COVER SHEET
for
SEC FORM 17A

SEC Registration Number

5 9 3 6 6

Company Name

ALSONS CONSOLIDATED RESOURCES, INC.

Principal Office (No./Street/Barangay/City/Town/Province)

Alsons Building, 2286 Chino Roces Avenue, Makati City, Metro Manila, Philippines

Form Type	Department requiring the report	Secondary License Type, If Applicable
17-A	CRMD	

COMPANY INFORMATION

Company's Email Address	Company's Telephone Number/s	Mobile Number
legal@alcantaragroup.com	(02) 8982 - 3000	N.A.

No. of Stockholders	Annual Meeting Month/Day	Fiscal Year Month/Day
444	May 30	December 31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Jonathan F. Jimenez	jjimenez@alcantaragroup.com	8982-3000	09178579384

Contact Person's Address

Alsons Building, 2286 Chino Roces Avenue, Makati City

NOTE 1 : In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.

2 : All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.

SECURITIES AND EXCHANGE COMMISSION
SEC FORM 17-A

ANNUAL REPORT PURSUANT TO SECTION 17 OF THE SECURITIES REGULATION CODE AND SECTION 141 OF THE CORPORATION CODE OF THE PHILIPPINES

1. For the fiscal year ended **31 December 2024**

2. SEC Identification Number **59366**   3. BIR Tax Identification No. **001-748-412**

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
Exact name of registrant as specified in its charter

5. **Philippines**   6. (SEC Use Only)
Province, country or other jurisdiction of incorporation   Industry Classification Code:

7. **Alsons Building, 2286 Don Chino Roces Avenue, Makati City, Philippines**   **1231**
Address of principal office   Postal Code

8. **(632) 8982-3000**
Registrant's telephone number, including area code

9. **(Not applicable)**
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 Shares**

11. Are any or all of these securities listed on the Philippine Stock Exchange?
Yes [X]   No [ ]

12. Check whether the registrant:

(a) has filed all reports required to be filed by Section 17 of the SRC and SRC Rule 17 there under or Section 11 of the Revised Securities Act (RSA) and RSA Rule 11(a)-1 thereunder and Sections 26 and 141 of the Corporation Code of the Philippines during the preceding 12 months (or for such shorter period that the registrant was required to file such reports):

Yes [X]   No [ ]

(b) has been subject to such filing requirements for the past 90 days.

Yes [X]   No [ ]

13. Aggregate market value of the voting stock held by non-affiliates of the registrant:

₱611,028,218.06
Assumption: Based on Closing Price of ₱0.485 as of 26 March 2025 and on 1,259,851,996 shares.

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PART I - BUSINESS AND GENERAL INFORMATION

Item 1. BUSINESS

Alsons Consolidated Resources, Inc. (ACR or the "Company") was originally incorporated as Victoria Gold Mining Corporation on December 24, 1974, with the primary objective of engaging in the exploration of oil, petroleum, and other mineral resources. In March 1995, the Company underwent a rebranding and formally changed its corporate name to Terra Grande Resources, Inc. (Tegre) to reflect its evolving business focus and strategic direction.

In 1994, the Alcantara Group, through its subsidiary Alsons Power Holdings Corporation (APHC), acquired a 55.80% controlling interest in Tegre via a stock swap arrangement. This swap involved the exchange of APHC's 50.78% stake in Northern Mindanao Power Corporation (NMPC) for shares in Tegre. The Securities and Exchange Commission (SEC) formally approved the stock swap on March 4, 1995, alongside the Company's resolution to increase its authorized capital stock from P1 billion to P3 billion.

In June 1995, the corporate name was changed to Alsons Consolidated Resources, Inc. to reflect the significant entry of the Alcantara Group. Following this change, the Company's primary purpose was redefined to that of an investment holding company, with oil exploration becoming a secondary focus.

On October 10, 1996, the Company successfully completed its reorganization through a series of stock swap transactions. As a result, several of the Alcantara Group's established businesses became either majority- or minority-owned subsidiaries of ACR. This restructuring also facilitated an increase in the Company's authorized capital stock from P3 billion to P12 billion.

ACR's core business operations, conducted through its subsidiaries and associates, are primarily focused in the following key sectors: (a) Energy and Power, (b) Property Development, and (c) Other Investments. An overview of the general nature and scope of these businesses is outlined below:

Energy and Power

ACR's investment in the Energy and Power business is facilitated through four holding firms: Conal Holdings Corporation (Conal or CHC), Alsing Power Holdings, Inc. (Alsing), Alsons Renewable Energy Corporation (AREC), and Alsons Thermal Energy Corporation (ATEC). Conal is the owner of all of ACR's diesel plant operating power generation businesses, specifically: Alsing Power Holdings, Inc. at 80%, Alto Power Management Corporation at 60%, and Mapalad Power Corporation at 100%. Alsing, on the other hand, holds a 55% ownership in Western Mindanao Power Corporation and Southern Philippines Power Corporation. Additionally, ACR directly owns a 20% stake in Alsing.

AREC, established on September 18, 2014, serves as ACR's platform for developing renewable energy (RE) projects. AREC presently possesses 100% equity in several subsidiaries engaged in renewable energy ventures, including Siguil Hydro Power Corporation, Kalaong Hydro Power Corporation, Bago Hydro Resources Corporation, Sindangan Zambo-River Power Corporation, Alsons Green Energy Corporation and Alsons Renewable Eneregy Resources Corporation and Alabel Solar Energy Corporation.

ATEC, formed on November 23, 2015, functions as a holding company for ACR's coal-fired thermal power assets. ACR transferred its ownership interest in Sarangani Energy Corporation (SEC) to ATEC on October 13, 2016.

ACR established Aces Technical Services Corporation (ACES), a wholly-owned subsidiary, on July 7, 2011, to serve as the operations and maintenance provider for SEC and San Ramon Power, Inc. (SRPI). ACR subsequently transferred its ownership in ACES to ATEC on October 12, 2016, and its ownership in SRPI on May 24, 2017.

On June 3, 2017, the Company entered into an agreement with Global Business Power Corporation (GBP) for GBP to acquire a 50% less one share stake in ATEC. The Philippine Competition Commission approved the transaction on September 25, 2017, and the Deed of Absolute Sale was signed on November 27, 2017. This partnership combines ACR's extensive knowledge of the Mindanao power market, cultivated through years of experience as the island's pioneering independent power producer, with GBP's proven track record as the leading power producer in the Visayas. The Company believes that this collaboration will greatly benefit power consumers, particularly in light of the planned interconnection of the Mindanao and Visayas grids. Moreover, the partnership will empower ACR to pursue its energy-based projects more effectively, especially its renewable power generating plants in Mindanao and Western Visayas. It will also enable ACR to expedite its entry into other energy-related ventures in Southern Philippines, including the smaller islands with promising growth in power demands..

ACR also owns a wholly-owned subsidiary, Alsons Power International Limited (APIL), dedicated to developing power plant projects outside the country. However, the Company currently has no active operations.

ACR's four (4) power generation subsidiaries, Western Mindanao Power Corporation (WMPC), Southern Philippines Power Corporation (SPPC), Mapalad Power Corporation (MPC) – Iligan Plant and Sarangani Energy Corporation (SEC) are all located in Mindanao. In addition, MPC's Ubay Plant is located on the island of Bohol in the Visayas.

WMPC operates a 100-megawatt (MW) diesel-fired electricity generating facility in Zamboanga City as a merchant plant after its 18-year "Build-Operate-Own" (BOO) arrangement with the National Power Corporation (NPC) expired in December 2015. WMPC currently provides ancillary services to the National Grid Corporation of the Philippines for the latter to maintain the power quality, reliability and security of the grid in the Zamboanga Peninsula Region. SPPC owns a 55 MW diesel-fired electricity generating facility located in Alabel, Sarangani Province, 13 kilometers east of General Santos City. SPPC's 18-year BOO arrangement with NPC expired on April 28, 2016. The company is in the process of repurposing SPPC for the renewable energy industry, with a primary focus on transitioning to solar energy. The project is now in an advanced stage of development, and the Notice to Proceed is expected to be issued this year.

MPC rehabilitated the 103MW bunker-fired Iligan Diesel Power Plants (IDPPs) I and II, which Conal acquired from the Iligan City Government and started operating these plants on February 27, 2013. MPC currently functions as a merchant plant and serves various customers in Mindanao. In 2023, the Company began the construction of an in-island diesel power facility utilizing modular gensets in Ubay, Bohol Province. The Ubay project, once completed, will serve as a backup power source that will help the island during events such as Typhoon Odette, wherein electricity supply has been cut in the region because of damages sustained by the transmission lines.

SEC's 210MW coal-fired power plants are located in Maasim, Sarangani Province. Its first section of 105MW began commercial operations in April 2016, while its second section of another 105MW or Phase 2 started commercial operations on October 10, 2019.

The Company likewise began site development and clearing works for SRPI's 105MW coal-fired power plant project (ZAM 100), which could supply power to Zamboanga City and other parts of the Zamboanga Peninsula. However, the Company has not yet started the construction of the ZAM 100 power plant. Proposals for the Engineering, Procurement, and Construction (EPC) rebidding were submitted on August 30, 2018. The selected EPC contractor remains committed to the implementation of the SRPI Project, with regular updates of project requirements to maintain readiness for implementation upon the execution of the NTP (Notice to Proceed). However, the issuance of the NTP has been deferred. The Company is evaluating various options for the next steps to reach project implementation.

ACR's first renewable energy project under AREC, the Siguil Hydro Power Corporation, operates a 14.5 MW run-of-river electricity generating facility located in the Siguil River Basin in Maasim. The facility began selling power to the Wholesale Electricity Spot Market (WESM) on August 1, 2024, following the issuance of the final Certificate of Approval to Connect (FCATC). The project is currently awaiting approval of the feed-in tariff rate by the Department of Energy (DOE).

Another project in the pipeline of AREC is the Alabel Solar Energy Corporation, which is currently in the advanced stages of development. The Notice to Proceed (NTP) is expected to be issued in the first half of 2025

Property Development

ACR is also involved in real estate development and project management through its subsidiary, Alsons Land Corporation (ALC). ALC is actively enhancing its real estate portfolio by investing in projects with immediate development potential. These include residential, commercial, mixed-use, and township developments, as well as opportunities for trading income (sales), high-value recurring income (rentals), joint ventures, and asset management.

Launched in November 25, 1994, ALC was involved in the development of Eagle Ridge Residential Estates, and the Eagle Ridge Golf and Country Club, in Cavite. The latter Club boasts of 72 holes in 4 golf courses, with each of gol course designed by a world-class golf legend.

In the second half of 2024, ALC, in partnership with its joint venture partner Sta. Lucia Land, embarked on the redevelopment of remaining inventories, which has been named The Acropolis.

ACR also entered into a Joint Venture Agreement with Ayala Land Incorporated (ALI) to develop a 26-hectare world-class estate in Lanang, Davao City, Mindanao. The estate is set to be transformed into a master-planned, mixed-use community that will include residential low to mid-rise towers, commercial lots, offices, an events venue and a waterside cove with some retail components.

ALC continues to grow its residential business when it embarked on the expansion of its Campo Verde subdivision in Batangas, a joint venture project with Sunfields Realty Development, Inc. The initial project, which is an 11-hectare property located inside the Lima Technology Center, is close to selling out. This project is an hour away from Makati via the South Luzon Expressway and the Southern Tagalog Arterial Road Tollway. Campo Verde offers three (3) distinct Spanish-themed homes that are ideal for young to growing families. The model house choices range from: Condesa, with a lot area of 90 square meters and floor area of 36 square meters; Duquesa, with a lot size of 100 square meters and a floor area of 50 square meters; and Reina, with 120 square meter-lot and a floor area of 80 square meters. The Company has since focused on selling the available remaining inventories.

Through Kamanga Agro-Industrial Ecozone Development Corporation (KAIEDC), ACR is also developing the Kamanga Agro-Industrial Economic Zone in the Municipality of Maasim, Province of Sarangani, where the power plant of Sarangani Energy is located. This "Ecozone" is accredited with the Philippine Economic Zone Authority (PEZA) as an agro-industrial zone. Enterprises will be encouraged to set up their businesses in, or relocate to, this Ecozone to enjoy incentives prescribed by law through the PEZA. Additional lots were acquired as expansion of the PEZA-registered Ecozone. On July 6, 2022, KAIEDC and a locator signed a lease agreement of industrial lots covering 47.819 hectares for a period of 50 years with an extended option of another 25 years.

Subsequently, KAIEDC and the said locator signed an additional long-term lease covering an area of 3.2488 hectares. The locator, which is a steel manufacturer, is constructing a steel plant in Maasim, Sarangani Province, Philippines. The project is progressing through multiple phases, with the first phase expected to commence operations in 2025. The plant is projected to produce approximately two million metric tons of steel annually, aiming to meet domestic demand and reduce reliance on imports. The construction is currently about 41% complete, with the first phase scheduled to be operational by the fourth quarter of 2025.

This development is anticipated to generate significant employment opportunities, with around 2,000 workers expected during the construction phase and approximately 700 permanent jobs upon completion.

Other Investments

In 2007, ACR invested P195 million in ACR Mining Corporation (ACR Mining), which acquired a 75% stake in a joint venture with Alsons Development and Investment Corporation (ALDEVINCO) and Southern Exploration Corporation (SECO). The joint venture was established to explore and develop the Manat mining claims, covered by Mineral Production Sharing Agreement (MPSA) No. 094-97-XL, originally valid until 2022. The project area spans 1,547.32 hectares, located in the Municipality of Nabunturan, Province of Compostela Valley, and the Municipality of Maco, Province of Davao del Norte.

Exploration activities have identified three key mineralized structures: Pagtulian, Katungbuan/Taglayag, and Magas. Detailed exploration of the Magas Vein Zone estimated an inferred resource of 2.7 million tons, containing: 2.8 grams per ton of gold, 26 grams per ton of silver, 0.09% copper, 0.85% lead, and 1.58% zinc.

On May 24, 2015, ACR's Board of Directors declared ACR Mining shares as a property dividend, with a record date of June 5, 2015. The Securities and Exchange Commission (SEC) approved the property dividend on August 11, 2015, and the Bureau of Internal Revenue (BIR) authorized the registration of ACR Mining shares in the names of ACR's shareholders on February 22, 2016.

The Declaration of Mining Project Feasibility was submitted to the Mines and Geosciences Bureau in October 2012. Currently, the project is under care and maintenance, during which the company has implemented various safety, environmental, and health programs in collaboration with our host communities.

On February 22, 2022, the Department of Environment and Natural Resources (DENR) issued an order approving the assignment of MPSA No. 094-97-XL from ALDEVINCO to ACR Mining, in accordance with the Deed of Assignment dated March 25, 2019.

On May 21, 2022, ACRMC submitted a letter to the DENR requesting the reinstatement of the unconsummated term of MPSA No. 094-97-XL for a period of 5 to 7 years, due to force majeure circumstances, as outlined below:

i. The prevailing peace and order situation in Compostela Valley, now known as Davao de Oro;

ii. The shift in the government's policy direction with the issuance of Executive Order No. 79 on July 6, 2022, specifically concerning proposed changes in revenue schemes;

iii. The adverse impact on operations for over two years due to the government's strict response to the COVID-19 pandemic, among other factors.

In recognition of these challenges, the DENR acknowledged the loss of the MPSA's original term and granted a 5-year extension, starting from the expiration of the initial 25-year term on November 20, 2022. The extended term is now set to expire on November 20, 2027.

Status of publicly-announced new projects

1. The Siguil Hydro Power Corporation, which operates a 14.5MW run-of-river electricity generating facility located at the Siguil River basin in Maasim, Sarangani has began selling power to the Wholesale Electricity Spot Market (WESM) on August 1, 2024, following the issuance of the final Certificate of Approval to Connect (FCATC). The project is currently awaiting approval of the feed-in tariff rate by the Department of Energy (DOE).

   The other hydro projectes currently in pipeline include the 22-MW Siayan (Sindangan) hydro plant in Zamboanga del Norte; and the 42-MW Bago Hydro plant in Negros Occidental. Both these projects are currently in advanced pre-development stages.

2. The 105MW SRPI power plant in Zamboanga City received its environmental compliance certificate from the Department of Environment and Natural Resources in March 2012. The Company has begun site preparation and clearing works. The total project cost is estimated at ₱16 billion. SRPI is still negotiating with various banks to finance the project. Once in operation, the SRPI coal-fired power plant would be able to service Zamboanga City and other nearby areas. However, the issuance of the NTP has been deferred. The Company is evaluating various options for the next steps to reach project implementation.

3. The MPC's Ubay project, which involves the installation of modular gensets in Ubay, Bohol Province, is in the advanced stages of construction and nearing completion. Once operational, the Ubay project will provide a reliable in-island power plant designed to support the island during typhoon events, ensuring the continuity of electricity supply in cases where transmission lines may be damaged or disrupted.

The Company has no existing patents, trademarks, copyrights, licenses, franchises, concessions and royalty agreements.

1. **Business segments contribution to revenues**

Table I – Revenue Contribution by Business Segment

	(Amounts in Thousand PhP)			% to Total		
	2024	2023	2022	2024	2023	2022
Energy and Power	₱12,539,048	₱12,417,644	₱11,967,261	100%	100%	100%
Property Development	5,430	5,103	21,971	0%	0%	0%
	₱12,544,479	₱12,422,747	₱11,989,232	100%	100%	100%

The Company had no income from foreign sources for the past 3 years.

2. **Competition**

Real Estate
There are many provinces near Metro Manila that buyers are looking at and, Eagle Ridge Residential Estates sales have been sluggish for several years. However, with the launch of more infrastructure developments such as the Cavite-Laguna Expressway and LRT Line 6, General Trias is becoming more accessible. We expect that the remaining available inventories will be comparable with the economic and affordable housing developments of Filinvest, Camella Homes, and Amaia in the region.

Power and Energy
Sarangani Energy has secured its position in the market by entering into Power Sales Agreements (PSAs) with various distribution utilities for 25 years. The remaining available capacity of the second plant is to be provided to a locator within the Kamanga Agro-Industrial Ecozone.

The diesel power plants of WMPC and MPC have secured Ancillary Service Agreements with the National Grid Corporation of the Philippines (NGCP). These plants provide essential services, including frequency regulation, reserve power, and grid stabilization, thereby contributing to the overall reliability and security of the power system. In addition, MPC's Ubay Plant has a 10-year Power Purchase Agreement (PPA) with Energy Development Corporation (EDC).

Meanwhile, SPPC is in the process of transitioning to solar energy and is expected to issue its limited notice to proceed in the second half of 2025.

3. **Sources and Availability of Raw Materials and Supplies**

WMPC signed a Fuel Supply Agreement with Northern Star Energy Corporastion on August 31, 2023 for the supply of RFO and FO Plus for 3,200KL monthly or annual qualtity of 38,400KL to start on August 1, 2023 until July 2026.

MPC has also signed agreement with Pilipinas Shell Petroleum Corporation on November 9, 2023 for the supply of its fuels to starting from November 1, 2023 until October 31, 2025

Wärtsilä Corporation of Finland supplies the engine parts and major maintenance services needed by the diesel plants.

Sarangani Energy Corporation (SEC) has fuel supply and/or transport agreements with reputable coal traders and suppliers for low Sulphur coal, or sub-bituminous coal from Indonesia with gross calorific value ranging from 4200 to 5000 kCal per kilogram. Local supply is sourced from Semirara Mining and Power Corporation. The company is also procuring coal via spot market or short-term contracts with flexible pricing options with prices based on Indonesian Coal Index and or Fixed Price arrangements.

4. Dependence on a Single or a Few Customers

WMPC and MPC have secured an Ancillary Services Procurement Agreement (ASPA) with the National Grid Corporation of the Philippines (NGCP) to ensure grid stability and reliability. In addition, MPC's Ubay Plant has a 10-year Power Purchase Agreement (PPA) with Energy Development Corporation (EDC). Sarangani Energy Corporation (SEC), on the other hand, has secured 25-year PSAs with the following distribution utilities:

Contracting Party	Contracted Capacity (MW)
South Cotabato Electric Cooperative II, Inc.	70
Iligan Light and Power, Inc.	15
Cagayan Electric Power and Light Company, Inc.	20
Davao del Norte Electric Cooperative, Inc.	15
Davao del Sur Electric Cooperative, Inc.	15
Agusan del Norte Electric Cooperative, Inc.	10
Agusan del Sur Electric Cooperative, Inc.	10
Cotabato Electric Cooperative, Inc.	10
South Cotabato I Electric Cooperative, Inc.	10
Zamboanga del Sur I Electric Cooperative, Inc.	5
Zamboanga del Norte Electric Cooperative, Inc.	5

Alto Power Management Corp. (APMC), a subsidiary of ACR, provides the plant and operation management services to SPPC, WMPC and MPC.

The Property Development and other businesses of ACR are not dependent on a single or few customers and the loss of one or a few customers will have no material adverse effect on the Company and its subsidiaries.

5. Effect of Existing or Probable Governmental Regulations on the Business

Republic Act No. 9136, the Electric Power Industry Reform Act of 2001 (EPIRA), and its implementing rules and regulations (IRR), provide for significant changes in the power sector, which includes, among others:

a. The unbundling of the generation, transmission, distribution and supply of power and other disposal assets, including its contract with independent power producers and electricity rates;

b. Creation of a Wholesale Electricity Spot Market (WESM) within one year; and,

c. Open and nondiscriminatory access to transmission and distribution systems.

The law also requires public listing of not less than 15% of common shares of generation and distribution companies within 5 years from its effectivity. It provides: (i) cross ownership restrictions between transmission and generation companies, and between transmission and distribution companies; and (ii) a cap of 50% on the demand of a distribution utility sourced from an associated company engaged in generation except for contracts entered into prior to the effectivity of the EPIRA; and (iii) specifically relating to generation companies, a cap on the concentration of ownership to only 30% of the installed capacity of the grid and/or 25% of the national installed generating capacity. Based on the assessment of management, the operating subsidiaries have complied with the applicable provisions of the EPIRA and its IRR.

d. The Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act has been instrumental in addressing the challenges faced by businesses negatively impacted by the COVID-19 pandemic. Additionally, it strengthens the Philippines' ability to attract high-value investments that serve the public interest. By lowering corporate income tax rates and rationalizing fiscal incentives, the CREATE Act fosters a more business-friendly environment and enhances the country's competitiveness with its regional peers.

   Under the CREATE Act, the corporate income tax for domestic corporations with total assets not exceeding PHP 100 million (excluding land) and a total net taxable income of no more than PHP 5 million has been reduced from 30% to 20%. For all other corporations, the corporate income tax rate has been lowered to 25%.

   Moreover, the law reduced the Minimum Corporate Income Tax (MCIT) from 2% to 1%, effective from July 2021 until June 30, 2023, offering additional relief to businesses during the recovery period.

   Regarding fiscal incentives, the CREATE Act has extended the total period for incentive availment to a maximum of 17 years. The length of the incentive period depends on the location and type of registered activity, ensuring that incentives are aligned with the region's economic priorities and the specific nature of the business.

   Highly-desirable projects with a minimum investment capital of PHP50bn or those that can generate at least 10,000 employees, can enjoy a superior incentive package for up to 40 years which includes ITH for a maximum of 8 years. The sunset period for existing registered business enterprises (RBE) enjoying ITH can continue to enjoy the same within the remaining ITH period while firms enjoying 5% GIT can continue to enjoy the same for 10 years. Existing RBEs may re-apply for the fiscal incentives under the CREATE after the lapse of the sunset period.

   Approval of fiscal incentives for new projects or activities with investment capital of PHP1bn and below shall be delegated to their respective Investment Promotion Agencies (IPA). Fiscal incentives application for projects or activities with investment capital exceeding PHP1bn shall be subject to the approval of the Fiscal Incentives Review Board (FIRB).

   Duty exemption on certain importations, VAT exemption on importations, and VAT zero-rating on local purchases shall still apply.

   The reduction of income tax rates will have provide positive impact to existing businesses and attract foreign investors to Kamanga Agro-Industrial Ecozone.

6. Research and Development

ACR and its subsidiaries do not allocate specific amounts or a fixed percentage for research and development. All research, if any, are done by its subsidiaries and affiliates on a per project basis. The allocation for such activities may vary depending on the nature of the project.

7. Employees

As of December 31, 2024, ACR and its 50% or more directly or indirectly-owned subsidiaries had a manpower complement of 522 employees, broken down as follows: 11 executives, 42 managers, 161 supervisors and 308 associates. The Company believes that changes in manpower complement will be minimal for the next twelve months. The employees of the Company and its subsidiaries are not unionized.

8. **Bankruptcy Proceedings**

The Company has not contemplated any plan for bankruptcy, receivership or similar proceedings. Neither is there any material reclassification, merger, consolidation nor sale of any significant amount of assets in the ordinary course of business.

9. **Cost and Effect of Compliance with Environmental Laws**

ACR engages only in projects and activities that comply with environmental laws. Its power subsidiaries follow the regulations embodied in the EPIRA. All its plants meet the exhaust emission standards set by Department of Environment and Natural Resources (DENR). Compliance with existing environmental laws has corresponding costs, which include expenditures for the following:

a. renewal fees for the DENR permit/license to operate;
b. exhaust emission tests and monitoring (costs covered by the environmental guarantee fund);
c. environmental monitoring fund (SPPC ₱500,000 and WMPC ₱598,000); and,
d. environmental guaranty fund (SPPC ₱500,000 and WMPC ₱508,000).

The Company meets all governmental, environmental, health and safety requirements. The Company's operating units are regularly inspected and have not experienced significant governmental, environment, health or safety problems. For the past three years, the total amounts spent in complying with environmental laws by the subsidiaries are as follows (1) ₱ 1,449,197 in 2024; (2) ₱ 1,598,473 in 2023; and, (3) ₱1,859,568 in 2022.

10. **Investment Acquisition**

ACR was not involved in relevant investment acquisition activities in the last two years.

Item 2. **PROPERTIES**

DESCRIPTION OF PROPERTIES

The Company's energy and power operations are distributed across several sites. WMPC's power plant is located on a 9-hectare property in Sitio Malasugat, Sangali, Zamboanga City, while SPPC's plant occupies a 16-hectare site in Alabel, Sarangani Province, approximately 13 kilometers east of General Santos City. Both WMPC and SPPC properties are fully owned by their respective subsidiaries of ACR.

CHC's power plants, operated by MPC, are situated on an 8-hectare property in the Municipality of Lugait, Misamis Oriental, and in the City of Iligan. CHC acquired these plants from the City of Iligan on February 27, 2013. The land where CHC's power plants are located was purchased by MPC from ALDEVINCO on November 21, 2013. Ubay Power Plant, on the other hand, is located in Barangay Imelda, Ubay, Bohol. Additionally, the Sarangani Energy coal-fired power plants and the real estate assets of KAIEDC are located in Maasim, Sarangani Province, while the Siguil Hydro Power Plant is situated in Siguil, General Santos City.

The Sarangani Energy's real estate and coal-fired power plants are mortgaged to its various lender banks.

ALC, the Company's property development company, has properties in Batangas, Cabuyao in Laguna, and along Don Chino Roces Avenue (formerly Pasong Tamo Extension), Makati City. Its Batangas property currently has residential developments. In addition, ALC owns the property, including the improvement, Alsons Building, where the Company maintains its corporate headquarters.

The land development of Azuela Cove is located in Lanang Davao City.

All of these properties are in good condition.

Table II – Property, Plant and Equipment (consolidated)

(Amounts in Thousand PhP)	**December 31, 2024**	December 31, 2023
Main Engine of Power Plant Structures and Others	**₱36,587,580**	₱31,608,349
Plant Mechanical, Switchyard and Desulfurization Equipment	**7,254,104**	7,257,548
Land, Buildings and Leasehold Improvements	**380,738**	376,082
Machinery and Other equipment	**1,674,070**	1,630,570
Buildings and leasehold improvement	**235,455**	234,659
Right-of-Use Assets	**89,007**	86,897
Construction in Progress	**1,508,836**	4,891,260
Total	**47,729,791**	46,085,365
Less: Accumulated Depreciation and Amortization	**(18,941,596)**	(17,568,125)
Net Book Value	**₱28,788,195**	₱28,517,240

Item 3. **RISKS**

Through prudent management and cautious investment decisions, ACR constantly strives to minimize risks that can weaken its financial position. However, certain risks are inherent to specific industries and are not within the direct control of the Company.

Some of the risks that the Company and its subsidiaries may be exposed to include:

1. Foreign Exchange Rate Fluctuations

The Company's exposure is primarily associated with fluctuations in the value of the Peso against the U.S. Dollar and other foreign currencies. The spare parts and insurance of MPC, WMPC and SEC's coal purchases are denominated in U.S. Dollars. These Companies keep a portion of its short-term investments in foreign currency to serve as a hedge in foreign exchange fluctuations.

2. Interest Rate Risks

The Company's interest rate risk management policy centers on reducing overall interest expense and on minimizing other costs of borrowing. Changes in market interest rates would have material impact on the Company's interest-bearing obligations, specifically on those with floating interest rates.

ACR and its subsidiaries manage their interest rate risks by leveraging its debt portfolio and by optimizing a mix of fixed and variable interest rates. Other measures, are employed to avert risk include pre-payment of debts and re-financing of loans. Moreover, utilization of existing credit facilities has been kept to a minimum.

3. Liquidity Risks

The Company and its subsidiaries carefully manage their liquidity position to be able to finance their working capital, debt service and capital expenditure requirements. Sufficient levels of cash and short-term money market placements are maintained to meet maturing obligations. Management regularly monitors and forecasts its cash commitments, matches debt payments with cash generated from the assets being financed, and negotiates with creditors on possible restructuring or re-financing of existing loans to avail of better terms and conditions.

4. Credit Risks

ACR and subsidiaries transact only with companies and institutions that are in a sound financial position and have demonstrated good credit standing. The power companies' receivables are from various electric cooperatives and the collection of which has been current and up to-date except for SPPC's long-outstanding receivables from NPC. These receivables pertain to the portion of accounts that was disputedby and was decided upon by the Energy Regulation Commission (ERC) on June 3, 2013 in favor of SPPC. On July 23, 2013, NPC elevated the case to the Court of Appeals (CA).

On August 17, 2015, CA denied NPC's motion for reconsideration and decided in favor of SPPC. On September 18, 2015, NPC elevated the case with the Supreme Court (SC). On July 4, 2016, SC rendered a decision holding NPC liable to pay SPPC for the additional 5 MW from 2005 to 2010 which affirmed ERC's requirement for both parties to reconcile settlement amount. On November 23, 2016, SC issued its decision to deny the motion for reconsideration submitted by NPC and to render the case with finality. On October 19, 2018, SPPC filed an Urgent Motion to Resolve the pending issue on the NPC's liability for interest, and SPPC's motion for issuance of writ of execution against NPC for the payment of the principal amounts owed by NPC to SPPC.

On October 19, 2018, SPPC filed an Urgent Motion to Resolve the pending issue on the NPC's liability for interest, and SPPC's motion for issuance of writ of execution against NPC for the payment of the principal amounts owed by NPC to SPPC.

On September 6, 2019, SPPC filed with ERC a Manifestation with Urgent Motion to Resolve, praying that the commission: (1) resolve and grant SPPC's Omnibus Motion for Issuance of Writ of Execution and Notice of Garnishment dated July 18, 2018; and (2) resolve the issue of NPC's liability for interest in favor of SPPC under the Energy Conversion Agreement.

On December 4, 2019, while awaiting the ERC's resolution on SPPC's motion, SPPC's Executive Vice President, Tirso G. Santillan, wrote a letter to the NPC stating that "SPPC agreed to collect the principal amount of ₱68.64 million and US$5.77 million, and waive the interests amounting to ₱52.98 million and US$3.43 million."

On December 9, 2019, the NPC, through its president and CEO Pio J. Benavidez, signified its agreement to SPPC's waiver of its claim of interest.

On December 27, 2019, SPPC filed with the ERC an Omnibus Motion to (a) Resolve and (b)Withdraw Claim for Interest.

On October 14, 2020, SPPC filed a Motion to Resolve with the Commission on Audit (COA) requesting COA to immediately resolve the Petition for Money Claim.

On November 26, 2021, the COA issued its decision partially granting SPPC's Petition for Money Claim as against the NPC and directing the parties to submit a memorandum or comment on whether or not the obligation of NPC under the ECA is among the obligations assumed by PSALM.

On December 14, 2021, SPPC filed its comment on the decision. On December 31, 2021, the NPC filed its comment on the decision. As of December 31, 2022, the issue on whether PSALM assumed the NPC's obligation to SPPC under the ECA remains pending before the COA.

On February 11, 2022, the COA issued its decision granting SPPC's Petition for Money Claim as against the NPC.

On November 29, 2023, the Company collected the full amount of the claim, resulting in the recognition of additional income amounting to ₱311 million.

Receivable balances are monitored regularly and allowance provisions are reviewed to ensure limited exposure to bad debts.

Further discussion on the Company's financial risk management objectives and policies is contained in Note 31 of the Consolidated Financial Statements.

Item 4. **LEGAL PROCEEDINGS**

Some of the subsidiaries or affiliates of the Company are also from time to time involved in routine litigation as well as various legal actions incidental to their respective operations. However, in the opinion of the Company's management, none of these legal matters, will be material to the Company's financial condition and results of operations. Refer to Note 34 of the Consolidated Notes to Financial Statements attached to this report for detailed description.

Item 5. **SUBMISSION of MATTERS to a VOTE of SECURITY HOLDERS**

During the calendar year covered by this report, no business matter was submitted to a vote of security holders through solicitation of proxies or otherwise.

PART II - OPERATIONAL AND FINANCIAL INFORMATION

Item 6. **MARKET FOR REGISTRANT'S COMMON EQUITY and RELATED STOCKHOLDER MATTERS**

1. Market Information

All the common shares of the company are listed in the Philippine Stock Exchange.

The following are the high and low market prices of the Company's shares for the past three years:

Table 1 – Market Price of ACR Shares

		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
2024	High	₱0.65	₱0.61	₱0.57	₱0.54
	Low	0.50	0.50	0.47	0.44
2023	High	0.88	₱0.85	₱0.80	₱0.60
	Low	0.76	0.71	0.60	0.53
2022	High	1.09	1.06	0.97	0.92
	Low	1.01	0.92	0.92	0.76

Stock Price as of March 17, 2025 was at ₱0.49 per share.

2. Stockholders

As of December 31, 2024, ACR has 6,291,500,000 shares outstanding held by 444 stockholders, inclusive of the two (2) accounts under PCD Nominee Corporation. The list of the top twenty stockholders of the Company as recorded by Prime Stock Transfer Services, Inc., the Company's stock transfer agent, are as follows:

Table 2 – Top Twenty (20) Stockholders

	Name	No. of Shares Held	% to Total
1.	Alsons Corporation	2,592,524,072	41.21%
2.	Alsons Power Holdings Corp.	1,249,999,599	19.87%
3.	Alsons Development and Investment Corp.	1,188,524,026	18.89%
4.	PCD Nominee Corporation (Filipino)	1,184,836,112	18.83%
5.	PCD Nominee Corporation (Non-Filipino)	45,194,939	0.72%
6.	SEC Account No. 2 fao various Customers of Guoco	2,090,000	0.03%
7.	All Asia Capital Trust & Investment Division	1,830,000	0.03%
8.	EBC Securities Corporation	1,030,000	0.02%
9.	Crisostomo, Emily A.	1,000,000	0.02%
9.	Cruz, Felipe Jr. A.	1,000,000	0.02%
9.	Nora T. Go	1,000,000	0.02%
10.	First Integrated Capital Securities, Inc. (555300)	900,000	0.01%
11.	First Integrated Capital Securities, Inc. (555200)	795,000	0.01%
12.	Ansaldo, Godinez & Co., Inc.	755,000	0.01%
13.	George Go	750,010	0.01%
14.	AACTC FAO Trinity Investment	680,000	0.01%
15.	EstebanYau	600,000	0.01%
16.	Roy C. Tia	513,000	0.01%
17.	S. J. Roxas & Co., Inc.	507,000	0.01%
18.	Antonio Co	500,000	0.01%
18.	Mendoza, Marites &/or Alberto Mendoza	500,000	0.01%
18.	Roqueza, Ricardo S.	500,000	0.01%
18.	San Jose, Roberto V.	500,000	0.01%
18.	Vega, Luis &/or Eliseo C. Ocampo, Jr.	500,000	0.01%
19.	Mendoza Albert G. &/or Jeannie C. Mendoza	450,000	0.01%
20	Guillermo F. Gili, Jr.	430,000	0.01%
	Total shares of top 20	6,277,908,758	99.78%

3. Dividends

Declaration of dividends is subject to approval by the Board of Directors.

The historical dividend declarations are follows:

Year	Date of Declaration	Amount	Per Share	Date of Record	Date of Payment
2024	May 30, 2023	₱125,830,000	₱0.020	June 18, 2024	July 4, 2024
2023	May 30, 2023	125,830,000	0.020	July 5, 2023	July 24, 2023
2022	May 26, 2022	125,830,000	0.020	June 30, 2022	July 23, 2022

Dividends on preferred shares amounting ₱4 million were paid in 2024 and 2023.

Management continuously endeavors to increase ACR's share value through new projects and expansion programs while at the same time provide yearly dividends to its shareholders. On June 8, 2011, the Board of Directors adopted a dividend policy of annually declaring dividends of not less than 20% of the previous year's un-appropriated retained earnings.

4. Sales of Unregistered Securities Within the Last Two (2) Years

There are no other securities sold for cash by the Company within the last two (2) years that were not registered under the Securities Regulation Code.

Item 7. **MANAGEMENT'S DISCUSSION AND ANALYSIS OR PLAN OF OPERATION**

REVIEW OF CURRENT YEAR 2024 vs. 2023 OPERATIONS

Highlights of the Company's financial performance are as follows:

Revenues and Profitability

ACR and its subsidiaries recorded a notable increase in consolidated net income for the year, achieving ₱2,527 million, up from ₱2,285 million in the previous year. This represents a year-over-year growth of 11%, underscoring the company's strong operational performance and strategic initiatives. The increase in net income was largely driven by enhanced operational efficiency across our power generation companies, as well as a significant boost in energy dispatch throughout the year. Furthermore, strategic initiatives in cost management and operational optimization played a crucial role in strengthening profitability. By prioritizing sustainability and operational efficiency, ACR strengthened its financial position and continued to deliver long-term value.

The cost of services decreased by 4%, from ₱7,970 million to ₱7,682 million this year. This reduction was primarily driven by lower fuel costs, which contributed significantly to overall cost savings. Additionally, effective cost control measures and operational efficiencies helped reduce maintenance expenses. These improvements reflect the company's ongoing efforts to optimize its operational processes, ensuring better resource management and enhanced financial performance.

General and administrative expenses decreased from ₱708 million last year to ₱681 million this year, reflecting a reduction of 4%. This decline was mainly driven by lower expenditures in outside services, depreciation costs, and personnel-related expenses. The company implemented cost-saving measures, streamlining operations and optimizing resource allocation, which contributed to these reductions. Additionally, enhanced efficiency in administrative processes and careful management of overhead costs allowed for further expense control.

As a result, operating profit saw a significant increase, rising to ₱4,178 million from ₱3,742 million in the previous year. This notable growth reflects the company's strong operational performance and effective cost management strategies.

The Company continues to deliver strong earnings before interest, taxes, depreciation, and amortization (EBITDA), reaching ₱5,751 million this year, surpassing the previous year's figure of ₱5,494 million. This growth results in a healthy EBITDA margin of 46%, reflecting an improvement from last year's margin of 44%, highlighting sustained operational efficiency and profitability.

Finance charges increased marginally to ₱1,677 million, compared to ₱1,655 million in the previous year. The settlement of maturing loans in Sarangani during the year was partially offset by the acquisition of short-term loans from the Parent Company. These loans were primarily utilized to finance the Siguil Hydro Project, as well as its project loan.

On the other hand, interest income saw a notable increase, rising from ₱87 million last year to ₱95 million this year. This growth was primarily driven by higher investment placements and improved interest rates achieved throughout the year. The company's proactive approach to optimizing its cash management and investment strategies contributed to the enhanced interest income.

Equity in net earnings from the Company's share in Aviana Development Corp. increased significantly to ₱95 million, up from ₱22 million in the previous year. This growth was primarily driven by Aviana's improved sales performance, reflecting the company's strengthened market position and effective operational strategies.

The Company's other income of ₱370 million earned last year includes the gain recognized on the collection of SPPC's DG6 claim, pertaining to the collection of its receivable from NPC, as discussed in detail in Item 3 of this report.

As a result of the factors mentioned above, consolidated net income reached ₱2,525 million, reflecting an 11% increase from last year's ₱2,285 million. Income attributable to the Parent Company also improved to ₱722 million, up from ₱641 million, resulting in an earnings per share of ₱0.114, compared to ₱0.101 last year. This growth highlights the company's strong financial performance and efficient management, contributing to enhanced shareholder value.

Financial Position

As of December 31, 2024, ACR and its subsidiaries maintained a strong financial position, with total resources reaching ₱50,200 million, reflecting a 5% increase compared to 2023.

Current assets remain stable at ₱11,977 million, an increase from last year's ₱10,589 million. This growth is primarily driven by higher cash and cash equivalents, trade and other receivables, inventories, prepaid expenses, and other current assets, reflecting improved liquidity and operational efficiency.

Noncurrent assets increased to ₱38,223 million, compared to ₱37,360 million in the previous year. The equity investment, designated at fair value through other comprehensive income, saw a notable rise from ₱2,353 million to ₱3,218 million. This increase is primarily attributed to the improved value of these investments.

Additionally, while the depreciation expense amounted to ₱1,404 million, this was offset by significant expenditures related to the ongoing construction of SHPC's Hydro Power Plant and MPC's Ubay Power Project. SHPC's Hydro Power Plant was successfully completed during the year and commenced commercial operations in August. Meanwhile, MPC's Ubay Power Project is nearing completion and is expected to begin operations in the second half of 2025

Current liabilities increased by 31%, rising from ₱11,451 million to ₱14,892 million. This increase was primarily driven by the reclassification of the current portion of long-term debt maturing in the coming year. The rise was partially offset by the full settlement of short-term notes payable.

Noncurrent liabilities, on the other hand, decreased by 17% due to the amortization of maturing long-term debt and the reclassification of a loan to the current portion, partially offset by the drawdown of the MPC's Ubay project loan during the year.

Equity increased by 6%, rising from ₱19,632 million to ₱20,768 million. This growth was primarily driven by the income generated during the year, as well as the recognition of equity reserves resulting from the higher value of equity investments designated at fair value through other comprehensive income.

ACR reported a current ratio of 0.80:1 in 2024, which decreased from 0.93:1 in 2023, primarily due to the increased current liabilities resulting from the reclassification of current portion of long-term debt.

Net cash inflows from operating activities decreased from ₱6,370 million to ₱4,228 million, reflecting stable cash flow that continues to serve as the primary source for meeting maturing obligations and trade payables. Additionally, net cash used in investing activities declined significantly from ₱2,297 million to ₱1,663 million, primarily due to the completion of the Siguil Hydro Power Plant during the year. Meanwhile, net cash used in financing activities amounted to ₱2,680 million, a 40% decrease from last year's ₱4,444 million, primarily driven by the higher settlement of loans, long-term debt, and dividends. As a result, the net cash balance stood at ₱2,300 million, slightly lower than the ₱2,429 million reported in the previous year.

Key Performance Indicators (KPI)

The Company's operations for the year ended December 31, 2024 showed stable gross profit at ₱ 4,180 million compared to last year's ₱3,742 million. KPI of the Company are as follows: (Amounts in million pesos, except ratios).

Table 3 – Comparative KPIs (2024 vs. 2023)

Financial KPI	**Definition**	**Calendar Year**	
		2024	2023
Profitability			
Revenues		₱12,544	₱12,423
EBITDA		5,753	5,494
EBITDA Margin	EBITDA ÷ Net Sales	46%	44%
Return on Equity	Net Income ÷ Total Stockholders' Equity	18%	18%
Net Earnings Attributable To Equity Holders		₱724	₱641
Efficiency			
Operating Expense Ratio	Operating Expenses ÷ Gross Operating Income	16%	19%
Liquidity			
Net Service Coverage	Total Cash Available for Debt Service ÷ Aggregate Principal and Interest during Next Period	1.29:1	2.90:1
Debt-To-Equity Ratio		1.37:1	1.44:1
Current Ratio	Current Assets ÷ Current Liabilities	0.80:1	0.93:1

Profitability

The Company's earnings before interest, taxes, depreciation, and amortization ("EBITDA") rose to ₱5,752 million in 2024, up from ₱5,494 million in 2023. This increase reflects the strengthened performance of the Company's operating power plants, which contributed to a notable improvement in the EBITDA margin, rising to 46% in 2024 from 44% in the prior year.

The return on equity (ROE) remained strong at 18% in 2024, maintaining its level from the previous year. Net income attributable to equity holders of the parent increased to ₱724 million, up from ₱641 million in 2023. This solid financial performance highlights ACR's continued operational strength and reflects the effective execution of its strategic initiatives throughout the year.

Efficiency

The Company's operating expense ratio decreased to 16% in 2024, compared to 19% in the previous year. This improvement can be attributed to the implementation of cost-saving measures, which streamlined operations and optimized resource allocation. Additionally, greater efficiency in administrative processes and effective management of overhead costs further contributed to controlling expenses.

Leverage and Liquidity

The continued repayment of the Sarangani project loan, along with the settlement of short-term debts at ACR Parent, was partially offset by the drawdown of the Ubay Power Project loan, resulting in a decrease in the debt-to-equity ratio from 1.44:1 to 1.39:1 this year. This reduction highlights the Company's proactive approach to managing its financial obligations and optimizing its capital structure. It also reflects a healthier balance between debt and equity, which enhances the Company's financial stability and provides greater flexibility.

DESCRIPTION OF KEY PERFORMANCE INDICATORS:

1. **Revenues**. Revenue is the amount of money that the Company and its subsidiaries receive arising from their business activities and is presented in the top line of the consolidated statements of income. The present revenue drivers of the Company are: (i) Energy and power; and (ii) Real estate. Revenue growth is one of the most important factors that management and investors use in determining the potential future stock price of a company and is closely tied to the earnings power for both the near and long-term timeframes. Revenue growth also aids management in making sound investment decisions.

2. **EBITDA**. The Company computes EBITDA as earnings before extra-ordinary items, net finance expense, income tax, depreciation, and amortization. It provides management and investors with a tool for determining the ability of the Company to generate cash from operations to cover financial charges and income taxes. It is also a measure to evaluate the Company's ability to service its debts, to finance its capital expenditure and working capital requirements.

3. **Net Earnings Attributable to Equity Holders of Parent**. Net income attributable to shareholders is one more step down from net income on the consolidated statements of income. The net income of a company is all of the revenues minus all of the expenses including interest expenses and taxes. Net income attributable to shareholders is the net income minus the non-controlling interests. This aids management and investors in identifying company's profit allocated to each outstanding share.

4. **Debt-to-Equity Ratio**. This measures the Company's financial leverage calculated by dividing its total liabilities by stockholders' equity. It indicates what proportion of equity and debt the company is using to finance its assets.

5. **Current Ratio**. Current ratio is a measurement of liquidity computed by dividing current assets by current liabilities. It is an indicator of the Company's ability to meet its current maturing obligations. The higher the ratio, the more liquid the Company presents.

Significant Disclosures

Please refer to **Annex D** of this report for the significant disclosures made by the Company during the year. Other than those mentioned in Annex D and the disclosures made by the Company in its Audited Consolidated Financial Statements, it is not aware of the following:

1. Unusual items that materially affect the Company's assets, liabilities, equity, net income or cash flows because of their nature, size or incidence;

2. Issuance and repurchase of equity securities;

3. Segment revenues and segment results for business segments and geographical segments;

4. Changes in contingent liabilities or contingent assets since the annual balance sheet date;

5. Existence of material contingencies and other transaction events that are material to an understanding of the current period;

6. Known trends, commitments, events and uncertainties that will result in or likely to decrease its liquidity in a material way. ACR does not anticipate having, within the next twelve (12) months, any cash flow or liquidity problem nor does it anticipate any default or breach of any of its existing notes, loans, other indebtedness or financial arrangements requiring it to make payments. With the improvement in the Company's operating performance, ACR expects to meet all financial loan covenants for the next interim period;

7. Events that will trigger direct or contingent material financial obligations to the Company;

8. Material off-balance sheet transactions, arrangements, obligations (direct or contingent), and other relationships of the Company with unconsolidated entities or other persons created during the year;

9. Known trends, events or uncertainties that have had or that are reasonably expected to have a material favorable impact on net sales, revenues, net income from continuing operations;

10. Significant elements of income or loss that did not arise from the Company's continuing operations;
11. Material events subsequent to the end of the reporting period that have not been reflected in the consolidated financial statements;

12. Material changes in the composition of the Company, including any business combination, acquisition or disposal of subsidiaries and long-term investments and discontinuing operations.

Notes to Consolidated Financial Statements

Accounting Policies and Principles

The consolidated financial statements of ACR and its Subsidiaries for the years ended December 31, 2024 and 2023 are presented in accordance with Philippine Financial Reporting Standards (PFRS) applied on a consistent basis.

Seasonality Aspects of the Business

The operations of ACR and its subsidiaries were not affected by seasonality or cyclicality.

Material Changes in Consolidated Balance Sheet Accounts by 5% or More

1. Cash and cash equivalents, 5% Decrease

   The decrease in cash and cash equivalents was primarily attributed to the payment of dividends prior to year-end, along with the settlement of short-term loans from ACR Parent. These outflows reflect the Company's strategic focus on fulfilling its financial commitments while ensuring financial stability. The payments were made in alignment with our financial management objectives, ensuring continued operational stability and adherence to fiscal responsibilities.

2. Short-term cash investments, 6% Increase

   The additional placement made during the year cased the increase in short-term cash investments. This is aligned with the company's efforts to strengthen its liquidity position, take advantage of favorable market conditions, and optimize its cash management strategies.

3. Trade and other receivables, 19% Increase

   The increase was primarily due to the timing of the collection of trade receivables during the year, which was driven by higher energy income.

4. Prepaid Expenses, 48% Increase

   The increase in this account during the year is primarily attributed to the additional deposits made to the debt reserve accounts of Siguil Hydro Power and the Parent Company, as well as the input taxes incurred throughout the year for the completion of the plant construction.

5. Contract assets, 5% Decrease

   The decrease was attributed to the revenue adjustment of Sarangani, resulting from the straight-line amortization of its Capital Recovery Fee over the useful life of its plant.

6. Investment in Real Estate, 15%, Increase

   The increase in investment in real estate was primarily driven by the acquisition of additional lots by KAIEDC, aimed at expanding the covered area of the Ecozone Industrial Estate. This strategic acquisition supports the company's long-term growth plans and enhances the capacity for future development within the estate.

7. Equity investment designated at air value through other comprehensive income, 37% Increase

   The increase is primarily attributed to the rise in the value of equity investments, reflecting stronger market performance of the investee. This growth in equity value underscores the company's growth and overall financial performance.

8. Advances to Contractors, 84% Decrease

   The decrease in this account was due to the reclassification of the balance into property, plant, and equipment for Siguil Hydro Power Corp. following the completion of the plant. The plant began its commercial operations in August 2024.

9. Net retirement benefit assets, 12% Increase

   The increase in this account is primarily attributed to the additional provision for employee benefits made during the year. This provision reflects the company's commitment to supporting its workforce and ensuring compliance with applicable regulations and company policies regarding employee compensation and benefits

10. Deferred income tax assets, 53% Increase

    The increase was primarily due to the deferred tax effect from recognizing additional net loss carryovers, reflecting the Company's use of tax benefits to offset current and future taxable income, optimizing its tax position.

11. Other noncurrent assets, 14% Increase

    The increase was primarily driven by the additional contributions to the debt service reserve account for Siguil Hydro Power, as well as project-related expenditures for the Sindangan, Bago, and Alabel Solar projects. These investments reflect the company's ongoing commitment to ensuring financial stability and supporting the continued development of its renewable energy projects,

12. Accounts payable and other current liabilities, 7% Increase

    The increase was primarily attributable to higher balances in trade payables and accrued expenses during the year.

13. Loans payable, 43% increase; Short-term notes payable, 100% Decrease

    The increase in loans payable was primarily driven by additional loans secured during the year to finance the ongoing development of the Company's renewable energy projects. This expansion of financial liabilities reflects the Company's strategic investment in addressing the growing energy demands in its operational areas. Notably, the short-term notes payable were fully settled by the end of the year.

14. Income tax payable, 31% Decrease

    The decrease was primarily due to lower taxable income earned during the year. In contrast, last year's income included revenue from Southern Philippines Power Corporation, which was derived from the collection of receivables from the NPC for its GD6 engine

15. Lease liability, 25% Decrease

The decrease was primarily due to the lower lease commitments recognized during the year. This reduction in lease commitments reflects the Company's prudent management of its financial obligations and its adaptability to changing market conditions.

16. Current portion of long-term debt, 129% Increase
Long-term debts – net of current portion, 17% Decrease

The increase in the current portion of long-term debt was primarily due to the reclassification of the maturing portion of the long-term debt that is due within the next 12 months. This reclassification directly led to a decrease in long-term debt. However, this decrease was partly offset by the increase in MPC's Ubay project loan, which was drawn during the year.

17. Net retirement benefits, 31% Increase

The increase is primarily attributed to the additional liability recognized during the year, resulting from the most recent actuarial valuation.

18. Decommisioning liabilities, 48% Decrease

The adjustment was primarily due to a revision in the valuation estimates effective from 2024. This updated valuation, conducted by the Company's in-house engineers, resulted in a change in the estimated decommissioning liability. The valuation is thoroughly supported and has been reviewed. The amounts recorded are fully compliant with applicable accounting standards and are subject to regular reviews to ensure accuracy and consistency.

REVIEW OF YEAR 2023 vs. 2022 OPERATIONS

Highlights of the Company's financial performance are as follows:

Revenues and Profitability

ACR and its subsidiaries experienced a significant increase in consolidated revenues during the year, reaching ₱12,422 million, up from the ₱11,989 million reported in the previous year. This increase was primarily attributed to improved operations in our power companies and an increase in energy dispatch throughout the year.

The cost of services rose by 3% to ₱7,970 million from ₱7,765 million in 2022, primarily due to the increased fuel costs resulting from higher dispatch levels.

General and administrative expenses decreased from ₱848 million in 2022 to ₱742 million this year. This decline was primarily attributable to the recognition of a ₱165 million impairment loss in 2022 and the reversal of the provision for expected credit loss in 2023. The reversal of the credit loss during the year resulted from the full collection of SPPC's receivable from NPC, as discussed in Note 8 of the Financial Statements. As a result, operating profit significantly increased to ₱3,709 million from last year's ₱3,367 million.

The Company continues to achieve robust earnings before interest, taxes, depreciation, and amortization (EBITDA), reaching ₱5,494 million in 2023, surpassing last year's figure of ₱5,289 million. This results in a healthy EBITDA margin of 44% for both the current and previous years.

Finance charges increased slightly to ₱1,655 million from last year's ₱1,650 million. The settlement of maturing loans in Sarangani during the year was partly offset by the availment of short-term loans from the Parent Company, which were used for the Siguil Hydro Project. On the other hand, interest income significantly increased from an income of ₱25 million earned in 2022 to ₱87 million this year. This increase was primarily due to higher interest rates on placements throughout the year.

Equity in net earnings derived from the Company's share in Aviana Development Corp. decreased in 2023 to ₱22 million from ₱55 million in the previous year, primarily due to the Aviana's lower sales performance.

The Company's other income of ₱403 million is consistent with last year's ₱424 million. This year's other income includes the gain recognized on the collection of SPPC's DG6, pertaining to the collection of its receivable from NPC, as discussed in detail in Item 3 of this report. Conversely, the other income recognized in 2022 pertains to the lot leased by KAIEDC to Panhua, which was accounted for under a finance lease. This gain was partly offset by the recognition of an impairment loss of goodwill during that year.

As a consequence of the aforementioned factors, the consolidated net income achieved a higher result of ₱2,285 million, marking a 22% improvement over last year's ₱1,875 million. The income attributable to the Parent Company also improved to ₱641 million from last year's ₱617 million, resulting in an earnings per share of ₱0.101, compared to ₱0.097 last year.

Financial Position

As of December 31, 2023, the total resources of ACR and its subsidiaries remained robust at ₱ 47,950 million, nearly unchanged from the level reported in 2022.

Current assets remain stable at ₱10,589 million this year. The decrease in inventories due to lower coal costs was partly offset by the increase in prepaid expenses and other current assets resulting from a higher balance of debt reserve accounts.

Noncurrent assets increased to ₱37,360 million. The depreciation expense recognized during the year, amounting to ₱1,356 million, was offset by the costs incurred for the construction of the Siguil Hydro Power Plant, which is currently nearing completion.

Current liabilities increased by 17% from ₱9,788 million to ₱11,410 million, primarily due to the utilization of short-term loans payable by the Parent Company, mostly allocated for the construction of the Siguil Power Plant. Noncurrent liabilities, on the other hand, decreased by 11% due to the amortization of maturing long-term debt and the reclassification of a loan to the current portion, partially offset by the drawdown of the project loan for Siguil Hydro Power Corporation.

Equity increased by 4% from ₱18,909 million to ₱19,630 million, primarily attributed to the income earned during the year.

ACR reported a current ratio of 0.93:1 in 2023, which decreased from 1.15:1 in 2022, primarily due to the increased current liabilities resulting from the rise in loans payable.

The net cash inflows from operating activities saw a significant improvement, rising from ₱4,429 million to ₱6,460 million, maintaining stability and serving as the primary source for fulfilling maturing obligations and trade payables. Additionally, there was a notable increase in net cash used for investing activities, which increased from ₱1,976 million to ₱2,078 million this year, primarily due to the additional project costs incurred for the construction of the Siguil Hydro Power plant.

Meanwhile, net cash used from financing activities amounted to ₱4,333 million, marking a 71% increase from last year's ₱2,527 million, largely attributed to the higher settlement of loans, long-term debt, and dividends during the year. Consequently, the net cash balance, after considering the aforementioned changes, reached ₱2,429 million, slightly lower than the ₱2,796 million reported in the previous year.

Key Performance Indicators (KPI)

The Company's operations for the year ended December 31, 2023 showed stable gross profit at ₱ 4,450 million compared to last year's ₱4,215 million. KPI of the Company are as follows: (Amounts in million pesos, except ratios).

Table 3 – Comparative KPIs (2023 Vs. 2022)

Financial KPI	**Definition**	**Calendar Year**	
		2023	2022
Profitability			
Revenues		₱12,423	₱11,989
EBITDA		5,494	5,289
EBITDA Margin	EBITDA ÷ Net Sales	44%	44%
Return on Equity	Net Income ÷ Total Stockholders' Equity	18%	10%
Net Earnings Attributable To Equity Holders		₱641	₱617
Efficiency			
Operating Expense Ratio	Operating Expenses ÷ Gross Operating Income	20%	19%
Liquidity			
Net Service Coverage	Total Cash Available for Debt Service ÷ Aggregate Principal and Interest during Next Period	2.90:1	2.01:1
Debt-To-Equity Ratio		1.44:1	1.53:1
Current Ratio	Current Assets ÷ Current Liabilities	0.93:1	1.15:1

Profitability

The Company's earnings before interest, taxes, depreciation, and amortization ("EBITDA") increased to ₱5,494 million from ₱5,289 million in 2022. This improvement can be attributed to the enhanced performance of the operating power plants, resulting in an EBITDA margin of 44% in both 2023 and 2022.

The return on equity has increased to 18% from the previous year's 10%, and the net income attributable to the equity holders of the parent has improved to ₱641 million from last year's ₱617 million. ACR's strong financial performance in 2023 is attributed to the rising power demand in Mindanao.

Efficiency

The Company's operating expense ratio has risen to 20% from last year's 19%. Despite this increase, the operating power plants have maintained their performance and met the growing power demand, thus enhancing their operational efficiency throughout the year.

Leverage and Liquidity

The continued settlement of Sarangani's project loan, partly offset by the drawdown of the Siguil Hydro Project and the availment of short-term debts by the Parent Company, led to a decrease in the debt-to-equity ratio from 1.53:1 to 1.44:1 this year. This reduction reflects the Company's proactive approach in managing its financial obligations and optimizing its capital structure. Additionally, it indicates a healthier balance between debt and equity, which enhances the Company's financial stability and flexibility moving forward.

Notes to Consolidated Financial Statements

Accounting Policies and Principles

The consolidated financial statements of ACR and its Subsidiaries for the years ended December 31, 2023 and 2022 are presented in accordance with Philippine Financial Reporting Standards (PFRS) applied on a consistent basis.

Seasonality Aspects of the Business

The operations of ACR and its subsidiaries were not affected by seasonality or cyclicality.

Material Changes in Consolidated Balance Sheet Accounts by 5% or More

1. Cash and cash equivalents, 13% Decrease

   The decrease in cash and cash equivalents was due to the payment of dividends before the end of the year, as well as project costs for the Siguil Hydro Power Corporation EPC contractor. This utilization of funds underscores the Company's commitment to rewarding shareholders while simultaneously investing in strategic projects to bolster its operations and future growth prospects.

2. Trade and other receivables, 7% Decrease

   The decrease was due to the timing of collection of trade receivables during the year. In previous years, the Company provided financial relief to certain electric cooperatives and distribution utilities in response to the effects of the COVID-19 pandemic. These relief measures included restructuring existing receivables and extending payment terms.

3. Prepaid Expenses, 22% Increase

   The increase in this account during the year was attributed to the additional deposit for the debt reserve account of the Parent Company, as well as the input tax generated by Siguil Power Corp for its plant construction

4. Contract assets, 5% Decrease

   The decrease was attributed to the revenue adjustment of Sarangani, resulting from the straight-line amortization of its Capital Recovery Fee over the useful life of its plant.

5. Investment in Real Estate, 41%, Decrease

   The additional lots acquired by KAIEDC for the expansion of the covered area of the Ecozone Industrial Estate in 2022 were acquired by a locator as additional space for its plant currently under construction. A similar arrangement was made in the previous year, wherein a long-term lease covering a period of 50 years, extendable for another 50 years at no additional cost, was agreed upon by the lessee. This arrangement is accounted for under finance lease. Consequently, the related real estate asset was derecognized by the Company, and the full settlement of the locator's lease payments was included as part of the income during the year.

6. Advances to Contractors, 16% Increase

   The increase in this account was caused by the additional advances made during the year by Siguil Hydro Power Corp. to its EPC Contractor, Sta. Clara International.

7. Net retirement benefit assets, 5% Decrease

   The decrease was due to benefits paid during the year, resulting in a reduction of the value of assets in a defined benefit obligation compared to the present value of the liabilities, as determined by an independent actuary.

8. Deferred income tax assets, 15% Increase

   The increase primarily stemmed from the deferred tax effect resulting from the recognition of additional net loss carryovers during the year. This reflects the Company's utilization of tax benefits to offset current and future taxable income, thereby optimizing its tax position and enhancing overall financial performance.

9. Other noncurrent assets, 24% Increase

   The increase was primarily driven by the additional project related expenditures for Sindangan and Bago and additional input VAT on importation for Siguil Power Corp.

10. Accounts payable and other current liabilities, 12% Increase

    The rise was mainly attributable to the increased balances of trade payables and accrued expenses, partially offset by the payment of Sarangani's dividends payable during the year.

11. Loans payable, 18% increase; Short-term notes payable, 20% Increase

    The increase in loans payable and short-term notes payable was primarily due to additional loans obtained during the year to finance the construction of the Siguil Hydro Power Plant Project. This expansion of financial liabilities underscores the Company's strategic investment in meeting the growing energy demands in the areas where our Company operates.

12. Income tax payable, 35% Increase

    The increase stemmed from higher taxable income earned during the year by Sarangani Energy Corporation and Southern Philippines Power Corporation, mainly from the collection of receivables from NPC for its GD6 engine.

13. Lease liability, 60% Decrease

    The decrease was primarily due to the lower lease commitments recognized during the year. This reduction in lease commitments reflects the Company's prudent management of its financial obligations and its adaptability to changing market conditions.

14. Current portion of long-term debt, 17% Increase
    Long-term debts – net of current portion, 13% Decrease

    The increase in the current portion of long-term debt stemmed from the recognition of maturing principal payments for the next twelve months. Conversely, the reduction in the noncurrent portion was partially offset by the additional project loan obtained by Siguil Power Corp. This adjustment reflects the Company's proactive approach to managing its debt obligations while strategically investing in new projects for future growth.

15. Decommisioning liabilities, 20% Increase

    The increase is attributed to a change in the estimate of the cost for dismantling the steam turbine and generator of Sarangani Energy Corporation, in compliance with accounting standards. This adjustment reflects the Company's commitment to adhering to accounting guidelines and ensuring fair financial reporting.

REVIEW OF YEAR 2022 vs. 2021 OPERATIONS

Highlights of the Company's financial performance are as follows:

Revenues and Profitability

ACR and its subsidiaries experienced a notable surge in consolidated revenues for the year, reaching ₱11,989 million, up from the previous year's ₱10,047 million. This increase can be attributed primarily to the enhanced operations of our power companies and an increase in energy dispatch throughout the year.

The cost of services increased by 24% to ₱7,765 million from ₱6,255 million in 2021, primarily driven by the escalation in fuel costs and the expenses associated with the industrial lot sold during the year.

General and administrative expenses increased slightly from ₱678 million in 2021 to ₱682 million this year. The increase was due mainly to the higher provision of expected credit losses and personnel costs, among others. The 2022 operations have returned to new normal as the COVID-19 scare eases. As a result, operating profit increase significantly to ₱3,532 million from last year's ₱3,114 million.

The Company continues to post strong earnings before interest, taxes, depreciation and amortization (EBITDA) registering ₱5,289 million in 2022, surpassing last year's ₱4,709 million. The resulting EBITDA margin is 44% from 47% from last year.

Meanwhile, finance charges decrease by 4% from ₱1,717 million in 2021 to ₱1,650 million in 2022. The decrease was due to the settlement of maturing loans of Sarangani during the year. Interest income on the other hand increase by 50% from ₱16 million income earned in 2021 to ₱25 million this year. The increase was due mainly to higher interest rates on placements during the year.

Equity in net earnings coming from the Company's share in Aviana Development Corp. posted lower results in 2022 of ₱55 million from ₱72 million in the previous year due mainly to the lower sales performance of the Company.

The Company's other income of ₱259 million is significantly better than last year's ₱1 million. This year's other income includes the gain recognized by KAIEDC for the lot it leased to Panhua which accounted for under finance lease. This gain was partly offset by the recognition of an impairment loss of goodwill.

As a result of the foregoing, the consolidated net income posted steady result of ₱1,875 million. The income attributable to Parent of ₱617 million is 52% better that last year's ₱405 million posting an earnings per share of ₱0.097 from ₱0.064 last year.

Financial Position

As of December 31, 2022, total resources of ACR and Subsidiaries remained strong at ₱47,796 million, almost the same level reported in 2021.

Current assets likewise remains stable at ₱11,264 million this year. The decrease in inventories and prepaid expenses was offset by the increase in trade and other receivables.

Noncurrent assets remain the same at ₱36,533 million. The depreciation expense recognized during the year was offset by the cost incurred for the cost of Siguil Hydro Power Plant which is currently under construction.

Current liabilities increased by 2% from ₱9,618 million to ₱9,789 million, largely on the availment of short-term loans payable by the Parent Company which were mostly used for the construction Siguil Power Plant. Noncurrent liabilities, on the other hand, decreased by 5% due to the amortization of maturing long-term debt and partly offset by the recognition of deferred credit arising from the collection of a grant for the Siguil Hydro project.

Equity increased by 5% from ₱17,952 million to ₱18,909 million due mainly to the income earned during the year.

ACR posted a current ratio of 1.15:1 in 2022 compared to 1.16:1 in 2021 mainly due to the higher current liabilities brought about by the increase in loans payable.

Net cash inflows from operating activities remain stable and continue to be the source of payment of maturing obligations and trade payables. Net cash used for investing activities increased significantly from ₱976 million to ₱2,078 million this year due mainly to the additional project cost incurred for the construction of Siguil Hydro Power plant. Net cash outflows from financing activities amounted to ₱2,527 million is slightly lower than last year's ₱2,643 million. The increase in loan and long-term debt was offset by the payments made during the year. The net cash balance after accounting for the above changes reached ₱2,796 million, slightly lower than the ₱2,864 million in the previous year.

Key Performance Indicators (KPI)

The Company's operations for the year ended December 31, 2022 showed stable gross profit at ₱ 4,215 million compared to last year's ₱3,792 million. KPI of the Company are as follows: (Amounts in million pesos, except ratios).

Table 4 – Comparative KPIs (2022 vs. 2021)

Financial KPI	**Definition**	**Calendar Year**	
		2022	2021
Profitability			
Revenues		₱11,989	₱10,046
EBITDA		5,289	4,709
EBITDA Margin	EBITDA ÷ Net Sales	44%	47%
Return on Equity	Net Income ÷ Total Stockholders' Equity	10%	7%
Net Earnings Attributable To Equity Holders		₱617	₱405
Efficiency			
Operating Expense Ratio	Operating Expenses ÷ Gross Operating Income	19%	22%
Liquidity			
Net Service Coverage	Total Cash Available for for Debt Service ÷ Aggregate Principal and Interest during Next Period	2.01:1	2.32:1
Debt-To-Equity Ratio		1.53:1	1.66:1
Current Ratio	Current Assets ÷ Current Liabilities	1.15:1	1.16:1

Profitability

The earnings before interest, taxes, depreciation and amortization ("EBITDA") of the Company improved to ₱5,289 million from ₱4,709 million in 2021. The better performance of the operating power plants let to an EBITDA margin of 44% in 2022.

Return on equity also improved to 10% from last year's 7%. While the net income attributable to the equity holders of the parent jumped 52% ₱617 million from last year's ₱405 million. All of the operating power plants continue to deliver positive results as the COVID-19 scare eases.

Efficiency

The Company's operating expense ratio decreased to 19% from last year's 22%. The operating power plants continue to improved their operating performance during the year.

Leverage and Liquidity

The project loan drawdown of the Siguil Hydro Project as well as the additional short-term debts obtained by the Parent Company which was offset by the amortization of Sarangani's project loan resulted to an increase in financial debt by 0.7%. Consequently, net debt coverage ratio decreased to 11% from last year's 13%.

Notes to Consolidated Financial Statements

Accounting Policies and Principles

The consolidated financial statements of ACR and its Subsidiaries for the years ended December 31, 2022 and 2021 are presented in accordance with Philippine Financial Reporting Standards (PFRS) applied on a consistent basis.

Seasonality Aspects of the Business

The operations of ACR and its subsidiaries were not affected by seasonality or cyclicality.

Material Changes in Consolidated Balance Sheet Accounts by 5% or More

1. Short-term investments, 10% Increase

   The increase in short-term investment (2022: ₱124 million vs. 2021: ₱112 million) was due mainly to the additional placement made during the last quarter of the year as the timing of the usage cash for operations and or the payment of the construction of Siguil Hydro Power Plant which is expected to begin commercial operations in later part of 2023.

2. Trade and other receivables, 24% Increase

   The increase was due to the timing of collection of trade receivables during the year. the Company has provided financial reliefs to certain electric cooperatives and distribution utilities as a response to the effect of the COVID-19 pandemic. These relief measures included restructuring of existing receivables and extension of payment terms.

3. Inventories - at cost, 32% decrease

   The decrease was due mainly to the timing of coal purchases of Sarangani Energy Corporation which has fuel supply and/or transport agreements with Kaltim Prima Coal, and Galaxy Energy and Resources for low Sulphur coal, or sub-bituminous coal from Indonesia with gross calorific value ranging from 4200 to 5000 kCal per kilogram. Local supply is sourced from Semirara Mining and Power Corporation. The company is also procuring coal via spot market or short-term contracts with flexible pricing options with prices based on Indonesian Coal Index and or Fixed Price arrangements.

4. Prepaid Expenses, 44% Decrease

   The release of debt reserve account of Sarangani Energy Corporation during the year let to the decrease in this account.

5. Noncurrent Portion of Trade Receivables, 5% decrease

   The decrease was due to the collections made during the year. In 2020, the Company provided financial reliefs to certain electric cooperatives and distribution utilities as a response to the effect of the COVID-19 Pandemic.

6. Investment in Real Estate, 20%, Decrease

   The lots acquired by KAIEDC for the expansion of the covered area of the Ecozone Industrial Estate in 2021 has been transmitted to a locator during the year through execution of long-term lease arrangement covering a period of 50 years and extendible period of another 50 years at no additional cost to the paid by the lessee. This arrangement is accounted for under finance lease. As such, the related real estate asset was derecognized by the Company and the full settlement of the locator of the lease payments were included as part of the income during the year. The above terms led to the decrease in the investment in real estate accounts by 20%.

7. Advances to Contractors, 206% Increase

   The additional advances made during the year by Siguil Hydro Power Corp. to its EPC Contractor, Sta. Clara International, caused the increase in this account.

8. Goodwill, 24% Decrease
   The Company recognized an impairment of ₱165 million during the year. The Company assessed that the carrying value of the underling assets of SPPC and WMPC's cash generating units including goodwill is greater than its fair value based on the expected cash flows.

9. Net retirement benefit assets, 10% Increase

   The increase was due to the excess of the value of the assets in a defined benefit obligation over the present value of the liabilities as determined by an independent actuary during the year.

10. Deferred income tax assets, 44% Decrease

    The decrease was primarily due to the decline in the carrying value of the capitalized interest, which depreciation expense was provided during the year. In addition, the deferred tax effect of the net loss carry-over was also deducted for the expired portion.

11. Other noncurrent assets, 50% Increase

    The increase was primarily due to the restricted cash relating to Siguil's long-term debt. The first principal payment is scheduled in 2024.

12. Accounts payable and other current liabilities, 40% Decrease

    The decrease is due to payments made during the year for the accrued liabilities pertaining to the bulk purchases of coal during the months of November and December 2021. In addition, the dividends payable of Sarangani Energy in 2021 was settled in 2022 amounting to ₱750 million.

13. Loans payable, 103% increase; Short-term notes payable, 19% Decrease

    The increase in loans payable was due to additional loans availed during the year, while the decrease short-term notes payable was due to the settlement of the matured portion towards the end of 2022.

14. Income tax payable, 16% Increase

    The increase was due to the higher taxable income earned during the year by all operating power Companies.

15. Lease Liability, 131% Increase

    The increase was due to the recognition of additional lease obligations during the year.

16. Current Portion of Long-term Debt, 38% Increase
    Long-term debts – net of Current portion, 6% Decrease

    The variances were due to recognition and settlement of maturing principal during the year.

17. Deferred Credit, 75% increase

    The increase is due to the portion of Join Credit Mechanism (JCM) grant received by SHPC during the year. As a background, SHPC entered into a grant agreement with Toyota Tsusho Corp. (TTC) and Ministry Environment of Japan (MEJ) in 2019. The Conditions attached to the grant are as follows:

    - Construction of hydro power plant
    - 50% carbon credits to be delivered to MEJ from start of operation and 22 years thereafter.

The MOA between SHPC and TTC requires SHPC to have an agreed PSA with SOCOTECO II or any other offer taker.

Item 8. **FINANCIAL STATEMENTS**

The consolidated financial statements and schedules listed in the accompanying Index to Financial Statements and Supplementary Schedules are filed as part of this Form 17-A.

Item 9. **CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE**

1. SyCip Gorres Velayo & Co. (SGV) is the Company's external auditors for the last three fiscal years. SGV has not expressed any intention to resign as the Company's principal public accountant nor has it indicated any hesitance to accept re-election after the completion of their last audit.

2. In compliance with SEC Memorandum Circular No. 8, Series of 2003 on the rotation of external auditors, SGV's previous engagement partner has been rotated in 2023.

3. Fees for the years ended December 31, 2024 and 2023 were ₱580,000, respectively. The above fees are for the audit of the Company's annual financial statements or services normally provided in connection with statutory and regulatory filings or engagements. The fees and services were approved by the Audit, Risk Oversight, and Related Party Transaction Committee (Audit Committee) in compliance with the Code of Corporate Governance for Publicly Listed Companies.

4. There have been no disagreements with SGV on accounting principles or practices, financial statements disclosures, auditing scope or procedures, which disagreements, if not resolved to their satisfaction, would have caused them to make reference thereto in its respective reports on the Company's financial statements for the abovementioned years.

PART III - CONTROL AND COMPENSATION INFORMATION

Item 10. **DIRECTORS AND EXECUTIVE OFFICERS OF THE REGISTRANT**

1. Board of Directors and Executive Officers

a. The Board of Directors

The Company's Board of Directors is responsible for the overall management and direction of the Company. The Board meets regularly or as often as required, to review and monitor the Company's financial position and operations. Each Board member serves for a term of one year or until his successor is duly elected and qualified.

The following are the directors and officers of the Company and their business experience for the last five years:

Table 5- Board of Directors

Office	Name	Nationality
Director, President, Chairman of the Board	Nicasio I. Alcantara	Filipino
Director,Vice-Chairperson and Treasurer	Editha I. Alcantara	Filipino
Director	Tirso G. Santillan, Jr.	Filipino
Director	Tomas I. Alcantara	Filipino
Director	Alejandro I. Alcantara	Filipino
Director	Ramon T. Diokno	Filipino
Director	Arturo B. Diago, Jr.	Filipino
Independent Director	Jacinto C. Gavino, Jr.	Filipino
Independent Director	Jose Ben R. Laraya	Filipino
Director	Honorio A. Poblador III	Filipino
Independent Director	Thomas G. Aquino	Filipino

Nicasio I. Alcantara, 82, Filipino, became the Chairman of the Board of Directors effective March 1, 2021. He previously led ACR as Chairman and President from 1995 to 2001. He was Chairman and Chief Executive Officer of Petron Corporation from 2001 to 2009. He currently holds leadership positions and board directorships in several companies including ACR Mining Corporation where he serves as Chairman and Phoenix Petroleum where he sits as an independent director. He has over 45 years of involvement in both public and private companies, and in diverse industries that include manufacturing, banking and finance, property, information technology, agriculture, power and energy, financial services, agriculture and diversified holdings. Mr. Alcantara is also a director of Seafront Resources Corporation, Philodril Corporation and Site Group International Limited.

He obtained his Business Administration degree from the Ateneo de Manila University and his Masters degree in Business Administration from Sta. Clara University, California U.S.A.

Tomas I. Alcantara, 78, Filipino, was the Chairman of the Board of Directors and the President of the Company since August 2001 to February 28, 2021. He opted to retire as the Company's chairman effective March 1, 2021. He holds a Bachelor of Science degree in Economics from the Ateneo de Manila University and a Masters in Business Administration (MBA) from Columbia University, and he attended the Advanced Management Program of the Harvard Business School. He is presently Director of the other companies in the Alcantara Group (since August 2001).

Mr. Alcantara is also the Chairman of the Alsons Adtx Information Systems, Inc. (since August 2001). He is a Trustee of the European IT Service Center Foundation (since August 2002) and of the Foundation for Revenue Enhancement (August 2004). He has been a Director of Holcim Philippines, Inc. since July 2003, Philweb Corporation (May 2002) and DBP-Daiwa Capital Markets Phils., Inc. (July 1995).

Mr. Alcantara served as Undersecretary for the Industry & Investment Group of the Department of Trade and Industry, the Vice Chairman and Managing Head of the Board of Investments from July 1986 to March 1995, and the Special Envoy of the Philippine President to Asia Pacific Economic Cooperation forum in 1996. He was also the Chairman of the Board of Directors and the President of Holcim Manufacturing Corporation (formerly Alsons Cement Corporation) from May 1997 to July 2003 and has served as a Director of that company since 1997. He was a Member of the Advisory Board of Rizal Commercial Banking Corporation (RCBC) from April 1997 to June 2007. Mr. Alcantara served as a Director of Philippine Reclamation Authority (formerly Public Estate Authority) from 2003 to April 2006 and Chairman of the Manila Economic & Cultural Office from March 2001 to August 2010.

Editha I. Alcantara, 76, Filipino, has served as Director of the Company since March 8, 1995. She holds a Business Administration degree from Maryknoll College and an MBA from Boston College. Ms. Alcantara became the President of C. Alcantara and Sons, Inc. in 1992 after serving as the Treasurer of that company. Presently, she is a Director (since 1980) and the Treasurer (since October 2000) of other companies in the Alcantara Group.

She is also a Director of the Philippine Wood Producers Association (since May 16, 1980), and has served as a Trustee for the Philippine Business for the Environment, Inc. since July 1995 and as a Trustee of Miriam College since December 1998.

Tirso G. Santillan Jr., 81, Filipino, has served as a Director of the Company since June 11, 1996, and held the position of Executive Vice President from April 27, 1995, until his retirement on March 31, 2024. He holds a Bachelor of Arts degree in Engineering and a Master's in Business Management from Ateneo de Manila University.

Prior to his retirement, Mr. Santillan led the Power Business Unit of the Alcantara Group. He also served as Executive Vice President of Alto Power Management Corporation since January 1996, Conal Holdings Corporation since June 1997, and Southern Philippines Power Corporation and Western Mindanao Power Corporation from March 1996 until his retirement in March 2024. Additionally, he has been a Director of Sarangani Agricultural Co., Inc. since May 2002.

Beyond his corporate roles, Mr. Santillan has been the Managing Partner of Private Capital of Asia Ltd. since June 1991. He also worked with the First Pacific Group from February 1987 to May 1991.

Alejandro I. Alcantara, 70, Filipino, has served as a Director of the Company since July 2003. He holds a degree in Economics from Ateneo de Davao University.

Mr. Alcantara has been a Director and the President of Aquasur Resources Corporation since 1993 and has held the same positions at Finfish Hatcheries, Inc. since 1995. He has also served as the Executive Vice President and General Manager of Sarangani Agriculture Company, Inc. since 1986, and of Alsons Aquaculture Corporation since 1998. In addition, he became a Director of various companies within the Alcantara Group in 1986.

Furthermore, Mr. Alcantara served as a Director and Treasurer of the Federation of Cattle Raisers Association of the Philippines from 1997 to December 2009.

Ramon T. Diokno, 76, Filipino, rejoined the Company as a Director on March 18, 2009. He previously served as a Director from June 19, 2002, to June 29, 2006, and as the Company's Chief Financial Officer from January 16, 2001, to June 30, 2006. Mr. Diokno holds a degree in Economics and Accountancy from De La Salle University, and a Master of Science in Management from the Massachusetts Institute of Technology.

In addition to his role at the Company, Mr. Diokno is the Chief Financial Officer of Lepanto Consolidated Mining Co. and its wholly-owned subsidiaries. He also serves as a Director of Alsons Insurance Brokers Corporation.

Jacinto C. Gavino, Jr., 75, Filipino, has served as an Independent Director of the Company since May 2005. He has been a full-time faculty member at the Asian Institute of Management (AIM) since 1990, currently holding the Fr. James F. Donelan, SJ, Professorial Chair in Business Ethics. He is also on the core faculty of the Washington SyCip Graduate School of Business (WSGSB). Professor Gavino served as the Associate Dean of the Master in Management Program from 1993 to 1995 and as Associate Dean for Research from 1995 to 1999.

In addition to his academic roles, he serves as a Director of several organizations, including Productronica Holdings, Inc. (2003), Aurotech Corporation (2000), Green Chemicals Corporation (2006), RNuable Energy Corporation (2011), and Sarangani Agricultural Co., Inc. (2005). He is also a Trustee of Fundacion Santiago (2002) and the Center for Family Ministries at the Loyola School of Theology (2006). Professor Gavino is also actively engaged in consultancy work for various businesses and non-profit organizations.

Professor Gavino holds a Bachelor of Science degree in Electrical Engineering from the University of the Philippines (1971), a Master in Business Administration degree from Ateneo de Manila University (1984), and a Doctorate in Public Administration from the University of the Philippines (1993). He has taught at various esteemed institutions, including Ateneo de Manila University, Maryknoll College, and the University of the Philippines.

Jose Ben R. Laraya, 85, Filipino, has served as an Independent Director of the Company since March 1995. He holds a degree in Commerce from De La Salle College and a Master of Business Administration (MBA) from the University of the Philippines. He further advanced his education by attending the Advanced Management Program at Harvard Business School.

Mr. Laraya currently serves as Chairman of the Board of Directors for Ultrex Management & Investments Corporation (since 1992) and Laraya Holdings, Inc. (since 2007). Additionally, he is the President of Trully Natural Food Corporation (since 2004) and serves as a Director of La Frutera, Inc. (since 1997).

His previous roles include Vice-Chairman of Philcom Corporation from October 1996 to February 1999, President of National Steel Corporation from September 1980 to February 1989, President of Dole Asia from February 1989 to June 1992, and President of APC Group, Inc. from September 1995 to February 1999.

Honorio A. Poblador III, 79, Filipino, has served as a Director of the Company since March 8, 1995. He holds a Political Science degree from the Ateneo de Manila University. Currently, he serves as Chairman of the Board of Directors of Asuncion Realty Corporation (since 1995), Chairman of the Board of Directors and President of Asmaco, Inc. and

President of Asian Aesthetic Excellence, Inc. and Mayriad Human Resources and Services, Inc.

He is also a Director of Philippine Communications Satellite Corporation, Philippine Overseas Telecommunications Corporation, and Elnor Investment Corp. (since 1983), Philcomsat Holdings Corporation (1998), the Philodrill Corporation (1997), F & C Realty Corporation and POB Corporation (2003).

Dr. Thomas G. Aquino, 76, Filipino, became an Independent Director of the Company in May 20, 2011. He is a Senior Fellow at the Center for Research and Communication of the University of Asia and the Pacific (UA&P). He was formerly the Senior Undersecretary of Philippine Department of Trade and Industry. He supervised the country's foreign trade promotions, trade negotiations under World Trade Organization & the ASEAN Free Trade Agreements as well as bilateral trade talks with the country's major economic trading nations. He served as overall lead negotiator for the country's fist free trade agreement, namely the Philippines-Japan Economic Partnership Agreement and was country representative to the High Level Task Force on ASEAN Economic Integration. For public service, Dr. Aquino was conferred the Presidential Service Award (or Lingkod Bayan) for extraordinary contribution of national impact on public interest, security and patrimony and was receipient of the Gawad Mabini Award with the rank of Grand Cross (or Dakilang Kamanong) for distinguished service to the country both at home and abroad by the President of the Republic of the Philippines.

Before entring public service, Dr. Aquino held important roles in the fields of economics and business in the private sector as Vice President for Business Economics and Director of the Strategic Business Economics Program of UA&P. He returned to private practice as strategy consultant to companies and economic policy adviser to government entities. He is the Chairman of NOW Corporation and Independent Director of A Brown Company, both publicly listed at the Philippine Stock Exchange. He obtained his Doctorate in Management from IESE Business School, University of Navarre (Spain) in 1980, an MS in Industrial Economics from presently the University of Asia and the Pacific in 1972 and an AB in Economics from the School of Economics, University of the Philippines in 1970.

He obtained a Doctorate in Management from IESE Business School, University of Navarre (Spain) in 1980, an MS in Industrial Economics from presently the University of Asia and the Pacific in 1972 and an AB in Economics from the School of Economics, University of the Philippines in 1970.

Arturo B. Diago, Jr. 74, Filipino, became a director of the Company in August 2017. Mr. Diago has been the Treasurer of Cyan Management Corporation since 1988, Teleperformance, Inc. since 1996, Lacturan Holdings, Inc. since 1997, Mantrade Development Corporation since 2003 and Canlubang Golf Corporation since 2007. Mr. Diago has been the Vice-President-Comptroller of MG Exeo Network, Inc. since 1991. He has been an Executive Vice President and Treasurer of Directories Philippines Corporation since 1989. He served as the Chief Officer for Administrative and Corporate Service of Pilipino Telephone Corporation until December 31, 2000. Mr. Diago served as the President of Lodestar Investment Holdings Corp. since May 2006. He held various positions in the Alcantara Group of Companies involved in manufacturing, marketing and shipping operations. He has been the Vice Chairman of Asian Media Development Group, Inc. since 2003. Mr. Diago serves as a Director of Directories Philippines Corporation and MG Exeo Network Inc., among other corporations. He has been a Director of Alsons Consolidated Resources, Inc. since August 24, 2017. He serves as a Director of Cebuana Lhuillier Bank, Cybersoft Information Technology, Inc., 911 Alarm, Inc. and Vinnell Belvoir Corp. He served as a Director of Lodestar Investment Holdings Corp. from March 10, 2006 to December 2007 and its Globalport 900, Inc. (a/k/a MIC Holdings Corp.). Mr.

Diago served as a Director of PLDT Communications and Energy Ventures, Inc. (Former Name: Pilipino Telephone Corporation) from April 24, 1991 to May 9, 2011. He obtained his Master's Degree in Business Management from the Asian Institute of Management and his Bachelor of Science Degree in Commerce from the De La Salle University. He also attended the Strategic Business Economics Program of the Center for Research and Communication (now University of Asia and the Pacific).

b. The Executive Officers

The following Company executive officers do not own more than 2% of ACR:

Table 6 – Executive Officers

Office	Name	Nationality
Director, President, Chairman of the Board	Nicasio I. Alcantara	Filipino
Director and Treasurer	Editha I. Alcantara	Filipino
Director	Tirso G. Santillan, Jr.	Filipino
Corporate Secretary	Ana Maria Margarita A. Katigbak	Filipino
Deputy Chief Financial Officer Assistant Corporate Secretary	Philip Eward B. Sagun Jonathan F. Jimenez	Filipino Filipino
Chief Investment and Strategy Officer Chief Executive Officer of Power Business	Antonio Miguel B. Alcantara	Filipino

Ana Maria Margarita A. Katigbak, 56, Filipino, has been the Corporate Secretary of the Company since June 24, 2021. She received her BACL and law degree from the University of the Philippines. She is a member of the Philippine Bar and a senior partner of Castillo Laman Tan Pantaleon and San Jose Law Offices. In addition to serving as a Corporate Secretary for the Company, he also serves as a Director of Mabuhay Holdings Corporation since 2007.

Philip Edward B. Sagun, 50, Filipino, was appointed as the Deputy Chief Financial Officer of the Company on May 2019. In February 2015, he joined the Alcantara Group as AVP Head of Corporate Finance and Treasury.

Prior to joining the company, Mr. Sagun held various roles in the banking and Manufacturing sector as First Vice President for Philippine Bank of Communications, Associate Director in Australia New Zealand (ANZ) Bank and Vice President and Treasury Head of First Philippine Electric Corp. He is a Chartered Management Accountant and an Affiliate in Development Bank Management. He obtained his Bachelor of Arts degree in Social Science from Ateneo De Manila University and holds a Master of Science in Finance from the University of the Philippines.

Jonathan F. Jimenez, 59, Filipino, was appointed as the Assistant Corporate Secretary of the Company on April 1, 2022. He is a member of the Philippine bar and a Juris Doctor (Law) graduate of the Ateneo de Manila University in 1992. Atty. Jimenez has a long-standing career of 25 years in the Alcantara Group. He first joined the Alcantara Group in October 1998 where he served as Legal Counsel of Lima Land, Inc. for 15 years. In October 2013, he transferred to Alsons Land Corporation prior to moving to Conal Corporation in March 2014 as Legal Counsel and now serves as the Corporate Secretary of the Group's other Businesses

Antonio Miguel B. Alcantara, 40, Filipino, was appointed as the Chief Executive Officer of the Power Business Unit effective April 1, 2024. Prior to this role, he served as the Company's Chief Investment & Strategy Officer from February 1, 2021, where he was instrumental in developing and executing strategic investment opportunities and guiding the business direction to ensure the financial growth and sustainability of the Group. He led the successful acquisition of the 103MW Diesel-Fired Power Plant in Northern Mindanao (Mapalad Power Corporation), where he currently serves as a Director.

In addition to his primary responsibilities, Mr. Alcantara played a key role in assisting the Chairman with monitoring the performance of the Group's investments, exploring new investment opportunities, and overseeing the progress of various projects. His efforts have significantly contributed to the Group's ongoing expansion and financial success.

Mr. Alcantara holds a Bachelor of Science in Business Administration, majoring in Finance and Marketing, from Northeastern University in Boston, Massachusetts, USA. He earned his Master's degree from Babson College, F.W. Olin Graduate School of Business in Wellesley, MA, where he graduated Magna Cum Laude..

2. Family Relationship of Directors and Officers

Mr. Nicasio I. Alcantara, Mr. Tomas I. Alcantara, Mr. Alejandro I. Alcantara and Ms. Editha I. Alcantara are siblings, while Mr. Antonio Miguel B. Alcantara is the son of Mr. Alejandro I. Alcantara.

3. Independent Directors

The following are the Company's independent directors. They are neither officers nor substantial shareholders of ACR:

a. Jacinto C. Gavino, Jr.
b. Jose Ben R. Laraya
c. Thomas G. Aquino

4. Warrants and Options Outstanding

There are no warrants or options granted by the Company to any of its Directors or executive Officers.

5. Pending Legal Proceedings

None of the directors and officers was involved in any bankruptcy proceedings as of March 31, 2025 and during the past five years. Neither have they been convicted by final judgment in any criminal proceedings or been subject to any order, judgment or decree of competent jurisdiction, permanently or temporarily enjoining, barring, suspending, or otherwise limiting their involvement in any type of business, securities, commodities or banking activities, nor found in action by any court of administrative bodies to have violated a securities or commodities law.

6. Significant employees

There are no persons other than the executive officers that are expected by the Company to make a significant contribution to the business.

