



**GT2025**<sup>∞</sup>  
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**aboitiz**  
Equity Ventures

 **AboitizPower**

 **UnionBank**

**First Quarter of 2022 Financial & Operating Results**  
Wednesday, April 27, 2022

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# Review of Business Units

- **Power**
- Financial Services
- Food
- Land
- Infrastructure
- AEV Financials
- Q&A

# #BetterTogether: Invest in our Planet

All **TOGETHER** now!

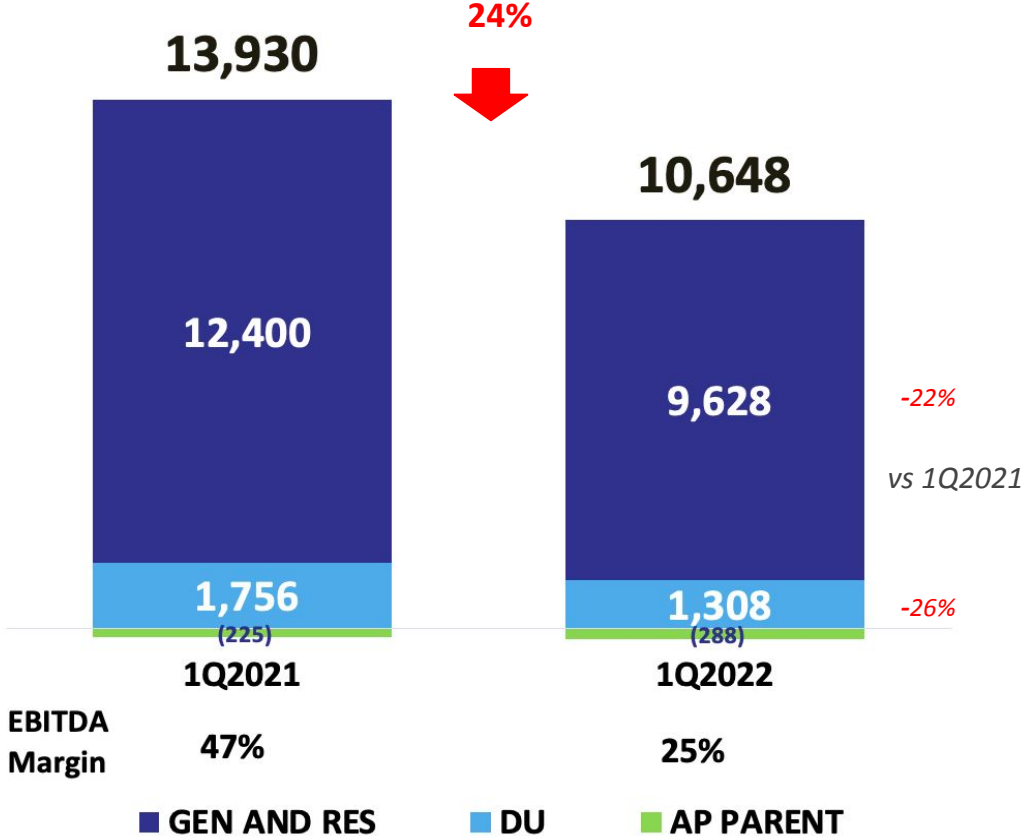
AboitizPower joins the celebration of  
**World's Earth Day**

"Now is the time for the unstoppable courage to preserve and protect our health, our families, our livelihoods... together, we must Invest In Our Planet." **EarthDay.org**



# Beneficial EBITDA down by 24%

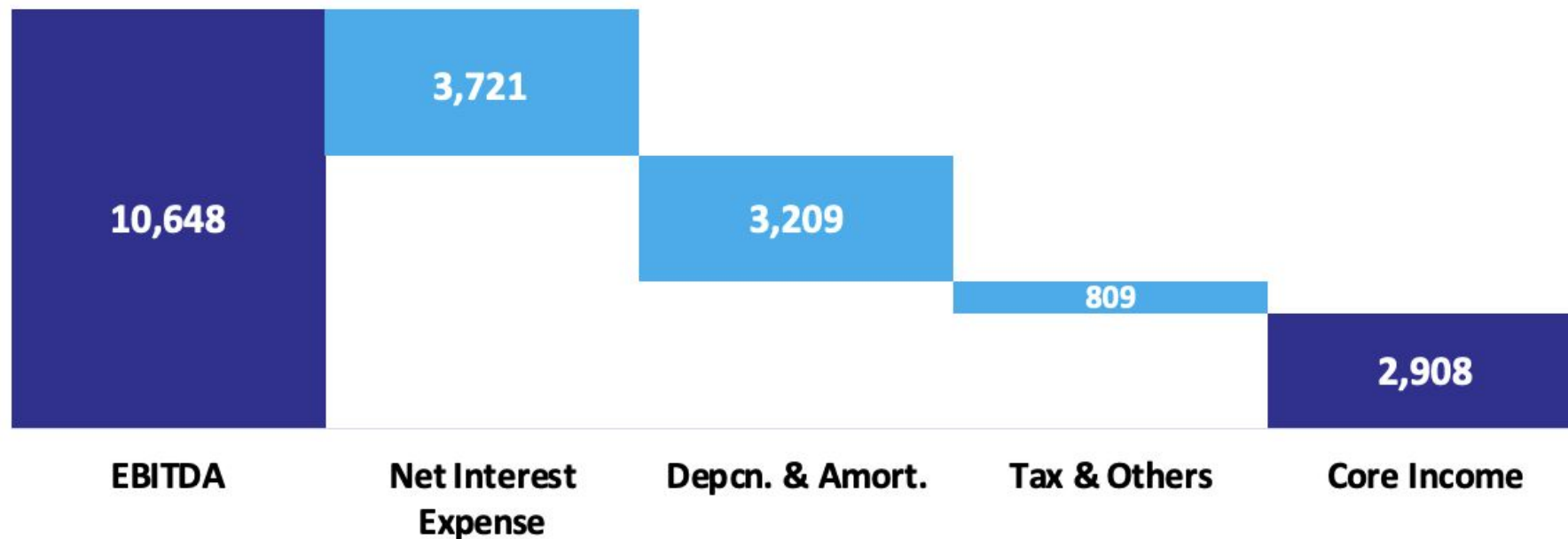
in PHP millions



- 24% vs LY:**
- +13% fresh contributions from GNPD
  - +3% timing windfall from higher indices
  - -2% lower water inflow
  - -3% advanced planned outages
  - -4% Typhoon Odette impact
  - -31% other income

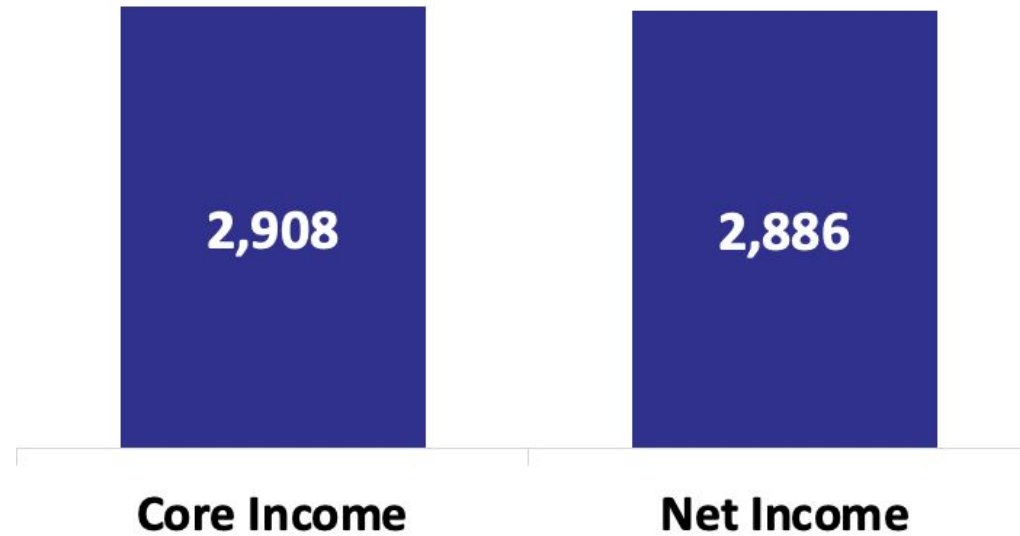
EBITDA - Earnings Before Interest, Taxes, Depreciation, and Amortization  
 GEN - Generation  
 DU - Distribution Utility  
 RES - Retail Electricity Supplier  
 GNPD - GNPower Dinginin  
 GMCE - GNPower Mariveles Energy Center

# Core income down by 53%



Php mn	1Q2021	1Q2022	Change
<b>EBITDA</b>	13,930	10,648	<b>-24%</b>
Less: Net Interest Expense	3,623	3,721	<b>3%</b>
Depcn. & Amort.	2,720	3,209	<b>18%</b>
Tax & Others	1,382	809	<b>-41%</b>
<b>Core Income</b>	<b>6,206</b>	<b>2,908</b>	<b>-53%</b>
<i>EPS</i>	<i>0.84</i>	<i>0.40</i>	

# Net income down by 53%



Php mn

**Core Income**

**Net Income**

*EPS*

	<b>1Q2021</b>	<b>1Q2022</b>	<b>Change</b>
<b>Core Income</b>	6,206	2,908	-53%
<b>Net Income</b>	6,177	2,886	-53%
<i>EPS</i>	0.84	0.39	

# Balance sheet remains strong

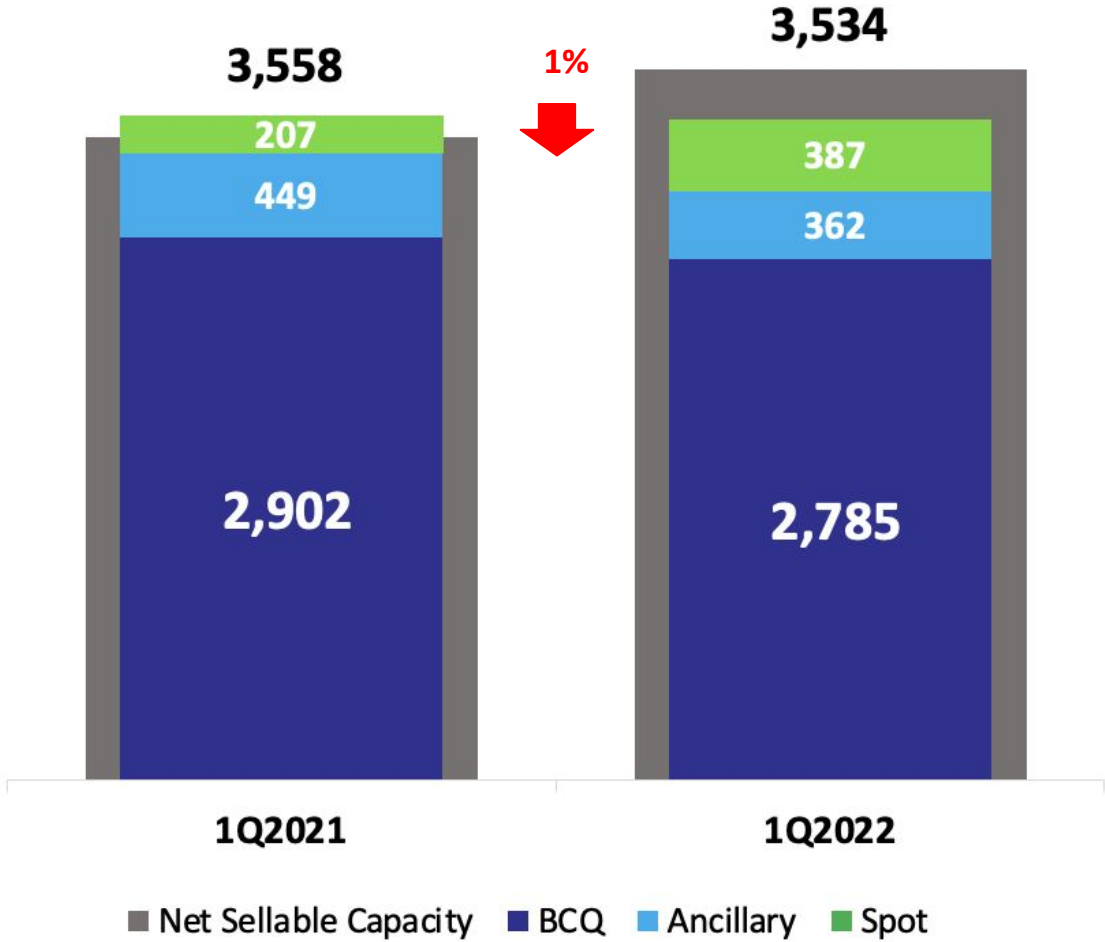
(Php mn)	CONSOLIDATED	
	December 31, 2021	March 31, 2022
Cash and Cash Equivalents	57,130	53,614
Investments and advances	64,953	66,268
Property, Plant and Equipment	203,240	202,654
<b>Total Assets</b>	<b>427,416</b>	<b>430,304</b>
<b>Total Liabilities</b>	<b>271,835</b>	<b>276,425</b>
<b>Total Equity</b>	<b>155,581</b>	<b>153,879</b>
<b>Total Interest Bearing Debt</b>	<b>232,041</b>	<b>238,880</b>
<b>Net Debt</b>	<b>170,837</b>	<b>183,962</b>
<b>Net Debt to Equity</b>	<b>1.1x</b>	<b>1.2x</b>
<b>Debt to Equity*</b>	<b>1.5x</b>	<b>1.6x</b>

\*Total Interest Bearing Debt / Total Equity



# Capacity sales were flat

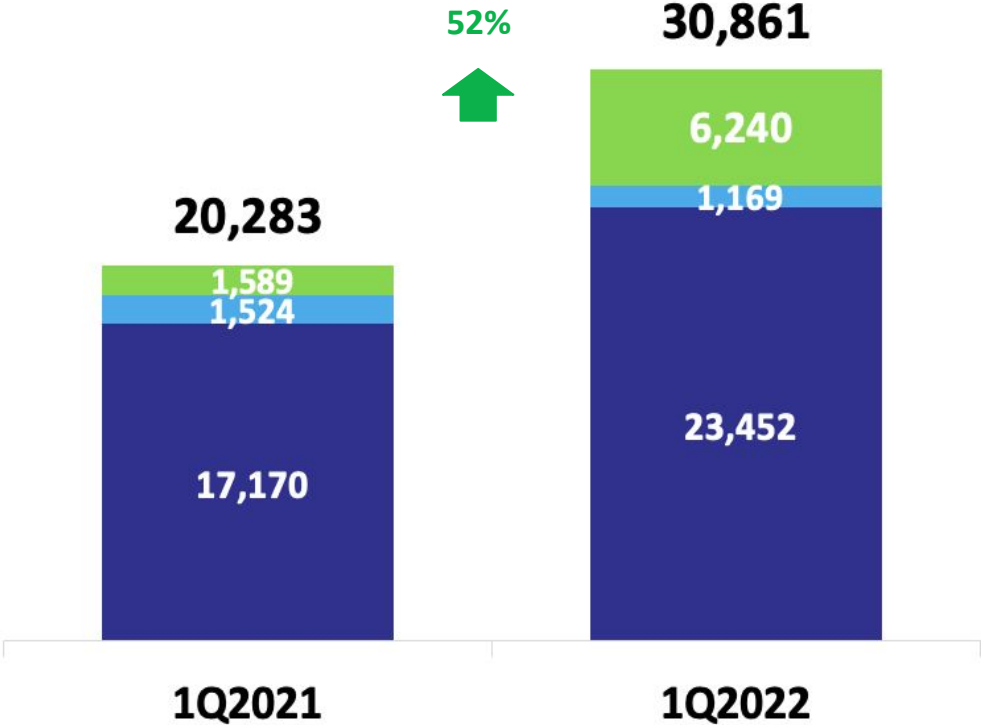
in MW



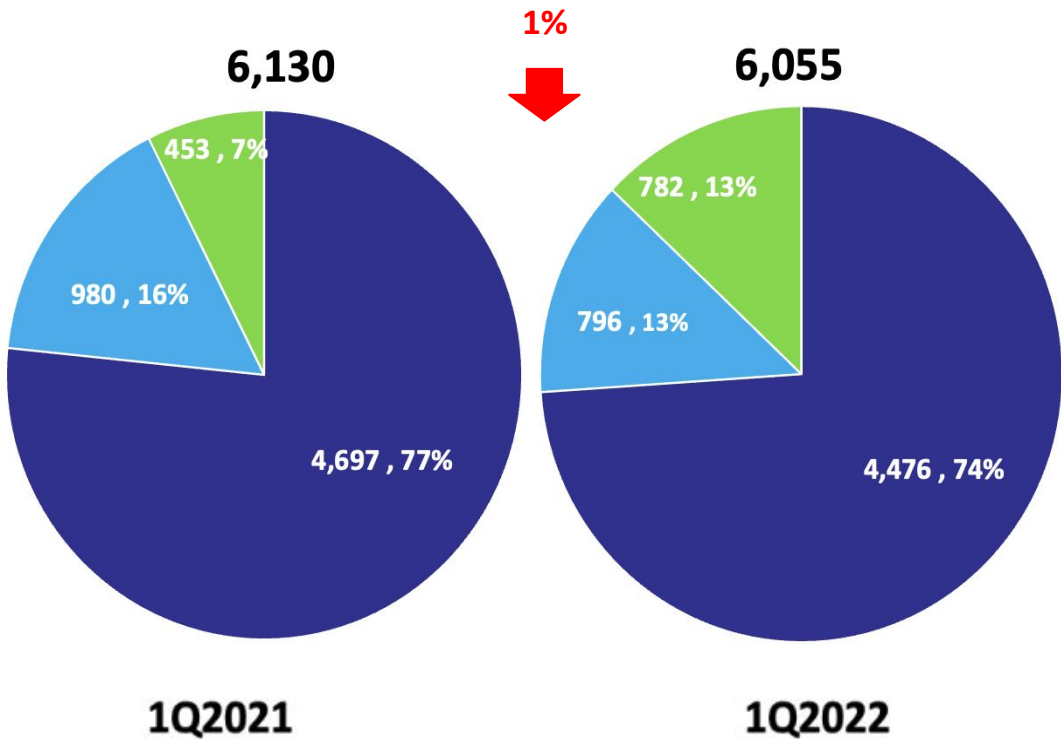
MW - Megawatt  
BCQ - Bilateral Contract Quantity

