ethical and sustainable practices across our value chain.

## SUPPORTS





Photo by: Karen Abonita, Smart

# SUPPLY CHAIN MANAGEMENT

GRI 2-6, 3-3, 414-1, GSMA-SUP-01, UNGC PRINCIPLE 2

The PLDT Group engages suppliers and service providers that demonstrate strong business ethics, ensuring that the products and services we procure are delivered responsibly and support our sustainability objectives.

The PLDT Group's Supplier Code of Conduct defines clear expectations for safeguarding people and the environment while doing business with us. It covers environmental management, respect for human rights, data privacy and cybersecurity, and integrity and transparency. The integration of sustainability in the overall PLDT Supply Chain Program is under the oversight of the GNSC whose mandate includes monitoring the Group's sustainability roadmap. Meanwhile, operations of our supply chain management is led by the Chief Procurement Officer.

## Supplier qualification and due diligence

GRI 2-24, 3-3, UNGC PRINCIPLE 4

Selecting suitable suppliers is critical to delivering reliable products and services while managing risks across our value chain. We prioritize partners who are aligned with our values and legal requirements, particularly in industrial relations, environmental management, and health and safety. Work is carried out responsibly, and potential negative impacts on workers, communities, and the environment are minimized. These criteria help ensure contracts are awarded to capable, compliant partners that provide best value and meet specific criteria.

We screen new suppliers using environmental and social criteria to reduce risks such as unsafe working conditions, improper waste handling, and avoidable pollution. As baseline proof of legal compliance, we require suppliers to submit the most recent business permits and relevant certifications, including but not limited to:

- LGU business permit (includes environmental components such as sanitary and garbage fees that support proper sanitation and waste management)
- Environmental Compliance Certificate (ECC) from the DENR for regulated handling and disposal of materials
- DOLE certifications covering child labor regulations and the Occupational Safety and Health Standards (OSHS)
- DOLE Department Order No. 174 registration (implementing Articles 106 to 109 of the Labor Code) and compliance with General Labor Standards (GLS)
- Philippine Contractors Accreditation Board (PCAB) license
- Business Regulatory Environment assessment as part of the Centre for Research in International Finance (CRIF) evaluation, reflected through the Dun & Bradstreet (D&B) rating

We also encourage offshore suppliers to either establish a locally registered entity or partner with a reputable local company, as local presence can improve response times, after-sales support, and service quality.

Across procurement operations, supply chain planning, and performance and risk management, the Procurement Group implements integrated strategies to keep critical goods and services flowing. This approach improves delivery reliability, reduces disruption risks that can affect customers and communities, and helps us identify and address issues earlier, supporting a resilient supply chain aligned with our sustainability commitments.

To help teams move faster while improving traceability and supplier accountability, we use supply chain management (SCM) tools such as SAP Ariba as a unified platform for sourcing, contracting, and supplier collaboration across the organization.

## ESG risk assessment and monitoring

In June 2025, we introduced an ESG Questionnaire to embed sustainability standards into day-to-day supplier practices and mitigate risks arising from supplier operations. Suppliers scheduled for accreditation or renewal beginning September 2025 are required to complete the questionnaire, which helps us assess ESG maturity, strengthen screening, and flag potential risks early for proactive action.

The assessment integrates ESG metrics with country-, sector-, and commodity-specific risks so we can focus on areas where impacts are most likely. It incorporates key human rights considerations, such as the rights of Indigenous Peoples, child labor risks, and online child protection, mitigating the risk of abuse and promoting safer practices. These inputs strengthen our evaluation of potential impacts and support suppliers in improving policies and controls, increasing transparency, and progressing toward global ESG benchmarks.

By the last quarter of 2025, all suppliers who completed the accreditation or renewal process within the period had also completed the ESG Questionnaire. This strengthens our ability to identify and address potential impacts early across our supply base.

We also support suppliers and service providers in managing sustainability impacts across economic, social, and environmental dimensions. Procurement contracts include an annex on sustainability principles to set clear expectations. Our Supplier Conforme, which suppliers review and sign, covers EHS audits to verify safe and responsible practices in the field. Where findings are identified, suppliers are notified and required to implement corrective actions to address root causes and prevent recurrence.

Business continuity (BC) questionnaires were issued to identified key suppliers, particularly those considered critical based on operational impact, service dependency, and significance. The BC questionnaires were designed to assess the maturity of suppliers' Business Continuity Management practices and governance structures.

Responses were systematically reviewed and assessed against defined business continuity criteria. As part of the accreditation and renewal process, suppliers are also required to formally acknowledge and comply with a BC Compliance clause, reinforcing accountability and ongoing adherence to resilience and risk management requirements.

The Company is also developing sustainability assessments to encourage innovative, affordable, and eco-friendly products and services, supporting better lifecycle value and more responsible outcomes.

## Supplier engagement and capability-building

We monitor supplier relationships through performance evaluations and ongoing reviews of compliance with contractual requirements to address issues early and improve delivery. Through regular coordination supported by our Supplier Portal, we communicate requirements, monitor progress, identify improvement opportunities, and guide supplier development initiatives.

We engage with existing suppliers based on their impact, performance, and level of influence or expenditure. This helps us prioritize critical and high-impact suppliers while supporting supplier development, where it can strengthen outcomes.

In 2025, we conducted a Biodiversity Awareness and Policy Cascade Workshop, as discussed earlier in the section on TNFD.

To strengthen compliance with requirements governing the use of plastics in our operations, we also conducted a Plastic Compliance Workshop for internal buyers across procurement and business unit proponents. The session focused on regulatory obligations, responsible sourcing considerations, and the role of buyers in ensuring compliance with plastic-related regulations across the Company's marketing activities.

We conducted supplier forums and engagements with internal buyers to reinforce understanding of sustainability requirements and expectations. These forums support the consistent implementation of sustainable procurement practices and help mitigate regulatory, operational, and reputational risks across the supply chain.

We also shared procurement best practices through industry engagement with Procurement Category Management and Information Technology leaders participating as panelists at the 2025 SAP Spend Connect on digital transformation in procurement.

Our goal is to maintain mutually beneficial relationships with suppliers that uphold fairness, accountability, integrity, and transparency. We are further updating our Procurement Policy to emphasize health, safety, and the environment, including the development of sustainability assessments to encourage innovative, affordable, and eco-friendly products and services.

By the end of 2025, 100% of active and newly qualified suppliers of ePLDT and VITRO had received communication on the Group's anti corruption policies and procedures, while coverage for PLDT and Smart reached 92.26%. Active suppliers are defined as those engaged by the Company or with spend during the reporting year. The small number of PLDT and Smart suppliers who did not receive communication during the year were all exempt from the full supplier qualification in accordance with our internal guidelines.

Key indicators for 2025 are summarized below. GRI 204-1

| | PLDT Smart | ePLDT | VITRO DATA CENTER | Total |
|---|---|---|---|---|
| **Proportion of spending on local suppliers** | 86.43% | 95.12% | 97.89% | 86.76% |
| **Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated** | 92.26% | 100.00% | 100.00% | 94.48% |
| **Number of contracts with business partners terminated due to incidents of corruption** | - | - | - | - |

## Supplier Screening and Assessment GRI 308-1, 308-2, 414-1, 414-2, GSMA-SUP-02

| SUPPLIERS SCREENED USING ENVIRONMENTAL AND/OR SOCIAL CRITERIA | | |
|---|---|---|
| | **Environmental** | **Social** |
| Suppliers assessed | 563 | 563 |
| Identified as having significant actual and/ or potential negative impacts. | 493 | 250 |
| % Identified as having significant actual and/or potential negative impacts. | 88% | 44% |
| Identified as having significant negative impacts, with agreed improvements following the assessment, and leading to relationship termination following the assessment | - | - |
| **Total number of suppliers as of December 31, 2025** | | **563** |
| | | |
| Tier-1 suppliers | | 563 |
| Significant suppliers in Tier-1 | | 20 |
| % spend on significant suppliers in Tier-1 | | 80% |
| Significant suppliers in non Tier-1 | | - |
| Significant suppliers (Tier-1 and non Tier-1) | | 20 |
| Suppliers assessed via desk assessments/on-site assessments | | 19 |
| % of significant suppliers assessed | | 95% |
| Suppliers assessed with substantial actual/potential negative impacts | | 19 |
| % of suppliers with substantial actual/potential negative impacts with agreed corrective action/ improvement plan | | - |
| Suppliers with substantial actual/potential negative impacts that were terminated | | - |

***Note***
*dash (-) indicates zero value*



# Procurement Practices GRI 3-3, GSMA-SUP-01

PLDT considers high-quality sustainable procurement essential to growth, as it supports reliable service delivery - particularly during network expansion, repairs, and critical operations. Effective procurement management supports agility, resilience, and innovation while helping uphold our brand promise.

We have built a network of qualified local and international suppliers and service providers who undergo rigorous evaluation so we can protect service quality, safety, and integrity. Clear requirements and consistent evaluation processes support fair competition and dependable long-term partnerships.

Our supplier engagement and sourcing activities are guided by the Procurement Policy, which emphasizes transparency, equal opportunity, and responsible business conduct. In practice, this means clear sourcing criteria, documented decisions, and consistent application of rules, strengthening accountability and helping suppliers participate on a level playing field.

# Supply continuity and disruption management

Comprehensive preparedness and disruption management help customers stay connected by supporting continuous delivery of our products and services, especially during crises and extreme weather events. Our Supply Chain Management team reports to the Risk Committee annually on identified risks and corresponding mitigation measures and collaborates with the BCRO to assess and update our BCP as needed.

Emergency response plans are embedded in contracts with key suppliers to support rapid restoration, safe field execution, and continuity of critical operations, including the following risks:

- **Disaster risk:** Our Procurement Group and BCRO assess the business continuity capabilities of key suppliers to help maintain essential services during crisis events. Critical network facilities rely on dependable suppliers that conduct regular maintenance to support safe and reliable operations. During extreme weather scenarios, emergency procurement may be permitted, provided that engagement is regularized and reverted to standard processes as soon as feasible. Standard operating procedures for these circumstances enable personnel to respond promptly in the field.
- **Geo-political risk:** PLDT uses advanced ordering and alternative sourcing methods to help keep critical technical components available despite external disruptions. We prioritize high-trust partnerships with suppliers to support the effectiveness of this approach.
- **Emerging technology risk:** PLDT invests in testing, piloting, and knowledge transfer initiatives for emerging technologies that may influence the digital communications industry, so we can adopt solutions that improve performance, reliability, and future readiness. Management considers 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 advance capabilities and stay at the forefront of technological developments.

PLDT continues to build a dependable supply chain so our people and partners can deliver reliable connectivity today while staying ready for future technologies. Through close partnerships with strategic suppliers who share our standards for ethics, safety, and sustainability, we support consistent service quality, faster recovery during disruptions, and more responsible outcomes across our value chain.

# ENTERPRISE RISK MANAGEMENT

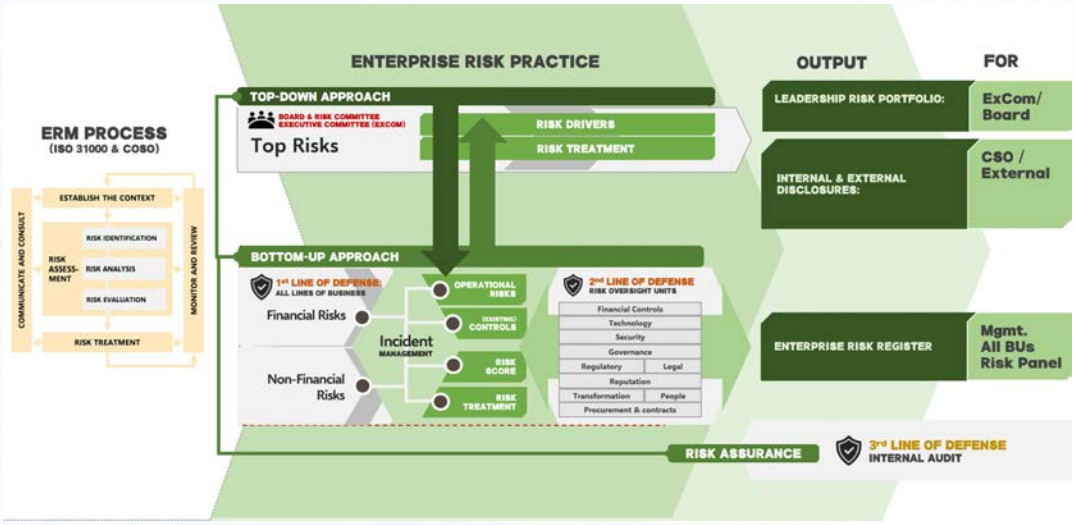
IFRS S1-44(A), IFRS S1-44(B), IFRS S1-44(C)

PLDT's Enterprise Risk Management (ERM) helps protect service continuity, customer trust, and long-term business resilience by identifying and addressing risks early. Guided by a Board approved risk appetite statement, ERM supports disciplined decision-making and prudent financial management, helping to maintain a strong financial position, uphold investment-grade ratings, and sustain established dividend policies. Structured approval processes reinforce this discipline by ensuring appropriate oversight of material spending.

The Board of Directors through its Risk Committee, oversees PLDT's ERM policy, process, and activities, and sets strategic direction for managing critical risks. It approves the ERM Policy which is communicated across the organization. The RC is composed of non-executive directors, the majority of whom are independent, and oversees Management's adoption and implementation of an integrated ERM program.

Through this program, PLDT identifies, assesses, monitors, and manages key risk areas that could affect our stakeholders and business performance. The RC reviews major risk exposures and Management's action plans to reduce the likelihood and impact. The RC works closely with the Board's Audit Committee (AC), which evaluates the effectiveness of the ERM policy, process, and mitigation measures.

## PLDT's Enterprise Risk Management Framework




This Enterprise Risk Management framework (ERMF) sets out how PLDT identifies, assesses, monitors, and reports material risks across the Group to support robust governance, protect enterprise value, and enhance the quality of risk-informed decision-making.

The framework provides senior management and the RC with a consolidated view of key risk exposures and the effectiveness of mitigation actions, enabling timely escalation and transparent reporting. It integrates (i) top-down governance and strategic oversight through the RC and Management, and (ii) bottom-up risk identification and mitigation led by business units and supported by the GRMD under the Three Lines of Defense model.

**Top-Down Approach: Governance & Oversight**

To support risk-informed decision-making at the highest level, the RC reviews the risk profiles of key business units at least quarterly. These reviews enable the Board and Management to maintain oversight of material risk exposures, confirm alignment with

strategic priorities, and monitor the timeliness and adequacy of mitigating actions. Discussions cover risks that may affect revenue generation, cost efficiency, and overall enterprise resilience.

Business units serve as the First Line of Defense (1LoD) and are accountable for identifying, assessing, and managing operational risks within their respective areas. They embed risk considerations into day-to-day planning and execution to sustain performance, promoting operational discipline and supporting effective escalation of issues as they arise. For RC reporting, they present their key risks, how these risks influence enterprise-level exposures, and the actions taken to mitigate and monitor them.

To support effective oversight, the GRMD provides the RC with decision-oriented pre-reading materials, including concise executive summaries of relevant risk reports and emerging risk considerations. These materials are intended to facilitate structured deliberations, focus discussions on key exposures and proposed actions, and support timely direction by the RC.

***2025 implementation highlights:*** In 2025, the GRMD provided supplementary materials for 4/4 regular RC meetings to enhance the consistency and preparedness of risk deliberations.

| Meeting Date | Agenda | Supplementary Materials |
|---|---|---|
| **Feb 17, 2025** | Review of the 2025 PLDT Group Top Risks<br>Review of the Risk Profiles of:<br>• Finance Group<br>• Corporate Sustainability Office | • Ernst and Young : 2025 Top 10 Risks in Telecommunications<br>• McKinsey & Co: The Triple Play – Growth, Profit, and Sustainability |
| **May 14, 2025** | Review of the Risk Profiles of:<br>• Network Group<br>• Supply Chain Procurement & Logistics<br>• Legal & Regulatory Affairs | • PWC: Reinventing the Telco Model<br>• PongoShare Econ HK: Supply Chain Resilience<br>• Telefonica: Policy opportunities in 2025 |
| **July 29, 2025** | Review of the Risk Profiles of:<br>• Information Technology<br>• PLDT Home Customer Experience<br>• Smart Wireless Customer Experience | • Bain & Co: Unsticking your AI Transformation |
| **Dec 17, 2025** | Review of the Risk Profiles of:<br>• Cyber Security Operations Group<br>ERM & Regulatory Update: Konektadong Pinoy (RA 12234) & IRR | • Accenture: State of Cybersecurity Resilience 2025<br>• PWC + Isla Lipana & Co: Doing Business in Philippine Telecommunications |

**Bottom-Up Approach: ERM Execution**

Complementing the RC's top-down oversight, PLDT's bottom-up ERM process is anchored on risk identification and management within business units and is escalated through the GRMD to Management, as appropriate. This approach supports timely identification of developing risk exposures, clarifies accountability for mitigating actions, and promotes consistent escalation and reporting when risk levels change.

Led by the Chief Risk Management Officer (CRMO), Management's Executive Committee oversees the ERM program across the organization, with the GRMD serving as the Second Line of Defense (2LoD):

- Provides risk expertise and oversight of key risk areas (e.g., Financial, Cyber, and Data Privacy). As subject matter experts, they help identify and assess relevant risks, coordinate with stakeholders for thorough evaluation, and monitor exposures against the defined risk appetites supporting consistent controls and timely escalation.

- Establishes and maintains the ERM methodology, standards, and guidance to promote consistency and comparability of risk assessments across the Group
- Partners with business leaders to identify and assess material risks, consolidate risk intelligence, and support clear, decision-useful reporting to Management and the RC
- Supports risk culture, regulatory compliance, and reporting discipline to strengthen preparedness and the reliability of risk-related disclosures
- Coordinates with Internal Audit and relevant stakeholders to support testing of critical risk treatments and controls, and to monitor remediation progress, as applicable
- Serves as RC secretariat to support orderly governance processes, complete documentation, and timely follow-through on agreed actions

In addition to operational and enterprise risks, Management monitors market risk exposures through regular sensitivity analyses (including foreign exchange and interest rate risks) to quantify the potential impact of current market conditions on operations. The results are disclosed in quarterly financial reporting.

To deepen the bottom-up assessment of risk exposures 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 structured interviews, supporting a consolidated view of risk themes, emerging concerns, and priority areas for targeted monitoring and assurance in the succeeding year.

To continuously strengthen the bottom-up process, the GRMD is digitizing risk assessments, including use of AI for initial assessment, to support an end-to-end ERM tool and a centralized repository of risk and control information. This initiative is intended to improve data integrity and traceability, enhance transparency on ownership and status of mitigation actions, and support efficient monitoring, assurance activities, and management reporting. In parallel, the GRMD is establishing a cross-functional group of risk coordinators who serve as subject matter resources within their respective risk areas to further embed ERM practices consistently across the organization.




**Independent Assurance (Third Line of Defense)**

Providing independent assurance over the ERM framework, 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 in higher-risk areas to evaluate whether key processes and controls are appropriately designed and operating effectively, thereby supporting confidence among Management, auditors, and other stakeholders. Internal Audit also assesses compliance with the ERM Policy and provides recommendations to further enhance the framework, as appropriate.

An external auditor annually reviews our oversight, organizational structure, and ERM process.



# Risk Management Process

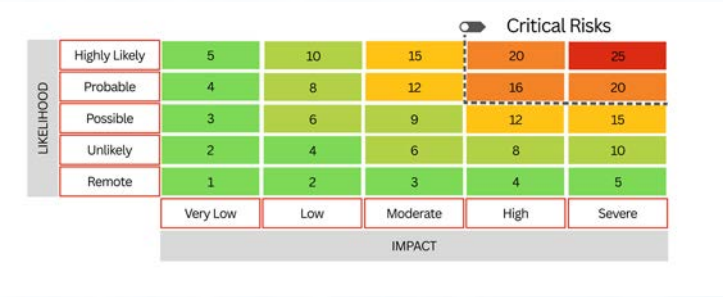
Our Enterprise Risk Management Framework (ERMF), aligned with ISO risk management principles and COSO's ERM framework, sets out how we identify, assess, and manage risks to support sustainable performance. It safeguards enterprise value by protecting customer trust, supporting the health and safety of our people, and maintaining the reliability and continuity of our services.

Each risk is assigned an owner who assesses impact and likelihood, taking current controls into account. The risk is then mapped on the Risk Assessment Matrix to determine the appropriate response, including treatment or escalation.

We assign each identified risk a score to support consistent prioritization and oversight. The score determines the Risk Level and the urgency of management action. Risks rated High or Severe are classified as Critical Risks and escalated to Management to enable timely decisions, appropriate resourcing, and effective risk reduction.

# Enterprise Risk Matrix

Our goal is to deliver sustainable shareholder returns through disciplined growth and profitability. We do not accept risks that could harm our reputation, brands, customer trust, service reliability, or legal compliance, and we have zero tolerance for fraud. Critical risks are prioritized for treatment to reduce their potential impact in the organization.




When selecting a treatment option -- avoidance, mitigation, transfer, or acceptance -- we ensure actions are proportionate to the level of risk and aligned with our risk appetite. We also weigh the value of the objective against the cost and feasibility of additional controls, intending to reduce adverse impacts and strengthen operational resilience. Each action includes clear ownership, an implementation plan, and target dates to support accountability.

# Risk Awareness Culture

We foster a risk-aware culture by enabling directors and employees, through the inclusion of risk and compliance metric into the employees KPIs, to identify, discuss, and address risks proactively, thereby supporting sound decision-making, reinforcing accountability, and integrating safety and compliance into day-to-day operations.

To support effective Risk Committee deliberations, the GRMD provides agenda-aligned materials with concise executive summaries. These materials enable members to promptly surface key exposures, enhance the quality of discussion, and make timely decisions on risk priorities and corresponding treatment actions.

**Training for all Board Directors.** In line with our annual commitment to strong governance, the PLDT Group, together with companies under the First Pacific Group, facilitates an Annual Corporate Governance Education Session (ACGES) for all directors and officers. The session helps ensure continued awareness of emerging technologies, market developments, and evolving legal and global standards, thereby strengthening oversight and the ability to anticipate and respond to change.

In addition, GRMD provided meeting pack materials for all four regular Risk Committee meetings in 2025 to

support risk oversight anchored on the Group's top risks and emerging external signals, and to inform timely prioritization and accountability.

Beyond the Board, we continue to strengthen risk ownership and practical capability across the first line of defense, supporting earlier issue identification, appropriate escalation, and reduced rework in day-to-day operations.

**Employee training and empowerment.**
In 2025, PLDT implemented the Risk Champions Workshop to strengthen first-line risk ownership by establishing a shared understanding of governance roles and providing operational risk owners with practical tools to apply the ERM framework in daily decision-making. The workshop emphasized earlier risk identification and remediation, clearer ownership across teams, and focused on three outcomes:

- Operate as an effective First Line of Defense with a clearer understanding of Risk & Assurance roles, supporting role clarity on decision-making, execution, and assurance
- Execute the risk management process within their operational context, supporting consistent assessment of risks and controls and timely escalation
- Update and improve their unit Risk Register, including clarification of risk and treatment ownership and assurance considerations, supporting improved action tracking and identification of gaps

The workshop is a structured, interactive learning program for governance roles and roles with deep operational understanding of unit objectives and issues that may affect PLDT's risk management practice. It integrates theory and application through case-based discussions, guided learning activities, and group exercises, supporting participants in translating ERM concepts into day-to-day decision-making and more consistent risk conversations.

**Safety by design for products and services.**
We integrate risk management into the design, development, and delivery of products and services to help ensure that safety and compliance considerations are addressed from the outset. This supports the protection of customers and communities and reduces exposure to regulatory non-compliance and reputational risk. We ensure that all our products and services are developed in line with local and international standards, applicable laws, and the PLDT Group's Code of Business Conduct and Ethics as well as its 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 in 2025 | Link to Materiality | Impacts (Potential or Existing) | Opportunities | Mitigating Actions |
|---|---|---|---|---|
| Increased competition in a transforming market | • Child Protection<br>• Customer Experience<br>• Customer Welfare<br>• Digital Inclusion and Community Investments<br>• Investments in Innovation and Infrastructure | • Ability to deliver network expansion and maintain service quality<br>• Possible increase in churn rate<br>• Potential increase in competition due to *Konektadong Pinoy Act (RA 12234)* | Leverage integrated fixed–wireless solutions to capture share from converging markets and unlock cross-sell opportunities. | • Home: Boost – Beat – Balance strategy<br>• Wireless:<br>  • Accelerate push towards 5G & 4G<br>  • Aim towards market disruption<br>• IT & Enterprise: Strategic partnerships on customer data analytics and innovative enhancements to the current AI chatbot<br>• Leveraging data analytics with Kayana |

| Top 10 Company Risks in 2025 | Link to Materiality | Impacts (Potential or Existing) | Opportunities | Mitigating Actions |
|---|---|---|---|---|
| Targeted CAPEX upgrades enabling growth | • Customer Experience<br>• Digital Inclusion and Community Investments<br>• Investments in Innovation and Infrastructure | • Additional CAPEX demands to modernize the legacy network in a mature market, resulting in longer payback<br>• Ability to leverage both fixed and wireless networks to secure revenues from integrated products & services | Improve CAPEX efficiency through data-driven prioritization, ensuring faster monetization and higher returns across fiber and wireless expansions. | • Network strategy: Enhance monitoring & routine maintenance capacity of existing assets<br>• Home strategy: Drive growth in brownfield through investing in enhanced Value-Added Services<br>  • Capture greenfield revenues via partnerships with local players<br>• Wireless strategy:<br>  • Drive expansion efforts towards leadership as the most resilient broadband network<br>  • Leverage Operating Support System and Business Support System<br>  • Brick-and-mortar workarounds to maximize workforce<br>• Customer experience strategy: Addressing trouble index as a spend priority |
| Managing cash flow and financial commitments | • Governance and Business Ethics | • Debt servicing<br>• FOREX impact | Expand strategic partnerships and explore alternative financing structures to reduce dependency on debt-heavy models | • Debt management and hedging activities to address FOREX risks |
| Compliance in an evolving regulatory environment | • Child Protection<br>• Customer Welfare<br>• Governance and Business Ethics<br>• Circularity and Waste Management<br>• Cybersecurity and Data Privacy<br>• Greening the Supply Chain<br>• Operational Resource Efficiency<br>• Climate-related Risk Management | • *Konektadong Pinoy* Act reshaping the business landscape through new competition, and licensing reforms<br>• Continued regulatory scrutiny resulting in potential revenue impact<br>• Franchise renewal of PLDT in 2028<br>• Impact of tax and LGU business requirements on operational and network costs | Position compliance excellence as a differentiator to build stakeholder trust, especially in a tightening digital governance environment and identify revenues opportunities of existing network infrastructure under the Konektadong Pinoy Act | • Continued engagement with relevant government authorities on key bills and regulatory requirements<br>• Quantification of climate impact on operations with respect to audit statements<br>• Tighter collaboration among governance and oversight units to maintain compliance |
| Maintaining cyber resilience in an AI-threatened landscape | • Cyber Security and Data Privacy<br>• Investments in Innovation and Infrastructure | • Increase in brute force attacks driven by AI technologies<br>• Technological developments (i.e., AI, IoT, VoLTE, VoWifi) making detection and prevention of new fraud schemes more difficult | Reinforce platform trust through AI-enhanced threat detection, reducing breach incidents and improving customer confidence. | • Cybersecurity Strategies: Engagement with cybersecurity experts on mitigating severe cyber risks (e.g., zero-day, state-sponsored attacks)<br>  • Zero-trust environment (MDR, velocity, XDR, CrowdStrike) against AI-generated Cyber Attacks<br>  • Asset Host Discovery tool<br>  • Continuous assessment of End of Life and End of Service Life assets, stricter 3rd party guidelines, establish cloud security policy, pen-testing<br>  • Further employee education / continuous public awareness<br>• Operational mitigations: A tighter compliance program to ensure implementation of the security risk assessment Enterprise-wide Incident Management process<br>• Fraud Management strategies: Subex fraud detection system<br>  • Addressing Smishing and Phishing<br>  • Service simulators (i.e., robots, call generators) to supplement fraud detection; International Call Generators to improve incident or service request detection |

| Top 10 Company Risks in 2025 | Link to Materiality | Impacts (Potential or Existing) | Opportunities | Mitigating Actions |
|---|---|---|---|---|
| Optimizing vendor value for strategic gains | • Greening of the Supply Chain<br>• Investments in Innovation and Infrastructure<br>• Operational Resource Efficiency | • Ability to cultivate partnerships and negotiate beneficial terms with vendors aligned with our vision for sustainable growth<br>• Increase in scope of technical support agreements | Strengthen vendor governance to unlock savings from renegotiated terms and improved SLA enforcement. | • Strategic review of resourcing models to improve cost efficiency and service delivery<br>• Use of cloud-based vendor management system<br>• Fortifying vendor pool and process against external threats (i.e., geopolitical movements, compliance) |
| Governance and management of data environments | • Customer Experience<br>• Governance and Business Ethics<br>• Operational Resource Efficiency | • Operationalizing end-to-end asset lifecycle management: full inventory and financial valuation<br>• Data governance and policy operationalization for AI (ownership, risk management, ethics, centralized roadmap) | Unlock enterprise value through lifecycle digitization and improved asset visibility, supporting better investment decisions. | • Policy creation of enterprise asset lifecycle management to define cross-functional roles and accountability<br>• 3-point Data Management strategy: Data quality and governance, Single Source of Truth to support business analytics, and Data usage<br>• Optima modernization in lockstep with Cloud migration<br>• Build top-down and bottom-up expertise on AI governance<br>• Strategic partnerships on AI, data governance, and customer data utilization |
| Governing organizational change to meet evolving market needs | • Employee Welfare<br>• Investments in Innovation and Infrastructure | • Securing resiliency of core business operations against labor issues<br>• Future-proofing workforce roles against emerging skills (AI, Cloud) | Leverage organizational transformation to upskill the workforce for AI, cloud, and digital roles, improving productivity and agility. | • Continuing review and enhancement of Business Continuity Plans<br>• Proactive Labor Management<br>• Organization and Structure alignment to the target operating model to execute business strategy<br>• Relevant talent strategy aligned to the needs of the Business: Upskill, Reskill, and Retool<br>• Enhanced Performance Management<br>• Internal Mobility<br>• Talent Sourcing and Feeder Program |
| Impact of Climate Change and nature- related conditions on business operations and financial statements | • Climate-related Risk Management<br>• Greening of the Supply Chain<br>• Operational Resource Efficiency | • Additional climate reporting requirements (SEC and IFRS)<br>• Balancing cost implications of resource efficiency initiatives (e.g., transition to clean energy, decarbonization of fleet)<br>• Managing utility costs vs operational requirements and climate risk appetite (e.g., energy, fuel, water) | Advance climate adaptation investments (e.g., resilient sites, energy-efficient systems) to reduce long-term operational and financial exposure. | • Crisis Management Plan<br>• Disaster Response Roadmap<br>• ISO22301:2019 Certification for Business Continuity Mgt and inclusion of Sustainability in audits<br>• Property Insurance<br>• TCFD Assessment<br>• Identification of assets vulnerable to climate risk<br>• Facilities Strategies: Improved workspace design<br>• Funding for resiliency projects<br>• Intensify facility routine inspection and preventive management esp. for Network-critical sites |

| | | | | |
|---|---|---|---|---|
| Operationalizing the ESG agenda | • Child Protection<br>• Circularity and Waste Management<br>• Climate-related Risk Management<br>• Customer Experience<br>• Customer Welfare<br>• Cyber Security and Data Privacy<br>• Digital Inclusion and Community Investments<br>• Employee Welfare<br>• Governance and Business Ethics<br>• Greening of the Supply Chain<br>• Investments in Innovation and Infrastructure<br>• Operational Resource Efficiency | • Continuous improvement of the ESG Score Target for 2025<br>• Financial reporting requirements for ESG (SEC and IFRS)<br>• Institutionalizing the collection of ESG-related data across the enterprise | Institutionalize enterprise-wide ESG data collection to unlock analytics that guide sustainability strategy and reporting. | • Materiality Assessment and Updated Reporting<br>• Business Integration Roadshow with business units on Sustainability Roadmap<br>• Stakeholder Management – Communications, External Partnerships<br>• Sustainability Programs: Decarbonization Roadmap, Waste Management Initiatives, Biodiversity Projects, Human Rights, Child Protection Programs |

**Emerging long-term (3-5 years+) risks identified as having the most significant impact on the business in the future, and mitigating actions taken:**

| **Risk 1** | **Long-term technology resilience and modernization** |
|---|---|
| Risk Category | Technological |
| Risk Description | Rapid advances in digital technologies, particularly artificial intelligence, are accelerating the pace at which core systems and infrastructure must evolve, while market conditions may constrain the investment flexibility needed for large-scale modernization. At the same time, increasing exposure to natural events heightens the need for resilient technology infrastructure, and misalignment between technological change, capital capacity, and physical resilience requirements may affect the Company's ability to sustain reliable and secure operations. |
| Impact on business | • Constraints on the ability to modernize technology platforms in line with AI-driven innovation<br>• Increased risk of service disruptions due to extreme weather events or other natural hazards<br>• Heightened cybersecurity and data protection exposure as systems grow more complex<br>• Reduced operational efficiency and higher long-term recovery and maintenance costs<br>• Potential impacts on customer experience, regulatory compliance, and stakeholder confidence |
| Mitigating actions | • Strategic prioritization of technology investments to balance resilience, innovation, and financial sustainability<br>• Integration of AI governance, cybersecurity, and data protection considerations into technology planning<br>• Incorporation of climate-related risk and disaster resilience considerations into infrastructure design<br>• Use of enterprise risk management processes to inform capital allocation and long-term technology roadmaps<br>• Ongoing governance oversight of technology resilience and sustainability alignment |

| **Risk 2** | **Workforce capability and operating model alignment** |
|---|---|
| Risk Category | Societal |
| Risk Description | Organizational transformation and technological change, including the accelerated adoption of artificial intelligence, are reshaping skill requirements, roles, and decision-making responsibilities. At the same time, evolving workforce demographics—particularly the emergence of the multi-generational workforce—are changing expectations around learning, purpose, flexibility, and career progression, and misalignment between skills, expectations, and operating models may affect employee well-being, productivity, and service delivery. |
| Impact on business | • Skills gaps resulting from AI-driven changes to roles and work processes<br>• Increased need for upskilling and reskilling to sustain workforce relevance and performance<br>• Potential impacts on employee engagement, retention, and well-being<br>• Inconsistent service quality affects customer welfare and trust<br>• Greater reliance on external expertise if internal capabilities do not keep pace with change |
| Mitigating actions | • Ongoing investment in learning, upskilling, and reskilling aligned with evolving technology and business needs<br>• Integration of AI and digital capability development into the workforce and leadership programs<br>• Initiatives to support multi-generational workforce engagement, adaptability, and well-being<br>• Alignment of roles, accountability, and decision-making frameworks with evolving operating models<br>• Governance oversight to monitor workforce readiness, capability development, and cultural alignment |

# CYBERSECURITY AND DATA PRIVACY

SASB TC-TL-220A.1, TC-TL-230A.2, GSMA-INT-02

The Board of Directors recognizes that effective privacy and information security governance is fundamental to protecting customer and employee information, sustaining network reliability, and maintaining stakeholder trust. Oversight of these areas is exercised through the Data Privacy and Information Security Committee (DPISC) of the Board, which reviews and approves PLDT's privacy and information security strategy, monitors the implementation and effectiveness of risk management systems, and ensures alignment with established frameworks, structures, and internal policies.

