

Foundations for the future

Beyond targets

Transitioning with purpose

Integrated Report 2025



Beyond energy—
building a future that
honors land, culture,
and generations
to come



Beyond targets, transitioning with purpose

On the cover is the **520 MW Stubbo Solar**—a defining milestone for our platform. Delivered on time and within budget, the project is now one of the largest operating solar farms in Australia and marks our entry into the Central-West Orana Renewable Energy Zone (REZ)—one of the country's most strategically important clean energy hubs.

At the heart of this region, Stubbo Solar establishes ACEN's foothold in what is set to become a major center of clean energy generation in New South Wales. Building on this, we are advancing a pipeline of projects in the REZ—including Birriwa Solar and ESS, Valley of the Winds, and the Phoenix Pumped Hydro project—representing approximately 3 GW of potential capacity and supporting the large-scale integration of renewable energy into the grid.

But this transition is not defined by infrastructure alone.

The landscapes we operate in, and the communities who have long cared for them, are central to how we build. From the Aboriginal to the Torres Strait Islander peoples, we are reminded of a deeper connection to land, heritage, and future generations.

At Stubbo Solar, this means **working with respect, listening closely, and creating shared value** through local partnerships, cultural recognition, and long-term stewardship of the land.

As we move beyond targets, our focus is clear: to transition with purpose—where clean energy powers progress while sustaining communities, culture, and future generations.

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ABOUT OUR REPORTING

This report presents a comprehensive view of our strategy, governance, business performance, and progress against targets, underscoring our commitment to delivering sustainable value for our stakeholders.

Frameworks and standards

<IR Framework>

We adopted the Integrated Reporting Framework to structure the content of this report.

IFRS Sustainability Disclosure Standards

During the reporting year, we commenced work to align our disclosures with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, including IFRS S1 and IFRS S2. As this is the early stage of our implementation journey, this report incorporates preliminary elements of these standards, with full adoption planned over time.

This alignment follows the mandate for Philippine companies to adopt the Philippine Financial Reporting Standards (PFRS) on Sustainability Disclosures, which are aligned with IFRS S1 and IFRS S2, as set out in Securities and Exchange Commission (SEC) Memorandum Circular No. 16, Series of 2025.

GRI Standards

We reference the Global Reporting Initiative (GRI) Universal Standards and GRI Topic Standards for select non-financial disclosures.

SASB Standards

We prepared this report in accordance with the Sustainability Accounting Standards Board (SASB) Standards for electric utilities and power generators.

Sustainable Development Goals

We use the United Nations (UN) Sustainable Development Goals as a blueprint to align our business activities with sustainable development.

Coverage of the report

The disclosures in this report cover entities within ACEN Group's equity and operational control. For environmental, social, and governance (ESG) data, we report using the operational control approach, which entails accounting for 100 percent of an entity's non-financial performance if ACEN or its subsidiaries can implement operating policies over the entity. The governing management procedures and policies outlined in this report are applicable to ACEN Corporation and its subsidiaries in the Philippines, unless stated otherwise.

A detailed explanation of the reporting methodology for our sustainability performance indicators can be found on [page 99 onwards](#).

Audit and assurance

Our audited financial statements for the period January 1, 2025 to December 31, 2025 have been approved by ACEN's Board of Directors and are pending approval by the shareholders at our Annual Stockholders' Meeting on April 22, 2026. The latest audited financial statements are available on www.acenrenewables.com. SyCip Gorres Velayo & Company is the external auditor of the company's financial statements. The audit partner principally handling ACEN's account is rotated every seven years in accordance with regulations of the Philippine SEC.

We have engaged DNV AS Philippine Branch (DNV) to undertake an independent limited assurance of the sustainability information in our report. The Independent Assurance Statement can be found on [pages 114 to 117](#).

Note on forward-looking statements

Certain statements describing our objectives, projections, estimates, and expectations may constitute as forward-looking statements within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied.

Responsibility statement

The Board-level Sustainability Committee reviewed the contents of this report and believes that this report fairly presents the overall performance of ACEN Corporation for the reporting year 2025.

A working committee composed of groups from various disciplines, including Corporate Communications and Sustainability, Corporate Planning and Investor Relations, Legal, Governance and Compliance, Finance, Risk, and key operating units across ACEN, was responsible for the contents presented in this report.

The Sustainability Committee unanimously approved this report on 14 April 2026.

For inquiries and feedback on this report, please email: investorrelations@acenrenewables.com or corpcomm@acenrenewables.com



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600 MW Monsoon Wind, Southeast Asia's first cross-border renewable energy project delivers clean electricity from Lao PDR to Vietnam.

BUSINESS HIGHLIGHTS

100% RE portfolio

7 GW attributable capacity, with 4.3 GW in operations and 2.7 GW under construction

Total investments in renewables (CapEx)

₱32 billion

Core attributable EBITDA

₱22.5 billion

17% higher vs 2024

520 MW Stubbo Solar

Delivered on time and on budget, reinforcing our strong execution capability in Australia

600 MW Monsoon Wind

Southeast Asia's first cross-border renewable energy project and Lao PDR's first wind farm, delivered ahead of schedule and on budget

Attributable renewables output

Over **7,000 GWh**

24% higher vs 2024

Core net income

₱6.3 billion

4% higher vs 2024

Market share in the Green Energy Option Program (GEOP)

65%

ACEN RES maintains its leadership in the retail electricity supply sector

Retail electricity supply

482 MW

29% higher vs 2024, serving 753 commercial and industrial customers

Project portfolio

24 solar projects
16 wind projects

ACEN also has strategic investments in geothermal energy and energy storage systems

Total asset value

~₱362 billion

With a market capitalization of ₱104.3 billion and total shareholders' equity of ₱160.8 billion

ACEN India

We consolidated our joint venture with UPC Renewables in India, leading to 100% ownership of the platform that includes a 1,059 MWdc portfolio and nearly 7 GW development pipeline

SUSTAINABILITY HIGHLIGHTS



~20.5 million tCO2e

Emissions avoided from renewables surpassed Scope 1 emissions in 2022, reflecting ACEN's transition to a fully renewable portfolio



Established a board-approved **Health and Safety Management System Framework**, enabling a structured approach to managing health and safety risks

Safety training hours

~73,600

Up by 70% from 2024, reinforcing awareness of health and safety practices

Sustainable Workplace Award

Recognized by HR Asia for our commitment to environmental responsibility and a culture of sustainability

Gender diversity

43% women in leadership roles

and 48% women across all levels

Corporate governance

4 Golden Arrows

Awarded by the Institute of Corporate Directors at the 2025 ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards for the third consecutive year




TIME

BEST COMPANIES

ASIA-PACIFIC

IN PARTNERSHIP WITH **statista** **2026**

Achieved circularity certification for Stubbo Solar, the first large-scale solar project to receive this recognition from the Circular PV Alliance in Australia

Pledged support to the Department of Environment and Natural Resources'

5 million trees

by 2028 target



Investments in sustainability programs

~₱223 million

Benefitting ~66,300 individuals and ~19,600 families



Employee engagement score

92 out of 100

We exceeded the Willis Towers Watson Global High Performance norm

MSCI  AA as of Mar 2026 CDP B as of Feb 2026	Morningstar SUSTAINALYTICS 21.3 as of Jul 2025 S&P Global 58 as of Sep 2025
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CDP: Climate Change score; Sustainalytics: Improved rating from high risk to medium risk

GEOGRAPHIC PRESENCE



7 GW

Attributable renewables capacity

> Projects in operation and under construction

Operating Under construction in MW

PHILIPPINES 2,519

Solar 1,495

Wind 941

Geothermal 8

Energy storage 75

AUSTRALIA 1,242

Solar 1,042

Energy storage 200

INDIA 1,797

Solar 1,344

Wind 388

Energy storage 64

VIETNAM & LAO PDR 1,015

Solar 506

Wind 508

INDONESIA 107

Geothermal 107

U.S.A. 142

Wind 142

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Figures are as of March 2026. Totals per country may not add up due to rounding.

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In Pangasinan, Philippines, the 60 MW San Manuel Solar delivers 94 GWh of clean energy each year—powering around 55,000 homes.

MESSAGE FROM THE CHAIRMAN



“As we move forward, our focus remains clear: to ensure that ACEN’s growth is underpinned by financial strength, sound governance, and a capable organization.”

CEZAR CONSING
Chairman



Dear fellow shareholders,

2025 marked a year of consolidation for ACEN, as the Company strengthened the foundations required to support its continued growth.

Following a period of rapid expansion, the Board and management have focused on reinforcing two critical areas: **balance sheet strength and organizational capability**. These are essential to ensuring that ACEN's growth remains sustainable in an increasingly complex and evolving market environment.

The Company maintained a sound financial position, supported by a continued emphasis on disciplined capital allocation, prudent leverage management, and maintaining financial flexibility. In the current environment—characterized by elevated interest rates and market volatility—these principles are more important than ever.

Ongoing shifts in the global energy landscape have underscored a fundamental point: the importance of **energy security and indigenous energy sources**. This has reinforced the strategic relevance of renewable energy, particularly in markets such as the Philippines, where reducing dependence on imported fuels remains a national priority.

Encouragingly, advances in technology, particularly the continued decline in energy storage costs, are improving the reliability and competitiveness of renewable energy. This creates new opportunities to address intermittency and enhance the quality

and dispatchability of clean power, further strengthening the investment case for the sector.

These developments have underscored the strategic importance of renewable energy—not only as a climate solution, but as a critical pillar of energy security. This reinforces the case for sustained, disciplined investment in the sector.

Against this backdrop, ACEN is well-positioned to benefit from these emerging tailwinds. The Company exited the year with positive momentum, supported by improving operating conditions and a growing base of operational assets. While we remain mindful of external risks, early indicators point to a more constructive outlook in the periods ahead.

Equally important has been the strengthening of the organization.

As ACEN expands across multiple markets, scale brings greater complexity. The Company has therefore continued to invest in building a more robust organization—enhancing governance frameworks, strengthening risk management systems, and deepening leadership and technical capabilities across the business.

The Board has remained actively engaged in overseeing these efforts, with a focus on ensuring that the Company's systems, processes, and culture evolve in step with its growth. This includes continued attention to governance standards, financial oversight, and enterprise risk management.



The ACEN Board of Directors and some members of the Leadership Team at the 2025 Annual Stockholders' Meeting

On behalf of the Board, I would like to express our appreciation to the ACEN management team and all employees for their discipline and commitment during this period. Their efforts have been instrumental in strengthening the Company's foundation.

As we move forward, our focus remains clear: to ensure that ACEN's growth is underpinned by **financial strength, sound governance, and a capable organization**.

With these in place, we are confident that ACEN will continue to create long-term value for our shareholders while contributing meaningfully to the global energy transition.

CEZAR CONSING
Chairman

MESSAGE FROM THE PRESIDENT



“As we scale, our ability to deliver—on time, on budget, and safely—will define the strength of our growth.”

ERIC FRANCIA
President & CEO

Dear fellow shareholders,

ACEN's performance in 2025 reflects a deliberate shift in focus—from rapid expansion to disciplined execution.

As our portfolio continues to scale, our priority has been clear: to convert our pipeline into operating assets and deliver projects on time, on budget, and with safety as a non-negotiable. This is how we turn growth into long-term value.

During the year, we reached a key milestone of **over 7 GW in attributable renewable capacity**, with our portfolio now fully transitioned to **100 percent renewable energy**. This marks a significant step in our journey to lead the energy transition across the region.

Across our markets, our teams delivered strong execution despite increasingly complex operating conditions.

In Australia, Stubbo Solar was completed on time and on budget, becoming one of the largest operating solar farms in the country. Strategically located in the Central-West Orana Renewable Energy Zone in New South Wales, Stubbo Solar marks ACEN's entry into one of Australia's most important clean energy hubs.

In Southeast Asia, the Monsoon Wind project in Lao PDR was also completed ahead of schedule and within budget. As the region's first large-scale cross-border renewable development, it demonstrates our ability to execute complex projects across multiple jurisdictions while maintaining strong operational discipline.

In our home market, the Philippines, we remained focused on strengthening operational resilience and advancing our pipeline. As of end-2025, our total attributable renewable capacity in the country reached over 2,400 MW,

with 57 percent operational, reflecting continued growth in our operating portfolio.

Our retail arm, ACEN Renewable Energy Solutions (ACEN RES), also continued to expand its customer base in the Philippines. Its portfolio grew by 29 percent to 482 MW across 753 customers. ACEN RES maintained its market leadership under the Green Energy Option Program, accounting for 65 percent of total energy supplied. This strengthens our contracted revenue base while helping more commercial and industrial customers transition to renewable energy.

At the core of our execution strategy is safety. As construction activities intensified across our portfolio, we reinforced our safety systems, strengthened oversight, and deepened accountability at every level of the organization. Our objective remains unchanged: every project delivered safely, every day.

Financially, 2025 presented a more challenging operating environment. Weather-related disruptions, including typhoons in the Philippines, affected asset availability. Lower irradiance in key markets and softer spot market conditions also weighed on generation and revenues. Accounting provisions further impacted reported earnings.

Despite these headwinds, ACEN delivered resilient core performance. Core net income after tax reached ₱6.3 billion, up 4 percent year-on-year, while core attributable EBITDA increased by 17 percent to ₱22.5 billion. These results reflect the growing contribution of newly

operational assets, as well as the strength of our contracted and diversified portfolio.

Our expanding base of operating assets, together with our geographically diversified footprint and increased contracting, helped mitigate volatility and improve the quality of our earnings.

ACEN's balance sheet also remains strong. Total assets reached ₱361.8 billion, up 10 percent from 2024. We closed the year with a net debt-to-equity ratio of 0.90, within both our internal and external thresholds. As we navigate a more complex market environment, we continue to take a prudent and disciplined approach to capital deployment.

In summary, ACEN's focus is clear. As we scale, execution becomes even more critical. Our ability to deliver projects reliably—on time, on budget, and safely—will define the strength and sustainability of our growth. We remain committed to advancing the energy transition in the Philippines and across the region, guided by discipline, resilience, and a clear sense of purpose.

On behalf of the management team, I thank our shareholders, partners, and our people across the organization for your continued trust, commitment, and support as we pursue our long-term vision with confidence.

ERIC FRANCIA
President & CEO



In 2025, the 600 MW Monsoon Wind project was delivered ahead of schedule and within budget, overcoming complex, multi-stakeholder coordination during construction.

BUSINESS PERFORMANCE

In 2025, we sharpened our focus from rapid expansion to disciplined execution. During the year, we reached a key milestone of over 7 GW in attributable renewable capacity, with our portfolio now fully transitioned to 100 percent renewable energy.

As our portfolio scaled, we prioritized the timely and cost-efficient conversion of projects under construction into operating assets—delivering on time, on budget, and with safety as a non-negotiable.

This shift reflects a stronger emphasis on execution discipline, operational rigor, and financial resilience in a more challenging external environment.

Operational execution: Delivering at scale

Delivering projects on time and within budget is a core measure of execution discipline. In 2025, we demonstrated this capability through the delivery of key assets across our portfolio, reinforcing our ability to execute at scale under varying market conditions.

In December 2025, our 520 MW Stubbo Solar project in Australia was completed on schedule and within approved budget, reflecting strong project management and disciplined supply chain execution.

Beyond delivery, Stubbo Solar marks our entry into the Central-West Orana Renewable Energy Zone (REZ), strengthening our position in one of Australia's priority renewable energy regions. It demonstrates our ability to execute large-scale infrastructure in developed markets while maintaining rigorous cost and schedule control.

In August 2025, the 600 MW Monsoon Wind project in Lao PDR, where we hold a 25 percent economic interest, was delivered ahead of schedule and within budget.

As the region's first cross-border renewable energy project, Monsoon Wind required complex coordination across regulatory frameworks, transmission infrastructure, and multiple stakeholders. Its successful delivery reinforces our capability to execute beyond domestic markets while maintaining disciplined execution across jurisdictions.

Converting construction to operations

Beyond project delivery, a key priority in 2025 was accelerating the transition of assets under construction into commercial operations. As our pipeline matured, execution discipline extended to ensuring a seamless shift from construction to steady-state operations.

We focused on minimizing commissioning delays, strengthening operations and maintenance readiness, and improving coordination across engineering, procurement, and operations teams.

These efforts contributed to a more efficient construction-to-COD cycle, with commissioning timelines improving across key projects. In 2025, we brought approximately 780 MW of capacity into commercial operation, reflecting stronger execution across project delivery and transition.

Safety as a core execution metric

Safety is a core component of execution discipline. In 2025, we recorded zero work-related fatalities and achieved 15.9 million safe man-hours. We also recorded a Total Recordable Injury Rate (TRIR) of 1.57, significantly lower than the national average of 22.41, reflecting continued improvement in our safety performance across operations and construction sites.



600 MW Monsoon Wind, the first cross-border wind farm located in Lao PDR, delivers clean electricity to Vietnam.

Our approach is clear: growth must not come at the expense of workforce safety. Health and safety performance is embedded across our operations and contractor base, reinforcing a zero-harm culture in every geography.

7 GW Attributable renewables capacity

Under construction 2,709 MW Operating 4,292 MW

Project status

Energy storage 339 MW Solar* 4,568 MW

Geothermal 115 MW

Wind 1,979 MW

Technology

* includes rooftop solar

2025 Financial performance

Core attributable EBITDA

₱22.5 billion

17% increase YoY

Core net income after tax (NIAT)

₱6.3 billion

4% increase YoY

2025 tested our operational resilience amid a more complex external environment. Weather-related disruptions, including typhoon impacts in the Philippines, affected asset availability.

Lower irradiance in the Philippines and Australia tempered generation, while softer spot market conditions, price volatility, and broader macroeconomic pressures weighed on revenues.

These factors, alongside a non-recurring impairment related to an asset in Vietnam, influenced reported earnings for the year.

Despite these headwinds, we maintained disciplined financial and operational management. Cost controls were strengthened, operational efficiency improved, and our portfolio was actively balanced across markets.

The contribution of newly operational assets, together with our diversified geographic footprint, helped mitigate volatility. At the same

time, we strengthened our revenue profile through increased contracting and the continued growth of our retail supply business.

Core earnings remained stable despite these external pressures—reflecting the increasing contribution of operating assets delivered with disciplined execution.

Recurring income, which excludes non-recurring items such as impairment charges and value realization proceeds, grew by 4 percent year-on-year to ₱6.3 billion. Attributable EBITDA increased by 4 percent, while core attributable EBITDA—excluding value realization gains and interest income—rose by 17 percent to ₱22.5 billion, reflecting the expanding contribution of new operating assets, including Stubbo Solar and Monsoon Wind.

Net income after taxes (NIAT) totaled ₱3.8 billion, reflecting the impact of external conditions and non-recurring items during the year.

Our balance sheet remained strong, with total assets reaching ₱361.8 billion, up 10 percent from 2024. We closed the year with a net debt-to-equity ratio of 0.90, within internal and external thresholds.

We further strengthened our financial position through key funding initiatives, including AU\$750 million in portfolio debt financing for ACEN Australia and up to ₱34.4 billion in senior secured green term loans for the first phase of the Quezon North Wind project. These actions reinforce our financial flexibility and support continued disciplined execution.



"In a year shaped by external volatility, our focus remained clear: keep a strong balance sheet, strengthen recurring revenues, and deliver disciplined execution. The result is a more resilient earnings profile and a platform well-positioned for sustained growth."

JONATHAN BACK
Group Chief Finance Officer &
Group Chief Strategy Officer



As a publicly listed company in the Philippines, we hold our analyst and investor briefing quarterly to share key updates on our business, financial performance, and strategic priorities.

Strategic business highlights

The global energy transition continued to accelerate in 2025, with renewable energy outpacing coal in power generation for the first time. Solar and wind accounted for the majority of new capacity additions globally, with solar PV comprising around 80 percent of installations.

In the Philippines, policy momentum continued to support the energy transition, with competitive auctions and market reforms advancing renewable energy deployment and investment.

Philippines

In our home market, we focused on strengthening operational resilience and advancing our pipeline. Our total attributable renewable capacity in the Philippines reached 2,519 MW as of March 2026, reflecting continued growth in our operating portfolio.

Following Typhoon Marce in late 2024, we prioritized the restoration of our 160 MW Pagudpud Wind and 70 MW Capa Wind projects, with most turbines restored in time for the fourth-quarter wind season, supporting a recovery in output.



The Ayala Museum has transitioned to 100 percent renewable energy through ACEN RES, demonstrating strong synergy within the Ayala group. Ayala Foundation Chairman Fernando Zobel de Ayala (center) received the “Powered by Renewable Energy” badge alongside ACEN CEO Eric Francia and key ACEN executives.

We also advanced key developments for additional capacity secured under the Green Energy Auction Program (GEAP), including the 69 MW Sual Solar and 230 MW Laguna East Wind projects.

At the same time, we expanded into offshore wind in Camarines Sur through our partnership with Copenhagen Infrastructure Partners (CIP), positioning ACEN in one of the Philippines’ first large-scale offshore wind developments.

Our retail arm, ACEN Renewable Energy Solutions (RES), continued to expand its customer base, increasing its portfolio by 29 percent year-on-year to 482 MW across 753 customers.

ACEN RES maintained market leadership under the Green Energy Option Program (GEOP) in 2025 according to a Philippine Electricity Market Corp (PEMC) report, accounting for 65 percent of total energy supplied—strengthening our contracted revenue base and supporting the decarbonization of commercial and industrial customers.

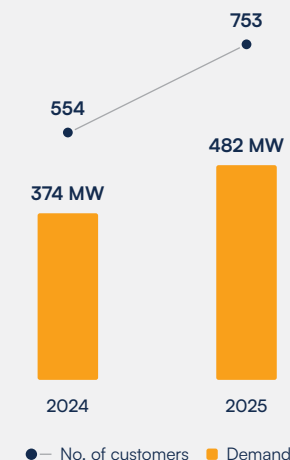
Across our Philippine portfolio, projects under construction progressed in line with schedule, with several assets advancing toward commercial operations between 2026 and 2027.

Retail electricity supply performance

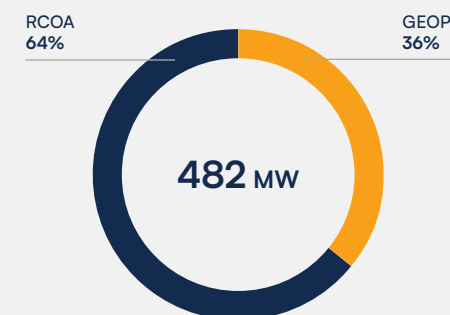
65%

Market share in the GEOP

ACEN RES customer growth



Customer profile



- › GEOP - The Green Energy Option Program is a voluntary mechanism that allows electricity end-users to choose renewable energy as their electricity source.
- › RCOA - Retail Competition and Open Access allows contestable customers to select their supplier of electricity.



“At ACEN Australia, we focus on the fundamentals — integrated development, project delivery, grid integration, and asset performance. As the portfolio continues to scale and storage expands, we are strengthening our ability to deliver reliable, dispatchable renewable energy.”

JOSE MARIA ZABALETA
 Group Chief Operating Officer &
 Group Chief Development Officer

Australia
 In Australia, we continued to strengthen one of our core markets, with total attributable renewable capacity reaching 1,242 MW as of March 2026.

 The completion of the 520 MW* Stubbo Solar project marked a defining milestone for our platform. Delivered on time and within budget, Stubbo Solar is now one of the largest operating solar farms in Australia and represents our entry into the Central-West Orana Renewable Energy Zone (REZ)—one of the country’s most strategically important renewable energy hubs.

 Stubbo Solar also became the first solar generator supported by a Long-Term Energy Service Agreement (LTESA) with the New South

Wales government to achieve full commercial operations, reinforcing the project’s alignment with Australia’s energy transition framework. The project drove an 84 percent year-on-year increase in output for our Australian platform.

 The REZ is expected to host 7-8 GW of renewable energy and storage capacity, supported by new transmission infrastructure to be developed by an independent network provider. Positioned at the heart of this region, Stubbo Solar establishes ACEN’s foothold in what is set to become a major center of clean energy generation in New South Wales.

 Building on this foundation, we are advancing a pipeline of projects within the Central-West

Orana region, including Birriwa Solar and ESS, Valley of the Winds, and the Phoenix Pumped Hydro project—collectively representing approximately 3 GW of potential capacity. Together, these developments position ACEN as one of the leading players in the REZ, supporting the large-scale integration of renewable energy into the grid.

 Alongside solar development, we are advancing investments in energy storage, with construction now underway for the 200 MW/2-hour New England Energy Storage System (ESS). This initiative is expected to enhance dispatchability, improve system reliability, and reduce exposure to spot market volatility.



ACEN Australia Managing Director David Pollington, President & CEO Eric Francia, and Group Chief Development Officer Jose Maria Zabaleta with New South Wales Energy Minister Hon. Penny Sharpe, MLC during the opening of the 520 MW Stubbo Solar in New South Wales on October 31, 2025.

*Solar capacity is presented in MWdc in the Philippines. In Australia, solar capacity is typically reported in MWac.

India

In India, we continued to strengthen one of our core markets, with total attributable renewable capacity reaching 1,797 MW as of March 2026, supported by a growing operating portfolio and a robust development pipeline.

In 2025, projects under construction expanded to over 1,200 MW of attributable capacity, with several assets progressing steadily toward completion. This includes the Maharashtra Solar-Wind Hybrid project, which has begun partial commissioning, with approximately 50 MW already operational and full completion targeted in the first quarter of 2026.

Operating performance remained stable, with output increasing by 7 percent year-on-year to 769 GWh, supported by full-year contributions from the 420 MW Masaya Solar project and the phased commissioning of new capacity.

We also strengthened our platform through the consolidation of our joint venture with UPC Renewables in February 2026, resulting in full ownership of ACEN's India platform. Following the transaction, we now hold a 1,059 MW portfolio across operating, under construction, and advanced development assets in Rajasthan and Karnataka, alongside a development pipeline of nearly 7 GW.

Construction continues to progress across key projects, including Tejorupa Solar, Sheo 1 and 2 Hybrid, and Bijapur Wind, all targeted for substantial completion between 2026 and 2027—reinforcing the scale and visibility of our growth in India.

Vietnam and Lao PDR

In Vietnam and Lao PDR, we continued to strengthen our presence in the Mekong region, with total attributable renewable capacity reaching 1,015 MW as of March 2026.

The completion of the 600 MW Monsoon Wind project in Lao PDR marked a major milestone for our regional platform. As Southeast Asia's first cross-border renewable energy project delivering clean electricity to Vietnam, Monsoon Wind demonstrates the viability of large-scale renewable energy integration across borders.

We hold a 25 percent economic interest in the project, which reflects our long-term commitment to developing cross-border renewable energy solutions in the region.

By delivering utility-scale wind power from Lao PDR into Vietnam, the project supports regional energy security, enables more efficient use of

renewable resources, and advances ASEAN's long-term vision for greater grid interconnection.

The project also reflects over a decade of wind resource development and close coordination across regulatory frameworks, transmission infrastructure, and multiple stakeholders—highlighting our ability to execute complex cross-border projects.

In 2025, the contribution of Monsoon Wind, together with improved wind resources and the acquisition of BIM Group's renewable energy platform, drove strong operating performance across the platform, with output reaching 1,866 GWh, up 29 percent year-on-year.

We continue to monitor market developments in Vietnam while maintaining a disciplined approach to capital deployment, as we build on our presence in the region and assess future growth opportunities.



A proud moment with partners and leaders across Southeast Asia as we celebrated the commercial operations of the 600 MW Monsoon Wind, the first wind farm in Lao PDR and the largest in the region.



“Operating across multiple markets requires consistency in execution and discipline in capital deployment. By advancing projects on schedule and managing cross-border complexity, we are building international platforms that can deliver reliable performance at scale.”

PATRICE CLAUSSE
Group Chief Investment Officer

Other markets

In our other markets, we continued to expand our presence selectively, with total attributable renewable capacity reaching 428 MW as of March 2026.

In Indonesia, construction of Unit 7 of the Salak Geothermal project in Java progressed to 38 percent completion. The project, where we hold a 15 percent economic interest, is expected to generate approximately 320 GWh annually upon commercial operations in 2027, supporting our participation in baseload renewable energy and diversifying our technology mix.

Across other markets, we strengthened our footprint through selected investments, including new solar assets in Malaysia and operating wind assets in the United States. These investments broaden our geographic and technological exposure while supporting overall portfolio resilience.

We continue to take a disciplined approach to expansion in these markets, focusing on opportunities that complement our core portfolio and deliver long-term value.



ACEN Australia's 200 MW/2 New England Energy Storage System (ESS) began construction in 2025. It is the first large-scale energy storage project to be built in New England.

Outlook

The events of 2025 underscored both the opportunities and complexities of the energy transition. While external conditions remain dynamic, our core business continues to demonstrate resilience, supported by a growing operating portfolio and a more disciplined approach to execution.

As we move into 2026, we are continuing our shift from growth acceleration to optimizing returns. We will prioritize operational excellence, strengthen cost governance, and maintain balance sheet discipline as projects scale in size and complexity.

We will take a measured approach to growth, deploying capital selectively toward opportunities that deliver strong risk-adjusted returns while protecting overall portfolio performance. We have allocated approximately ₱80 billion in capital expenditure for 2026 to support our continued growth.

At the same time, we will further strengthen our revenue profile through increased contracting across retail supply, wholesale agreements, and government auctions, alongside targeted investments in energy storage to enhance reliability and manage market exposure.

Safety remains non-negotiable. As activity continues across our sites, we will reinforce governance, oversight, and accountability to ensure that execution is delivered responsibly and without compromise to workforce well-being.

Looking ahead, we remain focused on our core markets—the Philippines, Australia, and India—where we expect the majority of growth in capacity, generation, and financial returns. In parallel, we will continue to advance opportunities in selected markets, including Vietnam and Indonesia, supporting further diversification of our portfolio.

Our direction is clear: to convert scale into sustained value. Through disciplined execution, stronger cost control, and a continued focus on operational excellence, we are positioning ACEN to deliver resilient, long-term returns in an increasingly complex energy landscape.

~₱80 billion
2026 capital expenditure allocation

VALUE CREATING BUSINESS MODEL

Inputs

Financial capital

› Consolidated assets (P)	361.8
› Market capitalization (P)	104.3
› Cash (P)	18.4
› Total shareholders' equity (P)	160.8
› Net debt to equity ratio (x)	0.9

Human capital

› New hires	447
› Employees	1,241
› Total training hours	25,655
› Investment in employee learning and development (P)	42M

Industrial and natural capital

› Total attributable capacity (MW)	7,001
<i>By technology</i>	
• Renewables	7,001
• Thermal	0
<i>By project status</i>	
• Operating	4,292
• Under construction	2,709
› Average wind speed	7.4 m/s
› Average solar irradiance	146.0 kwh/sqm
› Revenues (P)	
• Renewables	~30.0B
• Thermal	~2.5B

Social and relationship capital

› Community investment (P)	~223M
› Strategic partners (no.)	22
› Retail customers (no.)	753
› Active suppliers (no.)	750

Our business model

As one of the fastest-growing renewable energy companies in Asia Pacific, we create value by leveraging our expertise and collaborative approach to deliver tailored solutions, supported by a portfolio that has fully transitioned to 100 percent renewable energy.

Our growth areas and outputs

BY MARKET

Philippines

- › 2,519 MW attributable capacity
- › 1,866 GWh output
- › 482 MW ACEN RES portfolio with a 65% retail market share under the Green Energy Option Program
- › We signed a definitive agreement with Copenhagen Infrastructure Partners (CIP) to acquire a 25% stake in its offshore wind project in Camarines Sur

Australia

- › 1,242 MW attributable capacity
- › 1,440 GWh output
- › Completion of 520 MW Stubbo Solar and advancement of pipeline in the Central-West Orana RE Zone with 3 GW of potential capacity

India

- › 1,797 MW attributable capacity
- › 769 GWh output
- › Consolidation of our joint venture with UPC Renewables, resulting in full ownership of ACEN India

Vietnam-Lao PDR

- › 1,015 MW attributable capacity
- › 1,866 GWh output
- › Completion of 600 MW Monsoon Wind and acquisition of BIM Group's RE platform, driving strong performance in the Mekong region

Other markets

- › 428 MW attributable capacity
- › 1,068 GWh output
- › Strengthened footprint through investment in new solar assets in Malaysia and the progression of construction of a geothermal project in Indonesia

BY TECHNOLOGY

Solar, wind, and geothermal

- › We leverage our in-house capabilities and adopt leading practices in construction, operations, and maintenance of renewable energy plants to ensure optimal delivery of clean and reliable energy.
- › Solar performance ratio: 77%
- › Wind plant availability: 85%
- › Geothermal plant capacity factor: 96%

New technologies

- › Integrating ESS into our solar plants to improve reliability, manage intermittency, and enable more stable, dispatchable renewable energy.
- › We secured a RECAU agreement with the LLDA to lease 800 hectares in Laguna Lake, enabling up to ~1,000 MW of floating solar—maximizing underutilized water surfaces, subject to regulatory approvals.
- › We are advancing offshore wind as a new technology in the Philippines, with a project in Camarines Sur targeting up to ~1 GW of potential capacity.

Outcomes

Financial capital

› Revenues (P)	32.0B
› Core attributable EBITDA (P)	22.5B
› Net income (P)	3.8B
› Dividends paid (P)	
• To common	2.0B
• To preferred	1.9B

Human capital

› Net population growth (%)	4
› Top talent retention rate (%)	95
› Women in leadership positions (%)	43
› Safe man-hours	15.9M
› Lost time injuries	
• Employees	0
• Contractors	6

Industrial and natural capital

› New renewable projects in 2025 (MW)	~780
› Total attributable output (GWh)	
• Renewables	7,009
• Thermals	61
› GHG emissions avoided (tCO2e)	~5.4M

Social and relationship capital

› Community programs beneficiaries (no.)	~66,300
› Customer satisfaction index (out of 10)	9.27
› Jobs created (no.)	~9,000

Attributable capacity figures are as of March 2026

Our approach to ESG

Our sustainability strategy: PositiveCharge+	20
Environment: Protect+Sustain	22
Social: Unite+Thrive	36
Governance: Influence+Innovate	62
Stakeholder engagement	68
Risk management	70

Over the years, our Pawikan Conservation Program in Ilocos Norte, Philippines has evolved into a community-based conservation approach.

OUR SUSTAINABILITY STRATEGY

PositiveCharge+

To unlock access to clean, reliable, and affordable renewable energy—while enabling a just and orderly transition.

As ACEN scales its renewable energy portfolio, sustainability remains central to how we grow, operate, and create long-term value.

PositiveCharge+ ensures that the transition to clean energy is delivered responsibly, inclusively, and with discipline, going beyond capacity growth to managing environmental impacts, supporting communities and workers, and strengthening governance across the asset lifecycle.

Through three integrated pillars—*Protect+Sustain*, *Unite+Thrive*, and *Influence+Innovate*—we translate ambition into action.

In a year defined by execution—on time, on budget, and safely—*PositiveCharge+* reinforces that how we deliver is as important as what we build.

Together, these pillars enable ACEN to scale renewable energy responsibly, manage risks effectively, and lead the transition in a way that creates long-term value for stakeholders.

Three pillars. One integrated strategy.

Protect + Sustain

Environmental stewardship at scale

We manage environmental impacts across the asset lifecycle, ensuring that renewable energy growth is aligned with climate action, biodiversity protection, and responsible resource use.

- › Climate and carbon management
- › Biodiversity and ecosystem protection
- › Resource efficiency and circularity



➔ Learn more about our environmental initiatives on [page 22](#)

Unite + Thrive

Enabling a just and inclusive transition

We work with our people, partners, and communities to ensure that the energy transition is inclusive, equitable, and beneficial to all stakeholders.

- › Community engagement and development
- › Just Energy Transition initiatives
- › Safe, healthy, and inclusive workplaces



➔ Learn more about our employee and community initiatives on [page 36](#)

Influence + Innovate

Shaping systems, markets, and solutions

We shape policies, markets, and financial mechanisms that accelerate the energy transition, while upholding strong governance and ethical business practices.

- › Sustainability governance structure
- › Policy and management systems
- › Risk management



➔ Learn more about our governance efforts on [page 62](#)

Leading the transition

ACEN is advancing market-based Energy Transition Mechanisms (ETM) to enable the early retirement of coal—demonstrating how decarbonization can be both responsible and investable, while supporting a just and orderly transition.

Protect + Sustain

Environmental stewardship at scale

Climate and carbon management	23
Biodiversity and ecosystem protection	28
Resource efficiency and circularity	31

Endemic to the Philippines, the Northern-rufous hornbill can be found in Luzon where some of our renewable energy projects are located.
(Photo courtesy of CCIPH)

CLIMATE AND CARBON MANAGEMENT

The shift in our carbon story

From coal to 100 percent renewables—where emissions avoided now exceed Scope 1 emissions

Our pathway to Net Zero reflects a deliberate and decisive transformation—one shaped by changing energy needs, evolving market signals, and a long-term view of value creation.

In our early years, from 2011 to 2016, the focus was clear: support the Philippines’ economic growth through reliable and affordable baseload power. At the time, this meant building coal-fired capacity, as renewable energy technologies were still relatively costly and intermittent. By 2016, we had scaled to over 1,000 MW of capacity, with 93 percent coming from coal and only 7 percent from renewables.

By 2016, however, the global energy landscape had begun to shift. Renewables were becoming increasingly cost-competitive, sustainability considerations were moving into the mainstream, and capital was starting to favor low-carbon investments. In response, we made a strategic pivot, redefining our ambition from being a conventional power generator to becoming one of the largest renewable energy platforms in the region.

