COVER SHEET

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SEC Registration Number

MACROASIA CORPORATION
AND SUBSIDIARIES

(Company's Full Name)

12th Floor, PNB Allied Bank
Center, 6754 Ayala Avenue,
Makati City

(Business Address: No. Street City/Town/Province)

Amador T. Sendin
(Contact Person)

8840-2001
(Company Telephone Number)

12 **31**
Month *Day*
(Calendar Year)

17-A
(Form Type)

05 **09**
Month *Day*
(Annual Meeting)

Not Applicable
(Secondary License Type, If Applicable)

MSRD
Dept. Requiring this Doc.

Amended Articles Number/Section

Total Amount of Borrowings

845
Total No. of Stockholders

Domestic Foreign

To be accomplished by SEC Personnel concerned

File Number LCU

Document ID Cashier

S T A M P S

Remarks: Please use BLACK ink for scanning purposes.

MACROASIA CORPORATION
December 31, 2023

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 **December 31, 2023**

2. Commission Identification Number **40524** 3. BIR tax Identification No. **004-666-098-000**

4. Exact name of issuer as specified in its charter **MACROASIA CORPORATION**

5. **Makati, Philippines** 6. (SEC Use Only)
Province, Country or other jurisdiction of incorporation or organization — Industry Classification Code

7. **12th Floor PNB Allied Bank Center, 6754 Ayala Avenue, Makati City** **1226**
Address of Issuer's Principal office — Postal Code

8. **(632) 8840-2001**
Issuer's telephone number including area code

9. **N/A**
Former name, former address, and former fiscal year, if changed since last report

10. Securities registered pursuant to Sections 8 and 12 of the Code, 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, ₱1 par value	**1,890,958,323 outstanding shares**

11. Are any or all of the securities listed on a Stock Exchange?

Yes [✔] No [ ]

Name of Stock Exchange	*Class*
Philippine Stock Exchange	**Common Stock**

12. Indicate by check mark whether the registrant:

(a) has filed all reports required to be filed by Section 17 of the Code and SRC Rule 17.1 thereunder or Sections 11 of the RSA and RSA Rule 11(a)-1 thereunder, and Sections 26 and 141 of the Corporation Code of the Philippines, during the preceding twelve (12) months (or for such shorter period the registrant was required to file such reports);

Yes [✔] No [ ]

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

Yes [✔] No [ ]

13. Aggregate market value of the voting stock held by non-affiliates: **₱2,209,059,112 (532,303,401 shares @ ₱4.15 per share as of December 31, 2023**

TABLE OF CONTENTS

PART I. BUSINESS AND GENERAL INFORMATION

This report contains references to MacroAsia Corporation and its subsidiaries and associates, collectively referred to as the "Group". Any references to "MacroAsia", "MAC" and "Parent Company" mean MacroAsia Corporation, the parent company, not including its subsidiaries.

ITEM 1. BUSINESS

A. MacroAsia Corporation: Parent Company as a Holding Company

MacroAsia Corporation (MAC) used to be Infanta Mineral & Industrial Corporation (IMIC) which was incorporated in the Philippines on February 16, 1970 to engage in the business of geological exploration and development. IMIC operated the Infanta Nickel Mine in Brooke's Point, Palawan during the 1970's and exported nickel ore to Japan until it ceased commercial mining operations due to low nickel prices then. Its Articles of Incorporation was amended on January 26, 1994 to change its primary purpose from geological exploration and development to that of engaging in the business of a holding company and to change its corporate name to Cobertson Holdings Corporation. On November 6, 1995, the SEC approved the amendment to the Company's Articles of Incorporation to change its name from Cobertson Holdings Corporation to its present name, MacroAsia Corporation.

MacroAsia Corporation began commercial operations as a holding company under its amended charter in 1996. Being a holding company, it pursues its interests mainly in aviation services, non-airline food services and water concessions and utilities through its various subsidiaries and associates. The Group's revenues at present are derived primarily from aviation-related support businesses. It provides aircraft maintenance, repairs and overhaul (MRO) services, in-flight catering services, airport ground handling services, aviation school, and operates a special economic zone at the Ninoy Aquino International Airport (NAIA). Non-airline sources of income for the group includes catering for institutional clients, and water concessions and utilities.

For the last three years as of reporting date, neither MAC nor any of its subsidiaries/associates has ever been the subject of any bankruptcy, receivership, or similar proceedings. During this period, MAC and its related entities also had no material reclassifications, mergers, consolidation or purchase of significant amount of assets not in the ordinary course of business. Likewise, none of the companies issued debt securities like bonds or offered company securities to the investing public. As a services provider, there were no material or major expenses for research and development.

B. Strategic Business Units

The Company's key business groups representing each of its strategic business units (SBU) are as follows:

1) **Food Services -** this refers to food products and services utilizing MAC-owned facilities or those of clients which MAC subsidiaries are designated to operate.

Name of Company	Products and Services	Business Development (Last 3 years)
a. **MacroAsia Catering Services, Inc. (MACS)**: 67% owned by MAC; 33% owned by SATS, Singapore. This subsidiary was incorporated on October 25, 1996. This JV competes with a smaller inflight operator in NAIA.	Provides airline catering to majority of foreign airlines operating in NAIA, Philippines, and also services the catering requirements of institutional clients.	This foreign airlines kitchen remains to be the biggest and preferred caterer for foreign airlines in NAIA, with sales volume totaling 3.7 million meals in 2023, 2.1 million in 2022 and 0.6 million in 2021. As of Dec. 2023, this kitchen had 446 total staff.
b. **MacroAsia SATS Inflight Services Corp. (MSISC)**. This company is a wholly-owned subsidiary of MACS. Its incorporation date is May 16, 2016.	Operates solely the PAL Inflight Kitchen near NAIA Terminal 2 since March 2019, and as such, depends only on the catering requirements of Philippine Airlines, a related party, in its base in NAIA.	The PAL Kitchen generated sales volume of 6.9 million meals in 2023, 4.5 million in 2022 and 1.1 million in 2021. As of Dec. 2023, this kitchen had 751 total staff.
c. **MacroAsia SATS Food Industries Corporation (MSFI).** This company is a wholly-owned subsidiary of MACS. This JV associate was incorporated on July 14, 2015. The market for this business is fragmented and MSFI is one of the bigger service providers, winning various tenders it has been joining.	This company operates a commissary/central kitchen in a MacroAsia-owned land in Muntinlupa City. It provides food products mostly to non-airline clients (institutional/business accounts). It also performs food services management in several facilities (like banks, head office buildings, etc.).	Focusing on non-airport meal sales, its equivalent sales volumes in 2023 is 11.9 million meals, 8.3 million in 2022 and 1.1 million in 2021. As of Dec. 2023, this central kitchen and its related locations had 477 total staff.

d. **Cebu Pacific Catering Services, Inc. (CPCS).** This company is 40% owned by MAC, 40% by Cathay Pacific Catering Services of Hongkong and 20% by MGO Group of Cebu There is no inflight catering competitor for this JV in Mactan, Cebu.	The JV operates an inflight kitchen in the Mactan Economic Processing Zone near Mactan, Cebu Intl Airport. It is the sole inflight kitchen in that area and services domestic and foreign airlines operating in Cebu.	This inflight kitchen generated volumes of 202,661 meals sold in 2023 since it re-started its operations in March 2023. The inflight kitchen was under care and maintenance in 2021 and 2022 due to minimal airline passenger catering in the airport during those years. As of Dec. 2023, this kitchen had 91 total staff.

Sources and Availability of Raw Materials:
Most of the raw materials are sourced locally, although for specialized menus as required by airlines, a number of imported items are utilized. There were no meal production disruptions for the last three years arising from raw materials shortage. In case of items impacted by temporary shortages, substitute products are made available with conformity by clients. MACS has a bonded warehouse license and can import raw materials without customs duties/taxes based on the condition that the output product is re-exported to airline clients.

Government Approval/Concessions:
The facilities for the foreign airlines kitchen (MACS) and the PAL Kitchen (MSISC) are government properties in the airport and are subject of lease agreements that are being renewed from time to time. MACS, MSISC and CPCS also are accredited by the respective Airport Authority [Manila International Airport Authority (MIAA) or Mactan Cebu International Airport Authority (MCIAA)] as concessionaires to be able to operate inside the airport.

Risks and Opportunities:
During the last 3 years, the major risk faced by the food business units is related to the curtailment of mobility due to the measures implemented by governments to contain Covid-19. The restrictions on airline travel in 2020 to early part of 2023 constrained the available airline catering market such that topline pressure was felt by the three inflight kitchens. To address this concentration risk on airline catering, the MAC Food Group focused on growing its revenue portfolio base to include non-airline clients, specifically focusing on big institutional clients outside the airport. By December 2023, the revenue mix for the food group consists of 30% as non-airline related meal sales. As we ended 2023, most restrictions on travel were lifted, and passenger volumes for many sectors were already exceeding pre-pandemic levels.

2) Gateway Services (Groundhandling)

Name of Company	*Products and Services*	*Business Development (Last 3 years)*
a. **MacroAsia Airport Services Corporation (MASCORP)**: 80% owned by MAC; 20% owned by Konoike, Japan. This subsidiary was incorporated on September 12, 1997. This JV competes with several groundhandlers in the Philippines, but this JV has the largest presence in the country, as it operates in 22 airports in the Philippines.	Provides ground handling (pax services, ramp services, baggage and cargo handling, GSE maintenance, other terminal services) to local airline base clients (related parties) and foreign airlines operating in NAIA,	The groundhandling business depends on the number of flights handled in the airport. For 2023, MASCORP handled 182,303 flights in 2023, 134,262 in 2022 and 70,457 in 2021. As of Dec. 2023, the company had 8,133 total staff.
b. **MacroAsia Air Taxi Services, Inc. (MAATS).** This is a wholly-owned subsidiary of MAC, that was incorporated on June 4, 1996. Its main business is to service the foreign airline clients of LTP by providing services similar to groundhandling for fixed-based operators.	Represents the heavy base maintenance clients of Lufthansa Technik Philippines with respect to government permits (CAAP, MIAA, BOC, Immigration, etc.).	Its business is dependent on the volume of LTP clients that require the services of MAATS. As of Dec 2023, this business unit had 7 total staff.
c. **Japan Airport Service Co., Ltd. (JASCO).** This JV is owned 30% by MAC and 70% by Konoike Transport (Japan). It was founded on March 25, 1960. It operates soley in Narita, Japan and competes with other ground handlers in that airport.	Performs ground handling activities (flight operation management, baggage handling, pax assistance services, cabin cleaning, aircraft loading/unloading, cargo/mail handling, etc.) in Narita Airport, Japan. It services local Japanese airlines and foreign airlines.	Its business is dependent on the volume of flights of its clients in Narita Airport. It has handled 12,879 flights in 2023, 7,280 flights in 2022 and 5,988 flights in 2021.

Sources and Availability of Raw Materials:
Ground handling services have no substantial requirements for raw materials, compared to catering.

Government Approval/Concessions:
Ground handling is a regulated airport activity, and leases of spaces from the airport (government-owned), concession licenses and airport passes are required from airport authorities. These are secured by our companies through agreements with airport authorities and payment of concession fees and leases.

Risks and Opportunities:
During the last 3 years, the major risk faced by ground handling business are related to the closure of regular airline travel. During the restriction of regular travel in airports, aircraft movements that were handled pertained to repatriation flights mounted by the government. By end of 2023, flight volumes in the major airports have reached or exceeded pre-pandemic volumes.

3) Aircraft MRO (Aircraft Maintenance, Repair and Overhaul)

Lufthansa Technik Philippines, Inc.(LTP), an associate, was incorporated in December 1999, to do aircraft maintenance, repair and overhaul (MRO) in NAIA. MAC owns 49% of this JV, while Lufthansa Technik AG of Germany owns 51%.

LTP offers a wide range of aircraft MRO services to customers worldwide. As one of the 30 affiliates and subsidiaries within the Lufthansa Technik network, the company is committed to ensuring that every aircraft that comes out of its hangars reflects the world-renowned Lufthansa Technik standard of quality, safety and reliability. LTP competes with other regional MRO providers like in Singapore or Hongkong, but its advantage is the vast network of Lufthansa plus its Filipino workforce.

LTP specializes in base maintenance checks for the A320 family, A330, A340, A380 and B777 aircraft types, including major modifications, cabin reconfiguration/retrofit programs, and lease return checks. It is equipped with scalable docking systems, which can accommodate different aircraft types. Its facility can fit three A380s comfortably for simultaneous base maintenance checks.

LTP's maintenance base is located within a free-trade zone at the country's main international gateway, NAIA. It also has maintenance stations in Cebu, Clark, Davao, Kalibo, and Puerto Princesa. The Philippines is strategically located in Southeast Asia – main Asian hubs such as Hong Kong and Singapore are within a 4-hour flight radius.

The Civil Aviation Authority of the Philippines (CAAP), United States-FAA, the European Union EASA, CASA Australia, Japan CAB, Korea MOLIT and other aviation authorities worldwide have certified LTP as an approved maintenance organization for aircraft MRO services. Meanwhile, its technical services group is certified to operate as a Design Department under Lufthansa Technik AG's Design Organization Approval (EASA.21J.019).

Acquiring and retaining the right and qualified talents are key to success for LTP. The company's growth is supported by a 2,864-strong headcount – a combination of highly skilled English-speaking mechanics, engineers and support personnel. It partners with Lufthansa Technical Training Philippines, an EASA 147-approved Maintenance Training Organization, to assure that its people are equipped with world-class skills. Personnel transfers within the Lufthansa Technik network and LTP are a regular occurrence, assuring the right skills are effectively and regularly transferred to the local workforce.

Business Development

LTP's main service products are line maintenance and base maintenance. In 2023, it serviced 46 aircraft fleet for line maintenance and booked 1.2 million engineering hours for base maintenance. In 2022, base maintenance hours were at 1.1 million hours, while 0.8 million hours were recorded in 2021.

Sources and Availability of Raw Materials:

As a service provider, the aircraft parts are mostly the responsibility of the airline client. LTP has the ability to assist its clients to source for spare parts.

Government Approval/Concessions:

MRO is a highly regulated activity and requires certifications from approving aviation authorities/government bodies. The facilities of LTP are located in a government-owned land, in an ecozone administered by MacroAsia Properties Development Corporation (MAPDC). MAPDC has a long-term lease with the government (expiring in 2025, renewable by another 25 years). MAPDC has a sublease agreement with LTP that mirrors MAPDC's agreement with the government.

Risks and Opportunities:

During the last 3 years, the major risk faced by LTP are related to the constraints on the aviation industry as a whole. During the pandemic, LTP had to release a number of skilled mechanics, as MRO activity was restricted due to mobility restrictions and stoppage of aircraft utilization at certain points and areas globally. In 2023, LTP had to beef up its recruitment activities to increase its workforce, as more workload was seen in its hangar bays. By end of 2023, LTP had 2,864 personnel in contrast to 3,438 in 2019 (pre-pandemic).

4) Property and Ecozone Development

MacroAsia Properties Development Corporation (MAPDC) is a wholly-owned subsidiary of MacroAsia Corporation. It started commercial operations as a real estate developer in June 1996. After completion of its warehouse condominium project in Muntinlupa in 1997, the Company suspended its operation. Three years after, the Company re-started its commercial operations, this time as a developer and operator of the MacroAsia Special Economic Zone, the only special economic zone at Ninoy Aquino International Airport (NAIA). It houses Lufthansa Technik Philippines, Inc. for a period of 25 years.

In Mactan, Cebu, MAPDC also developed the MacroAsia Cebu Special Ecozone in 2018. This ecozone which is inside the airport, similar to Manila, is designated as a special ecozone for aviation-related services.

The Company is also operating a wastewater treatment and a water recycling facility for non-domestic water supply within the special economic zone in NAIA since 2011. With experience gained from this project, MAPDC has pursued water resources development projects in areas outside Metro Manila – Boracay Island, Nueva Vizcaya and Cavite.

The company owns a parcel of land in Muntinlupa City, a portion of which has been developed to house the central kitchen or commissary being run by MSFI. Such building and land is being leased by MAPDC to MSFI. MAPDC also owns other properties that it is leasing out to related parties like SNV Resources Devt Corporation (SNVRDC) and to Summa Water Resources, Inc. (SWRI).

The company is generally not dependent on raw materials availability in the pursuit of its business.

The two (2) ecozones it administers (NAIA and Mactan, Cebu) are dependent on government leases for the land.

Due to the nature of its business (leasing), MAPDC's business is relatively flat, as growth is dependent on increasing lease rates or making available more properties for lease. MAPDC is not into the business of developing properties and selling these, but simply focuses on supporting the property requirements of related parties.

5) Pilot School

First Aviation Academy Inc., (FAA) was incorporated on December 5, 2017 and has its training facility established and inaugurated in March 2019 in Subic Bay International Airport as an aviation career and resource center. Its business model was built on addressing the forecast shortage of professional pilots not only in the Philippines but worldwide. FAA is a joint venture flight school between MAC (51%) and PTC Holdings Corporation (49%).

FAA provides ab initio pilot training, certification and aviation-related career development courses. Each graduate pilot is a certified holder of a Private Pilot License (PPL), or may have an Instrument Rating (IR), a Multi-Engine Rating (MER) or a Commercial Pilot License. Top graduates are given the chance to become Flight Instructors (FI), providing a unique way to build up their flying hours while honing their instructor skills.

FAA has TECNAM and CESSNA planes for training, as well as several simulators. In June 2021, FAA has purchased 9 Cessna 172 planes and 1 Redbird Flight Simulator from the former Philippine Air Lines Aviation School (PALAV) to augment its fleet. A newly built ATPT Sim trainer is also an added advantage in the FAA training program, wherein the student's knowledge and skills in flying the sophisticated Airbus planes will be enhanced in anticipation for their entry to Type Rating Course before becoming a full-pledged airline pilot. With bigger number of assets, FAA is able to train more pilots and become a major resource provider in aviation industry.

As of December 31, 2023, FAA had 85 pilot trainees and a workforce of 46 employees.

FAA's operations is highly-regulated and depends on certifications from the CAAP and related government bodies. There are no existing or probable government regulations that may have an adverse effect on FAA operations. FAA did not incur any research and development expenditures during the last three fiscal years.

6) Water Concessions and Utilities

Name of Company	***Products and Services***	***Business Development (Last 3 years)***
a. **Boracay Tubi System, Inc. (BTSI)** This JV operates as one of two water providers in Boracay Island. MAPDC owns 67% of this JV, which has been operating in the Island for more than 20 years. It holds three (3) water rights and has a Certificate of Public Convenience (CPC) from the National Water Resources Board (NWRB). BTSI is currently serving more than 40% of water demand in the island of Boracay. BTSI also has 80% ownership in Monad Water Sewerage Systems, Inc. (MONAD), a water and waste water service provider exclusively serving Barangay Yapak, Boracay Island, and 100% ownership in New Earth Water System, Inc. (NEWS), a company that has secured water rights and Certificates of Public Convenience in Visayas and Mindanao.	The JV provides potable water to residents and commercial establishments, as well as manages the septage of commercial clients. It also provides raw and treated bulk water supply to some areas in Boracay Island. It extracts water through river sources near Caticlan, Aklan and transfer these through submarine pipelines for treatment in Boracay Island.	The KPI for this business is measured in terms of water sales in million of liters per day (MLD). These were 6.0 MLD in 2023, 4.5 MLD in 2022 and 2.2 in 2021. As of end of 2023, BTSI had 92 staff.
b. **Naic Water Supply Corp. (NWSC)** This is a wholly-owned subsidiary of MAPDC. It was incorporated on September 4,	The company provides treated potable water drawn through deep wells to residents and commercial establishments in Naic, Cavite and nearby subdivisions.	The KPI for this business is measured in terms of water sales in million of liters per day (MLD)., which stands at 10.9 MLD in 2023; 10.1 MLD in

2003 and services the town of Naic and nearby areas.		2022 and 8.6 MLD in 2021. As of Dec 2023, this business unit had 18 total staff.
c. **Summa Water Resources, Inc. (SWRI)**. This JV is owned 60% by Allied Water Services, Inc. (100% owned by MAC). It is an Original Equipment Manufacturer (OEM) supplying a full line of standard and fully customizable water and wastewater treatment systems, and also provides treated bulk water supply to several clients.	Supplied of water treatment equipment and bulk water to private & government entities in the Philippines (Bulacan, Iloilo, Albay, Cavite, Bataan, etc.)	For its bulk water supply business, it has supplied 3.9 MLD in 2023, 3.4 in 2022 and 4.0 in 2021. The more significant topline growth for this JV is in its equipment sales contracts, mostly with government entities. As of Dec. 2023, the company had 47 staff.
d. **SNV Resources Devt Corporation (SNVRDC)** This is owned 100% by MAPDC. It started as a greenfield project to build and operate a complete water works system in Solano, Nueva Vizcaya. From 0 accounts in 2016, it had achieved 5,587 connections by end of 2023.	Supply of potable water to households, commercial and government clients in Solano, using water extracted and treated from the Magat River.	Business development is measured in terms of millions of liters per day of water sold, which stands at 2.6 MLD in 2023; 2.4 MLD in 2022 and 2.3 MLD in 2021. As of Dec 2023, this business unit had 37 total staff.
e. **Aqualink Resources Devt Inc. (ARDI)** This is owned 51% by NWSC. This operates the water system for Lancaster New City in Cavite, which spans the areas of Gen. Trias, Imus, Carmona, Bacoor, Kawit and Tanza.	Supply of potable water to households and commercial using water extracted and treated from deep well sources.	Business development is measured in terms of millions of liters per day of water sold, which stands at 25.7 MLD in 2023; 24.9 MLD in 2022 and 12.0 MLD in 2021. As of Dec 2023, this business unit had 74 total staff.