In relation to information security, the DPISC in 2025 discussed the following key matters to strengthen PLDT's ability to anticipate, prevent, and respond to cyber threats:

1. Review of international and local cybersecurity developments, including geopolitical considerations and third-party and supply chain risks, to inform threat preparedness and resilience
2. Cybersecurity Operations Group (CSOG) operational performance, including indicators on blocked access to malicious domains, SMShing messages, and rogue devices, to evaluate control effectiveness and reduce exposure to fraud and compromise
3. Updates on PLDT's risk posture, including key vulnerabilities and priority areas for improvement, to guide remediation and investment decisions
4. Cybersecurity strategy updates aligned with business priorities, enterprise risk management, and privacy requirements, to support consistent execution across the Group
5. CSOG-led awareness initiatives, including phishing simulations, to reinforce employee vigilance and reduce human-enabled security incidents

For privacy and data protection, the DPISC discussed the following matters to strengthen compliance, transparency, and the responsible handling of personal information:

1. Updates on privacy and data protection regulatory requirements, including new National Privacy Commission (NPC) issuances and the implications of legislation on PLDT's privacy operations and compliance posture
2. Privacy incident trends, including personal data breaches and the exercise of data subjects' rights, as well as complaints received from data subjects, to strengthen incident response, prevent recurrence, and promote stakeholder confidence
3. Operational updates from the Privacy Office, including the status of priority initiatives and activities to embed privacy-by-design across the organization:

    - Privacy risk assessments and related project statistics to identify and mitigate privacy risks early in delivery
    - Management of privacy incidents and the exercise of data subject rights to support timely resolution and regulatory compliance
    - Project updates, including the Unified Consent and Preference Management transformation, to enhance customer choice, consent controls, and governance over preferences
    - Internal and external awareness and education activities to promote responsible data handling and sustained compliance




# Cybersecurity: Digital Trust and Safety

We strengthen the PLDT Group's cybersecurity posture to safeguard customer trust, support the availability and integrity of critical services, and mitigate the impact of cyber incidents. Our cybersecurity strategy is anchored on a defense-in-depth approach aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, supported by policies and standards, employee readiness initiatives, and customer-facing protection programs.

Through our CSOG, led by the Chief Information Security Officer (CISO), we apply a risk-based approach to the development and implementation of information and cybersecurity policies, processes, and technologies. This approach prioritizes cybersecurity controls and remediation activities by maintaining clear accountability for technology assets and a current view of enterprise risk. Our asset registry covers servers and systems across our network, including classifications, asset owners, and relevant controls. In addition, we maintain a risk registry that monitors cybersecurity risks for each asset. This registry records inherent risk, current controls, residual risk, and treatment plans, helping to ensure consistent risk oversight and prioritization throughout the organization.

We support service continuity by operationalizing our cybersecurity program through the NIST Cybersecurity Framework, which strengthens our capabilities from risk identification through incident response and recovery. The framework is organized around five functions: Identify, Protect, Detect, Respond, and Recover, which guide how we understand and manage risk; implement safeguards; detect events; respond effectively; and recover by restoring services and strengthening resilience.

In 2025, we enhanced our cybersecurity strategy to reduce the likelihood and impact of material cyber incidents. We strengthened each layer of our Security Onion (external services, perimeter, network, system, endpoint, and user) and, guided by our Cyber Security Capability Framework, we align people, process, technology, and intelligence to improve cybersecurity maturity year on year.

Our roadmap supports the sustainment and modernization of our cybersecurity capabilities, including our reference architecture, required technology refreshes, and planned initiatives. It also integrates governance, risk, and compliance management to promote consistent coverage across the Group. We further enhanced key controls by implementing tier modeling to strengthen Active Directory security and deploying a cyber-attack and breach simulation tool to continuously validate the effectiveness of controls.

We reinforce cybersecurity through governance mechanisms that establish clear requirements for employees and third parties and promote consistent information security practices across the Group. Our Corporate Information Security Policy (CISP) drives the execution of our strategy roadmap and the implementation of controls to protect our information assets and meet applicable legal and regulatory requirements.

The CISP applies to all employees, third-party vendors, and suppliers. We review our policies and standards annually, including our Cybersecurity Classification of Violations and Table of Penalties, and we maintain standards that cover access management, data sharing, third-party security, information security compliance, incident management, and patch and vulnerability management.

We build employee readiness and operational resilience to reduce preventable incidents and strengthen reporting and response. We rolled out Annual Information Security e-learning to all PLDT and Smart. Employees must attest to their compliance, and failure to complete required training results in disciplinary action that affects performance evaluation. We enabled a phishing reporting button on all workstations to facilitate the reporting of suspicious emails, and we run annual phishing simulations (with content tailored by group) to reinforce vigilance.

**100%** **of PLDT and Smart employees completed the e-learning in 2025**

In addition, we conduct targeted awareness sessions to address risks specific to each group. We have also reinstated Cyber D-Day, our cyber-attack simulation exercise, to establish baselines, identify potential gaps, test policies, protocols, technologies, and capabilities, and reinforce accountability and communication channels through regular exercises.

Our business continuity plan, Security Incident Response Plan (SIRP), is tested annually, and last updated in 2025. It includes a recovery stage to facilitate a return to normal operations if any segments become unavailable due to a cyberattack.

Our Information security and cybersecurity controls are reviewed annually in accordance with Sarbanes-Oxley Act Section 404 (SOX 404). The Internal Audit team conducts audits based on the results of an annual risks assessment.

We recognize our role in nation-building and in supporting efforts to protect children from online sexual abuse and exploitation. We continue to use the Child Protection Platform (CPP) to prevent customers from accessing CSAEM online. As a member of the Internet Watch Foundation (IWF) and the Canadian Centre for Child Protection (C3P), we also gain access to timely intelligence that helps strengthen our efforts to combat CSAEM.

We also broaden our awareness and outreach through our Cybersafety microsite, which features articles on cyber hygiene, cybersecurity news, and practical tips to help customers strengthen their cyber safety.

Overall, we continue to strengthen cybersecurity governance, capabilities, and controls through ongoing risk assessment, regular validation and simulation exercises, and annual policy and standards review. These measures are intended to enhance preparedness, support regulatory compliance, and sustain the confidentiality, integrity, and availability of information and services, reinforcing digital trust and safety for our stakeholders.

## Cybersecurity Performance and Future Initiatives

In 2025, there were no significant cybersecurity incidents or data breaches reported. This strong record reflects the effectiveness of current security measures and protocols. CSOG is poised to strengthen its strategic direction by incorporating AI into its operational framework. In conjunction with this effort, CSOG will formulate a comprehensive policy to ensure the responsible and effective application of AI within cybersecurity practices.

There were no penalties imposed during the year, since information security and cybersecurity incidents were avoided. This result highlights that current security protocols and measures are working well, effectively preventing negative events that might have led to regulatory or financial consequences.

# Cybersecurity at Maya

Security and data privacy are foundational to how Maya builds and operates its platform. They are embedded across technology, processes, governance, and people, supporting the protection of customer information, the integrity of systems, and the continuity of services.

Maya maintains a risk-based approach to cybersecurity and data protection, supported by defined governance structures, policies, and controls aligned with regulatory requirements and recognized industry standards. Maya Philippines and Maya Bank maintain ISO 27001 and ISO 27701 certifications, reflecting a structured approach to safeguarding data and managing security risks.

The company applies a multi-layered approach to security, designed to safeguard systems and data across its platform while supporting secure product development and operations. Structured incident response and business continuity processes are in place to enable timely detection, containment, and recovery from potential disruptions.

Maya also promotes a strong culture of security and data protection through ongoing employee training and customer awareness initiatives. Employees are regularly trained on security practices and incident reporting, while customers are supported through in-app and digital communications that promote scam awareness and safe digital behaviors.




# Protecting Personal Data

GRI 2-27, 3-3, SASB TC-TL-220A.1, TC-TL-230A.2, TC-TL-520a.1, GSMA-INT-02

## Privacy Governance

Protecting personal information is essential to customer trust. For our subscribers, customers, employees, and partners, privacy is not only a compliance requirement, it is about having the assurance that personal data is handled with care, used responsibly, and shared only with appropriate safeguards.

The Privacy Office, led by the Chief Data Privacy Officer, provides enterprise-wide accountability for protecting personal information and upholding data subject rights across PLDT. It sets clear decision rights, escalates material privacy risks, and helps ensure that privacy considerations are built into business and technology decisions—not addressed only after deployment.

With specialized teams in program and risk management, regulatory compliance, incident management, governance, education, and capability planning the Privacy Office drives implementation of the Data Privacy Act of the Philippines within PLDT. This work translates into practical protection: identifying and reducing privacy risks through Privacy by Design, strengthening safeguards in processes and systems, engaging with the National Privacy Commission, supporting timely incident response, and creating a culture of privacy across the organization.

Board-level oversight is provided through the Board's Data Privacy and Information Security Committee. This oversight reinforces accountability and helps ensure that privacy risks are addressed proactively, strengthening trust and supporting consistent safeguards for personal information across the organization.

In 2025, PLDT did not incur any monetary losses, pay any damages, nor enter into any compromise settlements with any party in relation to privacy-related legal proceedings. Accordingly, the Company had no financial impacts from judgments, regulatory fines, or alternative dispute resolutions concerning, reflecting continued focus on responsible data handling and compliance with applicable requirements.

PLDT and Smart also did not experience any personal data breaches that required mandatory reporting to the NPC or notification of affected data subjects. While non-reportable privacy incidents did occur, these were promptly contained to limit potential exposure and reduce the risk of harm. Corrective actions were implemented as part of our standard incident response and continuous improvement cycle to strengthen internal processes and operations. Lessons from incidents are regularly incorporated into employee training programs and used to enhance the systems and processes that protect personal data.

In 2025, the Company moved beyond baseline compliance to being fundamentally mature its privacy program. By optimizing operations, technology, and governance, we enhanced the subscriber experience through greater transparency and more intuitive consent management. These initiatives ensure robust data protection and consistent preference handling across the entire data lifecycle.

### Key accomplishments:

- Operational Efficiency and Process Maturity: Delivered faster, more consistent privacy reviews—clearing 273 projects (100%) within committed timelines under the hybrid model.
- Technology and Platform Deployment: Rolled out the Unified Consent and Preference Management (UCPM) Platform across 20 systems to manage consent and preferences for over 51 million subscribers.
- Governance and Standards Enhancement: Updated the "Upholding Data Subject Rights" standard and aligned roles/accountability with UCPM Platform. UCPM provides subscribers with enhanced transparency through clearly presented privacy notices, greater control over consent preferences—including opt-in/out capabilities for marketing and data sharing, near real-time updates across all integrated systems, improved security for consent records, and a consistent user experience across all touchpoints.
- Culture, Training, and Awareness: Building privacy-by-design capabilities through various employee engagements
    - "Privacy Bootcamp: Designing with Privacy": an 4-hour workshop which equips various teams with the capability to embed privacy protection throughout project lifecycles using real-world scenarios.
    - Mandatory Annual Data Privacy eLearning and Declarations of Compliance for all employees. In 2025, the training focused on "Responsible Innovation in the age of AI," featuring scenario-based modules and interactive storytelling that link privacy principles with practical application.

## Data Privacy Incidents

Privacy incidents are monitored, investigated, and addressed to strengthen controls and prevent their recurrence. As of December 31, 2025, there were 17 confirmed non-reportable customer privacy breaches involving customers (for PLDT and Smart combined). None of the incidents were determined to be covered by the NPC mandatory

reporting requirement, maintaining PLDT and Smart's record of zero reportable breaches. In 2025, a total of 121 customer requests from PLDT and Smart related to the exercise of data subject rights were processed by the Privacy Office.

PLDT treats the protection of personal data as a non-negotiable obligation. The Company enforces uncompromising adherence to its Personal Data Privacy Policy; any breach—whether due to misconduct, negligence, or a lapse in established controls—is met with targeted, privacy-specific disciplinary actions proportionate to the incident's impact. Furthermore, employees must formalize their commitment annually by submitting a Declaration of Compliance upon completion of their required privacy training.

## Data Privacy at Maya

GSMA-INT-02

Maya treats data privacy as a fundamental component of customer trust in digital financial services. Privacy is embedded across the design and operation of its platform, with a focus on enabling customers to understand how their information is used and to exercise meaningful control over their data.

Maya's approach to data privacy is supported by defined governance structures, policies, and controls aligned with applicable regulations and recognized standards.

Privacy considerations are embedded into the design and development of products and services, helping ensure that data is collected, used, and protected appropriately. Maya also emphasizes transparency through clear and accessible privacy notices, supporting informed customer decisions and responsible data use.

The Company extends its privacy standards across its ecosystem through oversight of third-party partners and ongoing assessments designed to strengthen accountability and reduce risk. Internal training and awareness programs further support a culture of data protection across the organization.
Additional safeguards are applied to accounts involving minors, consistent with regulatory

### Customer Privacy & Security GRI 418-1, SASB TC-TL-220a.2, TC-TL-220A.4, TC-TL-230A.1, GSMA-INT-01

| | PLDT | SMART | TOTAL |
|---|---|---|---|
| Number of substantiated complaints on customer privacy | 28 | 110 | 138 |
| Number of complaints from regulatory bodies | - | - | - |
| Total number of identified leaks, thefts, or losses of customer data | 1 | 12 | 13 |
| Total percentage of data breaches involving personally identifiable information | - | - | - |
| Number of law enforcement requests for customer information | | | 334 |
| Percentage of requests resulting in disclosure in 2025 | | | 100% |
| Customers, users, and account holders whose information is used for secondary purposes[1] | | | ~49.5M |

*[1] 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. In 2025, 73% of customers data were used for secondary purposes.*

*Dash (-) indicates zero value*

# RESPONSIBLE TAX MANAGEMENT GRI 3-3, 207-1

The PLDT Group is committed to paying the right amount of taxes in compliance with all applicable laws. The Company sees taxes as a direct contribution to the public resources that fund essential services and local development in the Philippines, supporting communities, strengthening institutions, and enabling inclusive economic growth. For investors, this commitment reflects disciplined governance, ethical conduct, and responsible risk management, all of which support long-term value.

PLDT's tax strategy is structured to maintain the trust of customers, communities, regulators, and investors by ensuring fair and predictable contributions, as well as consistent adherence to disciplined governance and risk management practices. Our Responsible Tax Governance and Management Sustainability Policy (the "Tax Policy"), approved by the Board of Directors on 14 June 2022, applies to all entities within the PLDT Group and guides tax decision-making in line with our principles of accountability, integrity, fairness, and transparency.

We comply with both the letter and the spirit of Philippine tax laws and do not use aggressive tax planning structures. Transactions are driven by commercial and economic considerations, rather than tax outcomes, ensuring that taxes paid align with genuine business activity and can be clearly explained to stakeholders.

This method encourages stable and reliable domestic revenue mobilization (SDG 17.1) while also minimizing the risk of tax disputes, penalties, and unforeseen obligations. By lowering uncertainty, it benefits government partners and strengthens lasting trust among investors.

## Mechanisms to Raise Concerns

A strong speak-up culture helps protect our people and stakeholders by surfacing concerns early and enabling timely action. PLDT's Expanded Whistleblowing Policy allows any employee, acting in good faith, to report concerns about illegal or unethical tax practices without fear of retaliation. The policy is reinforced by our Anti-Corruption Program and Code of Business Conduct and Ethics, which set clear expectations of integrity in all tax-related activities.

## Governance Structure

GRI 207-2

Strong oversight helps ensure tax decisions are made responsibly, escalated early, and handled consistently. This reduces avoidable surprises, supports compliance, and reinforces confidence among regulators, investors, and the communities that rely on well-funded public services. The Board of Directors has overall responsibility for approving the Tax Policy, and the Audit Committee assists the Board by overseeing tax risks and reviewing regular reports from the PLDT Tax Group.

At the executive level, the Chief Financial Officer offers strategic oversight. The PLDT Tax Group, structured into Centers of Excellence focused on compliance, risk management, advocacy, and strategic advisory, is responsible for the day-to-day implementation of these strategies.

## Risk Management and Controls

We strengthen accuracy and accountability in tax reporting by embedding tax into our broader control environment and risk management processes. The PLDT Group conducts quarterly internal audits to verify that controls are designed and operating effectively in compliance with the Sarbanes-Oxley Act (Section 404). These reviews help us identify and address issues early so filings are accurate, thereby reducing avoidable disputes and giving regulators and investors greater confidence in our disclosures.

We assess uncertain tax positions in accordance with IFRIC 23, regularly update our Transfer Pricing Study to support arm's length related-party transactions, and engage independent external tax consultants for material transactions where needed. Tax disclosures are included in audited annual financial statements as required under BIR Revenue Regulation 15-2010, helping provide stakeholders with reliable, decision-useful information.

## Assurance

Independent assurance supports confidence in the integrity of our reporting. Tax disclosures are assured through the annual external audit of PLDT's consolidated financial statements, overseen by the Audit Committee, providing added comfort to investors and other stakeholders that disclosures are subject to robust review.

## Engagement with Tax Authorities GRI 207-3

PLDT engages tax authorities in a professional, transparent manner to support timely compliance and reduce uncertainty on complex issues. The Company maintains collaborative working relationships with the Bureau of Internal Revenue (BIR) and LGUs, proactively meet with tax officials on material transactions, and seek confirmatory rulings where appropriate. This ensures complex issues are clarified upfront, reducing delays and helping prevent avoidable disputes. The Company strictly adheres to our anti-bribery and anti-corruption policies in all interactions with government agents, reinforcing fair processes and public trust.

## Public Policy Advocacy

PLDT advocates for a tax system that is clear, workable, and consistently applied because it supports predictable compliance and enables long-term investment that benefits customers, jobs, and communities. PLDT and several subsidiaries are members of the Tax Management Association of the Philippines (TMAP), through which the private sector contributes to the drafting of tax laws and BIR regulations. The Company also monitors upcoming legislation to anticipate impacts early, strengthen compliance readiness, and support informed, constructive dialogue on regulatory change.

## Tax Reporting GRI 207-4

Transparent tax reporting helps stakeholders understand how our economic activity translates into tax contributions and supports informed decision-making by investors and the public. This transparency helps stakeholders understand how value created translates into contributions to the Philippine economy and helps investors assess tax risk and the sustainability of returns.

PLDT primarily operates in the Philippines. PLDT Inc. and key subsidiaries Smart Communications Inc., Digitel Mobile Philippines Inc. (DMPI), ePLDT Inc., and PLDT-PHILCOM are classified as Large Taxpayers and top withholding agents of the BIR.

Detailed financial and tax data, including revenues, profit before tax, tangible assets, corporate income tax paid on a cash basis, corporate income tax accrued, and explanations of effective tax rate differences, are disclosed in PLDT's audited consolidated financial statements available on the PLDT website.

| Tax Disclosures (PhP in millions) GRI 201-1 | 2025 |
|---|---|
| Tax Jurisdiction | Philippines |
| Total Employees | 14,304 |
| Employee Wages & Benefits | 22,767 |
| Taxes withheld and paid on behalf of employees[1] | 3,775 |
| Taxes collected from customers on behalf of a tax authority[2] | 14,511 |
| Industry-related and other taxes or payments to governments | |
| Real Property Tax | 341 |
| Documentary Stamp Tax | 34 |
| Significant uncertain tax positions | N/A |
| Balance of intra-company debt held by entities in the tax jurisdiction[3] | 13,012 |
| Revenues from third-party sales | N/A |
| Revenues from intra-group transactions with other tax jurisdictions[4] | 2,906 |
| Profit/loss before tax | 39,489 |
| Tangible assets other than cash and cash equivalents | 509,764 |
| Corporate income tax paid on a cash basis | 5,111 |
| Corporate income tax accrued on profit/loss | 9,271 |
| GIT savings and income tax holiday | 237 |

*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-54 of 2025 Form 17A*

*Note*
*[1] Withholding tax on wages plus fringe benefit tax*
*[2] Expanded withholding tax plus final withholding tax plus withholding VAT plus VAT and Overseas communication tax*
*[3] Advances by Digitel Telecommunications Phils.*
*[4] Intercompany revenue by PLDT Global Corporation*

# CORPORATE GOVERNANCE REPORT

## 2025 AT A GLANCE

- 11 PLDT Board of Directors (Board) meetings, including one organizational Board meeting; an Annual Stockholders' Meeting (ASM); and 35 Board Committee meetings
- Conduct of PLDT ASM on June 10, 2025, with the attendance of stockholders who own or hold a total of 314,595,605 shares representing 85.94% of the total shares of Common Stock and Voting Preferred Stock (Voting Shares) based on the attendance record and proxy report, as at Record Date, April 14, 2025
- PLDT Board, Board Committee, and Individual Directors' performance assessment for 2024, including a review of the performance of the President & Chief Executive Officer (CEO) and Management presented to the Board through the Governance, Nomination and Sustainability Committee (GNSC) on August 7, 2025
- Use of external sources, such as professional search firms, director databases and/or other reputable sources to further enhance the search for and widen the base of potential Director nominees
- Review and screening of the qualifications of director/independent director nominees in preparation for the ASM, and thereafter, as appropriate
- Review of the qualifications of the PLDT Officers appointed/re-appointed at the Organizational Meeting of the Board following the ASM and thereafter, as appropriate
- Review and approval of the Biodiversity Policy on March 20, 2025, and the Energy Management Policy, and Water Policy on November 11, 2025
- Review and approval of the Company's compliance plan with the Extended Producer Responsibility Act, (Republic Act No. 11898) entailing the registration of the Company as an Obliged Enterprise, and the approval of the Company's engagement of a third-party assurer and Producer Responsibility Organization
- Review of the PLDT Group Top Risks, including cybersecurity and climate-related risks, as identified by Management
- Approval and submission of the Company's Integrated Annual Corporate Governance Report (IACGR) for CY2024, signed by the Chairman of the Board and President and CEO; all Independent Directors; Corporate Secretary and Senior Legal Advisor to the Chairman, Supply Chain, and Privacy Head; Chief Legal Counsel; and Chief Governance Officer. The IACGR contains disclosures of compliance with the recommendations in the Code of Corporate Governance for Publicly Listed Companies (CG Code), and confirmation of compliance with the Company's CG Manual which contains certain corporate governance standards under the US Securities Exchange Act and the New York Stock Exchange (NYSE) Listed Company Manual, in addition to relevant provisions from the CG Code
- Conduct of the Annual In-House Corporate Governance Enhancement Session (ACGES) for PLDT's Board and Management on November 18, 2025 with the Philippine Securities and Exchange Commission (PSEC)-approved topics and speakers: "Winning with AI: Embracing Change and Optimizing Decisions at Scale" by keynote speaker, Ms. Cassie Kozyrkov, Google's first Chief Decision Scientist; and "SuperCreativity: Leading in the Age of AI" by keynote speaker, Mr. James Taylor, speaker and advisor to Fortune 500 CEOs



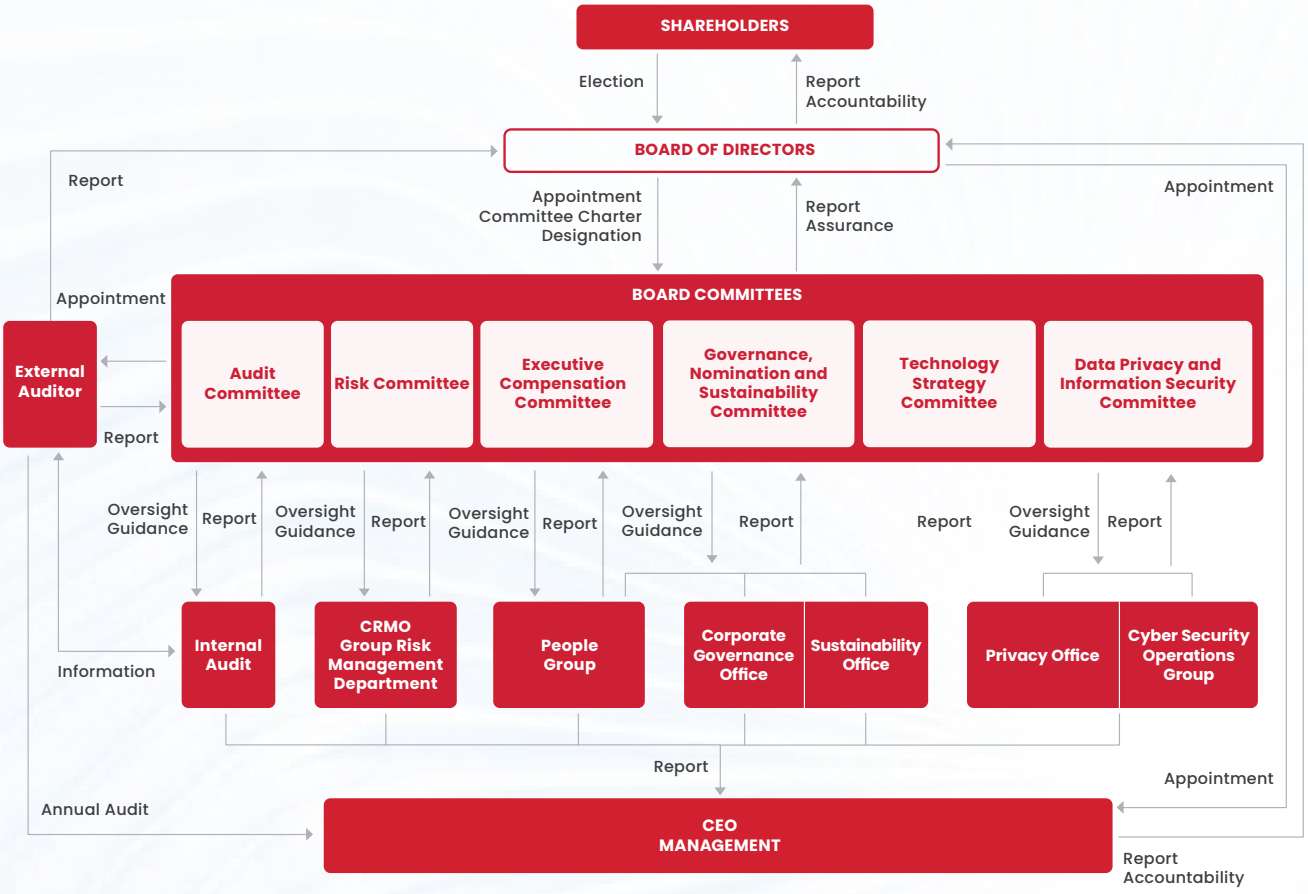
- Review, approval, and publication of the Company's combined Annual and Sustainability Report for 2024, which also contains the Corporate Governance Report, and Enterprise Risk Management Report
- Review of the Company's Manual on Corporate Governance (CG Manual), Conflict of Interest Policy, Policy on Gifts, Entertainment and Sponsored Travel, Policy on PLDT's Gift-Giving Activities, Supplier/ Contractor Relations Policy, and Expanded Whistleblowing Policy which remain compliant, are appropriate for the needs of the Company, and are aligned with the updated Code of Business Conduct and Ethics (Code)
- Discussion of legal and regulatory and risk management updates arising from the passage of the Konektadong Pinoy Bill into law (Republic Act No. 12234) and the issuance of its Implementing Rules and Regulations
- Conduct of orientation and refresher training programs on Company policies, including corporate governance, diversity and inclusion, data privacy and cybersecurity, skills-building, and technology-related courses, among others

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 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 PSEC, PSE, US SEC, and NYSE, including the CG Code, 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 (HKEX), we also benchmark with the governance standards of Hong Kong.



# CORPORATE GOVERNANCE FRAMEWORK GRI 2-9

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 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. 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.



# BOARD OF DIRECTORS

## Duties and Responsibilities

Our 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 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 Interest 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 of the Company 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.

**Sustainability, Corporate Shared Value and Stakeholder Engagement.** Our Board, through the GNSC, establishes and oversees the implementation of PLDT's sustainability strategy, framework, programs, and policies. It oversees and provides guidance on the Company's social and environmental investments, approaches, and commitments, underpinned by initiatives that aim to assess and manage the impact of Company operations. It oversees the Company's disclosure of material and reportable information regarding non-financial and sustainability matters, including the Annual and Sustainability Report, among others that cover the management and progress of economic, environmental, social, and governance (EESG) aspects of the business. The Board likewise ensures that the Company has an investor relations program to engage with its shareholders and the investing community at large, as well as programs to interact and communicate with various stakeholders, including the communities where the Company operates.

**Financial Reporting, Internal Control, Internal Audit, and Independent Audit.** Our Board, with the assistance of the Audit Committee, carries out its oversight responsibilities for the Company's 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 its oversight responsibilities for the Company's 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, nationality 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. Included in the Board's annual assessment is an evaluation of the performance of the President and 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.

# BOARD COMPOSITION

GRI 2-9, 2-11, 2-12

Our Board is composed of 13 members, with three executive directors and 10 non-executive directors, including three independent directors. Three directors, including one independent director, 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 five 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, independent directors are, broadly, persons who are independent of Management and who, apart from their fees and shareholdings, are 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 their responsibilities as 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 the appointment of a lead independent director, the Board appointed Hon. Panganiban as PLDT Lead Independent Director on June 10, 2025. 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

Under applicable PSEC regulations in 2025, as a rule, our independent directors shall only serve for a maximum of nine consecutive years reckoned from 2012 (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, in 2025, based on meritorious justifications disclosed during its June 10 ASM, PLDT stockholders exercised their legal right to re-elect independent directors, Hon. Panganiban and Mr. Liu for another term of one year. On January 26, 2026, the PSEC issued Memorandum Circular (MC) No. 7, Series of 2026 on the Term Limit of Independent Directors, to take effect on February 1, 2026, or at the next stockholders' meeting. Cognizant of the mandate of the PSEC MC, the Company is taking steps to comply with the amended rules.

# BOARD CHARTER

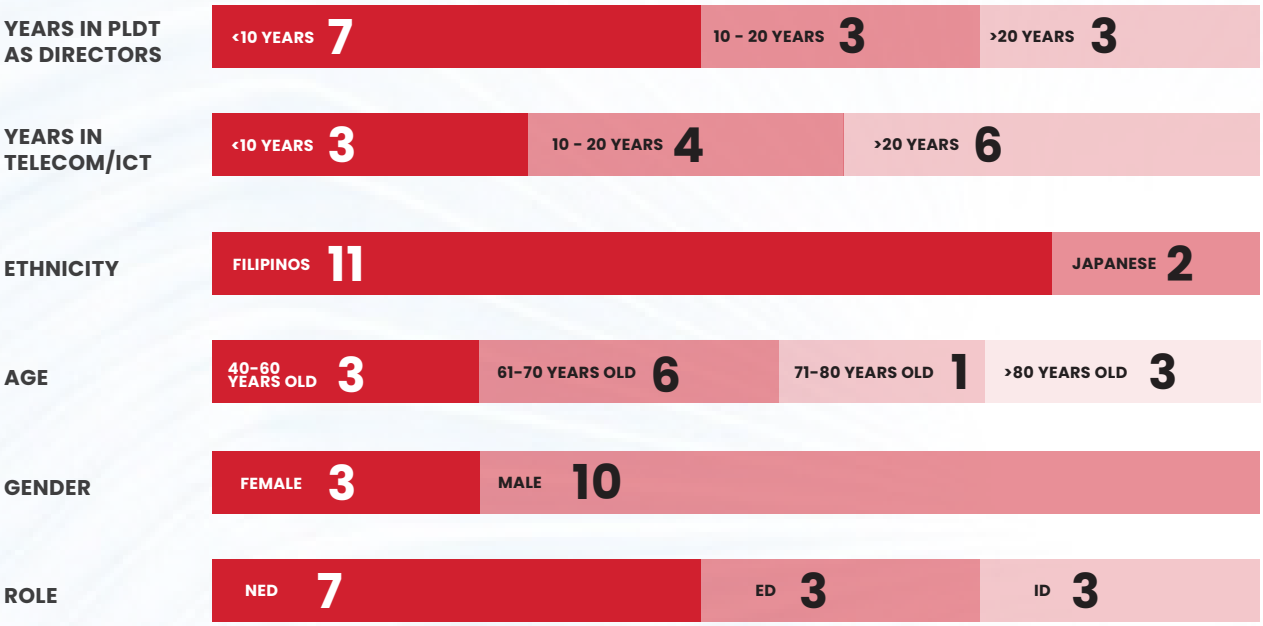
The Board adopted its Charter on November 9, 2017. The Charter is intended to serve as a guide for the Board and each director in performing their functions and fiduciary duties. It sets out the Board's structure, power, duties and responsibilities, and identifies corporate actions requiring Board and stockholders' approval. The Charter may be viewed on the PLDT website:

# 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, nationality, 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.

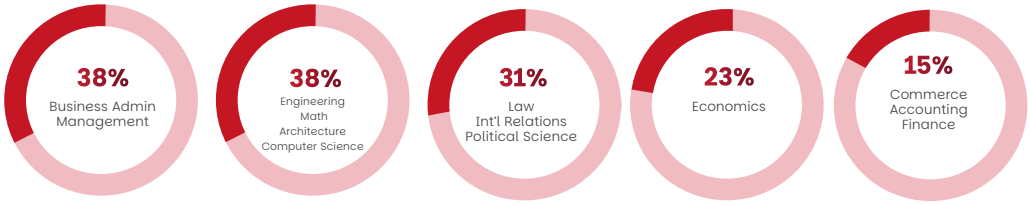
For the purpose of selecting the members of our Board, the GNSC follows the Guidelines on the Search, Screening and Selection of Directors and Screening Checklist which contain, among others, the criteria and qualifications for directorship and a matrix on the skills, expertise and experience relevant to the responsibilities of the Board, and considers other relevant factors, such as conflict of interest, directorships and/or positions in other corporations, and the results of the Board assessment. 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 GRI 2-9, 2-17, 405-1



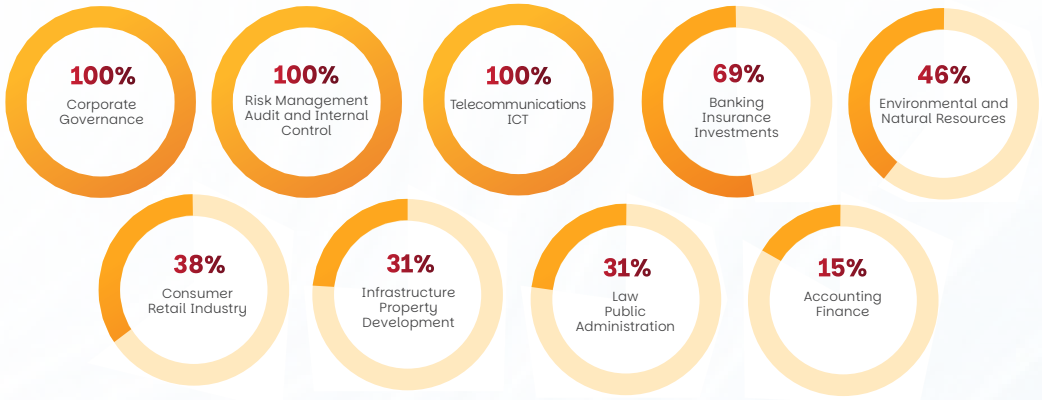
## Education

*[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 | | |
|---|---|---|
| | EDUCATION | INDUSTRY EXPERIENCE, SKILLS AND EXPERTISE |
| Manuel V. Pangilinan | | |
| Robert Joseph M. de Claro | | |
| Helen Y. Dee | | |
| Ray C. Espinosa | | |
| James L. Go | | |
| Hidetada Hayashi | | |
| Menardo G. Jimenez, Jr. | | |
| Bernido H. Liu | | |
| Artemio V. Panganiban | | |
| Alfredo S. Panlilio | | |
| Kazutoshi Shimizu | | |
| Bernadine T. Siy | | |
| Marilyn A. Victorio-Aquino | | |

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
- Environmental 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 directors to serve or perform their 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. Before accepting a directorship in another company, directors notify the Board and carefully consider the effect of accepting such directorship on their ability to serve and perform duties and responsibilities diligently and efficiently as a director of the Company.

## 2025 Board and Committee Meetings

**11** Board Meetings

- **10** Regular Board
- **1** Organizational Board

**35** Board Committee Meetings

- **10** Audit Committee
- **12** Technology Strategy Committee
- **4** Governance, Nomination and Sustainability Committee
- **3** Data Privacy and Information Security Committee
- **1** Executive Compensation Committee
- **5** Risk Committee




- Enterprise Risk Management
- Stakeholder Engagement and Sustainability
- Corporate Governance
- Strategic Direction, Technology & Corporate Performance
- Management Oversight
- Financial Reporting, Internal Controls & Audit, and Independent Audit

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 2025, one executive session was held by the Board.

There were 11 Board meetings in 2025: ten regular meetings, and one organizational meeting. In each Board meeting, a quorum of at least two-thirds (2/3) of the membership of the Board, including at least one independent director, was present. All decisions were approved by at least two-thirds (2/3) of the Board members.