~20.5 million tCO2e
Emissions avoided since 2016

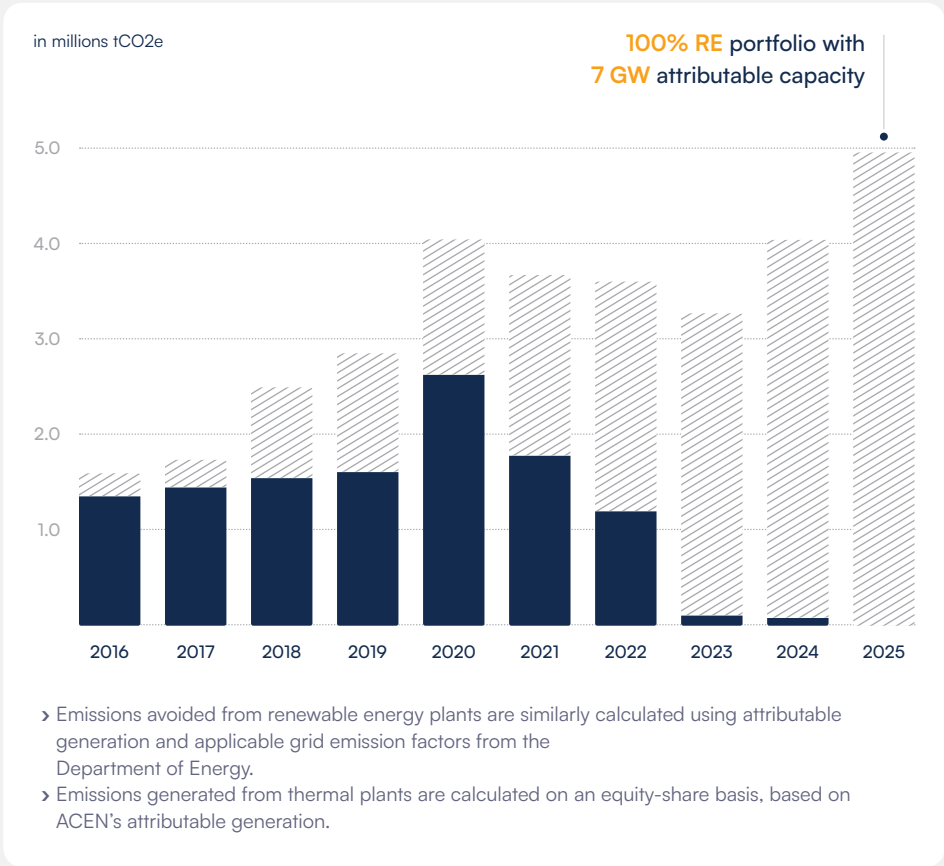
This transformation was executed through the disciplined divestment of coal assets and the reinvestment of capital into renewable energy. From just 70 MW of renewables in 2016, we have grown our attributable renewable capacity to 7 GW today—now representing a fully renewable portfolio.

The impact of this shift is clearly reflected in our carbon profile. Scope 1 emissions from thermal plants peaked in 2020 at 2.6 million tCO2e, before declining sharply as coal assets were divested—falling to near-zero levels by 2024. Over the same period, emissions avoided through our renewable energy portfolio increased significantly, from 241 thousand tCO2e in 2016 to nearly 5 million tCO2e in 2025.

By 2022, emissions avoided had already surpassed Scope 1 emissions, marking a critical inflection point in our transition. Since then, the gap has continued to widen, underscoring our evolution from a carbon-intensive generator to a decarbonization enabler.

Today, our approach to climate and carbon management goes beyond reducing our own footprint. It is about scaling solutions—deploying renewable energy at speed and scale, displacing fossil-based generation, and enabling broader system-wide emissions reductions.

Emissions avoided from operating RE plants
Emissions generated from thermal plants



Emissions avoided from renewables surpassed Scope 1 emissions in 2022, reflecting ACEN’s transition to a fully renewable portfolio.

On track to Net Zero

ACEN's energy transition—and the completion of our shift to a 100% renewable energy portfolio—reflect our commitment to achieving Net Zero GHG emissions by 2050 and supporting the goals of the Paris Agreement.

Through our **Net Zero** ambition, we continue to reduce emissions across our operations and value chain, while addressing the lifecycle impacts of renewable energy technologies. Progress is tracked through our annual GHG inventory and Net Zero targets covering Scope 1, Scope 2, and Scope 3 emissions.

Following the divestment of our thermal assets and the achievement of a fully renewable portfolio, we are undertaking a rebaselining of our emissions profile in 2021 and updating

our Net Zero targets. This ensures alignment with the latest climate science and long-term pathways for deep decarbonization of the power sector.

Our 2025 GHG inventory reflects both the impact of our portfolio transformation and the continued expansion of our renewable energy assets.

Performance against Net Zero targets

Target 1: Eliminate Scope 1 emissions from own generation

Due to the divestment of remaining diesel assets, Scope 1 emissions from owned generation have effectively been reduced to zero. **Emissions intensity declined to 0 tCO₂e/MWh in 2025, achieving our long-term target ahead of schedule.** We aim to maintain this level through 2040.

Target 2: Reduce Scope 1 (non-generation) and Scope 2 emissions

Other Scope 1 emissions from non-generation sources and Scope 2 emissions totaled 8,552 tCO₂e in 2025—representing a 16 percent increase from the base year, but a **59 percent reduction from the previous year.**

The year-on-year reduction was primarily driven by the use of renewable energy certificates (RECs) which reduced Scope 2 emissions by 13,192 tCO₂e. While RECs support the decarbonization of electricity consumption, we continue to complement this with self-generated renewable energy and energy efficiency measures. We aim to prioritize the direct sourcing of renewable energy through both on-site and off-site solutions and continued improvements in energy efficiency in the long term.



Our corporate sustainability team, headed by Irene Maranan, regularly conducts roadshows on Net Zero and ESG to ensure alignment across all business units.

	Unit	2021 Baseline*	2025 Performance	2025 Progress	2030 Target	2040 Target	Key actions in 2025
TARGET 1 Own generation Scope 1	tCO ₂ e/MWh	0.169	0.000	↓ 100%	↓ 73.6%	↓ 94.5%	› Transition to a 100% RE portfolio
TARGET 2 Other Scope 1 and 2	tCO ₂ e	7,362	8,552	↑ 16%	↓ 42%	↓ 90%	› Use of self-generated renewable energy › Energy efficiency measures › Use of renewable energy certificates (RECs)
TARGET 3 Own generation Scope 3 and retail Scope 3	tCO ₂ e/MWh	0.955	0.536	↓ 44%	↓ 73.8%	↓ 99.0%	› Lower electricity purchase from thermal sources
TARGET 4 Other Scope 3	tCO ₂ e/MWh	0.191	0.043	↓ 77%	↓ 51.6%	↓ 97.0%	› Continuous alignment of procurement practices with Net Zero goals › Improvement in data collection and quality

*In line with the GHG Protocol, we are in the process of rebaselining our emissions profile. The baseline will be updated in the next report.

To reduce Scope 1 emissions from non-generation purposes, including operational backup use and fleet vehicles, we shift to electric vehicles where possible and minimize the use of generator sets. We recognize near-term challenges in achieving this target and are evaluating additional pathways to further reduce emissions.

Target 3: Reduce Scope 3 emissions from fuel- and energy-related activities

Scope 3 emissions from fuel- and energy-related activities rose slightly by 2% percent, driven by higher electricity purchases from the spot market and lower electricity purchases from thermal sources.

As a result, Scope 3 emissions intensity associated with owned generation and retail electricity **declined by 44 percent from 2021 levels.**

3.7 million tCO2e

Total emissions in 2025,
9% decrease YoY

Scope 1	0.02%
Scope 2	0.21%
Scope 3 Upstream purchases	7.05%
Scope 3 Fuel- and energy-related activities	91.49%
Scope 3 Investments	1.14%
Scope 3 Others*	0.09%

*Includes the following: waste generated during operations, business travel, and employee commuting

Target 4: Reduce other Scope 3 emissions intensity

Other Scope 3 emissions covering purchased goods and services, capital goods, waste, business travel, employee commuting, and investments decreased by 54 percent from 2021 levels. The primary driver was lower expenditure on goods and services. Additionally, the divestment of ACEN's diesel plants reduced upstream transportation and distribution emissions previously associated with fuel procurement for those assets.

With total output increasing by 23 percent, emissions intensity for these categories **declined by 77 percent compared to the base year,** reflecting continued efforts to align procurement practices with our Net Zero goals and improving data quality.

We will continue to prioritize improving emissions data quality across our supply chain, setting supplier-level expectations on decarbonization, and progressively shifting procurement toward lower-carbon goods and services.

Looking ahead

We will continue to expand renewable capacity, improve operational efficiency, and collaborate with suppliers and partners to further reduce lifecycle emissions.

Through strong climate governance, disciplined implementation of decarbonization strategies, and transparent reporting, we aim to sustain a fully decarbonized energy platform while contributing meaningfully to global climate goals.

Coal-to-clean initiatives

At Ecosperity Week in Singapore in May, Verra—one of the world’s leading carbon crediting standards—approved the Coal-to-Clean Credit Initiative under its Verified Carbon Standard program.

The framework enables the issuance of high-integrity transition credits to support the early retirement of coal-fired power plants and their replacement with renewable energy. It is intended to provide a robust, credible, and scalable pathway for accelerating the energy transition.

Building on this momentum, Mitsubishi Corporation and its subsidiary, Diamond Generating Asia (DGA), formally joined the collaboration through a Deed of Accession to the Memorandum of Understanding first established in 2024 by ACEN, GenZero, and Keppel. Their entry marks a significant step forward in advancing credible climate solutions across the region.

Learn more about Verra's approved methodology at <https://bit.ly/verramethodology>
Learn more about our cross-country collaborations for Transition Credits at <https://bit.ly/TCDeedOfAccession>



In photo (from left to right): Jonathan Back, Group CFO & Group Chief Strategy Officer of ACEN; Frederick Teo, CEO of GenZero; Eric Francia, CEO of ACEN; Cindy Lim, CEO of Keppel’s Infrastructure Division; Shinichiro Suzuki, CEO of DGA; Tatsuki Matsuda, Deputy General Manager of the Asia & Oceania Power Business Dept of Mitsubishi Corporation

Climate adaptation and resilience

To strengthen the resilience and adaptability of our portfolio amid a changing climate, we proactively identify and manage climate-related risks across all stages of our operations. Climate considerations are embedded early in project planning and carried through construction and day-to-day operations, supported by targeted measures that reduce exposure to extreme weather events and safeguard our people, assets, and surrounding communities.

Our approach is grounded in understanding the specific physical and transition risks in each location. We focus on priority hazards such as typhoons, flooding, extreme heat, and fire, applying localized, site-specific actions that address the unique conditions of each project.

Through regular risk assessments and strong cross-functional coordination, we continuously enhance our preparedness and response capabilities—enabling us to maintain reliable operations while strengthening long-term resilience amid evolving climate conditions.



Palauig Solar 1 implements measures such as erosion and stormwater controls, firebreaks, and vegetation management to mitigate the risks of flooding and wildfires. To protect its workforce, heat index is regularly monitored and work arrangements are adjusted to prevent heat-related health issues.

Preparedness, response, and resilience measures

1 Preparedness and risk mitigation

We implement proactive measures to reduce exposure to extreme weather events and ensure operational continuity.

- › Safety protocols for critical equipment during extreme weather conditions
- › Regular inspection, testing, and maintenance of equipment and electrical systems
- › Pre- and post-event checks to ensure asset integrity and safe restart of operations
- › Site readiness measures, including securing equipment, maintaining drainage systems, and safeguarding access roads
- › Early warning and monitoring systems

We leverage technology and real-time data to anticipate risks and act early.

- › Use of mobile applications and alert systems for storms and bushfires
- › Weather tracking and real-time monitoring to enable timely shutdowns and asset protection
- › Early notifications to support timely evacuation or sheltering of personnel

2 Response and emergency management

We maintain strong on-the-ground response capabilities to protect people and assets.

- › Regular health, safety, and technical trainings, including emergency drills and fire safety initiatives
- › Established emergency response plans tailored to site-specific risks

- › Incident command systems with designated incident commanders to ensure coordinated response and clear communication with stakeholders

3 Resilient design and long-term adaptation

We integrate climate resilience into the design and operation of our assets.

› Solar projects

- Optimized panel angles to mitigate hail damage
- Integration of bushfire risk assessments and fire management measures
- Use of solar grazing (e.g., sheep) to manage vegetation and reduce fire risk

› Wind projects

- Alignment with International Electrotechnical Commission standards for turbine selection and performance
- Structural reinforcement of turbines and foundations to withstand high winds, flooding, and erosion
- Built-in automatic shutdown systems to protect equipment during extreme conditions
- Design considerations to minimize noise and visual impact

We prioritize the safety and well-being of our people under changing climate conditions.

- › Adaptive work schedules and real-time heat index monitoring to manage exposure to extreme heat
- › Site-level protocols to ensure safe working conditions during high-risk periods

Advocacy

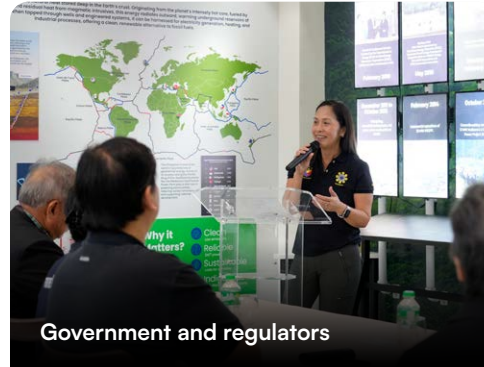
We recognize that effective climate action requires a whole-of-nation approach—bringing together governments, the private sector, communities, and other stakeholders, supported by enabling policy and regulatory frameworks.

We work alongside policymakers to help address the complexities of the energy transition and support the shift toward a Net Zero future. Guided by our Net Zero ambition and alignment with the Paris Agreement, we advocate for policies that accelerate renewable energy deployment, strengthen grid integration, scale energy storage, and enable a responsible transition away from coal—while safeguarding energy security and affordability.

Through active engagement across our Philippine and international markets, we contribute insights drawn from real-world project development and operations to support evidence-based policymaking. Our advocacy focuses on strengthening the policy and market foundations needed to mobilize long-term investment in clean energy, enhance system reliability, and unlock broader socio-economic value—supporting resilient growth and sustainable development for the communities we serve.

Learn more about our engagements on climate policy and advocacy at <https://bit.ly/ACENSpeakingEngagements>

Engagements on climate policy and advocacy



Government and regulators

We engage with government agencies and regulators through policy forums, national dialogues, and public consultations to help shape climate policies, drawing on our experience in renewable energy development and energy transition initiatives.

2025 highlights

- › ACEN leaders engaged directly with government agencies through public consultations and formal submissions to the Department of Energy and the Energy Regulatory Commission, providing inputs on climate-related policies and circulars.
- › Corporate Communications and Sustainability Head Irene Maranan gave insights in policy forums, including the 5th Energy Transition Council Philippines National Dialogue organized by the British Embassy in Manila and Department of Energy.



Private sector

We regularly participate in industry forums, business-led coalitions and collaborative platforms to share insights, challenges, and opportunities to support energy transition, sharing our initiatives on Energy Transition Mechanism (ETM) and Transition Credits.

2025 highlights

- › ACEN CEO Eric Francia served as a panelist at global business and investment forums, including the 2025 GenZero Climate Summit, Ecosperity 2025 hosted by Temasek, and Climate Week NYC organized by The Climate Group, sharing perspectives on scaling climate solutions and advancing the energy transition.
- › Corporate Communications and Sustainability Head Irene Maranan contributed to dialogues organized by the World Business Council for Sustainable Development and the Global Compact Network Philippines to discuss sustainability leadership.



Academe, media, and other organizations

We engage the academe, media, non-government organizations, and other stakeholders through conferences, academic lectures, and multi-stakeholder platforms to contribute to informed public discourse and capacity-building on climate action.

2025 highlights

- › ACEN CEO Eric Francia served as resource speaker at events such as Sustainability Week Asia by The Economist, while our Head of Philippine Operations Miguel de Jesus highlighted innovations in energy transition and renewable energy deployment at the BusinessWorld Economic Forum 2025.
- › ACEN executives participated in lectures and hosted institutional visits with organizations including the Lauder Institute, Asian Institute of Management, and the University of the Philippines School of Economics, discussing our long-term strategy and transition mechanisms.

BIODIVERSITY AND ECOSYSTEM PROTECTION

Pledged support to DENR's

5 million trees

by 2028 target

Sea turtle hatchlings released since 2013

~3,200

Guided by our [ESG Policy](#) and commitment to responsible renewable energy development, we uphold robust environmental management standards across our Philippine and international operations. Biodiversity considerations are embedded throughout the project lifecycle, applying the mitigation hierarchy to avoid impacts on critical habitats, minimize and restore where necessary, and offset residual impacts in line with international standards.

Our ambition is to achieve no net loss of biodiversity, while advancing initiatives that contribute to net-positive environmental outcomes where feasible.

Biodiversity assessments and mitigation measures

During pre-development, we systematically screen projects using the Integrated Biodiversity Assessment Tool (IBAT), complemented by site-specific studies, to identify location-based nature-related risks—such as proximity to protected areas, key biodiversity areas, and sensitive species.

Mitigation hierarchy



Across construction and operations, we implement context-specific biodiversity management measures and conduct regular monitoring, including bird and bat surveys, to support adaptive management. These practices strengthen our ability to identify, manage, and disclose nature-related risks and opportunities while delivering projects that advance climate action.

We establish protective buffer zones, or “No-Go Zones,” around ecologically sensitive areas such as creeks and forested sections to prevent disturbance and safeguard wildlife. On the ground, forest guards are deployed to deter illegal activities, including logging and slash-and-burn

practices, supported by fire prevention measures and community awareness initiatives.

In partnership with the Department of Environment and Natural Resources (DENR), we conduct tree surveys, earth-balling, and inventory activities. We apply a tree replacement ratio of 1:50 or 1:100, depending on classification, and go beyond regulatory requirements through enhanced reforestation efforts—supporting habitat restoration and reducing the impact of vegetation clearance.

High Conservation Value Assessment (HCVA)

For sites identified as ecologically significant, we undertake more detailed assessments through High Conservation Value Assessments (HCVA) to strengthen the identification and management of nature-related impacts, risks, dependencies, and opportunities.

Our HCVA approach follows the *Sukat ng Kalikasan (SnK)* framework, a nationally developed methodology in the Philippines that integrates biodiversity values, ecosystem services, and socio-cultural considerations. Assessments cover six categories: species, ecosystems, threatened habitats, regulating and maintenance services, provisioning services, and cultural services.

This enables us to identify the presence of threatened or rare species and their habitats, and to assess ecosystem services that support local livelihoods—such as food and income—ensuring these are considered in project planning and community engagement strategies.

Insights from HCVA inform our environmental and social management plans across the project lifecycle. They also strengthen our alignment with the [Taskforce on Nature-related Financial Disclosures \(TNFD\) LEAP approach](#), enabling a more structured understanding of how our activities interact with nature.

These assessments guide the integration of mitigation and enhancement measures into project design and implementation—supporting informed decision-making and reinforcing our no net loss ambition.



Insights from our HCVA, including the presence of different species such as the Philippine hanging parrot in our project sites, help ensure biodiversity considerations are integrated into mitigation plans throughout the project life cycle. (Photo courtesy of CCIPH)

Biodiversity initiatives across our projects

Across our portfolio, we implement biodiversity initiatives that combine ecosystem restoration, species protection, and community partnership—demonstrating how renewable energy development can contribute to nature-positive outcomes on the ground.

Conservation Estate in Ilocos Norte

Established in 2014, our Conservation Estate in Ilocos Norte is a flagship, multi-pronged sustainability initiative focused on reforestation, agroforestry, and biodiversity protection. Now spanning approximately 1,400 hectares, the program restores degraded landscapes while strengthening climate resilience and supporting community development. Ongoing monitoring and conservation efforts continue to enhance ecosystem recovery and long-term stewardship of the area.

› Pawikan conservation program

We work closely with *barangays*, local patrollers, and community volunteers to strengthen marine turtle conservation along Bangui Bay. As part of the program's relaunch, a dedicated hatchery was established in Brgy. Taguipuro, where discovered nests are safely transferred for incubation and monitoring.

The hatchery serves as the anchor for broader conservation efforts, supported by coastal signages, information and education campaigns, and capacity-building programs that enable local leadership in nest protection, data collection, and hatchling releases.

During the 2025–2026 nesting season, seven nests were rescued, with 521 hatchlings released to date—bringing the total to 52 nests protected and 3,236 hatchlings released overall, with a 77 percent release success rate.

Over time, the program is designed to transition into a fully community-led and self-sustaining initiative, with ACEN continuing to provide strategic and capacity-building support.

› Carbon baselining for Capa Wind and Pagudpud Wind

Building on earlier carbon assessment and verification work conducted in 2018 and 2023 across the initial ~700 hectares, we are working with the University of the Philippines Los Baños College of Forestry and Natural Resources to establish baseline carbon stock for an additional ~700-hectare expansion of the Conservation Estate across Capa and Pagudpud Wind.

Using the ISO 14064-2:2019 standard, this work strengthens the quality and consistency of site-level carbon data for planning, implementation, and monitoring. Following completion, we intend to pursue third-party validation to support future additionality certification—ensuring that climate and nature initiatives are underpinned by credible and verifiable methodologies.

Alaminos Solar

At Alaminos Solar, we completed a three-year National Greening Program (NGP) site adoption in Barangay Siniloan, Laguna, covering 37 hectares.



Through our Pawikan Conservation Program in Ilocos Norte, we built a dedicated hatchery to protect sea turtle eggs and hatchlings until they are released into the sea.

The initiative achieved a 90 percent survival rate across more than 54,000 indigenous and fruit-bearing trees.

Implemented in partnership with the Magsaysay Coconut Farmers Association, the program supported local livelihoods while contributing to biodiversity enhancement, forest recovery, and climate resilience.

Guimaras Wind

At Guimaras Wind, we advanced ecosystem rehabilitation through the 27-hectare Arboretum Project and the restoration of NGP sites in San Lorenzo, Guimaras. The Arboretum achieved a 100 percent survival rate, while a total of 176 hectares of upland and mangrove areas were rehabilitated under the NGP.

These efforts contribute to landscape-level restoration while meeting regulatory requirements and reinforcing our broader biodiversity objectives.

Conservation Estate by the numbers

Biodiversity

Flora

Seedlings produced since 2014	~1.6 million
Trees planted since 2014	~564,000
No. of threatened native flora species planted and protected	15

Fauna species

Threatened fauna species protected	9
Sea turtle nests recorded and protected since 2013	52
Sea turtles rescued since 2020	64
Sea turtle hatchlings released since 2013	3,236

Habitat

Forestland protected	1,402 ha
Areas developed for agroforestry	89 ha
Carbon stock as of 2023	~345 ktCO ₂ e

Social program

Green jobs	415
Farmers trained and provided assistance on agroforestry development	592

Resource efficiency

Eco-casts used to construct classrooms and improve church facilities	3,400 pcs
Eco-pavers used to improve agroforestry pathway and drainage	5,000 pcs
Equivalent plastics upcycled	~307 kg

*Numbers as of March 2026



In 2025, our 54 MW Guimaras Wind project earned recognition from DENR for championing mangrove and forest protection program in Western Visayas.

Australia

New England Solar advances biodiversity stewardship through research partnerships and community collaboration. A three-year peer-reviewed study with the University of New England assesses soil, pasture, and livestock health under and around solar panels. This is complemented by preparations for satellite-based vegetation monitoring in collaboration with Macquarie University and CSIRO.

In parallel, we are exploring an additional research partnership to develop satellite imagery capable of real-time analysis of vegetation levels and composition. The project also supports local wildlife care through partnerships and targeted funding for rescue and rehabilitation infrastructure.

Our reforestation progress

	Trees and mangroves planted	Natural area protected (in hectares)
Philippines	845,237	2,218
ACEN sites	563,744	1,483
Adopted NGP sites	174,871	524
Mangrove forests	29,082	46
Other partners	78,540	164
International*	224,449	627
TOTAL	1,070,686	2,845

*Australia, India, Indonesia, and Vietnam sites

India

At Sitara Solar, Paryapt Solar, and Masaya Solar, we implement practical, site-level biodiversity measures, including bird shelters, water provision, tree planting, and responsible drainage design. Grass from site maintenance is shared with local farmers as cattle feed—supporting resource efficiency and local livelihoods.

Project teams also coordinate with local forest authorities to monitor wildlife movement and enhance on-site safety.

Vietnam

At Ninh Thuan Wind, we apply adaptive turbine curtailment measures to reduce potential impacts on bat populations, based on seasonal

activity and site conditions. Adjusted shut-down periods and wind speed thresholds help balance biodiversity protection with operational efficiency—reflecting a targeted and data-driven approach to mitigation.

Lao PDR

Monsoon Wind applies non-intrusive biodiversity monitoring using audio recorders installed in surrounding forest areas to better understand wildlife activity during operations. By capturing sounds from species such as deer and bats, the project generates insights on movement and habitat use without disrupting natural behavior.

This science-based approach supports the coexistence of renewable energy development and forest ecosystems.

A pledge for the planet

In 2025, we formalized our support for the Department of Environment and Natural Resources (DENR) “Forests for Life: 5 Million Trees by 2028” initiative—joining a broader Ayala Group commitment to restore forests and strengthen climate resilience.

This national program aims to plant and grow five million trees across key provinces, including Ilocos Norte, with the potential to sequester an estimated 3.5 million tons of carbon by 2038. Our participation builds on the momentum of our own reforestation efforts, where we reached our one million trees target ahead of schedule in 2025—demonstrating our continued commitment to scaling nature-based solutions alongside renewable energy development.

In photo (L-R): Carlos Primo David, DENR Undersecretary for Integrated Environmental Science; Raphael Lotilla, DENR Secretary; Jonathan Back, ACEN CFO & Chief Strategy Officer; Irene Maranan, SVP & Head of Corporate Communications and Sustainability



MEMORANDUM OF UNDERSTANDING



RESOURCE EFFICIENCY AND CIRCULARITY

~1 million solar panels

From Stubbo Solar to be recycled at end-of-life as part of its circularity certification

30%

Energy consumption from renewable sources, including on-site generation and electricity supported by RE certificates

Environmental management system

Our ESG Policy reflects our commitment to efficient use of our resources. As part of our management procedures, plant employees are trained to implement our environmental management system, which is subject to external compliance audits.

Environmental impact monitoring is conducted quarterly across operational sites by site pollution control officers (PCOs) as part of their functions to ensure compliance and support data reporting requirements. These efforts are reinforced by periodic on-site validations by the DENR, as well as active multi-partite monitoring teams (MMTs) in selected plants, strengthening environmental oversight and impact management.

Adhering to best practices, we aim to certify all our plants on the Integrated Management System (IMS) to ensure operational excellence,

enhance sustainability performance, and maintain compliance with global regulatory requirements. Our plants have garnered the IMS on Environmental Management System (EMS) ISO 14001:2015, Quality Management System (QMS) ISO 9001:2015, and Occupational Health and Safety Management System (OHSMS) ISO 45001:2018, verified by the DQS Certification Philippines, Inc. This certification provides a framework to improve environmental performance, streamline processes, and strengthen compliance and risk management.

For more information on our ESMS, refer to [pages 66 to 67](#)

Waste management

We implement waste management initiatives tailored to our plants' specific operational needs, in line with applicable country regulations and international standards. Environmental and social management plans embed waste minimization, reduction, and reuse measures across the full project life cycle.

Each site is equipped with appropriate onsite materials recovery facilities, and country-specific waste management procedures are consistently applied. Hazardous waste is properly segregated and stored before treatment by accredited facilities. We also implement waste segregation systems supported by reduction initiatives, including efforts to minimize the use of polyethylene terephthalate (PET) bottles and other single-use plastics.



ACEN Australia encourages its contractors to procure materials with recycled content as part of its circularity strategy.

In the Philippines, we are the first renewable energy company to adopt an integrated circular approach in our solar developments. We actively engage stakeholders across the value chain from project development through commercial operations, enabling us to strengthen plant-level waste management practices and embed circularity principles into Engineering, Procurement and Construction (EPC) contracts. We use paperless operations through cloud-based and digital forms to minimize paper waste and build employee awareness on responsible waste management,

conducting learning sessions for employees on waste recycling and plastic pollution.

Across our international sites, plants in Vietnam and the U.S. integrate repair and refurbishment practices into maintenance activities, reducing waste generation, and lowering procurement costs. In India and Vietnam, hazardous waste is managed through recycling methods and battery buyback arrangements, while damaged solar modules are either repaired onsite or recycled, depending on condition, to minimize disposal.

Waste management initiatives across our sites

North Luzon Renewables (NLR)

- All plastic waste is sorted and treated as recyclable. Plastics are shredded onsite and donated to local groups for eco-brick production and community reuse initiatives.
- Glass waste from site operations is provided to the barangay for pulverization or repurposing in community infrastructure projects as needed.
- NLR also functions as a centralized warehouse and waste management hub supporting several North Luzon facilities, enabling more efficient waste segregation and consolidation.

Palauig Solar 1

- Vermicomposting is implemented onsite, where cow manure and biodegradable waste are processed into organic fertilizer.

New England Solar and Stubbo Solar

- Contractors and suppliers are encouraged to reduce plastic use and participate in takeback schemes.
- Each contractor is encouraged to procure materials locally and, where possible, procure options that have recycled content incorporated.
- We partnered with the University of New England to explore the use of artificial intelligence (AI) in improving photovoltaic (PV) panel separation, particularly wafer

separation, to enhance recycling outcomes, with one waste PV panel provided to support the study.

- We formed agreements with EPC contractor PCL and Elecsome to recycle over 3,700 broken PV panels in 2025, with materials recovered and repurposed into SolarCrete, an upcycled pre-mix concrete product from end-of-life solar panels.
- We supported a local Indigenous waste provider, Yurruga, by supplying 5,000 broken PV panels for recycling. The panels will be processed once Yurruga's waste facility becomes operational.

Monsoon Wind

- The site prioritizes bulk procurement and the use of durable, standardized components to reduce packaging waste, minimize material losses, and avoid over-ordering.

Quang Binh Wind

- Turbine components, electrical equipment, and specialized tools are repaired or refurbished whenever feasible to extend asset life and reduce waste generation.
- Scrap metals, cables, oils, batteries, and packaging materials are segregated and transferred to licensed recyclers, with select items repurposed for community use.
- Green procurement practices and active supplier engagement initiatives are implemented to encourage responsible materials management and reduce lifecycle waste impacts.

Stubbo Solar achieves solar circularity certification

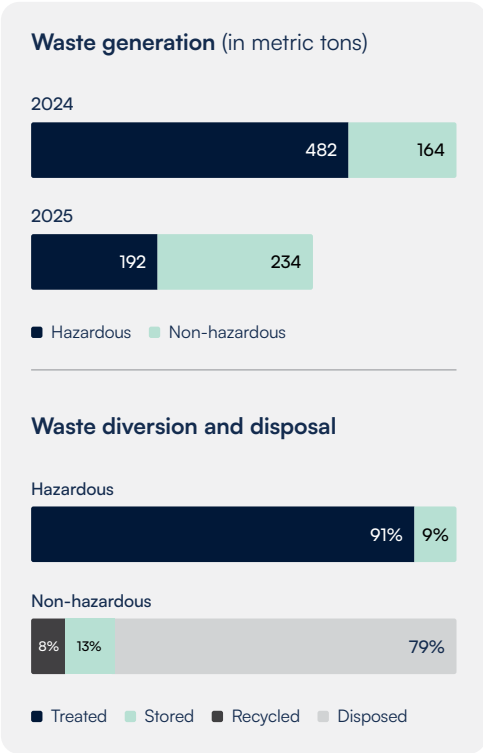
In October 2025, Stubbo Solar became the first large-scale solar project to achieve CPVA Certified status under the Circular PV Alliance's assurance framework. Covering nearly one million solar panels, the certification confirms that the project meets independent standards for solar circularity. The CPVA Certified framework evaluates performance across planning, procurement, operations, and decommissioning, ensuring that PV modules and other project components have credible pathways for reuse or recycling. It also assesses supply chain transparency, waste minimization measures, and repair and refurbishment practices during operations.

Stubbo Solar received an **"Exceeds"** rating for circular economy performance, acknowledging its whole-of-lifecycle approach to managing materials as valuable resources rather than waste and setting a strong benchmark for future solar developments. This certification recognizes the circular practices embedded during construction and ACEN Australia's long-term commitment to sustainability.

Learn more about Stubbo Solar's CPVA Certification at <https://bit.ly/StubboCPVA>



In 2025, total waste generation decreased by 34 percent compared to 2024 due to our diesel divestment. Twenty percent of non-hazardous waste from our projects was diverted from landfill, reflecting our circularity efforts. For hazardous waste, we ensure compliance with national regulations on transport and treatment, including recycling, chemical immobilization, and decontamination. Waste that has not been transported is properly stored in our materials recovery facilities.



See annex [pages 104 to 105](#) for detailed waste generation and disposal figures.

End-of-life management

Our commitment to responsible waste management ensures adherence to best-in-class end-of-life practices. We carefully select and monitor EPC partners to ensure alignment with applicable International Electrotechnical Commission (IEC) and ISO standards.

EPC contractors are required to implement appropriate management measures for PV panels, covering recommended treatment, storage, and disposal facilities within operational areas, supported by cost estimates for each stage of the waste management process.

During the operational phase, we also integrate end-of-life management plans that comply with national regulations and are customized to reflect project-specific design requirements, stakeholder considerations, and site-specific environmental conditions.



To restore plant efficiency and enhance energy output, our 45 MW SaCaSol in Negros Occidental is replacing select solar panels, with the works scheduled for completion by 2026.

Energy management

We ensure that energy reduction measures are implemented across our projects and offices, while remaining compliant with applicable energy management regulations.

Across our projects, we adopt a range of energy conservation strategies, including upgrading or retrofitting existing systems with more efficient technologies, optimizing operations and maintenance practices to minimize energy use, and encouraging energy-conscious behaviors. We use SCADA to monitor energy consumed in substations, control rooms and offices.

Across our offices, we also implement a range of energy efficiency initiatives to reduce consumption while maintaining comfort for our employees. These include the use of efficient lighting systems, HVAC optimization, and setting air-conditioning units at appropriate temperature levels.

We also promote the practice of switching off machinery and equipment when not in use, alongside regular cleaning and maintenance of air-conditioning unit filters to ensure efficient performance. Preventive maintenance scheduling and optimized route planning further support energy efficiency across our operations.

Together, these initiatives strengthen operational efficiency while lowering energy consumption across our sites. By continuously improving our practices, we support responsible resource management and enable achievement of our decarbonization and sustainability goals.

NorthWind: Extending asset life

We achieved a milestone in our energy transition journey with NorthWind’s comprehensive maintenance and repair program. With more than 17 years of operation, NorthWind’s turbines require proactive life extension to ensure continued, reliable clean energy generation. To address this, we implemented a two-phase repair and refurbishment program from February 2025 to June 2026 that includes blade bearing replacement, pitch and hydraulic system refurbishment, and blade repairs.

These upgrades will extend the plant’s operating life by up to 10 years, enhance generation efficiency, defer decommissioning or repowering by up to a decade, and deliver sustained long-term value to stakeholders.



Energy efficiency initiatives across our sites

NLR and NorthWind

- › The sites engaged energy auditors to identify efficiency initiatives.
- › At the facilities, we set office temperatures to 24°C as recommended by auditors, which led to a 6 percent reduction in energy consumption for each degree Celsius.

Palauig Solar 1

- › We installed solar panels as roofing for the control building's parking area to reduce energy consumption.
- › We created a system to track energy export and import and vehicle trips to optimize transportation and minimize facility light usage.

New England Solar and Stubbo Solar

- › New England Solar continues to operate a 50 kW solar array on the operations warehouse, while Stubbo Solar installed a 30 kW solar array across its operations building and warehouse.
- › Stubbo Solar incorporated two electric vehicle charging points within its car park design to encourage the use of electric vehicles.
- › Both sites utilized LED lighting, split-system air conditioners, and energy-efficient heat pump hot water systems.

Masaya Solar, Paryapt Solar, and Sitara Solar

- › Vehicle mileage is fixed, reducing additional fuel consumption.
- › Paryapt Solar procured an electric vehicle and bicycles to promote low-carbon transport.

Monsoon Wind

- › The site implements equipment selection, regular maintenance, and operator training, improving fuel efficiency per unit of output.

Lac Hoa and Hoa Dong Wind

- › Infrastructure lighting at the sites is energized through solar power.

Ninh Thuan Solar

- › The site has a practice of adjusting a timer for the perimeter lighting, ensuring the optimization of lighting when appropriate given the change of sunrise and sunset in each quarter of the year.

Super (Solar NT)

- › A car service initiative was implemented to encourage carpooling, reduce individual emissions and support employee safety.

Quang Binh Wind

- › The site introduced electric motorcycles and vehicles for on-site transport.

In 2025, total energy consumption decreased by 65 percent given the recent divestments of the diesel plants.

Electricity generated from our renewable plants that were used for own consumption reached 22.46 GWh, while electricity consumption supported by RE certificates amounted to 16.83 GWh. As a result, 30 percent of our total energy consumption came from renewable sources, reducing 30,251 tCO₂e of Scope 2 emissions.