7. Legal Proceedings where Property is the Subject

There are no material pending legal proceedings to which the Company or any of its subsidiaries or affiliates is a party or of which any of their property is the subject.

Item 11. EXECUTIVE COMPENSATION

A director's compensation represents a per diem of ₱30,000 for every attendance of a Board meeting, and ₱15,000 for every attendance of a meeting of the Executive and Corporate Governance Committee (Executive Committee) and the Audit Committee.

The aggregate amounts paid by the Company to its Directors and Executive Officers as a group were ₱2,715,000, ₱2,610,000 and ₱2,565,000 for the years 2024, 2023 and 2022, respectively. For 2022, the Company estimates that it will pay an aggregate amount of ₱2,895,000 as compensation to its Directors and Executive Officers.

Table 7 - Summary of Compensation of Directors and Executive Officers

Name and Principal Position	Year (With 2025 Estimates)	Bonus (₱)	Other Annual Compensation Income (₱)
1. Nicasio I. Alcantara	2025	₱ -	₱210,000
Chairman and President	2024	-	210,000
	2023	-	180,000
	2022		180,000
2. Editha I. Alcantara	2025	-	300,000
Director & Treasurer	2024	-	270,000
	2023	-	270,000
	2022		255,000
3. Tirso G. Santillan, Jr.	2025	-	270,000
Director	2024	-	225,000
	2023	-	210,000
	2022		180,000
4. Tomas I. Alcantara	2025	-	210,000
Director	2024	-	120,000
	2023	-	120,000
	2022	-	180,000

5. Jose Ben R. Laraya Director	2025 2024 2023 2022	- - - -	300,000 285,000 285,000 215,000
6. Ramon T. Diokno Director	2025 2024 2023 2022	- - - -	285,000 270,000 285,000 255,000
7. Thomas G. Aquino Director	2025 2024 2023 2022	- - - -	285,000 270,000 285,000 255,000
8. Jacinto C. Gavino, Jr. Director	2025 2024 2023 2022	- - - -	240,000 285,000 285,000 255,000
9. Alejandro I. Alcantara	2025 2024 2023 2022	- - - -	210,000 210,000 180,000 180,000
10. Arturo B. Diago, Jr.	2025 2024 2023 2022	- - - -	210,000 210,000 180,000 180,000
11. Honorio A. Poblador III	2025 2024 2023 2022	- - - -	210,000 180,000 180,000 180,000
All other Officers and Directors as a group unnamed	2025 2024 2023 2022	- - - -	210,000 210,000 150,000 210,000

Other Annual Compensation received from ACR represents per diems given for every attendance in a Board, an Executive Committee (Excom) meeting or an Audit Committee meeting. The disclosure on the compensation of Key Management Personnel is presented in Note 20 of the consolidated financial statements.

The Company and the executive officers are not involved in any of the following transactions:

1. Standard arrangement and any material arrangements;
2. Employment contract (between the registrant and named executive officers);
3. Compensatory plan or arrangement;
4. Outstanding warrants or options;
5. Adjustments or amendments on the stock warrants or options.

The members of the Compensation Committee of the Company are as follows:

Position	Name
Chairman	Nicasio I. Alcantara
Member	Honorio A. Poblador III
Member	Tomas I. Alcantara
Member (Independent Director)	Jose Ben R. Laraya
Member	Tirso G. Santillan, Jr.

Employment Contracts and Termination of Employment and Change-in-Control Arrangements

The above named executive officers of the Company are not employees of ACR and are not covered by any existing employment contracts. They only receive per diems if they attend a meeting of the Board, or its Executive, or Audit, Committee.

Warrants and Options Outstanding: Repricing

There are no outstanding warrants or options held by the directors or executive officers of the Company.

Item 12. SECURITIES OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT

1. Security Ownership of Certain Record and Beneficial Owners

As of December 31, 2024, Alsons Consolidated Resources, Inc. knows of no one who beneficially owns in excess of 5% of its common stock except as set forth in the following table:

Table 8 - Beneficial Owners of Voting Securities

Title of Class	Name and address of Record Owner	Relationship with Issuer	Name of Beneficial Owner and Relationship with record owner	Citizenship	Number of Shares Held	%
Common	**Alsons Corporation[1] (AC)** Alsons Bldg., 2286 Don Chino Roces Avenue, Makati City	Affiliate	Alsons Corporation[2]	Filipino	2,592,524,072	41.21%
Common	**Alsons Power Holdings Corp[1]. (APHC)** Alsons Bldg., 2286 Don Chino Roces, Avenue Makati City	Affiliate	Alsons Power Holdings Corporation[2]	Filipino	1,249,999,599	19.87%
Common	**Alsons Development & Investment Corp[1]. (ALDEVINCO)** 329 Bonifacio St., Davao City	Affiliate	Alsons Development and Investment Corporation[2]	Filipino	1,188,524,026	18.89%
Common	**PCD Nominee Corporation[3] (Fil)** MSE Bldg., Ayala Ave., Makati City	None	Various[4]	Filipino	1,184,836,112	18.83%

[1] The President and CEO of the Corporation, Nicasio I. Alcantara, is the Chairman of the Board of Directors of the Company.

[2] The respective Boards of Directors of each of AC, APHC and Aldevinco has power to decide how the shares are to be voted.

[3] The PCD Nominee Corporation is not related to the Company.

[4] There are no holders of more than 5% of common stock under PCD. The clients of the various PCD participants have the power to decide how the Company's shares are to be voted.

2. Security Ownership of Management

The following table shows the securities beneficially owned by all directors, nominees and executive officers of ACR as of December 31, 2024:

Table 9 - Security Ownership of Management

Directors:

Title of Class	Name of Beneficial Owner	Amount and Nature of Beneficial Ownership	Citizenship	Registered (r) or Beneficial (b)	Percent of Ownership
Common	Nicasio I. Alcantara	100	Filipino	r	0.00%
Common	Editha I. Alcantara	100,000	Filipino	r	0.00%
Common	Tomas I. Alcantara	1	Filipino	r	0.00%
Common	Alejandro I. Alcantara	1	Filipino	r	0.00%
Common	Ramon T. Diokno	1	Filipino	r	0.00%
Common	Jose Ben R. Laraya	100	Filipino	r	0.00%
Common	Jacinto C. Gavino, Jr	1	Filipino	r	0.00%
Common	Honorio A. Poblador III	100	Filipino	r	0.00%
Common	Thomas G. Aquino	100	Filipino	r	0.00%
Common	Tirso G. Santillan, Jr.	1	Filipino	r	0.00%
Total		100,405			0.00%

Officers:

Title of Class	Name of Beneficial Owner	Amount and Nature of Beneficial Ownership	Citizenship	Registered (r) or Beneficial (b)	Percent of Ownership
Common	Nicasio I. Alcantara	100	Filipino	r	0.00%
Common	Editha I. Alcantara	100,000	Filipino	r	0.00%
Total		100,100			0.00%

3. Voting Trust Holder of 5% or More

No person holds five percent (5%) or more of the issued and outstanding shares of stock of the Company under voting trust or similar agreement.

4. Changes in Control

There are no arrangements which may result in a change in control of the registrant.

Item 13. CERTAIN RELATIONSHIP AND RELATED TRANSACTIONS

During the last three (3) years, the Company was not a party in any transaction in which a Director or Executive Officer of the Company, any nominee for election as a Director, or any security holder owning more than 5% of any class of the Company's issued and outstanding shares and/or his/her immediate family member had a material interest thereon.

In the normal conduct of business, the following are among the other transactions with its affiliates and related parties disclosed in the audited financial statements under Notes 17 (Loans Payable), 18 Long-term Debt) and 20 (Related Party):

- In October 2015, the Company subscribed to 22 million redeemable preferred shares of Alsons Development and Investment Corporation (ALDEVINCO), a shareholder, through a conversion of its advances to ALDEVINCO amounting to ₱2.2 billion. These shares have a par value of ₱100 per share and a cumulative dividend of 4% per annum, and are non-participating. The Parent Company accounts for its investment in redeemable preferred shares as part of AFS investment in the Financial Statements.

- On March 21, 2013, ALDEVINCO and ACIL (collectively, AG) and Ayala Land, Inc. (ALI) entered into a joint venture agreement, where ALI would own 60%, and AG would own 40%, of the outstanding capital stock of a joint venture corporation, Aviana Development Corporation (ADC), which would develop the Lanang property in Davao City. Thereafter, ALDEVINCO assigned to ACR all of its rights and obligations in the agreement. On September 17, 2013, ADC was incorporated, and ACR has subscribed to, and now owns, 34% of ADC's outstanding capital stock.

There were no transactions to which the Company was a party during the past two (2) fiscal years where a director, executive officer, nominee for director, or stockholder owning more than 10% of the outstanding shares of the Company had a direct interest.

The Company retains the law firm of Castillo Laman Pantaleon and San Jose for legal services, where Atty. Ana A. Katigbak Lim is a Partner. In 2024, and 2023, ACR paid this law firm fees of ₱360,000.00 for each year. No special engagement was made during the years covered. The Company believes that these fees are reasonable for the services rendered.

List all parents of the registrant showing the basis of control and as to each parent, the percentage of voting securities owned or other basis of control by its immediate parent, if any.

With the Company's issuance of the voting preferred shares, the Company's ultimate parent company is Alsons Corporation or AC, which owns 68.63% of all the common and the preferred shares. The Company's outstanding common shares, which are all listed in the Philippine Stock Exchange, are owned and controlled by the following Companies: Alsons Corporation - 41.21%; Alsons Power Holdings Corporation – 19.87%; and Alsons Development & Investment Corporation - 18.89%.

PART IV – CORPORATE GOVERNANCE

Item 14. CORPORATE GOVERNANCE

The Company complies with all Corporate Governance requirements imposed by the Securities & Exchange Commission, and submits to the Commission such reports, disclosures, and other documents required by the Commission, and the applicable codes, and manuals, on Corporate Governance on or before the due date of the same.

A. Evaluation System

The Company continuously determines compliance by the Board of Directors and top-level management with Company's Manual of Corporate Governance by reviewing the said Manual, and the current Corporate Governance Code of the Commission, before each meeting of the Board, and before each meeting of its committees.

The Company also periodically reviews the charter, and functions, of the Board and its Committees, namely the Executive & Corporate Governance Committee, the Audit, Risk Oversight, and Related Party Transaction Committee, the Nomination & Election Committee, the Compensation Committee, and the Retirement Committee, to determine whether the appropriate committee should meet, and if so, determine the agenda for the said meeting.

Thus, the evaluation system established by the Company to determine compliance with the Company's Manual on Corporate Governance, the Commission's applicable Code of Corporate Governance, the charter of the Board or Committee, is a thorough and comprehensive review of the

Company's activities before each Board or Committee meeting, and the presentation to the Board or Committee of the necessary activity for said compliance.

The Company used the following criteria in evaluating or assessing the Directors:

Demonstration of knowledge, skills, and experience to be a valuable resource in the Board's fulfillment of its responsibilities;

(a) Possession of strong up-to-date understanding of the business of the Company and its wholly owned subsidiaries;
(b) Introduction of useful outside information and perspective to Board and Committee deliberations;
(c) Participation in, and is engagement at, meetings of the Board and Committees;
(d) Contributions to Board discussions are forward- looking, constructive, timely, independent, and to the point;
(e) Demonstration of a cooperative attitude and willingness to compromise in order to promote Board cohesion;
(f) Possession of understanding and sensitivity to the fiduciary, ethical, legal responsibilities of the Board;
(g) Apropriate representation of the Company when interacting with members of the public; and (i) Overall, valuable to the Board, and/or Company.

Rating Range

The Company provided a rating range of: "1" being equivalent to "Always/almost always"; "2" being equivalent to "Usually; "3" being equivalent to "Sometimes; "4 " being equivalent to "Rarely"; "5 " being equivalent to "Almost never/Never", and "0 " being equivalent to "Don't know". Raters were allowed to provide a decimal in increments of 0.25 in each of their ratings.

Procedure

After the 2024 annual shareholders' meeting, before the subsequent meeting of the Audit Committee, and the following Board meeting, the Company conducted a thorough and comprehensive review of the Company's compliance with its Manual on Corporate Governance, which involved an internal assessment of the performance of the Board, its Chairman, its individual Directors, and the Board's committees using the above criteria. Since the internal assessment was performed in the midst of the pandemic, the Company relied on video and telephone conferences, and dispensed with written evaluation sheets to receive the in-house appraisal of the performances of the available Directors, the Board as a whole, and two (2) of the Board's Committees, the Audit Risk Oversight, Related Party Transaction, and Corporate Governance Committee, and the Executive Committee.

Appraisal Results and Performance Report

Using the above-enumerated criteria, the results of the in-house and internal appraisal, evaluation, and assessment were as follows: the available Directors earned an average rating of 1.21; the two (2) Committees earned an average rating of 1.24; and overall, the Board earned a rating of 1.25."

B. Compliance with Adopted Leading Practices

Similar to the continuous evaluation system to determine compliance with the Company's Manual on Corporate Governance, the Commission's applicable Code of Corporate Governance, and/or the charter of the Board or Committee, adopted leading practices on good Corporate Governance are always discussed during Board meetings, or Committee meetings, as the Directors are always trying to improve the Company's operations, and goal-oriented activities. After the presentation by the management of the item in the agenda, a discussion ensues on how the Company could improve, or what measures need to be taken to achieve a better outcome.

Past discussions resulted in the current practice of checking current Company performance against an evolving five-year – or even a longer term – plan. The Directors also query management on the methods to achieve established targets in the long-term plans. The Board has even conducted a workshop to tackle issues arising from efforts to achieve targets that were set during an earlier, and less volatile, period.

C. Deviations from the Manual

In its 2020 Corporate Governance Manual, the Company addresses the situation where the Chairman of its Board, Mr. Nicasio I. Alcantara, is also the Company's Chief Executive Officer (CEO). The Company has stated:

> "The Board, taking into consideration the Company's size, risk profile and complexity of operations, may decide that separate individuals should hold the positions of Chairman and CEO, with each having clearly defined responsibilities."

While the Board has not yet decided that separate individuals should hold the positions of Chairman and CEO. Nonetheless, this has not compromised the Board's independence since the Chairman and CEO still has just one vote. Thus, Principle 5 of the Manual, and of the Code, is still being observed. Moreover, the responsibilities of the President and Chief Executive Officer are clearly defined in the Revised Corporation Code, the Company's articles, and by-laws, and the 2020 Manual on Corporate Governance, and these are different from the responsibilities of the Chairman. No sanctions are envisioned for this fully justified deviation.

The Company has also justified the deviation from the recommendation to maintain at least 30% public float. Presently, the Company is fully compliant with the statutory public float requirement. Further, the Company is committed to Principle 13, which is still being achieved even if the float is within the percentage of current regulations but below 30%.

In addition, the Company is in the process of selecting a qualified Chief Audit Executive (CAE) following the resignation of the previous CAE.

D. Plans to Improve Corporate Governance

The Company is considering an update of the respective charters of the committees. Such updated charters should provide a clear guidance to each committee on their functions, purposes, and objectives.

PART VI- EXHIBITS AND SCHEDULES

Item 15. EXHIBITS AND REPORTS

15.1 Consolidated Financial Statements
The Audited Consolidated Financial Statements for the years ended December 31, 2024 and 2023 are attached as Exhibit 1:

- Management's Responsibility to the Financial Statements
- Independent Auditor's Report
- Consolidated Balance Sheets December 31, 2024 and 2023
- Consolidated Statements of Income for the three years ended December 31, 2024, 2032 and 2022
- Consolidated Statements of Comprehensive Income for the three years ended December 31, 2024, 2023 and 2022
- Consolidated Statements of Cash Flows for the three years ended December 31, 2024, 2023 and 2022.
- Notes to Consolidated Financial Statements

15.2 Supplementary Schedules
Independent Auditor's Report on Supplementary
Schedules SRC Annex 68-E Schedules
Financial Assets – (Cash equivalents, Short-term cash investments, and Available for Sale Financial Assets)
Amounts Receivable from Directors, Officers, Employees, Related Parties and Principal Stockholders
Amounts receivable from related parties which are eliminated during the consolidation of financial statements
Long-term Debt
Indebtedness to Related Parties
Guarantees of Securities of Other Issuers
Capital Stock
Schedule of Retained Earnings Available for Dividend Declaration

15.3 Reports on SEC Form 17-C

- Report on SEC Form 17-C filed during the year ended December 31, 2023 is attached together with this report and presented in Exhibit 6:

SIGNATURES

Pursuant to the requirements of Section 17 of the Code and Section 141 of the Corporation Code, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized, in the City of Makati on PARAÑAQUE CITY 2 0 MAR 2025

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

Pursuant to the requirements of the Securities Regulation Code, this annual report has been signed by the following persons in the capacities and on the date indicated.

By:

Nicasio I. Alcantara
Chairman and President
Date: 03.20.2025

Antonio Miguel B. Alcantara
Chief Executive Officer Power Business Unit
Date: 03.20.2025

Editha I. Alcantara
Treasurer
Date: 03.20.2025

Philip Edward B. Sagun
Deputy Chief Finance Officer
Date: 03.20.2025

Ana Maria Margarita Katigbak
Corporate Secretary
Date: 03.20.2025

SUBSCRIBED AND SWORN to before me this 2 0 day of MAR 2025 affiants exhibiting to me competent evidence of their respective identity as follows:

NAMES	IDENTIFICATION NO.	DATE & PLACE OF ISSUE
Nicasio I. Alcantara	UMID No. CRN-0111-0501402-6	
Editha I. Alcantara	UMID No. CRN-0111-0521451-2	
Antonio Miguel B. Alcantara	N02-01-454926	Valid until 05/29/2034 LTO QC
Philip Edward B. Sagun	N01-94-161072	Valid until 11/10/2032 LTO QC
Ana Maria Margarita Katigbak	P7145377B	07/06/2031/DFA Manila

Notary Public

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Page No. 94
Book No. 17
Series of 2025

VILMA HILDA D. VILLANUEVA-FABELLA NOTARY PUBLIC PARAÑAQUE CITY

ATTY. VILMA HILDA VILLANUEVA-FABELLA
NOTARY PUBLIC
Until December 31, 2026
IBP No. 2025/PPLM
PTR No. 2025/Parañaque
Roll No. 41901
Not. Com. No. 119-2025/12-12-2024

ALSONS CONSOLIDATED RESOURCES, INC.
INDEX TO CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY SCHEDULES
FORM 17-A, Item 7

INDEX TO EXHIBITS

Form 17-A

* These Exhibits are either not applicable to the Company or require no answer.

** There were no changes or additions to those already provided in our SEC Form 11-A and in our succeeding filing.

Exhibit 1

AUDITED FINANCIAL STATEMENTS
DECEMBER 31, 2024 AND 2023
And Years Ended December 31,2024, 2023 and 2022

C O V E R   S H E E T
for
AUDITED FINANCIAL STATEMENTS

SEC Registration Number

						5	9	3	6	6

C O M P A N Y   N A M E

ALSONS CONSOLIDATED RESOURCES,
INC. AND SUBSIDIARIES

PRINCIPAL OFFICE *(No. / Street / Barangay / City / Town / Province)*

Alsons Building, 2286 Chino
Roces Ave., Makati City, 1231
Metro Manila, Philippines

Form Type	Department requiring the report	Secondary License Type, If Applicable
AAFS	CRMD	NA

C O M P A N Y   I N F O R M A T I O N

Company's Email Address	Company's Telephone Number	Mobile Number
legal@alcantaragroup.com	(02) 8982-3000	09178581642

No. of Stockholders	Annual Meeting (Month / Day)	Fiscal Year (Month / Day)
447	May 30	December 31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Jose D. Saldivar, Jr.	jsaldivar@alcantaragroup.com	(02) 8982 - 3000	N/A

CONTACT PERSON's ADDRESS

Alsons Building, 2286 Chino Roces Avenue, Makati City, Metro Manila, Philippines

NOTE 1 : *In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.*

2 : *All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.*

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading Symbol "ACR")
2nd Floor, Alsons Building
2286 Chino Roces Ext., (formerly P. Tamo Ext.,) Makati City
1231 Metro Manila Philippines
Tel. Nos.: (632) 982-3000 Fax Nos.: (632) 982-3077
Website: www.acr.com.ph

STATEMENT OF MANAGEMENT'S RESPONSIBILITY
FOR FINANCIAL STATEMENTS

SECURITIES AND EXCHANGE COMMISSION,
Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City

The management of Alsons Consolidated Resources, Inc., is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2024, 2023 and 2022, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

The Board of Directors reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders.

SyCip Gorres Velayo & Co., the independent auditors appointed by the stockholders, has audited the consolidated financial statements of the company in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

NICASIO I. ALCANTARA
Chairman and President

PHILIP EDWARD B. SAGUN
Deputy Chief Financial Officer

Signed this 20th of March 2025.

SUBSCRIBED AND SWORN to before me this 20 MAR 2025 of PARAÑAQUE CITY affiants exhibiting to me their Identifications, as follows:

Name	Identification No.	Date and Place of Issue
Nicasio I. Alcantara	P9170862B	Valid Until 03-14-2032 /DFA
Philip Edward B. Sagun	N01-94-161072	Valid Until 11-10-2032 /LTO

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Page No. 93
Book No. 17
Series of 2025

VILMA HILDA D. VILLANUEVA-FABELLA
NOTARY PUBLIC
PARAÑAQUE CITY

ATTY. VILMA HILDA VILLANUEVA-FABELLA
NOTARY PUBLIC
Until December 31, 2026
IBP No. 4[illegible] 2025/PPLM
PTR No. 374[illegible] 2025/Parañaque
Roll No. 41901
Not. Com. No. 119-2025/12-12-2024

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 8891 0307
Fax: (632) 8819 0872
sgv.ph

INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
Alsons Consolidated Resources, Inc.
Alsons Building, 2286 Chino Roces Avenue
Makati City, Metro Manila, Philippines.

Opinion

We have audited the consolidated financial statements of Alsons Consolidated Resources, Inc. and its subsidiaries (the Group), which comprise the consolidated statements of financial position as at December 31, 2024 and 2023, and the consolidated statements of income, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended December 31, 2024, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2024 and 2023, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2024 in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Impairment Testing of Goodwill

Under PFRS Accounting Standards, the Group is required to annually test the amount of goodwill for impairment. As at December 31, 2024, the carrying value of the Group's goodwill amounted to ₱527 million, which is considered significant to the consolidated financial statements. In addition, management's assessment process requires significant judgment and is based on assumptions, specifically the contracted and dispatchable capacities, tariff rates and discount rates.

The Group's disclosures about goodwill are included in Note 14 to the consolidated financial statements.

Audit Response

We involved our internal specialist in evaluating the methodology and the assumptions used, specifically on discount rates. We compared the key assumptions used, such as contracted and dispatchable capacities against the historical performance of the cash-generating units (CGUs), industry/market outlook and other relevant external data. For tariff rates, we compared the rates used against the rates in the provisionally approved power sales agreements, ancillary services procurement agreements and other relevant external data. We tested the parameters used in the determination of the discount rates against market data. We also reviewed the Group's disclosures about those assumptions to which the outcome of the impairment test is most sensitive; specifically, those that have the most significant effect on the determination of the recoverable amount of goodwill.

Other Information

Management is responsible for the other information. The other information comprises the information included in the SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2024, but does not include the consolidated financial statements and our auditor's report thereon. The SEC Form 20-IS (Definitive Information Statement), SEC Form 17-A and Annual Report for the year ended December 31, 2024 are expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Djole S. Garcia.

SYCIP GORRES VELAYO & CO.

Djole S. Garcia

Djole S. Garcia
Partner
CPA Certificate No. 0097907
Tax Identification No. 201-960-347
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-102-2024, August 27, 2024, valid until August 26, 2027
PTR No. 10465308, January 2, 2025, Makati City

March 20, 2025

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	December 31	
	2024	2023
ASSETS		
Current Assets		
Cash and cash equivalents (Note 7)	**₱2,300,137,452**	₱2,429,127,715
Short-term cash investments (Note 7)	**129,399,301**	122,505,384
Trade and other receivables (Notes 8 and 20)	**6,630,560,101**	5,572,156,388
Inventories - at cost (Note 9)	**1,034,773,126**	994,647,943
Real estate inventories (Note 10)	**619,094,267**	620,526,273
Prepaid expenses and other current assets (Notes 15 and 18)	**1,262,627,259**	850,446,358
Total Current Assets	**11,976,591,506**	10,589,410,061
Noncurrent Assets		
Noncurrent portion of trade receivables (Note 8)	**11,083,819**	3,323,416
Noncurrent portion of contract assets (Note 8)	**1,505,379,914**	1,594,771,934
Investments in real estate (Notes 10 and 30)	**279,676,483**	243,515,741
Investments in associates (Note 11)	**2,333,871,660**	2,303,296,078
Property, plant and equipment (Note 12)	**28,788,195,286**	28,517,240,059
Equity investments designated at fair value through other comprehensive income (FVOCI) [Note 13]	**3,218,422,235**	2,353,235,905
Advances to contractors	**87,178,582**	531,888,078
Goodwill (Note 14)	**527,187,320**	527,187,320
Net retirement benefits assets (Note 28)	**23,801,992**	21,287,028
Deferred income tax assets - net (Note 29)	**42,306,378**	27,665,540
Other noncurrent assets (Note 18)	**1,406,243,717**	1,237,060,864
Total Noncurrent Assets	**38,223,347,386**	37,360,471,963
TOTAL ASSETS	**₱50,199,938,892**	₱47,949,882,024
LIABILITIES AND EQUITY		
Current Liabilities		
Accounts payable and other current liabilities (Note 16)	**₱3,096,740,474**	₱2,885,476,634
Loans payable (Note 17)	**5,410,399,919**	3,775,297,128
Short-term notes payable (Note 17)	**–**	1,895,578,640
Income tax payable	**65,183,570**	94,108,058
Current portion of long-term debts (Note 18)	**6,319,729,181**	2,759,523,797
Total Current Liabilities	**14,892,053,144**	11,409,984,257
Noncurrent Liabilities		
Long-term debts - net of current portion (Note 18)	**12,758,759,716**	15,423,495,446
Net retirement benefits liabilities (Note 28)	**121,140,405**	92,387,366
Lease liabilities - net of current portion (Note 30)	**5,429,483**	7,224,542
Decommissioning liabilities (Notes 12 and 19)	**247,084,589**	476,024,873
Deferred credit (Note 33)	**289,438,671**	295,026,290
Deferred income tax liabilities - net (Note 29)	**671,299,735**	612,776,418
Total Noncurrent Liabilities	**14,093,152,599**	16,906,934,935
Total Liabilities	**28,985,205,743**	28,316,919,192

(Forward)

	December 31	
	2024	2023
Equity (Note 21)		
Capital stock	**₱6,346,500,000**	₱6,346,500,000
Equity reserves	**3,283,446,201**	2,542,106,409
Retained earnings:		
Unappropriated	**3,621,483,277**	3,029,496,824
Appropriated	**1,100,000,000**	1,100,000,000
Attributable to equity holders of the Parent Company	**14,351,429,478**	13,018,103,233
Non-controlling interests (Notes 1 and 21)	**6,863,303,671**	6,614,859,599
Total Equity	**21,214,733,149**	19,632,962,832
TOTAL LIABILITIES AND EQUITY	**₱50,199,938,892**	₱47,949,882,024

See accompanying Notes to Consolidated Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME

	Years Ended December 31		
	2024	2023	2022
REVENUE FROM CONTRACTS WITH CUSTOMERS (Notes 6 and 33)	**₱12,544,478,772**	₱12,422,746,980	₱11,989,232,129
COSTS AND EXPENSES			
Cost of services (Note 22)	**(7,682,343,300)**	(7,970,051,073)	(7,765,115,552)
Cost of real estate sold (Note 10)	**(1,432,006)**	(2,314,193)	(9,230,173)
General and administrative expenses (Note 23)	**(682,835,928)**	(708,228,281)	(847,947,716)
	(8,366,611,234)	(8,680,593,547)	(8,622,293,441)
OTHER INCOME (CHARGES)			
Finance charges (Note 26)	**(1,677,237,677)**	(1,655,132,725)	(1,650,401,744)
Interest income (Notes 7 and 15)	**95,326,602**	87,302,155	24,781,780
Equity in net earnings of associates (Note 11)	**73,735,582**	22,392,892	54,720,253
Others - net (Note 27)	**95,542,942**	369,870,562	424,259,077
	(1,412,632,551)	(1,175,567,116)	(1,146,640,634)
INCOME BEFORE INCOME TAX	**2,765,234,987**	2,566,586,317	2,220,298,054
PROVISION FOR INCOME TAX (Note 29)			
Current	**268,287,066**	283,627,340	326,898,946
Deferred	**(27,987,345)**	(2,106,778)	18,255,276
	240,299,721	281,520,562	345,154,222
NET INCOME	**₱2,524,935,266**	₱2,285,065,755	₱1,875,143,832
Net income attributable to:			
Equity holders of the Parent Company	**₱722,216,453**	₱641,141,140	₱617,343,193
Non-controlling interests	**1,802,718,813**	1,643,924,615	1,257,800,639
	₱2,524,935,266	₱2,285,065,755	₱1,875,143,832
Basic/diluted earnings per share attributable to equity holders of the Parent Company (Note 21)	**₱0.114**	₱0.101	₱0.097

See accompanying Notes to Consolidated Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31		
	2024	2023	2022
NET INCOME	**₱2,524,935,266**	₱2,285,065,755	₱1,875,143,832
OTHER COMPREHENSIVE INCOME (LOSS)			
Items that will not be reclassified to profit or loss:			
Actuarial gains on defined benefit plan (Note 28)	**5,172,818**	7,989,765	12,682,775
Tax effect (Note 29)	**1,582,138**	21,388	443,147
	6,754,956	8,011,153	13,125,922
Net changes in fair values of equity investments designated at FVOCI (Note 13)	**865,186,330**	(2,103,838)	(6,456,683)
Income tax effect (Note 29)	**(121,112,061)**	–	–
	744,074,269	(2,103,838)	(6,456,683)
	750,829,225	5,907,315	6,669,239
Items that will be reclassified to profit or loss:			
Translation adjustments	**13,735,826**	(2,030,765)	26,037,973
TOTAL OTHER COMPREHENSIVE INCOME, NET OF TAX	**764,565,051**	3,876,550	32,707,212
TOTAL COMPREHENSIVE INCOME	**₱3,289,500,317**	₱2,288,942,305	₱1,907,851,044
Total comprehensive income attributable to:			
Equity holders of the Parent Company	**₱1,463,556,245**	₱622,340,847	₱645,924,218
Non-controlling interests	**1,825,944,072**	1,666,601,458	1,261,926,826
	₱3,289,500,317	₱2,288,942,305	₱1,907,851,044

See accompanying Notes to Consolidated Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2024, 2023 AND 2022

	Attributable to Equity Holders of the Parent Company										
		Equity Reserves									
							Retained Earnings (Note 21)				
	Capital Stock (Note 21)	Remeasurement Gains (Losses) on Defined Benefit Plan (Notes 21 and 28)	Unrealized Gains (Losses) on FVOCI (Notes 13 and 21)	Cumulative Translation Adjustments (Note 21)	Other Equity Reserves (Note 21)	Sub-total	Unappropriated	Appropriated	Total	Non-controlling Interests (Note 1)	Total Equity
BALANCES AS AT DECEMBER 31, 2021	**₱6,344,483,333**	**₱12,604,820**	**(₱30,372,840)**	**₱1,695,472,935**	**₱854,620,762**	**₱2,532,325,677**	**₱2,031,472,491**	**₱1,100,000,000**	**₱12,008,281,501**	**₱5,943,831,315**	**₱17,952,112,816**
Net income	–	–	–	–	–	–	617,343,193	–	617,343,193	1,257,800,639	1,875,143,832
Other comprehensive income	–	8,999,735	(6,456,683)	26,037,973	–	28,581,025	–	–	28,581,025	4,126,187	32,707,212
Total comprehensive income	–	8,999,735	(6,456,683)	26,037,973	–	28,581,025	617,343,193	–	645,924,218	1,261,926,826	1,907,851,044
Collection of subscriptions receivable	2,016,667	–	–	–	–	–	–	–	2,016,667	–	2,016,667
Cash dividends declaration (Note 21)	–	–	–	–	–	–	(130,230,000)	–	(130,230,000)	(822,500,000)	(952,730,000)
BALANCES AS AT DECEMBER 31, 2022	**6,346,500,000**	**21,604,555**	**(36,829,523)**	**1,721,510,908**	**854,620,762**	**2,560,906,702**	**2,518,585,684**	**1,100,000,000**	**12,525,992,386**	**6,383,258,141**	**18,909,250,527**
Net income	–	–	–	–	–	–	641,141,140	–	641,141,140	1,643,924,615	2,285,065,755
Other comprehensive income (loss)	–	(14,665,690)	(2,103,838)	(2,030,765)	–	(18,800,293)	–	–	(18,800,293)	22,676,843	3,876,550
Total comprehensive income (loss)	–	(14,665,690)	(2,103,838)	(2,030,765)	–	(18,800,293)	641,141,140	–	622,340,847	1,666,601,458	2,288,942,305
Cash dividends declaration (Note 21)	–	–	–	–	–	–	(130,230,000)	–	(130,230,000)	(1,435,000,000)	(1,565,230,000)
BALANCES AS AT DECEMBER 31, 2023	**6,346,500,000**	**6,938,865**	**(38,933,361)**	**1,719,480,143**	**854,620,762**	**2,542,106,409**	**3,029,496,824**	**1,100,000,000**	**13,018,103,233**	**6,614,859,599**	**19,632,962,832**
Net income	**–**	**–**	**–**	**–**	**–**	**–**	**722,216,453**	**–**	**722,216,453**	**1,802,718,813**	**2,524,935,266**
Other comprehensive income (loss)	**–**	**(16,470,303)**	**744,074,269**	**13,735,826**	**–**	**741,339,792**	**–**	**–**	**741,339,792**	**23,225,259**	**764,565,051**
Total comprehensive income (loss)	**–**	**(16,470,303)**	**744,074,269**	**13,735,826**	**–**	**741,339,792**	**722,216,453**	**–**	**1,463,556,245**	**1,825,944,072**	**3,289,500,317**
Cash dividends declaration (Note 21)	**–**	**–**	**–**	**–**	**–**	**–**	**(130,230,000)**	**–**	**(130,230,000)**	**(1,577,500,000)**	**(1,707,730,000)**
BALANCES AS AT DECEMBER 31, 2024	**₱6,346,500,000**	**(₱9,531,438)**	**₱705,140,908**	**₱1,733,215,969**	**₱854,620,762**	**₱3,283,446,201**	**₱3,621,483,277**	**₱1,100,000,000**	**₱14,351,429,478**	**₱6,863,303,671**	**₱21,214,733,149**

See accompanying Notes to Consolidated Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS

	Years Ended December 31		
	2024	2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	**₱2,765,234,987**	₱2,566,586,317	₱2,220,298,054
Adjustments for:			
Finance charges (Note 26)	**1,677,237,677**	1,655,132,725	1,650,401,744
Depreciation and amortization (Note 25)	**1,403,864,441**	1,356,302,717	1,442,958,108
Interest income (Notes 7 and 15)	**(95,326,602)**	(87,302,155)	(24,781,780)
Equity in net earnings of associates (Note 11)	**(73,735,582)**	(22,392,892)	(54,720,253)
Movements in net retirement assets and retirement benefits liabilities (Notes 24 and 28)	**31,539,220**	8,858,145	5,673,142
Unrealized foreign exchange losses (gains) - net	**12,608,117**	(3,654,442)	(3,625,652)
Gain on sale of property, plant and equipment (Note 27)	**(105,209)**	(1,124,277)	(705,124)
Impairment of goodwill (Notes 14 and 23)	–	–	165,000,000
Other noncash income (Notes 19 and 33)	**(65,543,699)**	–	–
Operating income before working capital changes	**5,655,773,350**	5,472,406,138	5,400,498,239
Decrease (increase) in:			
Trade and other receivables	**(703,320,262)**	699,383,011	(457,330,996)
Contract assets	**89,392,020**	89,392,020	9,296,921
Real estate inventories	**1,432,006**	2,314,193	9,230,173
Inventories	**(40,125,183)**	42,493,710	480,184,197
Prepaid expenses and other current assets	**(29,034,086)**	(68,896,793)	566,385,969
Increase (decrease) in accounts payable and other current liabilities	**343,967,856**	517,362,393	(1,140,667,744)
Net cash generated from operations	**5,318,085,701**	6,754,454,672	4,867,596,759
Income taxes paid including creditable withholding taxes	**(246,686,417)**	(384,155,394)	(438,169,492)
Net cash flows from operating activities	**5,071,399,284**	6,370,299,278	4,429,427,267
CASH FLOWS FROM INVESTING ACTIVITIES			
Additions to:			
Property, plant and equipment, including advances to contractors (Notes 12 and 35)	**(1,610,653,325)**	(2,034,107,873)	(1,397,819,955)
Computer software	**(296,580)**	(100,000)	(661,289)
Investments in real estate (Note 10)	**(74,021,553)**	(3,405,833)	(5,127,010)
Proceeds from government grant (Note 33)	–	–	126,177,904
Dividends received from associate (Note 11)	**43,160,000**	24,900,000	24,900,000
Interest received	**95,326,602**	87,302,155	24,781,780
Withdrawal of (additions to) short-term cash investments (Note 7)	**(6,893,917)**	1,219,168	(11,289,978)
Proceeds from disposals of property, plant and equipment	**1,454,868**	1,617,593	2,725,076
Advances made to related parties (Note 20)	**(349,214,003)**	(287,102,085)	(631,231,851)
Additions to other noncurrent assets	**(365,248,430)**	(87,492,233)	(105,738,206)
Net cash flows used in investing activities	**(2,266,386,338)**	(2,297,169,108)	(1,973,283,529)

(Forward)

	Years Ended December 31		
	2024	2023	2022
CASH FLOWS FROM FINANCING ACTIVITIES			
Availment of loans and long-term debts (Notes 17, 18 and 35)	**₱10,097,773,074**	₱7,457,949,255	₱7,379,099,417
Payments of:			
Loans and long-term debts (Note 35)	**(9,494,457,004)**	(8,471,777,603)	(6,707,426,710)
Interest expense (Notes 30 and 35)	**(1,527,477,885)**	(1,541,361,998)	(1,522,627,562)
Dividends (Notes 21 and 35)	**(1,707,730,000)**	(1,739,212,149)	(1,520,674,997)
Debt issue costs (Notes 18 and 35)	**(37,069,634)**	(28,397,591)	(19,563,313)
Principal portion of lease liabilities (Note 30)	**(11,258,748)**	(10,070,821)	(9,927,571)
Additions to debt reserve account (Notes 15 and 18)	**(240,246,767)**	(110,850,228)	(126,429,485)
Net cash flows used in financing activities	**(2,920,466,964)**	(4,443,721,135)	(2,527,550,221)
EFFECT OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	**(13,536,245)**	3,437,933	3,497,124
NET DECREASE IN CASH AND CASH EQUIVALENTS	**(128,990,263)**	(367,153,032)	(67,909,359)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**2,429,127,715**	2,796,280,747	2,864,190,106
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 7)	**₱2,300,137,452**	₱2,429,127,715	₱2,796,280,747

See accompanying Notes to Consolidated Financial Statements.

1. General Information

Corporate Information
Alsons Consolidated Resources, Inc. (ACR or Parent Company) is a stock corporation organized on December 24, 1974 as Victoria Gold Mining Corporation to engage in the business of exploration of oil, petroleum and other mineral products. The corporate name was changed to Terra Grande Resources, Inc. in March 1995 and to Alsons Consolidated Resources, Inc. in June 1995 to mark the entry of the Alcantara Group. ACR's primary purpose was consequently changed to that of an investment holding company and oil exploration was relegated as a secondary purpose.

ACR's ultimate parent company is Alsons Corporation (AC), a company incorporated in the Philippines.

The registered office address of ACR is Alsons Building, 2286 Chino Roces Avenue, Makati City, Metro Manila, Philippines.

The consolidated financial statements include the accounts of ACR and the subsidiaries (collectively referred to as "the Group") listed in the table below:

		Percentage of Ownership			
		2024		2023	
Subsidiaries	Nature of business	**Direct**	**Indirect**	Direct	Indirect
Alsons Thermal Energy Corporation (ATEC)	Investment holding	**50.00***		50.00*	–
Sarangani Energy Corporation (Sarangani)	Power generation	**–**	**37.50**	–	37.50
ACES Technical Services Corporation (ACES)	Management services	**–**	**50.00**	–	50.00
San Ramon Power Inc. (SRPI)	Power generation	**–**	**50.00**	–	50.00
Conal Holdings Corporation (CHC)	Investment holding	**100.00**	**–**	100.00	–
Alsing Power Holdings, Inc. (APHI)	Investment holding	**20.00**	**80.00**	20.00	80.00
Western Mindanao Power Corporation (WMPC)	Power generation	**–**	**55.00**	–	55.00
Southern Philippines Power Corporation (SPPC)	Power generation	**–**	**55.00**	–	55.00
Mapalad Power Corporation (MPC)	Power generation	**–**	**100.00**	–	100.00
Alto Power Management Corporation (APMC)	Management services	**–**	**60.00**	–	60.00
APMC International Limited (AIL)	Management services	**–**	**100.00**	–	100.00
Alsons Renewable Energy Corporation (AREC)	Investment holding	**80.00**	**–**	80.00	–
Siguil Hydro Power Corporation (Siguil)	Power generation	**–**	**80.00**	–	80.00
Kalaong Power Corporation (Kalaong)	Power generation	**–**	**80.00**	–	80.00
Bago Hydro Resources Corporation (Bago)	Power generation	**–**	**80.00**	–	80.00
Sindangan Zambo-River Power Corp. (Sindangan)	Power generation	**–**	**80.00**	–	80.00
Alabel Solar Energy Corporation (ASEC)	Power generation	**–**	**80.00**	–	80.00
Alsons Green Energy Corporation (AGEC)	Power generation	**–**	**80.00**	–	–
Alsons Renewable Resources Corporation (ARRC)	Power generation	**–**	**80.00**	–	–
Alsons Power International Limited (APIL)	Power generation	**100.00**	**–**	100.00	–
Alsons Land Corporation (ALC)	Real estate	**99.55**	**–**	99.55	–
Kamanga Agro-Industrial Ecozone Development Corporation (KAED)	Real estate	**100.00**	**–**	100.00	–
Alsons Power Supply Corporation (APSC)	Retail energy supplier	**100.00**	**–**	100.00	–
MADE (Markets Developers), Inc. (MADE)	Distribution	**80.44**	**–**	80.44	–

**50% ownership interest plus 1 share of the voting and total outstanding capital stock.*

Except for AIL and APIL, which are incorporated in the British Virgin Islands (BVI), all of the subsidiaries are incorporated in the Philippines.

Power and Energy

ATEC and Subsidiaries

ATEC. On November 23, 2015, ACR organized ATEC primarily to develop and invest in energy projects, including but not limited to the exploration, development and utilization of renewable energy resources with total capital infusion amounting to ₱1 million.

On October 13, 2016, ACR and ATEC executed an assignment of share agreement wherein the Parent Company assigned and transferred its ownership interests in ACES to ATEC for a total consideration of ₱20 million. Accordingly, ACES became wholly owned subsidiary of ATEC.

On April 20, 2016, ACR subscribed to ATEC's increase in authorized capital stock to the amount of ₱2,989 million worth of shares of stock. The subscription was paid by way of ACR's investment in Sarangani and cash amounting to ₱14 million.

On May 24, 2017, ACR and ATEC executed an assignment of share agreement wherein ACR assigned and transferred its ownership interests in SRPI to ATEC amounting to ₱1.2 million for a total consideration of ₱0.3 million, net of subscriptions payable amounting to ₱0.9 million. Accordingly, SRPI became a wholly owned subsidiary of ATEC. Subsequently, on May 31, 2017, ACR and ATEC executed a deed of assignment of advances wherein ACR assigned to ATEC its advances to SRPI totalling to ₱231 million.

On November 27, 2017, the Parent Company sold its 50% ownership interest less 1 share of the voting and total outstanding capital stock in ATEC equivalent to 14,952,678 common shares to Global Business Power Corporation (GBPC) for a total consideration amounting to ₱2,378 million, inclusive of retention receivable amounting to ₱100 million to be received upon issuance by the Bureau of Internal Revenue (BIR) of the Certificate of Authorizing Registration. The Parent Company recognized a gain amounting to ₱709 million, net of transaction costs totaling to ₱169 million (see Note 21). Subsequently, on December 1, 2017, the Parent Company, GBPC and ATEC executed a deed of assignment of advances wherein the Parent Company assigned and transferred to GBPC its right to collect 50% of its advances to ATEC amounting to ₱1,879 million. The Parent Company has determined that it has retained control over ATEC since it has the power to direct the relevant activities of ATEC by virtue of a contractual agreement.

On June 1, 2021, the Parent Company and GBPC subscribed to additional common shares amounting to ₱1,879 million each, which was settled through the conversion of advances to ATEC.

Sarangani. CHC organized Sarangani on October 15, 2010 as a wholly owned subsidiary to construct, commission and operate power generating plant facilities of electricity in Maasim, Sarangani Province. On June 27, 2011, ACR acquired full control of Sarangani through an agreement with CHC, wherein CHC assigned all its shares to ACR. On December 10, 2012, ACR entered into a shareholders agreement with Toyota Tsusho Corporation (TTC), a company incorporated in Japan, wherein TTC subscribed and paid ₱355 million worth of Sarangani shares representing 25% of the total equity of Sarangani. In accordance with the shareholders agreement, ACR increased its investment in Sarangani to 75% of the total equity of Sarangani by converting its advances and additional cash infusion.

The construction of the Sarangani's SM200 project is in two phases. Construction of Phase 1 (105 MW) of the Project commenced in January 2013 and was completed in April 2016. The construction of Phase 2 (105 MW) commenced in January 2017 and was completed in October 2019.

In 2015, ACR made additional cash infusion and conversion of advances totaling to ₱572 million, primarily to meet the funding requirements of Sarangani's SM200 project.

On February 6, 2017, ATEC's Board of Directors (BOD) authorized the conversion its advances to Sarangani amounting to ₱3,375 million into equity by way of subscription to the increase in authorized capital stock of Sarangani. The Philippine SEC approved Sarangani's increase in authorized capital stock on March 20, 2017. Also, TTC subscribed to additional common shares amounting to ₱1,125 million which was settled through cash infusion. As at December 31, 2024 and 2023, Sarangani is 75% owned by ATEC.

SRPI. SRPI was incorporated on July 22, 2011 as a wholly owned subsidiary primarily to acquire, construct, commission, operate and maintain power-generating plants and related facilities for the generation of electricity.

SRPI is currently developing the ZAM100 project which is a 105 MW coal-fired power plant in San Ramon, Zamboanga City. The project received its Environmental Compliance Certificate (ECC) on March 20, 2012.

As of March 20, 2025, the SRPI Project is updating the selection of the EPC (Engineering, Procurement and Construction) contractor and equipment suppliers that are still able to participate in the coal-based power projects. The target NTP (Notice to Proceed) to the contractor remains at the latter part of 2025, to correspond to a construction completion or start of commercial operation in late 2028, at which point the power supply and demand situation in Mindanao would have required additional power generation capacity to come on stream without unduly burdening the main offtaker, ZAMCELCO, with overlapping contractual obligations.

SRPI's security of tenure in the ZamboEcozone project site remains secured, with compliance to regulatory requirements maintained.

ACES. ACR organized and incorporated ACES on July 7, 2011 primarily to provide operations and maintenance services to the Group's coal power plants.

CHC and Subsidiaries. The BOD of Northern Mindanao Power Corporation (NMPC), a subsidiary under CHC, approved on April 25, 2008 the amendments to NMPC's Articles of Incorporation to shorten its corporate life up to November 15, 2009. After November 15, 2009, NMPC was dissolved. Consequently, NMPC's remaining assets and liabilities have all been transferred to CHC's books as at December 31, 2009. CHC is responsible for the final liquidation of NMPC's net assets and the payment to the non-controlling shareholders. In 2013, CHC has fully liquidated the net distributable assets of NMPC and paid the non-controlling shareholders.

CHC organized and incorporated MPC on July 13, 2010 as a wholly owned subsidiary to rehabilitate and operate the 103 mega-watts (MW) Bunker-Fired Iligan Diesel Power Plants (IDPPs) I and II located in Iligan City. On June 27, 2011, ACR acquired full control of MPC through an agreement with CHC, wherein CHC assigned all shares to ACR. The deed of sale of IDPP with Iligan City Government was signed on February 27, 2013. On August 1, 2013, ACR transferred MPC to CHC for a total consideration of ₱0.3 million. MPC entered into Power Supply Agreements (PSAs) with various distribution utilities and electric cooperatives (see Note 33). On September 6, 2013, MPC started operating 98 MW of the 103 MW Bunker-Fired IDPPs. MPC completed the rehabilitation and operated the balance of 5 MW in 2014.

On the other hand, SPPC and WMPC operate diesel engine power plants with capacity of 55MW and 100MW, respectively. WMPC has existing ancillary sales and procurement agreement with NGCP.

On the other hand, SPPC has ceased operations on July 5, 2018. In 2023, SPPC commenced its development of a 99MWac solar power plant in Sarangani. Progress of development works of Phase 1 (49MWac) and Phase 2 (50MWac) is at 40% and 32%, respectively, as at December 31, 2024. The targeted commencement of commercial operations is scheduled for October 2026 for Phase 1, and June 2027 for Phase 2.

APMC, AIL and APHI, APMC was incorporated on February 6, 1996, is primarily involved in providing management services, and is 60% owned by ACR through CHC. AIL was incorporated on August 11, 1997 and is primarily involved in providing management services. AIL is a wholly owned subsidiary of APMC. On the other hand, APHI was incorporated on February 24, 1998 and primarily involved in investment holdings. APHI is 80% owned by ACR through CHC.

AREC and Subsidiaries
AREC. On September 18, 2014, ACR organized AREC primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources with total capital infusion amounting to ₱31 million.

On July 10, 2015, ACR and AREC executed an assignment of share agreement wherein ACR assigned and transferred its ownership interests in Siguil and Kalaong to AREC. Accordingly, Siguil and Kalaong became subsidiaries of AREC. Also, ACR sold its 20% interest to ACIL, Inc., an entity under common control. Accordingly, ACR's interest in AREC was reduced from 100% to 80%.

Siguil. ACR organized and incorporated Siguil on July 22, 2011 as wholly owned subsidiary. Siguil was incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Siguil's 15 MW Hydro Power Project is in Maasim, Sarangani. These projects are expected to augment power supply in General Santos City once completed. The construction commenced in July 2019 and was completed in June 2024. On May 18, 2024, Siguil's application as Direct Wholesale Electricity Spot Market (WESM) Member (Generation Company Category) has been approved by the Independent Electricity Market Operator of the Philippines, Inc. (IEMOP). Starting June 26, 2024, SHPC started its commissioning phase. On August 1, 2024, South Cotabato II Electric Cooperative, Inc. (SOCOTECO II) confirmed and approved the Plant's Interconnection to SOCOTECO II Distribution System, as embedded generating facility, following the successful completion of the Grid Compliance Test (GCT). As of December 31, 2024, the only customer of Siguil is WESM.

Kalaong. ACR organized and incorporated Kalaong on July 22, 2011 as wholly owned subsidiary. Kalaong was incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Kalaong's 22 MW Hydro Power Project is in Bago, Negros Oriental. This project is expected to augment power supply in the city of Bacolod once completed. As at March 20, 2025, Kalaong have not yet started commercial operations.

Bago and Sindangan. AREC organized and incorporated Bago and Sindangan on February 26, 2018 and August 31, 2018, respectively, as wholly owned subsidiaries of AREC. Bago and Sindangan were incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Bago's 42 MW Hydro Power Project is in Negros Occidental while Sindangan's 20 MW Hydro Power Project is in Siayan and Duminag, Zamboanga Del Norte. These projects are expected to augment power supply in the provinces of Negros Occidental and Zamboanga Del Norte, respectively, once they are completed. As at March 20, 2025, Bago and Sindangan have not yet started commercial operations.

ASEC, AGEC and ARRC. ASEC was acquired by AREC from Alsons Corporation (AC) on July 18, 2023. It was incorporated primarily to develop and invest in solar energy projects but not limited to the exploration, development and utilization of renewable resources. On the other hand, AGEC and ARRC were incorporated and registered with Philippine SEC on August 16, 2023 and August 8, 2023, respectively. These entities were incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable resources. As at March 20, 2025, ASEC, AGEC and ARRC have not yet started commercial operations.

ACR also has a wholly owned subsidiary, Alsons Power International Limited (APIL), which handles the development of the power plant projects of ACR outside the country.

<u>Property Development</u>
ALC. On November 25, 1994, ACR incorporated ALC to acquire, develop, sell and hold for investment or otherwise, real estate of all kinds, sublease office spaces and manufacture door and house frames.

KAED. On September 3, 2010, ACR incorporated KAED to establish, develop, operate and maintain an agro-industrial economic zone and provides the required infrastructure facilities and utilities such as power and water supply and distribution system, sewerage and drainage system, waste management system, pollution control device, communication facilities and other facilities as may be required for an agro-industrial economic zone.

<u>Other Investments</u>
MADE. MADE, which is in the distribution business, has incurred significant losses in prior years resulting in capital deficiency. Because of the recurring losses, MADE decided to cease operations effective April 30, 2006 and terminated its employees. These factors indicate the existence of a material uncertainty which may cast significant doubt on the MADE's ability to continue as a going concern. As at March 20, 2025, MADE has no plans to liquidate but new business initiatives are being pursued which will justify resumption of its trading operations.

APSC. ACR organized and incorporated APSC on October 13, 2016 primarily to provide services necessary or appropriate in relation to the supply and delivery of electricity. On August 2024, APSC commenced its operations as a retail electricity supplier (RES) to sell electric power to contestable customers.

<u>Approval and Authorization for the Issuance of the Consolidated Financial Statements</u>
The consolidated financial statements were authorized for issuance by the BOD on March 20, 2025, upon the recommendation for approval by the Audit Committee.

2. Basis of Preparation and Statement of Compliance

<u>Basis of Preparation</u>
The consolidated financial statements of the Group have been prepared on a historical cost basis, except for equity investments designated at fair value through other comprehensive income (FVOCI) that have been measured at fair value. The consolidated financial statements are presented in Philippine peso, the functional and presentation currency of the Parent Company. All amounts are rounded to the nearest peso, except as otherwise indicated.

The accompanying consolidated financial statements have been prepared under the going concern assumption. The Group believes that its businesses would remain relevant despite challenges posed by the rising inflations and geopolitical uncertainties. Despite the adverse impact of these challenges on short-term business results, long-term prospects remain attractive.

Statement of Compliance
The consolidated financial statements of the Group have been prepared in compliance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis of Consolidation
The consolidated financial statements comprise the financial statements of the Parent Company and its subsidiaries as at December 31 of each year (see Note 1).

The Group controls an investee if and only if the Group has:

- power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee),
- exposure, or rights, to variable returns from its involvement with the investee, and
- the ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- the contractual arrangement with the other vote holders of the investee,
- rights arising from other contractual arrangements, and
- the Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributable to equity holders of the parent of the Group and to non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The financial statements of subsidiaries are prepared for the same reporting year using uniform accounting policies as those of the Parent Company.

A change in ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognized in profit or loss. Any investment retained is recognized at fair value.

Non-controlling interests represent the portion of profits or losses and net assets of subsidiaries not held by the equity holders of the Parent Company and are presented separately in the consolidated statement of income and consolidated statement of comprehensive income and within equity in the consolidated statement of financial position, separately from equity attributable to the equity holders of the Parent Company.

Material Partly-Owned Subsidiaries
The tables below show details of material partly-owned subsidiaries of ACR either directly or indirectly:

Name of Subsidiary	Place of Incorporation and Operation	Principal Activity	Proportion of Ownership Interest and Voting Rights Held by Non-controlling Interests **2024**	2023	2022
ATEC	Philippines	Investment holding	**50.0%**	50.0%	50.0%
Sarangani	Philippines	Power generation	**62.5%**	62.5%	62.5%
ACES	Philippines	Management services	**50.0%**	50.0%	50.0%
SRPI	Philippines	Power generation	**50.0%**	50.0%	50.0%

Accumulated balances of material non-controlling interests:

	2024	2023
	Amounts in Thousands	
Accumulated balances	**₱7,015,445**	₱6,759,305

Total comprehensive income and dividends declared attributable to material non-controlling interests:

	2024	2023	2022
		Amounts in Thousands	
Total comprehensive income	**₱1,743,640**	₱1,440,654	₱1,174,036
Dividends declared	**(1,487,500)**	(1,300,000)	(687,500)

The summarized financial information in respect of the subsidiaries that have material non-controlling interests (before intra-group eliminations) is set out below.

Summarized statements of financial position of ATEC, including its subsidiaries as at December 31 are as follows:

	2024	2023
	Amounts in Thousands	
Current assets	**₱3,169,722**	₱3,249,868
Noncurrent assets	**22,781,683**	24,203,726
Current liabilities	**(4,461,225)**	(4,026,127)
Noncurrent liabilities	**(7,207,847)**	(9,561,681)
Equity	**₱14,282,333**	₱13,865,786

Summarized statements of comprehensive income of ATEC, including its subsidiaries for the years ended December 31 are as follows:

	2024	2023	2022
	Amounts in Thousands		
Revenue and other income	**₱9,547,751**	₱9,521,595	₱8,752,775
Expenses	**(6,520,888)**	(7,019,596)	(6,663,762)
Income tax	**(200,572)**	(163,090)	(245,556)
Net income	**2,826,291**	2,338,909	1,843,457
Other comprehensive income (loss)	**(9,745)**	(10,035)	15,738
Total comprehensive income	**₱2,816,546**	₱2,328,874	₱1,859,195

Summarized statements of cash flows of ATEC, including its subsidiaries for the years ended December 31 are as follows:

	2024	2023	2022
	Amounts in Thousands		
Operating	**₱4,591,886**	₱5,512,875	₱3,522,513
Investing	**(77,645)**	(163,360)	(155,496)
Financing	**(5,008,927)**	(5,662,881)	(3,970,870)
Net increase (decrease) in cash and cash equivalents	**(₱494,686)**	(₱313,366)	(₱603,853)

There are no significant restrictions on the subsidiaries to transfer funds to the Parent Company in the form of dividends, payment of advances, among others.

3. **Changes in Accounting Policies and Disclosures**

New Standards Effective Starting January 1, 2024
The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of new standards effective in 2024. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective. Adoption of these pronouncements did not have any significant impact on the Group's financial position or performance.

- Amendments to PAS 1, *Presentation of Financial Statements, Classification of Liabilities as Current or Non-current*

  The amendments clarify:
  - That only covenants with which an entity must comply on or before reporting date will affect a liability's classification as current or non-current.
  - That classification is unaffected by the likelihood that an entity will exercise its deferral right.
  - That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

- Amendments to PFRS 16, *Leases, Lease Liability in a Sale and Leaseback*

  The amendments specify how a seller-lessee measures the lease liability arising in a sale and leaseback transaction in a way that it does not recognize any amount of the gain or loss that relates to the right of use retained.

- Amendments to PAS 7, *Statement of Cash Flows,* and PFRS 7, *Financial Instruments, Disclosures: Supplier Finance Arrangements*

  The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

Future Changes in Accounting Policies

Pronouncements issued but not yet effective are listed below. The Group intends to adopt the following pronouncements when they become effective. Adoption of these pronouncements is not expected to have a significant impact in the Group's financial statements.

Effective beginning on or after January 1, 2025
- PFRS 17, *Insurance Contracts*
- Amendments to PAS 21, *The Effects of Changes in Foreign Exchange Rates, Lack of exchangeability*

Effective beginning on or after January 1, 2026
- Amendments to PFRS 9, *Financial Instruments,* and PFRS 7, *Classification and Measurement of Financial Instruments*
- Annual Improvements to PFRS Accounting Standards - Volume 11
  - Amendments to PFRS 1, *First-time Adoption of PFRS, Hedge Accounting by a First-time Adopter*
  - Amendments to PFRS 7, *Gain or Loss on Derecognition*
  - Amendments to PFRS 9, *Lessee Derecognition of Lease Liabilities* and *Transaction Price*
  - Amendments to PFRS 10, *Consolidated Financial Statements, Determination of a 'De Facto Agent'*
  - Amendments to PAS 7, *Cost Method*

Effective beginning on or after January 1, 2027
- PFRS 18, *Presentation and Disclosure in Financial Statements*
- PFRS 19, *Subsidiaries without Public Accountability*

Deferred effectivity
- Amendments to PFRS 10, *Consolidated Financial Statements*, and PAS 28, *Investment in Associates and Joint Ventures, Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group continues to assess the impact of the above new and amended accounting standards and interpretations effective subsequent to December 31, 2024. Additional disclosures required by these new and amended accounting standards and interpretations will be included in the financial statements when they are adopted.

4. Summary of Material Accounting and Financial Reporting Policies

Fair Value Measurement

The Group measures financial instruments, such as derivatives, at fair value at each statement of financial position date. Also, fair values of financial and non-financial instruments are disclosed in Note 32.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a nonfinancial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

Assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level of input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group determines the policies and procedures for both recurring and non-recurring fair value measurements. For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy.

Financial Instrument
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity investments of another entity.

Financial Assets
Initial recognition and measurement of financial assets
Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, FVOCI and fair value through profit or loss (FVPL). The classification of financial assets at initial

recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement of financial assets
For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity investments)
- Financial assets at FVPL

The Group has financial instruments classified as financial assets at FVOCI but has no financial assets at FVPL.

Financial assets at amortized cost
This category is the most relevant to the Group. The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Interest income is recognized as the interest accrues using EIR. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost include cash and cash equivalents, short-term cash investments, receivables, debt reserve accounts, due from related parties, contract assets and retention receivable.

Financial assets designated at FVOCI (equity investments). Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity investments designated at FVOCI when they meet the definition of equity under PAS 32, *Financial Instruments, Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity investments designated at FVOCI are not subject to impairment assessment.

The Group elected to classify irrevocably its quoted and unquoted equity investments under this category.

Financial Liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of other financial liabilities, net of directly attributable transaction costs.

The Group's financial liabilities include accounts payables and other current liabilities (excluding statutory payables), loans payable, short-term notes payable, long-term debt and lease liabilities.

Subsequent measurement

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as interest expense in profit or loss.

Impairment of Financial Assets

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. (a) For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the 12 months (a 12-month ECL). (b) For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to debtors and the economic environment. For receivables from real estate sales, ECL is computed using vintage analysis.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual cash flows in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For cash and cash equivalents, short-term cash investments and debt reserve accounts, the Group applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. To estimate the ECL, the Group uses the ratings published by a reputable rating agency.

For other financial assets such as due from related parties and retention receivables, ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for expected credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over remaining life of the exposure, irrespective of the timing of default (a lifetime ECL).

Derecognition of Financial Assets and Liabilities

Financial assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognized when:

- the Group's right to receive cash flows from the asset has expired;
- the Group retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a "pass-through" arrangement; or
- the Group has transferred its right to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the assets, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Group has transferred its right to receive cash flows from an asset and has entered into a "pass-through" arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Group's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Financial liability

A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in profit or loss.

Classification of Financial Instruments between Debt and Equity

A financial instrument is classified as debt if it provides for a contractual obligation to:

- deliver cash or another financial asset to another entity;
- exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the Group; or
- satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of own equity shares.

If the Group does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation, the obligation meets the definition of a financial liability.

Inventories

These consist of coal, spare parts, fuel and other inventories which are valued at the lower of cost and net realizable value (NRV). Cost of inventories is determined using the moving-average method for coal and fuel inventory and first-in, first-out (FIFO) cost method for other inventories. NRV is the current replacement cost.

When the circumstances that previously caused the inventories to be written down below cost no longer exist, or when there is clear evidences of an increase in NRV because of changes in economic circumstances, the amount of write-down is reversed. The reversal cannot be greater than the amount of the original write-down.

Real Estate Inventories

Real estate inventories representing real estate (residential lots) opened up for sale are carried at the lower of cost and NRV. The cost includes acquisition cost of the land, direct development cost incurred, including borrowing costs and any other directly attributable costs of bringing the assets to its intended use. NRV is the estimated selling price in the ordinary course of business, less estimated cost to sell. A write-down of inventories is recognized in consolidated statement of income when the cost of the real estate inventories exceeds its NRV.

Investments in Real Estate

Investments in real estate comprise land, building and improvements which are not occupied substantially for use by, or in operations of the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and for capital appreciation. Cost includes acquisition cost of the land and any other directly attributable costs of bringing the asset to its intended use.

Subsequent to initial recognition, investments in real estate, except land, are measured at cost less accumulated depreciation and impairment loss. Land is carried at cost less any impairment in value.

Building and improvements are depreciated using the straight-line method over the estimated useful life of five (5) years to fifteen (15) years.

Investments in real estate are derecognized when either these have been disposed of or when the investment in real estate is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment in real estate are recognized in the consolidated statement of income in the year of retirement or disposal.

Transfers are made to investments in real estate when, and only when, there is a change in use, evidenced by ending of owner-occupation or commencement of an operating lease to another party. Transfers are made from investments in real estate when, and only when, there is a change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale. These transfers are recorded using the carrying amount of the investments in real estate at the date of change in use.

Investments in Associates

An associate is an entity in which the Group has significant influence and which is neither a subsidiary nor a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over these policies.

The consideration made in determining significant influence is similar to those necessary to determine control over subsidiaries.

The Group's investments in associates are accounted for under the equity method of accounting. Under the equity method, the investments in associates are carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associates, less any impairment in value. Goodwill relating to an associate is included in the carrying amount of the investment and is not amortized. After application of the equity method, the Group determines whether it is necessary to recognize any additional impairment loss with respect to the Group's net investment in the associate. The consolidated statement of income reflects the Group's share of the financial performance of the associates. Unrealized gains and losses from transactions with the associates are eliminated to the extent of the Group's interest in the associates. The reporting dates of the associates and the Group are identical and the associates' accounting policies conform to those used by the Group for like transactions and events in similar circumstances.

An investment in an associate is accounted for using the equity method from the date when it becomes an associate. On acquisition of the investment, any difference between the cost of the investment and the investor's share in the net fair value of the associate's identifiable assets, liabilities and contingent liabilities is accounted for as follows:

a. Goodwill relating to an associate is included in the carrying amount of the investment. However, amortization of that goodwill is not permitted and is therefore not included in the determination of the Group's share in the associate's profit or losses.
b. Any excess of the Group's share in the fair value of the associate's identifiable assets, liabilities, and contingent liabilities over the cost of the investment is included as income in the determination of the investor's share of the associate's profit or loss in the period in which the investment is acquired.

Also, appropriate adjustments to the Group's share of the associate's profit or loss after acquisition are made to account, if any, for the depreciation of the depreciable assets based on their fair values at the acquisition date and for impairment losses recognized by the associate, such as for goodwill or property, plant and equipment.

When the Group's interest in an investment in associate is reduced to zero, additional losses are provided only to the extent that the Group has incurred obligations or made payments on behalf of the associate to satisfy obligations of the investee that the Group has guaranteed or otherwise committed. If the associate subsequently reports profits, the Group resumes recognizing its share of the profits if it equals the share of net losses not recognized.

The Group discontinues the use of the equity method from the date when it ceases to have significant influence over an associate and accounts for the investment in accordance with PFRS 9 from that date, provided the associate does not become subsidiary or a joint venture. Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognized in the consolidated statement of income.

<u>Property, Plant and Equipment</u>
The Group's property, plant and equipment consist of land, buildings, powerplant complex, leasehold improvements, machinery and equipment, construction in progress and right-of-use asset that do not qualify as investment properties.

Property, plant and equipment, except for land, are carried at cost less accumulated depreciation and accumulated impairment losses, if any. Land is carried at cost less any impairment in value. The initial cost of property, plant and equipment comprises its construction cost or purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use, including borrowing costs. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in the consolidated statement of income as incurred. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Depreciation of an item of property, plant and equipment begins when it becomes available for use, i.e., when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation ceases at the earlier of the date that the item is classified as held for sale (or included in a disposal group that is classified as held for sale) and the date the item is derecognized.

Property, plant and equipment are depreciated using the straight-line method over their expected economic useful lives. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The components of the power plant complex and their related estimated useful lives are as follows:

	Number of Years
Main engine, transmission lines and sub-station	12 - 50
Plant mechanical, electrical, switchyard and desulfurization equipment	28 - 50
Plant structures and others	28 - 50

Other property, plant and equipment are depreciated using the straight-line method over the following estimated useful lives:

	Number of Years
Buildings	10
Leasehold improvements	5 or term of the lease, whichever period is shorter
Machinery and other equipment:	
Machinery and equipment	5 - 10
Office furniture, fixtures and equipment	3 - 5
Transportation equipment	3 - 5

Construction in progress represents properties under construction and is stated at cost. Cost includes cost of construction and other direct costs. Construction in progress is depreciated when the asset is available for use.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the property, plant and equipment (difference between the net disposal proceeds and carrying amount of the asset) is included in the consolidated statement of income in the period the property, plant and equipment is derecognized.

The assets' residual values, useful lives and methods of depreciation are reviewed at each financial year-end, and adjusted prospectively if appropriate.

Fully depreciated assets are retained in the accounts until these are no longer in use.

<u>Government Grant</u>

Government grants are recognized as deferred credit where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. With the grant relates to an expense item, it is recognized as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognized as income in profit or loss within the depreciation and amortization on a straight-line basis over expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

Business Combinations and Goodwill

Business combinations are accounted for using the acquisition method.

Initial measurement

The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects to measure the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets.

Acquisition-related costs incurred such as finder's fees; advisory, legal, accounting, valuation and other professional or consulting fees; general administrative costs, including the costs of maintaining an internal acquisitions department or business development offices are expensed and included as part of "General and administrative expenses" account in the consolidated statement of income.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree. If the business combination is achieved in stages, the previously held equity interest in the acquiree is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in the consolidated statement of income.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PFRS 9 is measured at fair value with the changes in fair value recognized either in the consolidated statement of income. If the contingent consideration is not within the scope of PFRS 9, it is measured in accordance with appropriate PFRS Accounting Standards. Contingent consideration that is classified as equity is not remeasured until it is finally settled within equity.

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized in the consolidated statement of income.

If the initial accounting for business combination can be determined only provisionally by the end of the period by which the combination is effected because either the fair values to be assigned to the acquiree's identifiable assets, liabilities or contingent liabilities or the cost of the combination can be determined only provisionally, the Group accounts for the combination using provisional values. Adjustments to these provisional values because of completing the initial accounting shall be made within 12 months from the acquisition date. The carrying amount of an identifiable asset, liability or contingent liability that is recognized as a result of completing the initial accounting shall be calculated as if the asset, liability or contingent liability's fair value at the acquisition date had been recognized from that date. Goodwill or any gain recognized shall be adjusted from the acquisition date by an amount equal to the adjustment to the fair value at the acquisition date of the identifiable asset, liability or contingent liability being recognized or adjusted.

Subsequent measurement
Following initial recognition, goodwill is measured at cost less any accumulated impairment losses. For purposes of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units (CGUs), or groups of CGUs, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or group of units. Each unit or group of units to which the goodwill is allocated:

- represents the lowest level within the Group at which the goodwill is monitored for internal management purposes; and
- is not larger than a segment based on the Group's format determined in accordance with PFRS 8, *Operating Segments*.

Where goodwill forms part of a CGU or group of CGUs and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

When subsidiaries are sold, the difference between the selling price and the net assets plus cumulative translation differences and goodwill is recognized as income or loss in the consolidated statement of income.

Goodwill is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of the CGU or group of CGUs to which the goodwill relates. Where the recoverable amount of the CGU or group of CGUs is less than the carrying amount of the CGU or group of CGUs to which goodwill has been allocated, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods. The Group performs its impairment test of goodwill annually every December 31.

<u>Impairment of Nonfinancial Assets</u>
The Group assesses at each reporting date whether there is an indication that a nonfinancial asset may be impaired. If any such indication exists and when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's cash-generating unit's fair value less cost to sell or its value-in-use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value-in-use, the estimated future cash flows are discounted to their

present value using a pretax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset. In determining fair value less cost to sell, recent market transactions are taken into account, if available. If no such transaction can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples and other available fair value indicators. Any impairment loss is recognized in the consolidated statement of income in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Group makes an estimate of recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation and amortization, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the consolidated statement of income unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase.

The Group determines whether it is necessary to recognize an additional impairment loss on the Group's investments in associates after application of the equity method. The Group determines at each statement of financial position date whether there is any objective evidence that the investments in associates are impaired. If this is the case, the Group calculates the amount of impairment as being the difference between the fair value of the investment in associate and the acquisition cost (adjusted for post-acquisition changes in the Group's share of the financial performance of the associates) and recognizes the difference in the consolidated statement of income.

Redeemable Preferred Shares

In determining whether a preferred share is a financial liability or an equity investment, the Group assesses the particular rights attaching to the share to determine whether it exhibits the fundamental characteristic of a financial liability. A preferred share that provides for mandatory redemption by the Group for a fixed or determinable amount at a fixed or determinable future date, or gives the holder the right to require the Group to redeem the instrument at or after a particular date for a fixed or determinable amount, is a financial liability. Redeemable preferred shares is presented as equity when the option for redeeming the redeemable preferred shares is at the issuer's discretion and the price of redemption is to be decided by the BOD.

Revenue Recognition

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has concluded that it is the principal in its revenue arrangements because it controls the goods or services before transferring them to the customer.

Energy sales. Revenue from contracts with customers is recognized whenever the Group's power generation capacity is contracted and/or the electricity generated by the Group is transmitted through the transmission line designated by the buyer for a consideration. The Group has concluded that it is acting as a principal in all its revenue arrangements since it is the primary obligor in all the revenue arrangements, has pricing latitude and is also exposed to credit risks.

The contracted capacity as agreed in the PSA and the energy delivered to customers are separately identified. These two performance obligations are combined and considered as one performance obligation since these are not distinct within the context of PFRS 15 as the buyer cannot benefit from the contracted capacity without the corresponding energy and the buyer cannot obtain energy without contracting a capacity. The combined performance obligation qualifies as a series of distinct goods or services that are substantially the same and have the same pattern of transfer since the delivery of energy every month are distinct services which are all recognized over time and have the same measure of progress.

Revenue from energy sales are based on sales price and are composed of generation fees from spot sales to the Philippine Wholesale Electricity Spot Market (WESM). Revenue is recognized monthly based on the actual energy delivered.

Meanwhile, revenue from sale of electricity through ancillary services to the National Grid Corporation of the Philippines (NGCP) is recognized monthly based on the capacity scheduled and/or dispatched and provided.

Real estate sales. The Group derives its real estate sales from sale of lots. Revenue from the sale of these real estate projects under pre-completion stage are recognized over time during the construction period (or percentage of completion) since based on the terms and conditions of its contract with the buyers, the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

Contract balances
Receivables. A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract assets. Contract assets pertain to the Group's conditional right over the consideration for the completed performance for which revenue was already recognized but not yet billed to the customers. The amounts recognized as contract assets from energy sales will be reduced gradually at the time the related amount billed, billable and/or collected from the customers under the contract is greater than the revenue earned and recognized.

Contract liabilities. A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Group performs its obligations under the contract. The contract liabilities also include payments received by the Group from the customers for which revenue recognition has not yet commenced.

Cost to obtain a contract. The Group pays sales commission and transportation to its marketing agents on the sale of real estate units. The Group has elected to apply the optional practical expedient for costs to obtain a contract which allows the Group to immediately expense sales commissions (included under "Operating expenses") because the amortization period of the asset that the Group otherwise would have used is one (1) year or less.

<u>Costs and Expenses</u>
Costs and expenses are recognized in the consolidated statement of income when a decrease in future economic benefit related to a decrease of an asset or an increase of a liability has arisen that can be measured reliably. Costs and expenses are recognized in the consolidated statement of income on the basis of systematic and rational allocation procedures when economic benefits are expected to arise over several accounting periods and the association with income can only be broadly or indirectly determined; or immediately when expenditure produces no future economic benefits or when, and to

the extent that, future economic benefits do not qualify, cease to qualify, for recognition in the consolidated statement of financial position as an asset.

Retirement Benefits

The Group, excluding SPPC, WMPC, MPC, APMC, APSC, CHC, Siguil and Sarangani, has an unfunded, noncontributory defined benefit retirement plan covering all qualified employees. SPPC, WMPC, MPC, APMC, APSC, CHC, Siguil and Sarangani have a funded, noncontributory defined benefit retirement plan covering all qualified employees. The Group's obligation and costs of retirement benefits are actuarially computed by professionally qualified independent actuary using the projected unit credit method. Actuarial gains and losses are recognized in full in the period in which these occur in OCI.

Defined benefit costs comprise the following:

- Service cost
- Net interest on the net retirement benefits obligation or asset
- Remeasurements on the net retirement benefits obligation or asset

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognized as expense in the consolidated statement of income. Past service costs are recognized when plan amendment or curtailment occurs. These amounts are calculated periodically by independent qualified actuaries.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on government bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognized as part of retirement cost in the consolidated statement of income.

Remeasurements comprising actuarial gains and losses, return on plan assets and any change in the effect of the asset ceiling (excluding net interest on defined benefit liability) are recognized immediately in other comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods.

The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

Plan assets are assets that are held by a long-term employee benefit fund. Plan assets are not available to the creditors of the Group, nor can they be paid directly to the Group. Fair value of plan assets is based on market price information. When no market price is available, the fair value of plan assets is estimated by discounting expected future cash flows using a discount rate that reflects both the risk associated with the plan assets and the maturity or expected disposal date of those assets (or, if they have no maturity, the expected period until the settlement of the related obligations). If the fair value of the plan assets is higher than the present value of the defined benefit obligation, the measurement of the resulting defined benefit asset is limited to the present value of economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The Group's right to be reimbursed of some or all of the expenditure required to settle a defined benefit obligation is recognized as a separate asset at fair value when and only when reimbursement is virtually certain.

Actuarial valuations are made with sufficient regularity that the amounts recognized in the consolidated financial statements do not differ materially from the amounts that would be determined at the statement of financial position date.

Leases

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Group as a lessee

Except for short-term leases and leases of low-value assets, the Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are initially measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The initial cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized right-of-use assets are depreciated on a straight-line basis over the shorter of their estimated useful life and lease term as follows.

Lease Asset	Useful Life (Lease Term in years)
Building	5
Port	10
Land	3-50

Right-of-use assets are subject to impairment under the policy "Impairment of nonfinancial assets".

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period on which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

After the commencement date, the amount of lease liability is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets
The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the leases of low-value assets recognition exemption to leases of office equipment that are considered of low value (i.e., below ₱250,000). Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Group as a lessor
Leases in which the Group does not transfer substantially all the risks and rewards incidental to the ownership of an asset are classified as operating leases. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income.

Rental income is recognized on a straight-line method over the term of the lease agreements. Contingent rents are recognized as revenue in the period in which they are earned.

On the other hand, if the Group transfers substantially all the risks and rewards incidental to the ownership of an asset, the lease is classified as finance lease. Factors that would, individually, or in combination, would normally lead to a lease being classified as a finance lease:

- The lease transfers ownership of the asset to the lessee by the end of the lease term
- The lessee has the option to purchase the asset at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable for it to be reasonably certain, at the inception date, that the option will be exercised
- The lease term is for the major part of the economic life of the asset even if title is not transferred
- At the inception date, the present value of the lease payments amounts to at least substantially all of the fair value of the asset
- The asset is of such a specialised nature that only the lessee can use it without major modifications

The Group recognizes net investment in the lease representing lease payments not yet received at commencement date, including any residual value guarantees provided by the lessee, exercise price of option if the lessee is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The Group derecognizes the carrying amount of the underlying leased asset and recognizes in profit or loss any difference between the fair value of the leased asset, or, if lower, at the present value of minimum lease payments accruing to the Group and the cost or carrying amount, if different, of the leased item.

Foreign Currency-denominated Transactions and Translations
Transactions denominated in foreign currency are recorded in Philippine peso by applying to the foreign currency amount the exchange rate between the Philippine peso and the foreign currency at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are restated using the closing rate of exchange at the statement of financial position date. Nonmonetary items denominated in foreign currency are translated using the exchange rates as at the date of initial transaction. All exchange rate differences are taken to the consolidated statement of income.

Borrowing Costs

Borrowing costs are capitalized if they are directly attributable to the acquisition or construction of a qualifying asset. Capitalization of borrowing costs commences when the activities to prepare the asset are in progress and expenditures and borrowing costs are being incurred. Borrowing costs are capitalized until the assets are substantially ready for their intended use. If the carrying amount of the asset exceeds its recoverable amount, an impairment loss is recorded. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

Borrowing costs not qualified for capitalization are expensed as incurred.

Taxes

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the tax authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the statement of financial position date. Current income tax for current and prior periods shall, to the extent unpaid, be recognized as a liability and is presented as "Income tax payable" in the consolidated statement of financial position. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognized as an asset and is presented as part of "Other current assets" in the consolidated statement of financial position.

Deferred income tax

Deferred income tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred income tax liabilities are recognized for all taxable temporary differences, except:

- When the deferred income tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of transaction, affects neither the accounting profit nor taxable income; or
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognized for all deductible temporary differences, carryforward benefits of unused tax credits from excess minimum corporate income tax (MCIT) over regular corporate income tax (RCIT) [excess MCIT] and net operating loss carryover (NOLCO).

Deferred income tax assets are recognized to the extent that it is probable that taxable income will be available against which the deductible temporary differences and carryforward benefits of excess MCIT and NOLCO can be utilized, except as summarized below.

- When the deferred income tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable income; or
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable income will be available against which the temporary differences can be utilized.

The carrying amount of deferred income tax assets is reviewed at the end of each statement of financial position date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax assets to be utilized.

Unrecognized deferred income tax assets are reassessed at each statement of financial position date and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of the reporting period.

Income tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred income tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Deferred income tax assets and liabilities are offset, if a legally enforceable right exists to offset current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same tax authority.

Value-added tax
Revenues, expenses, and assets are recognized net of the amount of value-added tax (VAT), if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the consolidated statement of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the consolidated statement of financial position to the extent of the recoverable amount.

<u>Provisions</u>
General
Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of provision to be reimbursed, the reimbursement is recognized as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the consolidated statement of income, net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability.

Where discounting is used, the increase in the provisions due to the passage of time is recognized as an interest expense.

Decommissioning liabilities
The decommissioning liabilities arose from the WMPC's, SPPC's, Siguil's and Sarangani's obligations, under the ECC, to decommission or dismantle their power plant complexes at the end of their operating lives. A corresponding asset is recognized as part of property, plant and equipment. Decommissioning costs are provided at the present value of expected costs to settle the obligation using estimated cash flows. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the decommissioning liabilities. The unwinding of the discount is expensed as incurred and recognized in the consolidated statement of income as an interest expense. The

estimated future costs of decommissioning are reviewed annually and adjusted prospectively. Changes in the estimated future costs or in the discount rate applied are added or deducted from the cost of the power plant complex. The amount deducted from the cost of the power plant complex, shall not exceed its carrying amount. If the decrease in the liability exceeds the carrying amount of the asset, the excess shall be recognized immediately in the consolidated statement of income.

Contingencies
Contingent liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to consolidated financial statements unless the probability of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to consolidated financial statements when an inflow of economic benefits is probable.

Basic/Diluted Earnings Per Share
Basic/diluted earnings per share (EPS) is determined by dividing net income by the weighted average number of shares issued and outstanding after giving retroactive adjustment for any stock dividends and stock splits declared during the period. The Group has no financial instrument or other contract that may entitle its holder to common shares that would result to diluted EPS.

Business Segments
Operating segments are components of the Group: (a) that engage in business activities from which the Group may earn revenues and incur losses and expenses (including revenues and expenses relating to transactions with other components of the Group); (b) whose operating results are regularly reviewed by the Group's chief operating decision maker (CODM) to make decisions about resources to be allocated to the segment and assess its performance; and (c) for which discrete financial information is available. The Group's CODM is the Parent Company's BOD. The Parent Company's BOD regularly reviews the operating results of the business units to make decisions on resource allocation and assess performance.

The Group conducts its business activities into two main business segments: (1) Power and Energy and (2) Property Development. The Group's other activities consisting of product distribution and investment holding activities are shown in aggregate as "Other Investments".

Segment assets and liabilities
Segment assets include all operating assets used by a segment and consist principally of operating cash and cash equivalents, short-term cash investments, trade and other receivables, investments in real estate and real estate inventories, and property, plant and equipment, net of allowances and provision. Segment liabilities include all operating liabilities and consist principally of accounts payable and other liabilities. Segment assets and liabilities do not include deferred income taxes, investments and advances, and borrowings.

Inter-segment transactions
Segment revenue, segment expenses and segment performance include transfers among business segments. The transfers, if any, are accounted for at competitive market prices charged to unaffiliated customers for similar products. Such transfers are eliminated in consolidation.

Events After the End of Reporting Period
Events after the end of the reporting period that provide additional information about the Group's financial position at the end of the reporting period (adjusting events) are reflected in the consolidated financial statements. Events after the end of the reporting period that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

5. **Significant Judgments, Accounting Estimates and Assumptions**

The preparation of the consolidated financial statements requires management to make judgments, accounting estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Management believes the following represent a summary of these significant judgments, estimates and assumptions and related impact and associated risks in the consolidated financial statements.

Judgments
In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimations, which has the most significant effect on the amounts recognized in the consolidated financial statements.

Evaluating revenue from contracts with customers
The Group applied the following judgements in the determination of the amount and timing of revenue recognition:

- *Identifying performance obligations*
  Under PFRS 15, the contracted capacity as agreed in the PSA and the energy delivered to customers are treated and considered as one performance obligation since these are not distinct within the context of PFRS 15 as the buyer cannot benefit from the contracted capacity without the corresponding energy and the buyer cannot obtain energy without contracting a capacity.

  Retail electricity supply also qualifies as a series of distinct goods or services that is accounted for as one performance obligation since the delivery of energy every month consists of distinct services.

  The combined performance obligation qualifies as a series of distinct goods or services that are substantially the same and have the same pattern of transfer since the delivery of energy every month are distinct services which are all recognized over time and have the same measure of progress.

- *Determining method to estimate variable consideration and assessing the constraint*
  Some contracts with customers provide unspecified quantity of energy, provisional Energy Regulatory Commission (ERC) rates, volume or prompt payment discounts and foreign exchange and consumer price index (CPI) adjustments in the monthly billing. Under PFRS 15, such provisions give rise to variable consideration. In estimating the variable consideration, the Group is required to use either the expected value method or the most likely amount method based on which method better predicts the amount of consideration to which it will be entitled. The expected value method of estimation takes into account a range of possible outcomes while the most likely amount is used when the outcome is binary. The variable consideration is estimated at contract inception and constrained until the associated uncertainty is subsequently resolved.

  For prompt payment discount, the Group determined that the most likely method is the appropriate method to use in estimating the variable consideration given that there are few possible outcomes.

  Foreign exchange adjustments in monthly fixed/variable overhead and fee for actual energy delivered (fuel cost, subject to consumer price index and forex adjustments) will be constrained since the amount of consideration is highly susceptible to factors outside the Group's influence (e.g., market movements for forex and consumer price index, and actual demand of the customer for energy) and the contract has a large number and broad range of possible consideration amounts. Reassessment will be made as the contract progresses.

Amount for the variable consideration will be included in the specific month the adjustments had occurred.

- *Allocation of variable consideration*
  Variable consideration may be attributable to the entire contract or to a specific part of the contract. Revenue streams which are considered as series of distinct goods or services that are substantially the same and have the same pattern of transfer, the Group allocates the variable amount that is no longer subject to constraint to the satisfied portion (i.e., month) which forms part of the single performance obligation.

- *Timing of revenue recognition*
  The Group concluded that revenue from energy sales is to be recognized over time because the customers simultaneously receives and consumes the benefits as the Group supplies power.

- *Identifying methods for measuring progress of revenue recognized over time*
  The Group determined that the output method is the best method in measuring progress as actual electricity is supplied to customers. The Group recognizes revenue based on:

  a. For fixed capacity payments, the Group allocates the transaction price on a straight-line basis over the contract term; and
  b. For the variable energy payment, actual kilowatt hours consumed which are billed on a monthly basis.

Distinction between real estate inventories and investments in real estate
The Group determines whether a property will be classified as real estate inventories or investments in real estate as follows:

- Real estate inventory comprises property that is held for sale in the ordinary course of business. Principally, this is residential property that the Group develops and intends to sell before or on completion of construction.
- Investments in real estate comprise land and building which are not occupied substantially for use by, or in the operations of the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and for capital appreciation.

The total carrying values of the Group’s investments in real estate and real estate inventories as of December 31, 2024 and 2023 are disclosed in Note 10.

Assessment of leases where the Group is a lessor
The Group has various lease agreements as a lessor. The Group assesses whether it retains all the significant risks and rewards of ownership of the leased properties and thus, accounted for the lease agreements as operating leases at inception of the lease. However, if the Group has determined that the lessee has obtained all the significant risks and rewards of ownership of the leased properties, the Group accounted the lease agreement as finance lease at inception of the lease. The following factors were considered when the Group has transferred all the significant risks and rewards incidental to the ownership of the leased properties - (a) the lessee has the option to purchase the asset at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable for it to be reasonably certain, at the inception date, that the option will be exercised; and (b) at the

inception date, the present value of the lease payments amounts to at least substantially all of the fair value of the asset, among others (see Note 30).

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date, that have a significant risk causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis, or more frequently, if events or changes in circumstances indicate that it may be impaired. This requires an estimation of the value-in-use of the cash-generating units to which the goodwill is allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

The Group recognized impairment loss amounting to ₱165 million in 2022 (nil in 2024 and 2023) due to the decline in the recoverable amount of goodwill attributable to the cash-generating units. The carrying amount of goodwill as at December 31, 2024 and 2023 is disclosed in Note 14.

Valuation of unquoted equity investments designated as financial assets at FVOCI

In valuing the Group's unquoted investments at FVOCI especially the Group's investment in Aldevinco in compliance with PFRS 9, management applied judgment in selecting the valuation technique and used assumptions in estimating the fair value of its equity investments considering the information available to the Group. The carrying amount of the Group's unquoted equity investment in Aldevinco, including its key assumptions used in the valuation are disclosed in Notes 13 and 32.

Provision for expected credit losses on trade receivables and contract assets

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in forward-looking estimates are analyzed.

The assessment of the correlation between observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future. The carrying values of trade receivables and contract assets as of December 31, 2024 and 2023 are disclosed in Note 8.

Assessment of expected credit losses on other financial assets at amortized cost

The Group determines the allowance for ECLs using general approach based on the probability-weighted estimate of the present value of all cash shortfalls over the expected life of financial assets at amortized cost. ECL is provided for credit losses that result from possible default events within the next 12 months unless there has been a significant increase in credit risk since initial recognition in which case ECL is provided based on lifetime ECL.

When determining if there has been a significant increase in credit risk, the Group considers reasonable and supportable information that is available without undue cost or effort and that is relevant for the particular financial instrument being assessed such as, but not limited to, the following factors:

- actual or expected external and internal credit rating downgrade;
- existing or forecasted adverse changes in business, financial or economic conditions; and
- actual or expected significant adverse changes in the operating results of the borrower.

The Group also considers financial assets at day one to be the latest point at which lifetime ECL should be recognized unless it can demonstrate that this does not represent a significant risk in credit risk such as when non-payment was an administrative oversight rather than resulting from financial difficulty of the borrower.

The Group has assessed that the ECL on other financial assets at amortized cost is not material because the transactions with respect to these financial assets were entered into by the Group only with reputable banks and companies with good credit standing and relatively low risk of defaults. Accordingly, no provision for ECL on other financial assets at amortized cost was recognized as of December 31, 2024 and 2023. The carrying amounts of other financial assets at amortized cost, such as cash and cash equivalents, short-term cash investments, due from related parties, retention and other receivables and debt reserve accounts as of December 31, 2024 and 2023 are disclosed in Notes 7, 8, 15, 20 and 31.

Estimation of NRV of inventories
Inventories are valued at the lower of cost and NRV. For inventories, allowance for inventory obsolescence and losses are maintained at a level considered adequate to provide for potentially nonvaluable items. The level of allowance is based on the turnover/movement of specific inventories and other physical factors affecting usefulness of specific inventories.

For coal, spare parts, fuel and other inventories, the actual cost of inventories used are fully reimbursable based on the Group's agreements with the customers.

For real estate inventories, determining the net realizable value requires the determination of cash flows from the expected sale of the asset less cost of marketing. The determination of net realizable value requires the Group to make estimates and assumptions that may materially affect the consolidated financial statements such as the estimated selling prices of the real estate inventories and estimated cost of marketing. Future events could cause the Group to conclude that these assets are impaired. Any resulting additional impairment loss could have a material impact on the Group's financial position and performance.

The carrying values of inventories as at December 31, 2024 and 2023 are disclosed in Note 9 while the carrying values of real estate inventories as at December 31, 2024 and 2023 are disclosed in Note 10.