It had 43,846 accounts or connections by end of 2023.		
f. Cavite Business Resources, Inc. (CBRI) This is owned 100% by Watergy Business Solutions, Inc. (100% MAPDC). It built the Maragondon Bulk Water Treatment Plant.	Supply of bulk water in Maragondon, through water extracted from Maragondon River.	By end of 2023, the Bulk Water Supply Agreement with the Water District was agreed upon. Water service will start in 2024.
g. Cavite AlliedKonsult Services Corp. (CAKSC) This is owned 100% by Allied Konsult Eco-Solutions Corporation (60%-owned by Allied Water Services Corp. (100% MAC). It built in Gen. Trias the largest facility for septage treatment in Cavite.	Treatment of septage discharge from households and commercial establishments in Cavite.	By end of 2023, its treatment agreements with some water providers were finalized.

Sources and Availability of Raw Materials:
The chemicals and supplies for water treatment are usually locally sourced. There were no supply disruptions noted in the last three years. As for equipment which are imported, no supply issues were also reported.

Government Approval/Concessions:
The supply of potable water, as well as treatment of septage is highly regulated and should comply with government regulations. Our water business units have permits with the LGUs, National Water Resources Board (NWRB), Laguna Lake Devt Authority, Dept of Health, DENR, etc. as the case may be. Tarriff setting are set often with NWRB in line with investments made by the business unit.

Risks and Opportunities:
During the last 3 years, the water business of the group has remained resilient and has registered continuing growth, even with pandemic-related restrictions in place in various parts of the country. There are opportunities to further grow these business units, due to the growing population and commercialization in areas outside of Metro Manila as more people were noted to be transferring to the provinces as a result of changing work place demographics (work from home setup; growing preference for life outside of Metro Manila during the pandemic, etc.).

7) Mining

Due to its history as a mining company in the 1970's, MAC had mining rights and permits as part of its assets. The Mineral Production Sharing Agreements (MPSAs) of MAC Parent were transferred to MacroAsia Mining Corporation, a wholly-owned subsidiary. This includes the Infanta Nickel Project in Palawan.

MacroAsia Mining Corporation (MMC) was incorporated on September 25, 2000 to serve as an institutional vehicle through and under which the business of a mining enterprise may be established, operated and maintained.

MMC temporarily focused on providing consultancy and mining exploration services, particularly on nickel areas and projects, in the 2010s. This started in 2013 wherein MMC served the exploration and drilling requirements for the nickel laterite deposits of some of the major nickel producers in the country.

Bulawan Mining Corporation (BUMICO) and Management Development Corporation (MADECOR), former subsidiaries of Philippine National Bank (PNB), have already been transferred to MMC. The former was officially purchased from PNB on November 15, 2018 and is now known as MMC BUMICO. The latter, meanwhile, was acquired on March 2, 2020 and is now called MMC MADECOR. The move is part of a bigger program on the spinning-off of the mining segment of MacroAsia Corporation.

The acquisition of BUMICO included its right for their Exploration Permit Application (EXPA 103-VII) over a 506-hectare area in Basay, Negros Oriental. The area has a high potential for copper-gold molybdenum–silver mineralization. Several copper and gold mining companies have shown interest in the area. In addition, MMC BUMICO also inherited the Operating Agreement with Philex Mining Corporation (PMC) in relation to the Bulawan Mining Project. Furthermore, MLC MRD 510 and EP 008-2010-VI which are under an agreement with Philex Gold Philippines, Inc. (PGPI) are now likewise part of the MMC portfolio. MLC MRD 510 is currently under the implementation stage of the Final Mine Rehabilitation and Decommissioning Plan (FMRDP). On the other hand, the application for renewal of EP 08-2010-VI is still pending MGB. Philex which has already made a partial submission of the requirements and has yet to provide an LGU Resolution attesting to the presentation of the EXPA.

On the other hand, MMC MADECOR has acquired EXPA 000100-VI from PNB MADECOR. It is covered by an agreement with PGPI. The said application has been granted Clearance for issuance of the permit based on a July 4, 2019 memorandum from MGB Central Office but subject to several conditions. The First Letter Notice regarding the conditions to be met was communicated to PGPI in July 10, 2020 and forwarded to PNB Madecor on August 19, 2020. MMC MADECOR, which has acquired PNB MADECOR, then transmitted the required documents to PGPI in September 29, 2020. PGPI has since submitted the documents to MGB Regional Office No. VI on October 14, 2020. MGB Region VI informed PGPI through a May 6, 2022-dated Second Letter Notice of the deficiencies for compliance. The revised tenement map requested by MGB was already submitted last June 15, 2022. There has been no feedback yet from MGB as of end of the year.

MMC has exploration permit applications (EXPAs) to mineralized areas in Carigara and Baybay City in Northern Leyte denominated as EXPA 000091-VII and 000092-VII. MGB Regional Office No. VII has endorsed the Environmental Work Program (EWP) for both EXPAs to the Office of the Director (MGB Central Office) on August 10, 2022.

On June 7, 2019, MAC, executed Deeds of Assignment (DOAs) in favor of MMC, wherein MAC assigned to the latter, all its rights and interests under its Mineral Production Sharing Agreements (MPSA) in Palawan. These DOAs were submitted for approval of the DENR as required by law. The Mines and Geosciences Bureau (MGB-DENR) approved the transfer on February 1, 2021.

The MPSAs that were assigned to MMC are Mineral Production Sharing Agreement (MPSA) Nos. 220-2005-IVB and 221-2005-IVB covering the 1,113.98 and 410.00 hectares, respectively, situated in Brooke's Point Palawan. With the DENR approval, these tenements are now recorded under MMC. The said MPSAs grant the company the exclusive right to explore, develop and commercially utilize nickel, chromite, iron and other associated mineral deposits within the contract area. MMC started discussions with other nickel mine operators to start the operations of at least the nickel mine due to the demand for this mineral for batteries, among others.

On July 29, 2021, MMC signed a memorandum of agreement with Calmia Nickel, Inc. (CNI) for the exploration and eventual mining operations of the Infanta Nickel Project (MPSA No. 220-2005-IVB). Confirmatory drilling activities commenced in early November 2021 as part of the due diligence work being conducted by CNI. Initial laterite samples have been sent to a laboratory in Manila for analyses. Current work focused on perfecting the permits for eventual mine operations.

As of December 31, 2022, MMC has four (4) regular employees.

MMC's present operations do not require the intensive use of raw materials. Therefore, it does not have any major existing supply contracts.

MMC is not aware of any other existing or probable government regulations that may have any adverse effects on its business. MMC does not have any other significant agreements or patents, copyrights, licenses, franchises, concessions, or royalty agreement. It did not incur any research and development costs during the last three fiscal years.

8) IT Services, Connectivity and Radio Trunking

This business segment focuses on the integration of information technology and connectivity in the MAC Group and its partners. t also entails the operationalization of the digital trunk radio in the airport, utilizing the frequency allocated by NTC for purposes of the aviation-related activities of the Group.

Tera Information and Connectivity Solutions, Inc. (TERA) is a fully owned subsidiary of MAC and was incorporated on February 11, 2021. TERA was established with the main objective of serving as the Technology and Tier 1 Service Provider (In-house) of the whole MacroAsia Group. The pivot to ICT services is a necessity made evident by COVID19 and presents various opportunities that MAC can take advantage and capitalize on. Among the services that TERA will provide include information management, data connectivity, radio trunking and managed services.

As of 2023, the company has a service contract for a data connectivity project in Lancaster New City.

There are no existing or probable government regulations that may have an adverse effect on TERA operations. TERA did not incur any research and development expenditures during its first year from incorporation.

Status of any publicly-announced new product or service

Except as otherwise disclosed in the discussion of the businesses of each subsidiary and affiliate above, there are no other publicly-announced new products or services for the Group.

Competition

The Group's strength relative to its competitors lies on its support facilities in the airports, skilled manpower, liquid assets relative to its operational funding requirements and adequate capital to continue and expand its existing businesses and develop or venture into new business activities. The Group's strategic advantage in the aviation services sector comes from the close relationships with airline clients, which in turn enables reciprocal arrangements for auxiliary aviation services. The strong backing of the Group's venture partners in some of the subsidiaries/affiliates, namely, Lufthansa Technik AG (Germany), Singapore Air Terminal Services (SATS, Singapore), Cathay Pacific Catering Services (CPCS, Hongkong), and Konoike Transport Co., Ltd. also provides the globally-competitive expertise and market reach for the Company's subsidiaries/affiliates.

The Group's competitive edge is manifested in various service areas through its quality of services, labor/manpower stability, competitive pricing, advanced aircraft MRO technology, and a carefully packaged inter-related aviation support services.

Suppliers

The Group has a broad base of suppliers, both local and foreign. Except as otherwise disclosed in the discussion of the businesses of each subsidiary and affiliate above, there are no major existing supply contracts for the Group.

Customers

Except as otherwise disclosed in the discussion of the businesses of each subsidiary and affiliate above, the Group is not dependent upon a single customer or a few customers that a loss of anyone of which would have a material adverse effect on the Group.

Employees

MacroAsia Corporation, the Parent Company, has a total workforce of 32 employees. The Group has a total manpower complement of 8,463, excluding seasonal workers of 4,758. Part of the manpower are 3,548 regular employees, 362 employees on probation and 4,553 organic project-based staff. The total number of employees increased by 25% in 2023, in line with the recovery of aviation-related business segments.

None of the Parent Company, its subsidiaries and associated companies is subject to any Collective Bargaining Agreement (CBA). There has been no strike, nor any attempt to protest against the Parent Company, its subsidiaries and associated companies during the past three years.

The Group provides health/medical insurance/benefits to its employees through an independent Health Maintenance Organization (HMO).

Compliance with Environmental Laws

MacroAsia Corporation and its subsidiaries and affiliates have not been subject to any material fines or legal or regulatory action involving non-compliance in any material respect with relevant environmental protection regulations.

Major Risks Involved

MAC recognizes some developments that may have potential impact on the Group.

- ***Global Economic Slowdown, Economic Woes Impacting on Airlines, Safety and Health Issues Affecting Airline Travel.***
  The Group continues to adopt a comprehensive approach of employing revenue generating strategies for both core and non-core business while pursuing sustainable cost leadership strategies. New product offerings outside of aviation-related clients were launched. Expansion of water-related businesses was pursued aggressively in key areas of current operations. The airline catering and groundhandling companies were able to secure new foreign airline clients, despite the travel downturn. Sustainable cost leadership efforts like staff cost benchmarking (staff cost is the biggest cost among the Group's service companies) were implemented with much vigor. The impact of aviation developments was monitored closely and discussed extensively in management and board meetings to redefine the changing priorities and strategies of the key business units.

- ***Industry Regulations***
  MacroAsia Corporation and its subsidiaries and affiliates are subject to the relevant rules and regulations imposed by government and private institutions such as the Civil Aviation Authority, Civil Aeronautics Board, Manila International Airport Authority, Philippine Economic Zone Authority, Department of Labor and Employment, Securities and Exchange Commission as well as the Philippine Stock Exchange. Moreover, being a part of the air travel industry, the Group is subject to various stringent international standards for cleanliness, health, and safety.

- ***Volatility in Foreign Exchange Rates***
  Bulk of the Group's revenues and part of its costs and expenses are transacted in foreign currency, particularly in US dollars. Any drastic fluctuation in the Peso-US dollar exchange rate may affect the Group's financial performance. The Company's Investment Committee has directed Management to limit the Group's foreign currency holdings to not more than 25% in US Dollar portfolio and hold the rest in local currency (at least 75% of the portfolio in Philippine Peso) to minimize exposure to foreign exchange fluctuations.

- ***Competition***
  The business activities of the Parent Company and its subsidiaries are carried out in a competitive environment, as the Group competes not only with local providers of aviation-related services, but with regional and international players as well. Operational track record and high quality of services coupled with competitive prices remain to be the Group's advantages over its competitors.

- ***Natural Occurrences***
  The Group is subject to various other risks which are beyond its control. These include weather conditions, virus outbreak and other natural disasters which may disrupt its operations. There can be no assurance that the above risks will not have an adverse effect on the Group.

Periodic planning sessions/meetings with top management, various committees and members of the Board are being held to identify, assess and formulate related contingency plans to manage or minimize the adverse impacts of potential or identified risks on the Group's operations.

Transactions with and/or Dependence on Related Parties
Please see Note 18 under the Group's Consolidated Notes to Financial Statements.

Significant Agreements and Commitments
Please see Note 29 under the Group's Consolidated Notes to Financial Statements.

Other Information
The Group has not issued any short term or long term commercial papers to date.
There are no other significant patents, trademarks, copyrights, licenses, franchises, concessions, and royalty agreements held by the Group except those discussed in Note 13 under the Group's Consolidated Notes to Financial Statements (pages 42 to 44).

As a mining company in the history, MAC's subsidiary, MMC, holds two Mineral Production Sharing Agreements (MPSAs), MPSA-220-2005-IVB and MPSA-221-2005-IVB, both located in Brooke's Point, Palawan.

MAC, as a listed entity, operates in a highly-regulated environment. The business of the Parent company, including its subsidiaries and affiliates to which it operates, depends upon the permits and licenses issued by the government authorities or agencies for its operation. The Group is not aware of any existing or probable government regulations on its products and services that would have an adverse impact on the operations of the businesses to which the Group operates.

ITEM 2. DESCRIPTION OF PROPERTIES

MacroAsia Corporation

The following are the leased properties of MAC:

Lessor	Location	Present Use	Monthly Rental	Period
PNB	12th floor 6754 Ayala Avenue, Makati City	Office	₱845,187	Five years (January 1, 2021-December 31, 2025)
3rd Party	Brooke's Point Palawan	Parcel of land (1)	 ₱150,000 ₱165,000 ₱181,500	May 16, 2011 – May 16, 2046 1st – 20th year 21st – 30th year 31st – 35th year
		Parcel of land (2)	 ₱114,000 ₱125,840 ₱144,716	November 15, 2010 – 2045 1st – 22nd year 23rd – 29th year 30st – 35th year
		Parcel of land (3)	 ₱145,000 ₱159,500 ₱183,500	September 30, 2010 – 2045 1st – 18th year 19th – 28th year 29th – 35th year
		Parcel of land (4)	 ₱114,000 ₱125,840 ₱144,716	July 16, 2010 - 2045 1st – 18th year 19th – 28th year 29th – 38th year

MacroAsia Properties Development Corporation

MAPDC owns the following real estate properties:

Location	Present Use	Area (sqm)
5 Parcels of Land at East Service Road, Sucat, Muntinlupa, Metro Manila	Commissary	1,500
	Commissary	3,280
	Office Space	200
	For future development	2,932
Land in Brgy. Bagahabag, Solano Nueva, Vizcaya	Water Treatment Plant	30,000
Mabini, Pangasinan	For future development	10,000

The following are the leased properties of MAPDC:

Lessor	Location	Present Use	Area (sqm)	Monthly Rental	Period
MIAA	NAIA, Pasay City	PEZA/Aircraft Maintenance (sub-lease to LTP)	216,915	₱14,712,487	September 2000 – 2025 (25 years)
MCIAA	Mactan Cebu International Airport	PEZA/Aircraft Maintenance (sub-lease to LTP)	26,297	₱703,445	2017–2022 (5 years)

	(MCIAA) – Cebu City				Renewal not yet finalized (monthly basis)
		For future development	23,703	₱1,472,135	April 2015 – 2025 (25 years)
		For future development	20,000	₱1,365,000	January 2017 – 2042 (25 years)

MacroAsia Catering Services, Inc.

MACS leases the following:

Lessor	Location	Present Use	Area (sqm)	Monthly Rental	Period	Renewal Terms
MIAA	Balagbag Area, NAIA Complex, Pasay City	Catering Concession Facility	14,279.46 (Land) 6,127.36 (Building)	₱ 47 or 675,561 plus 12% E-VAT ₱ 90 or 552,136 plus E-VAT	June 1, 2021 to May 31, 2024	Renewable yearly up to three years.

The original lease contract between MACS and MIAA expired in July 2008. One of the provisions of the lease agreement is that MACS will transfer to MIAA all permanent improvements which MACS might have constructed in the leased premises upon the expiration of the original lease or upon cancellation of the lease agreement.

MacroAsia Airport Services Corporation

Lease of office space and staging area are in the following locations:

Lessor	Location	Monthly Rental	Renewal Terms
MIAA	Terminal 1	₱434,661	month-to-month basis
MIAA	Terminal 2	₱146,739	month-to-month basis
MIAA	Terminal 3	₱156,544	month-to-month basis

On August 10, 2009, the company paid surety cash deposit to MIAA amounting to ₱2 million as one of the requirements for the renewal of the lease agreement. Currently, management is in discussions with necessary parties on the renewal of the lease. Meanwhile, MIAA continues to bill, and the Company continues to pay the rental fee based on current rates. Total rental expense in 2023 and 2022 related to this lease amounted to 9.02 million and 9.5 million, respectively.

Meanwhile, the Company leases the following office spaces:

Lessor	Location	Period	Renewal Terms
De Guzman Development Corporation (DGDC)	Sky Freight Center located at Ninoy Aquino Avenue, Parañaque City	April 16, 2022 to April 15, 2024	Subsequently renewed for a period of two (2) years (previously renewed for a period of 5 years subject to 5% escalation starting on third year of the lease term.)
DGDC	Sky Freight Center located at Ninoy Aquino Avenue, Parañaque City	October 1, 2021 to September 30, 2024	Subsequently renewed for a period of three (3) years, subject to 5% escalation starting on second year of the lease term
DGDC	Sky Freight Center located at Ninoy Aquino Avenue, Parañaque City	January 16, 2023 to January 15, 2033	For a period of ten (10) years, subject to 5% escalation starting on the second year of the lease term.

MacroAsia Air Taxi Services, Inc.

MAATS leases the following:

Lessor	Location	Present Use	Monthly Rental	Period	Renewal Terms
A. Soriano Aviation Inc.	Andrews Avenue, Domestic Airport, Pasay City – 2/F Anscor Hangar Bldg. 2	Office	₱72,655	September 16, 2018 until September 15, 2023	Yearly renewal

First Aviation Academy, Inc.

FAA leases the following:

Lessor	Location	Present Use	Area (sqm)	Monthly Rental	Period	Renewal Terms
Subic Bay Metropolitan Authority (SBMA)	Bldg. 8303 South West Apron, Subic Bay International Airport, Subic Bay Freeport Zone	Hangar and Office	1,000.6 (Office) 1,188.99 (Open Space) 199.41 (Parking Space) Total-2,389 sqm	Office - P223,944 Open Space - 162,024 Parking space - P27,174 CUSA-5,423 Total - 418,565	2018 to 2023 2023 to 2028	5 Years

Other than what was discussed above, MAC or any of its subsidiaries and affiliates does not expect to buy any significant assets (property or equipment) in the next twelve (12) months. For a more detailed discussion of the Group's properties, please refer to the Note 11 and 28 of the Consolidated Financial Statements.

ITEM 3. LEGAL PROCEEDINGS

On May 20, 2015, MacroAsia Corporation, through its legal counsel, filed a Motion for Reconsideration with the Court of Appeals seeking to reverse a decision promulgated by the Special Sixteenth (16th) Division of the Court of Appeals confirming the denial by the National Commission on Indigenous Peoples (NCIP) of the issuance of a Certification Precondition to the Company.

On March 14, 2016, the Court of Appeals rendered a decision setting aside NCIP En Banc Resolution No. 011-2012 and directing the NCIP to issue a Certificate Precondition in favor of the Company.

On December 12, 2016, the NCIP filed a Petition for Review on Certiorari pursuant to Rule 45 of the Rules of Court (G.R. No. 226176) before the Supreme Court assailing the March 14,2016 decision of the Court of Appeals.

The Company and NCIP subsequently executed a Compromise Agreement on February 21, 2023. The Company and NCIP filed a Joint Motion to Render Judgment based on Compromise Agreement before the Supreme Court. In a decision dated August 9, 2023, the Supreme Court granted the Joint Motion to Render Judgment based on the Compromise Agreement and approved the Compromise Agreement between the Company and NCIP. As a result, the Supreme Court deemed the case closed and terminated.

ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

Except for matters taken during the annual meeting of stockholders, there was no other matter submitted to a vote of security holders during the period covered by this report.