# Revenue increased; energy sold sustained

Revenue  
in Php mn



Energy Sold  
in GWh

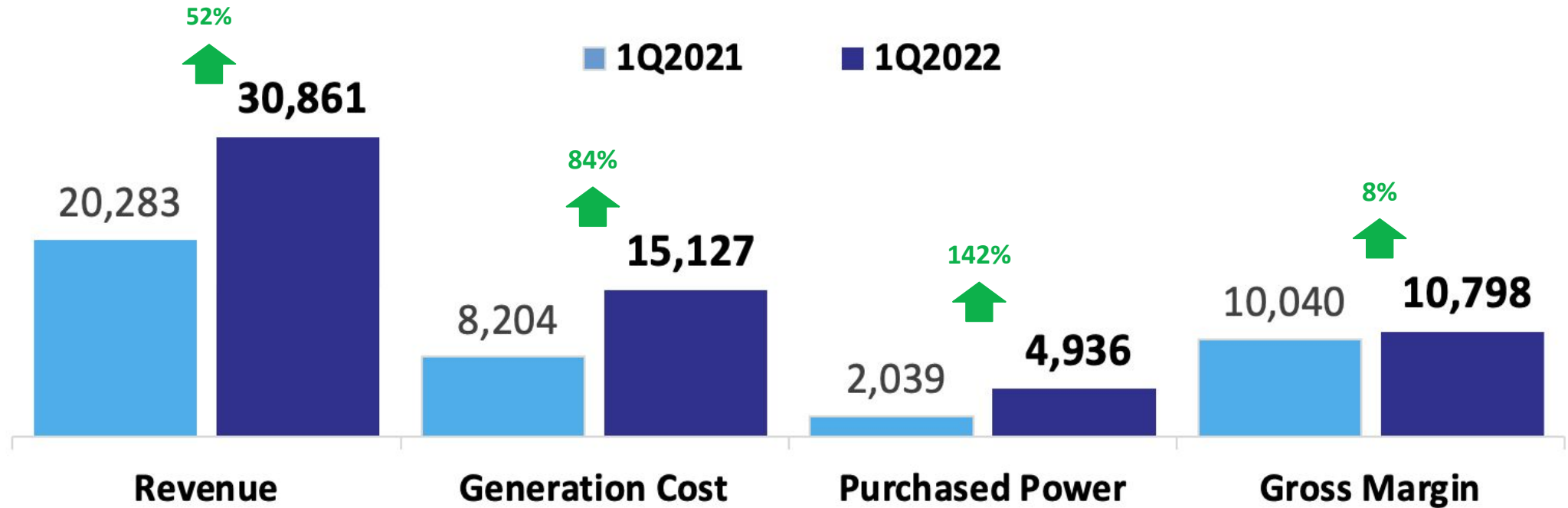


■ BCQ ■ Ancillary Services ■ Spot

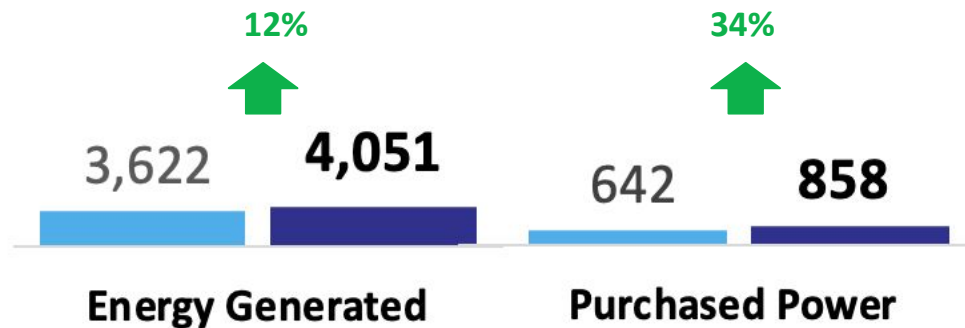
GWh - Gigawatt hours

# Gross margin increased by 8%

in Php mn

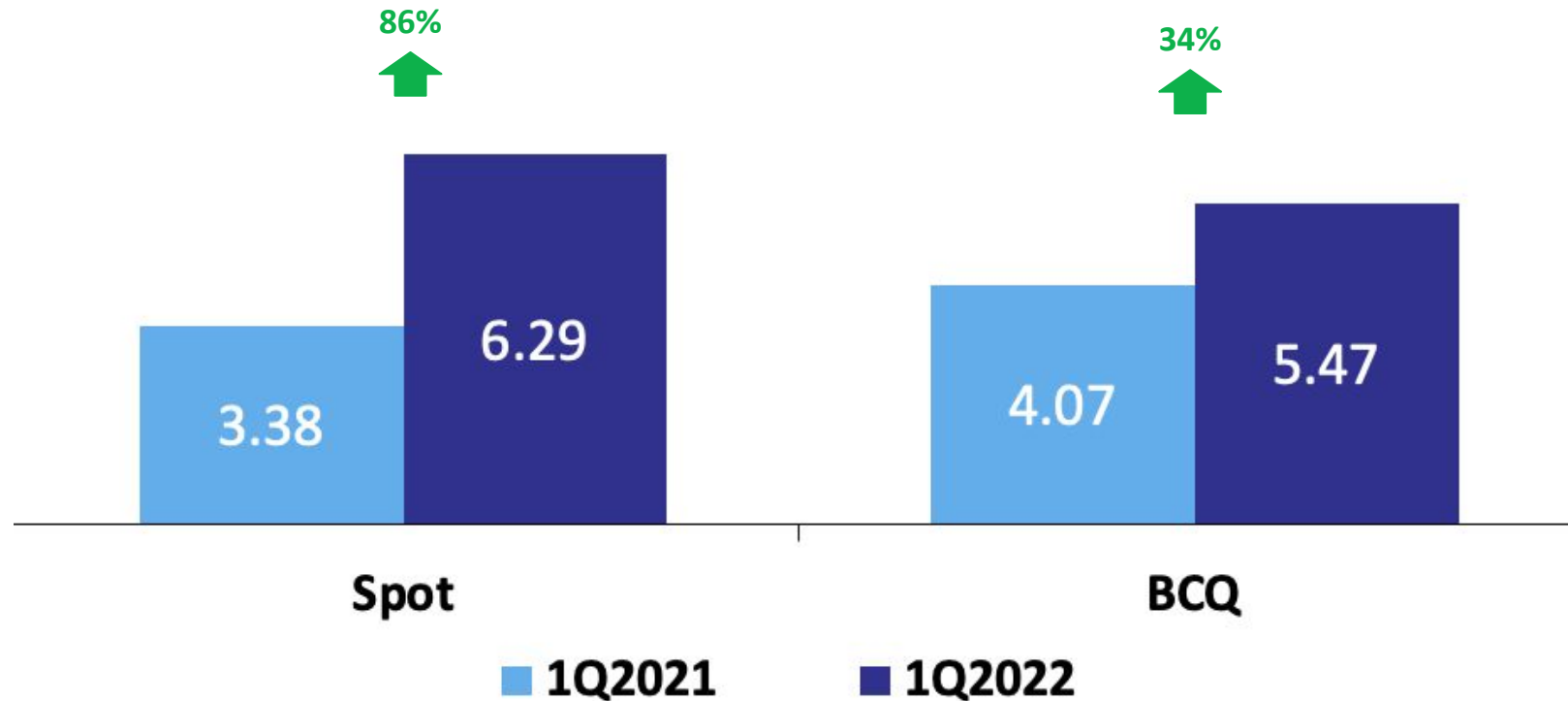


in GWh



# Spot and BCQ selling prices increased

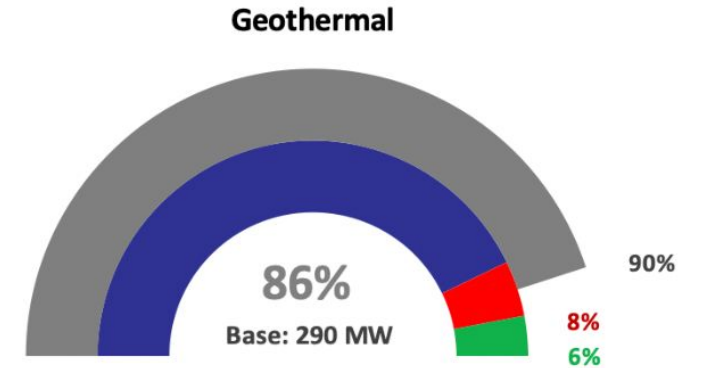
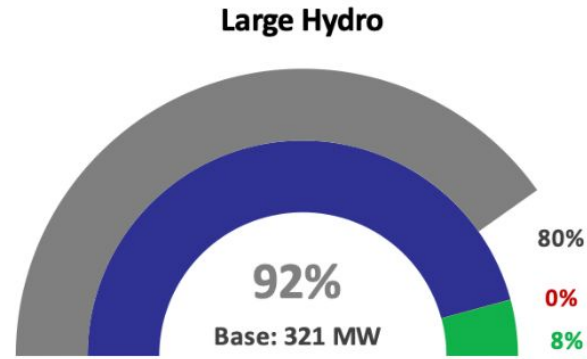
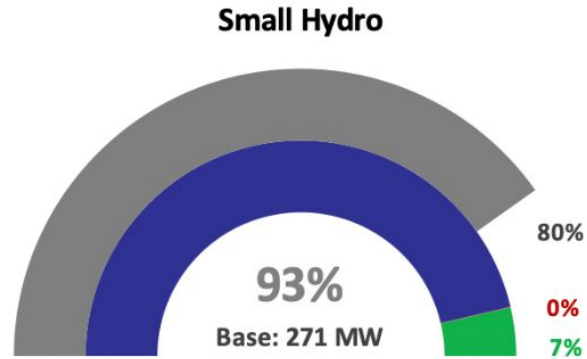
in (P/kWh)



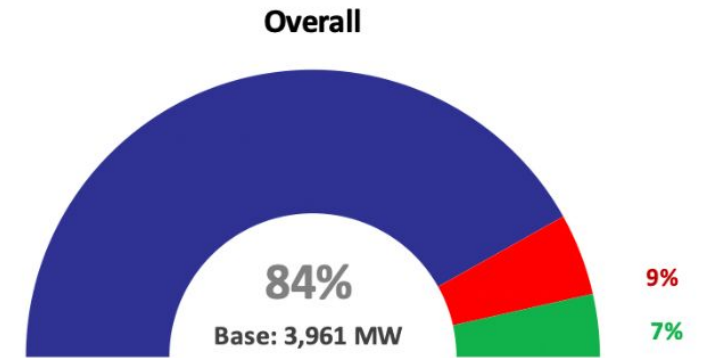
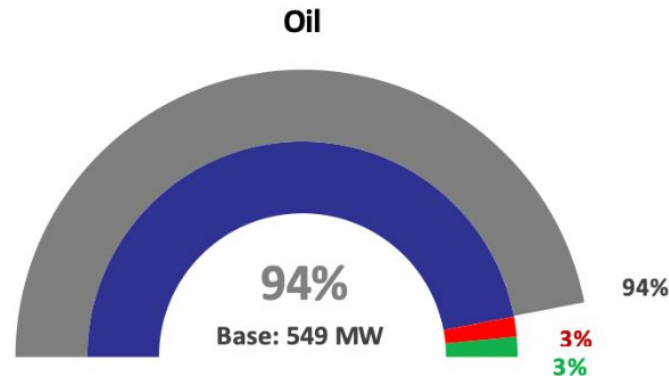
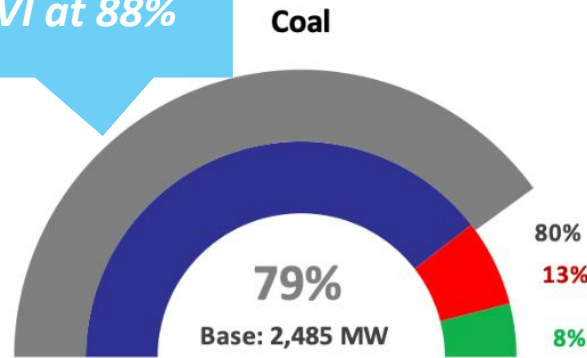
Ave NEWC \$264/MT in Q12022 vs \$89/MT in Q12021

P/kWh - Peso per kiloWatt hour  
NEWC - NewCastle Index  
MT - Metric ton

# Availability of TLI, TSI and TVI was at 88%



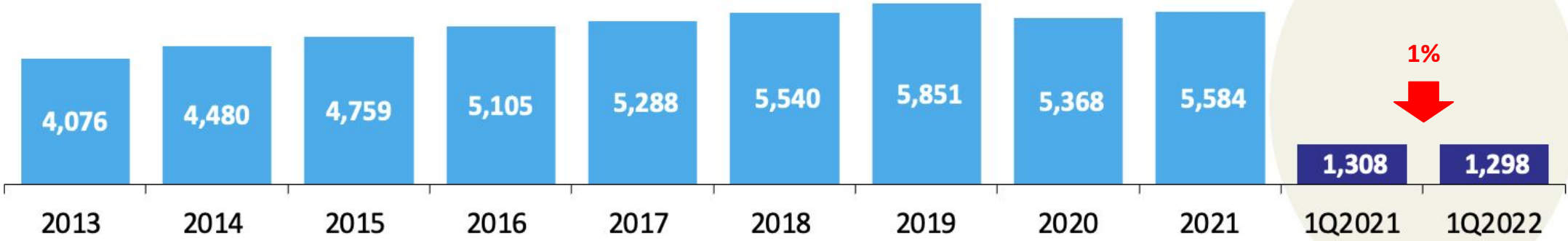
TLI, TSI, TVI at 88%



■ MECHANICAL AVAILABILITY FACTOR    
 ■ UNPLANNED OUTAGE FACTOR    
 ■ PLANNED OUTAGE FACTOR    
 ■ NERC BENCHMARK AVAILABILITY FACTOR