Energy consumption and intensity	2024	2025
Energy consumption (in GWh)	367.71	129.82
Renewable		
› From own generation*	21.06	22.46
› Purchased from the grid (with renewable energy certificates)	0.07	16.83
Non-renewable		
› From own generation*	3.74	0.86
› Purchased from the grid (without renewable energy certificates)*	28.27	16.68
› Fuel consumption	314.56	73.00
Energy consumption intensity (in MWh/GWh of output)	142.78	40.70

*2024 electricity data has been restated to reflect Alaminos ESS' net consumption and updated actual figures for select plants, replacing prior estimates for certain months that were previously based on extrapolation.



Stretching across Lao PDR's Dak Cheung District of Sekong Province and the Sanxay District of Attapeu Province, 133 wind turbines of the 600 MW Monsoon Wind rise from the ridgelines, turning steadily in the region's strong, reliable winds.

Water management

While renewable energy facilities are generally not water-intensive, we recognize that the countries where we operate face high levels of water stress and therefore actively manage our water use across operations.

We promote water stewardship across our projects and offices by adopting water-efficiency measures, shifting from freshwater use to alternative water sources, and ensuring the responsible discharge of used water. These practices are implemented in compliance



The rainwater harvesting tank at Stubbo Solar in Australia.

with applicable local and national water management regulations, securing essential permits for discharge.

Across our plants, water-saving practices are reinforced through signages and employee awareness trainings that encourage mindful water use. During construction, water for activities such as dust suppression is sourced from non-potable supplies, including onsite dams, to minimize freshwater use. We also ensure that wastewater generated at our sites is treated in accordance with national regulations, with regular testing conducted to prevent the release of harmful substances and protect surrounding ecosystems.

Water reduction initiatives across our sites

MonteSol and SaCaSol

- The sites utilize automated brushes to clean solar panels.

Palauig Solar 1

- A rainwater harvesting system was implemented to utilize natural precipitation for facility needs.

NLR and NorthWind

- The sites installed water meters across facilities to monitor water usage and establish water reduction targets.

New England Solar and Stubbo Solar

- Rainwater tanks are attached to operations warehouses, with captured rainwater utilized in offices and ongoing landscape management.



In the Philippines, our 45 MW SaCaSol project uses rotating brushes to clean module surfaces while minimizing water use.

- Operational buildings are equipped with water efficient fixtures for taps and toilets.

Sitara Solar, Paryapt Solar, and Masaya Solar

- The site teams utilize pressure nozzles for module cleaning tractors.
- The water drainage systems were designed for efficient rainwater discharge.

Mui Ne Wind

- All wastewater generated on-site is treated through a three-compartment septic tank system and is collected by a licensed company for proper treatment.

Monsoon Wind and Quang Binh Wind

- The sites implemented the reuse and recycling of water for dust suppression and equipment washing to decrease reliance on external water sources.

Water use decreased by 4 percent due to continuous implementation of water efficiency measures. Meanwhile, water intensity which is measured in terms of cubic meters of water withdrawn per GWh of energy generated decreased by 4 percent, to 23.85 from 24.64. Progress shows that we are on track with our 5% annual year-on-year reduction target for total water intensity.

Water withdrawal and intensity	2024	2025
Water withdrawal (in cubic meters)	78,594	76,062
Water intensity (in cubic meters/GWh of output)	24.64	23.85

See annex [page 105](#) for detailed water withdrawal and discharge figures.

Unite + Thrive

Enabling a just and inclusive transition

Community engagement and development	37
Just Energy Transition initiatives	47
Safe, healthy, and inclusive workplaces	48

In the Philippines, our 81 MW North Luzon Renewables and 70 MW Capa Wind projects support Indigenous Peoples, including members of the Yapayao tribe, through community development.

COMMUNITY ENGAGEMENT AND DEVELOPMENT

~**₱223 million**

Community investments

~**300**

Sustainability initiatives across
Philippine and international sites

We collaborate closely with our host communities to develop programs that create lasting shared value across project development and operations.

Meaningful community engagement begins at the earliest stages of project development. We engage stakeholders to understand their perspectives on potential risks, impacts, and mitigation measures, using culturally appropriate approaches such as consultations, public assemblies, focus group discussions, interviews, and surveys. We also promote open, two-way dialogue and maintain a clear grievance mechanism to ensure concerns are received,

addressed, and resolved in a timely and transparent manner.

As part of our long-term commitment to community development, we work alongside communities to strengthen their economic, social, and environmental well-being, enabling them sustainable and independent growth. We conduct Environmental and Social Impact Assessments (ESIAs) and prepare comprehensive Environmental and Social Management Plans (ESMPs) to identify and manage potential impacts, including involuntary resettlement or economic displacement.

Where physical displacement occurs, we provide fair compensation through property resettlement or cash payments at full replacement cost for affected land and assets. For projects near ancestral domains or Indigenous lands, we actively involve Indigenous Peoples (IPs) in assessments and consultations, ensuring compliance with regulations and advancing programs that reflect their priorities.

Our social program pillars



Livelihood creation



Community infrastructure



Education



Empowering
Indigenous Peoples



Health and wellness



Climate and
emergency preparedness



Together with BPI Foundation, Inc.'s *FinEd Unboxed* program, ACEN is helping Indigenous communities and leaders in Zambales build practical financial skills — from saving and investing to protecting against scams.

We invested a total of ~P223 million in community programs, implementing ~300 initiatives across our project sites and benefiting ~66,300 individuals and ~19,600 families. These initiatives reflect our commitment to creating long-term shared value and ensuring that our presence contributes positively to the communities that host our operations. Across our sites, programs ranged from education support and infrastructure development to livelihood training and environmental stewardship activities carried out in partnership with local stakeholders.

We direct our resources toward initiatives that address the most pressing and relevant needs of our host communities. In the Philippines, we focused our efforts on education and community infrastructure as part of our commitment to building resilient and empowered host communities. Education-focused programs which include scholarship support, provision of learning materials, and improvements to classroom facilities help expand access to quality education in underserved communities. For community infrastructure-related investments, we enhanced public safety through initiatives such as the construction of evacuation centers and the installation of solar-powered streetlights in project host barangays.

In Australia, programs mainly fall under the pillars of health and wellness and community infrastructure, reflecting priorities identified through close engagement with local councils and community groups. We supported local health and well-being initiatives, community events, and improvements to shared community

facilities, helping strengthen social cohesion and enhance access to services in New South Wales.

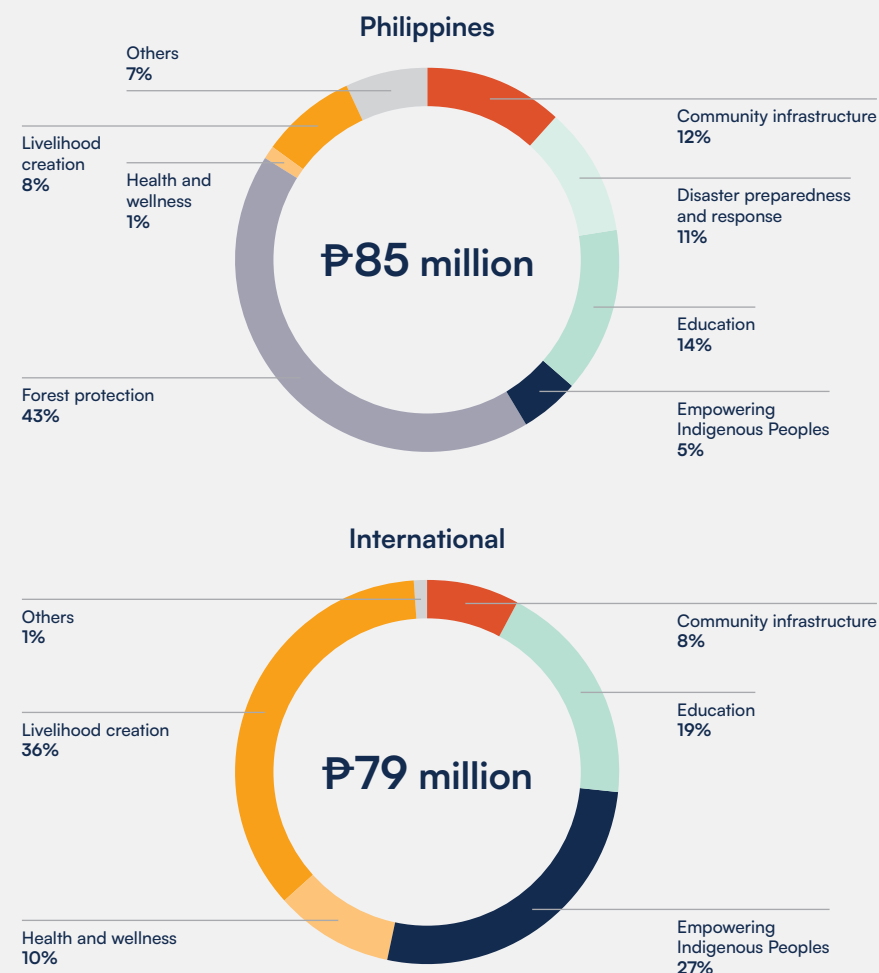
For our other international sites, most investments are directed toward livelihood creation and education to support local economic participation and capacity building. Programs include skills training, community enterprise support, and capacity-building activities that enable residents to develop sustainable income opportunities while strengthening local capabilities.

Using insights from our 2025 data, we aim to further refine our site-level monitoring systems to better track the effectiveness and reach of our programs. We will roll out Social Progress Index (SPI)-aligned measurement across our community initiatives to support the shift toward outcomes-based planning and measurement, ensuring our investments continue to directly support community well-being and long-term resilience.

Beneficiaries

Individuals	~66,300
Families	~19,600
Communities (Barangays and villages)	~320
Institutions (Schools, government agencies and other institutions)	~480
Small and medium-sized enterprises and livelihood groups	~50
Community-based organizations	~200

Community investment in 2025



Note: Excludes funds invested for community programs in compliance to the Department of Energy's Energy Regulation Program No. 1-94 (ER 1-94) amounting to ~P59 million.

SOCIAL | COMMUNITY ENGAGEMENT AND DEVELOPMENT

Institutionalizing the Social Progress Index (SPI) framework

We continue to adopt the SPI to plan, measure, and manage social outcomes, enabling us to shift focus from activity counts to evidence of improvement in our host communities. The SPI is a comprehensive framework that measures the well-being of a society by focusing exclusively on social and environmental outcomes. It utilizes a 0-100 scale to determine a “Distance to Frontier,” where 100 represents the best possible outcome currently achieved.

Our SPI journey is deliberately iterative—we refine plans and metrics as we learn across sites, prioritizing quality over speed to support long-term, systemic impact. To adopt the SPI framework, we have partnered with RiShift, a consultancy firm focusing on corporate sustainability and social impact.

While our social program pillars define where we invest, the SPI provides the instrumentation to measure how those investments move the needle on community well-being.

The SPI is structured around three primary dimensions, each composed of four specific components:

Basic Human Needs

- › Nutrition and basic medical care
- › Water and sanitation
- › Shelter
- › Personal safety

Foundations of Well-Being

- › Access to basic knowledge
- › Access to information and communication
- › Health and wellness
- › Environmental quality

Opportunity

- › Personal rights
- › Personal freedom and choice
- › Inclusion
- › Access to advanced education

Our SPI adoption journey

2023

- › Began our SPI adoption by mapping our initiatives to SPI dimensions and components to test the framework’s viability within our operational context

2024

- › Established our resource allocation baseline, determining where community investments are concentrated
- › Developed Theories of Change (ToC) for select sustainability programs



In 2025, Alaminos Solar involved local communities in tree planting and maintenance, achieving a 90 percent tree survival rate at its adopted 37-hectare National Greening Program (NGP) site in Siniloan, Laguna.

2025

- › Conducted capacity-building activities with 40 community program practitioners across ACEN to strengthen SPI understanding and implementation at the project level
- › Established the SPI Taskforce, a specialized body across ACEN’s projects overseeing the alignment of community investments with SPI outcomes
- › Piloted SPI-aligned measurement for 12 programs in close collaboration with the community program practitioners. Outcomes were categorized as (1) core metrics, which directly match SPI indicators, and (2) proxy metrics, which measure related outcomes but are not part of the SPI index

2026-onwards

- › Expand SPI integration across more programs while equipping teams with advanced tools and training, refining ToCs, and strengthening data quality and monitoring systems
- › Scale SPI-aligned initiatives across our six social program pillars
- › Adopt SPI’s distance-to-frontier scoring to allow us to track our progress toward global benchmarks of community well-being

Livelihood creation

We believe strong communities are built on meaningful, dignified work that provides stability and hope for the future. Through our livelihood programs, we help create tangible pathways to economic opportunity.

Integrated into our renewable energy projects, these initiatives generate green jobs and broaden opportunities for households to build secure futures. This directly advances the SPI dimension on Opportunity, supporting greater personal freedom & choice within our host communities.

Alignment to SPI	Opportunity
Primary SPI component impacted	Personal Freedom & Choice
Contributions to UN SDGs	1, 5, 8, 19, 17

Community investment

₱36 million

Beneficiaries

6,300 individuals

1,000 families

Philippine initiatives

Our livelihood initiatives in the Philippines promote economic stability by supporting local enterprises and community-based industries.

- SanMar Solar's *Kaaruba* program empowers community members through enterprise development.
- Guimaras Wind continues to strengthen tourism-based livelihoods through its *Pasalubong Center*.
- MonteSol supports sustainable coffee production by enhancing post-harvest processing capacity, enabling farmers to improve product quality and income potential.
- Alaminos Solar's *Seedling Rescue* initiative provides livelihood opportunities through seedling propagation for reforestation efforts.
- Capa Wind supports the community by mobilizing them for seedling production. This enables the project to comply with tree planting obligations while providing sustainable income sources for the host communities.
- Alaminos Solar involves local communities in rescuing, propagating, and nurturing seedlings to support greening efforts while providing economic opportunities.

Together, these programs expand the economic choices available to households, advancing the SPI component Personal Freedom & Choice.

We also engage local communities in reforestation efforts to create livelihood opportunities while promoting ecological stewardship.



From harvest to high-value products: Empowering farmers in Ilocos Norte

What began as a training and capacity-building program with contract farming has evolved into a higher-value pathway for Certificate of Stewardship Contract or CSC-holder farmers in Ilocos Norte.

Through ACEN's Agro-Circularity in Renewable Energy (ACRE) program, in partnership with SukiGrocer (formerly SariSuki), farmers improved agronomic practices, secured buyers for fresh produce, and then progressed to post-harvest processing with Salbahe Chili, a premium manufacturer of chili products.

By transforming chili harvests into bottled products, farmers boosted the value of their produce by nearly 40x compared with selling raw, enabling reinvestment in the next planting cycle and setting the stage for cooperative formation and direct processor engagement.



Our pasalubong center at Guimaras Wind continues to create livelihood for residents of San Lorenzo town.

SOCIAL | COMMUNITY ENGAGEMENT AND DEVELOPMENT

Global contributions

Our livelihood efforts across our other markets focus on strengthening community enterprises and broadening income opportunities to enhance economic participation in rural areas.

- › In Australia, New England Solar continues to support local groups in Uralla—ranging from cultural programs and community media to sports development—helping sustain skills and community engagement.
- › In Indonesia, Salak and Darajat Geothermal implements farmer empowerment, agrotourism, freshwater fisheries and small-business development initiatives through several BUMDEs (village-owned enterprises) programs, boosting local economies.

- › In Vietnam, Ninh Thuan Wind supported four vulnerable households with breeding chickens by providing starter feed, enabling them to begin small-scale livestock activities as a form of livelihood
- › In Lao PDR, Monsoon Wind drives livelihood creation by bridging immediate income generation with long-term agricultural capacity building, empowering households to expand their economic choices.

Local families gained early financial stability through direct recruitment for project activities and a farm-to-kitchen program that procures locally grown vegetables for project and school canteens.

To ensure long-term growth, agricultural capabilities were enhanced via demonstration and pilot farms in Attapeu and Sekong, which now serve as active training hubs for advanced cultivation techniques. The project also elevated daily well-being and productivity by distributing essential resources, including off-grid solar kits to increase energy access for rural homes, agricultural tools, and compost-making equipment.

These efforts are helping thousands of individuals rebuild a more stable, secure, and resilient future.

Country	Focus of livelihood programs
Philippines	Community enterprise development and agroforestry initiatives that strengthen rural income opportunities and sustainable land use
Vietnam	Provision of agricultural inputs that support sustainable income generation
Indonesia	Freshwater fisheries development and small-business support
Australia	Community enterprise initiatives supporting cultural programs and sports development that sustain local engagement and skills
Lao PDR	Specialty coffee cultivation and value-chain development complemented by agricultural diversification and livelihood restoration programs



Empowering farmers in Dak Cheung Village, Lao PDR

The Monsoon Wind Coffee Ring Project is building future-ready livelihoods in Dak Cheung Village by transitioning local farmers from basic agricultural production to the cultivation of higher-value specialty coffee. Through comprehensive training led by coffee experts, farmers have mastered better seedling care, harvesting, and post-harvest processing. This capacity-building has empowered project-area farmers to achieve a remarkable specialty-grade score of 86.26 and secure 9th place at the 2025 Laos Green Bean Competition.

Driven by the distribution of one million seedlings, the program is on track to engage 250 families and protect 300 hectares of forest from slash-and-burn agriculture by 2028. By enhancing crop quality and securing better market access, farmers capture greater economic value, expanding the SPI component: Personal Freedom & Choice.



Through ACEN Australia's Social Investment Program, we co-invested in establishing a permanent Lifeline Mental Health and Crisis Support Hub in Mudgee. This includes training and accreditation of five local volunteers to deliver 24/7 crisis counseling, trauma support groups, and rural outreach, as well as mental health first aid training for free in regional communities.

Community infrastructure

As we expand our renewable energy portfolio, we integrate infrastructure planning that brings direct, lasting benefits to host communities—from safer roads and improved lighting to health and sanitation facilities. These investments strengthen daily living conditions and emergency readiness, contributing to the SPI's Basic Needs dimension by supporting access to shelter, water, and essential community services.

Alignment to SPI	Basic needs
Primary SPI component impacted	Shelter, Water & Sanitation
Contributions to UN SDGs	7, 9, 11, 13, 17

Community investment

₱16 million

Beneficiaries

6,650 individuals

3,600 families

Philippine initiatives

Across the country, our community infrastructure programs continue to improve public safety, connectivity, and resilience.

- › In Ilocos Norte, Pagudpud Wind partnered with Globe to strengthen connectivity in our host communities and high-tourism areas.
- › In Cagayan province, Cagayan North Solar constructed and improved multipurpose gymnasiums in the villages of Magapit and Santa Maria, providing both evacuation centers and community venues.
- › In Paete, Laguna, Quezon North Wind installed 38 solar streetlights, illuminating roads while reinforcing clean energy use.
- › In Central Luzon, Palauig Solar and San Manuel Solar added solar-powered lights in remote sitios, creating safer, well-lit public spaces for residents.

Global contributions

We invested in infrastructure that improves basic living conditions for vulnerable households.

- › In Australia, New England Solar is supporting an affordable housing project in Uralla focused on meeting the needs of residents most affected by rising living costs and housing insecurity.
- › In Indonesia, Salak and Darajat Geothermal expanded electrification access to around 140 underserved households, improving day-to-day safety and productivity.
- › In Vietnam, Ninh Thuan Solar supported the construction of two charity houses in Ninh Thuan and Quang Ninh provinces, enhancing the quality of life for families facing socioeconomic challenges.

Uplifting IP communities through renewable energy

What was once a landscape shaped by lahar due to the 1991 Mt. Pinatubo eruption is now a beacon of progress. At our 585 MW SanMar Solar project in Zambales, ACEN's social initiatives show how renewable energy can power more than electricity—it can drive meaningful community transformation. From building access roads and bridges to creating green jobs, providing economic opportunities for Indigenous Peoples (IP) communities, the project is helping turn a disaster-scarred area into a hub for clean energy and inclusive growth.

These efforts have been recognized at the inaugural Philippine Daily Inquirer ESG Impact Awards 2025, where we received the Gold Award for Social Initiatives under the “Relations with Local Communities” category for publicly listed and large companies. We were also named Grand Prize winner for Most Outstanding ESG Initiative among publicly listed companies. Competing at the regional level, we also earned the Bronze Award at the 1st Asia ESG Positive Impact Awards in Malaysia.

These recognitions affirm our commitment to leading the energy transition in a way that uplifts communities, proving that when clean energy projects are developed responsibly, progress and positive impact go hand in hand.



Education

We believe in the transformative power of education to break cycles of poverty and inequality. Our investments focus not only on increasing access, but also on strengthening long-term learning outcomes by equipping students and teachers with the skills and tools they need to thrive. These efforts directly advance the SPI component on Access to Basic Knowledge, supporting more inclusive and resilient learning environments in our host communities.

Alignment to SPI	Foundations of Well-being
Primary SPI component impacted	Access to Basic Knowledge
Contributions to UN SDGs	4, 5, 8, 10, 17

Community investment

₱27 million

Beneficiaries

12,300 individuals

1,600 families

Philippine initiatives

We contribute to creating learning environments that strengthen early and basic education.

- Through Guimaras Wind, a rehabilitated and technology-enhanced classroom in San Lorenzo, Guimaras is being built to support interactive learning.
- In Pangasinan, San Manuel Solar's newly built day-care centers provide safe, supportive spaces for young learners.
- In Ilocos Norte, Pagudpud Wind and NLR built eco-classrooms that increased teaching capacity and improved student-teacher ratios.

We equip communities with foundational financial knowledge and practical life skills that support long-term learning and economic decision-making.

- In Quezon North Wind, we partnered with South Luzon State University to support a scholarship program benefitting 20 scholars from the Quezon and Laguna provinces.
- In Zambales, SanMar Solar also extended the same training to youth leaders through financial education sessions with Sangguniang Kabataan federations.

Global contributions

Our initiatives are anchored on enhancing access to education and resources to strengthen regional learning opportunities.

- Stubbo Solar, now in its second year of partnership with the Country Universities Centre in Mudjee, helps ensure regional

students can access tailored tertiary learning facilities over a five-year commitment.

- New England Solar supported a cultural enrichment program for Uralla Central School Parents and Citizens Association (P&C).

We continue to invest in programs that help learners overcome barriers to education.

- Salak and Darajat Geothermal in Indonesia gave merit-based scholarships for diploma and undergraduate students, complemented by teacher empowerment initiatives that enhance classroom delivery.
- Paryapt Solar in India provided school uniforms for nursery to Grade 8 students and educational support to 230 students across two government schools, helping reduce absenteeism and strengthen school participation.



ACEN Australia was a Platinum Partner of the Country Universities Centre (CUC) Mudjee Region, designed to provide educational facilities specifically tailored for regional students.



Advancing inclusive learning through CENTEX Digital

Ten public elementary schools in San Marcelino, Zambales—home to our 585 MW SanMar Solar—are advancing digital learning through the CENTEX Digital Education — High Touch, High Tech (HTHT) program, which equips teachers and classrooms with technology-enabled learning tools. Implemented through a collaboration among ACEN, Ayala Foundation, Department of Education (DepEd) Zambales, the Local Government of San Marcelino, Huawei, the Philanthropy Asia Alliance, and the Education Development Center, the initiative provides teacher training, mentoring, and access to Khan Academy Philippines, enabling interactive, data-driven learning aligned with the DepEd curriculum.

An independent study found student scores doubled in 12 weeks, from 27 percent to 56 percent, equivalent to nearly four months of additional learning. The program has benefited more than 1,600 learners, demonstrating how technology-enabled instruction can significantly improve learning outcomes in public schools.

Empowering Indigenous Peoples

We believe the energy transition must protect and empower Indigenous Peoples. Across our project areas, we work in close partnership with Indigenous communities to ensure our developments strengthen, protect, and create opportunity rather than displace. By upholding their rights, honoring cultural heritage, and supporting access to essential services and sustainable livelihoods, we aim to foster progress rooted in respect, dignity, and self-determination. Through these, we advance the SPI components on Inclusiveness and Personal Rights, fostering an environment where Indigenous communities thrive as active partners in the energy transition.

Alignment to SPI	Opportunity
Primary SPI component impacted	Inclusiveness, Personal Rights
Contributions to UN SDGs	1, 4, 5, 8, 10, 16, 17

Community investment

₱25 million

Beneficiaries

16,000 individuals

3,600 families

Philippine initiatives

We equip Indigenous leaders with practical financial skills to promote economic autonomy and informed choice.

- Quezon North Wind supported financial literacy training for Dumagat Indigenous Peoples Organizations (IPOs) in Real and Mauban, Quezon. In partnership with BPI Foundation, 29 Dumagat leaders from seven IP communities completed sessions on savings, insurance, debt management, investments and scam prevention.

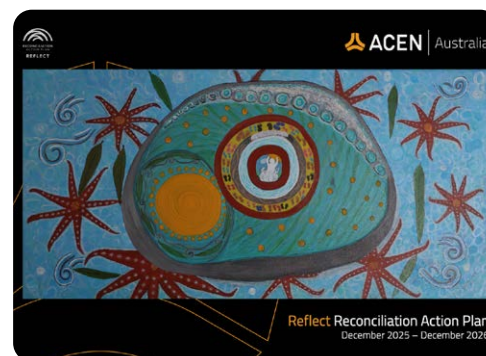
We also expand access to education and essential support for Indigenous communities.

- In Ilocos Norte, NLR and Capa Wind continued to support Indigenous and cultural communities, including members of the Yapayao tribe, through educational assistance and community development support.

Global contributions

We continue to strengthen Indigenous partnerships, promoting First Nations culture and heritage in our projects.

- During the opening of Stubbo Solar in Australia, we honored the Wiradjuri culture through the naming of the site's operations and maintenance building Ngurang Garra Yiray, reflecting the ancient connection between energy and land.
- In Tasmania, our voluntary intangible cultural values assessment with the Melaythenner Teeackana Warrana Aboriginal Corporation



To embed Indigenous participation across our business, ACEN Australia launched its inaugural **Reconciliation Action Plan (RAP)**, developed with Reconciliation Australia.

is informing the North East Wind project's design, embedding cultural insight early and going beyond compliance to reflect the values of Traditional Custodians.

We strengthened Indigenous economic participation through enterprise development, capability building and inclusive procurement.

- Between 2023 and 2025, more than AU\$ 4 million in goods and services were procured from Indigenous businesses in New South Wales (NSW), including AU\$ 3.2 million at Stubbo Solar alone.
- We also launched Indigenous Business Grants and our partnership with the NSW Indigenous Chamber of Commerce to embed Indigenous procurement practices across project delivery.
- We partnered with Yurruga, a start-up Indigenous business, for circular economy, recycling 5,000 used panels from Stubbo Solar.

Enhancing education and well-being in Indigenous communities in Roebourne

In Australia, Yindjibarndi Energy Corporation (YEC) supports key community-led initiatives delivered through the Gurlu Gurlu Maya Child and Parent Centre in Roebourne, an organization dedicated to early childhood education, family support, and overall wellbeing for children aged 0 to 8.

As part of this partnership, YEC is supporting the expansion of the Centre's educational take-home support packs, enabling continued learning and connection within the home. First developed during the COVID-19 pandemic, these packs continue to play an important role in fostering learning, family connection, and early development within the home.

YEC also contributes to culturally safe counselling services for families navigating trauma and alcohol or drug-related challenges. By reducing stigma, enhancing emotional well-being, and strengthening family relationships, these initiatives provide integrated and compassionate support.

Together, these initiatives reflect a shared commitment to supporting strong, connected families and contributing to positive outcomes for children and caregivers in the local community.

YEC employees with representatives from Gurlu Gurlu Maya



Health and wellness

Healthy communities are the foundation of lasting progress. Through partnerships with local government units, health organizations, and private sector partners, we work to bring essential healthcare services closer to our host communities. Our programs promote preventive care, support long-term wellness, and strengthen access to health services for individuals and families.

These initiatives serve diverse groups within our host communities, including children, youth, women, and senior citizens, helping ensure that people of all ages have the opportunity to live healthier, more active lives.

Alignment to SPI	Basic Needs
Primary SPI component impacted	Nutrition, Basic Medical Care
Contributions to UN SDGs	2, 3

Community investment

₱9 million

Beneficiaries

4,300 individuals

2,400 families

Philippine initiatives

Across the country, we extend health services to strengthen community well-being.

- › In Zambales, Palauig Solar strengthened primary care access for women and families by equipping the Sitio Dampay Barangay Health Center with essential medical tools.
- › In the same province, SanMar Solar conducted a medical mission for the IP community of Barangay Sta. Fe, improving access to basic care. It also distributed 100 emergency medical kits to households in Barangay Aglao to enhance emergency preparedness.
- › In Quezon province, Quezon North Wind supported Real town's barangay medical mission by providing medicines, reaching around 500 residents across underserved barangays.

We also strengthen systems that support long-term health and community resilience.

- › In Ilocos Norte, Pagudpud Wind improved Water, Sanitation, and Hygiene (WASH) facilities in host barangays, benefiting 370 families and reducing water-washed and waterborne disease risks.
- › Also in Pagudpud town, NLR upskilled barangay health workers on basic life support and Automated External Defibrillator (AED) use to improve frontline response capacity.

Global contributions

We support nutrition, community health, and essential services across our international project sites.

- › In Australia, Stubbo Solar supported community safety and well-being by upgrading equipment for the Gulgong Volunteer Rescue Association, partnering with Lifeline Central West for mental health first aid training and crisis support, and installing chilled and filtered water bubblers in local schools. Meanwhile, New England Solar contributed to the work of *Uralla Can Assist*, which provides confidential financial support to cancer patients, and supported community groups improving health, safety, and social well-being.
- › In Indonesia, Salak Geothermal delivered a nutrition and health education program that benefitted 550 locals.
- › In Vietnam, Mui Ne Wind and Ninh Thuan Wind distributed food packs, hygiene kits, and essential supplies during festive and high-need periods, supporting vulnerable households.
- › Mui Ne Wind conducted community orientations and training sessions to strengthen household well-being, safe practices, and community resilience.
- › In India, Paryapt Solar installed reverse osmosis water systems in two government schools, providing students with clean and safe drinking water and reducing the risk of waterborne illnesses. Sitara Solar also conducted hygiene awareness sessions, life-skill classes, and adolescent health education, addressing hygiene barriers and promoting healthy practices.

Bringing essential healthcare closer to communities

Through our partnership with AC Health's Healthway Medical Network and Generika Drugstore, we supported farmers and fisherfolks in Paete, Laguna by providing accessible, quality healthcare services.

Over 120 community members received medical consultations, basic diagnostics and free starter medicines, along with health education sessions that emphasized preventive care and long-term wellness.

By bridging gaps in healthcare access—especially for those whose livelihoods sustain local food security—this initiative strengthens community well-being and reinforces our commitment to building healthier, more resilient communities for the future.



Climate change & emergency responses

The Philippines, our home market, is among the most vulnerable to the impacts of climate change. This reality reinforces our commitment to disaster resilience and environmental stewardship. Beyond advancing sustainability, we equip communities with the skills, resources, and infrastructure to withstand and recover from climate-related emergencies.

Alignment to SPI	Foundations
Primary SPI component impacted	Environmental Quality
Contributions to UN SDGs	11, 13, 17

Community investment

₱9 million

Beneficiaries

16,600 individuals

5,800 families

Philippine initiatives

We strengthen community readiness through training, early-warning support, and emergency response assistance.

- › In Ilocos Norte, NLR conducted disaster preparedness and resiliency workshops, equipping schools and barangays with the knowledge and practices needed during typhoons and extreme weather. Pagudpud Wind also coordinated with barangay leaders to improve early-warning measures, preparedness monitoring, and distribution of emergency kits.
- › In Cagayan province, Cagayan North Solar provided emergency assistance to households affected by typhoons and supported local responders during peak emergency periods.
- › In Zambales, SanMar Solar delivered emergency food packs and immediate

relief support to climate-vulnerable sitios, strengthening local safety nets.

- › In Quezon province, Quezon North Wind supported LGUs during severe weather events through resource mobilization, evacuation support and distribution of essential goods.
- › In Visayas, our plants provided relief supplies to affected communities and supported the logistics of evacuation centers during typhoon events.

We also support emergency facilities and community safety infrastructure.

- › Our plants in Visayas and Cagayan North Solar assisted with evacuation center needs, ensuring safe temporary shelters during emergencies.
- › SanMar Solar distributed emergency medical kits to 100 households in Barangay Aglao to improve household-level emergency readiness.



ACEN RES, in partnership with its retail customers and Ayala Foundation, Inc., extended essential aid to 200 families in Tabuelan, Cebu, after a 6.9-magnitude earthquake struck the province in 2025.



Strengthening community resilience amid back-to-back typhoons

In late 2025, the back-to-back landfall and impact of Typhoon Tino and Super Typhoon Uwan put many of our host communities across Negros and Zambales to the test. Together with Ayala Foundation, we mobilized immediate bayanihan support by delivering food packs, drinking water, hygiene supplies, and other essentials to thousands of displaced families. Our teams supported evacuation centers, aided transport of relief goods, and helped restore access to critical needs in hard-hit areas such as Bais City, Guihulngan, and San Carlos City.

Each response strengthened our coordination with LGUs and deepened our partnerships with local responders, enabling faster recovery and stronger preparedness for future natural disasters. Our disaster response supports the SPI dimension Environmental Quality, helping communities become more disaster-resilient.

JUST ENERGY TRANSITION

Our Just Energy Transition roadmap reflects a people-centered approach to decarbonization—recognizing that the shift to clean energy must be inclusive, responsible, and responsive to the needs of affected stakeholders. As we advance with a 100 percent renewable energy portfolio and our Net Zero ambition, we place equal importance on managing the social dimensions of the transition alongside environmental outcomes.

At the heart of our approach is a commitment to ensuring that workers and host communities are supported throughout the transition. We begin with early and transparent engagement, enabling stakeholders to understand potential impacts and participate in shaping transition pathways. Rather than treating workforce impacts as an afterthought, we integrate workforce planning into our strategy, identifying opportunities for reskilling, redeployment, and career mobility within our growing renewable energy portfolio and adjacent industries.

For host communities, we focus on sustaining and enhancing local economic value. We recognize that energy assets often serve as key sources of employment and economic activity, and we therefore explore options such as asset repurposing and alternative land use to support continued livelihood generation.

These solutions are designed to be context-specific, reflecting the unique needs and opportunities of each community.

We also adopt a systems perspective, coordinating closely with government, industry partners, and local institutions to align social programs, infrastructure development, and capacity-building initiatives that support long-term resilience.

Importantly, we view the just transition as an evolving process. By working with global partners and initiatives, we continue to refine our approach, share learnings, and contribute to the development of practical, scalable models for emerging markets.

Through this approach, we aim to demonstrate that the energy transition can be not only low-carbon, but also equitable—creating opportunities while minimizing disruption for the people and communities we serve.

Learn more about our Just Energy Transition Roadmap at https://bit.ly/ACEN_JET

Key principles

-  Transparent and open dialogue
-  Individualized
-  Adequate planning and support



Ashvin Dayal (center) of The Rockefeller Foundation visited the South Luzon Thermal Energy Corporation (SLTEC) coal plant in Batangas, Philippines to meet with the workers and learn more about the climate and economic implications of ACEN's Energy Transition Mechanism (ETM).

INCLUSIVE WORKPLACES

92 out of 100

Employee engagement score

₱42 million

Investments in learning and development

Sustainable Workplace Awardee

HR Asia

Our people are at the heart of our long-term strategy and value creation, driving us to exceed our ambitions. Guided by our ABCD values—Aspire, Believe, Collaborate, and Deliver—we cultivate a culture where individuals are empowered to grow, contribute, and perform at their best. Beyond competitive compensation and benefits, we foster a safe, inclusive, and growth-oriented work environment that supports continuous learning, career development, and meaningful contribution.

In 2025, we were once again recognized as among the **Best Companies to Work for in Asia**, a prestigious recognition program for organizations that have been identified by their employees as one of Asia's employers of choice, showing exemplary HR practices, high employee engagement, and great workplace culture. We were also awarded the **HR Asia Sustainable Workplace Award**, a distinction granted to only 10 to 15 organizations annually. This recognition

highlights ACEN's steadfast commitment to environmental responsibility, sustainable business practices, and building a culture of eco-innovation that creates positive impact for both society and the planet. We also landed on **TIME—Statista Asia-Pacific Best Companies 2026**, which lists top 500 companies in the region based on employee satisfaction, revenue growth, and ESG disclosures.

ACEN Australia, meanwhile, was certified as a **Great Place to Work** for the second consecutive year. This certification reflects positive employee feedback and a strong workplace culture. The certification is given to companies that achieve a minimum positive rating based on the Trust Index survey, a research-backed tool that measures the employee experience.

Our commitments on human rights, ethical conduct, diversity and inclusion, and labor practices are detailed in our [Human Rights Policy](#)



At the 2025 ACEN Leadership Summit, we launched the ACEN Leadership Code which frames leadership through how we behave and make decisions in line with our values to drive sustainable impact and shared success.

Talent acquisition

We recognize that a successful energy transition entails a capable workforce that is aligned with our overarching aspiration of a sustainable future. Our approach to talent acquisition is anchored on attracting professionals who are purpose-driven, values-aligned, and capable of supporting long-term, sustainable growth. Our talent acquisition team plays a vital role in building a capable, inclusive workforce that supports our renewable energy ambitions while upholding responsible employment practices and long-term organizational resilience.

We prioritize hiring talent for roles and skills critical to the development, construction, and operation of renewable energy assets, as well as leadership and specialized functions that strengthen organizational resilience. Focused hiring for these critical roles is enabled through

regular engagement and coordination with business units.

We adopt a balanced approach to talent resourcing by supporting internal career progression while selectively sourcing external talent to bring in new capabilities. We aim to ensure a fair, transparent, and values-driven candidate experience across all roles and locations for our recruitment processes.