PART II – SECURITIES OF THE REGISTRANT

Item 5. Market for Issuer's Common Equity and Related Stockholder Matters

A. Market Information

MAC's common shares are listed and traded at the Philippine Stock Exchange. The following table shows the high and low prices (in ₽) of the Corporation for the years 2023 and 2022:

Quarter	***2023***		***2022***	
	High	*Low*	*High*	*Low*
1st Quarter	5.50	4.73	6.25	4.80
2nd Quarter	5.00	4.38	5.88	4.00
3rd Quarter	4.57	3.70	5.54	4.06
4th Quarter	4.27	3.75	5.38	4.25

The price information of MAC common shares as of the close of the latest practicable trading date, March 27, 2024 is ₽3.98.

B. Holders

There are 845 registered holders of the total 1,890,958,323 common shares of the Corporation as of December 31, 2023. The top 20 stockholders as of December 31, 2023 are as follows:

	Stockholder Name	**No. of Common Shares**	**% to Total**
1	PCD Nominee Corporation (Filipino)	469,192,333	24.27
2	PAL Holdings, Inc. (formerly Baguio Gold Holdings Corporation)	137,280,000	7.10
3	Conway Equities, Inc.	132,771,600	6.87
4	Solar Holdings Corporation	92,040,000	4.76
5	Dragonstar Management Corp.	83,850,000	4.34
6	Profound Holdings, Inc.	74,100,000	3.83
7	Excelventures, Inc.	73,951,800	3.83
8	Bigearth Equities Corporation	72,540,000	3.75
9	Pan Asia Securities Corp.	69,437,018	3.59
10	PCD Nominee Corporation (Non-Filipino)	56,106,163	2.90
11	Palomino Ventures, Inc.	45,084,000	2.33
12	MacroAsia Corporation	40,911,700	2.12
13	Absolute Holdings & Equities, Inc.	39,000,000	2.02
14	Artisan Merchandising Corp.	39,000,000	2.02
15	Caravan Holdings Corporation	39,000,000	2.02
16	Clipper 8 Realty & Development Corp.	39,000,000	2.02
17	Golden Path Realty Corporation	39,000,000	2.02
18	Primeline Realty, Inc.	39,000,000	2.02
19	Quality Holdings, Inc.	39,000,000	2.02
20	Sunway Equities, Inc.	35,053,200	1.81

C. Dividends

The general dividend policy of MacroAsia is governed by the By-Laws of the Parent Company which provides that dividends upon the capital stock of the Parent Company may be declared by the Board of Directors (BOD) in the manner and form provided by law, after deducting from the net profit of the Parent Company any approved bonuses to the BOD in an amount not exceeding five percent (5%) of the Parent Company's net profit before tax and the expenses of administration. In each case, no dividend declaration shall be made by the Parent Company which would impair its capital. Dividends shall not be declared if there are major investments/projects which the Parent Company and its subsidiaries and associated companies anticipate in the near future.

BOD Approval Date	Dividend per share (in ₱)	Record Date	Payment Date
March 21, 2024	₱0.10	April 19, 2024	May 16, 2024
March 23, 2023	₱0.05	April 21, 2023	May 18, 2023

There are no restrictions that limit the payment of dividends on common shares to stockholders of record as of April 19, 2024.

D. Recent Sales of Unregistered Securities

There was no recorded sale of unregistered securities during the past three years.

PART III – FINANCIAL INFORMATION

Item 6. Management's Discussion and Analysis (MD&A) or Plan of Operation

December 31, 2023 and December 31, 2022
Results of Operations (amounts in ₱ millions)

	For the year ended		Horizontal Analysis		Vertical Analysis	
	2023	2022	Changes	%	2023	2022
REVENUE						
In-flight and other catering	**3,981.8**	2,288.5	1,693.3	74%	50%	47%
Ground handling and aviation	**3,135.5**	2,049.5	1,086.0	53%	39%	42%
Water distribution	**617.5**	515.0	102.5	20%	8%	11%
Connectivity and technology services	**215.6**	0.0	215.6	0%	3%	0%
Administrative fees	**46.6**	30.4	16.2	53%	0%	0%
	7,997.0	4,883.5	3,113.5	64%	100%	100%
DIRECT COSTS AND EXPENSES						
In-flight and other catering	**2,688.4**	1,735.5	952.8	55%	34%	36%
Ground handling and aviation	**2,962.1**	1,851.3	1,110.8	60%	37%	38%
Water distribution	**379.1**	330.1	49.0	15%	5%	7%
Connectivity and technology services	**175.8**	0.0	175.8	0%	2%	0%
Administrative fees	**49.5**	52.6	-3.1	-6%	1%	1%
	6,254.8	3,969.5	2,285.3	58%	78%	81%
GROSS PROFIT (LOSS)	**1,742.2**	914.0	828.2	91%	22%	19%
SHARE IN NET EARNINGS (LOSSES) OF ASSOCIATES	**576.7**	470.8	105.9	22%	7%	10%
	2,318.9	1,384.8	934.1	67%	29%	28%
OPERATING EXPENSES	**1,085.7**	793.5	292.2	37%	14%	16%
INCOME (LOSS) FROM OPERATIONS	**1,233.2**	591.3	641.9	109%	15%	12%
OTHER INCOME (CHARGES)						
Interest income	**19.0**	3.9	15.1	387%	0%	0%
Financing charges	**-163.8**	-149.0	-14.8	10%	-2%	-3%
Foreign exchange gain (loss) - net	**-8.3**	1.5	-6.8	-441%	0%	0%
Others - net	**113.4**	106.5	6.9	6%	1%	2%
	-39.7	-37.1	-2.6	7%	0%	-1%
INCOME (LOSS) BEFORE INCOME TAX	**1,193.6**	554.3	639.3	115%	15%	11%
PROVISION FOR (BENEFIT FROM) INCOME TAX						
Current	**160.1**	63.7	96.3	151%	2%	1%
Deferred	**-37.7**	29.1	-66.8	-230%	0%	1%
	122.4	92.8	29.5	32%	2%	2%
NET INCOME (LOSS)	**1,071.2**	461.4	609.8	132%	13%	9%
Net income (loss) attributable to:						
Equity holders of the Company	**851.1**	446.1	405.1	91%	11%	9%
Non-controlling interests	**220.0**	15.3	204.7	1334%	3%	0%
	1,071.2	461.4	609.8	132%	13%	9%

Revenues

Revenues from in-flight catering contributed 50% of the total revenues. Catering segment revenue significantly improved from last year's ₱2,288.5 million to the current year's ₱3,981.8 million a 74% increase compared to 2022. The improvement in revenue is aligned with the increase in meal count by 52% from 14.98 million to 22.78 million due to the sustained growth in meal volume.

The revenues from ground-handling and aviation services posted a revenue of ₱3,135.5 million from ₱2,049.5 million, a 53% improvement compared to 2022 driven largely by flight volume growth in the airports. Flights handled increased by a total of 48,041 flights (36%), from 134,262 in 2022 to 182,303 flights in the current year. The ground handling and aviation revenue contributed 39% of the total revenues.

The revenue ground-handling and aviation services includes the revenue from aviation training school, First Aviation Academy ("FAA"). FAA posted an increase in revenue by 10%, from ₱54.4 million in 2022 to ₱59.6 million in 2023. Operations scaled-up during the current period as more training planes are available following completion of license requirements from CAAP.

Revenues from water operations contributed 8% of the total revenues. Revenues increase by ₱102.5 million (20%), from ₱515.0 million to ₱617.5 million during the same period last year. This increase is attributable to the increase in commercial water sales, billed volume of water in cubic meters ("cu.m.") has increased by 3% from 17.5 million cu.m. in 2022 to 18.1 million cu.m. in 2023.

Administrative revenues from the ecozone remained flat as rates charge remain unchanged. ₱16.2 million (53%) increase in revenue, from ₱30.4 million to ₱46.6 million, part of which pertains to the lease revenue from subleased property in Mactan Cebu.

Connectivity and technology services revenue contributed ₱215.6 million for the Supply, Delivery, and Commissioning Agreement of HDPE, Conduit Fiber Backbone, and Containerized Data Center on a project which commence in 2023.

Total Direct Costs

Total direct costs in 2023 amounted to ₱6,254.8 million, posting an increase of ₱2,285.3 million (58%) from ₱3,969.5 million in 2022. The increase is attributable to the increase in business operations across all business segments of the Group.

Operating Expenses

Consolidated operating expenses increased by ₱292.2 million (37%), from last year's ₱793.5 million to ₱1,085.7 million, aligned with the business volume growth.

Share in Net Earnings (Losses) of Associates

Share in net income of associates amounted to ₱576.7 million which increased by ₱105.9 million compared to same period in previous year represents MAC's share in the net operating result of its associated companies (LTP, JASCO and CPCS). One of the main contributors of the YTD net income for 2023 is the share in net income from LTP for MRO services amounting to ₱562.1 million, which is ₱62.3 million higher than the share in net income of ₱499.8 million in 2022. The reported net income of LTP in 2023 is attributable to significant improvement in its base maintenance business. CPCS, the catering associate in Cebu, has finally reflected a positive result from operation after booking continuous losses since the inception of the pandemic. MAC booked its 40% net income share in CPCS at ₱7 million, compared to last year's share in net loss of ₱5.2 million. JASCO, the ground handling associate in Japan, contributed a loss of ₱3.6 million compared to last year's ₱35.9 million representing the 30% share in net loss of MAC. JASCO has started to book monthly profits for the last 2 quarters.

Other Income (Charges)

The interest income of ₱19.0 million pertains to income earned from short-term investments, and accretion of refundable deposits. Financing charges increased from ₱149.0 million in 2022 to ₱163.8 million in 2023, due to the increase in interest rates repricing. Total other income and charges increased by ₱6.9 million (6%) against the ₱106.5 million in 2022 mainly due to the gain on bargain purchase of CSW -Lapu Lapu amounting to ₱69.7 million and is offset by loss on sale of investment in associate amounting to ₱43.0 million.

Income Tax

The Group posted an income tax expense increased by ₱29.5 million (32%) aligned with the increase in taxable income. The Group utilized its NOLCO during the year.

Net Income

The Group recorded a consolidated net income after tax of ₱1,071.2 million for the year 2023, a 132% from the consolidated net income after tax of ₱461.4 million in 2022. Net income increase was driven largely by business volume growth across all the Group's business units.

December 31, 2023 and December 31, 2022
Financial Position (amounts in millions)

	For the year ended		Horizontal Analysis		Vertical Analysis	
	2023	2022	Changes	%	2023	2022
ASSETS						
Current Assets						
Cash and cash equivalents	**1,062.6**	468.0	594.5	127%	8%	4%
Receivables and contract assets	**2,092.3**	1,862.6	229.7	12%	16%	16%
Inventories	**161.0**	139.3	21.7	16%	1%	1%
Other current assets	**871.6**	556.0	315.6	57%	7%	5%
Total Current Assets	**4,187.4**	3,026.0	1,161.4	38%	33%	26%
Noncurrent Assets					0%	0%
Investments in associates	**2,299.5**	2,450.9	-151.4	-6%	18%	21%
Property, plant and equipment	**2,293.2**	2,222.6	70.7	3%	18%	19%
Net investment in lease	**1,175.9**	1,172.5	3.4	0%	9%	10%
Right-of-use assets	**799.2**	847.7	-48.5	-6%	6%	7%
Investment property	**143.9**	143.9	0.0	0%	1%	1%
Service concession rights	**408.5**	415.6	-7.2	-2%	3%	4%
Intangible assets and goodwill	**365.5**	296.6	68.9	23%	3%	3%
Deferred income tax assets - net	**170.6**	115.7	54.9	47%	1%	1%
Other noncurrent assets	**851.3**	813.3	38.0	5%	7%	7%
Total Noncurrent Assets	**8,507.5**	8,478.7	28.8	0%	67%	74%
TOTAL ASSETS	**12,694.9**	11,504.7	1,190.2	10%	100%	100%
LIABILITIES AND EQUITY						
Current Liabilities						
Notes payable	**244.5**	139.0	105.5	76%	2%	1%
Accounts payable and accrued liabilities	**2,646.1**	2,105.4	540.7	26%	21%	18%
Income tax payable	**63.2**	26.3	36.9	140%	0%	0%
Dividends payable	**9.7**	32.0	-22.2	-70%	0%	0%
Current portion of long-term debts	**314.1**	298.1	16.0	5%	2%	3%
Current portion of lease liabilities	**44.9**	40.7	4.2	10%	0%	0%
Total Current Liabilities	**3,322.4**	2,641.5	681.0	26%	26%	23%
Noncurrent Liabilities						
Long-term debts - net of current portion	**485.9**	831.1	-345.2	-42%	4%	7%
Lease liabilities - net of current portion	**2,042.2**	2,070.6	-28.4	-1%	16%	18%
Accrued retirement and other employee benefits payable	**190.0**	125.6	64.4	51%	1%	1%
Deferred income tax liabilities - net	**92.9**	95.2	-2.3	-2%	1%	1%
Other noncurrent liabilities	**76.1**	72.1	4.1	6%	1%	1%
Total Noncurrent Liabilities	**2,887.2**	3,194.6	-307.5	-10%	23%	28%
Total Liabilities	**6,209.6**	5,836.1	373.5	6%	49%	51%
Equity attributable to equity holders of the Company						
Capital stock - 1 par value	**1,933.3**	1,933.3	0.0	0%	15%	17%
Additional paid-in capital	**281.4**	281.4	0.0	0%	2%	2%
Retained earnings						
Appropriated	**960.0**	850.0	110.0	13%	8%	7%
Unappropriated	**2,423.1**	1,776.5	646.6	36%	19%	15%
Other comprehensive income	**-16.3**	169.3	-185.6	-110%	0%	1%
Other reserves	**1,003.0**	1,003.0	0.0	0%	8%	9%
Treasury shares	**-459.4**	-459.4	0.0	0%	-4%	-4%
	6,125.1	5,554.2	570.9	10%	48%	48%
Non-controlling interests	**360.2**	114.5	245.8	215%	3%	1%
Total Equity	**6,485.3**	5,668.6	816.7	14%	51%	49%
TOTAL LIABILITIES AND EQUITY	**12,694.9**	11,504.7	1,190.2	10%	100%	100%

Assets

At the consolidated level as of December 31, 2023, the total assets stood at ₱12,694.9 million, posting an increase of ₱1,190.2 million (10%) from ₱11,504.7 million on December 31, 2022.

Cash and cash equivalents of ₱1,062.6 million increased by ₱594.5 million (127%) from ₱468.0 million. The cash balances of the operating subsidiaries are preserved to meet their currently maturing obligations.

Receivables and contract assets increased by ₱229.7million (12%), from ₱1,862.6 million to ₱2,092.3 million due to due to business volume growth.

Inventories of ₱161.0 million as of December 31, 2023 were maintained in line with forecasted inventory level requirements.

Other current assets of ₱871.6 million represents input taxes, creditable withholding and prepaid taxes and unamortized prepayments for insurance covers, rent, utilities and unconsumed supplies as of December 31, 2023.

Intangible Assets and Goodwill increased by ₱68.9 million (23%) due to additions to intangible assets from acquisition of CSW Lapu-Lapu and is offset by straight line amortization. The goodwill recognized by the Group amounting to ₱127.84 million resulted from the Company's acquisition of a non-controlling interest (13%) from a previous stockholder of MACS in 2006 and the purchase by MAPDC of 67% of BTSI in 2016, 100% of NAWASCOR in 2017 and ASSC of 60% of SUMMA in 2018.

I*ncrease in* deferred tax asset relates to recognition of DTA from Net Operating Loss Carry Over from prior years, DTA from Lease Liabilities net of DTA from Right of Use Assets of MSFI.

Liabilities

As of December 31, 2023, the total liabilities are at ₱6,209.6 million, posting an increase of ₱373.5 million (6%) from ₱5,836.1 million on December 31, 2022.

Accounts payable and accrued liabilities increased by ₱540.7 million (26%) to ₱2,646.1 million as of December 31, 2023. The net increase in the amount pertains to the amount owed to suppliers and service provider as a result of business volume growth.

Current loans payable increased from ₱437.1 million to ₱558.6 million, by ₱121.5 million (28%), refers to the loan availed from local banks by several companies under the Group to finance their asset acquisition as a result of business expansion which remain outstanding as of year-end. Net decrease in loans payable pertains to payment of currently matured loans.

Income Tax payable increased by 140% or ₱36.9 million from ₱26.3 million to ₱63.2 million on December 2023, due to increase in taxable income.

Accrued retirement benefits payable of ₱190.0 million increased by ₱64.4 million (51%) from ₱125.6 million in December 2022 is accounted for based on the latest actuarial valuation of the Group.

Equity

Movement in the "non-controlling interests" depends on the results of operations of MACS, AWSI, BTSI and subsidiaries of MAPDC with JV partners. As of December 31, 2023, non-controlling interests amounted to ₱360.2 million, an increase by ₱245.8 million (215%) from ₱114.5 million for December 31, 2022.

Equity attributable to equity holders of the company increased by ₱570.9 million (10%), from last year's ₱5,554.2 million to this year's ₱6,125.1 million. The increase pertains to the net income attributable to equity holder of the company booked in retained earnings amounting to ₱851.1 million, offset by dividend declared amounting to ₱94.5 million and other components of equity which decreased by ₱185.6 million (110%) to (₱16.3) million for 2023, the decrease pertains to the share in remeasurement of pension asset of LTP, remeasurement of defined benefit plans, and share in foreign currency translation adjustments loss of LTP and JASCO for ₱16.0 million in aggregate which changes in accordance with US$ and JPY exchange rate fluctuations during the period covered, respectively.

Total Equity increased by ₱816.7 million (14%), from last year's ₱5,668.6 million to ₱6,485.3 million as of December 31, 2023.

Key Performance Indicators

The Group uses the following major performance measures. The analyses are based on comparisons and measurement on financial data of the current period against the same period of the previous year.

	December 31, 2023	December 31, 2022
Return on Net Sales (RNS)	**13.39%**	9.45%
Return on Investment (ROI)	**11.87%**	6.54%
Return on Equity (ROE)	**20.80%**	10.53%
Direct Cost Ratio	**78.21%**	81.28%
Operating Expense Ratio	**13.58%**	16.25%
Current Ratio	**1.28 : 1**	1.16 : 1
Debt-to-Equity Ratio	**16.11%**	22.37%
Interest Coverage Ratio	**8.29 : 1**	4.72 : 1
Asset-to-Equity Ratio	**1.96 : 1**	2.03: 1

- Return on net sales increase from 9.45% for 2022 to 13.39% as of December 31, 2023. The improvement in the consolidated RNS is caused by improvement in revenues generated by our operating subsidiaries in the current year compared to the same period last year.
- Movement from 6.54% to 11.87% in ROI ratio is parallel to that of the RNS due to the Group's financial performance as discussed above.
- The ROE of 20.80% in 2023 improved compared to 10.53% for the same period of 2022.
- The direct cost ratio decreased from 81.28% to 78.21% for 2023 because of the improvement in business activities of the Group.
- Operating expense ratio also decreased from 16.25% to 13.58% for 2023 because of the improvement in business activities of the Group.
- The Group still has a healthy current ratio indicating the Group's solid ability to meet its current liabilities, with an adequate portion of current assets held as cash. Current ratio stands at 1.28:1 compared to 1.16:1 last year.

- Debt to equity ratio stands at 16.11% for 2023 from 22.37% the same period last year. The improvement in debt-to-equity ratio is due to the net decline of loans which remained outstanding at period end, while the equity increased due to net income earned during the current year.
- As the Group report positive operating results during the current reporting period, it will be able to cover interest payments arising from its debts. Interest coverage ratio increased from 4.72:1 to 8.29:1 for December 31, 2023.
- The ratio between total assets and total equity, indicates that the assets of the Group continue to be supported principally by shareholders' capital than debt. Asset to equity ratio stands from 2.03:1 for 2022 to 1.96:1 for the period December 31, 2023.