All 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. Directors who are absent in more than fifty percent (50%) of all Board meetings during their term, or in any 12-month period within their incumbency, without justifiable cause, may be disqualified for purposes of the succeeding election. In 2025, average board meeting attendance reached 97.5%.

**ATTENDANCE IN 2025 BOARD MEETINGS AND ASM**

| **Executive Directors** | Board Meetings Attended/Held | ASM Attendance |
|---|---|---|
| Manuel V. Pangilinan* | 10/11 | ✓ |
| Menardo G. Jimenez, Jr.[1] | 6/6 | ✓ |
| Marilyn A. Victorio-Aquino | 11/11 | ✓ |
| **Independent Non-Executive Directors** | | |
| Artemio V. Panganiban | 11/11 | ✓ |
| Bernido H. Liu | 11/11 | ✓ |
| Bernadine T. Siy | 11/11 | ✓ |
| **Non-Executive Directors** | | |
| Santiago Dionisio R. Agdeppa[2] | 1/1 | - |
| Robert Joseph M. de Claro[3] | 9/10 | ✓ |
| Helen Y. Dee | 9/11 | ✓ |
| Ray C. Espinosa | 11/11 | ✓ |
| James L. Go | 11/11 | ✓ |
| Hidetada Hayashi[4] | 4/4 | - |
| Kazuyuki Kozu[5] | 7/7 | ✓ |
| Alfredo S. Panlilio | 11/11 | ✓ |
| Kazutoshi Shimizu | 11/11 | ✓ |
| Marife B. Zamora[6] | 5/5 | ✓ |
| **Advisory Board** | | |
| Benny S. Santoso | 11/11 | ✓ |
| Roberto C. Yap | 10/11 | ✓ |
| Christopher H. Young | 11/11 | ✓ |

** Chairman and CEO*
*[1] Elected to the Board effective June 10, 2025*
*[2] Until January 31, 2025*
*[3] Elected to the Board effective February 27, 2025*
*[4] Elected on September 16, 2025 vice Mr. Kazuyuki Kozu*
*[5] Until September 15, 2025*
*[6] Until June 10, 2025*

# Compensation GRI 2-19, 2-20, 2-21

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 directors 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.

**2025 Board Remuneration**

| | ASM & Board Meetings* | Board Committee Meetings** | Total (PhP Millions) |
|---|---|---|---|
| **Executive Directors** | | | |
| Manuel V. Pangilinan | 2.250 | 2.000 | 4.250 |
| Menardo G. Jimenez, Jr.[1] | 1.500 | 1.375 | 2.875 |
| Marilyn A. Victorio-Aquino | 2.500 | 0.375 | 2.875 |
| **Non-Executive Independent Directors** | | | |
| Artemio V. Panganiban | 2.500 | 2.375 | 4.875 |
| Bernido H. Liu | 2.500 | 2.750 | 5.250 |
| Bernadine T. Siy | 2.500 | 2.375 | 4.875 |
| **Non-Executive Directors** | | | |
| Santiago Dionisio R. Agdeppa[2] | 0.250 | - | 0.250 |
| Robert Joseph M. de Claro[3] | 2.000 | - | 2.000 |
| Helen Y. Dee | 2.000 | - | 2.000 |
| Ray C. Espinosa | 2.500 | 1.500 | 4.000 |
| James L. Go | 2.500 | 3.125 | 5.625 |
| Hidetada Hayashi[4] | 1.000 | 1.250 | 2.250 |
| Kazuyuki Kozu[5] | 1.500 | 2.875 | 4.375 |
| Alfredo S. Panlilio | 2.500 | - | 2.500 |
| Kazutoshi Shimizu | 2.500 | - | 2.500 |
| Marife B. Zamora[6] | 1.250 | - | 1.250 |
| **Total** | **31.750** | **20.000** | **51.750** |

** Only one per diem was given to directors for attendance in the ASM, Regular Board Meeting and Organizational Board Meeting on June 10, 2025*
*** Only one per diem was given to Audit, and Risk Committee Members in their joint meeting on August 18, 2025*
*[1] Elected to the Board on June 10, 2025*
*[2] Until January 31, 2025*
*[3] Elected to the Board effective February 27, 2025*
*[4] Elected to the Board effective September 16, 2025 vice Mr. Kazuyuki Kozu*
*[5] Until September 15, 2025*
*[6] Until June 10, 2025*

*Dash (-) indicates zero value*

**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. As applicable, new directors also complete the PSEC prescribed Corporate Governance Orientation Program. In 2025, Mr. Kazutoshi Shimizu attended the Institute of Corporate Directors' (ICD) Corporate Governance Orientation Program on February 11-12; and in 2026, Mr. Hidetada Hayashi completed the Program on February 3 – 4 consistent with the Company's CG Manual, Board Charter, and the CG Code on directors' governance training.

Since 2007, PLDT has organized its ACGES, that provides 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 2025, the ACGES for the Board and Management was organized in collaboration with Philippine-based affiliate companies of First Pacific on November 18 with the PSEC-approved topics and speakers: "Winning with AI: Embracing Change and Optimizing Decisions at Scale" by keynote speaker, Ms. Cassie Kozyrkov, Google's first Chief Decision Scientist; and "SuperCreativity: Leading in the Age of AI" by keynote speaker, Mr. James Taylor, speaker and advisor to Fortune 500 CEOs. In PLDT, the ACGES was attended by 10 of our directors[1], two of our Advisory Board members, four Board Committee Members and Advisor, and 68[2] of PLDT's Officers.

*[1] Mr. James L. Go had been granted by the PSEC permanent exemption from its governance training requirement.*
*[2] Including Board Committee Non-voting Members, Chief People Officer, Ms. Gina Marina P. Ordoñez; Chief Risk Management Officer and Chief Financial Officer, Mr. Danny Y. Yu; and Chief Sustainability Officer, Ms. Melissa V. Vergel de Dios.*



**Excerpt from our Group Chairman's Message to Directors and Officers at the 2025 ACGES:**

***"At the end of the day, it's like a pilot. It's also fly by wire now, but at the end, it's the pilot that manages the takeoff and manages the landing. So again, thank you. And I hope in the next year, when we talk about AI, we have done something to move forward."***

**MANUEL V PANGILINAN**
**Group Chairman of the Board**

| DIRECTORS' 2025 TRAININGS | | | |
|---|---|---|---|
| Date of Training | Program | Speaker/Training Institution | Director |
| November 18 | Winning with AI: Embracing Change and Optimizing Decisions at Scale | Ms. Cassie Kozyrkov<br>Google's First Chief Decision Scientist<br>Founder & CEO, Kozyr LLC<br>PLDT ACGES | Manuel V. Pangilinan[1]<br>Robert Joseph M. de Claro<br>Ray C. Espinosa<br>Menardo G. Jimenez, Jr.[2]<br>Hidetada Hayashi<br>Bernido H. Liu[3]<br>Artemio V. Panganiban[3]<br>Kazutoshi Shimizu<br>Bernadine T. Siy[3]<br>Marilyn A. Victorio-Aquino[4] |
| | SuperCreativity: Leading in the Age of AI | Mr. James Taylor<br>CEO, P3Music Ltd.<br>Founder, SuperCreativity<br>PLDT ACGES | |
| October 16 | Advanced Corporate Governance Training | Institute of Corporate Directors | Alfredo S. Panlilio |
| September 27 | Strategy in Motion: The Evolving Role of Governance | Rizal Commercial Banking Corporation | Helen Y. Dee |
| September 18 | Corporate Governance in the Age of AI: Navigating Opportunities and Risks | JG Summit Holdings, Inc. | Artemio V. Panganiban[3]<br>Bernadine T. Siy[3] |
| February 11-12 | Corporate Governance Orientation Program | Institute of Corporate Directors | Kazutoshi Shimizu |

*[1] Chairman and CEO*
*[2] Executive Vice President and Chief Operating Officer*
*[3] Independent Director*
*[4] Senior Vice President/Senior Legal Advisor to the Chairman, and Corporate Secretary*



# Performance Assessment GRI 2-18

Our directors take part in an annual assessment process that reviews and evaluates the performance of the Board as a whole, 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. In 2025, members of the Board and the Board Committees accomplished their respective assessment questionnaires containing the following criteria based on leading principles and practices on good governance: (i) for the Board: Board Composition and Independence, Governance, Roles and Responsibilities, Internal Control, Code and other CG Policies, Stewardship, Resources and Support, Internal Governance, Reporting and Disclosure, and Shareholders and Stakeholders Engagement; on the President/ CEO and Management: development and implementation of long-term objectives, business strategies, plans and budgets consistent with the Company's vision, mission, values, principles, and overall strategy; leadership; and effectivity in the implementation of Board objectives, strategies and budgets (ii) for the Board Committees: the respective purposes, functions and duties of the Committees; and (iii) for individual directors: the specific duties and responsibilities of a Director, including understanding of the Company's Vision, Mission and Values, independent judgment, attendance, and active participation in meetings.

In its most recent review and update of the Board Assessment Questionnaire and process in 2024, the Board, through the GNSC, adopted the enhanced Board Assessment Questionnaire which 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 2024 performance period was reviewed by the Board in 2025.



## 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. Christopher H. Young, and Mr. Roberto C. Yap, S.J.

# BOARD COMMITTEE STATEMENTS



## GOVERNANCE, NOMINATION AND SUSTAINABILITY COMMITTEE (GNSC)

The Governance, Nomination and Sustainability Committee **reaffirms its commitment to strengthening PLDT's environmental, social, and governance performance. Recognizing sustainability as a contributor to long-term value creation,** we stand behind company efforts to embed it into business strategy and ensure that actions remain responsive to evolving risks and stakeholder expectations, while upholding integrity and responsible business conduct.

***- Manuel V. Pangilinan***



## AUDIT COMMITTEE (AC)

The Audit Committee is steadfast in championing the integrity and reliability of the Company's financial disclosures and internal controls. We promote continuous efforts of the company to **enhance audit frameworks, strengthen financial discipline, and integrate sustainability and climate-related disclosures into financial reporting processes.**

***- Bernadine T. Siy***



## EXECUTIVE COMPENSATION COMMITTEE (ECC)

The Executive Compensation Committee **champions a dynamic, inclusive, and future-ready organization.** We reinforce the company's adoption of culture-building strategies, equitable incentive structures, and agile skilling programs to attract, retain, and empower talent that will sustain PLDT's growth and competitiveness in a rapidly evolving digital landscape.

***- Bernido H. Liu***



## RISK COMMITTEE (RC)

The Risk Committee backs PLDT's proactive and integrated approach to enterprise risk management in support of unlocking sustainable and long-term growth. Amid the increasingly complex business environment, marked by climate change, cybersecurity threats, regulatory shifts, and technological disruptions, **we espouse the company's continuing focus on its materiality areas and reinforce the enhancement of risk identification, assessment, and mitigation frameworks.**

***- Artemio V. Panganiban***



## TECHNOLOGY STRATEGY COMMITTEE (TSC)

The Technology Strategy Committee **affirms its support for PLDT's commitment to build a resilient and future-ready digital infrastructure** for the Philippines. We guide investments in next-generation network technologies, digital platforms, and innovation ecosystems that expand connectivity, narrow the digital divide, and enable inclusive economic participation. At the same time, we advocate for responsible technology deployment and continuous alignment with global sustainability and industry standards.

***- James L. Go***



## DATA PRIVACY AND INFORMATION SECURITY COMMITTEE (DPISC)

The Data Privacy and Information Security Committee underscores the importance of fostering a safe digital environment and maintaining trust in the digital economy. We thus **support continuous measures to strengthen PLDT's cybersecurity posture, data governance frameworks, and privacy-by-design principles across products, services, and operations.** Amid evolving digital threats and regulatory requirements, these key measures support the company in ensuring resilience and long-term stakeholder confidence.

***- 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; Executive Compensation; Risk; 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. 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 AC is supported by three advisors namely, Mr. Hidetada Hayashi 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 10 meetings during the year, eight of which were joint meetings with the Audit Committees of Smart Communications, Inc. (Smart) and Digital Telecommunications Philippines, Inc. (DTPI), including one meeting conducted with the Risk Committee. The joint meetings of PLDT, Smart, and DTPI Audit Committees covered the approval of a variety of topics, including the Group-wide IA Plan for 2025 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 "Atin 'To" program (Phase 2 of the Ownership Champions Program), which promotes shared expertise, ownership, and continuous improvement, Project

WinSOX, which continues to reinforce a sustainable, value-driven and robust SOX 404 Compliance Program, and Project Ripple which enabled a comprehensive approach toward a more integrated and collaborative risk management framework.

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 PLDT's 2024 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 & Co.) as the external auditor for PLDT and its subsidiaries for 2025 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 2025 and their assessment of the effectiveness of internal controls over financial reporting (ICFR).

In 2025, 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 (EWB) Policy. It also confirmed continued validity of both the IA and AC Charters until its next review in 2026. The AC likewise invited the Chief Legal Counsel, the concerned Heads of the Regulatory Group, Network Group, IT and Transformation 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) GRI 2-10

**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. Hidetada Hayashi and executive director, Mr. Manuel V. Pangilinan, who is the chairperson 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 and selection process for the Board and Board Committees, which includes access to external sources; (iii) review and evaluate the qualifications of the persons nominated to the Board and 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 four meetings and issued four written resolutions in 2025. The GNSC's activities pursuant to its oversight function on governance-related matters covered the following: On policy review and development, the GNSC reviewed and noted the following policies that continue to be compliant, are generally effective and appropriate for the Company, and aligned with the updated Code: CG Manual, Conflict of Interest (COI) Policy, Policy on Gifts, Entertainment and Sponsored Travel Policy (Gifts Policy), Policy on Gift-Giving Activities (Gift-Giving Policy), Supplier/Contractor Relations Policy, and EWB Policy. The Committee noted directors' disclosures of directorships in other corporations; and assisted the Board in the conduct of its Board, Board Committee, and Individual Directors' performance assessment for 2024, including a review of the performance of the President and CEO, and Management. On education and communication, the GNSC provided guidance and approved the topics, speakers, and the content of PLDT's ACGES for Directors and Officers. The GNSC likewise reviewed and approved PLDT's IACGR for the year 2024 that was submitted to the PSEC and PSE in compliance with the CG Code and related PSEC and PSE regulations. The GNSC further reviewed and approved PLDT's Corporate Governance Report for 2024; and noted the revised requirements and updates on the ASEAN Corporate Governance Scorecard, including PLDT's improved governance performance standing from Three to Four Golden Arrow Award, and PLDT's corporate membership in the Institute of Corporate Directors. On 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 89% and 99.58% employee disclosure compliance, respectively, for the year 2025. In PLDT, based on an extended time to complete the COI disclosure requirement until February 11, 2026, employee compliance rate further improved to 98.1%.

The GNSC's activities pursuant to its oversight function on nomination-related matters covered 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 2025 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 reappointment as such at the 2025 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 likewise assessed the effectiveness of the Company's nomination and selection process for the members of the Board and Board Committees.

In 2025, the GNSC's activities pursuant to its oversight function on sustainability-related matters covered the following: (i) review and discussion of PLDT's sustainability roadmap, commitment to the United Nations Global Compact (UNGC) Communication on Progress (CoP), alignment with Task Force on Climate-related Financial Disclosures, Taskforce on Nature-related Financial Disclosures and Taskforce on Inequity and Social-related Financial Disclosures, performance in various ESG assessments for 2024 and 2025, including the S&P Global Corporate Sustainability Assessment (S&P CSA), Global Child Forum (GCF), MSCI, CDP, FTSE4Good, Sustainalytics, among others, and the Company's 2024 ASEAN Corporate Governance Scorecard, recognized with the Four Golden Arrow Award; (ii) progress review

of PLDT's management of its top sustainability risks and materiality areas. These include identification of climate change risks and the corresponding mitigating measures, strategies and progress on waste management, particularly on electronic waste and plastic waste, 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 frameworks to uphold human rights and ethically engage with stakeholders. These cut across innovation and digital transformation programs, organizational and community upskilling initiatives. Additionally, the GNSC exercised oversight on initiatives to promote child rights, occupational health and safety, cybersecurity, data privacy, diversity and inclusion, as well as ESG engagements in the supply chain; (iii) briefings on new regulatory requirements, including IFRS S1 and IFRS S2, and market updates; (iv) review, approval, and endorsement to the Board of the PLDT Biodiversity Policy, Energy Management Policy, and Water Policy; (v) review of PLDT's overall shared Key Performance Indicator target for 2025-2026; (vi) noted results of the external assurance on the sustainability report; and (vii) reviewed and approved the combined PLDT 2024 Annual and Sustainability Report, as well as the supplemental reports on Human Rights, Gender Equality, and Materiality and Impact Assessment.

# 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. Hidetada Hayashi and executive director, Mr. Manuel V. Pangilinan, who is the chairperson of this committee. The non-voting member is the Chief People Officer, Ms. Gina Marina P. Ordoñez. The purposes, duties, and powers of the ECC may be viewed in the ECC Charter on the PLDT website:

**Functions.** The ECC assists the Board in the performance of its functions to oversee the: (i) development of a compensation philosophy or policy consistent with the strategy, culture, and control environment of PLDT; (ii) development and administration of the Company's executive compensation programs, including long-term incentive plans and equity based plans for officers and executives; (iii) development and administration of the Company's performance management framework to monitor and assess the performance of Management led by the CEO; (iv) succession plan for officers, including the CEO; and (v) development and implementation of professional development programs for officers.

**Activities.** The ECC held one meeting in 2025. Its activities for the year included the review, update and approval of the following: (i) the Company's performance relative to established targets and performance metrics under the 2022 to 2024 Long-Term Incentive Pay (LTIP) Program, including the organization's core income target, sustainability rating and customer experience scores; (ii) 2022 to 2024 LTIP grant to eligible officers and executives based on the organization's performance metrics, including sustainability rating and customer experience scores for 2023 to 2024; Management's proposed Short-Term Incentive Pay (STIP) corresponding to individual performance ratings; and updated pay packages across all levels based on the proposed STIP payout. On the President and CEO's performance and compensation, the Committee reviewed and approved corporate goals and objectives relevant to the compensation of the President and CEO and evaluated the President and CEO's performance relative to such goals and objectives; set the compensation level of the

President and CEO based on such evaluation; and determined the long-term incentive component of the compensation considering, among other factors, the results of the Company's performance and relative shareholder return, the value of similar incentive awards to chief executive officers at comparable companies and the awards given to the President and CEO in the previous years.

## Risk Committee (RC) GRI 2-13

**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. Hidetada Hayashi 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:

**Activities.** The RC held five meetings in 2025. 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) Finance Group (b) Corporate Sustainability Office, (c) Legal, and Regulatory and Strategic Affairs Group, (d) Network Group, (e) Supply Chain Management Group, (f) Customer Experience Group, (g) Information Technology Group, (h) Home Sales and Development, (i), Wireless Sales and Development, and (j) Cyber Security Operations Group (CSOG). The RC likewise conducted a discussion of legal, regulatory & risk management updates arising from the passage of the Konektadong Pinoy Bill into law (Republic Act No. 12234) and the issuance of its Implementing Rules and Regulations.

## 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. Hidetada Hayashi. The non-voting member is the Chief Operating Officer, Mr. Menardo G. Jimenez, Jr.

**Functions.** The TSC assists and enables the Board 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:

**Activities.** The TSC held 12 meetings in 2025. 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 Network Rollout Plan and the Transport Expansion Project, and (iii) projects in support of business operations including, among others, the device buying plans. The TSC likewise discussed the state of the network and network capex. It also adopted TSC Resolution No. 09-2025-01 dated 30 September 2025 pursuant to and in compliance with Section 4.1(h)(iii) of the TSC Charter. Furthermore, the TSC approved the appointment of the new Supply Chain Management Group representative to the TSC Secretariat. The PLDT TechStrat Forum: How will AIOps and GenAI Shape the Next Era of Telco Operations was also held in 2025.

## 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. Hidetada Hayashi, 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, 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, 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 DPISC held three meetings in 2025. Its activities included the review, on a periodic basis, of a survey of international and local cybersecurity events, focusing on their geopolitical implications—such as state-sponsored threats and the impact of global conflicts on cyber warfare—and third-party and supply chain management risks. The DPISC also discussed the operational statistics of CSOG, which included data on the blocking of billions of malicious sites and the mitigation of DDoS attacks. The Committee received updates on PLDT's risk posture and identified areas for improvement, including the deployment of AI-enabled defense tools to automate threat remediation. The Chief Information Security Officer discussed the Company's cybersecurity strategy that is aligned with business objectives, focusing on network segmentation, layered access control, and zero trust architecture. Additionally, CSOG's education campaign to enhance employee awareness of cyber threats, including the achievement of 100% compliance in mandatory e-learning and the maintenance of low phishing simulation rates, was discussed.

On privacy and data protection, the DPISC reviewed the updates from the Chief Data Privacy Officer (CDPO) on privacy regulations and regulator activities. Statistics on privacy incidents, such as personal data breaches and the exercise of data subjects' rights, were presented, along with the confirmation of zero reportable breaches for the year and a downward trend in total recorded incidents for the Company.

The Committee likewise discussed the updates on the Privacy Office's operations, including the statistics on the conduct of privacy risk assessments on various projects and the successful digitization of the Privacy Impact Assessment process to improve clearance rates. A key project presented to the Committee was the Unified Consent and Preference Management transformation, which was launched to establish a single source of truth for subscriber consent across the PLDT and Smart ecosystems. The Committee also noted a report from the CDPO on the Privacy Office's efforts to promote a culture of privacy, evidenced by the achievement of a perfect score in the S&P Global CSA and the operationalization of "Privacy by Design" in project consultations.

# MANAGEMENT GRI 2-11, 2-13

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 10, 2025, 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 the Company's CG Manual; (b) the Board is supported by the following in its exercise of independent oversight over Management: ten Non-executive Directors, including three Independent 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.

## Internal Audit Head

Our 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. The Internal Audit Head reports functionally to the AC and administratively to the President and CEO. In the discharge of her duties, the Internal Audit Head is required to report, at least annually, the internal audit mandate, strategy and performance objectives; the internal audit plan, including any significant interim changes, and performance relative to the plan; the results of assurance and advisory services; and internal audit resource requirements and activities. Internal audit engagements may cover the evaluation of the identification and management of risks relating to the achievement of the Company's strategic objectives, the accuracy, reliability and timeliness of significant financial, managerial and operational information and the employees' and contractors' compliance with the Company's policies, procedures, and applicable laws, regulations, and governance standards, among others. The AC approved the appointment of the Internal Audit Head, Ms. Gina B. Santos and the Board confirmed her reappointment at the Organizational Board Meeting. Other duties of the 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 and contractors act in compliance with policies, procedures, and applicable laws, regulations and governance standards. It provides independent and objective assurance and advisory services across operations, assets and personnel of the Company. It evaluates the adequacy and effectiveness of governance, risk management and control processes. It also provides recommendations on revenue opportunities, cost savings, and operational improvements. The Internal Audit Organization complies with the Global Internal Audit Standards.

## 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 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 privacy regulatory agencies 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 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 Governance Officer

Our Chief Governance Officer monitors compliance with the provisions and requirements of corporate governance laws, rules, and regulations; reports violations and recommends the imposition of disciplinary actions for such violations; and the adoption of measures to prevent its repetition, subject to further review and approval by the Board, through the GNSC. The Chief Governance Officer assists the Board and the GNSC in the performance of their governance functions, including overseeing the implementation of the corporate governance rules and policies, proper onboarding of new directors, and conduct of corporate governance trainings for directors and officers, and collaborates with other responsible organization units of the Company to (i) monitor, review, evaluate and ensure compliance with relevant laws and regulations; (ii) ensure the integrity and accuracy of documentary submissions to regulatory agencies; and (iii) address compliance issues. In close collaboration with Management and People Group, the Chief Governance Officer likewise assists the CEO in building ethical culture across the organization and institutionalizing values and standards set out in CG rules and policies. Under the supervision and direction of the Chief Governance Officer, the Corporate Governance Office assists in the communication and implementation of the corporate governance policies adopted by the Board. The Board appointed Atty. Ma. Magdalene A. Tan as Chief Governance Officer at the Organizational Board Meeting following the ASM.



## Chief Information Security Officer

The Chief Information Security Officer (CISO) heads the CSOG and is tasked to (i) improve, develop, and implement information and cybersecurity-related policies, processes, and technologies; (ii) ensure enterprise-wide alignment and oversight of compliance with applicable cybersecurity laws, regulations, and standards; (iii) provide executive oversight of cybersecurity regulatory compliance and cybercrime case management; (iv) provide executive oversight and strategic direction for collaboration with government agencies and private sector entities, with such regulatory coordination and external engagement, in support of national and industry-wide initiatives against cyber threats and/or cybercrime; and (v) ensure alignment of cybersecurity policies and practices across PLDT and Smart. The CISO likewise provides regulatory and technical support for information and cybersecurity-related matters and functions to the DPISC. The Board appointed Mr. Patrick F. Santos as the Company's CISO at the Organizational Board Meeting following the ASM.

## Chief Legal Counsel

The Chief Legal Counsel leads the legal and regulatory affairs of the PLDT Group, composed of PLDT and its subsidiaries. The Chief Legal Counsel supports the PLDT Group's corporate activities and directs the formulation and implementation of legal strategies, policies, standards, and guidelines designed to promote compliance with applicable laws, rules, and regulations. The Chief Legal Counsel oversees the identification, assessment, and mitigation of legal and regulatory risks across the PLDT Group, including the management of material disputes, investigations, and claims, and the supervision of the review, negotiation, and documentation of significant contracts, transactions, and corporate actions. The Chief Legal Counsel also manages regulatory compliance across the PLDT Group through engagement and coordination with relevant regulatory agencies and national and LGUs, monitoring of regulatory developments and issuances affecting the business, and the implementation of internal controls and processes intended to manage regulatory exposure and support timely compliance with applicable requirements. In addition, the Chief Legal Counsel leads initiatives to promote legal and regulatory awareness across the PLDT Group, including the development and conduct of compliance education and training programs, in coordination with relevant business units, to help foster a culture of compliance. Where appropriate, the Chief Legal Counsel coordinates with internal stakeholders and external counsel and advisers to promote consistent interpretation and application of legal and regulatory requirements and disciplined management of legal and regulatory matters across the PLDT Group. The Board appointed Atty. Joan A. De Venecia-Fabul as the Company's Chief Legal Counsel at the Organizational Board Meeting following the ASM.

## Chief People Officer

The Chief People Officer (CPO) leads the effective implementation of people-focused strategies, programs, and operations across the organization. The CPO oversees Talent Management, Organizational Planning, and Human Resources Operations, including key areas such as Workplace Experience and Labor Relations. The CPO fosters a high-performing workplace by optimizing organizational structures, policies, processes, and people analytics, and drives a robust talent strategy focused on building a skilled, resilient workforce and an agile workplace across the Group. The CPO serves as a non-voting member of the Board's ECC and GNSC. The Board appointed Ms. Gina Marina P. Ordoñez as the Company's Chief People Officer 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 ERM 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. The GRMD Head supervises the ERM process and spearheads the development, implementation, and improvement of ERM processes and documentation, and communicates the top risks and status of implementation of risk management strategies and action plans to the CRMO, CEO, and the Risk Committee.

## Chief Sustainability Officer

The Chief Sustainability Officer (CSO) heads the Corporate Sustainability Office and is responsible for developing and managing PLDT's overall sustainability strategy and roadmap, which is aligned with global Environmental, Social and Governance (ESG) practices and reflects the Company's commitment to doing business responsibly. The CSO ensures the enterprise-wide alignment to the PLDT sustainability roadmap through the integration of sustainability metrics in the organization's key performance indicators. In addition, the CSO oversees the Company's compliance with relevant sustainability-related laws, regulations, standards and frameworks. The CSO is also tasked with shaping the corporate sustainability narrative. This includes the preparation and disclosure of the Annual and Sustainability Report in accordance with globally recognized sustainability standards and reporting frameworks. The CSO engages with stakeholders through materiality assessments, strategic partnerships, and participation in forums to share the Company's sustainability journey and progress. The CSO regularly provides updates to the President and CEO, and the Board, through the GNSC, on the progress of initiatives supporting the Company's material areas and sustainability roadmap. The CSO likewise informs the Board of the latest sustainability-related developments, standards, applicable laws and regulations, and evolving market expectations. The CSO identifies sustainability-related risks and the corresponding mitigating measures which are presented to the Board through the RC. The Board appointed Ms. Melissa V. Vergel de Dios as CSO at the Organizational Board Meeting following the ASM.

# 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 HKSE, 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 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 Ethics.** Our Code defines PLDT's corporate governance principles of accountability, integrity, fairness and transparency 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:

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.** 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 2025, 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 Policy and Guidelines on the Proper Handling of Related Party Transactions.** 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 Controllership 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.** 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.** The Policy on Gift-Giving Activities (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 values 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 those which are 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 2025, 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 adherence to these policies were reinforced through email advisories, employee community posts, 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, which was likewise furnished to directors.

**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.** 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 (WB) Helplines. The Company's WB Helplines: +63 (2)88888-CGO (246) and CGOHotline@pldt.com.ph are accessible to employees, external parties, including suppliers and contractors to receive complaints involving illegal or unethical conduct and related concerns in the Company. The WB Helplines also include a confidential intranet WB reporting system provided by an independent third party. Reporters may also visit the CGO located at the 6th 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:

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 implementation of the EWB Policy, including the handling and resolution of complaints coursed through the Company's EWB Facility, is reviewed and overseen by the GNSC and the AC, the latter of whose members are all independent directors.

As of December 31, 2025, PLDT received three new whistleblowing cases. All were resolved and closed following the implementation of appropriate risk management actions designed to address policy or process gaps and reduce the likelihood of recurrence.

At Smart, whistleblowing complaints involving PLDT employees and Third Party agents were endorsed to PLDT, for appropriate handling and action.

Other PLDT subsidiaries, PGI, ePLDT, DTPI, and DMPI, did not receive any new whistleblowing reports in 2025. Across PLDT and its key subsidiaries, the companies did not receive reports of confirmed corruption or retaliation incidents in 2025.

**Incentive-based Compensation Clawback Policy.** GRI 2-19, 2-20 The Incentive-based Compensation Clawback Policy. Approved by the PLDT Board and effective from October 2, 2023, the Incentive-based Compensation Clawback Policy (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:

**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 2025, PLDT received zero cases of insider trading.

PLDT's 2025 blackout periods are published on the website:

| RESTRICTED PERIODS ON BUYING/SELLING PLDT SHARES | | |
|---|---|---|
| **PLDT Results/Reports** | **Results/Reports Release Date** | **Blackout Period** |
| Full Year 2025 Audited Financial Results | February 26, 2026 | February 11 – March 4, 2026* |
| Declaration of Cash Dividend on Outstanding Shares of Series IV Cumulative Non-Convertible Redeemable Preferred Stock | January 27, 2026 | January 27-29, 2026 |
| Declaration of Cash Dividend on Outstanding Shares of Voting Preferred Stock | December 2, 2025 | December 2-4, 2025 |
| Q3 Financial Results | November 11, 2025 | October 27 – November 13, 2025 |
| First Half 2025 Financial and Operating Results | August 12, 2025 | July 28 – August 14, 2025 |
| Declaration of Cash Dividend on Outstanding Shares of Voting Preferred Stock | June 10, 2025 | June 10 – 13, 2025 |
| Q1 Financial Results | May 15, 2025 | April 30 – May 19, 2025 |
| Declaration of Cash Dividend on Outstanding Shares of Voting Preferred Stock | March 20, 2025 | March 20 - 24, 2025 |
| Full Year 2024 Audited Financial Results | February 27, 2025 | February 12 - March 3, 2025 |
| Declaration of Cash Dividend on Outstanding Shares of Series IV Cumulative Non-Convertible Redeemable Preferred Stock | January 28, 2025 | January 28 - 30, 2025 |

**Trading restriction period was extended from March 2 to March 4, 2026, due to the release of the 2025 Annual Report with Sustainability Report on SEC Form 17-A on March 2, 2026.*

## Directors' and Officers' 2025 Shareholdings in the Company

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 2025 is presented in the table below.

| Number of Company Shares[1] | | | | |
|---|---|---|---|---|
| | **Starting Balance[2]** | **Acquired** | **Disposed** | **Ending Balance[3]** |
| **A. Directors** | | | | |
| Manuel V. Pangilinan | 363,521 | 10,000 | | 373,521 |
| Santiago Dionisio R. Agdeppa[4] | 1 | | | 1[5] |
| Marilyn A. Victorio-Aquino | 27,395 | | | 27,395 |
| Robert Joseph M. de Claro[6] | 1,401[7] | | | 1,401 |
| Helen Y. Dee | 53,735[8] | | | 53,735 |
| Ray C. Espinosa | 42,743 | 2,000 | | 44,743 |
| James L. Go | 982,724 | | | 982,724 |
| Hidetada Hayashi[9] | 5[10] | | | 5 |
| Menardo G. Jimenez, Jr.[11] | 8,044 | | | 8,044 |
| Kazuyuki Kozu[12] | 1 | | | 1[5] |
| Bernido H. Liu | 1 | | | 1 |
| Artemio V. Panganiban | 7,771 | | | 7,771 |
| Alfredo S. Panlilio | 11,505 | | | 11,505 |
| Kazutoshi Shimizu | 1 | | | 1 |
| Bernadine T. Siy | 1,500 | | | 1,500 |
| Marife B. Zamora[13] | 60 | | | 60[5] |

| Number of Company Shares[1] | | | | |
|---|---|---|---|---|
| | Starting Balance[2] | Acquired | Disposed | Ending Balance[3] |
| **B. Officers** | | | | |
| Victorico P. Vargas | 17,085 | 865 | | 17,950 |
| Danny Y. Yu | 0 | | | 0 |
| Gina Marina P. Ordoñez | 5,141 | | | 5,141 |
| Jeremiah M. de la Cruz[14] | 0 | | | 0[15] |
| Joseph Ian G. Gendrano | 897 | | | 897 |
| John Gregory Y. Palanca | 793 | | | 793 |
| Patricio S. Pineda III[16] | 0[17] | | | 0 |
| Leo I. Posadas[18] | 9,705[19] | | | 9,705 |
| Luis S. Reñon | 55 | | | 55 |
| Ms. Louella F. Calixtro[20] | 0[17] | | | 0 |
| Joan A. De Venecia-Fabul | 244 | | | 244 |
| Patrick F. Santos | 0 | | | 0 |
| Melissa V. Vergel de Dios | 4,025 | | | 4,025 |
| Gil Samson D. Garcia | 33 | | | 33 |
| Katrina L. Abelarde[21] | 1,211 | | | 1,211 |
| Jose Roberto A. Alampay[22] | 0[17] | | | 0 |
| Benedict Patrick V. Alcoseba | 1,454 | | 850 | 604 |
| Andrew T. Atienza[23] | 0 | | | 0 |
| Marco Alejandro T. Borlongan | 3,053 | | | 3,053 |
| Mary Julie C. Carceller | 0 | | | 0 |
| Bernard H. Castro | 0 | | | 0 |
| Darlene Stephanie D. Chiong | 75 | | | 75 |
| Joseph Michael Vincent G. Co | 0 | | | 0 |
| Victor Emmanuel S. Genuino II | 3,000 | | | 3,000 |
| John John R. Gonzales[24] | 1,128 | | 1,000 | 128[15] |
| Ma. Criselda B. Guhit | 2,694 | | | 2,694 |
| Leah Camilla R. Besa-Jimenez | 3,480 | | | 3,480 |
| Gary Manuel Y. Kho[25] | 0 | | | 0[15] |
| Albert Mitchell L. Locsin[26] | 8 | | | 8 |
| Loreevi Gail O. Mercado | 1,312 | | | 1,312 |
| Sesinando G. Milla III[27] | 0[17] | | | 0 |
| Anna Karina V. Rodriguez | 0 | | | 0 |
| Jeanine R. Rubin[28] | 0 | | | 0[15] |
| Bernadette C. Salinas[29] | 669 | | | 669[15] |
| Roderick S. Santiago | 750 | | | 750 |
| Gina B. Santos | 390 | 15 | | 405 |
| Ma. Magdalene A. Tan | 0 | | | 0 |
| Patrick S. Tang | 0 | | | 0 |
| Victor Y. Tria | 2,167 | | | 2,167 |
| Jude Michael H. Turcuato | 0 | | | 0 |
| John Henri C. Yanez | 968 | | | 968 |
| Mark David P. Martinez | 0 | | | 0 |
| Minerva M. Agas[30] | 1,625 | | | 1,625[15] |

| Number of Company Shares[1] | | | | |
|---|---|---|---|---|
| | Starting Balance[2] | Acquired | Disposed | Ending Balance[3] |
| Cecille M. Alzona | 266 | 200 | | 466 |
| Roy Victor E. Añonuevo | 551 | | | 551 |
| Tito Rodolfo B. Aquino, Jr. | 890 | | | 890 |
| Maria Cecilia A. Arevalo | 633 | 20 | | 653 |
| Rona M. Erfe-Aringay[31] | 0 | | | 0[15] |
| Jerameel A. Azurin | 1,304 | | | 1,304 |
| Francis A. Bautista[32] | 767 | | | 767 |
| Dianne M. Blanco | 500 | 300 | | 800 |
| Benjamin Jose C. Causon, Jr. | 297 | | | 297 |
| Ma. Monica M. Consing | 298 | | | 298 |
| Branden B. Dean | 0 | | | 0 |
| Ramil C. Enriquez | 553 | | | 553 |
| Aniceto M. Franco III | 756 | | | 756 |
| Rai Antonio A. De Jesus | 95 | 300 | | 395 |
| Leonard A. Gonzales | 120 | | | 120 |
| Silverio S. Ibay, Jr. | 1,375 | | | 1,375 |
| Gary F. Ignacio | 1,108 | | | 1,108 |
| Alvin S. Ilano[33] | 1,284[17] | | | 1,284 |
| Javier C. Lagdameo | 1,875 | | | 1,875 |
| Ser John S. Layug | 700 | | | 700 |
| John Henry S. Lebumfacil | 235 | 15 | 250 | 0 |
| Czar Christopher S. Lopez | 1,970 | | | 1,970 |
| Paolo Jose C. Lopez[34] | 0 | | | 0[15] |
| Ma. Carmela F. Luque | 1,635 | | | 1,635 |
| Evert Chris R. Miranda | 0 | | | 0 |
| Ruby S. Montoya | 374 | | | 374 |
| Marseille N. Nograles | 0 | | | 0 |
| Audrey Lyn S. Oliva | 0 | | | 0 |
| Charles Louis L. Orcena | 25 | | | 25 |
| Regina P. Pineda | 447 | | | 447 |
| Emerson C. Roque | 651 | 50 | | 701 |
| Marielle M. Rubio | 0 | | | 0 |
| Maria Christina C. Semira | 969 | | 330 | 639 |
| Arvin L. Siena | 1,488 | | | 1,488 |
| Jerone H. Tabanera | 511 | | | 511 |
| Carla Elena A. Tabuena | 1,362 | | | 1,362 |
| Jecyn Aimee C. Teng | 52 | | | 52 |
| Milan M. Topacio[35] | 457 | | | 457[15] |
| Ma. Delia V. Villarino | 0 | | | 0 |
| Radames Vittorio B. Zalameda | 382 | | | 382 |