Through this disciplined and forward-looking approach, we ensure that our workforce remains future-ready and equipped to support our long-term goals.

To operationalize our approach, we implemented several initiatives aimed at building a sustainable talent pipeline:

› Strategic workforce planning

We conducted planning workshops across all business units to align 2026 hiring requirements, ensuring talent acquisition supports project pipelines, new platforms and subsidiaries, and long-term capability building.

› Targeted and strategic sourcing

We prioritized direct sourcing and talent mapping to strengthen internal talent pools and reduce reliance on external agencies.

› University and industry partnerships

We strengthened partnerships with institutions such as the Asian Institute of Management (AIM) and other universities to support campus engagements, career talks, and early-career talent pipeline development.

➤ **Data-driven recruitment management**

We utilized recruitment dashboards to track hiring progress against workforce plans and monitor time-to-fill and conversion rates.

➤ **Leadership and executive hiring**

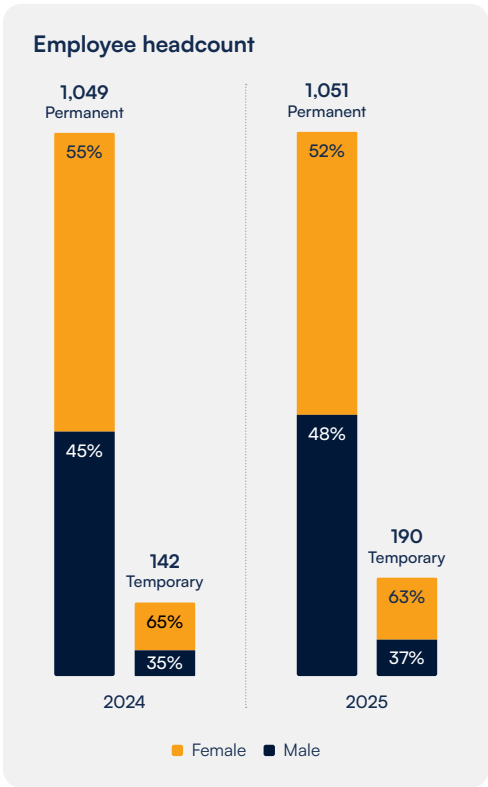
We adopted a deliberate approach for senior and niche roles, prioritizing leadership capability, values-alignment, and readiness for scale.

In 2025, our total headcount reached 1,241, a 4 percent increase from the previous year. Women account for 48 percent of our workforce —significantly higher than the global average of 32 percent in the renewable energy sector, based on a 2025 study by the International Renewable Energy Agency (IRENA).

To support our expanding pipeline, we hired 315 permanent employees, of whom 41 percent are female and 59 percent are male. In terms of age group, 35 percent of new hires are under 30 while 65 percent are aged 30 and above, reinforcing a diverse, gender-balanced, and multi-generational workforce that supports long-term resilience.

We prioritize internal mobility by seeking to fill roles from within wherever possible, enabling employees to grow their careers while retaining institutional knowledge and strengthening leadership pipelines. At ACEN Australia, for example, 33 percent of open positions were filled by internal candidates.

We also monitor turnover as a key indicator of the effectiveness of our employee engagement and development programs. In terms of retention, voluntary turnover in 2025 was 9 percent compared to 11 percent in the previous year, demonstrating improved employee satisfaction, stronger engagement, and the positive impact of our people-focused initiatives.



See annex [pages 107 to 109](#) for detailed employment data.

Growth and development

Our development framework is anchored on the 3Es of learning: education, exposure, and experience. Education (30 percent of the learning strategy) focuses on formal learning to strengthen employees’ technical knowledge and skills, while exposure (20 percent) emphasizes social learning through collaboration with peers and experienced professionals. Experience (50 percent), the core of the framework, prioritizes hands-on, on-the-job opportunities to lead and deliver meaningful work. Together, these pillars provide a holistic and effective approach to skills development and personal growth.

In 2025, we invested an estimated ₱42 million in learning and development to strengthen employee capabilities and prepare the workforce for future challenges. Our employee training satisfaction scores consistently maintain a minimum score of 4 out of 5, reflecting strong employee engagement and program effectiveness.

Our learning and development programs also reinforce our commitment to diversity, equity, and inclusion by providing broad access to essential training. Core compliance and regulatory programs are extended to part-time employees and contractors, covering areas such as occupational health and safety and our Code of Conduct.

Learn more about our commitment to talent development through our Learning and Development Policy at <https://bit.ly/ACENLDPolicy>



“The energy transition requires more than projects—it requires people with the right skills, mindset, and values. By building and strengthening these capabilities across the organization, we are able to scale with consistency and deliver long-term value.”

JP ORBETA
Group Chief Human Resources Officer,
Group Chief Administrative Officer &
Group Chief Risk Officer



Leadership development

Programs offered

- › A Leader's Role in Attracting, Engaging, and Developing Talents
- › Personify Leadership
- › Ayala Leadership Acceleration Program (LEAP)
- › Emerging Ayala Group Leaders (EAGLE)
- › Ayala Leaders League (ALL)

**Select programs are delivered in partnership with globally recognized institutions, including Harvard University.*

Objectives

To strengthen self and people leadership capabilities

Coverage

Managers and above

2025 results

Conducted 15 sessions attended by 110 employees



Functional and specialized training

Programs offered

- › Functional unit specific: Occupational health and safety, asset management, energy policy, project finance, etc.
- › Specialized role specific: Project management certification, power plant design, strategic negotiations, etc.
- › High potential track specific: EAGLE, LEAP, ALL

**Programs listed are a few examples*

Objectives

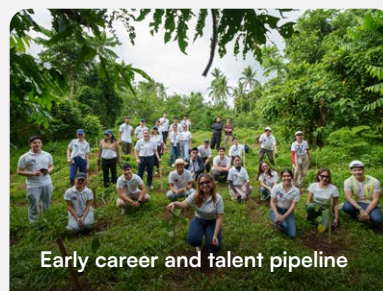
To develop competencies related to functions/roles

Coverage

Select employees

2025 results

Conducted ~150 targeted trainings attended by ~750 employees



Early career and talent pipeline

Programs offered

- › Ayala Group Summer Internship Program (AGSIP)
- › ACEN Cadetship Program
- › ACEN Australia Graduate Program

**These programs allow college and graduate students to engage in the day-to-day operations and develop leadership skills*

Objectives

To develop technical skills and leadership capabilities

Coverage

Undergraduate and graduate students

2025 results

- › AGSIP: Takes on 12 interns year-on-year
- › Graduate program: New England Solar visit for current participants



Educational support

Programs offered

- › ACEN Educational Support Program: Flexible short- and long-term study options, tuition support

**Programs are available to eligible full-time employees, with options for full or partial sponsorships*

Objectives

To provide educational leaves, loan assistance, and sponsorships for enhanced learning

Coverage

Eligible full-time employees who meet performance, conduct and tenure requirements

2025 results

Provided support for MBAs for chosen high-performing employees



Continuous learning

Programs offered

- › Lunch and Learn sessions
- › LinkedIn Learning
- › Community of Practice (i.e., Ayala-wide Data Analytics network)

**All employees have access to courses, certifications, and learning events that build practical knowledge*

Objectives

To provide opportunities for learning on company-related knowledge and skills

Coverage

All employees

2025 results

- › Conducted nine Lunch and Learn sessions attended by 1,576 employees, with average satisfaction score of 4.72 out of 5.
- › Over 1,800 completed courses by employees on LinkedIn Learning



New hires at ACEN are given the opportunity to connect directly with our leaders, fostering open dialogue, shared purpose, and alignment from day one.

Targeted programs

We strengthened our commitment to employee development through targeted learning programs addressing identified skill and competency gaps, with over ₱20 million invested in 2025 to build future-ready leaders. These initiatives, spanning technical and leadership development, are offered at all career levels and supported by the learning and development team to ensure access to relevant, supervisor-approved training. Total learning hours on targeted programs increased by an estimated 6,900 hours, reflecting strong employee engagement and alignment with our strategic priorities, with programs continuously refined through post-training feedback.

Our targeted programs are organized into three categories:

Functional unit-specific	Strengthens core competencies in areas such as health and safety, operations, regulatory, and finance
Specialized role-specific	Builds technical and operational expertise in fields including project management, engineering, and business development
High-potential track-specific	Prepares future leaders through leadership development programs

Program delivery is supported by leading local and global institutions. Technical and department-focused training partners include EnergyEdge, Project Management Institute, Institute of Internal Auditors, Corporate Finance Institute, and Association of Structural Engineers of the Philippines, while enterprise and leadership programs are delivered in partnership with institutions such as the University of the Philippines, National University of Singapore, IESE Business School — Universidad de Navarra (IESE), Massachusetts Institute of Technology, INSEAD, PeopleStrong, and LinkedIn Learning.

Talent pipeline development

Our talent pipeline development strategy is anchored on the 6Bs framework. *Build*, *Boost*, and *Bounce* focus on developing employees through education, exposure, and experience; advancing high-potential talent; and managing underperformance to enable clear career pathways. Complementing these are *Buy*, *Borrow*, and *Bind*, which strengthen the organization’s ability to attract external talent, leverage specialized expertise, and enhance retention. Together, these strategies support the continuous development of future-ready leaders and a robust talent pipeline.

To ensure consistency, we have implemented a unified Talent Management Playbook and Succession Policy across the group, aligned with Ayala Corporation’s leadership development and succession standards to support long-term organizational continuity.

SOCIAL | INCLUSIVE WORKPLACES

Personify Leadership Program

To equip leaders and emerging leaders with practical tools for personal effectiveness and team empowerment, we partnered with Personify Leadership, a global experiential-based leadership development company.

Together, we piloted a two-day, high-intensity workshop that provided comprehensive leadership development across eight core competencies. The program blends experiential simulations, case studies, and reflection exercises, helping participants lead with intention, accountability, and empathy.

Aligned with the ACEN Leadership Code, it simplifies complex leadership competencies into actionable behaviors for everyday impact. The pilot phase is currently underway, with 40 participants in the initial program. A full rollout is scheduled for implementation in 2026.



Succession planning

Our Succession Policy ensures leadership continuity and organizational resilience through a structured approach to identifying, developing, and preparing internal talent for critical roles. By integrating succession planning with performance management, talent reviews, and leadership development, we strengthen our leadership pipeline to support long-term strategic and sustainability goals.

Learn more about our guidelines on succession planning through our Succession Policy at <https://bit.ly/SuccessionPolicy>

Our succession planning process

- 1 Identification of critical roles essential to business continuity and growth
- 2 Alignment of leadership requirements with business strategy to define key capabilities for success
- 3 Sourcing of successors through talent reviews, with each critical role supported by Emergency, Ready Now, and Ready Later candidates
- 4 Development of successors through stretch assignments and cross-functional exposure, complemented by ongoing career conversations that clarify expectations and development pathways
- 5 Engaging successors with career conversations to outline career paths, set expectations and align their development plans with organizational goals
- 6 Regular review of successors' progress

Internal mobility

Our internal mobility strategy empowers employees to take ownership of their development and pursue opportunities within the organization. Guided by business priorities and strategic workforce planning, internal movements ensure talent is deployed where it delivers the greatest impact.

Through lateral moves, stretch assignments, and leadership rotations, we foster a culture where mobility is essential to building a future-ready workforce. Managers and HR Business Partners support this journey through ongoing career conversations, development planning, and transparency around opportunities, creating a workplace where growth is continuous, purposeful, and aligned with our mission.

Just energy transition

Through our groundbreaking completion of the world's first market-based Energy Transition Mechanism, which involved the divestment of the 246 MW SLTEC coal plant and its early retirement by 2040, we committed to ensuring a just transition for affected workers. Guided by transparent dialogue, individualized support, and careful planning, employees are provided with tailored options, including transitioning to green jobs, placement in other local industries with appropriate support, or reskilling and upskilling to broaden employment opportunities.

Learn more about our Just Energy Transition roadmap and initiatives at https://bit.ly/ACEN_JET



Employees regularly come together for sports and wellness activities—including badminton, one of the Special Interest Groups in 2025—to stay active, build camaraderie, and strengthen connections beyond the workplace.

Employee engagement and support

We recognize that our success as an organization is driven by our people. As such, we strive to cultivate a workplace where employees feel engaged, inspired, and supported. Through the following initiatives, we continue to support our employees' well-being and ensure alignment on our shared purpose:

ACEN People Committee

The ACEN People Committee, composed of representatives from across business units, champions employee engagement in partnership with HR. This committee ensures programs reflect our culture and values while amplifying

employee voices and fostering dialogue on Diversity, Equity, and Inclusion (DEI) and well-being. In the absence of an independent trade union, it serves as our internal representative body for employee feedback.

MyHR Platform: HR Integrated System Technology Platform

MyHR, powered by SAP SuccessFactors, is our centralized HR system that streamlines employee data, timekeeping, payroll, benefits, performance management, learning, and succession planning. By integrating these processes into one platform, it enables HR to focus on strategic priorities and employee engagement while improving operational efficiency.

Atletang Ayala

Atletang Ayala supports emerging Filipino athletes in their journey to the 2028 Olympics. We continued supporting taekwondo para-athlete Allain Ganapin and national fencer Samuel Tranquilan, who both work part-time at ACEN. Samuel also competed in the 33rd SEA Games, securing two bronze medals for the Philippine fencing team.

Well-being programs

Special Interest Groups (SIGs)

Launched in 2024, our employee-led SIGs grew to 14 active groups, covering sports, wellness, sustainability, and recreational interests—strengthening collaboration and belonging.

Mental health initiatives

Aligned with the World Federation for Mental Health Global Campaign, we conducted mindfulness sessions and workshops to promote resilience and psychological safety. We also maintained partnerships with ThoughtFull and Argao Psych to provide confidential counseling and mental health support across regions.

Impactful Steps: Steps to saplings

For Earth Day, employees joined a 10-day step challenge with Treely, where every 10,000 steps funded one tree. Nearly 35 million steps were logged, resulting in the planting of 3,503 native trees at our Pagudpud Wind project.

Employee engagement events in 2025



What began as a Valentine's initiative became a force for good, as our Power Pair campaign brought employees together to advocate for social development initiatives and raise ₱284,000 for our communities.



tACbo combines fitness and purpose, with over 100 ACEN employees coming together in support of education, contributing to the Ayala group's collective ₱6.2 million raised for CENTEX education programs.



We participated in the JZA Cup, fielding teams in golf, volleyball, and bowling to connect Ayala group employees through a group-wide sporting event.



"Ignite" brings newly hired colleagues and ACEN leaders together to build early connection, belonging, and alignment with our company purpose.



"Power Pitch: The Hackathon" empowers employees to develop innovative, purpose-driven engagement programs aligned with our shared promise to unlock more — for ourselves, our communities, and the planet.



Jessa Marie Libres, an intern at ACES, won the Bronze medal at the Atletang Ayala World Pole Vault Challenge.

Employee engagement survey

At ACEN, employee feedback plays a central role in shaping a better workplace experience. We regularly conduct employee surveys to assess alignment with company goals, access to resources, collaboration, and motivation, using these insights to drive initiatives that strengthen engagement and satisfaction.

Every two years, we participate in the Ayala Engage Survey, an independently administered Ayala group-wide assessment that measures sustainable engagement across business units and job levels. In the most recent survey, we achieved an engagement score of 92—exceeding the Global High Performance norm developed by Willis Towers Watson (WTW), with strong results in goal alignment, resource availability, and team synergy. In 2025, the survey recorded a 92 percent participation rate from 1,150 respondents, reflecting employees' active involvement in shaping the organization's culture and future.

To further support timely action, we also conducted quarterly Employee Pulse Surveys focused on well-being, leadership, inclusion, and career development. Results are analyzed by business unit and role level to enable targeted responses. Through these efforts, we continue to strengthen our culture of engagement and continuously enhance the employee experience.

Diversity, equity, and inclusion

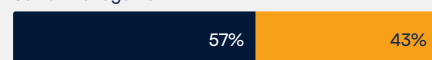
We are committed to building a culture that supports all employees and promotes inclusion, well-being, and development. Our policies are grounded in Diversity, Equity, and Inclusion (DEI) principles, ensuring that every employee feels seen, heard, and valued as part of our overall employee experience. This commitment is reflected in our gender representation across all levels, with women comprising 43 percent of senior management, 52 percent of middle management, and 42 percent of rank-and-file employees, demonstrating strong female participation throughout the organization.

Gender diversity

43%

Women in leadership positions

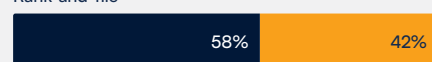
Senior management



Middle management



Rank-and-file



■ Male ■ Female

In 2025, we enabled our DEI agenda through a variety of programs that celebrate identity, promote equity, and build community.

1 Ayala Inclusive Circle

As part of Ayala group's DEI Commitment, the Ayala Inclusive Circle creates safe spaces for authenticity, vulnerability, and open dialogue across the Ayala group, fostering belonging and connection through shared experiences. ACEN employees participated in three sessions: "Working with Cancer," supporting employees and caregivers navigating cancer; "Glass Ceilings and Stained Glass Windows," exploring women leaders' lived experiences and informing inclusive policymaking; and "Pride and Allyship," providing a safe space for LGBTQIA+ employees and allies to strengthen solidarity and psychological safety.

2 Energy Circles (Women's Month Edition)

We launched Energy Circles, our version of Inclusive Circles, as safe spaces for authenticity and open dialogue. Each session begins with storytelling, where participants share experiences to build belonging and psychological safety. Our sessions included "Life Timelines and Deadlines" and "The Power of Being You", encouraging reflection on societal expectations and authentic self-expression at work.

3 Cultural Sensitivity Workshop: Building cultures across ACEN

Our workshop equipped participants with strategies to navigate cultural differences,



Our mentorship program includes 14 active women mentors, representing 41 percent of the total mentor pool. Additionally, 46 out of 80 mentees are women, accounting for 57.5 percent of participants.

strengthen cross-cultural communication, and resolve cultural workplace conflicts across the ACEN group. Through group activities, employees shared experiences of intercultural misunderstandings and explored Western and Eastern work styles, using select case studies to address miscommunications.

Improving representation and pay equity

We continue to monitor gender pay equity across all levels of the organization. At the non-managerial level, female employees earn on average 3 percent more than their male counterparts, reflecting a relatively balanced pay equity at entry and mid-level roles. At the managerial level, we note that male employees earn around 7 percent more than female

managers. Meanwhile, at the top executive-level, male executives earn 27 percent more than their female counterparts.

This trend suggests that while gender pay differences are minimal, and even slightly favorable to women in non-managerial positions, the disparity grows progressively with seniority, becoming most pronounced in leadership roles. Contributing factors include differences in career progression rates, the higher proportion of men in senior level positions, representation in critical or revenue-driving roles, and the influence of pay-setting practices at upper organizational levels. We benchmark to guide future DEI targets and metrics, while embedding DEI principles into engagement programs, leadership development, and talent retention strategies.

Grievance reporting

Our approach to grievance handling and remediation aims to respond promptly to any actual or potential adverse human rights impacts affecting individuals, workers, and communities that we may cause or contribute to. Regardless of the reporting channel or severity of the issue, we treat all incidents seriously and handle all cases with professionalism and confidentiality, ensuring the needs of all parties are respected.

Employees are encouraged to raise concerns or report suspected misconduct through **Speak Up Safely**, the company's official whistleblowing platform. This secure and confidential channel is accessible through both the ACEN website and the myHR platform, HR's central hub for employee services. Awareness of *Speak Up Safely* is reinforced through compulsory governance training modules hosted on myHR including *Anti-Sexual Harassment*, *Safe Spaces Act*, and *Anti-Bribery and Corruption* courses. In 2025, we successfully resolved and closed 77 percent of the cases reported through these channels, with the remaining cases are currently under investigation.



Through *Speak Up Safely*, employees can report suspected misconduct anonymously.

Reports are received by an independent third-party team from Deloitte and escalated based on severity and nature of the concern. Cases involving potential violations of law, Code of Conduct, or workplace safety are routed to Legal, Governance, and Compliance for investigation, with HR looped in for employee-related matters. All reports are treated confidentially and may be submitted anonymously.

To ensure that every concern is handled with fairness and integrity, we established a Committee on Decorum and Investigation (CODI), an independent internal grievance mechanism responsible for investigating cases of gender-based sexual harassment. It consists of members from senior management, supervisors, and rank-and-file employees, with at least half of its members being women. The Committee upholds impartiality, ensures due process, and protects the rights of all parties involved.

In the recent Safety Culture survey we conducted, results showed that we exhibit a broadly positive culture characterized by trust, teamwork, and respectful interactions. Both quantitative and qualitative data confirm our strengths in open dialogue, recognition, and strong peer support. These insights provide a strong basis for continued cultural growth and leadership focus.

For more details about our *Speak Up Safely* program and *Safety Culture* survey, please refer to [page 95](#) and [page 60](#), respectively.

Performance assessment

Our performance appraisal process is a structured framework designed to evaluate and enhance employee performance while ensuring alignment with organizational goals. Conducted annually, it integrates continuous feedback, development planning, and final evaluation to ensure fairness, transparency, and engagement. It serves as a basis for recognizing achievements and supporting career growth.

Performance evaluation and rewarding

The Key Result Areas (KRAs) constitute the largest share of an employee's overall performance evaluation. Beyond metrics, a percentage of the evaluation is dedicated to development planning, supporting employees in enhancing employee competencies and advancing their careers in accordance with our learning and development framework. Employees are also evaluated based on how they embody our core values: *Aspire, Believe, Collaborate, and Deliver*.

100 percent of our employees receive regular performance reviews. Employees are rewarded in the form of career advancement, merit increases, performance bonuses, and learning opportunities based on the outcome of their performance appraisal and company performance.

By integrating clear goals, regular feedback and structured evaluations, our performance appraisal process not only measures results but also opens opportunities for career growth.



We conduct annual performance appraisals to help employees stay aligned with their KRAs, track progress, and continuously raise the bar on performance.

Our annual performance assessment process



Compensation and benefits

Our compensation philosophy ensures market-competitive, legally-compliant remuneration, with pay decisions linked to individual and company performance against defined KRAs, regardless of gender. Salary adjustments, benefits, and rewards reflect both company and individual performance, complemented by variable pay through performance-based bonuses awarded throughout the year.

We regularly benchmark salaries against local and multinational peers, primarily within the energy sector, taking a holistic view of total remuneration. We also monitor regulatory advisories to ensure compliance with minimum wage, overtime, and other labor standards.

Compensation and cash benefits are complemented by a competitive employee benefit package that supports employees' financial and personal well-being.



Under the ACEN Cares program, we joined the #WorkingWithCancer pledge to help end the stigma of cancer at work.

Our **ACEN Cares** program provides several offerings to full-time employees:

- › **Cancer care leave** is available to those diagnosed with cancer and other terminal illnesses that need an urgent treatment plan, with up to six months of leave entitlement so they can focus on their well-being and recovery
- › **Annual flu vaccinations** are extended to family members
- › **Medical insurance coverage** is also extended to immediate family members, providing access to both outpatient, inpatient, and emergency cases
- › **Executive check-up and annual physical examination** which includes comprehensive health checks and doctor's consultation
- › **Access to mental health programs** such as the *Thoughtfull* mobile app, which provides free consultations and virtual intervention programs, and Argao Psych, a mental health care center that offers various wellbeing services and programs for employees



Honoring commitment and impact, we recognized 24 Service Awardees for their years of dedication and 7 Power Pitch Hackathon winners for their transformative ideas.

- › **Car plan program** for managers and executives, with additional incentives to those who will avail an electric vehicle
- › **Meal and transportation subsidy** for non-managerial employees
- › **Vacation and sick leaves**

Our medical and wellness benefits support employees' overall well-being through subsidized activities and sponsorships for professional or organizational memberships. Project-based employees are provided with medical, life, and accident insurance, as well as service incentive leaves.

As part of our commitment to DEI, our health insurance coverage is extended to common-law and LGBTQIA+ partners. Dependent coverage has also been expanded to include in-laws, nieces, and nephews.

In 2025, we streamlined health, life, and accident insurance coverage for plant employees under a single provider, simplifying access, and improving coordination of benefits. By continuously enhancing our compensation and benefits framework, we aim to attract, retain, and motivate high-performing talent while strengthening organizational resilience.

SOCIAL | INCLUSIVE WORKPLACES

Long-term incentives

As part of our retention program, our reward system includes long-term, equity-based incentive plans designed to motivate senior leaders and key employees to deliver sustained high performance and achieve three-year targets on growth, total shareholder return, and ESG performance.

Under these plans, rewards are granted as performance shares to eligible executives and key employees following the completion of each performance cycle. The shares are subject to a three-year vesting period, with awards determined by overall performance against committed targets and governed by senior management, the Personnel Compensation Committee, and the Chairman of the Board.

In 2024, we implemented a Defined Contribution (DC) Plan under the amended ACEN Multi-Employer Retirement Plan. Employees may voluntarily contribute a portion of their monthly basic salary, complemented by employer contributions based on a defined percentage.

We further support employee ownership through our Employee Stock Ownership (ESOWN) Plan, under which shares were granted to qualified executives in 2021, 2022, and 2025, with 30 grantees currently subscribed. In addition, 44 executives participate in the Long-Term Incentive Performance Shares Plan (LTIP PSP), which provides contingent rewards based on the achievement of long-term milestone goals over a three-year performance cycle. The first LTIP

cycle was granted in 2023, while the second cycle was granted in 2025.

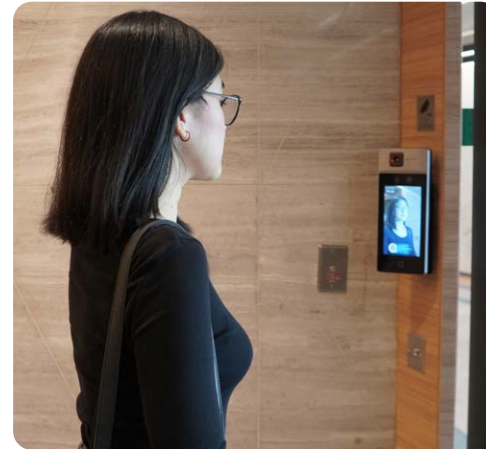
Performance shares under the LTIP PSP are released in stages to promote retention and sustained performance, with 70 percent vested in the first year following the cycle, 20 percent in the second year, and 10 percent in the third year.

Sustainability at the workplace

We integrate environmentally responsible and employee-centered features across our workplaces, recognizing that sustainability must be practiced in our offices. We aim to create work environments that reflect our vision and values while supporting employee well-being, productivity, and engagement.

At our offices, features such as water-saving faucets, and motion-sensor lighting reduce resource consumption. Indoor plants enhance air quality, while ergonomic workspaces support employee well-being. Thoughtfully designed amenities—including gender-neutral restrooms, nursing and lactation rooms, shower facilities, and enclosed phone booths—create inclusive, and efficient workplaces.

At our plant sites, we provide safe, reliable access to work through shuttle services, and daily meals at cafeterias to support workforce well-being. We also closely monitor heat index and noise levels to safeguard employee health and safety. Annual heat stress management training is conducted to strengthen preparedness and resilience.



Employees can access the main entrance conveniently and efficiently thanks to innovative biometrics technology. The no-touch, facial recognition system helps ensure public hygiene as employees go to the office.



At plant sites, we regularly monitor heat index and noise to assess our work environment and conduct training on heat stress management to ensure the safety of our employees and contractors.



At Stubbo Solar in Australia, we have installed two EV charging stations to encourage the use of electric vehicles among employees.



Executive offices at ACEN's headquarters in the Philippines are equipped with adjustable desks, supporting a more ergonomic workplace.

HEALTH AND SAFETY

15.9 million

Safe man-hours

~73,600

Safety training hours



We reinforce a strong safety culture through rigorous training programs that sharpen skills and empower our workforce to perform at their best safely.

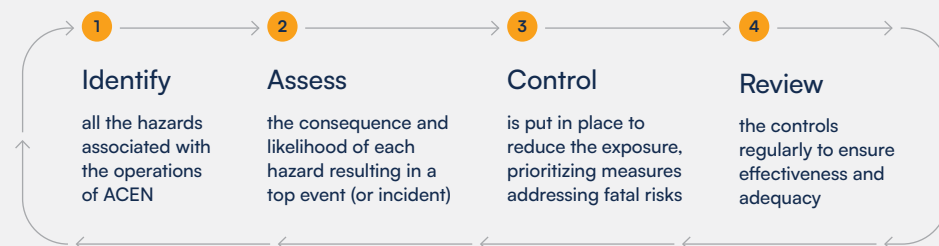
We are committed to ensuring a safe and healthy working environment for all personnel and continuously striving for high standards of labor practices and occupational health and safety.

In compliance with local laws and alignment with internationally recognized best practices, we promote a strong, organization-wide safety culture through the implementation of a robust health and safety management system, establishment of safety indicators and performance targets, and close collaboration with employees, partners, and contractors.

Leadership commitment to health and safety is demonstrated at the Board level, with health and safety forming a regular part of the Board's agenda, enabling active engagement, strategic direction, and accountability across the organization. This is reinforced at the executive level, with our chief executive officer and chief risk officer mandated to oversee, guide, and cascade clear expectations on employee responsibilities for managing health and safety risks and issues across the organization. The corporate-level Health, Safety, Security, and Environment (HSSE) team manages health and safety efforts across the organization and works closely with operating site and project-level HSSE officers to integrate health and safety practices throughout all project phases, from development to operations.

Learn more about our health and safety commitments in our Health, Safety, Security and Environment (HSSE) Policy at <https://bit.ly/HSSEPolicy>

Health & safety risk management process



Health and Safety Management System

To ensure adherence to our HSSE Policy, compliance with relevant laws, and the continuous improvement of our health and safety performance, our Health & Safety Management System (HSMS) Framework was developed and approved by the Board in 2025, establishing a structured approach to managing occupational health and safety risks and opportunities across all operating and project sites.

Our HSMS Framework was developed based on the ISO 45001:2018 (Occupational Health and Safety) guidelines and implemented in accordance with local standards and international industry best practices. The framework establishes minimum requirements under twelve core elements, including leadership accountability, risk management, contractor safety management, training and development, emergency management, incident reporting and investigation, and assurance.

Following the deployment of the framework, all sites under construction and in operation

conducted a self-assessment to identify gaps and corresponding action plans. These will be verified and validated by the corporate HSSE team in 2026 to ensure consistent implementation and compliance across the organization.

Risk assessment and mitigation

Recognizing the inherent exposure to occupational hazards arising from the nature of our operations, we apply a structured risk management process to systematically identify, assess, and mitigate risks associated with our business activities.

We review and update the risk register at least annually to ensure continued alignment with operational conditions and regulatory requirements. Priority is given to the development and implementation of protocols for activities associated with fatal risks, including work at heights, energized systems, moving equipment, and lifting and excavation activities. Targeted initiatives are implemented to effectively address and manage these high-risk activities.

Incident management

Our procedures for incident reporting, investigation, and prevention enable timely and accurate reporting of incidents, including unsafe acts and hazardous conditions. They also ensure the appropriate level of investigation and support the implementation of corrective and preventive actions to prevent recurrence. The process applies to all locations where we have operational and development activities and covers employees, contractors, subcontractors, and suppliers.

All incidents are required to be reported within 24 hours of occurrence. To facilitate smooth coordination with internal and external parties, including government agencies, we follow an incident command system for emergency response or incident management. We deploy incident commanders to ensure safety on-site, communication of relevant information to stakeholders, and liaising with other parties to manage the incident.

We investigate incidents using internationally recognized methodologies such as the 5 Whys and Incident Cause Analysis Method (ICAM). As part of the incident closeout, we issue Learnings from Incidents (LFI) and conduct learning sessions with relevant stakeholders. We also analyze data from incident investigations to identify trends and insights to determine appropriate health and safety initiatives.

Incident reporting and investigation process



In 2025, we conducted ICAM training courses for 33 officers and managers to equip them with the tools and mindset needed to identify systemic causes, and to recommend practical, sustainable corrective actions.



Across our sites, contractors and subcontractors follow the same health and safety standards as our employees, ensuring we keep a safe workplace as we deliver our renewable energy projects.

Ensuring contractor safety

We are committed to applying the same standards and practices to all our projects to promote the health and safety of all individuals working on our behalf — our employees, contractors, subcontractors, and other business partners. Given the significant role contractors play across our project development, construction, and operational activities, we work closely with contractors to manage risks, strengthen safety performance, and foster a shared responsibility for maintaining a safe and healthy workplace across our sites.

We promote the safety of our contractors through:

- › Conducting a pre-qualification process aligned with ACEN's safety policies and procedures
- › Incorporating health and safety provisions in contractual obligations, including compliance with applicable laws and policies, development of a plan, and implementation of measures
- › Requiring a documented plan of work that contains risk assessments and corresponding control measures to be implemented and communicated prior to work commencement
- › Establishing a well-defined health and safety induction and work authorization process (i.e., Permit to Work)
- › Regular monitoring and engagement to reinforce positive behaviors and address breaches and underperformance
- › Trainings to strengthen contractor leadership, supervision, and accountability
- › Structured handover process and regular performance reviews

Building a safety culture

We recognize that continuous training and awareness-raising are essential to building and sustaining a strong safety culture across the organization. We conduct management field visits (MFVs) to demonstrate leadership commitment, assess the effectiveness of health and safety measures, and drive improved safety performance on site. We also conduct regular internal and external audits to verify compliance, identify gaps, and support continuous improvement of our health and safety management system.



We reinforce a strong safety culture through rigorous training programs that sharpen skills and empower our workforce to perform at their best safely.

We conduct general and targeted trainings to strengthen workforce capability and address key risk areas across our operations. General trainings focus on building foundational knowledge on incident management, investigation, and safe work systems, while targeted trainings are designed to mitigate critical health and safety risks associated with high-risk activities. These targeted interventions are aligned with identified risk hotspots and aim to reduce incident occurrence by equipping workers with the specific competencies required for their tasks.

General trainings	Targeted trainings
› Incident management system (IMS) › Incident cause analysis method (ICAM) › Permit to work › Back to basics › Life-saving rules	› Defensive driving course (DDC) › Electrical safety › Vertical high angle rescue › Advanced fire safety › Global Wind Organisation (GWO) basic and advanced rescue training

All employees are required to complete a general health and safety orientation to establish a strong foundation of safety awareness and responsibility. We also utilize e-learning modules to cascade trainings, including permit-to-work, safe work intervention, and risk management.

In 2025, we delivered a total of 73,591 safety training hours, representing a 70 percent increase from the previous year and underscoring our continued commitment to continuous learning and the enhancement of health and safety practices across the organization.

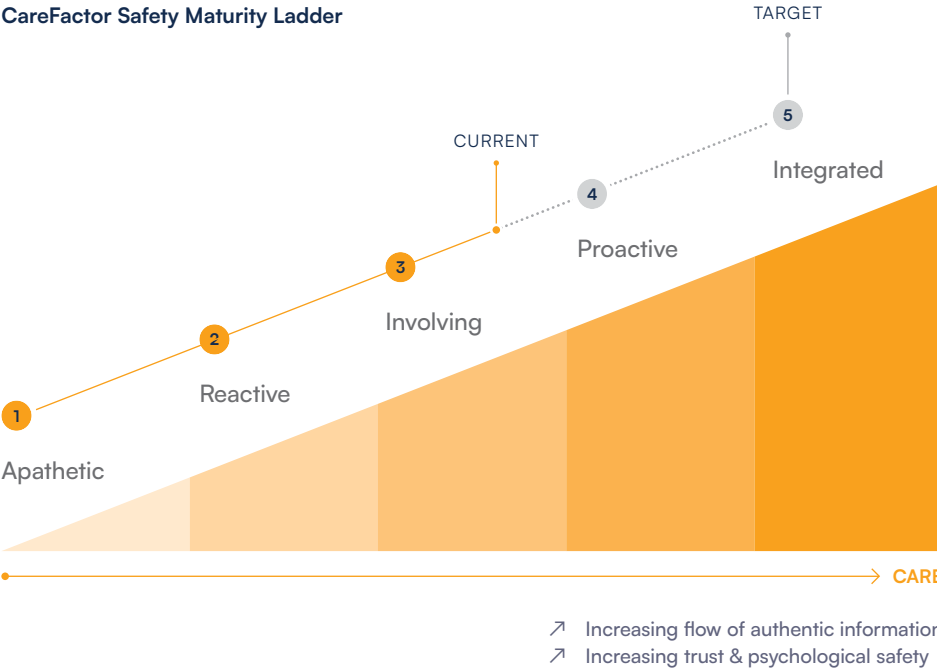
Creating a psychologically safe workplace

We believe psychological safety is fundamental to a strong safety culture, empowering our people to speak up and look out for one another without fear of retaliation. To understand the baseline state of psychological safety and workforce sentiment among employees and selected contractors, in 2025, we conducted our first formal Safety Culture Survey with GYST Consulting. It combined quantitative measures with Artificial Intelligence (AI)-enabled qualitative questions to capture insights on psychological safety, trust, and everyday behaviors that influence safety outcomes.

With more than 1,300 participants and an 86 percent participation rate, the results show that we enable a workforce that promotes open dialogue, collaboration, learning, and a strong intent to do things the right way. Insights from the survey provide a robust foundation for continued engagement and identification of opportunities for improvement.

We will conduct targeted post-survey engagements to address gaps, embedding consistent leadership behaviors across the organization, and deploying regular pulse surveys to track progress and sustain long-term cultural change.

CareFactor Safety Maturity Ladder



Protecting people, enabling performance

Annually, we set health and safety targets based on industry standards to continuously drive safety improvements across the organization. These targets are cascaded down to the plant level to promote accountability and shared responsibility, driving consistent implementation and performance across all sites.