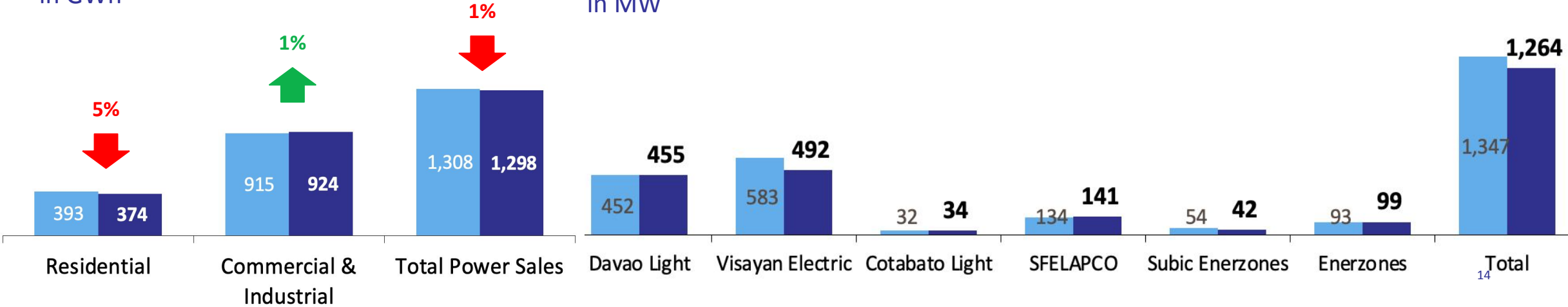
# Beneficial power sales sustained

Beneficial Power Sales  
in GWh



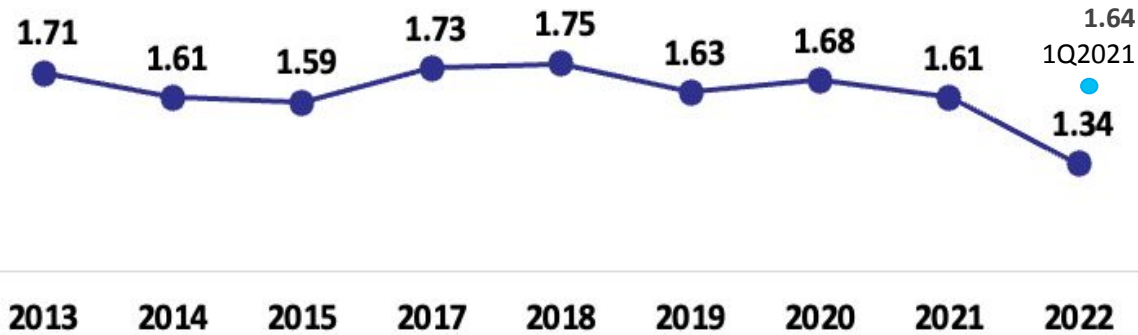
Customer Type  
in GWh

Peak Demand  
in MW

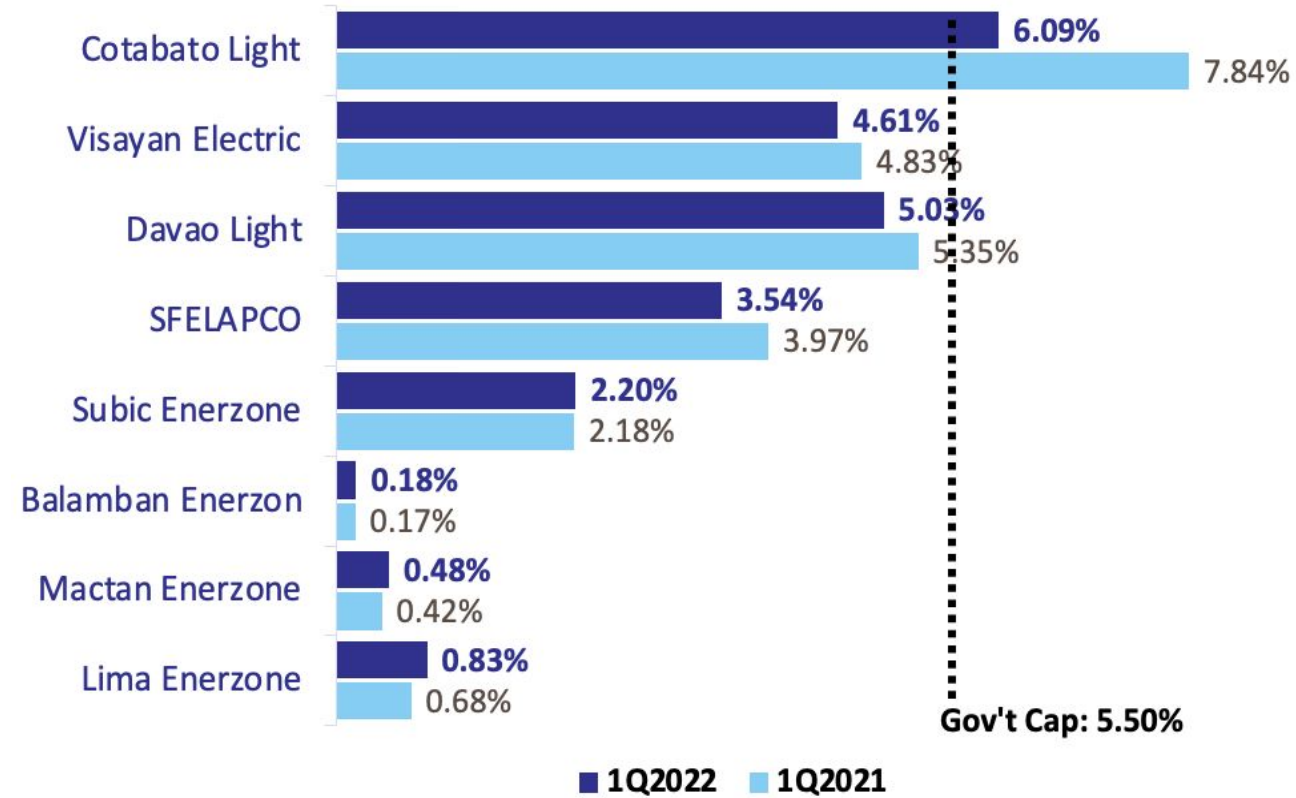


# Average gross margin declined

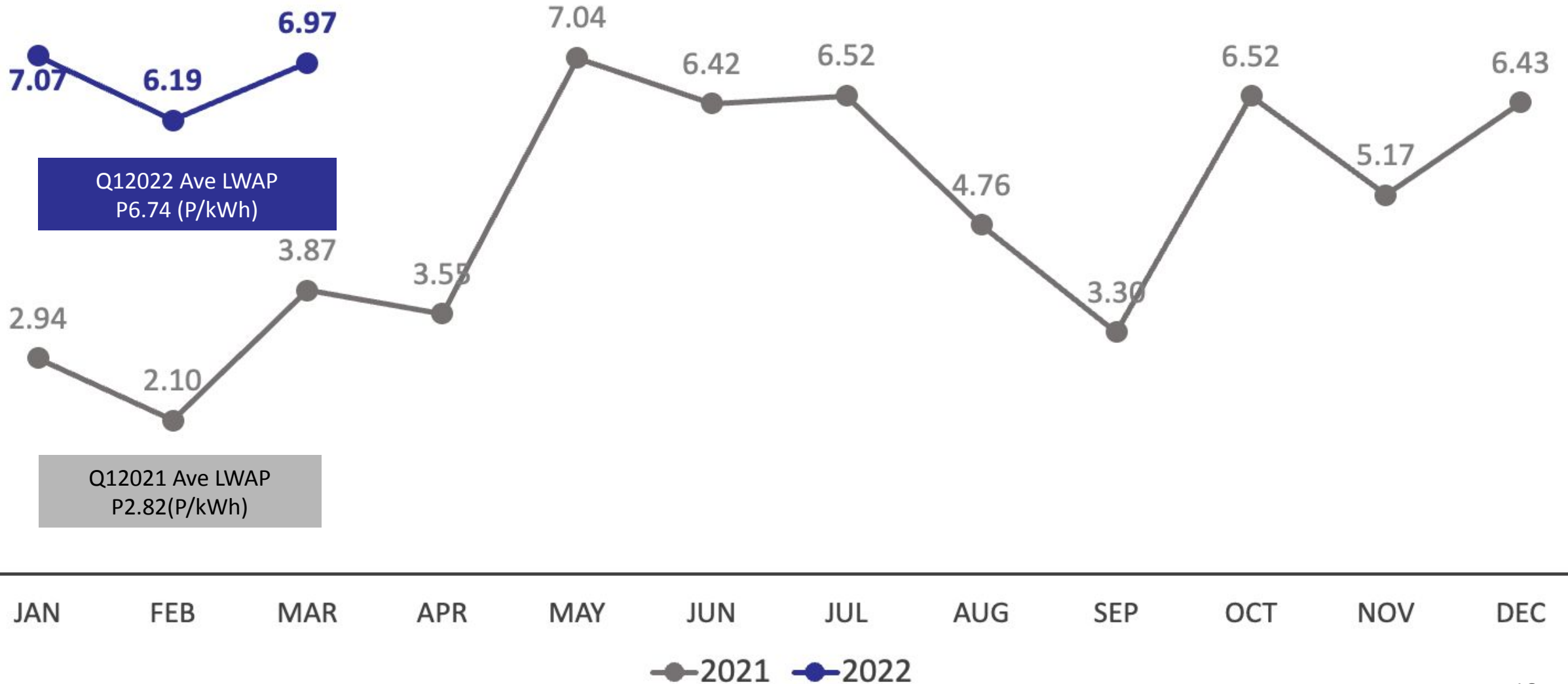
Gross Margin / kWh



Feeder Loss

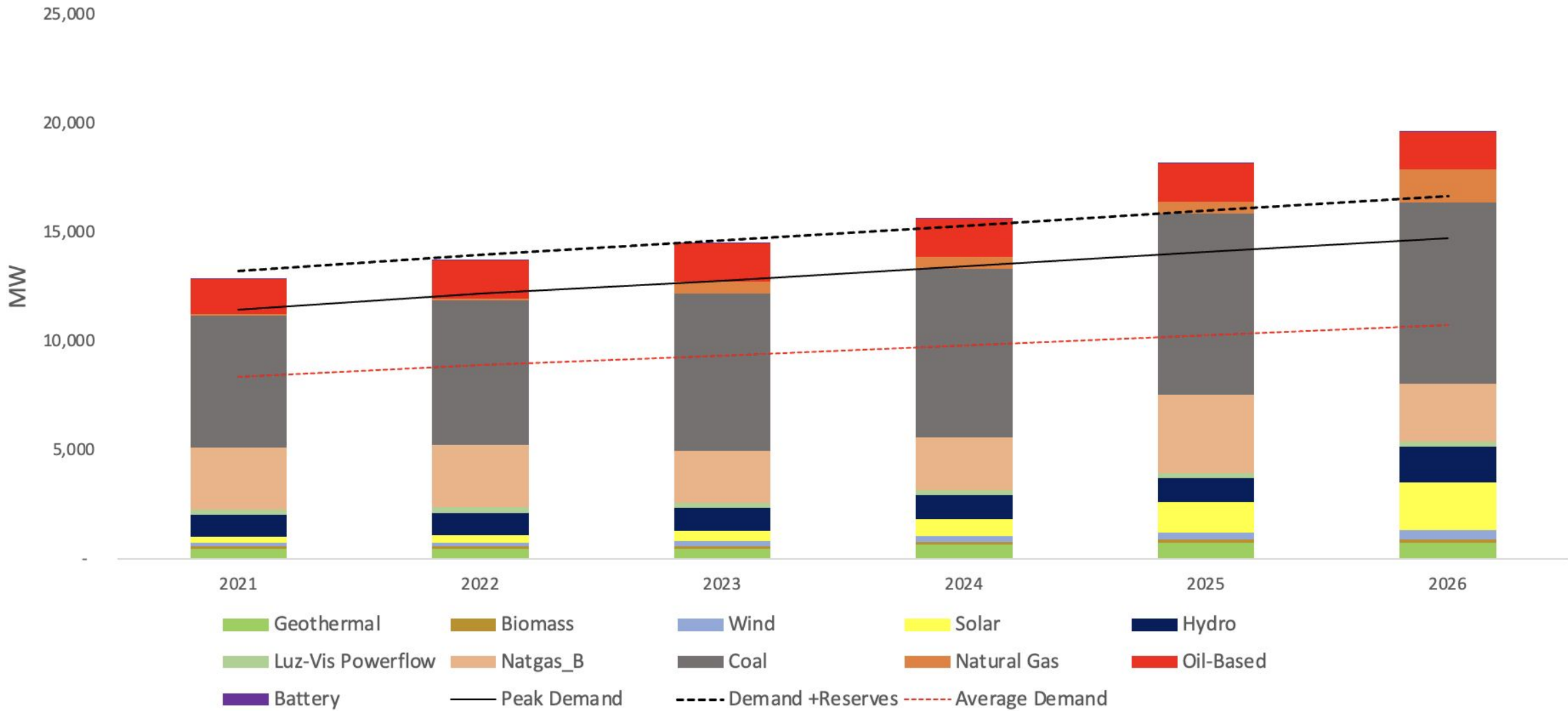


# Average YTD LWAP increased





# Luzon supply and demand situation continues to tighten



# We are working on 1,492 MW of disclosed projects\*

## Under construction

Grid	Project	Capacity (Net)	% Ownership	Attributable Net Sellable Capacity	Estimated Commercial Operation Date
Luzon	Dingin Unit 2	668 MW	70%	468 MW	Synchronized April 23, 2022
	Cayanga Solar	94 MWp*	100%	94 MWp*	Q4 2022
Mindanao	Maco Battery	49 MW	100%	49 MW	May 2022
<b>Subtotal</b>		<b>811 MW</b>		<b>611 MW</b>	

## For 2022 Notice To Proceed

Grid	Project	Capacity (Net)	% Ownership	Attributable Net Sellable Capacity	Estimated Commercial Operation Date
Luzon	Laoag Solar	160 MWp*	100%	160 MWp*	Q3 2023
<b>Subtotal</b>		<b>160 MW</b>		<b>160 MW</b>	

\*Megawatts-peak - measure of the maximum potential output of power

# We are working on 1,492 MW of disclosed projects\*

## Priority Development

Grid	Project	Capacity (Net)	% Ownership	Attributable Net Sellable Capacity	Estimated Commercial Operation Date
Luzon	Magat Battery	20 MW	50%	10 MW	1H 2024
	San Manuel Solar	84 MWp*	100%	84 MWp*	Q4 2024
	Tarlac Solar	44 MWp*	100%	44 MWp*	Q3 2024
	Kibungan Hydro	40 MW	100%	40 MW	Q2 2025
	Olongapo Solar	212 MWp*	100%	212 MWp*	Q3 2025
	Ramon Solar	56 MWp*	100%	56 MWp*	Q3 2025
	Gamu Solar	50 MWp*	100%	50 MWp*	Q3 2025
	Magat Floating Solar	150 MWp*	50%	75 MWp*	2025
Visayas	Calatrava Solar	150 MWp*	100%	150 MWp*	Q4 2024
<b>Subtotal</b>		<b>806 MW</b>		<b>721 MW</b>	

\*Megawatts-peak - measure of the maximum potential output of power



**Our 2 x 668 MW Dinginin coal power plants are in the final stages of construction**



**Our 94 MWp Cayanga Solar Power project will operate by year end**

*Overview on PV Area Activities*



*Rebar Installation and Footing Concrete Pouring Works for Powerhouse Foundation*



*Screw Piling Works at PV Area*

An aerial photograph of a power plant facility. In the foreground, there are several large industrial buildings with blue and white facades and blue roofs. One building has the logo 'SNI LABOTIZ' on its side. A long, narrow structure with a blue roof, likely a battery storage system, runs through the center of the site. To the right, there is a large substation with numerous high-voltage power lines and towers. In the background, a wide river flows through a lush, green landscape. The sky is clear and blue.

**Our 20 MW Magat Battery  
Energy Storage System is  
being developed**



**MakBan and Tiwi Capacity  
Optimization Projects are ongoing**



**Our 49 MW Maco Hybrid  
Battery Energy Storage  
System will be running  
by May this year**



# AP Data Innovation Program: data-driven insights towards sustainable energy solutions



# Power SBU Key Takeaways

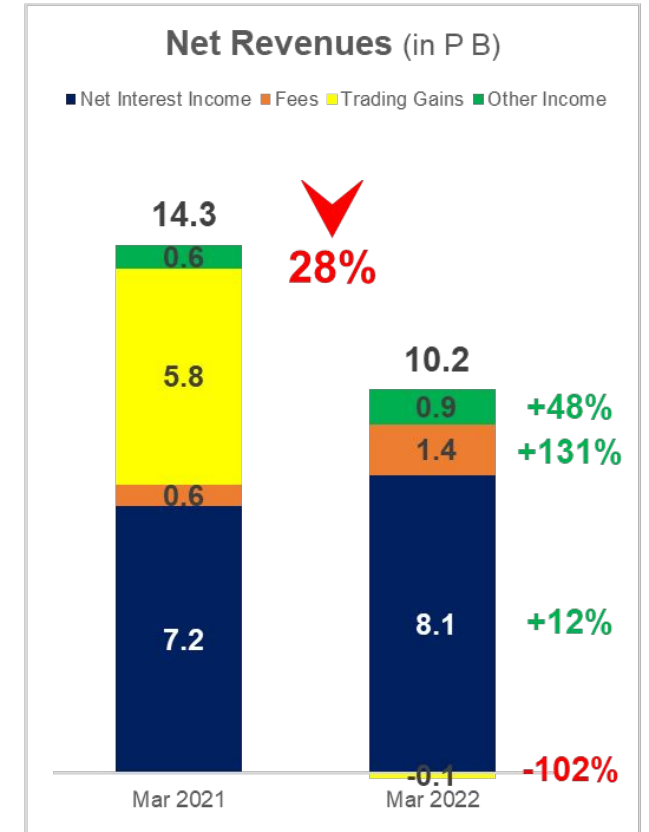
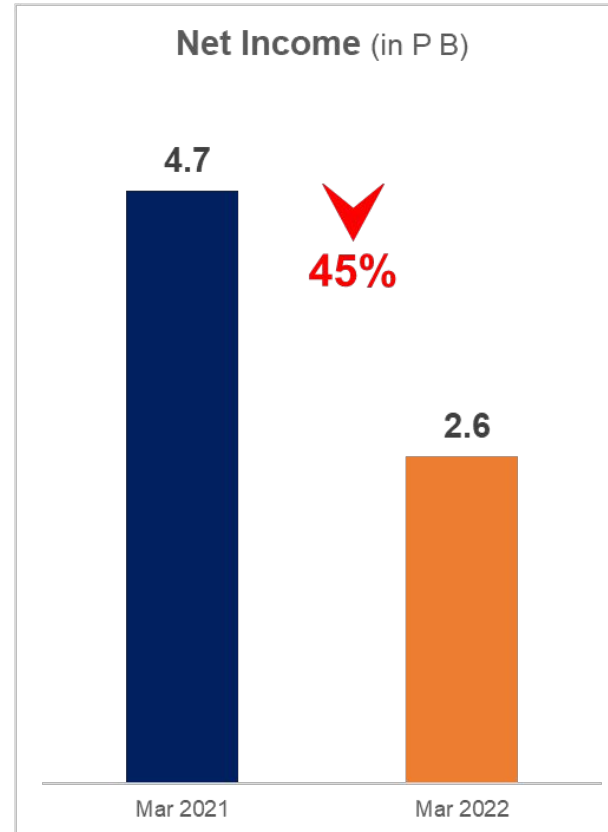
- We continue to strengthen our ESG standards and practices by inspiring and enabling our 1AP team to become sustainability champions.
- GNPD Unit 1 began running and serving its power supply agreements from its own generation and has hit an availability of 93% in March. Meanwhile, GNPD U2 has synchronized to the grid.
- Balance sheet remains strong.
- Luzon supply and demand situation continues to tighten. We expect our GNPD units to play a significant role in addressing supply gaps and meeting critical market needs.
- We are working on 1,492 MW of disclosed projects. These will help us achieve our 2030 target of 9,200 MW.
- With our ongoing and upcoming projects mostly focused on renewable energy, as well as data innovation, we are well on our way to powering a sustainable energy transition and future.