The indicators above are measured as follows:

1. Return on Net Sales = $\dfrac{\text{Total Net Income}}{\text{Total Net Revenues}}$

2. Return on Investment = $\dfrac{\text{NI attributable to Equity holder of Parent}}{\text{Total Interest-bearing Liabilities + Equity attributable to Equity holder of Parent}}$

3. Return on Equity = $\dfrac{\text{Total Net Income}}{\text{Total Equity}}$

4. Direct Cost Ratio = $\dfrac{\text{Total Direct Cost}}{\text{Total Net Revenues}}$

5. Operating Expense Ratio = $\dfrac{\text{Total Operating Expenses}}{\text{Total Net Revenues}}$

6. Current Ratio = $\dfrac{\text{Total Current Assets}}{\text{Total Current Liabilities}}$

7. Debt-to-Equity Ratio = $\dfrac{\text{Total Interest-bearing Debts}}{\text{Total Equity}}$

8. Interest Coverage Ratio = $\dfrac{\text{Total Earnings before Interest and Taxes}}{\text{Interest Expense}}$

9. Asset-to-Equity Ratio = $\dfrac{\text{Total Assets}}{\text{Total Equity}}$

December 31, 2022 and December 31, 2021
Results of Operations (amounts in ₱ millions)

	For the year ended		Horizontal Analysis		Vertical Analysis	
	2022	2021	Changes	%	2022	2021
REVENUE						
In-flight and other catering	**2,288.5**	592.2	1,696.4	286%	47%	30%
Ground handling and aviation	**2,049.5**	1,050.4	999.1	95%	42%	54%
Water distribution	**515.0**	277.2	237.8	86%	11%	14%
Connectivity and technology services	**0.0**	0.0	0.0	0%	0%	0%
Administrative fees	**30.4**	29.1	1.3	5%	1%	1%
	4,883.5	1,948.9	2,934.6	151%	100%	100%
DIRECT COSTS AND EXPENSES						
In-flight and other catering	**1,735.5**	597.4	1,138.2	191%	36%	31%
Ground handling and aviation	**1,851.3**	1,129.0	722.3	64%	38%	58%
Water distribution	**330.1**	221.7	108.4	49%	7%	11%
Connectivity and technology services	**0.0**	0.0	0.0	0%	0%	0%
Administrative fees	**52.6**	42.2	10.4	25%	1%	2%
	3,969.5	1,990.2	1,979.3	99%	81%	102%
GROSS PROFIT (LOSS)	**914.0**	-41.4	955.4	2309%	19%	-2%
SHARE IN NET EARNINGS (LOSSES) OF ASSOCIATES	**470.8**	317.8	153.0	48%	10%	16%
	1,384.8	276.4	1,108.4	401%	28%	14%
OPERATING EXPENSES	**793.5**	469.5	324.1	69%	16%	24%
INCOME (LOSS) FROM OPERATIONS	**591.3**	-193.0	784.3	406%	12%	-10%
OTHER INCOME (CHARGES)					0%	0%
Interest income	**3.9**	2.8	1.1	40%	0%	0%
Financing charges	**-149.0**	-159.7	10.8	-7%	-3%	-8%
Foreign exchange gain (loss) - net	**1.5**	21.5	23.1	107%	0%	1%
Others - net	**106.5**	85.6	20.9	24%	2%	4%
	-37.1	-49.8	12.7	-26%	-1%	-3%
INCOME (LOSS) BEFORE INCOME TAX	**554.3**	-242.8	797.0	328%	11%	-12%
PROVISION FOR (BENEFIT FROM) INCOME TAX					0%	0%
Current	**63.7**	14.6	49.2	337%	1%	1%
Deferred	**29.1**	-106.4	135.5	127%	1%	-5%
	92.8	-91.9	184.7	201%	2%	-5%
NET INCOME (LOSS)	**461.4**	-150.9	612.4	406%	9%	-8%
Net income (loss) attributable to:					0%	0%
Equity holders of the Company	**446.1**	-2.2	448.2	20731%	9%	0%
Non-controlling interests	**15.3**	-148.8	164.1	110%	0%	-8%
	461.4	-150.9	612.4	406%	9%	-8%

Revenues

Revenues from in-flight catering contributed 47% of the total revenues. Catering segment revenue significantly improved from last year's ₱592.2 million to the current year's ₱2,288.5 million a 286% increase compared from 2021. The improvement in revenue is aligned with the increase in meal count by 411% from 2.9 million to 15 million due to the sustained growth in meal volume. The revenues from ground-handling and aviation services posted a revenue of ₱2,049.5 million from ₱1,050.4 million, a 95% improvement compared to 2021 driven largely by flight volume growth in the airports. Flights handled increased by a total of 63,805 flights (91%), from 70,457 in 2021 to 134,262 flights in the current year. The ground handling and aviation revenue contributed 42% of the total revenues. Revenues from water operations contributed 11% of the total revenues. Revenues increase by ₱237.8 million (86%) to ₱515.0 million from ₱277.2 million during the same period last year. This increase is attributable to the increase in commercial water sales in Boracay, as the island has benefitted from more relaxed entry policies for visitors, and the revenue contribution of Aqualink Resources Development Inc. (ARDI), a new JV of our fully owned Naic Water Services Corporation with Lancaster New City's developer, PRO-FRIENDS. Billed volume of water in cubic meters ("cu.m.") have increased by 65% from 10.6 million cu.m. in 2021 to 17.5 million cu.m. in 2022. Rental and Administrative revenues from the ecozone remained flat as rates charge remain unchanged. No revenues are being derived from chartered flights since August 2016. Currently, MAATS is generating income only from fixed-based operations (FBO) services. Exploratory drilling revenue represents MMC's earnings from drilling contracts. The Company has not undertaken drilling contracts during the current year.

Total Direct Costs

Total direct costs in 2022 amounted to ₱3,969.5 million, posting an increase of ₱1,979.3 million (53%) from ₱1,990.2 million in 2021. The increase is attributable to the increase in business operations across all business segments of the Group.

Operating Expenses

Consolidated operating expenses increased by ₱324.1 million (69%), from last year's ₱469.5 million to ₱793.5 million, aligned with the business volume growth.

Share in Net Earnings (Losses) of Associates

Share in net income of associates amounted to ₱470.8 million which increased by ₱153.0 million compared to same period in previous year represents MAC's share in the net operating result of its associated companies (LTP, JASCO and CPCS). One of the main contributors of the YTD net income for 2022 is the share in net income from LTP for MRO services amounting to ₱499.8 million, which is ₱149.2 million higher than the share in net income of ₱350.6 million in 2021. CPCS, our catering associate in Cebu, reflected a net loss due to the airline meal orders being minimal. MAC booked its 40% net loss share in CPCS at ₱5.2 million, compared to last year's share in net loss of ₱5.7 million. JASCO, the ground handling associate in Japan, contributed a loss of ₱35.9 million compared to last year's ₱43.0 million representing the 30% share in net loss of MAC.

Other Income (Charges)

The interest income of ₱3.9 million pertains to income earned from short-term investments, and from installment receivables. Financing charges decreased from ₱159.7 million in 2021 to ₱149.0 million in 2022, due to the decrease in interest from loans aligned with the decrease in amount of loan outstanding. Foreign exchange gains were booked during the year due to currency fluctuations where US$ strengthens compared to Php.

Income Tax

The Group posted an income tax expense of ₱92.8 million compared to the income tax benefit in the amount of ₱91.9 million in 2021 where the Group utilized its NOLCO aligned with the increase in taxable income during the year.

Net Income

The Group recorded a consolidated net income after tax of ₱461.4 million for the year 2022, a turnaround from the consolidated net loss after tax of ₱150.9 million in 2021. This income turnaround was driven largely by business volume growth across all the Group's business units.

December 31, 2022 and December 31, 2021
Financial Position (amounts in millions)

	For the year ended		Horizontal Analysis		Vertical Analysis	
	2022	2021	Changes	%	2022	2021
ASSETS						
Current Assets						
Cash and cash equivalents	**468.0**	503.6	-35.6	-7%	4%	5%
Receivables and contract assets	**1,862.6**	1,369.1	493.5	36%	16%	13%
Inventories	**139.3**	102.3	37.0	36%	1%	1%
Other current assets	**556.0**	429.6	126.4	29%	5%	4%
Total Current Assets	**3,026.0**	2,404.6	621.4	26%	26%	23%
Noncurrent Assets					0%	0%
Investments in associates	**2,450.9**	1,850.4	600.5	32%	21%	18%
Property, plant and equipment	**2,222.6**	2,352.8	-130.2	-6%	19%	22%
Net investment in lease	**1,172.5**	1,177.6	-5.0	0%	10%	11%
Right-of-use assets	**847.7**	890.9	-43.2	-5%	7%	9%
Investment property	**143.9**	143.9	0.0	0%	1%	1%
Service concession rights	**415.6**	418.8	-3.2	-1%	4%	4%
Intangible assets and goodwill	**296.6**	292.0	4.6	2%	3%	3%
Deferred income tax assets - net	**115.7**	166.5	-50.8	-31%	1%	2%
Other noncurrent assets	**813.3**	772.7	40.6	5%	7%	7%
Total Noncurrent Assets	**8,478.7**	8,065.5	413.2	5%	74%	77%
TOTAL ASSETS	**11,504.7**	10,470.1	1,034.6	10%	100%	100%
LIABILITIES AND EQUITY						
Current Liabilities						
Notes payable	**139.0**	420.0	-281.0	-67%	1%	4%
Accounts payable and accrued liabilities	**2,105.4**	1,492.5	612.9	41%	18%	14%
Income tax payable	**26.3**	4.1	22.2	538%	0%	0%
Dividends payable	**32.0**	32.0	0.0	0%	0%	0%
Current portion of long-term debts	**298.1**	210.3	87.8	42%	3%	2%
Current portion of lease liabilities	**40.7**	15.6	25.1	161%	0%	0%
Total Current Liabilities	**2,641.5**	2,174.5	467.0	21%	23%	21%
Noncurrent Liabilities					0%	0%
Long-term debts - net of current portion	**831.1**	930.0	-98.8	-11%	7%	9%
Lease liabilities - net of current portion	**2,070.6**	2,137.1	-66.5	-3%	18%	20%
Accrued retirement and other employee benefits payable	**125.6**	121.6	4.0	3%	1%	1%
Deferred income tax liabilities - net	**95.2**	117.8	-22.6	-19%	1%	1%
Other noncurrent liabilities	**72.1**	51.1	20.9	41%	1%	0%
Total Noncurrent Liabilities	**3,194.6**	3,357.6	-163.0	-5%	28%	32%
Total Liabilities	**5,836.1**	5,532.1	304.0	5%	51%	53%
Equity attributable to equity holders of the Company					0%	0%
Capital stock - 1 par value	**1,933.3**	1,933.3	0.0	0%	17%	18%
Additional paid-in capital	**281.4**	281.4	0.0	0%	2%	3%
Retained earnings						
Appropriated	**850.0**	850.0	0.0	0%	7%	8%
Unappropriated	**1,776.5**	1,330.4	446.1	34%	15%	13%
Other comprehensive income	**169.3**	-96.6	265.9	-275%	1%	-1%
Other reserves	**1,003.0**	1,003.0	0.0	0%	9%	10%
Treasury shares	**-459.4**	-459.4	0.0	0%	-4%	-4%
	5,554.2	4,842.2	712.0	15%	48%	46%
Non-controlling interests	**114.5**	95.8	18.6	19%	1%	1%
Total Equity	**5,668.6**	4,938.0	730.6	15%	49%	47%
TOTAL LIABILITIES AND EQUITY	**11,504.7**	10,470.1	1,034.6	10%	100%	100%

<u>Assets</u>

At the consolidated level as of December 31, 2022, the total assets stood at ₱11,504.7 million, posting an increase of ₱1,034.6 million (10%) from ₱10,470.1 million on December 31, 2021.

Receivables and contract assets increased by ₱493.5 million (36%), from ₱1,369.1 million to ₱1,862.6 million due to due to business volume growth.

Inventories of ₱139.3 million as of December 31, 2022 were maintained in line with forecasted inventory level requirements.

Other current assets of ₱556.0 million represents input taxes, creditable withholding and prepaid taxes and unamortized prepayments for insurance covers, rent, utilities and unconsumed supplies as of December 31, 2022.

Investments in associates are accounted for under the equity method of accounting in the consolidated financial statements, movements in the account are contributed by the share in cumulative translation adjustments for LTP and JASCO. The Group recorded an increase of 32% or ₱600.5 million in this investment account, from ₱1,850.4 million in 2021 to ₱2,450.9 million in 2022.

Other noncurrent assets account includes advances to contractors and suppliers of ₱62.06 million, equity investments designated at fair value through other comprehensive income (FVTOCI)/ available for sale (AFS) investments ₱105.16 million, deferred project costs ₱42.78 million, deposits of ₱45.67 million, deferred mine exploration costs of ₱238.51 million, installment receivables-net of current portion ₱4.59 million, contract asset-net of current portion of ₱77.14 million, pension assets of ₱7.74 million, and deferred rent expense of ₱ 25.57 million.

Liabilities

As of December 31, 2022, the total liabilities are at ₱5,836.1 million, posting an increase of ₱304.0 million (5%) from ₱5,532.1 million on December 31, 2021.

Accounts payable and accrued liabilities increased by ₱612.9 million (41%) to ₱2,105.4 million as of December 31, 2022. The net increase in the amount pertains to the amount owed to suppliers and service provider as a result of business volume growth.

Total *loans payable* of ₱1,268.3 million refers to the loan availed from local banks by several companies under the Group to finance their asset acquisition as a result of business expansion which remain outstanding as of year-end. Net decrease in loans payable pertains payment of currently matured loans.

Income Tax payable increased by 538% or ₱22.2 million from ₱4.1 million to ₱26.3 million on December 2022.

Other noncurrent liabilities increased by ₱20.9 million (41%), from ₱51.1 million to ₱72.1 million at the end of December 31, 2022.

Equity

Movement in the "non-controlling interests" depends on the results of operations of MACS, AWSI, BTSI and subsidiaries of MAPDC with JV partners. As of December 31, 2022, non-controlling interests amounted to ₱114.5 million, an increase by ₱18.6 million (19%) from ₱ 95.8 million for December 31, 2021.

Equity attributable to equity holders of the company increased by ₱712.0 million (15%), from 2021 ₱4,842.2 million to ₱5,554.2 million in 2022. The increased pertains to the movements of various account such as the ₱446.1 million net income attributable to equity holder of the company booked in retained earnings. Another factor was the other components of equity which increased by ₱265.9 million (275%) to ₱169.3 million for 2022, the increase pertains to reserve for fair value changes of financial assets investments amounting to ₱69.7 million share in remeasurement of pension asset of associate amounting to ₱111.5 million, the Parent Company's share in foreign currency translation adjustments (loss) of LTP and JASCO in the amount of ₱132.8 million which changes in accordance with US$ and JPY exchange rate fluctuations during the period covered, MAC's share in re-measurements of defined benefit plan of associates, and re-measurements of defined benefit plans of subsidiaries.

Total Equity increased by ₱730.6 million (15%), from last year's ₱4,938.0 million to ₱5,668.6 million as of December 31, 2022.

Key Performance Indicators

The Group uses the following major performance measures. The analyses are based on comparisons and measurement on financial data of the current period against the same period of the previous year.

	December 31, 2022	December 31, 2021
Return on Net Sales (RNS)	**9.45%**	-7.74%
Return on Investment (ROI)	**6.54%**	-0.03%
Return on Equity (ROE)	**10.53%**	-3.83%
Direct Cost Ratio	**81.28%**	102.12%
Operating Expense Ratio	**16.25%**	24.09%
Current Ratio	**1.16 : 1**	1.11 : 1
Debt-to-Equity Ratio	**22.37%**	31.60%
Interest Coverage Ratio	**4.72 : 1**	-0.52 : 1
Asset-to-Equity Ratio	**2.03: 1**	2.12: 1

- Return on net sales increase from -7.74% for 2021 to 9.45% as of December 31, 2022. The improvement in the consolidated RNS in the current period compared to same period last year is caused by improvement in revenues generated by our operating subsidiaries in the current year compared to the same period last year.
- Movement from -0.03% to 6.54% in ROI ratio is parallel to that of the RNS due to the Group's financial performance as discussed above.
- The ROE of 10.53% in 2022 improved compared to -3.83% for the same period in 2021.
- The direct cost ratio decreased from 102.12% to 81.28% for 2022.
- Operating expense ratio also decreased from 24.09% to 16.25% for 2022.
- The Group still has a healthy current ratio indicating the Group's solid ability to meet its current liabilities, with an adequate portion of current assets held as cash. Current ratio as of December 31, 2022 stands at 1.16:1 compared to 1.11:1 in 2021.
- Debt to equity ratio stands at 22.37% for 2022 from 31.60% the same period last 2021. The improvement in debt-to-equity ratio is due to the net decline of loans which

remained outstanding at period end, while the equity increased due to net income earned and remeasurement gains during the current year.

- As the Group started to report positive operating results during the current reporting period, it will be able to cover interest payments arising from its debts. Interest coverage ratio increased from -0.52:1 to 4.72:1 for December 31, 2022.
- The ratio between total assets and total equity indicates that the assets of the Group continue to be supported principally by shareholders' capital than debt. Asset to equity ratio stands from 2.12:1 for 2021 to 2.03:1 for the period December 31, 2022.

The indicators above are measured as follows:

1. Return on Net Sales $= \dfrac{\text{Total Net Income}}{\text{Total Net Revenues}}$

2.Return on Investment $= \dfrac{\text{NI attributable to Equity holder of Parent}}{\text{Total Interest-bearing Liabilities + Equity attributable to Equity holder of Parent}}$

3. Return on Equity $= \dfrac{\text{Total Net Income}}{\text{Total Equity}}$

4. Direct Cost Ratio $= \dfrac{\text{Total Direct Cost}}{\text{Total Net Revenues}}$

5. Operating Expense Ratio $= \dfrac{\text{Total Operating Expenses}}{\text{Total Net Revenues}}$

6. Current Ratio $= \dfrac{\text{Total Current Assets}}{\text{Total Current Liabilities}}$

7. Debt-to-Equity Ratio $= \dfrac{\text{Total Interest-bearing Debts}}{\text{Total Equity}}$

8. Interest Coverage Ratio $= \dfrac{\text{Total Earnings before Interest and Taxes}}{\text{Interest Expense}}$

9.Asset-to-Equity Ratio $= \dfrac{\text{Total Assets}}{\text{Total Equity}}$

Plans and Prospects

The continuing recovery of the aviation industry has strengthened the profitability of MacroAsia's aviation units, considering that the key drivers of revenue growth for aviation services are increases in flights and passengers. The impending privatization of the operations of the country's main airport - NAIA, will ultimately result in to more flights and passengers for the main hub as the airport facilities are foreseen to grown and become more efficient. While the costs of doing business in the airport may go up under a new management setup, such costs are often passed on to clients based on open-book pricing practices in key business units. Moving forward, MacroAsia shall continue to strengthen its support for its main aviation business segments. These include airline catering, MRO and ground handling services. The Group will seek to maximize opportunities for growth in the non-airport segments like food services in locations outside of the airport, water treatment and distribution, information and data connectivity projects within the Group and its partners.

Geared to a continuing growth in 2024, MacroAsia continues to pursue sustainable cost leadership projects within the Group. Among the key thrusts are as follows:

MRO (Aircraft Maintenance, Repair, Overhaul):
Lufthansa Technik Philippines (LTP) has converted in 2023 its new hangar, Hangar 1-A which was initially intended for the base maintenance of narrow-body aircrafts to a mixed-used hangar for wide-body aircraft base maintenance (focus on the A380). LTP will continue to strengthen and expand its complement of rated mechanics and engineers to grow its capability for heavy-base repair. For facility expansion, it is looking at airports outside of Metro Manila to cater to the growing MRO requirements of airlines. Currently, it is studying the possibility of building an MRO facility in Clark Airport.

FOOD SERVICES:
Inflight Food: The Group's inflight catering services business through MacroAsia Catering Services (MACS), and MacroAsia SATS Inflight Services (MSIS), showed a substantial increase in meal volumes in 2023 as compared with prior years. MSIS will continue to refurbish portions of its production facility at the landside area of the airport near Terminal 2. MACS will pursue efforts to re-fleet its high-lift trucks, as part of its capacity building drive to meet clients' requirements. Cebu Pacific Catering Services (CPCS) has reopened in 2023, and will continue to experience topline growth as Mactan, Cebu Airport is seeing more pax and flight movements.

Non-Airline Food: MacroAsia SATS Food Industries (MSFI) has seen robust growth in its central kitchen in 2023. To support further growth, the business unit is currently studying the expansion of the central kitchen to be able to accommodate more clients in the facility by 2025. The expansion area is beside its current location, on the land owned by MacroAsia Properties Development Corporation. The Group is also studying to expand its commissary geographically, focusing in other cities beyond Metro Manila.

GATEWAY SERVICES:

The Group's ground handling business, through MASCORP will continue to increase its workforce to meet the demand of client airlines that have been increasing their flight and pax volumes. It will also carry on its re-fleeting of ground support equipment (GSE) to meet the growing demand for ramp services. The Group's revenues from gateway services include ground handling, apron ramp cleaning, maintenance of ground support equipment (GSE) and cargo handling.

PROPERTY DEVELOPMENT:

Maintaining a status quo in property development, MacroAsia through its wholly owned subsidiary, MacroAsia Properties Development Corporation collaboratively works with its subsidiaries and affiliates for contracted servicing and construction.

AVIATION TRAINING:

With the opening of Subic Bay International Airport (SBIA) for flights, First Aviation Academy, Inc. (FAA) resumed its training operations and has grown its portfolio of students. Earlier training batches that were impacted by the pandemic constraints in flying were able to graduate in 2023. New batches of trainees for pilot schooling were opened. The pilot training academy is preparing for cross-border partnerships that will allow foreign enrollees to get commercial pilot license here in the Philippines, while ramping up on the recruitment of local enrollees. It has partnered with Philippine National Bank which will offer financing to qualified enrollees.

In previous years, the Group has ventured into natural resources development, considering its history as a mining company in the 1970's.

MINING:

In 2022, exploration work was done to re-affirm the presence of nickel in the Brookes' Point tenement. As the mineralization was affirmed and with the moratorium in mining getting lifted, MacroAsia signed an operating agreement with a local mining operator. The Environmental Compliance Certificate (ECC) for operations was renewed in 2023 and a few more permits to support operations are still being awaited. The Group is expecting recurring cash inflow through royalty payments once operation of the mine commences.