As a result of our 2025 initiatives, including the rollout of the HSMS framework, the delivery of targeted training programs to address high-risk health and safety activities, and an increased focus on contractor safety, we achieved our targets for total recordable injury rate (TRIR) and lost time injury frequency rate (LTIFR).

We have also established 3-year reduction targets until 2028 to promote prevention of fatalities and injuries and support long-term safety excellence.

While we are tracking lagging indicators such as TRIR and LTIFR to benchmark organization-wide performance, at the site level, we extensively use leading indicators to ensure that the right health and safety capacities are put in place. Promoting a proactive safety mindset among employees and contractors, these include measures such as toolbox talks, hazard and near-miss reporting, safety walkthroughs, and safety meetings to identify and address hazards early. By prioritizing such actions, we take a preventive approach to managing health and safety risks and reduce the likelihood of serious incidents.

In 2025, we recorded zero work-related fatalities and one permanent total disabling injury resulting from a forklift incident involving a contractor, which led to the amputation of the operator’s left leg. This recorded injury led to our lost time injury severity rate (LTISR) being higher than our 2025 target. A comprehensive

and structured investigation was conducted, including document reviews, site inspections, interviews, and root cause analysis. Based on the findings, corrective action plans were implemented and closely monitored, including strengthened documentation and permit controls, enhanced preventive maintenance measures, and refresher trainings to reinforce safety principles.

There were also two fatalities that occurred concerning our contractors which were reported to external stakeholders. Based on the results of the incident investigation, these fatalities were confirmed to be non-work-related. Through our root cause analyses, we implemented corrective and preventive actions to identify learning opportunities and strengthen our health and safety practices.

	2024 Performance	2025 Performance	2025 Target
Total recordable injury rate (TRIR)	1.70	1.57	Less than 20.16
Lost time injury frequency rate (LTIFR)	0.35	0.38	Less than 2.04
Lost time injury severity rate (LTISR)	2.26	286.17	Less than 32.48

- In 2025, we set targets to achieve TRIR, LTIFR, and LTISR levels at least 10 percent better than national average. National average is based on rates from the Philippine Statistics Authority’s Integrated Survey on Labor and Employment.
- The formula for TRIR, LTIFR and LTISR is based on the number of fatalities and/or injuries multiplied by 1,000,000 and divided by total man-hours. TRIR captures recordable incidents. LTIFR includes injuries that result in employees being unable to work for at least one full shift. LTISR includes lost workdays resulting from workplace incidents.



During World Safety Day 2025, we set up different activities such as road safety driving simulation for employees to reinforce the importance of safe driving.

Influence + Innovate

Shaping systems, markets, and solutions

Sustainability governance structure	63
Policy and management systems	64
Risk management	70

Our quarterly analyst and investor briefing provides a snapshot of our company's financial and ESG progress.



Our governance framework is designed to embed sustainability into decision-making at every level of the organization. We uphold clear accountability, strong oversight, and cross-functional coordination to ensure that our ESG priorities are consistently integrated into strategy and operations.

Through this structured approach, we are able to proactively manage risks, capture opportunities, and drive performance across our portfolio. We remain committed to strengthening our governance practices to support responsible growth and deliver long-term value for our stakeholders.

Across the organization, we establish clear roles and coordination to effectively oversee sustainability strategy, manage risks, and implement ESG programs and practices.

Sustainability Committee

- Responsible for the oversight and regular review of the company’s sustainability strategy and issues as well as climate-related risks and opportunities as stated in our Sustainability Committee Charter

ESG Committee

- Advises on ESG-related matters in policymaking and monitors our performance on key ESG and climate-related metrics

Sustainability team

- Performs sustainability and climate oversight functions led by the Head of Corporate Communications and Sustainability
- Proactively works with all business units within ACEN, including project-level development leads, plant managers, HSSE leads, pollution control officers, and sustainability officers to assess and manage environmental and social risks and issues
- Facilitates capacity-building and ESG awareness campaigns for senior leaders and across the organization

Health, Safety, Security and Environment (HSSE) Team

- Oversees HSSE performance and compliance across the organization

Sustainability Council

- Composed of sustainability representatives from each business unit
- Ensures alignment of sustainability commitments, policies, and procedures with day-to-day operations across the organization

Our sustainability governance structure



Diversity in leadership

We are committed to maintaining a Board composed of qualified and dedicated directors with a diverse mix of expertise, experience, skills, and backgrounds. Diversity considerations include business experience, age, gender, and ethnicity, with Board nominees selected based on merit. We also seek to promote meaningful gender representation and independence to support effective oversight and sound decision-making.

Our Board is comprised of 11 members, of whom two are women and four are independent directors, with 10 serving as non-executive and/or independent directors. Independent directors maintain no relationships that could impair objective judgment. Beyond the Board, we monitor leadership diversity across the organization, with 43 percent of employees at the Assistant Vice President level and above represented by women.

For more details about our Board, please refer to [pages 76 to 78](#).

Sustainability in our policies

We maintain robust governance policies and practices throughout our operations, ensuring that all interactions with stakeholders, partners, and communities are conducted with the highest ethical standards. To support the integration of sustainability across the business, our operations

are guided by a set of policies that strengthen oversight and accountability on priority ESG matters, including:

- › [ESG Policy](#)
- › [Guidelines on Anti-Bribery, Anti-Corruption and on Gifts and Gratuities](#)
- › [Health, Safety, Security and Environment Policy](#)
- › [Human Rights Policy](#)
- › [Learning and Development Policy](#)
- › [Procurement Policy](#)
- › [Succession Policy](#)
- › [Supplier Code of Conduct](#)
- › [Whistleblower Policy](#)

In 2025, our Board approved amendments to the ESG Policy and Whistleblower Policy.

To reinforce our commitment to good governance and ethical conduct across the organization, we implement governance programs that are integrated into employee learning and development through in-person sessions and e-learning modules. We require all new hires to complete training and online assessment on the Code of Conduct and Ethics. Employees are also required to annually affirm their compliance with our Code of Conduct and Ethics.

We recorded zero material incidents of violation to the Code of Conduct in 2025, reflecting our continued commitment to ethical business practices.



ACEN, for the third consecutive year, was awarded with 4 Golden Arrows by the Institute of Corporate Directors (ICD) at the 2025 ASEAN Corporate Governance Scorecard (ACGS) Golden Arrow Awards, a testament to its consistent adherence to best-in-class corporate governance practices.

SUPPLY CHAIN

Our commitment to responsible business practices extends beyond our own operations to our entire value chain. We actively engage with suppliers who uphold integrity and high ethical standards, and through strategic partnerships anchored in sustainability, we aim to generate positive environmental and social outcomes for our stakeholders.

Our suppliers align with our ESG policies and practices through the following documents below:

We evaluate suppliers based on technical and financial capabilities, compliance to applicable laws, regulations and standards, and alignment with our ESG requirements. Risks specific to country, sector, and commodity are being considered in the supplier screening process. For accreditation purposes, we conduct internal and external desk assessments to all suppliers.

Supplier engagement and training
Beyond establishing policies and guidelines,

we actively engage our suppliers to better understand their ESG practices, build shared accountability, and identify opportunities for collaboration and continuous improvement.

In 2025, we conducted our first supplier sustainability training in partnership with *givvable*, aimed at aligning suppliers with our ESG commitments. We discussed our ESG commitments, key supply chain ESG risks and considerations, and an introduction to greenhouse gas emissions. The training was attended by more than 400 participants and received strong positive feedback, achieving an average program rating of 4.8 out of 5.

We will continue to strengthen supplier engagement efforts, with a focus on critical suppliers and higher-risk areas within our supply chain, to drive consistent ESG performance and support long-term, responsible value creation.

Learn more about our Supplier Code of Conduct at <https://bit.ly/SupplierCoC>
Learn more about our Procurement Policy at <https://bit.ly/ACENProcurementPolicy>



ACEN Australia’s voluntary modern slavery statement
Given our procurement activities in the renewable energy and construction industries, there is an inherent risk of modern slavery practices within our supply chain. We recognize that the rapid growth of the renewable energy sector may heighten modern slavery risks if not responsibly managed. As part of our response to manage this risk, ACEN Australia published our first voluntary modern slavery statement for the year 2024, with another statement to be published for 2025 activities.

The statement outlines the risks of modern slavery in our operations and supply chains, actions undertaken, and plans to strengthen policies and practices. Implemented initiatives include prioritizing the use of Australian-based contractors subject to Australian labor laws, embedding modern slavery considerations into procurement and tender processes, introducing due diligence processes for high-risk supply chains, and incorporating modern slavery clauses into contracts with key suppliers. The statement commits us to responding appropriately to any incidents of modern slavery within our operations or supply chains, guided by the Australian Government’s Guidance for Reporting Entities and supported by our Whistleblower Policy. This ensures concerns can be raised confidentially, investigated responsibly, and addressed in a manner that prioritizes remediation, accountability, and the protection of affected individual.

Learn more about our modern slavery statement at <https://bit.ly/ACENAuMMS>

Supplier Code of Conduct	Establishes suppliers’ commitment to uphold and protect human rights; comply with labor, environmental, health and safety standards, and consistently observe ethical business practices. All suppliers are required to acknowledge and sign the Supplier Code of Conduct prior to accreditation.
Procurement Policy	Establishes key principles and promotes high standards throughout the procurement process, while ensuring compliance with business integrity, ethical conduct, and our ESG policies.
Procurement guidelines	Defines the standardized governance, principles, and processes for acquiring goods and services across ACEN to support and operationalize the principles set forth in our Procurement Policy.
Supplier E&S forms	Collect information on suppliers’ human rights, labor, environmental, and governance practices for screening and accreditation purposes. All suppliers are required to complete the forms prior to accreditation.
Supplier performance evaluation form	Assesses supplier performance following the delivery of goods or services, covering areas such as quality, timeliness of delivery, customer service, and compliance with environmental, health, and safety requirements.

ENVIRONMENT AND SOCIAL MANAGEMENT SYSTEM (ESMS)

We proactively manage environmental and social (E&S) risks and opportunities through a strengthened Environment and Social Management System (ESMS).

In 2025, we aligned the ESMS more clearly to the full project lifecycle—from early area due diligence and site finalization through construction, operations, and periodic reviews—to ensure safeguards are embedded at key decision points and maintained over time.

Our enhanced ESMS provides a lifecycle-based framework that guides teams through systematic risk identification, meaningful stakeholder engagement, development of appropriate management plans, and structured approvals and monitoring. This approach strengthens consistency across projects to ensure safeguards are effectively applied from planning through operations.

The ESMS process



ESMS material topics

Climate change

Objectives and goals

Climate-related physical risk assessment

- › Tropical cyclone
- › Flooding
- › Water stress
- › Drought
- › Wildfire
- › Extreme temperature

Climate change mitigation

- › Greenhouse gas (GHG) emissions reduction

Climate change adaptation and resilience

- › Implement measures for sites to increase their ability to adapt and quickly recover from the negative impacts of climate change

How ESMS addresses these issues

Climate change risks are considered in the assessment phase to embed climate-resilient features in our project design

➔ Learn more on [pages 23 to 27](#)

Biodiversity

Objectives and goals

Biodiversity goal

- › No net loss
- › Net gain

Mitigation hierarchy

- › Avoid
- › Minimize
- › Restore
- › Offset

How ESMS addresses these issues

Biodiversity impacts are considered in the assessment phase to embed mitigation measures throughout our project life cycle.

➔ Learn more on [pages 28 to 30](#)



ESMS material topics (continued)

Circularity

Objectives and goals

Waste management

- › Reduce and reuse
- › Repair and refurbish
- › Repurpose and recycle

Energy and water management

How ESMS addresses these issues

Impacts and opportunities to manage waste, energy and water are included in the assessment, to be implemented during construction and operations.

➔ Learn more on [pages 31 to 33](#)



Local communities

Objectives and goals

Stakeholder engagement

- › Implement measures to consult with and obtain consent
- › Provide regular update on the status of the project to affected communities

Grievance redress mechanism

- › Clear procedure such as receiving platform, screening process, resolution, monitoring & reporting

Social program

- › Addresses identified needs of our host communities
- › Align with our sustainability program pillars

How ESMS addresses these issues

The ESMS outlines procedures for engaging with local communities across the life cycle of each project. Stakeholder engagement and mapping are embedded in the ESMS process to inform appropriate programs and responses that address community concerns and interests.

➔ Learn more on [pages 37 to 47](#)

Human and labor rights

Objectives and goals

Health and safety

- › Project-level
- › Community-level

Involuntary resettlement

- › **Level 1:** Compliance with regulatory requirements
- › **Level 2:** Additional revenues and services through benefit-sharing schemes
- › **Level 3:** Develop and implement an involuntary resettlement action plan

Indigenous Peoples (IP)

- › **Level 1:** Compliance with regulatory requirements
- › **Level 2:** Social initiatives targeted to IP community
- › **Level 3:** Develop and implement an Indigenous Peoples' plan

How ESMS addresses these issues

The ESMS integrates identification of labor and community risks and measures to mitigate these risks across all environmental and social assessments conducted in each site.

➔ Learn more on [pages 37 to 47](#)



Through sustained stakeholder engagement, our SanMar Solar project in Zambales has gained the support of Indigenous Peoples Mandatory Representative Robert Dela Cruz and fellow IP members.



Our work on Yindjibarndi Country in Australia is grounded in partnership, shared decision-making, and long-standing relationships with community.

STAKEHOLDER ENGAGEMENT

753

Retail customers

750

Active suppliers

1,241

Employees

We believe that meaningful engagement and collaboration are fundamental to the success of our stakeholders and our business. Through open dialogue and strong partnerships, we gather insights, exchange best practices, and align on shared objectives. This approach fosters trust, deepens relationships, and creates long-term shared value—ensuring that stakeholders and communities progress alongside our sustainability journey.

We follow a structured stakeholder engagement framework that begins with identifying, mapping, and prioritizing stakeholders based on their level of impact, influence, and exposure to our activities. We develop tailored engagement plans that outline key concerns, engagement approaches, and information needs for each stakeholder group. Our engagement efforts include partnerships, consultations, grievance mechanisms, and sustainability initiatives.



Investors and creditors

Why we engage

To strengthen confidence in our long-term strategy and sustainability-led growth, enhance the market's understanding of our business developments, deliver value for equity and debt holders, and enable a fair valuation of our stock price

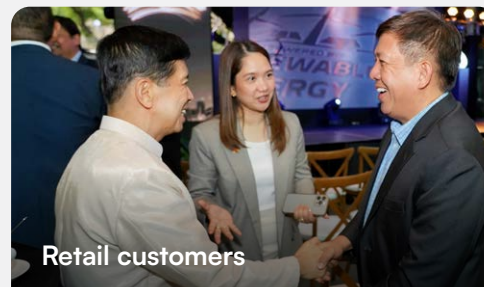
Key issues/topics

- › Business strategy and financial performance
- › Corporate governance
- › Risk management
- › Management of environmental and social impacts

Engagements

- › Annual Shareholders' Meeting
- › Disclosures to the Securities and Exchange Commission, Philippine Stock Exchange, and Singapore Exchange
- › Quarterly investor and analyst briefings
- › Participation in investor conferences
- › Site visits
- › Comprehensive Integrated Report
- › Regular meetings with senior management for company updates

→ Learn more about our business performance on [pages 12 to 17](#)



Retail customers

Why we engage

To enable customers' energy transition by providing renewable energy solutions that support their shift to cleaner power

Key issues/topics

- › Access to renewable energy
- › Service benefits and contracts
- › Corporate conduct and reputation

Engagements

- › Customer experience (CX) that covers canvassing, signing up, switching, billing and collection and renewal
- › One-on-one discussions with customers
- › Dedicated Renewable Energy Solutions (RES) website and social media
- › Organization of and participation in conferences
- › Site visits

→ Learn more about our retail business on [page 14](#)



Partners and suppliers

Why we engage

To cultivate mutually beneficial partnerships with sustainability-aligned suppliers, accelerating our renewables expansion

Key issues/topics

- › Regulatory compliance
- › Operational resilience and expectations of suppliers
- › Payment practices
- › Use and security of data

Engagements

- › One-on-one discussions and continuous dialogue to actively seek collaboration opportunities and exchange best practices
- › Ensure alignment to ESG policy and adherence to Supplier Code of Conduct
- › Supplier onboarding and accreditation
- › Supplier feedback forms
- › Supplier sustainability training

→ Learn more about our supply chain practices on [page 65](#)



Government and regulators

Why we engage

To work constructively in shaping sound policies, ensuring regulatory compliance and demonstrating governance leadership in the power industry to support stable and continuous operations

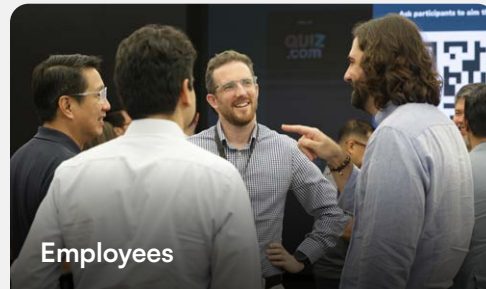
Key issues/topics

- › Regulatory compliance
- › Support for policy development
- › Annual reporting
- › Local and global power industry developments

Engagements

- › Compliance with government regulations and adoption of leading practices in corporate governance
- › Participation in public consultations for key policies and legislations
- › Provision of comments to draft circulars
- › Cooperation and participation in regulatory audits
- › Regular coordination and communication with regulators

➔ Learn more about our regulatory engagements on [page 27](#)



Employees

Why we engage

To provide a safe and fulfilling workplace that supports employee development and long-term success

Key issues/topics

- › Workplace culture and safety
- › Employee wellbeing and engagement activities
- › Benefits and rewards
- › Growth and development
- › Corporate impact and community engagement

Engagements

- › HR integrated system technology platform, "MyHR"
- › Dedicated HR business partners for each business unit
- › ACEN People Committee
- › Regular company-wide engagement activities and events
- › Quarterly townhalls
- › Comprehensive learning and development programs

➔ Learn more about our employee initiatives on [pages 48 to 57](#)



Communities

Why we engage

To support socio-economic progress in our host communities and strengthen partnerships that enable our projects to be successful and sustainable

Key issues/topics

- › Partnerships and engagements
- › Support for livelihood and health & safety
- › Environmental and social risk management

Engagements

- › Designated community development officer and external affairs officer for each project
- › Consultations and grievance redress mechanisms
- › Institutional development initiatives with local governments
- › Sustainability programs anchored on our social pillars

➔ Learn more about our community programs on [pages 37 to 46](#)



Media and other stakeholders

Why we engage

To communicate our vision, initiatives, and corporate developments to the broader public, helping accelerate understanding and support for the energy transition

Key issues/topics

- › Business growth
- › Local and global power industry developments
- › Innovations

Engagements

- › Regular participation in industry conferences, speaking engagements, roundtable discussions and other events
- › Collaboration with partners on energy transition
- › Dedicated corporate communications team
- › Media briefings
- › Regular press releases
- › ACEN website and social media platforms

➔ Learn more about our media engagements on [page 27](#)

RISK MANAGEMENT

ACEN’s enterprise risk management

We embed enterprise risk management (ERM) into our core business to identify risks and opportunities, support strategic decision-making, and build confidence among our investors, partners, customers, employees, and other stakeholders. We incorporate risk management approaches from ISO 31000:2019 (Risk Management — Guidelines) and the Committee of Sponsoring Organizations of the Treadway Commission’s (COSO) ERM framework in our ERM policy and procedures.

Our Group Chief Risk Officer (CRO) oversees and serves as the champion of risk management in ACEN, overseeing enterprise risk and operational risk management. The CRO is supported by the Health, Safety, Security, and Environment (HSSE) team and Risk and Insurance team to manage and mitigate operational and financial risks.

Learn more about our risk management process in our ERM policy at <https://bit.ly/ERMPolicy>

Our ERM framework integrates strategic risk management, operational risk management, and business continuity management to support the achievement of corporate objectives while strengthening organizational resilience:

- **Strategic risk management** focuses on identifying and addressing internal and external risks through corporate planning, strategic initiatives, and performance management.
- **Operational risk management** ensures that day-to-day operations and development activities are conducted within defined risk parameters through reviews, resource and capital management, and insurance.
- **Business continuity management** prepares the organization to respond to adverse events through emergency response, crisis management, and business recovery.

These three elements are connected by a strong risk management culture, supported by scenario analysis, contingency planning, and special ERM projects, enabling consistent, enterprise-wide risk awareness and informed decision-making.

Our ERM framework



To ensure effective risk management throughout the organization, we also define clear ownership and oversight of risks across three levels.

Risk type	Risk owner	Oversight
Strategic risks	Board of Directors and Leadership team	Board Risk Management and Related Party Transactions Committee
Operational risks	President and business unit heads	Group Chief Risk Officer and Risk and Insurance team
Project or transactional risks	Business unit heads and project leaders	Risk and Insurance team and risk coordinators

We continue to align risk-based processes with our ERM Policy, particularly through the consistent application of risk assessment matrices. To support this, we cascaded a standardized risk dictionary and reporting protocols to teams managing development and construction projects. The risk assessment matrices were also adopted to expand the criteria used by the Internal Audit team in determining audit findings, further strengthening risk oversight across the organization. Finally, in line with the rapid expansion of our retail supply business, we reinforced the review and monitoring of customer credit risk through the ACEN RES Credit Scoring system.

In 2025, we enhanced risk management through:

- Refresher training on enterprise risk management to all sites to update and refine risk and opportunity registers
- Enhancements to the Risk Management Standard for project risk reviews
- Risk workshops for projects under pre-development stage
- Clearer escalation and communication protocols and standardized alert levels established within the Incident Management System



Safety expert Dr. Ted Esguerra engaged ACEN employees with practical, life-saving tips to prepare for the “Big One,” strengthening earthquake readiness during the Disaster Preparedness Week plenary session in September 2025.

Strategic risks

Using a bottom-up and top-down approach, we assess strategic risks—those that may materially affect our strategy and business direction—on an annual basis. These risks are consolidated and presented by the Risk and Insurance team to senior management for discussion in the context of our goals and global portfolio, before

final review and approval by the Board Risk Management and Related Party Transactions (BRMRPT) Committee in accordance with the risk assessment matrix set out in the ERM Policy.

We define mitigation measures and assess current impact and likelihood for each risk to reflect the level of residual impact after existing controls are applied.

Current impact / Current likelihood*	
Regulatory risk	
Significant	Almost certain
Definition Risk of loss or missed opportunities due to: › Implementation of unfavorable regulations › Delays or poor implementation of supportive regulations that could foster the company's growth	Mitigation measures › Geographic diversification › Continuous and active engagement with industry associations, policymakers, and regulators › Incorporate economic modeling › Creation of a Regulatory Group, including the formation of a cross-functional Regulatory Committee
Grid availability risk	
Major	Almost certain
Definition Possible disruptions, losses, or limitations in the availability of the grid to deliver power due to technical issues, natural disasters, regulatory changes, cyberattacks, or supply-demand imbalances	Mitigation measures › Collaborating with grid operators and other involved stakeholders › Advancing investments in transmission and related infrastructure › Building in delays with about 6-12 month buffer › Incorporate energy storage to help decongest grid
Project execution risk	
Major	Possible
Definition Significant deviations from renewable energy projects' approved scope, budget, and schedule due to both controllable and uncontrollable factors, resulting in opportunity losses, regulatory penalties, and damage to reputation	Mitigation measures › Building in delays with about 6-12 months buffer › Stronger emphasis on risk identification pre- and post-Notice to Proceed (NTP) › Enhancing business resiliency and incident management protocols with the project teams

Supply chain disruption risk	
Moderate	Possible
Definition Risk of loss or opportunity loss due to delays, shortages, or interruptions in the delivery of goods and services that meet our requirements (i.e., quality, time, and budget), including the availability of qualified third-party suppliers	Mitigation measures › Establishing and maintaining strategic partnerships with key suppliers › Creating purchase agreements for key components › Improving procurement and vendor management, such as Category Management
Financial markets risk	
Moderate	Possible
Definition Risk of loss or opportunity loss due to significant changes in the global financial market such as, but not limited to, fund availability, interest rates, foreign exchange, commodity prices, or inflation	Mitigation measures › Implemented hedging strategies for USD-funded projects › Maintaining healthy cash balances and ensuring loan maturities are at acceptable levels › Reviewing investment parameters and financial metrics prior to new investments › Maintaining strong relationships with key financial partners
People risk	
Minimal	Unlikely
Definition Risk of failing to attract, develop, and retain key talent essential to ACEN's achievement of its goals. This includes having inadequate measures for talent retention and succession management	Mitigation measures › Implementation of retention and rewards program › Special market adjustment given to key and critical talents › Extending continuing education to identified high talents › Launched talent mobility programs, mentoring programs, mental health support initiatives and other employee engagement initiatives
Change management risk — policies, standards, and procedures	
Minimal	Unlikely
Definition The inability to revise, adapt, or streamline the company's policies, procedures, and standards that will support the company's growth ambitions. This includes the communication and consistent implementation of these policies, procedures, and standards across the company.	Mitigation measures › Created a taxonomy for corporate policies, procedures, and documents › Reviewed 1,300+ documents › Launched a multi-year project in enhancing document management

*Current impact is rated across five levels, from minimal to significant, while current likelihood is classified from rare to almost certain, providing a structured basis for evaluating and managing priority risks.

Operational risks

For operational risks—defined as risks that may result in deviations from targets without altering overall strategy—we increased the frequency of risk reporting for operating assets, requiring quarterly updates to their risk registers. For projects under development, project teams are likewise required to report identified risks and corresponding mitigation measures as part of milestone approval processes. For construction projects, a monthly risk register is required to be updated on a monthly basis.

Insurance management

As our footprint expanded, the scale and complexity of our insurance requirements increased. To address this, we undertook a comprehensive review of our insurance arrangements beginning in 2023, culminating in the rollout of consolidated Master Insurance Programs in 2024 covering our Philippine renewable energy assets, as well as our operations in Vietnam and Australia. This consolidation simplified portfolio management, delivered cost efficiencies, and strengthened insurance protection across the group.

Cybersecurity

We acknowledge that unaddressed cyber threats may result in operational disruptions, risks to the security of our employees and clients, financial losses, and reputational harm. As we continue to adopt and use information technology to enhance efficiency and stakeholder value, we actively manage cybersecurity risks. Our Information Security Policy is aligned with ISO 27001 for information security management

systems and ISO 27002 for security controls, ensuring a secure IT environment that safeguards the confidentiality, integrity, and availability of information and system.

Oversight of policy compliance and cybersecurity risk management at ACEN is the responsibility of the Group Chief Risk Officer, John Philip Orbeta. He is supported by Albert Palero, Head of Information Security, who leads the information security function. Our IT Steering Committee approves IT projects encompassing applications, infrastructure, security, and analytics.

We conduct annual Vulnerability Assessment and Penetration Testing (VAPT) and third-party audits across the ACEN IT Suite to ensure that our security controls meet or exceed industry standards. We also utilize third-party information security tools to strengthen our cyber threat detection and response capabilities.

Recognizing that most cybersecurity incidents originate from human factors—such as malware, phishing, and social engineering—we regularly distribute cybersecurity newsletters and conduct phishing simulations to strengthen employee awareness and preparedness.

In 2025, we implemented initiatives to test and validate security controls to address cybersecurity risks:

- › Collaborated with a third-party company to conduct vulnerability assessment and testing to identify assets with weaknesses and opportunities for improvement

- › Rolled out a zero-trust platform across the organization to further reinforce endpoint security
- › Established a Cyber Incident Management team responsible for managing cyber-related incidents
- › Implemented continuous threat exposure management to track, prioritize, and address threats and vulnerabilities
- › Progressed a group-wide project to support contingency planning, strengthening overall business continuity strategies
- › Reviewed and updated our IT policies

Due to robust controls, safeguards, and monitoring measures in place, we are confident that all data and information remain secure, protected, and managed in accordance with best-practice standards.

Given the nature of our transactions, cyber independence, database segregation, and mitigation controls, cybersecurity risk is not included in our top risks. Nevertheless, cybersecurity risks are closely monitored given their potential impact on business operations.

Amid the rapid adoption and growing influence of artificial intelligence across industries, ACEN adopts a responsible and well-governed approach to AI use that aligns with business objectives, risk management, and ethical standards. Our AI Policy, which establishes clear guardrails and recommended implementation frameworks, was approved by the IT Steering Committee in early 2026 and has been endorsed for Board approval.

Learn more about our approach to information security in our Information Security Policy at <https://bit.ly/ACENInformationSecurityPolicy>



At ACEN, we uphold robust cybersecurity standards to protect our data and digital assets across the group.

Climate risk

Governance

A strong governance structure is essential to advancing climate action. With active oversight from the Board and senior management, we translate our climate strategy into clear targets and coordinated action, with sustainability embedded in corporate key result areas and regularly reported to the Board.



Our executive-level ESG Committee, which includes our CHRO JP Orbeta (left), and Board-level Sustainability Committee, headed by Board Director Jaime Urquijo (right), oversee our strategic sustainability priorities.

At the Board level

- › Our Board of Directors reviews and approves major strategic decisions proposed by senior management around energy transition, decarbonization strategy, and portfolio of top risks including climate and medium and long-term climate targets. The Board reviews and approves management's specific responsibilities against ESG targets, including our Net Zero targets. The Board likewise approves our ESG Policy and its amendments.
- › Our Board-level Sustainability Committee reviews strategic priorities on sustainability and monitors the progress of sustainability initiatives, including our Net Zero performance.
- › Our Board-level Risk Management and Related Party Transaction Committee oversees our Enterprise Risk Management system, which includes climate risks.

At the management level

- › Our Leadership team, headed by our Chief Executive Officer (CEO), is primarily responsible for the execution of Board-approved climate strategies. It is also responsible for implementing systems of internal controls and risk management processes to ensure achievement of objectives while maintaining compliance with laws, rules, and regulations.
- › Our ESG Committee reviews, monitors, and aids senior management and the Board on policymaking and decision-making processes around ESG issues. It is composed of the functional heads of governance and



Our sustainability team, led by Head of Corporate Communications and Sustainability, Irene Maranan (left), works in close collaboration with our CEO Eric Francia and the Board to advance the company's sustainability agenda.

compliance, sustainability and investor relations, and headed by the Group Chief Human Resources and Administrative Officer and Group Chief Risk Officer.

At the corporate level, the sustainability team, led by our Head of Corporate Communications and Sustainability, performs oversight functions and manages group-wide sustainability initiatives, including climate-related risks, opportunities, and disclosures. At the project level, development leads proactively address physical climate risks during the planning and design of new projects.

The sustainability team works closely with development teams to ensure environmental and climate-related risks are properly identified, assessed, and managed. For operating projects, plant managers, together with health, safety, security, and environment teams, coordinate with the sustainability team to address environmental matters and manage physical climate risks.

Through strong governance and cross-functional coordination, we strengthen accountability, integrate climate considerations into decisions, and support long-term resilience.

Strategy

As a fast-growing company with a 100 percent renewables portfolio and a Net Zero target by 2050, climate action is integrated into our long-term strategy. We review and update our climate strategy through risk assessments and engagements with climate consultants.

We conducted a climate scenario analysis in 2022 to quantify the impact of climate risks to 40 existing sites, using Representative Concentration Pathways (RCPs) 4.5 and 8.5 scenarios to model the financial impacts until 2030. The Modelled Average Annual Loss (MAAL) was used to determine the possible loss after considering the investments made on existing risk mitigation measures.



Our 88 MW Ninh Thuan Wind, a project in partnership with The Blue Circle, supplies clean power to around 25,000 homes annually in Vietnam.

Recognizing that our asset portfolio continues to grow and that climate models improve over time, we began an engagement on climate risk assessment in 2025 to update our risk register and priority physical and transition risks and opportunities. This will be followed by a climate scenario analysis over the short, medium, and long term in 2026.

Climate-related physical risks

The results of the 2022 scenario analyses identified extreme temperature to be the most significant physical risk, followed by flooding. We monitor heat indices and adjust work schedules accordingly to safeguard workers during extreme heat. To address flooding, we place key equipment in higher areas and improve the resiliency of our assets through design and engineering interventions. Climate hazards are included in our emergency response plans to strengthen preparedness, minimize potential impacts, and ensure the health and safety of our people, assets, and surrounding communities.

Modelled average annual loss in USD millions		
Hazard	RCP 4.5	RCP 8.5
Extreme temperature	15.17	17.55
Coastal flooding	9.53	10.54
Fluvial flooding	6.73	9.88
Wildfire	3.34	2.62
Water stress	1.32	1.32
Tropical cyclone	-0.76	-0.88

Climate-related transition risks

Changes in technology and impacts on reputation were identified to be the most significant transition risk. To address these, we have established our Net Zero by 2050 roadmap, with near-term emission reduction targets aligned with the GHG Protocol and the latest climate-science, and long-term targets that are consistent with the deep decarbonization of the power sector. We are also leading efforts on energy transition, having completed the first market-based Energy Transition Mechanism (ETM) and pioneering initiatives on Transition Credits.

Modelled average annual loss in USD millions		
Hazard	RCP 4.5	RCP 8.5
Technology	4.62	5.55
Reputation	3.24	3.88
Market	2.60	3.11
Litigation	0.78	0.93

Risk management

As part of our enterprise risk management process, we consider climate-related risks in our risk universe and risk dictionary. In addition, our ESMS process includes assessment and mitigation of physical risks throughout our project development and operational cycles.

Natural catastrophe analysis

We assess risks around topography, weather patterns, hydrological studies, seismological

studies, volcanic activities, and water levels as part of our project development process. These assessments inform mitigation measures that are implemented across the construction and operation phases. For operating assets, we regularly review the risk of natural catastrophes to our projects sites, leveraging available tools and engaging with consultants for insurance purposes.

For example, together with our consultant, we conducted a geohazard assessment of our facility in San Marcelino, Zambales. The study combined site inspections, geotechnical analysis, and climate-driven hydrology data to identify riverbank migration and internal channel formation occurrences caused by heavy rainfall. The initial estimated impact to the facility is about P6.3 billion in property damage. Engineering interventions and mitigation strategies were then applied, adjusting the Estimated Maximum Loss (EML) to about P2.85 billion, well within the coverage limits of the facility.

Metrics and targets

Across this report, we have disclosed metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

- ➡ Our Net Zero progress (page 24)
- ➡ GHG emissions breakdown (page 103)
- ➡ Geographic exposure to physical and transition risks (page 6)

Governance in ACEN

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Awards	96

Annual Stockholders' Meeting

2025

ACEN Chairman Cezar Consing with President and CEO Eric Francia

BOARD OF DIRECTORS



Cezar Consing
Chairman

Date of Appointment	April 2021
Length of Service	5 years
Committees	Executive (C), Personnel and Compensation

CEZAR CONSING is the Chairman of ACEN and has been a director of the company since April 2021. He holds the following positions in publicly listed companies: President & Chief Executive Officer of Ayala Corporation, and Vice Chairman of BPI, Ayala Land, Inc., and Globe Telecom, Inc.

He is Chairman or Vice Chairman of many of the Ayala Group's unlisted companies. Mr. Consing is Chairman of the Philippine Dealing and Exchange Corporation. He is a non-executive director of the Private Infrastructure Development Group, an infrastructure development and finance organization owned by the governments of Australia, Germany, the Netherlands, Norway, Sweden, Switzerland, and the United Kingdom. He is a member of the Trilateral Commission. He is a member of the boards of trustees of the Philippine-American Educational (Fulbright) Foundation, the Philippines — Japan Economic Cooperation Committee, De La Salle University, and the Manila Golf Club Foundation.

Mr. Consing was President & CEO of BPI from 2013-2021. He was a Partner & Co-Head for Asia of the Rohatyn Group, a global alternative asset manager with a focus on the emerging markets, from 2004-2013. He was an investment banker with J.P. Morgan & Co. from 1985-2004. For seven years, Mr. Consing was the Head or Co-Head of Investment Banking for Asia Pacific and President of J.P. Morgan Securities Asia. He worked for BPI from 1981-1985.

Mr. Consing has previously served as Chairman of Philippine Dealing System Holdings, Chairman of the College of St. Benilde, Chairman and President of the Bankers Association of the Philippines, President of Bancnet, and Chairman of the National Reinsurance Corporation, and independent director of Jollibee Foods Corporation, CIMB Group Holdings Berhad and First Gen Corporation. Mr. Consing has previously served as a board director of the Asian Youth Orchestra, the US-Philippines Society, Endeavor Philippines, and International Care Ministries.

Mr. Consing obtained an M.A. in Applied Economics from the University of Michigan, Ann Arbor. He received a degree in AB Economics (Accelerated Program), magna cum laude and the gold medal for Economics from De La Salle University, Manila.



Gerardo Ablaza, Jr
Vice Chairman

Date of Appointment	April 2024
Length of Service	2 years
Committees	Executive

GERARDO ABLAZA, JR. is the Vice Chairman of ACEN and was a Director of the company from September 2019 to March 2021 before being re-elected in April 2024. He holds the following positions in other publicly listed companies: Chairman of ENEX Energy Corp. and Director of iPeople, Inc.

He is also a director in other Philippine corporations operating in the fields of retail banking, education, energy, and cement manufacturing. He is also a member of the Board of Trustees in a number of non-profit foundations engaged in social initiatives, namely, Ayala Foundation and BPI Foundation.

Mr. Ablaza retired from full-time executive work in 2017 after serving in various corporate executive roles for 43 years. His experience spanned a variety of industries: FMCG, agribusiness, retail banking, telecommunication, and water distribution. He served as President and CEO of Manila Water Company from June 2010 to April 2017. Prior to this, he was the Chief Operating Officer of Globe Telecom, Inc. in 1997, and its President and CEO from 1998 to April 2009.