# Review of Business Units

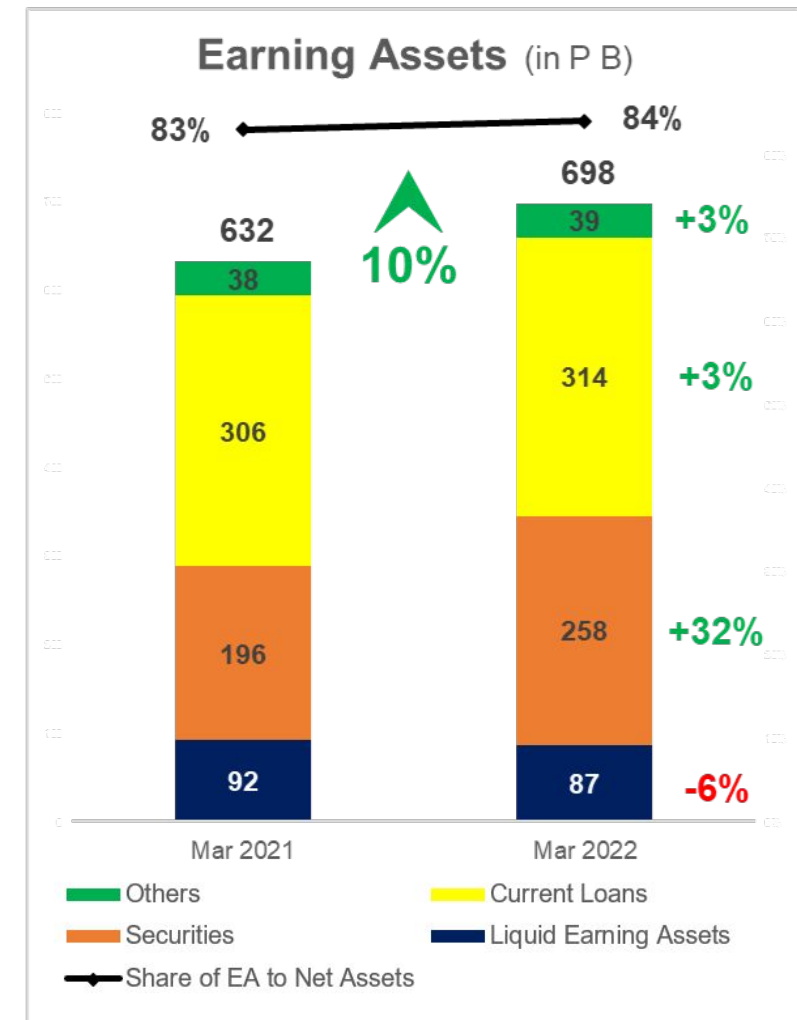
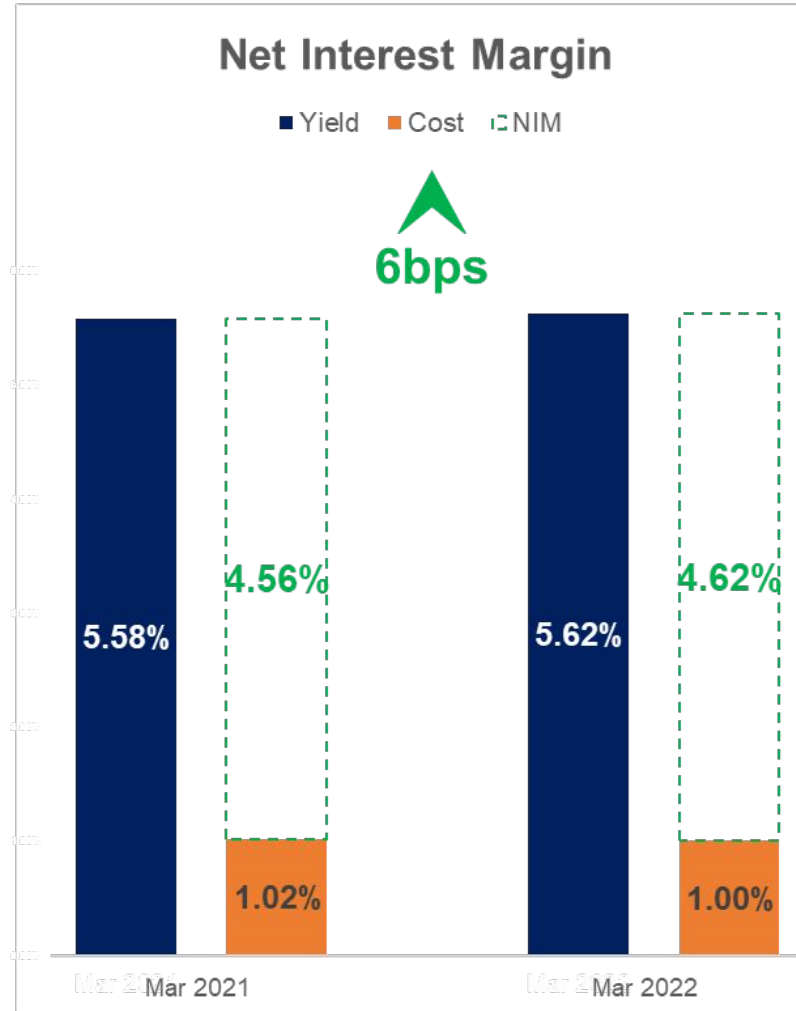
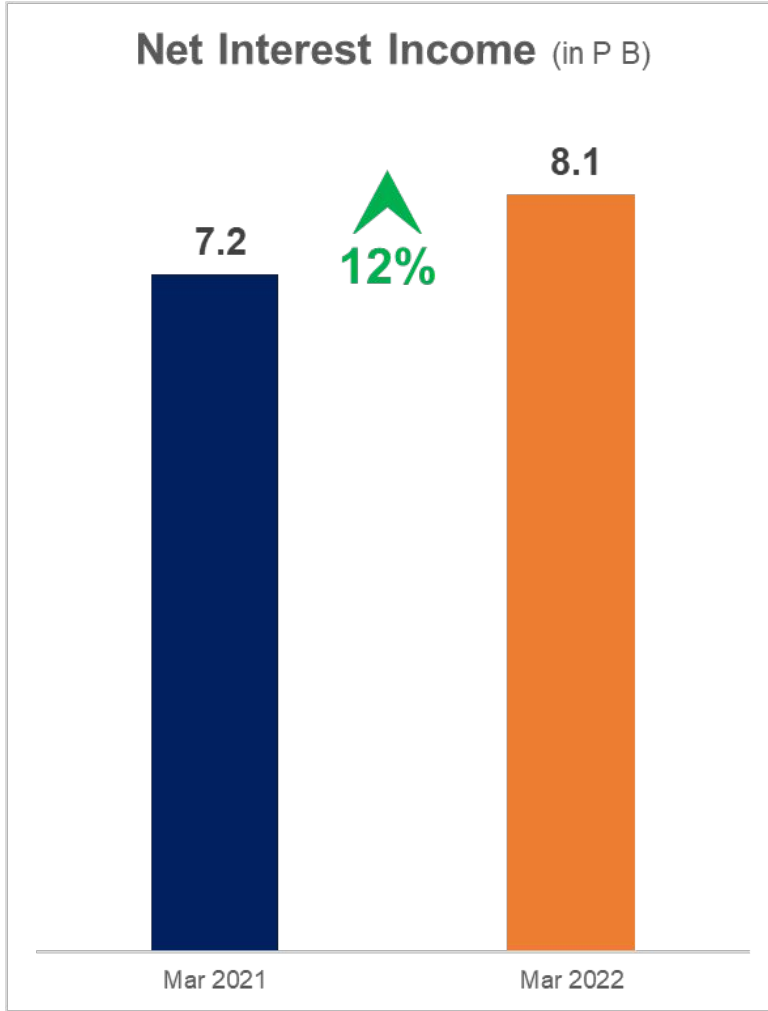
- Power
- **Financial Services**
- Food
- Land
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# 1Q2022 Net Income at P2.6 Bn

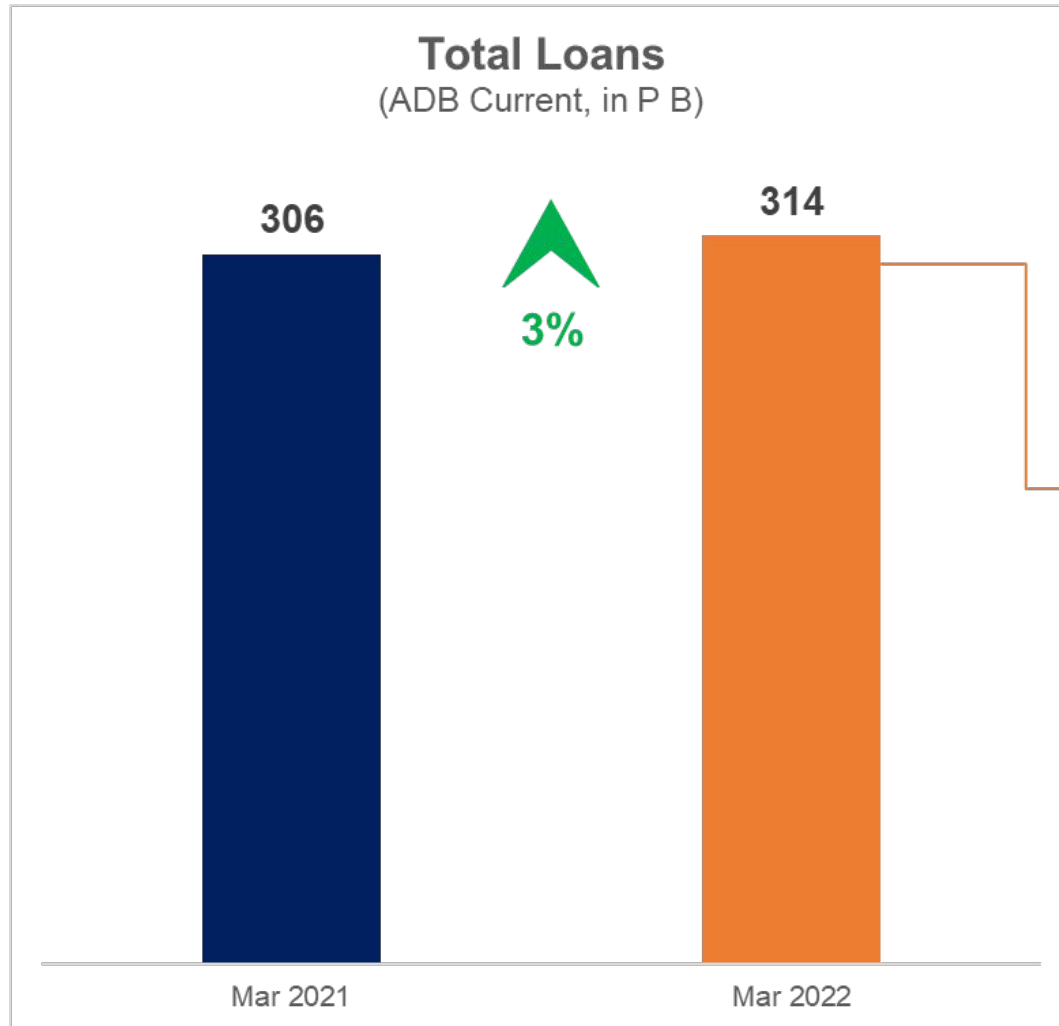
- **Recurring revenues up 21% due to:**
  - Higher net interest income from better margins
  - Higher service and transaction fees
- **Earnings performance was 45% lower YoY due to extraordinary trading income in 1Q2021**



# Net interest income up on higher margins and earning assets

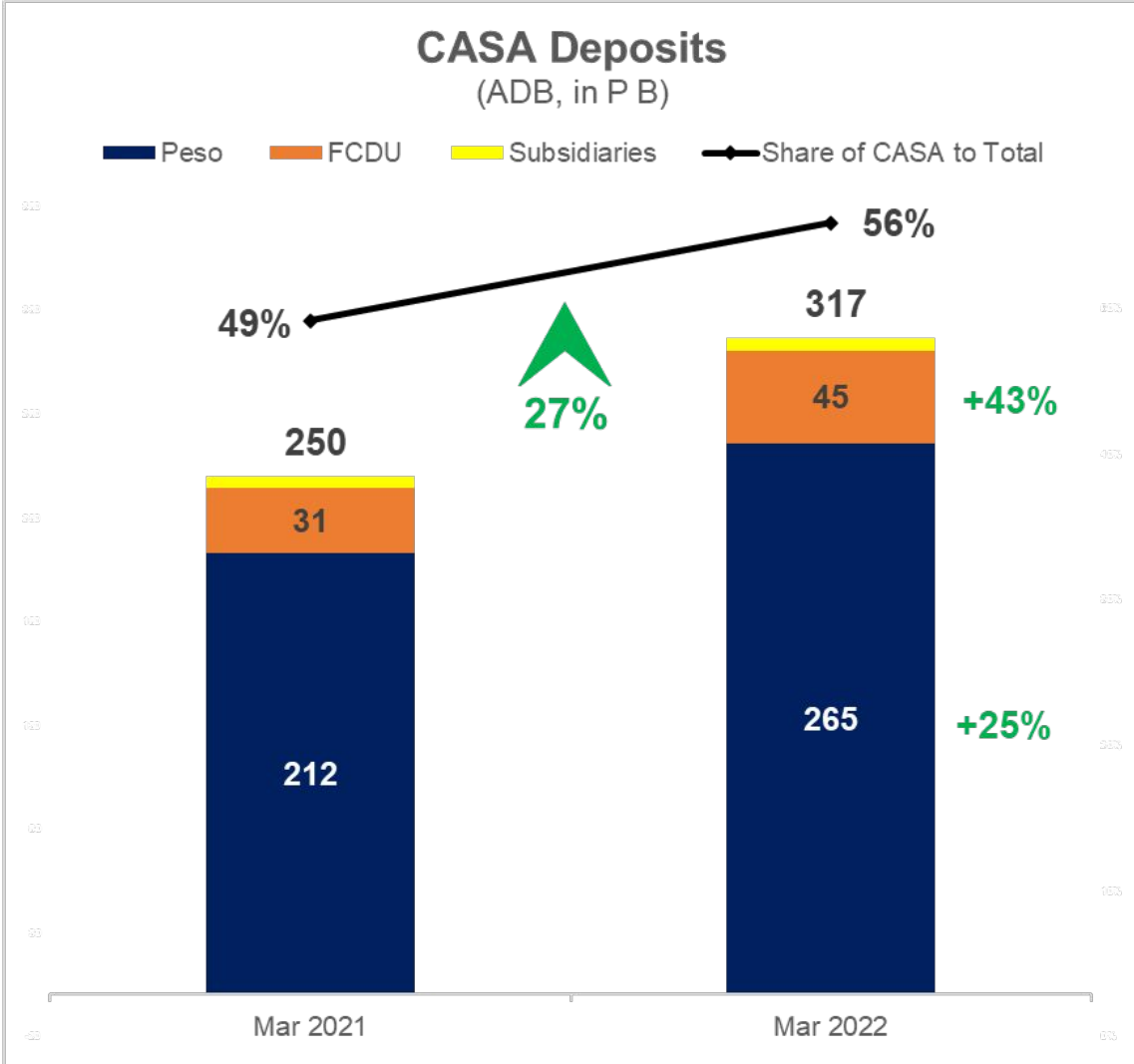
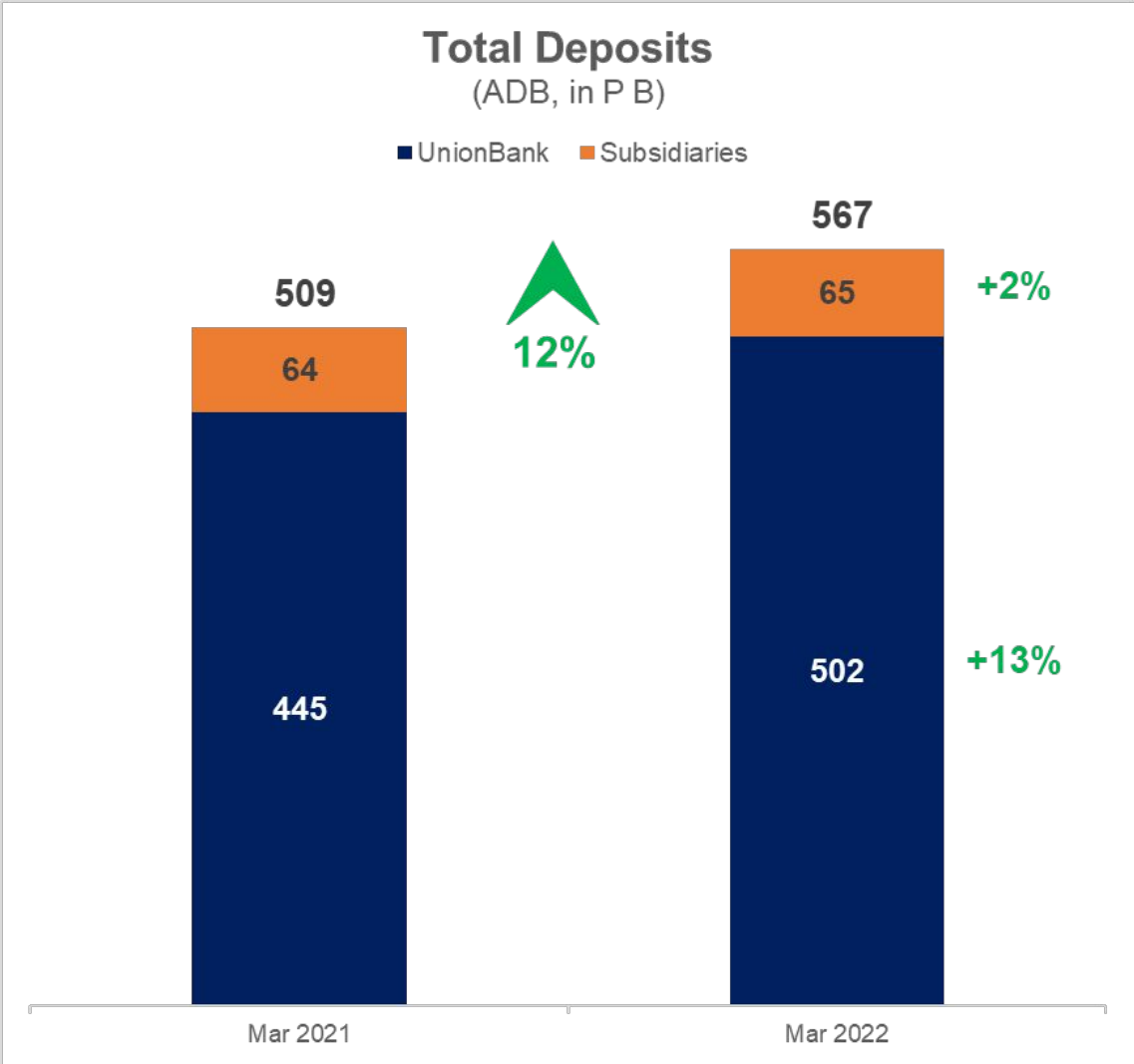