WATER BUSINESS:
Proving its flexibility in the pandemic, the Water Segment of the Group has significantly increased its revenues. With the tourism industry getting back to normal, BTSI has shown a substantial growth in its performance in 2023. This provider of water on Boracay Island will continue to deliver revenue growth due to the expansion of its pipeline for commercial and residential clients in unserved areas of the Island. Its subsidiary is also foreseen to start its water project in Iloilo within the latter part of 2024.

The Cavite-based business units, NAWASCOR and Aqualink have both recorded positive results in 2023. Venturing outside their current service areas, NAWASCOR and Aqualink are expected to grow further in 2024. Adding to the market share in Cavite, Cavite Alliedkonsult, a project company under the partnership of MacroAsia and EnviroKonsult has been inaugurated in 2022 and has secured long-term septage contracts with water service providers in 2023. Cavite AlliedKonsult owns the biggest septage treatment facility in the Philippines with the capacity of 400 to 600 cubic meters per day. Cavite AlliedKonsult is servicing the septage management of the Group and various private water providers as well as the water districts with the Province of Cavite.

Through its original equipment manufacturer subsidiary, Summa Water Services, Inc., MacroAsia has continuously built portable water treatment plants for various LGUs and government agencies. In 2023, Summa Water continued to diversify its client portfolio through various contracts won through tender. It is in the process of completing the documentary requirements to start its bulk water projects in Lapu-Lapu City and Poro Point, La Union. It is foreseen that as soon as requirements are completed, these projects will commence construction within 2024 for completion within a two-year period.

New Prospects
With the intention of addressing the Group's current ICT requirements, MacroAsia through its wholly owned subsidiary, Tera Information and Connectivity Solutions, Inc. has ventured into providing ICT solutions within the Group. Tera has partnered with several entities to prepare the Group in its digitalization efforts. Currently, it is working with the Group's groundhandling unit to utilize the 800mhz frequency for radio trunking in the airport. It is also implementing connectivity works to support a smart city in a development area in the province of Cavite. Other similar projects are being lined up for Tera.

The MAC Group anticipates growing its business further in 2024, despite several headwinds and probable constraints beyond its control. With more stable cash flow generation from its subsidiaries, MacroAsia aims to expand further its current business units and invest in new businesses. The positive developments in its non-airline food, mining and water business segments support a more resilient revenue portfolio for the Group in the years to come.

Item 7. Financial Statements

Please see the attached consolidated financial statements and schedules listed in the accompanying Index to the Consolidated Financial Statements and Supplementary Schedules.

Item 8. Changes in and Disagreements With Accountants on Accounting and Financial Disclosure

There were no other changes in or disagreements with accountants during the last three calendar years or any subsequent interim period.

Information on Independent Public Accountant

SyCip Gorres Velayo & Co. (SGV & Co.) has acted as the Group's independent public accountant. Audit Partner-in-Charge, Mr. Kristopher S. Catalan of SGV & Co. handled the financial audit for the year ended December 31, 2023. Among his clients are the largest companies in the consumer products and retail, real estate and construction, automative, transportation, technology, airlines, financing companies, diversified industrial products, hospitality and leisure, educational institutions, healthcare, manpower and labor services, warehouse and logistics, entertainment, sugar mills and refineries, professional services and law firms, animal feeds and nutrition and other agricultural-based businesses, and asset management. He currently leads the Philippine EY Private (client services group focusing on private clients) and the SGV Accounting Standards Group. He is highly knowledgeable in Revenue Recognition, Business Combinations and Leases. He is also a frequent resource person in training on International Financial Reporting Standards (IFRS) and Assurance.

External Audit Fees and Services

	2023	2022
Regular annual audit of financial statements	₱ 7,455,500	₱ 6,775,000
Non audit fees	5,800,000	-
Total	**₱ 13,255,500**	**₱ 6,775,000**

Audit Committee's Approval Policies for the Services of External Auditor

All services to be rendered and fees to be charged by the external auditors are presented to and pre-approved by the Audit Committee. An audit planning meeting is conducted at least one month before the actual performance of work. Then, upon recommendation and approval by the Board of Directors, the appointment of the external auditor is being confirmed at the annual stockholders' meeting. Representatives of the said firm are expected to be present at the stockholders' meeting and they will have the opportunity to make a statement if they desire to do so and are expected to be available to respond to appropriate questions.

PART IV – MANAGEMENT AND CERTAIN SECURITY HOLDERS

Item 9. Directors and Executive Officers of the Issuer

Board of Directors*

Name	Position	Committee Membership
Dr. Lucio C. Tan	Chairman of the Board and Chief Executive Officer	Chairman – Investment Committee
Carmen K. Tan	Director	Member – Investment Committee
Lucio C. Tan III	Director	Member – Corporate Governance, Related Party Transactions, Compensation and Investment Committees
Eduardo Luis T. Luy	President and Chief Operating Officer	Member – Investment and Mining Committees
Vivienne K. Tan	Director	Member – Audit, Risk Management and Investment Committees
Michael G. Tan	Director	Member –Compensation and Mining Committees
Kyle Ellis C. Tan	Treasurer	Member – Mining Committee
Johnip G. Cua	Director	Chairman – Compensation, Mining and Retirement Plan Committees Member – Audit, Corporate Governance, Related Party Transactions, Investment and Risk Management Committees
Ben C. Tiu	Lead Independent Director	Chairman – Audit Committee Member – Corporate Governance, Related Party Transactions, Compensation, Risk Management, Investment, Mining and Retirement Plan Committees
Marixi R. Prieto	Independent Director	Chairperson – Corporate Governance and Related Party Transactions Committees Member – Audit and Risk Management Committees
Samuel C. Uy	Independent Director	Chairman –Risk Management Committee Member – Corporate Governance, Audit, Related Party Transactions and Compensation Committees

**The Directors' term of office is one year. Election for the Board of Directors is conducted during the annual stockholders' meeting held every second Thursday of May.*

Dr. Lucio C. Tan. Mr. Tan, 89, Filipino, has served as Chairman of the Board of Directors since July 2015 and as Chief Executive Officer since December 14, 2015. Chairman of Absolut Distillers, Inc., Alliedbankers Insurance Corporation, Allianz PNB Life Insurance, Air Philippines Corporation, Asia Brewery, Inc., Asian Alcohol Corporation, Basic Holdings Corporation, Buona Sorte Holdings, Inc., Eton Properties Philippines, Inc., Fortune Tobacco Corporation, Foremost Farms, Inc., Grandspan Development Corporation, Himmel Industries, Inc., Philippine Airlines, Inc., PMFTC Inc., Progressive Farms, Inc., PAL Holdings, Inc., Tanduay Distillers, Inc., Tanduay Brands International, Inc., Tangent Holdings Corporation, The Charter House, Inc., Trustmark Holdings Corporation, University of the East, Zuma Holdings and Management Corporation. He is also the Chairman Emeritus of Philippine National Bank.

He holds a Bachelor of Science degree in Chemical Engineering from Far Eastern University. Dr. Lucio Tan holds a Doctor of Philosophy degree, Major in Commerce from the University of Santo Tomas in 2003 and is an awardee of several other honorary Doctorate degrees. He holds a Bachelor of Science degree in Chemical Engineering from Far Eastern University.

Carmen K. Tan. Mrs. Tan, 83, Filipino, has served as a Director of the Corporation since July 2012. Aside from her membership in the Board of Directors of the Corporation, Ms. Tan is also the Vice Chairman of Philippine Airlines, Inc. and Director of Air Philippines Corporation, Asia Brewery, Inc., Buona Sorte Holdings, Inc., Foremost Farms, Inc., Dynamic Holdings, Ltd, Eton City, Inc., Fortune Tobacco Corporation, Himmel Industries, Inc., PAL Holdings, Inc., PMFTC Inc., Progressive Farms, Inc., Tanduay Distillers, Inc., Manufacturing Services and Trade Corporation, Sipalay Trading Corporation, Saturn Holdings, Inc., Tangent Holdings Corporation, Trustmark Holdings Corporation and Zuma Holdings and Management Corporation. She is also a Member of the Board of Advisors of Philippine National Bank.

Mrs. Tan is a distinguished alumna of the Paco Chinese School and the University of the East, Manila.

Lucio C. Tan III, Mr. Tan, 31, Filipino, has served as Director of the Corporation since December 2019. He is the President of the Lucio Tan Group, Inc. (LTG). In May 2023, he assumed the position of President at PAL Holdings, Inc. (PHI), the parent company of the country's flag carrier, Philippine Airlines (PAL). He continues to serve as President of Tanduay Distillers, Inc., a role he has held since 2019. Mr. Tan is likewise the Vice Chairman and President of Sabre Travel Network Phils. Inc, and Vice President of Dunmore Development Corporation. He is also a Director in various companies including Ali-Eton Property Development Corp., Eton City, Inc., First Homes, Inc., Lufthansa Technik Philippines, PMFTC, PNB Holdings Corporation, Philippine National Bank. In addition to his responsibilities at LTG and its various companies, Mr. Tan is also a member of the Private Sector Advisory Council (PSAC) Tourism Sector.

Mr. Tan possesses a strong background in engineering and technology, holding a Bachelor's degree in Electrical Engineering and a Master's degree in Computer Science from Stanford University. He was a software engineer at Lyft in the Bay Area before gradually transitioning into different business units within LTG and PHI. During his university days, he was honored with the Stanford University Frederick E. Terman Award, which is awarded to the top 5% of Stanford University engineering undergraduates.

Eduardo Luis T. Luy. Mr. Luy, 30, Filipino, President and Chief-Operating-Officer of the Corporation since October 8, 2021. He served as Director and Treasurer of the Corporation from December 12, 2019 to October 7, 2021. He is also the Chairman and President of the following corporations: MacroAsia Catering Services, Inc., MacroAsia SATS Food Industries Corporation, MacroAsia SATS Inflight Services Corporation, MacroAsia Airport Services Corporation, MacroAsia Properties Development Corporation, MacroAsia Air Taxi Services, Inc., MacroAsia Mining Corporation, MMC Management and Development Corporation, Bulawan Mining Corporation, Allied Water Services, Inc., Naic Water Supply Corporation, Aqualink Resources Development, Inc., Mabini Pangasinan Resources Development Corporation, Tera Information and Connectivity Solutions, Inc.; Chairman of the following corporations: First Aviation Academy, Inc., Water Business Solutions, Inc., Cavite Business Resources, Inc., SNV Resources Development Corporation, Boracay Tubi System, Inc., New Earth Water System, Inc., Monad Water and Sewerage Systems, Inc., AlliedKonsult Eco-Solutions Corporation, Cavite AlliedKonsult Service Corporation and Summa Water Resources, Inc.; and Director of Lufthansa Technik Philippines, Inc., since October 8, 2021 and Japan Airport Service Co., Ltd. since November 2021. He worked in Reyes Tacandong & Co. from 2015-2018.

Mr. Luy holds a Master's degree in Business Administration from Asian Institute of Management and a Bachelor of Science degree in Business Administration from the University of the Philippines-Diliman.

Vivienne K. Tan. Ms. Tan, 55, Filipino, has served as Director of the Corporation since July 2019. She also serves as a member of the Board of Directors of: LT Group, Inc., Eton Properties Philippines, Inc., PNB and Philippine Airlines, Inc. She is a member of the Board of Trustees of University of the East, University of the East Ramon Magsaysay Memorial Medical Center and De La Salle - College of Saint Benilde. She is an Executive Director of Dynamic Holdings Limited. Ms. Tan is also the Founding Chairperson of Entrepreneurs School of Asia, and is the Founder and President of the Thames International Business School.

Ms. Tan has a Bachelor of Science Double Degree in Mathematics and Computer Science from the University of San Francisco, USA. She also has a Post-Graduate Diploma in Fashion Design and Manufacturing Management from the Fashion Institute of Design and Merchandising in Los Angeles.

Michael G. Tan. Mr. Tan, 57, Filipino, has served as Director since July 17, 2015. He is the President and Chief Operating Officer of Asia Brewery, Inc. Mr. Tan is also a Director of LT Group, Inc. (LTG) and was its President and Chief Operating Officer (COO) from 2012 until May 2023. Mr. Tan led the Initial Public Offering (IPO) of LTG in 2013, the country's largest at that time. Mr. Tan is a member of the ASEAN Business Advisory Council (ASEAN BAC) representing the Philippines, a Vice President of the Federation of Filipino Chinese Chambers of Commerce & Industry, Inc. (FFCCCI) and is a Director and Vice President of the Philippine Chamber of Commerce and Industry (PCCI) and a Trustee of Help Educate and Rear Orphans (HERO) Foundation, Inc. In October 2022, he was appointed as a member of the Private Sector Advisory Council which is tasked to provide the Philippine President with advice and recommendations for economic reforms.

Mr. Tan holds a Bachelor of Science degree in Applied Science in Civil Engineering, major in Structural Engineering, from the University of British Columbia in Canada.

Kyle Ellis C. Tan. Mr. Tan, 27 Filipino, has served as Treasurer and Director of the Corporation since October 8, 2021. He is the President and Chief Executive Officer of Eton Properties Philippines, Inc. Mr. Tan is also the President at Landcom Realty Corporation and a Director at Maranaw Hotels & Resort Corporation. Beyond his roles in real property development and hotel management, Mr. Tan was also behind the international expansion of Tanduay, a globally recognized spirits and liquor brand. Early this year, he took over the role of Chief Operating Officer (COO) at Tanduay Distillers, Inc. He currently serves as Director and COO at

Himmel Industries, Inc. and Manufacturing Services & Trade Corporation. He also holds the position of Vice Chairman and Director of Pan Asia Securities Corporation and Vice President of Kilter Realty & Development Corporation. Mr. Tan is also a Director of several companies including Victorias Milling Company Inc., PNB Global Remittance and Financial Co. (HK) Ltd, Grandspan Development Corporation, Allied Club, Inc., and Asia's Emerging Dragon Corporation. Prior to joining the Lucio Tan Group, he was a full-time software engineer at Microsoft.

He graduated Magna Cum Laude with a Bachelor's degree in Computer Engineering from the University of Southern California, where he also finished his Master's degree in Computer Science.

Johnip G. Cua. Mr. Cua, 67, Filipino, has served as Director of the Corporation since 2006. He was formerly the President of Procter & Gamble Philippines Inc. (1995-2006). He currently serves as the Chairman of the Board of the P&Gers Fund Inc. (since 2009) and Xavier School, Inc. (since 2012), and the Chairman & President of Taibrews Corporation (since 2011). Additionally, he serves as a member of the Board of Trustees of Xavier School Educational & Trust Fund (since 1996) and MGCC Foundation (since 2015).

Mr. Cua is an Independent Director of the following corporations: Philippine Airlines Inc. (since 2014), PAL Holdings Inc. (since 2014), Century Pacific Food Inc. (since 2014), LT Group Inc. (since 2018), Tanduay Distillers Inc. (since 2018), Asia Brewery Inc. (since 2018), MacroAsia Catering Services, Inc. (since 2007), MacroAsia Airport Services Corp. (since 2007), MacroAsia Properties Development Inc. (since 2013), PhilPlans First Inc. (since 2009), and First Aviation Academy Inc. (since 2017).

Mr. Cua is also a member of the Board of Directors of the following corporations: Allied Botanical Corporation (since 2012), Alpha Alleanza Manufacturing Inc. (since 2008), Bakerson Corporation (since 2002), Interbake Marketing Corporation (since 1991), Lartizan Corporation (since 2007), Teambake Marketing Corporation (since 1994), and Zenori Corporation (since 2018).

Mr. Cua holds a Bachelor of Science degree in Chemical Engineering from the University of the Philippines.

Ben C. Tiu Mr. Tiu, 72, Filipino, has served as an Independent Director of the Corporation since July 2013. He is the Chairman of the Board of Directors of the following corporations: Fidelity Securities (since 1993), Tera Investments, Inc. (since 2001), TKC Steel Corporation (since 2007Present), Treasure Steelworks Corp. (since 2005), and BRJ Trading (since 1988). He also serves as the Chairman and President of JTKC Equities, Inc. (since 1993). He is currently the Executive Vice President of JTKC Leisure Group. He also serves as Director of I-Remit Inc. (since 2006).

Mr. Tiu holds a Master of Business Administration degree from the Ateneo De Manila University and a Bachelor of Science degree in Mechanical Engineering from Loyola Marymount University, USA.

Marixi R. Prieto. Ms. Prieto, 83, Filipino, has served as an Independent Director of the Corporation since December 2015. She is the Chairman of the Board of Bataan 2020 Inc. She served/serves as a member of the Board of Directors in the following companies: Philippine Daily Inquirer, Hinge Inquirer Publication Inc., Inquirer Interactive Inc., Inquirer Publications Inc., Printown Group, Sunvar Inc., Investment and Marketing Association, Ionian Industrial Property Inc., Corinthian Industrial Property, Inc., HMR Enterprises, Inc., Lexmedia Realty, Inc., Var Buildings, Inc., Parkside Realty Development Corporation, Golden Pizza Inc., Golden Donuts Inc., International Family Foods Services, Inc., Mix-plant Inc., LRP Inc., Pinnacle Printers Corporation, Inquirer Holdings, Inc., Mediacom Equities, Inc., Matrix Resources Portfolio Holdings, Inc., Excel Pacific Equities, Inc., and Cebu Daily News. Ms. Prieto is also the Treasurer of the following corporations: Sunvar Realty Development Corporation, Marilex Realty Development Corporation, and Ionian Realty & Development Corporation. She is also part of the Board of Trustee of Tan Yan Kee Foundation since 2015.

Ms. Prieto holds a Bachelor of Science degree in Business Management from Assumption College Inc.

Samuel C. Uy. Mr. Uy, 70, Filipino, has served as Independent Director since April 30, 2018. He is the President and CEO of 3S Realty Corporation (since 2007) and Toril Sports Complex (since 2008). He is also the Vice-President since 1986-2019 of Kaunlaran Development Corporation and Davao Farms Incorporated and became the President since 2020. He is also the Vice-President of Asaje Hotels (since 2020), Dimdi Centre Inc. (since 1986) and Daland Development Corporation. He is the Treasurer for Dimdi Builders Inc. and Asaje Realty Corp. (since 2020).

Mr. Uy is also a director of Honda Cars Gensan, and an Independent Director of Philippine Airlines, Inc. (since March 2017).

Mr. Uy holds a Bachelor of Science degree in Agriculture from Xavier University. He also studied Bachelor of Science in Management at the Ateneo de Manila University.

Executive Officers

Name	Position
Atty. Marivic T. Moya	Senior Vice President for Human Resources, Legal and External Relations/ Chief Compliance Officer/ Corporate Information Officer
Amador T. Sendin	Chief Financial Officer/ Chief Risk Officer/ Senior Vice President for Administration
Belgium S. Tandoc	Vice President for Business Development/ Data Protection Officer
Rhodel C. Esteban	Vice President for Commercial/ Chief Sustainability Officer
Atty. Florentino M. Herrera III	Corporate Secretary

Atty. Marivic T. Moya. Ms. Moya, 63, Filipino, has served as an Executive Officer since May 1999. She is the current Senior Vice President for Human Resources, Legal and External Relations, Chief Compliance Officer and the Chief Information Officer of MacroAsia Corporation. Prior to this, Atty. Moya was the Vice President for Human Resources, Legal and External Relations of MacroAsia Corporation and Compliance Officer (1999-2019).

She is involved in MacroAsia Catering Services Inc. (Corporate Secretary since 2004 and Director from June 2019 to March 2021), MacroAsia SATS Food Industries Corporation (Corporate Secretary since 2015), MacroAsia SATS Inflight Services Corporation (Corporate Secretary and Director from June 2019 to March 2021), MacroAsia Airport Services Corp. (Corporate Secretary since 2004), MacroAsia Properties Development Corp. (Corporate Secretary since 2004 and Director since 2019); Asia's Emerging Dragons Corp.(Corporate Secretary since 2017) , MacroAsia Air Taxi Services, Inc. (Corporate Secretary since 2004 and Director since 2018); MacroAsia Mining Corp. (Corporate Secretary and Director since 2000), SNV Resources Development Corp., Boracay Tubi System, Inc. (Corporate Secretary and Director until 2020), First Aviation Academy, Inc. (Corporate Secretary since 2017 and Director since 2019), Summa Water Resources, Inc. (Corporate Secretary since October 2018 and Director until 2020), Naic Water Supply Corporation (Corporate Secretary since 2020 and Director since 2017), Watergy Business Solutions Inc. (Director since 2014 and Treasurer since October 2020), Cavite Business Resources Inc. (Director since 2012 and Treasurer since October 2020), Alliedkonsult Eco-solutions Corporation and Cavite Alliedkonsult Services Corporation (Director from September 2019 to October 2021 and Corporate Secretary since September 2019); Aqualink Resources Development Corporation (Corporate Secretary since April 2021); Tera Information and Connectivity Solutions, Inc. (Corporate Secretary since February 2021).