Estimation of useful lives of property, plant and equipment and investments in real estate
The useful lives of the property, plant and equipment and investments in real estate are estimated based on the period over which the property, plant and equipment are expected to be available for use and on the collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimated useful lives of property, plant and equipment and investments in real estate are reviewed periodically and updated if expectations differ materially from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the property, plant and equipment and investments in real estate. It is possible that future financial performance could be materially affected by changes in the estimates brought about by changes in factors mentioned above. The amounts and timing of recording of expenses for any period would be affected by changes in these factors and circumstances. A reduction in the estimated useful lives of the property, plant and equipment and investments in real estate would increase the recorded expenses and decrease the carrying values of the property, plant and equipment and investments in real estate.

The total carrying values of depreciable property, plant and equipment and investments in real estate (excluding land and construction in progress) as at December 31, 2024 and 2023 are disclosed in Notes 10 and 12.

Impairment of nonfinancial assets (except goodwill)
An impairment review is performed on the Group's nonfinancial assets such as property, plant and equipment (including advances to contractors), investments in real estate and investments in associates, when certain impairment indicators are present. These factors include, among others:

- Significant underperformance relative to the future sales performance and projected operating results; and
- Significant negative industry or market trends.
- Market capitalization is lower than carrying value of the Group's equity.

Impairment exists when the carrying value exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value-in-use.

The Group is required to make estimates and assumptions that can materially affect the consolidated financial statements when determining the value-in-use of nonfinancial assets, which require the determination of future cash flows expected to be generated from the continued use and ultimate disposition of such assets. Future events could cause the Group to conclude that such financial assets are impaired. Any resulting impairment loss could have a material adverse impact on the Group's financial position and performance.

Based on management's evaluation as of December 31, 2024 and 2023, the Group's nonfinancial assets are not impaired. The carrying values of these nonfinancial assets are disclosed in Notes 10, 11 and 12.

Estimation of retirement benefits cost and obligation
The determination of the retirement benefits cost and obligation is dependent on the selection of certain assumptions used by the actuary in calculating such amounts. Those assumptions, which include among others, discount rates and future salary increase, are described in Note 28. While the Group believes that the assumptions are reasonable and appropriate, significant differences in the actual experience or significant changes in the assumptions may materially affect the retirement obligations.

Total carrying values of the total net retirement assets of the Group and total net retirement liabilities of the Group as at December 31, 2024 and 2023 are disclosed in Note 28.

Estimation of decommissioning liabilities
The decommissioning liabilities arose from WMPC's, SPPC's, Siguil's and Sarangani's obligations, under the ECC, to decommission or dismantle the power plant complexes at the end of their operating lives. Assumptions and estimates are made in relation to discount rates, the expected cost to dismantle and remove the power plant complexes from the sites and the expected timing of these

costs. Changes in the estimated future costs or in the discount rate applied are added or deducted from the costs of the power plant complexes. The carrying amounts of decommissioning liabilities as at December 31, 2024 and 2023 are disclosed in Note 19.

Estimation and recognition of deferred income tax assets and liability
The Group's assessment on the recognition of deferred income tax assets on deductible temporary differences is based on the forecasted taxable income of the following year. This forecast is based on the Group's past results and future expectations on revenues and expenses.

The carrying amounts of deferred income tax assets are disclosed in Note 29. Also, the Group has deferred income tax assets relating to unrecognized NOLCO, excess MCIT and deductible temporary differences as at December 31, 2024 and 2023 as disclosed in Note 29.

The deferred income tax liability on cumulative translation adjustments was not recognized because the Parent Company is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Legal contingencies
The Group is involved in certain legal proceedings. The estimate of the probable costs for the assessment and resolution of these possible claims has been developed in consultation with outside counsel handling the defense in these matters and is based upon thorough analysis of potential results. There are no provisions for probable losses arising from contingencies recognized in the Group's consolidated financial statements as management believes that the resolution will not materially affect the Group's financial position and performance (see Note 34).

6. Segment Information

Segment Information
For management purposes, the Group organized its business activities in two main business segments: (1) Power and Energy segment, which consists of development and investment in energy projects, mainly coal, diesel and renewable projects; and (2) Property Development segment, which consists of investments in real estate developments. The Group's other activities consisting mainly of investment holding activities are shown in aggregate as "Other investments".

The Parent Company's BOD is the Group's CODM and monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

Inter-segment revenues are eliminated upon consolidated and reflected in the "Adjustments and eliminations" column. All other adjustments and eliminations are part of detailed reconciliations presented further in the tables below.

Information with regard to the Group's significant business segments are shown below:

	2024					
	Power And Energy	**Property Development**	**Other Investments**	**Total**	**Adjustments And Eliminations**	**Consolidated**
			(Amounts in Thousands)			
Earnings Information						
Revenues						
External customer	**₱12,326,260**	**₱5,430**	**₱565,067**	**₱12,896,757**	**(₱352,278)**	**₱12,544,479**
Inter-segment	**–**	**4,092**	**1,105,665**	**1,109,757**	**(1,109,757)**	**–**
Total revenues	**12,326,260**	**9,522**	**1,670,732**	**14,006,514**	**(1,462,035)**	**12,544,479**
Interest income	**58,725**	**296**	**36,306**	**95,327**	**–**	**95,327**
Finance charges	**1,230,542**	**–**	**446,696**	**1,677,238**	**–**	**1,677,238**
Provision for income tax	**239,295**	**1,389**	**8,135**	**248,819**	**(8,519)**	**240,300**
Segment profit (loss)	**2,972,099**	**(11,962)**	**604,952**	**3,565,089**	**(1,040,154)**	**2,524,935**
Other Information						
Investments in associates and due from related parties	**₱193,361**	**₱1,652,807**	**₱8,087,990**	**₱9,934,158**	**(₱3,882,132)**	**₱6,052,026**
Segment assets	**39,065,720**	**3,469,255**	**19,017,467**	**61,552,442**	**(11,352,503)**	**50,199,939**
Segment liabilities	**21,153,528**	**1,021,168**	**10,198,245**	**32,372,941**	**(3,387,735)**	**28,985,206**
Depreciation and amortization	**1,354,990**	**1,701**	**1,375**	**1,358,066**	**45,798**	**1,403,864**
Income from finance leases	**–**	**26,061**	**–**	**26,061**	**–**	**26,061**
Income from operating leases	**–**	**15,692**	**–**	**15,692**	**–**	**15,692**
Equity in net earnings of associates	**–**	**–**	**73,736**	**73,736**	**–**	**73,736**
Capital expenditures	**1,610,653**	**–**	**–**	**1,610,653**	**–**	**1,610,653**
Cash Flow Information						
Net cash flows from (used in):						
Operating activities	**₱5,985,953**	**(₱48,247)**	**(₱1,279,684)**	**₱4,658,022**	**₱413,377**	**₱5,071,399**
Investing activities	**(3,155,243)**	**107,908**	**915,032**	**(2,132,303)**	**(134,083)**	**(2,266,386)**
Financing activities	**(3,245,241)**	**–**	**372,064**	**(2,873,177)**	**(47,290)**	**(2,920,467)**

	2023					
	Power And Energy	Property Development	Other Investments	Total	Adjustments And Eliminations	Consolidated
			(Amounts in Thousands)			
Earnings Information						
Revenues						
External customer	₱12,529,121	₱5,103	₱–	₱12,534,224	(₱111,477)	₱12,422,747
Inter-segment	–	4,092	995,254	999,346	(999,346)	–
Total revenues	12,529,121	9,195	995,254	13,533,570	(1,110,823)	12,422,747
Interest income	53,446	4,181	29,675	87,302	–	87,302
Finance charges	1,248,877	–	406,256	1,655,133	–	1,655,133
Provision for income tax	291,264	33	(186)	291,111	(9,590)	281,521
Segment profit (loss)	2,682,409	67,443	505,369	3,255,221	(970,155)	2,285,066
Other Information						
Investments in associates and due from related parties	₱114,465	₱1,082,342	₱9,181,060	₱10,377,867	(₱4,705,631)	₱5,672,236
Segment assets	37,775,562	2,538,871	19,219,351	59,533,784	(11,583,902)	47,949,882
Segment liabilities	21,001,961	373,300	11,319,957	32,695,218	(4,378,299)	28,316,919
Depreciation and amortization	1,309,138	1,336	1,285	1,311,759	44,538	1,356,297
Income from finance leases	–	88,352	–	88,352	–	88,352
Income from operating leases	–	12,221	–	12,221	–	12,221
Equity in net earnings of associates	–	–	22,393	22,393	–	22,393
Capital expenditures	2,034,108	–	–	2,034,108	–	2,034,108
Cash Flow Information						
Net cash flows from (used in):						
Operating activities	₱5,911,395	(₱48,247)	(₱104,651)	₱5,758,497	₱611,802	₱6,370,299
Investing activities	(1,051,530)	107,908	(175,729)	(1,119,351)	(1,177,818)	(2,297,169)
Financing activities	(5,139,659)	–	204,137	(4,935,522)	491,801	(4,443,721)

(Forward)

	2022					
	Power And Energy	Property Development	Other Investments	Total	Adjustments And Eliminations	Consolidated
			(Amounts in Thousands)			
Earnings Information						
Revenues						
External customer	₱12,168,157	₱25,118	₱–	₱12,193,275	(₱204,043)	₱11,989,232
Inter-segment	–	4,092	499,034	503,126	(503,126)	–
Total revenues	12,168,157	29,210	499,034	12,696,401	(707,169)	11,989,232
Interest income	16,544	1,013	7,225	24,782	–	24,782
Finance charges	1,291,070	–	359,332	1,650,402	–	1,650,402
Provision for income tax	341,194	21,198	1,355	363,747	(18,593)	345,154
Segment profit (loss)	1,879,488	390,468	153,344	2,423,300	(548,156)	1,875,144
Other Information						
Investments in associates and due from related parties	₱192,184	₱939,821	₱8,049,896	₱9,181,901	(₱3,686,092)	5,495,809
Segment assets	37,618,717	2,432,755	18,056,469	58,107,941	(10,311,453)	47,796,488
Segment liabilities	21,239,717	334,627	10,529,919	32,104,263	(3,217,026)	28,887,237
Depreciation and amortization	1,396,046	530	1,844	1,398,420	44,538	1,442,958
Income from finance leases	–	417,129	–	417,129	–	417,129
Income from operating leases	–	10,283	–	10,283	–	10,283
Impairment of goodwill	(165,000)	–	–	(165,000)	–	(165,000)
Equity in net earnings of associates	–	–	54,720	54,720	–	54,720
Capital expenditures	(1,397,820)	–	–	(1,397,820)	–	(1,397,820)
Cash Flow Information						
Net cash flows from (used in):						
Operating activities	₱4,482,606	(₱48,247)	(₱1,279,684)	₱3,154,675	₱1,274,752	₱4,429,427
Investing activities	(681,579)	107,908	915,032	341,361	(2,314,645)	(1,973,284)
Financing activities	(3,717,085)	–	372,064	(3,345,021)	817,471	(2,527,550)

The following illustrate the reconciliations of reportable segment profit (loss) to the Group's corresponding amounts shown in the consolidated financial statements:

	2024	2023	2022
		(Amounts in Thousands)	
Segment profit	**₱3,565,089**	₱3,255,221	₱2,423,300
Adjustments and eliminations	**(1,040,154)**	(970,155)	(548,156)
Consolidated profit or loss	**₱2,524,935**	₱2,285,066	₱1,875,144

The following illustrate the reconciliations of reportable segment assets and liabilities to the Group's corresponding amounts shown in the consolidated financial statements:

	2024	2023	2022
		(Amounts in Thousands)	
Assets			
Total assets for reportable segments	**₱51,618,285**	₱49,155,918	₱48,926,040
Investments in shares of stock of subsidiaries and associates and due from related parties	**9,934,158**	10,377,866	9,181,901
Eliminations	**(11,352,504)**	(11,583,902)	(10,311,453)
Consolidated assets	**₱50,199,939**	₱47,949,882	₱47,796,488
Liabilities			
Total liabilities for reportable segments	**₱3,778,226**	₱6,410,581	₱5,706,871
Long-term debts	**19,078,489**	18,183,019	20,055,016
Due to related parties	**3,236,535**	3,577,456	2,420,603
Loans payable	**5,410,400**	3,775,297	3,194,099
Deferred income tax liabilities - net	**410,118**	326,662	346,148
Income tax payable	**65,184**	94,108	69,658
Interest payable	**393,989**	328,095	311,868
Eliminations	**(3,387,735)**	(4,378,299)	(3,217,025)
Consolidated liabilities	**₱28,985,206**	₱28,316,919	₱28,887,238

The Group operates and derives principally all of its revenues from domestic operations. Thus, geographical business information relating to revenue from external customers and non-current assets are not presented.

Revenue from two major customers amounted to ₱3,386 million in 2024, ₱3,664 million in 2023 and ₱3,730 million in 2022 for the first major customer and ₱977 million in 2024, ₱1,006 million in 2023, and ₱1,203 million in 2022 for the second major customer, respectively, arising both from "Power and Energy segment".

7. Cash and Cash Equivalents and Short-term Cash Investments

	2024	2023
Cash on hand	**₱535,685**	₱936,556
Cash in banks	**1,963,146,063**	2,036,953,261
Cash equivalents	**336,455,704**	391,237,898
	₱2,300,137,452	₱2,429,127,715

Cash in banks earn interest at the respective bank deposit rates. Cash equivalents representing money market placements made for varying periods of up to three months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

Short-term cash investments amounting to ₱129 million and ₱123 million as at December 31, 2024 and 2023, respectively, consist of money market placements with maturities of more than three months but less than one year with interest rates ranging 3.00% to 4.75% in 2024 and 2023. Interest income from cash and cash equivalents and short-term cash investments amounted to ₱71 million, ₱69 million and ₱20 million in 2024, 2023 and 2022, respectively.

8. Trade and Other Receivables and Contract Assets

	2024	2023
Trade:		
Power	**₱2,734,137,382**	₱1,820,800,569
Real estate	**104,873,486**	55,203,834
Product distribution and others	**31,730,458**	31,730,458
Contract assets (Note 33)	**1,594,771,934**	1,684,163,954
Retention receivable	**14,655,481**	14,655,481
Due from related parties and others (Note 20)	**3,810,068,482**	3,662,011,402
	8,290,237,223	7,268,565,698
Less noncurrent portion of:		
Trade receivables	**(11,083,819)**	(3,323,416)
Contract assets	**(1,505,379,914)**	(1,594,771,934)
	(1,516,463,733)	(1,598,095,350)
	6,773,773,490	5,670,470,348
Allowance for expected credit loss	**(143,213,389)**	(98,313,960)
	₱6,630,560,101	₱5,572,156,388

Power
These receivables are noninterest-bearing and are generally on 30 days term.

Claim from NPC
SPPC has a claim from NPC pertaining to the portion of accounts that was disputed by NPC and was eventually decided by the Supreme Court in 2016 in favor of SPPC, holding NPC liable to pay SPPC for the additional 5 MW from 2005 to 2010. The claim consists of long-outstanding receivable amounting to ₱89 million and unrecognized receivable of $6 million (₱322 million) and ₱69 million.

On October 14, 2020, SPPC filed a Motion to Resolve with the Commission on Audit (COA) requesting COA to immediately resolve the Petition for Money Claim.

On February 11, 2022, the COA issued its decision granting SPPC’s Petition for Money Claim as against the NPC. In addition, the parties to submit a memorandum or comment on whether or not the obligation of NPC under the Energy Conversion Agreement is among the obligations assumed by PSALM, which remains pending as of to date.

On November 29, 2023, SPPC collected the full amount of claim amounting to ₱408 million, resulting to a recognized income of ₱278 million (see Note 27).

Real Estate
These pertain to receivables from venturers and customers from the sale of residential and commercial lots and units. Real estate receivables are generally noninterest-bearing and have terms of less than one year, except for installment receivables amounting to ₱51 million as at December 31, 2024 and 2023, which are collectible in monthly installment over a period of two (2) to ten (10) years and bear interest rates ranging from 18% to 21% computed on the outstanding balance of the principal. Title on the lots sold is passed on to the buyer only upon full settlement of the contract price. The noncurrent portion of the installment receivables amounted to ₱11 million and ₱3 million as at December 31, 2024 and 2023, respectively.

Real estate receivables include the Group’s share on the sale of the developed residential and commercial lots and golf club shares in the Eagle Ridge Golf and Residential Estates jointly developed with Sta. Lucia Realty and Development, Inc. (SLRDI) (see Notes 10 and 33).

Product Distribution and Others
These pertain to receivables from the supply of goods and merchandise to customers. Product distribution and other receivables are noninterest-bearing and generally have a term of less than one year. Outstanding receivables amounting to ₱32 million were fully provided with allowance for expected credit losses as at December 31, 2024 and 2023.

Retention Receivables
Retention receivables pertain to the outstanding balances from Aboitiz Land, Inc. (Aboitiz) for the sale of Lima Land Inc. (LLI), which will be collected upon accomplishment of certain milestones.

Due from Related Parties and Other Receivables
Terms and conditions of the “Due from related parties” are disclosed in Note 20. Other receivables primarily include advances to employees, receivables from contractors, receivables from insurance claims and receivables from venturers.

Allowance for Expected Credit Loss

Composition of allowance for expected credit loss is as follows (see Note 31):

	Power	Real Estate	Product Distribution	Others	Total
Balances as at December 31, 2022	₱92,416,327	₱13,163,091	₱31,730,458	₱5,074,645	₱142,384,521
Provisions (Note 23)	13,430,668	–	–	–	13,430,668
Reversals of provisions (Note 23)	(57,501,229)	–	–	–	(57,501,229)
Balances as at December 31, 2023	48,345,766	13,163,091	31,730,458	5,074,645	98,313,960
Provisions (Note 23)	44,899,429	–	–	–	44,899,429
Balances as at December 31, 2024	**₱93,245,195**	**₱13,163,091**	**₱31,730,458**	**₱5,074,645**	**₱143,213,389**

9. Inventories - at Cost

	2024	2023
Spare parts	**₱340,792,106**	₱319,936,381
Coal	**333,473,717**	442,732,888
Fuel	**317,223,552**	193,215,488
Oil, lubricants and chemicals	**25,523,693**	22,009,458
Operating supplies, consumables and others	**17,760,058**	16,753,728
	₱1,034,773,126	₱994,647,943

Cost of inventories used amounted to ₱5,065 million in 2024, ₱5,631 million in 2023 and ₱5,389 million in 2022 (see Note 22).

10. Real Estate Inventories and Investments in Real Estate

Real Estate Inventories - at cost

	2024	2023
Eagle Ridge Project (General Trias, Cavite) [Note 33]	**₱603,910,748**	₱605,342,754
Campo Verde Project (Lipa and Malvar, Batangas) [Note 33]	**15,183,519**	15,183,519
	₱619,094,267	₱620,526,273

The movements in real estate inventories held for sale are as follows:

As at December 31, 2024:

	Eagle Ridge Project	**Campo Verde Project**	**Total**
Balances at beginning of year	**₱605,342,754**	**₱15,183,519**	**₱620,526,273**
Cost of real estate sales	**(1,432,006)**	**–**	**(1,432,006)**
Balances at end of year	**₱603,910,748**	**₱15,183,519**	**₱619,094,267**

As at December 31, 2023:

	Eagle Ridge Project	Campo Verde Project	Total
Balances at beginning of year	₱607,656,947	₱15,183,519	₱622,840,466
Cost of real estate sales	(2,314,193)	–	(2,314,193)
Balances at end of year	₱605,342,754	₱15,183,519	₱620,526,273

Investments in Real Estate

	2024	2023
KAED Property (Maasim, Sarangani)	**₱54,777,006**	₱43,818,523
ALC Property (Pasong Tamo, Makati)	**167,426,510**	142,224,250
Batangas Project (Lipa and Malvar, Batangas)	**52,787,031**	52,787,031
Laguna Project (Cabuyao, Laguna)	**4,685,936**	4,685,937
	₱279,676,483	₱243,515,741

A summary of the movements in investments in real estate is set out below:

	December 31, 2024		
	Land	**Building and Improvements**	**Total**
Cost			
Balances at beginning of year	**₱226,291,491**	**₱42,366,402**	**₱268,657,893**
Additions	**71,420,595**	**2,600,958**	**74,021,553**
Derecognition (Note 30)	**(35,277,732)**	–	**(35,277,732)**
Balances at end of year	**262,434,354**	**44,967,360**	**307,401,714**
A4ccumulated Depreciation			
Balances at beginning of year	–	**25,142,152**	**25,142,152**
Depreciation (Note 25)	–	**2,583,079**	**2,583,079**
Balances at end of year	–	**27,725,231**	**27,725,231**
Net Book Value	**₱262,434,354**	**₱17,242,129**	**₱279,676,483**

	December 31, 2023		
	Land	Building and Improvements	Total
Cost			
Balances at beginning of year	₱396,662,941	₱38,978,978	₱435,641,919
Additions	18,409	3,387,424	3,405,833
Derecognition (Note 30)	(170,389,859)	–	(170,389,859)
Balances at end of year	226,291,491	42,366,402	268,657,893
Accumulated Depreciation			
Balances at beginning of year	–	24,726,998	24,726,998
Depreciation (Note 25)	–	415,154	415,154
Balances at end of year	–	25,142,152	25,142,152
Net Book Value	₱226,291,491	₱17,224,250	₱243,515,741

Fair Value
The fair values of investments in real estate amounting to ₱1,313 million and ₱1,295 million as of December 31, 2024 and 2023, respectively, are based on the appraisal report prepared by an SEC-accredited and independent appraiser company. The basis of fair values are as follows:

	Amount (in millions)	Approach	Significant unobservable input
Land	**2024: ₱1,282** 2023: ₱1,264	Market approach - Under this approach, a property's fair value is estimated based upon prices paid in actual market transactions and current listings. Listings and sold properties are compared to the subject in key units of comparison. Appropriate adjustments are made for differences between the subject and comparable property listings, resulting in adjusted sales values for each of the comparable property listings.	**2024: ₱1,500 - ₱200,000 per square meter** 2023: ₱1,322 - ₱200,000 per square meter
Buildings	**2024: ₱31** 2023: ₱31	Cost approach - Under this approach, calculation of the current replacement or reproduction cost of a property and making deductions for physical deterioration and all other relevant forms of obsolescence is made	**2024: ₱6,305 per square meter** 2023: ₱6,305 per square meter

Significant increases (decreases) in the estimated price per square meter in isolation would result in a significantly higher (lower) fair value. The Group has determined that the highest and best use of these properties is its current use.

Rental income on investment properties relating to operating leases amounted to ₱3 million in 2024, ₱12 million in 2023 and ₱10 million in 2022. Direct operating expenses consisting of taxes and licenses, utilities and maintenance arising from investments in real estate that generated rental income amounted to ₱3 million in 2024, ₱3 million in 2023, and ₱3 million in 2022. Direct operating expenses consisting mostly of taxes and licenses arising from investments in real estate that did not generate rental income amounted to ₱1 million in 2024, 2023 and 2022. Additions to investments in real estate are intended for capital appreciation.

11. Investments in Associates

	Percentage of Ownership			
	2024	2023	**2024**	2023
At equity:				
Acquisition costs:				
Indophil Resources Philippines, Inc. (IRPI)	**2.00**	2.00	**₱1,216,310,412**	₱1,216,310,412
Aviana Development Corporation (Aviana)	**34.00**	34.00	**963,311,802**	963,311,802
RCPHI	**31.24**	31.24	**80,851,701**	80,851,701
T'boli Agro-Industrial Development, Inc.	**22.32**	22.32	**66,193,299**	66,193,299
			2,326,667,214	2,326,667,214
Accumulated equity in net earnings:				
Balances at beginning of year			**123,673,864**	126,180,972
Share in net earnings for the year			**73,735,582**	22,392,892
Dividends declared for the year			**(43,160,000)**	(24,900,000)
Balances at end of year			**154,249,446**	123,673,864
Accumulated impairment loss at beginning and end of the year			**(147,045,000)**	(147,045,000)
			₱2,333,871,660	₱2,303,296,078

IRNL and IRPI
The Parent Company purchased 29,149,000 shares of Indophil Resources NL (IRNL) in the amount of ₱1,316 million in 2010. Together with the ownership interests of Alsons Prime Investment Corporation (APIC) and AC through a series of subscription agreements, the Alcantara Group was the largest shareholder of IRNL at 19.99%. By virtue of the Agreement for the Joint Voting of IRNL shares with APIC and AC, the Parent Company has concluded that it has significant influence over IRNL through its representation in the BOD of IRNL. Accordingly, the Parent Company treated its investment in IRNL as part of "Investments in associates" using the equity method in the 2014 consolidated financial statements. The Parent Company had determined that the acquisition cost of IRNL includes goodwill amounting to ₱785 million.

On January 23, 2015, IRNL implemented the Scheme of Arrangement between APIC and IRNL shareholders wherein APIC acquired all of the remaining outstanding shares from existing shareholders of IRNL. Accordingly, IRNL became a subsidiary of APIC starting January 2015.

In July 2015, APIC was no longer part of the Alcantara Group as it was bought by a third party. Accordingly, the Joint Voting Agreement of IRNL shares between the Parent Company, APIC and AC was deemed terminated.

On December 11, 2015, the Parent Company and AC entered into Deed of Assignment of Shares (share swap) agreements with APIC, whereby the Parent Company and AC assigned and transferred to APIC all their interests in IRNL in exchange for ownership interests in IRPI. Accordingly, the Parent Company recognized the investment in IRPI amounting to ₱1,213 million representing the carrying value of the investment at the date of the share swap agreement.

The transfer of the Parent Company's investment in IRNL to investment in IRPI resulted in the Parent Company still exercising significant influence over IRPI due to its representation in the BOD of IRPI and representation in the BOD and Operating Committee of the operating subsidiary of IRPI. Accordingly, ACR treats its investment in IRPI as part of "Investments in associates" using the equity method in the consolidated financial statements.

On September 30, 2019, the Parent company increased its investment in IRPI amounting to ₱3 million to maintain its percentage of share over IRPI of 2% as the latter increased its authorized capital stock.

Aviana
On March 21, 2013, Aldevinco and ACIL, Inc. (collectively referred to as "AG") and Ayala Land, Inc. (Ayala Land) entered into a joint venture agreement, where Ayala Land shall own 60% and AG shall own 40% of the outstanding capital stock of Aviana to undertake the development of the Lanang property of the Parent Company in Davao City. On September 17, 2013, Aviana was incorporated as a joint venture corporation. The Parent Company subscribed to the 296 preferred shares and 32 common shares for 32.8% ownership in Aviana. In December 2015, the Parent Company subscribed to additional 332,200 preferred shares and 35,800 common shares of Aviana through the conversion of the Parent Company's advances amounting to ₱36 million. In August 2015, the Parent Company subscribed to additional 261,450 preferred shares and 29,050 common shares of Aviana for ₱22 million. The additional subscription to shares of Aviana in 2015 increased the Parent Company's interest in Aviana to 34%.

Summarized Financial Information

Shown in the table below are the financial information of the following material associates as at December 31 and the reconciliation with the carrying amount of the investments in the consolidated financial statements (amounts in thousands).

	IRPI			Aviana		
	2024	2023	2022	**2024**	2023	2022
Current assets	**₱4,548,768**	₱4,607,991	₱3,592,002	**₱2,387,743**	₱2,082,803	₱2,639,921
Noncurrent assets	**18,836,087**	18,836,087	18,836,087	**1,611,187**	1,497,549	2,133,382
Current liabilities	**(241,579)**	(241,625)	(241,569)	**(1,297,715)**	(1,088,583)	(2,145,432)
Noncurrent liabilities	**(59,068)**	(437,146)	(402,402)	**(306,521)**	(201,875)	(337,256)
Equity	**23,084,208**	22,765,307	21,784,118	**2,394,694**	2,289,894	2,290,615
Equity interests of the Parent Company	**2%**	2%	2%	**34%**	34%	34%
Share in net assets of the acquiree	**461,684**	455,306	435,682	**814,196**	778,564	778,809
Goodwill, translation adjustments and others	**753,154**	759,907	780,035	**304,838**	309,519	311,277
Carrying value of investments	**₱1,214,838**	₱1,215,213	₱1,215,717	**₱1,119,034**	₱1,088,083	₱1,090,086
Revenue and other income	**(₱1,571)**	₱10,029	₱1,476	**₱998,531**	₱604,923	₱1,009,659
Net income (loss)	**(18,748)**	(25,222)	(29,642)	**217,972**	67,345	162,686
Total comprehensive income (loss)	**(18,748)**	(25,222)	(29,642)	**217,972**	67,345	162,686
Share in net earnings (losses)	**(375)**	(504)	(592)	**74,111**	22,897	55,312
Dividends received	**–**	–	–	**43,160**	24,900	24,900

There are no significant restrictions on the ability of the associates to transfer funds to the Parent Company in the form of dividends, payment of advances, among others.

The financial information of the other immaterial associates was not presented since these are dormant entities and the related investments were fully provided with allowance.

12. Property, Plant and Equipment

As at December 31, 2024:

	Land (Note 18)	Buildings and Leasehold Improvements	Main Engine, Plant Structures and Others	Plant Mechanical, Electrical, Switchyard and Desulfurization Equipment	Machinery and Other Equipment (Note 18)	Construction in Progress	Right-of-use Assets - (Note 30)	Total
Cost								
Balances at beginning of year	**₱376,082,019**	**₱234,658,619**	**₱31,608,349,201**	**₱7,257,547,930**	**₱1,630,570,440**	**₱4,891,260,477**	**₱86,896,826**	**₱46,085,365,512**
Additions	**4,656,070**	**796,352**	**21,260,058**	**7,312,596**	**51,552,686**	**1,767,063,606**	**2,110,545**	**1,854,751,913**
Disposals	**–**	**–**	**(19,226,820)**	**–**	**(8,053,354)**	**–**	**–**	**(27,280,174)**
Reclassification	**–**	**–**	**5,150,544,112**	**–**	**–**	**(5,150,544,112)**	**–**	**–**
Capitalized depreciation	**–**	**–**	**–**	**–**	**–**	**1,056,418**	**–**	**1,056,418**
Adjustment to decommissioning liability (Note 19)	**–**	**–**	**(173,346,342)**	**(10,756,294)**	**–**	**–**	**–**	**(184,102,636)**
Balances at end of year	**380,738,089**	**235,454,971**	**36,587,580,209**	**7,254,104,232**	**1,674,069,772**	**1,508,836,389**	**89,007,371**	**47,729,791,033**
Accumulated Depreciation								
Balances at beginning of year	–	**190,889,484**	**11,927,635,255**	**4,408,771,019**	**985,110,221**	–	**55,719,474**	**17,568,125,453**
Depreciation for the year (Note 25)								
Expensed	–	**675,050**	**1,159,802,828**	**171,586,761**	**55,709,732**	–	**10,570,020**	**1,398,344,391**
Capitalized	–	–	–	–	–	–	**1,056,418**	**1,056,418**
Disposals	–	–	**(19,226,820)**	–	**(6,703,695)**	–	–	**(25,930,515)**
Balances at end of year	–	**191,564,534**	**13,068,211,263**	**4,580,357,780**	**1,034,116,258**	–	**67,345,912**	**18,941,595,747**
Net Book Value	**₱380,738,089**	**₱43,890,437**	**₱23,519,368,946**	**₱2,673,746,452**	**₱639,953,514**	**₱1,508,836,389**	**₱21,661,459**	**₱28,788,195,286**

As at December 31, 2023:

	Land (Note 18)	Buildings and Leasehold Improvements	Main Engine, Plant Structures and Others	Plant Mechanical, Electrical, Switchyard and Desulfurization Equipment	Machinery and Other Equipment (Note 18)	Construction in Progress	Right-of-use Assets (Note 30)	Total
Cost								
Balances at beginning of year	₱376,082,019	₱201,443,754	₱30,958,308,350	₱7,272,721,275	₱1,592,231,338	₱3,516,352,684	₱82,614,994	₱43,999,754,414
Additions	–	33,214,865	611,345,354	338,221	50,702,170	1,374,169,874	4,942,497	2,074,712,981
Disposals	–	–	(18,426,180)	(12,161,163)	(12,363,068)	–	(660,665)	(43,611,076)
Capitalized depreciation	–	–	–	–	–	737,919	–	737,919
Adjustment to decommissioning liability (Note 19)	–	–	57,121,677	(3,350,403)	–	–	–	53,771,274
Balances at end of year	376,082,019	234,658,619	31,608,349,201	7,257,547,930	1,630,570,440	4,891,260,477	86,896,826	46,085,365,512
Accumulated Depreciation								
Balances at beginning of year	–	190,201,199	10,837,672,789	4,251,889,886	932,985,514	–	45,090,916	16,257,840,304
Depreciation for the year (Note 25)								
Expensed	–	688,285	1,108,388,644	169,042,296	63,994,461	–	10,551,304	1,352,664,990
Capitalized	–	–	–	–	–	–	737,919	737,919
Disposals	–	–	(18,426,178)	(12,161,163)	(11,869,754)	–	(660,665)	(43,117,760)
Balances at end of year	–	190,889,484	11,927,635,255	4,408,771,019	985,110,221	–	55,719,474	17,568,125,453
Net Book Value	₱376,082,019	₱43,769,135	₱19,680,713,946	₱2,848,776,911	₱645,460,219	₱4,891,260,477	₱31,177,352	₱28,517,240,059

As at December 31, 2024 and 2023, the cost of fully depreciated property, plant and equipment that are still in use amounted to ₱2,283 million and ₱2,160 million, respectively.

Certain property and equipment are held as collaterals for long-term debt (see Note 18).

Construction-in-Progress

MPC
Included in the construction in progress as at December 31, 2024 are the capitalized costs related to the 57.7 MW (Phase 1) diesel power plant project of MPC located at Brgy. Imelda, Municipality of Ubay, Bohol. In 2023, MPC began the construction of modular gensets in Ubay, Bohol Province. The Ubay project, once completed, will provide an in-island power plant that will help the island during events such as Typhoon Odette, electricity supply has been cut in the region because of damages sustained by the transmission lines. The costs include project site preparation, legal fees, and other direct cost attributable to bringing the asset to the condition necessary for it to be capable of operating in the manner intended by management. Total project costs expected to be incurred amount to 2,439 million. The project is expected to be completed by the end of May of 2025.

Capitalized Borrowing Costs
Capitalized borrowing costs relating to plant structure amounted to ₱50 million in 2024, ₱1 million in 2023 (nil in 2022) for specific borrowings (see Note 18). The rates used to determine the amount of borrowing costs eligible for capitalization are 7.15% to 7.81% in 2024 and 8.21% to 8.78% in 2023, which are the effective interest rates of the specific borrowings.

Siguil
Included in construction in progress as at December 31, 2023 are the capitalized costs related to the 15 MW run-of-river hydro power plant project of Siguil located at Sitio Siguil, Brgy. Tinoto, Maasim, Sarangani. The costs include project site preparation, legal fees and other direct costs attributable to bringing the asset to the condition necessary for it to be capable of operating in the manner intended by management. Total project costs amounted to ₱4.20 billion. The project has been completed in the second quarter of 2024.

Capitalized Borrowing Costs
Capitalized borrowing costs amounted to ₱230 million in 2024, ₱363 in 2023 and 167 million in ₱2022. The rates used to determine the amount of borrowing costs eligible for capitalization are 8.20% to 10.06% and 8.21% to 8.78% in 2024 and 2023 respectively, which are the effective interest rates of the specific borrowing.

13. Equity Investments Designated at FVOCI

As of December 31, this account consists of:

	2024	2023
Quoted		
Balance at beginning of year	**₱131,067,137**	₱133,170,975
Fair value gain (loss) during the year	**337,186,330**	(2,103,838)
Balance at end of year	**468,253,467**	131,067,137
Unquoted		
Balance at beginning of year	**2,222,168,768**	2,222,168,768
Fair value gain during the year	**528,000,000**	–
Balance at end of year	**2,750,168,768**	2,222,168,768
	₱3,218,422,235	₱2,353,235,905

The investment in unquoted securities consists of investment in 22 million preferred shares of Aldevinco. In 2023, the fair value of the investment in unquoted equity securities was based on the adjusted net asset value (NAV) approach. In 2024, the Parent Company changed their plan regarding preferred shares, leading to the measurement of the investment in unquoted equity securities based on the adjusted NAV approach - current value method. Under both approaches, the fair value was derived by determining the fair value of each identifiable assets and liabilities of the investee company. Significant assumptions included in the NAV calculation are as follows:

- Fair values of real estate inventories against estimated selling prices less cost to sell;
- Fair values of real estate properties against appraisal reports;
- Fair values of listed equity securities against quoted prices; and
- Fair values of unlisted equity securities against adjusted net asset values of the investee companies.

The movements in net unrealized gains (losses) on equity investments designated at FVOCI follows (gross of tax effect):

	2024	2023	2022
Balance at beginning of year	**(₱38,933,361)**	(₱36,829,523)	(₱30,372,840)
Fair value gains (losses)	**865,186,330**	(2,103,838)	(6,456,683)
Balance at end of year	**₱826,252,969**	(₱38,933,361)	(₱36,829,523)

14. Goodwill

Goodwill acquired through business combinations has been allocated to the power generation CGUs consisting of the operations of SPPC and WMPC. As at December 31, 2024 and 2023, the carrying amount of goodwill attributable to WMPC amounted to ₱527 million, while the goodwill attributable to SPPC amounted to nil.

The Group recognized impairment loss amounting to ₱165 million in 2022 due to the decline in the recoverable amounts allocated to the CGU as there were reductions in dispatchable reserves forecast and increase in discount rates (see Note 23). No impairment loss was recognized in 2024 and 2023.

Key assumptions used in value-in-use calculations
The calculation of value-in-use for both CGUs are most sensitive to the following assumptions:

Contracted and dispatchable capacities. Contracted capacity reflects the agreed capacity with electric cooperatives and distribution utility customers based on PSA and other relevant agreements while dispatchable capacity reflects management's estimate of actual energy to be delivered during the forecast periods, which include the contract period and assumed renewals. Contracted and dispatchable capacities over the forecast periods are based on historical performance of the CGUs, industry/market outlook and other relevant external data. The contracted and dispatchable capacities used in the value-in-use computation are shown below.

	2024		2023	
	Contracted Capacity	**Dispatchable Capacity**	Contracted Capacity	Dispatchable Capacity
WMPC	–	**100MW**	1MW	30MW

Tariff rates. Tariff rates, comprising capital recovery fee, fixed and variable operation and maintenance fee, actual fuel cost and other variable energy fees, pertain to the rates used in determining the amount of energy fees to be billed to electric cooperatives and distribution utilities. The tariff rates used in the value-in-use computation are based on management's forecast, and provisionally approved PSAs, agreed Ancillary Services Procurement Agreement (ASPA) and other relevant agreements.

Discount rates. Discount rates reflect management's estimate of the risks specific to the CGUs. The discount rates used for the CGUs are based on weighted average cost of capital. This rate was further adjusted to reflect the market assessment of any risk specific to the generating unit for which estimates of cash flows have not been adjusted. The pre-tax discount rate is 19.93% in 2024 and 17.49% in 2023, respectively.

Sensitivity to Changes in Assumptions
Management believes that the value-in-use is most sensitive to WMPC's non-renewal of ASPA contract after its expiration since this would result in further impairment (see Note 33).

15. **Prepaid Expenses and Other Current Assets**

	2024	2023
Debt reserve accounts (Note 18)	**₱881,371,449**	₱499,806,101
Prepayments and deposits	**344,168,919**	206,444,736
Creditable withholding taxes	**35,993,247**	34,411,779
Input VAT	**1,093,644**	109,783,742
	₱1,262,627,259	₱850,446,358

Debt reserve account and short-term investments earn interest at prevailing short-term deposit rates.

Interest income earned from debt reserve account and short-term investments amounted to ₱24 million, ₱18 million and ₱5 million in 2024, 2023 and 2022, respectively.

16. **Accounts Payable and Other Current Liabilities**

	2024	2023
Accounts payable	**₱1,421,776,714**	₱1,356,493,878
Accrued expenses (Note 28)	**579,895,143**	742,902,844
Interest payable (Note 17 and 18)	**393,988,837**	328,094,847
Output tax and withholding tax payable	**300,768,416**	247,675,077
Nontrade payables	**268,785,017**	146,762,557
Dividends payable (Notes 21 and 35)	**6,056,172**	6,056,172
Current portion of lease liabilities (Note 30)	**1,795,059**	10,811,592
Other current liabilities	**123,675,116**	46,679,667
	₱3,096,740,474	₱2,885,476,634

Accounts payable are noninterest-bearing and are normally on a 60 to 75 days term.

Accrued expenses represent accruals for vacation and sick leaves, overhead fees and utilities. Accrued expenses are normally settled within a year.

Interest payable is normally settled semi-annually throughout the financial year.

Nontrade payables pertains to retention payables to contractors which will be paid upon completion of documentary requirements, advances from customers and deposits from third parties.

Other current liabilities include statutory payables, such as SSS, HDMF and PhilHealth premiums, and other liabilities to the government. Other current liabilities are noninterest-bearing and have an average term of 30 days.

17. Loans Payable and Short-term Notes Payable

Loans Payable

Parent Company

In 2024 and 2023, the Parent Company availed of unsecured short-term loans from local banks totalling ₱5,825 million and ₱4,360 million, respectively. These loans are subject to annual fixed interest rates ranging from 1.75% to 3.00% per annum and are payable on various dates within one year. As at December 31, 2024 and 2023, outstanding short-term loans amounted to ₱4,910 million and ₱3,725 million, respectively.

Interest expense incurred in 2024, 2023 and 2022 related to these short-term loans amounted to ₱77 million, ₱36 million and ₱72 million, respectively. Interest payable amounted to ₱43 million and ₱31 million as of December 31, 2024 and 2023.

Sarangani

In 2024, Sarangani availed of short-term debts from local banks totalling ₱500 million to be used as working capital, with nominal interest rate of 6.35%. As at December 31, 2024, outstanding short-term loans amounted to ₱500 million.

Interest expense related to the short-term debt amounted to ₱4 million, ₱2 million and ₱5 million in 2024, 2023 and 2022, respectively. Accrued interest amounted to ₱1 million as at December 31, 2024 (nil in 2023).

MPC

In 2023, MPC availed of short-term debt from a local bank amounting to ₱50 million. Interest expense from short-term debt is ₱2 million and ₱1 million in 2024 and 2023, respectively. These debts were paid in April 2024.

Short-term Notes Payable

Parent Company

In 2023, the Parent Company has listed a total of ₱2,529 million worth of commercial papers with a tenor of 182 to 364 days. These were issued at discounted amounts with net proceeds amounting to ₱2,366 million.

In 2022, the Parent Company has listed a total of ₱1,885 million worth of commercial papers with a tenor of 182 to 364 days. These were issued at discounted amounts with net proceeds amounting to ₱1,796 million.

Outstanding balance from the commercial papers amounted to ₱1,896 million as at December 31, 2023 (nil as at December 31, 2024).

Interest expense from short-term notes payable amounted to ₱68 million in 2024, ₱39 million in 2023 and ₱106 million in 2022 (see Note 26).

18. **Long-term Debts**

This account consists of Philippine peso-denominated obligations as follows:

	2024	2023
Parent Company		
Peso-denominated fixed rate corporate note	**₱4,015,550,000**	₱4,693,500,000
Peso-denominated fixed rate corporate note	**737,900,000**	761,450,000
Sarangani		
Peso-denominated floating rate debt	**2,428,292,000**	3,536,348,000
Peso-denominated floatingrate debt	**6,713,700,000**	7,705,950,000
Siguil		
Peso-denominated floating rate debt	**3,200,000,000**	1,700,000,000
MPC		
Peso-denominated floating rate debt	**2,164,622,097**	–
	19,260,064,097	18,397,248,000
Less unamortized transaction costs	**(181,575,200)**	(214,228,757)
	19,078,488,897	18,183,019,243
Less current portion	**(6,319,729,181)**	(2,759,523,797)
Noncurrent portion	**₱12,758,759,716**	₱15,423,495,446

Movement in the unamortized transaction costs are as follows:

	2024	2023
Balances at beginning of year	**₱214,228,757**	₱256,214,336
Additions	**37,069,634**	28,397,591
Amortization (Note 26)	**(69,723,191)**	(70,383,170)
Balances at end of year	**₱181,575,200**	₱214,228,757

Parent Company

The loans of the Parent Company consist of the following:

Omnibus Notes Facility and Security Agreement (ONFSA) - On November 23, 2020, ACR entered into a facility agreement with various noteholders with aggregate principal amount of ₱6,000 million divided into two (2) tranches: (a) Tranche A with principal amount of ₱5,215 million, subject to fixed interest rate of 5% and payable within five (5) years from the drawdown date and (b) Tranche B with principal amount of ₱785 million, subject to fixed interest rate of 6% and are payable semi-annually based on graduated rates of 0.5% of the principal in the first year, 22.5% in the 2nd to 6th year and 77% of the principal in the year of maturity, which is on the 7th year. Proceeds of the loan shall be used to prepay ACR's fixed rate corporate notes facility, partly finance the investments in renewable energy projects and for general corporate purposes. ACR had drawn the entire loan facility amounting to ₱6,000 million in 2020.

ACR shall maintain certain financial ratios such as debt-to-equity ratio of not more than 3.0 on the first and 2nd year, 2.75 on the 3rd year, 2.5 on the 4th year and 2.33 on the 5th year and until maturity, and debt service coverage ratio of not less than 1.1 at all times during the duration of the loan. As at December 31, 2024, ACR is in compliance with the debt covenants. Throughout the term of the loan, ACR is required to maintain a debt service reserve account with a balance of not less than the aggregate amount of principal and interest falling due and payable under the agreement on the immediately succeeding repayment date. As at December 31, 2024 and 2023, the remaining balance of debt reserve account amounted to ₱507 million and ₱500 million, respectively (see Note 15). Interest income earned from debt reserve account amounted to ₱24 million, ₱18 million and ₱5 million in 2024, 2023 and 2022, respectively.

The ONFSA is collateralized through the Share Collateral Security Agreement. Share collateral means (i) the share certificates, (ii) the shares legally and/or beneficially owned or to be owned by ACR in CHC, APHI and AREC, and any additional shares that shall be acquired in the future by ACR, (iii) the deposits for future subscription paid by ACR in CHC, APHI and AREC, and (iv) all the rights, title and interest of ACR to the share collateral.

Details of the Parent Company's long-term debts are as follows:

	2024	2023
Long term debts	**₱4,753,450,000**	₱5,454,950,000
Less unamortized debt issue costs	**(17,726,074)**	(36,427,970)
	4,735,723,926	5,418,522,030
Less current portion of long-term debt	**(4,054,165,603)**	(701,500,000)
Balances at end of year	**₱681,558,323**	₱4,717,022,030

Movement in the unamortized transaction costs of the long-term debts as follows:

	2024	2023
Balances at beginning of year	**₱36,427,970**	₱55,992,604
Amortization of transaction costs (Note 26)	**(18,701,896)**	(19,564,634)
Balances at end of year	**₱17,726,074**	₱36,427,970

Interest expense recognized amounted to ₱302 million in 2024, ₱332 million in 2023 and ₱181 million in 2022 (see Note 26). Interest payable amounted to ₱20 million and ₱22 million as at December 31, 2024 and 2023, respectively (see Note 16).

Sarangani

The loans of Sarangani consist of the following:

a. *Phase 1 of SM 200 project*

   On December 12, 2012, Sarangani obtained a financing facility consisting of a syndicated term loan in the aggregate principal amount of ₱9,300 million broken down as follows: (1) Series 1 Loan in the principal amount of up to ₱8,600 million for the construction of the Phase 1 105-MW coal-fired power plant and its common or shared areas and facilities; and (2) Series 2 Loan in the principal amount of up to ₱700 million for the construction of the transmission line. The loans are payable based on graduated rates of the total principal over a thirteen-year period after a three-year grace period. Sarangani should pay interest semi-annually at the rate equal to the higher of (a) Philippine Dealing System Treasury Fixing (PDST - F) benchmark bid yield for five-year treasury securities plus 3.5% spread per annum, or (b) 7.5% floor rate, for the first five (5)-year period commencing from the date of initial borrowing; and thereafter, to be adjusted based on the higher of (a) interpolated PDST-F benchmark bid yield for eight and one-half ($8\text{-}^1/_2$)-year treasury securities plus 2.75% spread per annum, or (b) interest rate applicable on the initial borrowing.

   Under the Omnibus Loan and Security Agreement, Sarangani shall create and constitute in favor of the collateral trustee real estate mortgage, which includes nine parcels of land registered in the name of Sarangani. The nine parcels of land have an aggregate area of 269,709 square meters and comprise the plant site of the Project amounted to ₱40 million (see Note 12). Further, chattel mortgage shall consist of machinery, office and transportation equipment with a cost of ₱736 million as at December 31, 2024 and 2023 (see Note 12).

Sarangani is subject to certain negative covenants which require prior approval of the creditors for specified corporate acts, such as change of business or scope of Phase 1, change of ownership or management, dividend declarations, issuance of shares, amendment of articles of incorporation and by-laws and quasi-reorganization, incurrence of additional debt and sale or disposal of a substantial portion of their assets, among others. As at December 31, 2024 and 2023, Sarangani is in compliance with the loan covenants.

Sarangani shall also maintain certain financial ratios such as debt-to-equity ratio of not more than 2.33 and debt service coverage ratio of at least 1.10. As at December 31, 2024 and 2023, Sarangani was able to meet the required financial ratios (see Note 31).

The OLSA contains an embedded prepayment option where Sarangani may prepay the loan in whole or in part provided certain conditions are met. Sarangani assessed that the prepayment option is not required to be separated from the host contract.

In addition to the collaterals, the shares of stock in Sarangani registered under the names of ATEC and TTC representing 100% of the outstanding capital stock of Sarangani have been pledged in favor of the collateral trustee.

Details of the Sarangani's long-term debts related to Phase 1 of the Project are as follows:

As at December 31, 2024:

	Series I	**Series II**	**Total**
Long-term debts	**₱2,268,552,000**	**₱159,740,000**	**₱2,428,292,000**
Less unamortized debt issue costs	**(8,354,434)**	**(2,086,736)**	**(10,441,170)**
	2,260,197,566	**157,653,264**	**2,417,850,830**
Less current portion of long-term debt - net of unamortized transaction costs	**(1,083,673,751)**	**(76,624,860)**	**(1,160,298,611)**
	₱1,176,523,815	**₱81,028,404**	**₱1,257,552,219**

As at December 31, 2023:

	Series I	Series II	Total
Long-term debts	₱3,304,158,000	₱232,190,000	₱3,536,348,000
Less unamortized debt issue costs	(18,829,141)	(2,911,504)	(21,740,645)
	3,285,328,859	229,278,496	3,514,607,355
Less current portion of long-term - net of unamortized transaction costs	(1,025,179,237)	(71,662,164)	(1,096,841,401)
	₱2,260,149,622	₱157,616,332	₱2,417,765,954

Interest incurred and amortized debt issue cost are as follows:

	2024	2023	2022
Interest expense (Note 26)	**₱284,587,967**	₱382,206,379	₱473,404,758
Amortization of debt issue costs (Note 26)	**11,299,475**	14,498,844	17,116,497
	₱295,887,442	₱396,705,223	₱490,521,255

Interest payable as at December 31, 2024 and 2023 amounted to ₱43 million and ₱65 million, respectively (see Note 16).

b. *Phase 2 of SM200 project*

On April 4, 2017, Sarangani obtained a financing facility consisting of a syndicated term loan in the aggregate principal amount of ₱10,500.00 million broken down as follows: (1) Series 1 Loan in the principal amount of up to ₱8,500.00 million for the construction of the 105-MW coal-fired power plant; and (2) Series 2 Loan in the principal amount of up to ₱2,000.00 million for the construction of the transmission lines. The loans are payable based on graduated rates of the total principal over a ten-year period. Sarangani should pay interest semi-annually at the rate equal to the higher of (a) PDST-R2 benchmark bid yield for five-year treasury securities plus applicable spread equal to 2.75% per annum divided by 0.99 for the first three-and-a-half years, thereafter, to be adjusted to 2.25% per annum divided by 0.99, or (b) 6% floor rate, for the first five (5)-year period commencing from the date of initial borrowing; and thereafter, the higher of (a) interest rate applicable on the initial borrowing, or (b) PDST-R2 benchmark bid yield for five-year treasury securities plus applicable spread on banking day prior to the first day of the 11th interest period.

Under the OLSA, Sarangani shall create and constitute in favor of the collateral trustee real estate mortgage, which includes 14 parcels of land registered in the name of Sarangani with an aggregate area of 515,314 square meters and comprise the plant site of the Phase 2 and the common and administration facilities of Sarangani amounted to ₱147 million (see Note 12). Further, chattel mortgage shall consist of machinery and transportation equipment with a cost of ₱315 million as at December 31, 2024 and 2023 (see Note 12).

In addition to the collaterals, the shares of stock in Sarangani registered under the names of ATEC and TTC representing 100% of the outstanding capital stock of Sarangani have been pledged in favor of the collateral trustee.

Sarangani is subject to certain negative covenants which require prior approval of the creditors for specified corporate acts, such as change of business or scope of Phase 2, change of ownership or management, dividend declarations, issuance of shares, amendment of articles of incorporation and by-laws and quasi-reorganization, incurrence of additional debt and sale or disposal of a substantial portion of their assets, among others, among others. As at December 31, 2024 and 2023, Sarangani is in compliance with the loan covenants.

Sarangani shall also maintain certain financial ratios such as debt-to-equity ratio of not more than 2.33 and debt service coverage ratio of at least 1.10, provided that prior to dividend declarations, debt service coverage ratio is at least 1.25. As at December 31, 2024 and 2023, Sarangani was able to meet the required financial ratios (see Note 31).

The OLSA contains an embedded prepayment option where Sarangani may prepay the loan in whole or in part provided certain conditions are met. Sarangani assessed that the prepayment option is not required to be separated from the host contract.

Details of the Sarangani's long-term debts related to Phase 2 of the Project are as follows:

As at December 31, 2024:

	Series I	**Series II**	**Total**
Long-term debts	**₱5,434,900,000**	**₱1,278,800,000**	**₱6,713,700,000**
Less unamortized debt issue costs	**(86,385,748)**	**(12,781,808)**	**(99,167,556)**
	5,348,514,252	**1,266,018,192**	**6,614,532,444**
Less current portion of long-term debt - net of unamortized transaction costs	**(742,047,548)**	**(176,658,415)**	**(918,705,963)**
	₱4,606,466,704	**₱1,089,359,777**	**₱5,695,826,481**

As at December 31, 2023:

	Series I	Series II	Total
Long-term debts	₱6,238,150,000	₱1,467,800,000	₱7,705,950,000
Less unamortized debt issue costs	(113,624,557)	(17,057,740)	(130,682,297)
	6,124,525,443	1,450,742,260	7,575,267,703
Less current portion of long-term debt - net of unamortized transaction costs	(776,283,411)	(184,898,985)	(961,182,396)
	₱5,348,242,032	₱1,265,843,275	₱6,614,085,307

Interest expense and amortized debt issue cost of Phase 2 recorded as expense are as follows:

	2024	2023	2022
Interest expense (Note 26)	**₱696,203,457**	₱785,465,495	₱737,069,364
Amortization of debt issue costs (Note 26)	**31,514,740**	33,299,946	36,102,080
	₱727,718,197	₱818,765,441	₱773,171,444

Interest payable as at December 31, 2024 and 2023 amounted to ₱129 million and ₱148 million, respectively (see Note 16).

Siguil

On June 8, 2022, Siguil entered into an Omnibus Loan and Security Agreement (OLSA) with a local bank in the aggregate principal amount of ₱3,300 million broken down as follows: (1) first tranche in the principal amount of up to ₱1,700 million for the construction of the 15 MW run-of-river hydro power plant project in Maasim, Sarangani Province, Southern Mindanao (Project); and (2) second tranche in the principal amount of up to ₱1,600 million upon completion of the project, for the reimbursement of the amount spent on top of the required equity to bring the Project debt-equity ratio to 75:25 based on the total Project cost as validated by the Lender's Technical Advisor (LTA).

The loans are payable at 3.5% of the principal from the end of the fifth semester up to end of the 18th semester, then 4% from the end of the 19th semester up to the end of the 27th semester, then 5% from the end of 28th semester up to the end 30th semester.

Siguil should pay interest semi-annually in arrears starting on the first interest payment date at the rate higher between (a) the benchmark rate plus 1.75% per annum spread determined on the date of each advance; or (b) 5.75% per annum, subject to adjustment by the lender at such rate as it may determine at the end of the fifth (5th) and tenth (10th) year after the date of initial borrowing using the same formula, with a rate not lower than the rate prior to adjustment.

The OLSA contains an embedded prepayment option where Siguil may prepay the loan in whole or in part provided certain conditions are met. Siguil assessed that the prepayment option is not required to be separated from the host contract.

Siguil is subject to certain negative covenants which require prior approval of the creditors for specified corporate acts, such as change in business or scope of Project, change of ownership or management, act as surety, dividend declarations or payments, incurrence of additional debt and sale or disposal of a substantial portion of their assets, among others.

Siguil shall also maintain certain financial ratios such as debt-to-equity ratio of not more than 3.0, current ratio of not less than 1.0 and debt service coverage ratio of at least 1.10. As at December 31, 2023, Siguil was able to meet the required financial ratios particularly the debt-to-equity ratio and the current ratio (see Note 31). As agreed with the lender, Siguil is not yet subject to the debt service coverage ratio since it is not yet in operations as of December 31, 2024.

The OLSA is collateralized through the (a) Share Charge and Control Agreement relating to present shares and after-acquired shares; (b) Security Agreement for Intangible Assets relating to assigned collaterals such as project receivables, project accounts, project contracts, project documents, performance guarantee, rights, titles, government permits and approvals to the extent allowed by law and each insurance policy; (c) Deed of Trust over movable assets of Siguil; (d) Assignment of Leasehold Rights and (e) Real Estate Mortgage relating to properties, with all the buildings and other pertinent improvements thereon, now existing or which hereafter exist to the extent applicable.

Details of Siguil's long-term debt related to the Project are as follows:

	2024	2023
Long-term debts	**₱3,200,000,000**	₱1,700,000,000
Less unamortized debt issue costs	**(54,240,398)**	(25,377,845)
	₱3,145,759,602	₱1,674,622,155
Less current portion	**(146,071,650)**	–
Noncurrent portion	**₱2,999,687,952**	₱1,674,622,155

Interest expense and amortized debt issue cost recorded as capitalized borrowing costs are as follows:

	2024	2023	2022
Interest expense (Notes 12 and 26)	**₱409,060,602**	₱359,928,489	₱166,752,021
Amortization of debt issue costs	**8,207,080**	3,019,746	397,629
	₱417,267,682	₱362,948,235	₱167,149,650

Interest payable as at December 31, 2024 and 2023 amounted to ₱116 million and ₱62 million, respectively (see Note 16).

The loan agreement requires Siguil to maintain debt service reserve account. As at December 31, 2024 and 2023, the balance of debt service reserve account amounted to ₱374 million and ₱141 million, respectively. Balance of debt service reserve account is recorded under “Prepaid expenses and other current assets” and “Other noncurrent assets” in the consolidated statements of financial position as at December 31, 2024 and 2023, respectively. During the grace period or up to the obtainment of the acceptable offtake arrangements, whichever comes later, the debt service reserve requirement shall be an amount equivalent to two semi-annual amortizations for interest on the loan. After the grace period or the obtainment of the acceptable offtake arrangements, whichever comes later, the debt service reserve requirement shall be an amount equivalent to one semi-annual amortization (principal and interest) for the loan.

MPC
On September 3, 2024, MPC entered into a facility agreement with a local bank with principal amount of ₱2,200 million. The loans are payable semi-annually based on graduated rates from 2% to 6% of the principal across the term of the loan and 30% of the principal in the year of maturity. Proceeds of the loan shall be used to refinance the project cost on the development, construction, and operations of Phase 1 of a 95.2 MW Modular Diesel Power Plant (“Project”) to serve as in-island backup power plant in Bohol, Philippines. MPC had drawn the entire loan facility amounting to ₱2,200 million as of December 31, 2024.

MPC shall maintain certain financial ratios such as debt-to-equity ratio of not more than 3.0 and debt service coverage ratio of not less than 1.05 beginning on the first anniversary after commercial operations date. As at December 31, 2024, the project has not yet commenced its commercial operations.

Throughout the term of the loan, MPC is required to maintain a debt service reserve account in the form of a Standby Letters of Credit for an aggregate amount of up to ₱100 million. MPC is required to fund such Letters of Credit for the purpose of performance security under its Power Purchase Agreement with Energy Development Corporation. As at December 31, 2024, the remaining balance of the debt reserve account amounted to ₱100 million.

The OLSA is collateralized through the Personal Property Security Agreement (PPSA). The PPSA shall cover the property and all parts and products of MPC’s rights, title, and interest over the present and future movable assets and project documents relating to the construction and development of the project. In addition, a mortgage over forty-two (42) units of containerized MHI Diesel Gensets has been entered in favor of the local bank to further secure the faithful performance and compliance of MPC on the loan agreement.

Interest expense amounting to ₱42 million was recognized as capitalizable borrowing cost of the construction in progress. Interest payable as at December 31, 2024 amounted to ₱42 million (see Note 16).

Details of the MPC’s long-term debts related to the project are as follows:

	2024
Long-term debts	**₱2,200,000,000**
Less unamortized transaction costs	**(35,377,903)**
	2,164,622,097
Less current portion	**(40,487,355)**
Noncurrent portion	**₱2,124,134,742**

19. **Decommissioning Liabilities**

Under their ECC, SPPC, WMPC Siguil and Sarangani have obligations to decommission or dismantle its power plant complexes at the end of the useful lives of the power plant assets. In this regard, SPPC, WMPC and Sarangani established provision to recognize their estimated liabilities for the dismantlement of their power plant complexes.

Movements in decommissioning liabilities are as follows:

	2024	2023
Balances at beginning of year	**₱476,024,873**	₱395,092,476
Accretion (Note 26)	**15,118,432**	27,161,123
Effects of changes in estimated future decommissioning costs and discount rate, recognized as adjustment to property, plant and equipment (Note 12)	**(244,058,716)**	53,771,274
Balances at end of year	**₱247,084,589**	₱476,024,873

During 2024, the Group reversed a portion of its decommissioning liability due to changes in estimates and advancements in technology that have reduced the expected future costs. The reversal amounted to ₱60 million, which exceeded the carrying amount of the capitalized decommissioning liability. The excess reversal of the decommissioning liability has been recognized as a gain under "Others - net" in the consolidated statements of income.

The actual decommissioning cost could vary substantially from the above estimate because of new regulatory requirements, changes in technology, increased cost of labor, materials, and equipment and/or actual time required in completing all decommissioning or dismantling activities.

The provisions recognized represent the best estimate of the expenditures required to settle the present obligations at the current statement of financial position date. Such cost estimates, expressed at current price levels at the date of the estimate, are discounted using the discount rates ranging 6.09% to 6.12% and 6.06% to 6.09% at December 31, 2024 and 2023, respectively. The Group assesses the best estimate of cash flows required to settle the obligation annually every end of the year. If the estimated discount rate used in the calculation had been 1% higher than management's estimate, the carrying amount of the provision would be ₱23 million lower.

20. **Related Party Transactions**

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. Related parties include (a) enterprises that directly, or indirectly through one or more intermediaries, control or are controlled by, or are under common control with, the Group; (b) associates; and (c) individuals owning, directly or indirectly, an interest in the voting power of the Group that gives them significant influence over the Group and close members of the family of any such individual. In considering each possible related party relationship, attention is directed to the substance of the relationships, and not merely to the legal form.

All related party transactions shall be disclosed to the Group's Audit Committee ("the Committee") of the BOD and all transactions will be reviewed and approved by the Committee to ensure that a conflict of interest does not exist, a proper assessment of such transaction is made, and all necessary information is properly documented. Material related party transaction shall mean any individual related party transaction, or series of related party transactions over twelve (12) months, and with the same related party, amounting to, or exceeding, individually, or in the aggregate, the materiality threshold. Materiality threshold shall mean ten percent (10%) of the total assets of any of the parties to a transaction, based on that party's latest audited financial statements, and if the transaction is a material related party transaction, and one of the related parties is a parent of the other, the total assets shall pertain to the parent's total consolidated assets.

Transactions with related parties pertain mainly to cash advances and reimbursements of expenses.

Outstanding related party balances are generally settled in cash.

The table below shows the details of the Group's transactions with related parties.

Related Party		Advances	Due from Related Parties (Note 8)	Terms	Conditions
Major stockholders	**2024**	**(₱612,609,790)**	**₱2,354,921,420**	Payable upon demand,	Unsecured,
	2023	₱215,700,003	₱2,967,531,210	noninterest-bearing	no impairment
Subsidiaries of major	**2024**	**(2,127,967)**	**143,815,373**	Payable upon demand,	Unsecured,
stockholders	2023	–	145,943,340	noninterest-bearing	no impairment
Affiliates*	**2024**	**963,951,760**	**1,219,417,443**	Payable upon demand,	Unsecured,
	2023	71,402,082	255,465,683	noninterest-bearing	no impairment
Total	**2024**	**₱349,214,003**	**₱3,718,154,236**		
	2023	₱287,102,085	₱3,368,940,233		

**Affiliates are entities with common stockholders or directors.*

Compensation of the Group's key management personnel cost incurred in 2024, 2023 and 2022 amounted to ₱142 million, ₱105 million and ₱101 million, respectively.

21. Equity

<u>Capital Stock</u>

	2024		2023	
	No. of shares	**Amount**	No. of shares	Amount
Authorized				
Common - ₱1 par value	**11,945,000,000**	**₱11,945,000,000**	11,945,000,000	₱11,945,000,000
Preferred - ₱0.01 par value	**5,500,000,000**	**55,000,000**	5,500,000,000	55,000,000
		₱12,000,000,000		₱12,000,000,000

	2024		2023	
	No. of shares	**Amount**	No. of shares	Amount
Common				
Issued and outstanding	**6,291,500,000**	**₱6,291,500,000**	6,291,500,000	₱6,291,500,000
Preferred				
Subscribed	**5,500,000,000**	**55,000,000**	5,500,000,000	55,000,000
		₱6,346,500,000		₱6,346,500,000

Capital stock is held by a total of 447 and 449 stockholders as of December 31, 2024 and 2023, respectively.

On May 24, 2011, the Philippine SEC approved the amendment of the Articles of Incorporation of ACR creating a class of preferred shares, by reclassifying 55,000,000 unissued common shares with a par value of ₱1.00 per share into 5,500,000,000 redeemable preferred voting shares with a par value of ₱0.01 per share.

The redeemable preferred shares have the following features:

a. Redeemable preferred shares may only be issued or transferred to Filipino citizens or corporations or associations at least 60% of capital of such corporations or associations is owned by Filipino citizens.

b. Holders of redeemable preferred shares are entitled to receive, out of the unrestricted retained earnings of ACR, cumulative dividends at the rate of 8% per annum of the par value of the preferred shares, before any dividends shall be paid to holders of the common shares. There were no dividend in arrears for 2024 and 2023.

c. ACR may, by resolution of the BOD, redeem the preferred shares at par value. ACR will redeem the preferred shares at par value (i) when the foreign equity limits to which ACR is subject to shall have been removed; and (ii) ACR is not engaged in any other activity likewise reserved exclusively to Filipino citizens, or corporations or associations at least sixty percent (60%) of whose capital is owned by Filipino citizens that would otherwise require ACR to maintain the ownership of the preferred shares by such Filipino citizens. The preferred shares when redeemed will not be retired, and may be reissued upon resolution of the BOD.

d. In the event of dissolution or liquidation, holders of redeemable preferred shares are entitled to be paid in full, or pro-rata insofar as the assets and properties of ACR will permit, the par value of each preferred share before any distribution shall be made to the holders of common shares, and are not entitled to any other distribution.

All common and preferred shares have full voting rights.

On February 4, 2013, AC subscribed to 5,500,000,000 preferred shares with par value of ₱0.01 per share, from the unissued authorized preferred shares of the Parent Company. On the same date, AC paid ₱14 million representing 25% of the subscription price of ₱55 million.

The following summarizes the information on the Parent Company's registration of securities under the Securities Regulation Code:

Date of SEC Approval	Activity	Authorized Common Shares	No. of Shares Issued	Issue/Offer Price
1993	Initial Public Offering	12,000,000,000	6,291,500,000	₱1
2011	Conversion of unissued common shares to redeemable preferred shares	(55,000,000)	–	–
		11,945,000,000	6,291,500,000	

Retained Earnings

On May 4, 2012 and March 28, 2014, the BOD approved the appropriation of ₱850 million and ₱850 million of its retained earnings as at December 31, 2011 and December 31, 2013, respectively, for its equity contributions to various projects.

On December 11, 2016, the BOD approved the reversal of appropriation relating to Phase 1 of the Sarangani project amounting to ₱400 million.

On March 22, 2018, the BOD approved the reversal of appropriation relating to Phase 2 of the Sarangani project amounting to ₱200 million.

The appropriated retained earnings as of December 31, 2024 and 2023 pertain to the following projects:

Project Name	Nature/Project Description	Amount (in millions)	Timeline (Year)
Alabel Solar Energy Corp	Solar power project in Bawing, General Santos City	₱260	2025
SPPC Solar	Solar power project in Alabel, Sarangani	110	2025
ZAM100	Coal-fired power plant in Zamboanga City	600	2026
Bago	Hydro-electric power in Negros Occidental	130	2025
		₱1,100	

The Parent Company declared the following cash dividends on its common shares:

Year	Date of Declaration	Amount	Per Share	Date of Record	Date of Payment
2024	May 30, 2024	₱125,230,000	₱0.020	June 18, 2024	July 4, 2024
2023	June 19, 2023	125,830,000	0.020	July 5, 2023	July 24, 2023
2022	June 30, 2022	125,830,000	0.020	June 30, 2022	July 23, 2022

Dividends on preferred shares amounting to ₱2.0 million 2022 was applied against the Group's subscriptions receivable from AC (see Note 35).

Restriction in dividend distribution
The Group's unappropriated retained earnings attributable to the equity holders of the Parent Company is restricted for dividend declaration to the extent of undistributed earnings of subsidiaries amounting to ₱4,875 million and ₱4,329 million as of December 31, 2024 and 2023, respectively.

Equity Reserves
The composition of the Group's equity reserves are as follows:

	2024	2023
Remeasurement gains (losses) on defined benefit plan (Note 21)	**(₱9,531,438)**	₱6,938,865
Unrealized gains (losses) on FVOCI (Note 13)	**705,140,908**	(38,933,361)
Cumulative translation adjustments	**1,733,215,969**	1,719,480,143
Other equity reserves	**854,620,762**	854,620,762
Balances at end of year	**₱3,283,446,201**	₱2,542,106,409

Cumulative translation adjustments
This pertains to translation of some subsidiaries whose functional currencies are denominated in US Dollar until 2016, except for APIL, whose functional currency is still denominated in US Dollar as of date.

Acquisition of non-controlling interest
On July 2, 2013, the Parent Company entered into a Share Purchase Agreement to acquire 40% interest in voting shares of CHC, increasing its ownership to 100%. Cash consideration paid on August 1, 2013 amounted to ₱528 million (US$12.16 million). The carrying value of the net assets of CHC was ₱2,456 million (US$38.97 million).

Following is the schedule of additional interest acquired in CHC in 2013:

Carrying value of the additional interest in CHC	₱982,232,166
Cash consideration paid to non-controlling interest	(527,910,397)
Excess of book value of non-controlling interest acquired over acquisition cost	₱454,321,769

The excess of book value of non-controlling interest acquired over acquisition cost was recognized in equity as follows:

Absorbed cumulative translation adjustment from acquired non-controlling interest	₱308,841,072
Included as part of other equity reserves	145,480,697
	₱454,321,769

Disposal of interest in a subsidiary without loss of control
On November 27, 2017, the Parent Company sold its 50% ownership interest less 1 share of the voting and total outstanding capital stock ownership interest in ATEC equivalent to 14,952,678 common shares to GBPC for a total consideration amounting to ₱2,378 million, inclusive of retention receivable to be received upon issuance by BIR of the Certificate Authorizing Registration. The excess of the total consideration over the carrying value of the sold interest in ATEC amounting to ₱709 million (net of transaction cost) was recognized as part of equity reserves.

Basic/diluted earnings per share
Earnings per share attributable to equity holders of the Parent Company is computed as follows:

	2024	2023	2022
Net income attributable to equity holders of the parent*	**₱717,816,453**	₱636,741,140	₱612,943,193
Average number of shares outstanding for the year	**6,291,500,000**	6,291,500,000	6,291,500,000
Basic/diluted earnings per share	**₱0.114**	₱0.101	₱0.097

**net of ₱4.4 million dividends on preferred shares*

22. Cost of Services

	2024	2023	2022
Coal, fuel, oil and lubricants (Note 9)	**₱5,065,343,786**	₱5,631,349,996	₱5,388,921,000
Depreciation and amortization (Note 25)	**1,331,253,885**	1,241,054,455	1,378,687,223
Insurance expense	**389,688,768**	287,940,950	243,321,076
Personnel costs (Notes 24 and 28)	**238,433,754**	217,456,539	203,110,054
Repairs and maintenance	**218,609,262**	333,789,815	250,428,415
Cost of backup power	**212,754,004**	–	–
Contracted services	**46,785,159**	29,702,586	33,228,626
Taxes and licenses	**39,402,766**	39,879,406	39,529,310
Utilities	**27,912,407**	28,972,412	152,419,468
Property administration	**7,061,588**	3,534,374	2,903,721
Others	**105,097,921**	156,370,540	72,566,659
	₱7,682,343,300	₱7,970,051,073	₱7,765,115,552

23. General and Administrative Expenses

	2024	2023	2022
Personnel costs (Notes 24 and 28)	**₱299,789,775**	₱303,762,138	₱267,262,100
Taxes and licenses	**89,600,491**	64,242,392	78,496,563
Depreciation and amortization (Note 25)	**72,610,556**	115,248,262	64,270,885
Outside services	**47,985,809**	91,775,620	92,837,081
Provision for (reversal of) expected credit loss (Note 8)	**44,899,429**	(44,070,561)	37,452,583
Transportation and travel	**37,558,196**	32,807,742	25,843,526
Utilities	**19,928,625**	27,945,121	30,946,834
Management fees	**11,749,308**	7,133,848	12,997,524
Community relations	**3,885,304**	3,790,313	6,415,724
Repairs and maintenance	**3,650,439**	4,639,702	3,222,404
Entertainment, amusement and recreation	**3,471,203**	3,510,655	1,981,280
Rental (Note 30)	**2,791,809**	2,833,790	5,177,989
Entertainment, amusement and recreation	**3,471,203**	3,510,655	1,981,280
Directors and executive fees and bonuses	**2,715,000**	2,610,000	8,065,000
Supplies	**2,443,874**	2,383,888	2,273,672
Seminars and trainings	**2,163,676**	2,593,797	–
Insurance	**2,056,752**	1,231,008	1,187,932
Representation	**1,942,586**	764,407	703,649
Telephone, telegraph and postage	**1,419,682**	1,731,883	1,239,101
Impairment of goodwill (Note 14)	–	–	165,000,000
Others	**32,173,414**	83,294,276	42,573,869
	₱682,835,928	₱708,228,281	₱847,947,716

Others include costs of freight and brokerage fees, professional license upgrading, reproduction, commissions and supplies of the Group which are not individually material.

24. Personnel Costs

The Group's personnel costs are as follows:

	2024	2023	2022
Cost of services (Note 22)	**₱238,433,754**	₱217,456,539	₱203,110,054
General and administrative expenses (Note 23)	**299,789,775**	303,762,138	267,262,100
	₱538,223,529	₱521,218,677	₱470,372,154

	2024	2023	2022
Salaries, wages and bonuses	**₱438,048,857**	₱420,652,536	₱378,159,811
Retirement benefits costs (Note 28)	**53,145,036**	49,031,987	25,907,084
Other employee benefits	**47,029,636**	51,534,154	66,305,259
	₱538,223,529	₱521,218,677	₱470,372,154

25. **Depreciation and Amortization**

	2024	2023	2022
Cost of services (Note 22)	**₱1,331,253,885**	₱1,241,054,455	₱1,378,687,223
General and administrative expenses (Note 23)	**72,610,556**	115,248,262	64,270,885
	₱1,403,864,441	₱1,356,302,717	₱1,442,958,108

	2024	2023	2022
Property, plant and equipment (Note 12)	**₱1,398,344,391**	₱1,352,664,990	₱1,439,412,221
Amortization of software costs	**2,936,971**	3,222,573	3,448,134
Investments in real estate (Note 10)	**2,583,079**	415,154	97,753
	₱1,403,864,441	₱1,356,302,717	₱1,442,958,108

26. **Finance Charges**

	2024	2023	2022
Interest on long-term debts, loans payable and short-term notes payable (Notes 17 and 18)	**₱1,590,922,520**	₱1,556,534,811	₱1,555,134,975
Amortization of transaction costs and debt issue costs (Note 18)	**65,195,930**	67,363,424	72,382,175
Interest on decommissioning liabilities (Note 19)	**15,118,432**	27,161,123	18,518,741
Interest expense on lease liabilities (Note 30)	**1,450,693**	2,567,502	3,360,786
Other finance charges	**4,550,102**	1,505,865	1,005,067
	₱1,677,237,677	₱1,655,132,725	₱1,650,401,744

27. **Other Income (Charges) - Net**

	2024	2023	2022
Bank charges	**(₱34,790,713)**	(₱38,526,631)	(₱31,309,674)
Income from leases (Note 30)	**28,984,932**	100,573,926	427,411,687
Foreign exchange gain - net	**17,336,423**	7,747,713	19,553,904
Gain on sale of property and equipment	**105,209**	1,124,277	705,124
Collection of claim from NPC (Note 8)	–	277,919,296	–
Others	**83,907,091**	21,031,981	7,898,036
	₱95,542,942	₱369,870,562	₱424,259,077

Others pertain significantly to sales of sludge and reversal of decommissioning liability in excess of carrying amount of capitalized decommissioning cost.

28. **Employee Benefits**

a. Retirement Benefits

The Parent Company, ALC, ACES, BHRC and Sindangan have unfunded, noncontributory defined benefit retirement plans while SPPC, WMPC, MPC, APMC, APSC, CHC, Siguil and Sarangani have funded, noncontributory defined benefit retirement plans covering all their qualified employees. Retirement benefits are dependent on the years of service and the respective employee's compensation. The Group's latest actuarial valuation report is as at December 31, 2024.

Under the existing regulatory framework, Republic Act. 7641, otherwise known as the *Retirement Pay Law*, requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided, however, that the employee's retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

SPPC, WMPC, MPC, APMC, APSC, CHC, Siguil and Sarangani
The tables below summarize the movements in net retirement liabilities.

As at December 31, 2024:

	Present Value of Defined Benefit Obligation	**Fair Value of Plan Assets**	**Net Retirement Liabilities**
Balances at beginning of year	**₱166,717,396**	**₱110,156,479**	**₱56,560,917**
Retirement benefits cost recognized in profit or loss:			
Current service cost	**43,091,078**	**–**	**43,091,078**
Net interest	**22,995,441**	**14,354,222**	**8,641,219**
	66,086,519	**14,354,222**	**51,732,297**
Transfers to affiliates	**2,752,985**	**–**	**2,752,985**
Remeasurements losses (gains) recognized in OCI:			
Return on plan assets (excluding amount included in net interest)	**–**	**(3,455,218)**	**3,455,218**
Arising from changes in financial assumptions	**(4,460,509)**	**–**	**(4,460,509)**
Due to experience adjustments	**(3,958,636)**	**–**	**(3,958,636)**
	(8,419,145)	**(3,455,218)**	**(4,963,927)**
Contributions paid	**–**	**25,337,870**	**(25,337,870)**
Benefits paid	**(44,210,606)**	**(44,082,279)**	**(128,327)**
Balances at end of year	**₱182,927,149**	**₱102,311,074**	**₱80,616,075**

As at December 31, 2023:

	Present Value of Defined Benefit Obligation	Fair Value of Plan Assets	Net Retirement Liabilities
Balances at beginning of year	₱130,619,229	₱99,131,355	₱31,487,874
Retirement benefits cost recognized in profit or loss:			
Current service cost	32,993,195	–	32,993,195
Net interest	15,865,985	371,188	15,494,797
	48,859,180	371,188	48,487,992
Transfers to affiliates	(746,962)	–	(746,962)
Remeasurements losses (gains) recognized in OCI:			
Return on plan assets (excluding amount included in net interest)	–	3,306,203	(3,306,203)
Arising from changes in financial assumptions	(3,163,607)	–	(3,163,607)
Due to experience adjustments	(1,456,636)	–	(1,456,636)
	(4,620,243)	3,306,203	(7,926,446)
Contributions paid	–	10,000,000	(10,000,000)
Benefits paid	(7,393,808)	(2,652,267)	(4,741,541)
Balances at end of year	₱166,717,396	₱110,156,479	₱56,560,917

The Group Plan is being maintained by Banco de Oro Unibank, Inc. - Trust and Investments Group (BDO - TIG), a trustee bank.

The components of plan assets of the Group Plan follow:

	2024	2023
Investments in unit investment trust fund (UITF)	**18.76%**	21.72%
Investments in shares of stock	**0.00%**	0.00%
Investments in debt and other securities	**0.00%**	0.00%
Investments in government securities	**78.90%**	77.32%
Others	**2.34%**	0.96%
	100.00%	100.00%

The plan assets of the Group Plan consist of the following:

- Cash and cash equivalents include regular deposit and time deposits which bear interest ranging from 1.75% to 2.00%;
- Investments in UITF are ready-made investments that allow the pooling of funds that are managed by BDO - TIG;
- Investments in shares of stock consist of quoted equity securities;
- Investments in debt and other securities, consisting of both short-term and long-term corporate notes and bonds, bear interest ranging from 4.38% to 8.46% and have maturities until 2024;
- Investments in government securities, consisting of fixed rate treasury notes and retail treasury bonds bear interest ranging from 2.84% to 8.13% and have maturities until 2037; and
- Other financial assets held by the Group Plan consist primarily of interest and dividends receivable.

The Group is expected to contribute ₱56 million to the funds in 2025.

ACR, ALC, ACES, BHRC, and Sindangan
The following tables summarize the movements in retirement benefits liabilities:

	2024	2023
Balances at beginning of year	**₱14,539,421**	₱15,945,576
Retirement benefits cost charged in profit or loss:		
Current service cost	**1,187,580**	451,072
Interest cost	**225,159**	92,923
	1,412,739	543,995
Transfer to affiliates	**979,069**	844,389
Remeasurements losses (gains) recognized in OCI arising from:		
Changes in financial assumptions	**(5,062)**	(41,059)
Experience adjustments	**(203,829)**	(22,260)
	(208,891)	(63,319)
Benefits paid	**–**	(2,731,220)
Balances at end of year	**₱16,722,338**	₱14,539,421

The net retirement assets and liabilities in the consolidated statements of financial position are as follows:

	Net retirement assets		Retirement benefits liabilities	
	2024	2023	**2024**	2023
Funded	**₱23,801,992**	₱21,287,028	**₱104,418,067**	₱77,847,945
Unfunded	**–**	–	**16,722,338**	14,539,421
Total	**₱23,801,992**	₱21,287,028	**₱121,140,405**	₱92,387,366

Actuarial Assumptions
The principal assumptions used in determining retirement benefits obligation are as follows:

SPPC, WMPC, MPC, APMC, APSC, CHC, Siguil and Sarangani:

	December 31, 2024	January 1, 2024	January 1, 2023
Discount rates	**5.84%-6.00%**	6.64%-6.83%	5.12%-7.00%
Future salary increases	**5.68%**	5.68%	5.00%-5.68%

ACR, ALC, ACES, BHRC and Sindangan:

	December 31, 2024	January 1, 2024	January 1, 2023
Discount rates	**5.69%-5.94%**	6.52%-6.80%	5.20%-7.20%
Future salary increases	**5.68%**	5.68%	5.00%-5.68%

The Group has no specific matching strategies between the retirement plan assets and the defined benefit obligation under the retirement plans.

The sensitivity analysis shown in the next page has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligations, assuming all other assumptions were held constant.

As at December 31, 2024:

	Funded		**Unfunded**	
	Increase (Decrease)	**Amount**	**Increase (Decrease)**	**Amount**
Discount rates	**+0.5%**	**(₱7,043,483)**	**+0.5%**	**(₱2,019,245)**
	-0.5%	**8,277,009**	**-0.5%**	**2,424,653**
Salary increase rates	**+1.0%**	**20,735,415**	**+1.0%**	**2,321,072**
	-1.0%	**(16,982,637)**	**-1.0%**	**(1,989,032)**

As at December 31, 2023:

	Funded		Unfunded	
	Increase (Decrease)	Amount	Increase (Decrease)	Amount
Discount rates	+0.5%	(₱5,695,925)	+0.5%	(₱1,954,656)
	-0.5%	6,294,856	-0.5%	2,355,938
Salary increase rates	+1.0%	16,389,642	+1.0%	2,191,732
	-1.0%	(13,734,718)	-1.0%	(1,871,877)

Shown below is the maturity analysis of the undiscounted benefit payments:

	2024	2023
Less than 1 year	**₱82,417,628**	₱77,022,353
More than 1 year to 5 years	**42,755,332**	29,338,007
More than 5 years to 10 years	**82,963,893**	80,099,759
More than 10 years to 15 years	**158,604,466**	138,376,226
More than 15 years to 20 years	**310,120,993**	293,037,437
More than 20 years	**1,288,954,086**	1,200,782,484

b. Compensated Absences

All regular employees of certain entities within the Group who have completed 12 months of continuous service are entitled to leave credits. Leave credits granted to each employee vary based on the employee's tenure and can be accumulated up to 60 days. The employee has the option to convert unused leave credits in the succeeding year. Accrued leave credits (recognized under "Accrued expenses" account in "Accounts payable and other current liabilities") amounted to ₱41 million and ₱45 million as of December 31, 2024 and 2023, respectively. Cost of compensation absences amounted to ₱23 million, ₱22 million and ₱20 million in 2024, 2023 and 2022, respectively.

29. **Income Taxes**

a. Provision for current income tax consists of:

	2024	2023	2022
RCIT	**₱86,624,155**	₱131,276,899	₱184,995,201
Gross income tax	**179,432,248**	150,267,269	141,434,756
MCIT	**2,230,663**	2,083,172	468,989
	₱268,287,066	₱283,627,340	₱326,898,946

b. Following is the reconciliation between the statutory tax rate on income before income tax and the effective tax rates:

	2024	2023	2022
Statutory income tax rate	**25.00%**	25.00%	25.00%
Tax effects of:			
Net unrecognized deferred tax assets	**(14.65%)**	(13.49%)	(11.26%)
Translation adjustments, income of certain subsidiaries enjoying tax holidays and others - net	**(1.66%)**	(0.54%)	1.80%
Effective income tax rate	**8.69%**	10.97%	15.54%

c. Deferred income tax assets (liabilities) pertain to the income tax effects of the following:

	2024		2023	
	Net Deferred Income Tax Assets	**Net Deferred Income Tax Liabilities**	Net Deferred Income Tax Assets	Net Deferred Income Tax Liabilities
Deferred Income Tax Assets				
Decommissioning liabilities	**₱18,727,073**	**₱23,603,045**	₱–	₱76,737,305
NOLCO	–	**10,215,121**	–	9,106,993
Unrealized intercompany transactions	–	**9,491,048**	12,121,260	–
Net retirement plan liabilities	**7,229,138**	**4,789,534**	1,774,141	8,285,404
Allowance for impairment loss	**5,977,422**	–	–	3,290,407
Accrued vacation and sick leaves	**1,740,945**	**1,695,571**	2,483,661	2,428,668
Actuarial loss recognized in equity	–	–	–	2,662,307
Unamortized past service cost	–	**1,620,894**	1,678,604	409,892
Lease liabilities	**1,806,136**	–	–	1,061,363
Impairment losses on projects costs	–	**597,846**	–	597,846
Difference between accounting and tax depreciation	**6,825,664**	–	9,607,874	–
Unrealized foreign exchange losses	–	–	–	33
	42,306,378	**52,013,059**	27,665,540	104,580,218
Deferred Income Tax Liabilities				
Capitalized interest	₱–	**(₱266,539,004)**	₱–	(₱289,041,505)
Fair value adjustment on real estate inventories	–	**(122,807,098)**	–	(122,267,904)
Fair value adjustment on equity investments designated at FVOCI	–	**(121,112,061)**	–	–
Contract assets	–	**(149,823,770)**	–	(181,734,997)
Difference between financial and tax depreciation	–	**(40,241,647)**	–	(68,612,789)
Capitalized decommissioning asset	–	–	–	(27,050,291)
Difference between tax and financial amortization of transaction costs	–	**(4,431,519)**	–	(9,106,993)
Effect of change in functional currency	–	**(4,933,426)**	–	(7,427,691)
Actuarial gain recognized in equity	–	**(4,770,902)**	–	–
Retirement plan assets	–	**(2,628,907)**	–	(7,916,228)
Unrealized foreign exchange gains	–	**(6,024,460)**	–	(3,322,796)
Right-of-use assets	–	–	–	(875,442)
	–	**(723,312,794)**	–	(717,356,636)
	₱42,306,378	**(₱671,299,735)**	₱27,665,540	(₱612,776,418)

d. The following are the Group's deductible temporary differences and carryforward benefits of NOLCO and excess MCIT for which no deferred income tax assets are recognized in the consolidated financial statements because management believes that it is not probable that taxable income will be available against which the deferred income tax assets can be utilized:

	2024	**2023**
NOLCO	**₱2,759,640,745**	₱2,244,503,166
Cumulative translation adjustments	**112,313,794**	112,313,794
Allowance for expected credit losses	**31,730,458**	31,730,458
Excess MCIT	**5,493,945**	4,162,602
Impairment losses on property, plant and equipment	**2,100,000**	2,100,000
Others	**2,593,919**	15,439,248

The deferred income tax on cumulative translation adjustment was not recognized because the Parent Company is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Movements of NOLCO and excess MCIT follow:

	2024		2023	
	NOLCO	**Excess MCIT**	NOLCO	Excess MCIT
Balances at beginning of year	**₱2,280,931,138**	**₱4,162,602**	₱1,732,260,525	₱1,736,140
Additions	**530,699,372**	**2,330,624**	602,998,934	3,104,149
Utilized	**(39,178,473)**	**(746,836)**	(54,328,321)	–
Expired	**–**	**(252,445)**	–	(677,687)
Balances at end of year	**₱2,772,452,037**	**₱5,493,945**	₱2,280,931,138	₱4,162,602

As of December 31, 2024, the Group has incurred NOLCO which can be claimed as deduction from the regular taxable income for the next three (3) consecutive taxable years, as follows:

Year Incurred	Available Until	Balance as at December 31, 2023	Additions	Expiration/ Utilization	**Balance as at December 31, 2024**
2022	2025	₱440,535,653	₱–	(₱30,562,034)	**₱409,973,619**
2023	2026	602,998,934	–	–	**602,998,934**
2024	2027	–	530,699,372		**530,699,372**
		₱1,043,534,587	₱530,699,372	(₱30,562,034)	**₱1,543,671,925**

The Group has incurred NOLCO in taxable years 2021 and 2020 which can be claimed as deduction from the regular taxable income for the next five (5) consecutive taxable years pursuant to the Bayanihan to Recover As One Act, as follows:

Year Incurred	Available Until	Balance as at December 31, 2023	Additions	Expiration/ Utilization	**Balance as at December 31, 2024**
2020	2025	₱722,145,015	₱–	(₱8,616,439)	**₱713,528,576**
2021	2026	515,251,536	–	–	**515,251,536**
		₱1,237,396,551	₱–	(₱8,616,439)	**₱1,228,780,112**

The carry forward benefits of excess MCIT over RCIT that can be claimed as deduction from future regular taxable income are as follows:

Year Incurred	Available Until	Balance as at December 31, 2023	Additions	Expiration/ Utilization	**Balance as at December 31, 2024**
2021	2024	₱589,464	₱–	(₱589,464)	**₱–**
2022	2025	468,989	–	(409,817)	**59,172**
2023	2026	3,104,149	–	–	**3,104,149**
2024	2027	–	2,330,624	–	**2,330,624**
		₱4,162,602	₱2,330,624	(₱999,281)	**₱5,493,945**

30. **Lease Commitments**

Group as a Lessee

On February 1, 2017, the Group entered into a five (5)-year lease agreement for its office space for five (5) years. In 2021, the Group also entered into several lease agreements for parcels of land to be used in the operations of the hydro power plant. The lease agreements have lease terms of three (3)-50 years. The Group paid in advance the lease rentals for the duration of the lease agreements and were capitalized as part of the right-of-use assets. The depreciation expense on the right-of-use assets was capitalized as part of the construction-in progress. On June 30, 2021, the Group entered into a 10-year lease agreement with a third party for the easement and pier usage for fuel deliveries.

Set out below, are the amounts recognized in the consolidated statements of income:

	2024	2023	2022
Depreciation expense of right-of-use assets	**₱10,145,564**	₱10,828,531	₱17,565,091
Interest expense on lease liabilities	**1,450,693**	2,567,502	3,360,786
Rent expense - short-term leases (Note 23)	**2,791,809**	2,833,790	5,177,989
	₱14,388,066	₱16,229,823	₱26,103,866
Total cash outflow for leases	**₱12,716,285**	₱15,478,957	₱18,466,346

Recoverable deposits related to the lease agreement amounted to ₱5 million as of December 31, 2024 and 2023.