# Higher loans across all Parent Bank segments

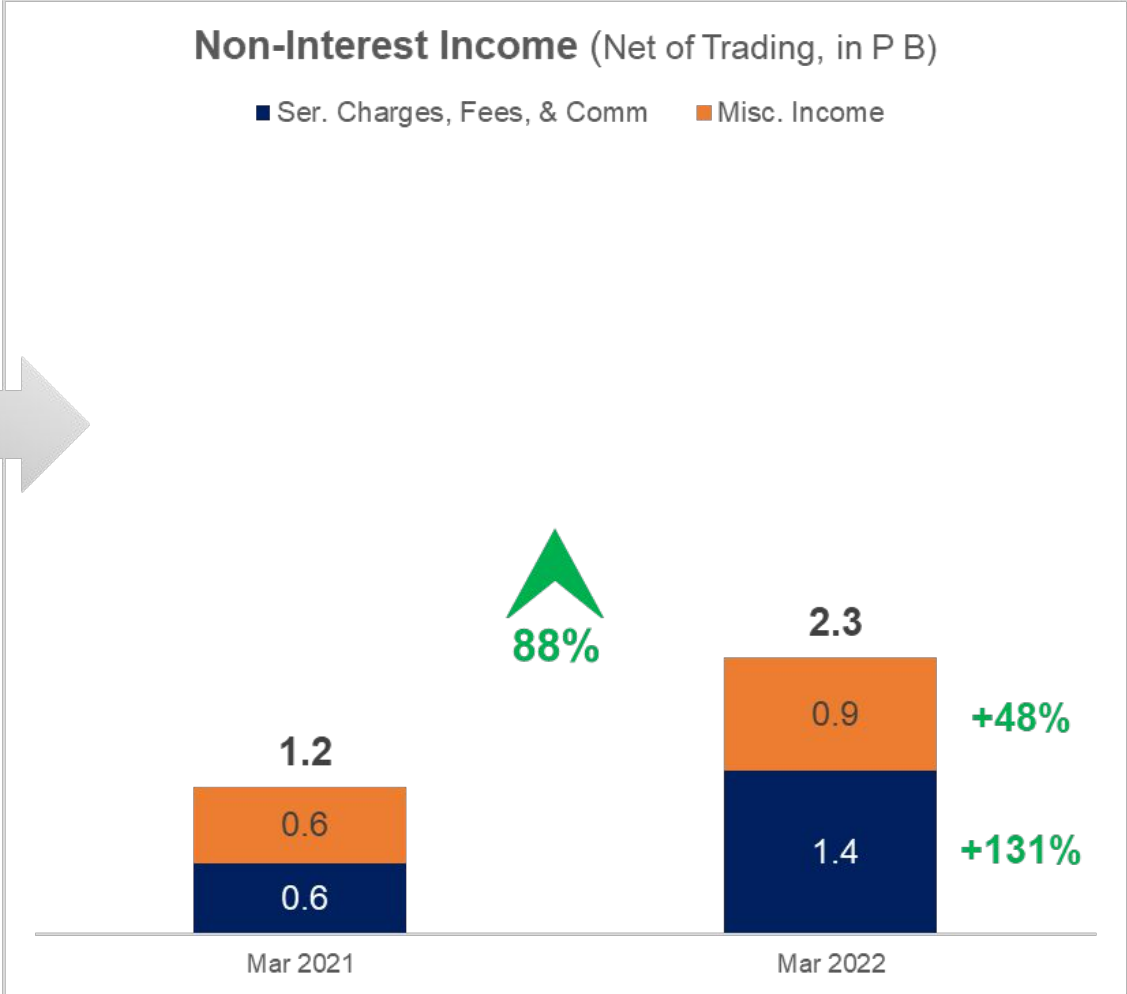
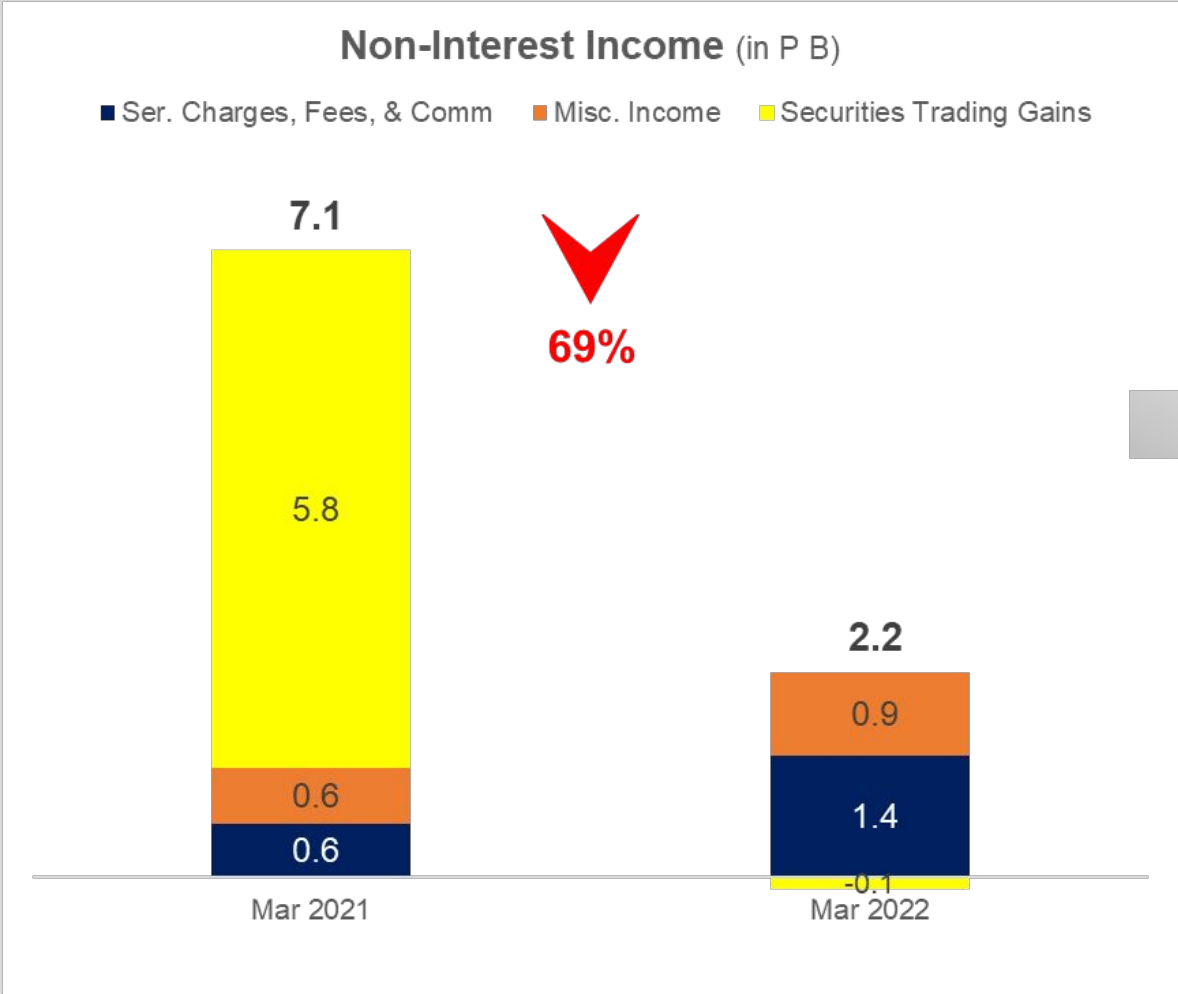


In P B	Mar 2021	Mar 2022	Growth
<b>Corporate</b>	<b>119.9</b>	<b>121.7</b>	<b>1%</b>
<b>Commercial &amp; MSME</b>	<b>68.7</b>	<b>73.5</b>	<b>7%</b>
<b>Retail (Parent Bank)</b>	<b>61.9</b>	<b>63.7</b>	<b>3%</b>
Home Loans	51.4	52.0	1%
Credit Cards	7.3	7.6	5%
Others (Auto, etc.)	3.2	4.0	25%
<b>Mass Market Loans</b>	<b>55.8</b>	<b>55.6</b>	<b>-0.5%</b>
<b>Total Loans</b>	<b>306.3</b>	<b>314.4</b>	<b>3%</b>

# CASA continues robust growth at 27%

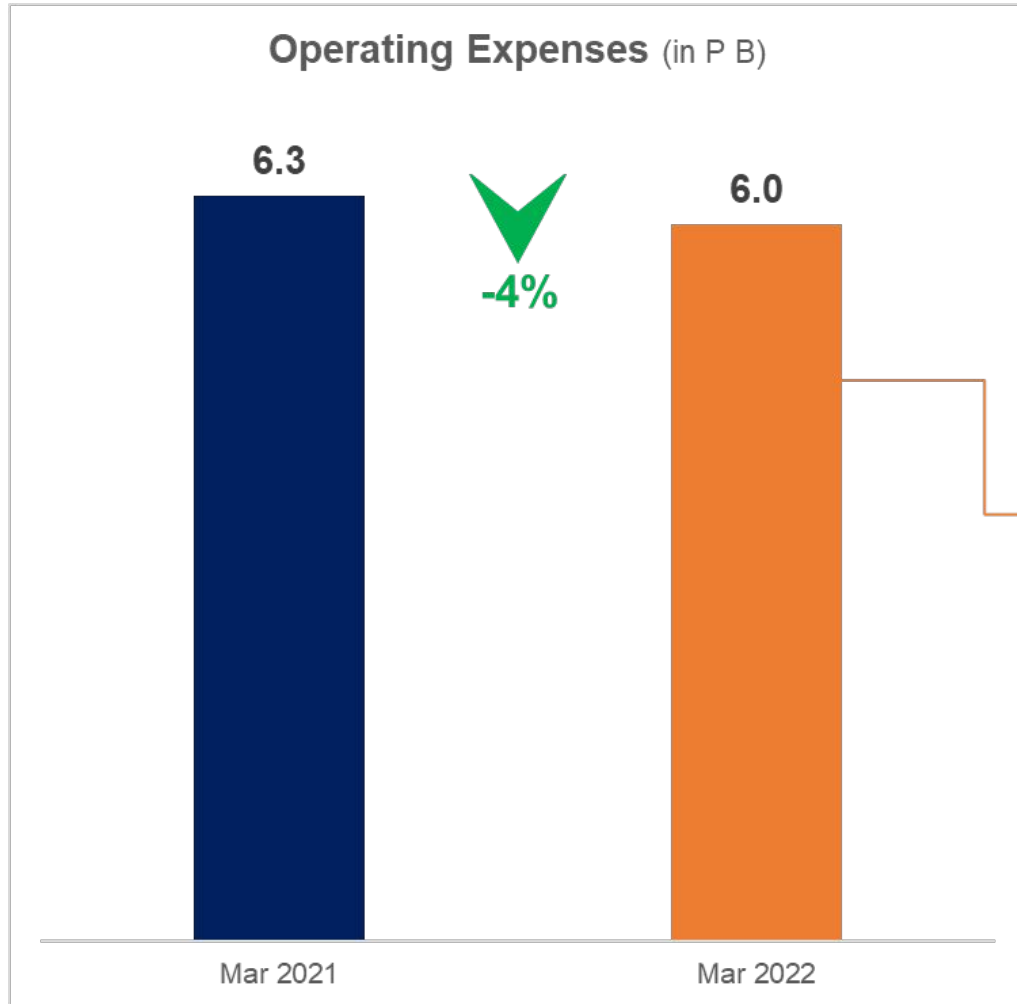


# Lower non-interest income from extraordinary trading gains in 1Q2021; Fees & other income up 88%



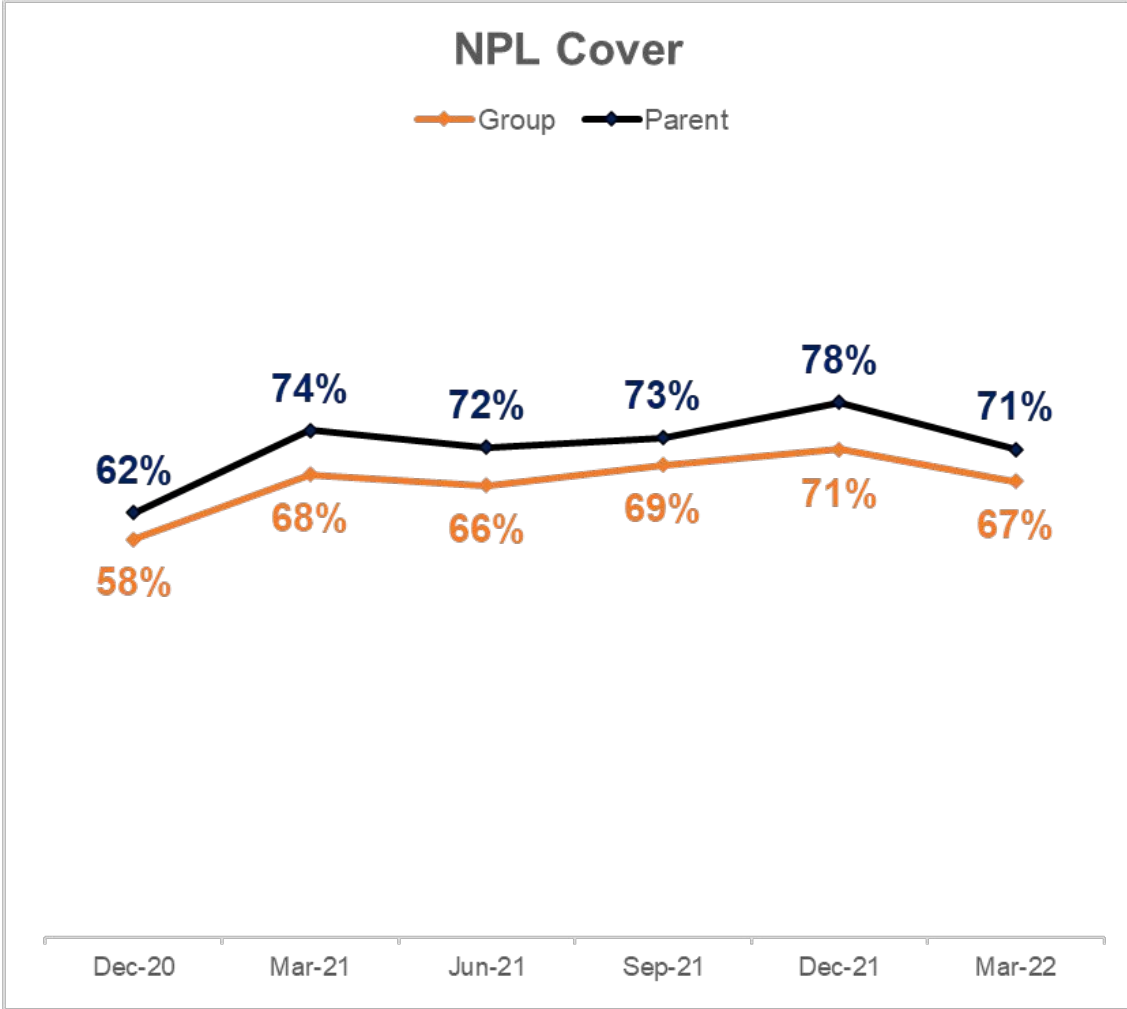
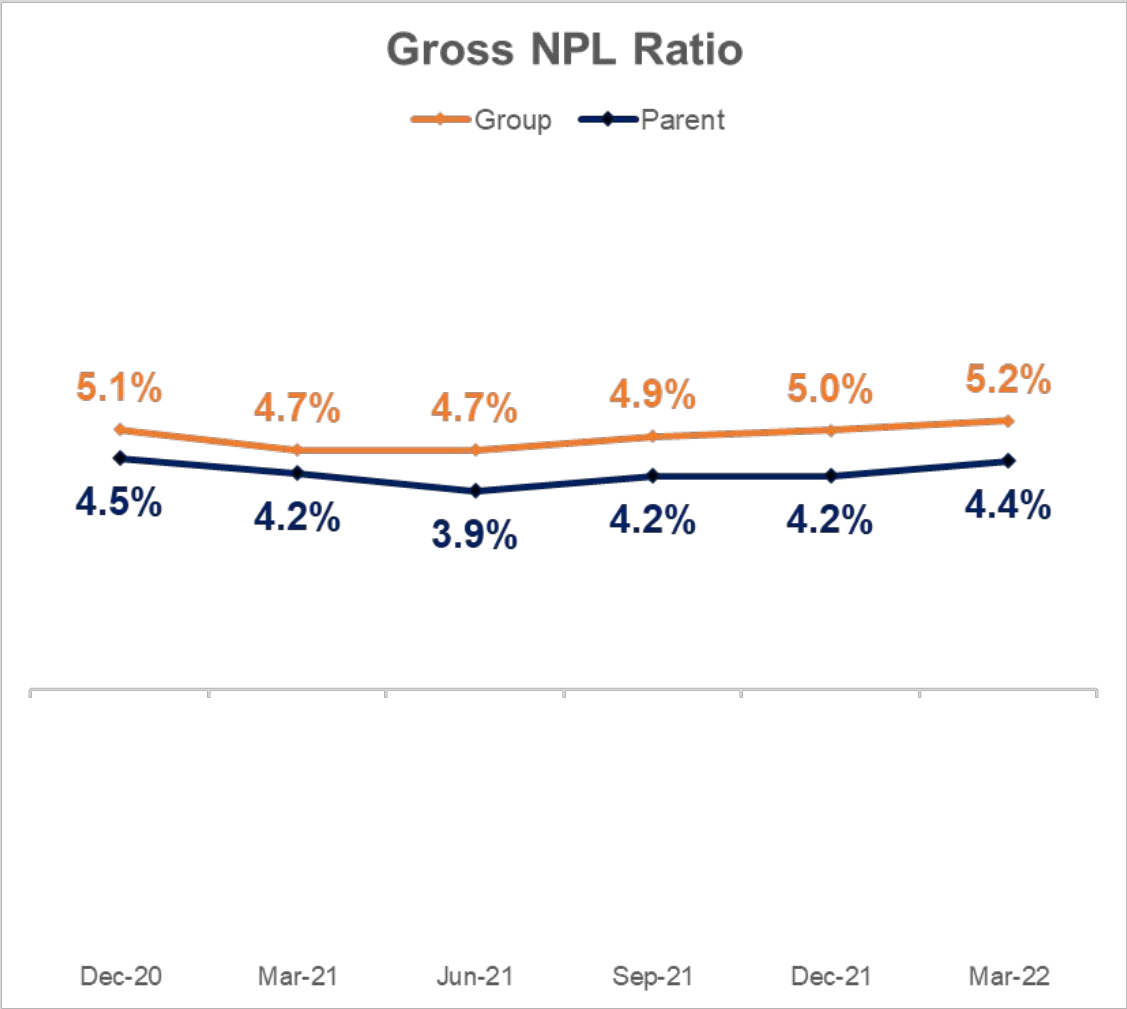


# Opex down on one-time costs in 1Q2021

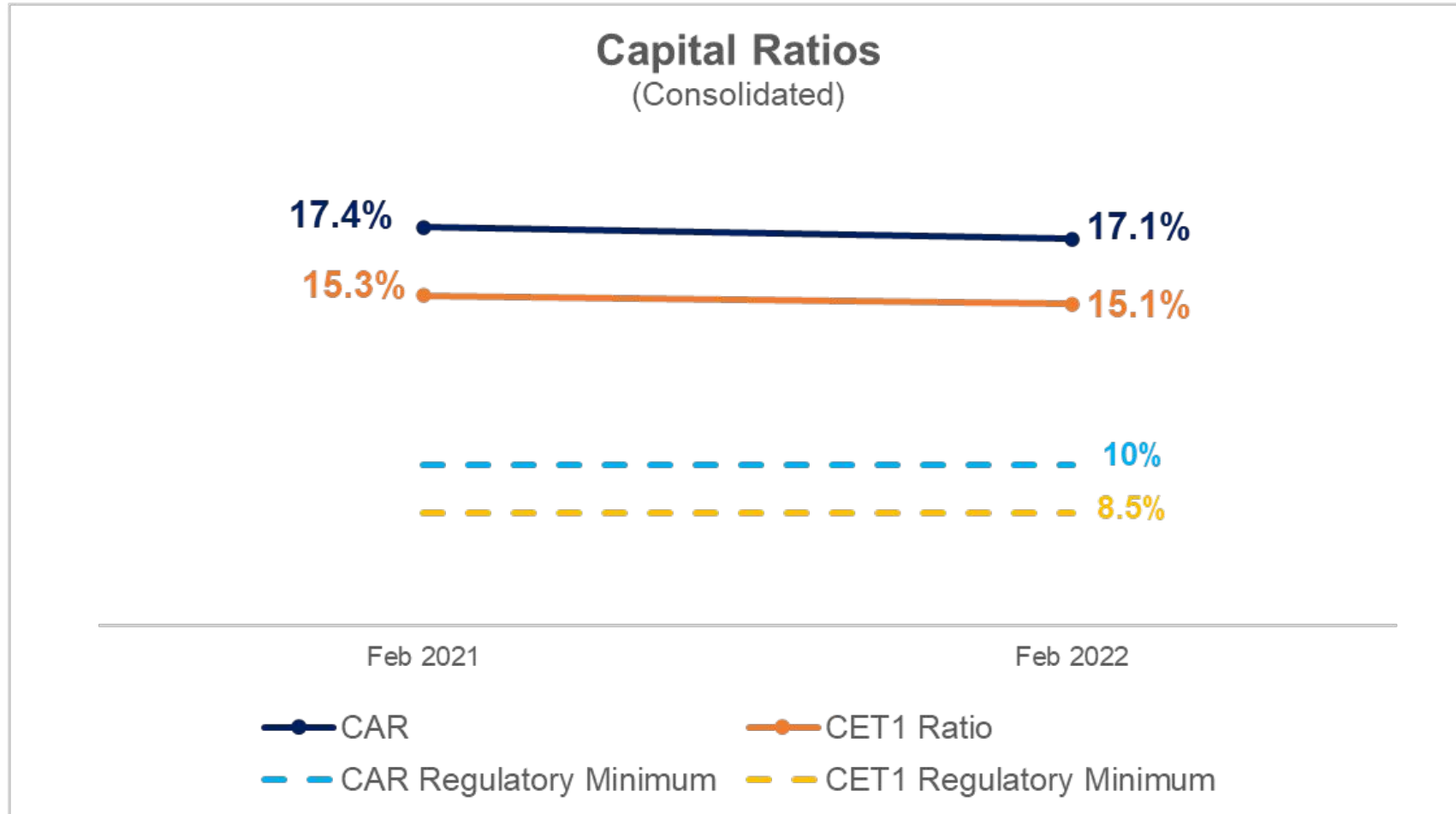


In P B	Mar2021	Mar2022	Growth
<b>Total Operating Expenses</b>	<b>6.3</b>	<b>6.0</b>	<b>-4%</b>
One-Time Expenses	0.53	-	-100%
<b>Net of One-Time Expenses</b>	<b>5.7</b>	<b>6.0</b>	<b>5%</b>
Manpower	2.2	1.9	-13%
Controllable	1.5	1.9	29%
Non-Controllable	0.78	0.76	-2%
Volume-related	1.3	1.4	12%