*[1] 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's website at PLDT Investor Relations>Shareholder Information>Beneficial Ownership.*
*[2] As at December 31, 2024.*
*[3] As at December 31, 2025.*
*[4] Atty. Santiago Dionisio R. Agdeppa resigned as a member of the Board of Directors effective February 1, 2025.*
*[5] As of date of resignation.*
*[6] Mr. Robert Joseph M. de Claro was elected as a director effective February 27, 2025 and shall serve the unexpired term of his predecessor in office, Atty. Santiago Dionisio R. Agdeppa.*
*[7] As of date of election. The shares held by the spouse of Mr. Robert Joseph M. de Claro, Ms. Iris Rachel Salonga-de Claro, are registered under PCD Nominee Corporation.*
*[8] Includes 25,227 shares held by Hydee Management and Resources Corporation, 26,260 shares thru RCBC Trust for the account of Michelle Y. Dee-Santos, 1,865 shares Thru RCBC Trust for the account of Ms. Michelle Y. Dee &/or Ms. Johanna Y. Dee and/or ITF Mr. Luis Miguel Santos and 245 shares under the name of Helen Y. Dee. Except for 21,957 certificated shares held by Hydee Management Resources Corporation, the rest are held thru PCD Nominee Corporation.*
*[9] Mr. Hidetada Hayashi was elected as a director effective September 16, 2025 and shall serve the unexpired term of his predecessor in office, Mr. Kazuyuki Kozu.*
*[10] As of date of election.*
*[11] Mr. Menardo G. Jimenez, Jr. was elected as director effective June 9, 2025.*

[12] Mr. Kozuyuki Kozu resigned as a member of the Board of Directors effective on September 15, 2025.
[13] Ms. Marife B. Zamora ceased to be a member of the Board of Directors effective June 10, 2025.
[14] Mr. Jeremiah M. de la Cruz was separated from service effective July 1, 2025.
[15] As of date of separation.
[16] The appointment of Mr. Patricio S. Pineda III as Senior Vice President and Enterprise Business Head of the Company effective April 2, 2025 was approved by the Board of Directors at its meeting held on March 20, 2025.
[17] As of date of appointment.
[18] Mr. Leo I. Posadas was promoted to Senior Vice President effective March 20, 2025.
[19] Includes 140 shares for the account of Jose Antonio G. Posadas under PCD Nominee Corporation.
[20] The appointment of Ms. Louella F. Calixtro as First Vice President and Chief Procurement Officer effective November 16, 2025 was confirmed by the Board of Directors at its meeting held on December 2, 2025.
[21] Ms. Katrina L. Abelarde was separated from service effective January 1, 2026.
[22] The appointment of Mr. Jose Roberto A. Alampay as First Vice President /Public Engagement and Corporate Communications Head of the Company effective March 1, 2025 was approved by the Board of Directors at its meeting held on February 27, 2025.
[23] Mr. Andrew T. Atienza was separated from service effective January 23, 2026.
[24] Mr. John John R. Gonzales was separated from service effective December 1, 2025.
[25] Mr. Manuel Y. Kho was separated from service effective July 1, 2025.
[26] Mr. Albert Mitchell L. Locsin was separated from service effective January 1, 2026.
[27] The appointment of Mr. Sesinando G. Milla III as Vice President and Head of NFM Energy Management effective August 16, 2025 was confirmed by the Board of Directors at its meeting held on December 2, 2025.
[28] Ms. Jeanine R. Rubin was separated from service effective September 1, 2025.
[29] Ms. Bernadette C. Salinas was separated from service effective October 1, 2025.
[30] Ms. Minerva M. Agas was separated from service effective March 1, 2025.
[31] Ms. Rona M. Erfe-Aringay was separated from service effective June 1, 2025.
[32] Mr. Francis A. Baustista was separated from service effective February 1, 2026.
[33] The appointment of Mr. Alvin S. Ilano as Vice President and Network Field and Facilities Management Head effective July 1, 2025 was approved by the Board of Directors at its meeting held on May 15, 2025.
[34] Mr. Paolo Jose C. Lopez was separated from service effective March 1, 2025
[35] Mr. Milan M. Topacio was separated from service effective July 1, 2025.

# 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, WB Helplines are in place, an online knowledge hub of all CG Policies and advisories is available, and guidance on COI disclosure, whistleblowing, and the Gift-Giving and Gifts Policies are cascaded to employees. The orientation of new employees includes familiarization with CG Policies, including the whistleblowing policy and reporting system. Questions on the interpretation and application of these CG Policies that may subsequently arise are submitted by employees to the CGO via the online CG query facility, among other helplines, for appropriate guidance. Relevant advisories on CG Policies are likewise periodically issued throughout the organization. At Smart, culture-building likewise remained a priority in 2025 with the launch of *The ROAD to Informed Decision Making* training module. Built around the Informed Decision Making Governance Model and developed with inspiration from G. Richard Shell's *The Conscience Code*, the module integrates the ROAD framework, tools, and guides to equip leaders to address ethical workplace dilemmas and make values-based decisions. Through interactive approaches, participants learn to align actions with organizational goals while exercising principled judgment. Complementing this initiative, Corporate Governance Guideposts were regularly issued to employees, providing accessible guidance on the application of governance policies across the organization.

As part of the Companies' continuous governance education for employees and leadership, the 2025 ACGES was held on November 18, 2025 with the SEC-approved topics and speakers: "Winning with AI: Embracing Change and Optimizing Decisions at Scale" by Ms. Cassie Kozyrkov, Google's first Chief Decision Scientist, and "SuperCreativity: Leading in the Age of AI" by Mr. James Taylor, speaker and advisor to Fortune 500 CEOs. Overall, 100% of PLDT directors[1] attended the 2025 ACGES and/or other SEC-accredited training, while 85.64% of PLDT employees[2] and 99.35% of SMART employees[3] completed the 2025 ACGES eLearning, SMART ROAD to Informed Decision Making Module, and/or attended the Corporate Governance Orientation Session. Employee completion rate further increased to 97.63% in PLDT by the February 11, 2026 deadline extension.

[1] One of our directors, Mr. James L. Go, has been granted permanent exemption by the PSEC from its corporate governance training requirement.
[2] 7,905/9,231 employees as at December 31, 2025
[3] 3,823/3,848 employees as at December 31, 2025

# 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 IACGR that is submitted to the PSEC and PSE. In compliance with the respective memorandum circulars of the PSEC and the PSE, PLDT filed its IACGR on May 30, 2025 which confirmed compliance with its CG Manual aligned with relevant provisions of the CG Code and certain corporate governance standards under the US Securities Exchange Act and NYSE Listed Company Manual.

Additionally, PLDT has 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 its Policy on Employee Qualification for Incentives and Rewards.



*Chief Sustainability Officer Melissa V. Vergel de Dios and Chief Governance Officer Ma. Magdalene A. Tan with PLDT's ACGS 4-Golden Arrow Award*

In 2025, PLDT was recognized by the ICD, in cooperation with the PSEC and PSE, as a top performing Philippine Publicly Listed Company as it achieved the ASEAN Corporate Governance Scorecard (ACGS) Four Golden Arrow Award. The achievement reflects an improvement from the Company's Three Golden Arrow Award in previous years. PLDT was likewise among the ASEAN Asset Class Publicly Listed Company Awardees, reflecting its strong adherence to the governance standards and best practices embodied in the ACGS. The ACGS evaluates the performance of companies in the areas of rights and equitable treatment of shareholders, sustainability and resilience, disclosure and transparency, and responsibilities of the Board, among other criteria.

# Stakeholder Engagement

GRI 2-29

### 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 into our strategy and operations. Such reinforces the Company's purpose and is underpinned by the inclusion of sustainability-related targets in the organization's performance and compensation program which includes executive directors, the C-suite, and all other executives.

The performance metrics for sustainability cover the Company's various materiality areas, including but not limited to climate action initiatives focused on operation resource efficiency, including those that aim to reduce energy consumption and Green House Gas (GHG) emissions, water management, circularity and waste management, 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 material areas identified as most important to the Group by its various stakeholders through a materiality assessment process. These are anchored on four pillars: Connection, Conservation, Concern, and Commitment. The Group likewise

aligns with globally recognized standards and benchmarks for its sustainability reporting and periodic communication on ESG progress. The PLDT Group endeavors to continuously leverage 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 2024 combined Annual and Sustainability Report is published on the website:



**Corporate Shared Value**

The Corporate Shared Value (CSV) Statement is the articulation of our belief that delivering 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 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:



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 accountability, integrity, 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. It respects, promotes and upholds 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**

Shareholders are encouraged to attend annual and/or special meetings whether purely in-person, hybrid, or virtual-only. The Company apprises 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. Shareholders are also given an opportunity to ask questions and raise their concerns in such meetings. 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 2025 ASM held on June 10, 2025, the meeting was held in person. Pursuant to PSEC guidelines, in 2025, an electronic copy of the Notice and Agenda, Information Statement, 2024 Management Report, 2024 Annual Report in PSEC Form 17-A, including our Sustainability Report, and Quarterly Report for the first quarter 2025 in PSEC Form 17-Q, were posted on our website and the PSE EDGE portal. The Notice and Agenda were published in two newspapers of general circulation in print and online format. The Record Date for the determination of stockholders entitled to notice of and to vote at the Annual Meeting was April 14, 2025. The last day for filing of proxies in connection with the Annual Meeting was May 30, 2025, and the validation of proxies was completed on June 4, 2025. Shareholders representing 85.94% of the total outstanding shares of Common and Voting Preferred Stocks, as of the record date April 14, 2025, participated in the 2025 ASM either in person or through proxies. Voting results were promptly posted on our website immediately following the ASM. 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. Consistent with best practice to enhance stakeholder engagement, our Investor Relations Head, Ms. Marseille N. Nograles was present during the 2025 ASM.

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 2025 PLDT ASM Minutes, you may refer to the website:

# Shareholder Engagement beyond ASM GRI 2-16

**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 2025, no special meeting of stockholders was called and convened. Shareholders representing at least a majority of the shares of the Company 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 2025, 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 2025, we maintained a dividend payout of approximately 60% of our Telco Core Earnings, reinforcing our commitment to delivering steady shareholder returns.

As much as practicable, dividends are paid promptly within 30 days of declaration. Information on PLDT's 2025 Dividend Declarations is available on the website:

**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 actions 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 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 2025 was released within 60 days from the financial year-end. Disclosures/organizational announcements for the year 2025 may be accessed on the website:

**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 PSEC 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 AC 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** GRI 2-16

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 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.

**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, 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 general 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:

**Regulators**

PLDT operates within relevant legislative and regulatory frameworks and complies with the requirements thereunder which are applicable to it. 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 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 initiatives and objectives set in various laws.

**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 2025.

**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, internet safety and online child protection, inclusion and livelihood.



# CHAMPIONING ANTI-CORRUPTION

GRI 3-3, 205-1, 205-2, 205-3, UNGC PRINCIPLE 10

As a company listed on the PSE and the NYSE, PLDT consistently upholds the governance and ethical standards required under Philippine and U.S. laws, including the regulations of the PSEC, PSE, US SEC, and NYSE. Our alignment with the governance standards of the Hong Kong Stock Exchange, as an associated company of First Pacific, further reinforces our commitment to transparency and accountability across all markets in which we operate.

We translate these obligations into action by embedding ethical safeguards throughout the organization. The PLDT Board oversees the implementation of corporate governance policies—such as the Code of Business Conduct and Ethics (Code of Ethics) and the Policy on Gift-Giving Activities (Gift-Giving Policy)—that form the foundation of our anti-corruption framework. These policies not only uphold legal compliance but also help protect employees, customers, suppliers, communities, and other stakeholders from the harmful impacts of corruption and misconduct.

Our Gift-Giving Policy complies with major anti-corruption statutes, including Republic Acts 6713 and 3019, applicable provisions of the Revised Penal Code, and the U.S. Foreign Corrupt Practices Act. This ensures that employees are guided as they engage with public officials, customers, and business partners with integrity, fairness, and consistent ethical judgment.

To more effectively prevent, detect, and address corruption risks, PLDT implements a comprehensive set of measures, including:

**(i) Strengthened Internal Controls and Governance** through maintaining clear approval hierarchies, thresholds, and documentation requirements for gifts, hospitality, and similar activities. The Company conducts periodic compliance reviews and internal audits to verify adherence to corporate governance and anti-corruption policies. It also enforces segregation of duties to reduce opportunities for fraud or unauthorized transactions, ensuring that no individual has sole authority over critical processes and workflows.

**(ii) Supplier and Third-Party Integrity Measures.** PLDT ensures that its suppliers and business partners follow high ethical standards by applying its Corporate Governance Guidelines for Suppliers. The Company carefully checks new and existing suppliers and partners through background reviews and risk assessments. In addition, PLDT requires all partners to agree to anti-corruption principles in their contracts and to report any violations immediately.

**(iii) Whistleblowing, Reporting, and EWB Policy Enforcement** through maintaining confidential, secure, and accessible whistleblowing channels for both employees and external stakeholders, ensuring protection from retaliation. The Company promptly investigates reports of misconduct and takes disciplinary action and remediation measures when violations occur to address and manage any identified risks and prevent recurrence of similar incidents in the future. Additionally, PLDT regularly reviews case trends to identify systemic issues and areas for improvement.

**(iv) Employee Awareness, Capacity Building, and Culture Reinforcement.** Enhancing employee awareness and reinforcing its ethical culture by requiring mandatory training on the Company policies, including the Gift-Giving Policy, and gifts, entertainment and sponsored travel, ethical conduct, conflict of interest, and responsible decision-making. The Company also provides targeted and refresher training for high-risk roles, such as those in procurement, sales, and regulatory engagement. Regular communications, advisories, and reminders are released to reinforce expected conduct and encourage a speak-up culture across the organization.

**(v) Monitoring, Prevention, and Continuous Improvement.** The Company strengthens its integrity framework through risk-based monitoring and active participation in relevant industry anti-corruption initiatives. Employees receive clear ethical guidance through targeted training, regular communication, and accessible whistleblowing channels, enabling them to raise concerns with confidence. The Corporate Governance Office reinforces accountability through ongoing governance advisories and mandatory training on the Code and related policies. Supplier contracts require adherence to applicable laws and Company standards, promoting responsible conduct across the value chain.

Through these measures, PLDT fosters an organizational culture that values integrity, protects stakeholders' interest, and reinforces trust in the Company's business practices.

This approach strengthens our ability to operate responsibly, retain investor confidence, and contribute to long-term organizational resilience. Governance training remains a key pillar of our anti-corruption efforts. In 2025:

- 85.64% of PLDT and 99.35% of Smart employees received training on the 2025 ACGES, corporate governance principles, gifts and ethics policies, practical scenarios, and compliance requirements. At PLDT, the extension of the 2025 ACGES eLearning module until February 11, 2026 further improved employee compliance to 97.63%.
- New employees were oriented on the Code, Gift-Giving Policy, data privacy, and cybersecurity protocols.
- Seasonal advisories were distributed to all directors and employees 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 Employees who received communication on anti-corruption**

| EMPLOYEE RANK | PLDT | | Smart | | ePLDT | | PLDT Global | |
|---|---|---|---|---|---|---|---|---|
| | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[2] | No. of Employees Reached | % of Employees Reached[3] |
| Rank and File | 3,640 | 100.00% | 1,220 | 100.00% | 146 | 100.00% | 17 | 100.00% |
| Management | 4,873 | 100.00% | 2,004 | 100.00% | 115 | 100.00% | 65 | 100.00% |
| Executives | 642 | 100.00% | 610 | 100.00% | 56 | 100.00% | 34 | 100.00% |
| Officers | 80 | 100.00% | 41 | 100.00% | 8 | 100.00% | 5 | 100.00% |
| **TOTAL** | **9,235** | **100.00%** | **3,875** | **100.00%** | **325** | **100.00%** | **121** | **100.00%** |

| EMPLOYEE PER REGION | PLDT | | Smart | | ePLDT | | PLDT Global | |
|---|---|---|---|---|---|---|---|---|
| | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[2] | No. of Employees Reached | % of Employees Reached[3] |
| Luzon | 7,625 | 100.00% | 3,365 | 100.00% | 318 | 100.00% | 103 | 100.00% |
| Visayas | 842 | 100.00% | 270 | 100.00% | 5 | 100.00% | - | N/A |
| Mindanao | 768 | 100.00% | 240 | 100.00% | 2 | 100.00% | - | N/A |
| Asia Pacific | - | N/A | - | N/A | - | N/A | 10 | 100.00% |
| Americas | - | N/A | - | N/A | - | N/A | 8 | 100.00% |
| **TOTAL** | **9,235** | **100.00%** | **3,875** | **100.00%** | **325** | **100.00%** | **121** | **100.00%** |

*[1] over active employees as of November 28, 2025 with access to email*
*[2] over active employees as of December 4, 2025*
*[3] over active employees as of September 26, 2025*

*Dash (-) indicates zero value*

## 2025 ACGES eLearning, and CG Policies and Procedures Training, including Anti-Corruption

GRI 205-2

**Percentage of Employees who received training on the 2025 ACGES eLearning and CG Policies and Procedures, including Anti-Corruption**

| EMPLOYEE RANK | PLDT | | Smart | | ePLDT | | PLDT Global | |
|---|---|---|---|---|---|---|---|---|
| | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[2] | No. of Employees Reached | % of Employees Reached[2] |
| Rank and File | 3,053 | 83.92% | 1,209 | 99.42% | 30 | 100.00% | 3 | 100.00% |
| Management | 4,270 | 87.63% | 1,977 | 99.45% | 13 | 100.00% | 7 | 100.00% |
| Executives | 503 | 78.47% | 599 | 99.01% | - | N/A | 6 | 100.00% |
| Officers | 79 | 100.00% | 38 | 97.44% | - | N/A | 1 | 100.00% |
| **TOTAL** | **7,905** | **85.64%[3]** | **3,823** | **99.35%** | **43** | **100.00%** | **17** | **100.00%** |

| EMPLOYEE PER REGION | PLDT | | Smart | | ePLDT | | PLDT Global | |
|---|---|---|---|---|---|---|---|---|
| | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[1] | No. of Employees Reached | % of Employees Reached[2] | No. of Employees Reached | % of Employees Reached[2] |
| Luzon | 6,538 | 85.79% | 3,317 | 99.25% | 42 | 100.00% | 15 | 100.00% |
| Visayas | 700 | 83.14% | 268 | 100.00% | 1 | 100.00% | - | N/A |
| Mindanao | 667 | 86.85% | 238 | 100.00% | - | N/A | - | N/A |
| Asia Pacific | - | N/A | - | N/A | - | N/A | - | N/A |
| Americas | - | N/A | - | N/A | - | N/A | 2 | 100.00% |
| **TOTAL** | **7,905** | **85.64%[3]** | **3,823** | **99.35%** | **43** | **100.00%** | **17** | **100.00%** |

*[1] over active employees as of December 31, 2025*
*[2] over employees hired in 2025 who were still active as of December 31, 2025*
*[3] At PLDT, the extension of the 2025 ACGES eLearning module until February 11, 2026 further improved employee compliance to 97.63%.*

*Dash (-) indicates zero value*

In PLDT and Smart, there were no confirmed incidents of corruption for the year 2025.

**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:

- Institute of Internal Auditors in collaboration with PLDT and Smart IA and JG Summit Holdings, Inc. Corporate Internal Audit's "2025 International Internal Audit Awareness Forum and Panel Discussion: Thriving in an Era of Disruption" (May 30, 2025)
- ICD's "Board Insights: National AI Strategy: Spotlighting Governance in the Age of Artificial Intelligence" (July 7, 2025)
- Good Governance Advocates and Practitioners of the Philippines' "What the Private Sector Can Learn from the Public Sector" (November 4, 2025)
- ICD's "ACGS Scorecard Workshop for Publicly Listed Companies" (November 6-7, 2025)
- PLDT IA Group in collaboration with Corporate Governance Office, Revenue Assurance and Fraud Management, and Legal's "Fraud Awareness Training" (November 13, 2025)
- 12th PSEC and PSE CG Forum, "Sail, Steer, Sustain: Cross-sectoral Collaboration through Sustainable Collective Action" (November 21, 2025)

These training initiatives 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 GRI 2-24

The Company upholds its commitment to integrity by conducting rigorous due diligence on all third-party partners. This process ensures that suppliers, vendors, and contractors understand and share the Company's responsibility to prevent, identify, and report any form of bribery or corruption. By fostering transparent relationships and continuously monitoring partner activities, the Company strengthens accountability across its supply chain and promotes ethical business practices that protect stakeholders and reinforce trust. These efforts are supported by the Company's established Vendor Sanctions Policy and its implementing guidelines, which provide clear standards for responsible conduct and corrective action.

# ANTI-COMPETITIVE AND ANTI-TRUST BEHAVIOR GRI 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.

No anti-competitive or antitrust-related legal cases were reported involving other subsidiaries such as ePLDT, VITRO, and PGC during the reporting period.



# BOARD OF DIRECTORS

*As of May 15, 2026*



**Manuel V. Pangilinan, 79 years old, Filipino**
**Chairman, President and CEO**
Director since November 24, 1998

| | |
|---|---|
| Board Committees | • Governance, Nomination and Sustainability Committee, Chairman<br>• Executive Compensation Committee, Chairman<br>• Technology Strategy Committee, Chairman<br>• Data Privacy and Information Security Committee, Chairman |
| Directorships in other Publicly Listed Companies | • Manila Electric Company, Chairman and CEO<br>• Maynilad Water Services, Inc., Chairman<br>• Philex Mining Corporation, Chairman<br>• PXP Energy Corporation, Chairman<br>• Roxas Holdings, Inc., Vice Chairman<br>• SP New Energy Corporation, Chairman |
| Major Experiences | • First Pacific Company Limited (First Pacific), a HKEX listed company, Founder and Managing Director and CEO<br>• Metro Pacific Investments Corporation, Chairman and President<br>• P.T. Indofood Sukses Makmur Tbk, President Commissioner<br>• Smart, Digitel Mobile Philippines, Inc., Digital Telecommunications Phils., PLDT Communications & Energy Ventures, Inc., ePLDT, Inc., Chairman<br>• Beacon Electric Assets Holdings Inc., Philex Petroleum Corporation, Manila North Tollways Corporation, Landco Pacific Corporation, Chairman<br>• Metro Pacific Hospital Holdings, Inc., Medical Doctors Incorporated (Makati Medical Center), and Colinas Verdes Corporation (Cardinal Santos Medical Center), Chairman<br>• MediaQuest Holdings Inc., TV5 Network, Inc., Chairman<br>• PLDT-Smart Foundation, Chairman<br>• Philippine Business for Social Progress, Chairman<br>• Philippine Disaster Resilience Foundation, Inc., Co-Chairman |
| Educational Background and Distinctions | • Bachelor of Arts in Economics (cum laude), Ateneo de Manila University<br>• Master of Business Administration, Wharton School of Finance & Commerce, University of Pennsylvania<br>• Doctor of Humanities Degree (Honoris Causa), conferred by the San Beda College (2002), Xavier University (2007), Holy Angel University (2009) and Far Eastern University (2010) |



## Marilyn A. Victorio-Aquino, 70 years old, Filipino

**Executive Director, Corporate Secretary**

Director since May 8, 2023

| | |
|---|---|
| Board Committees | • Data Privacy and Information Security Committee, Member |
| Directorships in other Publicly Listed Companies | • Lepanto Consolidated Mining Company, Director<br>• Philex Mining Corporation, Director<br>• PXP Energy Corporation, Director<br>• The Philippine Stock Exchange, Inc., Director |
| Major Experiences | • First Pacific Company Limited (First Pacific), Associate Director<br>• Maya Bank, Inc, and Maya Philippines, Inc., Director<br>• SyCip Salazar Hernandez and Gatmaitan Law Offices (SyCipLaw), Former Senior Partner |
| Educational Background and Distinctions | • Bachelor of Laws (cum laude, class salutatorian), University of the Philippines<br>• Placed 2nd in the Philippine Bar Examinations (1980)<br>• Bachelor of Arts degree, University of Santo Tomas |



## Robert Joseph M. de Claro, 54 years old, Filipino

**Non-Executive Director**

Director since February 27, 2025

| | |
|---|---|
| Board Committees | • None |
| Directorships in other Publicly Listed Companies | • Union Bank of the Philippines, Director |
| Major Experiences | • Social Security System, President and CEO<br>• People4u, Inc., Former President and CEO<br>• FutureNow Business Services, Inc., Former Operating Partner<br>• JMango Philippines, Inc., Former President and General Manager<br>• GlobalOne Solutions, Inc., Former General Manager, APAC<br>• Cloud Sherpas, Former General Manager, APAC |
| Educational Background and Distinctions | • Bachelor of Science in Computer Science with specialization in Information Technology, De La Salle University. |



## Helen Y. Dee, 81 years old, Filipino

**Non-Executive Director**

Director since June 18, 1986

| | |
|---|---|
| Board Committees | • None |
| Directorships in other Publicly Listed Companies | • House of Investments, Chairperson<br>• Petro Energy Resources Corporation, Chairperson<br>• Rizal Commercial Banking Corporation, Chairperson |
| Major Experiences | • Chairperson, Vice Chairperson or a director of several companies engaged in banking, insurance and real property businesses |
| Educational Background and Distinctions | • Master of Business Administration, De La Salle University |



## Ray C. Espinosa, 69 years old, Filipino

**Non-Executive Director**

Director since November 24, 1998

| | |
|---|---|
| Board Committees | • Technology Strategy Committee, Member<br>• Data Privacy and Information Security Committee, Member |
| Directorships in other Publicly Listed Companies | • EEI Corporation, Independent Director<br>• Lepanto Consolidated Mining Company, Independent Director<br>• Manila Electric Company, Director<br>• PXP Energy Corporation, Director<br>• Roxas Holdings, Inc., Director |
| Major Experiences | • First Pacific Company Limited (First Pacific), Associate Director<br>• PLDT, Former Senior Advisor to the President and CEO and Former Chief Corporate Services Officer<br>• ePLDT, Former President and CEO |
| Educational Background and Distinctions | • Master of Laws, University of Michigan School of Law<br>• Bachelor of Laws, Ateneo de Manila University School of Law<br>• Placed 1st in the Philippine Bar Examinations (1982) |



## James L. Go, 86 years old, Filipino

**Non-Executive Director**

Director since November 3, 2011

| | |
|---|---|
| Board Committees | • Technology Strategy Committee, Member<br>• Risk Committee, Member<br>• Audit Committee, Advisor |
| Directorships in other Publicly Listed Companies | • JG Summit Holdings, Inc., Chairman<br>• Manila Electric Company, Director<br>• Oriental Petroleum and Minerals Corporation, Chairman and CEO<br>• Robinsons Land Corporation, Chairman Emeritus<br>• Robinsons Retail Holdings, Inc., Vice-Chairman<br>• Universal Robina Corporation, Chairman Emeritus |
| Major Experiences | • Digital Telecommunications Philippines, Inc., Former President & CEO<br>• Digitel Mobile Philippines, Inc., Former President & CEO |
| Educational Background and Distinctions | • Bachelor of Science and Master of Science in Chemical Engineering, Massachusetts Institute of Technology, USA |



## Hidetada Hayashi, 55 years old, Japanese

**Non-Executive Director**

Director since September 16, 2025

| | |
|---|---|
| Board Committees | • Governance, Nomination, and Sustainability Committee, Member<br>• Executive Compensation Committee, Member<br>• Technology Strategy Committee, Member<br>• Risk Committee, Member<br>• Data Privacy and Information Security Committee, Member<br>• Audit Committee, Advisor |
| Directorships in other Publicly Listed Companies | • None |
| Major Experiences | • NTT DOCOMO Global, Inc, Former Director of the Business Management Division<br>• NTT DOCOMO, INC., Former Executive Director of the Corporate Planning Department<br>• DOCOMO Communications Laboratories Europe GmbH, Former Chief Operating Officer |
| Educational Background and Distinctions | • Bachelor of Laws, Chuo University |



## Menardo G. Jimenez, Jr., 62 years old, Filipino

**Executive Director, Executive Vice President and Chief Operating Officer**

Director since June 10, 2025

| | |
|---|---|
| Board Committees | • Technology Strategy Committee, Non-Voting Member |
| Directorships in other Publicly Listed Companies | • None |
| Major Experiences | • PLDT Corporate Communications and Public Affairs Group Head, Retail Business Group Head, Fixed Line Business Transformation Office Head, Human Resources Group Head, Consumer Home Business Group Head, and Network Head |
| Educational Background and Distinctions | • Bachelor of Arts in Economics, University of the Philippines |



## Bernido H. Liu, 62 years old, Filipino

**Independent Director**

Independent Director since September 28, 2015

| | |
|---|---|
| Board Committees | • Audit Committee, Member<br>• Governance, Nomination, and Sustainability Committee, Member<br>• Risk Committee, Member<br>• Executive Compensation Committee, Member<br>• Data Privacy and Information Security Committee, Member |
| Directorships in other Publicly Listed Companies | • None |
| Major Experiences | • GOLDEN ABC, Incorporated, Chairman and Former President and CEO<br>• LH Paragon Incorporated, Group Chairman, Chairman and President |
| Educational Background and Distinctions | • Bachelor of Science in Architecture, University of San Carlos<br>• Completed the Executive Education Owner/President Management Program, Harvard Business School |



## Artemio V. Panganiban, 89 years old, Filipino

**Lead Independent Director**

Independent Director since April 23, 2013

| | |
|---|---|
| Board Committees | • Risk Committee, Chairman<br>• Audit Committee, Member<br>• Governance, Nomination, and Sustainability Committee, Member<br>• Executive Compensation Committee, Member |
| Directorships in other Publicly Listed Companies | • Asian Terminals, Inc., Independent Director<br>• GMA Holdings, Inc., Independent Director<br>• GMA Network, Inc., Independent Director<br>• JG Summit Holdings, Inc., Independent Director<br>• Jollibee Foods Corporation, Director<br>• Manila Electric Company, Independent Director<br>• Petron Corporation, Independent Director<br>• RL Commercial REIT, Inc., Independent Director |
| Major Experiences | • Supreme Court of the Philippines, Retired Chief Justice |
| Educational Background and Distinctions | • Bachelor of Laws (cum laude), Far Eastern University<br>• Doctor of Laws (honoris causa), conferred by the University of Iloilo (1997), Far Eastern University (2002), University of Cebu (2006), Angeles University (2006), and Bulacan State University (2006) |



## Alfredo S. Panlilio, 62 years old, Filipino

**Non-Executive Director**

Director since June 8, 2021

| | |
|---|---|
| Board Committees | • None |
| Directorships in other Publicly Listed Companies | • None |
| Major Experiences | • PLDT and Smart, Former President and CEO<br>• Manila Electric Company, Former Head of Customer Retail Services and Corporate Communications |
| Educational Background and Distinctions | • Bachelor of Science in Business Administration (Computer Information Systems), San Francisco State University<br>• Master of business administration, J. L. Kellogg School of Management of Northwestern University in Chicago, Illinois, USA and the Hongkong University of Science and Technology |



**Kazutoshi Shimizu, 49 years old, Japanese**
**Non-Executive Director**
Director since August 13, 2024

| | |
|---|---|
| Board Committees | • None |
| Directorships in other Publicly Listed Companies | • None |
| Major Experiences | • NTT DOCOMO BUSINESS, Inc., Vice President of Global Strategy and Corporate Planning<br>• NTT Com's Smart World Business, Former Vice President |
| Educational Background and Distinctions | • Bachelor's Degree in Mechanical Engineering, University of Tokyo<br>• Master's Degree in Mechanical Engineering, University of Tokyo<br>• Master of Business Administration, London Business School, University of London |



**Bernadine T. Siy, 66 years old, Filipino**
**Independent Director**
Independent Director since June 8, 2021

| | |
|---|---|
| Board Committees | • Audit Committee, Chairperson<br>• Governance, Nomination, and Sustainability Committee, Member<br>• Risk Committee, Member<br>• Executive Compensation Committee, Member |
| Directorships in other Publicly Listed Companies | • Cebu Air, Inc., Independent Director<br>• JG Summit Holdings, Inc., Independent Director |
| Major Experiences | • Epicurean Partners Exchange Inc., Former President and CEO<br>• Fil-Pacific Apparel Corporation, Former President and CEO<br>• Development Bank of the Philippines, Former Consultant to the Board of Directors |
| Educational Background and Distinctions | • Bachelor of Arts in Economics (magna cum laude), Ateneo de Manila University<br>• Master in Management, major in Accounting and Finance, J.L. Kellogg Graduate School of Management of Northwestern University in Chicago, Illinois, USA |

*Scan to view complete details of the PLDT Board of Directors (pages 89 to 92 of the 2025 US SEC Form 20-F)*

# ADVISORY BOARD



**Benny S. Santoso** **Fr. Roberto C. Yap S.J.** **Christopher H. Young**

# EXECUTIVE OFFICERS AND C-SUITE

## Executive Vice President, Senior Vice President, and C-Suite

*As of May 15, 2026*



**Manuel V. Pangilinan, 79 years old, Filipino**
Chairman, President and Chief Executive Officer

**Marilyn A. Victorio-Aquino, 70 years old, Filipino**
Corporate Secretary, Senior Vice President, Senior Legal Advisor to the Chairman