Set out below, is the rollforward analysis of lease liabilities during the years ended December 31:

	2024	2023
Beginning balances	**₱18,483,290**	₱28,106,955
Interest expense on lease liabilities	**1,457,537**	2,574,346
Payments of:		
Principal portion	**(11,258,748)**	(10,070,821)
Interest	**(1,457,537)**	(2,574,346)
Ending balances	**7,224,542**	18,036,134
Less current portion (Note 16)	**(1,795,059)**	(10,811,592)
Noncurrent portion	**₱5,429,483**	₱7,224,542

Shown below is the maturity analysis of the undiscounted lease payments:

	2024	2023
Within one year	**₱2,455,867**	₱12,261,809
More than 1 years to 2 years	**1,635,558**	2,455,867
More than 2 years to 3 years	**1,717,336**	1,635,558
More than 3 years	**3,367,965**	5,085,301

Group as a Lessor
The Group entered into operating lease contracts with various third-party lessees for the office spaces owned by the Group. The lease term is for one-year renewable annually.

On July 6, 2022, the Group entered into a long-term lease agreement with a third party for the lease of industrial lots for a period of 50 years, renewable for another 25 years. The lease is accounted for a finance lease since the Group has transferred substantially all the risks and rewards incidental to the ownership of the property to the lessee because the lessee has the option to purchase the property at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable for it to be reasonably certain, at the inception date, that the option will be exercised and at the inception date, the present value of the lease payments amounts to at least substantially all of the fair value of the underlying asset.

Accordingly, the Group derecognized the carrying value of the investment in real estate amounting to ₱35 million and ₱170 million in 2024 and 2023, respectively (see Note 10), and recognized selling profit of ₱26 million and ₱88 million in 2024 and 2023, respectively. The net investment in lease is nil as at December 31, 2024 and 2023 since there are no payments for the right-to-use the underlying asset during the lease term that are not received at the commencement date. Thus, disclosures of maturity analysis of lease payment receivables were not provided.

Total income from the foregoing operating and finance leases amounted to ₱29 million in 2024, ₱101 million in 2023 and ₱427 million in 2022 (see Note 27).

Future minimum lease receivables under operating lease are as follows:

	2024	2023
Within one year	**₱12,582,449**	₱17,443,880

31. Financial Risk Management Objectives and Policies

The Group's principal financial instruments are composed of cash and cash equivalents, short-term cash investments, debt reserve accounts, equity investments designated at FVOCI, loans payable, short-term notes payable, lease liabilities and long-term debts. The main purpose of these financial instruments is to raise finances for the Group's operations. The Group has various other financial assets and liabilities such as trade and other receivables and accounts payable and other current liabilities which arise directly from its operations. The main risks arising from the Group's financial instruments are credit risk, liquidity risk, and market risk (interest rate risk, equity price risk and foreign currency risk).

Management reviews and the BOD approves policies for managing each of these risks which are summarized below.

Credit Risk
Credit risk is the risk that a counterparty will not meet its obligation under a financial instrument or a customer contract, leading to a financial loss. The Group trades only with recognized and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

In the Group's real estate business, transfer of the property is executed only upon full payment of the purchase price. There is also a provision in the sales contract which allows forfeiture of the installment/deposits made by the customer in favor of the Group in case of default. These measures minimize the credit risk exposure or any margin loss from possible default in the payment of installments.

In the Group's power generation business, it is the policy of the Group to ensure that all terms specified in the PSAs, ASPA and RES contracts with its customers, including the credit terms of the billings, are complied with.

The table below shows the gross maximum exposure to credit risk of the Group as at December 31, before considering the effects of collaterals, credit enhancements and other credit risk mitigation techniques.

	2024	2023
Cash and cash equivalents*	**₱2,299,601,767**	₱2,428,191,159
Short-term cash investments	**129,399,301**	122,505,384
Trade and other receivables		
Trade receivables		
Power	**2,640,892,187**	1,772,454,803
Real estate**	**91,710,395**	42,040,743
Contract assets	**1,594,771,934**	1,684,163,954
Retention receivables	**14,655,481**	14,655,481
Due from related parties and others***	**3,744,219,799**	3,626,792,260
Debt reserve accounts	**881,371,449**	641,124,682
	₱11,396,622,313	₱10,331,928,466

**Excludes cash on hand amounting to ₱0.5 million and ₱0.9 million as at December 31, 2024 and 2023, respectively.*
***Includes noncurrent portion of receivables amounting to ₱11 and ₱3 million as at December 31, 2024 and 2023, respectively.*
****Excludes advances for business expenses and advances to employees totaling to ₱61 million and ₱30 million as at December 31, 2024 and 2023, respectively.*

Trade receivables and contract assets. The Group's trade receivables and contract assets are monitored on a regular basis. An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due of the customer with loss pattern. The calculation reflects the probability-weighted outcome and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. For trade receivables from real estate sales, expected credit loss is computed using vintage analysis.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

For trade receivables from real estate sales, the Group uses the vintage analysis in calculating the ECLs. Vintage analysis calculates the vintage default rate of each period through a ratio of default occurrences of each given point in time in that year to the total number of receivable issuances or occurrences during that period or year. The rates are also determined based on the default occurrences of customer segments that have similar loss patterns (i.e., by payment scheme). The vintage analysis is initially based on the Group's historical observed default rates. The Group will adjust the historical credit loss experience with forward-looking information.

Generally, trade and other receivables from customers and contract assets are written-off when deemed unrecoverable and are not subject to enforcement activity. The maximum credit exposure to credit risk at the reporting date is the carrying value of each class of financial assets, except for receivables from real estate sales that are collateralized by the underlying properties sold.

Due from related parties. The Group considers its due from related parties as high grade due to assured collectability through information from the related parties' sources of funding.

Cash and cash equivalents, short-term investments and debt reserve accounts. Credit risk from balances with banks and financial institutions is managed in accordance with the Group's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty limits are reviewed and approved by the BOD, and are updated when necessary. Cash and cash equivalents, short-term cash investments and debt reserve accounts are placed in various banks. Material amounts are held by banks which belong to top five (5) banks in the country. The rest are held by local banks that have good reputation and low probability of insolvency. These are considered to be low credit risk investments.

Concentration of credit risk
The Group has concentration of credit risk due to sales to significant customers. Two customers accounted for approximately 35%, 38% and 41% of its total revenue from contracts with customers in 2024, 2023 and 2022, respectively. The Group's top five customers accounted for approximately 54% of its total revenue from contracts with customers in 2024, 66% in 2023 and 61% in 2022.

The carrying amounts of financial assets at amortized cost approximate the Group's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk.

The following tables below summarize the credit quality of the Group's financial assets (gross of allowance for impairment losses) as at December 31:

	2024					
	Current			Past Due	Credit	
	Minimal Risk	Average Risk	High Risk	(1-90 Days)	Impaired	Total
Cash and cash equivalents*	**₱2,299,601,767**	**₱–**	**₱–**	**₱–**	**₱–**	**₱2,299,601,767**
Short-term cash investments	**129,399,301**	–	–	–	–	**129,399,301**
Trade and other receivables						
Trade receivables						
Power	**2,640,892,187**	–	–	–	**93,245,195**	**2,734,137,382**
Real estate	**91,710,395**	–	–	–	**13,163,091**	**104,873,486**
Product distribution and others	–	–	–	–	**31,730,458**	**31,730,458**
Contract assets	**1,594,771,934**	–	–	–	–	**1,594,771,934**
Retention receivables	**14,655,481**	–	–	–	–	**14,655,481**
Due from related parties and others**	**3,744,219,799**	–	–	–	**5,074,645**	**3,749,294,444**
Debt reserve accounts	**881,371,449**	–	–	–	–	**881,371,449**
	₱11,396,622,313	**₱–**	**₱–**	**₱–**	**₱143,213,389**	**₱11,539,835,702**

**Excludes cash on hand amounting to ₱0.5 million as at December 31, 2024.*
***Excludes advances for business expenses and advances to employees totaling to ₱61 million as at December 31, 2024.*

	2023					
	Current			Past Due	Credit	
	Minimal Risk	Average Risk	High Risk	(1-90 Days)	Impaired	Total
Cash and cash equivalents*	₱2,428,191,159	₱–	₱–	₱–	₱–	₱2,428,191,159
Short-term cash investments	122,505,384	–	–	–	–	122,505,384
Trade and other receivables						
Trade receivables						
Power	1,772,454,803	–	–	–	48,345,766	1,820,800,569
Real estate	42,040,743	–	–	–	13,163,091	55,203,834
Product distribution and others	–	–	–	–	31,730,458	31,730,458
Contract assets	1,684,163,954	–	–	–	–	1,684,163,954
Retention receivables	14,655,481	–	–	–	–	14,655,481
Due from related parties and others**	3,626,792,260	–	–	–	5,074,645	3,631,866,905
Debt reserve accounts	641,124,682	–	–	–	–	641,124,682
	₱10,331,928,466	₱–	₱–	₱–	₱98,313,960	₱10,430,242,426

**Excludes cash on hand amounting to ₱0.9 million as at December 31, 2023.*
***Excludes advances for business expenses and advances to employees totaling to ₱30 million as at December 31, 2023.*

The Group classifies credit quality risk as follows:

Minimal risk – accounts with a high degree of certainty in collection, where counterparties have consistently displayed prompt settlement practices, and have little to no instance of defaults or discrepancies in payment.

Average risk – active accounts with minimal to regular instances of payment default, due to ordinary/common collection issues, but where the likelihood of collection is still moderate to high as the counterparties are generally responsive to credit actions initiated by the Group.

High risk – accounts with low probability of collection and can be considered impaired based on historical experience, where counterparties exhibit a recurring tendency to default despite constant reminder and communication, or even extended payment terms.

The following tables below summarize the staging considerations (other than trade receivables and contract assets subject to provision matrix) of the Group's financial assets as at December 31:

	2024			
	Stage 1 (12-Month ECL)	**Stage 2 (Lifetime ECL)**	**Stage 3 (Credit Impaired)**	**Total**
Cash and cash equivalents*	**₱2,299,601,767**	**₱–**	**₱–**	**₱2,299,601,767**
Short-term cash investments	**129,399,301**	**–**	**–**	**129,399,301**
Other receivables:				
Retention receivables	**14,655,481**	**–**	**–**	**14,655,481**
Due from related parties and others**	**3,744,219,799**	**–**	**5,074,645**	**3,749,294,444**
Debt reserve accounts	**881,371,449**	**–**	**–**	**881,371,449**
	₱7,069,247,797	**₱–**	**₱5,074,645**	**₱7,074,322,442**

**Excludes cash on hand amounting to ₱0.5 million as at December 31, 2024.*
***Excludes advances for business expenses and advances to employees totaling to ₱61 million as at December 31, 2024.*

	2023			
	Stage 1 (12-Month ECL)	Stage 2 (Lifetime ECL)	Stage 3 (Credit Impaired)	Total
Cash and cash equivalents*	₱2,428,191,159	₱–	₱–	₱2,428,191,159
Short-term cash investments	122,505,384	–	–	122,505,384
Other receivables:				
Retention receivables	14,655,481	–	–	14,655,481
Due from related parties and others**	3,626,792,260	–	5,074,645	3,631,866,905
Debt reserve accounts	641,124,682	–	–	641,124,682
	₱6,833,268,966	₱–	₱5,074,645	₱6,838,343,611

**Excludes cash on hand amounting to ₱0.9 million as at December 31, 2023.*
***Excludes advances for business expenses and advances to employees totaling to ₱30 million as at December 31, 2023.*

Set out below is the information about the credit risk exposure on trade receivables and contract assets using a provision matrix as of December 31:

	2024				
	Contract Assets	**Current**	**Days Past Due 1-90 Days**	**Days Past Due > 90 Days**	**Total**
Expected credit loss rate	**0%**	**0%**	**0%**	**0%**	
Estimated total gross carrying amount at default	**₱1,594,771,934**	**₱2,456,293,823**	**₱77,541,753**	**₱107,056,611**	**₱4,235,664,121**
Expected credit loss	–	–	–	–	–
Credit impaired	–	–	–	**124,975,653**	**124,975,653**
Total expected credit loss	**₱–**	**₱–**	**₱–**	**₱124,975,653**	**₱124,975,653**

	2023				
	Contract Assets	Current	Days Past Due 1-90 Days	Days Past Due > 90 Days	Total
Expected credit loss rate	0%	0%	0%	0%	
Estimated total gross carrying amount at default	₱1,684,163,954	₱1,585,214,983	₱160,040,682	₱27,199,138	₱3,456,618,757
Expected credit loss	–	–	–	–	–
Credit impaired	–	–	–	80,076,224	80,076,224
Total expected credit loss	₱–	₱–	₱–	₱80,076,224	₱80,076,224

Set out below is the credit risk exposure on the Group's trade receivables from real estate sales using vintage analysis:

	2024	2023
Expected credit loss rate	**0%**	0%
Estimated total gross carrying amount at default	**₱91,710,395**	₱42,040,743

Credit-impaired trade receivables from real estate sales amounted to ₱13 million as of December 31, 2024 and 2023 which have been fully provided with allowance for expected credit loss.

Liquidity Risk
Liquidity risk arises from the possibility that the Group encounter difficulties in raising funds to meet or settle its obligations at a reasonable price. The Group maintains sufficient cash and cash equivalents to finance its operations. Any excess cash is invested in short-term money market placements. These placements are maintained to meet maturing obligations and pay dividend declarations.

The table below summarizes the maturity profile of the Group's financial liabilities based on contractual undiscounted payments and financial assets (held for liquidity purposes):

	2024						
	Due and Demandable	Less than 3 Months	3-12 Months	More than 1 Year to 4 Years	4-5 Years	5 Years onwards	Total
Financial Liabilities:							
Accounts payable and other current liabilities*	₱2,252,827,970	₱147,360,192	₱–	₱–	₱–	₱–	₱2,400,188,162
Short-term notes and loans payable**	–	4,702,564,556	752,178,640	–	–	–	5,454,743,196
Long-term debts**	–	358,094,970	2,944,943,227	9,372,152,803	1,532,101,373	5,220,842,084	19,428,134,457
Lease liabilities**	–	–	2,455,867	3,352,894	3,367,965	–	9,176,726
	₱2,252,827,970	₱5,208,019,718	₱3,699,577,734	₱9,375,505,697	₱1,535,469,338	₱5,220,842,084	₱27,292,242,541
Financial Assets:							
Cash and cash equivalents	₱2,300,137,452	₱–	₱–	₱–	₱–	₱–	₱2,300,137,452
Short-term cash investments	–	–	129,399,301	–	–	–	129,399,301
Receivables	2,578,376,879	154,225,703	–	–	–	–	2,732,602,582
Debt reserve accounts	–	–	881,371,449	–	–	–	881,371,449
Retention receivable	–	–	14,655,481	–	–	–	14,655,481
Contract assets	–	22,348,005	67,044,015	268,176,061	89,392,020	1,147,811,833	1,594,771,934
Due from related parties and others	3,718,154,236	–	26,065,563	–	–	–	3,744,219,799
	₱8,596,668,567	₱176,573,708	₱1,118,535,809	₱268,176,061	₱89,392,020	₱1,147,811,833	₱11,397,157,998

* *Excluding accrued interest, payable to government agencies, current portion of lease liabilities and advances from customers totaling to ₱697 million.*
** *Including interest payable computed using prevailing rate as at December 31, 2024.*

	2023						
	Due and Demandable	Less than 3 Months	3-12 Months	More than 1 Year to 4 Years	4-5 Years	5 Years onwards	Total
Financial Liabilities:							
Accounts payable and other current liabilities*	₱2,190,568,685	₱71,863,961	₱47,300	₱–	₱–	₱–	₱2,262,479,946
Short-term notes and loans payable**	–	4,949,741,749	752,178,640	–	–	–	5,701,920,389
Long-term debts**	–	305,498,636	3,037,282,997	7,260,517,428	89,392,020	7,787,378,388	18,480,069,469
Lease liabilities**	–	–	12,261,809	4,091,425	5,085,301	–	21,438,535
	₱2,190,568,685	₱5,327,104,346	₱3,801,770,746	₱7,264,608,853	₱94,477,321	₱7,787,378,388	₱26,465,908,339
Financial Assets:							
Cash and cash equivalents	₱2,399,127,715	₱–	₱–	₱–	₱–	₱–	₱2,399,127,715
Short-term cash investments	–	–	152,505,384	–	–	–	152,505,384
Receivables	1,650,844,447	149,145,820	14,505,279	–	–	–	1,814,495,546
Debt reserve accounts	–	–	641,124,682	–	–	–	641,124,682
Retention receivable	–	–	14,655,481	–	–	–	14,655,481
Contract assets	–	22,348,005	67,044,015	268,176,061	89,392,020	1,237,203,853	1,684,163,954
Due from related parties and others	3,368,940,233	–	257,852,027	–	–	–	3,626,792,260
	₱7,418,912,395	₱171,493,825	₱1,147,686,868	₱268,176,061	₱89,392,020	₱1,237,203,853	₱10,332,865,022

* *Excluding accrued interest, payable to government agencies, current portion of lease liabilities and advances from customers totaling to ₱623 million.*
** *Including interest payable computed using prevailing rate as at December 31, 2023.*

Maturing liabilities are expected to be settled using cash to be generated from operations and drawing from existing credit lines. The Group has access to a sufficient variety of sources of funding and debt maturing within 12 months can be rolled over with existing lenders.

Interest Rate Risk
Interest risk is the risk that changes in interest rates will adversely affect the Group's income or value of its financial instruments. The Group's exposure to market risk for changes in interest rates relates primarily to the Group's long-term debts obligations.

Interest on financial instruments classified as floating rate is repriced on a quarterly and semi-annual basis.

The table below demonstrates sensitivity analysis to a reasonably possible change in interest rates on long-term debts, with all other variables held constant, of the Group's income before income tax (through the impact on floating rate interest on borrowings).

	2024		2023	
	Increase in Basis Points	**Decrease in Basis Points**	Increase in Basis Points	Decrease in Basis Points
Change in basis points	**+100**	**-100**	+100	-100
Increase (decrease) in income before income tax	**(₱190,784,889)**	**190,784,889**	(₱181,830,192)	₱181,830,192

There is no effect on equity other than those already affecting the consolidated statements of income.

Equity Price Risk
Equity price risk is the risk that the fair value of quoted equity investments decreases as the result of changes in the value of individual stock. The Group's exposure to equity price risk relates primarily to the Group's quoted equity investments. The Group's policy requires it to manage such risk by setting and monitoring objectives and constraints on investments; diversification plan; and limits on investment in each industry or sector. The Group intends to hold these investments indefinitely in response to liquidity requirements or changes in market conditions.

The following table demonstrates the sensitivity to a reasonably possible change in equity price, with all other variables held constant, of the Group's consolidated equity. The reasonably possible change in equity price was based on the year-to-year change of stock market indices. The methods and assumptions used in the analysis remained unchanged over the reporting periods.

Equity price risk of those equity investments designated at FVOCI listed in the Philippine Stock Exchange and secondary or broker market (for golf club shares) is as follows:

	2024		2023	
	Increase in Equity Price	**Decrease in Equity Price**	Increase in Equity Price	Decrease in Equity Price
Change in equity price	**+1%**	**-1%**	+1%	-1%
Increase (decrease) in equity	**₱4,690,135**	**(₱4,690,135)**	₱1,318,271	(₱1,318,271)

Foreign Currency Risk
The Group's exposure to foreign currency risk is limited to monetary assets and liabilities denominated in currencies other than its functional currency. Substantial portion of the U.S. dollar-denominated assets and liabilities is attributable to the Group's power segment in which the functional currency is the U.S. dollar. The Group closely monitors the fluctuations in exchange rates so as to anticipate the impact of foreign currency risk associated with its financial instruments.

In translating the foreign currency-denominated monetary assets and liabilities into peso amounts, the Philippine peso to U.S. dollar exchange rates used was ₱57.85 to US$1.0 and ₱55.36 to US$1.0 for December 31, 2024 and 2023, respectively.

The table below summarizes the Group's exposure to foreign currency risk. Included in the table are the Group's financial assets and liabilities at their carrying amounts.

	2024		2023	
	In U.S. Dollar	**In Philippine Peso**	In U.S. Dollar	In Philippine Peso
Financial assets:				
Cash and cash equivalents	**$6,982,292**	**₱403,890,681**	$4,530,353	₱250,800,342
Short-term cash investments	**2,204,643**	**127,527,574**	2,441,742	135,174,837
Trade and other receivables	**673,289**	**38,946,402**	673,289	37,273,279
	9,860,224	**570,364,657**	7,645,384	423,248,458
Financial liabilities -				
Trade payables	**(12,563,103)**	**(726,712,693)**	(12,563,103)	(695,493,382)
	($2,702,879)	**(₱156,348,036)**	($4,917,719)	(₱272,244,924)

The table below demonstrates the sensitivity to a reasonably possible change in the U.S. dollar to Philippine peso exchange rate, with all other variables held constant, of the Group's income before income tax. The reasonably possible change in exchange rate was based on forecasted exchange rate change using historical date within the last five years as at the reporting period. The methods and assumptions used remained unchanged over the reporting periods being presented.

	2024		2023	
	Philippine Peso		Philippine Peso	
	Increase	**Decrease**	Increase	Decrease
Change in foreign exchange rate	**+1.0**	**-1.0**	+1.0	-1.0
Increase (decrease) in income before income tax	**(₱15,634,804)**	**₱15,634,804**	(₱27,224,492)	₱27,224,492

The increase in ₱ against US$ means stronger U.S. dollar against peso while the decrease in ₱ against US$ means stronger peso against U.S. dollar. There is no other impact on the Group's equity other those already affecting the consolidated statements of income.

Capital Management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its businesses and maximize shareholder's value.

The Group considers its total equity and debt reflected in the consolidated statements of financial position as its capital. The Group manages its capital structure and makes adjustments to it, in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares and raise additional. No changes were made in the objectives, policies or processes in 2024, 2023 and 2022.

The Group monitors its capital based on debt-to-equity ratio as required by its loan's agreements with financial institutions. The Group includes debt interest bearing loans and borrowings. Capital includes equity attributable to the equity holders of the parent less the other equity reserves. The Group monitors capital on the basis of the debt-to-equity ratio and interest coverage ratio in compliance for its long-term debts. Debt-to-equity ratio is calculated as total liabilities over total equity, excluding accounts payable and other current liabilities arising from operations and other reserves. Interest coverage ratio is calculated as earnings before interest, taxes, depreciation and amortization over total interest expense.

The Group's strategy, which was unchanged from prior year, was to maintain the debt-to-equity ratio, current ratio and interest coverage ratio at manageable levels.

The Parent Company's debt-to-equity ratio and interest coverage ratio based on the consolidated financial statements as required by its own long-term debt are as follows:

a. Debt-to-equity Ratio:

	2024	2023
Long-term debts	**₱19,078,488,898**	₱18,183,019,243
Equity attributable to equity holders of the Parent Company	**14,351,429,478**	13,018,103,233
Debt-to-equity ratio	**1.33:1**	1.40:1

b. Debt Service Coverage Ratio:

	2024	2023
Income before income tax	**₱2,765,234,987**	₱2,566,586,317
Add depreciation, amortization and interest expense	**3,081,102,118**	3,011,435,442
Add ending cash balance	**2,300,137,452**	2,429,127,715
Total cash available for debt service	**8,146,474,557**	8,007,149,474
Divided by aggregate principal repayment and interest during the next period	**6,319,729,182**	2,759,523,797
	1.29:1	2.90:1

Sarangani
Sarangani's debt-to-equity ratio and debt service coverage ratios calculated using Sarangani's stand-alone financial statements are as follows:

a. Debt-to-equity Ratio:

	2024	2023
Current liabilities	**₱4,460,324,026**	₱3,952,648,335
Noncurrent liabilities	**7,207,318,873**	9,561,322,718
Total liabilities	**11,667,642,899**	13,513,971,053
Equity	**13,772,555,608**	13,389,467,861
Debt-to-equity ratio	**0.85:1**	1.01:1

b. Debt Service Coverage Ratio:

	2024	2023
Income before income tax	**₱2,852,461,307**	₱2,346,591,643
Add depreciation, amortization and interest expense	**2,194,731,594**	2,409,832,240
Total cash available for debt service	**5,047,192,901**	4,756,423,883
Divided by debt service	**3,081,097,424**	3,115,769,874
	1.64:1	1.53:1

Siguil
Siguil separately monitors its debt-to-equity ratio and current ratio of the Project. Siguil's current ratio and debt-to-equity ratio are as follows:

a. Current Ratio:

	2024	2023
Current assets	**₱742,616,686**	₱339,021,882
Current liabilities*	**453,213,675**	79,552,414
Current ratio	**1.64:1**	4.26:1

**Excluding advances from related parties as provided in OLSA*

b. Debt-to-equity Ratio:

	2024	2023
Total liabilities*	**₱3,793,409,936**	₱2,079,673,584
Equity**	**2,197,781,115**	3,167,728,412
Debt-to-equity ratio	**1.73:1**	0.66:1

**Excluding advances from related parties as provided in OLSA*
***Including advances from related parties as provided in OLSA*

32. Financial and Non-financial Instruments

The Group held the following financial and non-financial instruments that are carried at fair value or where fair value is required to be disclosed:

As at December 31, 2024:

		Fair Value			
	Carrying value	**Total**	**Level 1**	**Level 2**	**Level 3**
Financial Assets					
Measured at fair value -					
Equity investments designated as FVOCI	**₱3,218,422,235**	**₱3,218,422,235**	**₱32,513,466**	**₱435,740,001**	**₱2,750,168,768**
Non-financial Assets					
Fair value is disclosed -					
Investments in real estate	**279,676,483**	**1,312,926,000**	**–**	**–**	**1,312,926,000**
	₱3,498,098,718	**₱4,531,348,235**	**₱32,513,466**	**₱435,740,001**	**₱4,063,094,768**
Financial Liabilities					
Fair value is disclosed -					
Long-term debts	**₱19,078,488,897**	**₱21,198,965,347**	**₱–**	**₱–**	**₱21,198,965,347**

As at December 31, 2023:

		Fair Value			
	Carrying value	Total	Level 1	Level 2	Level 3
Financial Assets					
Measured at fair value -					
Equity investments designated as FVOCI	₱2,353,235,905	₱2,353,235,905	₱30,957,137	₱100,110,000	₱2,222,168,768
Non-financial Assets					
Fair value is disclosed -					
Investments in real estate	243,515,741	1,295,137,088	–	–	1,295,137,088
	₱2,596,751,646	₱3,648,372,993	₱30,957,137	₱100,110,000	₱3,517,305,856
Financial Liabilities					
Fair value is disclosed -					
Long-term debts	₱18,183,019,243	₱22,384,338,552	₱–	₱–	₱22,384,338,552

During the years ended December 31, 2024 and 2023, there were no transfers between Level 1 and 2 fair value measurements, and no transfers into and out of Level 3 measurements.

The following methods and assumptions are used to estimate the fair value of each class of financial and non-financial instruments:

Cash and cash equivalents, short-term cash investments, and trade and other receivables
The carrying amounts of these financial assets approximate their fair values due to the short-term maturity of those instruments and the effect of discounting the instruments is not material.

Financial assets at FVOCI
The Group's financial assets include investments in quoted and unquoted securities and golf club shares. The fair value of investment in quoted securities is determined based on the closing market rate in PSE as at statement of financial position dates. The fair value of investment in golf club shares which are traded in organized financial markets is determined based on any price within the lower selling quotes and higher buyer quotes at the close of business at reporting date.

As of December 31, 2024 and 2023, the Group's investment in unquoted equity investments is measured at fair value using the adjusted net asset value approach - cost value method and adjusted net asset value approach, respectively (see Note 13).

Accounts payable and other current liabilities and loans payable
The carrying amounts of these financial liabilities approximate fair value because of the short-term maturity of these instruments.

Long-term debts
The fair value of long-term debts with variable interest rates approximates its carrying amounts due to quarterly repricing of interest. The fair value of long-term debts with fixed interest rate and long-term debts with variable interest rates subject to semi-annual repricing of interest is determined by discounting the estimated future cash flows using the discount rates applicable for similar types of instruments.

Investments in real estate
Refer to Note 10 for the basis of fair value.

33. Revenue and Significant Agreements and Commitments

Disaggregated Revenue Information
Set out below is the disaggregation of the Group's revenue from contracts with customers for the years ended December 31:

Type of contract	**2024**	2023	2022
Power supply agreements, ancillary services procurement agreement and retail electricity supplier agreements	**₱12,539,048,285**	₱12,417,643,680	₱11,967,260,712
Contract to sell of residential lots	**5,430,487**	5,103,300	21,971,417
Total revenue from contracts with customers	**₱12,544,478,772**	₱12,422,746,980	₱11,989,232,129
Income from leases (Notes 27 and 30)	**₱28,984,932**	₱100,573,926	₱427,411,687
	₱12,573,463,704	₱12,523,320,906	₱12,416,643,816

Contract Balances
The Group's receivables as at December 31, 2024 and 2023 are disclosed in Note 8. The Group's contract assets as at December 31, 2024 and 2023 amounted to ₱1,595 million and ₱1,684 million, respectively, representing excess of revenue earned and recognized over the amount billed, billable and/or collected from the customers under the contracts (see Note 8).

The Group's trade receivables and contract assets amounted to ₱2,701 million and ₱1,774 million, respectively, as of January 1, 2023.

Significant Contracts

a. PSAs, ASPA and RES

Sarangani
Sarangani entered into PSAs with the following parties for a period of 25 years.

Phase 1 of the Project

Contracting Party	Contracted Capacity (in Megawatts)
SOCOTECO II	70
Iligan Light and Power Inc.	15
Agusan del Norte Electric Cooperative	10
Agusan del Sur Electric Cooperative	10
	105

Phase 2 of the Project

Contracting Party	Contracted Capacity (in Megawatts)
Cagayan Electric Power and Light Company, Inc.	20
Davao del Norte Electric Cooperative, Inc.	15
Davao del Sur Electric Cooperative, Inc.	15
Cotabato Electric Cooperative, Inc.	10
South Cotabato I Electric Cooperative, Inc.	10
Zamboanga del Sur I Electric Cooperative Inc.	5
Zamboanga del Norte Electric Cooperative Inc.	5
	80

Revenue amounted to ₱10,308 million in 2024, ₱10,742 million in 2023 and ₱9,973 million in 2022.

CHC and Subsidiaries
WMPC has existing PSAs with electric cooperatives and distribution utilities for a period of 10 years with contracted capacity of 51MW.

On September 25, 2017, CEPALCO requested to suspend its PSA starting October 2017 because based on the current supply-demand condition within its franchise area, CEPALCO will not be requiring the 30 megawatts capacity from WMPC for the meantime. Consequently, on September 26, 2017, WMPC agreed to the requested suspension. The unexpired term of the PSA between WMPC and CEPALCO shall be preserved and will resume upon prior written notice from the latter.

In addition, WMPC and MPC has existing ASPAs with National Grid Corporation of the Philippines (NGCP) for which they received a grant for provisional authority from the ERC on June 28, 2024 and June 27, 2023, respectively.

Revenue amounted to ₱1,405 million in 2024, ₱1,676 million in 2023 and ₱1,994 million in 2022.

SRPI

In March 2013, SRPI entered into a PSA with ZAMCELCO for a period of 25 years from start of the SRPI's commercial operation. Contracted capacity for the related PSA was 85 MW. On September 15, 2014, the Energy Regulation Commission approved the above PSA. As at March 20, 2025, the SRPI Project is updating the selection of the EPC (Engineering, Procurement and Construction) contractor and equipment suppliers that are still able to participate in the coal-based power projects. The target NTP (Notice to Proceed) to the contractor remains at the latter part of 2025, to correspond to a construction completion or start of commercial operation in late 2028, at which point the power supply and demand situation in Mindanao would have required additional power generation capacity to come on stream without unduly burdening the main offtaker, ZAMCELCO, with overlapping contractual obligations.

SRPI's security of tenure the ZamboEcozone project site remains secured, with compliance to regulatory requirements maintained.

SHPC

On August 1, 2024, South Cotabato II Electric Cooperative, Inc. (SOCOTECO II) confirmed and approved the Plant's Interconnection to SOCOTECO II Distribution System, as embedded generating facility, following the successful completion of the Grid Compliance Test (GCT).

Revenue amounted to ₱261 million in 2024 (nil in 2023 and 2022).

APSC

APSC entered into RES contracts with the following contestable customers for a period of 2 years:

Contracting Party	Contracted Capacity (in Megawatts)
Holcim Philippines, Inc. (HPI)	41.0
Metro Retail Stores Group, Inc. (MRSGI)	2.3

APSC entered into a RES contract with HPI and MRSGI to provide the contracted demand and/or energy at all hourly WESM trading intervals on July 26, 2024 and September 26, 2024, respectively. APSC's supply portfolio includes an up to 29 MW energy from Sarangani, the Power Sector Assets and Liabilities Management Agus Pulangi Complex, and WESM.

Revenue amounted to ₱565 million in 2024 (nil in 2023 and 2022).

b. Joint Venture Agreements

ALC has a Joint Venture Agreement with SLRDI for the development of ALC's parcels of land at General Trias, Cavite into a commercial and residential subdivision with golf courses, known as the Eagle Ridge Golf and Residential Estates (Eagle Ridge). The entire development shall be undertaken by SLRDI which shall receive 60% of the total sales proceeds of the lots of the subdivision, both commercial and residential, and of the golf shares. The remaining balance of 40% shall be for ALC. ALC's 40% share in the proceeds and in the cost of the lots sold is shown as part of "Sales of real estate" and "Cost of real estate sold" accounts, respectively, in the consolidated statements of income. ALC's share in the unsold lots is included under "Real estate inventories" account in the consolidated statements of financial position.

In 2006, ALC entered a joint venture agreement with Sunfields Realty Development Inc., the developer, for the development of ALC's parcels of land at Lipa and Malvar, Batangas into residential house and lots, called as the Campo Verde Subdivision. The entire development costs were shouldered by the developer. In return to their respective contributions to the project, the parties have agreed to assign a number of units of residential house and lots proportionate to their respective contributions computed as specified in the Memorandum of Agreement. The developer was assigned as the exclusive marketing agent and receives 10% of the total contract price, net of value-added tax and discounts, as marketing fee. Sales and cost of lots sold allocated to ALC are shown as part of "Real estate sales" and "Cost of real estate sales" accounts, respectively, in the consolidated statements of income.

On March 21, 2013, Aldevinco and ACIL (collectively referred as "AG") and Ayala Land, Inc. (ALI) entered into a joint venture agreement, where ALI shall own 60% and AG shall own 40% of the outstanding capital stock of the Joint Venture Corporation (JVC), Aviana. On September 17, 2013, Aviana was incorporated as the JVC. ACR has subscribed to 296 preferred shares and 32 common shares for 34% ownership in Aviana.

c. Marketing Agreements

ALC and SLRDI have a Marketing Agreement with Fil-Estate Group of Companies (FEGC) for the latter to market and sell the individual lots at Eagle Ridge. FEGC is entitled to a marketing commission of 12% of the sales contract price.

d. Registration with Zamboanga City Special Economic Zone Authority (ZAMBOECOZONE) and Kamanga Agro-Industrial Economic Zone

On November 20, 2012, SRPI obtained the certificate of registration and tax exemption issued by ZAMBOECOZONE. As a registered ZAMBOECOZONE enterprise, SRPI shall enjoy incentives and benefits provided for in Republic Act (R.A.) 7903 Sections 4€ and 4(f) and Sections 43-44, 57-59 and 62 of R.A. 7903 throughout the Lease Agreement with ZAMBOECOZONE.

On June 7, 2011, PEZA approved Sarangani's registration as an Ecozone Utilities Enterprise inside Kamanga Agro-Industrial Economic Zone located at Barangay Kamanga, Maasim, Sarangani Province.

As a power generation registered economic zone enterprises SRPI and Sarangani are entitled to the certain tax incentives.

e. Joint Crediting Mechanism Grant (the JCM Grant) by the Ministry of Environment of Japan (MEJ)

On September 22, 2017, ACR, AREC, Toyota Tsusho Corporation (TTC) and Siguil entered into an International Consortium Agreement (the Consortium Agreement) in order to apply for the JCM grant with Ministry Environment of Japan (MEJ). On October 20, 2017, MEJ approved the grant in relation to the development and implementation of the 15 MW Hydro Power Plant Project in Siguil River in Mindanao.

Siguil together with ACR, AREC, Toyota Tsusho Corporation (TTC) entered into an International Consortium Agreement (the Consortium Agreement) to apply for the JCM grant with Ministry Environment of Japan (MEJ), which was approved by MEJ. The grant amounting to JPY732.25 million, was provided in relation to the development and implementation of the 15 MW Hydro Power Plant Project in Siguil River in Mindanao. The conditions attached to the grant include the delivery of 50% of the issued carbon dioxide credits corresponding to the carbon dioxide emission reduction achieved by the project. In the event of non-compliance, cancellation or termination of the project, Siguil is liable to return the undepreciated amount of the JCM grant to MEJ.

Consequently, the parties entered into a Memorandum of Agreement (MOA) to define its roles and responsibilities under in relation to the JCM grant. In 2022 and 2021, Siguil received, through TTC, a portion of the grant amounting to JPY305.52 million (₱126 million) and JPY388.65 million (₱169 million), respectively. This is treated as deferred credit and will be recognized as income over the expected useful life of the related asset. The accretion of grant recognized in “Others - net” under consolidated statements of income amounted to ₱6 million in 2024. The balance of deferred credits as of December 31 are as follows:

	2024	2023
Balances at beginning of year	**₱295,026,290**	₱295,026,290
Amortization during the year	**(5,587,619)**	–
Balances at end of year	**₱289,438,671**	₱295,026,290

34. **Contingencies**

The Group is currently involved in certain regulatory matters of which estimate of the probable costs for its resolution has been developed in consultation with the Group’s advisors handling the defense on these matters and is based on the analysis of potential results. Such potential results and estimate of potential liability are not reflected in the consolidated financial statements as management believes that it is not probable that the contingent liabilities will materialize affecting the Group’s operations and consolidated financial statements.

35. Notes to Consolidated Statements of Cash Flows

a. The principal noncash investing and financing activities are as follows:

	2024	2023	2022
Financing activities:			
Amortization of debt issue cost (Note 18)	**₱69,723,191**	₱70,383,170	₱72,779,804
Application of dividends to subscriptions receivable (Note 21)	–	–	(2,016,667)
Investing activities:			
Noncash additions to property, plant and equipment (reclassifications, unpaid portions, etc.)	**(241,988,043)**	(35,662,611)	313,152,472
Addition to right-of-use assets (Note 12)	**(2,110,545)**	(4,942,497)	(53,092,474)
Share in earnings of associates (Notes 11 and 27)	**(73,735,582)**	(22,392,892)	(54,720,253)

b. Reconciliation of the movement of liabilities arising from financing activities as at and for the years ended December 31, 2024 and 2023 are as follows:

	2024			
	Loans payable	**Short-term notes payable**	**Long-term debts**	**Total**
Beginning balance	**₱3,775,297,128**	**₱1,895,578,640**	**₱18,183,019,243**	**₱23,853,895,011**
Cash movements:				
Availment of additional debt	**6,325,325,537**	–	**3,772,447,537**	**10,097,773,074**
Settlement of debt	**(4,690,222,746)**	**(1,895,578,640)**	**(2,908,655,618)**	**(9,494,457,004)**
Payment of debt issue costs	–	–	**(37,069,634)**	**(37,069,634)**
Noncash movements:				
Amortization of debt issue costs	–	–	**68,747,370**	**68,747,370**
Ending balance	**₱5,410,399,919**	**₱–**	**₱19,078,488,898**	**₱24,488,888,817**

	2023			
	Loans payable	Short-term notes payable	Long-term debts	Total
Beginning balance	₱3,194,099,417	₱1,576,622,383	₱20,055,015,980	₱24,825,737,780
Cash movements:				
Availment of additional debt	4,409,783,571	2,529,000,000	519,165,684	7,457,949,255
Settlement of debt	(3,828,585,860)	(2,210,043,743)	(2,433,148,000)	(8,471,777,603)
Payment of debt issue costs	–	–	(28,397,591)	(28,397,591)
Noncash movements:				
Amortization of debt issue costs	–	–	70,383,170	70,383,170
Ending balance	₱3,775,297,128	₱1,895,578,640	₱18,183,019,243	₱23,853,895,011

	2022			
	Loans payable	Short-term notes payable	Long-term debts	Total
Beginning balance	₱1,570,535,030	₱1,943,104,063	₱20,587,209,489	₱24,100,848,582
Cash movements:				
Availment of additional debt	4,294,099,417	1,885,000,000	1,200,000,000	7,379,099,417
Settlement of debt	(2,670,535,030)	(2,251,481,680)	(1,785,410,000)	(6,707,426,710)
Payment of debt issue costs	–	–	(19,563,313)	(19,563,313)
Noncash movements:				
Amortization of debt issue costs	–	–	72,779,804	72,779,804
Ending balance	₱3,194,099,417	₱1,576,622,383	₱20,055,015,980	₱24,825,737,780

c. Reconciliation of the movement of interest payable arising from financing activities as at and for the years ended December 31, 2024, 2023 and 2022 are as follows:

	2024	2023	2022
Beginning balance	**₱328,094,847**	₱311,868,413	₱274,995,147
Cash movements:			
Payment	**(1,527,477,885)**	(1,541,361,998)	(1,522,627,562)
Noncash movements:			
Interest expense, excluding accretion on decommissioning liabilities and amortization of debt issue costs	**1,593,371,875**	1,557,588,432	1,559,500,828
Ending balance	**₱393,988,837**	₱328,094,847	₱311,868,413

d. Reconciliation of the movement of dividend payable arising from financing activities as at and for the years ended December 31, 2024, 2023 and 2022 are as follows:

	2024	2023	2022
Beginning balance	**₱6,056,172**	₱180,038,321	₱749,999,985
Cash movements:			
Payment	**(1,707,730,000)**	(1,739,212,149)	(1,520,674,997)
Noncash movements:			
Declaration	**1,707,730,000**	1,565,230,000	952,730,000
Application of dividends to subscriptions receivable (Note 21)	–	–	(2,016,667)
Ending balance	**₱6,056,172**	₱6,056,172	₱180,038,321

36. **Other Matters**

a. Electric Power Industry Reform Act (EPIRA)

RA No. 9136, the EPIRA of 2001, and the covering Implementing Rules and Regulations (IRR) provide for significant changes in the power sector which include among others:

i. The unbundling of the generation, transmission, distribution and supply and other disposable assets, including its contracts with IPP and electricity rates;
ii. Creation of a Wholesale Electricity Spot Market within one year; and
iii. Open and non-discriminatory access to transmission and distribution systems.

The law also requires public listing of not less than 15% of common shares of generation and distribution companies within 5 years from the effectivity of the EPIRA. It provides cross ownership restrictions between transmission and generation companies and between transmission and distribution companies, and a cap of 50% of its demand that a distribution utility is allowed to source from an associated company engaged in generation except for contracts entered into prior to the effectivity of the EPIRA.

There are also certain sections of the EPIRA, specifically relating to generation companies, which provide for a cap on the concentration of ownership to only 30% of the installed capacity of the grid and/or 25% of the national installed generating capacity.

Based on the assessment of management, the operating subsidiaries have complied with the applicable provisions of the EPIRA and its IRR.

b. Clean Air Act

The Clean Air Act and the related IRR contain provisions that have an impact on the industry as a whole and on the Group in particular, that needs to be complied with. Based on the assessment made on the power plant's existing facilities, management believes that the operating subsidiaries complied with the applicable provisions of the Clean Air Act and the related IRR as at December 31, 2024 and 2023.

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6760 Ayala Avenue
1226 Makati City
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INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULES

The Stockholders and the Board of Directors
Alsons Consolidated Resources, Inc.
Alsons Building, 2286 Chino Roces Avenue
Makati City, Metro Manila, Philippines

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Alsons Consolidated Resources, Inc. and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, included in this Form 17-A and have issued our report thereon dated March 20, 2025. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules listed in the Index to Supplementary Schedules are the responsibility of the Group's management. These schedules are presented for purposes of complying with the Revised Securities Regulation Code Rule 68, and are not part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, fairly state, in all material respects, the financial information required to be set forth therein in relation to the basic financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Dyole S. Garcia

Dyole S. Garcia
Partner
CPA Certificate No. 0097907
Tax Identification No. 201-960-347
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-102-2024, August 27, 2024, valid until August 26, 2027
PTR No. 10465308, January 2, 2025, Makati City

March 20, 2025

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INDEPENDENT AUDITOR'S REPORT ON COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

The Stockholders and the Board of Directors
Alsons Consolidated Resources, Inc.
Alsons Building, 2286 Chino Roces Avenue
Makati City, Metro Manila, Philippines

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of Alsons Consolidated Resources, Inc. and its subsidiaries (the Group) as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024, and have issued our report thereon dated March 20, 2025. Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The Supplementary Schedule on Financial Soundness Indicators, including their definitions, formulas, calculation, and their appropriateness or usefulness to the intended users, are the responsibility of the Group's management. These financial soundness indicators are not measures of operating performance defined by Philippine Financial Reporting Standards (PFRS) Accounting Standards and may not be comparable to similarly titled measures presented by other companies. This schedule is presented for the purpose of complying with the Revised Securities Regulation Code Rule 68 issued by the Securities and Exchange Commission, and is not a required part of the basic financial statements prepared in accordance with PFRS Accounting Standards. The components of these financial soundness indicators have been traced to the Group's financial statements as at December 31, 2024 and 2023 and for each of the three years in the period ended December 31, 2024 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Djole S. Garcia
Partner
CPA Certificate No. 0097907
Tax Identification No. 201-960-347
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-102-2024, August 27, 2024, valid until August 26, 2027
PTR No. 10465308, January 2, 2025, Makati City

March 20, 2025

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES

RECONCILIATION OF RETAINED EARNINGS AVAILABLE FOR DIVIDEND DECLARATION*

FOR THE YEAR ENDED DECEMBER 31, 2024

Unappropriated retained earnings, beginning of reporting period				**₱551,995,112**
Add:	**Category A:**	**Items that are directly credited to unappropriated retained earnings**		
		Reversal of retained earnings appropriations	–	
		Effect of restatements or prior-year adjustments	–	
		Others (describe nature)	–	–
Less:	**Category B:**	**Items that are directly debited to unappropriated retained earnings**		
		Dividend declaration during the reporting period	130,230,000	
		Retained earnings appropriated during the reporting period	–	
		Effect of restatements or prior-year adjustments	–	
		Others (describe nature)	–	130,230,000
Unappropriated retained earnings, as adjusted				**421,765,112**
Add/Less: Net income (loss) for the current year				**584,741,007**
Less:	**Category C.1:**	**Unrealized income recognized in the profit or loss during the reporting period (net of tax)**		
		Equity in net income of associate/joint venture, net of dividends declared	–	
		Unrealized foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Unrealized fair value adjustment (mark-to-market gains) of financial instruments at fair value through profit or loss (FVTPL)	–	
		Unrealized fair value gain of investment property	–	
		Other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	**Category C.2:**	**Unrealized income recognized in the profit or loss in prior reporting periods but realized in the current reporting period (net of tax)**		
		Realized foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Realized fair value adjustment (mark-to-market gains) of financial instruments at FVTPL	–	
		Realized fair value gain of investment property	–	
		Other realized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	**Category C.3:**	**Unrealized income recognized in the profit or loss in prior periods but reversed in the current reporting period (net of tax)**		
		Reversal of previously recorded foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Reversal of previously recorded fair value adjustment (mark-to-market gains) of financial instruments at FVTPL	–	
		Reversal of previously recorded fair value gain of investment property	–	
		Reversal of previously recorded other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	**Category D:**	**Non-actual losses recognized in profit or loss during the reporting period (net of tax)**		
		Depreciation on revaluation increment (after tax)	–	–
Add/ (Less)	**Category E:**	**Adjustments related to relief granted by the SEC and BSP**		
		Amortization of the effect of reporting relief	–	
		Total amount of reporting relief granted during the year	–	
		Others (describe nature)	–	–
Add/ (Less)	**Category F:**	**Other items that should be excluded from the determination of the amount of available for dividends distribution**		
		Net movement of treasury shares (except for reacquisition of redeemable shares)	–	
		Net movement of deferred tax asset not considered in the reconciling items under the previous categories	–	
		Net movement in deferred tax asset and deferred tax liabilities related to same transaction, e.g., set up of right of use asset and lease liability, set up of asset and asset retirement obligation, and set up of service concession asset and concession payable	–	
		Adjustment due to deviation from PFRS/GAAP - gain (loss)	–	
		Others (describe nature)	–	–
Adjusted net income				**1,006,506,119**
Total retained earnings, end of reporting period available for dividend declaration				**₱1,006,506,119**

Note: In accordance with SEC Financial Reporting Bulletin No. 14, the reconciliation is based on the separate/parent company financial statements of Alsons Consolidated Resources, Inc.

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES

INDEX TO SUPPLEMENTARY SCHEDULES

DECEMBER 31, 2023

Supplementary schedules required by Revised Securities Regulation Code Rule 68:

Annex I:	Reconciliation of Retained Earnings Available for Dividend Declaration
Annex II:	Map Showing the Relationships Between and Among the Company and its Ultimate Parent Company, Middle Parent, Subsidiaries or Co-subsidiaries, Associates, Wherever Located or Registered
Annex III:	Supplementary Schedules Required by Annex 68-J

- Schedule A. Financial Assets
- Schedule B. Amounts Receivable from Directors, Officers, Employees, Related Parties, and Principal Stockholders (Other than Related Parties)
- Schedule C. Amounts Receivable from Related Parties which are Eliminated During the Consolidation of Financial Statements
- Schedule D. Long-term Debt
- Schedule E. Indebtedness to Related Parties
- Schedule F. Guarantees of Securities of Other Issuers
- Schedule G. Capital Stock

Gmail **ALSONS CONSOLIDATED RESOURCES INC <acrinc2023@gmail.com>**

Your BIR AFS eSubmission uploads were received

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eafs@bir.gov.ph <eafs@bir.gov.ph> Fri, Apr 11, 2025 at 1:42 PM
To: ACRINC2023@gmail.com
Cc: ACRINC2023@gmail.com

Hi ALSONS CONSOLIDATED RESOURCES INC.,

Valid files

- EAFS001748412ITRTY122024.pdf
- EAFS001748412AFSTY122024.pdf

Invalid file

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Transaction Code: **AFS-0-88C9G9L0MZ2RVV1YMRSRWX2P0R34RSRZ**
Submission Date/Time: **Apr 11, 2025 01:42 PM**
Company TIN: **001-748-412**

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- The submission is without prejudice to the right of the BIR to require additional document, if any, for completion and verification purposes;
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COVER SHEET
for
AUDITED FINANCIAL STATEMENTS

SEC Registration Number

5 9 3 6 6

COMPANY NAME

A L S O N S C O N S O L I D A T E D R E S O U R C E S ,
I N C .

PRINCIPAL OFFICE *(No. / Street / Barangay / City / Town / Province)*

A l s o n s B u i l d i n g , 2 2 8 6 C h i n o
R o c e s A v e . , M a k a t i C i t y , 1 2 3 1
M e t r o M a n i l a , P h i l i p p i n e s

Form Type	Department requiring the report	Secondary License Type, If Applicable
A A F S	C R M D	N A

COMPANY INFORMATION

Company's Email Address	Company's Telephone Number	Mobile Number
legal@alcantaragroup.com	(02) 8982 - 3000	09178581642
No. of Stockholders	**Annual Meeting (Month / Day)**	**Fiscal Year (Month / Day)**
447	May 30	December 31

CONTACT PERSON INFORMATION

The designated contact person ***MUST*** be an Officer of the Corporation

Name of Contact Person	Email Address	Telephone Number/s	Mobile Number
Jose D. Saldivar, Jr.	jsaldivar@alcantaragroup.com	(02) 8982 - 3000	N/A

CONTACT PERSON's ADDRESS

Alsons Building, 2286 Chino Roces Ave., Makati City, 1231 Metro Manila, Philippines

NOTE 1 : In case of death, resignation or cessation of office of the officer designated as contact person, such incident shall be reported to the Commission within thirty (30) calendar days from the occurrence thereof with information and complete contact details of the new contact person designated.

2: All Boxes must be properly and completely filled-up. Failure to do so shall cause the delay in updating the corporation's records with the Commission and/or non-receipt of Notice of Deficiencies. Further, non-receipt of Notice of Deficiencies shall not excuse the corporation from liability for its deficiencies.

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading Symbol "ACR")
2nd Floor, Alsons Building
2286 Chino Roces Ext., (formerly P. Tamo Ext.,) Makati City
1231 Metro Manila Philippines
Tel. Nos.: (632) 982-3000 Fax Nos.: (632) 982-3077
Website: www.acr.com.ph

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

SECURITIES AND EXCHANGE COMMISSION,
Secretariat Building, PICC Complex
Roxas Boulevard, Pasay City

The management of Alsons Consolidated Resources, Inc., is responsible for the preparation and fair presentation of the Parent Company financial statements including the schedules attached therein, for the years ended December 31, 2024 and 2023, in accordance with the prescribed financial reporting framework indicated therein, and for such internal control as management determines is necessary to enable the preparation of parent company financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the parent company financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Company's financial reporting process.

The Board of Directors reviews and approves the parent company financial statements including the schedules attached therein, and submits the same to the stockholders.

SyCip Gorres Velayo & Co., the independent auditors appointed by the stockholders, has audited the parent company financial statements of the company in accordance with Philippine Standards on Auditing, and in its report to the stockholders, has expressed its opinion on the fairness of presentation upon completion of such audit.

NICASIO I. ALCANTARA
Chairman and President

PHILIP EDWARD B. SAGUN
Deputy Chief Financial Officer

Signed this 20th of March 2025

SUBSCRIBED AND SWORN to before me this 20 MAR 2025 of PARAÑAQUE CITY affiants exhibiting to me their Identifications, as follows:

Name	Identification No.	Date and Place of Issue
Nicasio I. Alcantara	P9170862B	Valid Until 03-14-2032 /DFA
Philip Edward B. Sagun	N01-94-161072	Valid Until 11-10-2032 /LTO

Doc No. 237
Page No. 94
Book No. 17
Series of 2025

VILMA HILDA D. VILLANUEVA-FABELLA NOTARY PUBLIC PARAÑAQUE CITY

ATTY. VILMA HILDA VILLANUEVA-FABELLA
NOTARY PUBLIC
Until December 31, 2026
IBP No. 494793/1-02-2025/PPLM
PTR No. 3740707/1-03-2025/Parañaque
Roll No. 41901
Not. Com. No. 119-2025/12-12-2024

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INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
Alsons Consolidated Resources, Inc.
Alsons Building, 2286 Chino Roces Ave.
Makati City, 1231 Metro Manila, Philippines

Report on the Audit of the Parent Company Financial Statements

Opinion

We have audited the parent company financial statements of Alsons Consolidated Resources, Inc. (the Company), which comprise the parent company statements of financial position as at December 31, 2024 and 2023, and the parent company statements of income, parent company statements of comprehensive income, parent company statements of changes in equity and parent company statements of cash flows for the years then ended, and notes to the parent company financial statements, including material accounting policy information.

In our opinion, the accompanying parent company financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2024 and 2023, and its financial performance and its cash flows for the years then ended in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Parent Company Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of the parent company financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Parent Company Financial Statements

Management is responsible for the preparation and fair presentation of the parent company financial statements in accordance with PFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of parent company financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the parent company financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Parent Company Financial Statements

Our objectives are to obtain reasonable assurance about whether the parent company financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these parent company financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the parent company financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the parent company financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the parent company financial statements, including the disclosures, and whether the parent company financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on the Supplementary Information Required Under Revenue Regulations No. 15-2010

Our audits were conducted for the purpose of forming an opinion on the parent company financial statements taken as a whole. The supplementary information required under Revenue Regulations No. 15-2010 in Note 24 to the parent company financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of Alsons Consolidated Resources, Inc. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

The engagement partner on the audit resulting in this independent auditor's report is Djole S. Garcia.

SYCIP GORRES VELAYO & CO.

Djole S. Garcia

Djole S. Garcia
Partner
CPA Certificate No. 0097907
Tax Identification No. 201-960-347
BOA/PRC Reg. No. 0001, April 16, 2024, valid until August 23, 2026
BIR Accreditation No. 08-001998-102-2024, August 27, 2024, valid until August 26, 2027
PTR No. 10465308, January 2, 2025, Makati City

March 20, 2025

ALSONS CONSOLIDATED RESOURCES, INC.
PARENT COMPANY STATEMENTS OF FINANCIAL POSITION

	December 31	
	2024	2023
ASSETS		
Current Assets		
Cash and cash equivalents (Note 7)	**₱378,773,721**	₱245,764,284
Receivables (Notes 8 and 16)	**5,815,509,554**	6,913,704,987
Other current assets (Note 12)	**650,670,844**	633,852,333
Total Current Assets	**6,844,954,119**	7,793,321,604
Noncurrent Assets		
Investments in and advances to subsidiaries (Note 9)	**6,720,066,511**	6,720,066,511
Investments in associates (Note 10)	**2,281,822,334**	2,281,822,334
Equity investments measured at fair value through other comprehensive income (FVTOCI) [Note 11]	**2,781,782,235**	2,252,985,905
Other noncurrent assets (Note 12)	**145,077,979**	131,221,020
Total Noncurrent Assets	**11,928,749,059**	11,386,095,770
TOTAL ASSETS	**₱18,773,703,178**	₱19,179,417,374
LIABILITIES AND EQUITY		
Current Liabilities		
Accrued expenses and other current liabilities (Note 13)	**₱132,304,269**	₱128,186,984
Short-term loans (Note 14)	**4,910,399,919**	3,725,297,128
Short-term commercial papers (Note 14)	**–**	1,895,578,640
Current portion of long-term debts (Note 15)	**4,024,034,397**	700,182,507
Total Current Liabilities	**9,066,738,585**	6,449,245,259
Noncurrent Liabilities		
Long-term debts (Note 15)	**711,689,529**	4,718,339,523
Deferred income tax liabilities (Note 20)	**79,200,000**	–
Retirement benefits payable (Note 18)	**12,814,524**	12,679,389
Total Noncurrent Liabilities	**803,704,053**	4,731,018,912
Total Liabilities	**9,870,442,638**	11,180,264,171
Equity		
Capital stock (Note 17)	**6,346,500,000**	6,346,500,000
Retained earnings (Note 17):		
Appropriated	**1,100,000,000**	1,100,000,000
Unappropriated	**1,006,506,119**	551,995,112
Equity reserves (Notes 11, 17 and 18)	**450,254,421**	658,091
Total Equity	**8,903,260,540**	7,999,153,203
TOTAL LIABILITIES AND EQUITY	**₱18,773,703,178**	₱19,179,417,374

See accompanying Notes to Parent Company Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC.
PARENT COMPANY STATEMENTS OF INCOME

	Years Ended December 31	
	2024	2023
DIVIDEND INCOME (Notes 9, 10 and 16)	**₱1,064,660,014**	₱957,900,012
GENERAL AND ADMINISTRATIVE EXPENSES		
Taxes and licenses	**33,566,981**	24,092,534
Shared administrative expenses	**17,565,262**	20,299,656
Salaries, wages and employee benefits (Note 18)	**11,587,339**	16,279,558
Outside services	**4,142,729**	1,539,942
Directors/executive fees and bonuses	**2,715,000**	2,610,000
Rent, light and water	**2,504,692**	3,545,389
Trust fee	**1,500,000**	1,500,000
Representation and entertainment	**1,411,358**	302,756
Transportation and travel	**1,006,931**	1,627,642
Office supplies	**489,520**	1,137,553
Depreciation (Note 12)	**277,826**	458,700
Other administrative expenses	**2,847,490**	2,491,510
	79,615,128	75,885,240
FINANCE INCOME (CHARGES)		
Finance charges (Notes 14, 15 and 19)	**(446,695,866)**	(406,255,364)
Interest income (Notes 7 and 12)	**36,068,871**	29,516,246
	(410,626,995)	(376,739,118)
OTHER INCOME (CHARGES)		
Foreign exchange gain (loss) - net	**10,323,116**	(2,759,859)
Other income	**–**	356,936
	10,323,116	(2,402,923)
INCOME BEFORE INCOME TAX	**584,741,007**	502,872,731
PROVISION FOR INCOME TAX (Note 20)	**–**	–
NET INCOME	**₱584,741,007**	₱502,872,731

See accompanying Notes to Parent Company Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC.
PARENT COMPANY STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31	
	2024	2023
NET INCOME	**₱584,741,007**	₱502,872,731
OTHER COMPREHENSIVE INCOME (LOSS)		
Items not to be reclassified to profit or loss in subsequent periods		
Unrealized gain (loss) on fair valuation of equity investments (Note 11)	**528,796,330**	(2,103,838)
Income tax effect (Note 20)	**(79,200,000)**	–
	449,596,330	(2,103,838)
TOTAL COMPREHENSIVE INCOME	**₱1,034,337,337**	₱500,768,893

See accompanying Notes to Parent Company Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC.

PARENT COMPANY STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

				Equity Reserves (Notes 11, 17 and 18)				
	Capital Stock (Note 17)	Retained Earnings (Note 17) Appropriated	Unappropriated	Unrealized Gain on Equity investments Designated at FVTOCI	Remeasurement Losses on Defined Benefit Plan	Other Equity Reserves	Sub-total	Total
BALANCES AS AT JANUARY 1, 2023	**₱6,346,500,000**	**₱1,100,000,000**	**₱179,352,381**	**₱17,210,871**	**(₱399,302)**	**(₱14,049,640)**	**₱2,761,929**	**₱7,628,614,310**
Net income	–	–	502,872,731	–	–	–	–	502,872,731
Other comprehensive loss	–	–	–	(2,103,838)	–	–	(2,103,838)	(2,103,838)
Total comprehensive income (loss)	–	–	502,872,731	(2,103,838)	–	–	(2,103,838)	500,768,893
Cash dividends declared (Note 17)	–	–	(130,230,000)	–	–	–	–	(130,230,000)
BALANCES AS AT DECEMBER 31, 2023	**6,346,500,000**	**1,100,000,000**	**551,995,112**	**15,107,033**	**(399,302)**	**(14,049,640)**	**658,091**	**7,999,153,203**
Net income	–	–	584,741,007	–	–	–	–	584,741,007
Other comprehensive income	–	–	–	449,596,330	–	–	449,596,330	449,596,330
Total comprehensive income	–	–	584,741,007	449,596,330	–	–	449,596,330	1,034,337,337
Cash dividends declared (Note 17)	–	–	(130,230,000)	–	–	–	–	(130,230,000)
BALANCES AS AT DECEMBER 31, 2024	**₱6,346,500,000**	**₱1,100,000,000**	**₱1,006,506,119**	**₱464,703,363**	**(₱399,302)**	**(₱14,049,640)**	**₱450,254,421**	**₱8,903,260,540**

See accompanying Notes to Parent Company Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC.
PARENT COMPANY STATEMENTS OF CASH FLOWS

	Years Ended December 31	
	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Income before income tax	**₱584,741,007**	₱502,872,731
Adjustments for:		
Dividend income (Note 16)	**(1,064,660,014)**	(957,900,012)
Finance charges (Notes 14, 15 and 19)	**446,695,866**	406,255,364
Interest income (Notes 7 and 12)	**(36,068,871)**	(29,516,246)
Unrealized foreign exchange loss (gain) - net	**(10,323,116)**	2,759,859
Movements in retirement benefits payable (Note 18)	**135,135**	(2,596,085)
Depreciation (Note 12)	**277,826**	458,700
Operating loss before working capital changes	**(79,202,167)**	(77,665,688)
Decrease (increase) in:		
Receivables	**8,034,167**	(8,026,157)
Other current assets	**(9,278,315)**	(680,914)
Decrease in accrued expenses and other current liabilities	**(6,390,166)**	(3,502,916)
Cash used in operating activities	**(86,836,481)**	(89,875,676)
Interest received	**35,009,087**	29,779,265
Net cash used in operating activities	**(51,827,394)**	(60,096,411)
CASH FLOWS FROM INVESTING ACTIVITIES		
Collection (grant) of advances to related parties	**991,221,050**	(1,031,154,712)
Dividends received	**1,164,660,014**	857,900,012
Additions to:		
Property and equipment (Note 12)	**(228,890)**	(367,953)
Other noncurrent assets	**(13,905,895)**	(1,933,293)
Net cash from (used in) investing activities	**2,141,746,279**	(175,555,946)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from:		
Availment of short-term loans (Notes 14 and 23)	**5,825,325,537**	4,359,783,571
Issuance of commercial papers (Notes 14 and 23)	–	2,529,000,000
Payments of:		
Short-term loans (Notes 14 and 23)	**(4,640,222,746)**	(3,428,585,860)
Short-term commercial papers (Notes 14 and 23)	**(1,895,578,640)**	(2,210,043,743)
Long-term debts (Notes 15 and 23)	**(701,500,000)**	(485,050,000)
Interests (Note 23)	**(417,884,585)**	(376,597,382)
Dividends (Notes 17 and 23)	**(129,831,934)**	(130,230,000)
Additions to debt reserve account (Note 12 and 15)	**(7,540,196)**	(95,961,132)
Net cash from (used in) financing activities	**(1,967,232,564)**	162,315,454
NET EFFECT OF FOREIGN EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	**10,323,116**	(2,759,859)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**133,009,437**	(76,096,762)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**245,764,284**	321,861,046
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 7)	**₱378,773,721**	₱245,764,284

See accompanying Notes to Parent Company Financial Statements.

ALSONS CONSOLIDATED RESOURCES, INC.
NOTES TO PARENT COMPANY FINANCIAL STATEMENTS

1. General Information

Corporate Information
Alsons Consolidated Resources, Inc. (ACR or the "Company") is a stock corporation organized in the Philippines on December 24, 1974 as Victoria Gold Mining Corporation and was registered with the Philippine Securities and Exchange Commission (SEC) to engage in the business of exploration of oil, petroleum and other mineral products. The corporate name was changed to Terra Grande Resources, Inc. in March 1995 and to Alsons Consolidated Resources, Inc. in June 1995 to mark the entry of the Alcantara Group. The Company's primary business purpose was consequently changed to that of an investment holding company and oil exploration was relegated as a secondary purpose.

The Company's ultimate parent is Alsons Corporation (AC), a company incorporated and registered in the Philippines.

The registered office address of the Company is Alsons Building, 2286 Chino Roces Ave., Makati City, 1231 Metro Manila, Philippines.

Authorization for Issuance of the Parent Company Financial Statements
The parent company financial statements were authorized for issuance by the Board of Directors (BOD) on March 20, 2025.

2. Basis of Preparation and Statement of Compliance

Basis of Preparation
The parent company financial statements have been prepared on a historical cost basis, except for equity investments at fair value through other comprehensive income (FVTOCI) which are measured at fair value. The parent company financial statements are presented in Philippine peso, which is the Company's functional and presentation currency. All amounts are rounded to the nearest peso, except as otherwise indicated.

Statement of Compliance
The parent company financial statements have been prepared in compliance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

The Company also prepares, and issues consolidated financial statements for the same financial year as the parent company financial statements in compliance with PFRS Accounting Standards. These may be obtained at the Company's registered office address and accessed through its website at http://www.acr.com.ph.

3. Changes in Accounting Policies

New Standards Effective Starting January 1, 2024
The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of new standards effective in 2024. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective. Adoption of these pronouncements did not have an impact on the parent company financial statements of the Company.

- Amendments to PAS 1, *Classification of Liabilities as Current or Non-current*

  The amendments clarify:
  - That only covenants with which an entity must comply on or before reporting date will affect a liability's classification as current or non-current.
  - That classification is unaffected by the likelihood that an entity will exercise its deferral right.
  - That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

- Amendments to PFRS 16, *Lease Liability in a Sale and Leaseback*

  The amendments specify how a seller-lessee measures the lease liability arising in a sale and leaseback transaction in a way that it does not recognize any amount of the gain or loss that relates to the right of use retained.

- Amendments to PAS 7 and PFRS 7, *Disclosures: Supplier Finance Arrangements*

  The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

<u>Standards Issued but not yet Effective</u>
Pronouncements issued but not yet effective are listed below. The Company intends to adopt the following pronouncements when they become effective. Adoption of these pronouncements is not expected to have a significant impact on the Company's financial statements unless otherwise indicated.

Effective beginning on or after January 1, 2025
- PFRS 17, *Insurance Contracts*
- Amendments to PAS 21, *Lack of exchangeability*

Effective beginning on or after January 1, 2026
- Amendments to PFRS 9 and PFRS 7, *Classification and Measurement of Financial Instruments*
- Annual Improvements to PFRS Accounting Standards - Volume 11
  - Amendments to PFRS 1, *Hedge Accounting by a First-time Adopter*
  - Amendments to PFRS 7, *Gain or Loss on Derecognition*
  - Amendments to PFRS 9, *Lessee Derecognition of Lease Liabilities* and *Transaction Price*
  - Amendments to PFRS 10, *Determination of a 'De Facto Agent'*
  - Amendments to PAS 7, *Cost Method*

Effective beginning on or after January 1, 2027
- PFRS 18, *Presentation and Disclosure in Financial Statements*
- PFRS 19, *Subsidiaries without Public Accountability*

Deferred effectivity
- Amendments to PFRS 10, *Consolidated Financial Statements*, and PAS 28, *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Company continues to assess the impact of the above new and amended accounting standards and interpretations effective subsequent to December 31, 2024. Additional disclosures required by these new and amended accounting standards and interpretations will be included in the parent company financial statements when they are adopted.

4. Material Accounting Policy Information

Fair Value Measurement
Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a nonfinancial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

Assets and liabilities for which fair value is measured or disclosed in the parent company financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level of input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level of input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the parent company financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Company determines the policies and procedures for both recurring and non-recurring fair value measurements. For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy.

Financial Instruments
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity investment of another entity.

Financial Assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, FVTOCI, and fair value through profit or loss (FVTPL). The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them.

In order for a financial asset to be classified and measured at amortized cost or FVTOCI, it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement of financial assets

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at FVTOCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at FVTOCI with no recycling of cumulative gains and losses upon derecognition (equity investments)
- Financial assets at FVTPL

The Company's financial instruments include financial assets at amortized cost and financial assets designated at FVTOCI with no recycling of cumulative gains and losses upon derecognition.

Financial assets at amortized cost

This category is the most relevant to the Company. The Company measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognized in parent company statement of income when the asset is derecognized, modified or impaired.

The Company's financial assets at amortized cost include cash and cash equivalents, short-term investments, receivables, and debt reserve account.

Financial assets designated at FVTOCI (equity investments)
Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity investments designated at FVTOCI when they meet the definition of equity under PAS 32, *Financial Instruments: Presentation and Disclosure,* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to parent company statement of income. Dividends are recognized as other income in the parent company statement of income when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity investments designated at FVTOCI are not subject to impairment assessment.

The Company elected to classify irrevocably its equity investments under this category.

Impairment
The Company recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate (EIR). The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. (a) For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the 12 months (a 12-month ECL). (b) For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to debtors and the economic environment.

The Company considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual cash flows in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For cash and cash equivalents, short-term cash investments and debt service reserve account, the Company applies the low credit risk simplification. The probability of default and loss given defaults are publicly available and are considered to be low credit risk investments. It is the Company's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. To estimate the ECL, the Company uses the ratings published by a reputable rating agency.

For other financial assets such as due from related parties, dividends receivable and other receivables, ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for expected credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over remaining life of the exposure, irrespective of the timing of default (a lifetime ECL).

Derecognition
A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognized when:

- the Company's right to receive cash flows from the asset has expired;
- the Company retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a "pass-through" arrangement; or,
- the Company has transferred its right to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the assets, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Company has transferred its right to receive cash flows from an asset and has entered into a "pass-through" arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Company's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Financial Liabilities
Initial recognition and measurement
Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are initially recognized at fair value and, in the case of other financial liabilities, net of directly attributable transaction costs.

The Company's financial liabilities include accrued expenses and other current liabilities, due to related parties, short-term loans, short-term commercial papers and long-term debts.

Subsequent measurement
After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in parent company statement of income when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition fees or costs that are an integral part of the EIR. The EIR amortization is included as interest expense in parent company statement of income.

Derecognition
A financial liability is derecognized when the obligation under the liability is discharged, cancelled or has expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the parent company statement of income.

Investments in Subsidiaries
The Company's investments in subsidiaries are accounted for in the parent company financial statements at cost less any impairment in value. A subsidiary is an entity that is controlled by the Company. Control is achieved when the Company is exposed or has rights to variable returns from its investment with the investee and has the ability to affect those returns through its power over the investee. Distributions from accumulated profits of the investee are recognized as dividend income from the investments.

Investments in Associates
Investments in associates are accounted for in the parent company financial statements at cost less any impairment in value. An associate is an entity in which the Company has significant influence and which is neither a subsidiary nor a joint venture.

Impairment of Nonfinancial Assets
The Company assesses at the end of each reporting date whether there is an indication that a nonfinancial asset may be impaired. If any such indication exists and when annual impairment testing for an asset is required, the Company makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less cost to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less cost to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples and other available fair value indicators. Any impairment loss is recognized in the parent company statement of income in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Company makes an estimate of recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not increase its recoverable amount, nor exceed the carrying amount that would have been determined, net of depletion and depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the parent company statement of income unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase.

The Company determines whether it is necessary to recognize additional impairment loss on the Company's investments in shares of stock of subsidiaries and associates. The Company determines at the end of each reporting date whether there is any objective evidence that the investments are impaired. If this is the case, the Company calculates the amount of impairment as being the difference between the recoverable amount of the investment and the acquisition cost (adjusted for post-acquisition changes in the Company's share of the financial performance of the associates) and recognizes the amount in the parent company statement of income.

Redeemable Preferred Shares

In determining whether a preferred share is a financial liability or an equity investment, the Company assesses the particular rights attaching to the share to determine whether it exhibits the fundamental characteristic of a financial liability. A preferred share that provides for mandatory redemption by the Company for a fixed or determinable amount at a fixed or determinable future date, or gives the holder the right to require the Company to redeem the instrument at or after a particular date for a fixed or determinable amount, is a financial liability. Redeemable preferred shares is presented as equity when the option for redeeming the redeemable preferred shares is at the Company's discretion and the price of redemption is to be decided by the BOD.

Foreign Currency-denominated Transactions and Translations

Transactions denominated in foreign currency are recorded in Philippine peso by applying to the foreign currency amount the exchange rate between the Philippine peso and the foreign currency prevailing at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are restated using the closing exchange rate at the end of each reporting date. Nonmonetary items denominated in foreign currency are translated using the exchange rates as of the date of initial transaction. All differences are taken to the parent company statement of income.

Taxes

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted as at the end of the reporting period.

Deferred income tax

Deferred income tax is provided using the balance sheet liability method on all temporary differences at the end of each reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred income tax liabilities are recognized for all taxable temporary differences. Deferred income tax assets are recognized for all deductible temporary differences and net operating loss carryover (NOLCO), to the extent that it is probable that taxable income will be available against which the deductible temporary differences and carryforward benefits of NOLCO can be utilized.

The carrying amount of deferred income tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred income tax assets to be utilized. Unrecognized deferred income tax assets are reassessed at the end of each reporting date and are recognized to the extent that it has become probable that future taxable income will allow the deferred income tax assets to be recovered.

Deferred income tax assets and liabilities are measured at the rate that is expected to apply to the period when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the end of the reporting period.

Deferred income tax assets and liabilities are offset, if a legally enforceable right exists to offset current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and same taxation authority.

Value-added tax
Revenues, expenses, and assets are recognized net of the amount of value-added tax (VAT), if applicable.

When VAT from sales of goods and/or services (output VAT) exceeds VAT passed on from purchases of goods or services (input VAT), the excess is recognized as payable in the parent company statements of financial position. When VAT passed on from purchases of goods or services (input VAT) exceeds VAT from sales of goods and/or services (output VAT), the excess is recognized as an asset in the parent company statements of financial position to the extent of the recoverable amount.

Segment Reporting
For management purposes, the Company is organized and managed under a single business segment which is the basis upon which the Company reports its segment information. The Company's investment holding segment is principally the management of investments in subsidiaries and associates. Financial information on operating segments is presented in Note 6 to the parent company financial statements.

Events After the End of Reporting Period
Post year end events that provide additional information about the Company's financial position at the end of the reporting period (adjusting events) are reflected in the parent company financial statements. Post year end events that are not adjusting events are disclosed in the notes to parent company financial statements when material.

5. Significant Judgements, Accounting Estimates and Assumptions

The preparation of the parent company financial statements requires management to make judgments, accounting estimates and assumptions that affect the amounts reported in the parent company financial statements and accompanying notes. The judgments, accounting estimates and assumptions used in the parent company financial statements are based upon management's evaluation of relevant facts and circumstances as at reporting date. Future events may occur which can cause the assumptions used in arriving at those judgments and estimates to change. The effects of any changes will be reflected in the parent company financial statements as they become reasonably determinable.

Judgments
In the process of applying the Company's accounting policies, management has made the following judgments, apart from those involving estimations, which has the most significant effect on the amounts recognized in the parent company financial statements:

Classification of financial instruments
If the Company does not have an unconditional right to avoid delivering cash or another financial asset to settle its contractual obligation and when the Company is required to settle its obligation under conditions that are potentially unfavorable to the Company and will require delivery of variable number of the Company's own equity shares, the obligation meets the definition of a financial liability.

The Company continually assesses the classification of the redeemable preferred shares. If the redeemable preferred shares ceases to have all the features or meet all the conditions set out to be classified as equity, the Company will reclassify it as a financial liability and measure it at fair value at the date of reclassifications, with any differences from the carrying amount recognized in equity.

The Company assessed that its preferred shares met all the features or conditions set out to be classified as equity.

Estimates and Assumptions
The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Valuation of unquoted equity investments designated as financial assets at FVOCI
In valuing the Group's unquoted investments at FVOCI especially the Group's investment in Aldevinco in compliance with PFRS 9, management applied judgment in selecting the valuation technique and used assumptions in estimating the fair value of its equity investments considering the information available to the Group. The carrying amount of the Group's unquoted equity investment in Aldevinco, including its key assumptions used in the valuation are disclosed in Notes 11 and 22.

Impairment losses on financial assets
The measurement of impairment losses under PFRS 9 across all categories of financial assets requires judgment, in particular, the estimation of the amount and timing of future cash flows, including collectability, collateral values and other credit enhancements, when determining impairment losses. Increases or decreases to the allowance balance are recorded as general and administrative expenses in the Company's parent company statements of income.

Under PFRS 9, additional judgments are also made in assessing a significant increase in credit risk in the case of financial assets measured using the general approach. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The Company's impairment calculations are outputs of statistical models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies. Elements of the impairment models that are considered accounting judgments and estimates include:

- The Company's criteria for defining default and for assessing if there has been a significant increase in credit risk;
- The segmentation of financial assets when impairment is assessed on a collective basis;
- The choice of inputs and the various formulas used in the impairment calculation;
- Determination of relationships between macroeconomic scenarios and, economic inputs, such as unemployment levels and collateral values, and the effect on probability of default, exposure at default and loss given default; and
- Selection of forward-looking macroeconomic scenarios and their probability weightings, to derive the economic inputs into the impairment models.

It has been the Company's policy to regularly review its models in the context of actual loss experience and adjust when necessary.

No provision for impairment loss was recognized in 2024 and 2023. The carrying values of the Company's financial assets at amortized cost as at December 31, 2024 and 2023 are as follows:

	2024	2023
Cash in banks and cash equivalents (Note 7)	**₱378,770,036**	₱245,761,783
Receivables*(Notes 8 and 16)	**5,815,462,964**	6,905,650,330
Debt reserve account (Notes 12 and 15)	**507,346,297**	499,806,101
Short-term investments (Note 12)	**129,399,301**	122,505,384

**Excluding advances for business expenses and advances to officers and employees totaling to ₱0.05 million and ₱8.05 million as at December 31, 2024 and 2023, respectively.*

Determination of impairment of investments in and advances to subsidiaries and investment in associates

Internal and external sources of information are reviewed at each reporting date to identify indications that the Company's investments in subsidiaries and associates may be impaired. The factors that the Company considers important which could trigger an impairment review include deterioration in the financial health of the investees relative to expected historical or projected future operating results, industry and sector performance, and operational and financing cash flows. The following factors are also considered in determining whether there is any indication that the investment in subsidiaries and associates may be impaired:

- the dividends exceed the total comprehensive income of the subsidiary or associate in the period the dividend is declared; or
- the carrying amount of the investment in the parent company financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets, including associated goodwill.

If any such indication exists, the recoverable amount of the asset is estimated. The estimation of the recoverable value of these assets requires the determination of future cash flows expected to be generated from the continued use and ultimate disposition of these assets. While management believes that the assumptions made are appropriate and reasonable, future events could cause management to conclude that these assets are impaired or that additional impairment losses may need to be recognized. Any resulting additional impairment loss could have a material adverse impact on the Company's financial condition and financial performance.

The total carrying values of investments in and advances to subsidiaries and investments in associates amounted to ₱9,001.9 million (net of accumulated impairment losses amounting to ₱1,851.6 million) as at December 31, 2024 and 2023 (see Notes 9 and 10).

6. Segment Information

The Company conducts its business activities in two main business segments: (1) Power and Energy and (2) Property Development. Other activities consisting of product distribution and investment holding activities are shown in aggregate as "Other Investments".

Information with regard to the Company's significant business segments are shown below.

As at December 31, 2024:

	Power and Energy	Property Development	Other Investments	Total	Eliminations	Parent Company Financial Statements
			(Amounts in Thousands)			
Earnings Information						
Revenues						
External customer	₱12,326,260	₱5,430	₱565,067	₱12,896,757	(₱12,896,757)	₱–
Inter-segment	–	4,092	1,105,665	1,109,757	(1,109,757)	–
Total revenues	12,326,260	9,522	1,670,732	14,006,514	(14,006,514)	–
Interest and dividend income	58,725	296	36,306	95,327	1,005,402	1,100,729
Income from finance lease	–	26,061	–	26,061	(26,061)	–
Finance charges	1,230,542		446,696	1,677,238	(1,230,542)	446,696
Provision for income tax	239,295	1,389	8,135	248,819	(248,819)	–
Net income (loss)	2,972,099	(11,962)	604,952	3,565,089	(2,980,348)	584,741
Other Information						
Investments in associates and due from related parties	193,361	1,652,807	8,087,990	9,934,158	(2,105,357)	7,825,801
Segment assets	39,065,720	3,469,255	19,017,467	61,552,442	(42,778,739)	18,773,703
Segment liabilities	21,153,528	1,021,168	10,198,245	32,372,941	(22,502,498)	9,870,443
Depreciation and amortization	1,354,990	1,701	1,375	1,358,066	(1,357,788)	278
Cash Flow Information						
Net cash flows from (used in):						
Operating activities	5,985,953	(48,247)	(1,279,684)	4,658,022	(4,709,849)	(51,827)
Investing activities	(3,155,243)	107,908	915,032	(2,132,303)	4,274,049	2,141,746
Financing activities	(3,245,241)	–	372,064	(2,873,177)	905,944	(1,967,233)

As at December 31, 2023:

	Power and Energy	Property Development	Other Investments	Total	Eliminations	Parent Company Financial Statements
			(Amounts in Thousands)			
Earnings Information						
Revenues						
External customer	P12,529,121	P5,103	P–	P12,534,224	(12,534,224)	P–
Inter-segment	–	4,092	995,254	999,346	(999,346)	–
Total revenues	12,529,121	9,195	995,254	13,533,570	(13,533,570)	–
Interest and dividend income	53,447	4,181	29,675	87,303	900,113	987,416
Income from finance lease	–	88,352	–	88,352	(88,352)	–
Finance charges	1,248,877	–	406,255	1,655,132	(1,248,877)	406,255
Provision for income tax	291,264	33	(186)	291,111	(291,111)	–
Net income (loss)	2,682,409	67,443	505,369	3,255,221	(2,752,348)	502,873
Other Information						
Investments in associates and due from related parties	114,465	1,082,342	9,181,060	10,377,867	(1,560,845)	8,817,022
Segment assets	37,775,562	2,538,871	19,219,351	59,533,784	(40,354,367)	19,179,417
Segment liabilities	21,001,961	373,300	11,319,957	32,695,218	(21,514,954)	11,180,264
Depreciation and amortization	1,309,138	1,336	1,285	1,311,759	(1,311,301)	458
Cash Flow Information						
Net cash flows from (used in):						
Operating activities	5,911,395	(48,247)	(104,651)	5,758,497	(5,818,593)	(60,096)
Investing activities	(1,051,530)	107,908	(175,729)	(1,119,351)	943,795	(175,556)
Financing activities	(5,139,659)	–	204,137	(4,935,522)	5,097,837	162,315

7. Cash and Cash Equivalent

	2024	2023
Cash on hand	**₱3,685**	₱2,501
Cash in banks	**244,735,612**	110,081,533
Cash equivalents	**134,034,424**	135,680,250
	₱378,773,721	₱245,764,284

Cash in banks earn interest at the respective bank deposit rates. Cash equivalents are made for varying periods of up to three months, depending on the immediate cash requirements of the Company, and earn interest at the respective short-term deposit rates.

Interest income from cash and cash equivalents recognized in the parent company statements of income amounted to ₱11.8 million in 2024 and 2023.

8. Receivables

	2024	2023
Due from related parties (Note 16)	**₱5,543,978,658**	₱6,535,199,708
Dividends receivable (Note 16)	**264,000,000**	364,000,000
Others	**7,530,896**	14,505,279
	₱5,815,509,554	₱6,913,704,987

Other receivables consist primarily of noninterest-bearing advances to officers and employees and various advances to third parties which are due and demandable.

9. Investments in and Advances to Subsidiaries

Details of the Company's investments in and advances to subsidiaries are shown below:

	2024	2023
Acquisition costs	**₱8,379,872,585**	₱8,379,872,585
Less accumulated impairment losses	**(1,704,554,256)**	(1,704,554,256)
Investments in subsidiaries	**6,675,318,329**	6,675,318,329
Advances to subsidiaries (Note 16)	**44,748,182**	44,748,182
	₱6,720,066,511	₱6,720,066,511

Investments in subsidiaries consist of:

	2024				Percentage of Ownership			
					2024		2023	
	Acquisition Cost	Allowance for Impairment	Total	2023	Direct	Indirect	Direct	Indirect
Subsidiaries								
ATEC:	₱3,413,579,092	₱–	₱3,413,579,092	₱3,413,579,092	50.00*	–	50.00*	–
Sarangani Energy Corporation (Sarangani)	–	–	–	–	–	37.50	–	37.50
ACES Technical Services Corporation (ACES)	–	–	–	–	–	50.00	–	50.00
San Ramon Power Inc. (SRPI)	–	–	–	–	–	50.00	–	50.00
Conal Holdings Corporation (CHC):	956,448,735		956,448,735	956,448,735	100.00	–	100.00	–
Alsing Power Holdings, Inc. (APHI):	22,145,853	–	22,145,853	22,145,853	20.00	80.00	20.00	80.00
Western Mindanao Power Corporation (WMPC)	–	–	–	–	–	55.00	–	55.00
Southern Philippines Power Corporation (SPPC)	–	–	–	–	–	55.00	–	55.00
Alto Power Management Corporation (APMC):	–	–	–	–	–	60.00	–	60.00
APMC International Ltd. (AIL)	–	–	–	–	–	100.00	–	100.00
Mapalad Power Corporation (MPC)	–	–	–	–	–	100.00	–	100.00
Alsons Renewable Energy Corporation (AREC):	125,000,000	–	125,000,000	125,000,000	80.00	–	80.00	–
Siguil Hydro Power Corporation (Siguil)	–	–	–	–	–	80.00	–	80.00
Kalaong Hydro Power Corporation (Kalaong)	–	–	–	–	–	80.00	–	80.00
Bago Hydro Resources Corp. (Bago)	–	–	–	–	–	80.00	–	80.00
Sindangan Zambo-River Corp. (Sindangan)	–	–	–	–	–	80.00	–	80.00
Alabel Solar Energy Corporation (ASEC)	–	–	–	–	–	80.00	–	80.00
Alsons Green Energy Corporation (AGEC)	–	–	–	–	–	80.00	–	80.00
Alsons Renewable Resources Corporation (ARRCC)	–	–	–	–	–	80.00	–	80.00
Alsons Power International Limited	2,637,400	–	2,637,400	2,637,400	100.00	–	100.00	–
Alsons Land Corporation (ALC)	3,674,087,900	(1,521,080,651)	2,153,007,249	2,153,007,249	99.55	–	99.55	–
Kamanga Agro-Industrial Ecozone Development Corporation (KAED)	1,250,000	–	1,250,000	1,250,000	100.00	–	100.00	–
MADE (Market Developers), Inc.	183,473,605	(183,473,605)	–	–	80.44	–	80.44	–
Alsons Power Supply Corporation (APSC)	1,250,000	–	1,250,000	1,250,000	100.00	–	100.00	–
	₱8,379,872,585	(₱1,704,554,256)	₱6,675,318,329	₱6,675,318,329				

**50% ownership interest plus 1 share of the voting and total outstanding capital stock.*

Advances to subsidiaries represent advances to finance the subsidiaries' on-going project development. These advances are intended for equity conversion in future period. As at December 31, 2024 and 2023, outstanding advances to subsidiaries amounted to ₱44.7 million.

The Company received cash dividends from its subsidiaries. These dividends were recorded as part of "Dividend income" account in the parent company statements of income (see Note 16).

	2024	2023
ATEC	**₱912,500,014**	₱800,000,012
CHC	**87,200,000**	100,000,000
APHI	**21,800,000**	33,000,000
Total	**₱1,021,500,014**	₱933,000,012

Power and Energy

ATEC and Subsidiaries

ATEC. On November 23, 2015, the Company organized ATEC primarily to develop and invest in energy projects, including but not limited to the exploration, development and utilization of renewable energy resources with total capital infusion amounting to ₱1.2 million.

On April 20, 2016, the Company subscribed to ATEC's proposed increase in authorized capital stock to the amount of ₱2,989,286,000 worth of shares of stock. The subscription was paid by way of the Company's investment in Sarangani and cash amounting to ₱14.0 million. Accordingly, Sarangani became a subsidiary of ATEC.

On October 13, 2016, the Company and ATEC executed an assignment of share agreement wherein the Company assigned and transferred its ownership interests in ACES amounting to ₱6.0 million to ATEC for a total consideration of ₱19.5 million. Accordingly, ACES became a wholly owned subsidiary of ATEC.

On May 24, 2017, the Company and ATEC executed an assignment of share agreement wherein the Company assigned and transferred its ownership interests in SRPI to ATEC amounting to ₱1.2 million for a total consideration of ₱0.3 million, net of subscriptions payable amounting to ₱0.9 million. Accordingly, SRPI became a wholly owned subsidiary of ATEC. Subsequently, on May 31, 2017, the Company and ATEC executed a deed of assignment of advances wherein the Company assigned to ATEC its advances to SRPI totaling to ₱231.0 million.

On November 27, 2017, the Company sold its 50% ownership interest less 1 share of the voting and total outstanding capital stock in ATEC equivalent to 14,952,678 common shares to GBPC for a total consideration amounting to ₱2,377.9 million, inclusive of retention receivable to be received upon issuance by the Bureau of Internal Revenue of the Certificate Authorizing Registration. The Company recognized a gain amounting to ₱709.1 million, net of transaction costs totaling to ₱173.5 million in 2017. Subsequently, on December 1, 2017, the Company, GBPC and ATEC executed a deed of assignment of advances wherein the Company assigned and transferred to GBPC its right to collect 50% of its advances to ATEC amounting to ₱1,879.5 million. The Parent Company has determined that it has retained control over ATEC since it has the power to direct the relevant activities of ATEC by virtue of a contractual agreement.

On June 1, 2021, ACR subscribed to additional common shares of ATEC amounting to ₱1,879.5 million, which was settled through conversion of advances.

Sarangani. CHC organized Sarangani on October 15, 2010 as a wholly owned subsidiary to construct, commission and operate power generating plant facilities of electricity in Maasim, Sarangani Province. On June 27, 2011, the Company acquired full control of Sarangani through an agreement with CHC, wherein CHC assigned all its shares to the Company.

On December 10, 2012, the Company entered into a shareholders agreement with Toyota Tsusho Corporation (TTC), a company incorporated in Japan, wherein TTC subscribed and paid ₱355.0 million worth of Sarangani shares representing 25% of the total equity of Sarangani. In accordance with the shareholders agreement, the Company increased its investment in Sarangani to 75% of the total equity of Sarangani by converting its advances and additional cash infusion.

The construction of the Sarangani's SM200 project was done in two phases. Construction of Phase 1 (105 MW) of the Project commenced in January 2013 and was completed in April 2016. The construction of Phase 2 (105 MW) commenced in January 2017 and was completed in October 2019. On October 10, 2019, Phase 2 started its commercial operations.

SRPI. The Company organized and incorporated SRPI on July 22, 2011 as a wholly owned subsidiary primarily to acquire, construct, commission, operate and maintain power-generating plants and related facilities for the generation of electricity.

On May 31, 2017, ACR and the Parent Company executed an assignment of shares agreement wherein ACR assigned and transferred its ownership interest in SRPI to the Parent Company. Accordingly, SRPI became a wholly owned subsidiary of ATEC.

SRPI is currently developing the ZAM 100 project which is a 105 MW coal-fired power plant in San Ramon, Zamboanga City. The project received its Environmental Compliance Certificate (ECC) on March 20, 2012.