She is currently the Assistant Corporate Secretary of LT Group and PAL Holdings, Inc. and served as the Corporate Secretary of MacroAsia Corporation from 2004 to 2014. She is also the Corporate Secretary of Philippine Airlines, Inc. (since 2014). She worked with various Government Institutions from 1987 to 1999, holding key positions such as Legal Officer of the National Bureau of Investigation (NBI) from 1987-1989, Arbitration Specialist of Philippine Overseas Employment Administration (POEA) from 1989 to 1990, Director II (Chief, Legal Service) of Philippine Health Insurance Corporation from 1990 to 1996 and Graft Investigation Officer II at the Office of the Ombudsman from 1997 to 1999. She also held the position of

Human Resources Manager of Grand Air from 1996 to 1997. She was a member of the Board of Trustees of the University of Santo Tomas Law Alumni Association (2010-2013).

Atty. Moya holds a Juris Doctor degree from the University of Santo Tomas and a Bachelor of Arts degree, Major in Child Study from Maryknoll College.

Amador T. Sendin. Mr. Sendin, 61, Filipino, a Certified Public Accountant (CPA), has served as an Executive Officer since October 2003. He is the current Chief Financial Officer (since 2012), Chief Risk Officer and Senior Vice President for Administration of MacroAsia Corporation. He is also the Treasurer of MacroAsia Properties Development Corporation (since 2013), Summa Water Resources, Inc. (since 2018), AlliedKonsult Eco-Solutions Corporation, Cavite AlliedKonsult Services Corporation (since 2019), and the Treasurer and Director of MacroAsia Airport Services Corporation (since 2011), MacroAsia Air Taxi Services, Inc. (since 2011), MacroAsia Mining Corporation (since 2004), Boracay Tubi System, Inc. (since 2017), Bulawan Mining Corporation (since 2018), First Aviation Academy Inc. (since July 2019), MacroAsia Catering Services Inc., MacroAsia SATS Food Industries Corporation, MacroAsia SATS Inflight Services Corporation (since 2019), Naic Water Supply Corporation (since 2020) and Aqualink Resources Development, Inc. (since 2021). He is currently the President of SNV Resources Development Corp. (since 2013), Cavite Business Resources Inc. (since 2016), Watergy Business Solutions, Inc. (since 2016), and a Director of Cebu Pacific Catering Services, Inc. (since 2004).

Prior to this, Mr. Sendin was the Vice President for Business Development and Administration of MacroAsia Corporation (2003-2019), President and Director of Naic Water Supply Corporation (2017-2019), Treasurer and Director of Cavite Business Resources, Inc. (2013-2015), Watergy Business Solutions, Inc. (2012-2015), Finance Manager of MacroAsia Catering Services, Inc. (2000-2003), and Finance Controller of MIASCOR Catering (1998-2000). He was the Operations Head of Amikris Enterprises (1993-1998) and a Resource Person of the Central Bank Institute (1992-1997). He was Projects Supervisor for SAS Service Partners/Saudia Catering in KSA (1992-1993). Mr. Sendin started his career with the Central Bank of the Philippines from 1983-1992, rising from a staff position until he became Division Chief/Staff Officer A.

Mr. Sendin is a holder of Masters in Accountancy from Polytechnic University of the Philippines, Bachelor of Science in Psychology from St. Louis University, and a Certificate in Organizational Development in 2000. He has also completed a Management Development Program in Switzerland.

Belgium S. Tandoc, Mr. Tandoc, 53, Filipino, a Certified Financial Consultant and Certified Data Protection Officer, has served as Vice-President for Business Development since July 2019. He joined the Business Development group of MacroAsia Corporation in March 2017. He is currently the Treasurer of Cavite Business Resources, Inc. and Director of Aqualink Resources Development, Inc. and MacroAsia Mining Corporation. Prior to joining the company, Mr. Tandoc served as the Vice-President – Finance and Business Development for SCCI Advisors and SCCI Management and Insurance Agency, Inc. from 2004 to 2016 where he led and implemented various private and government projects including packaging LGU Bond flotations. Mr. Tandoc started his career as a Business Analyst at Credit Information Bureau, Inc. in 1991 and left as a Group Head in 1994. From there he moved up to various positions in several investment houses and management & financial advisory companies where he worked in various fields including investment banking, corporate finance, credit, treasury and project development.

He holds a Bachelor of Science in Business Administration – Management and Bachelor of Science in Social Work degrees from the Pamantasan ng Lungsod ng Maynila. He is a member of the Financial Executives of the Philippines and a member/representative of German-Philippine Chamber of Commerce and Industry.

Rhodel C. Esteban, Mr. Esteban, 60, Filipino, has served as Vice-President for Commercial since August 2023 and Chief Sustainability Officer since December 2023. He is also the Chief Operating Officer of the MAC Food Group (the commissary and the 2 inflight kitchens in Ninoy Aquino International Airport). Mr. Esteban used to be an Air Traffic Controller and has international experience in airline catering, having worked in the Middle East in the early part of his career. He is also experienced in duty-free merchandising, purchasing, marketing and sales. He joined the MAC Group initially as Sales Manager for Lufthansa Technik Philippines, Inc. in 2001. In 2007, he became General Manager (GM) for MacroAsia Catering Services, Inc. (MACS), replacing an expat GM. Under his leadership, MACS built two subsidiaries, MacroAsia SATS Inflight Services Corporation (MSIS) which handles the Philippine Airlines (PAL) Inflight Kitchen and MacroAsia SATS Food Industries Corporation (MSFI) which operates the food commissary in Muntinlupa City.

He holds a Bachelor of Science in Aeronautical Engineering, Major in Air Transport Engineering from PATTS College of Aeronautics.

Atty. Florentino M. Herrera III, Atty. Herrera, 72, Filipino, appointed as Corporate Secretary in December 2014. He is the founding partner of Herrera Teehankee & Cabrera Law Offices (established in 1986). He was formerly a Partner of one of the largest law offices in the Philippines. He has been engaged in the general practice of law for the past forty-seven (47) years specializing in corporate law practice as counsel for various companies.

Atty. Herrera holds a Bachelor of Arts in Political Science degree and a Bachelor of Laws degree (Cum Laude, Salutatorian) both from the University of the Philippines.

Significant Employees

The Company attributes its continued success to the collective efforts of its employees, all of whom contribute significantly to the business in various ways.

Family Relationships

Dr. Lucio C. Tan, Chairman and CEO, is the husband of Ms. Carmen K. Tan, incumbent director; is the father of Ms. Vivienne K. Tan and Mr. Michael G. Tan, incumbent directors. Eduardo Luis T. Luy, President and COO, Kyle Ellis C. Tan, Treasurer and Lucio C. Tan III, incumbent directors, are grandsons of Dr. Lucio C. Tan.

Involvement in Certain Legal Proceedings

The Directors and Executive Officers of MAC are not involved in (a) any bankruptcy petition by or against any business of which such person was a general partner or executive officer either at the time of the bankruptcy or within two years prior to that time; (b) any conviction by final judgment in a criminal proceeding, domestic or foreign, or being subject to a pending criminal proceeding, domestic or foreign, excluding traffic violations and other minor offenses; (c) being subject to any order, judgment, or decree, not subsequently reversed, suspended or vacated, of any court of competent jurisdiction, domestic or foreign, permanently or temporarily enjoining, barring, suspending or otherwise limiting his involvement in any type of business, securities, commodities or banking activities; and (d) being found by a domestic or foreign court of competent jurisdiction (in a civil action), the Commission or comparable foreign body, or a domestic or foreign Exchange or other organized trading market or self-regulatory organization, to have violated a securities or commodities law or regulation, and the judgment has not been reversed, suspended, or vacated.

Item 10. Executive Compensation

Name and principal position	Year	Salary (₱m)	Bonus (₱m)	Other annual compensation
Dr. Lucio C. Tan Chief Executive Officer (CEO) Eduardo Luis T. Luy President and Chief Operating Officer Atty. Marivic T. Moya SVP for Human Resources, Legal and External Relations, Chief Compliance Officer/Corporate Information Officer Amador T. Sendin Chief Financial Officer, Chief Risk Officer, and SVP for Administration Belgium S. Tandoc VP for Business Development/Data Protection Officer				
CEO and 4 Most Highly Compensated Executive Officers	Actual 2022	28.2	4.5	3.6
	Actual 2023	32.3	25.9	4.1
	Projected 2024	33.9	26.9	4.1
All Other Directors and Officers as a Group Unnamed	Actual 2022	-	-	7.4
	Actual 2023	0.4	18.6	7.0
	Projected 2024	0.9	18.6	7.0

Compensation of Directors

1. Members of the Board do not receive any regular compensation from the Parent Company, except for every regular, special or committee meeting actually attended, for which members of the Board of Director receive a per diem of ₱30,000 to ₱200,000.
2. There are no other material terms of, nor any other arrangements with regard to compensation as to which directors are compensated, or are to be compensated, directly or indirectly, for any services provided as a director.
3. As provided for in the Parent Company's By-Laws, the Board of Directors is entitled to an annual incentive bonus in an aggregate amount not exceeding five percent (5%) of the Parent Company's net profit before tax.

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

1. Executive officers' compensation consists of a monthly negotiated salary, a fixed monthly allowance and 13th month pay.
2. There are no compensatory plan or arrangement with the named executive officers, which results or will result from the resignation, retirement or any other termination of

the executive officer's employment with the Parent Company and its subsidiaries or from a change-in-control of the Parent Company or a change in the named executive officer's responsibilities following a change-in-control.

Warrants and Options Outstanding: Repricing

The Parent Company's ₱50 million warrants were not exercised by the shareholders/officers/directors and had already expired last July 21, 2005.

Item 11. Security Ownership of Certain Beneficial Owners and Management

1. **Security Ownership of Certain Record and Beneficial Owners of more than 5% of Registrants Securities as of December 31, 2023**

Title of class	Name, Address of Record Owner and Relationship with Issuer	Name of Beneficial Owner and Relationship with Record Owner	Citizenship	No. of Shares Held	% to total outstanding shares
Common	PCD Nominee Corporation *G/F MSE Building 6754 Ayala Ave., Makati City (Shareholder)*	Various Clients[1]	Filipino	469,192,333	24.81%
Common	PAL Holdings (formerly Baguio Gold Holdings Corp.) *7/F PNB Allied Bank Center 6754 Ayala Ave., Makati City (Shareholder)*	TrustMark Holdings Corp. [2] (Shareholder)	Filipino	137,280,000	7.26%
Common	Conway Equities, Inc. *10 Quezon Avenue, Quezon City (Shareholder)*	Melito K. Tan, President[3] Orville C. Go. Jr., Treasurer[3] Dinah T. Paginag, Corporate Secretary[3]	Filipino	132,771,600	7.02%

[1] PCD Nominee Corp. (PCD) is a registered owner of certain shares in the books of the Company's transfer agent in the Philippines. The beneficial owners of such shares are PCD's participants, who hold shares on their behalf or in behalf of their clients. PCD is a private corporation organized by major institutions actively participating in the Philippine capital markets to implement an automated book-entry system of handling securities transactions in the Philippines. The securities are voted by the truetse's designated officers who are not known to the Parent Company. None of the PCD Nominee Corporation (Filipino and Non-Filipino) account beneficially owns 5% or more of the Parent Company's common shares.

[2] TrustMark Holdings Corp. owns 76.9% of PAL Holdings.

[3] Designation in Conway Equities, Inc.

2. Security Ownership of Management as of December 31, 2023

Title of Class	Name of Beneficial Owner	Amount and Nature of Beneficial Ownership	Citizenship	% to Outstanding Shares
Common	Dr. Lucio C. Tan	156,000 (Direct)	Filipino	<1%
Common	Carmen K. tan	156,000 (Direct)	Filipino	<1%
Common	Lucio C. Tan III	156,000 (Direct)	Filipino	<1%
Common	Eduardo Luis T. Luy	120,000 (Direct)	Filipino	<1%
Common	Vivienne K. Tan	1,560,000 (Direct)	Filipino	<1%
Common	Michael G. Tan	156,000 (Direct)	Filipino	<1%
Common	Kyle Ellis C. Tan	124,800 (Direct)	Filipino	<1%
Common	Johnip G. Cua	4,236,000 (Indirect)	Filipino	<1%
Common	Ben C. Tiu	156,000 (Direct)	Filipino	<1%
Common	Marixi R. Prieto	156,000 (Direct)	Filipino	<1%
Common	Samuel C. Uy	156,000 (Direct) 918,840 (Indirect)	Filipino	<1%
-	Atty. Marivic T. Moya	-	-	-
-	Amador T. Sendin	-	-	-
-	Belgium S. Tandoc	-	-	-
Common	Rhodel C. Esteban	21,300 (Indirect)	Filipino	<1%
Common	Atty. Florentino M. Herrera III	358,800 (Direct) 8,375,564 (Indirect)	Filipino	<1%
	TOTAL	**16,807,304**		**0.89%**

3. Voting Trust Holders of 5% Or More

There were no persons/shareholders of the Parent Company who have entered into a voting trust agreement during the last three years.

4. Changes in Control

There was no significant change in control of MAC in 2023. We are not aware of any existing or pending transaction which may result in such a change in control.

Item 12. Certain Relationships and Related Transactions

1. For detailed discussion of the material related party transactions, please see Note 18 of the Group's Notes to Consolidated Financial Statements (pages 50 to 52).

   A. Part of the Group's excess cash are deposited in savings and current accounts and placed with Philippine National Bank, an affiliated company under common control, at very competitive rates and based on the outstanding cash balance at the end of the interest earning period. MacroAsia Corporation also leases the office space it currently occupies from the said bank at the bank's current prevailing rental rate. MacroAsia Corporation also leases the office space it currently occupies from the said bank at the bank's current prevailing rental rate. The current lease agreement has been renewed for a period of 3 years commencing on June 1, 2021, and terminating on May 31, 2024. MacroAsia Mining Corporation also entered into a lease contract with the Philippine National Bank (formerly Allied Banking Corporation) for its office space starting January 1, 2021, for three years expiring on December 31, 2023. The Parent Company and its subsidiaries have not been given any preferential treatment in any of its transactions with the bank and continues to lease the office space under the last term and condition.

   B. MAPDC, as an ecozone operator, leases land from MIAA and subsequently leases the same to its Ecozone locators which include LTP, an affiliate. The rental charge, which is at normal market rate, is subject to a fixed price escalation and deposit. Monthly fees due from LTP are equivalent to MAPDC's cost of leasing the land from MIAA, plus administrative fees. In Cebu, LTP has assigned its lease agreement with MCIAA to MAPDC for MAPDC to administer and sublease. The arrangement is similar to the lease setup between MAPDC and LTP in the MacroAsia Ecozone in Pasay City, except that for Cebu, it will be a lease pass-on arrangement. MAPDC has outstanding advances to WBSI, CBRI, PWBRI, MPRDC, SNVRDC, BTSI and NAWASCOR which were eliminated in the consolidation process. Additionally, MAPDC has receivables from affiliates for service rendered.

   C. MASCORP provides ground handling services to various airline companies at NAIA and MCIA, including Air Philippines, an affiliate under common control. In September 2011, MASCORP started providing ground handling services to Philippine Airlines (PAL), an affiliated company under common control. The ground handling service rates being charged to Air Philippines and PAL are competitive and were the results of negotiations between the companies. MASCORP also leases ground-handling equipments from PAL and pays AirPhil (PALEx) for its shares on the rental and utilities in NAIA.

   D. MACS has outstanding payable to PAL representing PAL's share in operation of the passenger lounge at NAIA. In September 2011, MACS started providing catering services to PAL under competitive rates. MACS also leases airline catering equipment from PAL. In 2014 and 2013, MACS provided an unsecured and non-interest bearing cash advances to MacroAsia WLL.

   E. The Parent Company and its subsidiaries have a trust fund for the employees' retirement plan with Philippine National Bank (formerly Allied Bank Corporation) as the fund manager. The Group has not been given any preferential treatment in any of its transactions with the Bank.

F. There are no other on-going contractual or other commitments between the Group and the aforementioned affiliates.

G. There are no other material transactions with and/or dependence on related parties not discussed above and in the Notes to Consolidated Financial Statements.

2. There are no other parties that fall outside the definition of "related parties" under Philippine Accounting Standards (PAS) 24 with whom the Parent Company or its related parties have a relationship that enabled the parties to negotiate terms of material transactions that may not be available from others or independent parties on an arm's length basis.

PART V – CORPORATE GOVERNANCE

Corporate Governance

This will be filed separately through Integrated Annual Corporate Governance Report (I-ACGR) 2023. I-ACGR can be accessed through the Corporation's website at www.macroasiacorp.com.

PART VI - EXHIBITS AND SCHEDULES

Item 13. Exhibits and Reports on SEC Form 17-C

1. Exhibits

Please see accompanying Index to Exhibits in the following pages.

2. Reports on SEC Form 17-C

The Company regularly files various reports on SEC Form 17-C relative to various company disclosures. Among these submission in 2023, the following are the more significant ones:

Date Filed	Description
February 7, 2023	Signing of the JVDA for the SPIA Project
February 8, 2023	Receipt of Certification Precondition
February 23, 2023	LTP Declaration of Dividends
March 2, 2023	Press Release: MacroAsia Signs Strategic Cooperation Agreement With Guangtai
March 23, 2023	Results of Regular Board Meeting including Declaration of Cash Dividends
March 23, 2023	Notice of Analysts' Briefing for 2022 Full Year Report
March 24, 2023	Nomination of Directors (2023)
May 2, 2023	Notice of Participation to PSE STAR Investor Day
May 9, 2023	Notice of Analysts' Briefing for 2023 First Quarter Report
May 11,2023	Results of Annual Stockholders' Meeting and Organizational Board Meeting
July 20, 2023	Appointment of Vice President for Commercial
August 8, 2023	Notice of Analysts' Briefing for 2023 Second Quarter Report
August 11, 2023	Press Release: 1H 2023 Financial Results
November 3, 2023	Notice of Analysts' Briefing for 2023 Third Quarter Report
November 10, 2023	Press Release: 9M 2023 Financial Results
December 14, 2023	Appointment of Chief Sustainability Officer

ITEM 14. INDEX TO EXHIBITS

SIGNATURES

Pursuant to the requirements of Section 17 of the Code and Section 141 of the Corporation Code, this report is signed on behalf of the issuer by the undersigned, thereunto duly authorized, in the City of Makati on March 21, 2024.

MACROASIA CORPORATION
Registrant

By:

DR. LUCIO C. TAN
Chairman and Chief Executive Officer

EDUARDO LUIS T. LUY
President and Chief Operating Officer

AMADOR T. SENDIN
Chief Financial Officer

ATTY. FLORENTINO M. HERRERA III
Corporate Secretary

RONALD RON D. DIMATATAC
Financial Reporting Manager

Subscribed and sworn to before me this ______ day of APR 0 1 2024, affiants exhibiting to me his/her Tax Identification Number, as follows:

NAMES	T. I. N.
LUCIO C. TAN	101-914-722
EDUARDO LUIS T. LUY	435-295-033
AMADOR T. SENDIN	135-963-712
ATTY. FLORENTINO M. HERRERA III	106-098-926
RONALD RON D. DIMATATAC	318-508-992

Doc. No. 97
Page No. 21
Book No. XIX
Series of 2024

MA. ESMERALDA R. CUNANAN
Notary Public for and in Makati City
Until December 31, 2025
Appt. No. M-013 (2024-2025) Makati City
Attorney's Roll No. 34562
MCLE Compliance No. VII-0004035/valid until 4-14-20
PTR No. 10074031/1-2-2024/Makati Cit
IBP Lifetime Member No. 05413
G/F Dela Rosa Carpark I, Dela Rosa S
Legaspi Village, Makati Cit

MacroAsia Corporation

STATEMENT OF MANAGEMENT'S RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

The management of MacroAsia Corporation and its Subsidiaries (collectively referred to as "the Company") is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, for the years ended December 31, 2023 and 2022 and for each of the three years in the period ended December 31, 2023, in accordance with Philippine Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of 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 auditor 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.

Dr. Lucio Tan
Chairman of the Board and Chief Executive Officer

Eduardo Luis T. Luy
President and Chief Operating Officer

Amador T. Sendin
Chief Financial Officer

Signed this 21st day of March 2024

Subscribed and sworn to before me this ______ day of MAR 2 6 2024, affiants exhibiting to me his/her Tax Identification Number, as follows:

NAMES	T. I. N.
LUCIO C. TAN	101-914-722
EDUARDO LUIS T. LUY	435-295-033
AMADOR T. SENDIN	135-963-712

MA. ESMERALDA R. CUNANAN
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Series of 2024

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

Tel: (632) 8891 0307
Fax: (632) 8819 0872
ey.com/ph

INDEPENDENT AUDITOR'S REPORT

The Stockholders and the Board of Directors
MacroAsia Corporation
12th Floor, PNB Allied Bank Center
6754 Ayala Avenue, Makati City

Opinion

We have audited the consolidated financial statements of MacroAsia Corporation (the Company) and its subsidiaries (collectively as the Group), which comprise the consolidated balance sheets as at December 31, 2023 and 2022, 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, 2023, 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, 2023 and 2022, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended December 31, 2023 in accordance with Philippine Financial Reporting Standards (PFRSs).

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.