**Menardo G. Jimenez, Jr., 62 years old, Filipino**
Executive Director, Executive Vice President and Chief Operating Officer

**Victorico P. Vargas, 73 years old, Filipino**
Leadership Transition Officer





**Danny Y. Yu, 64 years old, Filipino**
Senior Vice President, Chief Financial Officer and Chief Risk Management Officer

**Gina Marina P. Ordoñez, 64 years old, Filipino**
Senior Vice President, Chief People Officer





**Joseph Ian G. Gendrano, 49 years old, Filipino**
Senior Vice President

**John Gregory Y. Palanca, 58 years old, Filipino**
Senior Vice President, Consumer Business Home Head and Sales and Development Head





**Patricio S. Pineda III, 56 years old, Filipino**
Senior Vice President, Enterprise Business Head



**Leo I. Posadas, 59 years old, Filipino**
Senior Vice President, Treasurer

**Luis S. Reñon, 55 years old, Filipino**
Senior Vice President, Senior Advisor to the Chairman





**Louella F. Calixtro, 53 years old, Filipino**
First Vice President, Chief Procurement Officer

**Joan A. De Venecia-Fabul, 45 years old, Filipino**
First Vice President, Chief Legal Counsel
and Head of Legal and Regulatory Affairs Group





**Patrick F. Santos, 59 years old, Filipino**
First Vice President, Chief Information Security Officer and Cybersecurity Operations Head

**Melissa V. Vergel de Dios, 63 years old, Filipino**
First Vice President, Chief Sustainability Officer





**Gil Samson D. Garcia, 54 years old, Filipino**
First Vice President, Financial Controllership Head

**Ma. Magdalene A. Tan, 49 years old, Filipino**
First Vice President, Chief Governance Officer





**Leah Camilla R. Besa-Jimenez, 50 years old, Filipino**
First Vice President, Chief Data Privacy Officer

*Scan to view complete details of the PLDT Executive Officers and C-Suite (pages 93 to 95 of the 2025 US SEC Form 20-F)*

# OFFICERS LIST

*As of May 15, 2026*

**MANUEL V. PANGILINAN**
Chairman, President and CEO

**MENARDO G. JIMENEZ, Jr.**
Executive Vice President and Chief Operating Officer

**VICTORICO P. VARGAS**
Leadership Transition Officer

**MARILYN A. VICTORIO-AQUINO**
Senior Vice President, Senior Legal Advisor to the Chairman and Corporate Secretary

**DANNY Y. YU**
Senior Vice President, Chief Financial Officer, and Chief Risk Management Officer

**GINA MARINA P. ORDOÑEZ**
Senior Vice President and Chief People Officer

**JOSEPH IAN G. GENDRANO**
Senior Vice President

**JOHN GREGORY Y. PALANCA**
Senior Vice President

**PATRICIO S. PINEDA III**
Senior Vice President

**LEO I. POSADAS**
Senior Vice President and Treasurer

**LUIS S. REÑON**
Senior Vice President and Senior Advisor to the Chairman

**LOUELLA F. CALIXTRO**
First Vice President and Chief Procurement Officer

**JOAN A. DE VENECIA-FABUL**
First Vice President and Chief Legal Counsel

**LEAH CAMILLA R. BESA-JIMENEZ**
First Vice President and Chief Data Privacy Officer

**PATRICK F. SANTOS**
First Vice President and Chief Information Security Officer

**MA. MAGDALENE A. TAN**
First Vice President and Chief Governance Officer

**MELISSA V. VERGEL DE DIOS**
First Vice President and Chief Sustainability Officer

**GIL SAMSON D. GARCIA**
First Vice President and Financial Controllership Head

**GINA B. SANTOS**
First Vice President and Internal Audit Head

**JOSE ROBERTO A. ALAMPAY**
First Vice President

**BENEDICT PATRICK V. ALCOSEBA**
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

**MA. CRISELDA B. GUHIT**
First Vice President

**JUANCHO PAOLO L. JERUSALEM**[1]
First Vice President

**LOREEVI GAIL O. MERCADO**
First Vice President

**ANNA KARINA V. RODRIGUEZ**
First Vice President

**RODERICK S. SANTIAGO**
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

**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

**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

**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

**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

**SESINANDO G. MILLA III**
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 P. 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

**MA. DELIA V. VILLARINO**
Vice President

**RADAMES VITTORIO B. ZALAMEDA**
Vice President

[1] *Appointed as First Vice President and Head of Enterprise Strategic Business Development and Alliances effective November 24, 2025 and was confirmed by the Board of Directors at its meeting held on February 26, 2026*

# AWARDS AND RECOGNITIONS

**ASEAN Corporate Governance Scorecard (ACGS) Recognition**
**Four Golden Arrow Award**
PLDT

**S&P Global CSA**
**Sustainability Yearbook 2026 Member**
PLDT

**Sustainability Yearbook 2025 Member**
**2025 Industry Mover**
PLDT

**Global Child Forum (GCF) Benchmark Report 2025**
**2nd in the World**
PLDT

**United Nations Global Compact (UNGC)**
**UNGC SDG Innovation Accelerator for Young Professionals – Philippine Representative**
PLDT and Smart

**Triple A Sustainable Infrastructure Awards**
**Social Infrastructure Deal of the Year**
PLDT 2 billion pesos social loan with HSBC

**Time and Statista**
**One of Asia-Pacific's Best Companies of 2025**
PLDT

**Asia CEO Awards**
**Lifetime Contribution Award**
Manuel V. Pangilinan

**Philippine Association of Hong Kong (PAHK)**
**Gintong Alon Leadership Award**
Manuel V. Pangilinan

**The Fast Mode Awards 2025**
**Network Transformation Icon for Growth**
PLDT

**2025 HR Excellence Awards**
**Excellence in Employee Engagement – Gold**
PLDT and Smart: Celebrating Families and Communities

**Excellence in HR Communications Strategy – Gold**
Transforming our PLDT and Smart culture through HR communications

**Excellence in graduate recruitment and development – Silver**
PLDT and Smart's STEM Up Internship and Cadetship Programs

**International Business Awards**
**Gold Stevie®**
TNT Petmaloop Challenge
Digital Farmers Program (DFP)

**Silver Stevie®**
TNT SIM Registration
IDEATe: Empowering women with disabilities through digital inclusion and economic opportunity

**Bronze Stevie®**
eBizNovation: Driving MSME Success through Strategic Partnerships
#SafeandSmart Communities: Building resilience for all through innovation and technology
PH Digicon













**ASPAC Stevies®**
**Gold Stevie®**
Digital Farmers Program
PH Digicon
Puso sa Paris 2024

**Silver Stevie®**
Economic Empowerment of Women with Disabilities through Digital Upskilling #SafeandSmart Communities

**Bronze Stevie®**
Count On Us Mondays
CX Congress on the Road
eBizNovation: Driving MSME success through Strategic Partnerships
PLDT Enterprise MSME Day
PLDT Enterprise ROI'd to Success

**60th Anvil Awards**
**Company of the Year**
PLDT Group

**Gold Anvil**
Privacy Impact Assessment (PIA) Bootcamp
TNT Petmaloop Challenge

**21st Philippine Quill Awards**
**Excellence**
Building #CyberSmart Communities for a #BetterToday:
Protecting Children in the Digital World
Count On Us Advocacy Program (Social Media)
Count On Us Advocacy Program (Special Events)
PLDT and Smart #MakeItMeaningful Campaign
PLDT and Smart Touchpoint Comms Platform
PLDT Enterprise PH Digicon 2023 Vision
PLDT Home Madiskarte Moms PH for Economic Empowerment
TNT Petmaloop

**ADFEST 2025**
**Gold**
"Mother" SIM Registration Video

**2025 Diligent Connections – Asia Pacific**
**Audit and Analytics Visionary Award**
PLDT and Smart

# ALLIANCES AND MEMBERSHIPS

GRI 2-28

## LOCAL

- Association of Foundations (AF)
- Contact Center Association of the Philippines (CCAP)
- Data Privacy Council of the Philippines
- eMoney Association of the Philippines
- Fintech Alliance.Ph
- Global Compact Network Philippines (GCNP)
- GoNegosyo
- Good Governance Advocates and Practitioners of the Philippines (GGAPP)
- Ideaspace Foundation
- Institute of Corporate Directors
- 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)
- Manila International Dialogue
- 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 Partnerships for Sustainable Agriculture (PPSA)
- Pollution Control Association of the Philippines, Inc (PCAPI)
- Private Sector Advisory Council (PSAC)
- Public Relations Society of the Philippines (PRSP)
- Safety Organization of the Philippines, Inc (SOPI)
- Stakeholders' Chamber on the Sustainable Development Goals (SDGs)
- Subic Bay Freeport Chamber of Commerce (SBFCC)
- Supply Chain Management Association of the Philippines (SCMAP)

## INTERNATIONAL

- Asian Venture Philanthropy Network (AVPN)
- 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 Justice Mission
- International Telecommunication Union (ITU)
- Internet Watch Foundation (IWF)
- Metro Ethernet Forum (MEF)
- Taskforce on Inequality and Social-related Financial Disclosures (TISFD)
- Taskforce on Nature-related Financial Disclosure (TNFD)
- TM Forum
- UNICEF
- United Nations Global Compact (UNGC)
- WeProtect Global Alliance

# APPENDICES

# CONCERN

## Employee Diversity

| Total Employee | 2025[a] | | 2024[a] | | 2023[b] | |
|---|---|---|---|---|---|---|
| | 14,304 | | 14,897 | | 15,592 | |
| **By Gender** | | | | | | |
| Male | 9,572 | 66.92% | 9,935 | 66.69% | 10,408 | 66.75% |
| Female | 4,732 | 33.08% | 4,962 | 33.31% | 5,184 | 33.25% |
| **By Age Group** | | | | | | |
| Under 30 years old | 2,171 | 15.18% | 2,965 | 19.90% | 3,958 | 25.38% |
| 30 to 50 years old | 9,974 | 69.73% | 9,719 | 65.24% | 9,273 | 59.47% |
| Over 50 years old | 2,159 | 15.09% | 2,213 | 14.86% | 2,361 | 15.14% |
| **By Level** | | | | | | |
| Rank and File | 5,490 | 38.38% | 5,928 | 39.79% | 6,506 | 41.73% |
| Management | 7,229 | 50.54% | 7,291 | 48.94% | 7,428 | 47.64% |
| Executives | 1,445 | 10.10% | 1,518 | 10.19% | 1,501 | 9.63% |
| Officers | 140 | 0.98% | 160 | 1.07% | 157 | 1.01% |
| **By Region** | | | | | | |
| Philippines | | | | | | |
| Luzon | 12,119 | 84.72% | 12,625 | 84.75% | 13,185 | 84.56% |
| Visayas | 1,151 | 8.05% | 1,195 | 8.02% | 1,289 | 8.27% |
| Mindanao | 1,015 | 7.10% | 1,058 | 7.10% | 1,096 | 7.03% |
| Asia Pacific | 10 | 0.07% | 10 | 0.07% | 11 | 0.07% |
| Americas | 9 | 0.06% | 9 | 0.06% | 11 | 0.07% |
| **Single Parents** | **562** | **3.93%** | **532** | **3.57%** | **535** | **3.43%** |
| Male | 224 | 1.57% | 198 | 1.33% | 190 | 1.22% |
| Female | 338 | 2.36% | 334 | 2.24% | 345 | 2.21% |

***Notes***
[a] *Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)*
[b] *Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)*

*Dash (-) indicates zero value*

## New Hires

| New Employee Hires | 2025[a] | | 2024[a] | | 2023[b] | |
|---|---|---|---|---|---|---|
| | 427 | 2.99% | 802 | 5.38% | 428 | 2.74% |
| **By Gender** | | | | | | |
| Male | 249 | 1.74% | 490 | 3.29% | 252 | 1.62% |
| Female | 178 | 1.24% | 312 | 2.09% | 176 | 1.13% |
| **By Age Group** | | | | | | |
| Under 30 years old | 291 | 2.03% | 391 | 2.62% | 257 | 1.65% |
| 30 to 50 years old | 125 | 0.87% | 367 | 2.46% | 162 | 1.04% |
| Over 50 years old | 11 | 0.08% | 44 | 0.30% | 9 | 0.06% |
| **By Level** | | | | | | |
| Rank and File | 270 | 1.89% | 469 | 3.15% | 227 | 1.46% |
| Management | 106 | 0.74% | 221 | 1.48% | 138 | 0.89% |
| Executives | 39 | 0.27% | 98 | 0.66% | 55 | 0.35% |
| Officers | 12 | 0.08% | 14 | 0.09% | 8 | 0.05% |
| **By Region** | | | | | | |
| Philippines | | | | | | |
| Luzon | 399 | 2.79% | 751 | 5.04% | 420 | 2.69% |
| Visayas | 19 | 0.13% | 37 | 0.25% | 2 | 0.01% |
| Mindanao | 7 | 0.05% | 13 | 0.09% | 5 | 0.03% |
| Asia Pacific | - | 0.00% | 1 | 0.01% | 1 | 0.01% |
| Americas | 2 | 0.01% | - | 0.00% | - | 0.00% |

***Notes***
[a] *Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)*
[b] *Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)*

*Dash (-) indicates zero value*

## Employee Turnover

| Attrition Rate[c] | 2025[a] | | 2024[a] | | 2023[b] | |
|---|---|---|---|---|---|---|
| | 1,026 | 7.17% | 1,493 | 10.02% | 1,404 | 9.00% |
| MRP/Work Optimization Program (WOP)[d] | 430 | 3.01% | 415 | 2.79% | 538 | 3.45% |
| Other Voluntary Separation | 596 | 4.17% | 1,078 | 7.24% | 866 | 5.55% |
| **By Gender** | | | | | | |
| Male | 619 | 4.33% | 960 | 6.44% | 806 | 5.17% |
| Female | 407 | 2.85% | 533 | 3.58% | 598 | 3.84% |
| **By Age Group** | | | | | | |
| Under 30 years old | 274 | 1.92% | 453 | 3.04% | 412 | 2.64% |
| 30 to 50 years old | 485 | 3.39% | 642 | 4.31% | 652 | 4.18% |
| Over 50 years old | 267 | 1.87% | 398 | 2.67% | 340 | 2.18% |
| **By Level** | | | | | | |
| Rank and File | 414 | 2.89% | 671 | 4.50% | 578 | 3.71% |
| Management | 456 | 3.19% | 661 | 4.44% | 638 | 4.09% |
| Executives | 124 | 0.87% | 139 | 0.93% | 159 | 1.02% |
| Officers | 32 | 0.22% | 22 | 0.15% | 29 | 0.19% |
| **By Region** | | | | | | |
| Philippines | | | | | | |
| Luzon | 912 | 6.38% | 1,305 | 8.76% | 1,244 | 7.98% |
| Visayas | 65 | 0.45% | 137 | 0.92% | 92 | 0.59% |
| Mindanao | 47 | 0.33% | 47 | 0.32% | 66 | 0.42% |
| Asia Pacific | - | 0.00% | 2 | 0.01% | 2 | 0.01% |
| Americas | 2 | 0.01% | 2 | 0.01% | - | 0.00% |

***Notes***

*[a] Covers the whole PLDT Group (PLDT, Smart, VITRO, ePLDT, PGC, Multisys, and all other subsidiaries)*
*[b] Covers the whole PLDT Group (PLDT, Smart, ePLDT, PGC, Multisys, and all other subsidiaries)*
*[c] Attrition rate is computed as total number of separated employees over the total employee count as of the reporting period*
*[d] MRP / WOP 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.*

*Dash (-) indicates zero value*

## Performance Management

| | 2025[a] | | 2024[b] | | 2023[b] | |
|---|---|---|---|---|---|---|
| **Total active employees** | | | | | | |
| **By Gender** | **14,600** | | **15,267** | | **16,194** | |
| Male | 9,735 | | 10,189 | | 10,703 | |
| Female | 4,865 | | 5,078 | | 5,491 | |
| **By Employee Level** | **14,600** | | **15,267** | | **16,194** | |
| Rank and File | 5,699 | | 6,250 | | 6,993 | |
| Management | 7,238 | | 7,373 | | 7,507 | |
| Executives | 1,505 | | 1,490 | | 1,530 | |
| Officers | 158 | | 154 | | 164 | |
| **Employees who received performance evaluation** | | **% over total employee** | | **% over total employee** | | **% over total employee** |
| **By Gender** | **14,065** | **96.34%** | **14,481** | **94.85%** | **15,806** | **97.60%** |
| Male | 9,427 | 96.84% | 9,693 | 95.13% | 10,496 | 98.07% |
| Female | 4,638 | 95.33% | 4,788 | 94.29% | 5,310 | 96.70% |
| **By Employee Level** | **14,065** | **96.34%** | **14,481** | **94.85%** | **15,806** | **97.60%** |
| Rank and File | 5,422 | 95.14% | 5,820 | 93.12% | 6,777 | 96.91% |
| Management | 7,051 | 97.42% | 7,143 | 96.88% | 7,388 | 98.41% |
| Executives | 1,452 | 96.48% | 1,377 | 92.42% | 1,483 | 96.93% |
| Officers | 140 | 88.61% | 141 | 91.56% | 158 | 96.34% |

***Notes***
*[a] Companies included are PLDT, Smart, VITRO, ePLDT, and PGC*
*[b] Companies included are PLDT, Smart, ePLDT, and PGC*

*Dash (-) indicates zero value*

## Employee Training

| | 2025[a] | | | 2024[a] | | | 2023[b] | | |
|---|---|---|---|---|---|---|---|---|---|
| | Employee Count | Training Hours | Ave. Training Hours | Employee Count | Training Hours | Ave. Training Hours | Employee Count | Training Hours | Ave. Training Hours |
| **TOTAL** | **14,020** | **1,046,130** | **74.62** | **14,600** | **501,080** | **34.32** | **15,267** | **365,156** | **23.92** |
| **By Gender** | | | | | | | | | |
| Male | 9,385 | 662,574 | 70.60 | 9,734 | 372,215 | 38.24 | 10,189 | 206,485 | 20.27 |
| Female | 4,635 | 383,556 | 82.75 | 4,866 | 128,866 | 26.48 | 5,078 | 158,670 | 31.25 |
| **By Employee Level** | | | | | | | | | |
| Rank and File | 5,288 | 336,471 | 63.63 | 5,701 | 239,221 | 41.96 | 6,250 | 139,077 | 22.25 |
| Management | 7,163 | 597,072 | 83.36 | 7,236 | 213,064 | 29.44 | 7,373 | 196,817 | 26.69 |
| Executives | 1,431 | 107,428 | 75.07 | 1,505 | 44,960 | 29.87 | 1,490 | 27,010 | 18.13 |
| Officers | 138 | 5,159 | 37.38 | 158 | 3,836 | 24.28 | 154 | 2,252 | 14.62 |

***Notes***
*[a] Companies included are PLDT, Smart, VITRO, ePLDT, and PGC*
*[b] Companies included are PLDT, Smart, ePLDT, and PGC*

## Ratios of standard entry-level wage by gender compared to local minimum wage

| Gender | 2025[a] | 2024[a] | 2023[b] |
|---|---|---|---|
| Male | 1.98 | 2.23 | 2.31 |
| Female | 2.14 | 2.27 | 2.28 |
| **Total** | **2.03** | **2.25** | **2.30** |

***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 Department of Labor and Employment (DOLE) for both male and female.*

*[a] Companies included are PLDT, Smart, VITRO, ePLDT, and PGC*
*[b] 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 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| PLDT | 1.01 | 1.01 | 0.99 | 1.02 | 1.00 | 0.98 | 0.96 | 1.03 | 1.00 | 1.02 | 0.82 | 0.79 |
| Smart | 0.97 | 0.96 | 0.96 | 0.95 | 0.94 | 0.93 | 0.94 | 0.94 | 0.94 | 1.14 | 1.00 | 1.05 |
| VITRO | 0.97 | 0.92 | N/A | 0.86 | 0.86 | N/A | 0.95 | 0.87 | N/A | 1.06 | 0.97 | N/A |
| ePLDT | 0.99 | 0.96 | 0.89 | 0.86 | 0.83 | 0.79 | 1.03 | 0.92 | 0.85 | 0.85 | 0.86 | 1.03 |
| PGC | 1.02 | 0.96 | 1.04 | 1.13 | 1.22 | 1.36 | 0.98 | 0.91 | 1.01 | 0.31 | 0.85 | 0.83 |

## Parental Leaves GRI 2-4

| | 2025[a] | | | 2024[a] | | | 2023[b] | | |
|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Employees entitled to parental leave | 5,371 | 4,635 | **10,006** | 5,369 | 4,866 | **10,235** | 5,374 | 5,078 | **10,452** |
| Employees that took parental leave | 420 | 184 | **604** | 480 | 208 | **688** | 527 | 283 | **810** |
| Employees that returned to work in the reporting period after parental leave ended | 419 | 182 | **601** | 480 | 206* | **687** | 526 | 277 | **803** |
| **Return to work rate** | **99.76%** | **98.91%** | **99.50%** | **100.00%** | **99.04%*** | **99.85%** | **99.81%** | **97.88%** | **99.14%** |
| Employees that took parental leave in previous period and returned to work | 480 | 206 | **686** | 526 | 275 | **801** | 448 | 277 | **725** |
| Employees that returned to work after parental leave ended that were still employed 12 months after their return to work | 463 | 187 | **650** | 514 | 239 | **753** | 437 | 245 | **682** |
| **Retention Rate** | **96.46%** | **90.78%** | **94.75%** | **97.72%** | **86.91%** | **94.01%** | **97.54%** | **88.45%** | **94.07%** |

** Restated*

***Notes***
*[a] Companies included are PLDT, Smart, VITRO, ePLDT, and PGC*
*[b] Companies included are PLDT, Smart, ePLDT, and PGC*

## Safe-Man Hours

| | 2025[a] | 2024[b] | 2023[b] |
|---|---|---|---|
| Number of Employees | 13,079 | 9,513 | 10,004 |
| Total Hours of Employee Exposure | 26,144,264 | 18,068,755 | 18,852,168 |
| Number of Lost Time Accidents (LTA) | 5 | 4 | 10 |
| | | | |
| Male | 5 | 4 | 9 |
| Female | - | - | 1 |
| | | | |
| Luzon | 3 | 1 | 6 |
| Visayas | 1 | 2 | 1 |
| Mindanao | 1 | 1 | 3 |
| | | | |
| Number of Non-Disabling Injuries | 48 | 50 | 40 |
| Days lost due to lost time accidents | 57 | 32 | 129 |
| | | | |
| Male | 57 | 32 | 126 |
| Female | - | - | 3 |
| | | | |
| Luzon | 41 | 3 | 71 |
| Visayas | 3 | 14 | 2 |
| Mindanao | 13 | 15 | 56 |
| | | | |
| Total man-hours work without LTA | 11,846,012 | 3,378,171 | 3,748,381 |
| Frequency rate | 0.29 | 0.22 | 0.53 |
| Severity rate | 3.34 | 1.77 | 6.84 |
| | | | |
| **Total Hours of Employee Exposure** | **26,144,265** | **18,068,755** | **18,852,168** |
| Male | 17,407,578 | 14,038,699 | 14,265,928 |
| Female | 8,736,688 | 4,030,056 | 4,586,240 |
| | | | |
| **Total Hours of Employee Exposure** | **26,144,265** | **18,068,755** | **18,852,168** |
| Luzon | 21,965,812 | 12,683,759 | 15,820,027 |
| Visayas | 2,195,478 | 4,138,446 | 1,640,529 |
| Mindanao | 1,982,974 | 1,246,550 | 1,391,612 |
| | | | |
| **Frequency Rate** | **0.29** | **0.22** | **0.53** |
| Luzon | 0.21 | 0.08 | 0.38 |
| Visayas | 0.64 | 0.48 | 0.61 |
| Mindanao | 0.71 | 0.80 | 2.16 |
| | | | |
| Male | 0.40 | 0.28 | 0.63 |
| Female | - | - | 0.22 |
| | | | |
| **Severity Rate** | **3.34** | **1.77** | **6.84** |
| Luzon | 2.90 | 0.24 | 4.49 |
| Visayas | 1.93 | 3.38 | 1.22 |
| Mindanao | 9.21 | 12.03 | 40.24 |
| | | | |
| Male | 3.27 | 2.28 | 8.83 |
| Female | - | - | 0.65 |

*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*

***Note***
*[a] Covering both PLDT and Smart*
*[b] Covers PLDT only*

*Dash (-) indicates zero value*

## Types of Injury

| TYPES OF INJURY BY GENDER | 2025 | | | | 2024 | | | | 2023 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Male | % | Female | % | Male | % | Female | % | Male | % | Female | % |
| Abrasions | 5 | 29% | - | 0% | 1* | 6% | 2 | 11% | 3 | 16% | - | 0% |
| Avulsion | - | 0% | - | 0% | - | 0% | - | 0% | 1 | 5% | - | 0% |
| Contusion, bruises, hematoma | 2 | 12% | - | 0% | 4* | 22% | 1 | 6% | 1 | 5% | 2* | 11% |
| Cuts, lacerations, punctures | 7 | 41% | 2 | 12% | 6 | 33% | 2 | 11% | 5* | 27% | - | 0% |
| Dislocation, fractures | 2 | 12% | - | 0% | 2* | 11% | - | 0% | 2** | 11% | - | 0% |
| Animal bite | 20 | 117% | 3 | 18% | 24 | 133% | - | 0% | 20 | 106% | 3 | 16% |
| Electrocution & Burns | 1 | 6% | - | 0% | 1 | 6% | - | 0% | 1 | 5% | - | 0% |
| Fall, trip, slip | 2 | 12% | 1 | 6% | 4 | 22% | 1 | 6% | 4** | 21% | 1 | 5% |
| Foreign body | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Incise Wounds | - | 0% | - | 0% | 1 | 6% | - | 0% | - | 0% | - | 0% |
| Soft tissue injury | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Sprains | 2 | 12% | - | 0% | 2 | 11% | - | 0% | 1 | 5% | - | 0% |
| Concussion | - | 0% | - | 0% | - | 0% | - | 0% | 1* | 5% | - | 0% |
| Trauma | - | 0% | - | 0% | 3* | 17% | - | 0% | - | 0% | 1 | 5% |
| Vehicular accident | - | 0% | - | 0% | - | 0% | - | 0% | 4*** | 21% | - | 0% |
| **TOTAL** | **41** | | **6** | | **48** | | **6** | | **27** | | **5** | |

| TYPES OF INJURY BY REGION | 2025 | | | | | | 2024 | | | | | | 2023 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | LUZON | % | VISAYAS | % | MINDANAO | % | LUZON | % | VISAYAS | % | MINDANAO | % | LUZON | % | VISAYAS | % | MINDANAO | % |
| Abrasions | 4 | 23% | 1 | 6% | - | 0% | 2* | 11% | 1 | 6% | - | 0% | - | 0% | 3 | 16% | - | 0% |
| Avulsion | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | 1 | 5% | - | 0% | - | 0% |
| Contusion, bruises, hematoma | 1 | 6% | - | 0% | 1 | 6% | 4* | 22% | 1 | 6% | - | 0% | 3* | 16% | - | 0% | - | 0% |
| Cuts, lacerations, punctures | 6 | 35% | 1 | 6% | 2 | 12% | 5 | 28% | 2 | 11% | 1 | 6% | 5* | 27% | - | 0% | - | 0% |
| Dislocation, fractures | 2 | 12% | - | 0% | - | 0% | 1 | 6% | - | 0% | 1* | 6% | 1* | 5% | - | 0% | 1* | 5% |
| Animal bite | 18 | 105% | 3 | 18% | 2 | 12% | 21 | 116% | 2 | 11% | 1 | 6% | 19 | 101% | 4 | 21% | - | 0% |
| Electrocution & Burns | 1 | 6% | - | 0% | - | 0% | - | 0% | 1 | 6% | - | 0% | 1 | 5% | - | 0% | - | 0% |
| Fall, trip, slip | 1 | 6% | 1 | 6% | 1 | 6% | 2 | 11% | 2 | 11% | 1 | 6% | 5** | 27% | - | 0% | - | 0% |
| Foreign body | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Incise Wounds | - | 0% | - | 0% | - | 0% | - | 0% | 1 | 6% | - | 0% | - | 0% | - | 0% | - | 0% |
| Soft tissue injury | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% |
| Sprains | - | 0% | 2 | 12% | - | 0% | 2 | 11% | - | 0% | - | 0% | 1 | 5% | - | 0% | - | 0% |
| Concussion | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | 1* | 5% | - | 0% |
| Trauma | - | 0% | - | 0% | - | 0% | 2* | 11% | 1 | 6% | - | 0% | 1 | 5% | - | 0% | - | 0% |
| Vehicular accident | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | - | 0% | 2* | 11% | - | 0% | 2** | 11% |
| **TOTAL** | **33** | | **8** | | **6** | | **31** | | **11** | | **3** | | **23** | | **7** | | **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.*

***Note***
*This only covers PLDT employees*

*Dash (-) indicates zero value*

## Defined benefit obligation

| PLDT | 2025 | 2024 | 2023 |
|---|---|---|---|
| Defined benefit obligation | 17,390,397,100 | 16,955,961,600 | 17,616,095,600 |
| Fair value of assets | 13,975,948,200 | 13,827,701,300 | 14,419,307,700 |
| **Net defined benefit asset / (liability)** | **(3,414,448,900)** | **(3,128,260,300)** | **(3,196,787,900)** |
| *Percentage of salary contributed by employee* | *none* | *none* | *none* |

| Smart | 2025 | 2024 | 2023 |
|---|---|---|---|
| Defined benefit obligation | 3,502,257,200 | 3,410,124,100 | 2,799,540,600 |
| Fair value of assets | 4,244,898,200 | 4,053,243,000 | 3,617,192,600 |
| **Net defined benefit asset / (liability)** | **742,641,000** | **643,118,900** | **817,652,000** |
| *Percentage of salary contributed by employee* | *5% to 10%* | *5% to 10%* | *5% to 10%* |

| ePLDT | 2025 | 2024 | 2023 |
|---|---|---|---|
| Defined benefit obligation | 84,194,200 | 134,763,500 | 130,355,400 |
| Fair value of assets | - | - | - |
| **Net defined benefit asset / (liability)** | **(84,194,200)** | **(134,763,500)** | **(130,355,400)** |
| *Percentage of salary contributed by employee* | *none* | *none* | *none* |

| PGC | 2025 | 2024 | 2023 |
|---|---|---|---|
| Defined benefit obligation | 46,100,827 | 44,877,272 | 90,461,367 |
| Fair value of assets | 48,582,106 | 55,482,540 | - |
| **Net defined benefit asset / (liability)** | **2,481,279** | **10,605,268** | **(90,461,367)** |
| *Percentage of salary contributed by employee* | *up to 10%* | *up to 10%* | *up to 10%* |

***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.*

*Dash (-) indicates zero value*

# CONSERVATION

## Scope 1 Energy and GHG Emissions GRI 2-4, 302-4, 305-5

| | Fuel Consumption (liter) | | | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT** | **5,421,469** | **5,748,261** | **5,546,834** | **193,551** | **204,869** | **197,580** | **13,990** | **14,787** | **13,609** |
| **Gasoline** | **2,907,872** | **3,156,067** | **3,068,510** | **97,367** | **105,677** | **102,746** | **6,666** | **7,234** | **6,970** |
| Transport Fuel | 2,897,233 | 3,145,571 | 3,058,339 | 97,011 | 105,326 | 102,405 | 6,635 | 7,203 | 6,943 |
| Genset Fuel | 10,639 | 10,495 | 10,171 | 356 | 351 | 341 | 31 | 31 | 27 |
| **Diesel** | **2,513,597** | **2,592,194** | **2,478,325** | **96,184** | **99,192** | **94,834** | **7,324** | **7,553** | **6,639** |
| Transport Fuel | 1,954,721 | 2,045,709 | 1,910,409 | 74,798 | 78,280 | 73,103 | 5,688 | 5,953 | 5,110 |
| Genset Fuel | 558,644 | 546,125 | 567,701 | 21,377 | 20,898 | 21,723 | 1,635 | 1,599 | 1,529 |
| Forklift fuel | 232 | 360 | 215 | 9 | 14 | 8 | 1 | 1 | 1 |
| **Smart** | **9,235,924** | **9,253,236*** | **10,196,494** | **351,636** | **352,175*** | **388,134** | **26,782** | **26,815*** | **27,263** |
| **Gasoline** | **372,575** | **398,381** | **426,603** | **12,475** | **13,339** | **14,284** | **853** | **912** | **968** |
| Transport Fuel | 372,575 | 398,381 | 426,603 | 12,475 | 13,339 | 14,284 | 853 | 912 | 968 |
| **Diesel** | **8,863,348** | **8,854,855*** | **9,769,891** | **339,160** | **338,835*** | **373,850** | **25,928** | **25,903*** | **26,295** |
| Transport Fuel | 901,414 | 925,711 | 916,306 | 34,493 | 35,423 | 35,063 | 2,623 | 2,694 | 2,451 |
| Genset Fuel | 7,961,934 | 7,929,144* | 8,853,585 | 304,667 | 303,412* | 338,787 | 23,305 | 23,209* | 23,844 |
| **ePLDT** | **1,286** | **2,109** | **547,892** | **49** | **81** | **20,965** | **4** | **6** | **1,475** |
| **Gasoline** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Transport Fuel | - | - | - | - | - | - | - | - | - |
| **Diesel** | **1,286** | **2,109** | **547,892** | **49** | **81** | **20,965** | **4** | **6** | **1,475** |
| Transport Fuel | 1,286 | 2,109 | 13,892 | 49 | 81 | 532 | 4 | 6 | 37 |
| Genset Fuel | - | - | 534,000 | - | - | 20,434 | - | - | 1,438 |
| **VITRO** | **239,368** | **211,122** | **N/A** | **9,155** | **8,076** | **N/A** | **700** | **617** | **N/A** |
| **Gasoline** | **1,019** | **569** | **N/A** | **34** | **19** | **N/A** | **2** | **1** | **N/A** |
| Transport Fuel | 1,019 | 569 | N/A | 34 | 19 | N/A | 2 | 1 | N/A |
| **Diesel** | **238,350** | **210,553** | **N/A** | **9,121** | **8,057** | **N/A** | **697** | **616** | **N/A** |
| Transport Fuel | 10,003 | 9,827 | N/A | 383 | 376 | N/A | 29 | 29 | N/A |
| Genset Fuel | 228,347 | 200,726 | N/A | 8,738 | 7,681 | N/A | 668 | 588 | N/A |
| **PLDT Group Total** | **14,898,047** | **15,214,728*** | **16,291,220** | **554,390** | **565,200*** | **606,679** | **41,475** | **42,226*** | **42,348** |
| **Gasoline** | **3,281,466** | **3,555,016** | **3,495,113** | **109,876** | **119,036** | **117,030** | **7,521** | **8,148** | **7,938** |
| Transport Fuel | 3,270,827 | 3,544,521 | 3,484,942 | 109,520 | 118,684 | 116,689 | 7,490 | 8,117 | 7,911 |
| Genset Fuel | 10,639 | 10,495 | 10,171 | 356 | 351 | 341 | 31 | 31 | 27 |
| **Diesel** | **11,616,581** | **11,659,711*** | **12,796,107** | **444,514** | **446,164*** | **489,649** | **33,954** | **34,078*** | **34,409** |
| Transport Fuel | 2,867,424 | 2,983,356 | 2,840,607 | 109,723 | 114,160 | 108,697 | 8,344 | 8,682 | 7,597 |
| Genset Fuel | 8,748,924 | 8,675,995* | 9,955,285 | 334,782 | 331,991* | 380,944 | 25,609 | 25,395* | 26,811 |
| Forklift Fuel | 232 | 360 | 215 | 9 | 14 | 8 | 1 | 1 | 1 |