As of March 20, 2025, the SRPI Project is updating the selection of the EPC (Engineering, Procurement and Construction) contractor and equipment suppliers that are still able to participate in the coal-based power projects. The target NTP (Notice to Proceed) to the contractor remains at the latter part of 2025, to correspond to a construction completion or start of commercial operation in late 2028, at which point the power supply and demand situation in Mindanao would have required additional power generation capacity to come on stream without unduly burdening the main offtaker, ZAMCELCO, with overlapping contractual obligations.

SRPI's security of tenure the ZamboEcozone project site remains secured, with compliance to regulatory requirements maintained.

ACES. The Company organized and incorporated ACES on July 7, 2011 primarily to provide operations and maintenance services to the Company's coal power plants.

CHC and Subsidiaries

CHC and APHI. On January 20, 2012, the respective BOD of CHC and APHI approved the redemption schedule of portions of the redeemable preferred shares. In February 2012, APHI redeemed 2,166,097 redeemable preferred shares for a redemption price of $7.90 per share. In June 2012, CHC redeemed 3,311,901 redeemable preferred shares for a redemption price of $8.94 per share. No gain or loss was recognized by the Company since the redemption is a return of capital only and CHC and APHI will continue to operate. Ownership entitlements and rights to CHC and APHI remains the same. On February 28, 2013, CHC redeemed additional 141,213 redeemable preferred shares for a redemption price of $8.94 per share. Furthermore, on June 11, 2013, CHC and APHI redeemed additional 178,462 and 252,550 redeemable preferred shares for a redemption price of $8.94 and $7.90 per share, respectively.

On July 2, 2013, the Company and EGCO International (B.U.I.) Limited (EGCO) entered into a Share Purchase Agreement (SPA) to acquire 40% interest in voting shares of CHC, increasing the Company's ownership in CHC to 100%. The cash consideration paid on August 1, 2013 amounted to ₱527.9 million (US$12.16 million).

As at December 31, 2024 and 2023, the carrying value of the Company's investment in CHC and APHI amounted to ₱978.5 million.

MPC. CHC organized and incorporated MPC on July 13, 2010 as wholly owned subsidiary to rehabilitate and operate the 102 MW Bunker-Fired Iligan Diesel Power Plants (IDPPs) I and II located in Iligan City. On June 27, 2011, ACR acquired full control of MPC through an agreement with CHC, wherein CHC assigned all shares to ACR. On August 1, 2013, ACR transferred MPC to CHC for a total consideration of ₱0.3 million.

SPPC and WMPC. SPPC and WMPC operate coal-fired power plants with capacity of 55MW and 100MW, respectively. WMPC has existing ancillary sales and procurement agreement with NGCP. On the other hand, SPPC has ceased operations on July 5, 2018. In 2023, SPPC commenced its development of a 99 Megawatts Alternating Current (MWac) solar power plant in Sarangani. Progress of development works of Phase 1 (49MWac) and Phase 2 (50MWac) is at 40% and 32%, respectively, as at December 31, 2024. The targeted commencement of commercial operations is scheduled for October 2026 for Phase 1, and June 2027 for Phase 2.

AREC and Subsidiaries
AREC. On September 18, 2014, the Company organized AREC primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources with total capital infusion amounting to ₱31.3 million.

On July 10, 2015, the Company and AREC executed an assignment of share agreement wherein the Company assigned and transferred its ownership interests in Siguil and Kalaong to AREC. Accordingly, Siguil and Kalaong became subsidiaries of AREC. Also, the Company sold its 20% interest to ACIL, Inc., an entity under common control. Accordingly, the Company's interest in AREC was reduced from 100% in 2014 to 80% in 2015.

Siguil. ACR organized and incorporated Siguil on July 22, 2011 as wholly owned subsidiary. Siguil was incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Siguil's 15 MW Hydro Power Project is in Maasim, Sarangani. These projects are expected to augment power supply in General Santos City once completed. The construction commenced in July 2019 and was completed in June 2024. On May 18, 2024, the Company's application as Direct Wholesale Electricity Spot Market (WESM) Member (Generation Company Category) has been approved by the Independent Electricity Market Operator of the Philippines, Inc. (IEMOP). Starting June 26, 2024, SHPC started its commissioning phase. On August 1, 2024, South Cotabato II Electric Cooperative, Inc. (SOCOTECO II) confirmed and approved the Plant's Interconnection to SOCOTECO II Distribution System, as embedded generating facility, following the successful completion of the Grid Compliance Test (GCT). As of December 31, 2024, the only customer of the Company is WESM.

Kalaong. ACR organized and incorporated Kalaong on July 22, 2011 as wholly owned subsidiary. Kalaong was incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Kalaong's 22 MW Hydro Power Project is in Bago, Negros Oriental. This project is expected to augment power supply in the city of Bacolod once completed. As at March 20, 2025, Kalaong have not yet started commercial operations.

Bago and Sindangan. AREC organized and incorporated Bago and Sindangan on February 26, 2018 and August 31, 2018, respectively, as wholly owned subsidiaries. Bago and Sindangan were incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable energy resources. Bago's 42 MW Hydro4Power Project is in Negros Occidental while Sindangan's 20 MW Hydro Power Project is in Siayan and Duminag, Zamboanga Del Norte. These projects are expected to augment power supply in the provinces of Negros Occidental and Zamboanga Del Norte, respectively, once they are completed. As at March 20, 2025, Bago and Sindangan have not yet started commercial operations.

ASEC, AGEC and ARRC. ASEC was acquired by AREC from Alsons Corporation (AC) on July 18, 2023. It was incorporated primarily to develop and invest in solar energy projects but not limited to the exploration, development and utilization of renewable resources. On the other hand, AGEC and ARRC were incorporated and registered with Philippine SEC on August 16, 2023 and

August 8, 2023, respectively. These entities were incorporated primarily to develop and invest in energy projects including but not limited to the exploration, development and utilization of renewable resources. As at March 20, 2025, ASEC, AGEC and ARRC have not yet started commercial operations.

Property Development

ALC. On November 25, 1994, the Company incorporated ALC to acquire, develop, sell and hold for investment or otherwise, real estate of all kinds, sublease office spaces and manufacture house frames.

KAED. On September 3, 2010, the Company incorporated KAED to establish, develop, operate and maintain an agro-industrial economic zone and provides the required infrastructure facilities and utilities such as power and water supply and distribution system, sewerage and drainage system, waste management system, pollution control device, communication facilities and other facilities as may be required for an agro-industrial economic zone.

Other Investments

MADE. MADE, which is in the distribution business, has incurred significant losses in prior years resulting in capital deficiency. Because of the recurring losses, MADE decided to cease operations effective April 30, 2006 and terminated its employees. These factors indicate the existence of a material uncertainty which may cast significant doubt about MADE's ability to continue operating as a going concern. As at March 20, 2025, MADE has no plans to liquidate but new business initiatives are being pursued which will justify resumption of its trading operations.

APSC. The Company organized and incorporated APSC on October 13, 2016 primarily to provide services necessary or appropriate in relation to the supply and delivery of electricity.

10. Investments in Associates

	2024	2023
Acquisition costs	**₱2,428,867,334**	₱2,428,867,334
Accumulated impairment losses	**(147,045,000)**	(147,045,000)
	₱2,281,822,334	₱2,281,822,334

Investments in associates consist of:

	2024				Percentage of Ownership			
					2024		2023	
	Acquisition Cost	Allowance for Impairment	Total	2023	Direct	Indirect	Direct	Indirect
Indophil Resources Philippines, Inc. (IRPI)	**₱1,318,510,532**	**₱–**	**₱1,318,510,532**	₱1,318,510,532	2.00	–	2.00	–
Aviana Development Corporation (Aviana)	**963,311,802**	**–**	**963,311,802**	963,311,802	34.00	–	34.00	–
RCP Holdings, Inc.	**80,851,701**	**(80,851,701)**	**–**	–	31.24	–	31.24	–
T'boli Agro-Industrial Development, Inc.	**66,193,299**	**(66,193,299)**	**–**	–	22.32	–	22.32	–
	₱2,428,867,334	**(₱147,045,000)**	**₱2,281,822,334**	₱2,281,822,334				

IRNL and IRPI

The Company purchased 29,149,000 shares of IRNL in the amount of ₱1,316 million in 2010. Together with the ownership interests of Alsons Prime Investment Corporation (APIC) and AC, entities under Alcantara Group, through a series of subscription agreements, the Alcantara Group was the largest shareholder of IRNL at 19.99%. By virtue of the Agreement for the Joint Voting of IRNL shares with APIC and AC, the Company has concluded that it has significant influence over IRNL through its representation in the BOD of IRNL. Accordingly, the Company treated its investment in IRNL as "Investment in associate" in the parent company financial statements. The Company had determined that the acquisition cost of IRNL includes goodwill amounting to ₱785 million.

On January 23, 2015, IRNL implemented the Scheme of Arrangement between APIC and IRNL shareholders wherein APIC acquired all of the remaining outstanding shares from existing shareholders of IRNL. Accordingly, IRNL became a subsidiary of APIC starting January 2015.

In July 2015, APIC was no longer part of the Alcantara Group as it was bought by a third party. Accordingly, the Joint Voting Agreement of IRNL shares between the Company, APIC and AC was deemed terminated.

On December 11, 2015, the Company and AC entered into Deed of Assignment of Shares (share swap) agreements with APIC, whereby the Company and AC assigned and transferred to APIC all their interests in IRNL in exchange for ownership interests in IRPI. Accordingly, the Company recognized the investment in IRPI amounting to ₱1,315.5 million representing the cost of the investment at the date of the share swap agreement.

The transfer of the Company's investment in IRNL to investment in IRPI resulted in the Company still exercising significant influence over IRPI due to its representation in the BOD. Accordingly, ACR treats its investment in IRPI as "Investment in associate" in the parent company financial statements.

On September 30, 2019, the Company increased its investment in IRPI amounting to ₱3.0 million to maintain its percentage of share over IRPI of 2% as the latter increased its authorized capital stock.

The financial information of IRPI as at and for the years ended December 31 are as follows:

	2024	2023
	(Amounts in Thousands)	
Current assets	**₱4,548,769**	₱4,607,991
Noncurrent assets	**18,836,087**	18,836,088
Current liabilities	**307,462**	241,577
Noncurrent liabilities	**373**	437,146
Net loss	**(18,748)**	(22,765)
Total comprehensive loss	**(18,748)**	(22,765)

Aviana

On March 21, 2013, Aldevinco and ACIL (collectively referred to as "AG") and Ayala Land, Inc. (Ayala Land) entered into a joint venture agreement, where Ayala Land shall own 60% and AG shall own 40% of the outstanding capital stock of Aviana to undertake the development of the Lanang property of the Company in Davao City.

On September 17, 2013, Aviana was incorporated as a joint venture corporation. The Company subscribed to the 296 preferred shares and 32 common shares for 32.8% ownership in Aviana. In August 2015, the Company subscribed to additional 261,450 preferred shares and 29,050 common shares of Aviana for ₱21.5 million. In December 2015, the Company subscribed to additional 332,200 preferred shares and 35,800 common shares of Aviana through the conversion of the Company's advances amounting to ₱35.8 million. The additional subscription to shares of Aviana in 2015 increased the Company's interest in Aviana to 34%.

On April 11, 2016, ACR transferred the Lanang property to Aviana as part of its capital contribution. The Company received a total cash consideration amounting to ₱953.5 million.

The financial information of Aviana as at and for the years ended December 31 are as follows:

	2024	2023
	(Amounts in Thousands)	
Current assets	**₱2,387,743**	₱2,082,803
Noncurrent assets	**1,611,187**	1,497,549
Current liabilities	**1,297,715**	1,088,583
Noncurrent liabilities	**306,521**	201,875
Revenue and other income	**998,531**	604,923
Net income	**217,972**	67,345
Total comprehensive income	**217,972**	67,345

The Company received cash dividends from Aviana amounting to ₱43.2 million and ₱24.9 million in 2024 and 2023, respectively (see Note 16). These dividends were recorded as part of "Dividend income" account in the parent company statements of income.

11. Equity investments Designated at FVTOCI

Equity investments designated as FVTOCI primarily consist of investments in quoted and unquoted equity securities with the following movements:

	2024	2023
Acquisition costs		
Balances		
Unquoted	**₱2,221,268,769**	₱2,221,268,769
Quoted	**16,610,103**	16,610,103
	2,237,878,872	2,237,878,872
Unrealized gain on changes in fair value (Note 17)		
Balances at beginning of year	**15,107,033**	17,210,871
Fair value changes recognized in OCI	**528,796,330**	(2,103,838)
Balances at end of year	**543,903,363**	15,107,033
	₱2,781,782,235	₱2,252,985,905

The fair value of investments in shares of listed companies was based on their bid prices as of December 31, 2024 and 2023.

The investment in unquoted securities consists of investment in 22 million preferred shares of Aldevinco. In 2023, the fair value of the investment in unquoted equity securities was based on the adjusted net asset value (NAV) approach. In 2024, the Company changed their plan regarding preferred shares, leading to the measurement of the investment in unquoted equity securities based on the adjusted NAV approach - current value method. Under both approaches, the fair value was derived by determining the fair value of each identifiable assets and liabilities of the investee company. Significant assumptions included in the NAV calculation are as follows:

- Fair values of real estate inventories against estimated selling prices less cost to sell;
- Fair values of real estate properties against appraisal reports;
- Fair values of listed equity securities against quoted prices; and

- Fair values of unlisted equity securities against adjusted net asset values of the investee companies.

12. Other Assets

Other Current Assets

	2024	2023
Debt reserve account (Note 15 and 21)	**₱507,346,297**	₱499,806,101
Short-term investments (Note 21)	**129,399,301**	122,505,384
Prepaid expenses	**13,925,246**	11,540,848
	₱650,670,844	₱633,852,333

Debt reserve account and short-term investments earn interest at prevailing short-term deposit rates. Interest income earned from debt reserve account and short-term investments amounting to ₱24.3 million and ₱17.7 million in 2024 and 2023, respectively.

Other Noncurrent Assets

	2024	2023
Creditable withholding tax	**₱58,399,756**	₱58,399,756
Advances to landowner	**75,854,640**	63,850,273
Input VAT	**10,200,490**	8,298,960
Property and equipment	**221,292**	270,227
Others	**401,801**	401,804
	₱145,077,979	₱131,221,020

Advances to landowner
Advances to landowner pertains to down payment made by the Company to a certain individual for the purchase of land in Davao.

Property and equipment
Details of the Company's property and equipment are as follows:

As at December 31, 2024:

	Office Furniture, Fixtures and Equipment	Transportation Equipment	Leasehold Improvements	Total
Cost				
Balance at beginning of year	₱8,237,881	₱2,683,821	₱14,069,059	₱24,990,761
Additions	228,890	–	–	228,890
Balance at end of year	8,466,771	2,683,821	14,069,059	25,219,651
Accumulated Depreciation				
Balance at beginning of year	8,031,986	2,619,488	14,069,059	24,720,533
Depreciation	213,493	64,333	–	277,826
Balance at end of year	8,245,479	2,683,821	14,069,059	24,998,359
Net Book Value	**₱221,292**	**₱–**	**₱–**	**₱221,292**

As at December 31, 2023:

	Office Furniture, Fixtures and Equipment	Transportation Equipment	Leasehold Improvements	Total
Cost				
Balance at beginning of year	₱7,869,928	₱2,683,821	₱14,069,059	₱24,622,808
Additions	367,953	–	–	367,953
Balance at end of year	8,237,881	2,683,821	14,069,059	24,990,761
Accumulated Depreciation				
Balance at beginning of year	7,830,606	2,362,168	14,069,059	24,261,833
Depreciation	201,380	257,320	–	458,700
Balance at end of year	8,031,986	2,619,488	14,069,059	24,720,533
Net Book Value	₱205,895	₱64,333	₱–	₱270,228

The Company has fully depreciated property and equipment still used in the operations with both cost and accumulated depreciation of ₱24.9 million and ₱16.9 million as at December 31, 2024 and 2023, respectively.

13. Accrued Expenses and Other Current Liabilities

	2024	2023
Interest payable (Notes 14, 15 and 23)	**₱62,959,939**	₱52,850,554
Payable to TTC	**40,564,511**	40,564,511
Accrued expenses	**10,678,299**	15,205,433
Dividends payable	**6,454,238**	6,056,172
Payables to government agencies	**5,467,467**	6,464,515
Other payables	**6,179,815**	7,045,799
	₱132,304,269	₱128,186,984

Interest payable is normally settled semi-annually throughout the financial year.

Payable to TTC and other payables are non-interest-bearing cash advances and are payable on demand.

Accrued expenses pertain to professional fees and per diem which are non-interest bearing and have an average term of 30 days.

Payables to government agencies pertain to withholding taxes, SSS premiums and other liabilities, and other liabilities to the government which are non-interest bearing and are remitted within 30 days after reporting date.

Other payables include security services and private placement fee on outstanding loan in which the Company has not yet paid.

14. **Short-term Loans and Commercial Papers**

Short-term Loans
In 2024 and 2023, the Company availed of unsecured short-term loans from local banks totaling to ₱5,825.3 million and ₱4,359.8 million, respectively. These loans are subject to annual fixed interest rates ranging from 6.75% to 7.00% in 2024 and 6.75% to 7.50% in 2023 and are payable on various dates within one year. As at December 31, 2024 and 2023, outstanding short-term loans amounted to ₱4,910.4 million and ₱3,725.3 million, respectively.

Interest expense incurred in 2024 and 2023 related to these short-term loans amounted to ₱77.2 million and ₱35.8 million, respectively (see Note 19). Interest payable amounted to ₱43.2 million and ₱31.1 million as of December 31, 2024 and 2023 (see Note 13).

Commercial Papers
In 2023, the Parent Company has listed a total of ₱2,529.0 million worth of commercial papers with a tenor of 182 to 364 days. These were issued at discounted amounts with net proceeds amounting to ₱2,365.6 million.

Outstanding balance from the commercial papers amounted to ₱1,895.6 million as at December 31, 2023 (nil as at December 31, 2024).

The Company has recognized an interest expense amounting to ₱67.8 million and ₱39.2 million in 2024 and 2023, respectively, for the amortization of discount on these commercial papers (see Note 19).

15. **Long-term Debts**

The Company's long-term debts consist of:

	2024	2023
Five-year fixed rate corporate note	**₱4,015,550,000**	₱4,693,500,000
Seven-year fixed rate corporate note	**737,900,000**	761,450,000
	4,753,450,000	5,454,950,000
Less unamortized transaction costs	**(17,726,074)**	(36,427,970)
	4,735,723,926	5,418,522,030
Less current portion	**(4,024,034,397)**	(700,182,507)
Noncurrent portion	**₱711,689,529**	₱4,718,339,523

Omnibus Notes Facility and Security Agreement (ONFSA) - On November 23, 2020, ACR entered into a facility agreement with various noteholders with aggregate principal amount of ₱6,000 million divided into two (2) tranches: (a) Tranche A with principal amount of ₱5,215 million, subject to fixed interest rate of 5% and payable within five (5) years from the drawdown date and (b) Tranche B with principal amount of ₱785 million, subject to fixed interest rate of 6%. The loans are payable semi-annually based on graduated rates of 0.5% of the principal in the first year and 77% of the principal in the year of maturity. Proceeds of the loan shall be used to prepay ACR's fixed rate corporate notes facility, partly finance the investments in renewable energy projects and for general corporate purposes. ACR had drawn the entire loan facility amounting to ₱6,000 million as of December 31, 2020.

ACR shall maintain certain financial ratios such as debt-to-equity ratio of not more than 3.0 on the first and 2nd year, 2.75 on the 3rd year, 2.5 on the 4th year and 2.33 on the 5th year and until maturity, and debt service coverage ratio of not less than 1.1 at all times during the duration of the loan. As at December 31, 2024 and 2023, ACR is in compliance with the debt covenants. Throughout the term of the loan, ACR is required to maintain a debt service reserve account with a balance of not less than the aggregate amount of principal and interest falling due and payable under the agreement on the immediately succeeding repayment date. As at December 31, 2024 and 2023, the remaining balance of debt reserve account amounted to ₱507.3 million and ₱499.8 million, respectively (see Note 12 and 21).

The ONFSA is collateralized through the Share Collateral Security Agreement. Share collateral means (i) the share certificates, (ii) the shares legally and/or beneficially owned or to be owned by ACR in CHC, APHI and AREC, and any additional shares that shall be acquired in the future by ACR, (iii) the deposits for future subscription paid by ACR in CHC, APHI and AREC, and (iv) all the rights, title and interest of ACR to the share collateral.

Movement in the unamortized transaction costs of the long-term debts as follows:

	2024	2023
Balances at beginning of year	**₱36,427,970**	₱55,992,604
Amortization of transaction costs (Notes 19 and 23)	**(18,701,896)**	(19,564,634)
Balances at end of year	**₱17,726,074**	₱36,427,970

Interest expense recognized in 2024 and 2023 amounted to ₱283.0 million and ₱311.7 million, respectively (see Note 19). Interest payable amounted to ₱19.8 million and ₱21.8 million as of December 31, 2024 and 2023, respectively (see Note 13).

16. Related Party Transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. Related parties include (a) enterprises that directly, or indirectly through one or more intermediaries, control or are controlled by, or are under common control with, the Company; (b) associates; and (c) individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the Company and close members of the family of any such individual. In considering each possible related party relationship, attention is directed to the substance of the relationships, and not merely to the legal form.

All related party transactions shall be disclosed to the Company's Audit Committee ("the Committee") of the BOD and all transactions will be reviewed and approved by the Committee to ensure that a conflict of interest does not exist, a proper assessment of such transaction is made, and all necessary information is properly documented. Material related party transaction shall mean any individual related party transaction, or series of related party transactions over twelve (12) months, and with the same related party, amounting to, or exceeding, individually, or in the aggregate, the materiality threshold. Materiality threshold shall mean ten percent (10%) of the total assets of any of the parties to a transaction, based on that party's latest audited financial statements, and if the transaction is a material related party transaction, and one of the related parties is a parent of the other, the total assets shall pertain to the parent's total consolidated assets.

The Company, in the ordinary course of business, has entered into transactions with related parties which consist mainly of cash advances to/from and dividend income. No provision for impairment loss on the receivables was recognized in 2024 and 2023. This assessment is undertaken each financial year through examining the amount and timing of future cash flows of the related parties and the market in which the related party operates.

The table below shows the details of the Company's transactions with related parties.

Related Party		Dividends Income (Notes 9 and 10)	Advances	Due from Related Parties (Note 8)	Dividend Receivable (Note 8)	Advances to Subsidiaries (Note 9)	Terms and Conditions
Subsidiaries	**2024**	**₱1,021,500,014**	**(₱1,062,995,371)**	**₱3,082,725,369**	**₱–**	**₱–**	Due on demand, noninterest-bearing, unsecured, payable in cash
						44,748,182	Noninterest-bearing, unsecured, payable in cash
	2023	933,000,012	897,723,421	3,961,532,836	100,000,000	–	Due on demand, noninterest-bearing, unsecured, payable in cash
		–	–	–	–	44,748,182	Noninterest-bearing, unsecured, payable in cash
Affiliates	**2024**	**43,160,000**	**71,774,321**	**2,461,253,289**	**264,000,000**	–	Due on demand, noninterest-bearing, unsecured, payable in cash
	2023	24,900,000	133,431,291	2,573,666,872	264,000,000	–	-do-
	2024	**₱1,064,660,014**	**(₱991,221,050)**	**₱5,543,978,658**	**₱264,000,000**	**₱44,748,182**	
	2023	₱957,900,012	₱1,031,154,712	₱6,535,199,708	₱364,000,000	₱44,748,182	

Compensation of key management personnel
The compensation of the Company's key management personnel consisting of short-term employee benefits amounted to ₱4.0 million and ₱3.0 million in 2024 and 2023, respectively.

17. **Equity**

Capital Stock

	2024		2023	
	Number of Shares	**Amount**	Number of Shares	Amount
Common - ₱1 par value				
Authorized	**11,945,000,000**	**₱–**	11,945,000,000	₱–
Issued and outstanding	**6,291,500,000**	**6,291,500,000**	6,291,500,000	6,291,500,000
Redeemable preferred - ₱0.01 par value				
Authorized	**5,500,000,000**	**–**	5,500,000,000	–
Subscribed	**5,500,000,000**	**55,000,000**	5,500,000,000	55,000,000
		₱6,346,500,000		₱6,346,500,000

On May 24, 2011, the Philippine SEC approved the Company's amended Articles of Incorporation converting 55,000,000 authorized and unissued common shares into 5,500,000,000 redeemable preferred shares with a par value of ₱0.01 per share.

The redeemable preferred shares shall have the following features:

a. The redeemable preferred shares may only be issued or transferred to Filipino citizens or corporations or associations at least 60% of capital of such corporations or associations is owned by Filipino citizens.

b. Holders of redeemable preferred shares are entitled to receive, out of the unrestricted retained earnings of the Company, cumulative dividends at the rate of 8% per annum of the par value of the preferred shares, before any dividends shall be paid to holders of the common shares. There was no dividend in arrears in 2024 and 2023.

c. The Company may, by resolution of the BOD, redeem the preferred shares at par value. The Company will redeem the preferred shares at par value (i) when the foreign equity limits to which the Company is subject to shall have been removed; and (ii) the Company is not engaged in any other activity likewise reserved exclusively to Filipino citizens, or corporations or associations at least sixty percent (60%) of whose capital is owned by Filipino citizens that would otherwise require the Company to maintain the ownership of the preferred shares by such Filipino citizens. The preferred shares when redeemed will not be retired and may be reissued upon resolution of the BOD.

d. In the event of dissolution or liquidation, holders of redeemable preferred shares are entitled to be paid in full, or pro-rata insofar as the assets and properties of the Company will permit, the par value of each preferred share before any distribution shall be made to the holders of common shares, and are not entitled to any other distribution.

All common and preferred shares have full voting rights.

On February 4, 2013, AC subscribed to 5,500,000,000 preferred shares with par value of ₱0.01 per share, from the unissued authorized preferred shares of the Company.

The following summarizes the information on the Company's registration of securities under the Securities Regulation Code:

Date of SEC Approval	Activity	Number of Common Shares Authorized	Issued	Issue/Offer Price
1993	Initial Public Offering	12,000,000,000	6,291,500,000	₱1
2011	Conversion of unissued common shares to redeemable preferred shares	(55,000,000)	–	₱–
		11,945,000,000	6,291,500,000	

As at December 31, 2024 and 2023, the Company has 447 and 449 stockholders, respectively.

Retained Earnings

On May 4, 2012 and March 28, 2014, the BOD approved the appropriation of ₱850 million and ₱850 million of its retained earnings as at December 31, 2011 and December 31, 2013, respectively, for its equity contributions to various projects.

On December 11, 2016 and March 22, 2018, the BOD approved the reversal of appropriation amounting to ₱400 million and ₱200 million, respectively, relating to Phase 1 and 2 of the Sarangani project.

The appropriated retained earnings as of December 31, 2024 and 2023 is for the following projects:

Project Name	Nature/Project Description	Amount (in millions)	Timeline (Year)
Alabel Solar Energy Corp	Solar power project in Bawing, General Santos City	₱260	2025
SPPC Solar	Solar power project in Alabel, Sarangani	110	2025
ZAM100	Coal-fired power plant in Zamboanga City	600	2026
Bago	Hydro-electric power in Negros Occidental	130	2025
		₱1,100	

The Company declared the following cash dividends on its common shares:

Year	Date of Declaration	Amount	Per Share	Date of Record	Date of Payment
2024	May 30, 2024	₱125,830,000	₱0.020	June 18, 2024	July 4, 2024
2023	June 19, 2023	₱125,830,000	₱0.020	July 5, 2023	July 24, 2023

Dividends declared on preferred shares amounted to ₱4.4 million in 2024 and 2023.

Equity Reserves

As at December 31, 2024 and 2023, equity reserves consist of the following:

	2024	2023
Unrealized gains on equity investments designated at FVTOCI (Note 11)	**₱464,703,363**	₱15,107,033
Remeasurement losses on defined benefit plan (Note 18)	**(399,302)**	(399,302)
Other reserves	**(14,049,640)**	(14,049,640)
	₱450,254,421	₱658,091

18. **Retirement Plan**

The Company has an unfunded, noncontributory defined benefit retirement plan covering substantially all of its qualified employees. Retirement benefits are dependent on the years of service and the respective employee's compensation. The Company's latest actuarial valuation report is as at December 31, 2021.

Republic Act No. 7641, otherwise known as the Retirement Pay Law, requires a provision for retirement pay to qualified private sector employees in the absence of any retirement plan in the entity, provided however that the employee's retirement benefits under any collective bargaining and other agreements shall not be less than those provided under the law. The law does not require minimum funding of the plan.

The following table summarizes the movements in retirement benefits payable of the Company:

	2024	2023
Balances at beginning of year	**₱12,679,389**	₱15,275,474
Retirement benefits cost charged in profit or loss	**135,135**	135,135
Benefits paid	**–**	(2,731,220)
Balances at end of year	**₱12,814,524**	₱12,679,389

The principal assumptions used in determining the retirement benefits liability as of January 1 follow:

	2024	2023
Discount rates	**5.17%**	5.17%
Rate of future increase in compensation	**10.00%**	10.00%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as at the end of the reporting period, assuming all other assumptions were held constant:

	2024		2023	
	Increase (Decrease) in Basis Points	**Increase (Decrease) in Defined Benefit Obligation**	Increase (Decrease) in Basis Points	Increase (Decrease) in Defined Benefit Obligation
Discount rates	**100**	**(₱1,913,516)**	100	(₱1,913,516)
	(100)	**2,302,537**	(100)	2,302,537
Salary increase	**100**	**2,170,513**	100	2,170,513
	(100)	**(1,852,006)**	(100)	(1,852,006)

Shown below is the maturity analysis of the undiscounted benefit payments:

	2024	2023
More than 1 year to 5 years	**₱3,496,729**	₱3,496,729
More than 5 years to 10 years	**11,773,486**	11,773,486

The average duration of the defined benefit plan obligations as at December 31, 2024 and 2023 is 13 years.

19. **Finance Charges**

	2024	2023
Interest on long-term debts (Note 15)	**₱283,042,037**	₱311,704,065
Interest on short-term loans and commercial papers (Note 14)	**144,951,933**	74,986,665
Amortization of transaction costs on long-term debts (Note 15)	**18,701,896**	19,564,634
	₱446,695,866	₱406,255,364

20. Income Taxes

a. The reconciliation of income tax computed using the statutory income tax rate to benefit from income tax as shown in the parent company statements of income follows:

	2024	2023
Income tax expense at statutory income tax rate	**₱146,185,252**	₱125,718,183
Income tax effects of:		
Dividend income exempt from income tax	**(266,165,003)**	(239,475,003)
Deductible temporary differences, NOLCO and excess MCIT for which no deferred income tax assets were recognized	**125,733,044**	118,581,897
Income subjected to final tax	**(9,017,218)**	(7,379,062)
Nondeductible expenses	**3,263,925**	2,553,985
Provision for income tax	**₱–**	₱–

b. The components of the Company's net deferred income tax liabilities are as follows:

	2024	2023
Deferred income tax liabilities on:		
Unamortized transaction costs	**₱4,431,519**	₱9,106,993
Unrealized foreign exchange gains	**2,580,779**	–
Unrealized gain on fair valuation of equity investments	**79,200,000**	–
Deferred income tax asset on NOLCO	**(7,012,298)**	(9,106,993)
	₱79,200,000	₱–

c. The Company did not recognize deferred income tax assets on the following NOLCO, excess MCIT and deductible temporary differences since management believes that it is not probable that sufficient future taxable income will be available to allow all or part of these deferred tax assets to be utilized.

	2024	2023
NOLCO	**₱2,256,674,840**	₱1,750,293,876
MCIT	**996,374**	996,374
Retirement benefits payable (Note 18)	**12,814,524**	12,679,389
Unrealized foreign exchange (gain) loss	**(10,323,116)**	2,759,859

d. The movements of NOLCO and excess MCIT are shown below:

	2024		2023	
	NOLCO	**Excess MCIT**	NOLCO	Excess MCIT
Balances at beginning of year	**₱1,786,721,848**	**₱996,374**	₱1,346,829,776	₱1,092,047
Additions	**498,002,184**	**–**	439,892,072	–
Expirations	**–**	**–**	–	(95,673)
Balances at end of year	**₱2,284,724,032**	**₱996,374**	₱1,786,721,848	₱996,374

Details of the Company's NOLCO are as follows:

Year Incurred	Balance as at December 31, 2023	Additions	Expiration	Balance as at December 31, 2024	Available Until
2020	₱646,974,884	₱–	₱–	₱646,974,884	2025*
2021	402,989,759	–	–	402,989,759	2026*
2022	296,865,133	–	–	296,865,133	2025
2023	439,892,072	–	–	439,892,072	2026
2024	–	498,002,184	–	498,002,184	2027
	₱1,786,721,848	₱498,002,184	₱–	₱2,284,724,032	

**NOLCO incurred in taxable years 2020 and 2021 can be claimed as deduction from the regular taxable income for the next five consecutive taxable years pursuant to the "Bayanihan to Recover As One Act".*

Details of the Company's excess MCIT over RCIT are as follows:

Year Incurred	Balance as at December 31, 2023	Additions	Expiration	Balance as at December 31, 2024	Available Until
2022	₱996,374	₱–	₱–	₱996,374	2025

e. On June 20, 2023, the Bureau of Internal Revenue issued Revenue Memorandum Circular (RMC) No. 69-2023 reverting the Minimum Corporate Income Tax (MCIT) rate to 2% of gross income effective July 1, 2023 pursuant to Republic Act (RA) No. 11534, otherwise known as the "Corporate Recovery and Tax Incentives for Enterprises (CREATE)" Act. MCIT rate was previously reduced from 2% to 1% effective July 1, 2020 to June 30, 2023 upon the effectivity of CREATE Act in 2021.

21. Financial Risk Management Objectives and Policies

The Company's principal financial instruments are composed of cash and cash equivalents, receivables, short-term investments, debt reserve account, equity investments designated at FVTOCI, accrued expenses and other current liabilities, short-term loans, short-term commercial papers and long-term debts. The main purpose of these financial instruments is to raise finances for the Company's operations.

The main risks arising from the Company's financial instruments are credit risk, liquidity risk, equity price risk and foreign currency risk. The Company's BOD and management review and agree on the policies for managing each of these risks and these are summarized below.

Credit Risk
Credit risk is the risk that the Company will incur a loss because its counterparties failed to discharge their contractual obligations. The maximum exposure to credit risk of the Company's financial assets is represented by the carrying amount of cash and cash equivalents, receivables, short-term investments and debt reserve account in the parent company statements of financial position. Credit risk is concentrated with its related parties.

The table below shows the maximum exposure to credit risk for the components of the parent company statements of financial position. The maximum exposure is shown at gross.

	2024	2023
	(In Thousands)	
Cash and cash equivalents*	**₱378,770**	₱245,762
Receivables**	**5,815,463**	6,905,650
Short-term investments (Note 12)	**129,399**	122,505
Debt reserve account (Note 12 and 15)	**507,346**	499,806
	₱6,830,978	₱7,773,723

**Excluding cash on hand amounting to ₱0.004 million and ₱0.003 million in December 31, 2024 and 2023, respectively.*
***Excluding advances for business expenses and advances to officers and employees totaling to ₱0.05 million and ₱8.05 million as at December 31, 2024 and 2023 respectively.*

Receivables
The Company's receivables are monitored on a regular basis. An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due of the customer with loss pattern. The calculation reflects the probability-weighted outcome and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

The provision matrix is initially based on the Company's historical observed default rates. The Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

Generally, receivables are written-off when deemed unrecoverable and are not subject to enforcement activity. The maximum credit exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

Cash and cash equivalents, short-term investments and debt reserve accounts
Cash and cash equivalents, short-term investments and debt rate reserve accounts are placed in various banks. Material amounts are held by banks which belong to top five (5) banks in the country. The rest are held by local banks that have good reputation and low probability of insolvency. These are considered to be low credit risk investments.

The following tables below summarize the credit quality of the Company's financial assets (gross of allowance for impairment losses) as at December 31:

	2024					
	Current			**Past Due**	**Credit**	
	Minimal Risk	**Average Risk**	**High Risk**	**(1-90 Days)**	**Impaired**	**Total**
Cash and cash equivalents*	**₱378,770**	**₱–**	**₱–**	**₱–**	**₱–**	**₱378,770**
Receivables**	**5,815,463**	–	–	–	–	**5,815,463**
Short-term investments (Note 12)	**129,399**	–	–	–	–	**129,399**
Debt reserve account (Note 12 and 15)	**507,346**	–	–	–	–	**507,346**
	₱6,830,978	**₱–**	**₱–**	**₱–**	**₱–**	**₱6,830,978**

**Excluding cash on hand amounting to ₱0.004 million.*
***Excluding advances for business expenses and advances to officers and employees totaling to ₱0.05 million.*

	2023					
	Current			Past Due	Credit	
	Minimal Risk	Average Risk	High Risk	(1-90 Days)	Impaired	Total
Cash and cash equivalents*	₱245,762	₱–	₱–	₱–	₱–	₱245,762
Receivables**	6,905,650	–	–	–	–	6,905,650
Short-term investments (Note 12)	122,505	–	–	–	–	122,505
Debt reserve account (Note 12 and 15)	499,806	–	–	–	–	499,806
	₱7,773,723	₱–	₱–	₱–	₱–	₱7,773,723

**Excluding cash on hand amounting to ₱0.003 million.*
***Excluding advances for business expenses and advances to officers and employees totaling to ₱8.05 million.*

The Company classifies credit quality risk as follows:

Minimal risk - accounts with a high degree of certainty in collection, where counterparties have consistently displayed prompt settlement practices, and have little to no instance of defaults or discrepancies in payment.

Average risk - active accounts with minimal to regular instances of payment default, due to ordinary/common collection issues, but where the likelihood of collection is still moderate to high as the counterparties are generally responsive to credit actions initiated by the Company.

High risk - accounts with low probability of collection and can be considered impaired based on historical experience, where counterparties exhibit a recurring tendency to default despite constant reminder and communication, or even extended payment terms.

The following tables below summarize the staging considerations of the Company's financial assets as at December 31:

	2024			
	Stage 1 (12-Month ECL)	**Stage 2 (Lifetime ECL)**	**Stage 3 (Credit Impaired)**	**Total**
Cash and cash equivalents*	**₱378,770**	**₱–**	**₱–**	**₱378,770**
Receivables**	**5,815,463**	**–**	**–**	**5,815,463**
Short-term investments (Note 12)	**129,399**	**–**	**–**	**129,399**
Debt reserve account (Note 12 and 15)	**507,346**	**–**	**–**	**507,346**
	₱6,830,978	**₱–**	**₱–**	**₱6,830,978**

**Excluding cash on hand amounting to ₱0.004 million.*
***Excluding advances for business expenses and advances to officers and employees totaling to ₱0.05 million.*

	2023			
	Stage 1 (12-Month ECL)	Stage 2 (Lifetime ECL)	Stage 3 (Credit Impaired)	Total
Cash and cash equivalents*	₱245,762	₱–	₱–	₱245,762
Receivables**	6,905,650	–	–	6,905,650
Short-term investments (Note 12)	122,505	–	–	122,505
Debt reserve account (Note 12 and 15)	499,806	–	–	499,806
	₱7,773,723	₱–	₱–	₱7,773,723

**Excluding cash on hand amounting to ₱0.003 million.*
***Excluding advances for business expenses and advances to officers and employees totaling to ₱8.05 million.*

Liquidity Risk
Liquidity risk arises from the possibility that the Company may encounter difficulties in raising funds to meet or settle its obligations at a reasonable price. The Company maintains sufficient cash to finance its operations.

The table below summarizes the maturity profile of the Company's financial assets (held for liquidity purposes) and financial liabilities based on contractual undiscounted payments:

	2024						
	Due and Demandable	Less than 6 Months	6-12 Months	More than 1 Year to 3 Years	4-5 Years	5 Years onwards	Total
					(In Thousands)		
Financial Liabilities:							
Accrued expenses and other current liabilities*	**₱63,877**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱63,877**
Short-term loans**	–	**4,953,620**	–	–	–	–	**4,953,620**
Long-term debts**	–	**389,413**	**3,654,412**	**711,639**	–	–	**4,755,464**
	63,877	**5,343,033**	**3,654,412**	**711,639**	–	–	**9,772,961**
Financial Assets:							
Cash and cash equivalents	**378,770**	–	–	–	–	–	**378,770**
Receivables***	**5,815,463**	–	–	–	–	–	**5,815,463**
Short-term investments	–	–	**129,399**	–	–	–	**129,399**
Debt reserve account	–	**507,346**	–	–	–	–	**507,346**
Equity investments designated at FVTOCI	–	–	–	–	–	**2,781,782**	**2,781,782**
	6,194,233	**507,346**	**129,399**	–	–	**2,781,782**	**9,612,760**
Liquidity Position (Gap)	**₱6,130,356**	**(₱4,835,687)**	**(₱3,525,013)**	**(₱711,639)**	**₱–**	**₱2,781,782**	**(₱160,201)**

**Excluding payables to government agencies and interest payable totaling to ₱68.4 million.*
***Including interest payable computed using prevailing rate as at December 31, 2024.*
****Excluding advances for business expenses and advances to employees totaling to ₱0.05 million.*

	2023						
	Due and Demandable	Less than 6 Months	6-12 Months	More than 1 Year to 3 Years	4-5 Years	5 Years onwards	Total
					(In Thousands)		
Financial Liabilities:							
Accrued expenses and other current liabilities*	₱68,872	₱–	₱–	₱–	₱–	₱–	₱68,872
Short-term loans**	–	3,756,342	–	–	–	–	3,756,342
Short-term commercial papers**	–	1,193,400	818,900	–	–	–	2,012,300
Long-term debts**	–	363,583	340,815	4,735,930	–	–	5,440,328
	68,872	5,313,325	1,159,715	4,735,930	–	–	₱11,277,842
Financial Assets:							
Cash and cash equivalents	245,764	–	–	–	–	–	245,764
Receivables***	6,805,650	–	100,000	–	–	–	6,905,650
Short-term investments	–	–	122,505	–	–	–	122,505
Debt reserve account	–	499,806	–	–	–	–	499,806
Equity investments designated at FVTOCI	–	–	–	–	–	2,252,986	2,252,986
	7,051,414	499,806	222,505	–	–	2,252,986	10,026,711
Liquidity Position (Gap)	₱6,982,542	(₱4,813,519)	(₱937,210)	(₱4,735,930)	₱–	₱2,252,986	(₱1,251,131)

**Excluding payables to government agencies and interest payable totaling to ₱59.3 million.*
***Including interest payable computed using prevailing rate as at December 31, 2023.*
****Excluding advances for business expenses and advances to employees totaling to ₱8.05 million.*

The Company monitors its cash position by a system of cash forecasting. All expected collections, check disbursements and other payments are determined on a weekly basis to arrive at the projected cash position to cover its obligations.

The Company assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company has access to a sufficient variety of source of funding and debt maturing within 12 months can be rolled over with existing lenders.

Equity Price Risk

Equity price risk is the risk that the fair value of quoted equity investment decreases as the result of changes in the value of individual stock. The Company's exposure to equity price risk relates primarily to the Company's quoted equity investments. The Company's policy requires it to manage such risk by setting and monitoring objectives and constraints on investments; diversification plan; and limits on investment in each industry or sector. The Company intends to hold these investments indefinitely in response to liquidity requirements or changes in market conditions.

The following table demonstrates the sensitivity to a reasonably possible change in equity price, with all other variables held constant, of the Company's equity. The reasonably possible change in equity price was based on the year-to-year change of stock market indices. The methods and assumptions used in the analysis remained unchanged over the reporting periods.

The table below summarizes the impact of changes in equity price on the equity.

Equity price risk of those equity investments listed in the Philippine Stock Exchange is as follows:

	2024		2023	
	Increase in Equity Price	**Decrease in Equity Price**	Increase in Equity Price	Decrease in Equity Price
Change in equity price	**+1%**	**-1%**	+1%	-1%
Increase (decrease) in equity	**₱325,135**	**(₱325,135)**	₱317,171	(₱317,171)

Foreign Currency Risk

The Company's exposure to foreign currency risk is limited to cash in banks, receivables and short-term investment denominated in currencies other than its functional currency. The Company closely monitors the fluctuations in exchange rates so as to anticipate the impact of foreign currency risk associated with its financial instruments.

In translating the foreign currency-denominated monetary assets and liabilities into peso amounts, the Philippine peso to U.S. dollar exchange rates used were ₱57.85 to US$1.0 and ₱55.37 to US$1.0 for December 31, 2024 and 2023, respectively.

The table below summarizes the Company's exposure to foreign currency risk. Included in the table are the Company's financial assets at their carrying amounts.

	2024		2023	
	In U.S. Dollar	**In Philippine Peso**	In U.S. Dollar	In Philippine Peso
Financial assets:				
Cash and cash equivalents	**$2,470,774**	**₱142,921,922**	$2,460,577	₱136,242,149
Short-term investments	**2,204,643**	**127,527,574**	2,204,643	122,071,083
	$4,675,417	**₱270,449,496**	$4,665,220	₱258,313,232

The following table demonstrates the sensitivity to a reasonably possible change in the U.S. dollar to Philippine peso exchange rate, with all other variables held constant, on the Company's income (loss) before income tax as at December 31, 2024 and 2023.

The reasonably possible change in exchange rate was based on forecasted exchange rate change using historical date within the last five years as at the reporting period. The methods and assumptions used remained unchanged over the reporting periods being presented.

	2024		2023	
	Philippine Peso		Philippine Peso	
	Increase	**Decrease**	Increase	Decrease
Change in foreign exchange rate	**+1.00%**	**-1.00%**	+1.00%	-1.00%
Increase (decrease) in income before income tax	**(₱1,429,219)**	**₱1,429,219**	(₱1,362,421)	₱1,362,421

The increase in ₱ against US$1 means stronger U.S. dollar against peso while the decrease in ₱ against US$1 means stronger peso against U.S. dollar.

Capital Management

The primary objective of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its businesses and maximize shareholder's value.

The Company manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to stockholders, return capital to stockholders or issue new shares. There were no changes made in the objectives, policies or processes during the years ended December 31, 2024 and 2023. The Company met its objectives, policies or processes in 2024 and 2023.

The Company monitors capital on the basis of the debt-to-equity ratio and interest coverage ratio in compliance for its long-term debts. Debt-to-equity ratio is calculated as total liabilities over total equity, excluding accounts payable and other current liabilities arising from operations and other reserves. Interest coverage ratio is calculated as earnings before interest expense, taxes, depreciation and amortization over total interest expense.

The Company's strategy, which was unchanged from prior year, was to maintain the debt-to-equity ratio and interest coverage ratio at manageable levels.

The Company's debt-to-equity ratio and interest coverage ratio are as follows (based on consolidated numbers):

a. Debt-to-equity Ratio:

	2024	2023
Long-term debts	**₱19,078,488,898**	₱18,183,019,243
Total equity	**14,351,429,478**	13,018,103,233
Debt-to-equity ratio	**1.33:1**	1.40:1

b. Interest Coverage Ratio:

	2024	2023
Income before income tax	**₱2,765,234,987**	₱2,566,586,317
Add: depreciation, amortization and interest expense	**3,081,102,118**	3,011,429,968
Add: ending cash balance	**2,300,137,452**	2,429,127,715
Total cash available for interest expense	**8,146,474,557**	8,007,144,000
Divided by aggregate principal and interest during the next period	**6,319,729,182**	2,759,523,797
	1.29:1	2.90:1

22. Financial and Non-financial Instruments

The Company held the following financial and non-financial instruments that are carried at fair value or where fair value is required to be disclosed:

As at December 31, 2024:

	Carrying Value	**Fair Value**			
		Total	**Level 1**	**Level 2**	**Level 3**
Financial asset - Measured at fair value - Equity investment designated as FVTOCI	**₱2,781,782,235**	**₱2,781,782,235**	**₱32,513,466**	**₱–**	**₱2,749,268,769**
Financial liability - Fair value is disclosed - Long-term debts	**₱4,735,723,926**	**₱5,418,522,030**	**₱–**	**₱–**	**₱5,418,522,030**

As at December 31, 2023:

	Carrying Value	Fair Value			
		Total	Level 1	Level 2	Level 3
Financial asset - Measured at fair value - Equity investment designated as FVTOCI	₱2,252,985,905	₱2,252,985,905	₱31,717,136	₱–	₱2,221,268,769
Financial liability - Fair value is disclosed - Long-term debts	₱5,418,522,030	₱5,884,007,396	₱–	₱–	₱5,884,007,396

During the years ended December 31, 2024 and 2023, there were no transfers between Level 1 and 2 fair value measurements, and no transfers into and out of Level 3 measurements.

The following methods and assumptions are used to estimate the fair value of each class of financial and non-financial instruments:

Cash and cash equivalents, receivables, short-term investments, accrued expenses and other current liabilities, short-term loans and short-term commercial papers
The carrying amounts of these financial assets approximate their fair values due to the short-term maturity of these instruments.

Financial assets at FVTOCI
The Company's financial assets include investments in quoted and unquoted securities and golf club shares. The fair value of investment in quoted securities is determined based on the closing market rate in PSE as at statement of financial position dates. The fair value of investment in golf club

shares which are traded in organized financial markets is determined based on any price within the lower selling quotes and higher buyer quotes at the close of business at reporting date.

As of December 31, 2023, and 2022, the Company's investment in unquoted equity investments is measured at fair value using the adjusted net asset value approach – current value method as of December 31, 2023 and 2022, respectively (see Note 11).

Long-term debts
The fair value of long-term debts with fixed interest rate is determined by discounting the estimated future cash flows using the discount rates applicable for similar types of instruments. For the years ended December 31, 2024 and 2023, rates used ranged from 5.43% to 8.15%.

23. Notes to Statements of Cash Flows

Reconciliation of the movement of liabilities arising from financing activities as at and for the years ended December 31 are as follows:

	2024				
	Short-term loans	**Short-term commercial papers**	**Long-term debts**	**Interest Payable**	**Dividends Payable**
Beginning balance	**₱3,725,297,128**	**₱1,895,578,640**	**₱5,418,522,030**	**₱52,850,554**	**₱6,056,172**
Cash movements:					
Availment of additional debt	**5,825,325,537**	–	–	–	–
Settlement	**(4,640,222,746)**	**(1,895,578,640)**	**(701,500,000)**	**(417,884,585)**	**(129,831,934)**
Noncash movements:					
Amortization of debt issue costs	–	–	**18,701,896**	–	–
Interest expense, excluding discount and debt issue cost	–	–	–	**427,993,970**	–
Dividend declaration	–	–	–	–	**130,230,000**
Ending balance	**₱4,910,399,919**	**₱–**	**₱4,735,723,926**	**₱62,959,939**	**₱6,454,238**

	2023				
	Short-term loans	Short-term commercial papers	Long-term debts	Interest Payable	Dividends Payable
Beginning balance	₱2,794,099,417	₱1,576,622,383	₱5,884,007,396	₱42,757,206	₱6,056,172
Cash movements:					
Availment of additional debt	4,359,783,571	2,529,000,000	–	–	–
Settlement	(3,428,585,860)	(2,210,043,743)	(485,050,000)	(376,597,382)	(130,230,000)
Noncash movements:					
Amortization of debt issue costs	–	–	19,564,634	–	–
Interest expense, excluding discount and debt issue cost	–	–	–	386,690,730	–
Dividend declaration	–	–	–	–	130,230,000
Ending balance	₱3,725,297,128	₱1,895,578,640	₱5,418,522,030	₱52,850,554	₱6,056,172

24. Supplementary Information Required Under Revenue Regulations No. 15-2010

In compliance with the requirements of Revenue Regulations No. 15-2010, presented below are the taxes paid and accrued by the Company in 2024:

Value-added Tax (VAT)

a. The Company is a VAT-registered company. However, the Company did not have any output VAT declaration during the year.

b. The Company's purchases of goods and services from other VAT-registered individuals or corporations are subject to input VAT of 12%.

Balance as at January 1, 2024	₱8,298,960
Current year's transactions:	
Domestic purchases of services	85,030
Domestic purchases of goods other than capital goods	1,816,500
Balance as at December 31, 2024	₱10,200,490

Taxes and Licenses

Taxes and licenses fees for the year ended December 31, 2024 are as follow:

Documentary stamp tax	₱33,201,535
Annual listing maintenance fee	339,741
Annual registration fee	16,030
Business permits and licenses	2,100
Others	7,575
	₱33,566,981

Withholding Taxes

	Paid	Accrued
Final withholding taxes	₱53,335,322	₱2,512,886
Expanded withholding taxes	5,223,711	2,822,510
Withholding taxes on compensation	881,298	93,043

Tax Assessments and Cases

The Company has no final tax assessments and cases pending before the BIR as at December 31, 2024. Likewise, the Company has no other pending tax cases outside the administration of the BIR as at December 31, 2024.

Exhibit 2

SUPPLEMENTARY SCHEDULES
DECEMBER 31,2024

Schedule A: Financial Assets
For the year Ended December 31,2024

Name of Issuing Entity and Description of Each Issue	No. of Shares	Amounts Shown in the Balance Sheet	Valued Based on Market Quotations at Balance Sheet Date	Interest and Dividend Income Received and Accrued
Short-term deposit (cash equivalents)				
Peso denominated short term deposit		202,421,280		1,083,381
U.S. Dollar denominated short term deposit		134,034,424		1,059,784
		336,455,704		2,143,165
Short-term cash investments				
U.S. Dollar denominated short term investments		129,399,301		-
Peso denominated short term investments		-		-
		129,399,301		-
Equity investments designated at FVOCI				
Philodrill	566,720,000	4,193,728	4,193,728	
Seafront	15,544,911	26,115,450	26,115,450	
Globe Telecom	1,013	2,204,288	2,204,288	
ACR Mining Corporation	21,268,769	21,268,769	21,268,769	
Alsons Development & Investment Corp.	22,000,000	2,728,000,000	2,728,000,000	
Eagle Ridge Golf and Country Club	694	435,740,000	435,740,000	
Pueblo de Oro Development Corporation	2	900,000	900,000	
	625,535,389	3,218,422,235	3,218,422,235	
TOTAL FINANCIAL ASSETS		3,684,277,240	3,218,422,235	2,143,165

SCHEDULE B – Accounts Receivable from Directors,Officers,Employees,Related Parties and Principal Stockholders
(Other than Affiliates)
For the Year Ended December 31, 2024

Name and Designation		Beginning Balance	Additions	Collected	Written-off	Current	Non-Current	Ending Balance
Alsons Land Corporation								
Balboa, Ace Benedict	R	-	11,016.00					11,016
Bernal, Jerlyn L.			2,950.00					2,950
Billote, Juvylet Joy	R	-	2,950.00					2,950
Cabrera, Dennis			100.00					100
Cachuela, Neil P.			900.00					900
Calisin, Madelyn			12,120.00					12,120
De Guzman, Angela B.			21,000.00					21,000
Eugenio, Nina Khrisnamae R.	R	-	351.00					351
Jarana, Edgar			30,400.00					30,400
Legarte, Camelle	R	-	500.00					500
Manalo, Lawi	R	-	2,000.00					2,000
Others	R	-	20,000.00					20,000
Pama, Leticia			6,000.00					6,000
Roa, Susan V.	R	-	74.00					74
Saliba, Cecille	R	-	13,000.00					13,000
Soriano, Karl Vincent			28,000.00					28,000
SteelForming			38,022.50					38,023
		-	189,384	-	-	-	-	189,384
Sarangani Energy Corporation								
Abueva, Denie B.	R	98,288		88,307				9,981
Adlawan, Felipe C. III	R	49,689		44,173				5,516
Alboroto, Joseph T.	S	14,439	72,830	14,439				72,830
Alcala, Cris Mae Rose C.	R	74,406		74,406				-
Alcazaren, Loy Michael E.			1,573					1,573
Alforque, Roel B.	R	31,894		19,515				12,380
Almazan, Rodjeck M.	R	300						300
Alquino, Edison L.	R	138,808		138,808				-
Amador, Cris Arnel E.	R	91,856		39,308				52,548
Amador, Juric E.	R	103,866		96,482				7,384
Angco, Jose Luis R.			2,533					2,533
Apondar, Reynante T.	R	5,207						5,207
Apostol, Eduardo A. Jr.			59,700					59,700
Aquino, Ralph Benigno S.	S	145,343	62,578					207,921
Arguta, Mary Joy N.	R	18,618	37,030	18,618				37,030
Asentista, Al King L.	R	570		570				-
Asuero, Fritz B.	R	20,585		20,542				43
Atas, Adrian B.	R	8,250		8,250				-
Aton, Joel E.	M	222,122		222,122				-
Bagarinao, Shane L.	R	16,235		13,049				3,186
Baguio, Lindsey D.	R	45,833		45,833				-
Baldonado, Xyrr R.			31,267					31,267
Bandi-anon, Jay-ar T.	R	-	375	-				375
Batac, Irene G.	R	54,443		53,156				1,287
Beljeda, Efren Caesar C.	R	40						40
Bitong, Jason Silverio B.	R	50,851		19,896				30,955
Buctuan, Jaime B. Jr.	R	41,678		33,315				8,363
Bulat-ag Elgie Gay	R	1,650		1,650				-
Butawan, Roxanne B.			15,543					15,543
Cabarce, Isagane C.	R	8,925		1,831				7,094
Camara, Ramil O.	R	31,667		31,667				-
Caminero, George L.	R	12,812		8,541				4,271
Caminse, Ria Mae C.	R	85	224,153	85				224,153
Campos, Lyh Benzyl C.	R	27,723		24,354				3,369
Caneda, April Joy D.			152,222					152,222
Canonigo, Efren Jr.	S	-	65,508	-				65,508
Cantaros, Joel L.	R	-	7,956	-				7,956
Capilitan, Angel Renaleh B.	R	-	1,496	-				1,496
Capulinas, Rhode B.	R	9,365		8,159				1,206
Carpentero, Ryan P.	R	2,494						2,494
Cereno, Aiza L.	R	107,818	273,699	107,818				273,699
Cotanda, Ramil E.	R	36,284		1,826				34,458
Cuasito, Bernabe R.	R	3,600						3,600
Dableo, John H.	R	69,800		33,856				35,944
Dalaguan, Marlon M.	R	201,209		44,258				156,951
Danao, Arc Dio G.	R	12,060		12,060				-
De Jesus, Cyngrade V.	R	38	423,425	38				423,425
Defante, Charmagne Joy	R	108,754		50,171				58,583
Del Rosario, Paul Richard M.	R	59,923		16,160				43,763
Dela Baryo, Lino L.	R	79,394		44,312				35,082
Delos Santos, Joel E.	S	8,364	438,345	8,364				438,345

Name and Designation		Beginning Balance	Additions	Collected	Written-off	Current	Non-Current	Ending Balance
Dema-ala, Leonelo L.	R	45,615	49,174	45,615				49,174
Donato, Benna Jayne A.	R	-	368,415	-				368,415
Dulay, Geovani S.	R	-	2,059	-				2,059
Ebrahim, Haron G.	R	4,234		4,234				-
Ensomo, Edsel P.	R	430,224		80,389				349,835
Eslaban, Stephen Jay B.	R	148,056		80,000				68,056
Espanol, Benjamin Jr.	S	250,962		51,745				199,217
Espra, Marvin B.	R	6,850		50				6,800
Estorque, Mary Jane P.	S	12,201		12,201				-
Fababier, Awardson	R	25,896	393,823	25,896				393,823
Felisilda, Jennifer M.	R	2,634	400,449	2,634				400,449
Flauta, Allan S. Jr.	R	11,400						11,400
Florada, Beverly Ann I.	R	10,000	15,000	10,000				15,000
Flores, Erick R.	R	419,570		73,020				346,551
Garcia, Renante M.	R	320,026		114,764				205,262
Gaturian, Kimberly T.	R	4,483						4,483
Gerolaga, Jim Paul T.	R	2,180						2,180
Glang, Victor N.	R	96,977		83,275				13,702
Go, Merk Henley D.	R	397,545		74,569				322,976
Gregorio, Mark Oliver	R	24,138		1,736				22,402
Honor, Mark Timothy B.	R	36,910		32,300				4,610
Imalay, Alex C.	R	113,442		71,576				41,866
Infante, Russell A.	R	34,137	520,009	34,137				520,009
Jimeno, Marian Rhey			4,993					4,993
Labao, Archimedes C.			372,790					372,790
Lacapag, Ronnie H.	R	42,109		42,109				-
Laforteza, Aura Shane A.	R	-	406,634	-				406,634
Ledesma, Rochie H.	R	77,897		70,132				7,765
Legaspi, Lovely Jane Abigael F.	R	44,027		44,027				-
Lepardo, Frederick S.	R	17,837	42,136	17,837				42,136
Linao, Ludy Mae F.	R	137,557		46,578				90,979
Linogao, Jeed R.	S	446,545		55,002				391,543
Llamas, Robert R.	R	4,808		4,808				-
Loking, Nelson C.	R	41,111		41,111				-
Lomongo, Jynelle Q.	R	5,208	11,158	5,208				11,158
Lopez, Richard Mark	R	30		30				-
Lopez, Rocher D.	S	110,404						110,404
Macagcalat, Rajiv S.	R	5,950		3,250				2,700
Madres, Mark Lister C.	R	153,131		25,590				127,541
Majaducon, Ryan Jay E.	R	55,154		43,964				11,190
Maningo, Charmaine Joyce S.	R	472,340		142,699				329,641
Maningo, Ram Kenneth P.			25,000					25,000
Manon-og, Janine	R	1,039	27,678	1,039				27,678
Manrique, Dulce Rosario	R	4,017		4,017				-
Mansing, Arvin Jay B.	R	448		448				-
Mediavilla, Argie C.	R	15,542	387,976	15,542				387,976
Mediavilla, Ariel C.	R	-	261,484	-				261,484
Megrenio, Mary Shower M.	S	181,506		93,078				88,428
Megrenio, Renante P.	S	394,051						394,051
Memoria, Maribel T.	R	13,145		13,145				-
Mercado, Elsa J.	M	90,119		90,119				-
Miano, Nicher B.	R	16,749		16,749				-
Micabalo, Geraldine U.			418,909					418,909
Molinos, Jose Rey L.	R	15,439		15,400				39
Monterde, Joel F.	R	500	22,901	500				22,901
Morante, Harley Marvin C.	R	60,824		60,824				-
Moya, Paul Anthony P.	R	19,697		18,819				878
Nale, Charlito D.	R	178,600		66,403				112,197
Navalta, Ramon B. Jr.	R	-	6,900	-				6,900
Ng, Krystle Shane	R	1,000						1,000
Ofracio, Roy Edgar D.	R	21,627		21,627				-
Olvida, Casimiro V.			600					600
Orellanida, Kirbie B.	R	19,511	92,507	19,511				92,507
Orquina, Lilian B.			50,150					50,150
Others	R	468,556	1,668,289	733,284				1,403,561
Palma, Mifel Japely S.	R	75,792		73,715				2,077
Panogaling, Marlon S.	R	17,500		11,667				5,833
Paramo, Joel G.	S	252,818		40,652				212,166
Parantar Jr., Simplicio B.	R	-	29,054	-				29,054
Parrenas, Gilbert Q.	R	-	13,955	-				13,955
Pascua, Queenie A.			300					300
Pasion, Romiro V.	S	267,655		267,655				-
Pastores, Jay Ryan R.	R	40,833		40,833				-
Pecolados, Randy	R	1,781	151,476	1,781				151,476
Pepano, Sylvette Rose C.	R	18,000		18,000				-
Perez, Nonito R.	R	31,500		31,500				-
Pol, Ran Gel T.	R	29		29				-
Puas, Norguiadz S.	R	9,923						9,923

Name and Designation		Beginning Balance	Additions	Collected	Written-off	Current	Non-Current	Ending Balance
Regidor, Crisologo P.			22,815					22,815
Rendon, Michael D.	R	1,485						1,485
Rosacena, Welmer P.	R	419,707		75,517				344,190
Sabanal, Erick E.			30,847					30,847
Salihol, Edna L.	R	13,500	194,916	13,500				194,916
Samson, Earl John T.	R	38,196						38,196
Sarmiento, Jonald B.	R	11,776		11,526				250
Samilin, Apolonia L.			406,634					406,634
Sayco, Donnard R.	R	500						500
Seno, Seth S.	S	42,528	432,083	42,528				432,083
Silva, Justine Jose Allan P.	S	473,896		179,194				294,702
Soterio, Amalia A.	R	-	321,568	-				321,568
Suarez, Laurenz Julian	R	37,500						37,500
Sugal, Fredie C.	R	119,789		60,999				58,790
Suan, Alex M.	R	66,280		36,043				30,237
Sun, Elan Jay L.	R	70,457		25,854				44,603
Tagalogon, Harley J.	R	411,265		80,905				330,360
Talaugon, Billy D.	R	45,173		12,942				32,231
Tandoy, Reggie S.	R	300	191					491
Tapan, Eiffel Germaine G.	R	19,726		16,656				3,070
Tesoro, Bernalita D.	R	4,320						4,320
Tito, Janaisha Bai M.	S	40						40
Valdehueza, Halley Bryan P.	S	455,735		63,121				392,614
Visitacion, Jade M.	R	47,436		31,149				16,287
Zuriaga, Kristian T.	R	30,696		11,307				19,389
		10,555,375	9,023,103	5,004,003	-	-	-	14,574,477

SOUTHERN PHILIPPINES POWER CORPORATION

Others	R	-	8,924					8,924
		-	8,924	-	-	-	-	8,924

WESTERN MINDANAO POWER CORPORATION

Aba-a, Jonathan B.	R		22,500					22,500
Aguilar, Dennis M.	R	152,805		68,053				84,752
Ancheta, Alquin Vox L.			2,772					2,772
Aranton, Raymond Roy O.	R	158,296		67,714				90,582
Balboa, Lumen P.			50,000					50,000
Banaag, John P.	S	429,121		76,490				352,631
Banaag, Ma. Melissa Margaret A.	S	121,116		49,435				71,681
Basilio, Albert B.	S	14,583		14,583				-
Cabug-os, Danilo C	R	232,372		63,097				169,275
Camacho, Chester Jan D.	R	0	410,038	0				410,038
Camara, Virgilio . C	R	22,390		5,279				17,111
Castro, Rosnina S.	M	46,023	78,239	46,023				78,239
Catis, Marjoellyne P	R	78,920		78,920				-
Celso, Precious Irene A.	R	680		680				-
Concepcion, Marilen V	R	21	140,000	21				140,000
Dionio, Alan Leroy A.			674					674
Dauba, Cesar T. Jr.	R	99,260		42,708				56,552
De Gracia, Jess Marrion L	S	374,754	378,646	374,754				378,646
Dela Cruz, Shieryl M.			12,237					12,237
Delgado, Vermar A.			17,500					17,500
Denoso, Hennessy Jansen Shayne S.			6,101					6,101
Ecla, Ma. Arlene A.	R	418,737		77,179				341,558
Enriquez, Shyrleen C.	R	37,542		37,542				-
Espinosa, Joy F.	S	215,908		68,595				147,313
Gallano, Jayson R	R	54,972		54,972				-
Gloria, Danilo R.			20,000					20,000
Gonzales, Mythell P.			1,767					1,767
Guadalupe, Rogelio Jr. H	R	18,000	32,083	18,000				32,083
Guevara, Alvin C.	R		190,704					190,704
Guevarlo, Alvin C	R	252,604		252,604				-
Hongco, Orly C.			6,678					6,678
Idio, Jerome Christopher G.			1,005					1,005
Jimenez, Rachel O.			2,500					2,500
Labor, Manolo T.	R	2,719		2,719				-
Lacastesantos, Jowi F	R	10,500		10,500				-
Llorente, Thesalonica T.	R	22,420	25,667	8,339				39,749
Lozano, Teresita B	R	3,517		3,517				-
Lualhati, Regieneer B	R	17,500						17,500
Marcelino, Reil M.			152					152
Mateo, Neil L.	R	19,687		11,697				7,990
Monteron, Leonil L.	S	266,025		64,742				201,283
Niebla, Maureen M.			221					221

Name and Designation		Beginning Balance	Additions	Collected	Written-off	Current	Non-Current	Ending Balance
Others	R	524,200	536,700	524,200				536,700
Perez, Michael Jordan A.	R	10,070		8,976				1,094
Ramilo, Ruben B.			16,567					16,567
Revantad, Amedeo E	S	29,839	195,703	29,839				195,703
Rocha, Lenie Rocel E.			750					750
Sobretodo, Angelito O.			75					75
Simbulan, Sharon G	R	7,500		7,500				-
Tagle, Mark-Jan S.			300					300
Torres, Nikko Ronnel C.	R	14,400		14,400				-
Toroy, Harvey Ian B.			3,333					3,333
Tungpalan, Ruben G	R	60,093		52,698				7,395
Uson, Victor P.	R	142,214		69,210				73,004
		3,858,791	**2,152,912**	**2,204,985**	**-**	**-**	**-**	**3,806,711**
Conal Holdings Corporation								
Bio, Anna Lyn C.			35,000					35,000
Camara, Jimmy D.	R	159,224		159,224				-
Celso, Precious Irene A.	R	4,756		4,756				-
Delos Reyes, Darie	R	22,390		22,390				-
Despabiladeras, Alma Q	R	400,451		400,451				-
Dioquino, Michelle Chantrelle	R	14,200		14,200				-
Domingo, John Carole T.			3					3
Guintu, Aldwin Q.	R	8,730		8,730				-
Lara, Maria Jiji Q.	R	666,277		666,277				-
Olvida, Casimiro V.	R	54		54				-
Paras, Kahrenn Bliz			8,000					8,000
Pepaño, Sylvette Rose C.	R	456,461		456,461				-
Ravelo, Alexander Louisse			2,500					2,500
Santillan Jr., Tirso G. Santillan Jr.	R	7,259		7,259				-
Sasis, Orville I.	R	15,503		15,503				-
Simbulan, Winnie A.	R	168,364		168,364				-
Sobretodo, Angelito O.	R	8,443		8,443				-
Soterio, Amalia A.	R	407,992		407,992				-
Vivo, Melanie A.	R	266,070		266,070				-
Ybanez, Hison Y.			16,047					16,047
		2,606,174	**61,550**	**2,606,174**	**-**	**-**	**-**	**61,550**
KAMANGA								
Mirasol, Glyzah Mae T.	R		1,348					1,348
Cachuela, Neil P.	R		53,000					53,000
Olvida, Casimiro V.	R		70,000					70,000
Imperial, John Eric Francis	R	1,846						1,846
Arabe, Edward Ferdinand	R	40,000	-	16,098				23,902
Batalia, Rechelle S.	R	0						-
Pacheco, Pauline Aubrey	R	37,210		37,210				-
Tumala, Laura	R	6,000		6,000				-
Alayon, Renna Mae P.	M	29,199		1,917				27,282
		114,255	**124,348**	**61,225**	**-**	**-**	**-**	**177,378**
SIGUIL HYDRO POWER CORP.								
Aquino, Marlon	R	174,635		66,735				107,900
Bagarinao, Shane	R	1,935		1,935				-
Baltran, Marie Duenne	R	10,380		10,380				-
Cabonegro, Edwen C.			300					300
Corrales, Fernando V.	R	3,000		3,000				-
Cu, Lorna B.			200					200
Dalingay, Michael A.			7,500					7,500
Danao, Arc Dio G.	R	6,294		6,294				-
Ebarle, Jocip L.			632					632
Enad, Gamaliel C.			516					516
Estorque, Mary Jane	R	67,574		33,439				34,135
Gallarde, Cerlito T.			5,848					5,848
Gasque, Mohajirah A.	R	0		0				-
Lapatha, Marjorie A.	R	8,238		8,238				-
Lopez, Rocher	R	3,000						3,000
Mangansakan, Sitie Hindera	R	23		23				-
Manlangit, Norman	R	44,923	431,232	44,923				431,232
Murillo, Renie T.	R	0		0				-
Novicio, Apolo B.			402,000					402,000
Paras, Kahrenn Bilz A.	R	381,995		78,341				303,654
Perez, Darwin Ralph	R	450		450				-
Sabado, Sherrie Lyn	R	11,079	428,022	11,079				428,022
Serato, Edward P.	R	134,250		134,250				-
Tapahin,Ysa C.			1,294					1,294

Name and Designation		Beginning Balance	Additions	Collected	Written-off	Current	Non-Current	Ending Balance
Tejero, Arvin B.	R	500		500				-
		848,275	1,277,544	399,587	-	-	-	1,726,233
BAGO								
Saragena, Honorioto E.		-	201,747					201,747
Ramos, Rona R.		-	393,068					393,068
		-	594,815	-	-	-	-	594,815
SINDANGAN ZAMBO RIVER POWER CORP.								
Reyes, Mary Sweet A.	R	479		479				-
Icao, Francis Ruther C.	R	240	4,705	240				4,705
Buenbrazo, Joseph E.	R	8,333		8,333				-
Lisondra, Llewellyn R.	R	227,276		63,489				163,787
Cheslie Marielle B. Dugenia			60					60
		236,328	4,765	72,541	-	-	-	168,552
TOTAL		18,219,199	13,437,345	10,348,520	-	-	-	21,308,024

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
SCHEDULE C: Accounts Receivable from Related Parties which are Eliminated during the Consolidation of Financial Statements
For the year Ended December 31,2024

Entity with Receivable Balance	Rounded
Alsons Consolidated Resources, Inc.	
Alsons Land Corporation	446,994,865
MADE (Market Developers), Inc.	4,614,373
Kamanga Agro-Industrial Ecozone Development Corpoation	51,496,955
Mapalad Power Corporation	19,880,404
Bago Hydro Resources Corp.	192,415,046
Alsons Renewable Enegry Corp.	947,250,000
Siguil Hydro Power Corp.	1,158,942,602
Sindangan Zamro-River Power Corp.	227,525,924
Alabel Solar Energy Corp.	10,193,102
Southern Philippines Power Corp.	19,139
Conal Corporation	28,593,279
Alsons Thermal Energy Corporation	
San Ramon Power Incorporated	478,230,325
Aces Technical Services Corporation	
Alsons Thermal Enegry Corporation	680
Sarangani Energy Corporation	
Alsons Land Corporation	4,178,528
Alsons Power Supply Corporation	88,030
Sindangan Zamro-River Power Corp.	6,870,634
Aces Technical Services Corporation	115,386
Alsons Thermal Enegry Corporation	8,387
Mapalad Power Corporation	4,412,650
Southern Philippines Power Corp.	337,435
Alto Power Management Corp.	99,657
Bago Hydro Resources Corp.	417,880
Conal Holdings Corp.	20,584
Alabel Solar Energy Corporation	2,230,936
Siguil Hydro Power Corp.	1,472,251
Western Mindanao Power Corp.	5,496
Alsons Renewable Enegry Corporation	
Kalaong Hydro Power Corporation	3,023,140
Alabel Solar Energy Corporation	61,122
Alsons Renewable Resources Corp.	209,280
Alsons Green Energy Corporation	210,130
Siguil Hydro Power Corporation	
Alsons Consolidated Resources, Inc.	46,790
Alsons Energy Development Corp.	550,367
Alsons Green Energy Corp.	400
Alsons Power Supply Corporation	56,461
Alsons Renewable Energy Corporation	425,561
Alsons Renewable Resources Corp.	400
Alabel Solar Energy Corporation	559,676
Bago Hydro Resources Corporation	71,778
Conal Holdings Corporation	4,921
Kalaong Hydro Power Corporation	2,252,964

Entity with Receivable Balance	Rounded
Mapalad Power Corporation	399,057
Sarangani Energy Corporation	130,867
Southern Philippines Power Corporation	136,308
Sindangan Zambo-River Power Corporation	1,539,743
Western Mindanao Power Corp.	4,766
Sindangan Zamro-River Power Corporaion	
Alsons Power Supply Corporation	2,419
Bago Hydro Resources Corp.	31,238
Conal Holdings Corp.	197
Sarangani Energy Corp.	297
Western Mindanao Power Corp.	20,324
Alto Power Management Corporation	
Alsons Consolidated Resources, Inc.	6,322,430
Alsons Power Holdings Corp.	357,968
Alsons Power Supply Corporation	3,250
Mapalad Power Corporation	63,882
Conal Holdings Corporation	
Aces Technical Services Corporation	8,000
Alsons Land Corp.	1,500
Alsons Power Supply Corporation	324,482
Alsons Renewable Energy Corp.	9,076
Alabel Solar Energy Corp.	60,231
Alsons Thermal Energy Corporation	1,833
Bago Hydro Resources Corp.	139,859
Mapalad Power Corp.	2,025,808
Sarangani Energy Corp.	2,307,505
Siguil Hydro Power Corp.	372,351
Southern Philippines Power Corp.	55,266
Sindangan Zambo-River Power Corp.	354,277
Western Mindanao Power Corp.	1,351,475
Mapalad Power Corporation	
Aces Technical Services Corporation	1,869
Alsons Consolidated Resources, Inc.	2,753,804
Alto Power Management Corp.	20,300,000
Alsons Power Supply Corporation	1,223,192
Bago Hydro Resources Corporation	3,526
Conal Holdings Corp.	7,620
Sarangani Energy Corp.	74,525
Siguil Hydro Power Corp.	8,736
Sindangan Zambo-River Power Corp.	7,742
Western Mindanao Power Corp.	18,855
Southern Philippines Power Corporation	
Kalaong Hydro Power Corporation	5,669
Mapalad Power Corporation	1,539,132
Sarangani Energy Corporation	2,882
Siguil Hydro Power Corporation	58,375
Sindangan Zambo-River Power Corporation	742
Alabel Solar Energy Corp.	326,291
Western Mindanao Power Corporation	930
Western Mindanao Power Corporation	
Alsons Power Supply Corporation	738,679
Alabel Solar Energy Corporation	29,886

Entity with Receivable Balance	Rounded
Alsons Thermal Energy Corporation	28,291
ACES TECHNICAL SERVICES CORPORATION	56,091
Bago Hydro Resources Corporation	10,063
Conal Holdings Corp.	18,287,605
Kalaong Hydro Power Corp.	8,260
Mapalad Power Corporation	2,654,415
Mapalad Partners, Inc.	501
Sarangani Energy Corp.	61,338
Siguil Hydro Power Corp.	88,693
Southern Philippines Power Corp.	8,985
Sindangan Zambo-River Power Corporate	186,199
Kamanga Agro-Industrial Ecozone Development Corpoation	
Sarangani Energy Corporation	1,728,147
Alsons Land Corporation	258,015,187
Alsons Land Corporation	
Conal Holdings Corporation	446,118
Western Mindanao Power Corporation	351,589
MADE (Market Developers) Inc.	12,458,654
Alsons Power Supply Corporation	
Sarangani Energy Corporation	42,858
Sindangan Zambo-River Power Corporation	711

Intangible Assets – Other Assets
For the Year Ended December 31, 2024

Intangible Assets	Beginning Balance	Deduction	Impairment	Addition	Amortization	Revaluation	Ending Balance
Computer Software	9,033,276			296,580	(2,936,971)		6,392,885
Goodwill	527,187,320						527,187,320
	536,220,596	**-**	**-**	**296,580**	**(2,936,971)**	**-**	**533,580,205**

ALSONS CONSOLIDATED RESOURCES, INC AND SJBSIDIARIES
Schedule D: TOTAL DEBT
For the Year Ended December 31,2024

Title of Issue and Type of Obligation	Loans Payable in the Balance Sheet	Short Term Notes Payable in the Balance Sheet	Current Portion of Long-Term Debt in the Balance Sheet	Noncurrent Portion of Long-Term Debt in the Balance Sheet	Total Long Term Debt
Parent Company					
Philippine peso-denominated debt:					
Five-year fixed rate corporate note			4,030,527,762	-	4,030,527,762
Seven-year fixed rate corporate note			23,637,840	681,558,323	705,196,163
DEVELOPMENT BANK OF THE PHILS	300,000,000				300,000,000
PAN MALAYAN MANAGEMENT & INVESTMENT CORP.	25,000,000				25,000,000
RCBC TRUST CORPORATION	15,000,000				15,000,000
RCBC TRUST CORPORATION	78,000,000				78,000,000
RCBC TRUST CORPORATION	80,500,000				80,500,000
RCBC TRUST CORPORATION	18,000,000				18,000,000
RCBC TRUST CORPORATION	63,000,000				63,000,000
RCBC TRUST CORPORATION	64,000,000				64,000,000
RCBC TRUST CORPORATION	21,000,000				21,000,000
RCBC TRUST CORPORATION	100,000,000				100,000,000
RCBC TRUST CORPORATION	50,000,000				50,000,000
RCBC TRUST CORPORATION	51,500,000				51,500,000
RCBC TRUST CORPORATION	10,000,000				10,000,000
RCBC TRUST CORPORATION	11,000,000				11,000,000
RCBC TRUST CORPORATION	132,000,000				132,000,000
RCBC TRUST CORPORATION	10,000,000				10,000,000
RCBC TRUST CORPORATION	13,000,000				13,000,000
RCBC CAPITAL CORPORATION	500,000,000				500,000,000
RCBC TRUST CORPORATION	51,000,000				51,000,000
MISSIONARY SISTERS OF IMMACULATE HEART	7,665,820				7,665,820
MISSIONARY SISTERS OF IMMACULATE HEART	4,694,177				4,694,177
PAG ASA HUMAN DEVELOPMENT FOUNDATION INC.	9,636,565				9,636,565
PAG ASA HUMAN DEVELOPMENT FOUNDATION INC.	5,835,674				5,835,674
ST LOUIS SCHOOL INC.	4,341,976				4,341,976
ST LOUIS SCHOOL INC.	3,685,888				3,685,888
ST. AUGUSTINE'S SCHOOL INC.	9,212,943				9,212,943
ST. AUGUSTINE'S SCHOOL INC.	3,586,683				3,586,683
ST. AUGUSTINE'S SCHOOL INC.	2,378,366				2,378,366
STELLA MARIS COLLEGE	5,978,148				5,978,148
STERLING BANK OF ASIA TRUST GROUP	60,000,000				60,000,000
CHRIST THE KING COLLEGE	6,839,697				6,839,697
PCCI TRUST AND INVESTMENT GROUP	33,005,902				33,005,902
PCCI TRUST AND INVESTMENT GROUP	70,000,000				70,000,000
STERLING BANK OF ASIA TRUST GROUP	19,000,000				19,000,000
PCCI TRUST AND INVESTMENT GROUP	5,000,000				5,000,000
RCBC TRUST AND INVESTMENT GROUP	41,000,000				41,000,000
RCBC TRUST AND INVESTMENT GROUP	5,000,000				5,000,000
RCBC TRUST AND INVESTMENT GROUP	3,000,000				3,000,000
RCBC TRUST AND INVESTMENT GROUP	12,000,000				12,000,000

Title of Issue and Type of Obligation	Loans Payable in the Balance Sheet	Short Term Notes Payable in the Balance Sheet	Current Portion of Long-Term Debt in the Balance Sheet	Noncurrent Portion of Long-Term Debt in the Balance Sheet	Total Long Term Debt
RCBC TRUST AND INVESTMENT GROUP	160,000,000				160,000,000
RCBC TRUST AND INVESTMENT GROUP	27,000,000				27,000,000
RCBC TRUST AND INVESTMENT GROUP	5,000,000				5,000,000
RCBC TRUST AND INVESTMENT GROUP	20,000,000				20,000,000
RCBC TRUST AND INVESTMENT GROUP	20,000,000				20,000,000
RCBC TRUST AND INVESTMENT GROUP	79,500,000				79,500,000
RCBC TRUST AND INVESTMENT GROUP	9,500,000				9,500,000
RCBC TRUST AND INVESTMENT GROUP	10,000,000				10,000,000
PCCI TRUST AND INVESTMENT GROUP	40,903,511				40,903,511
RCBC TRUST AND INVESTMENT GROUP	207,000,000				207,000,000
RCBC TRUST AND INVESTMENT GROUP	3,000,000				3,000,000
RCBC TRUST AND INVESTMENT GROUP	40,000,000				40,000,000
RCBC TRUST AND INVESTMENT GROUP	8,000,000				8,000,000
RCBC TRUST AND INVESTMENT GROUP	62,000,000				62,000,000
RCBC TRUST AND INVESTMENT GROUP	78,300,000				78,300,000
RCBC TRUST AND INVESTMENT GROUP	1,500,000				1,500,000
RCBC TRUST AND INVESTMENT GROUP	77,500,000				77,500,000
RCBC TRUST AND INVESTMENT GROUP	103,000,000				103,000,000
RCBC TRUST AND INVESTMENT GROUP	34,000,000				34,000,000
RCBC TRUST AND INVESTMENT GROUP	10,000,000				10,000,000
PCCI TRUST AND INVESTMENT GROUP	35,247,341				35,247,341
PCCI TRUST AND INVESTMENT GROUP	5,000,000				5,000,000
PHILIPPINE BANK OF COMMUNICATIONS	175,000,000				175,000,000
PHILIPPINE BANK OF COMMUNICATIONS	79,000,000				79,000,000
PHILIPPINE BANK OF COMMUNICATIONS	76,000,000				76,000,000
PHILIPPINE BANK OF COMMUNICATIONS	130,000,000				130,000,000
PHILIPPINE BANK OF COMMUNICATIONS	87,000,000				87,000,000
STERLING BANK OF ASIA TRUST GROUP	42,000,000				42,000,000
PHILIPPINE BANK OF COMMUNICATIONS	202,000,000				202,000,000
PHILIPPINE BANK OF COMMUNICATIONS	143,000,000				143,000,000
PCCI TRUST & INVESTMENT GROUP	8,787,227				8,787,227
PCCI TRUST & INVESTMENT GROUP	2,000,000				2,000,000
PCCI TRUST AND INVESTMENT GROUP	30,000,000				30,000,000
PCCI TRUST AND INVESTMENT GROUP	5,000,000				5,000,000
PHILIPPINE BANK OF COMMUNICATIONS	120,000,000				120,000,000
RCBC TRUST & INVESTMENT GROUP	11,000,000				11,000,000
RCBC TRUST & INVESTMENT GROUP	45,000,000				45,000,000
RCBC TRUST CORPORATION	105,900,000				105,900,000
RCBC TRUST CORPORATION	52,000,000				52,000,000
RCBC TRUST CORPORATION	33,100,000				33,100,000
RCBC TRUST CORPORATION	215,000,000				215,000,000
RCBC TRUST CORPORATION	17,000,000				17,000,000
RCBC TRUST CORPORATION	174,300,000				174,300,000
RCBC TRUST CORPORATION	20,000,000				20,000,000
PBCOM TRUST GROUP IMA	100,000,000				100,000,000
PBCOM TRUST GROUP IMA	35,000,000				35,000,000
RCBC TRUST CORPORATION	30,000,000				30,000,000
STERLING BANK OF ASIA TRUST GROUP	6,000,000				6,000,000
STERLING BANK OF ASIA TRUST GROUP	3,000,000				3,000,000

Title of Issue and Type of Obligation	Loans Payable in the Balance Sheet	Short Term Notes Payable in the Balance Sheet	Current Portion of Long-Term Debt in the Balance Sheet	Noncurrent Portion of Long-Term Debt in the Balance Sheet	Total Long Term Debt
RCBC TRUST CORPORATION	22,000,000				22,000,000
CHC's Subsidiaries					
Mapalad Power Corporation					
Nine years peso demoninated debt, fixed rate for 2yrs floater rate.			40,487,355	2,124,134,742	2,164,622,097
	-				
SIGUIL HYDRO POWER CORP.					
Fifteen years peso demoninated debt			27,225,886	367,811,690	395,037,576
Fourteen years and ten months peso denominated debt			54,406,733	735,333,760	789,740,494
Fourteen years and two months peso denominated debt			16,430,005	476,549,353	492,979,358
Thirteen years and two months peso denominated debt			48,009,025	1,419,993,149	1,468,002,174
ATEC's Subsidiaries					
Sarangani Energy Corporation					
Thirty days peso denominated loan	500,000,000				500,000,000
Thirteen and a half year peso denominated debt floating rate debt			1,160,298,611	1,257,552,220	2,417,850,831
Ten and a half year peso denominated floating rate debt			918,705,963	5,695,826,480	6,614,532,443
	5,410,399,919	-	6,319,729,181	12,758,759,716	24,488,888,816

ALSONS CONSOLIDATED RESOURCES, INC AND SUBSIDIARIES
Supplementary Schedules

Schedule E: Indebtedness to related parties

Name of Related Party	Balance at Beginning of Period	Balance at End of Period
NONE		
	-	-

ALSONS CONSOLIDATED RESOURCES, INC AND SUBSIDIARIES
Schedules F- Guarantees of securities of other issuers

Name of Issuing Entity of Securities Guaranteed by the Company for which this Statement is filed	Title of Issue of each class of Securities Guaranteed	Total Amount of Guaranteed and Outstanding	Amount Owned by Person for which Statement is Filed	Nature of Guarantee

N/A

Schedule G: Capital Stock

Title of Issue (2)	Number of Share authorized	Number of shares issued and outstanding at shown under related balance sheet caption	Number of shares reserved for options, Warrants, conversion and other rights	Number of shares held by affiliates	Directors, officers and employees (as of December 31,2024)	Others
Common	11,945,000,000	6,291,500,000	None	5,031,047,697	100,406	1,260,351,897
Preferred	5,500,000,000	5,500,000,000		5,500,000,000		
	17,445,000,000	11,791,500,000		10,531,047,697	100,406	1,260,351,897

The features of the preferred shares were discussed in Note 21 of the Financial Statements.

Note: There were no significant changes in the Capital Stock of the Company since last 31 December 2023.

1) Indicate in a note any significant changes since the date of the last balance sheet filed.
2) Include in this column each type of issue authorized.
3) Affiliates referred to include affiliates for which separate financial statements are filed and those included in consolidated financial statements, other than the issuer of the particular security.

SCHEDULE FOR LISTED COMPANIES WITH A RECENT OFFERING OF SECURITIES TO THE PUBLIC

ALSONS CONSOLIDATED RESOURCES INC.

1. **GROSS AND NET PROCEEDS AS DISCLOSED IN THE PROSPECTUS/ OFFERING CIRCULAR.**

Proceeds as disclosed in Final Offering Circular dated May 14, 2024

	Series Z
Face Value	Php 516,700,000
Interest Discount* (and WHT)	(18,646,095)
Gross Proceeds:	**498,053,905**
Less:	
Underwriting Fees	(1,030,569)
PDTC Fees**	(50,000)
PDEx Listing Application	(100,000)
Documentary Stamp Tax	(1,932,316)
Facility Agent Fee	(100,000)
Arranger Fee	(134,400)
Net Proceeds	**494,706,620**

*Interest Discount - (based on the final rate of 7.4053% and 182 days assuming true discount computation)
*** PDTC and PDEx fees are estimates*

Gross Proceeds – **Php 498,053,905**
Net Proceeds – **Php 494,706,620**

2. **ACTUAL GROSS AND NET PROCEEDS**

Actual Proceeds for Series Z

Face Value of the Offer	Php 516,700,00
Interest Discount	(18,646,095)
Gross Proceeds	**498,053,904**
Less:	
Underwriting Fees	(1,085,976)
PDTC & PDTC Fees*	(7,105)
Documentary Stamp Tax	(1,932,316)
Philratings	(1,226,610)
Arranger Fee	(132,000)
Net Proceeds	**Php 493,669,899**

* PDTC & PDEX fees billed as of June 2024.

Actual Gross Proceeds – **Php 498,053,904**
Actual Net Proceeds – **Php 493,669,899**

3. EXPENDITURE ITEMS WHERE THE PROCEEDS WERE USED

Series Z

CP Series X maturity due May 29, 2024	330,100,000
PNs	163,569,899
Total expenditure	**493,669,899**

4. BALANCE OF THE PROCEEDS AS OF END OF REPORTING PERIOD

Balance as of June 30, 2024 is **Php 0.**

Note: No new issuance of Commercial Paper for the first, third and fourth quarter of 2024.