Revenue Recognition

The Group's revenue from inflight and other catering services, ground handling and aviation, water, and other services amounted to ₱3,981.8 million, ₱3,135.5 million, ₱617.5 million and ₱262.2 million, comprise 50%, 39%, 8% and 3%, respectively, of the Group's total consolidated revenues for the year ended December 31, 2023. We considered revenue recognition from these sources as a key audit matter because of the significant amount and volume of transactions being processed and recorded, transactions with service agreements having multiple elements, and risk of recognizing revenue in the improper period. Further, the Group has a number of revenue streams, which required a Group-wide assessment of contracts.

Refer to Notes 2 and 3 to the consolidated financial statements for the discussion of the relevant accounting policies and discussion of significant judgments and accounting estimates, and Notes 18 and 19 to the consolidated financial statements for the discussions on revenue recognition.

Audit Response

We obtained and updated our understanding of the Group's revenue recognition process, the relevant controls, and the related information system, including the determination of revenue adjustments. On a sampling basis, we compared the recorded revenue during the year to new and existing contracts and reviewed whether it is recognized and measured in accordance with PFRS 15, *Revenue from Contracts with Customers*. We tested the operation of key controls, including the precision set by management when performing controls involving the review of reports and data. We also reviewed sample manual journal entries related to revenue and inspected the underlying documentation. On a sampling basis, we also obtained and compared the details of discounts and allowances to the amounts recorded in the Group's revenue information system and to documents such as contracts with customers, reconciliation of billings and collections with customers, and other memorandum adjustments. Furthermore, we evaluated the correlation of revenue, trade receivables and cash collections.

Recoverability of trade receivables

As of December 31, 2023, trade receivables amounting to ₱1,945.1 million, net of allowance for expected credit loss of ₱29.7 million, account for 93% of the total receivables and contract assets of the Group. For trade receivables without significant increase in credit risk, the Group applies the simplified approach in computing the expected credit loss (ECL). Under this approach, the Group recognizes a loss allowance based on lifetime ECLs at reporting date. The Group utilizes a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to debtors and the economic environment.

We considered the recoverability of trade receivables as a key audit matter because of the significance of both the amount involved and the exercise of management judgment in the use of the ECL model. Key areas of judgment in calculating ECL include: segmenting the Group's credit risk exposures; defining default; assessing significant increases in credit risk of trade receivables from initial recognition; determining the other assumptions to be used in the ECL model such as timing and amounts of expected net recoveries from defaulted accounts.

Refer to Notes 2 and 3 to the consolidated financial statements for the discussion of the relevant accounting policies and discussion of significant judgments and accounting estimates, and Note 6 to the consolidated financial statements for the the detailed discussion on receivables.

Audit Response

We updated our understanding of the methodologies and models used for the Group's different credit exposures and assessed whether these considered the requirements of PFRS 9, *Financial Instruments*. We (a) evaluated the Group's assessment of the significant increase in credit risk of trade receivables from initial recognition; (b) assessed the Group's segmentation of its credit risk exposures based on homogeneity of credit risk characteristics; (b) tested the definition of default against historical analysis of accounts and credit risk management policies and practices in place; (c) tested historical loss rates by inspecting historical recoveries and write-offs; (d) compared the classification of outstanding exposures to their corresponding aging buckets; and (e) evaluated the forward-looking information used for overlay through statistical test and corroboration using publicly available information and our understanding of the Group's receivable portfolios and industry.

To the extent that the loss allowance analysis is based on credit exposures that have been disaggregated into subsets with similar risk characteristics, we traced or re-performed the disaggregation from source systems to the loss allowance analysis. We also recalculated impairment provisions on a sample basis.

Impairment of goodwill, intangible assets with indefinite useful lives, service concession rights and non-financial operating assets

As at December 31, 2023, the total of the carrying values of the Group's goodwill attributable to the cash generating units (CGUs) that are expected to benefit from the business combination, the intangible assets with indefinite useful life (water rights), the service concession rights and the non-financial operating assets amounted to ₱6,458.3 million. Under PFRSs, the Group is required to annually perform impairment testing of goodwill and intangible assets with indefinite useful lives. Further, PFRSs require that the Group assess at the end of each reporting period whether there is any indication that non-financial assets, other than goodwill and intangible assets with indefinite life, are impaired, and if any impairment indicators exist, the Group should estimate the recoverable amount of these assets.

We considered the impairment testing of goodwill, intangible assets with indefinite useful life, service concession right and non-financial operating assets as a key audit matter because their carrying values are material to the consolidated financial statements and the management's impairment assessment process requires significant judgment and assumptions, specifically the anticipated revenue growth and forecasted volume of flights serviced and meals ordered, annual water consumption, tariff rate, growth rates and discount rates.

Refer to Notes 2 and 3 to the consolidated financial statements for the material accounting policies and a discussion of the significant judgments, and Notes 11, 13, 15 and 28 for the detailed discussion on goodwill, intangible assets with indefinite useful lives, service concession rights and non-financial operating assets.

Audit Response

For those non-operating financial assets other than goodwill and intangible assets with indefinite useful lives, we reviewed management's assessment on whether non-financial operating assets have impairment indicators. We involved our internal specialist in evaluating the methodologies and the assumptions used to estimate the projected cash flows of the CGUs. We compared the key assumptions, such as average volume of annual water consumption, average price per cubic meter, long term growth rate and average number of flight hours, used against the historical performance of the CGUs, industry/market outlook and other relevant external data. We also inquired of management about their plans in support of the assumptions used.

We tested the parameters used in the determination of the discount rates against market data. We performed sensivity analyses and considered past, current and anticipated changes in the business and economic environment. 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, intangible assets with indefinite useful life, service concession rights and non-financial operating assets.

Accounting for Investment in a Significant Associate

The Group's 49% interest in Lufthansa Technik Philippines, Inc. (LTP) is accounted for under the equity method and amounted to ₱1,539.5 million as of December 31, 2023 representing 12% of total consolidated assets. For the year ended December 31, 2023, the Group's share in the net earnings of LTP amounted to ₱562.1 million representing 52% of consolidated net income. LTP's net earnings are significantly affected by the amount of provisions for claims and losses since LTP is also a party to certain claims by third parties in the normal course of its business. The determination of whether or not a provision should be recognized, and the estimation of provision for losses arising from such claims require significant management judgment.

Refer to Notes 2 and 3 to the consolidated financial statements for the relevant accounting policies and a discussion of significant judgments, and Note 9 for the detailed discussions on the investment in LTP.

Audit Response

We obtained an understanding of LTP's revenue, cost and expense recognition policies and procedures and tested the relevant controls on the information system and manual processes. We obtained the audited financial performance of LTP as at and for the year ended December 31, 2023 and recomputed the Group's share in LTP's net earnings.

We inquired of LTP's management about the progress and status of significant claims against LTP, its potential exposure to the related losses and LTP management's assessment of the likely outcome. We further reviewed the minutes of meetings of LTP's Board of Directors and other documents supporting LTP management's assessment of loss, contingencies and the significant judgments exercised in the estimation of recognized provisions for losses. We evaluated the position of LTP's management on each of the significant claims by reviewing legal replies and other relevant documents and information.

Other Information

Management is responsible for the other information. The other information comprises the Philippine Securities and Exchange Commission (SEC) Form 17-A for the year ended December 31, 2023, but does not include the consolidated financial statements and our auditor's report thereon which we obtained prior to the date of the Auditor's Report, and the SEC Form 20 - IS (Definitive Information Statement) and Annual Report for the year ended December 31, 2023, which 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 do not and 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 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 PFRSs, 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements.

We are responsible for the direction, supervision and performance of the 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 the independent auditor's report is Kristopher S. Catalan.

SYCIP GORRES VELAYO & CO.

Kristopher S. Catalan
Partner
CPA Certificate No. 109712
Tax Identification No. 233-299-245
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
BIR Accreditation No. 08-001998-109-2020, October 26, 2023, valid until October 25, 2026
PTR No. 10079916, January 5, 2024, Makati City

March 21, 2024

MACROASIA CORPORATION AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS

	December 31	
	2023	2022
ASSETS		
Current Assets		
Cash and cash equivalents (Notes 5, 18, 22 and 23)	**₱1,062,560,838**	₱468,018,733
Receivables and contract assets (Notes 6, 15, 18 and 23)	**2,092,256,231**	1,862,601,408
Inventories (Note 7)	**160,996,293**	139,345,643
Other current assets (Note 8)	**871,627,299**	556,036,974
Total Current Assets	**4,187,440,661**	3,026,002,758
Noncurrent Assets		
Investments in associates (Note 9)	**2,299,475,062**	2,450,890,710
Property, plant and equipment (Note 11)	**2,293,221,048**	2,222,562,943
Investment property (Note 12)	**143,852,303**	143,852,303
Net investment in lease (Note 28)	**1,175,894,680**	1,172,543,506
Right-of-use assets (Note 28)	**799,224,610**	847,686,820
Service concession rights (Note 13)	**408,475,136**	415,627,486
Intangible assets and goodwill (Note 13)	**365,468,946**	296,585,502
Deferred income tax assets - net (Note 25)	**170,611,630**	115,688,179
Other noncurrent assets (Notes 6, 14, 15 and 21)	**851,278,039**	813,253,661
Total Noncurrent Assets	**8,507,501,454**	8,478,691,110
TOTAL ASSETS	**₱12,694,942,115**	₱11,504,693,868
LIABILITIES AND EQUITY		
Current Liabilities		
Notes payable (Notes 16, 18, 22 and 23)	**₱244,500,000**	₱139,000,000
Accounts payable and accrued liabilities (Notes 17, 18, 23 and 29)	**2,646,051,600**	2,105,400,885
Income tax payable	**63,181,364**	26,319,044
Dividends payable (Note 27)	**9,725,208**	31,968,020
Current portion of long-term debts (Notes 16, 18, 22 and 23)	**314,114,902**	298,122,652
Current portion of lease liabilities (Note 28)	**44,867,304**	40,657,306
Total Current Liabilities	**3,322,440,378**	2,641,467,907
Noncurrent Liabilities		
Long-term debts - net of current portion (Notes 16, 18, 22 and 23)	**485,893,921**	831,132,418
Lease liabilities - net of current portion (Note 28)	**2,042,208,073**	2,070,590,164
Accrued retirement and other employee benefits payable (Note 21)	**190,022,871**	125,608,168
Deferred income tax liabilities - net (Notes 15 and 25)	**92,893,628**	95,233,954
Other noncurrent liabilities	**76,144,495**	72,053,488
Total Noncurrent Liabilities	**2,887,162,988**	3,194,618,192
Total Liabilities	**6,209,603,366**	5,836,086,099

(Forward)

	December 31	
	2023	2022
Equity attributable to equity holders of the Company		
Capital stock - ₱1 par value (Note 27)	**₱1,933,305,923**	₱1,933,305,923
Additional paid-in capital	**281,437,118**	281,437,118
Retained earnings (Note 27):		
Appropriated	**960,000,000**	850,000,000
Unappropriated	**2,423,052,276**	1,776,463,313
Other comprehensive income (loss) (Notes 9, 15 and 21)	**(16,327,184)**	169,321,071
Other reserves (Note 27)	**1,003,041,257**	1,003,041,257
Treasury shares (Note 27)	**(459,418,212)**	(459,418,212)
	6,125,091,178	5,554,150,470
Non-controlling interests (Notes 4 and 10)	**360,247,571**	114,457,299
Total Equity	**6,485,338,749**	5,668,607,769
TOTAL LIABILITIES AND EQUITY	**₱12,694,942,115**	₱11,504,693,868

See accompanying Notes to Consolidated Financial Statements.

MACROASIA CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME

	Years Ended December 31		
	2023	2022	2021
REVENUE (Notes 18 and 19)			
In-flight and other catering	**₱3,981,782,302**	₱2,288,520,288	₱592,156,706
Ground handling and aviation	**3,135,524,660**	2,049,535,189	1,050,394,788
Water distribution	**617,489,588**	515,009,510	277,192,389
Connectivity and technology services	**215,627,301**	–	–
Administrative fees	**46,621,995**	30,443,040	29,120,772
	7,997,045,846	4,883,508,027	1,948,864,655
DIRECT COSTS AND EXPENSES (Notes 20 and 29)			
In-flight and other catering	**2,688,372,788**	1,735,536,609	597,352,930
Ground handling and aviation	**2,962,078,341**	1,851,277,355	1,129,012,865
Water distribution	**379,061,138**	330,109,113	221,691,668
Connectivity and technology services	**175,849,768**	–	–
Administrative fees	**49,478,219**	52,602,359	42,190,376
	6,254,840,254	3,969,525,436	1,990,247,839
GROSS PROFIT (LOSS)	**1,742,205,592**	913,982,591	(41,383,184)
SHARE IN NET EARNINGS OF ASSOCIATES (Note 9)	**576,729,023**	470,847,906	317,828,498
	2,318,984,615	1,384,830,497	276,445,314
OPERATING EXPENSES (Note 20)	**1,085,694,715**	793,520,536	469,452,013
INCOME (LOSS) FROM OPERATIONS	**1,233,239,900**	591,309,961	(193,006,699)
OTHER INCOME (CHARGES) - Net (Note 22)			
Interest income (Notes 5, 18 and 22)	**19,005,809**	3,902,263	2,786,682
Financing charges (Notes 16, 18, 22 and 28)	**(163,781,528)**	(148,954,785)	(159,709,693)
Foreign exchange gain (loss) - net	**(8,281,901)**	1,531,770	21,538,917
Other income - net (Note 22)	**113,375,958**	106,469,095	85,600,858
	(39,681,662)	(37,051,657)	(49,783,236)
INCOME (LOSS) BEFORE INCOME TAX	**1,193,558,238**	554,258,304	(242,789,935)
PROVISION FOR (BENEFIT FROM) INCOME TAX (Note 25)			
Current	**160,051,056**	63,746,717	14,579,383
Deferred	**(37,677,429)**	29,077,512	(106,444,331)
	122,373,627	92,824,229	(91,864,948)
NET INCOME (LOSS)	**₱1,071,184,611**	₱461,434,075	(₱150,924,987)
Net income (loss) attributable to:			
Equity holders of the Company	**₱851,136,879**	₱446,084,259	(₱2,162,245)
Non-controlling interests (Notes 4 and 10)	**220,047,732**	15,349,816	(148,762,742)
	₱1,071,184,611	₱461,434,075	(₱150,924,987)
Basic/Diluted Earnings (Loss) Per Share* (Note 26)	**₱0.449**	₱0.235	(₱0.001)

See accompanying Notes to Consolidated Financial Statements.

MACROASIA CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	Years Ended December 31		
	2023	2022	2021
NET INCOME (LOSS)	**₱1,071,184,611**	₱461,434,075	(₱150,924,987)
OTHER COMPREHENSIVE INCOME (LOSS)			
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods:			
Net foreign currency translation adjustments (Note 9)	**(15,937,991)**	132,775,412	57,401,250
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods:			
Changes in fair value of equity investments held at FVTOCI (Note 15)	**12,750,000**	18,700,000	12,750,000
Remeasurement gains (losses) on defined benefit plans, net of tax effect (Note 21)	**(48,528,290)**	6,165,566	132,819,499
Share in remeasurement gains (losses) on defined benefit plans of associates (Note 9)	**(125,339,434)**	111,544,780	109,775,691
	(177,055,715)	269,185,758	312,746,440
TOTAL COMPREHENSIVE INCOME	**₱894,128,896**	₱730,619,833	₱161,821,453
Other comprehensive income (loss) attributable to:			
Equity holders of the Company	**(₱185,648,255)**	₱265,888,636	₱269,467,583
Non-controlling interests (Notes 4 and 10)	**8,592,540**	3,297,122	43,278,857
	(₱177,055,715)	₱269,185,758	₱312,746,440
Total comprehensive income (loss) attributable to:			
Equity holders of the Company	**₱665,488,624**	₱711,972,895	₱267,305,338
Non-controlling interests (Notes 4 and 10)	**228,640,272**	18,646,938	(105,483,885)
	₱894,128,896	₱730,619,833	₱161,821,453

See accompanying Notes to Consolidated Financial Statements.

MACROASIA CORPORATION AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

	Attributable to Equity Holders of the Company													
				Other Comprehensive Income					Retained Earnings (Note 27)					
	Capital Stock	Additional Paid-in Capital	Other Reserves	Reserve for Fair Value Changes of Financial Assets Investments	Share in Foreign Currency Translation Adjustments of an Associate	Re measurements on Defined Benefit Plans	Share in Re measurements on Defined Benefit Plan of Associates	Subtotal	Appropriated	Unappropriated	Treasury Shares	Subtotal	Non-controlling Interests	Total
BALANCES AT JANUARY 1, 2021	**₱1,933,305,923**	**₱281,437,118**	**₱1,003,041,257**	**₱38,269,999**	**(₱96,499,088)**	**(₱78,363,641)**	**(₱229,442,418)**	**(₱366,035,148)**	**₱850,000,000**	**₱1,332,541,299**	**(₱459,418,212)**	**₱4,574,872,237**	**₱167,668,546**	**₱4,742,540,783**
Net income (loss)	–	–	–	–	–	–	–	–	–	(2,162,245)	–	(2,162,245)	(148,762,742)	(150,924,987)
Other comprehensive income (loss)	–	–	–	12,750,000	57,401,250	89,540,642	109,775,691	269,467,583	–	–	–	269,467,583	43,278,857	312,746,440
Total comprehensive income (loss)	–	–	–	12,750,000	57,401,250	89,540,642	109,775,691	269,467,583	–	(2,162,245)	–	267,305,338	(105,483,885)	161,821,453
Additional investment of non-controlling interests	–	–	–	–	–	–	–	–	–	–	–	–	33,625,700	33,625,700
BALANCES AT DECEMBER 31, 2021	**1,933,305,923**	**281,437,118**	**1,003,041,257**	**51,019,999**	**(39,097,838)**	**11,177,001**	**(119,666,727)**	**(96,567,565)**	**850,000,000**	**1,330,379,054**	**(459,418,212)**	**4,842,177,575**	**95,810,361**	**4,937,987,936**
Net income	–	–	–	–	–	–	–	–	–	446,084,259	–	446,084,259	15,349,816	461,434,075
Other comprehensive income (loss)	–	–	–	18,700,000	132,775,412	2,868,444	111,544,780	265,888,636	–	–	–	265,888,636	3,297,122	269,185,758
Total comprehensive income (loss)	–	–	–	18,700,000	132,775,412	2,868,444	111,544,780	265,888,636	–	446,084,259	–	711,972,895	18,646,938	730,619,833
BALANCES AT DECEMBER 31, 2022	**1,933,305,923**	**281,437,118**	**1,003,041,257**	**69,719,999**	**93,677,574**	**14,045,445**	**(8,121,947)**	**169,321,071**	**850,000,000**	**1,776,463,313**	**(459,418,212)**	**5,554,150,470**	**114,457,299**	**5,668,607,769**
Net income	–	–	–	–	–	–	–	–	–	851,136,879	–	851,136,879	220,047,732	1,071,184,611
Other comprehensive income (loss)	–	–	–	12,750,000	(15,937,991)	(57,120,830)	(125,339,434)	(185,648,255)	–	–	–	(185,648,255)	8,592,540	(177,055,715)
Total comprehensive income (loss)	–	–	–	12,750,000	(15,937,991)	(57,120,830)	(125,339,434)	(185,648,255)	–	851,136,879	–	665,488,624	228,640,272	894,128,896
Additional appropriation	–	–	–	–	–	–	–	–	110,000,000	(110,000,000)	–	–	–	–
Declaration of cash dividends	–	–	–	–	–	–	–	–	–	(94,547,916)	–	(94,547,916)	–	(94,547,916)
Additional investment of non-controlling interest (Note 10)	–	–	–	–	–	–	–	–	–	–	–	–	17,150,000	17,150,000
BALANCES AT DECEMBER 31, 2023	**₱1,933,305,923**	**₱281,437,118**	**₱1,003,041,257**	**₱82,469,999**	**₱77,739,583**	**(₱43,075,385)**	**(₱133,461,381)**	**(₱16,327,184)**	**₱960,000,000**	**₱2,423,052,276**	**(₱459,418,212)**	**₱6,125,091,178**	**₱360,247,571**	**₱6,485,338,749**

See accompanying Notes to Consolidated Financial Statements.