He graduated summa cum laude and obtained his degree in Liberal Arts (Honors Accelerated Program), majoring in Mathematics, from De La Salle University in 1974.



Eric Francia
Director

Date of Appointment	May 2019
Length of Service	7 years
Committees	Executive

ERIC FRANCIA is the President and CEO of ACEN Corporation and a member of its Board of Directors. He is also a Senior Managing Director of Ayala Corporation and a member of its Group Management Committee.

Under his leadership, Ayala's energy platform—established in 2011, has grown into one of the largest renewable energy platforms in the Asia-Pacific, with over 7 GW of attributable renewable capacity.

Eric has also led pioneering efforts in early coal retirement, including the successful execution of the world's first market-based Energy Transition Mechanism (ETM).

Eric earned a master's degree in Management Studies at the University of Cambridge in the United Kingdom, graduating with First Class Honors. He received his undergraduate degree in Humanities and Political Economy from the University of Asia & the Pacific, graduating magna cum laude.

Legend:
(C) - Committee Chairperson



Jaime Alfonso Zobel de Ayala
Director

Date of Appointment	September 2022
Length of Service	4 years
Committees	N/A

JAIME ALFONSO ZOBEL DE AYALA is a Director of ACEN since September 2022. He also serves as Director in publicly listed companies: AyalaLand Logistics Holdings Corp. and Globe Telecom, Inc. He is the Chief Executive Officer of ACMobility, a platform for mobility solutions including automotive distribution, dealership, aftersales services, and electric vehicle infrastructure.

He is also a director of AC Industrials, Isuzu Philippines, and BPI Capital Corporation, among others. He has been appointed as a member of the Inter-Agency Investment Promotion Coordination Committee (IIPCC), as the sole private sector representative of the National Capital Region of the Republic of the Philippines. Prior to his role in ACMobility, he was the Co-Head of the Strategic Development Group and Head of Business Development and Digital Ventures of Ayala Corporation.

Mr. Zobel de Ayala holds a master’s degree in Business Administration from Columbia Business School, New York in 2019. He graduated from Harvard University with a Primary Concentration in Government.



Jaime Urquijo
Director

Date of Appointment	April 2024
Length of Service	2 years
Committees	Sustainability (C), Executive

JAIME URQUIJO is a Director of ACEN since April 2024. He holds the following positions in publicly listed companies: Chief Sustainability and Risk Officer of Ayala Corporation, and Director of Integrated Micro-electronics, Inc., and Director of BPI.

He also serves as Director of BPI/MS Insurance, AC Industrial Technology Holdings, Inc., AC Ventures Holdings Corp., and Chairman of Klima 1.5 Corp. He is Vice Chairman of the Board of Trustees and Chairman of the Executive Committee of Ayala Foundation, a member of the Board of Trustees and Chief Executive Officer of WeAreAyala Business Club, Inc., and an Independent Advisor to the Board of Directors of Ayala Land Inc. He is also a member of the boards of WWF Philippines, the European Chamber of Commerce of the Philippines (ECCP), Makati Central Estate Association, Inc. (MACEA), and the Hero Foundation.

He was previously the Vice President for Business Development of ACEN, during which he led initiatives to expand the group’s asset portfolio in the Philippines, Vietnam, Myanmar, and Indonesia.

Prior to this, he served as Head of Business Development at AF Payments, Inc., which developed the Beep Card, the country’s first interoperable public transport payment card. Before joining the Ayala group, he was an associate at JPMorgan in New York.

He received his Master of Business Administration (MBA) degree from INSEAD in France and his Bachelor of Arts in Political Science from the University of Notre Dame in the U.S.



Nicole Goh Phaik Khim
Director

Date of Appointment	March 2021
Length of Service	5 years
Committees	Audit, Board Risk Management and Related Party Transactions

NICOLE GOH PHAIK KIM is a Director of ACEN since March 2021. Ms. Goh is the Head for Asia China at GIC Infrastructure. She has coverage responsibility for the Asia-Pacific region with prior experience investing in the US and Europe. GIC was established in 1981 as a private company wholly owned by the Government of Singapore to manage Singapore’s foreign reserves. It is one of the world’s largest investors, with well over US\$100 billion in assets across more than 40 countries. Ms. Goh has been a member of GIC’s infrastructure practice since 2008.

She holds a master’s degree in Management Science & Engineering from Stanford University and a bachelor’s degree in Mathematics with Statistics for Finance from Imperial College, London.



Dean Travers
Director

Date of Appointment	April 2022
Length of Service	4 years
Committees	N/A

DEAN TRAVERS is a Director of ACEN since April 2022. He has occupied senior executive roles in the energy sector for more than 25 years, and is experienced in multi-disciplinary projects covering global markets, mergers and acquisitions, deal structuring, and project development.

He is currently a board member of the Australian Renewable Energy Agency (ARENA), where he also sits on the risk and audit committee. He advises New Energy Nexus Ventures, an emerging fund manager investing in climate tech companies based in Southeast Asia. Previously, Mr. Travers has been active in Europe, North America, Asia, and Australia, leading teams that developed conventional and renewable energy projects for ENGIE, a global electricity utility and energy services company. Prior to his departure in 2019, he led renewable development, commercialization, and construction at ENGIE, Australia.

Mr. Travers is a member of the Australian Institute of Corporate Directors (GAICD) and holds a doctorate (PhD) in Electrical Engineering, a Bachelor of Engineering (BE), and a Bachelor of Science (BSc) from the University of New South Wales, Sydney, Australia.

Legend:
(C) - Committee Chairperson



Jesse Ang
Lead Independent Director

Date of Appointment	April 2023
Length of Service	3 years
Committees	Executive, Audit, Personnel and Compensation (C)

JESSE ANG is the Lead Independent Director of ACEN, and has been an independent director since April 2023. He is currently an Independent Director of Integrated MicroElectronics, Inc. (a publicly listed company), BPI Wealth Corporation (formerly, BPI Asset Management and Trust Company), BPI AIA Life Assurance Corporation, BPI/MS Insurance Corporation, and BPI Wealth Hong Kong (formerly, BPI International Finance Limited) (based in Hong Kong).

He was formerly an Independent Director of BPI Securities Corporation (August 2022 - February 2023); part of the Philippine office of the International Finance Corporation (2000-2018) of which he was Head (Resident Representative) from 2007-2015; CFO of the Philippine International Air Terminals Company (1998-2000); Director for Global Structured Finance, New York City branch of Australia New Zealand Bank (1994-1998); Vice President for Trade and Commodity Finance, New York City branch of Generale Bank (1988-1994); Assistant Vice President in the Asia Division, Irving Trust Company in New York City (1985-1988); Budget Analyst for the Philippine National Oil Company (1982-1983); and Lecturer at the Department of Industrial Engineering of the University of the Philippines - Diliman (1981-1982).

Mr. Ang earned his master's degree in Business Administration (with distinction) from the Wharton School of Business, University of Pennsylvania in 1985. He graduated with a bachelor's degree in Industrial Engineering from the University of the Philippines in 1981, graduating summa cum laude.



Maria Lourdes Heras-de Leon
Independent Director

Date of Appointment	April 2023
Length of Service	3 years
Committees	Corporate Governance and Nomination (C), Personnel and Compensation, Sustainability

MARIA LOURDES HERAS-DE LEON is an Independent Director of ACEN, and has been an independent director since April 2023. She previously served as Managing Director and Member of the Management Committee of Ayala Corporation (2011-2015) and President of Ayala Foundation, Inc. (2011-2015). She was also Vice President for Policy, Government, and Public Affairs of Chevron Geothermal Philippines Holdings (1997-2011), where she led corporate affairs for Chevron's geothermal and natural gas interests and activities in the Philippines.

Ms. Heras-de Leon has held various leadership positions in Greater Houston Partnership and First City National Bank of Texas. She was a former trustee of Assumption Antipolo, Museo de La Salle, World Wildlife Fund-Philippines, and Asia Society Philippines. She also served on the Advisory Board of Texas Children's Hospital and Asia Society Texas.

Ms. Heras-de Leon holds a master's degree in Business Administration from the Thunderbird School of Global Management and a bachelor's degree in Asian Studies from the University of British Columbia.



Christopher Paul Beshouri
Independent Director

Date of Appointment	April 2025
Length of Service	1 year
Committees	Board Risk Management and Related Party Transactions (C), Corporate Governance and Nomination, Sustainability

CHRISTOPHER PAUL BESHOURI is an Independent Director of ACEN, and has been an independent director since April 2025. He previously served as Chief Strategy Officer and Executive Director at Aboitiz Equity Ventures and Aboitiz Power from 2018 to 2024. He also served as Group President & Chief Operating Officer at Vicsal Development Corp. from 2013 to 2018, President & Chief Executive Officer — Philippines at McKinsey & Co. (Philippines) from 1997 to 2013, and Director at GT Capital Holdings, Inc. from 2013 to 2017. Prior to his move to Asia, he served as Managing Director of Special Banking Studies and Senior Financial Economist at the United States Treasury from 1989 to 1997, and as a Financial Auditor at Catholic Relief Services, Inc. in 1988.

Mr. Beshouri obtained his master of Public Affairs degree from Princeton University and his undergraduate degree (dual major) in Economics and Public Policy Studies from Michigan State University.



David John Nicol
Independent Director

Date of Appointment	April 2025
Length of Service	1 year
Committees	Audit (C), Board Risk Management and Related Party Transactions, Corporate Governance and Nomination

DAVID JOHN NICOL is an Independent Director of ACEN, and has been an independent director since April 2025. He was previously the Chief Strategy Officer of Monde Nissin Corp. (Manila), where he currently serves as an advisor.

He was also Chief Financial Officer, Executive Director, and Executive Vice President at Metro Pacific Investments Corporation (Manila) from 2010 to 2020, and Chief Executive Officer (after being Chief Financial Officer) at Berli Jucker PCL (Bangkok) from 1994 to 2002. Mr. Nicol is a UK Chartered Accountant and practiced in audit and business advisory at PriceWaterhouse Coopers from 1981 to 1991 in London, New York, and Hong Kong.

Mr. Nicol earned a Bachelor of Science in Operational Research (Management Sciences) degree from Lancaster University.

Legend:

(C) - Committee Chairperson

LEADERSHIP TEAM



Eric Francia
President & CEO

ERIC FRANCIA is the President and CEO of ACEN Corporation and a member of its Board of Directors. He is also a Senior Managing Director of Ayala Corporation and a member of its Group Management Committee.

Under his leadership, Ayala’s energy platform—established in 2011, has grown into one of the largest renewable energy platforms in the Asia-Pacific, with over 7 GW of attributable renewable capacity.

Eric has also led pioneering efforts in early coal retirement, including the successful execution of the world’s first market-based Energy Transition Mechanism (ETM).

Eric earned a master’s degree in Management Studies at the University of Cambridge in the United Kingdom, graduating with First Class Honors. He received his undergraduate degree in Humanities and Political Economy from the University of Asia & the Pacific, graduating magna cum laude.



Jose Maria Zabaleta
Group Chief Operating Officer & Group Chief Development Officer

SECH ZABALETA is the Group Chief Operating Officer and Group Chief Development Officer of ACEN. He is also the President of ACEN Global Development Group, Inc., a member of the ACEN Group Management Committee, and Executive Chairman of ACEN Australia.

Sech has over 20 years of experience in renewable energy. Prior to joining ACEN, he co-founded Bronzeoak Philippines and served as its Chief Executive Officer. Bronzeoak was an early mover in clean-technology energy development in the Philippines, and its energy businesses were integrated into AC Energy in early 2017.

He holds a master’s degree in Business Administration from Duke University’s Fuqua School of Business in the U.S.A. and a Bachelor of Science in Management Honors degree from the Ateneo de Manila University. He has experience from the Philippines, Hong Kong, the U.K., the U.S., and Australia.

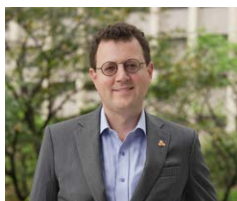


Jonathan Back
Group Chief Finance Officer & Group Chief Strategy Officer

JONATHAN BACK is the Group Chief Finance Officer and Group Chief Strategy Officer of ACEN. He also serves as a Director of ACEN Global Development Group, Inc., ACEN Technical Services, Inc., ACEN Australia, and Yindjibarndi Energy Corporation (YEC), and is Chairman of ACEN Shared Services (ACES). He is a lawyer and banker with over 25 years of experience across legal practice, investment banking, and private investments, with deep domain expertise in equity capital markets, corporate finance, and advisory work for large infrastructure, power, and telecommunications projects.

Prior to joining ACEN, Jonathan was a Director and Executive Vice Chairman of BPI International Finance Ltd., BPI’s Hong Kong banking subsidiary, and concurrently served as co-head of Wealth Management and head of BPI’s international businesses. He also served as a Director of Schools Relief Initiative Ltd., a Hong Kong-based charity supporting education in Southern Sri Lanka. Earlier in his career, he was an Executive Director at Goldman Sachs in Hong Kong (Corporate Finance and Equity Capital Markets) and later served as Managing Director and Head of Asian Equity Capital Markets at J.P. Morgan in Hong Kong.

He received first class honors in the solicitor’s final exam and holds a Bachelor of Civil Laws degree from the University of Oxford, where he also graduated with first class honors.



Patrice Clausse

Group Chief
Investment Officer

PATRICE CLAUSSE is the Group Chief Investment Officer of ACEN. He is also the President and Chief Executive Officer of ACEN International. He joined the Ayala Group in May 2010 as an advisor to ACEN International, Inc. and became a founding member of the ACEN management team in 2011, where he led the business development and operations teams. He currently leads ACEN's investment business, with a strategic focus on Southeast Asia, India, and Western Australia, and serves on the Board of Directors and/or Management & Advisory Committee of ACEN International Projects.

Prior to joining Ayala, Patrice was a management consultant with McKinsey & Company in London and with Marakon Associates (part of Charles River Associates).

He holds a Master of Business Administration degree from Harvard Business School, graduating with high distinction as a Baker Scholar, and earned both master's and bachelor's degrees in Manufacturing Engineering from the University of Cambridge (UK).



John Philip Orbeta

Group Chief Human
Resources Officer,
Group Chief Administrative
Officer & Group Chief
Risk Officer

JP ORBETA is the Group Chief Human Resources, Group Chief Administrative Officer, and Group Chief Risk Officer of ACEN. He is also a Director of ACEN Global Development Group, Inc. and ACEN Shared Services (ACES).

JP was a Managing Director of Ayala Corporation, where he served as Chief Human Resources officer and Group Head for Corporate Resources from 2005 to September 2021. Today, he serves on the boards of several companies across the Ayala group, including AG Legal and Globe group's ASTICOM and HCX, and is currently the chairman of the Ayala Multi-Purpose Cooperative (Ayala Coop). Previously, he was the President and CEO of Ayala Automotive Holdings Corporation, Automobile Central Enterprise, Inc. and Ayala Aviation. He also previously served as a Director on the boards of BPI Family Bank, ALFM Mutual Funds, AC Health and Ayala Foundation.

Prior to joining Ayala Corporation, he was the Vice President and Global Practice Director of the Human Capital Consulting Group at Watson Wyatt Worldwide (now Willis Towers Watson).

JP completed his Advanced Management Programs at Harvard Business School, IMD and INSEAD, and holds a degree in A.B. Economics from the Ateneo de Manila University.



Cecile Cruzabra

Group Treasurer

CECILE CRUZABRA is the Group Treasurer of ACEN. She is also the Treasurer and Chief Finance Officer of AC Energy and Infrastructure Corporation and ACEN International, Inc. Prior to joining the Company, she was the Chief Finance Officer and Chief Risk Officer of Manila Water Company, Inc., from 2018 to September 2021, and the Treasurer of Ayala Corporation from 2014 to 2018. She is also a fellow of the Institute of Corporate Directors.

Cecile's career experience spans research, treasury, risk management, and finance, having worked at Makati Business Club, Sun Hung Kai Securities, Metro Pacific Corporation, Steniel Manufacturing Corporation, Globe Telecom, Inc., Altimax Broadcasting Co., Inc., and Bethlehem Holdings, Inc. She also taught finance at the De La Salle Graduate School of Business and the Asian Institute of Management, and Economics at the Ateneo de Manila University.

She completed her master's degree in Business Administration from the Asian Institute of Management. She graduated with a degree in B.A. in Economics (Honors Program) from Ateneo de Manila University.



Maria Franchette Acosta

Corporate Secretary

FRANCHETTE ACOSTA is the Corporate Secretary of ACEN. She is also the Corporate Secretary, Head of the Corporate Governance Group, and Chief Legal Officer of Ayala Corporation.

Franchette also serves as Corporate Secretary of Integrated Micro-Electronics, Inc., Ayala Land, Inc., AREIT, Inc., and Globe Telecom, Inc.

She has been in the practice of law for 24 years, including 18 years with Villaraza & Angangco Law Firm, where she served as Senior Partner, Co-Managing Partner, and Head of the Corporate and Commercial Department.

She previously served as Assistant Secretary at the Office of the Chief Presidential Legal Counsel of the Republic of the Philippines from 2001 to 2003. She has been recognized as expert counsel by leading legal directories and publications, including Chambers Global, Chambers Asia Pacific, and The Legal 500, and is consistently included in Asia Business Law Journal's Top 100 Lawyers in the Philippines.

Franchette earned her Master of Laws degree from New York University in 2003 and ranked third in the Philippine Bar Examinations. She obtained her Bachelor of Laws degree from the University of the Philippines College of Law in 1998, graduating class valedictorian and cum laude. She also holds a Bachelor of Science in Business Economics from the University of the Philippines School of Economics (1994), graduating magna cum laude.



Dodjie Lagazo
Group General Counsel,
Group Compliance Officer
& Assistant Corporate
Secretary

DODJIE LAGAZO is a Managing Director and heads the Legal, Governance, and Compliance unit of the ACEN group, with the Philippines, Australia, India, Vietnam, and Indonesia as the group's key markets. In his role, Dodjie leads the development and execution of ACEN group's corporate legal strategy, while overseeing governance and compliance programs.

Dodjie earned his Bachelor of Laws degree from the University of the Philippines — Diliman College of Law. He also holds an undergraduate degree in Political Science from the University of the Philippines — Diliman, graduating magna cum laude.



Miguel De Jesus
Managing Director,
Philippines

MIGUEL DE JESUS is a Managing Director of ACEN and Head of Philippine Operations. Prior roles included leading the company's solar developments in Vietnam, pioneering its retail electricity business, and managing the company's first operating wind assets in the Philippines.

Miguel is also the Director and President of various operating subsidiaries of ACEN. Prior to joining ACEN, Miguel practiced law, with a focus on energy and project finance.

He holds a master's degree in Philosophy from Ateneo de Manila and is also an alumnus of Harvard Business School's Advanced Management Program. He holds a Bachelor of Laws degree from the University of the Philippines, graduating cum laude.



David Pollington
Managing Director,
Australia

DAVID POLLINGTON is the Managing Director of ACEN Australia, having previously been the Chief Operating Officer since its establishment in 2016. He has been involved in the renewable energy sector for more than 30 years leading projects from inception through to operations.

David has held key roles in the industry, most notably, the technical director of Renewables at SKM/Jacobs, and general manager of Construction for Roaring 40s, a joint development and asset management company between Hydro Tasmania and China Light and Power based out of Hong Kong, where he was responsible for construction activities in China, India and Australia.

David holds a Bachelor of Mechanical and Electrical Engineering degrees from the University of Tasmania and is a fellow of the Institution of Engineers.

CORPORATE GOVERNANCE

We continue to advance a governance philosophy that balances disciplined growth with a deeply rooted commitment to ethical leadership. As we scale our renewable energy portfolio across the Asia Pacific, we rely on a governance system designed not only to manage risks and ensure strategic alignment, but also to nurture a culture of integrity, accountability, and purpose-driven decision-making.

Our Board and management teams play an active role in reinforcing these principles—embedding sustainability, transparency, and responsible conduct into everyday operations.

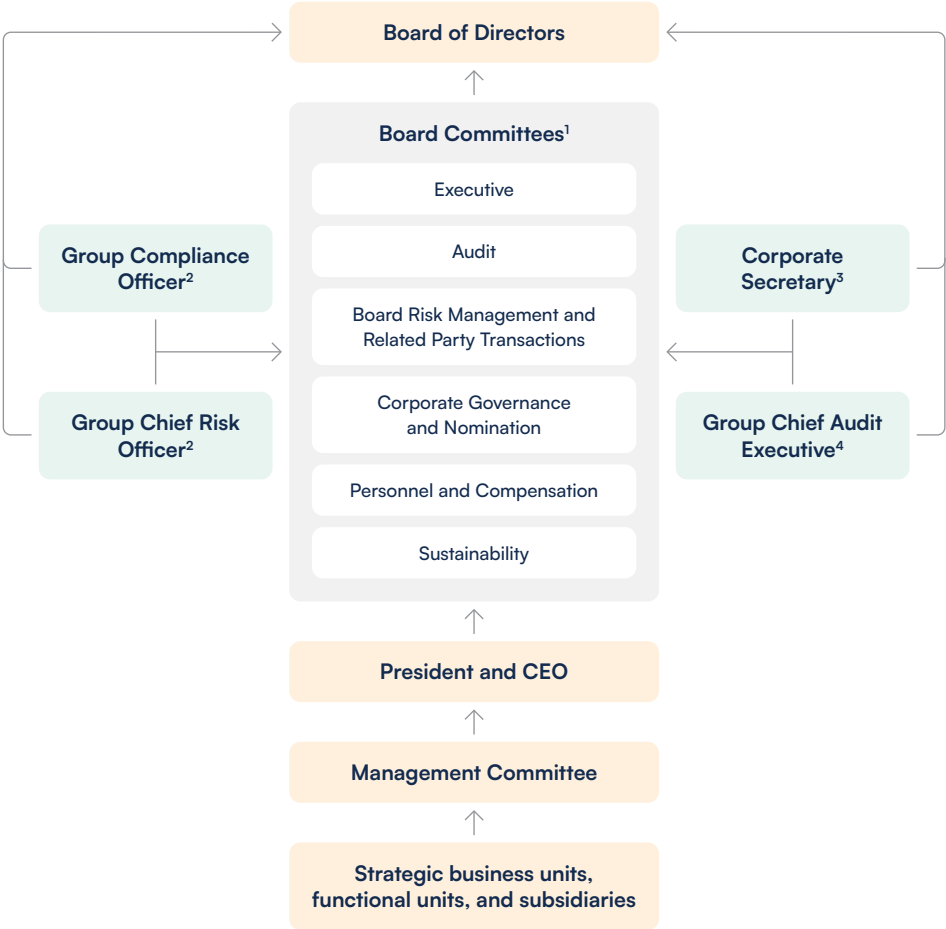
This governance mindset strengthens our organizational resilience, supports value creation for all stakeholders, and ensures that our expansion is guided by both strong oversight and the values that define who we are as a company.

As the listed energy platform of the Ayala group, we comply with the Security and Exchange Commission’s (SEC) Manual on Corporate Governance for Publicly Listed Companies, supported by the 2025 attestation of our Chief Executive Officer (CEO) and Group Chief Audit Executive (CAE).



The ACEN Board of Directors and Leadership team during the 2025 Annual Stockholders' Meeting

Corporate governance structure



1. Supported by the relevant functional units and Company officers
2. Reports functionally to the CEO: assists the Board and Board Committees on compliance, governance and risk management issues
3. Assists the Board and Board Committees in the conduct of the meetings: advises the Board of issues relating to relevant laws, all governance issues and industry development and operations of the Company as they arise
4. Reports functionally to the Audit Committee

Board structure and process key roles and responsibilities

The Board’s roles and responsibilities as stated in its Charter include establishing the vision, strategies, and policies of the Company, as well as a system to monitor, evaluate, and improve management’s performance. Also, in exercising its powers and duties, the Board always considers the best interests of the Company, its shareholders, and other stakeholders.

The Board consistently reviews and ensures the adequacy of the Company’s internal control mechanisms and risk management process for good governance, and the proper implementation of the Code of Conduct and Ethics. The Board reviews and affirms the true and fair representation of the annual financial statements, as it did for the financial statements for fiscal year 2025.

Board composition

The Board is comprised of qualified and dedicated directors with a diverse mix of expertise, experience, skills, and backgrounds to guide management in carrying out its responsibilities. The structure, size, and composition of the Board are reviewed and monitored by the Corporate Governance and Nomination (CGN) Committee.

There is also an appropriate mix of non-executive, independent, and executive directors from a wide variety of backgrounds.

2025 Board of Directors	Designation	Year appointed (No. of years in the Board)	Expertise
Cezar P. Consing	Non-Executive, Chairman	2021 (5)	Banking and capital markets
Gerado C. Ablaza, Jr.	Non-Executive, Vice-Chairman	2024 (2)	General management, telecommunications, water distribution, infrastructure
John Eric T. Francia	Executive, President & CEO	2019 (7)	General management, strategy, energy, capital markets, M&As
Jaime Alfonso Antonio E. Zobel de Ayala	Non-Executive	2022 (4)	Strategy, innovation, business development
Jaime Z. Urquijo	Non-Executive	2024 (2)	Sustainability, risk, business development
Nicole Goh Phaik Khim	Non-Executive	2021 (5)	Finance, infrastructure, capital markets
Dean L. Travers	Non-Executive	2022 (4)	Energy, project development, corporate governance
Jesse O. Ang	Non-Executive, Lead Independent	2023 (3)	Banking, finance, capital markets, infrastructure
Maria Lourdes Heras-de Leon	Non-Executive, Independent	2023 (3)	General management, policy, government and public affairs
David John Nicol	Non-Executive, Independent	2025 (1)	Finance, strategy, audit
Christopher Paul Beshouri	Non-Executive, Independent	2025 (1)	Energy, strategy, policy

- › Each director is elected by the shareholders annually and serves a term of one year.
- › More than 90 percent of the Board (10 out of 11) are non-executive and independent directors.
- › None of the independent directors own more than 2 percent of the Company’s outstanding capital stock.
- › The profile of each director can be found in the Board of Directors section of this report on [pages 76 to 78](#)

We ensure independent minority representation in the Board and the exercise by minority shareholders of their rights, including the right to cumulative voting in the election of directors and appraisal right.

Chairperson and Vice Chairperson

Cezar P. Consing, the Company’s Chairman, and Gerardo C. Ablaza, Jr., Vice Chairman, assumed

their respective positions on April 23, 2025. The positions of Chairperson of the Board and CEO are held by different persons. This enables the Board to maintain independent reviews and quality discussions at meetings.

Role of the Chairperson and Vice Chairperson

The Chairperson leads the Board by promoting active engagement and open discussion among the directors. The Chairperson presides at all

meetings of the Board and of the stockholders, exercises the powers given to them in the By-Laws and performs the duties enumerated under the Corporate Governance Manual as well as such other responsibilities as the Board may impose upon them. The Chairperson also guides senior management on its strategic actions on the business. In the absence of the Chairperson, the Vice Chairperson succeeds the duties of the Chairperson.

Lead Independent Director

To strengthen the independent oversight function of the Board and enhance the effectiveness of its governance process, the Company appointed Jesse O. Ang as its lead Independent Director at its organizational meeting on April 23, 2025.

Role of the Lead Independent Director

When needed, the lead Independent Director acts as an intermediary between the Chairperson of the Board and the other directors, convenes and leads the periodic meetings of the Non-Executive Directors with the external auditor and heads of internal audit, compliance and risk management, and contributes to the performance evaluation of the Chairperson of the Board.

Non-Executive and Independent Directors

As of December 31, 2025, more than 90 percent of the board membership is composed of Non-Executive and Independent Directors, of which ten (10) are Non-Executive Directors and of those, four (4) are independent. The Independent Directors do not have any interest or relationship with the Company that may hinder their independence, or which could reasonably be perceived to interfere with the exercise of their independent judgment while carrying out their responsibilities as Directors.

A term limit of nine (9) years has been set by the Company for its Independent Directors (ID)

in accordance with the rules laid out by the SEC. As of 2025, none of the Independent Directors have served the Company for more than nine (9) years, reckoning from 2012, in compliance with SEC Memorandum Circular No. 7, series of 2026. Furthermore, none of the directors have worked for ACEN's external auditing firm within the three (3) years immediately preceding the date of their election or appointment.

Role of the Non-Executive and Independent Directors (NEID)

The role of the NEID, through an unbiased view of the business, is to provide oversight, exercise independent judgment, ensure the continuing soundness, effectiveness, and adequacy of the Company's control environment, and act in the best interest of the Company, the shareholders, and the stakeholders considering transparency, accountability, and fairness in all activities.

Board diversity policy

As mentioned in its Corporate Governance Manual, the Company is committed to having our Board comprised of qualified and dedicated directors with a diverse mix of expertise, experience, skills, and backgrounds. Diversity includes business experience, age, gender, and ethnicity. Nominees shall be selected based on merit. With respect to gender, the Board ensures appropriate representation of women in the board to the greatest extent possible. As of 31 December 2025, the Company has two (2) female directors, holding 18 percent of the board seats.

Board performance

The Board is devoted to carry out its duties and responsibilities and commits enough time for their meetings. The presence of at least two-thirds of the number of directors, as fixed in the Articles of Incorporation, constitutes a quorum for the transaction of business. The Board held eight (8) board meetings in 2025.

The annual calendar of activities for the Board and committees is supported by the Corporate Secretary, who ensures that board meetings are established and approved before the start of the financial year. The Corporate Secretary ensures that materials are available at least five (5) business days in advance of the scheduled meeting, allowing the Board to make informed decisions.

Performance assessment

The Board commits to a formal assessment process to review and evaluate the performance of the board committees, its individual members, and the CEO. The purpose of the assessment is to measure the effectiveness of the Company's governance practices and identify areas for improvement and to adopt new methodologies towards further strengthening the Company's corporate governance standards. Once every three (3) years, the annual board performance assessment is conducted under the auspices of an independent consultant.

Each of the directors was requested to complete a self-assessment form which includes board evaluation categories such as: (1) board composition, (2) roles and functions, (3) information management, (4) representation of shareholders and environment, social, and governance (ESG) factors, (5) management of the Company's performance, (6) senior executives' performance management and succession planning, (7) director development and management, (8) risk management and internal control, and (9) overall perception.

The results of the self-assessment survey, including the comments of the directors, were compiled by the Corporate Secretary, and reported during the board meeting immediately following the completion of the survey.

For the year 2025, the board performance assessment will be conducted by an external service provider. ACEN last engaged an external board assessment for the 2023 performance, and, based on that cadence, the next cycle would have been for the 2026 performance.

However, to align with the external board assessment cycle of the other Ayala Group PLCs, the Company will conduct the next external board assessment one (1) year earlier. This approach strengthens group-wide governance alignment, enhances overall cost-efficiency, and positions ACEN ahead of the recommended three-year cycle—supporting stronger governance outcomes and stakeholder confidence.

Corporate Secretary

In the discharge of her duties as the Corporate Secretary, Atty. Maria Franchette M. Acosta played a significant role in supporting the Board to fulfill its responsibilities. Among her responsibilities included assisting the Chairperson in preparing the board meeting agenda, maintaining board minutes and records, facilitating director trainings, and updating directors with relevant statutory and regulatory changes. She is a well-regarded expert in the legal profession, as recognized in leading legal journals and publications, and is well-informed on relevant developments in the legal field through years of practicing corporate law, having been a Senior Partner, Co-Managing Partner and Head of the Corporate and Commercial Department of the Villaraza & Angangco Law Firm.

Training of directors

ACEN requires its directors to attend at least a four (4)-hour annual continuing training program on corporate governance. All new directors must take at the minimum an eight (8)-hour orientation program on the Company’s strategy, business and structure, vision and mission, governance codes and policies, Articles, By-Laws, Corporate Governance Manual, Board and Committee Charters, SEC-mandated topics on governance and other subjects needed in the performance of their duties and responsibilities. In 2025, directors complied with this policy.

To remain relevant in a global environment with increasing competitiveness, Ayala Corporation has been facilitating an annual group-wide Corporate Governance and Risk Management Summit since 2014. Counted as an SEC-accredited training in coordination with the Institute of Corporate Directors, the summit serves as a continuing education program for the Board, CEOs, and senior management, and at the same time promotes the importance of strengthening our corporate governance structures. On November 4, 2025, the group held the Integrated Corporate Governance, Risk Management and Sustainability Summit with the theme, “Purposeful Governance: The Pathway towards Progress and Prosperity for All,” wherein thought leaders and experts shared insights on how businesses can build meaningful value for all, among others.

The summit focused on the value of artificial intelligence and technology in improving corporate governance and risk management, trends in ESG, and using ESG as a strategic advantage.

On August 12, 2022, ACEN facilitated a Net Zero and ESG capability-building workshop for the Company’s senior management team and select board members. This workshop helped establish ACEN’s sustainability principles to be cascaded by ACEN’s leadership to the rest of the organization.

Learn more about how we’re practicing best-in-class corporate governance at <https://bit.ly/ACEN-CorporateGovernance>

Director compensation

Total director remuneration and any changes thereto are recommended by the Personnel and Compensation Committee to the Board and are approved by the stockholders during the Annual Stockholders’ Meeting to ensure these are consistent with the Company’s culture, strategy, and control environment, and are aligned with the long-term interests of the Company and its stakeholders.

On April 25, 2022, in compliance with Section 29 of the Revised Corporation Code, the shareholders approved the proposed remuneration for non-executive and non-independent directors, as endorsed by the CGN Committee, at ₱200,000 per board meeting attended, and ₱100,000 per committee meeting attended, and an

annual retainer fee of ₱1,000,000 for each director, ₱1,500,000 for the Chair of the Audit Committee, and ₱2,000,000 for the Chairperson of the Board.

None of the independent directors received compensation from ACEN for services other than those provided as a director. They are not entitled to stock options and performance bonuses from the Company. Additionally, executive directors do not receive attendance fees.

The amount equivalent to the retainer’s fee and per diem of Messrs. Consing, Zobel de Ayala, and Urquijo was paid to Ayala Corporation. Ayala Corporation is the 100% owner of AC Energy and Infrastructure Corporation, which is the Company’s direct parent.

Directors	Retainer Fee	Board Meetings¹	Committee Meetings	TOTAL
Cezar P. Consing	₱2,000,000.00	₱1,600,000.00	₱1,200,000.00	₱4,800,000.00
Gerardo C. Ablaza, Jr.	₱1,000,000.00	₱1,600,000.00	₱800,000.00	₱3,400,000.00
Jaime Alfonso Antonio E. Zobel de Ayala	₱1,000,000.00	₱1,600,000.00	-	₱2,600,000.00
Jaime Z. Urquijo	₱1,000,000.00	₱1,600,000.00	₱1,000,000.00	₱3,600,000.00
Nicole Goh Phaik Khim	₱1,000,000.00	₱1,600,000.00	₱1,400,000.00	₱4,000,000.00
Dean L. Travers	₱1,000,000.00	₱1,600,000.00	-	₱2,600,000.00
Jesse O. Ang	₱1,000,000.00	₱1,600,000.00	₱2,000,000.00	₱4,600,000.00
Maria Lourdes Heras - de Leon	₱1,000,000.00	₱1,600,000.00	₱1,000,000.00	₱3,600,000.00
Christopher Paul Beshouri	₱1,000,000.00	₱1,400,000.00	₱700,000.00	₱3,100,000.00
David John Nicol	₱1,500,000.00	₱1,400,000.00	₱1,300,000.00	₱4,200,000.00

Board Committees

The Board Committees assist the Board in the discharge of its functions, aid in good governance, and are governed by their Charters as duly approved by the Board in terms of their rights and responsibilities.

Executive Committee

The Executive Committee acts on such specific matters within the competence of the Board as may from time to time be delegated to it in accordance with the By-Laws. The committee is composed of not less than three (3) but not more than five (5) members and designates among the members of the committee a Chairperson and a Vice Chairperson. The Executive Committee deliberated, reviewed, and approved the following in 2025:

1. Amendment to ACEN's Environmental, Social and Governance (ESG) Policy;
2. Additional funding for YMP Telecom Power, Inc.;
3. Sale of ACEN's shares in CIP II Power Corporation (CIP), One Subic Power Generation Corporation (OSPGC) and Bulacan Power Generation Corporation (BPGC) to AC Energy and Infrastructure Corporation;
4. Loan Agreement between ACEN and Negros Island Solar Power, Inc. ("ISLASOL") for up to ₱50 million;
5. Payment extension for the loan provided by ACEN to Greencore Power Solutions 3 ("GPS3").

The attendance of the members at the meetings of the committee held in 2025 is as follows:

Executive Committee	No. of Meetings Attended/Held	Attendance Percentage
Cezar P. Consing	6/6	100%
Gerardo C. Ablaza, Jr.	6/6	100%
John Eric T. Francia	6/6	100%
Jaime Z. Urquijo	6/6	100%
Jesse O. Ang	6/6	100%

Corporate Governance and Nomination Committee

The Corporate Governance and Nomination (CGN) Committee has three (3) Independent Directors, including the Chairperson. The committee ensures that good corporate governance principles and practices are complied with by the Company. This includes the adoption of a board process in the nomination, election or replacement of board members and the review of the succession plans for members of the Board and senior executives. The board composition is reviewed regularly to allow the Board to exercise effective decision-making powers and meet the needs of the Company.

The Committee's accomplishments in 2025 include:

1. Receipt of the nominees for Directors of the Company, evaluation of their qualifications,

- and endorsement of qualified nominees for nomination to the Board for the year 2025;
2. Receipt of nominees for various officers of the Company, evaluation of their qualifications, and endorsement of qualified nominees for appointment by the Board throughout the year 2025;
3. Revisions to the Whistleblower Policy; and
4. Review of the Integrated Annual Corporate Governance Report for submission to the SEC;
5. Review of 2024 Board and Board Committees Evaluation.