# NPL Ratio at 5.2%; NPL Cover at 67%

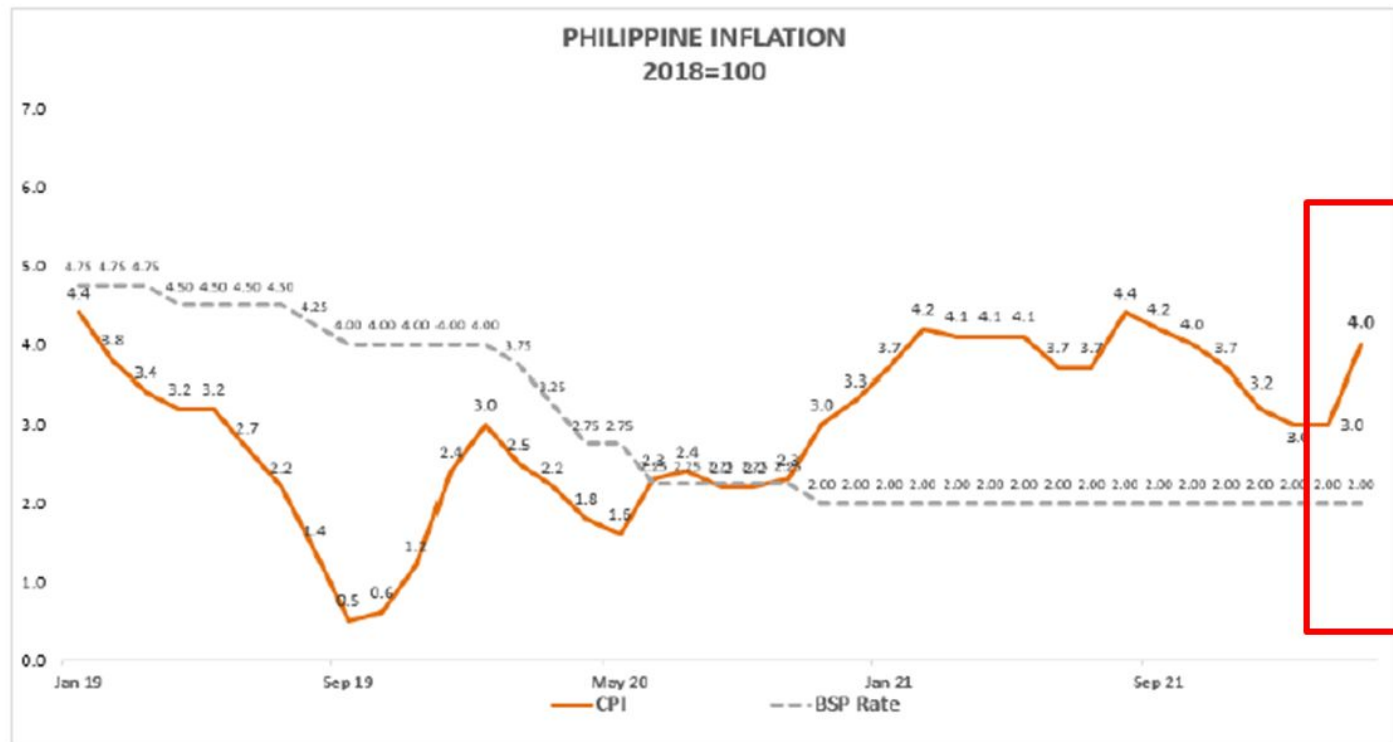


# Capital ratios above regulatory minimum



# Inflation may remain elevated in the coming months and prompt a change in monetary policy. Our outlook remains – up to 50bps in 2H2022.

- March CPI jumped to 4%, hitting the upper end of BSP’s target range (2-4%) driven by transport, utilities, and food.
- Yields of government securities have also increased by as much as 38bps from a month ago.
- BSP Governor Diokno’s reiterated that “non-monetary” measures are ‘still best’ to address price pressure. BSP, however, stands ready to deploy timely and appropriate monetary policy measures to curb inflation risk.



PESO GS BVAL RATES					
Tenor	End 2021	3/17/22	4/18/22	MoM Change	YTD Change
3M	1.0860	1.1826	1.2589	0.08	0.17
6M	1.2674	1.3953	1.5226	0.13	0.26
1Y	1.6551	1.7265	1.8430	0.12	0.19
2Y	2.6380	3.4161	3.4374	0.02	0.80
3Y	3.2437	4.0404	4.2094	0.17	0.97
4Y	3.7992	4.5866	4.8269	0.24	1.03
5Y	4.2461	5.0145	5.2381	0.22	0.99
7Y	4.6817	5.4424	5.6830	0.24	1.00
10Y	4.8526	5.5799	5.9630	0.38	1.11
20Y	5.1009	5.5089	5.7749	0.27	0.67

# On-track for legal ownership of Citi consumer business by Jul 2022

- ✓ Secured approvals from Insurance Commission (IC) and Philippine Competition Commission (PCC)
- ✓ Stock Rights Offering, which will fund the acquisition, is expected to conclude in May 2022
  - Capital to be raised is up to P40 Bn
  - Offer period is from Apr 25 to May 6
  - Offer price is at P64.81 per share, 30% discount to 15-day VWAP
  - Entitlement ratio is 1 rights share for every 2.4707 common shares held
- ✓ Key value drivers (customer growth/attrition, portfolio performance, transferring employees) assumed in the transaction remain within expectations.



## Financial Services SBU Key Takeaways

- Recurring income growth (net interest income and fee income) is healthy
- Margins have been sustained and CASA growth remains strong
- Consumer loans portfolio growing
- Citi integration remains on track

# Review of Business Units

- Power
- Financial Services
- **Food**
- Land
- Infrastructure
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- Q&A



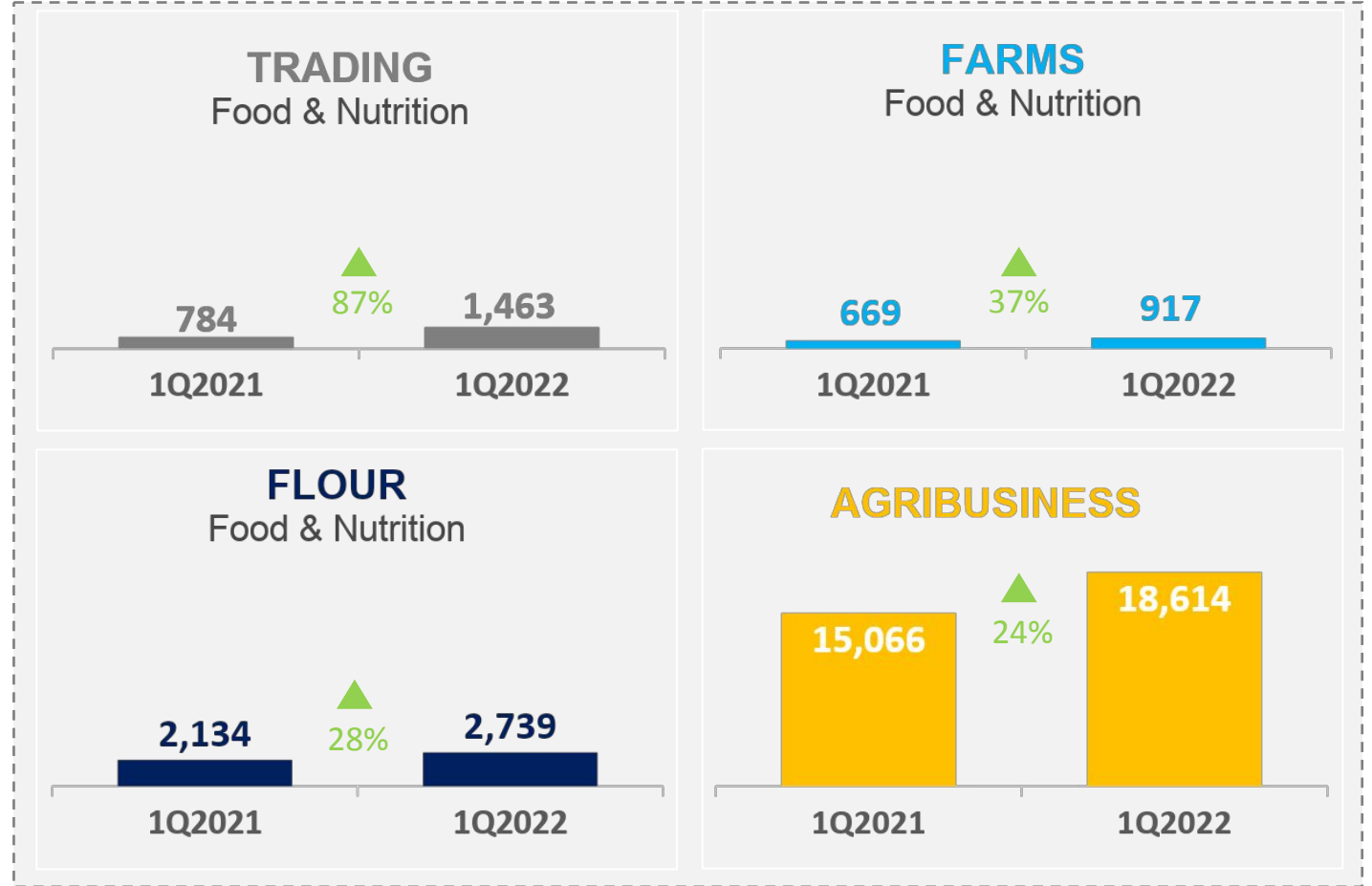
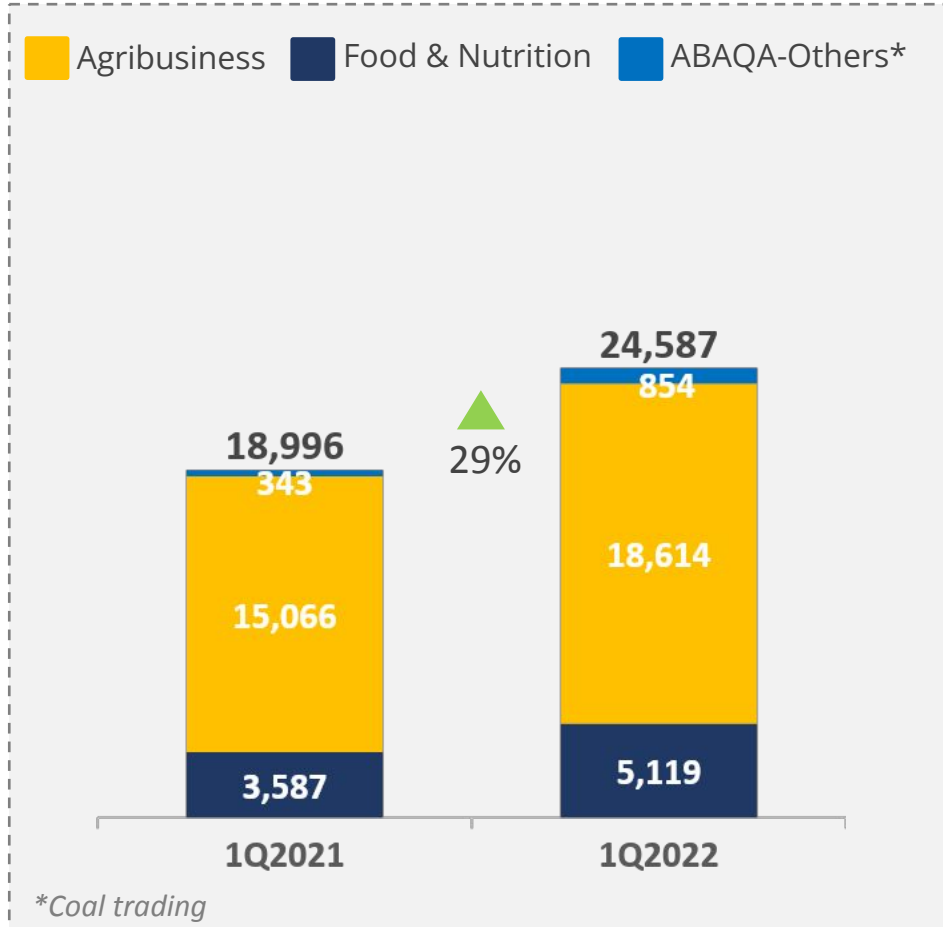
Food Group's 1Q2022 Revenue and EBITDA outdid last year's performance. Group NIAT declined 28% against last year dragged down by the Agribusiness' unrealized FX loss coming from the devaluation of Sri Lankan Rupee.

	1Q2022	vs. 1Q2021
REVENUE	PHP <b>24.6 Bn</b> USD <b>477 Mn</b>	<b>+5.6 Bn</b> <b>+29%</b> +108.5 Mn
EBITDA	PHP <b>1,547 Mn</b> USD <b>30 Mn</b>	<b>+133 Mn</b> <b>+9%</b> +2.6 Mn
NIAT	PHP <b>502 Mn</b> USD <b>10 Mn</b>	<b>-195 Mn</b> <b>-28%</b> -3.8 Mn
EBITDA MARGIN	<b>6%</b>	<b>-115 BPS</b>



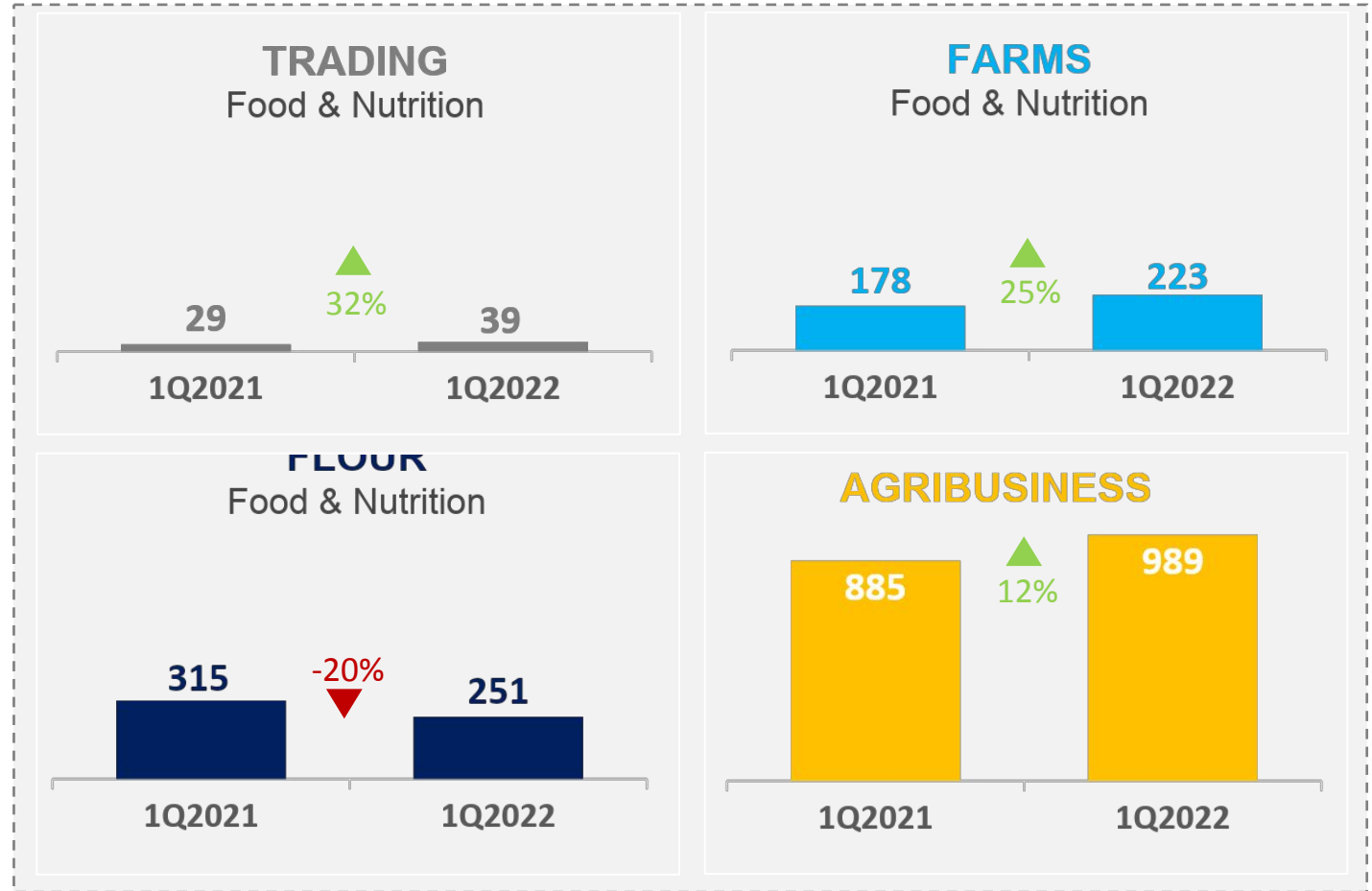
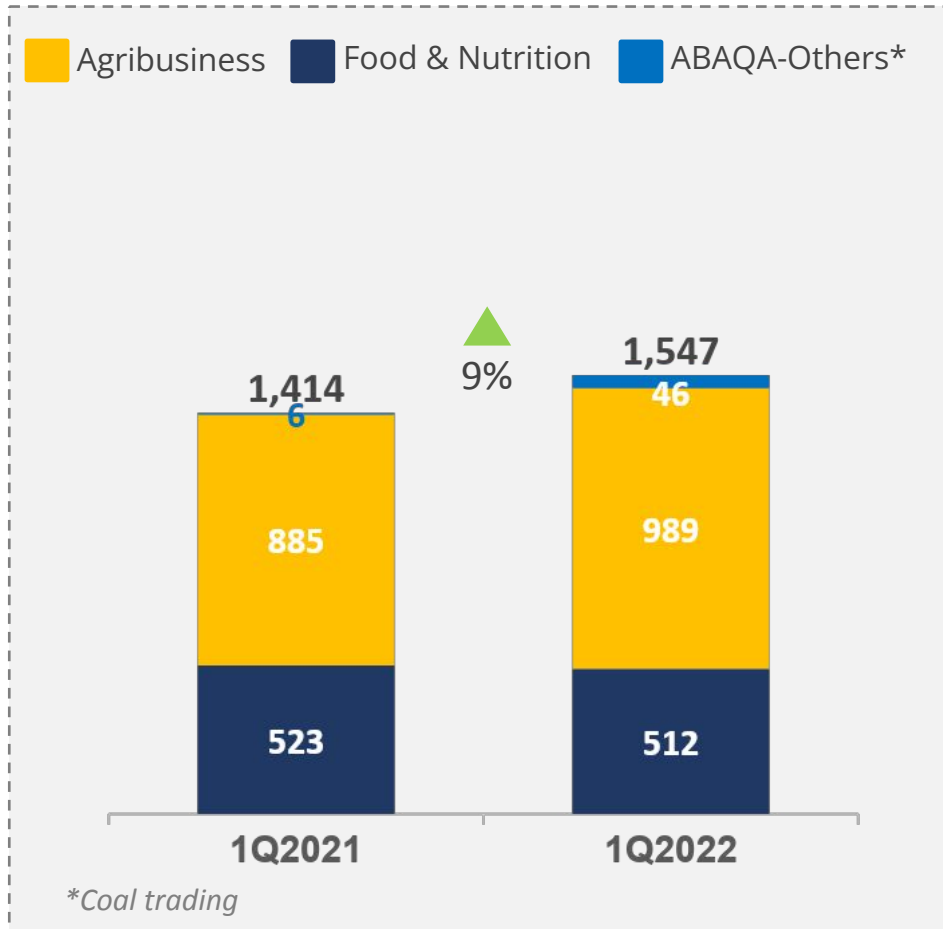
# REVENUE: Up 29% buoyed by volume growth and SP hikes