ALSONS CONSOLIDATED RESOURCES, INC.
Computation of Public Ownership as of December 31,2024

		Number of Shares			
		% to Total I/O Shares	Common	% to Total I/O Shares	Preferred
Number of Shares Issued and Outstanding			**6,291,500,000**		**5,500,000,000**
DIRECTORS:					
NICASIO I. ALCANTARA		0.0000%	100		
TOMAS I. ALCANTARA		0.0000%	1		
EDITHA I. ALCANTARA		0.0016%	100,000		
ALEJANDRO I. ALCANTARA		0.0000%	1		
ARTURO B. DIAGO JR.		0.0000%	1		
TIRSO G. SANTILLAN JR.		0.0000%	1		
RAMON T. DIOKNO		0.0000%	1		
HONORIO A. POBLADOR III		0.0000%	100		
JACINTO C. GAVINO JR.		0.0000%	1		
JOSE BEN R. LARAYA		0.0000%	100		
THOMAS G. AQUINO		0.0000%	100		
SUB – TOTAL		**0.0016%**	**100,406**		
OFFICERS:					
NICASIO I. ALCANTARA	Director, President, Chairman of the Board	0.0000%	-		
TIRSO G. SANTILLAN JR.	Director, Executive Vice President,Chief Operating Officer	0.0000%	-		
EDITHA I. ALCANTARA	Director and Treasurer	0.0000%	-		
ANTONIO MIGUEL B. ALCANTARA	Chief Investment and Strategy Officer	0.0000%	-		
ALEXANDER BENHUR M. SIMON	VP and Group Chief Financial Officer	0.0000%	-		
ANA MARIA MARGARITA A. KATIGBAK	Corporate Secretary	0.0000%	-		
JONATHAN F. JIMENEZ	Assistant Corporate Secretary	0.0000%	-		
SUB – TOTAL		**0.0000%**	**-**		
PRINCIPAL STOCKHOLDERS:					
ALSONS CORPORATION		41.2100%	2,592,524,072	100.0000%	5,500,000,000
ALSONS POWER HOLDINGS CORP.		19.8700%	1,249,999,599		
ALSONS DEV'T & INVESTMENT CORP.		18.8900%	1,188,524,026		
SUB – TOTAL		**79.9700%**	**5,031,047,697**		**5,500,000,000**
TOTAL SHARES HELD BY DIRECTORS, OFFICERS, PRINCIPAL STOCKHOLDERS & AFFILIATES		**79.9716%**	**5,031,148,103**	**100.0000%**	**5,500,000,000**
TOTAL NUMBER OF SHARES OWNED BY THE PUBLIC		**20.0284%**	**1,260,351,897**	**-**	**-**

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES

RECONCILIATION OF RETAINED EARNINGS AVAILABLE FOR DIVIDEND DECLARATION*

FOR THE YEAR ENDED DECEMBER 31, 2024

Unappropriated retained earnings, beginning of reporting period				₱551,995,112
Add:	Category A:	**Items that are directly credited to unappropriated retained earnings**		
		Reversal of retained earnings appropriations	–	
		Effect of restatements or prior-year adjustments	–	
		Others (describe nature)	–	–
Less:	Category B:	**Items that are directly debited to unappropriated retained earnings**		
		Dividend declaration during the reporting period	130,230,000	
		Retained earnings appropriated during the reporting period	–	
		Effect of restatements or prior-year adjustments	–	
		Others (describe nature)	–	130,230,000
Unappropriated retained earnings, as adjusted				421,765,112
Add/Less: Net income (loss) for the current year				584,741,007
Less:	Category C.1:	**Unrealized income recognized in the profit or loss during the reporting period (net of tax)**		
		Equity in net income of associate/joint venture, net of dividends declared	–	
		Unrealized foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Unrealized fair value adjustment (mark-to-market gains) of financial instruments at fair value through profit or loss (FVTPL)	–	
		Unrealized fair value gain of investment property	–	
		Other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	Category C.2:	**Unrealized income recognized in the profit or loss in prior reporting periods but realized in the current reporting period (net of tax)**		
		Realized foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Realized fair value adjustment (mark-to-market gains) of financial instruments at FVTPL	–	
		Realized fair value gain of investment property	–	
		Other realized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	Category C.3:	**Unrealized income recognized in the profit or loss in prior periods but reversed in the current reporting period (net of tax)**		
		Reversal of previously recorded foreign exchange gain, except those attributable to cash and cash equivalents	–	
		Reversal of previously recorded fair value adjustment (mark-to-market gains) of financial instruments at FVTPL	–	
		Reversal of previously recorded fair value gain of investment property	–	
		Reversal of previously recorded other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS (describe nature)	–	–
Add:	Category D:	**Non-actual losses recognized in profit or loss during the reporting period (net of tax)**		
		Depreciation on revaluation increment (after tax)	–	–
Add/ (Less)	Category E:	**Adjustments related to relief granted by the SEC and BSP**		
		Amortization of the effect of reporting relief	–	
		Total amount of reporting relief granted during the year	–	
		Others (describe nature)	–	–
Add/ (Less)	Category F:	**Other items that should be excluded from the determination of the amount of available for dividends distribution**		
		Net movement of treasury shares (except for reacquisition of redeemable shares)	–	
		Net movement of deferred tax asset not considered in the reconciling items under the previous categories	–	
		Net movement in deferred tax asset and deferred tax liabilities related to same transaction, e.g., set up of right of use asset and lease liability, set up of asset and asset retirement obligation, and set up of service concession asset and concession payable	–	
		Adjustment due to deviation from PFRS/GAAP - gain (loss)	–	
		Others (describe nature)	–	–
Adjusted net income				1,006,506,119
Total retained earnings, end of reporting period available for dividend declaration				₱1,006,506,119

Note: In accordance with SEC Financial Reporting Bulletin No. 14, the reconciliation is based on the separate/parent company financial statements of Alsons Consolidated Resources, Inc.

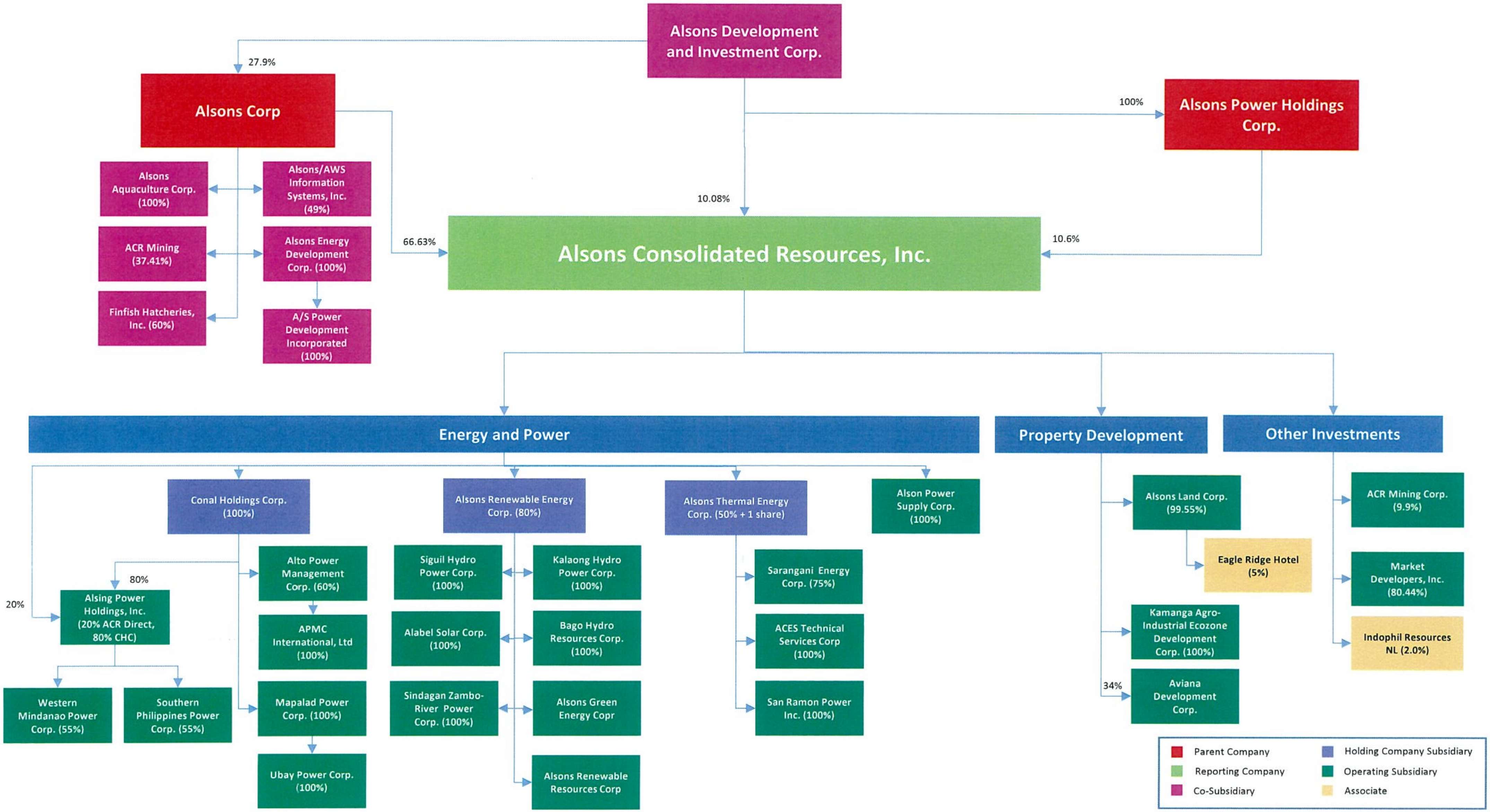
Alsons Development and Investment Corp.
27.9%
Alsons Corp
100%
Alsons Power Holdings Corp.
Alsons Aquaculture Corp. (100%)
Alsons/AWS Information Systems, Inc. (49%)
ACR Mining (37.41%)
Alsons Energy Development Corp. (100%)
Finfish Hatcheries, Inc. (60%)
A/S Power Development Incorporated (100%)
10.08%
66.63%
10.6%
Alsons Consolidated Resources, Inc.
Energy and Power
Property Development
Other Investments
Conal Holdings Corp. (100%)
Alsons Renewable Energy Corp. (80%)
Alsons Thermal Energy Corp. (50% + 1 share)
Alson Power Supply Corp. (100%)
Alsons Land Corp. (99.55%)
ACR Mining Corp. (9.9%)
Eagle Ridge Hotel (5%)
80%
20%
Alsing Power Holdings, Inc. (20% ACR Direct, 80% CHC)
Alto Power Management Corp. (60%)
APMC International, Ltd (100%)
Siguil Hydro Power Corp. (100%)
Kalaong Hydro Power Corp. (100%)
Alabel Solar Corp. (100%)
Bago Hydro Resources Corp. (100%)
Sarangani Energy Corp. (75%)
ACES Technical Services Corp (100%)
Market Developers, Inc. (80.44%)
Kamanga Agro-Industrial Ecozone Development Corp. (100%)
Indophil Resources NL (2.0%)
Western Mindanao Power Corp. (55%)
Southern Philippines Power Corp. (55%)
Mapalad Power Corp. (100%)
Sindagan Zambo-River Power Corp. (100%)
Alsons Green Energy Copr
San Ramon Power Inc. (100%)
34%
Aviana Development Corp.
Ubay Power Corp. (100%)
Alsons Renewable Resources Corp
Parent Company
Reporting Company
Co-Subsidiary
Holding Company Subsidiary
Operating Subsidiary
Associate

Exhibit 3

ADDITIONAL SCHEDULES/ BREAKDOWN OF ACCOUNTS

DECEMBER 31,2024

Additional Schedules
Balance Sheet

1. Accounts Receivable: Breakdown of Accounts Receivable as of December 31,2024

Accounts Receivable – Trade	2,859,657,507
Advances to Affiliates / Joint Ventures	3,718,154,236
Retention Receivable	-
Contract Assets	89,392,020
Accounts Receivable – Others:	
Advances to officers and employees	21,308,024
Advances for Business expenses	39,466,014
Miscellaneous and other Receivables	45,795,689
Total Accounts Receivable	6,773,773,490
Less: Allowance for doubtful accounts	(143,213,389)
Accounts Receivable – Net	**Php6,630,560,101**

2. Prepaid Expenses and Other Current Assets as of December 31, 2024

Deposits in IRA	881,371,449
Input Tax	1,093,644
Creditable Withholding Tax	35,993,247
Other Prepayments	344,168,919
	Php1,262,627,259

3. Accounts Payable and Accrued Expenses as of December 31, 2024

Accounts Payable	Php1,351,148,334
Interest Payable	393,988,837
Output tax and withholding tax payable	300,768,416
Other accrued expenses	579,895,143
Other current liabilities	470,939,744
Total Accounts Payable & Accrued Expenses	**Php3,096,740,474**

Income Statement

1. Breakdown of Revenues and Cost of Goods Sold and Services (December 31,2024)

	Revenues		Cost	
	Continuing	Discontinued	Continuing	Discontinued
Real Estate	Php5,430,487		Php1,432,006	
Services	12,539,048,285		7,682,343,300	
Total	Php12,544,478,772	Php0	Php7,683,775,306	Php0

2. Operating and Administrative Expenses for the year ending December 31, 2024

	Continuing	Discontinued
Personnel costs	Php299,789,775	
Depreciation and amortization	72,610,556	
Others	93,035,274	
Outside services	47,985,809	
Taxes and licenses	89,600,491	
Utilities	19,928,625	
Transportation and travel	37,558,196	
Directors' and executive fees and bonuses	2,715,000	
Supplies	2,443,874	
Telephone, telegram and postage	1,419,682	
Insurance	2,056,752	
Representation	1,942,586	
Management Fees	11,749,308	
Total	**Php682,835,928**	**Php0**

ALSONS CONSOLIDATED RESOURCES, INC. AND SUBSIDIARIES
SUPPLEMENTARY SCHEDULE OF EXTERNAL AUDITOR FEE-RELATED INFORMATION
For the Year Ended December 31, 2024 and 2023

	2024	2023
Total Audit Fees (Section 2.1a)[1]	6,952,000	6,407,000
Non-audit services fees:		
Other assurance services	–	–
Tax services	75,000	469,000
All other services	1,829,200	–
Total Non-audit Fees (Section 2.1b)[2]	1,904,200	469,000
Total Audit and Non-audit Fees	**8,856,200**	**6,876,000**

Audit and Non-audit fees of other related entities (Section 2.1c)[3]

	2024	2023
Audit fees	–	–
Non-audit services fees:	–	–
Other assurance services	–	–
Tax services	–	–
All other services	–	–
Total Non-audit Fees	-	-
Total Audit and Non-audit Fees	–	–

Notes:

1/ Section 2,1a: Disclose agreed fees (excluding out of pocket expenses and VAT) with the external auditor/audit firm and its network firms (as applicable) for the audit of the covered company's stand-alone and/or consolidated financial statements and the covered company's consolidated subsidiaries' financial statements on which the external auditor/audit firm expresses an opinion. These do not include fees for special purposes audit or review of financial statements.

2/Section 2.1b: Disclose charged or billed fees (excluding out of pocket expenses and VAT) by the external auditor/audit firm or a network firm (as applicable) for non-audit services to the covered company and its related entities over which the covered company has direct or indirect control that are consolidated in the financial statements on which the external auditor/audit firm expresses an opinion. These included other assurance services such as special purpose audit or review of financial statements.

3/Section 2.1c: Disclose fees for services (excluding out of pocket expenses and VAT) charged to any related entities of the covered company over which the covered company has direct or indirect control, which are not yet disclosed in (a) or (b), such as fees for services to any unconsolidated subsidiaries that meet the consolidation exemption criteria of Philippine Financial Reporting Standard (PFRS) 10 applicable to investment entities, if the external auditor/audit firm has reason to believe that these are relevant to the evaluation of the external auditor/audit firm's independence, as communicated by the external auditor/audit firm with the covered company's, those charged with governance or equivalent (e.g. Audit Committee).

Alsons Consolidated Resources, Inc. and Subsidiaries
Schedule of Financial Soundness

Financial KPI	Definition	Years Ended December 31	
		2024	2023
Liquidity			
Current Ratio / Liquidity Ratio	Current Assets / Current Liabilities	0.80:1	0.91:1
Acid Test Ratio	Current Assets-Inventories-Prepaid Expense / Current Liabilities	0.61:1	0.70:1
Solvency			
Debt to Equity Ratio/Solvency Ratio	Long-term debt (net of unamortized transaction costs)+Loans Payable+Short-term Notes+Accrued Interest / (Equity attributable to Parent Net of Reserves)	2.25:1	2.31:1
Debt to Asset Ratio	Long-term Debts (net of unamortized transactions costs) + Loans Payable + Short-term Notes + Accrued Interest / Total assets	0.50:1	0.50:1
Net Service Coverage Ratio	Cash Available for for Debt Service / Aggregate Principal and Interest during Next Period	1.29:1	2.90:1
Interest Rate Coverage Ratio			
Interest Rate Coverage Ratio	Earnings Before Interest, Taxes and Depreciation / Interest Expense	3.43:1	3.32:1
Profitability Ratio			
Return on Equity	Net Income / Stockholders' Equity	12%	12%
EBITDA Margin	EBITDA / Net sales	46%	44%
Return on Assets	Net income / Total assets	5%	5%
Net Profit Margin	Net income / Revenues	20%	18%
Operating Expense Ratio	Operating expenses / Gross operating income	16%	20%
Asset-to-Equity Ratio			
Asset-to-Equity Ratio	Total Assets / Total Equity	2.37:1	2.44:1
Debt-to-Equity Ratio	Total debt / Total equity	1.36:1	1.44:1

EXHIBIT 4

SUBSIDIARIES OF THE REGISTRANT

Alsons Consolidated Resources, Inc. had the following consolidated subsidiaries as of December 31, 2024:

Name	Jurisdiction
Alsons Land Corporation	Philippines
Conal Holdings Corp.	Philippines
Alsons Thermal Energy Corp.	Philippines
Alsons Renewable Energy Corp.	Philippines

		Percentage of Ownership			
		2024		2023	
Subsidiaries	Nature of business	**Direct**	**Indirect**	Direct	Indirect
Alsons Thermal Energy Corporation (ATEC)	Investment holding	**50.00***		50.00*	–
Sarangani Energy Corporation (Sarangani)	Power generation	–	**37.50**	–	37.50
ACES Technical Services Corporation (ACES)	Management services	–	**50.00**	–	50.00
San Ramon Power Inc. (SRPI)	Power generation	–	**50.00**	–	50.00
Conal Holdings Corporation (CHC)	Investment holding	**100.00**	–	100.00	–
Alsing Power Holdings, Inc. (APHI)	Investment holding	**20.00**	**80.00**	20.00	80.00
Western Mindanao Power Corporation (WMPC)	Power generation	–	**55.00**	–	55.00
Southern Philippines Power Corporation (SPPC)	Power generation	–	**55.00**	–	55.00
Mapalad Power Corporation (MPC)	Power generation	–	**100.00**	–	100.00
Alto Power Management Corporation (APMC)	Management services	–	**60.00**	–	60.00
APMC International Limited (AIL)	Management services	–	**100.00**	–	100.00
Alsons Renewable Energy Corporation (AREC)	Investment holding	**80.00**	–	80.00	–
Siguil Hydro Power Corporation (Siguil)	Power generation	–	**80.00**	–	80.00
Kalaong Power Corporation (Kalaong)	Power generation	–	**80.00**	–	80.00
Bago Hydro Resources Corporation (Bago)	Power generation	–	**80.00**	–	80.00
Sindangan Zambo-River Power Corp. (Sindangan)	Power generation	–	**80.00**	–	80.00
Alabel Solar Energy Corporation (ASEC)	Power generation	–	**80.00**	–	80.00
Alsons Green Energy Corporation (AGEC)	Power generation	–	**80.00**	–	–
Alsons Renewable Resources Corporation (ARRCC)	Power generation	–	**80.00**	–	–
Alsons Power International Limited (APIL)	Power generation	**100.00**	–	100.00	–
Alsons Land Corporation (ALC)	Real estate	**99.55**	–	99.55	–
MADE (Markets Developers), Inc. (MADE)	Distribution	**80.44**	–	80.44	–
Kamanga Agro-Industrial Ecozone Development Corporation (KAED)	Real estate	**100.00**	–	100.00	–
Alsons Power Supply Corporation (APSC)	Customer service	**100.00**	–	100.00	–

**50% ownership interest plus 1 share of the voting and total outstanding capital stock.*

Alsons Consolidated Resources, Inc.
and Subsidiaries

Reports on SEC Form 17-C filed during the Year Ended December 31, 2024

ALSONS CONSOLIDATED RESOURCES, INC.
SEC Form 17-C Summary

Summary of company disclosures filed to the Office of the Philippine Stock Exchange (PSE), Securities and Exchange Commission (SEC) and Philippine Dealing & Exchange Corporation (PDEx) during the year ended ***31 December 2024:***

Date Filed	Description
January 08, 2024	ACR Board of Directors 2023 Board Meetings Attendance
January 08, 2024	Compliance Officer Certification for the year 2023
January 10, 2024	Statement of Changes in Beneficial Ownership of Securities, SEC Form 23-B of Mr. Alexander Benhur M. Simon, VP & Group CFO
March 14, 2024	Approval of the Audited Financial Statement for the year 2023 as audited by Scip Gorres Velayo & Co.; and a Press Release of the Company entitled "ACR Reports 22% Increase in Net Income, reaching 2.2B in 2023".
March 14, 2024	An advisory on the results of the Board of Directors meeting for the approval of the date of the Annual Stockholders' Meeting by remote communication on 30 May 2024, the record date on 15 April 2024; Approval of the 2023 Integrated Annual Corporate Governance Report (ACR I-ACGR).
March 14, 2024	Disclosure on the Board Approval of the New Commercial Paper (CP) Program worth up to Three Billion Pesos.
March 14. 2024	Disclosure on the retirement of Mr. Tirso G. Santillan, Jr. as Executive Vice President, remain as a member of the Board of Directors.
April 5, 2024	Statement of Changes in Beneficial Ownership of Securities, SEC Form 23-B of Mr. Tirso G. Santillan, Jr. as Executive Vice President.
April 17, 2024	Materials Information/Transaction Disclosures that the Philippine Rating Services Corporation (PhilRatings) has assigned an Issuer Credit Rating of PRS Aa minus (corp.) with a Stable Outlook to ACR in relation to the three (3) billion pesos Commercial Paper (CP) program.
April 29, 2024	ACR Notice of the Annual Stockholders' Meeting scheduled on May 3o, 2024 (Amended with QR Code), Agenda, Explanation and Rationale.
May 14, 2024	Request for Extension to file SEC Form 17-Q, 1st Quarter (SEC Form 17-L)
May 15, 2024	Disclosure on Certificate of Permit to Offer Securities for Sale issued by the Securities and Exchange Commission-Markets and Securities Regulation Department covering the 4th tranche of the Commercial Papers (CP) that forms part of the Three Billion CP program.
May 16, 2024	A Press Statement and Materials Information/Transaction of the Company entitled "Alsons posts P2.62-billion first quarter revenue"
May 24, 2024	A Press Statement and Materials Information/Transaction of the Company entitled "Alsons lists 4th tranche of Php 3 billion Commercial Paper Program with PDEx"
May 30, 2024	The Board of Directors approved the Declaration of Cash Dividends in favor of the common and preferred stockholders out of the unrestricted retained earnings as of 31 December 2023
May 30, 2024	Disclosures on the Results of the Annual Stockholders' Meeting and the Organizational Meeting of the Board of Directors held on 30 May 2024.
May 30, 2024	A Press Release of the Company entitled "Alsons commits to driving business growth, builds renewable energy portfolio".
June 7, 2024	Amended Disclosure on Declaration of Cash Dividend on common shares as per instruction of the Exchange, to revise the ex-date in view of the recent declaration of June 17, 2024 as a national holiday.
August 9, 2024	Request for Extension to file SEC Form 17-Q, 2nd Quarter (SEC Form 17-L)
August 15, 2024	A Press Release of the Company entitled "Alsons Records P585 Million Q2 Net Income, Marking a 22% Growth from Q1"
November 7, 2024	Request for Extension to file SEC Form 17-Q, 3rd Quarter (SEC Form 17-L)
November 18, 2024	A Press Release of the Company entitled "Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching P1.88 billion"
November 22, 2024	Certificate of Completion/Attendance of the Company's Directors and Key Officers to the Corporate Governance for the year 2024

CR00196-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-18 - Other SEC Forms/Reports/Requirements

Form/Report Type	Attendance to 2023 Board Meetings
Report Period/Report Date	Jan 8, 2024

Description of the Disclosure

Attached is the Letter Advisement on the attendance of ACR directors to the 2023 board meetings, in compliance with SEC MC No. 1 Series of 2014.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
2nd Floor, Alsons Building, 2286 Chino Roces Avenue Makati City
1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

January 4, 2024

Securities & Exchange Commission
Attn.: Director Vicente Graciano P. Felizmenio, Jr.
Markets and Securities Regulations Department
Secretariat Bldg., PICC Complex, Roxas Blvd., Pasay City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, *Officer-In-Charge*
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Marie Rose M. Magallen-Lirio
Head-Issuer Compliance and Disclosures Dept.
Market Regulatory Services Group
29/F, BDO Equitable Tower,
8751 Paseo de Roxas, Makati City

Re: **Advisement Letter on Director's 2023 Board Meetings Attendance**

Gentlemen:

In compliance with the Manual on Corporate Governance of Alsons Consolidated Resources, Inc. (the "Corporation"), we hereby formally advise the Commission of the following:

1. The attendance of the directors of the Corporation in board meetings held during the calendar year 2023 is summarized below.

	Name	Date of Election/ Reelection	Number of Meetings Held During the Year	Number of Meetings Attended	Percentage
Chairman/President	Nicasio I. Alcantara	June 19, 2023	6	5	80%
Board Vice-Chair	Editha I. Alcantara	June 19, 2023	6	6	100%
Board Member	Tomas I. Alcantara	June 19, 2023	6	5	80%
Board Member	Alejandro I. Alcantara	June 19, 2023	6	5	80%
Board Member	Arturo B. Diago, Jr.	June 19, 2023	6	6	100%

Board Member	Tirso G. Santillan, Jr.	June 19, 2023	6	6	100%
Board Member	Honorio A. Poblador, III	June 19, 2023	6	6	100%
Board Member	Ramon T. Diokno	June 19, 2023	6	6	100%
Independent Director	Jose Ben R. Laraya	June 19, 2023	6	6	100%
Independent Director	Jacinto C. Gavino, Jr.	June 19, 2023	6	6	100%
Independent Director	Thomas G. Aquino	June 19, 2023	6	6	100%

2. The Board of Directors of the Company held its meetings in the year 2023, specifically on the following dates:

Date of Meeting	*Meeting Type*
March 23, 2023	Regular
June 19, 2023	Special
June 19, 2023	ASM / Organizational
August 24, 2023	Regular
November 23, 2023	Regular
December 14, 2023	Special

3. Based on our records of the minutes of the above meetings of the Corporation, no director has absented himself for more than fifty percent (50%) of all meetings of the Board of Directors, both regular and special, during his incumbency or any twelve (12) month period during said incumbency. Attached as Annex "A" hereof is a summary of the attendance of the directors.

4. The summary of attendance at the meetings, based on the Corporation's records, of the Audit, Risk Oversight & Related Party Transaction Committee Members, and Nomination & Election Committee Members is hereto attached as Annex "B."

5. The Company held its annual stockholders' meeting on June 19, 2023. The Chairman of the Board and President and the Chairman of the Audit Committee likewise attended the said annual stockholders' meeting of the Company on June 19, 2023.

We trust that the foregoing is sufficient. Should you require any further information, please let us know.

Very truly yours,

JONATHAN F. JIMENEZ
Corporate Compliance Officer &
Assistant Corporate Secretary

Annex "A"
Alsons Consolidated Resources, Inc.
Meetings of the Board of Directors for the Year 2023

Date of Special and Regular Board Meetings [Legend: Present (√), Absent (x)]						
	Mar 23	June 19	June 19	Aug 24	Nov 23	Dec 14
Names of Directors	Regular	Special	ASM/OM	Regular	Regular	Special
1. Nicasio I. Alcantara	√	√	√	x	√	√
2. Editha I. Alcantara	√	√	√	√	√	√
3. Tomas I. Alcantara	√	√	√	x	√	√
4. Alejandro I. Alcantara	√	√	√	x	√	√
5. Arturo B. Diago, Jr.	√	√	√	√	√	√
6. Tirso G. Santillan, Jr.	√	√	√	√	√	√
7. Honorio A. Poblador, III	√	√	√	√	√	√
8. Ramon T. Diokno	√	√	√	√	√	√
9. Jose Ben R. Laraya	√	√	√	√	√	√
10. Jacinto C. Gavino, Jr.	√	√	√	√	√	√
11. Thomas G. Aquino	√	√	√	√	√	√

Legend:

√ - Present
X - Absent
ASM - Annual Stockholders' Meeting
OM - Organizational Meeting

Annex "B"
Alsons Consolidated Resources, Inc.
Meetings of the Board Committees for the Year 2023

Date of Committees' Meetings
[Legend: Present (√), Absent (x)]

Audit, Risk Oversight & Related Party Transaction Committee Members	March 9	May 11	August 3	November 9	December 7
	Regular	Regular	Regular	Regular	Special
1. Jose Ben R. Laraya	√	√	√	√	√
2. Thomas G. Aquino	√	√	√	√	√
3. Editha I. Alcantara	√	√	√	x	√
4. Jacinto C. Gavino, Jr.	√	√	√	√	√
5. Ramon T. Diokno	√	√	√	√	√

Nomination & Election Committee Members	March 23, 2023			
1. Nicasio I. Alcantara	√			
2. Tomas I. Alcantara	√			
3. Jose Ben R. Laraya	√			
4. Arturo B. Diago, Jr.	√			

Legend:

√ - Present
X - Absent
ASM - Annual Stockholders' Meeting
OM - Organizational Meeting

CR00197-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-18 - Other SEC Forms/Reports/Requirements

Form/Report Type	Compliance Officer Certification for the calendar year 2023
Report Period/Report Date	Jan 8, 2024

Description of the Disclosure

Certification of the Company's Compliance Officer, in compliance with the Revised Code of Corporate Governance, per SEC Memorandum
Circular No. 24, Series of 2019.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

REPUBLIC OF THE PHILIPPINES)
PARAÑAQUE CITY) S.S.

COMPLIANCE OFFICER CERTIFICATION

I, JONATHAN F. JIMENEZ, of legal age and with office address at Alsons Bldg., 2286 Chino Roces Avenue, Makati City, under oath, state:

1. I am the incumbent Assistant Corporate Secretary and Compliance Officer of **ALSONS CONSOLIDATED RESOURCES INC.** (the "Corporation"), a corporation duly organized and existing in accordance with the laws of the Republic of the Philippines, with principal office address at Alsons Building, 2286 Chino Roces Avenue, Makati City;

2. For the calendar year 2023, the Corporation substantially adopted and complied with all the provisions of the Manual on Corporate Governance, as prescribed by SEC Memorandum Circular No. 24, Series of 2019 and does not have any significant deviation therefrom; and

3. I am issuing this Certificate in compliance with the requirement of the Securities and Exchange Commission on the annual reporting of the annual reporting on the Corporation's compliance with the Manual of Corporate Governance.

JONATHAN F. JIMENEZ
Assistant Corporate Secretary and
Compliance Officer

Countersigned by:

NICASIO I. ALCANTARA
President

SUBSCRIBED AND SWORN TO before me this JAN 05 2024 day of ____, at PARAÑAQUE CITY Philippines, affiant exhibiting to me his TIN 154-892-623.

Doc. No. 392;
Page No. 80;
Book No. 14;
Series of 2024.

VILMA HILDA D. VILLANUEVA-FABELLA
NOTARY PUBLIC
PARAÑAQUE CITY

NOTARY PUBLIC

ATTY. VILMA HILDA VILLANUEVA-FABELLA
NOTARY PUBLIC
Until [illegible] 2024
IBP No. [illegible]
PTR No. 3180[illegible] Parañaque
Roll No. [illegible]
Not. Com. No. 119-2023 [illegible]-09-2023

CR00325-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-7 - Statement of Changes in Beneficial Ownership of Securities
References: SRC Rule 23 and Section 17.5 of the Revised Disclosure Rules

Name of Reporting Person	ALEXANDER BENHUR M. SIMON
Relationship of Reporting Person to Issuer	VP & GROUP CHIEF FINANCIAL OFFICER

Description of the Disclosure

Please find attached SEC Form 23-B of Mr. Simon

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

SECURITIES AND EXCHANGE COMMISSION
Metro Manila, Philippines

FORM 23-B

REVISED

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

[/] Check box if no longer subject to filing requirement

1. Name and Address of Reporting Person SIMON ALEXANDER BENHUR M. (Last) (First) (Middle)	2. Issuer Name and Trading Symbol ALSONS CONSOLIDATED RESOURCES, INC..		7. Relationship of Reporting Person to Issuer (Check all applicable) Director / 10% Owner / Officer (give title below) / Other (specify below) VP & Group Chief Financial Officer
24A Exchange Regency Meralco Avenue corner (Street)	3. Tax Identification Number 151-370-287	5. Statement for Month/Year December 2023	
Exchange Road, Ortigas Complex, Pasig City (City) (Province) (Postal Code)	4. Citizenship Filipino	6. If Amendment, Date of Original (MonthYear)	

Table 1 - Equity Securities Beneficially Owned

1. Class of Equity Security	2. Transaction Date (Month/Day/Year)	4. Securities Acquired (A) or Disposed of (D)			3. Amount of Securities Owned at End of Month		4. Ownership Form Direct (D) or Indirect (I) *	6. Nature of Indirect Beneficial Ownership
		Amount	(A) or (D)	Price	%	Number of Shares		
Not Applicable					0.00%	0		

(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, provide the disclosure requirements set forth on page 3 of this form.

Reminder: Report on a separate line for each class of equity securities beneficially owned directly or indirectly.

(1) A person is directly or indirectly the beneficial owner of any equity security with respect to which he has or shares:
- (A) Voting power which includes the power to vote, or to direct the voting of, such security; and/or
- (B) Investment power which includes the power to dispose of, or to direct the disposition of, such security.

(2) A person will be deemed to have an indirect beneficial interest in any equity security which is:
- (A) held by members of a person's immediate family sharing the same household;
- (B) held by a partnership in which such person is a general partner;
- (C) held by a corporation of which such person is a controlling shareholder; or
- (D) subject to any contract, arrangement or understanding which gives such person voting power or investment power with respect to such security.

FORM 23-B (continued)

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned
(e.g., warrants, options, convertible securities)

1. Derivative Security	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Yr)	4. Number of Derivative Securities Acquired (A) or Disposed of (D)		5. Date Exercisable and Expiration Date (Month/Day/Year)		6. Title and Amount of Underlying Securities		7. Price of Derivative Security	8. No. of Derivative Securities Beneficially Owned at End of Month	9. Ownership Form of Derivative Security, Direct (D) or Indirect (I)	10. Nature of Indirect Beneficial Ownership
			Amount	(A) or (D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
			**** NO ENTRIES ******									

Explanation of Responses

Note: File three (3) copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

ALEXANDER BENHUR M. SIMON
Signature of Reporting Person

10 JAN 2024
Date

DISCLOSURE REQUIREMENTS
IN CASE OF MATERIAL CHANGES IN BENEFICIAL OWNERSHIP
(50% INCREASE/DECREASE OR EQUIVALENT TO 5% OF THE OUTSTANDING CAPITAL STOCK OF ISSUER)

Item 1. **Security and Issuer**

State the title of the class of equity securities to which this Form relates and the name and address of the principal executive offices of the issuer of such securities.

Item 2. **Identity and Background**

If the person filing this Form is a corporation, partnership, syndicate or other group of persons, state its name, the province, country or other place of its organization, its principal business, the address of its principal office and the information required by (d) and (e) of this Item. If the person filing this statement is a natural person, provide the information specified in (a) through (f) of this Item with respect to such person(s).

a. Name;
b. Residence or business address;
c. Present principal occupation or employment and the name, principal business and address of any corporation or other organization in which such employment is conducted;
d. Whether or not, during the last five years, such person has been convicted in a criminal proceeding (excluding traffic violations or similar misdemeanors) and, if so, give the dates, nature of conviction, name and location of court, any penalty imposed, or other disposition of the case;
e. Whether or not, during the last five years, such person was a party to a civil proceeding of a judicial or administrative body of competent jurisdiction, domestic or foreign, and as a result of such proceeding was or is subject to any order, judgment or decree, not subsequently reversed, suspended or vacated, permanently or temporarily enjoining, barring, suspending or otherwise limiting involvement in any type of business, securities, commodities or banking; and
f. Citizenship.

Item 3. **Purpose of Transaction**

State the purpose or purposes of the acquisition of securities of the issuer. Describe any plans or proposals which the reporting persons may have which relate to or would result in:

a. The acquisition by any person of additional securities of the issuer, or the disposition of securities of the issuer;
b. An extraordinary corporate transaction, such as a merger, reorganization or liquidation, involving the issuer or any of its subsidiaries;
c. A sale or transfer of a material amount of assets of the issuer or of any of its subsidiaries;
d. Any change in the present board of directors or management of the issuer, including any plans or proposals to change the number or term of directors or to fill any existing vacancies on the board;
e. Any material change in the present capitalization or dividend policy of the issuer;
f. Any other material change in the issuer's business or corporate structure;
g. Changes in the issuer's charter, bylaws or instruments corresponding thereto or other actions which may impede the acquisition of control of the issuer by any person;
h. Causing a class of securities of the issuer to be delisted from a securities exchange;
i. Any action similar to any of those enumerated above.

Item 4. **Interest in Securities of the Issuer**

a. State the aggregate number and percentage of the class of securities identified pursuant to Item 1 beneficially owned (identifying those shares which there is a right to acquire within thirty (30) days from the date of this report) by each person named in Item 2. The abovementioned information should also be furnished with respect to persons who, together with any of the persons named in Item 2, comprise a group.

b. For each person named in response to paragraph (a), indicate the number of shares as to which there is sole power to vote or to direct the vote, shared power to vote or to direct the vote, sole or shared power to dispose or to direct the disposition. Provide the applicable information required by Item 2 with respect to each person with whom the power to vote or to direct the vote or to dispose or direct the disposition is shared.

c. Describe any transaction in the class of securities reported on that were effected during the past sixty (60) days by the persons named in response to paragraph (a). The description shall include, but not necessarily be limited to: (1) the identity of the person who effected the transaction; (2) the date of the transaction; (3) the amount of securities involved; (4) the price per share or unit; and (5) where or how the transaction was effected.

d. If any other person is known to have the right to receive or the power to direct the receipt of dividends from, or the proceeds from the sale of such securities, a statement to that effect should be included in response to this Item and, if such interest relates to more than five (5%) percent of the class, such person should be identified.

e. If the filing is an amendment reflecting the fact that the reporting person has ceased to be the beneficial owner of more than five (5%) percent of the class of securities, state the date on which such beneficial ownership was reduced.

Item 5. Contracts, Arrangements, Understandings or Relationships with Respect to Securities of the Issuer

Describe any contract, arrangement, understanding or relationship among the person named in Item 2 and between such persons and any person with respect to any securities of the issue, including but not limited to transfer or voting of any of the securities, finder's fees, joint ventures, loan or option arrangements, puts or calls, guarantees of profits, division of profits or loss, or the giving or withholding of proxies, naming the person with whom such contracts, arrangements, understandings or relationships have been entered into. Include such information for any of the securities that are pledged or otherwise subject to a contingency the occurrence of which would give another person voting power or investment power over such securities except that disclosure of standard default and similar provisions contained in loan agreements need not be included.

Item 6. Material to be Filed as Exhibits

Copies of all written agreements, contracts, arrangements, understandings, plans or proposals relating to:

a. the acquisition of issuer control, liquidation, sale of assets, merger, or change in business or corporate structure or any other matter as disclosed in Item 3, and

b. the transfer or voting of the securities, finder's fees, joint ventures, options, puts, calls, guarantees of loans, guarantees against losses or the giving or withholding of any proxy as disclosed in Item 5.

After reasonable inquiry and to the best of my knowledge and belief, I certify that the information set forth in this Report is true, complete and accurate. This report is signed in the City of CITY OF MAKATI .... on 10 JAN 2024, 20.........

By: ALEXANDER BENHUR M. SIMON
(Signature of Reporting Person)

VP & Group Chief Financial Officer
(Name/Title)

C01434-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Mar 14, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    press release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Press Release entitled: "ACR Reports 22% Increase in Net Income, Reaching 2.2B in 2023"

Background/Description of the Disclosure

Please see attached.

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

1. Approval of Audited Financial Statement for the perioid of December 31, 2023;
2. Press Release entitled: " ACR Reports 22% Increase in Net Income, Reaching 2.2B in 2023";
3. Retirement of Mr. Tirso G. Santillan, Jr. as Executive Vice President but remain a member of the Board of Directors

Background/Description of the Disclosure

The Board of Directors, during its regular meeting held today, 14 March 2024 approved the Audited Financial Statement of Alsons Consolidated Resources Inc. (ACR) for the period of December 31, 2023.

This is also to inform the Exchange that ACR will be releasing to the press the attached statement entitled: "ACR Reports 22% increase in Net Income, Reaching 2.2B" ; and the retirement of Mr. Tirso G. Santillan, Jr. as Executive Vice President but remain a member of the Company's Board of Directors.

Other Relevant Information

please see attached

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

14 March 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Mr. Antonino A. Nakpil
President and Chief Executive Officer
Market Regulatory Services Group
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

Please be informed that during the meeting held today, 14 March 2024, the Board of Directors of Alsons Consolidated Resources, Inc. ("ACR"), approved the Audited Financial Statement for the year 2023 as audited by Sycip Gorres Velayo & Co.

We also furnish the Exchange with a copy of i) the Press Statement by the Company entitled: **"ACR Reports 22% Increase in Net Income, Reaching 2.2B in 2023"** and ii) the retirement of Mr. Tirso G. Santillan, Jr. as Executive Vice President of the Company effective by the close of business on 31 March 2024. Mr. Santillan shall remain a member of the Company's Board of Directors.

Please see attached the SEC Form 17-C (Current Report) of ACR filed in compliance with the Securities Regulation Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN P. JIMENEZ
Asst. Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. March 14, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366 3. BIR Tax Identification No. 001-748-412

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *Item 9* (Other Events)

The Board of Directors, during its regular meeting held today, 14 March 2024 approved the Audited Financial Statement of Alsons Consolidated Resources Inc. (ACR) for the period of December 31, 2023.

This is also to inform the Exchange that ACR will be releasing to the press the attached statement entitled: "ACR Reports 22% increase in Net Income, reaching 2.2B in 2023"; and the retirement of Mr. Tirso G. Santillan, Jr. as Executive Vice President of ACR effective by the close of business on 31 March 2024, but remain a member of the Company's Board of Directors.

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date March 14, 2024

Alsons Consolidated Resources, Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

ACR Reports 22% Increase in Net Income, Reaching 2.2B in 2023

Alsons Consolidated Resources, Inc. (ACR), the publicly listed company of the Mindanao anchored Alcantara Group, saw its net income for 2023 increase by 22% to Php2.285 billion, up from Php1.875 billion in 2022. This growth underscored the growing demand for power in its core markets in Mindanao.

ACR also recorded 3% growth in revenue, generating Php12.4B in 2023.

"ACR's strong financial performance last year is attributed to the growing power demand in Mindanao. Aside from this, our participation in the Wholesale Electricity Spot Market in Mindanao has opened additional revenue streams for the company, contributing to our financial growth," said ACR Deputy Chief Financial Officer Philip Edward B. Sagun.

Looking ahead, ACR remain optimistic about its growth trajectory, particularly considering the expected increase in power demand to support the Philippines' projected annual economic growth of 6.5 percent through 2028. The company is poised to further its business expansion and portfolio diversification this 2024.

Marking ACR's entry into the Visayas market, the company ceremonially broke ground for its 95.2 MW baseload backup power plant project in Barangay Imelda, Ubay Municipality in Bohol last year. This facility will serve as a backup source of electricity for Boholanos should the province get isolated from the Visayas grid during calamities or natural disasters.

ACR's portfolio includes four power facilities with a total capacity of 468 MW, serving over eight million people across 14 cities and 11 provinces. The company aims to enhance its renewable energy capacity to support the Department of Energy's target of 35% renewable energy (RE) mix by 2030 and 50% by 2040. Currently, it is developing three renewable projects: the 14.5-MW Siguil Hydro Power Plant in Sarangani, the 37.8-MW hybrid Siayan Hydro-Solar Power Plant in Zamboanga del Norte and the 42-Mw Bago Hydro Power Plant in Negros Occidental.

C01436-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Mar 14, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Annual Stockholder's Meeting

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 7-1 - Notice of Annual or Special Stockholders' Meeting
References: SRC Rule 17 (SEC Form 17-C) and
Sections 7 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Annual Stockholders' Meeting

Background/Description of the Disclosure

the Board of Directors of Alsons Consolidated Resources, Inc. ("ACR"), approved the holding of the 2024 Annual Stockholders' Meeting on 30 May 2024 at 2:00 p.m. by remote communication. Only stockholders on record at the close of business on 15 April 2024 shall be entitled to notice of the meeting, and to participate in, and/or vote at, the said meeting,

Type of Meeting

☒ Annual

☐ Special

Date of Approval by Board of Directors	Mar 14, 2024
Date of Stockholders' Meeting	May 30. 2024
Time	2:00 pm
Venue	Makati City (virtual or via remote communication
Record Date	Apr 15, 2024
Agenda	TBA

Inclusive Dates of Closing of Stock Transfer Books

Start Date	N/A
End Date	N/A

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue.
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Website: www.acr.com.ph

14 March 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters. 7907 Makati Avenue.
Salcedo Village. Bel-Air. Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong. Head
Disclosure Department Listings and Disclosure Group
9th Floor. PSE Tower. BGC. Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Mr. Antonino A. Nakpil
President and Chief Executive Officer
Market Regulatory Services Group
29/F. BDO Equitable Tower. 8751 Paseo de Roxas. Makati City

Gentlemen:

Please be informed that during the meeting held today. 14 March 2024. the Board of Directors of Alsons Consolidated Resources. Inc. ("ACR"). approved the holding of the annual stockholders' meeting on **30 May 2024** at 2:00 p.m. by remote communication. Only stockholders on record at the close of business on **15 April 2024** shall be entitled to notice of the meeting. and to participate in. and/or vote at. the said meeting.

The Board of Directors also approved the 2023 Integrated Annual Corporate Governance Report (I-ACGR). for compliance.

Please see attached the SEC Form 17-C (Current Report) of ACR filed in compliance with the Securities Regulation Code. the Revised Disclosure Rules of the Philippine Stock Exchange (PSE). and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Corporation (PDEx).

Kindly acknowledge receipt hereof.

Very truly yours.

JONATHAN P. JIMENEZ
Asst. Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. March 14, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366 3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *Item 9* (Other Events)

During the regular meeting of the Board of Directors of Alsons Consolidated Resources, Inc. (ACR) held today, 14 March 2024, the Board approved the following:

1. **Setting of the 2024 Annual Stockholders' Meeting of the Corporation as follows, with stockholders authorized to participate via remote communication and exercise their right to vote in absentia:**

Date	:	**30 May 2024**
Time	:	**2:00 p.m.**
Venue	:	**Makati City (Virtual or via Remote Communication)**
Record Date	:	**15 April 2024**

2. **The 2023 Integrated Annual Corporate Governance Report (I-ACGR).**

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date March 14, 2024

C01435-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Mar 14, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    item 9-other items

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Board Approval of the New Commercial Paper Program

Background/Description of the Disclosure

We advise that the Board of Directors of Alsons Consolidated Resources, Inc. ("ACR"), in its meeting held today, 14 March 2024, approved the program for the issuance of the new short-term Commercial Paper worth up to 3 Billion pesos to be issued in one or more tranches.

Other Relevant Information

Please see attached SEC Form 17C

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Website: www.acr.com.ph

14 March 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Mr. Antonino A. Nakpil
President and Chief Executive Officer
Market Regulatory Services Group
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re : **Board Approval of the New Commercial Paper Program**

Gentlemen:

We advise that the Board of Directors of Alsons Consolidated Resources, Inc. ("ACR"), in its meeting held today, 14 March 2024, approved the program for the issuance of the new short-term Commercial Paper worth up to 3 Billion pesos to be issued in one or more tranches.

Please see attached the SEC Form 17-C (Current Report) of ACR, filed in compliance with the Securities Regulations Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEx).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN F. JIMENEZ
Asst. Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. March 14, 2024
   Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366   3. BIR Tax Identification No. 001-748-412

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
   Exact name of issuer as specified in its charter

5. Philippines   6. [ ] (SEC Use Only)
   Province, country or other jurisdiction of Incorporation   Industry Classification Code:

7. *Alsons Bldg., 2286 Chino Roces Extension, Makati City*   **1231**
   Address of principal office   Postal Code

8. **(632) 8982-3000**
   Issuer's telephone number, including area code

9. N/A
   Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *Item 9* (Other Events)

During the regular meeting of the Board of Directors of Alsons Consolidated Resources, Inc. (ACR) held today, 14 March 2024, the Board approved the new Commercial Paper Program worth up to 3Billion pesos to be issued in one or more tranches.

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer
By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date March 14, 2024

C01438-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Mar 14, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Item 4-Resignation, Removal or Election of Registrant's Directors or Officers

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-8 - Change in Directors and/or Officers (Resignation/Removal or Appointment/Election)
References: SRC Rule 17 (SEC Form 17-C) and Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Retirement of Officer

Background/Description of the Disclosure

Retirement of Mr.Tirso G. Santillan, Jr. as Executive Vice President but remain a member of the Board of Directors.

Resignation/Removal or Replacement

Name of Person	Position/Designation	Effective Date of Resignation/Cessation of term (mmm/dd/yyyy)	Reason(s) for Resignation/Cessation
TIRSO G. SANTILLAN, JR.	Executive Vice President	03/31/2024	retirement

Election or Appointment

Name of Person	Position/Designation	Date of Appointment/Election (mmm/dd/yyyy)	Effective Date of Appointment Election (mmm/dd/yyyy)	Shareholdings in the Listed Company		Nature of Indirect Ownership
				Direct	Indirect	
-	-	-	-	-	-	- --

Promotion or Change in Designation

Name of Person	Position/Designation		Date of Approval (mmm/dd/yyyy)	Effective Date of Change (mmm/dd/yyyy)	Shareholdings in the Listed Company		Nature of Indirect Ownership
	From	To			Direct	Indirect	
-	-	-	-	-	-	- -	

Other Relevant Information

CR01770-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-7 - Statement of Changes in Beneficial Ownership of Securities
References: SRC Rule 23 and Section 17.5 of the Revised Disclosure Rules

Name of Reporting Person	TIRSO G. SANTILLAN, JR.
Relationship of Reporting Person to Issuer	EXECUTIVE VICE-PRESIDENT

Description of the Disclosure

Please find attached SEC Form 23-B of Mr. Santillan.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

SECURITIES AND EXCHANGE COMMISSION
Metro Manila, Philippines

FORM 23-B

REVISED

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 23 of the Securities Regulation Code

[/] Check box if no longer subject to filing requirement

1. Name and Address of Reporting Person SANTILLAN TIRSO G. JR. (Last) (First) (Middle)	2. Issuer Name and Trading Symbol ALSONS CONSOLIDATED RESOURCES, INC..		7. Relationship of Reporting Person to Issuer (Check all applicable) Director / 10% Owner / Officer (give title below) / Other (specify below) Executive Vice President (Retirement Date: March 31, 2024)
13 FIRST ST., ST. IGNATIUS VILLAGE, (Street)	3. Tax Identification Number 134-840-919	5. Statement for Month/Year March 2024	
QUEZON CITY (City) (Province) (Postal Code)	4. Citizenship Filipino	6. If Amendment, Date of Original (MonthYear)	

Table 1 - Equity Securities Beneficially Owned

1. Class of Equity Security	2. Transaction Date (Month/Day/Year)	4. Securities Acquired (A) or Disposed of (D) Amount	(A) or (D)	Price	3. Amount of Securities Owned at End of Month %	Number of Shares	4. Ownership Form: Direct (D) or Indirect (I) *	6. Nature of Indirect Beneficial Ownership
common share					.0.0%	1		

(Print or Type Responses)

If the change in beneficial ownership is 50% of the previous shareholdings or is equal to 5% of the outstanding capital stock of the issuer, provide the disclosure requirements set forth on page 3 of this form.

Reminder: Report on a separate line for each class of equity securities beneficially owned directly or indirectly.

(1) A person is directly or indirectly the beneficial owner of any equity security with respect to which he has or shares:
   (A) Voting power which includes the power to vote, or to direct the voting of, such security; and/or
   (B) Investment power which includes the power to dispose of, or to direct the disposition of, such security.
(2) A person will be deemed to have an indirect beneficial interest in any equity security which is:
   (A) held by members of a person's immediate family sharing the same household;
   (B) held by a partnership in which such person is a general partner;
   (C) held by a corporation of which such person is a controlling shareholder; or
   (D) subject to any contract, arrangement or understanding which gives such person voting power or investment power with respect to such security.

FORM 23-B (continued)

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned
(e.g., warrants, options, convertible securities)

1. Derivative Security	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Yr)	4. Number of Derivative Securities Acquired (A) or Disposed of (D)		5. Date Exercisable and Expiration Date (Month/Day/Year)		6. Title and Amount of Underlying Securities		7. Price of Derivative Security	8. No. of Derivative Securities Beneficially Owned at End of Month	9. Ownership Form of Derivative Security; Direct (D) or Indirect (I) *	10. Nature of Indirect Beneficial Ownership
			Amount	(A) or (D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
			**** NO ENTRIES ******									

Explanation of Responses

Note: File three (3) copies of this form, one of which must be manually signed.
Attach additional sheets if space provided is insufficient.

TIRSO G. SANTILLAN, JR.
Signature of Reporting Person

05 APR 2024
Date

DISCLOSURE REQUIREMENTS
IN CASE OF MATERIAL CHANGES IN BENEFICIAL OWNERSHIP
(50% INCREASE/DECREASE OR EQUIVALENT TO 5% OF THE OUTSTANDING CAPITAL STOCK OF ISSUER)

Item 1. **Security and Issuer**

State the title of the class of equity securities to which this Form relates and the name and address of the principal executive offices of the issuer of such securities.

Item 2. **Identity and Background**

If the person filing this Form is a corporation, partnership, syndicate or other group of persons, state its name, the province, country or other place of its organization, its principal business, the address of its principal office and the information required by (d) and (e) of this Item. If the person filing this statement is a natural person, provide the information specified in (a) through (f) of this Item with respect to such person(s).

a. Name;
b. Residence or business address;
c. Present principal occupation or employment and the name, principal business and address of any corporation or other organization in which such employment is conducted.
d. Whether or not, during the last five years, such person has been convicted in a criminal proceeding (excluding traffic violations or similar misdemeanors) and, if so, give the dates, nature of conviction, name and location of court, any penalty imposed, or other disposition of the case;
e. Whether or not, during the last five years, such person was a party to a civil proceeding of a judicial or administrative body of competent jurisdiction, domestic or foreign, and as a result of such proceeding was or is subject to any order, judgment or decree, not subsequently reversed, suspended or vacated, permanently or temporarily enjoining, barring, suspending or otherwise limiting involvement in any type of business, securities, commodities or banking; and
f. Citizenship.

Item 3. **Purpose of Transaction**

State the purpose or purposes of the acquisition of securities of the issuer. Describe any plans or proposals which the reporting persons may have which relate to or would result in:

a. The acquisition by any person of additional securities of the issuer, or the disposition of securities of the issuer;
b. An extraordinary corporate transaction, such as a merger, reorganization or liquidation, involving the issuer or any of its subsidiaries;
c. A sale or transfer of a material amount of assets of the issuer or of any of its subsidiaries;
d. Any change in the present board of directors or management of the issuer, including any plans or proposals to change the number or term of directors or to fill any existing vacancies on the board;
e. Any material change in the present capitalization or dividend policy of the issuer;
f. Any other material change in the issuer's business or corporate structure;
g. Changes in the issuer's charter, bylaws or instruments corresponding thereto or other actions which may impede the acquisition of control of the issuer by any person;
h. Causing a class of securities of the issuer to be delisted from a securities exchange;
i. Any action similar to any of those enumerated above.

Item 4. **Interest in Securities of the Issuer**

a. State the aggregate number and percentage of the class of securities identified pursuant to Item 1 beneficially owned (identifying those shares which there is a right to acquire within thirty (30) days from the date of this report) by each person named in Item 2. The abovementioned information should also be furnished with respect to persons who, together with any of the persons named in Item 2, comprise a group.

b. For each person named in response to paragraph (a), indicate the number of shares as to which there is sole power to vote or to direct the vote, shared power to vote or to direct the vote, sole or shared power to dispose or to direct the disposition. Provide the applicable information required by Item 2 with respect to each person with whom the power to vote or to direct the vote or to dispose or direct the disposition is shared.

c. Describe any transaction in the class of securities reported on that were effected during the past sixty (60) days by the persons named in response to paragraph (a). The description shall include, but not necessarily be limited to: (1) the identity of the person who effected the transaction; (2) the date of the transaction; (3) the amount of securities involved; (4) the price per share or unit; and (5) where or how the transaction was effected.

d. If any other person is known to have the right to receive or the power to direct the receipt of dividends from, or the proceeds from the sale of such securities, a statement to that effect should be included in response to this Item and, if such interest relates to more than five (5%) percent of the class, such person should be identified.

e. If the filing is an amendment reflecting the fact that the reporting person has ceased to be the beneficial owner of more than five (5%) percent of the class of securities, state the date on which such beneficial ownership was reduced.

Item 5. Contracts, Arrangements, Understandings or Relationships with Respect to Securities of the Issuer

Describe any contract, arrangement, understanding or relationship among the person named in Item 2 and between such persons and any person with respect to any securities of the issue, including but not limited to transfer or voting of any of the securities, finder's fees, joint ventures, loan or option arrangements, puts or calls, guarantees of profits, division of profits or loss, or the giving or withholding of proxies, naming the person with whom such contracts, arrangements, understandings or relationships have been entered into. Include such information for any of the securities that are pledged or otherwise subject to a contingency the occurrence of which would give another person voting power or investment power over such securities except that disclosure of standard default and similar provisions contained in loan agreements need not be included.

Item 6. Material to be Filed as Exhibits

Copies of all written agreements, contracts, arrangements, understandings, plans or proposals relating to:

a. the acquisition of issuer control, liquidation, sale of assets, merger, or change in business or corporate structure or any other matter as disclosed in Item 3; and

b. the transfer or voting of the securities, finder's fees, joint ventures, options, puts, calls, guarantees of loans, guarantees against losses or the giving or withholding of any proxy as disclosed in Item 5.

After reasonable inquiry and to the best of my knowledge and belief, I certify that the information set forth in this Report is true, complete and accurate. This report is signed in the City of ....CITY OF MAKATI.......... on 05 APR 2024 20..........

By: **TIRSO G. SANTILLAN, JR.**,
(Signature of Reporting Person)

Executive Vice-President
(Name/Title)

C02270-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Apr 17, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    item 9-other items

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Alsons Consolidated Resources, Inc. Maintains Credit Rating of PRS Aa minus (corp.)

Background/Description of the Disclosure

We are pleased to inform the Exchange that the Philippine Rating Services Corporation (PhilRatings) has assigned an Issuer Credit Rating of PRS Aa minus (corp.) with a Stable Outlook, to Alsons Consolidated Resources, Inc. (ACR) in relation to ACR's P3.0 billion Commercial Paper (CP) Program.

Other Relevant Information

Please see attached SEC Form 17-C

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Website: www.acr.com.ph

April 17, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosure Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re : **Alsons Consolidated Resources, Inc. Maintains Credit Rating of PRS Aa minus (corp.)**

Gentlemen:

We are pleased to inform the Exchange that the Philippine Rating Services Corporation (PhilRatings) has assigned an Issuer Credit Rating of **PRS Aa minus (corp.)** with a **Stable Outlook**, to Alsons Consolidated Resources, Inc. (ACR) in relation to ACR's P3.0 billion Commercial Paper (CP) Program.

Please see attached the SEC Form 17-C (Current Report) of ACR Materials Information/Transactions, filed in compliance with the Securities Regulations Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEx).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN Y. JIMENEZ
Asst. Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. April 17, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366

3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. *Alsons Bldg., 2286 Chino Roces Extension, Makati City*
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *Item 9* (Other Events)

Materials Information/Transaction Disclosure:
Re: Alsons Consolidated Resources, Inc. maintains credit rating of PRS Aa minus (corp.), with a Stable Outlook from the PhilRatings in relation to the P3.0 billion Commercial Paper Program

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date April 17, 2024

C02625-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Apr 29, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Annual Stockholder's Meeting

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 7-1 - Notice of Annual or Special Stockholders' Meeting
References: SRC Rule 17 (SEC Form 17-C) and
Sections 7 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Annual Stockholders' Meeting

Background/Description of the Disclosure

the Board of Directors of Alsons Consolidated Resources, Inc. ("ACR"), approved the holding of the 2024 Annual Stockholders' Meeting on 30 May 2024 at 2:00 p.m. by remote communication. Only stockholders on record at the close of business on 15 April 2024 shall be entitled to notice of the meeting, and to participate in, and/or vote at, the said meeting,

Type of Meeting

☑ Annual

☐ Special

Date of Approval by Board of Directors	Mar 14, 2024
Date of Stockholders' Meeting	May 30, 2024
Time	2:00 pm
Venue	Makati City (virtual or via remote communication
Record Date	Apr 15, 2024

Agenda	The following is the agenda of the meeting: 1. Call to Order; 2. Certification of Notice and Quorum; 3. Approval of the Minutes of the Annual Stockholders' Meeting held on June 19, 2023; 4. Approval of the Management Report, and 2023 Audited Financial Statements; 5. Ratification of Acts of the Board and Management; 6. Election of Directors (including Independent Directors); 7. Appointment of External Auditors; 8. Other business that may properly be brought before the Meeting; and 9. Adjournment

Inclusive Dates of Closing of Stock Transfer Books

Start Date	N/A
End Date	N/A

Other Relevant Information

Please see attached ACR Notice of the Annual Stockholders' Meeting. (Amended to reflect the final Agenda)

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
Alsons Building, 2286 Chino Roces Avenue
1231 Makati City, Philippines
Tel. No. (632) 8982-3000
Website: www.acr.com.ph

NOTICE OF THE ANNUAL MEETING OF THE STOCKHOLDERS

Please be notified that the annual meeting of the stockholders of Alsons Consolidated Resources, Inc. will be held on Thursday, May 30, 2024, at 2:00 p.m. The meeting will be conducted virtually and can be accessed at the link to be provided by the Company to all stockholders of record as of April 15, 2024, or to the proxy holders of such shareholders, who will register to attend the meeting. The following is the agenda of the meeting:

1. Call to Order;
2. Certification of Notice and Quorum;
3. Approval of the Minutes of the Annual Stockholders' Meeting held on June 19, 2023;
4. Approval of the Management Report, and 2023 Audited Financial Statements;
5. Ratification of Acts of the Board and Management;
6. Election of Directors (including Independent Directors);
7. Appointment of External Auditors;
8. Other business that may properly be brought before the Meeting; and
9. Adjournment

Attached to this Notice, as Annex "A," is a brief statement of the rationale and explanation of each item in the agenda that requires the stockholders' approval. The Information Statement contains more details regarding the rationale and explanation for each such item.

An electronic copy of the Information Statement, the Company's Management Report, SEC Form 17-A, and other documents pertinent to the stockholder's attendance at the meeting are available at the Company's website at http://www.acr.com.ph/

The stockholders will be meeting virtually, and not physically. Only stockholders of record as of April 15, 2024, or their proxies shall be entitled to attend, and vote at the meeting. Individual stockholders who wish to attend the virtual meeting must email their request to attend to *acr.annual@alcantaragroup.com* on or before the close of business on May 16, 2024. Stockholders who wish to be represented at the virtual meeting by proxy must either: (a) submit an original, duly signed, and accomplished proxy (for which a form has been provided together with Information Statement) by post or courier to the Office of the Corporate Secretary at the Alsons Building, 2286 Chino Roces Avenue, Makati City 1231 Metro Manila; or (b) email a copy of the said proxy form in an appropriate format to *acr.annual@alcantaragroup.com*, on or before the close of business on May 16, 2024. The Company will validate the requests and the proxies, and email the stockholders and proxy holders, the instructions on how to access the virtual meeting.

If you own shares through your broker, or your shares are lodged, please secure from your broker a duly signed and accomplished proxy form, which you or the broker must submit to the Company as stated above, and not later than the said date. Otherwise, the Company may not recognize you as a stockholder of record.

ANA MARIA KATIGBAK-LIM
Corporate Secretary

ANNEX "A"

EXPLANATION AND RATIONALE
For each item on the Agenda of the 2024 Annual Stockholders' Meeting

1. **Call to Order**

   The Chairman, and the President of the Company, Mr. Nicasio I. Alcantara, will formally call the 2024 Annual Stockholders' Meeting to order and introduce the Directors and Officers attending the Meeting.

2. **Certification of Notice and Quorum**

   The Corporate Secretary will certify that the Company timely and duly published the Notice pursuant to the rules of the Securities & Exchange Commission (SEC), and that the Information Statement has been made available to all stockholders of record. She will attest on whether a quorum is present for the Meeting.

3. **Approval of the Minutes of the Annual Meeting of the Stockholders Held on June 19, 2023**

   Copies of the draft minutes have been made available to the stockholders on the Company's website at http://www.acr.com.ph/. The Chairman will ask the stockholders to approve the draft minutes, and adopt the following resolution:

   "RESOLVED, That the minutes of the Annual Meeting of the Stockholders of Alsons Consolidated Resources, Inc., held on June 19, 2023, be, as it is hereby, approved."

4. **Approval of the Management Report, and the 2023 Audited Financial Statements**

   The Chairman and President will present his report to the stockholders, and Management will present its reports and the Financial Statements for the year ended December 31, 2023 which were audited by the Company's independent external auditors, SyCip Gorres Velayo & Company (SGV). The Audited Financial Statements were approved by the Audit Committee and the Board of Directors. In compliance with regulations, Management also submitted the Audited Financial Statements to the SEC and the Bureau of Internal Revenue. The Chairman will request the stockholders to approve the reports and the Audited Financial Statements, and adopt the following resolution:

   "RESOLVED, That the Annual Report of Management, as presented by the Chairman and President, and Management, and the Company's Audited Financial Statements for the year ended December 31, 2023, be, as it is hereby, approved."

5. **Ratification of the Acts of the Board and Management**

   The Company's performance was the result of the acts, contracts and/or resolutions of the Board, and Management, and the Chairman will request the stockholders to ratify the same, and adopt the following resolution:

   "RESOLVED, That all acts, contracts, resolutions and actions, authorized and entered into by the Board of Directors and Management of the Company from the date of the last stockholders' meeting up to the present be, as it is hereby, approved, ratified and confirmed."

6. **Election of Directors, Including Independent Directors**

   Management proposes to re-elect eight (8) regular directors and three (3) independent directors, and has filed an Information Statement and proxy form (the "Statement") in support of its proposal. The biographical profiles of the director-nominees are in the Information Statement posted in the Company's website at http://www.acr.com.ph/. The nominees are the following:

For Regular Directors:

(1) Nicasio I. Alcantara
(2) Tomas I. Alcantara
(3) Editha I. Alcantara
(4) Alejandro I. Alcantara
(5) Ramon T. Diokno
(6) Honorio A. Poblador, III
(7) Tirso G. Santillan, Jr.
(8) Arturo B. Diago, Jr.

For Independent Directors:

(9) Jose Ben R. Laraya
(10) Jacinto C. Gavino, Jr.
(11) Thomas G. Aquino

7. **Appointment of External Auditors**

Upon the favorable recommendation of the Audit Committee, Management proposes that the Company reappoint SGV as its independent external auditors for the current year, and adopt the following resolution:

> *"RESOLVED, That the audit firm of Sycip Gorres Velayo & Company be, as it is hereby, appointed as the Company's independent external auditors for the current year 2024."*

8. **Other Matters**

Management may address questions sent in by the stockholders.

9. **Adjournment**

After all matters in the agenda have been taken up, the Chairman will adjourn the Meeting.

Additional Instructions

To access or view the Company's 2024 SEC Form 20-IS (Definitive Information Statement), you may use any of the following modes:

1. VIA ACR WEBSITE

   https://www.acr.com.ph/fillings/2024/ACR%20Definitive%20Information%20Statement.pdf

2. REQUEST FOR A SOFT OR HARD COPY

Copy of the 2024 SEC Form 20-IS shall be made available to the stockholders of record upon receipt of a written request addressed to the Corporate Secretary, 3/F Alsons Building, 2286 Chino Roces Avenue, 1231 Makati City, Philippines.

- For a *soft copy*, please provide your complete name and valid email address. If you hold shares through a broker or other entity, please indicate the name of the broker or other entity.

- For a *hard copy*, please provide your complete name and valid mailing address. If you hold shares through a broker or other entity, please indicate the name of the broker or other entity.

3. THROUGH SCANNING THE QR CODE

- Go to your mobile app store (App Store or Play Store) using your smartphone

- Search for a free QR Code Reader app by typing in QR Code Reader

- Click on the app you want to download and click "Install App"

- Once installed, simply open the app, point the camera and scan the QR Code

- Once the QR Code is in focus, the app will automatically connect to the 2024 SEC Form 20-IS

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-4 - Request for Extension to File SEC Form 17-Q
References: SRC Rule 17, SEC Memorandum Circular No. 7 Series of 2008 and Section 17.2 and 17.8 of the Revised Disclosure Rules.

For the period ended	Mar 31, 2024
Deadline of Submission of Quarterly Report	May 15, 2024

Reason for requesting extension to submit Quarterly Report

The SEC Form 17-Q for the first quarter of 2024 could not be filed on the deadline on 15 May 2024 because the Company needs additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or by 20 May 2024.

Other Relevant Information

Please see attached SEC Form 17-L.

The Company undertakes to submit the report within five (5) calendar days after the prescribed deadline or upon submission of the report to the Securities and Exchange Commission, whichever is earlier. The Company understands that failure to comply with the undertaking may result to the imposition of applicable penalty/ies and/or sanction/s.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading Symbol "ACR")
2nd Floor, Alsons Building
2286 Chino Roces Ext., (formerly P. Tamo Ext.) Makati City
1231 Metro Manila Philippines
Tel. Nos.: (632) 982-3000 Fax Nos.: (632) 982-3077
Website: www.acr.com.ph

14 May 2024

via electronic mail
Securities and Exchange Commission
Attn: Dir. Oliver O. Leonardo
Markets and Securities Regulation Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE EDGE
Philippine Stock Exchange, Inc.
Attn: Ms. Alexandra D. Tom Wong, Head
Disclosure Department, Listings and Disclosure Group
9th Floor, PSE TOWER, BGC, Taguig City

via electronic mail
Philippine Dealing and Exchange Corporation.
Attn: Atty. Suzy Claire R. Selleza, Head
Issuer Compliance and Disclosure Department
29/F BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re: Request for Extension for the Submission of First Quarter Report for 2024

Gentlemen:

Please see the attached SEC Form 17-L (Request for Extension to File SEC Form 17-Q) of **Alsons Consolidated Resources, Inc.** in compliance with the Securities Regulation Code, its Implementing Rules and Regulations, and the applicable rules and guidelines for disclosures.

We trust the foregoing to be in order. Please acknowledge receipt.

Thank you.

Jonathan F. Jimenez
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-L

NOTIFICATION OF INABILITY TO FILE ALL OR ANY PORTION OF SEC FORM 17-A OR 17-Q

Check One:

Form 17-A [ ] Form 17-Q [x]

Period-Ended Date of required filing: **31 March 2024**

Date of this report: **15 May 2024**

Nothing in this Form shall be construed to imply that the Commission has verified any information contained herein.

If this notification relates to a portion or portions of the filing checked above, identify the item(s) to which the notification relates:..

1. SEC Identification Number **59366** 2. BIR Tax Identification No. **001-748-412**

3. **ALSONS CONSOLIDATED RESOURCES, INC.**
   Exact name of issuer as specified in its charter

4. **PHILIPPINES**
   Province, country or other jurisdiction of incorporation

5. Industry Classification Code: [ ] (SEC Use Only)

6. **2286 CHINO ROCES AVE., MAKATI CITY** **1231**
   Address of principal office Postal Code

7. **02 8982 3000**
   Issuer's telephone number, including area code

8. **N.A.**
   Former name, former address, and former fiscal year, if changed since last report.

9. Are any of the issuer's securities listed on a Stock Exchange?

   Yes [x] No [ ]

   If yes, disclose the name of such Stock Exchange and the class of securities listed therein:

   PHILIPPINE STOCK EXCHANGE **COMMON SHARES**

Part I - Representations

If the subject report could not be filed without unreasonable effort or expense and the issuer seeks relief pursuant to SRC Rule 17-1, the following should be completed. (Check box if appropriate)

(a) The reasons described in reasonable detail in Part II of this Form could not be estimated without unreasonable effort or expense. [ ]

(b) The subject annual report on SEC Form 17-A, or portion thereof, will be filed on or before the fifteenth calendar day following the prescribed due date; or the subject quarterly report on SEC Form 17-Q, or portion thereof, will be filed on or before the fifth day following the prescribed due date. [x]

(c) The accountant's statement or other exhibit required by paragraph 3 of SRC Rule 17-1 has been attached if applicable. [ ]

Part II - Narrative

State below in reasonable detail the reasons why SEC Form 17-A or SEC Form 17-Q, or portion thereof, could not be filed within the prescribed period. (Attach additional sheets if needed.)

The SEC Form 17-Q for the first quarter of 2024 could not be filed on the deadline of 15 May 2024 as the Company requires additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or by 20 May 2024.

Part III - Other Information

(a) Name, address and telephone number, including area code, and position/title of person to contact in regard to this notification

JONATHAN F. JIMENEZ
Compliance Officer
2286 Chino Roces Ave., Makati City
(02) 8982 3000

(b) Have all other periodic reports required under Section 17 of the Code and under Sections 26 and 141 of the Corporation Code of the Philippines during the preceding 12 months, or for such shorter period that the issuer was required to file such report(s), been filed? If the answer is no, identify the report(s).

Yes [x] No [ ] Reports: **N.A.**

(c) Is it anticipated that any significant change in results of operations from the corresponding period for the last fiscal year will be reflected by the earnings statements to be included in the subject report or portion thereof?

Yes [ ] No [x]

If so, attach an explanation of the anticipated change, both narratively and quantitatively, and, if appropriate, state the reasons why a reasonable estimate of the results cannot be made.

SIGNATURE

Pursuant to the requirements of the SRC Rule 17-1, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Registrant's full name as contained in charter

JONATHAN F. JIMENEZ
Compliance Officer
Signature and Title

Date **14 May 2024**

C03217-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 15, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    item 9-other items

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Certificate of Permit to Offer Securities for Sale, 4th tranche Commercial Paper Program

Background/Description of the Disclosure

Please see attached.

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
2nd Floor. Alsons Building , 2286 Chino Roces Ext., (formerly P. Tamo Ext.,) Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

May 15, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexander D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re: **Certificate of Permit to Offer Securities for Sale – 4th Tranche**

Gentlemen:

Please be informed that Alsons Consolidated Resources, Inc. (the "Company") received today via electronic mail from the Securities and Exchange Commission - Markets and Securities Regulations Department the copy of the Certificate of Permit to Offer Securities for Sale covering the registration of "FIVE HUNDRED SIXTEEN MILLION SEVEN HUNDRED PESOS (P516,700,000.00) worth of Commercial Papers", copy attached. These securities represent the fourth (4th) tranche issuance, and form part, of the Three Billion Pesos (P3,000,000,000.00) Commercial Paper Program of the Company.

Thank you.

Very truly yours,

ALSONS CONSOLIDATED RESOURCES, INC.
By:

JONATHAN E. JIMENEZ
Assistant Corporate Secretary and
Corporate Compliance Office

Republic of the Philippines
Department of Finance
Securities and Exchange Commission

MARKETS AND SECURITIES REGULATION DEPARTMENT

CERTIFICATE OF PERMIT TO OFFER SECURITIES FOR SALE

THE ISSUANCE OF THIS PERMIT IS PERMISSIVE ONLY AND DOES NOT CONSTITUTE A RECOMMENDATION OR ENDORSEMENT OF THE SECURITIES PERMITTED TO BE ISSUED

THIS IS TO CERTIFY that the securities of

ALSONS CONSOLIDATED RESOURCES, INC.

consisting of FIVE HUNDRED SIXTEEN MILLION SEVEN HUNDRED PESOS (PhP516,700,000.00) worth of Commercial Papers consisting of 182-day Series Z Commercial Papers with discount rate of 7.4053% covered under SEC MSRD Order No. 90, series of 2022 have been registered under the Commercial Paper Program pursuant to the requirements of Sections 8 and 12 of the Securites Regulation Code ("Code"). As such, these securities may now be offered for sale or sold to the public subject to the full compliance with the provisions of the said Code and its Implementing Rules and Regulations, as amended, Revised Code of Corporate Governance and other applicable laws and orders as may be issued by the Commission. The foregoing Commercial Papers represent the fourth (4th) tranche commercial papers that forms part of the Three Billion Pesos (PhP3,000,000,000.00) Commercial Paper Program.

Issued at Makati City, Philippines this 15th day of May Two Thousand and Twenty-four.

for:

ATTY. OLIVER O. LEONARDO
Director

C03275-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 16, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    press release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Press Release entitled: "ACR posts P2.62-billion first quarter revenue."

Background/Description of the Disclosure

Please see attached Press Release (SEC Form 17-C)

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Materials Information/Transaction to ACR Press Release entitled: "ACR posts P2.62-billion first quarter revenue."

Background/Description of the Disclosure

Please see attached.

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos. (632) 8982-3000 Fax Nos. (632) 8982-3077
Website: www.acr.com.ph

May 16, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

We are furnishing the Exchange with a copy of the Press Statement by the Company entitled: **"ACR posts P2.62-billion first quarter revenue."**

Please see attached the SEC Form 17-C (Current Report) of ACR filed in compliance with the Securities Regulation Code, the Consolidated Listing and Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN F. JIMENEZ
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. May 16, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366 3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines 6. [ ] (SEC Use Only)
Province, country or other jurisdiction of Incorporation Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City 1231
Address of principal office Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: PR (Other Events)

Press Release / Materials Information Transaction

ACR Press Release entitled: "ACR posts P2.62-billion first quarter revenue."

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date May 16, 2024

Alsons Consolidated Resources Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

Alsons posts P2.62-billion first quarter revenue

Alsons Consolidated Resources (ACR), a publicly listed company of the Alcantara Group, reported a net income of Php 479 million for the first quarter of 2024, which is 13% lower than the Php 542.27 million recorded for the same period in 2023.

Net earnings attributable to the parent in the first quarter of 2024 were 3% lower than the previous year, with a net profit of Php 151 million. First-quarter revenues decreased by 21% from Php 3.31 billion to Php 2.62 billion during the same January-March period last year.

"The lower income figures were mainly due to the forced outage experienced by Sarangani Energy Corporation's Plant 1 from December 3, 2023 to February 20, 2024, caused by the magnitude 6.8 earthquake that hit Sarangani province" said ACR Deputy Chief Financial Officer Philip Edward B. Sagun.

Despite the slowdown in growth, ACR remains optimistic about ending the year with strong performance.

ACR currently has an aggregate capacity of 468 Megawatts, serving more than eight million people in the Mindanao region.

Committed to diversifying its power portfolio, ACR is set to commence commercial operations of its 14.5-megawatt Siguil Hydro Power Project in Sarangani this year. Additionally, the company is developing two other renewable energy projects in the Visayas and Mindanao: the 42-MW Bago Hydro Power Project in Negros Occidental and the 37.8-MW Siayan Hydro Power Project in Zamboanga.

ACR is also anticipating the launch of its 95.2-megawatt In-Island Baseload Back-up Power Plant project in Brgy. Imelda, Ubay Municipality in Bohol. This facility will ensure a reliable power supply to the province in case it becomes isolated from the Visayas Grid due to emergencies or natural disasters.

-end-

C03467-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 24, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    press release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Press Statement entitled: " Alsons lists 4th tranche of Php 3 billion Commercial Paper Program with PDEx".

Background/Description of the Disclosure

Please see attached Press Release (SEC Form 17-C)

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

May 24, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosure Department
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

We are furnishing the Exchange with a copy of the Press Statement by the Company entitled: " **Alsons lists 4th tranche of Php 3 billion Commercial Paper Program with PDEx".**

Please see attached the SEC Form 17-C (Current Report) in compliance with the Securities Regulation Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN F. JIMENEZ
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. May 24, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366

3. BIR Tax Identification No. 001-748-412

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. **(632) 8982-3000**
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *PR* (Other Events)

Press Release – Materials Information/Transaction

ACR press statement attached entitled: "Alsons lists 4th tranche of Php 3 billion Commercial Paper Program with PDEx".

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

Date May 24, 2024

JONATHAN P. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Alsons Consolidated Resources, Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

Alsons lists 4th tranche of Php 3 billion Commercial Paper Program with PDEx

Alsons Consolidated Resources Inc. (ACR) of the Alcantara Group successfully raised Php 516.7 million worth of Commercial Paper (CP) from the fourth tranche of its ₱3 billion CP Program with the Philippine Dealing and Exchange Corporation (PDEx) The funds raised will primarily be used for ACR's general working capital purposes.

"We are committed to providing safe, reliable, and affordable energy that prioritizes our environment, communities, and economy. The fourth tranche of our Commercial Paper program offers an efficient and effective way to raise funds that will support this mission," said ACR Deputy Chief Financial Officer Philip Edward Sagun.

Last month, ACR maintained its Issuer Credit Rating of PRS Aa minus (corp.), with a stable outlook from the Philippine Rating Services Corporation (PhilRatings). This rating was made in relation to the issuance of up to P3.0 billion CP.

This PRS Aa minus (corp.) rating highlights ACR's strong capacity to meet its financial commitments relative to that of other Philippine corporates and that the rating is likely to be maintained and or to remain unchanged in the next 12 months.

In determining ACR's credit rating, PhilRatings took into account several factors. This includes the full operations of the Mindanao-Visayas Interconnection Project (MVIP) and the commencement of both the Wholesale Electricity Spot Market (WESM) and Retail Competition and Open Access (RCOA) in Mindanao, which is seen to provide additional income streams for the company.

Currently, ACR's power portfolio consists of four power facilities with an aggregate capacity of 468 MW, serving over eight million people across 14 cities and 11 provinces in Mindanao.

Committed to enhancing its renewable energy capacity, ACR is anticipating the commercial operations of its 14.5 MW hydroelectric power plant in Sarangani Province this year. Additionally, it is developing two other renewable projects: the 37.8-MW hybrid Siayan Hydro-Solar Power Plant in Zamboanga del Norte, and the 42-MW Bago Hydro Power Plant in Negros Occidental. In 2023, ACR entered the Visayas energy market with its 95.2-MW In-Island Baseload Backup Power Plant in Brgy. Imelda, Municipality of Ubay, Bohol. This facility is designed to provide a reliable backup power source for consumers in Bohol, ensuring continued electricity supply during times when the province is isolated from the Visayas grid due to calamities or natural disasters.

-end-

C03627-2024

Ex-Date : Jun 17, 2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 30, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    cash dividends declaration - common shares

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 6-1 - Declaration of Cash Dividends
References: SRC Rule 17 (SEC Form 17-C) and
Sections 6 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Declaration of Cash Dividends on the Common Shares

Background/Description of the Disclosure

Please be advised that at the special meeting of the Board of Directors of Alsons Consolidated Resources, Inc. (ACR) held 30 May 2024, the Board approved the declaration of a cash dividend of P0.02 per share or a total of P125,830,000.00 out of the unrestricted retained earnings of ACR as of 31 December 2023, in favor of holders of common shares as of record date 18 June 2024 and payable on or before 04 July 2024.

Type of Securities

- ☑ Common
- ☐ Preferred -
- ☐ Others -

Cash Dividend

Date of Approval by Board of Directors	May 30, 2024
Other Relevant Regulatory Agency, if applicable	-
Date of Approval by Relevant Regulatory Agency, if applicable	N/A
Type (Regular or Special)	Regular
Amount of Cash Dividend Per Share	Php0.02 per share
Record Date	Jun 18, 2024

Payment Date Jul 4, 2024

Source of Dividend Payment

From the unrestricted retained earnings of the Corporation as of 31 December 2023

Other Relevant Information

Please see attached.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Declaration of Cash Dividends on the Preferred Shares

Background/Description of the Disclosure

Pursuant to the terms of the preferred voting shares, ACR distributed cash dividends in the amount P0.0008 per share or a total of P4,400,000.00 out of the unrestricted retained earnings of ACR as of 31 December 2023, in favor of the holders of preferred voting shares as of record date 18 June 2024 and payable on or before 04 July 2024.

Other Relevant Information

Please see attached

Filed on behalf by:

Name	Jose Saldivar. Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building, 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila, Philippines
Tel. Nos.: (632) 8982-3000; Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

May 30, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulation Department
SEC Headquarters, 7907 Makati Ave., Salcedo Village, Bel-Air, Makati City

via PSE EDGE
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Head – Disclosure Department
Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re : **Declaration of Cash Dividend**

Please be advised that at the special meeting of the Board of Directors of Alsons Consolidated Resources, Inc. (ACR) held 30 May 2024, the Board approved the declaration of a cash dividend of ₱0.02 per share or a total of ₱125,830,000.00 out of the unrestricted retained earnings of ACR as of 31 December 2023, in favor of holders of common shares as of record date 18 June 2024 and payable on or before 04 July 2024.

Pursuant to the terms of the preferred voting shares, ACR also distributed cash dividends in the amount ₱0.0008 per share or a total of ₱4,400,000.00 out of the unrestricted retained earnings of ACR as of 31 December 2023, in favor of the holders of preferred voting shares as of record date 18 June 2024 and payable on or before 04 July 2024.

Please see attached the SEC Form 17-C (Current Report) of ACR in compliance with the Securities and Regulation Code, The Consolidated Listing and Disclosure Rules of the Philippine Stock Exchange, and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation.

Very truly yours,

JONATHAN E. JIMENEZ
Assistant Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. May 30, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366

3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 Shares**

11. Indicate the item numbers reported herein: Declaration of Cash Dividend (Other Events)

We furnish herewith the Commission with the attached ACR Disclosure Letter
Re: Declaration of Cash Dividends (common and preferred shares)

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN F. JIMENEZ
Assistant Corporate Secretary & Compliance Officer
Signature and Title

C03640-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 30, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Annual Stockholder's Meeting results

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-24 - Results of Annual or Special Stockholders' Meeting
References: SRC Rule 17 (SEC Form 17-C) and
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Annual Stockholders' Meeting

Background/Description of the Disclosure

Results of the Annual Stockholders' Meeting held May 30, 2024

List of elected directors for the ensuing year with their corresponding shareholdings in the Issuer

Name of Person	Shareholdings in the Listed Company		Nature of Indirect Ownership
	Direct	Indirect	
NICASIO I. ALCANTARA	100	0	-
TOMAS I. ALCANTARA	1	0	-
EDITHA I. ALCANTARA	100,000	0	-
ALEJANDRO I. ALCANTARA	1	0	-
TIRSO G. SANTILLAN, JR.	1	0	-
RAMON T. DIOKNO	1	0	-
ARTURO B. DIAGO, JR.	1	0	-
HONORIO A. POBLADOR III	100	0	-
JOSE BEN R. LARAYA	100	0	-
THOMAS G. AQUINO	100	0	-
JACINTO C. GAVINO JR.	1	0	-

External auditor SGV & CO..

List of other material resolutions, transactions and corporate actions approved by the stockholders

1. Approval of the Minutes of the Annual Meeting of Stockholders' held on June 19, 2023;
2. Approval of the Management Report and 2023 Audited Financial Statements;
3. Ratification of Acts and Resolutions of the Board, its Committees and Management;
4. Re-appointment of Sycip, Gorres, Velayo & Co.as External Auditor;
5. Election of Directors of the Company for the year 2024-2025

Other Relevant Information

Please see attached.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building, 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila, Philippines
Tel. Nos.: (632) 8982-3000; Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

May 30, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulation Department
SEC Headquarters, 7907 Makati Ave., Salcedo Village, Bel-Air, Makati City

via PSE EDGE
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Head - Disclosure Department
Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re : **Results of ACR Annual Stockholders' Meeting and Organizational Meeting**

Gentlemen:

We advise that the following matters were taken up and approved at the Annual Stockholders' Meeting and Organizational Board Meeting of Alsons Consolidated Resources, Inc. (the "Company") separately held on 30 May 2024 by remote communication:

A. **Annual Stockholders' Meeting**

1. Approval of the Minutes of the Annual Meeting of Stockholders' held on June 19 2023;
2. Approval of the Management Report and 2023 Audited Financial Statements;
3. Ratification of Acts and Resolutions of the Board, its Committees and Management;
4. Re-appointment of Sycip, Gorres, Velayo & Co.as External Auditor;
5. Election of the following Directors for the year 2024-2025:

1. Nicasio I. Alcantara	7. Arturo B. Diago, Jr.
2. Tomas I. Alcantara	8. Ramon T. Diokno
3. Editha I. Alcantara	9. Jose Ben R. Laraya (Independent Director)
4. Alejandro I. Alcantara	10. Thomas G. Aquino (Independent Director)
5. Honorio A. Poblador III	11. Jacinto C. Gavino, Jr. (Independent Director)
6. Tirso G. Santillan, Jr.	

B. Organizational Meeting

1, Election of the Officers for 2024-2025:

Chairman and President	-	**Nicasio I. Alcantara**
Vice-Chair & Treasurer	-	**Editha I. Alcantara**
Chief Investment & Strategy Officer	-	**Antonio Miguel B. Alcantara**
Deputy Chief Financial Officer	-	**Philip Edward B. Sagun**
Corporate Secretary	-	**Ana Maria Margarita A. Katigbak**
Assistant Corporate Secretary Compliance Officer & Data Protection Officer	-	**Jonathan F. Jimenez**

2. Appointment of the following chairmen and members of the Board Committees:

Executive Committee:
Nicasio I. Alcantara, Chairman
Tomas I. Alcantara
Editha I. Alcantara
Thomas G. Aquino (Ind. Director)
Jose Ben R. Laraya (Ind. Director)
Tirso G. Santillan, Jr.

Retirement Committee:
Editha I. Alcantara, Chairman
Honorio A. Poblador III
Tirso G. Santillan, Jr.

Compensation Committee:
Nicasio I. Alcantara, Chairman
Tomas I. Alcantara
Honorio A. Poblador, III
Tirso G. Santillan, Jr.
Jose Ben R. Laraya (Ind. Director)

Nomination & Election Committee:
Nicasio I. Alcantara, Chairman
Tomas I. Alcantara
Jose Ben. R. Laraya (Ind. Director)
Arturo B. Diago, Jr.

Audit, Risk Oversight, Related Party Transactions and Corporate Governance Committee:
Jose Ben R. Laraya, Chairman (Ind. Director)
Editha I. Alcantara
Thomas G. Aquino (Ind. Director)
Jacinto C. Gavino, Jr. (Ind. Director)
Ramon T. Diokno

The Board also designated the undersigned as Data Protection Officer, as well as SEC Compliance Officer and PSE / PDEX Corporate Information Officer.

Please see attached the SEC Form 17-C (Current Report) of ACR in compliance with the Securities and Regulation Code, The Consolidated Listing and Disclosure Rules of the Philippine Stock Exchange, and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation.

Very truly yours,
ALSONS CONSOLIDATED RESOURCES, INC.
By:

JONATHAN F. JIMENEZ
Assistant Corporate Secretary and
Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. May 30, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366

3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 Shares**

11. Indicate the item numbers reported herein: Item 9 (Other Events)

We furnish herewith the Commission with the attached ACR's Disclosure Letter of the Results of the Annual Stockholders' Meeting and Organizational Board Meeting on May 30, 2024

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer
By:

JONATHAN F. JIMENEZ
Assistant Corporate Secretary & Compliance Officer
Signature and Title

C03641-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 30, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Organizational Meeting results

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-25 - Results of Organizational Meeting
References: SRC Rule 17 (SEC Form 17-C) and
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Organizational Meeting

Background/Description of the Disclosure

Results of the Organizational Meeting of ACR Board of Directors held May 30, 2024, immediately after the Annual Stockholders' Meeting

List of elected officers for the ensuing year with their corresponding shareholdings in the Issuer

Name of Person	Position/Designation	Shareholdings in the Listed Company		Nature of Indirect Ownership
		Direct	Indirect	
NICASIO I. ALCANTARA	Chairman & President	100	0	-
EDITHA I. ALCANTARA	Vice Chair & Treasurer	100,000	0	-
ANTONIO MIGUEL B. ALCANTARA	Chief Investment & Strategy Officer	0	0	-
PHILIP EDWARD B. SAGUN	Deputy Chief Financial Officer	0	0	-
ANA MARIA MARGARITA A. KATIGBAK	Corporate Secretary	0	0	-
JONATHAN F. JIMENEZ	Assistant Corporate Secretary, DPO and Compliance Officer	0	0	-

List of Committees and Membership

Name of Committees	Members	Position/Designation in Committee
Executive Committee	NICASIO I. ALCANTARA	Chairman
Executive Committee	TOMAS I. ALCANTARA	Member

Executive Committee	EDITHA I. ALCANTARA	Member
Executive Committee	THOMAS G. AQUINO	Member
Executive Committee	JOSE BEN R. LARAYA	Member
Executive Committee	TIRSO G. SANTILLAN, JR	Member
Compensation Committee	NICASIO I. ALCANTARA	Chairman
Compensation Committee	TOMAS I. ALCANTARA	Member
Compensation Committee	HONORIO A. POBLADOR III	Member
Compensation Committee	TIRSO G. SANTILLAN, JR.	Member
Compensation Committee	JOSE BEN R. LARAYA	Member
Nomination & Election Committee	NICASIO I. ALCANTARA	Chairman
Nomination & Election Committee	TOMAS I. ALCANTARA	Member
Nomination & Election Committee	JOSE BEN R. LARAYA	Member
Nomination & Election Committee	ARTURO B. DIAGO, JR.	Member
Retirement Committee	EDITHA I. ALCANTARA	Chairman
Retirement Committee	HONORIO A. POBLADOR III	Member
Retirement Committee	TIRSO G. SANTILLAN, JR.	Member
Audit, Risk Oversight, Related Party Transaction and Corporate Governance Committee	JOSE BEN R. LARAYA	Chairman
Audit, Risk Oversight, Related Party Transaction and Corporate Governance Committee	EDITHA I. ALCANTARA	Member
Audit, Risk Oversight, Related Party Transaction and Corporate Governance Committee	THOMAS G. AQUINO	Member
Audit, Risk Oversight, Related Party Transaction and Corporate Governance Committee	JACINTO C. GAVINO JR	Member
Audit, Risk Oversight, Related Party Transaction and Corporate Governance Committee	RAMON T. DIOKNO	Member

List of other material resolutions, transactions and corporate actions approved by the Board of Directors

Please see attached

Other Relevant Information

-

C03636-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   May 30, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    press release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR Press Statement entitled: "Alsons commits to driving business growth, builds renewable energy portfolio"

Background/Description of the Disclosure

Please see attached Press Release. (SEC Form 17-C)

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

May 30, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Ms. Alexandra D. Tom Wong, Head
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosure Department
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

We are furnishing the Exchange with a copy of the Press Statement by the Company entitled: **"Alsons commits to driving business growth, builds renewable energy portfolio"**.