The CGN Committee had three (3) meetings in 2025, during which the Chairperson and members were all present.

The attendance of the members at the meetings of the committee held in 2025 is as follows:

Corporate Governance and Nomination Committee	No. of Meetings Attended/Held	Attendance Percentage
Maria Lourdes Heras-de Leon	3/3	100%
David John Nicol ¹	2/2	100%
Christopher Paul Beshouri ¹	2/2	100%
Melinda L. Ocampo ²	1/1	100%
Garry K. Lester ²	1/1	100%

1. Appointed as member of the Committee on 23 April 2025
2. Served as member of the Committee until 23 April 2025



ACEN holds its Annual Stockholders' Meeting every April where shareholders are provided a venue to raise questions and to learn about the company's performance.

As of December 31, 2025, the Board Committees and their members were as follows:

	Audit Committee	Board Risk Management and Related Party Transactions Committee	Corporate Governance and Nomination Committee	Executive Committee	Personnel and Compensation Committee	Sustainability Committee
1 Cezar P. Consing				C	M	
2 Gerardo C. Ablaza, Jr.				M		
3 John Eric T. Francia				M		
4 Jaime Alfonso E. Zobel de Ayala						
5 Jaime Z. Urquijo				M		C
6 Nicole Goh Phaik Khim	M	M				
7 Dean L. Travers						
8 Jesse O. Ang	M			M	C	
9 Maria Lourdes Heras-de Leon			C		M	M
10 Christopher Paul Beshouri		C	M			M
11 David John Nicol	C	M	M			

Legend:
 C - Committee Chairperson
 M - Committee Member

The Board held eight (8) board meetings for the year 2025. The attendance of the directors at the meetings of the Board held in 2025 is as follows:



Chairman Cezar Consing leads the Board's Executive Committee

Directors	No. of Meetings Attended/Held	Attendance Percentage
Cezar P. Consing	8/8	100%
Gerardo C. Ablaza, Jr.	8/8	100%
John Eric T. Francia	8/8	100%
Jaime Alfonso Antonio E. Zobel de Ayala	8/8	100%
Jaime Z. Urquijo	8/8	100%
Nicole Goh Phaik Khim ¹	7/8	87%
Dean L. Travers	8/8	100%
Jesse O. Ang	8/8	100%
Maria Lourdes Heras - de Leon	8/8	100%
Christopher Paul Beshouri ²	7/7	100%
David John Nicol ²	7/7	100%
Melinda L. Ocampo ³	1/1	100%
Garry K. Lester ³	1/1	100%

1. Nicole Goh Phaik Khim was on maternity leave during the reporting period and, as such, was unable to attend one board meeting.
2. Elected as director on and effective 23 April 2025
3. Served as director until 23 April 2025

Audit Committee

The Audit Committee is composed of three (3) Directors, two (2) of whom are Independent, including the Chairperson. All of its members have extensive background and expertise in accounting. The Committee assists the Board by overseeing matters relating to the financial statements and financial reporting process, external and internal auditors, internal control, and compliance with applicable legal and regulatory requirements.

During the year, the committee reviewed the Company's parent and consolidated financial statements, and the work performed by both internal and external auditors through reports provided. Based on the assurance provided by the auditors from their reviews, the committee assessed the Company's systems of internal controls, compliance and governance processes as adequate. Please refer to the annual report of the committee to the Board on the discharge of their duties and responsibilities on [page 118](#).

The committee had seven (7) regular meetings, one (1) special meeting and four (4) executive sessions in 2025, during which the Chairperson and members were all present.



ACEN Board of Directors with Corporate Secretary Franchette Acosta and Assistant Corporate Secretary Dodjie Lagazo

The attendance of the members at the meetings of the committee held in 2025 is as follows:

Audit Committee	No. of Meetings Attended/Held	Attendance Percentage
David John Nicol ¹	7/7	100%
Jesse Ang ²	7/7	100%
Nicole Goh Phaik Khim	8/8	100%
Melinda L. Ocampo ³	1/1	100%
Garry K. Lester ³	1/1	100%

1. Appointed as Chairperson of the Committee on 23 April 2025
2. Appointed as member of the Committee on 23 April 2025
3. Served as member of the Committee until 23 April 2025

Board Management and Related Party Transactions Committee

The Board Risk Management and Related Party Transactions (BRMRPT) Committee is a board-level committee with two (2) of its three (3) members, including the Chairperson, being Independent Directors and the remaining member a Non-Executive Director nominated by a significant minority shareholder.

The committee is responsible for the oversight of the Company's enterprise risk management system and for the review of all material-related party transactions of the Company.

The committee's accomplishments in 2025 include:

1. Review and approval of the terms of the shareholder advance between ACEN Corporation and Negros Island Solar Power Inc (IslaSol);
2. Review and approval of the terms of the guarantee fee arrangement between ACEN Corporation and Ingrid Power Holdings, Inc;
3. Review and approval of the terms for the assignment of Option to Lease Agreement from Ingrid 3 Power Corp. to ENEX Energy Corp;
4. Review and approval of the terms of the guarantee for the advances to Amihan Renewable Energy Corp;
5. Review and approval of the terms of the Diesel SPVs sale by ACEN Corporation to AC Energy and Infrastructure Corporation;
6. Review and approval of the terms of the engagement of BPI Capital Corporation as Sole Global Coordinator, Joint Lead Underwriter, and Joint Bookrunner for ACEN's stock rights offering;
7. Review and approval of the terms of the Health & Safety Management System Framework;
8. Review and approval of the terms of the Power Supply Agreement between ACEN Corporation and Amihan Renewable Energy Corp; and
9. Review and endorsement regarding the remedies of Ingrid Power Holdings, Inc. in the ERC's published ASPA rate.

The committee had five (5) meetings in 2025, during which the Chairperson and members were all present.

The attendance of the members at the meetings of the committee held in 2025 is as follows

Board Risk Management and Related Party Transactions Committee	No. of Meetings Attended/Held	Attendance Percentage
Christopher Paul Beshouri ¹	2/2	100%
David John Nicol ¹	2/2	100%
Nicole Goh Phaik Khim	5/5	100%
Melinda L. Ocampo ²	3/3	100%
Garry K. Lester ²	3/3	100%

1. Appointed as member of the Committee on 23 April 2025
2. Served as member of the Committee until 23 April 2025

Personnel and Compensation Committee

The Personnel and Compensation Committee has three (3) members, two (2) of whom, including the Committee Chairperson, are Independent Directors, and the remaining member, a Non-Executive Director. The Committee's role is to establish a transparent policy and procedure for the fixing of the remuneration packages of corporate officers and directors. The Committee ascertains that compensation is aligned with the Company's culture, strategy, and control environment, aligned with the long-term interests of the Company and stockholders, competitive against the market, and reasonable for the work required, the Company's size and scope.

The committee had one (1) meeting in 2025, during which the Chairperson and all members were present.

The committee’s accomplishments in 2025 include the approval of employees’ performance bonuses for the year 2024 and salary adjustments for the year 2025.

The attendance of the members at the meeting of the committee held in 2025 is as follows:

	No. of Meetings Attended/Held	Attendance Percentage
Jesse O. Ang	1/1	100%
Maria Lourdes Heras-de Leon	1/1	100%
Cezar P. Consing	1/1	100%

Sustainability Committee

As a testament to its commitment to the environment and the communities it serves, ACEN established the Sustainability Committee in November 2021.

The Sustainability Committee has three (3) members, two (2) of whom, including the Chairperson, must be members of the Board and one (1) of whom must be an Independent Director. The committee’s role is to ensure that the Company’s sustainability strategy and efforts are aligned with its core business objectives and contribute to sustainable development.

The committee is responsible for monitoring the Company’s progress towards meeting the Company’s sustainability objectives and determines strategic sustainability objectives and performance indicators as part of the Company’s overall corporate strategy.

The Committee’s accomplishments in 2025 include the review and approval of the 2024 Integrated Report and the review and approval of the engagement with DNV as the Company’s Sustainability Report Assurance Provider for its 2025 Integrated Report.

The Sustainability Committee held two (2) meetings in 2025.

The attendance of the members at the meetings of the committee held in 2025 is as follows:

Sustainability Committee	No. of Meetings Attended/Held	Attendance Percentage
Jaime Z. Urquijo	2/2	100%
Maria Lourdes Heras-de Leon	2/2	100%
Christopher Paul Beshouri ¹	1/1	100%
Melinda L. Ocampo ²	1/1	100%

1. Appointed as member of the Committee ended on 23 April 2025
2. Served as member of the Committee until 23 April 2025

Management roles and responsibilities

Management is primarily responsible for the execution of the Board-approved strategies and monitoring of performance. Management also designs and implements adequate and effective systems of internal controls and risk management processes to ensure achievement of objectives while maintaining compliance with laws, rules, and regulations.

To facilitate the flow of strategic and operational information among the internal decision-makers, the Company has created specific management committees for operations management, investments, finance, organizational development, and compensation and benefits. These committees are composed of key executives who meet regularly to discuss significant matters relevant to the achievement of targets and the continuous growth of the Company. Initiatives that are reviewed and endorsed by the Management Committees are discussed with the corresponding Board Committees for approval and endorsement to the Board of Directors for ratification.

Performance assessment and compensation

The performance management system drives the compensation and incentive plans of senior executives and is meant to align employees’ individual goals with the organization’s goals and strategies.

Management compensation is typically broken down into three components: (1) Base compensation; (2) Variable compensation based on annual targets or key result areas (KRAs); and (3) a long-term incentive plan, which is typically vested over a three-year period and is linked to long-term objectives.

The performance of the Company’s senior executives, including the CEO, is rated based on their respective KRAs. These KRAs cover various aspects of the business, covering a wide array of performance areas, including Financial, Operations, Development and Pipeline, Organization, Risk Management, and ESG.

Executives receive annual bonuses based on company results, business unit or team performance and individual achievements of performance goals and KRAs. Performance ratings are similarly taken into consideration in determining any salary adjustments.

In 2022, the Company introduced a new long-term incentive plan (LTIP) to replace the previous Employee Stock Ownership (ESOWN) scheme. This new LTIP is an equity-based compensation program designed with a three-year performance cycle. Rewards under this plan are granted in the form of Performance Shares, which are awarded to executives and key employees in the year following the completion of the performance cycle. These shares are then subject to a three-year vesting period.

Sustainability is a key performance metric within the LTIP, reflecting the company's commitment to long-term responsible and sustainable growth. Employees who are awarded Performance Shares are nominated by the President and CEO and approved by the Chairman of the Board.

Strategy planning and execution

ACEN uses an inclusive and iterative approach in crafting and executing a long-term strategic plan. It ensures that risks are managed appropriately using a risk management process as these plans are finalized.

Strategy formulation generally involves establishing the purpose and scope of the organization's activities, defining its business model, setting long-term goals, considering the risks and opportunities it faces and the environment in which it operates.

Building a climate resilient strategy

ACEN aligns itself with the United Nations Framework Convention on Climate Change and the Paris Agreement on reducing global carbon emissions to limit the global temperature increase to 1.5°C. Consistent with the Ayala group's commitment to the UN Sustainable Development Goals (SDGs), ACEN is additionally focused on protecting the wider environment and creating value for the communities it serves. In Q1 2021, ACEN signed up as a supporter of the Task Force for Climate-related Financial Disclosures (TCFD). To learn more about our climate risk report, go to [pages 73 to 74](#).

Risk management

Risk management is core to ACEN's strategy-setting process. Key risks that could affect the achievement of the Company's goals are considered in strategy setting, and mitigation plans for key risk areas are included in the key result areas for the relevant business units.

Due to the economic volatility of the past few years and supply chain challenges, ACEN conducts semi-annual planning sessions to review company performance, revisit targets, and recalibrate strategies as needed, depending on new and emerging risks and opportunities identified.

The risk management process is driven by the chief risk officer who leads the implementation of the enterprise risk management process. ACEN is also represented at the ERM council led by Ayala's risk management unit. ACEN seeks to continuously improve its risk management process by adopting processes and strategies in line with Ayala's best practices.

ACEN is strengthening its approach to risk management through research and by consulting with risk management experts, including on improved disclosures over management of material climate risks. The adoption of the IFRS S1 and S2 standards also enabled management discussions on the identification of key climate risks and opportunities affecting ACEN's projects and the organization as a whole.

Learn more about how we identify and manage risk on [pages 70 to 72](#).

Internal governance mechanisms

Accountability and audit

As part of the governance structure of the Company, the external and internal auditors ensure transparency, fairness, and accountability in its transactions and activities. The Audit Committee reviews and approves the reports of the auditors to ensure the integrity of the Company's financial statements, adequacy and effectiveness of the internal controls, risk management, compliance and governance processes.

External Auditors

On April 23, 2025, the stockholders, upon recommendation of the Audit Committee and endorsement by the Board of Directors, approved the re-appointment of Sycip Gorres Velayo and Co. (SGV & Co.) as the independent external auditor of ACEN. The lead engagement partner of SGV & Co. is Ms. Veronica R. Pore, an SEC-accredited audit partner.

The responsibilities of SGV & Co. include providing an opinion on the conformity of the Company's parent and consolidated financial statements with Philippine Financial Reporting Standards and assessing the quality of the Company's financial reporting process.

The Audit Committee oversees the work of the external auditor and ensures unrestricted access to records, properties, and personnel to enable performance of the audit. SGV & Co.'s overall plan, which includes the objectives, scope, and timing of the audit, was reviewed and approved by the Audit Committee during

its meeting on August 4, 2025. To ensure that the external auditor maintains the highest level of independence from the Company, both in fact and appearance, the Audit Committee approved all audit and permitted non-audit services (NAS) rendered by the external auditor. The Audit Committee also reviewed the nature and corresponding fees of non-audit services rendered by SGV & Co. and concluded that these were not in conflict with their function as the Company's external auditor.

Pursuant to the requirements of SEC 18-2024 for supplemental disclosure in the audited financial statements, the new circular mandates the reporting of fees related to both audit and non-audit services fees rendered by SGV & Co. and its network firms to the Company and its subsidiaries. Further, audit-related fees are now reclassified under "NAS — Other assurance services" from "Audit-related".



Vice Chairman Gerardo Ablaza Jr. with Board Director Jaime Alfonso Zobel de Ayala

The consolidated audit and non-audit services rendered by SGV & Co. and network firms for 2025 and 2024 amounted to ₱21.8 million and ₱20.2 million, respectively, exclusive of value-added-tax (VAT) and out-of-pocket expenses (OPE).

In ₱ millions	2024	2025
Total audit fees ¹	11.9	13.3
Non-audit services ²		
> Other assurance services	5.5	7.4
> Tax services	1.7	0.3
> All other services	1.1	0.7
Total non-audit services fees	8.3	8.4
Total audit and non-audit fees	20.2	21.8

1. Agreed audit fees
2. Billed fees for the year ended December 2024 and 2025

Audit fees include ACEN Corporation and its subsidiaries’ agreed fees for the audit of the annual financial statements on which the external auditor or audit firm expresses an opinion for the years ended 2025 and 2024. Non-audit services fees include assurance services that are directly related to the review of quarterly financial statements and integrated reports, review of prospectus, and issuance of comfort letters, transfer pricing documentation and study, tax compliance advisory and other tax activities. These also include services relating to annual stockholders’ meeting validation.

The audit results were presented to the Audit Committee during its February 25, 2026 meeting. There were no disagreements between the management and SGV & Co. on any matters of accounting principles or practices, financial statement disclosures or auditing scope or procedures. The Audit Committee also had an executive session with the external auditor in 2025 without the presence of the management team to discuss any issues or concerns.

Internal Auditors

Internal Audit, headed by the Group Chief Audit Executive (CAE), Mae Christine Go, maintains organizational independence by functionally reporting to the Audit Committee and administratively to the Group Compliance Officer. The Audit Committee is responsible for advising the Board of Directors regarding the qualifications and recruitment, appointment, and removal of the CAE, and evaluating Internal Audit’s performance at least annually.

The audit team is composed of professionals with the following certifications: certified public accountants, registered electrical engineers, certified lead auditor in ISO 9001 and ISO 27001, certified internal auditors, certified information systems auditors, certified internal controls auditor, certified in cybersecurity and with certification in control self-assessment and in sustainability reporting. All the internal auditors are members of The Institute of Internal Auditors-Philippines and adopt the International Professional Practices Framework promulgated by The Institute of Internal Auditors, Inc.

Governed by its Internal Audit Charter, Internal Audit adopts a risk-based approach in developing its annual work plan which is regularly reevaluated to consider emerging and critical risks. The Audit Committee reviews and approves the annual work plan including all revisions to ensure sufficient coverage of the company’s system of internal controls, risk management, compliance and governance processes. The Committee likewise ensures that audit resources are appropriate, sufficient, and effectively allocated to accomplish the approved plan.

Quarterly, Internal Audit presents to the Audit Committee the results of its reviews as well as the status of management’s corrective action plans to address control or compliance issues. The Committee also had regular meetings with the CAE without the presence of management to discuss any issues or concerns.

Internal audit activities conform with the Global Internal Audit Standards and will be continuously evaluated through the Quality Assurance Improvement Program (QAIP) that is an annual internal self-assessment and an independent Quality Assessment Review conducted every five years.

Group Compliance Officer

As ACEN’s Group Compliance Officer, Mr. Dodjie D. Lagazo:

- > Ensured proper onboarding of new directors (i.e., orientation on the Company’s business, charter, articles of incorporation and by-laws, among others);

- > Monitored, reviewed, evaluated, and ensured the compliance by the Company as well as its officers and directors with the relevant laws, the Corporate Governance Manual for PLCs rules and regulations, and all governance issuances of regulatory agencies;
- > Ensured the integrity and accuracy of all documentary submissions to regulators, among others;
- > Identified and managed compliance risks;
- > Ensured that the Company adhered to sound corporate governance and best practices;
- > Ensured accurate and timely disclosures of material transactions of the Company;
- > Issued an Integrated Annual Corporate Governance Report that is duly signed under oath by the chairperson, chief executive officer or president, all independent directors, the compliance officer, and the corporate secretary;
- > Conducted a yearly performance assessment of the board, Board Committees, and individual members of the board using a formal self-rating system; and
- > Performed such other duties and responsibilities as may be provided by the SEC and PSE.



President and CEO Eric Francia with Group Compliance Officer Dodjie Lagazo

Disclosure and transparency

In line with the Company's policies on disclosure and transparency and the disclosure requirements of the SEC and The Philippine Stock Exchange (PSE), all material and market-sensitive information about the Company as well as other relevant information were publicly and timely disclosed to the investing public, stakeholders, and other interested users through media and analysts' briefings or other means. Such information includes key results of operations, execution of contracts, declaration of dividends and investment, among others.

The Board of Directors has a responsibility to the shareholders to ensure the integrity of the Company's consolidated financial statements and non-financial information disclosed in the integrated report. The financial statements comply with the Philippine Financial Reporting Standards, with significant accounting judgments and estimates disclosed. In dealing with RPTs, the Board of Directors, with the assistance of the BRMRPT Committee composed of majority independent directors, reviews and approves the material RPTs of the Company in accordance with the RPT policy, ensuring that the transactions are at arm's length, fair, and inure to the best interest of the Company and its subsidiaries or affiliates and the shareholders. Based on the policy, the related party or any of its subsidiaries or affiliates, shall disclose any material RPT to the BRMRPT Committee for review and approval prior to entering the transaction, unless covered under any of the exceptions under the policy.

Furthermore, there were no cases of non-compliance with the laws, rules, and regulations pertaining to significant or material RPTs in the past three (3) years. A summary of the material RPTs of the Company is presented in the Notes to the Consolidated Financial Statements under Related Party Transactions.

Ownership structure

As of December 31, 2025, 58.60 percent of ACEN's outstanding common shares were held by AC Energy and Infrastructure Corporation (ACEIC).

2025 Disclosures

In 2025, the Company filed, among others, disclosures involving the following:

1. Appointment of the Chairman and Vice-Chairman of the Board and members of the Board Committees and Key Officers
2. Election of Lead Independent Director
3. Updating of Attorneys-in-Fact for Operational, Regulatory, Commercial and Banking Transactions
4. Appointment of an external auditor and fixing of its remuneration
5. Health and Safety Management System Framework for the ACEN Group.
6. Declaration of cash dividends
7. 2025 Key Results Areas Performance
8. Issuance of letters of support in favor of various ACEN subsidiaries
9. Postponement of the proposed Stock Rights Offering
10. 2026 Key Results Performance

11. Schedule of 2026 dividend declaration and payment dates for the Company's preferred shares
12. The Company's 2026 Business Plan and Budget
13. Schedule, mode of conduct, and agenda of the 2026 stockholders meeting.
14. Approval of the amended ESG Policy
15. Capital allocation and disbursement of funds to subsidiaries for investments and capital expenditures for various projects
16. Implementation of strategic business initiatives through the execution of relevant agreements.
17. Press Releases

Financial and non-financial reports

The Board ensures the integrity of the Company's consolidated financial statements and non-financial information as disclosed in the Company's Integrated Report. The financial statements including significant judgments and estimates disclosed thereto comply with the requirements of the Philippine Financial Reporting Standards.

Non-financial performance was prepared using the guiding principles and content elements of the Integrated Reporting framework.

To help stakeholders gain a better understanding of the Company's business and its process of value creation, a thorough discussion on both financial and non-financial performance indicators is provided in this report. Please refer to [pages 13 and 99](#) for the financial and non-financial performance indicators, respectively.

Stakeholder relations

As one of the fastest-growing energy companies in Asia Pacific, ACEN's goal is to uplift the lives of its stakeholders and help build a more sustainable future. It aims to uphold the highest possible level of moral benchmarks and fairness in dealing with shareholders, customers, employees, and business partners to strengthen its foundation of long-term beneficial relationships.

Learn more about how we engage with our stakeholders on [pages 68 to 69](#).

Shareholder meeting and voting procedures

Notices of regular or special meetings are posted on PSE EDGE and the Company's website and sent to shareholders at least 28 days before the scheduled date. It details the agenda and sets the date, time, and place for validating proxies, which must be done at least five (5) business days prior to the Annual Stockholders' Meeting. Each outstanding common share of stock entitles the registered holder to one (1) vote.

For transparency and improved shareholder involvement, the Company provides multiple voting options such as appointing a proxy, voting in-person, or through electronic voting in absentia. The Company established a secure electronic Voting in Absentia Shareholder System that is accessible to all stockholders, easy to use, and allows stockholders to exercise their right if unable to attend the Annual Stockholders' Meeting. Equal effect is given to votes whether cast in person or in absentia. Non-controlling or minority shareholders are given the right to nominate, elect, and remove candidates for the Board of Directors.

Changes in shareholdings

Reported trades of directors and officers of ACEN's securities in 2025:

	Balance as of 31 December 2024	Balance as of appointment / election	Acquired	Disposed of	Balance as of end of term / resignation	Balance as of 31 December 2025
Directors						
Cezar P. Consing	551,843	N/A	0	0	N/A	551,843
Gerardo C. Ablaza, Jr.	3,878,513	N/A	0	0	N/A	3,878,513
John Eric T. Francia	113,867,902	N/A	43,572,926	0	N/A	157,440,828
Jaime Alfonso Antonio E. Zobel de Ayala	110,911	N/A	0	0	N/A	110,911
Jaime Z. Urquijo	173,198	N/A	0	0	N/A	173,198
Nicole Goh Phaik Khim	1	N/A	0	0	N/A	1
Dean L. Travers	1	N/A	0	0	N/A	1
Jesse O. Ang	1	N/A	0	0	N/A	1
David John Nicol	0	261,000	0	0	N/A	261,000
Christopher Paul Beshouri	0	1	0	0	N/A	1
Garry K. Lester	1	N/A	0	0	1	N/A
Maria Lourdes Heras-de Leon	1	N/A	0	0	N/A	1
Melinda L. Ocampo	24,001	N/A	0	0	24,001	N/A
Officers						
John Philip S. Orbeta	14,057,428	N/A	32,623,803	0	N/A	46,681,231
Jose Maria Eduardo P. Zabaleta	5,175,177	N/A	24,750,162	0	N/A	29,925,339
Ma. Cecilia T. Cruzabra	421,474	N/A	2,927,887	0	N/A	3,349,361
Patrice R. Clausse	33,840,298	N/A	27,368,155	0	N/A	61,208,453
Jonathan P. Back	0	N/A	29,403,127	0	N/A	29,403,127
Maria Franchette M. Acosta	0	N/A	0	0	N/A	0
Dodjie D. Lagazo	8,880,948	N/A	13,638,804	0	N/A	22,519,752
Alan T. Ascalon	1,657,152	N/A	1,632,240	0	N/A	3,289,392
Kyla Kamille U. Samson	199,800	N/A	487,981	0	N/A	687,781
Mae Christine L. Go	2,799	N/A	0	0	N/A	2,799

For the past two years, 2024 and 2025, the Company engaged Convene, an external service provider, to facilitate voting in absentia and participation to annual meetings by remote communication.

Shareholder and investor relations

The Company encourages active participation and regular dialogue with institutional and retail investors. Information requirements of the investing public and minority shareholders are fully disclosed to the securities' regulators on time and are accessible both through the Company's website and through PSE EDGE. The Investor Relations team, which directly reports to the Chief Strategy Officer, provides an avenue to receive feedback, complaints, and queries from shareholders other than through the Annual Stockholder's Meeting.

Code of Conduct and Ethics

All directors, officers, and employees are required to always act in the best interest of the Company. They are directed to avoid any situation that could interfere or appear to interfere with their independent judgement in performing their duties. The code also prohibits employees from using their official position to secure a contract of employment for a related party, soliciting gifts or any property for personal gain from any individual or organization that deals with the Company, engaging in direct or indirect bribery and using Company information for personal gain. No employee may engage in any business or undertaking that is indirectly or directly in competition with or prejudicial to the interests of the Company.

The Code of Conduct and Ethics provides guidance to directors, officers, and employees on the following:

- Fair dealing
- Confidentiality of information
- Proper use of company assets and resources
- Conflict of interest
- Outside employment
- Insider trading policy
- Anti-bribery and anti-graft policy
- Safety in the workplace

Directors, officers, and employees are required to declare annually that they have complied with the Code of Conduct and any amendments thereto.

Learn more about Code of Conduct and Ethics at <https://bit.ly/ACENCoC>

Policy on insider trading

A policy on insider trading has been defined by ACEN to ensure compliance with Corporate Disclosures Manual and prevent the unlawful practice of using to one's own advantage confidential information one has access to.

Reporting of transactions

ACEN has established and implemented guidelines for all directors, officers, and employees on when to declare trades. All directors and officers from Managing Directors and above, the Controller, Chief Audit Executive, Chief Risk Officer, Treasurer, Compliance Officer, Corporate Secretary and Assistant Corporate Secretary must report all acquisitions or disposals, or any changes in their shareholdings in the

Company within the period specified in the policy.

Trading blackouts

To ensure compliance with PSE Insider Trading Rules, the Company issues a blackout notice to all concerned whenever a price-sensitive information has been disclosed to the Exchange.

The policy on insider trading provides that all directors, key officers, employees, consultants, and advisers of the Company who may have knowledge of material information that has not been disclosed to the public, including their immediate families, are prohibited from trading in ACEN's shares during the trading blackout period lasting from the time the information is obtained until a minimum of two (2) trading days after the disclosure thereof with the PSE. In addition, they are also required to submit annually a certification of compliance with the prohibition against trading during the blackout periods.

On November 10, 2022, upon the endorsement of the CGN Committee, the Board approved revisions to the Insider Trading Policy in recognition of the volume of transactions entered into by the Company. Reporting obligations were further clarified among the different covered persons, and the short-swing profit rule was also explicitly incorporated in the policy.

Policy on related-party transactions

ACEN recognizes the fiduciary responsibility of its Board of Directors to ensure the fairness,

transparency, and integrity of the Company's RPTs for the protection of all shareholders' interest.

To support the implementation of this duty, the Company has adopted a Related Party Transactions Policy that:

- Defines related party relationships and transactions;
- Provides guidance in the review, approval, maintenance of registry, and disclosure of material RPTs to ensure that the terms are fair, and inure to the best interest of the Company and all its shareholders;
- Mandates regular monitoring of the Company's business relationships;
- Promotes the objectives of the SEC Rules on Material Related Party Transactions for Publicly Listed Companies; and
- Prohibits, remedies, and penalizes material RPTs deemed non-compliant with policy.



Material information for investors are regularly disclosed to the Philippine Stock Exchange (PSE).

The BRMRPT Committee is tasked with overseeing the implementation of this policy.

Policy against sexual harassment

ACEN gives value to respecting the dignity and rights of each employee. The Company is dedicated to keeping its work environment free from sexual harassment and all forms of sexual intimidation and exploitation. In keeping with this commitment, the Company will not tolerate harassment of its employees and will penalize any such actions with a permanent ban from the Company working environment.

Policy on anti-fraud

ACEN has adopted a zero-tolerance policy towards fraudulent reporting, misappropriation of assets, corruption, bribery in any form, and all unethical practices, and is committed to taking all appropriate measures in complying with relevant laws and standards. The policy on anti-fraud prohibits directors, officers, and employees, from doing business with malicious intent. It provides guidance to everyone on how to conduct business in a fair, ethical, and legal manner. Seeking unwarranted monetary and substantial advantage from any transaction is strictly forbidden. The policy also applies even if the business was made through another person.

Policy on gift and gratuities

The Company has established guidelines for managing gifts and gratuities to protect the integrity of its employees and its business interest. Any offers given to directors, officers, and employees, or their immediate family, with an intent to influence business decisions

and recommendations are strictly prohibited and must be disclosed immediately to the appropriate reporting level. Directors, officers, and employees are likewise prohibited from accepting gifts or invitations of any form, except token gifts of small value that meet the criteria set by the Company or offering or promising gifts to facilitate business.

Conflict of interest policy

No officer or employee may be involved in any business or undertaking that influences or could influence the ability to exercise objectivity and perform responsibilities in the best interest of the Company. Any potential conflict of interest, actual or apparent, must be brought to the attention of the appropriate levels of authority and all relevant facts are required to be disclosed.

Whistleblower policy

ACEN conducts its business with the highest ethical standards. The Company and its directors, officers, and employees strive to uphold a culture of good corporate governance by heeding integrity in all its transactions internally, with its customers, suppliers, contractors, business partners, government, regulators, and the public.

The Whistleblower Policy provides a mechanism and an avenue to report any perceived wrongdoing, malpractice, and any irregularities that are contrary to the Company's core values and protects whistleblowers against possible retaliation. The policy also provides an established investigation process on reported

violation of Company policies, rules, and regulations. All reports are treated in confidence and monitored until resolution and closure.

The whistleblower may submit a report through *ACEN Speak Up Safely*, an independent and confidential whistleblowing platform supported by a third-party service provider, Deloitte.

ACEN Speak Up Safely provides whistleblowers with the option to be completely anonymous or make their identity known. The channel also allows whistleblowers to receive updates on the reported issue through the platform.

ACEN Speak Up Safely was launched and cascaded to employees in December 2024. It is available in the Philippines, Vietnam, Indonesia, India, and the United States. Reports received through the platform can be translated into English, Tagalog, Bahasa Indonesia, and Vietnamese. It has also been made available on myHR, the Company's integrated platform for human resources services. Said platform has both web and mobile versions, enabling convenient access to the whistleblower platform.

Data privacy policy

As ACEN's Data Protection Officer, Mr. Alan T. Ascalon helps the Company keep its commitment to safeguard and respect the right to personal data privacy of stakeholders. With the support of the different business units, ACEN's data privacy team regularly reviews the security measures that the Company puts in place to maintain the integrity, confidentiality, and availability of the

personal data that it collects and processes.

The Company also has a data privacy policy in place which aims to protect these data from accidental loss or destruction, unauthorized access, fraudulent misuse, and unlawful alteration.

On December 15, 2023, the Board approved, upon the endorsement of the Corporate Governance and Nomination Committee, revisions to the data privacy policy and data privacy manual to align with industry and company practices as well as updates in applicable data privacy laws and regulations.

The Office of the Data Protection Officer can be reached through writing or email dataprivacy@acenrenewables.com should there be any inquiry or concerns on data privacy or data subject rights on the company's corporate governance initiatives, this Integrated Report, and all other relevant information, is available on the company's website at <https://www.acenrenewables.com/>

As part of our stakeholder engagement, ACEN also maintains social media accounts on

-  facebook.com/officialACEN
-  linkedin.com/company/officialacen
-  instagram.com/beyondacen
-  tiktok.com/@beyondacen
-  youtube.com/@OfficialACEN

AWARDS

Corporate awards

TIME Magazine & Statista Best Companies in Asia Pacific 2026

- ★ Recognized among the top 500 companies in Asia Pacific

HR Asia Awards 2025

- ★ HR Asia Best Companies to Work for in Asia Award
- ★ HR Asia Sustainable Workplace Award

2025 ACGS 2025 Golden Arrow Awards

- ★ Recipient, 4 Golden Arrows

Philippine Daily Inquirer 1st ESG Impact Awards

- ★ Most Outstanding ESG Initiative (PLCs and Large Companies)
- ★ Gold, Relations with Local Communities — Social Category (PLCs and Large Companies)
- ★ Silver, Governance Category, (PLCs and Large Companies)

2025 Stevie International Business Awards

- ★ Gold, Omni-Channel Marketing Strategy of the Year (ACEN RES Omni-Channel Marketing Strategy)
- ★ Silver, Small-Budget Marketing Campaign of the Year (Omni-Channel Marketing Strategy)
- ★ Silver, Corporate Event (ACEN RES RESURGENCE)
- ★ Bronze, Business-to-Business Event (ACEN RES RESURGENCE)

2025 Asia Pacific Stevie Award

- ★ Silver, Innovation in Business-to-Business Events (ACEN RES RESURGENCE)

43rd Agora Awards

- ★ Recipient, 2025 Agora Award for Outstanding Achievement in Marketing Communications (ACEN RES Marketing Strategy)

1st Asia ESG Positive Impact Awards

- ★ Bronze, Relations with Local Communities (PLCs and Large Companies Category)

2025 Anaplan Customer Awards

- ★ Winner, Most Innovative Use Case (Project Morph, ACEN Financial Consolidation Model)

Renewable Energy Markets™ (REM) 2025 Awards

- ★ Recipient, REM Asia Award (ACEN RES)

2025 Manila Bulletin Newsmakers of the Year

- ★ Recipient, Newsmakers of the Year Award

27th Platts Global Energy Awards

- ★ Finalist, Corporate Impact Award-Comprehensive Program Category

AC Health's Pista ng Pasasalamat Client Appreciation Night

- ★ Recipient, Engagement Leader Award

Plant awards

Philippines

Safety & Health Association of the Philippine Energy Sector, Inc. (SHAPES)

- ★ Outstanding Corporate Safety and Health Excellence Award
 - North Luzon Renewables — Gold Category
 - NorthWind — Gold Category
 - Capa Wind — Basic Category
 - Quezon North Wind — Bronze Category
- ★ Outstanding Safety and Health Professional Award
 - North Luzon Renewables
 - NorthWind
 - Capa Wind
 - Quezon North Wind

Department of Environment and Natural Resources (DENR)

- ★ ACEN Ops — Best Environmental Partner

Department of Education (Negros Island Region)

- ★ IslaSol — Outstanding Stakeholder

Wholesale Electricity Spot Market (WESM)

- ★ WESM Annual Compliance Award
 - North Luzon Renewables — 1st Rank, Wind Resource Type
 - NorthWind — 3rd Rank, Wind Resource Type
 - Palauig Solar 1 — 1st Rank, Solar Resource Type
 - MonteSol — 2nd Rank, Solar Resource Type
 - SaCaSol — 3rd Rank, Solar Resource Type

International

Great Place To Work

- ★ Certified as Great Place To Work
 - ACEN Australia

Australian Institute of Energy- Perth

- ★ WA Energy Awards
 - Yindjibarndi Energy Corporation — Emerging Star of the Year

Climate Council

- ★ Choice Award
 - New England Solar — Green Grazing Award

National Trust of Australia (NSW)

- ★ National Trust Heritage NSW Award
 - New England Solar — Runner-up, Enduring Category



Our reporting

Materiality	98
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Report of the Audit Committee	118
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Construction is now in full swing on our 200 MW/2-hour energy storage system (ESS) located within the 620 MW New England Solar. It is the first large-scale energy storage project in the New England region.

MATERIALITY

To identify the environmental, social, and Governance (ESG) issues most relevant to our stakeholders, we conducted a materiality assessment to evaluate topics based on two dimensions: their financial significance to the business and their impacts on the economy, environment, and society.

Our materiality assessment process



Consolidation

We compile our current list of material topics and topics that are relevant to investors and ESG rating institutions.



Research

We ensure that these topics reflect latest developments on the global sustainability landscape industry-specific sustainability issues.



Prioritization

With the list of topics, we collaborate with business unit heads to shortlist and prioritize relevant material topics in accordance with the focus areas of each unit.



Validation

We confirm the priority list with our leadership team and board-level Sustainability Committee, creating strategic action plans around these key issues moving forward.

We have identified 17 material ESG issues that are relevant to our operations today. We assess the relevance of these topics every one to two years and update the list when necessary.