Revenue strengthened 29% YoY lifted by the improvement in selling prices to catch up with the increases in commodity prices combined with 4% overall growth in volume. Meanwhile, the 56% YoY rise in Farms volume pushed its revenue 37% higher YoY, in spite of the slight decline in swine's SP.



# EBITDA: Climbed 9% YoY boosted by all divisions except Flour

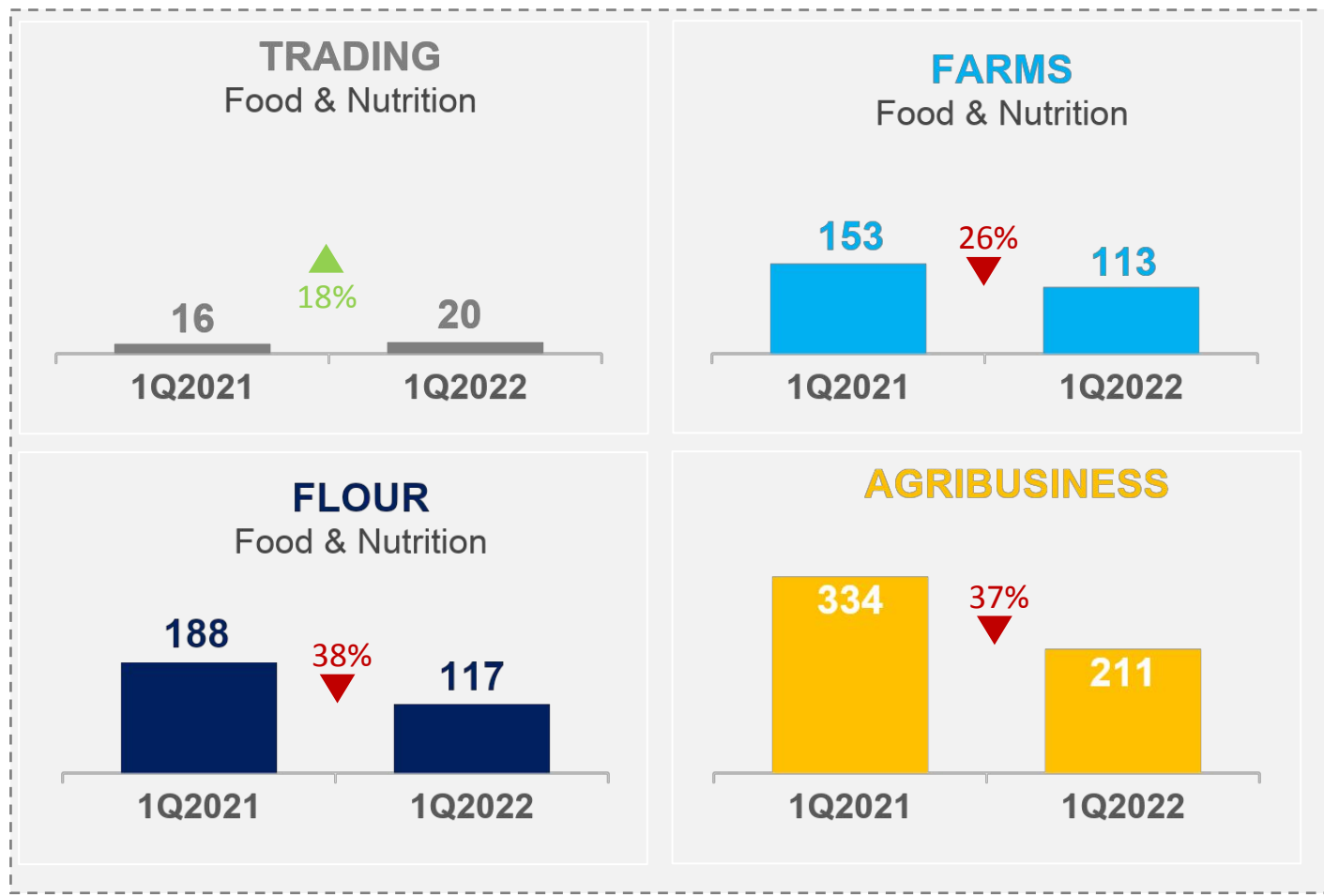
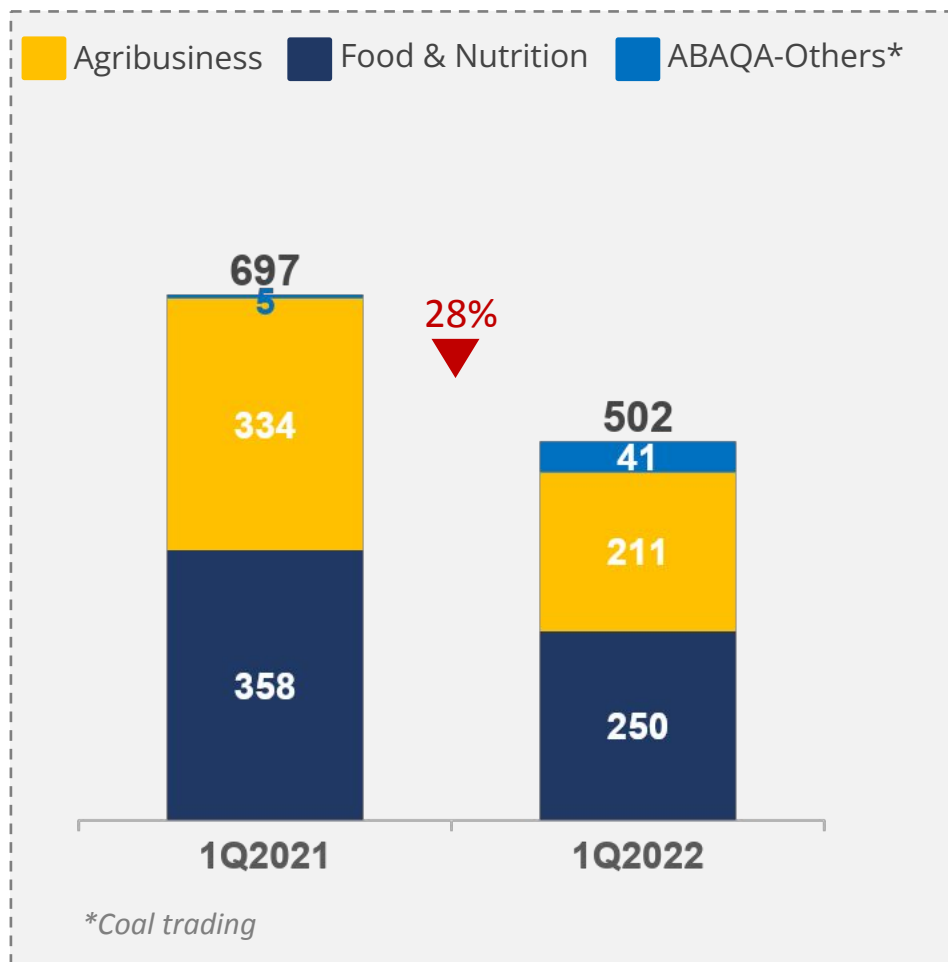
All divisions except Flour registered double-digit growth on gross profit improvements. On the other hand, Flour decreased 20% YoY on lower volume and per unit margin.



Amounts in Php Million

# NIAT: Lagged 28% YoY mainly on FX loss and prior year's adjustment

Food Group's weaker performance YoY was on the back of the Agribusiness' P263M unrealized FX loss coming from the devaluation of Sri Lankan Rupee, the PHP 86M lower taxes of Farms last year on tax adjustments pertaining to the 2020 ITH recognized in 2021, and Flour's poor margin achievement



Amounts in Php Million



# 2022 - 2031 Outlook

## BALANCE

- Diversifying and growing Feeds while maximizing cross selling
- Selectively integrate downstream into farm / processing

## OPTIMIZE

- Improving Operational Efficiency
- Protecting market share and margins as we continue to be a standalone flour player

## DEVELOP

- Developing new businesses by capturing growth in Aqua and investing in high margin segments like Pet Food and Specialty Nutrition.





# FY 2022 Project Milestone

LOCATION	PROJECT	CAPACITY	% OF COMPLETION	TARGET COMPLETION
Philippines	The Good Meat Stores (4 Stand-alone Stores)	2K MT   Day	25%*	August 2022
Philippines	Breeder Farm III	2500 SL	64%	June 2022
China	Yunnan Mill	30TPH	10%	December 2023
Vietnam	Long An Mill	30THP	5%	September 2023

*\*1 out of 4 stores completed on top of 1 existing store*



# Food & Nutrition: The Good Meat Expansion



The  
**GOOD  
MEAT**  
RETAIL • WHOLESALE • SOLUTIONS



The  
**GOOD  
MEAT**  
RETAIL • WHOLESALE • SOLUTIONS

“ Expanding presence in 70 more stores to a total of 330 store presence in 2022 ”

COMPLETION RATE: **25%\***

ESTIMATED COMPLETION DATE: **AUGUST 2022**





# Food & Nutrition: Breeder Farm 3



“ 2,500 Sow Level Increase  
in the Swine Business  
Capacity ”



COMPLETION RATE: **73%**

ESTIMATED COMPLETION  
DATE: **JUNE 2022**

**aboitiz**



# Food SBU Key Takeaways

- Revenue improvement from volume growth and increase in selling prices to catch up with the high commodity costs.
- EBITDA surpassed last year's performance but NIAT was dragged down primarily by Agribusiness' unrealized FX loss coming from the devaluation of Sri Lankan Rupee and Farms division's tax adjustments pertaining to the 2020 ITH recognized in 2021.
- Growing presence of The Good Meat in both online and offline channels, from 200 supermarkets and over 60 concessionaire stores with butchers to 330 combined stores in 2022. Completion of 1 out of 4 planned TGM stand-alone stores in 2022.
- Start of the construction of our 30TPH mills in China and Vietnam towards 3Q22.



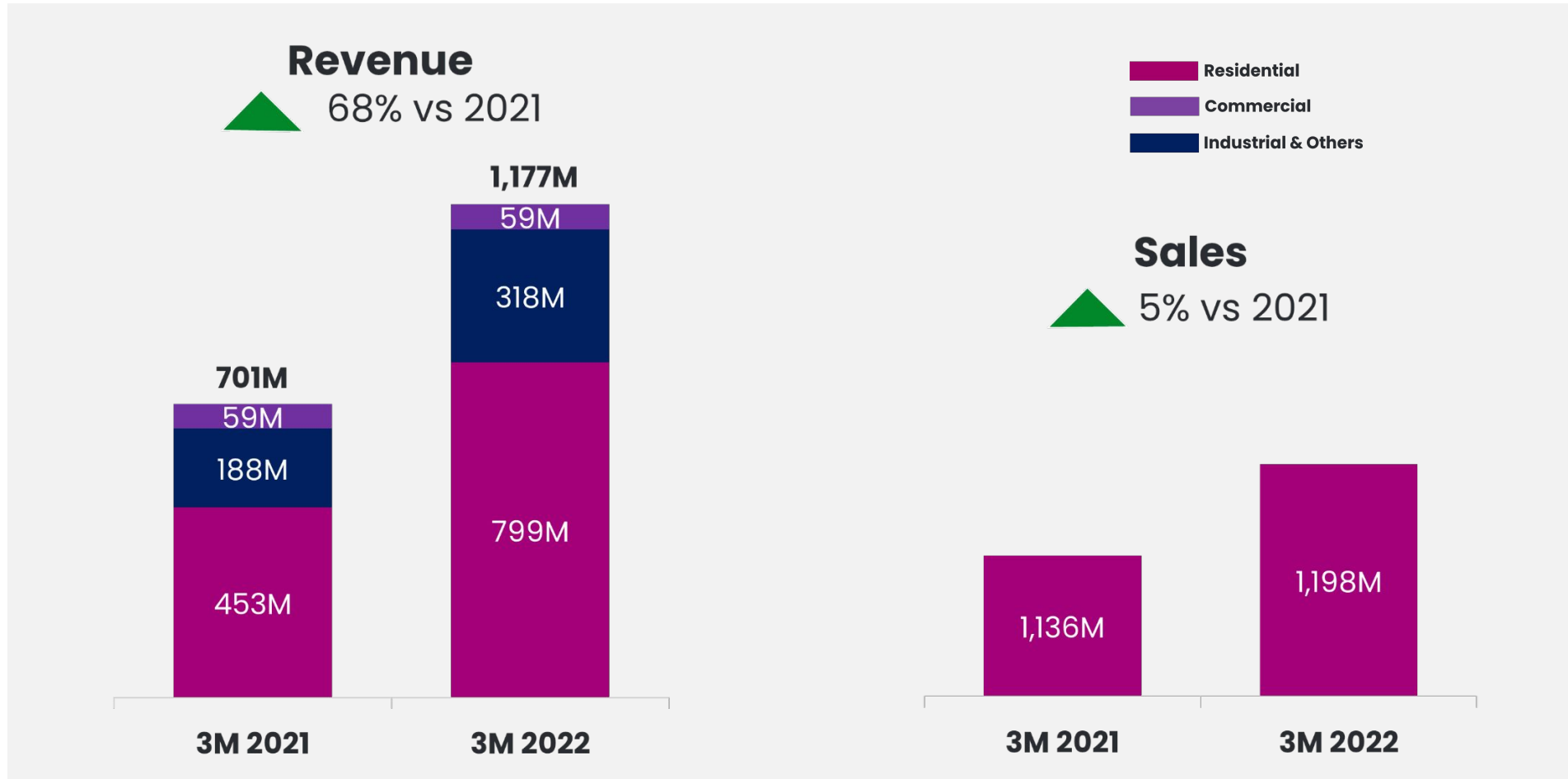
# Review of Business Units

- Power
- Financial Services
- Food
- **Land**
- Infrastructure
- AEV Financials
- Q&A

# AboitizLand's key financial metrics in Q1 2022 exceeded last year's performance

	<u>3M 2022</u>	<u>vs. 3M 2021</u>
Revenues	1,177M	▲ <b>68%</b>
Gross Profit	554M	▲ <b>86%</b>
EBITDA	397M	▲ <b>181%</b>
<i>Residential Sales</i>	1,198M	▲ <b>5%</b>

# The residential business unit had the largest contribution to total revenue, with highest quarterly sales recorded to date



# Operational milestones are on track



Launch of a new phase in Foressa Mountain Town




Targeted marketing campaign for North Luzon projects



Construction showing significant improvement year on year

# AboitizLand's transformation journey anchored on innovation and providing a differentiated customer experience



AboitizLand  
**Vecino**

**Vecino App**

The journey to your home starts now

Welcome

Email address

Password


Log In

Phase 1 improved sales booking efficiency. Phase 2 for launch by end April.



**Innovations in Construction Technology**

Precast technology applied to SFR, TVL, Amod. Systems for planning and project management progressing smoothly.



**Differentiated Customer Experience**

Customer service transformation plan being executed, to be completed in Q3.

# Land SBU Key Takeaways

- Based on our Q1 performance, we are on track to meet our annual targets.
- With the opening up of the economy, we expect real estate to be on the rebound. Residential property trends and the boom of infrastructure developments point towards a stronger preference for our residential offerings of quality homes and wider spaces, located in emerging centers outside the capital.
- We see minimal impact on our operations and financial performance within 2022 arising from the disruptions caused by the ongoing Russia-Ukraine conflict.