Please see attached the SEC Form 17-C (Current Report) in compliance with the Securities Regulation Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN F. JIMENEZ
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. May 30, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366

3. BIR Tax Identification No. 001-748-412

4. ALSONS CONSOLIDATED RESOURCES, INC.
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. (632) 8982-3000
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *PR* (Other Events)

Press Release – Materials Information/Transaction

ACR press statement attached entitled: "Alsons commits to driving business growth, builds renewable energy portfolio"

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

By:

JONATHAN R. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Date May 30, 2024

Alsons Consolidated Resources, Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

Alsons commits to driving business growth, builds renewable energy portfolio

Alsons Consolidated Resources is committed to driving business growth by maximizing its resources, accelerating the development of its renewable energy projects, and exploring opportunities for expansion.

During its Annual Shareholders Meeting on May 30, ACR Chairman Nicasio I. Alcantara reported that the company anticipates a continued rise in power demand, aligned with the country's projected economic growth of 6-7% this year.

ACR reaffirmed its commitment to addressing the growing power demand in Mindanao, providing safe, reliable, and affordable energy to its distribution partners. Additionally, the company is focused on expanding its renewable energy portfolio, aiming to double its renewable energy capacity within the next five years.

"Aligned with the Philippines' goal of increasing the country's renewable energy capacity, we are actively enhancing our renewable energy portfolio. This includes our hydro power plant in Sarangani and a number of hydro and solar power projects that are currently in various stages of development," said Alcantara.

Currently, ACR is gearing up for the commercial launch of its inaugural hydro power project in Maasim, Sarangani. The 14.5-Megawatt Siguil Hydro Power Plant has already completed construction. Once operational, this project will significantly contribute to the renewable energy capacity of Sarangani Province.

In addition to this, two other renewable energy projects by the company are making significant progress. ACR is preparing to break ground for its renewable energy project in Zamboanga Peninsula. These include an 8.8-MW hydro power plant and a 29-MW solar power project in the Zamboanga del Norte. In addition, we are also developing a 42-MW hydro power project in Negros Occidental.

Committed to growing its renewable energy portfolio, ACR is also looking into constructing solar power plants in Mindanao. "Plans are well underway, and we expect to launch our first large-scale solar power project by the end of 2024," shared Alcantara.

In 2023, ACR saw remarkable growth, posting a net income of approximately 2.3 billion, a 22% increase from the previous year. This growth was primarily driven by the increasing power demand in Mindanao, the high availability rate of ACR's power plants, and the participation of the company in the Wholesale Electricity Spot Market.

Aside from its renewable energy projects, ACR is also anticipating the commercial operations of its 95.2 Megawatt In-Island Backup Power Plant in Ubay, Bohol this year. This facility will serve as a backup power source for Bohol during times when power running through the submarine cables connecting Leyte and Cebu to Bohol is interrupted due to calamities or natural disasters.

"We are committed to driving business growth by maintaining highly efficient plant operations, accelerating our project implementation, and continuously seeking opportunities to expand our footprint," Alcantara said.

ACR goes beyond merely providing electricity. It is also committed to creating significant and positive impacts on the environment, communities, and economy. This is evident through its various sustainability and community development initiatives, such as the Watershed Enhancement Program, Scholarship Programs, Skills Training Programs, and the creation of livelihood and job opportunities, among many others.

At present, ACR operates a portfolio of four power facilities with a total capacity of 468 megawatts, serving over eight million people across 14 cities and 11 provinces in Mindanao.

-end-

Ex-Date : Jun 14, 2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Jun 7, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    cash dividends declaration - common shares

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 6-1 - Declaration of Cash Dividends
References: SRC Rule 17 (SEC Form 17-C) and
Sections 6 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Declaration of cash dividends on common shares in the amount of P0.02 per share with a record date of June 18, 2024 and payable on or before July 4, 2024

Background/Description of the Disclosure

Please see attached SEC Form 17-C

Type of Securities

- ☑ Common
- ☐ Preferred -
- ☐ Others -

Cash Dividend

Date of Approval by Board of Directors	May 30, 2024
Other Relevant Regulatory Agency, if applicable	-
Date of Approval by Relevant Regulatory Agency, if applicable	N/A
Type (Regular or Special)	Regular
Amount of Cash Dividend Per Share	Php0.02 per share
Record Date	Jun 18, 2024
Payment Date	Jul 4, 2024

Source of Dividend Payment

From the unrestricted retained earnings of the Corporation as of 31 December 2023

Other Relevant Information

This amendment is being made per instructions of the Exchange, to allow them to revise the ex-date in view of the recent declaration of June 17, 2024 as a national holiday.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

CR05538-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-4 - Request for Extension to File SEC Form 17-Q
References: SRC Rule 17, SEC Memorandum Circular No. 7 Series of 2008 and Section 17.2 and 17.8 of the Revised Disclosure Rules.

For the period ended	Jun 30, 2024
Deadline of Submission of Quarterly Report	Aug 14, 2024

Reason for requesting extension to submit Quarterly Report

The SEC Form 17-Q for the second quarter of 2024 could not be filed on the deadline on August 14, 2024 because the Company needs additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or on/or before August 19, 2024.

Other Relevant Information

Please see attached SEC Form 17-L

The Company undertakes to submit the report within five (5) calendar days after the prescribed deadline or upon submission of the report to the Securities and Exchange Commission, whichever is earlier. The Company understands that failure to comply with the undertaking may result to the imposition of applicable penalty/ies and/or sanction/s.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
2nd Floor. Alsons Building , 2286 Chino Roces Ext., (formerly P. Tamo Ext.,) Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

August 8, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Atty. Stefanie Ann B. Go, Officer-in-Charge
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re: **Request for Extension for the Submission of Second (2nd) Quarter Report for 2024**

Gentlemen:

Please see the attached SEC Form 17-L (Request for Extension to File SEC Form 17-Q) of **Alsons Consolidated Resources, Inc.** in compliance with the Securities Regulation Code, its Implementing Rules and Regulations, and the applicable rules and guidelines for disclosures.

We trust the foregoing to be in order. Thank you.

Very truly yours

Jonathan F. Jimenez
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-L

NOTIFICATION OF INABILITY TO FILE ALL OR ANY PORTION OF SEC FORM 17-A OR 17-Q

Check One:

Form 17-A [ ]   Form 17-Q [/]

Period-Ended Date of required filing: **June 30, 2024**

Date of this report: **August 08, 2024**

Nothing in this Form shall be construed to imply that the Commission has verified any information contained herein.

If this notification relates to a portion or portions of the filing checked above, identify the item(s) to which the notification relates: N.A.

1. SEC Identification Number: 59366   2. BIR Tax Identification No. 001-748-412

3. **ALSONS CONSOLIDATED RESOURCES, INC.**
   Exact name of issuer as specified in its charter

4. Philippines
   Province, country or other jurisdiction of incorporation

5. Industry Classification Code: [ ] (SEC Use Only)

6. Alsons Bldg. 2286 Chino Roces Avenue, Makati City   1231
   Address of principal office   Postal Code

7. (632) 8982-3000
   Issuer's telephone number, including area code

8. N.A.
   Former name, former address, and former fiscal year, if changed since last report.

9. Are any of the issuer's securities listed on a Stock Exchange?

   Yes [/]   No [ ]

   If yes, disclose the name of such Stock Exchange and the class of securities listed therein:
   Philippine Stock Exchange - Common Stock
   Philippine Dealing and Exchange Corp.

Part I - Representations

If the subject report could not be filed without unreasonable effort or expense and the issuer seeks relief pursuant to SRC Rule 17-1, the following should be completed. (Check box if appropriate)

(a) The reasons described in reasonable detail in Part II of this Form could not be estimated without unreasonable effort or expense. [ ]

(b) The subject annual report on SEC Form 17-A, or portion thereof, will be filed on or before the fifteenth calendar day following the prescribed due date; or the subject quarterly report on SEC Form 17-Q, or portion thereof, will be filed on or before the fifth day following the prescribed due date. [/]

(c) The accountant's statement or other exhibit required by paragraph 3 of SRC Rule 17-1 has been attached if applicable. [ ]

Part II - Narrative

State below in reasonable detail the reasons why SEC Form 17-A or SEC Form 17-Q, or portion thereof, could not be filed within the prescribed period. (Attach additional sheets if needed.)

The SEC Form 17-Q for the second quarter of 2024 could not be filed on the deadline of August 14, 2024, as the Company requires additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or on/or before August 19, 2024.

Part III - Other Information

(a) Name, address and telephone number, including area code, and position/title of person to contact in regard to this notification:

Atty. Jonathan F. Jimenez, Asst. Corporate Secretary and Compliance Officer
Alsons Building, 2288 Chino Roces Avenue, Makati City, Philippines
Contact Number: (623) 8982-3000

(b) Have all other periodic reports required under Section 17 of the Code and under Sections 26 and 141 of the Corporation Code of the Philippines during the preceding 12 months, or for such shorter period that the issuer was required to file such report(s), been filed? If the answer is no, identify the report(s).

Yes [/] No [ ] Reports: ....N.A......................................

(c) Is it anticipated that any significant change in results of operations from the corresponding period for the last fiscal year will be reflected by the earnings statements to be included in the subject report or portion thereof?

Yes [ ] No [/]

If so, attach an explanation of the anticipated change, both narratively and quantitatively, and, if appropriate, state the reasons why a reasonable estimate of the results cannot be made.

SIGNATURE

Pursuant to the requirements of the SRC Rule 17-1, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Registrant's full name as contained in charter

By:

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer

Date: August 8, 2024

C05551-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Aug 14, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    press release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR press statement entitled: Alsons Records P585 Million Q2 Net Income, Marking a 22% Growth from Q1

Background/Description of the Disclosure

Please see attached Press Release (SEC Form 17-C)

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Materials Information/Transactions to ACR Press Statement entitled: Alsons Records P585 Million Q2 Net Income, Marking a 22% Growth from Q1

Background/Description of the Disclosure

Please see attached.

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

August 14, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Atty. Stefanie Ann B. Go, Officer-in-Charge
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosure Department
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

We are furnishing the Exchange with a copy of the Press Statement by the Company entitled: **Alsons Records ₱585 Million Q2 Net Income, Marking a 22% Growth from Q1.**

Please see attached the SEC Form 17-C (Current Report) in compliance with the Securities Regulation Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN E. JIMENEZ
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. August 14, 2024
   Date of Report (Date of earliest event reported)

2. SEC Identification Number **59366** 3. BIR Tax Identification No. **001-748-412**

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
   Exact name of issuer as specified in its charter

5. Philippines
   Province, country or other jurisdiction of Incorporation
6. [ ] (SEC Use Only)
   Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City — **1231**
   Address of principal office — Postal Code

8. **(632) 8982-3000**
   Issuer's telephone number, including area code

9. N/A
   Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: *PR* (Other Events)

Press Release / Materials Information-Transaction

ACR press statement attached entitled: Alsons Records P585 Million Q2 Net Income, Marking a 22% Growth from Q1

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Alsons Consolidated Resources, Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

Alsons Records ₱585 Million Q2 Net Income, Marking a 22% Growth from Q1

Alsons Consolidated Resources Inc. (ACR), a publicly listed company under the Alcantara Group, reported strong financial results for the second quarter of 2024, with a net income of ₱585 million, a 22% increase from the first quarter's ₱479 million. This brings the company's total income for the first half of the year to ₱1.06 billion. However, this is slightly lower than the ₱1.17 billion earned in the first half of 2023.

Net income attributable to the parent company improved to ₱362 million for the first half of 2024, up from ₱346 million in the same period last year. In the second quarter alone, the attributable earnings were ₱211 million, a 40% jump from the ₱151 million in Q1.

ACR's revenue for Q2 2024 surged by 64% to ₱3.26 billion, compared to ₱1.99 billion in Q1. The total revenue for the first half of 2024 was ₱5.25 billion, 14% lower than the same period in 2023.

The growth in Q2 was largely fueled by the heightened demand for electricity, driven by El Niño weather conditions. Additionally, the WESM market remains a significant contributor to this increase.

"We've made a solid recovery after the disruptions caused by the Mindanao earthquake last year, November 2023," said Philip Edward B. Sagun, ACR Deputy Chief Financial Officer. "Our outlook for the rest of the year is positive, bolstered by our new ASPA with NGCP and the opportunities presented by the RCOA Market in Mindanao."

ACR recently signed a deal with Holcim Philippines, whereby its RES company will supply 80% of the energy needs for Holcim's facilities in Davao and Misamis Oriental. ACR considers Holcim Philippines, a leader in innovative and sustainable building materials in the country, to be a strategic partner. This partnership highlights ACR's commitment to supporting businesses in achieving their development goals.

"We look forward to collaborating with other industry players, particularly in the Visayas region, where a power supply shortage is forecasted for next year. As an RES supplier, we are committed to providing tailored power supply options designed to reduce costs and support the operational and sustainability goals of our partners," Sagun added.

ACR currently has an aggregate capacity of 468 Megawatts, serving more than eight million people in the Mindanao region. Committed to diversifying its power portfolio, ACR is set to commence commercial operations of its 14.5-megawatt Siguil Hydro Power Project in Sarangani this year. Additionally, the company is developing two other renewable energy projects in the Visayas and Mindanao: the 42-MW Bago Hydro Power Project in Negros Occidental and the 37.8-MW Siayan Hydro & Solar Power Project in Zamboanga.

-end-

CR07320-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-4 - Request for Extension to File SEC Form 17-Q
References: SRC Rule 17, SEC Memorandum Circular No. 7 Series of 2008 and Section 17.2 and 17.8 of the Revised Disclosure Rules.

For the period ended	Sep 30, 2024
Deadline of Submission of Quarterly Report	Nov 14, 2024

Reason for requesting extension to submit Quarterly Report

The SEC Form 17-Q for the third quarter of 2024 could not be filed on the deadline of November 14, 2024, as the Company requires additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or on/or before November 19, 2024.

Other Relevant Information

Please see attached SEC Form 17-L

The Company undertakes to submit the report within five (5) calendar days after the prescribed deadline or upon submission of the report to the Securities and Exchange Commission, whichever is earlier. The Company understands that failure to comply with the undertaking may result to the imposition of applicable penalty/ies and/or sanction/s.

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
2nd Floor Alsons Building, 2286 Chino Roces Ext., (formerly P. Tamo Ext.) Makati City 1231 Metro Manila Philippines
Tel. Nos.: (632) 8982-3000 Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

November 6, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Atty. Stefanie Ann B. Go, Officer-in-Charge
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosures Dept.
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Re: **Request for Extension for the Submission of Third (3rd) Quarter Report for 2024**

Gentlemen:

Please see the attached SEC Form 17-L (Request for Extension to File SEC Form 17-Q) of **Alsons Consolidated Resources, Inc.** in compliance with the Securities Regulation Code, its Implementing Rules and Regulations, and the applicable rules and guidelines for disclosures.

We trust the foregoing to be in order. Thank you.

Very truly yours

Jonathan E. Jimenez
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-L

NOTIFICATION OF INABILITY TO FILE ALL OR ANY PORTION OF SEC FORM 17-A OR 17-Q

Check One:

Form 17-A [ ]   Form 17-Q [/]

Period-Ended Date of required filing: **September 30, 2024**

Date of this report: **November 06, 2024**

Nothing in this Form shall be construed to imply that the Commission has verified any information contained herein.

If this notification relates to a portion or portions of the filing checked above, identify the item(s) to which the notification relates: N.A.

1. SEC Identification Number: 59366   2. BIR Tax Identification No. 001-748-412

3. **ALSONS CONSOLIDATED RESOURCES, INC.**
   Exact name of issuer as specified in its charter

4. Philippines
   Province, country or other jurisdiction of incorporation

5. Industry Classification Code: [ ] (SEC Use Only)

6. Alsons Bldg. 2286 Chino Roces Avenue, Makati City   1231
   Address of principal office   Postal Code

7. (632) 8982-3000
   Issuer's telephone number, including area code

8. N.A.
   Former name, former address, and former fiscal year, if changed since last report.

9. Are any of the issuer's securities listed on a Stock Exchange?

   Yes [/]   No [ ]

   If yes, disclose the name of such Stock Exchange and the class of securities listed therein:
   Philippine Stock Exchange - Common Stock
   Philippine Dealing and Exchange Corp.

Part I - Representations

If the subject report could not be filed without unreasonable effort or expense and the issuer seeks relief pursuant to SRC Rule 17-1, the following should be completed. (Check box if appropriate)

(a) The reasons described in reasonable detail in Part II of this Form could not be estimated without unreasonable effort or expense. [ ]

(b) The subject annual report on SEC Form 17-A, or portion thereof, will be filed on or before the fifteenth calendar day following the prescribed due date; or the subject quarterly report on SEC Form 17-Q, or portion thereof, will be filed on or before the fifth day following the prescribed due date. [/]

(c) The accountant's statement or other exhibit required by paragraph 3 of SRC Rule 17-1 has been attached if applicable. [ ]

Part II - Narrative

State below in reasonable detail the reasons why SEC Form 17-A or SEC Form 17-Q, or portion thereof, could not be filed within the prescribed period. (Attach additional sheets if needed.)

The SEC Form 17-Q for the third quarter of 2024 could not be filed on the deadline of November 14, 2024, as the Company requires additional time to finalize related information. The Company undertakes to submit its complete SEC Form 17-Q within the five (5) calendar days or on/or before November 19, 2024.

Part III - Other Information

(a) Name, address and telephone number, including area code, and position/title of person to contact in regard to this notification:

Atty. Jonathan F. Jimenez, Asst. Corporate Secretary and Compliance Officer
Alsons Building, 2288 Chino Roces Avenue, Makati City, Philippines
Contact Number: (623) 8982-3000

(b) Have all other periodic reports required under Section 17 of the Code and under Sections 26 and 141 of the Corporation Code of the Philippines during the preceding 12 months, or for such shorter period that the issuer was required to file such report(s), been filed? If the answer is no, identify the report(s).

Yes [/] No [ ] Reports: ....N.A......................................

(c) Is it anticipated that any significant change in results of operations from the corresponding period for the last fiscal year will be reflected by the earnings statements to be included in the subject report or portion thereof?

Yes [ ] No [/]

If so, attach an explanation of the anticipated change, both narratively and quantitatively, and, if appropriate, state the reasons why a reasonable estimate of the results cannot be made.

SIGNATURE

Pursuant to the requirements of the SRC Rule 17-1, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Registrant's full name as contained in charter

By:

JONATHAN E. JIMENEZ
Asst. Corporate Secretary & Compliance Officer

Date: November 6, 2024

C07375-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. Date of Report (Date of earliest event reported)
   Nov 18, 2024
2. SEC Identification Number
   59366
3. BIR Tax Identification No.
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   2286 CHINO ROCES AVENUE, MAKATI CITY
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name or former address, if changed since last report
   N.A.
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
COMMON STOCK P1.00 PAR VALUE	6,291,500,000

11. Indicate the item numbers reported herein
    Materials Transaction to ACR Press Release

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-31 - Press Release
References: SRC Rule 17 (SEC Form 17-C)
Section 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

ACR press statement entitled: " Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching P1.88 Billion."

Background/Description of the Disclosure

Please see attached Press Release (SEC Form 17-C)

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure

Materials Information/Transactions to ACR Press Statement entitled: " Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching P1.88 Billion."

Background/Description of the Disclosure

Please see attached SEC Form 17-C

Other Relevant Information

-

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Alsons Consolidated Resources, Inc

(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila Philippines
Tel. Nos : (632) 8982-3000 Fax Nos (632) 8982-3077
Website www.acr.com.ph

November 18, 2024

via electronic mail
Securities & Exchange Commission
Attn.: Director Oliver O. Leonardo
Markets and Securities Regulations Department
SEC Headquarters, 7907 Makati Avenue,
Salcedo Village, Bel-Air, Makati City

via PSE Edge
Philippine Stock Exchange, Inc.
Attn.: Atty. Stefanie Ann B. Go, Officer-in-Charge
Disclosure Department Listings and Disclosure Group
9th Floor, PSE Tower, BGC, Taguig City

via electronic mail
Philippine Dealing & Exchange Corp.
Attn.: Atty. Suzy Claire R. Selleza
Head-Issuer Compliance and Disclosure Department
29/F, BDO Equitable Tower, 8751 Paseo de Roxas, Makati City

Gentlemen:

We are furnishing the Exchange with a copy of the Press Statement by the Company entitled: "**Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching ₱1.88 Billion.**"

Please see attached the SEC Form 17-C (Current Report) in compliance with the Securities Regulation Code, the Revised Disclosure Rules of the Philippine Stock Exchange (PSE), and the Issuer Disclosure Operating Guidelines of the Philippine Dealing Exchange Corporation (PDEX).

Kindly acknowledge receipt hereof.

Very truly yours,

JONATHAN P. JIMENEZ
Assistant Corporate Secretary
and Compliance Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER

1. November 18, 2024
Date of Report (Date of earliest event reported)

2. SEC Identification Number 59366 3. BIR Tax Identification No. 001-748-412

4. **ALSONS CONSOLIDATED RESOURCES, INC.**
Exact name of issuer as specified in its charter

5. Philippines
Province, country or other jurisdiction of Incorporation

6. [ ] (SEC Use Only)
Industry Classification Code:

7. Alsons Bldg., 2286 Chino Roces Extension, Makati City
Address of principal office

1231
Postal Code

8. **(632) 8982-3000**
Issuer's telephone number, including area code

9. N/A
Former name or former address, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding
Common Stock ₱1.00 par value	**6,291,500,000 shares**

11. Indicate the item numbers reported herein: (Other Events)

Press Release / Materials Information-Transaction

ACR press statement attached entitled: "Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching ₱1.88 Billion"

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALSONS CONSOLIDATED RESOURCES, INC.
Issuer

JONATHAN F. JIMENEZ
Asst. Corporate Secretary & Compliance Officer
Signature and Title

Alsons Consolidated Resources, Inc.

PRESS RELEASE

Please Refer to: Philip E.B. Sagun, Deputy Chief Financial Officer and Head of Investor Relations,
Alsons Consolidated Resources, Inc. psagun@alcantaragroup.com

Alsons Reports 6% Increase in Q3 2024 Net Income, Reaching ₱1.88 Billion

Alsons Consolidated Resources Inc. (ACR), the listed Company of the Alcantara Group reported a steady growth for the third quarter of 2024, with net income reaching ₱1.88 billion— a 6% increase compared to ₱1.77 billion in the same period last year, and a significant rise compared to the ₱1.06 billion in net income generated in the first half of the year.

Net income attributable to the parent company also showed a strong 20% year-on-year growth, climbing to ₱604 million for the first nine months of 2024.

"This quarter's financial performance stems from the stable profit margins across our power generation assets and the growing demand for electricity in the region. Additionally, the implementation of the ASPA of our Zamboanga and Iligan power plants has contributed to these favorable results," stated Philip Edward B. Sagun, ACR's Deputy Chief Financial Officer. "The positive growth trajectory of ACR underscores our strong commitment to sustainable financial performance."

ACR's power plants in Zamboanga and Iligan have been providing essential ancillary services to the National Grid Corporation of the Philippines (NGCP), helping to ensure power stability and reliability in the region. In May of this year, ACR's Western Mindanao Power Corporation in Zamboanga received its provisional authority from the Energy Regulatory Commission for a firm Ancillary Services Procurement Agreement (ASPA) with the NGCP.

ACR's EBITDA remained consistent at ₱4.1 billion, in line with the same period last year, reflecting the company's continued operational efficiency and resilience.

Meanwhile, the company's retail electricity supply has further boosted the net income this quarter.

"We are actively expanding our retail electricity supply portfolio, and we are optimistic about adding more customers as we continue to strengthen our presence in the market," Sagun added.

"The company is also focused on building its renewable energy portfolio with several solar and hydro power projects at different stages of development and implementation. Recently, ACR completed its first hydro power project in Maasim, Sarangani—the 14.5-megawatt Siguil Hydro Power Plant."

-end-

CR07777-2024

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form 17-18 - Other SEC Forms/Reports/Requirements

Form/Report Type	Certificates of Completion/Attendance on Corporate Governance Seminar
Report Period/Report Date	Nov 22, 2024

Description of the Disclosure

Furnishing the Exchange of the Certificates of Completion / Attendance of ACR's members of the Board of Directors and Officers for the year 2024 Corporate Governance seminar held on November 14, 2024 facilitated by Center For Global Best Practices. (with SEC eFast final acceptance and QR Code, Form Type: ITP-CG-Certificates)

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

The following document has been received:

Receiving: RICHMOND CARLOS AGTARAP
Receipt Date and Time: November 21, 2024 10:12:37 AM

Company Information

SEC Registration No.: 0000059366
Company Name: ALSONS CONSOLIDATED RESOURCES INC.
Industry Classification: C10100
Company Type: Stock Corporation

Document Information

Document ID: OST11121202482959817
Document Type: Certification of Attendance in Corporate Governance
Document Code: ITP-CG-CERTIFICATES
Period Covered: November 14, 2024
Submission Type: Regular
Remarks: None

Acceptance of this document is subject to review of forms and contents

COVER SHEET

5 9 3 6 6

S.E.C. Registration Number

A L S O N S C O N S O L I D A T E D

R E S O U R C E S , I N C .

(Company's Full Name)

2 2 8 6 C H I N O R O C E S A V E N U E

M A K A T I C I T Y M E T R O M A N I L A

(Business Address: No. Street City / Town / Province)

Jonathan F. Jimenez, Corporate Secretary

(02) 8982-3000

Company Telephone Number

Certificate of Completion/Attendance
Corporate Goverance Seminar

1 2 | 3 1
Month | Day
Fiscal Year

ITP-CG-CERTIFICATES
FORM TYPE

ANY DAY IN MAY
Month Day
Annual Meeting

RS
Secondary License Type, If Applicable

C G F D
Dept. Requiring this Doc.

N.A.
Amended Articles Number/Section

Total Amount of Borrowings

Total No. of Stockholders

Domestic | Foreign

To be accomplished by SEC Personnel concerned

File Number

LCU

Document I.D.

Cashier

STAMPS

Remarks = pls. use black ink for scanning purposes

Alsons Consolidated Resources, Inc.
(Listed in the Philippine Stock Exchange Trading "ACR")
Alsons Building, 2286 Chino Roces Avenue,
Makati City 1231 Metro Manila, Philippines
Tel. Nos.: (632) 8982-3000; Fax Nos.: (632) 8982-3077
Website: www.acr.com.ph

November 20, 2024

via SEC eFAST/email
SECURITIES AND EXCHANGE COMMISSION
Corporate Governance and Finance Department
The SEC Headquarters, 7907 Makati Avenue,
Barangay Bel-Air, Makati City

Attention : **Rachel Esther J. Gumtang-Remalante**
Director, Corporate Governance and Finance Department

Oliver O. Leonardo
Director, Markets and Securities Regulation Department

Re : **Compliance with the Corporate Governance Training Requirement**

Gentlemen:

In compliance with SEC Memorandum Circular no. 20, Series of 2013, we submit herewith the Certificates of Attendance/Completion of the members of the Board of Directors and key officers of Alsons Consolidated Resources, Inc. ("ACR"), who have completed the seminar on corporate governance held on November 14, 2024, facilitated by Center for Global Best Practices, an accredited training provider of the Securities and Exchange Commission (SEC).

Training Topic: Best Practices in Project Governance for Governing Boards.

Nicasio I. Alcantara	Director, Chairman of the Board of Directors and President
Tomas I. Alcantara	Director
Editha I. Alcantara	Director, Vice-Chair & Treasurer
Alejandro I. Alcantara	Director
Tirso G. Santillan, Jr	Director
Arturo B. Diago, Jr.	Director
Honorio A. Poblador III	Director
Jose Ben R. Laraya	Independent Director
Jacinto C. Gavino, Jr	Independent Director
Thomas G. Aquino	Independent Director
Antonio Miguel B. Alcantara	Chief Investment and Strategy Officer
Philip Edward B. Sagun	Deputy Chief Financial Officer
Jose D. Saldivar, Jr.	Finance Manager
Ana Maria Margarita A. Katigbak	Corporate Secretary
Jonathan F. Jimenez	Assistant Corporate Secretary, Data Protection Officer and Compliance Officer

Hope you find the foregoing in order.

Thank you.

Very truly yours,

JONATHAN F. JIMENEZ
Assistant Corporate Secretary and
Compliance Officer

CENTER FOR
GLOBAL BEST PRACTICES

(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Nicasio I. Alcantara

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held from 1:00 to 5:00 pm on Thursday, November 14, 2024 at

4/F Alsons Power League One (formerly Alphaland) Southgate Tower
Chino Roces Avenue, Makati City, Philippines

Given this 14th day of November 2024

Henry Belleza Aguende, MBM, Hon. DPA
Founder & President
Center for Global Best Practices

John J. Macasio
Course Director and Lecturer
Center for Global Best Practices

905 Richville Corporate Tower, 1107 Alabang- Zapote Road, Madrigal Business Park, Muntinlupa City, 1780 Philippines
Manila: (+63 2) 8842-7148 or 59 * (+63 2) 8556-8968 * Website: www.cgbp.org

CENTER FOR
GLOBAL BEST PRACTICES
(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Tomas I. Alcantara

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held on Thursday, November 14, 2024

from 1:00 pm to 5:00 pm via zoom

Henry Belleza Aquende, MBM, Hon. DPA
Founder & President
Center for Global Best Practices

John J. Macasio
Course Director and Lecturer
Center for Global Best Practices

905 Richville Corporate Tower, 1107 Alabang- Zapote Road, Madrigal Business Park, Muntinlupa City, 1780 Philippines
Manila: (+63 2) 8842-7148 or 59 * (+63 2) 8556-8968 * Website: www.cgbp.org

CENTER FOR
GLOBAL BEST PRACTICES

(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Editha I. Alcantara

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held from 1:00 to 5:00 pm on Thursday, November 14, 2024 at

4/F Alsons Power League One (formerly Alphaland) Southgate Tower
Chino Roces Avenue, Makati City, Philippines

Given this 14th day of November 2024

Henry Belleza Aquende, MBM, Hon. DPA
Founder & President
Center for Global Best Practices

John J. Macasio
Course Director and Lecturer
Center for Global Best Practices

905 Richville Corporate Tower, 1107 Alabang- Zapote Road, Madrigal Business Park, Muntinlupa City, 1780 Philippines
Manila: (+63 2) 8842-7148 or 59 * (+63 2) 8556-8968 * Website: www.cgbp.org

CENTER FOR
GLOBAL BEST PRACTICES

(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Alejandro I. Alcantara

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held from 1:00 to 5:00 pm on Thursday, November 14, 2024 at

4/F Alsons Power League One (formerly Alphaland) Southgate Tower
Chino Roces Avenue, Makati City, Philippines

Given this 14th day of November 2024

Henry Belleza Aguende, MBM, Hon. DPA
Founder & President
Center for Global Best Practices

John J. Macasio
Course Director and Lecturer
Center for Global Best Practices

905 Richville Corporate Tower, 1107 Alabang- Zapote Road, Madrigal Business Park, Muntinlupa City, 1780 Philippines
Manila: (+63 2) 8842-7148 or 59 * (+63 2) 8556-8968 * Website: www.cgbp.org

CENTER FOR
GLOBAL BEST PRACTICES

(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Tirso G. Santillan, Jr.

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held from 1:00 to 5:00 pm on Thursday, November 14, 2024 at

4/F Alsons Power League One (formerly Alphaland) Southgate Tower
Chino Roces Avenue, Makati City, Philippines

Given this 14th day of November 2024

Henry Belleza Aquende, MBM, Hon. DPA
Founder & President
Center for Global Best Practices

John J. Macasio
Course Director and Lecturer
Center for Global Best Practices

905 Richville Corporate Tower, 1107 Alabang- Zapote Road, Madrigal Business Park, Muntinlupa City, 1780 Philippines
Manila: (+63 2) 8842-7148 or 59 * (+63 2) 8556-8968 * Website: www.cgbp.org

CENTER FOR
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(SEC Provider Accreditation Number CG2024-001)

presents this

CERTIFICATE OF COMPLETION

to

Arturo B. Diago, Jr.

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held from 1:00 to 5:00 pm on Thursday, November 14, 2024 at

4/F Alsons Power League One (formerly Alphaland) Southgate Tower
Chino Roces Avenue, Makati City, Philippines

Given this 14th day of November 2024

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Jacinto C. Gavino, Jr.

for completing the four-hour SEC-accredited training on

CORPORATE GOVERNANCE

held on Thursday, November 14, 2024

from 1:00 pm to 5:00 pm via zoom

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Annual Corporate Governance Report for 2024

CR02751-2024

SECURITIES AND EXCHANGE COMMISSION

SEC FORM - I-ACGR

INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended
   Dec 31, 2023
2. SEC Identification Number
   59366
3. BIR Tax Identification Number
   001-748-412
4. Exact name of issuer as specified in its charter
   ALSONS CONSOLIDATED RESOURCES INC.
5. Province, country or other jurisdiction of incorporation
   Metro Manila, Philippines
6. Industry Classification Code(SEC Use Only)

7. Address of principal office
   Alsons Bldg 2286 Chino Roces Avenue, Makati City
   Postal Code
   1231
8. Issuer's telephone number, including area code
   8982-3000
9. Former name, former address, and former fiscal year, if changed since last report
   N.A.

Alsons Consolidated Resources, Inc.
ACR

PSE Disclosure Form I-ACGR - Integrated Annual Corporate Governance Report
Reference: SEC Code of Corporate Governance for Publicly-Listed Companies, PSE Corporate Governance Guidelines, and ASEAN Corporate Governance Scorecard

Description of the Disclosure

Please see attached 2023 Integrated Annual Corporate Governance Report (I-ACGR) of Alsons Consolidated Resources, Inc. (ACR).

Filed on behalf by:

Name	Jose Saldivar, Jr.
Designation	Finance Manager

Securities and Exchange Commission

SEC FORM – I-ACGR
INTEGRATED ANNUAL CORPORATE GOVERNANCE REPORT

1. For the fiscal year ended **December 31, 2023**

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6. [ ] (SEC Use Only)
Industry Classification Code:

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Address of principal office
1231
Postal Code

8. **(+632) 8982-3000**
Issuer's telephone number, including area code

9. **Not applicable**
Former name, former address, and former fiscal year, if changed since last report.

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
The Board's Governance Responsibilities			
"**Principle 1:** The company should be headed by a competent, working board to foster the long-term success of the corporation, and to sustain its competitiveness and profitability in a manner consistent with its corporate objectives and the long-term best interests of its shareholders and other stakeholders."			
Recommendation 1.1			
"1. The Board is composed of directors with a collective working knowledge, experience, or expertise that is relevant to the Company's industry/sector."	Compliant	As set forth in the Company's Information Statement pursuant to Section 20 of the Securities Regulation Code ("20-IS") filed with the Commission and made available in www.acr.com.ph/filings.php as "I. Definitive Information Statement & Management Report," the Company's Directors have a collective working knowledge, experience, or expertise that is relevant to the Company's industry/sector, the Board also has an appropriate mix of competence and expertise, and the Directors remain qualified for their positions individually and collectively to enable them to fulfill its roles and responsibilities and respond to the needs of the organization.	
"2. The Board has an appropriate mix of competence and expertise."	Compliant		
"3. Directors remain qualified for their positions individually and collectively, to enable them to fulfill its roles and responsibilities and respond to the needs of the organization."	Compliant		
Recommendation 1.2			
"1. The Board is composed of a majority of non-executive directors."	Compliant	Of the Company's 11 Directors, only 3 are "executive directors," i.e. (1) the Chairman & President, (2) the Treasurer, and (3) the Executive Vice President.	
Recommendation 1.3			
"1. The Company provides in its Board Charter and Manual on Corporate Governance a policy on training of directors."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 1.3: "The Company shall train its Directors, and provide an orientation program for first-time Directors and relevant annual continuing training for all Directors." The Company also ensures that all of its Directors attend a seminar on corporate governance annually.	
"2. The Company has an orientation program for first time directors."	Compliant		
"3. The Company has relevant annual continuing training for all directors."	Compliant		
Recommendation 1.4			
"1. The Board has a policy on board diversity."	Compliant	The Company's Board approved its Board Diversity Policy on 24 April 2017 along with the New Corporate Governance Manual, accessible through www.acr.com.ph/corp_governance.php.	
Optional Recommendation 1.4			
"1. The Company has a policy on and discloses measurable objectives for implementing its board diversity and	Compliant	The Company's Board Diversity Policy of 24 April 2017, attached to the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, shows the Company has a policy on, and discloses,	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
reports on progress in achieving its objectives."		measurable objectives for implementing its board diversity, and reports on progress in achieving its objectives.	
Recommendation 1.5			
"1. The Board is assisted by a Corporate Secretary."	Compliant	As set forth in the Company's amended articles and by-laws, and its GISs, all accessible through www.acr.com.ph, the Board always appoints a Corporate Secretary who assists the Board, but who is not the Compliance Officer, or a Director, and who attends the annual corporate governance seminars. The qualifications and duties of the Corporate Secretary are set forth in the Article 1.5 of the Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php.	
"2. The Corporate Secretary is a separate individual from the Compliance Officer."	Compliant		
"3. The Corporate Secretary is not a member of the Board of Directors."	Compliant		
"4. The Corporate Secretary attends training/s on corporate governance."	Compliant		
Recommendation 1.6			
"1. The Board is assisted by a Compliance Officer."	Compliant	As set forth in the Company's filings and disclosures, all accessible through www.acr.com.ph, the Board – since the requirement was imposed – has always appointed a Compliance Officer who assists the Board, who has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the Company, who is not a Director, and who attends the annual corporate governance seminars. The qualifications and duties of the Compliance Officer are set forth in the Article 1.6 of the Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php.	
"2. The Compliance Officer has a rank of Senior Vice President or an equivalent position with adequate stature and authority in the corporation."	Compliant		
"3. The Compliance Officer is not a member of the Board."	Compliant		
"4. The Compliance Officer attends training/s on corporate governance."	Compliant		
"**Principle 2:** The fiduciary roles, responsibilities and accountabilities of the Board as provided under the law, the Company's articles and by-laws, and other legal pronouncements and guidelines should be clearly made known to all directors as well as to stockholders and other stakeholders."			
Recommendation 2.1			
"1. Directors act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the company."	Compliant	As set forth in the Company's filings and disclosures, all accessible through www.acr.com.ph, the Board acts on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the Company.	
Recommendation 2.2			
"1. The Board oversees the development, review and approval of the Company's business objectives and strategy."	Compliant	As set forth in the Company's filings and disclosures, all accessible through www.acr.com.ph, the Board oversees and/or monitors the development, review, approval, and implementation of the Company's business objectives and strategy.	
"2. The Board oversees and monitors the implementation of the company's business objectives and strategy."			
Supplement to Recommendation 2.2			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. The Board has a clearly defined and updated vision, mission and core values."	Compliant	The Company's vision, mission, and core values are all accessible through www.acr.com.ph/mission_vision.php.	
"2. The Board has a strategy execution process that facilitates effective management performance and is attuned to the company's business environment, and culture."	Compliant	The Board's strategy execution process involves overseeing and/or monitoring the development, review, approval, and implementation of the Company's business objectives and strategy, which process facilitates effective management performance, and is attuned to the Company's business environment, and culture.	
Recommendation 2.3			
"1. The Board is headed by a competent and qualified Chairperson."	Compliant	As set forth in the 20-IS, accessible through www.acr.com.ph/filings.php, the Board is headed by a competent and qualified Chairman, Mr. Nicasio I. Alcantara.	
Recommendation 2.4			
"1. The Board ensures and adopts an effective succession planning program for directors, key officers and management." "2. The Board adopts a policy on the retirement for directors and key officers."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 2.4: "Subject to the Company's size, risk profile and complexity of operations, the Board may include in this program a retirement age for Directors and Officers as part of Management succession and to promote dynamism in the Company."	
Recommendation 2.5			
"1. The Board aligns the remuneration of key officers and board members with long-term interests of the company." "2. The Board adopts a policy specifying the relationship between remuneration and performance." "3. Directors do not participate in discussions or deliberations involving his/her own remuneration."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 2.5: "Subject to the Company's size, risk profile and complexity of operations, the Board may align the remuneration of Officers with the Company's long-term interests, and adopt a policy specifying the relationship between remuneration and performance. The By-Laws shall govern the remuneration of Directors." Currently, the Company's "key officers and board members" are NOT employees of the Company, and the remuneration of all Directors and some key officers consists solely of fixed per diems (Board Resolution Nº ACR 2012/III-03, ratified by the stockholders on 18 May 2012).	
Optional: Recommendation 2.5			
"1. The Board approves the remuneration of senior executives."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"2. Company has measurable standards to align the performance based remuneration of the executive directors and senior executives with long term interest, such as claw back provision and deferred bonuses."		Article 2.5: "Subject to the Company's size, risk profile and complexity of operations, the Board may align the remuneration of Officers with the Company's long-term interests, and adopt a policy specifying the relationship between remuneration and performance." Currently, the Company's senior executives and executive Directors are NOT employees of the Company, and their remuneration from the Company, if any, consists solely of fixed per diem (Board Resolution No ACR 2012/III-03, ratified by the stockholders on 18 May 2012).	
Recommendation 2.6			
"1. The Board has a formal and transparent board nomination and election policy." "2. The Board nomination and election policy is disclosed in the company's Manual on Corporate Governance." "3. The Board nomination and election policy includes how the company accepted nominations from minority shareholders." "4. The Board nomination and election policy includes how the board shortlists candidates."	Compliant	The Company's Board approved its formal and transparent Nomination and Election Policy on 24 April 2017, along with the New Corporate Governance Manual. The Policy includes how the Company accepts nominations from minority shareholders, and how the Board shortlists candidates. The said Policy is annexed to the same Manual accessible through www.acr.com.ph/corp_governance.php.	
"5. The Board nomination and election policy includes an assessment of the effectiveness of the Board's processes in the nomination, election or replacement of a director."	Compliant	Similar to the Board's strategy execution process, the Board continuously assesses the effectiveness of its formal and transparent Nomination and Election Policy adopted on 24 April 2017, along with the Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php.	
"6. The Board has a process for identifying the quality of directors that is aligned with the strategic direction of the company."	Compliant	The formal and transparent Nomination and Election Policy adopted on 24 April 2017, and attached to the Company's New Manual on Corporate Governance, found in www.acr.com.ph/corp_governance.php, is the process for identifying the quality of directors that is aligned with the strategic direction of the Company.	
Optional: Recommendation 2.6			
"1. The Company uses professional search firms or other external sources of candidates (such as director databases set	Compliant	In the same manner that the Group uses professional search firms when searching for candidates to senior officers of the Group, the Board is open to engaging professional search	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
up by director or shareholder bodies) when searching for candidates to the Board of Directors."		firms if searching for candidates to the Board of Directors, should it determine such to be necessary.	
Recommendation 2.7			
"1. The Board has overall responsibility in ensuring that there is a group wide policy and system governing related party transactions (RPTs) and other unusual or infrequently occurring transactions." "2. RPT policy includes appropriate review and approval of material RPTs, which guarantee fairness, and transparency of the transactions."	Compliant	The Board has adopted a group-wide RPT policy, accessible through www.acr.com.ph/company_policy.php, which guarantees fairness and transparency of the transactions.	
"3. RPT policy encompasses all entities within the group, taking into account their size, structure, risk profile, and complexity of operations."	Compliant	The group wide RPT policy, accessible through www.acr.com.ph/company_policy.php, encompasses all entities within the group, taking into account their size, structure, risk profile and complexity of operations	
Supplement to Recommendation 2.7			
"1. The Board clearly defines the threshold for disclosure and approval of RPTs and categorizes such transactions according to those that are considered *de minimis* or transactions that need not be reported or announced, those that need to be disclosed, and those that need prior shareholder approval. The aggregate amount of RPTs within any twelve (12) month period should be considered for purposes of applying the thresholds for disclosure and approval."	Compliant	The Company considers all RPTs reportable and/or subject to disclosure, notwithstanding the imposition of the threshold.	
"2. The Board establishes a voting system whereby a majority of non-related party shareholders approve specific types of related party transactions during shareholders' meetings."	Compliant	The "voting system" for RPTs complies with Section 32 of the Revised Corporation Code, in that RPTs are treated as contracts between entities with inter-locking directors.	
Recommendation 2.8			
"1. The Board is primarily responsible for approving the selection of Management led by the Chief Executive Officer	Compliant	The Board complies with Section 24 of the Revised Corporation Code, by electing, immediately after their own election, the President and Chief Executive Officer, the	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
(CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive)."		Executive Vice President, the Treasurer, the Chief Financial Officer, the Corporate Secretary, the Chief Audit Executive, and other officers of the Company.	
"2. The Board is primarily responsible for assessing the performance of Management led by the Chief Executive Officer (CEO) and the heads of the other control functions (Chief Risk Officer, Chief Compliance Officer and Chief Audit Executive)."	Compliant	The Board complies with Section 22 of the Revised Corporation Code as it, unless otherwise provided, (1) exercises all corporate powers; (2) conducts all business; and (3) holds all property of the Company. Thus, the Board is ultimately responsible for assessing the performance of all Company officers.	
Recommendation 2.9			
"1. The Board establishes an effective performance management framework that ensures that Management's performance is at par with the standards set by the Board and Senior Management."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 2.9: the Board ensures that the performance by Management, including the Chief Executive Officer and other personnel, is at par with the standards set by the Board.	
"2. The Board establishes an effective performance management framework that ensures that personnel's performance is at par with the standards set by the Board and Senior Management."	Compliant	Consistent with Article 2.9 of the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, the Board ensures that personnel's performance is at par with the standards set by the Board and Senior Management.	
Recommendation 2.10			
"1. Board oversees that an appropriate internal control system is in place." "2. The internal control system includes a mechanism for monitoring and managing potential conflict of interest of the Management, members and shareholders." "3. The Board approves the Internal Audit Charter."	Compliant	Consistent with Article 2.10 of the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, the Board "shall establish an appropriate internal control system, set up a mechanism for monitoring and managing potential conflicts of interest of Management, Directors, and shareholders, and approve the internal audit charter."	
Recommendation 2.11			
"1. The Board oversees that the Company has in place a sound enterprise risk management (ERM) framework to effectively identify, monitor, assess and manage key business risks."	Compliant	The Board has adopted an ERM framework accessible through www.acr.com.ph/ent_risk_management.php, where it has identified some of the risks to which the Company and its subsidiaries are exposed, and the measures to manage	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
		each of such risks. This ERM framework effectively identifies, monitors, assesses and manages key business risks.	
"2. The risk management framework guides the board in identifying units/business lines and enterprise level risk exposures, as well as the effectiveness of risk management strategies."		The ERM framework accessible through www.acr.com.ph/ent_risk_management.php also guides the Board in identifying units/business lines and enterprise level risk exposures, and assists the Board in assessing the effectiveness of its risk management strategies.	
Recommendation 2.12			
"1. The Board has a Board Charter that formalizes and clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary role." "2. The Board Charter serves as a guide to the directors in the performance of their functions." "3. The Board Charter is publicly available and posted on the company's website."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 2.12: "The Board shall formulate its charter that: (i) clearly states its roles, responsibilities and accountabilities in carrying out its fiduciary duties; (ii) serves as a guide in the performance of the Board's functions; (iii) is publicly available; and (iv) is posted on the Company's website."	
"Additional Recommendation to Principle 2"			
"1. Board has a clear insider trading policy."	Compliant	The Board policy against insider trading is accessible through www.acr.com.ph/company_policy.php.	
"Optional: Principle 2"			
"1. The Company has a policy on granting loans to directors, either forbidding the practice or ensuring that the transaction is conducted at arm's length basis and at market rates."	Compliant	The Board has adopted a group wide RPT policy, accessible through www.acr.com.ph/company_policy.php, which covers "loans to directors," if any, and which ensures that such transactions are conducted at arm's length basis and at market rates, therefore guaranteeing fairness and transparency.	
"2. The Company discloses the types of decision requiring board of directors' approval."	Compliant	The Company complies with the requirements of the Securities Regulation Code and its implementing rules and regulations, accessible through www.sec.gov.ph/laws_rules_decisions_and_resolutions/legislation/, on disclosures of Board actions.	
"**Principle 3:** The Board committees should be set up to the extent possible to support the effective performance of the Board's functions, particularly with respect to audit, risk management, related party transactions, and other key corporate governance concerns, such as nomination and remuneration. The composition, functions and responsibilities of all committees established should be contained in a publicly available Committee Charter."			
Recommendation 3.1			
"1. The Board establishes board committees that focus on specific board functions to aid in the optimal	Compliant	The Board has established its Executive, Corporate Governance, Nomination, Election, Remuneration, Audit, Related Party Transaction, Risk Management, Committees which focus on specific board functions to aid in the optimal	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
performance of its roles and responsibilities."		performance of the Board's roles and responsibilities. More information on these committees is available in www.acr.com.ph.	
Recommendation 3.2			
"1. The Board establishes an Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations."	Compliant	As set forth in various disclosures and filings accessible through at www.acr.com.ph, the Board has established its Audit Committee to enhance its oversight capability over the company's financial reporting, internal control system, internal and external audit processes, and compliance with applicable laws and regulations	
"2. The Audit Committee is composed of at least three appropriately qualified non executive directors, the majority of whom, including the Chairman is independent."	Compliant	As set forth in various disclosures and filings accessible through www.acr.com.ph, the Audit Committee of five Directors is composed of three appropriately qualified Non Executive Directors, and they constitute the majority of the Committee. The Chairman of the Audit Committee is an independent Director, Mr. Jose Ben R. Laraya.	
"3. All the members of the committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance."	Compliant	As set forth in the 20 IS, accessible through www.acr.com.ph/filings.php, all the members of the Audit Committee have relevant background, knowledge, skills, and/or experience in the areas of accounting, auditing and finance.	
"4. The Chairman of the Audit Committee is not the Chairman of the Board or of any other committee."	Compliant	As set forth in various disclosures and filings accessible through www.acr.com.ph, the Chairman of the Audit Committee is Mr. Jose Ben R. Laraya, is not the Chairman of the Board, or of any other committee.	
Supplement to Recommendation 3.2			
"1. The Audit Committee approves all non audit services conducted by the external auditor."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 3.2.2: the Audit Committee "(e)valuates and determines the non audit work, if any, of the external auditor, and periodically reviews the non audit fees paid to the external auditor in relation to the total fees paid to him and to the Company's overall consultancy expenses. The Audit Committee shall disallow any non audit work that will conflict with the external auditor's duties as an external auditor or may pose a threat to his/her independence."	
"2. The Audit Committee conducts regular meetings and dialogues with the external	Compliant	The Audit Committee regularly conducts meetings and dialogues with the Company's external auditors without anyone from management present.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
audit team without anyone from management present."			
Optional Recommendation 3.2			
"1. The Audit Committee meets at least four times during the year."	Compliant	At the end of last year, the Assistant Corporate Secretary delivered to each Director, including all members of the Audit Committee, and his or her assistant, the calendar of at least 5 meetings of the Audit Committee for the year.	
"2. The Audit Committee approves the appointment and removal of the internal auditor."	Compliant	The New Manual on Corporate Governance Manual, accessible through www.acr.com.ph/corp_governance.php, provides in Article 3.2(c): "the Audit Committee recommends the appointment of the internal auditor."	
Recommendation 3.3			
"1. The Board establishes a Corporate Governance Committee tasked to assist the Board in the performance of its corporate governance responsibilities, including the functions that were formerly assigned to a Nomination and Remuneration Committee."	Compliant	As set forth in various disclosures and filings accessible through www.acr.com.ph, the Board has established its Executive and Corporate Governance Committee to, among others, assist the Board in the performance of its corporate governance responsibilities.	
"2. The Corporate Governance Committee is composed of at least three members, all of whom should be independent directors."	Non Compliant		Since the Board's Executive Committee is also its Corporate Governance Committee, only 2 independent directors are members. Nonetheless, Principle 3 and Recommendation 3.3 are still being achieved overall as this Committee continues to assist the Board in performing its corporate governance responsibilities.
"3. The Chairman of the Corporate Governance Committee is an independent director."	Non Compliant		Since the Board's Executive Committee is also its Corporate Governance Committee, it is headed by the Chairman of the Board who is not an Independent Director. Nonetheless, Principle 3 and Recommendation 3.3 are still being achieved overall as this Committee continues to assist the Board in performing its corporate governance responsibilities.
Optional Recommendation 3.3			
"1. The Corporate Governance Committee meets at least twice during the year."	Compliant	At the end of last year, the Assistant Corporate Secretary delivered to each Director, including all members of the Executive and Corporate Governance Committee, and his or	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
		her assistant, via email, the calendar of at least 5 meetings of the said Committee for the year.	
Recommendation 3.4			
"1. The Board establishes a separate Board Risk Oversight Committee (BROC) that should be responsible for the oversight of a company's Enterprise Risk Management system to ensure its functionality and effectiveness."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 3.4 states: "The Board, taking into consideration the Company's size, risk profile and complexity of operations, may establish a separate risk oversight committee that shall be responsible for the oversight of the Company's ERM system to ensure its functionality and effectiveness." Currently, the Board has constituted the Audit Committee as the Audit, Risk Management, and Related Party Transaction Committee, which is responsible for, among others, the oversight of a Company's ERM system.	
"2. The BROC is composed of at least three members, the majority of whom should be independent directors, including the Chairman."	Compliant	The Chairman of the Audit, Risk Management, and Related Party Transaction Committee is an independent director.	
"3. The Chairman of the BROC is not the Chairman of the Board or of any other committee."	Compliant	As set forth in various disclosures and filings accessible through www.acr.com.ph, the Chairman of the Audit, Risk Management, and Related Party Transaction Committee is Mr. Jose Ben R. Laraya, who is not the Chairman of the Board, or of any other committee.	
"4. At least one member of the BROC has relevant thorough knowledge and experience on risk and risk management."	Compliant	As set forth in the 20-IS, and accessible through www.acr.com.ph/filings.php, all the members of the Audit, Risk Management, and Related Party Transaction Committee have relevant and thorough knowledge and experience on risk and risk management.	
Recommendation 3.5			
"1. The Board establishes a Related Party Transactions (RPT) Committee, which is tasked with reviewing all material related party transactions of the company."	Compliant	The Board has constituted the Audit Committee as the Audit, Risk Management, and Related Party Transaction Committee, which is tasked with reviewing all RPTs of the Company.	
"2. The RPT Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman."	Compliant	As set forth in the disclosures and filings found in www.acr.com.ph/filings.php, three of the five members of the Audit, Risk Management, and Related Party Transaction Committee are non-executive Directors, and the Chairman of this Committee is an independent Director.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
Recommendation 3.6			
"1. All established committees have a Committee Charter stating in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information."	Compliant	All established committees have a respective Committee Charter set forth in the articles of incorporation, as amended, the by laws, as amended, the New Manual on Corporate Governance, and the disclosures and filings accessible through in www.acr.com.ph/filings.php. These state in plain terms their respective purposes, memberships, structures, operations, reporting process, resources and other relevant information	
"2. Committee Charters provide standards for evaluating the performance of the Committees."	Compliant	All Committee Charters set forth in the articles of incorporation, as amended, the by-laws, as amended, the New Manual on Corporate Governance Manual, and the disclosures and filings accessible through www.acr.com.ph/filings.php provide the standards for evaluating the performance of the respective Committees.	
"3. Committee Charters were fully disclosed on the company's website."	Compliant	All Committee Charters set forth in the articles of incorporation, as amended, the by-laws, as amended, the New Manual on Corporate Governance, and other documents are accessible through www.acr.com.ph.	
"**Principle 4**: To show full commitment to the company, the directors should devote the time and attention necessary to properly and effectively perform their duties and responsibilities, including sufficient time to be familiar with the Corporation's business."			
Recommendation 4.1			
"1. The Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through tele-/videoconferencing conducted in accordance with the rules and regulations of the Commission."	Compliant	As set forth in www.acr.com.ph/disclosure.php, "Report on Attendance of Directors at 2023 Board of Directors Meetings," the Directors attend and actively participate in all meetings of the Board, Committees and shareholders in person or through teleconferencing or videoconferencing conducted in accordance with the rules and regulations of the Commission.	
"2. The Directors review meeting materials for all Board and Committee meetings."	Compliant	Management is required to provide members of the Board and Committee materials for their meeting on the Monday of the week preceding the meeting, to allow the Directors to review meeting materials for all Board and Committee meetings.	
"3. The Directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings."	Compliant	The Directors ask the necessary questions or seek clarifications and explanations during the Board and Committee meetings.	
Recommendation 4.2			

Recommended CG Practice/Policy	Compliant/Non -Compliant	Additional Information	Explanation
"1. Non executive directors concurrently serve in a maximum of five publicly listed companies to ensure that they have sufficient time to fully prepare for minutes, challenge Management's proposals/views, and oversee the long term strategy of the company."	Compliant	As set forth in the two documents labeled as "V. Certification of Independent Directors" and other documents accessible through www.acr.com.ph, non executive Directors do not concurrently serve in more than 4 other publicly listed companies.	
Recommendation 4.3			
"1. The Directors notify the Company's board before accepting a directorship in another company."	Compliant	As set forth in the Certifications of Independent Directors and other documents accessible through www.acr.com.ph, the Independent Directors have undertaken to notify the Company's Board if there are any changes about to occur in their qualifications, including the acceptance of a directorship in another company.	
Optional Principal 4			
"1. The Company does not have any executive directors who serve in more than two boards of listed companies outside of the group."	Compliant	As set forth in the disclosures and filings accessible through www.acr.com.ph, the Company does not have any executive directors who serve in more than two boards of listed companies outside of the group.	
"2. The Company schedules board of directors' meetings before the start of the financial year."	Compliant	Before the end of each calendar year, each Director receives a calendar of the succeeding year's meetings of the Board and its committees. Earlier this year, the Assistant Corporate Secretary delivered to each Director, and his or her assistant, the calendar of the meetings of the Board and its committees for the year.	
"3."	Compliant	This "Optional: Principle 4, N° 3, was left blank in the SEC Form I-ACGR, page 19, to SEC Memorandum Circular N° 15, dated 15 December 2017. As such, this requirement is deemed complied with.	
"4. The Board of Directors meet at least six times during the year."	Compliant	As set forth in www.acr.com.ph/disclosure.php, in the document entitled "ACR Directors Attendance for the year 2023 Board Meetings" document, the Directors held at least 6 meetings in 2023. At the end of last year, the Assistant Corporate Secretary delivered to each Director, and his or her assistant, the calendar of at least 6 meetings of the Board for the year.	
"5. Company requires as minimum quorum of at least 2/3 for board decisions."	Compliant	The Company complies with the Revised Corporation Code's requirement for quorum in Board meetings, or the minimum vote required for Board decisions.	
"**Principle 5**: The Board should endeavor to exercise objective and independent judgment on all corporate affairs."			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
Recommendation 5.1			
"1. The Board has at least 3 independent directors or such number as to constitute one third of the board, whichever is higher."	Compliant	As set forth in the documents accessible through www.acr.com.ph, the Board of Directors has three Independent Directors, namely: Mr. Jose Ben R. Laraya, Mr. Thomas G. Aquino, and Mr. Jacinto C. Gavino, Jr.	
Recommendation 5.2			
"1. The independent directors possess all the qualifications and none of the disqualifications to hold the positions."	Compliant	As set forth in the documents accessible through www.acr.com.ph, the three Independent Directors possess all the qualifications and none of the disqualifications to hold the positions.	
Supplement to Recommendation 5.2			
"1. Company has no shareholder agreements, by laws provisions, or other arrangements that constrain the directors' ability to vote independently."	Compliant	There are no agreements or other arrangements that constrain the Directors' ability to vote independently.	
Recommendation 5.3			
" The independent directors serve for a cumulative term of nine years. After which, the independent director should be perpetually barred from re-election as such in the same company, but may continue to qualify for nomination and election as a non-independent director. In the instance that a company wants to retain an independent director who has served for nine (9) years, the Board should provide meritorious justification/s and seek shareholders'/members' approval during the annual shareholders'/members' meeting"	Compliant	The current Independent Directors served a cumulative term of ten years from 2012, and the Board, before, and during, the annual stockholders' meeting of June 19, 2023, provided meritorious justifications to retain the Independent Directors, and sought and obtained shareholders' approval for such retention. The meritorious justifications to retain the Independent Directors are contained in the Company's SEC Form 20-IS, and the approval by the shareholders was manifested in the retention and reelection of all three Independent Directors at the annual shareholders' meeting.	
Recommendation 5.4			
"1. The positions of Chairman of the Board and Chief Executive Officer are held by separate individuals."	Non-compliant		The New Manual on Corporate Governance Manual, accessible through www.acr.com.ph/corp_governance.php, provides in Article 5.4: "The Board, taking into consideration the Company's size, risk profile and complexity of operations, may decide that separate individuals should hold the positions of Chairman and CEO, with each having clearly defined responsibilities."

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
			The Board has not yet determined that the positions of Chairman and CEO should be held by separate individuals. Nonetheless, this has not compromised the Board's independence since the Chairman and CEO still has just one vote. Thus, Principle 5 is still being achieved.
"2. The Chairman of the Board and Chief Executive Officer have clearly defined responsibilities."	Compliant	The responsibilities of the President and Chief Executive Officer are clearly defined in the Revised Corporation Code, the Company's articles, and by-laws, and the New Manual on Corporate Governance, and these are different from the responsibilities of the Chairman.	
Recommendation 5.5			
"1. If the Chairman of the Board is not an independent director, the board designates a lead director among the independent directors."	Compliant	The Chairman of the Audit, Risk Management, and Related Party Transaction Committee, Mr. Jose Ben R. Laraya (an Independent Director), becomes the "lead" Independent Director by reason of his Chairmanship of the said Committee.	
Recommendation 5.6			
"1. Directors with material interest in a transaction affecting the corporation abstain from taking part in the deliberations on the transaction."	Compliant	The Company strictly complies with the Revised Corporation Code, Sec. 32, which governs dealings by Directors, if any, with the Company.	
Recommendation 5.7			
"1. The non-executive directors (NEDs) have separate periodic meetings with the external auditor and heads of the internal audit, compliance and risk functions, without any executive present."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph, provides in Article 5.7: "The Non Executive Directors shall meet periodically with the external auditor and heads of the internal audit, compliance and risk functions without any Executive Directors present and an Independent Director shall chair these meetings."	
"2. The meetings are chaired by the lead independent director."			
Optional Principle 5			
"1. None of the directors is a former CEO of the company in the past 2 years."	Compliant	As set forth in the filings and disclosures accessible through www.acr.com.ph, none of the Directors is a former Chief Executive Officer of the Company in the past 2 years.	
"**Principle 6**: The best measure of the Board's effectiveness is through an assessment process. The Board should regularly carry out evaluations to appraise its performance as a body, and assess whether it possesses the right mix of backgrounds and competencies."			
Recommendation 6.1			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Board conducts an annual self assessment of its performance as a whole."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.1: "Board shall conduct an annual self assessment of its performance...."	
"2. The Chairman conducts a self assessment of his performance."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.1,: "the Board shall conduct an annual assessment of the performance of the Chairman," which could include a self-assessment.	
"3. The individual members conduct a self assessment of their performance."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.1: the "Board shall conduct an annual self assessment of its performance," which could include individual self-assessments.	
"4. Each committee conducts a self assessment of its performance."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.1: the "Board shall conduct an annual self assessment of the ... committees," which could include self assessments by each Committee.	
"5. Every three years, the assessments are supported by an external facilitator."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.1: "(e)very three years, the assessment should be supported by an independent third party."	
Recommendation 6.2			
"1. Board has in place a system that provides, at the minimum, criteria and process to determine the performance of the Board, individual directors and committees." "2. The system allows for a feedback mechanism from the shareholders."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 6.2: "The Board shall establish a system that provides criteria and processes to assess its performance and that of individual Directors and committees, and allows for a feedback mechanism from the shareholders."	
Disclosure and Transparency			
"**Principle 7**: Members of the Board are duty bound to apply high ethical standards, taking into account the interests of all stakeholders."			
Recommendation 7.1			
"1. Board adopts a Code of Business Conduct and Ethics, which provide standards for professional and ethical behavior, as well as articulate acceptable and unacceptable conduct and practices	Compliant	The Board has adopted a Code of Business Conduct and Ethics, found in www.acr.com.ph/company_policy.php, which Code provides standards for professional and ethical behavior. It also articulates acceptable and unacceptable conduct and practices in internal and external dealings of the Company.	

Recommended CG Practice/Policy	Compliant/Non -Compliant	Additional Information	Explanation
in internal and external dealings of the company."			
"2. The Code is properly disseminated to the Board, senior management and employees."	Compliant	The Board properly disseminated the Code of Business Conduct and Ethics, found in www.acr.com.ph/company_policy.php, to the Board, senior management and employees.	
"3. The Code is disclosed and made available to the public through the company website."	Compliant	The Code is disclosed and made available to the public through the Company website www.acr.com.ph/company_policy.php.	
Supplement to Recommendation 7.1			
"1. Company has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes."	Compliant	The Board has adopted a Code of Business Conduct and Ethics, in www.acr.com.ph/company_policy.php, which has clear and stringent policies and procedures on curbing and penalizing company involvement in offering, paying and receiving bribes.	
Recommendation 7.2			
"1. Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics."	Compliant	The Board ensures the proper and efficient implementation and monitoring of compliance with the Code of Business Conduct and Ethics, found in www.acr.com.ph/company_policy.php, through the internal auditors.	
"2. Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies."	Compliant	The Board ensures the proper and efficient implementation and monitoring of compliance with company internal policies through the internal auditors.	
"Principle 8: The company should establish corporate disclosure policies and procedures that are practical and in accordance with best practices and regulatory expectations."			
Recommendation 8.1			
"1. Board establishes corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report to shareholders and other stakeholders that gives a fair and complete picture of a company's financial condition, results and business operations."	Compliant	The Company's New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.1: "The Board shall establish corporate disclosure policies and procedures to ensure a comprehensive, accurate, reliable and timely report to shareholders and other Stakeholders that gives a fair and complete picture of a Company's financial condition and business operations."	
Supplement to Recommendation 8.1			
"1. Company distributes or makes available annual and quarterly consolidated reports, cash flow statements, and special audit revisions. Consolidated	Compliant	As set forth in www.acr.com.ph/filings.php and in www.acr.com.ph/disclosure.php, the Company distributes or makes available the annual and quarterly consolidated reports, cash flow statements, and special audit revisions, and	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
financial statements are published within ninety (90) days from the end of the fiscal year, while interim reports are published within forty – five (45) days from the end of the reporting period."		makes public: consolidated financial statements within ninety (90) days from the end of the fiscal year, and interim reports within forty – five (45) days from the end of the reporting period.	
"2. Company discloses in its annual report the principal risks associated with the identity of the company's controlling shareholders; the degree of ownership concentration; cross-holdings among company affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the company."	Compliant	As set forth in the annual reports in www.acr.com.ph, the Company discloses in its annual report: the principal risks associated with the identity of the Company's controlling shareholders; the degree of ownership concentration; cross holdings among the Company's affiliates; and any imbalances between the controlling shareholders' voting power and overall equity position in the Company.	
Recommendation 8.2			
"1. Company has a policy requiring all directors to disclose/report to the company any dealings in the company's shares within three business days."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.2: "The Company shall require **all Directors and officers** to disclose/report to the Company any dealings in the Company's shares within three business days."	
"2. Company has a policy requiring all officers to disclose/report to the company any dealings in the company's shares within three business days."	Compliant		
Supplement to Recommendation 8.2			
"1. Company discloses the trading of the corporation's shares by directors, officers (or persons performing similar functions) and controlling shareholders. This includes the disclosure of the company's purchase of its shares from the market (e.g. share buy-back program)"	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.2: "The Company shall require **all Directors and officers** to disclose/report to the Company any dealings in the Company's shares within three business days." This includes the disclosure of the Company's purchase of its shares from the market, such as a share buy back program	
Recommendation 8.3			
"1. Board fully discloses all relevant and material information on individual board members to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.3: "The Board shall fully disclose all relevant and material information on individual **Directors and Officers** to evaluate their experience and qualifications, and assess any	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"2. Board fully discloses all relevant and material information on key executives to evaluate their experience and qualifications, and assess any potential conflicts of interest that might affect their judgment."		potential conflicts of interest that might affect their judgment."	
Recommendation 8.4			
"1. Company provides a clear disclosure of its policies and procedure for setting Board remuneration, including the level and mix of the same." "2. Company provides a clear disclosure of its policies and procedure for setting executive remuneration, including the level and mix of the same."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.4: "The Company shall clearly disclose its policies and procedure for setting Board and executive remuneration, and the level and mix of the same..."	
"3. Company discloses the remuneration on an individual basis, including termination."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.4: "The Company shall clearly disclose its policies and procedure for setting Board and executive remuneration, and the level and mix of the same.." However, Directors are not employees who are subject to "termination." Further, the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.4: "The Board shall balance the need to keep private sensitive information and the need to disclose the remuneration, termination, and/or retirement of individuals."	
Recommendation 8.5			
"1. Company discloses its policies governing Related Party Transactions (RPTs) and other unusual or infrequently occurring transactions in their Manual on Corporate Governance." "2. Company discloses material or significant RPTs reviewed and approved during the year."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.5: "The Company shall disclose its policies on RPTs and other unusual or infrequently occurring transactions. The material or significant RPTs reviewed and approved during the year should be disclosed..."	
Supplement to Recommendation 8.5			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Company requires directors to disclose their interests in transactions or any other conflict of interests."	Compliant	The Company reminds its Directors of their duties and responsibilities, including those set forth in the Revised Corporation Code, Sec. 33.	
Optional Recommendation 8.5			
"1. Company discloses that RPTs are conducted in such a way to ensure that they are fair and at arms' length."	Compliant	In the event of a Board decision authorizing an RPT, the Company discloses that the provisions of the same are fair, and at arms' length.	
Recommendation 8.6			
"1. Company makes a full, fair, accurate and timely disclosure to the public of every material fact or event that occur, particularly on the acquisition or disposal of significant assets, which could adversely affect the viability or the interest of its shareholders and other stakeholders."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.6: "The Company shall make a full, fair, accurate and timely disclosure to the public of every material fact or event that occurs, particularly on the acquisition or disposal of significant assets that could adversely affect the viability or the interest of its shareholders and other Stakeholders."	
"2. Board appoints an independent party to evaluate the fairness of the transaction price on the acquisition or disposal of assets."	Compliant	The Company engages independent financial consultants to evaluate the fairness of the transaction price on the acquisition or disposal of assets.	
Supplement to Recommendation 8.6			
"1. Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the company."	Compliant	The Company discloses the existence, justification and details on shareholder agreements, voting trust agreements, confidentiality agreements, and such other agreements that may impact on the control, ownership, and strategic direction of the Company, if any such agreements were proposed.	
Recommendation 8.7			
"1. Company's corporate governance policies, programs and procedures are contained in its Manual on Corporate Governance (MCG)."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 8.7, "The Company's Corporate Governance policies, programs and procedures, once finalized and approved by the Board, should be posted on the Company's website."	
"2. Company's MCG is submitted to the SEC and PSE."	Compliant	The Company submitted its New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, to the SEC and to the PSE on 14 September 2017.	
"3. Company's MCG is posted on its company website."	Compliant	The Company's New Manual on Corporate Governance is accessible through www.acr.com.ph/corp_governance.php	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
Supplement to Recommendation 8.7			
"1. Company submits to the SEC and PSE an updated MCG to disclose any changes in its corporate governance practices."	Compliant	The Company submitted to the SEC and to the PSE its Manual on Corporate Governance, then its Revised Manual on Corporate Governance, then its New Manual on Corporate Governance, all accessible through www.acr.com.ph/corp_governance.php.	
Optional Principle 8			
"1. Does the company's Annual Report disclose the following information: (a) Corporate Objectives; (b) Financial performance indicators; (c) Non-financial performance indicators; (d) Dividend Policy; (e) Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies) of all directors; (f) Attendance details of each director in all directors meetings held during the year; (g) Total remuneration of each member of the board of directors."	Compliant	Yes, the Annual Report, SEC Form 17-A, accessible in three parts through www.acr.com.ph/filings.php, and other documents therein, discloses the Company's: (a) Corporate Objectives, (b) Financial performance indicators; (c) Non-financial performance indicators; (d) Dividend Policy; (e) Biographical details such as age, academic qualifications, date of first appointment, relevant experience, and other directorships in listed companies of all Directors; (f) Attendance details of each director in all directors meetings held during the year; (g) Total remuneration of each member of the board of directors.	
"2. The Annual Report contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue."	Compliant	The Annual Report, Part III, accessible through www.acr.com.ph/filings.php, contains the Company's contains a statement confirming the company's full compliance with the Code of Corporate Governance and where there is non-compliance, identifies and explains reason for each such issue.	
"3. The Annual Report/Annual CG Report discloses that the board of directors conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems."	Compliant	The Annual Report, SEC Form 17-A, accessible in three parts through www.acr.com.ph/filings.php, and other documents therein, discloses and demonstrates that the Board of Directors conducted a review of the Company's material controls (including operational, financial and compliance controls) and risk management systems.	
"4. The Annual Report/Annual CG Report contains a statement from the board of directors or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems."	Compliant	The Annual Report, SEC Form 17-A, found in three parts in www.acr.com.ph/filings.php, and other documents therein, disclose and demonstrate that the Board of Directors found the Company's internal controls/risk management systems adequate.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"5. The company discloses in the Annual Report the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)."	Compliant	The Annual Report, SEC Form 17-A, accessible in three parts through www.acr.com.ph/filings.php, and other documents therein, disclose the key risks to which the Company is materially exposed.	
"**Principle 9**: The company should establish standards for the appropriate selection of an external auditor, and exercise effective oversight of the same to strengthen the external auditor's independence and enhance audit quality."			
Recommendation 9.1			
"1. Audit Committee has a robust process for approving and recommending the appointment, reappointment, removal, and fees of the external auditors." "2. The appointment, reappointment, removal, and fees of the external auditor is recommended by the Audit Committee, approved by the Board and ratified by the shareholders."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 9.1: "The Audit Committee shall have a robust process for approving and recommending the appointment, reappointment, removal, and the fees of the external auditor, subject to Board approval and shareholders' ratification."	
"3. For removal of the external auditor, the reasons for removal or change are disclosed to the regulators and the public through the company website and required disclosures."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 9.1: "The reasons for removal or change of external auditor shall be disclosed to the regulators and the public through the Company website and required disclosures."	
Supplement to Recommendation 9.1			
"1. Company has a policy of rotating the lead audit partner every five years."	Compliant	The Company's external auditor has a policy of rotating, and rotates, the lead audit partner every five years.	
Recommendation 9.2			
"1. Audit Committee Charter includes the Audit Committee's responsibility on (i) assessing the integrity and independence of external auditors; (ii) exercising effective oversight to review and monitor the external auditor' independence and objectivity; and (iii) exercising effective oversight to review and monitor the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 9.2: "The Audit Committee charter shall include the Committee's responsibility on: (a) assessing the integrity and independence of external auditors; (b) exercising effective oversight to review and monitor the external auditor's independence and objectivity; (c) the effectiveness of the audit process, taking into consideration relevant Philippine professional and regulatory requirements; and (d) reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.	
"2. Audit Committee Charter contains the Committee's responsibility on reviewing	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in	

Recommended CG Practice/Policy	Compliant/Non -Compliant	Additional Information	Explanation
and monitoring the external auditor's suitability and effectiveness on an annual basis."		Article 9.2(d): "The Audit Committee charter shall include the Committee's responsibility on: ... (d) reviewing and monitoring the external auditor's suitability and effectiveness on an annual basis.	
Supplement to Recommendation 9.2			
"1. Audit Committee ensures that the external auditor is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions."	Compliant	Annually, the Audit Committee conducts meetings with the external auditor to ensure that the latter is credible, competent and has the ability to understand complex related party transactions, its counterparties, and valuations of such transactions.	
"2. Audit Committee ensures that the external auditor has adequate quality control procedures."	Compliant	Annually, the Audit Committee conducts meetings with the external auditor during which the latter demonstrates to the Audit Committee that the external auditor has adequate quality control procedures.	
Recommendation 9.3			
"1. Company discloses the nature of non audit services performed by its external auditor in the Annual Report to deal with the potential conflict of interest."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 9.3: "The Company shall disclose the nature of non audit services performed by its external auditor in the annual report to deal with the potential conflict of interest."	
"2. Audit Committee stays alert for any potential conflict of interest situations, given the guidelines or policies on non audit services, which could be viewed as impairing the external auditor's objectivity."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 9.3: "The Audit Committee shall be alert for any potential conflict of interest situations and follow guidelines or policies on non audit services that could impair the external auditor's objectivity."	
Supplement to Recommendation 9.3			
"1. Fees paid for non audit services do not outweigh the fees paid for audit services."	Compliant	Fees paid by the Company to its external auditor for non audit services, if any, do not outweigh the fees paid for audit services	
Additional Recommendation to Principle 9			
"1. Company's external auditor is duly accredited by the SEC under Group A category."	Compliant	As set forth in the SEC site www.sec.gov.ph, the Company's external auditor, SGV & Co., is duly accredited by the SEC under Group A category.	
"2. Company's external auditor agreed to be subjected to the SEC Oversight Assurance Review (SOAR) Inspection	Compliant	Company's external auditor has advised that they agreed to be subjected to the SOAR Inspection Program conducted by the SEC's OGA.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
Program conducted by the SEC's Office of the General Accountant (OGA)."			
"**Principle 10**: The company should ensure that material and reportable non-financial and sustainability issues are disclosed."			
Recommendation 10.1			
"1. Board has a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance (EESG) issues of its business, which underpin sustainability."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 10.1: "The Board shall formulate and implement a clear and focused policy on the disclosure of non-financial information, with emphasis on the management of economic, environmental, social and governance issues of its business."	
"2. Company adopts a globally recognized standard/framework in reporting sustainability and non-financial issues."	Compliant	Through its external auditor, and consultants, the Company adopted a globally recognized standard in reporting sustainability and non-financial issues	
"**Principle 11**. The company should maintain a comprehensive and cost-efficient communication channel for disseminating relevant information. This channel is crucial for informed decision-making by investors, stakeholders and other interested users."			
Recommendation 11.1			
"1. Company has media and analysts' briefings as channels of communication to ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors."	Compliant	The Company holds media and analysts' briefings, which could serve as channels of communication that ensure the timely and accurate dissemination of public, material and relevant information to its shareholders and other investors.	
Supplement to Principal 11			
Company has a website disclosing up-to-date information on the following: (a) Financial statements/reports (latest quarterly), (b) Materials provided in briefings to analysts and media; (c) Downloadable annual report, (d) Notice of ASM and/or SSM; (e) Minutes of ASM and/or SSM; and (f) Company's Articles of Incorporation and By-Laws.	Compliant	The Company's website, www.acr.com.ph, discloses up-to-date information on the Company's (a) Financial statements/reports (latest quarterly), (b) Materials provided in briefings to analysts and media; (c) Downloadable annual report; (d) Notice of ASM; (e) Minutes of ASM; (f) Articles of Incorporation and By Laws.	
Additional Recommendation to Principle 11			
"1. Company complies with SEC-prescribed website template."	Compliant	The Company's website, www.acr.com.ph, complies with SEC-prescribed website template.	
Internal Control System and Risk Management Framework			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"Principle 12. To ensure the integrity, transparency and proper governance in the conduct of its affairs, the company should have a strong and effective internal control system and enterprise risk management framework."			
Recommendation 12.1			
"1. Company has an adequate and effective internal control system in the conduct of its business." "2. Company has an adequate and effective enterprise risk management framework in the conduct of its business."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 12.1: "The Board, taking into account the Company's size, risk profile and complexity of operations, may establish an adequate and effective Internal control system and an ERM framework in the conduct of the Company's business."	
Supplement to Recommendation 12.1			
"1. Company has a formal comprehensive enterprise wide compliance program covering compliance with laws and relevant regulations that is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances."	Compliant	The Company has a formal comprehensive enterprise wide compliance program covering compliance with laws and relevant regulations in the form of an internal audit, the activities for which is annually reviewed. The program includes appropriate training and awareness initiatives to facilitate understanding, acceptance and compliance with the said issuances.	
Recommendation 12.2			
"1. Company has a governance process on IT issues including disruption, cyber security, and disaster recovery, to ensure that all key risks are identified, managed and reported to the board."	Compliant	The Company engages the IT specialists to perform overwatch functions over the IT systems of the Company and its affiliates for any disruption, cyber security, and disaster recovery, and these specialists ensure that all key risks are identified, managed and reported to the Chairman of and for the Board.	
Recommendation 12.3			
"1. Company has a qualified Chief Audit Executive (CAE) appointed by the Board."	Compliant	The Board appointed Mr. Alexis B. Dela Cuesta as the Company's Internal Auditor, who shall also act as its CAE.	
"2. CAE oversees and is responsible for the internal audit activity of the organization, including that portion that is outsourced to a third party service provider."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 12.3: the "CAE oversees and is responsible for the Company's internal audit activity, including – if any – that portion that is outsourced to a third party service provider."	
"3. In case of a fully outsourced internal audit activity, a qualified independent executive or senior management personnel is assigned the responsibility	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 12.3: "In case of a fully outsourced internal audit activity, senior management personnel should be responsible for managing the said activity."	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
for managing the fully outsourced internal audit activity."			
Recommendation 12.4			
"1. Company has a separate risk management function to identify, assess and monitor key risk exposures."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 12.4: "Subject to its size, risk profile and complexity of operations, the Board may establish a separate risk management function to identify, assess and monitor key risk exposures".	
Supplement to Recommendation 12.4			
"1. Company seeks external technical support in risk management when such competence is not available internally."	Compliant	If, in the Board's view, certain risks need to be evaluated and then managed by specialists, the Company will seek external technical support in risk identification and management when such competence is not available internally.	
Recommendation 12.5			
"1. In managing the company's Risk Management System, the company has a Chief Risk Officer (CRO), who is the ultimate champion of Enterprise Risk Management (ERM)." "2. CRO has adequate authority, stature, resources and support to fulfill his/her responsibilities."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 12.5: "Subject to its size, risk profile and complexity of operations, the Board, in managing the Company's risks, may appoint a chief risk officer, who is the ultimate champion of ERM and has adequate authority, stature, resources and support to fulfill his/her responsibilities	
Additional Recommendation to Principle 12			
"1. Company's Chief Executive Officer and Chief Audit Executive attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively."	Compliant	Subject to its size, risk profile and complexity of operations, the Company's Chief Executive Officer and Chief Audit Executive could attest in writing, at least annually, that a sound internal audit, control and compliance system is in place and working effectively.	
Cultivating a Synergic Relationship with Shareholders			
"**Principle 13**: The company should treat all shareholders fairly and equitably, and also recognize, protect and facilitate the exercise of their rights."			
Recommendation 13.1			
"1. Board ensures that basic shareholder rights are disclosed in the Manual on Corporate Governance."	Compliant	As provided in the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, the Company discloses therein rights of its shareholders.	
"2. Board ensures that basic shareholder rights are disclosed on the company's website."	Compliant	As provided in the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, the Company discloses therein rights of its shareholders.	
Supplement to Recommendation 13.1			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Company's common share has one vote for one share."	Compliant	These are provided for by the Revised Corporation Code, and the Company's articles of incorporation, as amended, found in www.acr.com.ph/, and the Company complies with the law, and its own articles.	
"2. Board ensures that all shareholders of the same class are treated equally with respect to voting rights, subscription rights and transfer rights."	Compliant		
"3. Board has an effective, secure, and efficient voting system."	Compliant		
"4. Board has an effective shareholder voting mechanisms such as supermajority or "majority of minority" requirements to protect minority shareholders against actions of controlling shareholders."	Compliant	The Board has an effective shareholder voting mechanisms by complying with the Revised Corporation Code, and other applicable laws in accessible through www.sec.gov.ph/laws-rules-and-regulations/legislation/.	
"5. Board allows shareholders to call a special shareholders' meeting and submit a proposal for consideration or agenda item at the AGM or special meeting."	Compliant	As set forth in the Revised Corporation Code, if ever duly and timely requested to do so, the Board would allow shareholders to call a special shareholders' meeting and submit a proposal for consideration or an agenda item at the annual or special meeting.	
"6. Board clearly articulates and enforces policies with respect to treatment of minority shareholders."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, at the annual meeting of the shareholders, or in dialogues with the shareholders, the Board clearly articulates and enforces policies with respect to treatment of minority shareholders.	
"7. Company has a transparent and specific dividend policy."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, the Company has a transparent and specific dividend policy, which it disclosed to the public via its website.	
Optional Recommendation 13.1			
"1. Company appoints an independent party to count and/or validate the votes at the Annual Shareholders' Meeting."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, when necessary, the Company appoints an independent party to count and validate the votes at the Annual Shareholders' Meeting.	
Recommendation 13.2			
"1. Board encourages active shareholder participation by sending the Notice of Annual and Special Shareholders' Meeting with sufficient and relevant information at least 28 days before the meeting."	Compliant	As set forth in www.acr.com.ph/disclosure.php, the Company disclosed the date of the annual shareholders' meeting on March 23rd, and therefore notified the shareholders of such a meeting, as early as May 24th for its June 19, 2023 annual stockholders' meeting.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
Supplement to Recommendation 13.2			
"1. Company's Notice of Annual Stockholders' Meeting contains the following information: a. The profiles of directors (i.e., age, academic qualifications, date of first appointment, experience, and directorships in other listed companies) b. Auditors seeking appointment/re-appointment c. Proxy documents"	Compliant	As set forth in the documents accessible through www.acr.com.ph/disclosure.php, the Company's Notice of the Annual Stockholders' Meeting is contained in its SEC Form 20-IS, and is therefore accompanied by the following information: (a) the profiles of Directors; (b) the Auditors seeking re-appointment; and (c) the proxy documents.	
Optional Recommendation 13.2			
"1. Company provides rationale for the agenda items for the annual stockholders meeting."	Compliant	As set forth in the documents accessible through www.acr.com.ph/disclosure.php, the Company's Notice of the Annual Stockholders' Meeting provides rationale for the agenda items for the said meeting.	
Recommendation 13.3			
"1. Board encourages active shareholder participation by making the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available the next working day."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, the Company makes the result of the votes taken during the most recent Annual or Special Shareholders' Meeting publicly available not later than the next working day.	
"2. Minutes of the Annual and Special Shareholders' Meetings were available on the company website within five business days from the end of the meeting."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, the Company makes the approved minutes of the annual meeting available on the Company's website within five business days from the end of the meeting.	
Supplement to Recommendation 13.3			
"1. Board ensures the attendance of the external auditor and other relevant individuals to answer shareholders questions during the ASM and SSM."	Compliant	As found in the disclosures and filings accessible through www.acr.com.ph/, the Board invites the Company's external auditors to annual shareholders' meeting, and they regularly attend.	
Recommendation 13.4			
"1. Board makes available, at the option of a shareholder, an alternative dispute mechanism to resolve intra-corporate disputes in an amicable and effective manner."	Compliant	As provided in the New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 13.3: "At the shareholder's option, the shareholder may refer his/her dispute with the Company to arbitration in Makati City in accordance with the arbitration	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"2. The alternative dispute mechanism is included in the company's Manual on Corporate Governance."		rules of the Philippine Dispute Resolution Center, Inc. ("PDRCI") in force at the time such arbitration is commenced. The arbitral tribunal shall consist of three (3) arbitrators, with the shareholder nominating one (1) arbitrator and the Company nominating another arbitrator. The two (2) arbitrators so chosen shall nominate a third arbitrator who shall serve as the presiding arbitrator. If either side fails to appoint an arbitrator or the two arbitrators appointed by the parties fail to agree on the choice of a presiding arbitrator, the chairman of the PDRCI shall make such appointments(s). The language of the arbitration proceedings shall be English."	
Recommendation 13.5			
"1. Board establishes an Investor Relations Office (IRO) to ensure constant engagement with its shareholders." "2. IRO is present at every shareholder's meeting."	Compliant	As set forth in the New Manual on Corporate Governance, in www.acr.com.ph/corp_governance.php, 13.4, "Subject to the Company's size, risk profile and complexity of operations, the Board may appoint an investor relations officer to constantly engage with its shareholders who should be present at every shareholders' meeting."	
Supplemental Recommendation to Principle 13			
"1. Board avoids anti takeover measures or similar devices that may entrench ineffective management or the existing controlling shareholder group."	Compliant	The Company has no anti takeover measures or similar devices that entrench ineffective management, or the existing controlling shareholder group.	
"2. Company has at least thirty percent (30%) public float to increase liquidity in the market."	Non compliant		Although the Company's public float does not meet the recommendation to have a 30% minimum public float, the Company is still compliant with the SEC and PSE requirement to have a minimum public float of 20%.
Optional Principle 13			
"1. Company has policies and practices to encourage shareholders to engage with the company beyond the Annual Stockholders' Meeting."	Compliant	The Company has policies and practices to encourage shareholders to engage with the Company beyond the Annual Stockholders' Meeting as set forth in found in its Investors Relations Program accessible through www.acr.com.ph/investors_rel_program.ph	
Duties to Shareholders			
"Principle 14: The rights of stakeholders established by law, by contractual relations and through voluntary commitments must be respected. Where stakeholders' rights and/or interests are at stake, stakeholders shoul d have the opportunity to obtain prompt effective redress for the violation of their rights."			
Recommendation 14.1			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Board identifies the company's various stakeholders and promotes cooperation between them and the company in creating wealth, growth and sustainability."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in Article 14.1: "Subject to the Company's size, risk profile and complexity of operations, the Board shall identify the Company's various Stakeholders and cooperate with them to create wealth, growth and sustainability. "	
Recommendation 14.2			
"1. Board establishes clear policies and programs to provide a mechanism on the fair treatment and protection of stakeholders."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in 14.2: "Subject to the Company's size, risk profile and complexity of operations, the Board shall establish clear policies and programs to provide a mechanism on the fair treatment and protection of Stakeholders."	
Recommendation 14.3			
"1. Board adopts a transparent framework and process that allow stakeholders to communicate with the company and to obtain redress for the violation of their rights."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in 14.3: "The Board hereby adopts a transparent framework and process to allow Stakeholders to communicate with the Company and to obtain redress for the violation of their rights."	
Supplement to Recommendation 14.3			
"1. Company establishes an alternative dispute resolution system so that conflicts and differences with key stakeholders is settled in a fair and expeditious manner."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in 14.3: "At the shareholder's option, the shareholder may refer his/her dispute with the Company to arbitration in Makati City in accordance with the arbitration rules of the Philippine Dispute Resolution Center, Inc. ("PDRCI") in force at the time such arbitration is commenced. The arbitral tribunal shall consist of three (3) arbitrators, with the shareholder nominating one (1) arbitrator and the Company nominating another arbitrator. The two (2) arbitrators so chosen shall nominate a third arbitrator who shall serve as the presiding arbitrator. If either side fails to appoint an arbitrator or the two arbitrators appointed by the parties fail to agree on the choice of a presiding arbitrator, the chairman of the PDRCI shall make such appointments(s). The language of the arbitration proceedings shall be English. "	
Additional Recommendation to Principle 14			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Company does not seek any exemption from the application of a law, rule or regulation especially when it refers to a corporate governance issue. If an exemption was sought, the company discloses the reason for such action, as well as presents the specific steps being taken to finally comply with the applicable law, rule or regulation."	Compliant	The Company does not seek any exemption from the application of a law, rule or regulation. If it does seek an exemption from corporate governance recommendation, the Company discloses the reason for such action, and presents – if applicable – the specific steps to finally comply with the corporate governance recommendation.	
"2. Company respects intellectual property rights."	Compliant	Since the laws protect intellectual property rights, the Company respects such intellectual property rights.	
" **Principle 15**: A mechanism for employee participation should be developed to create a symbiotic environment, realize the company's goals and participate in its corporate governance processes."			
Recommendation 15.1			
"1. Board establishes policies, programs and procedures that encourage employees to actively participate in the realization of the company's goals and in its governance."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in 15.1: "Subject to the Company's size, risk profile and complexity of operations, the Board shall establish policies, programs and procedures that encourage employees to actively participate in the realization of the Company's goals and in its governance."	
Supplement to Recommendation 15.1			
"1. Company has a reward/compensation policy that accounts for the performance of the company beyond short term financial measures."	Compliant	The New Manual on Corporate Governance, accessible through www.acr.com.ph/corp_governance.php, provides in 15.1: "Subject to the Company's size, risk profile, and complexity of operations, the Board will formulate a reward/compensation policy that accounts for the performance of the company beyond short term financial measures."	
"2. Company has policies and practices on health, safety and welfare of its employees."	Compliant	The Company's policies and practices on health, safety and welfare of its employees, if any, are accessible through www.acr.com.ph/company_policy.php, in the Health, Safety and Welfare policy.	
"3. Company has policies and practices on training and development of its employees."	Compliant	As set forth in the documents accessible through www.acr.com.ph, the Company has policies and practices on training and development of its employees, if any.	
Recommendation 15.2			
"1. Board sets the tone and makes a stand against corrupt practices by adopting an	Compliant	The Board adopted an anti-corruption policy and program in its Code of Business Conduct and Ethics, thereby setting the tone and making a stand against corrupt practices.	