ACEN's material issues

Environment

- 1 **Air pollution**
[page 106](#)
- 2 **Biodiversity**
[pages 28 to 30, 106](#)
- 3 **Circular economy**
[pages 31 to 33](#)
- 4 **Climate risks and opportunities**
[pages 23 to 27, 73 to 74](#)
- 5 **Energy efficiency and carbon reduction**
[pages 33 to 34, 104](#)
- 6 **Environmental policy and certifications**
[page 31](#)
- 7 **Waste management**
[pages 31 to 33, 104](#)
- 8 **Water management**
[pages 35, 105](#)

Social

- 9 **Customers**
[pages 14, 68](#)
- 10 **Human capital management**
[pages 48 to 57](#)
- 11 **Human rights**
[pages 48, 55, 67](#)
- 12 **Local communities**
[pages 37 to 47](#)
- 13 **Occupational health and safety**
[pages 58 to 61](#)
- 14 **Supply chain sustainability**
[pages 65, 101](#)

Governance

- 15 **Business ethics & good governance**
[pages 63 to 64, 82 to 95](#)
- 16 **Energy infrastructure**
[pages 12 to 17](#)
- 17 **Innovation, digitalization and cybersecurity**
[page 72](#)
- 18 **Sustainable finance**
[pages , 17](#)

SUSTAINABILITY PERFORMANCE INDICATORS

About our sustainability performance indicators

For disclosures in this report that reference sustainability reporting frameworks, including the International Financial Reporting Standards Sustainability Disclosure Standards—specifically IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures—as well as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), the reporting boundary generally covers entities under ACEN’s operational control, unless stated otherwise. Under this approach, 100 percent of an entity’s data is included where ACEN or its subsidiaries have the authority to implement operating policies. In addition to disclosures aligned with sustainability reporting standards, the report also covers areas where ACEN has significant financial, environmental, and social impacts. For example, community programs and local impact initiatives may extend beyond entities under operational control to include affiliates where ACEN does not necessarily exercise such control.

Reference to IFRS S1 and S2 standards

We prepared our sustainability-related financial disclosures for the reporting period January 1, 2025 to December 31, 2025 with the objective of aligning with the requirements of IFRS S1 and S2.

IFRS S1	Paragraphs	Section	Reference
Fair presentation	S1.11-16	Entire Integrated Report	
Materiality	S1.17-19, S1.B13-B37	Materiality	See page 98
Reporting Entity	S1.20, S1.B38	About our reporting	See page 2
Connected Information	S1.21-24, S1.B39-B44	How we create value	See pages 12 to 18
Governance	S1.26-27, S1.51	Influence+Innovate	See pages 63, 73 to 74
Strategy	S1.28-42, S1.77-82, S1.B8-B10	Protect+Sustain, Unite+Thrive, Influence+Innovate	See pages 22 to 74
Risk Management	S1.43-44	Protect+Sustain, Unite+Thrive, Influence+Innovate	See pages 22 to 74
Metrics and Targets	S1.45-53, S1.57-58, S1.B52	Protect+Sustain, Unite+Thrive, Influence+Innovate	See pages 22 to 74
General Requirements	S1.54-73, S1.B27, S1.B33-B37, S1.B45-B59	About our reporting, Sustainability performance indicators	See pages 2, 99 to 113
Judgements, Uncertainties and Errors	S1.74-86, S1.B55-B59	Sustainability performance indicators	See pages 99 to 113
IFRS S2	Paragraphs	Section	Reference
Governance	S2.5-7, S2.29(g), S2.33-36	Influence+Innovate	See pages 73 to 74
Strategy	S2.8-23, S2.33-36, S2.B1-B18	Protect+Sustain, Influence+Innovate	See pages 23 to 27, 73 to 74
Risk Management	S2.24-26	Protect+Sustain, Influence+Innovate	See pages 23 to 27, 73 to 74
Metrics and Targets	S2.27-37	Protect+Sustain, Influence+Innovate, Sustainability performance indicators	See pages 23 to 27, 73 to 74, 99 to 113

Economic and Governance

Economic performance

Reporting Standards and Frameworks

GRI 201-1

Methodology

Economic values are based on ACEN's consolidated audited financial statements.

In thousand pesos	2023	2024	2025
Direct economic value generated	45,391,095	47,384,845	39,706,488
Direct economic value distributed	54,017,490	43,898,741	37,661,583
a. Operating cost (Payments to suppliers)	31,916,830	26,933,442	21,718,875
b. Employee wages and benefits	1,765,391	2,425,800	1,745,447
c. Dividends given to stockholders and interest payments to loan providers	17,959,328	12,046,620	11,697,626
d. Taxes given to government	2,263,716	2,304,752	2,263,799
e. Investments to community (CSR, sponsorships, donations, contributions)	112,225	188,127	235,836
Procurement practice (in %)	2023	2024	2025
Procurement budget spent on local suppliers	100	99	99

Power generation

Reporting Standards and Frameworks

SASB IF-EU-000.D 302-1

Methodology

ACEN's total electricity generated is based on the attributable output of its entire portfolio. Electricity generated by the thermal assets includes its attributable output within 2025 prior to their divestment.

Total electricity output by technology (in %)	2023	2024	2025
Total electricity generated (in GWh)	4,656	5,850	7,070
Renewable			
› Solar	40.0%	56.4%	59.3%
› Wind	34.9%	27.1%	27.9%
› Geothermal	21.1%	13.3%	11.7%
› Energy storage	0.1%	0.2%	0.2%
Non-renewable			
› Thermals	3.9%	3.0%	0.9%

Supply chain

Methodology

ACEN evaluates suppliers based on technical and financial capabilities, compliance to applicable laws, regulations and standards, and alignment with ACEN's ESG priorities. Risks specific to country, sector and commodity are being considered in the supplier screening process. Internal and external desk assessments are conducted to all suppliers for accreditation purposes. In addition, ACEN reviews supplier performance through an evaluation process, covering matters such as quality, timely delivery, customer service and compliance to environmental, health and safety requirements.

Supply chain	2023	2024	2025
Total number of Tier-1 suppliers	882	824	750
> Significant suppliers in Tier-1	358	227	234
> % of total spend on significant suppliers in Tier-1	82%	77%	68%
Total number of significant suppliers in non Tier-1	0	0	0
Total number of significant suppliers (both Tier-1 & non Tier-1)	358	227	234
Total number of suppliers assessed via desk assessments	-	318	370
> Significant suppliers	-	227	234
Total number of suppliers supported in corrective action plan implementation	-	54	51
> % of suppliers assessed with substantial actual/potential impacts supported in action plan implementation	-	17%	14%

"-" indicates that data was not available at the time of reporting.



At ACEN, we work with contractors and suppliers that are aligned with our ESG requirements.

Environment

Climate action

Reporting standards and frameworks

GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, SASB IF-EU-110a.3

Methodology

We account for and report greenhouse gas (GHG) emissions in accordance with the GHG Protocol Corporate Standard. Consistent with the operational control approach, facilities under ACEN's operational control are included in Scope 1, Scope 2, and Scope 3 reporting, while other entities—such as joint ventures—are reported solely under Scope 3 (investments). The global warming potential (GWP) factors applied in our GHG inventory are based on the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4).

Scope 1 emissions arise from the combustion of fuels used for energy generation and the operation of equipment, generator sets, and company vehicles. Scope 2 emissions are associated with electricity purchased for our plants and offices. Scope 3 emissions result from upstream and downstream activities outside our operational control, including purchased goods and services, capital goods procured for projects under construction, fuel- and energy-related activities, transportation and distribution of purchased goods, waste generated from operating projects, and emissions from plants not under ACEN's operational control. Primary data is used to calculate emissions across all scopes, except for purchased goods and services and capital goods, which are estimated using spend-based data.

To differentiate the changes in our GHG inventory following the divestment of diesel plants in 2025, the two tables reflect our GHG emissions pre- and post- divestment.

GHG intensity is calculated by dividing total Scope 1 and Scope 2 emissions by total attributable output from facilities under ACEN's operational control.

Learn more about our GHG emissions reduction strategy and progress on [pages 23 to 25](#)



At the 2025 Climate Week NYC panel, our CEO Eric Francia underscored that a just energy transition requires scaling renewables and storage, protecting livelihoods, and unlocking new mechanisms like transition credits to bridge the gap.

GHG emissions

Pre-diesel divestment

GHG Emissions (in tCO2e)	2023	2024	2025
Scope 1	109,452	84,282	849
Stationary	109,015	83,589	96
Mobile	437	693	752
Scope 2*			
Location-based	7,788	20,253	20,896
Market-based	7,788	20,253	7,703
Scope 3	3,837,880	3,962,970	3,678,722
Purchased goods and services	38,254	236,716	154,446
Capital goods	76,349	107,143	31,201
Fuel- and energy-related activities	3,440,289	3,302,038	3,373,357
Upstream transportation and distribution	263,640	245,919	74,391
Waste generated during operations	165	248	119
Business travel	-	2,832	2,951
Employee commuting	-	308	321
Investments	18,461	67,766	41,937
TOTAL	3,955,120	4,067,505	3,687,274

*2024 data on scope 2 emissions has been restated to reflect the net energy consumption of Alaminos Energy Storage, the electricity purchased from the grid of New England Solar, and the renewable energy certificates purchased for ACEN Australia offices.

“-” indicates that data was not available at the time of reporting.

GHG Emissions Intensity (in tCO2e/MWh)	2023	2024	2025
Scope 1 and 2	0.069	0.041	0.003

Post-diesel divestment

GHG Emissions (in tCO2e)	2023	2024	2025
Scope 1	376	741	849
Stationary		87	96
Mobile	376	654	752
Scope 2			
Location-based	3,536	15,688	20,896
Market-based	3,536	15,638	7,703
Scope 3	3,682,456	3,800,358	3,678,722
Purchased goods and services	38,254	236,689	154,446
Capital goods	76,349	107,143	31,201
Fueland energy-related activities	3,549,365	3,385,579	3,373,357
Upstream transportation and distribution	0	0	74,391
Waste generated during operations	27	41	119
Business travel	-	2,832	2,951
Employee commuting	-	308	321
Investments	18,461	67,766	41,937
TOTAL	3,686,368	3,816,737	3,687,274

*2024 data on scope 2 emissions has been restated to reflect the net energy consumption of Alaminos Energy Storage, the electricity purchased from the grid of New England Solar, and the renewable energy certificates purchased for ACEN Australia offices.

“-” indicates that data was not available at the time of reporting.

GHG Emissions Intensity (in tCO2e/MWh)	2023	2024	2025
Scope 1 and 2	0.002	0.006	0.003

Energy

Reporting standards and frameworks

GRI 302-1

Methodology

We consume energy for our plants, offices and equipment. This comes from various sources: self-generated electricity, electricity purchased from the grid, and fuel oil. Renewable energy consumption is comprised of self-generated electricity from our RE plants and electricity purchased from the grid with equivalent unbundled RE certificates. Non-renewable energy consumption is comprised of self-generated electricity from thermal plants, electricity purchased from the grid without RE certificates, and fuel oil such as diesel and gasoline.

Energy consumption within the organization (in kWh)	2023	2024	2025
Renewable			
Electricity consumption from own generation	-	21,060,559	22,459,918
Electricity consumption with RE certificates	-	70,953	16,830,077
Non-renewable			
Electricity consumption from own generation*	-	3,744,461	856,752
Electricity consumption without RE certificates	10,935,222	28,272,304	16,677,916
Fuel consumption**	479,514,810	314,560,672	73,000,024
TOTAL	490,450,031	367,708,947	129,824,687

*Covers self-generated electricity from thermal plants, which was within ACEN's scope until the divestment in August 2025

**ACEN's total fuel consumption for 2025 in liters amounts to 6,267,013

"-" indicates that a detailed data breakdown was not available at the time of reporting.

Total energy consumption within the organization (in GJ)	2023	2024	2025
Energy consumption	39,367	191,078	204,569

Energy consumption intensity (in GJ/GWh)	2023	2024	2025
Energy consumption intensity	290	143	41

Waste

Reporting standards and frameworks

GRI 306-3, GRI 306-5

Methodology

We monitor certain types of waste that are material to ACEN's operations. Waste diversion methods include recycling and treatment in accordance with national regulations. Waste that has not been disposed has been stored for treatment or disposal. The figures for our waste generation data are based on internal monitoring logs. On the other hand, waste diversion and disposal data are based on self-monitoring reports submitted to regulatory agencies or hauling receipts.

Waste generation (in kg)	2023	2024	2025
Hazardous waste			
Used oil (in liters)	740,077	398,216	144,594
Electronic waste	3,814	9,855	15,903
Batteries	1,260	3,352	1,037
Busted fluorescent lamps	10	105	21
Contaminated containers	672	1,026	803
Oil contaminated materials	47,662	72,596	29,538
Other hazardous wastes*	1,154	3,806	2,668
Non-hazardous waste	45,935	163,573	234,201
TOTAL (excluding used oil)	100,507	254,313	284,171

*Other hazardous wastes include plant-specific wastes such as lead compounds, clinical waste, resinous materials

*2024 waste data has been restated to reflect the inclusion of ACEN Australia's head office non-hazardous waste and updated figures for CIPP and Pangasinan Solar, with change from 128,905 kg to 163,573 kg.

Waste treatment (in kg)	2023**	2024	2025
Hazardous waste	54,572	89,591	30,699
Treated	-	52,001	27,912
Stored	-	7,912	2,771
Disposed	-	29,678	15
Non-hazardous waste	45,935	153,613	234,201
Recycled	-	34,716	17,798
Stored	-	-	v
Disposed	-	118,897	186,330
TOTAL	100,507	243,204	259,607
% Diverted	-	39%	28%
% Disposed	-	61%	72%

*Figures on hazardous waste disposal and diversion exclude used oil, which is measured in liters. For used oil in 2025, 118,332 liters were diverted from disposal while 540 liters were disposed.

"-" indicates that a detailed data breakdown was not available at the time of reporting.



Water

Reporting standards and frameworks

GRI 303-3, GRI 303-5, SASB IF-EU-140a.1, SASB IF-EU-140a.3

Methodology

Water withdrawal includes all water sources that are material to ACEN's operations. The figures for water-related data are based on meter readings and utility bills for third-party water. Water-stressed areas are areas tagged as "High Risk" or "Extremely High Risk" based on WRI's Aqueduct Global Water Tool. We calculate water intensity using total water withdrawal per unit of energy generation. Water intensity is computed by dividing total water withdrawn by total attributable output for facilities under our operational control. In 2025, we began reporting rainwater collected from our plants' water efficiency initiatives.

Water consumption (in cubic meters)	2023	2024	2025
Water withdrawal			
Third-party water	52,873	56,822	41,604
Groundwater	8,611	6,773	23,227
Surface water	11,124	14,998	11,231
Seawater	0	0	0
Water discharge			
Third-party water	11,495	12,503	2,802
Groundwater	1,924	7,217	13,159
Surface water	4,633	6,630	12,474
Seawater	0	90	0
Water consumption	54,556	52,153	47,627
Water intensity (in cubic meters/GWh)	22.76	24.64	23.85
Water withdrawal in water-stressed areas	5,486	5,570	4,978
Water consumption in water-stressed areas	4,358	2,653	1,877
Water intensity in water-stressed areas (in cubic meters/GWh)	1.72	1.75	1.56
Rainwater collected	-	-	63,379

Air emissions

Methodology

ACEN monitored air emissions from its recently divested thermal assets up until August 2025.

Air emissions (in tonnes)	2023	2024	2025
NOx	654	250	97
SOx	452	124	57
PM10	41	13	5
CO	186	65	33



In 2025, Palauig Solar completed the inspection and validation of more than 48,000 newly planted saplings across its 28.9-hectare NGP site in Zambales.

Biodiversity

Reporting standards and frameworks

GRI 304-1, GRI 304-3

Methodology

All sites that are in proximity to critical biodiversity have biodiversity management plans to minimize impact. Mitigation measures include protective buffers or “No Go Zones” around critical habitats to protect wildlife.

	2024		2025	
Aspects	Number of sites	Area (hectares)	Number of sites	Area (hectares)
Overall (Total number and total area of operational sites)	19	6,099	17	6,111
Assessment (Sites where biodiversity impact assessments have been conducted)	19	6,099	17	6,111
Exposure (Assessed sites that have significant biodiversity impact or in proximity to critical biodiversity)	5	4,096	7	4,855
Management plans (Assessed sites with impact or proximity, and have management plans in place)	5	4,096	7	4,855

Environmental compliance

Environmental compliance (in PhP)	2023	2024	2025
Total number of significant fines paid for non-compliance of environmental laws and regulations	0	0	0

Social

Employment

Reporting standards and frameworks

GRI 2-7

Methodology

Employees included in this headcount are those who have a direct contract with ACEN and are not hired through agencies or contractors. Permanent employees consider those who are on probation and regularized. Temporary employees include consultants, project-based employees, as well as those with fixed terms indicated in their contracts.

Employee headcount	2023	2024	2025
Permanent employees	914	1,049	1,051
Temporary employees	42	142	190
TOTAL	956	1,191	1,241

*2024 employee figures have been updated

Employees by gender	2023	2024	2025
Permanent employees			
Male	546	574	544
Female	368	475	507
Temporary employees			
Male	27	92	120
Female	15	50	70

Employees by age	2023	2024	2025
Permanent employees			
Under 30 years old	238	254	235
30-50 years old	599	711	746
Over 50 years old	77	84	70
Temporary employees			
Under 30 years old	19	50	74
30-50 years old	14	58	81
Over 50 years old	9	34	35

Employees by position	2023	2024	2025
Permanent employees			
Rank-and-file	353	409	365
Middle management	493	558	602
Senior management	66	82	84
Temporary employees			
Rank-and-file	15	57	81
Middle management	14	64	90
Senior management	13	21	19

Employees by position and gender	2023		2024		2025	
Gender	Male	Female	Male	Female	Male	Female
Permanent employees						
Rank-and-file	265	122	234	146	210	155
Middle management	268	226	285	286	286	316
Senior management	13	18	55	43	48	36
Temporary employees						
Rank-and-file	9	8	31	27	42	39
Middle management	7	4	42	21	61	29
Senior management	11	2	19	2	17	2

Employees by type	2023	2024	2025
Permanent employees			
Full-time	909	1,045	1,047
Part-time	3	4	4
Temporary employees			
Full-time	37	137	182
Part-time	5	5	8

Top talent retention rate (in %)	2023	2024	2025
Retention rate	96%	94%	95%

New hires and turnover

Reporting standards and frameworks

GRI 401-1

Methodology

New hires include permanent and temporary employees whose hiring date is on or between January 1, 2025 to December 31, 2025. In 2025, we began reporting data on new hires separately for permanent and temporary employees.

New hires	2023	2024	2025
Permanent			315
Temporary	205	385	132
TOTAL	205	385	447

New hires by gender	2023	2024	2025
Male			
Permanent			187
Temporary	125	200	71
Female			
Permanent			130
Temporary	80	185	61

New hires by age	2023	2024	2025
Under 30 years old			
Permanent	55	139	111
Temporary			71
30-50 years old			
Permanent	81	210	191
Temporary			49
Over 50 years old			
Permanent	6	36	13
Temporary			12

New hires by position	2023	2024	2025
Rank-and-file			
Permanent	110	145	148
Temporary			77
Middle management			
Permanent	87	207	159
Temporary			50
Senior management			
Permanent	8	33	8
Temporary			5

New hires by type	2024	2025
Full-time		
Permanent	379	315
Temporary		127
Part-time		
Permanent	6	0
Temporary		5

Permanent employee turnover	2023	2024	2025
Voluntary turnover	93	116	92
Involuntary turnover	15	11	20
Retirement	8	3	1
End-of-contract	13	10	0
Turnover rate	12.7%	13.2%	10.8%
Voluntary	10.2%	11.8%	8.8%
Involuntary	2.5%	1.4%	2.0%

*Voluntary turnover, involuntary turnover and retirement comprise of permanent employees, while end-of contract comprises of temporary employees

Diversity

Reporting standards and frameworks

GRI 405-1

Methodology

We report on employees by gender to determine gender diversity of our workforce. The percentage of women in leadership positions is the same as the percentage of females in senior management. Permanent and temporary employees were considered in this count.

Percentage of females per rank	2023	2024	2025
Senior management	42%	38%	43%
Middle management	46%	49%	52%
Rank-and-file	31%	41%	42%
TOTAL MANAGEMENT	45%	47%	51%
TOTAL WORKFORCE	40%	45%	48%

Percentage of employees by nationality	2025
Filipino	86.6%
Australian	10.4%
Indian	0.2%
Vietnamese	0.5%
Indonesian	0.6%
American	0.2%
Others	1.5%

Parental leaves

Methodology

Parental leaves include employees who have taken time off from work to perform parental duties and responsibilities. We comply with applicable laws and regulations in providing parental leave benefits for the countries where we operate.

	2023	2024	2025
Employees entitled to the benefit			
Male	280	342	518
Female	204	418	612
Solo parent	0	6	1
Employees who availed the benefit			
Male	15	23	8
Female	5	20	16
Solo parent	0	0	0
Employees who returned to work after parental leave			
Male	15	23	8
Female	2	18	14
Solo parent	0	0	0
Employees who retained 12 months after returning to work			
Male	14	13	4
Female	2	6	4
Solo parent	0	0	0

Training and development

Reporting standards and frameworks

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

Methodology

Training hours cover the trainings attended by permanent and temporary employees within ACEN. Average training hours is calculated by dividing the total training hours by the total number of employees (permanent and temporary). **Core** trainings are foundational programs that build essential skills, including communication, teamwork, business acumen, and decision-making. **Targeted** trainings are role-specific programs designed to deepen functional expertise across departments like HR, Finance, and other specialized areas. **Governance** trainings are mandatory programs that ensure compliance with company policies, regulations, and risk management standards.

Total training hours	2023	2024	2025
TOTAL	31,890	32,165	25,655
By gender			
Male	20,302	20,164	13,303
Female	11,588	12,001	12,352
By age			
Under 30 years old	-	5,909	6,544
30-50 years old	-	14,697	18,202
Over 50 years old	-	2,623	909
By position			
Rank-and-file	11,844	12,112	5,489
Middle management	16,779	18,645	18,459
Senior management	3,267	1,408	1,707
By type of training			
Core	-	-	7,500
Targeted	-	-	17,226
Governance	-	-	929

"-" indicates that a detailed data breakdown was not available at the time of reporting.

Average training hours	2023	2024	2025
TOTAL	33	27	21
By gender			
Male	35	30	20
Female	30	23	21
By age			
Under 30 years old	-	19	21
30-50 years old	-	19	22
Over 50 years old	-	22	9
By position			
Rank-and-file	32	28	12
Middle management	33	29	27
Senior management	41	12	17

"-" indicates that a detailed data breakdown was not available at the time of reporting.

Investment (in millions ₱)	2023*	2024	2025
Total amount spent for training and development	14	49	42

*2023 data only considered investment for employees at the head office and Philippine plant operations

Employee support initiatives	Reference
Programs for upgrading employee skills and transition assistance	See pages 49 to 52
Regular performance and career development reviews	See page 55

Health and safety

Reporting standards and frameworks

GRI 403-7, GRI 403-8, GRI 403-9, SASB IF-EU-320a.1

Methodology

We report on health and safety data of our employees and contractors. In previous years, numbers were consolidated.

Permanent partial disability are injuries that partially limits a person's ability to work or perform daily activities but does not completely prevent them from working. Lost time injuries include fatalities, permanent total disability and permanent partial disability. Non-lost time injuries refer to injuries that do not result in lost workdays such as restricted work cases and medical treatment cases. TRCF, Fatality Rate and LTIFR were computed based on a 1,000,000-hour basis. Formula is based on the number of cases, fatalities or injuries multiplied by 1,000,000 and divided by total man-hours. To comply with our sustainability reporting approach in which we include entities within ACEN's operational control, we disclose health and safety performance for ACEN and its subsidiaries in the first table. The second table covers ACEN, its subsidiaries and affiliates, reflecting the company's entire portfolio.

Health and safety performance (ACEN and subsidiaries)	2024		2025	
	Employees	Contractors	Employees	Contractors
Total recordable cases	0	24	2	23
High consequence work-related injuries	0	0	0	1
› Fatalities	0	0	0	0
› Permanent total disability	0	0	0	1
Non-high consequence work related injuries	0	24	2	22
› Permanent partial disability	0	5	0	5
› Non-lost time injuries	0	19	2	17
Lost time injuries	0	5	0	6
Total recordable cases frequency rate (TRCF)	0	2.68	0.87	1.69
Fatality rate	0	0	0	0
High consequence work-related injury rate	0	0	0	0.07

Health and safety performance (ACEN, subsidiaries and affiliates)	2024		2025	
	Employees	Contractors	Employees	Contractors
Total recordable injuries	0	24	2	24
High consequence work-related injuries	0	0	0	1
› Fatalities	0	0	0	0
› Permanent total disability	0	0	0	1
Non-high consequence work related injuries	0	26	2	23
› Permanent partial disability	0	5	0	5
› Non-lost time injuries	0	21	2	18
Lost time injuries	0	5	0	6
Total recordable cases frequency rate (TRCF)	0	1.85	0.61	1.23
Fatality rate	0	0	0	0
High consequence work-related injury rate	0	0	0	0.07

In addition to health and safety performance, ACEN reported an administrative fine of ₱ 220,000 that was paid to the Department of Energy (DOE) due to a violation of Rule 7, Section 33.2 of the Renewable Energy Safety, Health, and Environment Rules and Regulations. The matter has since been resolved, with the fine fully settled and all required permits secured.

Community engagement
Reporting standards and frameworks
GRI 413-1

Local community support	Reference
Community engagement and development programs	See pages 37 to 47
Impact assessment	See page 48

Customers
Methodology

We measure customer satisfaction towards the services of our retail business through a survey. Customers provided feedback on the importance of RES processes to them and their overall satisfaction with these processes.

Customer Satisfaction Index (CSI)	2023	2024	2025
Score (out of 10)	9.22	9.14	9.27



Yindjibarndi Energy Corporation (YEC) team member with representatives from Ngarluma Yindjibarndi Foundation Ltd (NYFL) in Australia

INDEPENDENT ASSURANCE STATEMENT

Introduction

DNV AS Philippine Branch ('DNV'), has been commissioned by ACEN Corporation ('ACEN' or 'the Company', Securities and Exchange Commission Identification Number: 39274) to undertake an independent assurance of the Company's sustainability/non-financial disclosures in its Integrated Report covering the calendar 2025 (hereafter referred as 'Report').

The disclosures have been prepared by ACEN:

- › In reference to the requirements of the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021
- › International Integrated Reporting Framework developed by the International Integrated Reporting Council
- › Sustainability Accounting Standards Board (SASB) for electric utilities and power generators
- › United Nations Sustainable Development Goals (SDGs)
- › International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards S1 and S2
- › Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard

DNV has carried out assurance engagement in accordance with DNV's VeriSustain™ protocol, V6.0, which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - *Assurance Engagements other than Audits or Reviews of Historical Financial Information*. DNV's VeriSustain™ Protocol has been developed in

accordance with the most widely accepted reporting and assurance standards. Apart from DNV's VeriSustain™ protocol, DNV team has also followed ISO 14064-3 - *Specification with guidance for the verification and validation of greenhouse gas statements*; to evaluate indicators wrt Greenhouse gases.

The intended user of this assurance statement is the Management of ACEN.

We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

Responsibilities of the Management of ACEN and of the Assurance Provider

The Management of ACEN has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and, ensuring the quality and consistency of the information presented in the Report. ACEN is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

Scope, Boundary and Limitations

The agreed scope of work included a limited level of assurance of the information on non-financial performance which was disclosed in the Report prepared by ACEN based on GRI Topic-specific Standards for the identified material topics for the activities undertaken by the Company during the reporting period 01 January 2025 to 31 December 2025. The reported topic boundaries of non-financial performance are based on the internal and external materiality assessment covering the Company's operations as described in the 'About our reporting' section of the report.

Boundary of the assessment covers the performance of ACEN operations that fall under the direct operational control of the Company's Legal structure. Based on the agreed scope with the Company, the boundary of assurance covers all of ACEN's sites.

Inherent Limitation(s):

DNV's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and are free from material misstatements.

The assurance scope has the following limitations:

- › The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- › DNV has not been involved in evaluation or assessment of any financial data/performance

of the company. DNV does not take any responsibility for the financial data reported in the Integrated Report of the Company.

- › The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- › Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- › The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- › The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- › The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- › Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- › The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Assurance process

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of ACEN. We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders. We carried out the following activities:

Limited Level of Assurance

Reviewed the disclosures in the report: Our focus included general disclosures, management processes, principle wise performance (essential indicators, and leadership indicators) and any other key metrics specified under the reporting framework.

Understanding the key systems, processes and controls for collecting, managing and reporting the non-financial disclosures in report

Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting principles

Collect and evaluate documentary evidence and management representations supporting adherence to the reporting principles

Interviews with the senior managers responsible for management of disclosures: We were free to choose interviewees. We interviewed those with overall responsibility for monitoring, data collation and reporting the selected indicators.

The DNV audit team conducted on-site audits for corporate offices and sites. Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.

Reviewed the process of reporting as defined in the assessment criteria

Conclusion

On the basis of the limited level of assessment undertaken, nothing has come to our attention to suggest that the disclosures are not fairly stated and are not prepared in all material aspects, in accordance with the reporting criteria. Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain™ and the GRI Reporting Principles applicable to the disclosure of selected subject matter.

Materiality

The process of determining the issues that are most relevant to an organization and its stakeholders.

The Report describes the materiality assessment process, detailing how sustainability factors were identified, drawing on stakeholder surveys, industry and peer input, and assessment results based on financial significance to the business and their impacts on the economy, environment, and society. The resulting list of material topics has been prioritized, reviewed and validated by the Company.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Report explains the stakeholder engagement process in the "Stakeholder Engagement" section. ACEN has engaged key stakeholders through pertinent relationship holders within the Company to gather insights into sustainability issues, concerns, and expectations. The feedback from stakeholders was collected through various modes of engagement, consolidated and analyzed.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report adequately brings out the Company's policies, strategies, management systems and governance mechanisms in place to respond to topics identified as material and significant concerns of key stakeholder groups.

Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

ACEN employs data management systems to monitor, track, and consolidate key sustainability disclosures across its reporting boundaries. Most of the information reviewed and validated through our assessments with ACEN's management teams and process owners at the sampled site was found to be accurate and reliable. Minor data inaccuracies identified during the verification process of sample data sets were attributed to transcription, interpretation, and aggregation errors. These data inaccuracies have been communicated for correction, and the related disclosures were reviewed post correction.

Nothing has come to our attention to believe that the Report does not meet the principle of Reliability.

Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported?

The Report presents the Company's performance, governance and approaches related to the environmental, social and governance issues that it has identified as material for its business coming under the boundary of the report, for the chosen reporting period while applying and considering the requirements of Principle of Completeness.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

Neutrality

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.

The Report explains the content and presents the disclosures related to ACEN's performance during the reporting period in a neutral tone considering the overall macroeconomic and industry environment.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO IEC 17029:2019 — *Conformity assessment — General principles are requirements for validation and verification bodies* and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct¹ during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement for internal use of ACEN.

Purpose and Restriction on Distribution and Use

This assurance statement, including our conclusion has been prepared solely for the Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this report.

For DNV AS Philippine Branch,

Gangwar, Vishal Digitally signed by Gangwar, Vishal Date: 2026.04.06 14:51:04 +08'00'	Yun, Chang Rok Digitally signed by Yun, Chang Rok Date: 2026.04.06 16:52:16 +09'00'
Vishal Gangwar Lead Verifier, Sustainability Services	Yun Chang Rok Assurance Reviewer, Sustainability Services
Justine Repalam (Verifier)	

6 April 2026

1. DNV Corporate Governance & Code of Conduct - <https://www.dnv.com/about/in-brief/corporate-governance.html>

Annex I

Verified disclosures:

1. GRI Standards 2021

GRI	Indicator
2	2-7 Employees
201	201-1 Direct economic value generated and distributed
205	205-2 Communication and training about anti-corruption policies and procedures
302	302-1 Energy consumption within the organization
303	303-3 Water withdrawal 303-5 Water consumption
304	304-1 Operational sites, owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas 304-3 Habitats protected or restored
305	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other Indirect (Scope 3) GHG emissions › Category 1 (Purchased Goods and Services) › Category 2 (Capital Goods) › Category 3 (Fuel and Energy-related Activities not Included in Scope 1 or Scope 2) › Category 4 (Upstream Transportation and Distribution) › Category 5 (Waste Generated in Operations) › Category 15 (Investments) 305-4 GHG emissions intensity
306	306-3 Waste generated 306-5 Waste directed to disposal
401	401-1 New employee hires and employee turnover 401-3 Parental leave

403	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries 403-10 Work-related ill health
404	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Percentage of employees receiving regular performance and career development reviews
405	405-1 Diversity of governance bodies and employees
413	413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities

2. SASB Electric Utilities and Power Generators Industry Standard 2023

S.no.	SASB Code	Accounting Metric
1	IF-EU-000.D	Total electricity generated, percentage by major energy source, percentage in regulated markets
2	IF-EU-110a.3	Discussion of long-term or short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets
3	IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress
4	IF-EU-140a.3	Description of water management risks and discussion of strategies to mitigate those risks
5	IF-EU-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees

Annex II

Sites selected for On-site audits

S.no	Site	Location
1	Palauig Solar 1	Barangay Salaza, Palauig, Zambales, Philippines
2	ACEN Headquarters	35th Floor, Ayala Triangle Gardens Tower 2, Paseo de Roxas corner Makati Avenue, Makati City 1226, Philippines

REPORT OF THE AUDIT COMMITTEE TO THE BOARD OF DIRECTORS

The Board-approved Audit Committee (“the Committee”) Charter defines the duties and responsibilities of the Committee. In accordance with the Charter, the Committee assists the Board of Directors in fulfilling its oversight responsibilities to the shareholders with respect to the:

- › Integrity of the Company’s financial statements and the financial reporting process;
- › Appointment, remuneration, qualification, independence and performance of the external auditors and the integrity of the audit process as a whole;
- › Effectiveness of the system of internal control;
- › Performance and leadership of the internal audit function; and
- › Company’s compliance with applicable legal and regulatory requirements.

In compliance with the Audit Committee Charter, we confirm that:

- › All the Audit Committee members are non-executive directors with the necessary qualifications, skills, and knowledge to perform their duties. Majority of the members including the Chairman of the Committee are independent directors;
- › We had seven (7) regular meetings, one (1) special meeting, and four (4) executive sessions with the external auditors, the internal auditors, and management;
- › We recommended for approval of the Board and endorsement to the shareholders the reappointment of SGV & Co. as the Company’s 2025 external auditors and the related audit fee;

- › We reviewed and approved for release the quarterly unaudited consolidated financial statements, and reviewed for endorsement to the Board the annual audited parent and consolidated financial statements of ACEN CORPORATION (ACEN) and Subsidiaries, including the Management’s Discussion and Analysis of Financial Condition and Results of Operations and the significant impact of new accounting standards, with management, internal auditors and SGV & Co. These activities were performed in the following context:

- Management has the primary responsibility for the financial statements and the financial reporting process; and
- SGV & Co. is responsible for expressing an opinion on the conformity of ACEN’s audited parent and consolidated financial statements with the Philippine Financial Reporting Standards.

- › We approved the overall scope and the respective audit plans of the Company’s internal auditors and SGV & Co. We reviewed the adequacy of resources, the competencies of staff and the effectiveness of the auditors to execute the audit plans ensuring that resources are reasonably allocated to the areas of highest risks. We also discussed the results of their audits, their assessment of the Company’s internal controls, and the overall quality of the financial reporting process including their management letter of comments;
- › We reviewed the reports and updates of the internal and external auditors ensuring that management is taking appropriate corrective actions in a timely manner, including addressing internal control and compliance

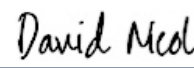
issues. Based on the assurance provided by the internal audit department as well as SGV & Co. as a result of their audit activities, the Committee assessed that the Company’s system of internal controls, risk management, compliance, and governance processes are adequate;

- › We approved the pre-concurrence process and the list of non-audit services which the external auditors may be engaged to ensure independence risk is manageable;
- › We reviewed and approved all audit and non-audit services provided by SGV & Co. to ACEN and the related fees. We also assessed the compatibility of the non-audit services with the auditors’ independence to ensure that such services will not impair their independence;

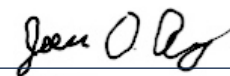
Based on the reviews and discussions undertaken, and subject to the limitations on our roles and responsibilities referred to above, the Audit Committee recommends to the Board of Directors that the audited financial statements be included in the Annual Report for the year ended December 31, 2025 for filing with the Securities and Exchange Commission and the Philippine Stock Exchange. We are also recommending the reappointment of SGV & Co. as ACEN CORPORATION’s external auditors and the related audit fee for 2026 based on their performance and qualifications.

09 March 2026

Signed by:



DAVID NICOL
Chairperson



JESSE ANG
Member

Unavailable¹

NICOLE GOH PHAIK KHIM
Member

1. Nicole Goh Phaik Khim is on maternity leave.

CORPORATE INFORMATION

Stakeholder inquiries

We welcome inquiries from analysts, the financial community, institutional and retail investors, customers, media and the general public.

Please contact:

Investors
investorrelations@acenrenewables.com

Corporate Communications and Sustainability
corpcomm@acenrenewables.com

Governance
corpsec.acen@acenrenewables.com

Data Protection
dataprivacy@acenrenewables.com

Human Resources
careers@acenrenewables.com

Financial statements

Our 2025 Audited Financial Statements and Definitive Information Statement may be accessed from www.acenrenewables.com

Shareholder services and assistance

For inquiries regarding dividend payments, change of address and account status, and lost or damaged stock certificates, please write or call:

Stock Transfer Service, Inc. (STSI)

34/F Rufino Pacific Tower,
 6784 Ayala Avenue, Makati City

Tel + 632 8403-2410

stsi@stocktransfer.com.ph



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