** Restated*

*Dash (-) indicates zero value*

| Intensity per Headcount | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT Group** | **39.90** | **39.04*** | **40.07** | **2.98** | **2.92*** | **2.80** |
| PLDT | 20.97 | 21.54 | 19.75 | 1.52 | 1.55 | 1.36 |
| Smart | 91.38 | 86.09* | 91.91 | 6.96 | 6.55 | 6.46 |
| ePLDT | 0.15 | 0.19 | 22.91 | 0.01 | 0.01 | 1.61 |
| VITRO | 18.68 | 18.19 | N/A | 1.43 | 1.39 | N/A |

| Intensity per million peso service revenue | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT Group** | **2.68** | **2.77** | **3.01** | **0.20** | **0.21** | **0.21** |
| PLDT | 1.86 | 2.02 | 1.93 | 0.13 | 0.15 | 0.13 |
| Smart | 3.75 | 3.74 | 4.23 | 0.29 | 0.28 | 0.30 |
| ePLDT | 0.01 | 0.02 | 3.00 | - | - | 0.21 |
| VITRO | 1.57 | 1.87 | N/A | 0.12 | 0.14 | N/A |

** Restated*

## Scope 2 Energy and GHG Emissions GRI 2-4, 302-4, 305-5

| | Electricity Consumption (kWh) | | | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT** | **1,017,439,075** | **1,004,233,366*** | **998,445,784** | **3,662,781** | **3,615,240*** | **3,594,405** | **743,924** | **698,342*** | **707,964** |
| PLDT offices and facilities | 220,511,027 | 230,318,207* | 252,449,350 | 793,840 | 829,146* | 908,818 | 156,741 | 163,469* | 181,137 |
| Smart offices and stores | 11,759,774 | 14,441,782 | 15,678,712 | 42,335 | 51,990 | 56,443 | 8,966 | 10,261 | 11,187 |
| Smart network facilities | 641,567,989 | 636,206,740 | 631,464,057 | 2,309,645 | 2,290,344 | 2,273,271 | 496,644 | 456,230 | 455,846 |
| Data Centers | 142,310,637 | 122,488,698 | 98,677,091 | 512,318 | 440,959 | 355,238 | 80,678 | 67,831 | 59,668 |
| ePLDT offices | 1,289,648 | 185,386 | 176,575 | 4,643 | 667 | 636 | 894 | 129 | 126 |
| VITRO offices | | 592,553 | N/A | | 2,133 | N/A | | 422 | N/A |

| Intensity per Headcount | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT Group** | **263.59** | **249.69*** | **237.38** | **53.54** | **48.23*** | **46.76** |
| PLDT | 86.00 | 87.16* | 90.85 | 16.98 | 17.18* | 18.11 |
| Smart | 611.22 | 572.56 | 551.67 | 131.40 | 114.03 | 110.59 |
| ePLDT | 14.20 | 1.55 | 388.93 | 2.74 | 0.30 | 65.35 |
| VITRO | 1,045.55 | 997.96 | N/A | 164.65 | 153.72* | N/A |

| Intensity per million peso service revenue | Energy Consumption (GJ) | | | GHG emissions ($tCO_2e$) | | |
|---|---|---|---|---|---|---|
| | 2025 | 2024 | 2023 | 2025 | 2024 | 2023 |
| **PLDT Group** | **17.69** | **17.74*** | **17.86** | **3.59** | **3.43*** | **3.52** |
| PLDT | 7.63 | 8.16* | 8.87 | 1.51 | 1.61* | 1.77 |
| Smart | 25.06 | 24.89 | 25.37 | 5.39 | 4.96 | 5.09 |
| ePLDT | 1.41 | 0.18 | 50.93 | 0.27 | 0.03 | 8.56 |
| VITRO | 87.78 | 102.53 | N/A | 13.82 | 15.79 | N/A |

** Restated*

## Scope 1 & 2 Energy and GHG Emissions GRI 2-4, 302-4, 305-5

| Energy Consumed | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **554,390** | **3,662,781** | **4,217,171** | **565,200*** | **3,615,240*** | **4,180,440*** | **606,679** | **3,594,405** | **4,201,084** |
| PLDT | 193,551 | 793,840 | **987,391** | 204,869 | 829,146* | **1,034,015*** | 197,580 | 908,818 | **1,106,398** |
| Smart | 351,636 | 2,351,980 | **2,703,616** | 352,175* | 2,342,335 | **2,694,509*** | 388,134 | 2,329,714 | **2,717,848** |
| ePLDT | 49 | 4,643 | **4,692** | 81 | 667 | **748** | 20,965 | 355,873 | **376,839** |
| VITRO | 9,155 | 512,318 | **521,473** | 8,076 | 443,093 | **451,168** | N/A | N/A | **N/A** |

| Energy Intensity per Headcount | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **39.90** | **263.59** | **303.48** | **39.04*** | **249.69*** | **288.72*** | **40.07** | **237.38** | **277.45** |
| PLDT | 20.97 | 86.00 | **106.96** | 21.54 | 87.16* | **108.69*** | 19.75 | 90.85 | **110.60** |
| Smart | 91.38 | 611.22 | **702.60** | 86.09* | 572.56 | **658.64*** | 91.91 | 551.67 | **643.58** |
| ePLDT | 0.15 | 14.20 | **14.35** | 0.19 | 1.55 | **1.74** | 22.91 | 388.93 | **411.85** |
| VITRO | 18.68 | 1,045.55 | **1,064.23** | 18.19 | 997.96 | **1,016.15** | N/A | N/A | **N/A** |

| Energy Intensity per million peso service revenue | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **2.68** | **53.54** | **56.21** | **2.77** | **17.74*** | **20.51*** | **3.01** | **17.86** | **20.88** |
| PLDT | 1.86 | 16.98 | **18.84** | 2.02 | 8.16* | **10.17*** | 1.93 | 8.87 | **10.80** |
| Smart | 3.75 | 131.40 | **135.14** | 3.74 | 24.89 | **28.63** | 4.23 | 25.37 | **29.60** |
| ePLDT | 0.01 | 2.74 | **2.75** | 0.02 | 0.18 | **0.20** | 3.00 | 50.93 | **53.93** |
| VITRO | 1.57 | 164.65 | **166.22** | 1.87 | 102.53 | **104.39** | N/A | N/A | **N/A** |

| GHG emissions ($tCO_2e$) | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **41,475** | **743,924** | **785,399** | **42,226*** | **698,342*** | **740,568*** | **42,348** | **707,964** | **750,312** |
| PLDT | 13,990 | 156,741 | **170,731** | 14,787 | 163,469* | **178,256*** | 13,609 | 181,137 | **194,746** |
| Smart | 26,782 | 505,611 | **532,392** | 26,815* | 466,491 | **493,306*** | 27,263 | 467,033 | **494,297** |
| ePLDT | 4 | 894 | **898** | 6 | 129 | **135** | 1,475 | 59,794 | **61,269** |
| VITRO | 700 | 80,678 | **81,378** | 617 | 68,253 | **68,871** | N/A | N/A | **N/A** |

** Restated*

| GHG Emissions Intensity per Headcount | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **2.98** | **53.54** | **56.52** | **2.92*** | **48.23*** | **51.15*** | **2.80** | **46.76** | **49.55** |
| PLDT | 1.52 | 16.98 | **18.50** | 1.55 | 17.18* | **18.74*** | 1.36 | 18.11 | **19.47** |
| Smart | 6.96 | 131.40 | **138.36** | 6.55 | 114.03 | **120.58** | 6.46 | 110.59 | **117.05** |
| ePLDT | 0.01 | 2.74 | **2.75** | 0.01 | 0.30 | **0.31** | 1.61 | 65.35 | **66.96** |
| VITRO | 1.43 | 164.65 | **166.08** | 1.39 | 153.72 | **155.11** | N/A | N/A | **N/A** |

| GHG Emissions Intensity per million peso service revenue | 2025 | | | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total | Scope 1 | Scope 2 | Total |
| **PLDT Group Total** | **0.20** | **3.59** | **3.79** | **0.21** | **3.43*** | **3.63*** | **0.21** | **3.52** | **3.73** |
| PLDT | 0.13 | 1.51 | **1.64** | 0.15 | 1.61* | **1.75*** | 0.13 | 1.77 | **1.90** |
| Smart | 0.29 | 5.39 | **5.67** | 0.28 | 4.96 | **5.24** | 0.30 | 5.09 | **5.38** |
| ePLDT | 0.00 | 0.27 | **0.27** | 0.00 | 0.03 | **0.04** | 0.21 | 8.56 | **8.77** |
| VITRO | 0.12 | 13.82 | **13.94** | 0.14 | 15.79 | **15.94** | N/A | N/A | **N/A** |

** Restated*

## Scope 3 GHG Emissions GRI 2-4, 305-5

| Total Scope 3 GHG Emissions | | 2025 | 2024 | 2023 |
|---|---|---|---|---|
| | | **448,203** | **500,426*** | **566,939** |
| **Scope 3 GHG Emissions Upstream** | | **316,910** | **336,697** | **418,940** |
| Category 1 | Purchased Goods and Services | 28,306 | 39,714 | 36,037 |
| Category 2 | Capital Goods | 189,568 | 194,180 | 260,552 |
| Category 3 | Fuel and Energy Related Activities | 77,110 | 78,241* | 75,671 |
| Category 4 | Upstream Transportation and Distribution | 4,075 | - | - |
| Category 5 | Waste Generated in Operations | 17,851 | 24,562 | 46,681 |
| Category 6 | Business Travel | - | - | - |
| Category 7 | Employee Commuting | - | - | - |
| Category 8 | Upstream Leased Assets | - | - | - |
| **Scope 3 GHG Emissions Downstream** | | **131,293** | **163,729** | **147,999** |
| Category 9 | Downstream Transportation and Distribution | - | - | - |
| Category 10 | Processing of Sold Products | - | - | - |
| Category 11 | Use of Sold Products | 131,292 | 163,729 | 147,999 |
| Category 12 | End-of-Life Treatment of Sold Products | - | - | - |
| Category 13 | Downstream Leased Assets | - | - | - |
| Category 14 | Franchises | - | - | - |
| Category 15 | Investments | 1 | - | - |

## Scope 1, 2, and 3 GHG Emissions GRI 2-4

| GHG emissions ($tCO_2e$) | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Total** | **1,233,602** | **1,240,994*** | **1,317,251** |
| Scope 1 | 41,475 | 42,226* | 42,348 |
| Scope 2 | 743,924 | 698,342* | 707,964 |
| Scope 3 | 448,203 | 500,426* | 566,939 |

| GHG Emissions Intensity per Headcount | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Total** | **88.77** | **85.71*** | **86.99** |
| Scope 1 | 2.98 | 2.92* | 2.80 |
| Scope 2 | 53.54 | 48.23* | 46.76 |
| Scope 3 | 32.25 | 34.56* | 37.44 |

| GHG Emissions Intensity per million peso service revenue | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Total** | **5.95** | **6.09*** | **6.55** |
| Scope 1 | 0.20 | 0.21 | 0.21 |
| Scope 2 | 3.59 | 3.43* | 3.52 |
| Scope 3 | 2.16 | 2.46* | 2.82 |

## Waste

| Solid Waste (in metric tons) | 2025 | 2024 | 2023 |
|---|---|---|---|
| Generated | 364.95 | 736.79 | 1,857.93 |
| Waste disposed and/or turned over to DENR-accredited recycler | 364.95 | 736.79 | 1,857.93 |

| Hazardous Waste (in metric tons) | 2025 | 2023 | 2022 |
|---|---|---|---|
| Generated | 469.19 | 410.96 | 323.41 |
| Waste disposed and/or turned over to DENR-accredited recycler | 417.93 | 410.96 | 323.41 |

***Note***
*Hazardous wastes pending transport have not yet been collected by our DENR-accredited hauler. In the interim, these materials are securely stored in designated areas within our facilities and managed in accordance with our registered Hazardous Waste Generator ID and applicable regulations*
*Minor discrepancies may be due to rounding error*

## Water

| Water Use (in megaliters) | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Total Water Use** | **1,031.36** | **456.68** | **455.51** |
| Purchased from utility providers | 545.85 | 453.78 | 455.31 |
| Abstracted groundwater | 43.93 | 1.48 | - |
| Purchased bottled water | - | 1.26 | - |
| Harvested rainwater | 441.58 | 0.16 | 0.19 |

*Dash (-) indicates zero value*

## Air Pollutants

| Air Pollutants (in metric tons) | 2025 | 2024 | 2023 |
|---|---|---|---|
| **Total** | **41.10** | **908.75** | **1,121.53** |
| Nitrogen Oxides (NOx) | 29.01 | 630.30 | 779.05 |
| Carbon monoxide (CO) | 6.05 | 140.75 | 172.90 |
| Volatile organic compounds (VOCs) | 2.35 | 51.29 | 63.06 |
| Particulate matter (PM) | 3.63 | 44.73 | 55.19 |
| Sulfur Oxides (SOx) | 0.06 | 41.68 | 51.34 |

# COMMITMENT

## Percentage of employees who received training on anti-corruption

| Total Employee | 2025[a] | | 2024[b] | | 2023[b] | |
|---|---|---|---|---|---|---|
| | 13,139 | | 13,604 | | 14,227 | |
| **By Employee Category** | **11,788** | ***89.72%*** | **13,591** | ***99.90%*** | ***13,910*** | ***97.77%*** |
| Rank and File | 4,295 | *87.89%* | 5,230 | *99.92%* | 5,534 | *96.70%* |
| Management | 6,267 | *91.08%* | 6,920 | *99.94%* | 6,963 | *98.50%* |
| Executives | 1,108 | *88.50%* | 1,314 | *99.85%* | 1,287 | *99.15%* |
| Officers | 118 | *99.16%* | 127 | *97.69%* | 126 | *91.97%* |
| **By Region** | **11,788** | ***89.72%*** | **13,591** | ***99.90%*** | ***13,910*** | ***97.77%*** |
| Philippines | | | | | | |
| Luzon | 9,912 | *89.95%* | 11,383 | *99.89%* | 11,627 | *97.80%* |
| Visayas | 969 | *87.22%* | 1,158 | *100.00%* | 1,217 | *97.13%* |
| Mindanao | 905 | *89.96%* | 1,050 | *100.00%* | 1,066 | *98.25%* |
| Asia Pacific | - | *N/A* | | | | |
| Americas | 2 | *100.00%* | | | | |

***Note***
*[a] Covering PLDT, Smart, ePLDT, and PGC only. For PLDT and Smart, employee headcount reflects the total number of employees as of the end of the reporting year, please refer to page 204 for comprehensive details on training coverage. For ePLDT and PGC, it pertains to employees hired in 2025 who remained active as of year-end.*
*[b] Covering PLDT and Smart only. Employee headcount is the number of employees as of the end of the reporting year*

## Percentage of employees who received communication on anti-corruption

| Total Employee | 2025[a] | | 2024[b] | | 2023[b] | |
|---|---|---|---|---|---|---|
| | 13,556 | | 13,641 | | 14,248 | |
| **By Employee Category** | **13,556** | ***100.00%*** | **13,641** | ***100.00%*** | **14,247** | ***99.99%*** |
| Rank and File | 5,023 | *100.00%* | 5,289 | *100.00%* | 5,735 | *100.00%* |
| Management | 7,057 | *100.00%* | 6,902 | *100.00%* | 7,077 | *99.99%* |
| Executives | 1,342 | *100.00%* | 1,319 | *100.00%* | 1,296 | *100.00%* |
| Officers | 134 | *100.00%* | 131 | *100.00%* | 139 | *100.00%* |
| **By Region** | **13,556** | ***100.00%*** | **13,641** | ***100.00%*** | **14,247** | ***99.99%*** |
| Philippines | | | | | | |
| Luzon | 11,411 | *100.00%* | 11,424 | *100.00%* | 11,904 | *99.99%* |
| Visayas | 1,117 | *100.00%* | 1,165 | *100.00%* | 1,258 | *100.00%* |
| Mindanao | 1,010 | *100.00%* | 1,052 | *100.00%* | 1,085 | *100.00%* |
| Asia Pacific | 10 | *100.00%* | | | | |
| Americas | 8 | *100.00%* | | | | |

***Note***
*[a] Covering PLDT, Smart, ePLDT, and PGC only. Total employees when the email communication was sent with access to email*
*[b] Covering PLDT and Smart only. Total employees when the email communication was sent with access to email*

| Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated | 2025[a] | 2024[b] | 2023[b] |
|---|---|---|---|
| | 94.48% | 100.00% | 100.00% |

***Note***
*[a] Covering PLDT, Smart, ePLDT, and VITRO only*
*[b] Covering PLDT and Smart only*

## Tax GRI 201-4, 207-4

| Tax Disclosures (PhP in millions) | 2025 | 2024 | 2023 |
|---|---|---|---|
| Tax Jurisdiction | | Philippines | |
| Total Employees | 14,304[a] | 14,897[a] | 15,592[a] |
| Employee Wages & Benefits | 22,767 | 24,479 | 24,644 |
| Taxes withheld and paid on behalf of employees[1] | 3,775 | 2,952 | 3,278 |
| Taxes collected from customers on behalf of a tax authority[2] | 14,511 | 14,278 | 12,993 |
| Industry-related and other taxes or payments to governments | | | |
| Real Property Tax | 341 | 316 | 310 |
| Documentary Stamp Tax | 34 | 132 | 27 |
| Significant uncertain tax positions | N/A | N/A | N/A |
| Balance of intra-company debt held by entities in the tax jurisdiction[3] | 13,012 | 13,043 | 15,234 |
| Revenues from third-party sales | N/A | N/A | N/A |
| Revenues from intra-group transactions with other tax jurisdictions[4] | 2,906 | 2,977 | 2,095 |
| Profit/loss before tax | 39,489 | 42,693 | 36,435 |
| Tangible assets other than cash and cash equivalents | 509,764 | 509,689 | 496,290 |
| Corporate income tax paid on a cash basis | 5,111 | 6,199 | 7,964 |
| Corporate income tax accrued on profit/loss | 9,271 | 10,138 | 9,612 |
| GIT savings and income tax holiday | 237 | 196 | 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***
*[a] Covers the whole PLDT Group (PLDT, Smart, ePLDT, VITRO, PGC, Multisys, and all other subsidiaries)*
*[1] Withholding tax on wages plus fringe benefit tax*
*[2] Expanded withholding tax plus final withholding tax plus withholding VAT plus VAT and Overseas communication tax*
*[3] Advances by Digitel Telecommunications Phils.*
*[4] Intercompany revenue by PLDT Global Corporation*

## Data Privacy

| Customer Privacy & Security | 2025 | 2024 | 2023 |
|---|---|---|---|
| Number of Substantiated complaints on customer privacy | 138 | 39 | 81 |
| Number of complaints from regulatory bodies | - | - | 1 |
| Total number of identified leaks, thefts, or losses of customer data | 13 | 4 | 16 |
| Number of unique requests for customer information, including customer content and non-content data, from government or law enforcement agencies | 334 | 289 | 149 |
| Customers, users, and account holders whose information is used for secondary purposes* | ~49.5M | ~10.0M | ~9.2M |

**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.*

***Note***
*This covers PLDT and SMART only.*

## Supply Chain

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Proportion of spending on local suppliers[a] | 86.76% | 77.88% | 73.82% |
| Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated[a] | 94.48% | 100.00% | 100.00% |
| Percentage of new suppliers that were screened using environmental criteria[b] | 88.00% | 100.00% | 100.00% |
| Percentage of new suppliers that were screened using social criteria[b] | 44.00% | 100.00% | 100.00% |

***Note***
*[a] 2025 covering PLDT, Smart, ePLDT, and VITRO. Previous years covering PLDT and Smart only*
*[b] Covering PLDT and Smart only*

*Dash (-) indicates zero value*

# ISSB'S IFRS S1 SUSTAINABILITY-RELATED DISCLOSURES CONTENT INDEX

This content index is based on the International Sustainability Standards Board (ISSB)'s IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information. Relevant information can be found in PLDT's integrated report.

| Reference no. | Disclosure Description | Page No. |
|---|---|---|
| **Governance** | | |
| IFRS S1-27(a) | The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities, including information about: | 134 |
| | (i) How responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s). | 134 |
| | (ii) How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities. | 134 |
| | (iii) How and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities. | 134 |
| | (iv) How the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities. | 134 |
| | (v) How the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies. | 134 |
| IFRS S1-27(b) | Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about: | 134 |
| | (i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee. | 134 |
| | (ii) Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. | 134 |
| **Strategy** | | |
| Sustainability-related risks and opportunities | | |
| IFRS S1-30(a) | Sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. | 136-139 |
| Business model and value chain | | |
| IFRS S1-32(a) | A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. | 136-139 |
| IFRS S1-32(b) | A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). | 136-139 |

| | | |
|---|---|---|
| Strategy and decision-making | | |
| IFRS S1-33(a) | How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making. | 136-139 |
| IFRS S1-33(b) | The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information. | 136-139 |
| **Risk Management** | | |
| IFRS S1-44(a) | The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about: | 139, 146 |
| | (i) The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes). | 139, 146 |
| | (ii) Whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks. | 139, 146 |
| | (iii) How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria). | 139, 146 |
| | (iv) Whether and how the entity prioritises sustainability-related risks relative to other types of risk. | 139, 146 |
| | (v) How the entity monitors sustainability-related risks | 139, 146 |
| | (vi) Whether and how the entity has changed the processes it uses compared with the previous reporting period. | 139, 146 |
| IFRS S1-44(b) | The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities. | 139, 146 |
| IFRS S1-44(c) | The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process. | 139, 146 |
| **Metrics and Targets** | | |
| IFRS S1-46(a) | Metrics required by an applicable IFRS Sustainability Disclosure Standard for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects. | 139 |
| IFRS S1-46(b) | Metrics the entity uses to measure and monitor that sustainability-related risk or opportunity and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation. | 139 |
| IFRS S1-51(a) | The metric used to set the target and to monitor progress towards reaching the target | 139 |
| IFRS S1-51(b) | The specific quantitative or qualitative target the entity has set or is required to meet | 139 |
| IFRS S1-51(c) | The period over which the target applies. | 139 |
| IFRS S1-51(e) | Any milestones and interim targets. | 139 |

# ISSB'S IFRS S2 CLIMATE-RELATED DISCLOSURES CONTENT INDEX

This content index is based on the International Sustainability Standards Board (ISSB)'s IFRS S2 General Requirements for Disclosure of Climate-related Financial Information. Relevant information can be found in PLDT's integrated report.

| Reference no. | Disclosure Description | Page No. |
|---|---|---|
| **Governance** | | |
| IFRS S2-6(a) | The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities, including the information about: | 120-121 |
| | (i) How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s). | 120-121 |
| | (ii) How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities. | 120-121 |
| | (iii) How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities. | 120-121 |
| | (iv) How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities. | 120-121 |
| | (v) How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies. | 120-121 |
| IFRS S2- 6(b) | Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: | 120-121 |
| | (i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee. | 120-121 |
| | (ii) Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. | 120-121 |
| **Strategy** | | |
| IFRS S2-9(a) | The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. | 121-131 |
| IFRS S2-9(b) | The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain. | 121-131 |
| IFRS S2-9(c) | The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan. | 121-131 |
| IFRS S2-9(d) | The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning. | 121-131 |
| IFRS S2-9(e) | The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. | 121-131 |

| | | |
|---|---|---|
| Climate-related risks and opportunities | | |
| IFRS S2-10(a) | Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. | 121-131 |
| IFRS S2-10(b) | For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk. | 121-131 |
| IFRS S2-10(c) | For each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur. | 121-131 |
| IFRS S2-10(d) | How the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making. | 121-131 |
| Business model and value chain | | |
| IFRS S2-13(a) | A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. | 121-131 |
| IFRS S2-13(b) | A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). | 121-131 |
| **Risk Management** | | |
| IFRS S2-25(a) | The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: | 131-132 |
| | (i) The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes). | 131-132 |
| | (ii) Whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks. | 131-132 |
| | (iii) How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria). | 131-132 |
| | (iv) Whether and how the entity prioritises climate-related risks relative to other types of risk. | 131-132 |
| | (v) How the entity monitors climate-related risks. | 131-132 |
| IFRS S2-25(b) | The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate- related scenario analysis to inform its identification of climate-related opportunities. | 131-132 |
| IFRS S2-25(c) | The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process. | 131-132 |
| **Metrics and Targets** | | |
| Climate-related metrics | | |
| IFRS S2-29(a) | Information relevant to the cross-industry metric categories of greenhouse gases, including: | 132 |
| | (i) Absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as: | 132 |
| | (1) Scope 1 greenhouse gas emissions. | 104,132 |
| | (2) Scope 2 greenhouse gas emissions. | 106,132 |
| | (3) Scope 3 greenhouse gas emissions. | 111,132 |
| | (ii) Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions. | 104, 106, 111, 132 |
| | (iii) The approach used to measure greenhouse gas emissions including: | 104, 106, 111, 132 |

| | | |
|---|---|---|
| IFRS S2-29(a) | (1) The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions. | 104, 106, 111, 132 |
| | (2) The reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions. | 104, 106, 111, 132 |
| | (3) Any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes. | 104, 106, 111, 132 |
| | (iv) For Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between: | 104, 106, 132 |
| | (1) The consolidated accounting group. | 104, 106, 111, 132 |
| | (2) Other investees excluded from paragraph 29(a)(iv)(1) (for example, for an entity applying IFRS Accounting Standards, these investees would include associates, joint ventures and unconsolidated subsidiaries). | 111 |
| | (v) Location-based Scope 2 greenhouse gas emissions, and the information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions. | 106 |
| | (vi) For Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32–B57: | 111 |
| | (1) The categories included within the entity's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). | 111 |
| | (2) Additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance. | 111 |
| Climate-related targets | | |
| IFRS S2-33(a) | The metric used to set the target. | 132-133 |
| IFRS S2-33(b) | The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives). | 132-133 |
| IFRS S2-33(d) | The period over which the target applies. | 132-133 |
| IFRS S2-33(e) | The base period from which progress is measured. | 132-133 |

# GRI CONTENT INDEX

| | |
|---|---|
| **Statement of use** | PLDT Group has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards |
| **GRI 1 used** | GRI 1: Foundation 2021 |
| **Applicable GRI Sector** | None |

| GRI STANDARD | DISCLOSURE | Page number(s) and/or direct answers | Reason for Omission | | |
|---|---|---|---|---|---|
| | | | Requirement(s) omitted | Reason | Explanation |
| **General disclosures** | | | | | |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | 4, 10-11 | | | |
| | 2-2 Entities included in the organization's sustainability reporting | 4, 10-11 | | | |
| | 2-3 Reporting period, frequency and contact point | 2, 4 | | | |
| | 2-4 Restatements of information | 220, 223-225 | | | |
| | 2-5 External assurance | 4 | | | |
| | 2-6 Activities, value chain and other business relationships | 10, 141 | | | |
| | 2-7 Employees | 43-48 | | | |
| | 2-8 Workers who are not employees | | 2-3-a to 2-3-c | Not Applicable | PLDT only disclosed total number of full-time employees |
| | 2-9 Governance structure and composition | 164, 166, 168 | | | |
| | 2-10 Nomination and selection of the highest governance body | 178 | | | |
| | 2-11 Chair of the highest governance body | 166- 168, 183 | | | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 166,177 | | | |
| | 2-13 Delegation of responsibility for managing impacts | 181, 183 | | | |
| | 2-14 Role of the highest governance body in sustainability reporting | 4 | | | |
| | 2-15 Conflicts of interest | 188-191 | | | |
| | 2-16 Communication of critical concerns | 75, 198-201 | | | |
| | 2-17 Collective knowledge of the highest governance body | 168 | | | |
| | 2-18 Evaluation of the performance of the highest governance body | 175, 196 | | | |
| | 2-19 Remuneration policies | 172-173, 191 | | | |
| | 2-20 Process to determine remuneration | 172-173, 191 | | | |
| | 2-21 Annual total compensation ratio | 172 | | | |
| | 2-22 Statement on sustainable development strategy | 8, 24 | | | |
| | 2-23 Policy commitments | 188 | | | |

| GRI STANDARD | DISCLOSURE | Page number(s) and/or direct answers | Reason for Omission | | |
|---|---|---|---|---|---|
| | | | Requirement(s) omitted | Reason | Explanation |
| GRI 2: General Disclosures 2021 | 2-24 Embedding policy commitments | 141, 188, 204 | | | |
| | 2-25 Processes to remediate negative impacts | 54, 74 | | | |
| | 2-26 Mechanisms for seeking advice and raising concerns | 54, 74 | | | |
| | 2-27 Compliance with laws and regulations | 63, 157, 188 | | | |
| | 2-28 Membership associations | 217 | | | |
| | 2-29 Approach to stakeholder engagement | 29, 196 | | | |
| | 2-30 Collective bargaining agreements | 73 | | | |
| **Material topics** | | | | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | 26-28 | | | |
| | 3-2 List of material topics | 26-28 | | | |
| **CONCERN PILLAR** | | | | | |
| **Indirect economic impacts** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 93-97 | | | |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | 93-97 | | | |
| | 203-2 Significant indirect economic impacts | 93-97 | | | |
| **Market presence** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 44, 49 | | | |
| GRI 202: Market Presence 2016 | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage | 68 | | | |
| | 202-2 Proportion of senior management hired from the local community | 51 | | | |
| **Employment** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 43 | | | |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 49, 82 | | | |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 71-72 | | | |
| | 401-3 Parental leave | 71 | | | |
| **Labor/management relations** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 54 | | | |
| GRI 402: Labor/ Management Relations 2016 | 402-1 Minimum notice periods regarding operational changes | 73 | | | |

| | | | | | |
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| **Occupational health and safety** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 55 | | | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 55 | | | |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 56 | | | |
| | 403-3 Occupational health services | 59 | | | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 55 | | | |
| | 403-5 Worker training on occupational health and safety | 58 | | | |
| | 403-6 Promotion of worker health | 55 | | | |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 55 | | | |
| | 403-8 Workers covered by an occupational health and safety management system | 55 | | | |
| | 403-9 Work-related injuries | 61 | | | |
| | 403-10 Work-related ill health | 61 | | | |
| **Training and education** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 63-65 | | | |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 63, 66-67 | | | |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 63, 67, 86 | | | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | 78 | | | |
| **Diversity and equal opportunity** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 43 | | | |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 44-48, 168 | | | |
| | 405-2 Ratio of basic salary and remuneration of women to men | 69 | | | |
| **Non-discrimination** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 75 | | | |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | 75 | | | |
| **Rights of indigenous peoples** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 134 | | | |
| GRI 411: Rights of Indigenous Peoples 2016 | 411-1 Incidents of violations involving rights of indigenous peoples | 134 | | | |

| GRI STANDARD | DISCLOSURE | Page number(s) and/or direct answers | Reason for Omission | | |
|---|---|---|---|---|---|
| | | | Requirement(s) omitted | Reason | Explanation |
| **Local communities** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 93 | | | |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 93-97 | | | |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | 93-97 | | | |
| **CONSERVATION PILLAR** | | | | | |
| **Energy** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 101 | | | |
| GRI 103: Energy 2025 | 103-1 Energy policy and commitments | 101 | | | |
| | 103-2 Energy consumption and self-generation within the organization | 104, 106, 110 | | | |
| | 103-3 Upstream and downstream energy consumption | | 103-3-a to 103-3-b | Not Applicable | We do not currently track upstream or downstream energy use, and data is also not available |
| | 103-4 Energy intensity | 104, 106, 110 | | | |
| | 103-5 Reduction in energy consumption | 106 | | | |
| | 302-1 Energy consumption within the organization | 104-106, 107, 110 | | | |
| | 302-2 Energy consumption outside of the organization | | 302-2-a to 302-2-c | Not Applicable | Collection of this information has not been initiated |
| | 302-3 Energy intensity | 104-105, 110 | | | |
| | 302-4 Reduction of energy consumption | 106, 223 | | | |
| **Water and effluents** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 112-115 | | | |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | 112-115 | | | |
| | 303-2 Management of water discharge-related impacts | 112-115 | | | |
| | 303-3 Water withdrawal | 112-113 | | | |
| | 303-4 Water discharge | 112-114 | | | |
| | 303-5 Water consumption | 112-114 | | | |
| **Biodiversity** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 134-139 | | | |
| GRI 101: Biodiversity 2024 | 101-2 Management of biodiversity impacts | 134-139 | | | |
| **Emissions** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 120 | | | |
| GRI 102: Climate Change 2025 | 102-1 Transition plan for climate change mitigation | 120 | | | |
| | 102-2 Climate change adaptation plan | 120 | | | |
| | 102-3 Just transition | 49-53, 63, 67 | | | |
| | 102-4 GHG emissions reduction targets and progress | 101, 106, 132 | | | |

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|---|---|---|---|---|---|
| GRI 102: Climate Change 2025 | 102-5 Scope 1 GHG emissions | 104, 110 | | | |
| | 102-6 Scope 2 GHG emissions | 106, 110 | | | |
| | 102-7 Scope 3 GHG emissions | 111 | | | |
| | 102-8 GHG emissions intensity | 104-106, 110 | | | |
| | 102-9 GHG removals in the value chain | 138 | | | |
| | 102-10 Carbon credits | 108, 121 | | | |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 104-105, 110 | | | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 106-107, 110 | | | |
| | 305-3 Other indirect (Scope 3) GHG emissions | 111 | | | |
| | 305-4 GHG emissions intensity | 105-107, 110 | | | |
| | 305-5 Reduction of GHG emissions | 101, 223-225 | | | |
| | 305-6 Emissions of ozone-depleting substances (ODS) | 112 | | | |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | 112 | | | |
| **Waste** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 114, 116 | | | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 114, 116 | | | |
| | 306-2 Management of significant waste-related impacts | 114, 116 | | | |
| | 306-3 Waste generated | 119 | | | |
| | 306-4 Waste diverted from disposal | 119 | | | |
| | 306-5 Waste directed to disposal | 119 | | | |
| **COMMITMENT PILLAR** | | | | | |
| **Economic performance** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 161 | | | |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | 23, 161 | | | |
| | 201-3 Defined benefit plan obligations and other retirement plans | 86 | | | |
| | 201-4 Financial assistance received from government | 227 | | | |
| **Procurement practices** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 145 | | | |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | 144 | | | |
| **Anti-corruption** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 202 | | | |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | 202 | | | |
| | 205-2 Communication and training about anti-corruption policies and procedures | 173, 202-204 | | | |
| | 205-3 Confirmed incidents of corruption and actions taken | 202-204 | | | |

| GRI STANDARD | DISCLOSURE | Page number(s) and/or direct answers | Reason for Omission | | |
|---|---|---|---|---|---|
| | | | Requirement(s) omitted | Reason | Explanation |
| **Anti-competitive behavior** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 205 | | | |
| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 205 | | | |
| **Tax** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 160 | | | |
| GRI 207: Tax 2019 | 207-1 Approach to tax | 160 | | | |
| | 207-2 Tax governance, control, and risk management | 160 | | | |
| | 207-3 Stakeholder engagement and management of concerns related to tax | 161 | | | |
| | 207-4 Country-by-country reporting | 161, 227 | | | |
| **Supplier environmental assessment** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 141 | | | |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | 144 | | | |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | 144 | | | |
| **Freedom of association and collective bargaining** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 73 | | | |
| 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 | 73 | | | |
| **Child labor** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 92 | | | |
| GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | 92 | | | |
| **Forced or compulsory labor** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 54 | | | |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | 54, 92 | | | |
| **Security practices** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | | | | |
| GRI 410: Security Practices 2016 | 410-1 Security personnel trained in human rights policies or procedures | | 410-1-a to 410-1-b | Not Applicable | We do not report on security personnel trained in human rights policies or procedures, as this function is managed by a third party and data is not available |

| | | | | | |
|---|---|---|---|---|---|
| **Supplier social assessment** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 141 | | | |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | 144 | | | |
| | 414-2 Negative social impacts in the supply chain and actions taken | 144 | | | |
| **Customer health and safety** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 87-89 | | | |
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | 87-89 | | | |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 87-89 | | | |
| **Marketing and labeling** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 88 | | | |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling | 88 | | | |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | 88-89, 92 | | | |
| | 417-3 Incidents of non-compliance concerning marketing communications | 88-89, 92 | | | |
| **Customer privacy** | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 92,157 | | | |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | 159 | | | |