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
anti corruption policy and program in its Code of Conduct."			
"2. Board disseminates the policy and program to employees across the organization through trainings to embed them in the company's culture."	Compliant	Through the Group's Human Resources Department, the Board disseminates its Code of Business Conduct and Ethics, accessible through www.acr.com.ph/code_business_conduct.php, to employees of the Group through training sessions to embed the same in the culture of the employees of the Group and, if any, of the Company.	
Supplement to Recommendation 15.2			
"1. Company has clear and stringent policies and procedures on curbing and penalizing employee involvement in offering, paying and receiving bribes."	Compliant	The Company has clear and stringent policies and procedures, accessible through www.acr.com.ph/company_policy.php, on curbing and penalizing employee involved in offering, paying and receiving bribes.	
Recommendation 15.3			
"1. Board establishes a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation."	Compliant	The Whistle Blowing policy, accessible through www.acr.com.ph/company_policy.php, established a suitable framework for whistleblowing that allows employees to freely communicate their concerns about illegal or unethical practices, without fear of retaliation.	
"2. Board establishes a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns."	Compliant	The Whistle Blowing Policy, accessible through www.acr.com.ph/company_policy.php, established a suitable framework for whistleblowing that allows employees to have direct access to an independent member of the Board or a unit created to handle whistleblowing concerns, and supervises and ensures the enforcement of the whistleblowing framework.	
"3. Board supervises and ensures the enforcement of the whistleblowing framework."	Compliant		
"**Principle 16**: The company should be socially responsible in all its dealings with the communities where it operates. It should ensure that its interactions serve its environment and stakeholders in a positive and progressive manner that is fully supportive of its comprehensive and balanced development."			
Recommendation 16.1			
"1. Company recognizes and places importance on the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its business, while contributing to the advancement of the society where it operates."	Compliant	The New Manual on Corporate Governance, provides in Article 16.1, "The Company recognizes the interdependence of business and society, and promotes a mutually beneficial relationship that allows the Company to grow its business while contributing to the advancement of society."	
Optional Principle 16			

Recommended CG Practice/Policy	Compliant/Non-Compliant	Additional Information	Explanation
"1. Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development."	Compliant	The Company ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development by requiring its operating subsidiaries to comply with all requirements imposed by the Department of Environment and Natural Resources, and/or Environment Impact permits.	
"2. Company exerts effort to interact positively with the communities in which it operates."	Compliant	The Company's operating subsidiaries exert efforts to interact positively with the communities in which they operate by carrying out the Company's Corporate Social Responsibility programs in such communities through the Alcantara Foundation, accessible through www.acr.com.ph/investor_sub_b.php	

Makati City, 19 APR 2024

Nicasio I. Alcantara
Chairman of the Board, President, and Chief Executive Officer

Ana Maria A. Katigbak-Lim
Corporate Secretary

Jonathan F. Jimenez
Compliance Officer

Jose Ben R. Laraya
Independent Director

Jacinto C. Gavino, Jr.
Independent Director

Thomas G. Aquino
Independent Director

SUBSCRIBED AND SWORN to before me on this 19 APR 2024 at Makati City, affiants having exhibited to me competent evidence of their respective identity consisting of the following, with their respective photograph and signature.

Name	ID Type &/or No	Issuer	Name	ID Type &/or No	Issuer
Nicasio I. Alcantara	Passport No P91708628	DFA Manila/3-15-2022	Jose Ben R. Laraya	TIN 137981006	BIR
Jacinto C. Gavino, Jr.	TIN 123-104-984	BIR	Ana Maria A. Katigbak-Lim	Passport No. P7145377B	DFA Manila/7-7-2021
Thomas G. Aquino	TIN 121905565	BIR	Jonathan F. Jimenez	TIN 154892623	BIR

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Page No. [illegible];
Book No. [illegible];
Series of 2024.

VILMA HILDA D. VILLANUEVA-FABELLA
NOTARY PUBLIC
PARAÑAQUE CITY

ATTY. VILMA HILDA VILLANUEVA-FABELLA
NOTARY PUBLIC
Until December 31, 2024
IBP No. 378079/12-28-2023/PPLM
PTR No. 3482808/1-04-2024/Parañaque
Roll No. 41901
Not. Com. No. 119-2023/1-09-2023

ALSONS CONSOLIDATED RESOURCES, INC.

2024 SUSTAINABILITY REPORT

Table of Contents

About the Report

Now in its fifth year of publishing an annual Sustainability Report, Alsons Consolidated Resources, (ACR) Inc. is pleased to report its sustainability initiatives and performance of its energy and power business unit.

As a key independent power producer in Mindanao, ACR's power generation business plays a vital role in supporting the region's economic expansion and growing population. Positioned at the forefront of the energy sector, ACR remains committed to delivering reliable electricity that fuels Mindanao's continued development while advancing the country's broader economic transformation.

Reporting Period, Scope, and Boundaries

This Sustainability Report presents the operations and performance of Alsons Consolidated Resources, Inc. ("ACR" or the "Company") from January 1 to December 31, 2024. It highlights ACR's power generation business, known as the Alsons Power Group, which plays a critical role in supplying electricity to Mindanao. The report does not cover the Company's subsidiaries or operations beyond the power sector.

The report provides sustainability disclosures for the following ACR-affiliated power generation entities:

- **Mapalad Power Corporation (MPC)- Iligan**
- **Southern Philippines Power Corporation (SPPC)**
- **Western Mindanao Power Corporation (WMPC)**
- **Sarangani Energy Corporation (SEC)**
- **Siguil Hydro Power Corporation (SHPC)**

Additionally, this report includes key Employee Welfare data from the following entities:

- **Alsons Power Makati Head Office**
- **Sindangan Zambo-River Power Corporation (SZPC)**
- **San Ramon Power Inc. (SRPI)**
- **Bago Hydro Resources Corporation (BHRC)**
- **Mapalad Power Corporation (MPC)- Ubay**
- **Alabel Solar Energy Corporation (ASEC)**

ACR is committed to transparency and accountability in its sustainability reporting. While this report aims to present accurate and comprehensive data, certain information may be subject to limitations due to operational or data availability constraints.

Reporting Standards

- Global Reporting Initiative (GRI) Standards
- Securities and Exchange Commission's Guidelines for annual and sustainability reporting

Contact Information

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Company Highlights

Business Portfolio

Alsons Power Group operates a diverse portfolio of power generation assets that play a crucial role in ensuring a stable and reliable energy supply. With a strong presence in Mindanao, the Company continues to expand its energy mix, integrating both conventional and renewable energy sources to meet growing electricity demand through the following entities:

- **Mapalad Power Corporation (MPC)-** Operates a 105.8 MW diesel power plant in Iligan City.
- **Southern Philippines Power Corporation (SPPC)-** Manages a 55 MW diesel-fired power plant in Alabel, Sarangani (note: the plant was on shutdown for the year).
- **Western Mindanao Power Corporation (WMPC)-** Runs a 107 MW diesel-fired power plant in Sangali, Zamboanga City.
- **Sarangani Energy Corporation (SEC)-** Operates a 237 MW coal-fired power plant in Maasim, Sarangani Province.
- **Siguil Hydro Power Corporation (SHPC)-** Operates a 14.5 MW run-of-river hydropower facility in Maasim, Sarangani Province

Recognized Excellence

The Company takes pride in its achievements and recognitions, viewing them not only as a testament to its industry leadership but also as a means to strengthen its reputation, foster stakeholder trust, and inspire continued excellence among its employees. These accolades underscore the Company's commitment to innovation, sustainability, and operational efficiency in the energy sector.

In 2024, Alsons Power Group participated in the SOCCSKSARGEN (SOX) Power Summit in General Santos City, organized by RDC XII in collaboration with MINDA and NEDA XII. The summit served as a platform to address regional power challenges and advance sustainable energy solutions in line with the SOCCSKSARGEN Regional Development Plan 2023-2028 and the Mindanao Energy Plan 2040.

With a portfolio of over 460 MW across Mindanao, Alsons Power reaffirmed its commitment to reliable and cost-effective energy, particularly amid rising demand and the El Niño phenomenon. The company continues to enhance environmental sustainability in its power facilities while expanding its renewable energy capacity, including the 14.5-MW Siguil Hydro Power Plant in Maasim, Sarangani.

Beyond compliance and operational excellence, the Company champions innovation and collaboration. This commitment was evident in the successful launch of its inaugural Innovation Conference (InnovCon) on March 21 in General Santos City, themed Innovation: It’s for Everyone. The event provided a platform for employees to exchange ideas, share best practices, and explore transformative solutions that drive continuous improvement across the organization.

Sustainability Framework

ACR's sustainability framework (Figure 1) is built on a strong foundation of responsible business practices and long-term value creation for both the Company and its stakeholders. Through the insights from its Materiality Assessment, ACR has identified key sustainability drivers that align with its commitment to fostering socio-economic development in the country.

This framework is structured around five core pillars: 1) Investment Management, 2) Corporate Governance, 3) Responsible Business, 4) Risk Management, and 5) Employee Welfare. Each pillar represents a critical aspect of ACR's approach to sustainability, ensuring that the Company operates with integrity, manages risks effectively, upholds strong governance standards, and prioritizes the well-being of its workforce.

Figure 1: Sustainability Framework

Materiality Assessment

Guided by the materiality principle of the GRI Standards, ACR's sustainability approach focuses on the issues most relevant to its stakeholders and business operations. In 2020, ACR conducted a materiality assessment to identify and prioritize key sustainability topics, evaluating their significance and impact on both stakeholders and the Company. This structured process (Figure 2) ensures transparent, high-quality reporting, strengthens ACR's sustainability programs, and enhances its capacity to drive meaningful, long-term impact while advancing the organization's strategic goals.

Figure 2: Materiality Assessment Approach

The Company regularly reviews and reports its material topics (Figure 3 & 4), providing stakeholders with meaningful insights into its progress and the challenges encountered on its sustainability journey to ensure transparency, accountability, and continuous improvement in ACR's sustainability efforts.

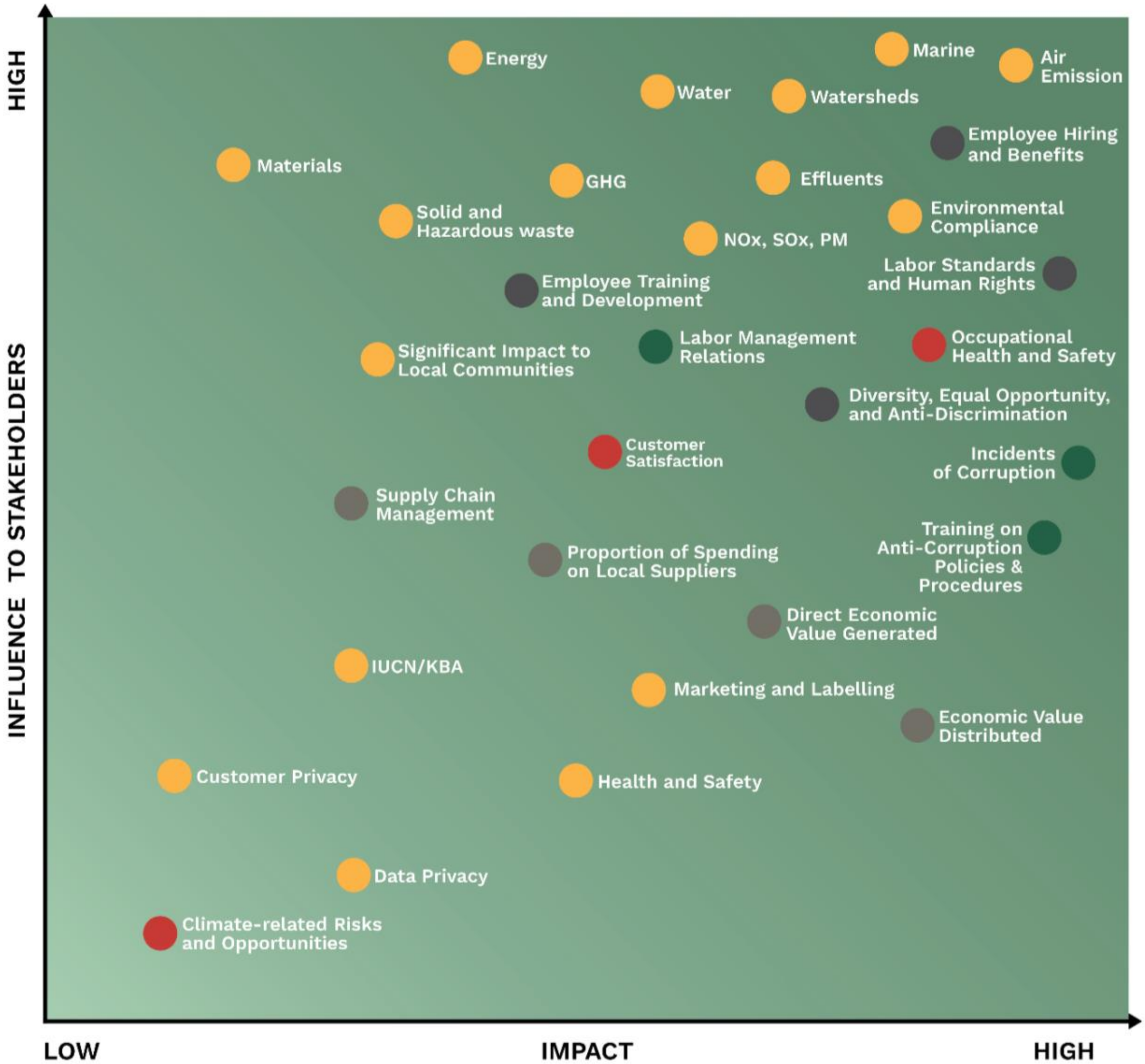


Figure 3: Materiality Matrix

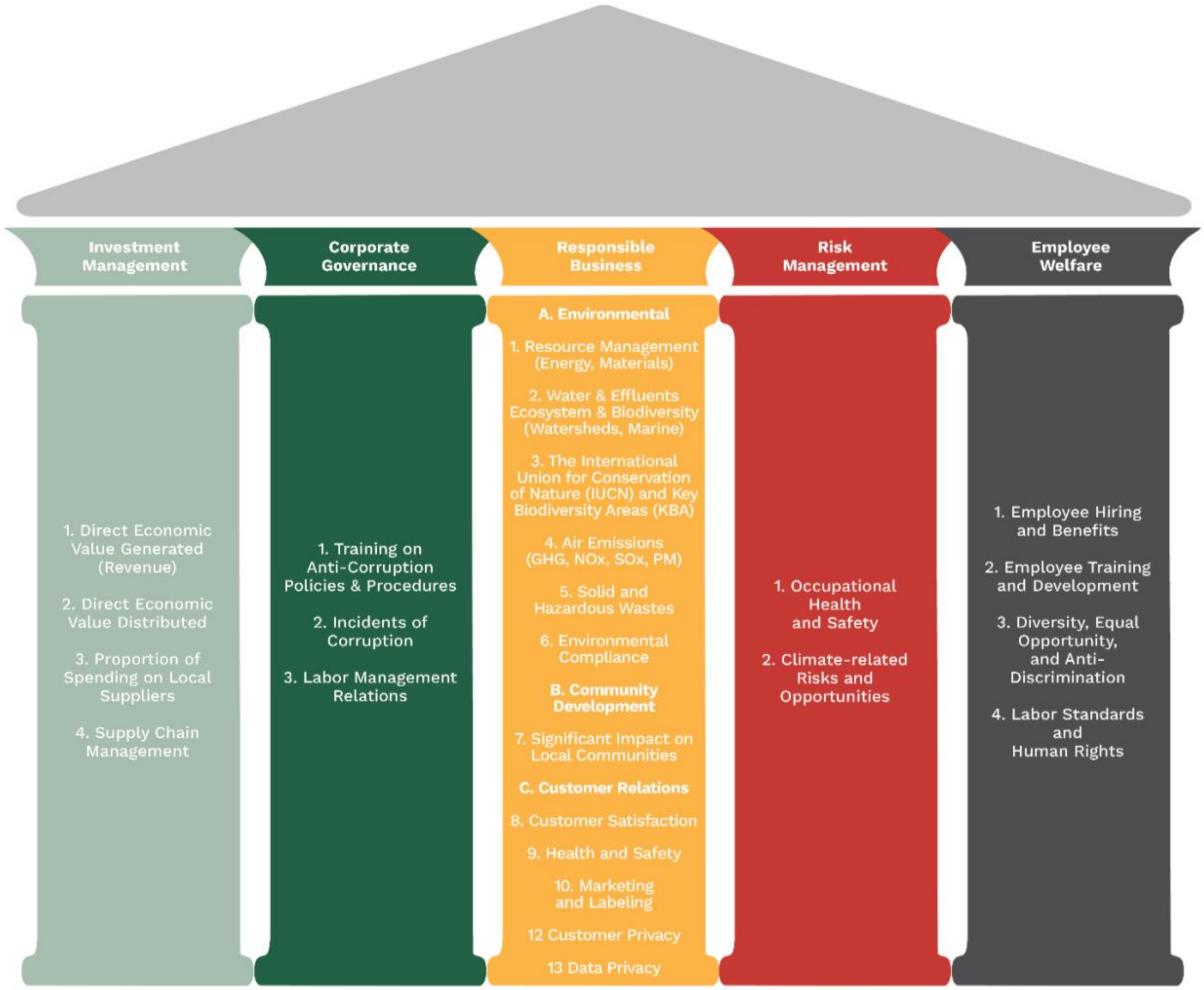


Figure 4: Material Topics

Below are the identified material topics of the Company along with their corresponding operational definitions.

Investment Management	
Direct Economic Value Generated	Refers to the total revenue and financial value created through the Company's operations, including sales, investments, and other income sources. This metric reflects the overall financial contribution of the business to the economy.
Direct Economic Value Distributed	Represents the portion of the Company's economic value that is allocated to stakeholders, including operating costs, employee wages and benefits, payments to suppliers, dividends to shareholders, community investments, and tax contributions to governments.
Proportion of Spending of Local Suppliers	Measures the percentage of procurement expenditures directed toward local suppliers within the Company's areas of operations.

Supply Chain Management	Encompasses the strategies, ethical practices, and supplier sourcing standards to ensure resiliency, avoid disruptions, and minimize environmental and social risks.
Corporate Governance	
Training on Anti-Corruption Policies and Procedures	Refers to programs and initiatives designed to educate employees, management, and stakeholders about anti-corruption laws, ethical business practices, and company policies aimed at preventing bribery, fraud, and misconduct. These trainings help reinforce a culture of integrity and compliance.
Incidents of Corruption	Accounts for reported cases of bribery, fraud, or unethical business conduct within the organization. This includes verified cases of corruption, actions taken to address them, and preventive measures implemented to mitigate future risks.
Labor-Management Relations	Describes the interactions and negotiations between the Company and its workforce, particularly regarding employment terms, working conditions, collective bargaining agreements, and dispute resolution.
Responsible Business	
a. Environmental Development	
Resource Management (Materials and Energy)	Accounts the efficient use, conservation, and sustainable sourcing of materials and energy within operations. This includes efforts to minimize waste, improve energy efficiency, and transition to renewable energy sources where applicable.
Water and Effluents (Ecosystem and Biodiversity)	Refers to the responsible management of water resources, including consumption, discharge, and treatment of wastewater. This ensures minimal disruption to local ecosystems and biodiversity while maintaining regulatory compliance.
The International Union for Conservation of Nature (IUCN) and Key Biodiversity Areas (KBA)	Provides a framework for assessing potential environmental risks related to the Company's operations. Compliance with IUCN guidelines and the protection of KBAs ensure that industrial activities do not contribute to habitat degradation or threaten vulnerable species.
Air emissions (GHG, NO_x, PM, and SO_x)	Focuses on monitoring and managing emissions from power generation and other operational activities. Compliance with national air quality standards and the implementation of emission control technologies help mitigate environmental and health-related impacts.
Solid and Hazardous Waste	Addresses the responsible handling, storage, and disposal of waste materials generated by operations. The Company adheres to strict waste management protocols to prevent environmental contamination and ensure compliance with government regulations.
Environmental Compliance	Refers to adherence to environmental laws, policies, and industry best practices. The Company implements monitoring and reporting mechanisms to ensure operations meet regulatory requirements while continuously improving environmental performance.

b. Community Development	
Significant Impacts to the Local Communities	Refers to the effects of the Company's operations—whether positive or negative—on local communities. This includes employment generation, economic contributions, infrastructure development, and potential environmental and social risks. The Company implements measures to mitigate adverse impacts while enhancing positive contributions.
c. Customer Relations	
Customer Satisfaction	Measures the quality and reliability of the Company's services based on customer feedback. This includes initiatives such as surveys, service improvements, and engagement programs to enhance customer experience and strengthen relationships.
Health and Safety	Focuses on ensuring the well-being of customers and stakeholders interacting with the Company's services. Safety protocols, risk management measures, and compliance with industry standards are implemented to minimize health-related risks and promote safe energy consumption.
Marketing and Labeling	While material to the Company, this topic is less significant given the nature of operations. However, the Company upholds fair marketing practices, responsible advertising, and transparent product communication, ensuring compliance with regulatory guidelines and ethical business conduct.
Customer Privacy	Relates to the responsible handling of customer data, ensuring that personal information is securely managed and protected against unauthorized access or misuse.
Data Privacy	Encompasses policies and procedures to safeguard the integrity, confidentiality, and security of personal and business-related data collected during operations. The Company adheres to R.A. 10173, otherwise known as the Data Privacy Act of 2012 and other relevant regulations to ensure data protection.
Risk Management	
Occupational Health and Safety	Covers the policies, programs, and safety measures in place to ensure a safe workplace and prevention of any hazards, injuries, and fatalities within the Company's operations.
Climate-based Risks and Opportunities	Refers to the potential impacts of climate change on the Company's operations, including physical risks such as extreme weather events and regulatory risks associated with emissions and sustainability compliance. It also encompasses opportunities for innovation, such as renewable energy integration, efficiency improvements, and climate adaptation strategies.
Employee Welfare	
Employee Hiring and Benefits	Encompasses the Company's approach to attracting, recruiting, and retaining talent, ensuring competitive compensation, benefits, and welfare programs. This includes fair hiring practices, performance-based incentives, and employee well-being initiatives.

Employee Training and Development	Focuses on continuous learning and upskilling programs designed to enhance employee competencies. This includes technical training, leadership development, career advancement opportunities, and industry-specific certifications to foster professional growth.
Diversity, Equal Opportunity, and Anti-Discrimination	Covers policies and initiatives that promote inclusivity in the workplace, ensuring equal opportunities regardless of gender, ethnicity, age, or background. It also includes measures to prevent discrimination and harassment, ensuring a fair and respectful work environment.
Labor Standards and Human Rights	Refers to compliance with labor laws and international human rights principles, ensuring fair wages, ethical labor practices, and safe working conditions. It includes commitments to preventing forced labor, child labor, and other labor rights violations within operations and supply chains.

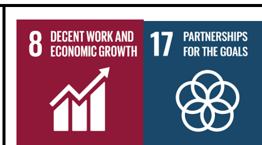
Stakeholder Engagement

The Company recognizes that meaningful stakeholder engagement is essential for sustainable growth and responsible business operations. Through consultations, feedback mechanisms, and partnerships, ACR continuously refines its strategies to create shared value and drive long-term positive impact.

Stakeholders	Communication Methods	Frequency	Key Concerns and/or expectation	ACR's Response
Employees	• Meetings, town halls • Email, correspondences • Employee engagement activities •Coaching and Mentoring • Virtual platforms • Telephone calls, SMS	Regular/ Scheduled/As Necessary	• Diversity and collaboration • Opportunities for continuous learning and growth • Competitive compensation and benefits	• Brand Relaunch: *We Power with Care*, fostering a culture of fairness, inclusion, and high performance. • Fair and Inclusive Hiring and • Launched a Total Rewards and Recognition platform
Suppliers	• Meetings, calls, emails	As necessary	• Timeliness of payments • Coordination, operations, and logistics.	• Clear and transparent accreditation • Practicing responsible procurement
Customers	• Surveys, calls, emails, website, social media	As necessary, 24/7	• Service quality • Customer Satisfaction • Accessibility and convenience	• Customer surveys and feedback • Consistent focus on customer satisfaction
Local Government Units and Regulators	• Calls, emails, meetings, government audits	As necessary, 24/7	• Compliance to mandated requirements • Economic and sustainable growth	• Compliance response to queries • Economic contribution
Shareholders/Investors	• Annual Shareholders', Meeting, Organizational, Special and Regular Meeting, •Conference, Calls, Emails, Website	As scheduled/As necessary	• Financial updates	• Immediate response to investors' queries • Regular and accurate disclosures, and business • timely updates via the company website
Local Communities	•Partnerships and agreements • Emails, meetings	As necessary	• Education assistance • Sport Development • Environmental Sustainability • Health and Livelihood Initiatives	• Rollout of community engagement initiatives in host communities. • Sustained educational and financial aid for students, educators, and schools. • Partnerships with local communities for reforestation, conservation awareness, and clean-up activities. • Livelihood and medical outreach programs providing skills training and healthcare support.

Contribution to the UN SDGs

Apart from having a Sustainability Framework, ACR is actively working on meaningful engagements within and outside its operations to meaningfully contribute to the United Nations' Sustainable Development Goals (UN-SDGs). In 2024, the Company refined its focus areas by aligning its programs with key SDGs, ensuring greater relevance and impact. While specific targets have yet to be set, ACR continues to integrate sustainability principles into its initiatives, driving positive change in the communities it serves.

Investment Management	PHP 12.5B Direct Economic Value Generated PHP 27.4B Direct Economic Value Distributed PHP 1.7B Government Taxes	
Corporate Governance	11 Board Members Zero incidents of corruption 93.51% Board Member Attendance	
Responsible Business	**A. Environmental** 44,654,440 KWh Total Energy Generated (Renewable) 1,864,068 t-CO Scope 1 GHG Emissions 4208.04 t-CO Scope 2 GHG Emissions 1,149,068 t-CO Scope 3 GHG Emission **B. Community Development** ● Education Support ○ 490+ honor students received financial grants ○ 10 television sets donated to public schools ○ 1,000+ kindergarten students received schoolbags with supplies ○ 15+ public schools benefited from classroom repairs ● Sports Development ○ 15 scholars under the APG-Hidilyn Diaz Weightlifting Scholarship ● Environmental Sustainability ○ 600+ seedlings planted ○ Coastal and reef clean-ups ○ SEC and SHPC partnered with CLAFI for reforestation and livelihood programs ○ 4 Community Education and Conservation Awareness programs ● Health & Livelihood Initiatives ○ 6+ medical outreach programs benefiting 2,000+ residents. ○ 125 residents completed TESDA NC-2 certification in 4 skills training programs **C. Customer Relations** 98% Customer Satisfaction	

Risk Management	7,087,384 Total safe-man hours Zero Work-related Fatalities	
Employee Welfare	479 Total Employees 74% male and 26% female employees 10.44% New Hire Rate 5.85% Turnover Voluntary Rate 19,429 Training hours provided for employees	

Investment Management

ACR's investment management focuses on economic performance, corporate governance, and responsible procurement to balance profitability with long-term sustainability and responsible business practices.

Direct Economic Value Generated (Revenue)

In 2024, ACR demonstrated strong financial performance, increasing its net income by 11% to PHP2.53 billion, up from PHP2.29 billion in the previous year. This growth was driven by rising electricity demand,ACR's participation in the Wholesale Electricity Spot Market (WESM) in Mindanao, the implementation of WMPC and MPC- Iligan Ancillary Services Procurement Agreement, and the launch of the Company's Retail Electricity Supply (RES) Unit. In 2024, ACR's RES unit gained considerable traction, securing key clients like Holcim Philippines and Metro Retail Stores Group, Inc. with an aggregate contracted capacity of 43 Megawatts. Through this venture, the Company gained access to new revenue streams and improved efficiency in energy scheduling, dispatching, and settlement, supporting the government's goal of enhancing the country's power reliability.

DISCLOSURE	2024	2023	2022
Direct economic value generated	12,544,478,772	12,422,746,980	11,989,232,129
Direct economic value distributed			
a. Operating Costs	8,364,745,244	8,680,593,547	8,622,293,441
b. Employee Wages & Benefits	538,223,529	344,235,626	470,372,154
c. Payments to Suppliers, Other Operating Costs	5,625,819,248	6,575,381,813	5,571,529,376
d. Dividends given to Stakeholders & Interest Payments to Loan Providers	11,155,538,252	11,752,351,750	9,750,729,269
e. Taxes given to Government	1,737,730,970	1,604, 953,723	430,899,151
f. Investments to the Community (e.g. Donations, CSR)	26,530,713	17,464,132	38,074,831

Direct Economic Value Distributed

Recognizing the pivotal role of the Company in fueling economic growth across the regions it serves, ACR ensures the responsible and strategic distribution of economic value to its stakeholders. The Company's financial contributions extend beyond business operations, creating a lasting impact on employees, suppliers, investors, communities, and the government.

A significant portion of ACR's resources is allocated to operating costs, which sustain the efficient and reliable delivery of power across Mindanao and select areas in the Visayas. This includes expenditures for plant maintenance, fuel procurement, and infrastructure development, ensuring the continued stability of power generation. ACR also rewards its investors and lenders through dividends and interest payments, ensuring that shareholders and financial partners receive fair returns for their contributions to the Company's growth.

The Company remains committed to its workforce, providing competitive wages and comprehensive benefits that promote employee well-being and professional growth. ACR recognizes that its people are its greatest asset, and it continues to invest in healthcare, training programs, and workplace safety to uphold a positive and empowering work environment.

Payments to suppliers and business partners form a critical part of ACR's economic impact, as the Company actively supports local businesses and industries. As a responsible corporate citizen, ACR fulfills its tax obligations, remitting substantial payments to the national and local governments to support public infrastructure, social services, and economic development initiatives. Furthermore, through its flagship corporate social responsibility (CSR) programs, educational scholarships, healthcare initiatives, and infrastructure projects, the Company continuously invests in the well-being of local residents as aligned with the mission to create shared value and long-term positive change for society.

Driving Economic Activity in the Southern Regions of the Philippines

The Company, together with its subsidiaries, play a vital role in driving economic growth across Mindanao and select Visayas regions, where the majority of its customers are located. As a key independent power provider, the Company supplies reliable and affordable electricity that fuels industries, supports businesses, and enhances the quality of life of Filipinos.

Beyond energy generation, ACR actively strengthens the regional economy through job creation, tax contributions, and local business support. The Company prioritizes partnerships with local suppliers, contractors, and service providers, reinforcing its commitment to fostering sustainable economic opportunities within its host communities. In Maasim, Sarangani Energy Corporation (SEC) was recognized by the local government unit (LGU) for its contributions to the municipality's development, demonstrating ACR's role as a responsible corporate citizen. With a generating capacity of over 460 megawatts across four power facilities in operations, ACR serves over eight million individuals in 14 cities and 11 provinces. Looking ahead, the Company continues to expand its footprint, developing renewable energy projects in both Mindanao and the Visayas, in line with its long-term vision of balancing a diversified energy mix and ensuring sustainable power solutions for the region's economic progress.

Tax Strategy

Committed to responsible tax practices, ACR further contributes to the economic growth and development of its host communities. As a responsible corporate citizen, the Company ensures full compliance with national and local tax regulations while aligning its tax contributions with broader socio-economic objectives.

DISCLOSURE	2024	2023	2022
Income/(Loss) Before Tax	2,767,100,977	2,566,586,317	2,220,298,054
Net Income/(Loss) After Tax	2,526,801,256	2,285,065,755	1,875,143,832
Net Income/(Loss) Attributable to Parent	724,082,443	641,141,140	617,343,193
Earnings/(Loss) Per Share (Basic)	P0.114	P0.101	P0.097

Earnings/(Loss) Per Share (Diluted)	P0.114	P0.101	P0.097

A key example of this is Sarangani Energy Corporation (SEC), a subsidiary of Alsons Power, which has played a significant role in strengthening the local economy through its transparent and faithful tax remittances in compliance with Republic Act No. 7916, otherwise known as the Philippine Economic Zone Authority (PEZA) Law. This mandates a 2% special tax on gross income for companies operating in economic zones while ensuring that a substantial portion of its tax contributions directly benefit local communities. In the first three quarters of 2024, SEC remitted over Php 50 million in special taxes to the Maasim Municipal Government, helping fund critical infrastructure projects, social services, and other essential community initiatives. The Company also pays a 5% special income tax, with 3% allocated to the national government and 2% directly supporting the municipality.

During the tax remittance turnover, Vice Mayor Visitacion Nambatac, alongside Municipal Treasurer Editha Mamintas, expressed her gratitude to Alsons Power Group for its continued support of Maasim's progress. "*These remittances empower us to implement essential projects that uplift our constituents, from infrastructure development to improved social services,*" she stated.

Procurement and Supply Chain

ACR upholds strong procurement and supply chain management practices that align with its commitment to transparency, efficiency, and sustainability. The Company continuously enhances its supplier accreditation and selection processes to ensure that all major suppliers meet high industry standards in service quality, environmental responsibility, and ethical business conduct.

Supplier Standards and Ethical Sourcing

As part of its supply chain accreditation process, ACR requires all accredited suppliers to adhere to strict ethical, labor, and environmental standards. All suppliers must undergo a rigorous accreditation process that ensures they have the necessary licenses, certifications, and policies in place to uphold workers' rights. Regular assessments and audits are conducted to verify compliance, ensuring that ACR's supply chain reflects its commitment to human dignity and fair labor practices.

To further improve its Supplier Accreditation Process, the Company integrated SAP B1 Accounting Software into its processes as part of the Business Partner Master Data Maintenance Policy. This policy establishes clear guidelines to ensure that major suppliers of materials and services undergo a rigorous accreditation process, maintaining complete and verified business credentials as part of the Company's Business Partner Master Data. This digital integration enhances efficiency, ensures compliance, and fosters long-term, transparent relationships with suppliers.

Strengthening Supplier Relationships and Supporting Local Businesses

ACR views its vendors and suppliers as essential partners in achieving its long-term business and sustainability goals. The Company nurtures strong, value-driven relationships with suppliers who share its commitment to environmental responsibility, ethical business practices, and operational excellence.

Proportion of Spending on Local Suppliers

Whenever feasible, ACR prioritizes local suppliers to optimize shorter lead times, lower freight costs, and stronger after-sales support. Local vendors provide a wide range of essential materials and services, including coal, limestone, sand, fuel, spare parts, office supplies, and vehicles. These factors are integrated into contract negotiations and supplier evaluations, ensuring that procurement decisions align with ACR's strategic goals, sustainability aspirations, and operational efficiency.

DISCLOSURE	2024
Percentage of Local Suppliers	34.11%
Payments made to Local Suppliers	1,918,775,478.39

Corporate Governance

ACR upholds the highest standards of corporate governance, ensuring integrity, transparency, and accountability in all aspects of its operations. Committed to responsible leadership and ethical decision-making, the Company and its subsidiaries adhere to sound risk management practices that drive long-term value creation for stakeholders. ACR's governance framework is anchored in strict regulatory compliance, effective board oversight, and robust internal controls, aligning its policies and practices with the industry's best standards.

Board of Directors

The Board of Directors of Alsons Consolidated Resources, Inc. (ACR) is composed of highly competent and experienced professionals who uphold the principles of corporate governance in guiding the Company's strategic direction. The Board plays a critical role in ensuring long-term economic stability, legal compliance, and corporate responsibility to safeguard the interests of stakeholders, investors, and business partners.

Each member brings relevant expertise, industry knowledge, and leadership experience, equipping the Board with the necessary skills to oversee the Company's performance, risk management, and sustainability efforts. The collective strength of the Board ensures that corporate decisions align with ethical business practices, regulatory standards, and ACR's commitment to value creation. More information about the Board of Directors can be found here.

As part of the Company's leadership transition, Alsons Power Group has announced the retirement of Tirso G. Santillan, Jr. as Executive Vice President and CEO, effective March 31, 2024. Santillan dedicated 30 years to shaping Alsons Power into a leading and trusted energy provider in Mindanao, contributing to the expansion of its power generation portfolio and renewable energy initiatives.

Succeeding him is Antonio Miguel B. Alcantara, who assumed the role of CEO on April 1, 2024. With 15 years of experience at Alsons Power, Alcantara has been instrumental in business development and strategic growth. His leadership ushers in a new era for the company as it continues its commitment to delivering reliable and sustainable energy solutions.

Name	Position	Gender	Age	Nationality	No of Meetings held during the year	No. of Meetings Attended
Nicasio I. Alcantara	Director, President, Chairman of the Board	Male	82	Filipino	7	7
Editha I. Alcantara	Director, Vice-Chairperson and Treasurer	Female	76	Filipino	7	7

Tirso G. Santillan, Jr.[1]	Director, Executive Vice President, Chief Operating Officer	Male	81	Filipino	7	7
Tomas I. Alcantara	Director	Male	78	Filipino	7	4
Alejandro I. Alcantara	Director	Male	70	Filipino	7	5
Ramon T. Diokno	Director	Male	76	Filipino	7	7
Arturo B. Diago, Jr.	Director	Male	74	Filipino	7	7
Honorio A. Poblador III	Director	Male	79	Filipino	7	7
Jacinto C. Gavino, Jr.	Independent Director	Male	75	Filipino	7	7
Jose Ben R. Laraya	Independent Director	Male	85	Filipino	7	7
Thomas G. Aquino	Independent Director	Male	76	Filipino	7	7

1 Tirso G. Santillan, Jr. retired as Alsons Power Group's Executive Vice President and CEO on March 31, 2024. Succeeding him is Antonio Miguel B. Alcantara, who assumed the CEO role on April 1, 2024.

While ACR has no formal diversity targets for Board composition, the Company remains fully committed to promoting gender equality, inclusivity, and diversity in leadership.

Training on Anti-Corruption Policies and Procedures

Recognizing that corruption poses significant risks to business sustainability, stakeholder trust, and long-term growth, the Company has established comprehensive training programs to educate employees, officers, and business partners on ethical business practices and compliance requirements. ACR's Anti-Corruption Policy is embedded in its Code of Business Conduct and Ethics, which applies to all employees, directors, suppliers, and business partners. New hires are introduced to these principles during onboarding sessions, while all employees participate in an annual refresher course to reinforce their understanding of anti-corruption measures. The Company also requires all employees to sign an annual Certificate of Integrity and Compliance, ensuring their commitment to ethical business conduct and vigilance against corruption, conflicts of interest, and unethical practices.

To strengthen its anti-corruption framework, ACR implements the following key initiatives:

- Regular training sessions on the Whistleblowing Policy and Code of Conduct, equipping employees with the knowledge to identify and report unethical behavior.
- Clear policies and guidelines that define prohibited practices, ethical decision-making protocols, and consequences for non-compliance.
- Leadership by example, with top management actively demonstrating integrity, ethical leadership, and accountability.

- Open communication channels to encourage employees to report any concerns without fear of retaliation.
- Annual compliance reviews for business partners to ensure that suppliers and contractors align with ACR's ethical standards.

DISCLOSURE	2024	2023	2022
Percentage of Business Partners to whom the organization's Anti–Corruption Policies and Procedures have been communicated to	100	100	100
Percentage of Directors and Management that have received Anti–Corruption Training	100	100	100
Percentage of Employees to whom the organization's Anti–Corruption Policies and Procedures have been communicated to	100	100	100
Percentage of Employees that have received Anti–Corruption Training	100	100	100

Incidents of Corruption

ACR commits to zero tolerance for corruption, ensuring that ethical business practices are upheld across all levels of the organization. Through rigorous anti-corruption training programs, annual compliance reviews, and the mandatory renewal of the Certificate of Integrity and Compliance, the Company actively safeguards against potential risks, including conflicts of interest and unethical business conduct.

In 2024, ACR reported zero incidents of corruption involving its directors, employees, or business partners.

DISCLOSURE	2024	2023	2022
Number of incidents in which Directors were removed or disciplined for corruption	0	0	0
Number of incidents in which Employees were dismissed or disciplined for corruption	0	0	0
Number of incidents when contracts with Business Partners were terminated due to incidents of corruption	0	0	0

Upholding a Culture of Integrity

Beyond Anti-Corruption Policies, the Company likewise enforces a strong ethical culture by ensuring compliance with other policies that reinforce responsible business conduct and prevent unethical behavior. At the foundation of ACR's ethical framework is its Corporate Governance Manual, which aligns with regulatory requirements and best practices to promote responsible decision-making. This manual, submitted to the Philippine Stock Exchange (PSE) and the Securities and Exchange Commission, ensures that principles of good governance are institutionalized across all levels of the organization.

Other policies of the Company include:

1. Whistleblowing Policy
2. Code of Business Conduct and Ethics
3. Related Part Transactions
4. Conflict of Interest Policy
5. Insider Trading Policy
6. Health, Security, and Welfare Policy

Labor-Management Relations

The Company is cognizant that strong labor-management relations are integral to corporate governance and long-term business sustainability. By fostering a workplace culture rooted in transparency, accountability, and open communication, ACR ensures that its employees remain engaged, informed, and aligned with the Company's strategic goals.

A well-structured labor-management approach mitigates risks related to employee dissatisfaction, workplace disputes, and ethical concerns, all of which can impact corporate integrity and operational stability. To uphold its commitment to sound governance, ACR proactively maintains open dialogue, clear policies, and mechanisms for employee engagement and dispute resolution.

While ACR does not have an established labor union or a Collective Bargaining Agreement (CBA), the Company remains fully committed to respecting and upholding fundamental labor rights in accordance with national labor laws and international best practices. ACR recognizes that a productive and engaged workforce is built on mutual trust, fairness, and adherence to ethical employment practices. The Company ensures that all employees receive competitive compensation, benefits, and a safe and inclusive work environment where their concerns are acknowledged and addressed.

DISCLOSURE	2024	2023
Number of employees covered within collective bargaining agreements	N/A	0
Number of consultations conducted with employees concerning employee-related policies	3[1]	0

[1] *The consultations were conducted with SPPC employees regarding employee-related policies.*

Moreover, ACR has institutionalized various structured communication platforms to ensure that employees are informed of organizational developments and can freely express concerns or provide feedback. These include:

- **Pulong-Pulong Sessions-** Regular weekly or monthly hybrid meetings where leadership updates employees on corporate decisions, policies, and strategic initiatives.
- **Town Hall Meetings-** A forum that fosters direct communication between employees and senior management, reinforcing a culture of accountability and responsiveness.
- **Toolbox Meetings-** Department-specific discussions focused on operational efficiency, safety, and compliance, ensuring alignment with corporate governance principles.
- **Coaching and Mentoring Programs-** A structured support system where immediate supervisors provide guidance, address workplace concerns, and reinforce ethical business conduct.

Additionally, the Company launched its quarterly Town Hall Meetings segment, Alsons Power Conversations, Dialogues, and Chats (ACDC) to further strengthen these communication efforts. This initiative serves as a platform in providing employees with relevant company updates while enabling direct engagement with key executives for clarifications about important matters. The event was conducted in a hybrid set up, and it has garnered participation from 80% of employees, reinforcing a culture of transparency, collaboration, and open dialogue within the Organization.

Responsible Business

Responsible business practices are deeply embedded in the Company's operations, reflecting its commitment to ethical leadership, environmental stewardship, and social responsibility. Guided by its brand promise, "***We Power With Care***," the Company upholds the highest standards of compliance, environmental stewardship, and employee well-being.

A. Environmental Stewardship

Resource Management (Energy, Materials)

As part of the Company's goal to embed responsible business practices across its operations, resource management plays a key role in ensuring that energy and materials are utilized efficiently and sustainably. ACR and its subsidiaries strive to reduce its environmental impact by optimizing energy consumption, promoting resource efficiency, and reducing waste generation.

Energy

Energy plays a critical role in the construction, operation, and maintenance of power plants, ensuring the Company's ability to provide reliable electricity to its customers. Alsons Power Group recognizes that responsible energy management is not only essential for operational efficiency but also for minimizing environmental impact. Energy resources—including electricity, gasoline, and diesel—are used in power generation, office spaces, employee transportation, and logistical operations.

To enhance energy efficiency and reduce costs, the Company has prioritized energy conservation in its operations. A key initiative is the implementation of an Environmental Management System (EMS) aligned with ISO 14001:2015 standards, reinforcing a structured approach to sustainable energy practices.

Key energy efficiency initiatives under the EMS include:

- Optimized energy consumption in power plants through targeted reduction measures
- Non-acceptance policy for low-quality fuel to improve combustion efficiency
- Replacement of traditional lighting with solar-powered streetlights and perimeter lights
- Use of photo-switch lamps to cool down tower and water tank yard facilities
- De-energizing idle equipment and power transformers to reduce standby energy use
- Light Off Initiative to ensure non-essential lighting is turned off during breaks and in unused areas
- Regular preventive maintenance to optimize equipment performance and longevity
- Heat rate improvement strategies to maximize fuel efficiency

In 2024, the Company consumed 14,339,292 liters of fuel and 152,317,5629 kWh of electricity for its operations.

Electricity Consumption

DISCLOSURE	KWh	GigaJoules
Non-Renewable		
Self- Generated (Total)	1,523,175,629.40	5,483,432.27
Self-Generated (Consumed by the organization)	174,865,981.00	629,517.53
Self-Generated (Sold/ consumed by the customers)	1,348,355,870.00	4,854,081.13
Thirdparty provider (consumed by the organization)	4,937,860.40	17,776.30
Renewable		
Self- Generated (Total)	44,654,440.00	160,755.98
Self-Generated (Consumed by the organization)	97,800.00	352.08
Self-Generated (Sold/ consumed by the customers)	44,556,640.00	160,403.90
Thirdparty provider (consumed by the organization)	0.00	0.00

Fuel Consumption

Energy Type	Activity	Liters	GigaJoules
Gasoline	Vehicles/Transportation	42,773.24	1,412.80
Diesel	Vehicles/Transportation	86,568.19	3,169.26
	Generator Sets	13,658,001.27	500,019.43
	Fire Water Pump	487.20	17.84
	Limestone Handling System	217,464.24	7,961.37
	Water Pumping Station	10,747.41	393.46
	Heavy Vehicles	323,185.82	11,831.83
LPG	-	64.977	1.60
TOTAL		14,339,292.35	524,807.58

	Type	Metric Tonnes	GigaJoules
Coal	Sub bituminous coal	921,299.17	25,648,968.89

Conversion Factor	
Electrical Grid	0.0036 GJ/kWh
Electricity (Mindanao)	0.8522 t-CO_2/MWh
LPG conversion Kg to L	1.969 L/Kg
Coal Energy Conversion Coal Emission Conversion	0.0278 GJ/Kg 1,816 kg CO_2/tonnes
Fuel Energy Conversion	Gasoline 0.0330 GJ/L Diesel 0.0366 GJ/L LPG 0.0246 GJ/L
Fuel Emission Conversion	Gasoline 2.288 kg CO_2/L

	Diesel 2.910 kg CO_2/L LPG 1.473 kg CO_2/L

The Company is also exploring long-term solutions such as fuel procurement optimization, coal blending strategies, and the conversion of diesel plants to solar energy. For instance, the Mapalad Power Corporation (MPC) actively sets and monitors energy consumption targets, optimizing station usage and identifying high-energy-consuming equipment for improvement. Meanwhile, the Southern Philippines Power Corporation (SPPC) has minimized electricity costs by keeping its plant in preservation mode since 2019 and has initiated plans to transition from diesel to solar power.

Looking ahead, Alsons Power Group is committed to annual internal energy audits to identify energy-intensive processes, mitigate risks, and ensure continuous improvements in energy efficiency. By leveraging innovative technologies and best practices, the Company aims to balance operational excellence, financial performance, and environmental stewardship in its energy management approach.

Materials

ACR is committed to responsible resource utilization, ensuring operational efficiency while minimizing environmental impact. Led by the Plant Technical Assistance team, the Company integrates sustainable practices by reducing non-renewable resource consumption, adhering to regulatory standards, and implementing waste reduction initiatives. A key aspect of this commitment is SEC Thermal Plant's responsible coal sourcing, procuring from government-approved local and international mines that require land rehabilitation post-extraction, reinforcing compliance with environmental regulations and sustainable resource management.

To optimize the use of perishable materials, the Company enforces strict maintenance protocols for diesel engines, including scheduled oil changes and performance monitoring. These measures enhance fuel efficiency, prolong equipment lifespan, and reduce unnecessary resource depletion.

In 2024, the Company primarily utilized coal as its main material for operations, supplemented by diesel and other essential resources to ensure efficiency and reliability in power generation for its customer base. Nonetheless, the Company remains committed to exploring environmentally friendly, renewable, and sustainable alternatives to reduce its dependence on non-renewable resources and minimize its environmental impact.

Materials Used by Weight and Volume	2024
Non-Renewable	
Buncker-C Fuel Oil (L)	13,819,032
Diesel (L)	266,306
Lube Oil (L)	92,105
Coal (MT)	921,299
Renewable	
Domestic Water (L)	12,000
Discharged water from Operation (L)	142,595,000

Waste Optimization and Fuel Reduction

As part of its commitment to operational efficiency and environmental stewardship, the Company has implemented a project aimed at minimizing waste generation while optimizing fuel usage. This initiative focuses on enhancing the utilization of heavy fuel (bunker C) by incorporating specific additives that improve combustion efficiency and electricity generation.

A key outcome of this project has been the significant reduction in sludge waste produced by the facility. By refining the fuel treatment process and improving the diesel engine's filtration system, the Company has successfully decreased the volume of waste byproducts, contributing to both cost savings and a lower environmental footprint.

Water and Effluents

Water is a vital resource for the Company's operations, and managing it responsibly is essential to minimizing environmental impact. Beyond its operational necessity, effective water and effluent management plays a crucial role in protecting ecosystems and communities from potential hazards. If untreated or insufficiently treated, industrial effluents can introduce harmful substances, such as heavy metals, toxic chemicals, and excess nutrients, into natural water sources, posing risks to biodiversity and public health. To address these challenges, the Company has implemented a structured approach to water conservation and wastewater treatment, ensuring that its practices align with both regulatory requirements and sustainability commitments.

In 2024, the Company consumed 4,392,376 m^3 of water for its operations. Through recycling and reuse initiatives, the Company conserved 142,595 m^3 of water, contributing to a more sustainable approach to resource management.

DISCLOSURE	2024	2023	2022
Water Withdrawal (m^3)	4,531,631	4,224,538	3,385,497
Water Consumption (m^3)	4,392,376	4,279,296	3,828,843
Total Volume of Water Discharge (m^3)	1,247,086	1,055,797	986,696
Water Recycled/Reused (m^3)	142,595	281,916	525,367

Compliance with Regulatory Requirements

To maintain compliance with regulatory requirements and promote efficient water usage, the Company has obtained the necessary water permits from the National Water Resources Board (NWRB) and assigned dedicated Pollution Control Officers (PCOs) to oversee water management across all operational plants. These officers continuously monitor water consumption and wastewater discharge, ensuring compliance with the conditions outlined in the Company's permits. Any observed irregularities are promptly reported for corrective action.

The Company's Environmental Management System (EMS) is ISO 14001:2015-certified, underscoring its commitment to upholding local and international environmental standards. As part of this commitment, the

Company has enhanced its Water Resource Conservation and Water Pollutant Elimination programs to mitigate climate-related risks and improve operational sustainability. Several operational plants employ hybrid cooling systems that integrate both closed-loop and open-loop mechanisms, minimizing water loss while maintaining efficient cooling processes.

Sustainable Water Management

Further demonstrating its commitment to sustainable water management, the Company has secured approval from the Department of Environment and Natural Resources- Environmental Management Bureau (DENR-EMB) to repurpose treated wastewater for irrigating vegetation within its plant premises.

Moreover, to optimize water use and reduce reliance on freshwater sources, the Company has designed and installed a wastewater treatment facility that recycles treated wastewater for various alternative applications, including firefighting, pipeline maintenance, and water hydrant testing. Routine maintenance, cleaning, and inspections of wastewater tanks, canals, and oil/water separators are conducted to uphold the efficiency of wastewater treatment processes. Additionally, the Company performs monthly wastewater sampling and analysis to ensure compliance with discharge standards. The Company is also actively exploring advanced wastewater treatment technologies to enhance its effluent treatment processes. These innovations will introduce additional treatment steps capable of removing a broader range of pollutants and improving overall effluent quality.

Ecosystem and Biodiversity

Preserving ecosystems and biodiversity is a core aspect of the Company's environmental responsibility. Recognizing that its operations interact with various natural habitats, the Company takes proactive steps to mitigate environmental impacts while fostering conservation efforts. To do so, each subsidiary also designates Pollution Control Officers (PCOs) to ensure strict compliance with water and air pollution regulations, hazardous waste management, and environmental protection policies. Meanwhile, strategic partnerships with local government units (LGUs), communities, schools, and environmental organizations are also done to integrate long-term sustainability initiatives into its operational framework. These efforts not only enhance biodiversity but also promote ecological resilience for future generations.

In 2024, the Company conducted a thorough assessment of its operational sites, including those it owns, leases, or manages, as well as areas adjacent to its facilities. This evaluation covered both legally protected areas and regions with high biodiversity value, ensuring that the Company's operations align with conservation efforts.

Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Geographic Location	Type of area	Size of area	Activities to manage the impact
Latitude: 7.111386 Longitude: 122.253295	Maritime ecosystem	2 – 3 kilometer coastal stretch	Conduct Mangrove propagule planting, coastal cleanup, and Biological Resource Biodiversity Monitoring

Brgy Baluntay Maribulan, Alabel, Sarangani Province	-	7 has.	Plant was on total shutdown
Power Plant Coordinates, 5.8682° N, 125.0803° E	Terrestrial	-	-

Additionally, the Company identified key habitats that it has actively protected or restored as of 2024. These efforts reflect its commitment to minimizing ecological impact while fostering biodiversity conservation in areas affected by its operations.

Habitats Protected or Restored

Location	Size (ha.)	Existing partnership with third party	Current Status of area	Remarks
Sitio Bukana Mala, Barangay Bolong	1000 sq m	Barangay Bolong	Annual propagule planting is conducted by WMPC in the said protected area.	Mangrove propagules were planted along the gaps of the mangrove stretch.
Kamanga Marine Protected Area	9347.4 sq m	CLAFI	-	-

Conservation of Nature and Biodiversity

Taking consideration of the biodiversity areas, the Company might affect, Alsons Power Group's operations are guided by environmental regulations aligned with the International Union for Conservation of Nature (IUCN) to prevent and mitigate potential threats to biodiversity. To safeguard Key Biodiversity Areas (KBAs), assessments are conducted to identify habitats that may be affected by business activities. The IUCN Red List of Threatened Species is used as a reference to ensure that no endangered species are harmed due to operations. Conservation measures, such as habitat protection and restoration efforts, are integrated into environmental management plans to minimize ecological impact and support biodiversity conservation.

Flagship Biodiversity Programs of ACR

Beyond compliance to the minimum biodiversity conservation requirements, ACR likewise implements various programs through its Corporate Social Responsibility (CSR) focused on ecosystem protection and rehabilitation. These initiatives include:

- **Adopt a Shoreline-** Engaging coastal communities in cleaning and preserving marine habitats.
- **Mangrove Restoration-** Rehabilitating coastal ecosystems to enhance biodiversity and mitigate climate change impacts.
- **Reforestation-** Supporting tree-planting efforts in degraded areas to restore forest cover and enhance carbon sequestration.
- **Watershed Restoration-** Ensuring the long-term health of watersheds that serve as critical sources of freshwater for local communities.

The Company's Annual Strategic Planning Process ensures that adequate resources and funding are allocated for these projects, with implementation and monitoring overseen by its CSR arm. Additionally, partnerships with academic institutions, environmental organizations, and advocacy groups further strengthen the effectiveness and longevity of these sustainability efforts.

Promoting Marine and Freshwater Conservation

A dedicated wastewater treatment facility ensures that all discharges meet the stringent standards set by the Clean Water Act. Regular effluent quality analyses and annual assessments of underwater habitats help monitor the health of marine ecosystems and evaluate the potential impact of operational activities.

Data from these assessments inform continuous improvements to the Company's CSR programs, aligning environmental efforts with scientific research and regulatory standards. A key initiative under the Company's environmental programs is the *Adopt-an-Estero Program*, conducted in partnership with the Department of Environment and Natural Resources' Environmental Management Bureau in Region XII (DENR-EMB 12). This project mobilizes community members to actively maintain and protect vital waterways such as the Siguil River. By fostering a culture of stewardship, the initiative aims to improve water quality, prevent pollution, and promote biodiversity conservation within local ecosystems.

Additionally, the Company operates in proximity to ecologically significant areas, including the Kamanga-Marine Eco-Tourism Park and Security in Maasim, recognized as one of the Philippines' outstanding protected areas.

Air Emissions

The Company recognizes that air emissions from energy and power generation must be carefully managed to mitigate their environmental and health impacts. Diesel engines and other combustion-based systems release pollutants such as nitrogen oxides (NO_x), particulate matter (PM), and carbon monoxide (CO), which can contribute to respiratory illnesses, smog formation, and environmental degradation. To address these risks, the Company has implemented robust emission control strategies and continuously refines its air quality management practices.

As part of its environmental responsibility, the Company prioritizes the measurement, reduction, and mitigation of greenhouse gas (GHG) emissions. The following key initiatives have been implemented to align with the Company's Environmental Management System (EMS) and sustainability commitments:

- Deployment of Low-NO_x Boilers and High-Efficiency Dust Collectors: The use of low-emission boilers and electrostatic precipitators (ESPs) helps minimize airborne pollutants.

- Built-in DeSOX System: This technology reduces sulfur dioxide (SO_2) emissions, ensuring compliance with regulatory standards.
- Carbon Sink Projects: The Siguil and Kamanga River Watershed projects, spanning 7,500 hectares, serve as natural GHG sinks to offset emissions and enhance biodiversity.

In 2024, the Company continued to monitor its carbon footprint, with a strong focus on Scope 1, Scope 2 and Scope 3 emissions. These emissions are closely tracked to ensure compliance with environmental regulations and to guide the Company's decarbonization efforts.

A total of 3,017,345 metric tons of CO_2 were produced in 2024, primarily from fuel combustion in power generation and electricity consumption across operations.

Non-Renewable	t-CO_2
SCOPE 1	
Self-Generated (Consumed by the organization)	149,020.79
Gasoline	97.87
Diesel	41,602.68
LPG	0.10
Coal	1,673,346.47
TOTAL	1,864,067.91
SCOPE 2	
Third-party provider (consumed by the organization)	4,208.04
SCOPE 3	
Self-Generated (Sold/ consumed by the customers)	1,149,068.87
Total Emissions	3,017,344.82

Moreover, to uphold the integrity and effectiveness of these measures, the Company's Pollution Control Officers (PCOs) conduct routine inspections and performance assessments of pollution control devices. Additionally, the CEMS undergoes an annual third-party audit to ensure compliance with Republic Act 8749, or the Philippine Clean Air Act of 1999.

Waste Management

Waste is a natural outcome of industrial operations, but managing it properly is essential for reducing environmental impact. The Company takes this responsibility seriously by following strict handling procedures, complying with regulations, and exploring ways to minimize waste. From proper segregation to repurposing byproducts, the Company ensures that waste is managed efficiently and safely. In 2024, the Company generated 30,830 kg, 60,058,986 MT and 1,186 kl. of non-hazardous waste, which was properly segregated and managed to minimize environmental impact. Dedicated waste receptacles were used for different waste streams, ensuring efficient collection and disposal in compliance with regulations.

DISCLOSURE	2024
Non-Hazardous Waste	
Reusable Solid Waste (Kls.)	250

Recyclable Solid Waste (Kls)	285
Accredited Recycler (MT)	60,058,986
Composted Solid Waste (Kls)	651
Landfill (Kgs)	30,830
Hazardous Waste	
Waste Oil (Sludge) (L)	219,660
Others (Containers, drums, used fluorescent tubes and bulbs, Lead-acid batteries, rags, electronic waste, healthcare waste) (Kg)	24,299

Moreover, the Company maintained a structured waste management system by implementing proper segregation at the source. Waste materials are sorted into designated waste receptacles, ensuring that biodegradable, recyclable, and hazardous wastes are separated efficiently. Hazardous waste is kept in secure containment areas, while solid waste is managed through on-site material recovery facilities (MRFs). To enhance monitoring and compliance, the Company has a Waste Data Collection System, which tracks the volume and type of waste generated, supporting more informed decision-making on waste reduction strategies.

To strictly adhere to waste management protocols and regulations, Pollution Control Officers (PCOs) play a vital role in overseeing waste management practices, ensuring that solid and hazardous waste is transported, treated, and disposed of by DENR-accredited service providers. Additionally, they lead training sessions and seminars on Solid and Hazardous Waste Management, Spill Response, and Environmental Compliance, ensuring that employees are equipped with the knowledge to uphold best practices. For hazardous waste disposal, the Company works with Treatment, Storage, and Disposal (TSD) service providers, obtaining Certificates of Treatment as proof of proper waste processing.

Sustainable Ash Management and Wastewater Treatment

The Company takes a proactive approach to managing fly ash and bottom ash, byproducts of its plant operations. These materials are stored in specially designed ash ponds lined with High-Density Polyethylene (HDPE) to prevent seepage and protect soil and water quality. To ensure compliance with environmental regulations, the Company has secured the necessary Hazardous Waste Generator ID and adheres strictly to government-mandated disposal guidelines.

Beyond compliance, the Company actively seeks sustainable solutions for these industrial byproducts. Through partnerships with Holcim Philippines and Will & Joe Aggregates, fly ash and bottom ash are repurposed as raw materials for cement production and road construction. This initiative reduces landfill waste while supporting infrastructure development. Efforts are underway to establish similar partnerships with other cement manufacturers to further expand waste repurposing opportunities.

In addition, the Company ensures that leachate and runoff wastewater from plant operations undergo proper treatment before being safely discharged into Department of Environment and Natural Resources (DENR)-approved receptors. This safeguards water quality and prevents contamination of natural water sources.

Environmental Compliance

The Company ensures strict compliance with environmental laws and regulations across its operations. It works closely with regulators and the Multi-Partite Monitoring Team (MMT) to maintain transparency and make necessary adjustments in response to regulatory changes. In 2024, the Company is proud to report that there are no sanctions or legal disputes related to environmental compliance.

A dedicated Legal and Regulatory Compliance (LRC) group oversees adherence to Environmental Compliance Certificates (ECCs), permits, licenses, and agreements. This team ensures that all regulatory requirements are met and that potential risks are identified and addressed. Each power plant has assigned Pollution Control Officers (PCOs) responsible for managing permits related to air and water quality, hazardous waste, and pollution control systems. The Environment, Health, and Safety (EHS) team supports compliance through the Company's Environmental Management System (EMS).

To prevent environmental violations, the Company implements routine maintenance, regular inspections, and quarterly effluent sampling to keep emissions and discharges within legal limits. A pre-treatment facility is also in place to manage wastewater before disposal. As regulations evolve, the Company monitors changes and updates its processes accordingly to remain compliant and ensure responsible operations.

DISCLOSURE	2024	2023	2022
Total amount of monetary fines for non-compliance with Environmental Laws and/or Regulations	N/A	N/A	N/A
No. of non-monetary sanctions for non-compliance with Environmental Laws and/or Regulations	N/A	N/A	N/A
No. of cases resolved through Dispute Resolution Mechanism	0	0	0

B. Community Development

Community Relations and Development

Alsons Power Group remains dedicated to fostering meaningful relationships with host communities through continuous engagement and sustainable development programs. The Company's initiatives focus on education, environmental conservation, health, and livelihood, ensuring that its corporate social responsibility (CSR) efforts create lasting positive impacts. Accordingly, these CSR activities are deeply ingrained in Alsons Power Group's operational philosophy. These initiatives, executed in collaboration with The Conrado & Ladislawa Alcantara Foundation, Inc., reflect a commitment to inclusive development, environmental stewardship, and social progress.

Education and Youth Development

Beyond financial aid, Alsons Power Group actively supports educational institutions by enhancing learning environments. Public schools receive essential resources such as classroom equipment, technology tools, and infrastructure improvements that contribute to a more conducive space for teaching and learning. To empower future generations, the Company provides financial assistance to deserving students, ensuring that financial constraints do not hinder academic success. Scholarships and grants are extended to high-achieving high school and college students, enabling them to pursue quality education and expand their opportunities for career advancement:

1. **Scholarship and Financial Aid:**

- More than 300 high school and 190 college honor students from Maasim, Alabel, Iligan City, and Zamboanga City received financial grants and other academic support.
- 15 scholars under the APG-Hidilyn Diaz Weightlifting Scholarship program excelled in international competitions, representing the country in Spain, Qatar, and Bahrain.

2. **School Infrastructure and Resources:**

- 10 television sets were donated to public schools to enhance the Department of Education's SMART Classroom Program.
- Over 1,000 young students received school bags with essential school supplies.
- Participation in Brigada Eskwela led to infrastructure repairs in more than 15 schools, including Islamic institutions, with construction materials and volunteer manpower contributions.

3. **Employee Volunteerism:**

- Employees engaged in school maintenance activities, including safety inspections, electrical and plumbing work, and classroom beautification projects.

Environmental Conservation and Climate Action

The Company embeds sustainability at the core of its corporate social responsibility initiatives, ensuring that environmental stewardship remains a priority. Through large-scale reforestation efforts, the Company actively contributes to carbon sequestration, ecosystem restoration, and the long-term health of forested areas. These projects not only mitigate climate change but also provide livelihood opportunities for local communities engaged in tree-planting and nursery management:

1. **Reforestation and Carbon Mitigation:**

- SEC and SHPC partnered with the Conrado and Ladislawa Alcantara Foundation Inc. (CLAFI) to introduce sustainable farming technology and livelihood training for Indigenous Peoples (IP) in Maasim, with the long-term goal of developing a coffee production social enterprise.
- Planted a total of 60,531 trees—30,735 agroforestry trees and 29,796 reforestation trees—across 86.5 hectares. Monitoring data from January 2025 recorded an impressive 95.8% survival rate, representing the percentage of trees that have successfully taken root, including both originally planted trees and replacements made before formal per-tree count monitoring began.
- Over 600 bamboo propagules and indigenous hardwood seedlings were planted across Sarangani and Misamis Oriental in collaboration with local and national agencies.

2. **Coastal and Reef Conservation:**

- Employees participated in coastal clean-up drives and underwater reef restoration initiatives alongside local government units and environmental organizations.

3. **Philippine Eagle Conservation:**

- In partnership with the Philippine Eagle Foundation, the Company conducted four Community Education and Conservation Awareness Programs, engaging more than 1,000 students, parents, and local officials in Sarangani and Sultan Kudarat.

Health and Social Welfare Initiatives

Alsons Power Group actively fosters community well-being by prioritizing essential services that improve quality of life. Recognizing the importance of accessible healthcare, the Company supports medical outreach programs, health education initiatives, and preventive care measures to address the needs of underserved populations. These efforts not only provide immediate relief but also contribute to long-term community health resilience. In 2024, several initiatives were conducted to promote health and social welfare in the community:

1. **Medical Outreach Programs:**

- The Company participated in six medical missions, providing free healthcare services to nearly 2,000 residents across various municipalities and barangays.

2. **Livelihood and Skills Training:**

- In partnership with TESDA, the Company supported skills training programs, leading to 125 residents earning NC-2 certifications in four vocational courses, enhancing employability and economic stability.

Significant Impact to Local Communities

Alsons Power Group's operations play a crucial role in shaping the economic and social landscape of its host communities. While the Company's power generation facilities provide essential energy to fuel industries, businesses, and households, these operations also carry both positive and negative impacts on local communities. Recognizing this, Alsons Power Group is committed to assessing and addressing these impacts through responsible business practices, proactive stakeholder engagement, and mitigation or enhancement measures.

In 2024, the Company conducted an impact assessment to minimize operational risks and maximize the benefits of its presence in local communities.

Operations with significant (positive or negative) impacts on local communities (exclude CSR projects; this has to be business operations)	Location	Vulnerable groups (if applicable)*	Does the particular operation have impacts on indigenous people (Y/N)?	Collective or individual rights that have been identified that or particular concern for the community	Mitigating measures (if negative) or enhancement measures (if positive)
Feasibility Studies & Land Acquisition	Brgy Minoyan, Murcia Neg. Occ	-	-	Right to Land & Ancestral Domains	Conduct Comprehensive Social & Environmental

					Impact Assessments
Community Engagement & Regulatory Compliance	Brgy Minoyan, Murcia Neg. Occ	-	-	Right to Consultation & Consent	Strengthen Free, Prior, and Informed Consent (FPIC) Processes
Our plant operations contribute significantly to the development of nearby and host communities. We prioritize local employment, providing job opportunities that enhance livelihoods and economic stability.	Maasim and other parts of Sarangani Province	Employees and local communities	No particular negative impacts to indigenous groups.	Right to Livelihood & Economic Participation	Ensure that we provide decent jobs, fair wages, and a safe working environment to workers.
Gift-giving as part of the SEC FemForce's initiative. Gift-giving as part of SEC FemForce's community efforts is a great way to give back and foster a sense of unity and support	Maasim and other parts of Sarangani Province	employees and local communities	No particular negative impacts to indigenous groups.	Right to Social Security and Well-being Right to Community Support and Solidarity Right to Equality and Non-discrimination	Ensuring that the gift-giving event is accessible to all segments of the community, including marginalized or underserved groups, will enhance the inclusiveness and equality aspects of the initiative.

Despite the benefits of power generation, the Company acknowledges its responsibility to mitigate potential negative impacts. Environmental concerns such as air emissions, water usage, and noise pollution are addressed through strict compliance with regulatory standards, continuous monitoring, and investment in cleaner technologies. Land acquisition for operational sites is managed through thorough impact assessments, transparent negotiations, and fair compensation or relocation assistance where necessary. Additionally, special attention is given to indigenous communities near operational sites, ensuring adherence to Free, Prior, and Informed Consent (FPIC) guidelines while fostering respectful and inclusive engagement. Health and safety concerns, including air quality and occupational risks, are managed through strict safety protocols, risk assessments, and community awareness programs.

At the same time, Alsons Power Group's presence in these communities brings substantial benefits, fostering local economic growth and energy security. Power plants serve as economic hubs, generating direct and indirect employment opportunities and supporting local businesses. The Company enhances these benefits by prioritizing local hiring, offering skills development programs, and integrating small businesses into its supply chain. Reliable electricity also strengthens commercial and industrial activities, driving economic progress in the region. Infrastructure improvements, such as better roads and utilities, are often facilitated by the Company’s presence, further contributing to community development. Alsons Power Group collaborates with local governments and stakeholders to ensure these enhancements create long-term value.

C. Customer Relations

Through the guiding principle of "We Power With Care," the Company prioritizes customer satisfaction, social responsibility, and inclusive growth. This commitment extends beyond providing power, ensuring that every stakeholder, from electricity consumers to local communities, experiences the tangible benefits of responsible business practices. At the core of the Company's operations, Alsons Power Group is committed to delivering reliable and sustainable energy while fostering meaningful relationships with customers and communities.

Customer Satisfaction

Alsons Power Group is dedicated to ensuring that customers receive reliable, high-quality, and affordable electricity while continuously improving operational efficiency and sustainability. By prioritizing customer satisfaction, the Company strengthens relationships with its clients and end-users, fostering trust and long-term partnerships across Mindanao and parts of the Visayas.

In the January–June 2024 period, Alsons Power Supply Corporation (APSC) Customer Relations conducted a customer satisfaction survey. The survey, distributed through online forms sent to key customer representatives, revealed an exceptional 98% customer satisfaction rating (Excellent).

This high score reflects the Company's commitment to:

- Ensuring power reliability and affordability
- Maintaining superior customer service
- Addressing feedback and continuously improving services
- Reliable energy generation through efficient operations and proactive maintenance of power plants.
- Competitive generation costs to support clients in managing their expenses.
- Seamless customer communication to address inquiries and concerns in a timely manner.

Customer Satisfaction	98% (Excellent)

To measure and enhance service quality, APSC Customer Relations actively gathers and consolidates customer feedback, allowing the Company to implement improvements that align with customer needs.

Enhancing Customer Experience Through Innovation and Engagement

Despite the Company's strong commitment to delivering reliable and affordable energy, certain operational and external factors pose challenges to customer satisfaction. Alsons Power Group employs proactive strategies to mitigate these risks and uphold service excellence.

Challenges	Proactive Solutions
Fluctuations in generation costs due to fuel price	The Fuel Procurement and Maintenance teams

volatility	implement cost optimization strategies, securing fuel contracts at competitive rates and exploring alternative energy sources to stabilize pricing.
Delays in processing customer requests, including sponsorships and service adjustments	The APSC-Customer Relations team has streamlined internal processes, set clearer turnaround times, and strengthened coordination with stakeholders to ensure efficient handling of customer concerns.

Going beyond the measures of addressing the challenges, Alsons Power Group continuously seeks ways to enhance customer satisfaction through innovation and strategic engagement. The Company leverages the following initiatives to improve service delivery and strengthen relationships with its stakeholders:

- **Customer Loyalty and Engagement Programs**– The Customer Loyalty Program (CLP) is designed to provide value-added services, ensuring long-term partnerships and deeper customer engagement.
- **Strengthened Customer Communication Channels**– Enhancing digital platforms and direct customer outreach ensures that clients receive timely updates on service improvements, pricing structures, and energy solutions.
- **Technology-Driven Service Enhancements**– The Company is investing in digital solutions, including automated customer support and data analytics, to provide more efficient, responsive, and tailored services.
- **2024 Year-End Customer Appreciation Day**– A special event dedicated to expressing gratitude to valued customers for their continued trust and support, recognizing their vital role in Alsons Power Group's growth and success.
- **Annual Customer Satisfaction Survey**– Conducted to assess service performance, gather customer feedback, and identify areas for improvement to enhance overall service delivery.

Customer Privacy

Data privacy is fundamental in building and maintaining trust with customers, partners, employees, and stakeholders. Alsons Power Group is committed to safeguarding personal information through responsible data collection, processing, and security measures that align with Republic Act 10173, or the Data Privacy Act of 2012.

Data Privacy

To uphold this commitment, a comprehensive Data Privacy Notice has been established to inform customers about how personal information is collected, used, stored, and protected. This ensures transparency in data practices and reassures customers of the Company's dedication to confidentiality and security. The scope of the Privacy Policy includes:

- **Information Collection**– Details on the types of personal data collected and the purpose of data processing.
- **Usage and Disclosure**– Guidelines on how personal information is utilized and the entities with whom it may be shared in compliance with regulations.
- **Stakeholder Rights**– Options available for individuals to manage their personal data, including access, correction, and opt-out provisions.
- **Security Measures**– Protocols in place to safeguard personal information from unauthorized access, breaches, or misuse.

All data handling procedures adhere to the principles of transparency, legitimate purpose, and proportionality. Strict security protocols are implemented across systems, with continuous improvements in privacy measures to align with industry best practices.

Health and Safety

Alsons Power Group prioritizes the health and safety of its customers by ensuring a reliable and consistent power supply that supports essential services, businesses, and households. Power disruptions and quality inconsistencies can have significant consequences for communities, affecting healthcare facilities, businesses, and daily life. To mitigate these risks, the Company implements stringent operational protocols, regular maintenance, and continuous system improvements to enhance power reliability and safety.

Beyond workplace safety, the Company also monitors and mitigates potential health risks for surrounding communities. Measures such as air and water quality monitoring, noise reduction initiatives, and responsible waste management help minimize environmental impacts.

Marketing and Labeling

While Alsons Power Group recognizes marketing and labeling as a material topic, its relevance differs from industries with direct consumer-facing products. Given the nature of its operations in power generation and supply, traditional concerns such as packaging and product labeling are not directly applicable. However, the Company remains committed to fair pricing, responsible advertising, and transparent communication with its customers and stakeholders.

Ensuring accurate and ethical representation of its services, the Company adheres to regulatory requirements and industry best practices in all marketing and contractual agreements. They also prioritize clear and accessible information on power rates, supply agreements, and sustainability commitments.

Risk Management

The Company manages risks by ensuring workplace safety and addressing climate-related challenges. Occupational health and safety measures, including regular training and compliance checks, protect employees and prevent incidents. At the same time, climate risks, such as extreme weather and regulatory changes, are factored into business decisions to strengthen operational resilience and sustainability.

Occupational Health and Safety

Ensuring a safe and healthy work environment is fundamental to the operations of the Company where safety is not only deemed as a regulatory requirement but a core responsibility protecting employees, contractors, and visitors while sustaining business continuity. The Company integrates occupational health and safety (OHS) into its overall risk management strategy, aligning with national regulations and international best practices such as ISO 45001:2018.

A structured OHS management system is in place to proactively identify and mitigate risks, enforce compliance, and promote a culture of safety at all levels of the organization. The Company implements targeted safety programs, health protection initiatives, and continuous monitoring mechanisms to maintain a hazard-free workplace that comply with national and international labor standards, including Republic Act 11058 (Occupational Safety and Health Standards) and relevant DOLE regulations. These measures include:

- **Workplace Safety & Risk Management**: Identification of hazards, risk assessments, and implementation of control measures to eliminate or minimize safety risks.
- **Emergency Preparedness**: Establishment of emergency response plans, fire safety procedures, and first aid protocols, reinforced through regular drills and training.
- **Safe Work Practices**: Ensuring proper handling of equipment, hazardous materials, and compliance with standard operating procedures for various high-risk activities.
- **Behavior-Based Safety (BBS) Programs**: Encouraging employees to actively report hazards and near-misses to prevent accidents.
- **Digital Safety Solutions**: Implementation of digital monitoring systems, job hazard analysis tools, and automated incident reporting platforms.
- **Joint Safety Committees**: Engagement with employees and contractors through safety committees that drive compliance and best practices.

Beyond compliance, the Company prioritizes ongoing safety education and engagement, ensuring that all employees and stakeholders actively contribute to maintaining a secure work environment. Through a combination of robust policies, preventive measures, and innovative safety solutions, the Company strives for operational excellence while safeguarding the well-being of its workforce. To promote overall employee health and resilience, the Company integrates wellness initiatives, including:

- **Occupational Health Monitoring**: Regular medical check-ups, ergonomic assessments, and workplace stress management programs.

- **Health and Wellness Webinars:** Regularly conduct of webinars focused on various health and wellness topics to promote the physical, mental, and emotional well-being of employees. These sessions cover areas such as stress management, nutrition, mental health awareness, work-life balance, fitness, and preventive healthcare.
- **Mental Health Support**: Access to counseling services and training on stress management and work-life balance.
- **Preventive Health Measures**: Vaccination drives, health awareness campaigns, and policies addressing transmissible diseases.

In 2024, the Company conducted 38 safety drills to ensure 10 work-related injuries and zero fatalities. Meanwhile, regular safety audits are conducted to uphold this commitment to safety and well-being in the workplace.

DISCLOSURE	2024	2023	2022
Safe Man Hours	7,087,383.82	4,900,258	2,396,166
No. of Work-Related Injuries	10	20	25
No. of Work-Related Fatalities	0	0	0
No. of Work-Related Ill-Health Incidents	0	0	0
No. of Safety Drills	38	22	24

DISCLOSURE	2024
Employees in health & safety committee	59
Safety Statistics	Total Number of Trainings
Medical Trainings	6
Road Safety Trainings	5
Fire Safety Trainings	12
Occupational Health and Safety Trainings	28

Climate-related Risks and Opportunities

As global and local climate policies continue to evolve, the Company proactively assesses its exposure to climate-related risks and integrates climate resilience into its decision-making processes. The Company has identified several physical and transition risks that could impact its operations, financial performance, and regulatory standing:

- **Physical Risks:** Extreme weather events, such as typhoons, floods, and heatwaves, pose threats to infrastructure, supply chains, and employee safety. Changes in temperature and precipitation patterns may also affect operational efficiency and resource availability.

- **Regulatory Risks:** Stricter environmental regulations and carbon pricing mechanisms could lead to increased compliance costs and capital expenditures to meet new standards.
- **Market and Financial Risks:** Changing consumer preferences, investor scrutiny, and shifts in energy markets may impact demand for certain products and services.
- **Reputation Risks:** As climate awareness grows, companies with insufficient sustainability measures face reputational risks that could affect stakeholder trust and business partnerships.

While climate change presents challenges, it also offers opportunities for innovation, efficiency, and long-term value creation:

- **Renewable Energy Integration**: Investments in cleaner energy sources, energy efficiency, and low-carbon technologies can enhance sustainability while reducing operational costs.
- **Resilient Infrastructure Development**: Strengthening assets against climate impacts ensures business continuity and mitigates financial losses due to climate-related disruptions.
- **Regulatory Compliance and Competitive Advantage**: Staying ahead of environmental policies and sustainability reporting standards positions the Company as a responsible industry leader.
- **Sustainable Finance and Partnerships**: Accessing green financing, sustainability-linked investments, and strategic partnerships supports long-term growth and innovation in climate-friendly initiatives.

Employee Welfare

As part of this commitment to cultivating a strong organizational culture, Alsons Power recently held a brand relaunch to strengthen a shared understanding of the Company's brand promise: *We Power with Care*. This program focused on deepening employees' connection to the promise, empowering them to embody and demonstrate it both within and beyond the Company. Aligning with this commitment, The Company prioritizes fair hiring, competitive benefits, continuous development, and strict adherence to labor standards and human rights to foster a supportive, inclusive, and high-performing work environment.

Hiring and Benefits

Alsons Power Group is committed to attracting and retaining top talent by fostering an inclusive, rewarding, and growth-oriented workplace. Through fair hiring practices, competitive benefits, and employee-centric programs, the Company ensures a thriving work environment where every individual feels valued and empowered.

Fair and Inclusive Hiring

A merit-based recruitment process ensures that qualifications, skills, and experience take precedence over personal characteristics such as race, gender, age, disability, or any other protected status. Equal opportunities are upheld at every stage of employment—hiring, promotion, and career development—reinforcing a strong commitment to diversity, equity, and inclusion. In 2024, the Company has a total of 479 employees and 237 contractors.

DISCLOSURE	2024	2023	2022
Total Number of Employees (permanent, temporary/probation)	479	450	453
a. Female Employees	125	124	115
b. Male Employees	354	326	338
Attrition Rate[1]	0.03	1.77	5.9

[1] *Attrition are = (no. of new hires - no. of turnover) / (average of total no. of employees of previous year and total no. of employees of current year)*

Employee Breakdown

Team Member Headcount	2024
TOTAL NUMBER OF EMPLOYEES (permanent, temporary/probationary)	**479**
By contract	
Permanent	449
Temporary/Probationary	30
By Gender	
Male	354
Female	125
By position	
Top Management	10

Sr. Management	7
Mid Management	33
Supervisors	128
Rank & File	301
by Age group	
> 50 years	78
30-50 years	335
<30 years.	66
Total number of Contractors	**232**
Number of employees under the vulnerable group	**86**

New Employee Hires and Employee Turnover

Team Member Headcount	**New Hires**	**Turnover Voluntary**	**Turnover Involuntary**
Total Number of Employees	**50**	**28**	**8**
By Contract			
Permanent	45	21	4
Temporary/Probationary	5	7	4
By Gender			
Male	32	16	4
Female	17	12	4
By Position			
Top Management	1	1	0
Sr. Management	0	0	0
Mid Management	4	3	1
Supervisors	12	13	3
Rank & File	33	11	4
by Age group			
> 50 years	7	3	2
30-50 years	21	15	4
<30 years.	22	10	2

Comprehensive Benefits and Employee Well-being

The Company designed a competitive benefits package to support employees' overall well-being. This includes government-mandated benefits, healthcare coverage, mental health programs, and employee assistance initiatives. Additional facilities, such as breastfeeding rooms, accessible ramps for PWDs, and dedicated spaces for religious activities, contribute to a supportive and inclusive workplace.

Employee Benefits

Benefit/Location	**Employees who availed**	
	Female	**Male**

SSS	34	80
Philhealth	19	59
Pag-IBIG	25	91
Parental/Maternity leave	5	6
Vacation Leave	70	272
Sick Leave	64	278
Medical benefits (aside from Philhealth)	63	233
Housing assistance (aside from Pag-IBIG)	4	12
Retirement fund (aside from SSS)	8	57
Education support (Educational loan)	8	14
Company Stock options	0	0
Telecommuting	0	0
Flexible working hours	6	26
Others		
Employee Medical Assistance	35	150
Car Loan	9	14
Car Allowance	0	5
Medical Reimbursement	72	287

Rewards, Recognition, and Engagement

On the other hand, a robust Rewards and Recognition (R&R) program provides interactive, accessible, and meaningful incentives, including e-vouchers and public recognition. This initiative strengthens employee motivation, engagement, and long-term loyalty. In 2024, the Company introduced Empuls, a platform designed to reinforce a culture of appreciation and engagement. This enhanced Total Rewards and Recognition platform can let employees earn reward points through various activities such as receiving recognition from colleagues, completing surveys, and attending training sessions. These points can then be redeemed for a variety of rewards, including gift certificates, merchandise, exclusive perks, and other incentives. This platform fosters a positive work environment by encouraging peer recognition and reinforcing the Company's commitment to employee well-being.

Employee Experience and Workplace Culture

Beyond financial rewards, the Company invests in employee engagement through wellness programs, sports and recreation activities, and community-driven projects such as tree planting and mental health advocacy. Regular employee satisfaction surveys and performance reviews ensure continuous improvement in policies and practices. Building on this commitment to employee well-being and workplace enhancement, the Company launched its Employee Value Proposition (EVP) Program in 2024.

This initiative aligns employees' needs and expectations with the Company's culture, mission, and business strategy while reinforcing four key pillars that define Alsons Power as an employer of choice:

- **A Culture That Inspires**– Creating an inclusive and motivating work environment.
- **Opportunities for Growth**– Providing career development and training opportunities.

- **Rewards That Matter**– Offering meaningful incentives and recognition.
- **People Who Thrive Together**– Fostering teamwork and collaboration.

The Company has reinforced its commitment to employee satisfaction, engagement, and development by implementing these initiatives. These programs enhance internal rapport, promote open communication, and cultivate a workplace where employees and executives can engage in meaningful and harmonious interactions.

Training and Development

A strong commitment to continuous learning and professional growth ensures that employees remain competitive, well-equipped, and prepared to excel in their respective fields. Training and development initiatives are designed to enhance technical expertise, leadership capabilities, and compliance awareness while fostering a culture of lifelong learning.

The Company is committed to building a highly skilled and future-ready workforce by implementing structured training and development programs that align with business objectives and industry advancements. Through a combination of internal learning platforms, external training opportunities, and leadership-driven mentorship, employees are continuously equipped with the necessary skills to excel in their roles.

In 2024, the Company's total training hours reached 19,429, reflecting its strong commitment to continuous employee development. This investment in learning covered a range of programs, from technical and compliance training to leadership and career development initiatives.

Employee Training

	Male	Female	Total
Total Training Hours	15,910	3,519	19,429
Total Number of employees attended the trainings	300	101	401
Average hours of training	53	35	48

Employee-Initiated and Leadership-Supported Learning

For 2024, the Company placed a strong emphasis on employee-initiated training, allowing individuals to take an active role in their professional development. Employees are encouraged to participate in relevant conferences, workshops, and certification programs that enhance their expertise. Leaders play a crucial role in this process by guiding their teams, ensuring that personnel receive the necessary support, and integrating training into career growth plans. Compliance training, such as for Pollution Control Officers (PCOs), remains a priority to uphold regulatory standards and operational excellence.

To ensure accessibility and efficiency, the Company utilizes SumTotal, an internal learning management system that offers a wide range of training programs. Additionally, external training is provided to address compliance requirements, particularly for employees at SHPC, which is currently non-operational. This initiative ensures that employees remain engaged and continuously upskill despite operational shifts. A total of 737 trainings, both internal and external were conducted for 2024.

Training	Male	Female	Total
Total Number of trainings conducted (Internal)	370	157	527
Total Number of trainings conducted (External)	134	76	210

Encouraging Participation and Closing Skills Gaps

Alsons Power Group is actively working to create a more inclusive training environment, ensuring that all employees—regardless of gender or position—have equal opportunities for skill development. Structured skills assessments are conducted to identify competency gaps and create targeted training programs. Employees undergo regular evaluations to measure progress and the practical application of newly acquired skills in their roles. Feedback mechanisms allow managers to continuously refine training strategies, ensuring their effectiveness in driving performance improvement. In addition to technical training, leadership development programs are implemented to cultivate future leaders within the organization. These initiatives focus on managerial skills, decision-making, and team leadership, ensuring that employees are well-prepared to take on higher responsibilities.

Diversity, Equal Opportunity, and Anti-discrimination

On the social side, the Company upholds diversity, equal opportunity, and anti-discrimination as fundamental principles in its operations. As an equal opportunity employer, it ensures that all individuals, regardless of gender, age, religion, socio-economic status, or disability, have fair access to employment and career growth. This commitment is embedded in all stages of the employee lifecycle, from recruitment and onboarding to training, development, and promotion.

Alsons Power Group implements a structured hiring processes that prevent bias and foster inclusivity. These include clear job descriptions, applicant tracking systems, strategic partnerships with educational institutions and industry networks, and regular feedback mechanisms to refine recruitment strategies. Special consideration is also given to Indigenous Peoples and employees from vulnerable sectors, providing them with career opportunities within the organization.

Strict policies on anti-discrimination, anti-harassment, and human rights compliance align with national labor laws, such as the Philippine Constitution's provisions on equal work opportunities, the Anti-Age Discrimination in Employment Act, the Magna Carta for Persons with Disabilities, and the Safe Spaces Act. Employees receive regular training and updates on labor relations, workplace rights, and corporate social responsibility to reinforce a culture of fairness and respect.

Labor Standards and Human Rights

ACR upholds the highest standards of labor practices and human rights, ensuring that all employees work in a fair, safe, and inclusive environment. Compliance with labor laws, ethical employment practices, and respect for fundamental human rights are embedded in the organization's policies and operations.

Commitment to Ethical Labor Practices

The Company prioritizes ethical labor practices by adhering to national and international labor laws, preventing workplace discrimination, and ensuring equal opportunities for all employees. These efforts are reflected in several key policies:

- **Employment Policy**– Establishes fair hiring practices, ensuring that recruitment, compensation, and career advancement are based on merit and free from bias.
- **Recruitment Policy**– Promotes equal employment opportunities, ensuring that all hiring decisions align with labor laws and industry best practices.
- **Code of Conduct**– Guides employee behavior, reinforcing ethical standards and expectations for professionalism, integrity, and respect in the workplace.
- **Labor Standards Policies**– Include measures such as the Sexual Harassment Policy, Drug-Free Workplace Program, HIV and AIDS Prevention and Control Policy, and Tuberculosis Prevention and Control Policy.

These policies protect employees' rights and well-being, creating a safe and supportive work environment.

Compliance with Labor Laws and Industry Standards

The Company ensures full compliance with the Department of Labor and Employment (DOLE) regulations and other relevant government agencies. This includes strict adherence to labor standards concerning working hours, wages, occupational health and safety, and employee benefits. Additionally, regular audits, assessments, and policy reviews help maintain alignment with evolving labor laws and industry benchmarks.

Proactive engagement with industry groups, such as the regional People Management Association of the Philippines (PMAP), allows the Company to stay informed on developments in human resource management, labor rights, and best practices. Benchmarking against other organizations ensures continuous learning and improvement in labor policies and practices.

Human Rights Protection and Grievance Mechanisms

Protecting human rights within the workplace requires a structured approach that includes clear policies, transparent reporting mechanisms, and effective remediation processes. The Company has established a grievance reporting system that allows employees to raise concerns related to labor rights violations, workplace misconduct, or unfair treatment without fear of retaliation.

DISCLOSURE	2024	2023	2022
No. of Legal actions or employee grievances involving forced or child labor	0	0	0

In 2024, there were no recorded legal actions or employee grievances related to forced or child labor, demonstrating the Company's commitment to ethical labor practices and human rights protection. The Company continuously monitors labor conditions and conducts internal assessments to prevent any form of exploitation or rights violations.

Furthermore, the Company actively participates in quarterly Multi-Partite Monitoring Team (MMT) meetings to address community concerns regarding labor and employment practices. This engagement fosters transparency and accountability while ensuring that the Company remains responsive to the needs of its workforce and stakeholders.

Training and Development in Labor Standards and Human Rights

The Company integrates labor rights and ethical employment practices into its employee training programs to ensure awareness, compliance, and continuous improvement. The following training programs reinforce labor standards and human rights education:

- **Mandatory Labor Law and Human Rights Training**– Educates employees on workplace rights, ethical labor practices, and compliance with labor laws.
- **Frontline Management Development Program**– Equips frontline managers with leadership skills while reinforcing the importance of labor rights and employee well-being.
- **Management Development Programs**– Strengthens leadership succession planning by developing potential successors with a deep understanding of labor laws and ethical business practices.
- **Lean Six Sigma Green & Yellow Belt Program**– Enhances process efficiency and quality management while incorporating labor standards into operational improvements.

Strengthening a Culture of Labor Rights and Social Responsibility

Going beyond compliance, the Company fosters a culture where labor rights and human dignity are embedded into corporate values. The principle "We Power with Care" is reflected in its commitment to employee development, workplace inclusivity, and ethical labor practices. Through embedding labor laws and human rights into daily operations, the Company not only ensures a fair and safe working environment but also strengthens its reputation as a socially responsible Organization.