# Review of Business Units

- Power
- Financial Services
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- Land
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# AIC off to a good start in 2022

## ECONOMIC ESTATES (EE)

**96** HECTARES of  
EXPANSION  
PROJECTS



1<sup>st</sup> of 7  
OFFICE  
TOWERS  
BEGAN



**CONSTRUCTION**

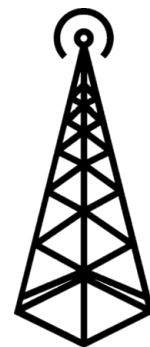
**2.1x**  
HIGHER VS SPLY  
EBITDA

AIC-CONSO

**+6**  
ppts

**HIGHER**  
OCCUPANCY  
RATE

vs. 65% as of 2021 YE



**Unity**  
ACQUIRED POLES  
Business

DIGITAL INFRA

**APO AGUA**  
SERVICE  
OPERATIONS  
in **2022**

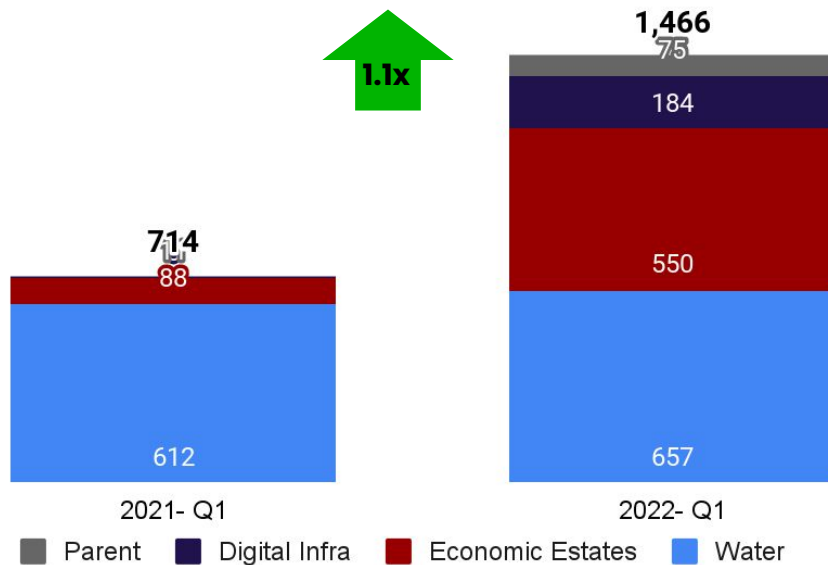


WATER



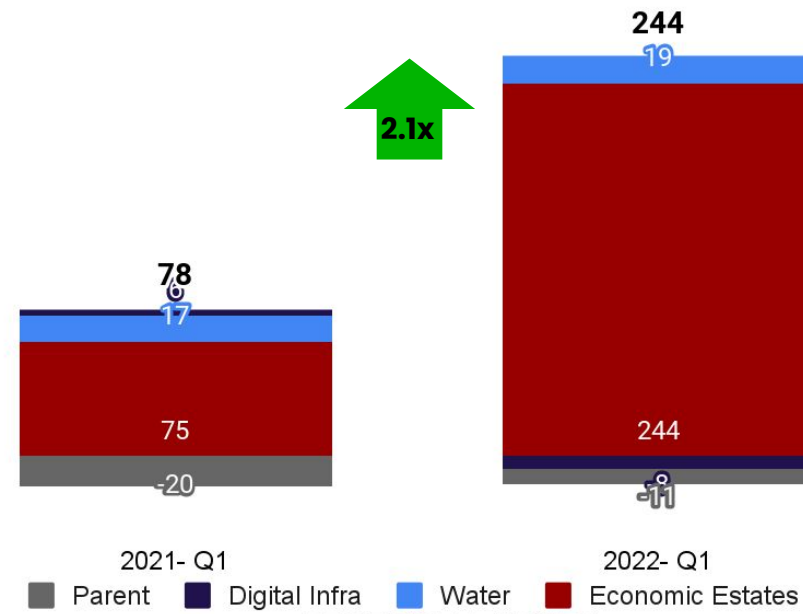
# CAPEX doubled due to ramp up in EE expansion, while EBITDA tripled driven by EE higher lot sale recognition

## CAPEX- Q1 (in Php M)



BENEFICIAL CAPEX

## EBITDA- Q1 (in Php M)



BENEFICIAL EBITDA



Increase vs. same period last year



# Economic Estates continues to expand its Industrial Business



LIMA Expansion Project **Phase 1 almost sold out; Phase 2** recently broke ground



Commencing development for **WCIP expansion** to generate **14,000 jobs** in Cebu

# EE's Commercial Business also growing

**Lima Tower 1, a PEZA-certified, BERDE-registered green building, and the first of a 7-tower office park at LIMA's CBD, began construction**

Commercial leasing continues to do well, with **occupancy rate at 71% in Q1 2022**





## LIMA Water expanding services within LIMA Estate

MOA signed for **water supply and distribution for The Villages at Lipa**

Industrial **water demand is back** to pre-pandemic levels

Targeting to complete **Automation Project** in 2022



# Apo Agua focused on commencing service operations this year

**Civil works almost complete;** mechanical and electrical works in full swing

**65 Km pipeline has been laid,** majority done with **hydrotesting**

Ongoing preparation for **testing and commissioning**, the final step prior to operations





# Unity continues to build up digital infra portfolio

## Acquired Small Cell Sites business

On track towards **1,000 operating cell sites** by YE

# Infrastructure SBU Key Takeaways

## Economic Estates



**EXPANSION PLANS  
AT FULL SPEED**



## Water



**APO AGUA  
COMMERCIAL  
OPERATION BY H2  
2022**

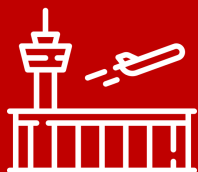
## Digital Infra



**RAMPING UP TOWER  
& SMART CELL SITES  
ROLL-OUT**



## Airports



**3 REGIONAL  
AIRPORTS WITH  
OPS STATUS**

# RCBM



# Challenging market environment in Q1

- Cement market demand in Q1 2022 slightly lower than Q1 2021, affected by increases in prices of steel and other construction materials
- Cost control and productivity improvement measures helping to mitigate the impact of headwinds from global commodity inflation
- Q1 2022 contribution to AEV at -PhP16M, lower by PhP350M vs Q1 2021



# Review of Business Units

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# Revenues up by 32% from better performance across all SBUs

Revenues

**₱61 bn**

+32%

vs 1Q2021

Conso EBITDA

**₱13 bn**

-30%

vs 1Q2021

Core Net Income

**₱3 bn**

-64%

vs 1Q2021

Net Income

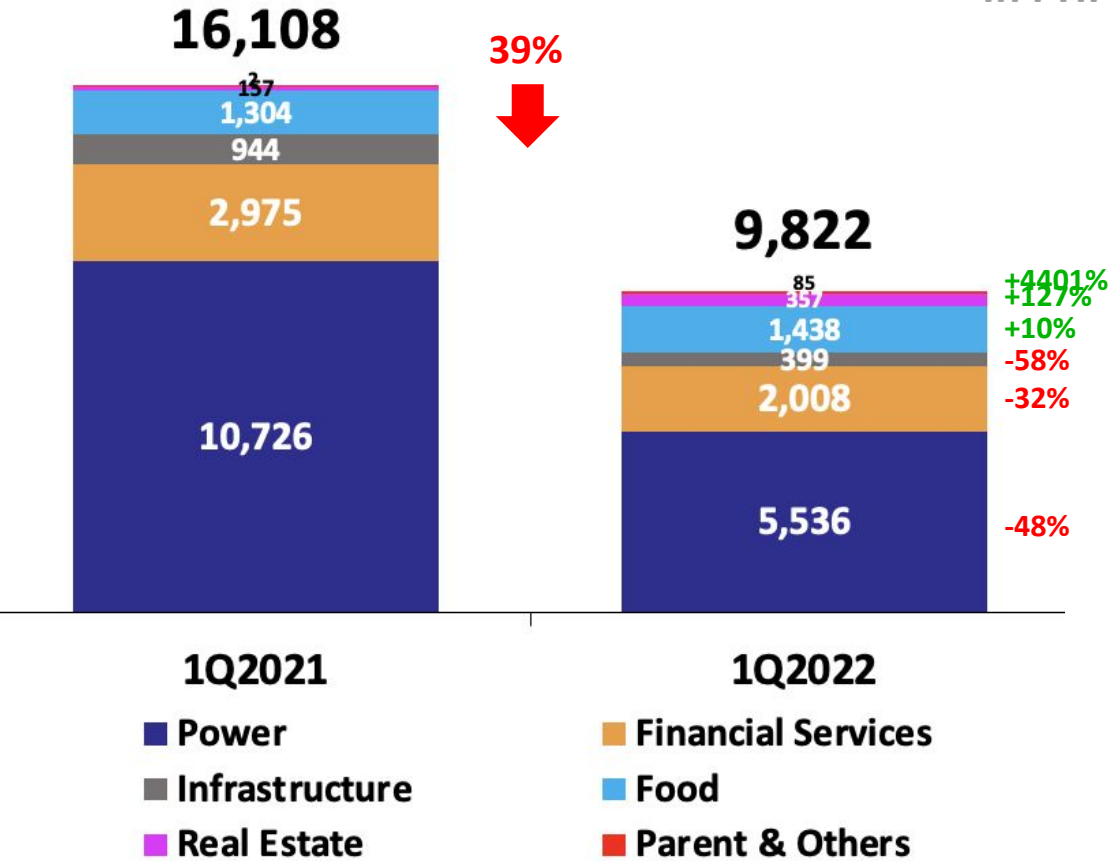
**₱4 bn**

-54%

vs 1Q2021

# Beneficial EBITDA down by 39% mainly driven by Power and Financial Services

In PHP Millions

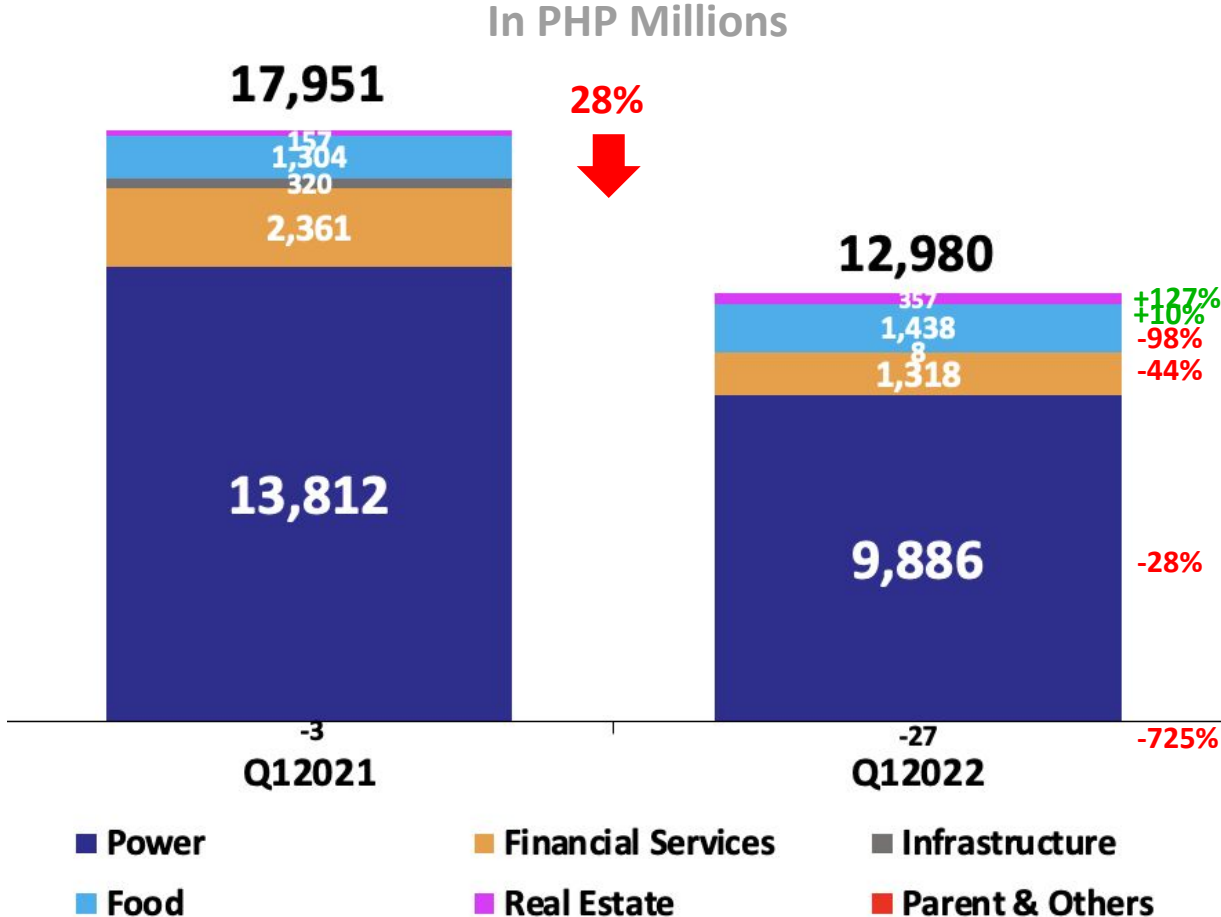


-39% vs LY:

- 32% from Power due to due to LD, BI claims, Typhoon Odette, advanced planned outages, lower water inflow
- 6% from Financial Services due to recognition of extraordinary trading gains in Q1 2021

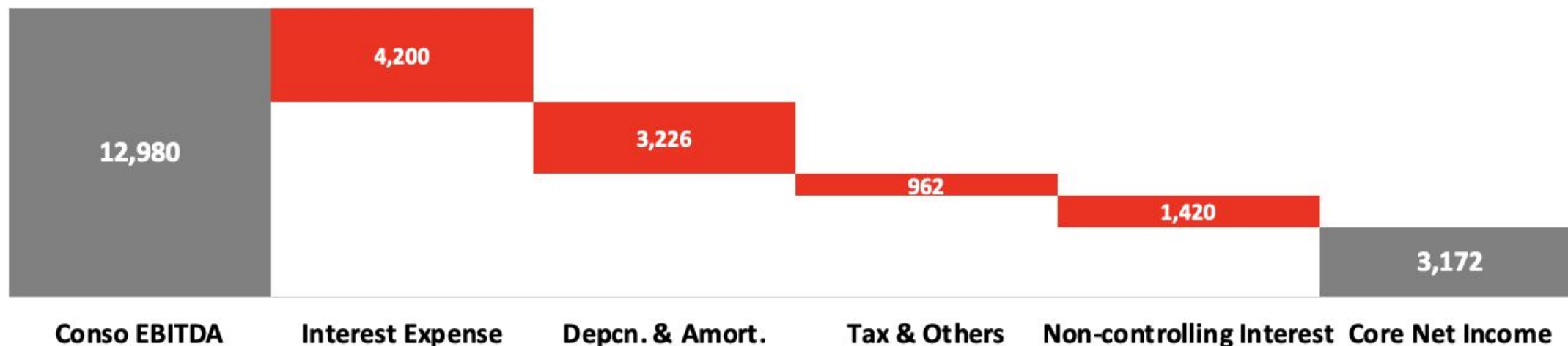
Note: AEV ownership in AP changed from 77% to 52% as a result of strategic partnership with JERA.

# Consolidated EBITDA down by 28% mainly driven by Power and Financial Services



# Core income down by 64% mainly driven by decline in EBITDA

In PHP Millions



	1Q2021	1Q2022	Change
Conso EBITDA	18,456	12,980	-30%
Less: Net Interest Expense	4,269	4,200	-2%
Depcn. & Amort.	3,087	3,226	4%
Tax & Others	328	962	194%
Non-controlling Interest	2,009	1,420	-29%
<b>Core Net Income</b>	<b>8,762</b>	<b>3,172</b>	<b>-64%</b>
<i>EPS</i>	1.56	0.56	

# Net income down by 54% mainly driven by decline in EBITDA

In PHP Millions



	1Q2021	1Q2022	Change
Core Net Income	8,762	3,172	-64%
Non-recurring Income/(Loss)	(211)	766	
Net Income	8,551	3,938	-54%
EPS	1.52	0.70	

# Balance sheet remains strong

In PHP Millions, except for ratios

	PARENT*		CONSOLIDATED	
	As of Dec 31, 2021	As of Mar 31, 2022	As of Dec 31, 2021	As of Mar 31, 2022
<b>Cash and Cash Equivalents + Other Liquid Financial Investments</b>	87,360	73,717	158,594	138,796
<b>Net Debt/(Cash)</b>	(18,285)	(15,695)	182,756	196,528
<b>Total Equity</b>	244,679	243,533	327,767	325,665
<b>Net Debt to Equity</b>	-0.1x	-0.1x	0.6x	0.6x
<b>Interest Coverage</b>	3.0x	17.4x	3.3x	2.3x

*\*includes AEV international*



# Here are AEV's key takeaways

- ❑ *Revenues up from better performance across all SBUs. Without LD, BI claims, advanced planned outages, Typhoon Odette, as well as extraordinary trading gains **EBITDA and NIAT would have been better.***
- ❑ ***Balance sheet remained strong**, and capable of funding our growth plans.*
- ❑ *As new global disruptions emerge with the continuing conflict in Ukraine, **we are prepared to deal with uncertainties through our agile and resilient mechanisms and mindsets** that were deeply embedded in our organization long before the pandemic.*
- ❑ ***Our Great Transformation into a techglomerate will ramp up in scale and speed**, as our new strategic partnership with Jera kicks in, our Citibank acquisition is completed, and as we double-down on investments to transform and modernize our business.*

# Review of Business Units

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# PRESENTATION DEVELOPMENT TEAM

## **AboitizPower**

Manny Rubio  
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Racquel Bustamante  
Jeihan Borlaza  
Myla Espineda  
Lee Balangue  
Juris Sadornas  
Celso Caballero  
Odessa Allera  
Vanessa Gonzalez

Oyie Javelosa  
Rene Astorga  
Joe fry Paulo  
Gerard Roxas  
Khrist Maestre  
Cheryl Sta Ana  
Kris Vargas

Sandra Palileo  
Janelle Jacinto  
Glairthe Rufino  
Mary Nadal  
Suiee Suarez  
Rhoda Santos  
Anaflor Candelaria  
Ash Gobinathan  
Cristina Maceda  
Leonel Omega

Leene Camo  
Tonee Dimaano  
Philine Dela Cruz  
Anthony Co  
Keneth Kaya  
Jonathan Galope  
JP Salonga

## **Union Bank**

Toto Hilado  
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## **Food Group**

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Ebbie Mabatid  
Annacel Natividad  
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Brenda Neri  
Ivan Lalucis

## **Aboitiz Equity Ventures**

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Ricky Sibonghanoy  
Jed De Leon  
Roselle Millagracia  
Melody Castro  
Mark Fernandez  
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## **AboitizLand**

David Rafael  
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Faith Hatamosa  
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## **Aboitiz InfraCapital**

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Margarita Villanueva  
Lester Lim Gimeno  
Alyssa Virrey  
Sam Masiddo

## **Republic Cement**

Varaprasad Kalepalli  
Reinier Dizon