

# Value-creating business model

## Inputs

### Financial capital

• Consolidated assets (₱)	<b>232.8 B</b>
• Market capitalization (₱)	<b>~300 B</b>
• Cash (₱)	<b>34.6 B</b>
• Total shareholder's equity (₱)	<b>149.6 B</b>
• Consolidated debt-equity ratio (x)	<b>0.43x</b>

### Human capital

• Net addition to headcount	<b>~200</b>
• Employees	<b>713</b>
• Total training (hours)	<b>~42,000</b>
• Investment in employee learning and development (₱)	<b>33 M</b>

### Industrial and natural capital

• Operating (MW)	<b>~1,600</b>
• Total attributable capacity of owned assets (MW)	<b>~4,030</b>
• Renewables	<b>3,960</b>
• Thermal	<b>70</b>
• Under construction (MW)	<b>~2,400</b>
• Renewables	<b>~2,400</b>
• Thermal	<b>Zero</b>
• Renewables pipeline (MW)	<b>18,000</b>
• Renewables share (%)	<b>98</b>
• Average wind speed	<b>~6 m/s</b>
• Average solar irradiance	<b>~1,900 kWh/sqm</b>
• Revenue from coal (%)	<b>15</b>

### Social and relationship capital

• Community investment (₱)	<b>~123 M</b>
• Strategic Partners (no.)	<b>16</b>

## Value creation approach

### Our vision

ACEN aspires to be the largest listed renewables platform in Southeast Asia, with a goal of reaching 20 GW of renewables capacity by 2030.

### Strategic objectives

- Focus on scaling up renewables
- Leverage strategic partnerships
- Geographic expansion



## Outputs

Total attributable capacity of owned assets  
**~4,030 MW**

Total renewables share  
**98%**

Revenue  
**₱35.2 B**

Net income  
**₱13.1 B**

Maiden peso green bond for Philippine renewables expansion  
**₱10 B**

Green financing for Australia renewables expansion  
**AU\$600 M**

Capital raised from ETM  
**₱7.2 B**

## Outcomes

### Financial Capital

• Revenues (₱)	<b>35.2 B</b>
• Attributable EBITDA (₱)	<b>14.3 B</b>
• Net income (₱)	<b>13.1 B</b>
• Dividends paid to shareholders (₱)	<b>2.3 B</b> (₱0.06 per share)

### Human capital

• Net population growth (%)	<b>38</b>
• Employee engagement score (%)	<b>93</b>
• Top talent retention rate (%)	<b>95</b>
• Women in leadership positions (%)	<b>39</b>
• Lost time injury frequency	<b>0.16</b>
• Safe manhours	<b>~19 M</b>
• Fatalities	<b>0</b>

### Industrial and natural capital

• New renewables projects in 2022 (MW)	<b>~1,300</b>
• Total attributable output (GWh)	<b>~4,950</b>
• Attributable output from Renewable sources (GWh)	<b>~3,400</b>
• GHG emissions avoided (MT CO <sub>2</sub> e)	<b>~3 M</b>

### Social and relationship capital

• Retail Customers (no.)	<b>~160</b>
• Customer satisfaction index (out of 100)	<b>84</b>
• Active supplier base (no.)	<b>~760</b>
• Community programs (no.)	<b>~500</b>
• Sustainability Partners (no.)	<b>42</b>
• Jobs created (no.)	<b>~19,500</b>