# SASB INDEX- TELECOMMUNICATIONS SERVICES

| Disclosure | Accounting Metric | Category | Unit of Measure | Code | Page Located |
|---|---|---|---|---|---|
| Environmental Footprint of Operations | (1) Total energy consumed,<br>(2) Percentage grid electricity,<br>(3) Percentage renewable | Quantitative | Gigajoules (GJ), Percentage (%) | TC-TL-130a.1 | 104, 108 |
| Data Privacy | Description of policies and practices relating to behavioral advertising and customer privacy | Discussion and Analysis | N/A | TC-TL-220a.1 | 88, 154, 157 |
| | Number of customers whose information is used for secondary purposes | Quantitative | Number, Percentage (%) | TC-TL-220a.2 | 159 |
| | (1) Number of law enforcement requests for customer information,<br>(2) Number of customers whose information was requested,<br>(3) Percentage resulting in disclosure | Quantitative | Number, Percentage (%) | TC-TL-220a.4 | 159 |
| Data Security | (1) Number of data breaches,<br>(2) Percentage involving personally identifiable information (PII),<br>(3) Number of customers affected | Quantitative | Number, Percentage (%) | TC-TL-230a.1 | 159 |
| | 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 | 154, 157 |
| Product End-of-life Management | Materials recovered through take back programs, percentage of recovered materials that were<br>(1) Reused,<br>(2) Recycled, and<br>(3) Landfill | Quantitative | Metric tons (t), Percentage (%) | TC-TL-440a.1 | 119 |
| 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 | 157-158 |
| | Average actual sustained download speed of<br>(1) Owned and commercially-associated content and<br>(2) Non-associated content | Quantitative | Megabits per second (Mbps) | TC-TL-520a.2 | 34 |
| 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 | 34 |

| Activity Metric | Category | Unit of Measure | Code | Page Number |
|---|---|---|---|---|
| 1. Number of mobile subscribers | Quantitative | Number | TC-TL-000.A | 6, 22 |
| 2. Number of fixed line subscribers | Quantitative | Number | TC-TL-000.B | 6, 22 |
| 3. Number of broadband subscribers | Quantitative | Number | TC-TL-000.C | 6, 22 |
| 4. Mobile network data traffic | Quantitative | Number | TC-TL-000.D | 22 |

# UNGC TEN PRINCIPLES

| Fundamental Responsibilities | Principles | Page No. |
|---|---|---|
| Human Rights | Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights | 54, 188 |
| | Principle 2: Make sure that they are not complicit in human rights abuses | 54, 73, 141, 188 |
| Labour | Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining | 73 |
| | Principle 4: The elimination of all forms of forced and compulsory labour | 76, 92, 141 |
| | Principle 5: The effective abolition of child labour | 92 |
| | Principle 6: The elimination of discrimination in respect of employment and occupation | 76 |
| Environment | Principle 7: Businesses should support a precautionary approach to environmental challenges | 89, 121, 136 |
| | Principle 8: Undertake initiatives to promote greater environmental responsibility | 89, 101, 108, 112, 116 |
| | Principle 9: Encourage the development and diffusion of environmentally friendly technologies | 87, 89, 108 |
| Anti-Corruption | Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery | 202 |

# GSMA ESG METRICS FOR MOBILE

| Topic | Core Metrics | KPI Code | Page Number |
|---|---|---|---|
| **Environment KPIs** | | | |
| Emissions | **Science-based targets** | GSMA-ENV-01 | 101, 132 |
| | 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. | | |
| | **Scope 1, 2 and 3 emissions** | GSMA-ENV-02 | 101, 104, 106, 110-111 |
| | 1.2a Scope 1 and 2 GHG emissions<br>i. Absolute Scope 1 and 2 emissions (tonnes $CO_2e$)<br>ii. Absolute Scope 1 and 2 emissions (tonnes $CO_2e$) per 1GB data<br>iii. Percentage change in absolute Scope 1 and 2 emissions since last reporting period | | |
| | 1.2b Scope 3 GHG emissions<br>i. Absolute Scope 3 emissions (tonnes $CO_2e$)<br>ii. Absolute Scope 3 emissions (tonnes $CO_2e$) per 1GB data<br>iii. Percentage change in absolute Scope 3 emissions since last reporting period | | |
| Energy | **Energy Consumption** | GSMA-ENV-03 | 106, 108 |
| | 1.3a Total energy consumption<br>i. Total energy consumed (MWh)<br>ii. Total energy consumed (MWh) per 1GB of data | | |
| | 1.3b Network energy consumption<br>i. Total network energy consumed (MWh)<br>ii. Total network energy consumed (MWh) per 1GB of data | | |
| | 1.3c Network energy mix<br>i. Percentage grid renewable<br>ii. Percentage grid non-renewable<br>iii. Percentage off-grid renewable<br>iv. Percentage off-grid non-renewable | | |

| Topic | Core Metrics | KPI Code | Page Number |
|---|---|---|---|
| **Environment KPIs** | | | |
| Waste Reduction | **Materials repaired or reused** | GSMA-ENV-04 | 117 |
| | 1.4a Network equipment repaired or reused<br>i. Percentage of network equipment repaired or reused, by units<br>ii. Percentage of network equipment repaired or reused, by purchase price | | |
| | 1.4b Handsets and other customer premises equipment (CPE) repaired or reused<br>i. Percentage of handsets and CPE repaired or reused, by units<br>ii. Percentage of handsets and CPE repaired or reused, by purchase price | | |
| | **Waste generated** | GSMA-ENV-05 | 119 |
| | 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 | | |
| | **Materials recycled** | GSMA-ENV-06 | 119 |
| | 1.6a Network waste recycled<br>i. Percentage of network waste (from 1.5b) recycled (units)<br>ii. Percentage of purchase price of recycled network waste | | |
| | 1.6b Handset and CPE waste recycled<br>i. Percentage of handset and CPE waste (from 1.5c) recycled (units)<br>ii. Percentage of purchase price of recycled handset and CPE waste | | |
| | 1.6c All other waste recycled<br>i. Percentage of all other waste (from 1.6d) recycled (units)<br>ii. Percentage of purchase price of all other recycled waste | | |
| **Digital Inclusion KPIs** | | | |
| Network Coverage | Population covered by mobile network<br>2.1 Percentage of population covered by operator's mobile network<br>Breakdown by: 3G, 4G, 5G | GSMA-INC-01 | 33 |
| Affordability | Device and subscription affordability<br>2.2a Cost of the most affordable smartphone, as percentage of monthly GDP per capita<br>2.2b Average cost of 1GB of data, as percentage of monthly GDP per capita | GSMA-INC-02 | 34 |
| Digital Skills | Digital skills programmes<br>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 | 93-97 |
| **Digital integrity KPIs** | | | |
| Data Protection | **Customer data incidents**<br>3.1a Number of data breaches, per million subscribers<br>3.1b Percentage of data breaches involving PII<br>3.1c Number of customers affected, per million subscribers<br>3.1d Number of regulatory actions for data protection violations (e.g. marketing-related complaints, data breaches), per million subscribers | GSMA-INT-01 | 159 |
| Digital Rights | **Digital rights policy**<br>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 | 154, 157, 159 |
| Online Safety | **Online safety measures**<br>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 | 92 |

| Topic | Core Metrics | KPI Code | Page Number |
|---|---|---|---|
| **Supply Chain KPIs** | | | |
| Sustainable supply chain | **Sustainable procurement policy** | GSMA-SUP-01 | 141, 145 |
| | 4.1a Do you have a sustainable procurement policy in place? (yes/no)<br>4.1b If yes, how many of the following elements does it cover?<br>a. Organisational governance<br>b. Human rights<br>c. Labour practices<br>d. Environment<br>e. Fair operating practices<br>f. Consumer issues<br>g. Community involvement and development | | |
| | **Supplier assessments** | GSMA-SUP-02 | 144 |
| | 4.2a Percentage of suppliers screened against the sustainable procurement policy using company defined and documented assessment procedure, within the previous two years<br>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<br>i. Percentage of handsets and CPE repaired or reused, by units<br>ii. Percentage of handsets and CPE repaired or reused, by purchase price | | |

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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 2025 Annual and Sustainability Report as of and for the year ended December 31, 2025 (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*** |
|---|
| **Material Topics** |
| 3-1: Process to determine material topics<br>3-2: List of material topics |
| **Economic Disclosures** |
| 201-1: Direct economic values generated and distributed<br>201-4: Financial assistance received from government<br>202-1: Ratios of standard entry-level wage by gender compared to local minimum wage<br>205-2: Communication and training about anti-corruption policies and procedures<br>206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices<br>207-1: Approach to tax<br>207-4: Country-by-country reporting |
| **Social Disclosures** |
| 401-1: New employee hires and employee turnover<br>401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees<br>401-3: Parental leave<br>404-1: Average hours of training per year per employee<br>404-2: Programs for upgrading employee skills and transition assistance programs<br>404-3: Percentage of employees receiving regular performance and career development reviews *(as of and for the year ended December 31, 2024)*<br>405-1: Diversity of governance bodies and employees<br>405-2: Ratio of basic salary and remuneration of women to men |

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| Covering PLDT Inc., Smart Communications, Inc., ePLDT, Inc., and PLDT Global Corporation |
|---|
| **Economic Disclosures** |
| 201-3: Defined benefit plan obligations and other retirement plans |
| **Covering PLDT Inc., Smart Communications, Inc., ePLDT, Inc., and VITRO, Inc.** |
| **Economic Disclosures** |
| 204-1: Proportion of spending on local suppliers |
| **Environmental Disclosures** |
| 303-3: Water withdrawal<br>305-1: Direct (Scope 1) GHG emissions* |
| **Covering PLDT Inc., ePLDT, Inc., and VITRO, Inc.** |
| **Environmental Disclosures** |
| 302-3: Energy intensity (Scope 1)<br>305-4: GHG emissions intensity** |
| **Covering PLDT Inc., and Smart Communications, Inc.** |
| **Economic Disclosures** |
| 205-3: Confirmed incidents of corruption and actions taken |
| **Social Disclosures** |
| 403-1: Occupational health and safety management system<br>403-2: Hazard identification, risk assessment, and incident investigation<br>403-4: Worker participation, consultation, and communication on occupational health and safety<br>403-5: Worker training on occupational health and safety<br>403-9: Work-related injuries<br>413-1: Operations with local community engagement, impact assessments, and development programs *(including PLDT-Smart Foundation, Inc.)*<br>418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data |
| **Covering ePLDT, Inc., and VITRO, Inc.** |
| **Environmental Disclosures** |
| 302-1: Energy consumption within the organization<br>305-2: Energy indirect (Scope 2) GHG emissions |
| **Covering PLDT Inc.** |
| **Economic Disclosures** |
| 202-2: Proportion of senior management hired from the local community |
| **Covering VITRO, Inc.** |
| **Environmental Disclosures** |
| 305-5: Reduction of GHG emissions |

**For SMART, covering fleet transport fuel only.*
***For PLDT, covering Scope 1 only; for ePLDT and VITRO, 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 the GRI Standards (the "Criteria").



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*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 10 November 2025, including the related addendum dated 14 May 2026. 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.

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.



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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, 2025, in order for it to be in accordance with the Criteria.

SYCIP, GORRES, VELAYO & CO.

Benjamin N. Villacorte
Partner
CPA Certificate No. 111562
PTR No. 10765150, January 2, 2026, Makati City

May 15, 2026



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# CERTIFICATES

- **ISO 50001:2018: Energy Efficiency Management System**
  - Covering Data Center Operations

- **ISO 9001:2015: Quality Management System**
  - Covering:
    - √ 100% Corporate Environment, Health, and Safety Operations (CEHS) for PLDT and Smart
    - √ 100% Business Continuity and Resilience Operations for PLDT
    - √ Data Center Operations
    - √ ePLDT Service Delivery and Operations
    - √ PLDT Global Operations


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.

Validity: Proof has been furnished by means of an audit that the requirements of ISO 50001:2018 are met. The certificate is valid from 2024-12-03 until 2027-12-02. First certification 2024

2024-12-04

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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 Effective Date: 2025-01-07

Latest Revision Date: 2025-01-07 Expiry Date: 2028-01-06

Page: 1 of 1

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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 Effective Date: 2024-05-24

Latest Revision Date: 2024-05-24 Expiry Date: 2027-05-23

Page: 1 of 1

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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

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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 Am Grauen Stein · 51105 Köln

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CERTIFICATE

Certificate Registration No.: TUV100 05 5455 / Order No.: 724622732

The Certification Body of TÜV SÜD Certification and Testing (China) Co., Ltd. certifies that the organization

PLDT Global Inc. 12/F Rufino Pacific Tower., 6784 Ayala Avenue cor. V.A. Rufino Street, Legaspi Village, PH-1229 Makati City

for the scope

Development, Marketing, Distribution and After-sales Handling of Consumer Digital Products, Providing Third Party Service Procurement, Contract Management, Sales and Account Management, and Service Provisioning for Offshore Customers.

has established and applies a Quality Management System.

An audit was performed and has furnished proof that the requirements according to

ISO 9001:2015

are fulfilled. The certificate is valid from 2025-10-20 until 2028-10-19.

Date of Initial Certification: 2025-10-20

2025-10-20

Qiong Yang Head of Certification Body

JAS-ANZ IAF

- **ISO 14001:2015: Environmental Management System**
  - Covering:
    - √ 100% Corporate Environment, Health, and Safety Operations (CEHS) for PLDT and Smart
    - √ Data Center Operations



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

Proof has been furnished by means of an audit that the requirements of ISO 14001:2015 are met.

Validity: The certificate is valid from 2024-12-16 until 2027-12-15.
First certification 2024

2024-12-17

TÜV Rheinland Cert GmbH
Am Grauen Stein · 51105 Köln

www.tuv.com

TÜVRheinland®
Precisely Right.



bsi.

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

Page: 1 of 1

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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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- **ISO/EC 20000-1:2018: IT Service Management System**
  - Covering:
    - √ Data Center Operations
    - √ ePLDT Service Delivery and Operations



bsi.

Certificate of Registration

IT SERVICE MANAGEMENT SYSTEM - ISO/IEC 20000-1:2018

This is to certify that: ePLDT Inc.
S/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

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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
Am Grauen Stein · 51105 Köln

www.tuv.com

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- **ISO/EC 27001:2022: Information Security Management System**
  - Covering:
    - √ Data Center Operations


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

TÜV Rheinland Cert GmbH
Am Grauen Stein · 51105 Köln

www.tuv.com IAF DAkkS TÜVRheinland® Precisely Right.

- **ISO 22301:2019: Business Continuity Management System**
  - Covering:
    - √ Covering 15 PLDT Facilities and 10 Smart Facilities
    - √ Data Center Operations
    - √ ePLDT Service Delivery and Operations


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

TÜV Rheinland Cert GmbH
Am Grauen Stein · 51105 Köln

www.tuv.com DAkkS TÜVRheinland® Precisely Right.


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

Validity: Proof has been furnished by means of an audit that the requirements of ISO 22301:2019 are met.
The certificate is valid from 2024-10-05 until 2027-10-04.
First certification 2021

2024-09-27

TÜV Rheinland Cert GmbH
Am Grauen Stein · 51105 Köln

www.tuv.com DAkkS TÜVRheinland® Precisely Right.

- **ISO 45001:2018: Occupational Health and Safety Management System**
  - Covering:
    - √ 100% Corporate Environment, Health, and Safety Operations (CEHS) for PLDT and Smart
    - √ Data Center Operations


bsi.

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
Page: 1 of 1

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bsi.

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

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# Renewable energy certificates



## CERTIFICATION

This is to certify that Vantage Energy has provided Renewable Energy (RE) equivalent to a total of **1,126.45 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Vitro Cebu 1)**
with Contestable Service ID Number (CSIN) 0601294437-4

Given on January 22, 2026.

**JAN MICHAEL T. PUNO**
Head, Energy Sourcing

+63 2 1622-6070 to 71 (telefax)
customerservice@vantageenergy.com.ph
3F Business Solutions Center,
Meralco Compound, Ortigas Avenue,
Pasig City, Philippines
www.vantageenergy.com.ph
vantageenergyph



## CERTIFICATION

This is to certify that Vantage Energy has provided Renewable Energy (RE) equivalent to a total of **2,150.04 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Vitro Cebu 2)**
with Contestable Service ID Number (CSIN) 4693438393-9

Given on January 22, 2026.

**JAN MICHAEL T. PUNO**
Head, Energy Sourcing

+63 2 1622-6070 to 71 (telefax)
customerservice@vantageenergy.com.ph
3F Business Solutions Center,
Meralco Compound, Ortigas Avenue,
Pasig City, Philippines
www.vantageenergy.com.ph
vantageenergyph



## CERTIFICATION

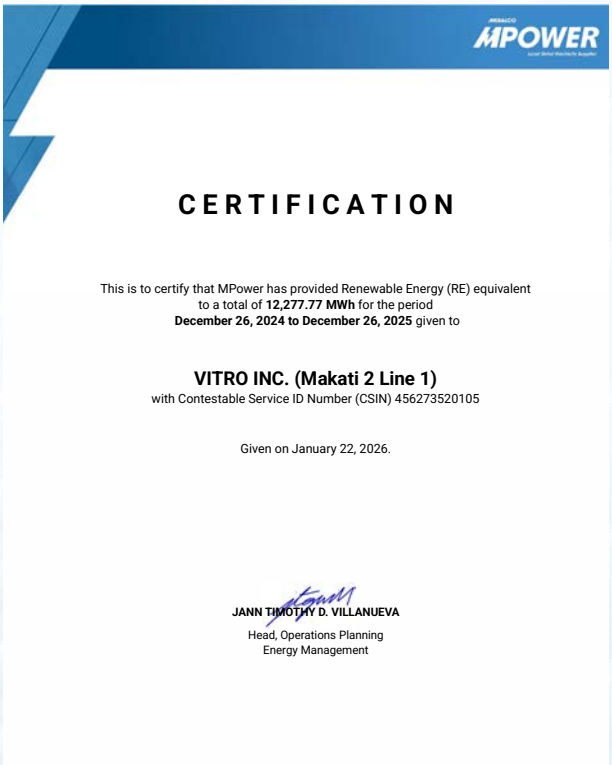
This is to certify that Vantage Energy has provided Renewable Energy (RE) equivalent to a total of **2,965.00 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**EPLDT, INC. (VITRO Clark)**
with Contestable Service ID Number (CSIN) MZ-02482

Given on January 22, 2026.

**JAN MICHAEL T. PUNO**
Head, Energy Sourcing

+63 2 1622-6070 to 71 (telefax)
customerservice@vantageenergy.com.ph
3F Business Solutions Center,
Meralco Compound, Ortigas Avenue,
Pasig City, Philippines
www.vantageenergy.com.ph
vantageenergyph



## CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **12,277.77 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Makati 2 Line 1)**
with Contestable Service ID Number (CSIN) 456273520105

Given on January 22, 2026.

**JANN TIMOTHY D. VILLANUEVA**
Head, Operations Planning
Energy Management

MPOWER

## CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **8,439.75 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Makati 2 Line 2)**
with Contestable Service ID Number (CSIN) 477160610103

Given on January 22, 2026.

**JANN TIMOTHY D. VILLANUEVA**
Head, Operations Planning
Energy Management

MPOWER

## CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **2,841.38 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Parañaque)**
with Contestable Service ID Number (CSIN) 451343010103

Given on January 22, 2026.

**JANN TIMOTHY D. VILLANUEVA**
Head, Operations Planning
Energy Management

MPOWER

## CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **8,751.42 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Pasig)**
with Contestable Service ID Number (CSIN) 200397680102

Given on January 22, 2026.

**JANN TIMOTHY D. VILLANUEVA**
Head, Operations Planning
Energy Management

MPOWER

## CERTIFICATION

This is to certify that MPower has provided Renewable Energy (RE) equivalent to a total of **1,796.66 MWh** for the period **December 26, 2024 to December 26, 2025** given to

**VITRO INC. (Sta. Rosa)**
with Contestable Service ID Number (CSIN) 482810110103

Given on January 22, 2026.

**JANN TIMOTHY D. VILLANUEVA**
Head, Operations Planning
Energy Management

MSPECTRUM SOLAR SOLUTIONS A MERALCO Company

3rd Floor, Business Solutions Center, Meralco Comp.
Ugong, Pasig City 1604 Philippines

**CERTIFICATION**

This is to certify that MSpectrum Inc. has provided Renewable Energy (RE) to **Smart Communications, Inc.**, particularly in their Smart site in Lapaz Iloilo, from January – December 2025.

Below is the RE delivered and its equivalent sustainability metrics:

| Location | MWh Generated | CO2 reduced /tons | Equivalent Trees Planted |
|---|---|---|---|
| Smart Lapaz Iloilo Smart Site | 68.5 | 54 | 2,280 |

Based on DOE's 2019-2021 National Grid Emission Factor (NGEF)

| Parameters | (t-CO2-MWh) |
|---|---|
| 2019-2021 Average Efgrid, Omsimple,y | 0.7058 |

Engr. Precious King Sohoray
Head, Operations and Maintenance

MSPECTRUM SOLAR SOLUTIONS A MERALCO Company

3rd Floor, Business Solutions Center, Meralco Comp.
Ugong, Pasig City 1604 Philippines

**CERTIFICATION**

This is to certify that MSpectrum Inc. has provided Renewable Energy (RE) to **PLDT Inc.** through the following sites from January – December 2025.

Below is the RE delivered and its equivalent sustainability metrics:

| | KWp Generated | MWh Generated | CO2 reduced /tons | Equivalent Trees Planted |
|---|---|---|---|---|
| **PLDT Mandaue** | 31.9 | 71.368 | 56 | 2380 |
| **PLDT Bacolod** | 62.4 | 91.031 | 72 | 3010 |
| **PLDT Roxas City Capiz** | 726 | 37.304 | 32 | 1280 |
| **PLDT Cebu Jones** | 55.8 | 188.041 | 138 | 6200 |

Based on DOE's 2019-2021 National Grid Emission Factor (NGEF)

| Parameters | (t-CO2-MWh) |
|---|---|
| 2019-2021 Average Efgrid, Omsimple,y | 0.7058 |

Engr. Precious King Sohoray
Head, Operations and Maintenance

First Gen

RENEWABLE ENERGY SUPPLY

CERTIFICATE OF RECOGNITION

This is to certify that

PLDT, INC. (CALBAYOG)

has purchased and utilized

1,089.624 KWH

of electricity from **Green Core Geothermal Inc.**
By using renewable energy, it has avoided **613.25 TONNES OF CO2 EQUIVALENT** from **DECEMBER 26, 2024** to **DECEMBER 25, 2025** 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.*

Docusign Envelope ID: 5CEE3A90-801B-4AA0-82E1-45C87A250310

First Gen

RENEWABLE ENERGY SUPPLY

CERTIFICATE OF RECOGNITION

This is to certify that

PLDT, INC. (MANDAUE)

has purchased and utilized

940.108 KWH

of electricity from **Green Core Geothermal Inc.**
By using renewable energy, it has avoided **529.07 TONNES OF CO2 EQUIVALENT** from **DECEMBER 26, 2024** to **DECEMBER 25, 2025** and has contributed to our mission of a decarbonized and regenerative future.

Signed by:
Rachelle Lauren D. Go

**E GO**
Product and Energy Revenue Management Head
*Green Core Geothermal Inc.*

First Gen

RENEWABLE ENERGY SUPPLY

CERTIFICATE OF RECOGNITION

This is to certify that

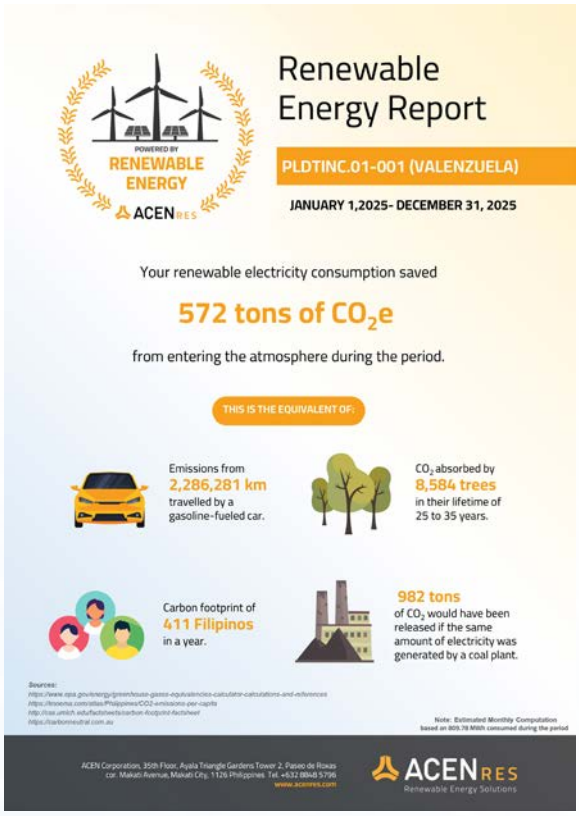
SMART COMMUNICATIONS, INC. (BANILAD)

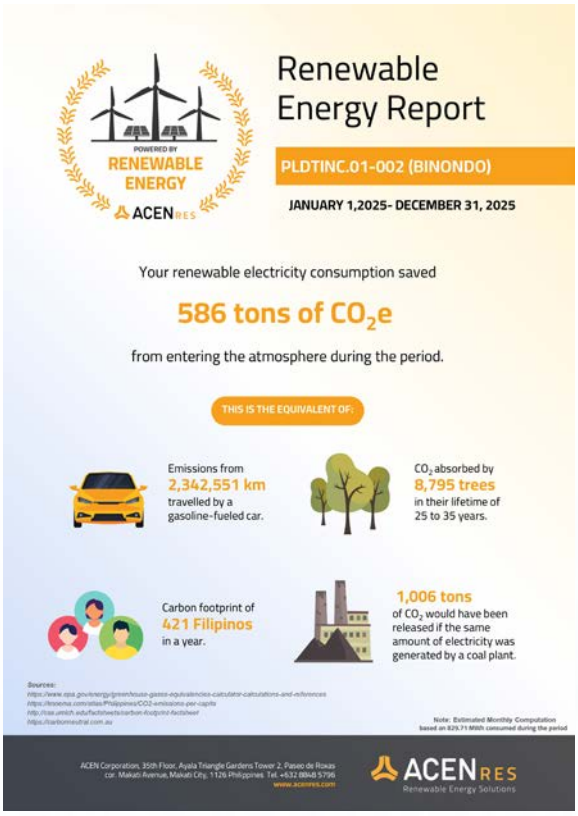
has purchased and utilized

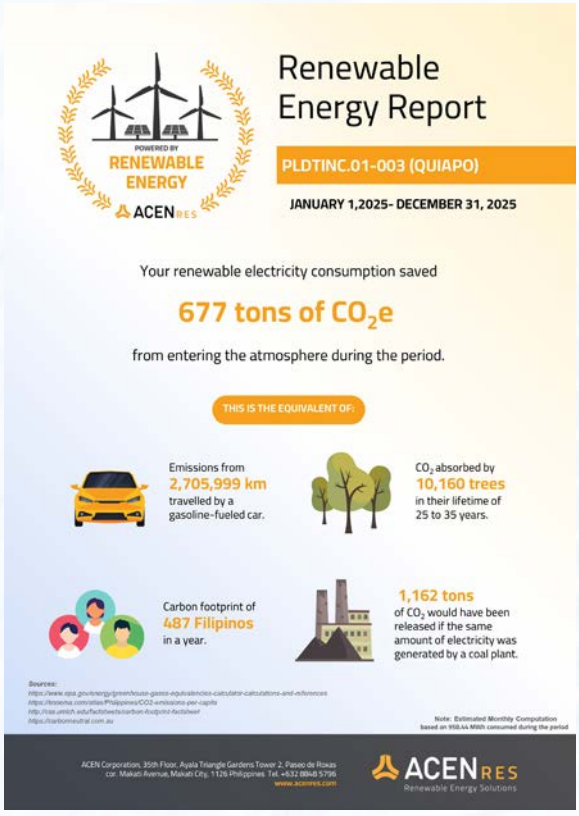
725.784 KWH

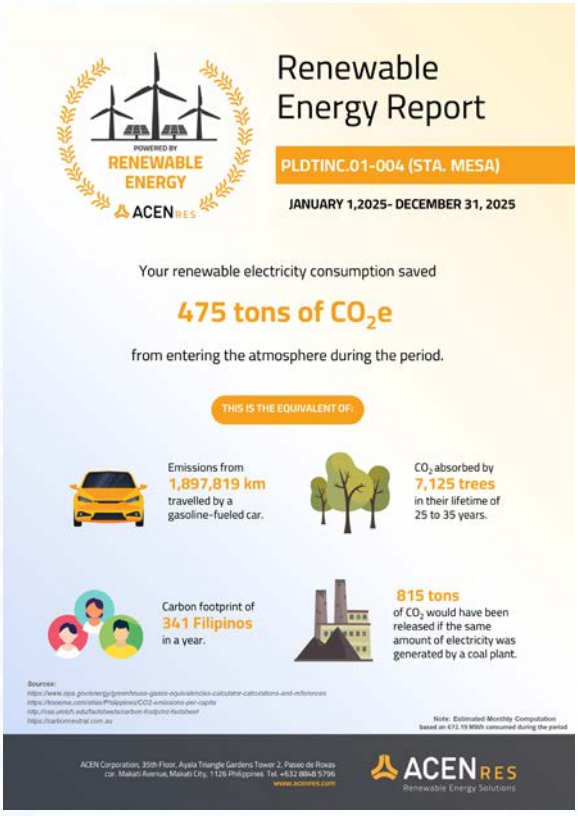
of electricity from **Green Core Geothermal Inc.**
By using renewable energy, it has avoided **408.68 TONNES OF CO2 EQUIVALENT** from **DECEMBER 26, 2024** to **DECEMBER 25, 2025** and has contributed to our mission of a decarbonized and regenerative future.

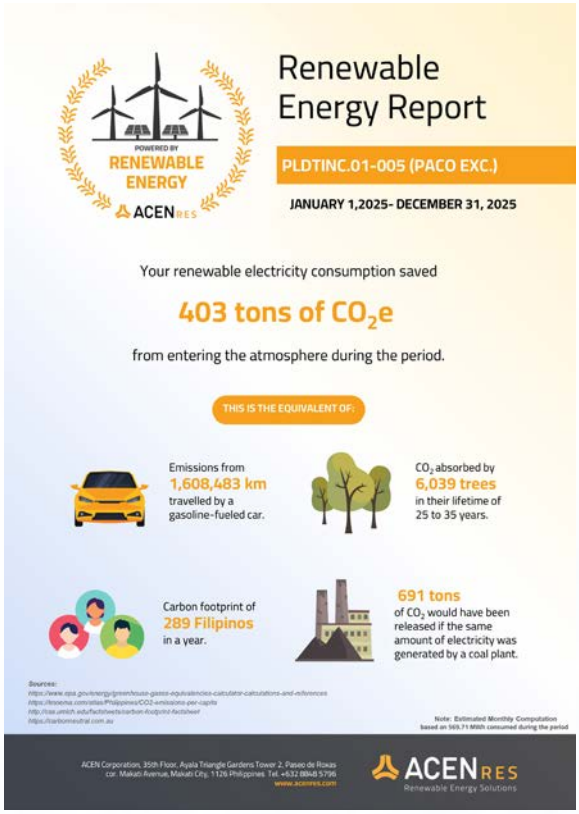
**RACHELLE LAUREN DEE GO**
Product and Energy Revenue Management Head
*Green Core Geothermal Inc.*

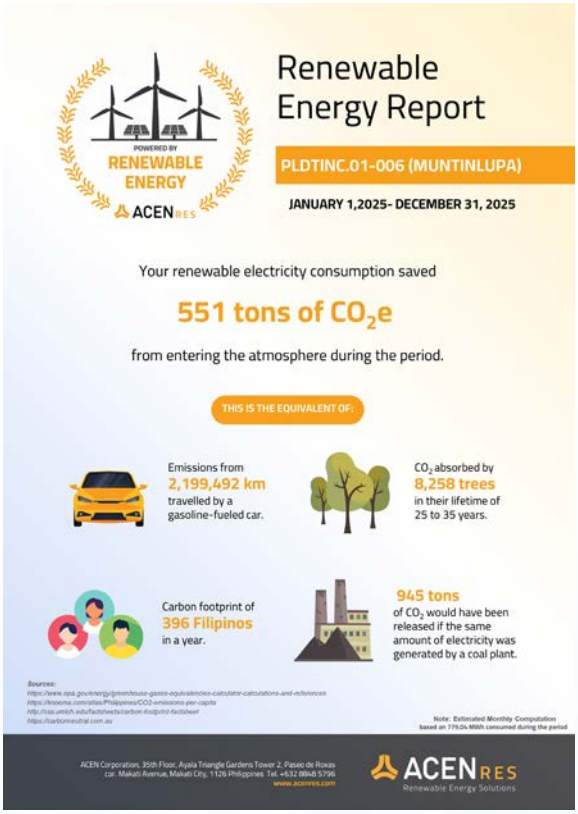

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-001 (VALENZUELA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
572 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,286,281 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 8,584 trees in their lifetime of 25 to 35 years.
Carbon footprint of 411 Filipinos in a year.
982 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 809.78 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

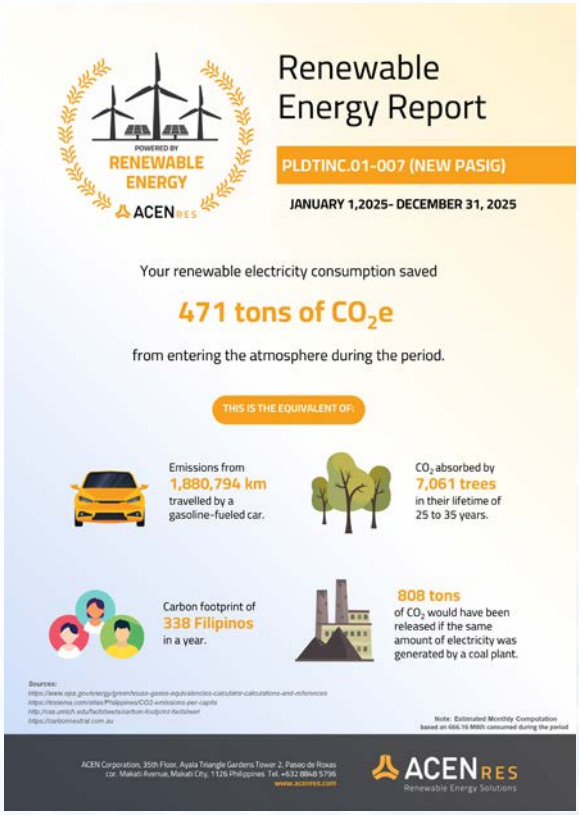

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-002 (BINONDO)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
586 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,342,551 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 8,795 trees in their lifetime of 25 to 35 years.
Carbon footprint of 421 Filipinos in a year.
1,006 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 829.71 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

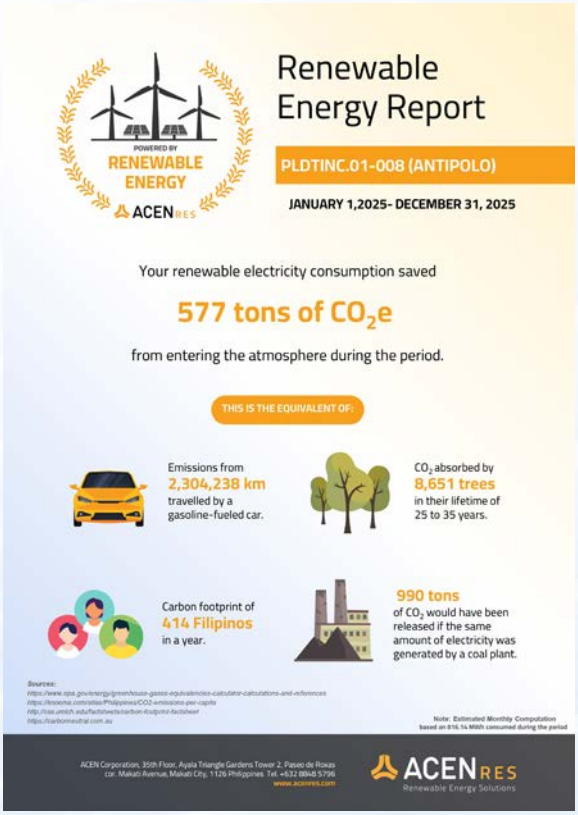

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-003 (QUIAPO)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
677 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,705,999 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 10,160 trees in their lifetime of 25 to 35 years.
Carbon footprint of 487 Filipinos in a year.
1,162 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 950.44 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

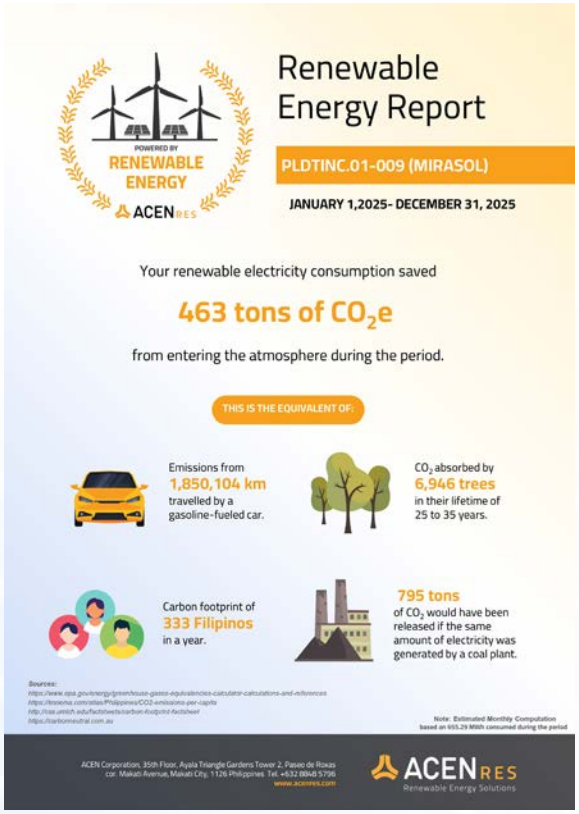

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-004 (STA. MESA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
475 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 1,897,819 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 7,125 trees in their lifetime of 25 to 35 years.
Carbon footprint of 341 Filipinos in a year.
815 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 672.19 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

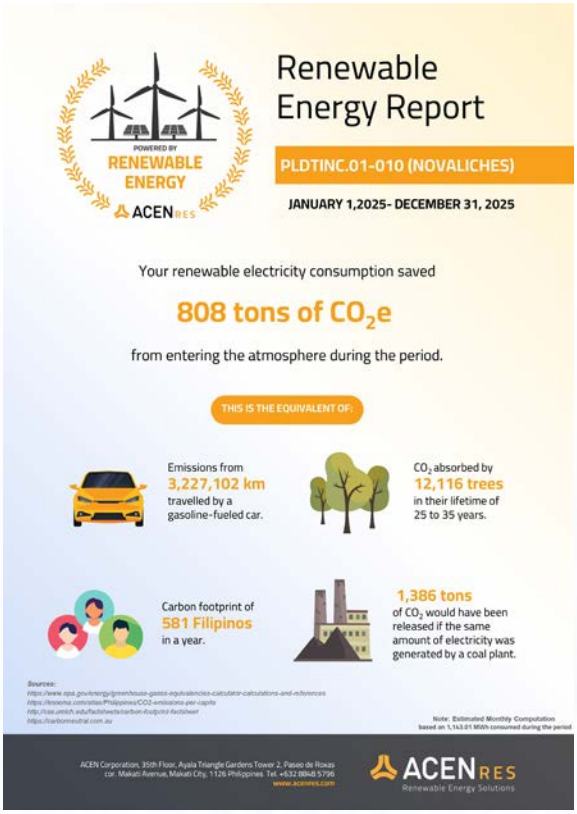

Renewable Energy Report
POWERED BY RENEWABLE ENERGY ACEN RES
PLDTINC.01-005 (PACO EXC.)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
403 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 1,608,483 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 6,039 trees in their lifetime of 25 to 35 years.
Carbon footprint of 289 Filipinos in a year.
691 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 169.71 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

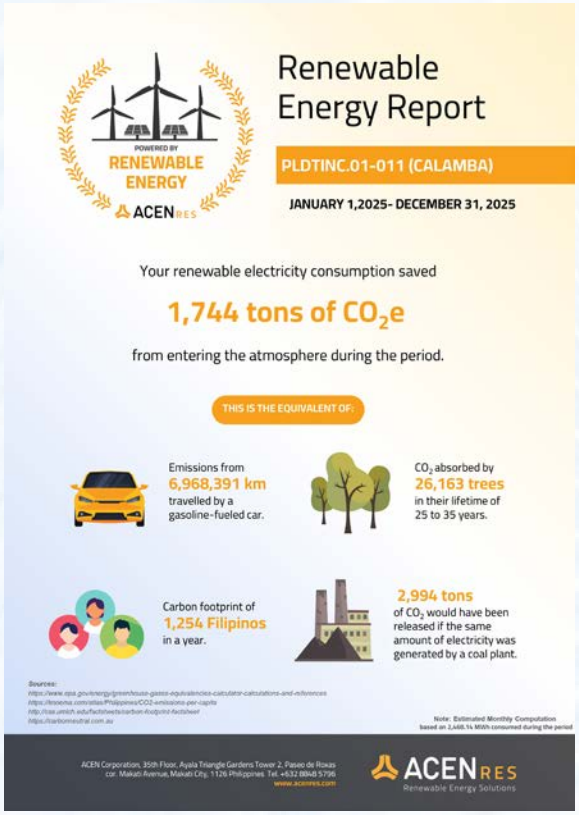

Renewable Energy Report
POWERED BY RENEWABLE ENERGY ACEN RES
PLDTINC.01-006 (MUNTINLUPA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
551 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,199,492 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 8,258 trees in their lifetime of 25 to 35 years.
Carbon footprint of 396 Filipinos in a year.
945 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 779.04 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

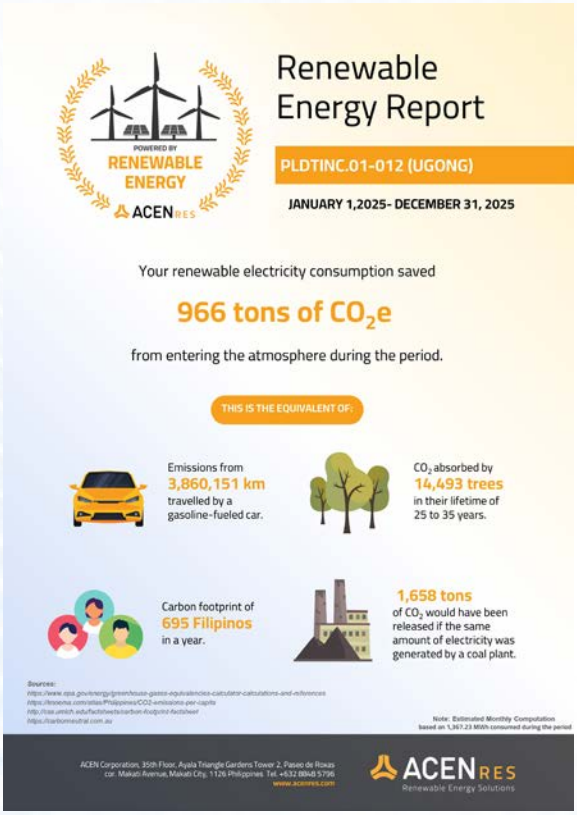

Renewable Energy Report
POWERED BY RENEWABLE ENERGY ACEN RES
PLDTINC.01-007 (NEW PASIG)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
471 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 1,880,794 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 7,061 trees in their lifetime of 25 to 35 years.
Carbon footprint of 338 Filipinos in a year.
808 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 666.16 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

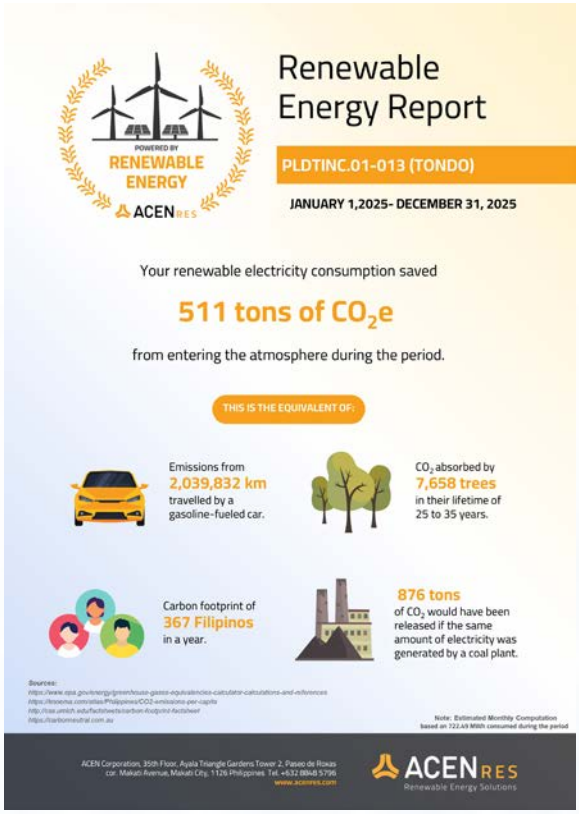

Renewable Energy Report
POWERED BY RENEWABLE ENERGY ACEN RES
PLDTINC.01-008 (ANTIPOLO)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
577 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,304,238 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 8,651 trees in their lifetime of 25 to 35 years.
Carbon footprint of 414 Filipinos in a year.
990 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 816.14 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
www.acenres.com
ACEN RES
Renewable Energy Solutions

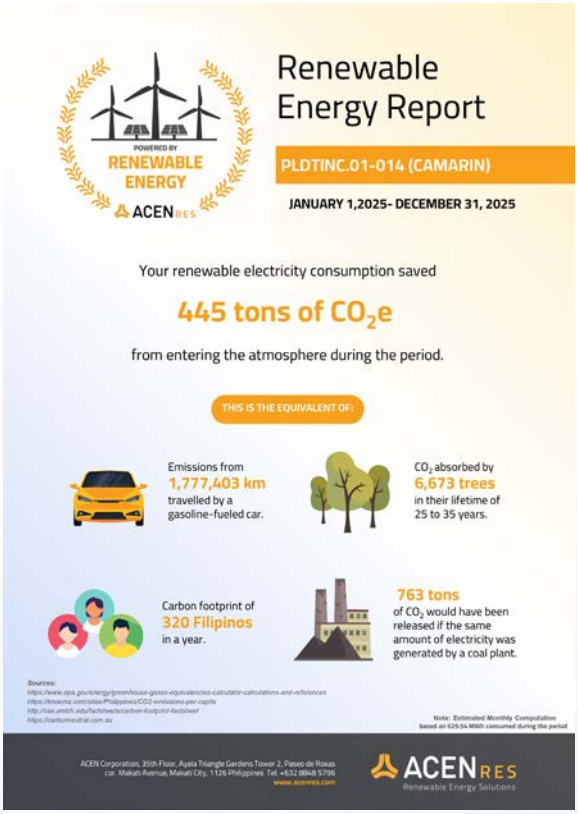

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-009 (MIRASOL)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
463 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 1,850,104 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 6,946 trees in their lifetime of 25 to 35 years.
Carbon footprint of 333 Filipinos in a year.
795 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 955.29 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
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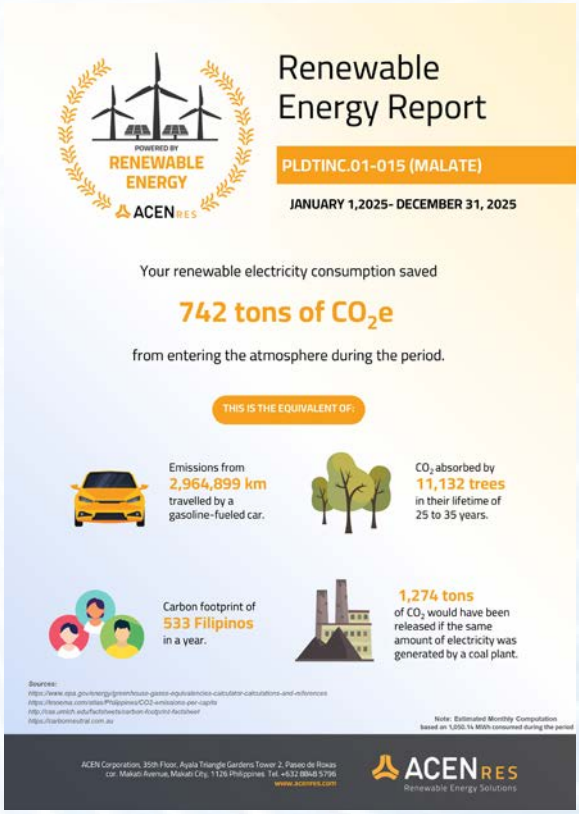

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-010 (NOVALICHES)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
808 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 3,227,102 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 12,116 trees in their lifetime of 25 to 35 years.
Carbon footprint of 581 Filipinos in a year.
1,386 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 1,143.01 MWh consumed during the period
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www.acenres.com
ACEN RES
Renewable Energy Solutions

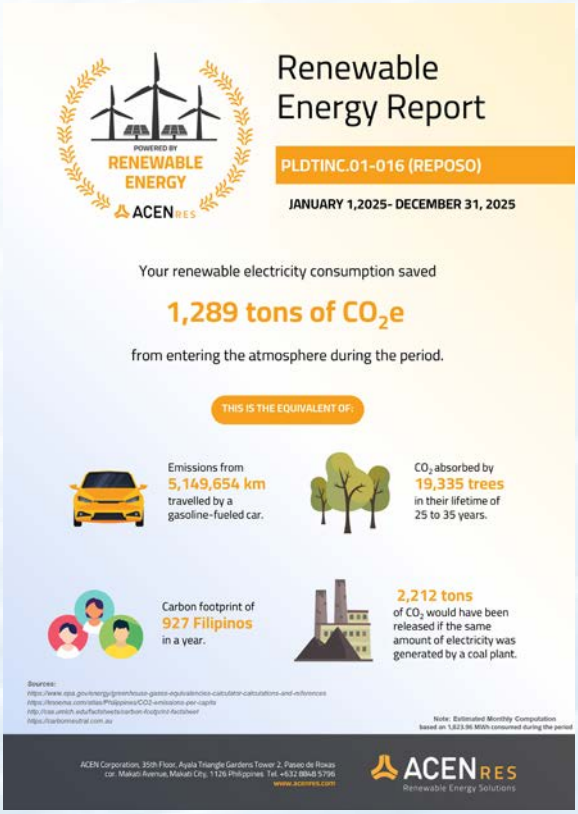

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RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-011 (CALAMBA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
1,744 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 6,968,391 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 26,163 trees in their lifetime of 25 to 35 years.
Carbon footprint of 1,254 Filipinos in a year.
2,994 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 2,468.14 MWh consumed during the period
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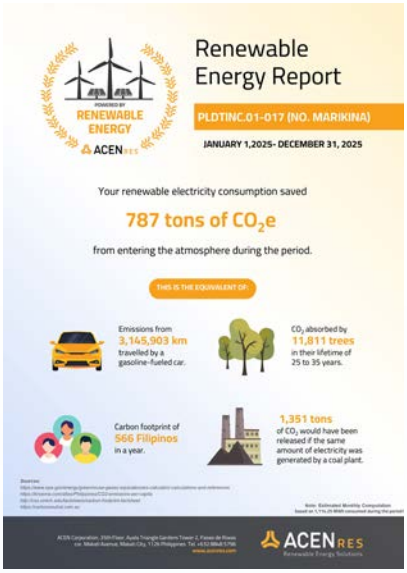

POWERED BY
RENEWABLE ENERGY
ACEN RES
Renewable Energy Report
PLDTINC.01-012 (UGONG)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
966 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 3,860,151 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 14,493 trees in their lifetime of 25 to 35 years.
Carbon footprint of 695 Filipinos in a year.
1,658 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
Sources:
Note: Estimated Monthly Computation based on 1,367.23 MWh consumed during the period
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
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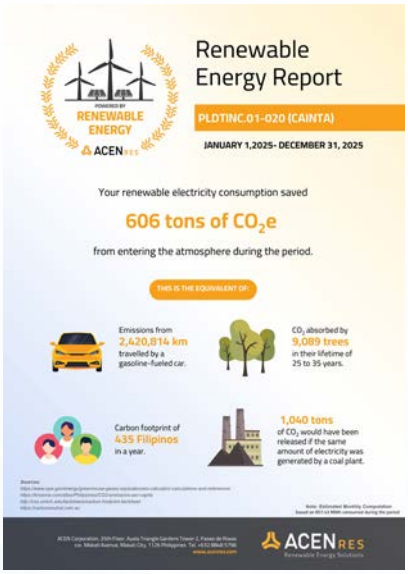

Renewable Energy Report
PLDTINC.01-013 (TONDO)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
511 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,039,832 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 7,658 trees in their lifetime of 25 to 35 years.
Carbon footprint of 367 Filipinos in a year.
876 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
ACEN RES Renewable Energy Solutions

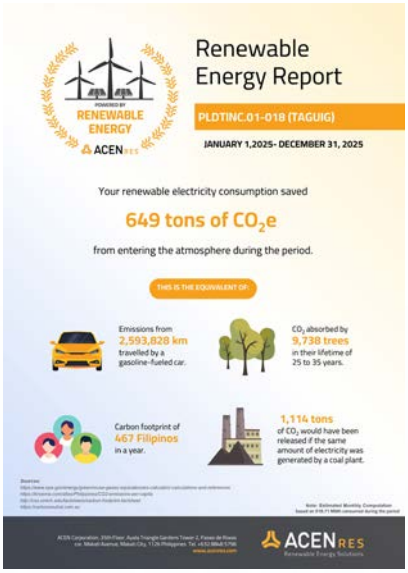

Renewable Energy Report
PLDTINC.01-014 (CAMARIN)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
445 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 1,777,403 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 6,673 trees in their lifetime of 25 to 35 years.
Carbon footprint of 320 Filipinos in a year.
763 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
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ACEN RES Renewable Energy Solutions

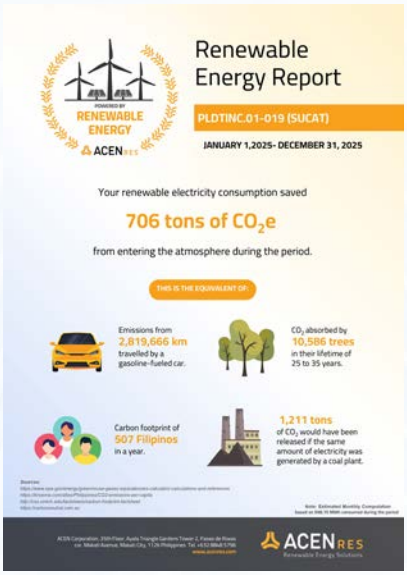

Renewable Energy Report
PLDTINC.01-015 (MALATE)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
742 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,964,899 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 11,132 trees in their lifetime of 25 to 35 years.
Carbon footprint of 533 Filipinos in a year.
1,274 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
ACEN RES Renewable Energy Solutions

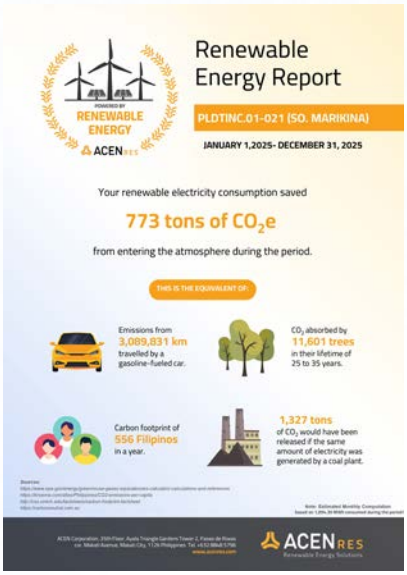

Renewable Energy Report
PLDTINC.01-016 (REPOSO)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
1,289 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 5,149,654 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 19,335 trees in their lifetime of 25 to 35 years.
Carbon footprint of 927 Filipinos in a year.
2,212 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.
ACEN Corporation, 35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas cor. Makati Avenue, Makati City, 1126 Philippines Tel. +632 8848 5796
ACEN RES Renewable Energy Solutions


Renewable Energy Report
PLDTINC.01-017 (NO. MARIKINA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
787 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 3,145,903 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 11,811 trees in their lifetime of 25 to 35 years.
Carbon footprint of 566 Filipinos in a year.
1,351 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.

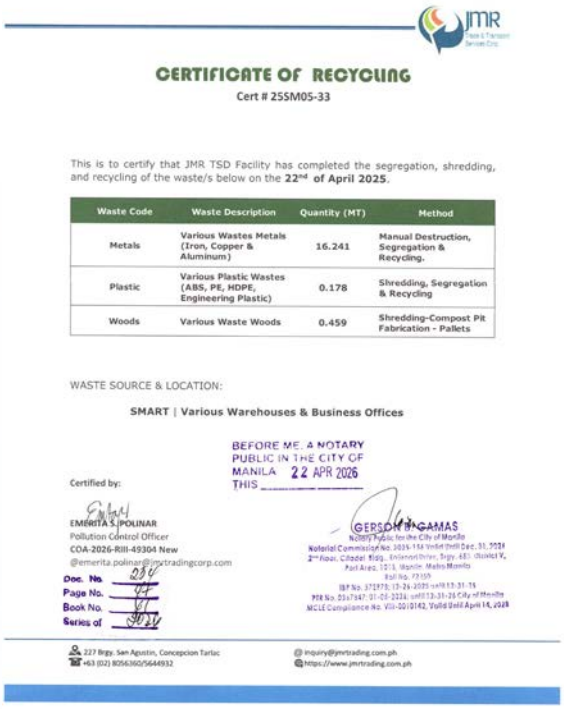

Renewable Energy Report
PLDTINC.01-020 (CAINTA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
606 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,420,814 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 9,089 trees in their lifetime of 25 to 35 years.
Carbon footprint of 435 Filipinos in a year.
1,040 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.


Renewable Energy Report
PLDTINC.01-018 (TAGUIG)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
649 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,593,828 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 9,738 trees in their lifetime of 25 to 35 years.
Carbon footprint of 467 Filipinos in a year.
1,114 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.


Renewable Energy Report
PLDTINC.01-019 (SUCAT)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
706 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 2,819,666 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 10,586 trees in their lifetime of 25 to 35 years.
Carbon footprint of 507 Filipinos in a year.
1,211 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.


Renewable Energy Report
PLDTINC.01-021 (SO. MARIKINA)
JANUARY 1,2025- DECEMBER 31, 2025
Your renewable electricity consumption saved
773 tons of $CO_2e$
from entering the atmosphere during the period.
THIS IS THE EQUIVALENT OF:
Emissions from 3,089,831 km travelled by a gasoline-fueled car.
$CO_2$ absorbed by 11,601 trees in their lifetime of 25 to 35 years.
Carbon footprint of 556 Filipinos in a year.
1,327 tons of $CO_2$ would have been released if the same amount of electricity was generated by a coal plant.

# Certificate of recycling



**CERTIFICATE OF RECYCLING**
Cert # 25SM05-33

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **22nd of April 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 16.241 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.178 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.459 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

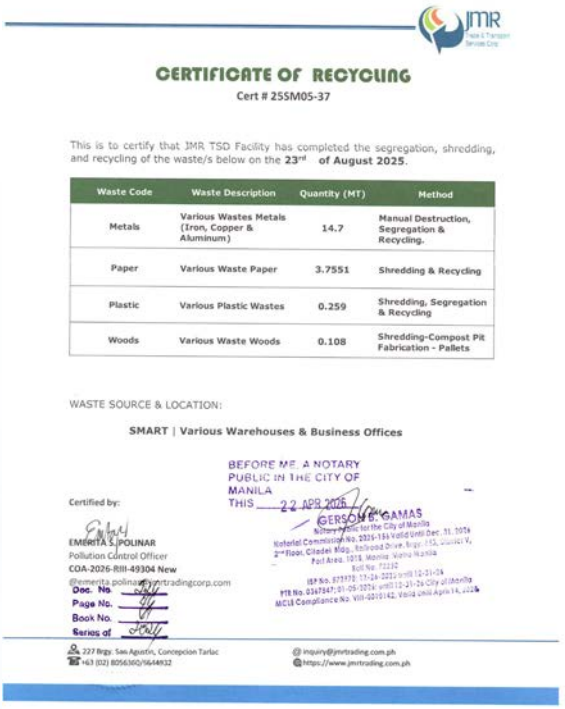
Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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Book No. 61
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GERSON B. GAMAS
Notary Public for the City of Manila
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Roll No. 73250
IBP No. 373778; 12-26-2025 until 12-31-26
PTR No. 0347847; 01-05-2026; until 12-31-26 City of Manila
MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

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+63 (02) 8056360/5644932
@ inquiry@jmrtrading.com.ph
https://www.jmrtrading.com.ph



**CERTIFICATE OF RECYCLING**
Cert # 25SM05-37

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **23rd of August 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 14.7 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 3.7551 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 0.259 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.108 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

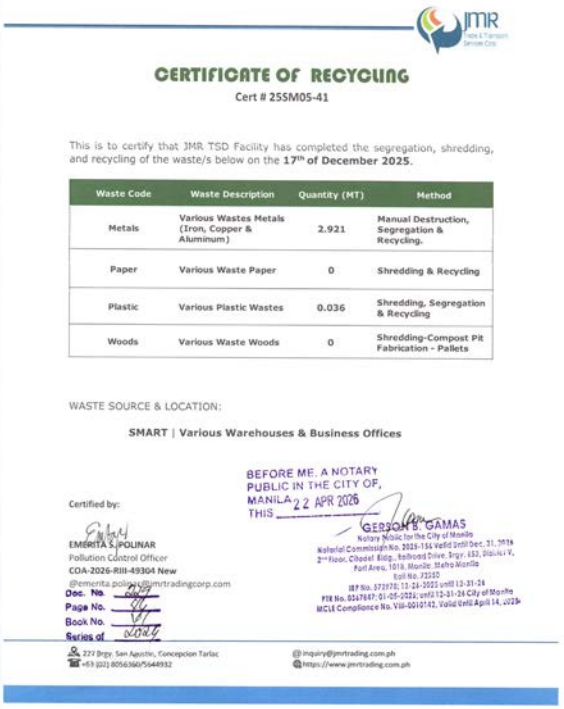
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**CERTIFICATE OF RECYCLING**
Cert # 25SM05-41

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **17th of December 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 2.921 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 0 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 0.036 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF, MANILA 22 APR 2026 THIS

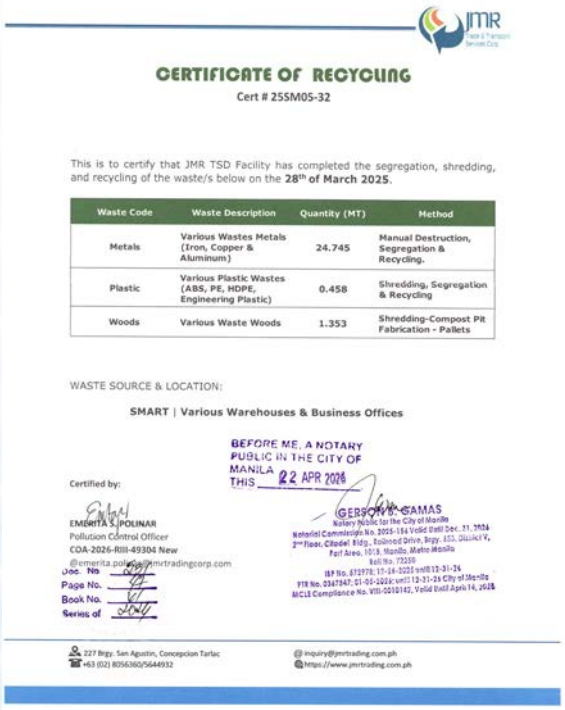
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Roll No. 73250
IBP No. 373778; 12-26-2025 until 12-31-26
PTR No. 0347847; 01-05-2026; until 12-31-26 City of Manila
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**CERTIFICATE OF RECYCLING**
Cert # 25SM05-32

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **28th of March 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 24.745 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.458 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 1.353 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

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Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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Roll No. 73250
IBP No. 373778; 12-26-2025 until 12-31-26
PTR No. 0347847; 01-05-2026; until 12-31-26 City of Manila
MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

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## CERTIFICATE OF RECYCLING

Cert # 25SM05-30

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **17th of January 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 7.737 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.13 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.115 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

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Pollution Control Officer
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@emerita.polinar@jmrtradingcorp.com

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Roll No. 72320
IBP No. 573978; 12-26-2025 until 12-31-26
PTR No. 0367847; 01-05-2026; until 12-31-26 City of Manila
MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

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+63 (02) 8056360/5644932
@ inquiry@jmrtrading.com.ph
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## CERTIFICATE OF RECYCLING

Cert # 25SM05-36

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **25th of July 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 25.318 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 0.017 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 0.326 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

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Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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Notary Public for the City of Manila
Notarial Commission No. 2025-154 Valid Until Dec. 31, 2026
2nd Floor, Citadel Bldg., Railroad Drive, Brgy. 653, District V, Port Area, 1018, Manila, Metro Manila
Roll No. 72320
IBP No. 573978; 12-26-2025 until 12-31-26
PTR No. 0367847; 01-05-2026; until 12-31-26 City of Manila
MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

227 Brgy. San Agustin, Concepcion Tarlac
+63 (02) 8056360/5644932
@ inquiry@jmrtrading.com.ph
https://www.jmrtrading.com.ph

## CERTIFICATE OF RECYCLING

Cert # 25SM05-35

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **29th of June 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 34.21451 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.5011 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.024 | Shredding-Compost Pit Fabrication - Pallets |
| Paper | Various Waste Paper | 0.006 | Shredding & Recycling |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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GERSON B. GAMAS
Notary Public for the City of Manila
Notarial Commission No. 2025-154 Valid Until Dec. 31, 2026
2nd Floor, Citadel Bldg., Railroad Drive, Brgy. 653, District V, Port Area, 1018, Manila, Metro Manila
Roll No. 72320
IBP No. 573978; 12-26-2025 until 12-31-26
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## CERTIFICATE OF RECYCLING

Cert # 25SM05-32

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **28th of March 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 24.745 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.458 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 1.353 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

Doc. No. 695
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Book No. XXII
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https://www.jmrtrading.com.ph

## CERTIFICATE OF RECYCLING

Cert # 25SM05-34

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **27th of May 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 30.115 | Manual Destruction, Segregation & Recycling. |
| Plastic | Various Plastic Wastes (ABS, PE, HDPE, Engineering Plastic) | 0.295 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.074 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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Book No. XXIV
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GERSON B. GAMAS
Notary Public for the City of Manila
Notarial Commission No. 2025-156 Valid Until Dec. 31, 2026
2nd Floor, Citadel Bldg., Railroad Drive, Brgy. 453, District V, Port Area, 1018, Manila, Metro Manila
Roll No. 72250
IBP No. 572978; 12-26-2025 until 12-31-26
PTR No. 0367847; 01-05-2026; until 12-31-26 City of Manila
MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

227 Brgy. San Agustin, Concepcion Tarlac
+63 (02) 8056360/5644932
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https://www.jmrtrading.com.ph

## CERTIFICATE OF RECYCLING

Cert # 25SM05-40

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **18th of November 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 13.433 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 3.27892 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 1.36646 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.254 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF, MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

Doc. No. 220
Page No. 46
Book No. XXIV
Series of 2026

GERSON B. GAMAS
Notary Public for the City of Manila
Notarial Commission No. 2025-156 Valid Until Dec. 31, 2026
2nd Floor, Citadel Bldg., Railroad Drive, Brgy. 453, District V, Port Area, 1018, Manila, Metro Manila
Roll No. 72250
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MCLE Compliance No. VIII-0010142, Valid Until April 14, 2028

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@ inquiry@jmrtrading.com.ph
https://www.jmrtrading.com.ph

## CERTIFICATE OF RECYCLING

Cert # 25SM05-39

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **38th of October 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 22.593 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 0 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 0.102 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 5.583 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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https://www.jmrtrading.com.ph

## CERTIFICATE OF RECYCLING

Cert # 25SM05-38

This is to certify that JMR TSD Facility has completed the segregation, shredding, and recycling of the waste/s below on the **30th of September 2025**.

| Waste Code | Waste Description | Quantity (MT) | Method |
|---|---|---|---|
| Metals | Various Wastes Metals (Iron, Copper & Aluminum) | 28.1295 | Manual Destruction, Segregation & Recycling. |
| Paper | Various Waste Paper | 0.005 | Shredding & Recycling |
| Plastic | Various Plastic Wastes | 0.3087 | Shredding, Segregation & Recycling |
| Woods | Various Waste Woods | 0.434 | Shredding-Compost Pit Fabrication - Pallets |

WASTE SOURCE & LOCATION:

**SMART | Various Warehouses & Business Offices**

BEFORE ME, A NOTARY PUBLIC IN THE CITY OF MANILA THIS 22 APR 2026

Certified by:

EMERITA S. POLINAR
Pollution Control Officer
COA-2026-RIII-49304 New
@emerita.polinar@jmrtradingcorp.com

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Book No. XXIV
Series of 2026

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Notary Public for the City of Manila
Notarial Commission No. 2025-156 Valid Until Dec. 31, 2026
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# PLDT GROUP 2025 FINANCIAL REVIEW

# (MANAGEMENT'S DISCUSSION AND ANALYSIS AND AUDITED FINANCIAL STATEMENTS)

## 2025 INDEPENDENT AUDITOR'S REPORT

## 2025 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 summarizes 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
- Human Rights Policy - https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2024-02/pldt-human-rights-policy.pdf
- Diversity and Inclusion Policy - https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2023-12/PLDT-Diversity-and-Inclusion-Policy_Final.pdf
- Supplier Code of Conduct - https://cms.pldt.com/drupal/sites/default/files/corporategovernancedocs/2025-07/pldt-group-supplier-code-of-conduct.pdf
- NYSE 303A.11 Disclosure - https://cms.pldt.com/drupal/sites/default/files/cgdisclosures/nyse-section-303a-11-disclosure-2024_1.pdf
- Form 20-F
  Webpage: https://main.pldt.com/investor-relations/annual-and-sustainability-reports#us-sec-filing
  CY2025 Disclosure: https://cms.pldt.com/drupal/sites/default/files/ irannualandsustainablereports/PLDT%20INC_2025%20 FORM%2020F_27Apr2026.pdf
- Form 17-A
  Webpage - https://main.pldt.com/investor-relations/annual-and-sustainability-reports#phil-sec-filing
- CY2025 Disclosure - https://cms.pldt.com/drupal/sites/default/files/irannualandsustainablereports/PLDT%20INC_2025%20SEC%20FORM%2017A_27Feb2026.pdf

## Corporate Sustainability Office

(for Environmental, Social, and Governance - related matters)

Email address sustainability@pldt.com.ph

## Customer Care services

(for service-related concerns)

**Enterprise Group**

| | |
|---|---|
| Call Center | 177/*177 (using SMART or TnT Mobile Phone) |
| Telephone | (632) 8688-2700 |
| Website | enterprisecare@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

## Depository of American Depository Shares

American Depositary Receipt Facility
JPMorgan Chase Bank, N.A.
P.O. Box 64504
St. Paul, MN 55164-0504

| | |
|---|---|
| U.S. Domestic Toll Free: | (1-800) 990-1135 |
| International Telephone No | (1-651) 453-2128 |
| Email address | https://www.shareowneronline.com/informational/contact-us |
| Website | www.adr.com |

## Investor Relations

(for financial and operating information on PLDT)

Email address pldt_ir_center@pldt.com.ph

## Philippine Registrar and Transfer Agent

Common Stock[1] 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) 8878-4105 |
| Email address | bdo-stocktransferteam2@bdo.com.ph |

[1] *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 |

## PLDT Shareholder Services

(for Inquiries and requests regarding dividends, 10% Cumulative Convertible Preferred Stock, and related matters)

Email address pldtshareholderservices@pldt.com.ph

## PLDT Talent Acquisition

| | |
|---|---|
| Website | https://careers.pldt.com.ph/ |
| Facebook | https://www.facebook.com/Your.PLDT.Careers |

## Public Engagement and Corporate Communications

(Touchpoint for media partners)

Email address media@pldt.com.ph

## Supplier Management

(for supplier qualification and other supplier-related concerns)

Email address pldtgroupsupplierqualification@pldt.com.ph