MACROASIA CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS

	Years Ended December 31		
	2023	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Income (loss) before income tax	**₱1,193,558,238**	₱554,258,304	(₱242,789,935)
Adjustments for:			
Share in net earnings of associates (Note 9)	**(576,729,023)**	(470,847,906)	(317,828,498)
Depreciation and amortization (Notes 4, 11, 13, 15, 19, 20 and 28)	**327,001,195**	344,109,580	338,786,814
Financing charges (Notes 16, 18, 22 and 28)	**163,781,528**	148,954,785	159,709,693
Gain on bargain purchase of a subsidiary (Notes 10 and 22)	**(69,730,361)**	–	–
Loss on disposal of investment in associate (Notes 9 and 22)	**43,022,151**	–	–
Retirement and other employee benefits (Note 21)	**36,235,986**	27,691,859	15,897,889
Interest income (Notes 5, 6 and 22)	**(19,005,809)**	(3,902,263)	(2,786,682)
Unrealized foreign exchange loss (gain) - net	**8,281,901**	(1,531,771)	(587,694)
Reversal of impairment loss on deferred mine exploration costs (Note 20)	–	–	(217,070,925)
Provision for (reversal of) other long-term benefits (Note 21)	–	703,256	(15,443,151)
Reversal of impairment loss on deferred mine exploration costs (Note 20)	–	–	(217,070,925)
Operating income (loss) before working capital changes	**1,106,415,806**	598,732,588	(266,669,338)
Decrease (increase) in:			
Receivables and contract assets	**(265,643,145)**	(538,327,202)	431,486,514
Inventories	**(21,650,650)**	(37,046,993)	(22,679,896)
Other current assets	**(249,650,920)**	(111,666,128)	(95,715,379)
Increase (decrease) in accounts payable and accrued liabilities	**557,230,232**	664,108,122	(206,729,584)
Cash generated from (used in) operations	**1,126,701,323**	575,800,387	(160,307,683)
Interest received	**19,005,809**	3,902,263	2,786,682
Financing charges paid	**(106,549,500)**	(117,272,345)	(118,450,165)
Contributions to the retirement fund and benefits paid (Note 21)	**(23,934,039)**	(3,516,586)	(35,054,153)
Income taxes paid, including creditable withholding taxes	**(200,389,034)**	(43,123,702)	(18,371,009)
Net cash flows from (used in) operating activities	**814,834,559**	415,790,017	(329,396,328)
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Property and equipment (Note 11)	**(306,498,309)**	(133,550,984)	(156,984,333)
Subsidary, net of cash acquired (Notes 9 and 27)	**(174,004)**	–	–
Dividends received (Note 9)	**539,098,000**	114,686,188	–
Returns from (additional) refundable deposits and other noncurrent assets (Note 15)	**(9,501,896)**	(21,736,165)	10,991,362
Movements in water rights and proceeds from sale of investment in associate	**(2,456,178)**	(8,347,270)	–
Net cash from (used in) investing activities	**220,467,613**	(48,948,231)	(145,992,971)

(Forward)

	Years Ended December 31		
	2023	2022	2021
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from availments of:			
Notes payable (Notes 16 and 33)	**₱150,000,000**	₱40,000,000	₱240,000,000
Long-term debts (Notes 16 and 33)	–	200,000,000	128,540,000
Payments of:			
Notes payable (Notes 16 and 33)	**(44,500,000)**	(321,000,000)	(415,000,000)
Long-term debts (Notes 16 and 33)	**(331,111,216)**	(210,996,567)	(180,389,609)
Lease liabilities (Notes 28 and 33)	**(90,076,224)**	(112,006,096)	(63,475,642)
Dividends paid (Notes 27 and 33)	**(116,790,728)**	–	–
Net cash used in financing activities	**(432,478,168)**	(404,002,663)	(290,325,251)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	**(8,281,901)**	1,531,772	587,694
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**594,542,103**	(35,629,105)	(765,126,856)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	**468,018,733**	503,647,838	1,268,774,694
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 5)	**₱1,062,560,838**	₱468,018,733	₱503,647,838

See accompanying Notes to Consolidated Financial Statements.

MACROASIA CORPORATION AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. **Corporate Information and Business Operations**

Corporate Information
MacroAsia Corporation (the Company or MAC), a publicly-listed corporation, was incorporated in the Philippines on February 16, 1970 under the name Infanta Mineral & Industrial Corporation to engage in the business of geological exploration and development. On January 26, 1994, its Articles of Incorporation was amended to change its primary purpose from exploration and development to that of engaging in the business of a holding company, and changed its corporate name to Cobertson Holdings Corporation. On November 6, 1995, the Company's Articles of Incorporation was again amended to change its corporate name to its present name. Under the Revised Corporation Code of the Philippines (RCC), all corporations with certificate of incorporation issued prior to effectivity of RCC, for which MAC falls under, shall have perpetual existence. Its registered office address is at 12th Floor, PNB Allied Bank Center, 6754 Ayala Avenue, Makati City.

Business Operations
The principal activities of the Company and its subsidiaries (collectively referred to as the Group) are described in Note 4. The Company, through its subsidiaries and associates (see Note 9), is primarily engaged in aviation-support businesses at the Ninoy Aquino International Airport (NAIA), Manila Domestic Airport (MDA), Mactan-Cebu International Airport (MCIA), Kalibo International Airport (KIA), Davao International Airport and the General Aviation Areas. It provides in-flight catering services, ground handling services for passenger and cargo aircraft, and helicopter charter flight services. It also operates/develops the sole economic zone within the NAIA.

Through MacroAsia Catering Services Corporation (MACS) and its subsidiaries, the Company also provides food requirements of some passenger terminal lounges in NAIA. MACS and its subsidiaries have also ventured into the provision of the food service requirements of non-airline institutional clients outside the airport. Through MacroAsia Properties Development Corporation (MAPDC), the Company started pursuing projects related to reclaimed water supply, bulk water supply using surface water sources, and water distribution in areas outside of Metro Manila. Further, considering the expertise of staff gained through the exploration of the Company's Infanta Nickel Project in Palawan, the Company has rendered nickel exploration services for other mining companies, through MacroAsia Mining Corporation (MMC), a wholly-owned subsidiary.

Through TERA Information and Connectivity Solutions, Inc., the Company provides connectivity and technology services, outsource services through the medium of telephone, email and web-based interactions and other Information Technology enabled services such as construction, building and setting up of call centers, contact centers, back office operations and data center.

Through Lufthansa Technik Philippines, Inc. (LTP), an associate, which has a maintenance, repairs and overhaul facility in the Philippines, the Company provides globally competitive heavy maintenance and engineering services for specific models of Airbus and Boeing aircraft for airline clients all over the world.

The consolidated financial statements of the Group as of December 31, 2023 and 2022 and for each of the three years in the period ended December 31, 2023 were authorized for issuance by the Board of Directors (BOD) on March 21, 2024.

2. Summary of Material Accounting Policy Information

Basis of Preparation
The consolidated financial statements have been prepared using the historical cost basis, except for equity investments held at fair value through other comprehensive income (FVTOCI) which are carried at fair value. The consolidated financial statements are presented in Philippine peso (Peso), which is the Company's functional and presentation currency. Amounts are rounded to the nearest Peso except when otherwise indicated.

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

The financial reporting framework includes all applicable PFRSs, Philippine Accounting Standards (PAS) and Philippine Interpretations issued by the Philippine Interpretations Committee and International Financial Reporting Interpretations Committee (IFRIC) including the Philippine SEC pronouncements.

Changes in Accounting Policies
The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of new standards effective as at January 1, 2023. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Unless otherwise indicated, adoption of these new standards did not have any impact on the consolidated financial statements of the Group.

- Amendments to PAS 1 and PFRS Practice Statement 2, *Disclosure of Accounting Policies*

  The amendments provide guidance and examples to help entities apply materiality judgments to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by:

  - Replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies, and
  - Adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures

  The amendments had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the consolidated financial statements.

- Amendments to PAS 8, *Definition of Accounting Estimates*

  The amendments introduce a new definition of accounting estimates and clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, the amendments clarify that the effects on an accounting estimate of a change in an input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.

- Amendments to PAS 12, *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

  The amendments narrow the scope of the initial recognition exception under PAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.

  The amendments also clarify that where payments that settle a liability are deductible for tax purposes, it is a matter of judgement (having considered the applicable tax law) whether such deductions are attributable for tax purposes to the liability recognized in the financial statements (and interest expense) or to the related asset component (and interest expense).

- Amendments to PAS 12, *International Tax Reform - Pillar Two Model Rules*

  The amendments introduce a mandatory exception in PAS 12 from recognizing and disclosing deferred tax assets and liabilities related to Pillar Two income taxes.

  The amendments also clarify that PAS 12 applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two Model Rules published by the Organization for Economic Cooperation and Development (OECD), including tax law that implements qualified domestic minimum top-up taxes. Such tax legislation, and the income taxes arising from it, are referred to as 'Pillar Two legislation' and 'Pillar Two income taxes', respectively.

  The temporary exception from recognition and disclosure of information about deferred taxes and the requirement to disclose the application of the exception, apply immediately and retrospectively upon adoption of the amendments in June 2023. Meanwhile, the disclosure of the current tax expense related to Pillar Two income taxes and the disclosures in relation to periods before the legislation is effective are required for annual reporting periods beginning on or after 1 January 2023.

<u>Standards Issued but not yet Effective</u>
Pronouncements issued but not yet effective are listed below. Unless otherwise indicated, the Group does not expect that the future adoption of the said pronouncements will have a significant impact on its consolidated financial statements. The Group intends to adopt the following pronouncements when they become effective.

Effective beginning on or after January 1, 2024
- Amendments to PAS 1*, Classification of Liabilities as Current or Non-current*
- Amendments to PFRS 16*, Lease Liability in a Sale and Leaseback*
- Amendments to PAS 7 and PFRS 7*, Disclosures: Supplier Finance Arrangements*

Effective beginning on or after January 1, 2025
- PFRS 17, *Insurance Contracts*
- Amendments to PAS 21*, Lack of exchangeability*

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 significant accounting policies adopted in the preparation of the consolidated financial statements are summarized below.

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group, its direct subsidiaries, the subsidiaries of MACS, MAPDC, Boracay Tubi Systems Inc. (BTSI) and the subsidiary of MMC, Watergy Business Solutions, Inc. (WBSI) and Allied Water Services, Inc. (AWSI), which are all incorporated in the Philippines and registered with the Philippine SEC as of December 31 of each year.

		Percentage of Ownership by MAC				Percentage of Direct Ownership by MACS/ MAPDC/ WBSI/BTSI/ MMC/AWSI	
		2023		2022			
Entity	Nature of business	**Direct**	**Indirect**	Direct	Indirect	**2023**	2022
MacroAsia Airport Services Corporation (MASCORP) (9)	Ground handling aviation services	**80(9)**	**–**	**80(9)**	–	**–**	–
MacroAsia Catering Services Corporation (MACS)	In-flight and other catering services	**67**	**–**	67	–	**–**	–
MacroAsia SATS Food Industries (MSFI)(8)	Meal production and food processing	**–**	**67**	–	67	**100**	100
MacroAsia SATS Inflight Services Corporation (MSISC)(8)	Meal production and food processing	**–**	**67**	–	67	**100**	100
MacroAsia Air Taxi Services, Inc. (MAATS)	Helicopter chartering services	**100**	**–**	100	–	**–**	–
MacroAsia Properties Development Corporation (MAPDC)	Economic Zone (Ecozone) developer/operator and water supplier	**100**	**–**	100	–	**–**	–
SNV Resources Development Corporation (SNVRDC)	Water treatment and distribution	**–**	**100**	–	100	**100**	100
Boracay Tubi System, Inc. (BTSI)(3)	Water treatment and distribution, and construction of sewage treatment plant	**–**	**67**	–	67	**67**	67
MONAD Water and Sewerage Systems, Inc. (MONAD)(3)	Water sewerage treatment	**–**	**53.6**	–	53.6	**80**	80
New Earth Water System, Inc. (NEWS)(3)	Water projects	**–**	**67**	–	67	**100**	100
Naic Water Supply Corporation (NAWASCOR)(4)	Water distribution	**–**	**100**	–	100	**100**	100
Mabini Pangasinan Resources Development Corporation (MPRDC)(2)	Water projects	**–**	**100**	–	100	**100**	100
Panay Water Business Resources, Inc. (PWBRI)(2)	Water projects	**–**	**90**	–	90	**90**	90
Watergy Business Solutions, Inc. (WBSI)	Water projects	**–**	**100**	–	100	**100**	100
Cavite Business Resources Inc. (CBRI)	Water projects	**–**	**100**	–	100	**100**	100
First Aviation Academy, Inc.(5)	Aviation school	**51**	**–**	51	–	**–**	–
Allied Water Services, Inc. (AWSI)(1)	Water projects	**100**	**–**	100	–	**–**	–
AlliedKonsult Eco Solutions Corporation (AKESC)(2)	Water treatment	**–**	**51**	–	51	**51**	51

(Forward)

Entity	Nature of business	Percentage of Ownership by MAC 2023 Direct	Indirect	2022 Direct	Indirect	Percentage of Direct Ownership by MACS/ MAPDC/ WBSI/BTSI/ MMC/AWSI 2023	2022
Cavite AllliedKonsult Services Corporation[(2)]	Water treatment	–	**51**	–	51	**100**	100
Summa Water Resources Inc. (SWRI)[(6)]	Water treatment and equipment lease	–	**60**	–	60	**60**	60
CSW Lapu-Lapu Inc. [(13)]	Bulk potable water supply and water treatment	–	**60**	–	–	–	–
MacroAsia Mining Corporation (MMC)	Mine exploration, development and operation	**100**	–	100	–	–	–
Bulawan Mining Corporation [(2),(7)]	Mine operation, development and utilization	–	**100**	–	100	**100**	100
Aqualink Resources Development, Inc. [(11)]		–	**51**	–	51	**51**	51
Tera Information and Connectivity Solutions, Inc. (TICS) [(12)]	Information management and data connectivity	**100**	–	100	–	–	–

(1) Resumed operation as holding company of newly acquired water companies
(2) No commercial operations as of December 31, 2021
(3) Ownership interest effective December 2, 2016
(4) Ownership interest effective August 1, 2017
(5) Incorporated on December 5, 2017 and started commercial operations on May 19, 2019
(6) Ownership interest effective October 1, 2018
(7) Ownership interest effective November 15, 2018
(8) Started commercial operations on March 16, 2019
(9) Change in ownership interest starting December 5, 2019 (see Note 11)
(10) Ownership interest effective March 2, 2020
(11) Ownership interest effective March 9, 2021
(12) Ownership interest effective February 11, 2021
(13) Ownership interest effective March 28, 2023

Investments in Associates

The Group's investments in its associates are accounted for using the equity method. Under the equity method, the investment in associates is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor individually tested for impairment.

The profit or loss reflects the Group's share of the results of operations of the associates. Any change in other comprehensive income of the investee is presented as part of the Group's other comprehensive income. In addition, when there has been a change recognized directly in the equity of the associates, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associates are eliminated to the extent of the interest in the associates.

The aggregate of the Group's share of profit or loss of associates is shown in the profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associates.

After application of the equity method, the Group determines whether it is necessary to recognize an impairment loss on its investment in its associates. At each reporting date, the Group determines whether there is objective evidence that the investment in the associates is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associates and its carrying value, and then recognizes the loss in profit or loss.

Upon loss of significant influence over the associates, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associates upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

The financial statements of the associates are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group. Investments in associates pertain to the Company's investments in shares of stock of LTP, 49%-owned, Cebu Pacific Catering Services, Inc. (CPCS), 40%-owned, MacroAsia WLL, 35%-owned, Citicore Summa Water Corporation (CSWC), 24%-owned through SWRI and 30%-owned, Japan Airport Services Co., Ltd., (JASCO).

Foreign Currency-denominated Transactions and Translations
Each entity in the Group determines its own functional currency and the items included in the financial statements of each entity are measured using that functional currency. Transactions in foreign currencies are initially recorded in the foreign currency rate at the date of the transaction. Outstanding monetary assets and liabilities denominated in foreign currencies are translated at the foreign currency rate of exchange at end of reporting period. All differences are taken to profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Various factors are considered in determining the functional currency of each entity within the Group, including prices of goods and services, competition, cost and expenses, and other factors including the currency in which financing deals are primarily undertaken. Additional factors are considered in determining the functional currency of a foreign operation, including whether its activities are carried as an extension of the Group rather than being carried out with significant autonomy.

The financial position and results of operations of associates in United States (US) Dollar ($) and Japanese Yen (JPY) functional currency are translated into the Group's presentation currency using the following procedures:

a. Assets and liabilities for each balance sheet presented are translated at the closing rate at the balance sheet date.
b. Income and expenses for each statement of income and items recognized in other comprehensive income (except for the cumulative translation adjustments) are translated using the monthly average rate.
c. Equity items other than those resulting from income and expense and other comprehensive income are translated at historical rates of exchange.
d. All resulting exchange differences are recognized as part of other comprehensive income (loss) and as a separate component of equity presented as "Other components of equity" under "Share in foreign currency translation adjustments of an associate".

Financial Assets and Financial Liabilities
Financial assets at amortized cost (debt instruments)
This category is 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 closely payments of principal and interest on the principal amount outstanding.

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

As of December 31, 2023 and 2022, the Group's financial assets at amortized cost includes cash and cash equivalents, receivables, net investment in lease, refundable deposits and restricted cash investments included under "Other noncurrent assets".

Financial assets designated at FVTOCI (equity instruments)
Upon initial recognition, the Company can elect to classify irrevocably its equity instruments as equity instruments designated at FVTOCI 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 instruments designated at FVTOCI are not subject to impairment assessment.

The Company elected to classify irrevocably its equity instruments under this category.

As of December 31, 2023 and 2022, the Group's equity instruments at FVTOCI include golf club shares and equity shares.

Impairment of financial assets
The Group 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 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. 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). 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.

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.

Value-Added Tax (VAT)
Revenue, expenses, assets and liabilities are recognized net of the amount of 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 balance sheet. When VAT passed on from purchase 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 balance sheet to the extent of the recoverable amount. Receivables and payables are stated with the amount of VAT included. For sale or purchase of services, related VAT is deferred until the related receivable or payable from the transaction has been collected or paid.

The unamortized portion is included input taxes account under "Other noncurrent assets" in the consolidated balance sheet. The Group maintains an allowance for any possible disallowance of conversion of input VAT to TCC. A review of input VAT is made on a continuing basis to determine the adequacy of allowance for probable losses at each reporting date.

The net amount of VAT recoverable from, or payable to taxation authority is included in "Other current assets" and "Accounts payable and accrued liabilities", respectively, in the consolidated balance sheet.

Property, Plant and Equipment
Property, plant and equipment, except land, are stated at cost less accumulated depreciation and amortization and any impairment in value. Land is stated at cost less impairment in value, if any.

The initial cost of property, plant and equipment comprises its purchase price, including import duties, taxes, borrowing costs and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditures incurred after the property, plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, are normally charged to profit or loss in the period when the costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of an item of property and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as an additional cost of property, plant and equipment.

Construction in progress, which is included in property, plant and equipment, is carried at cost. This includes cost of construction, equipment and other direct costs. Construction in progress is not depreciated until such time as the relevant assets are completed and become available for use.

Each part of an item of property and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets as follows:

	No. of years
Building	5 to 25
Kitchen and other operations equipment	3 to 10
Transportation equipment	5
Aviation equipment	2 to 10
Plant and technical equipment	10 to 20
Water pumps and machineries	10 to 20
Water pipelines	10
Drilling equipment	5
Office furniture, fixtures and equipment	3 to 7

Building and leasehold and land improvements are amortized over the respective lease term or the lives of the assets (which range from 2 to 25 years), whichever is shorter.

Depreciation and amortization of an item of property, plant and equipment begins when the asset 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 and amortization ceases at the date that the item is classified as held for sale (or included in a disposal group that is classified as held for sale) in accordance with PFRS 5, *Non-current Assets Held for Sale and Discontinued Operations* or the date the asset is derecognized, whichever is earlier.

The useful lives and depreciation and amortization methods are reviewed periodically to ensure that the residual values, periods and methods of depreciation and amortization are consistent with the expected pattern of economic benefits from items of property, plant and equipment.

When property, plant and equipment are sold or retired, their cost, related accumulated depreciation and amortization and any accumulated impairment in value are removed from the accounts. Any gain or loss resulting from their disposal is included in profit or loss.

Fully depreciated property, plant and equipment are retained in the accounts until these are no longer in use.

Leases
The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration.

Net investment in the lease
The Group recognizes assets held under a finance lease as net investment in the lease. The net investment in the lease is the gross investment discounted at the interest rate implicit in the lease. The gross investment in the lease is the aggregate of the minimum lease payments receivable by the Group, and any guaranteed and unguaranteed residual value. Initial direct costs are in the measurement of the net investment in the lease at inception. The lease payments received from the lessee are treated as repayments of principal and finance income.

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 measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and 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 the leased asset's estimated useful life and the lease term as presented below:

	In Years*
Land	5 to 50
Office space	5 to 35

**Lease term*

Right-of-use assets are subject to impairment. Refer to the accounting policies in section impairment of non-financial 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 liabilities 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 of machinery, equipment, office space and staff house (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. 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.

The Group as lessor
Leases where the Group does not transfer substantially all the risks and rewards of ownership of the assets are classified as operating leases. Initial direct costs incurred in negotiating operating leases are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as the rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Leases where the Group retains legal title to assets but passes substantially all the risks and rewards of ownership to the lessee in return for a stream of rentals are classified as finance leases. The Group recognizes assets held under a finance lease as an amount equal to the net investment in the lease as "Finance lease receivables." The net investment in the lease is the gross investment discounted at the interest rate implicit in the lease. The gross investment in the lease is the aggregate of the minimum lease payments receivable by the Group, and any guaranteed and unguaranteed residual value. Initial direct costs are included in the measurement of the net investment in the lease at the date of inception. The lease payments received from the lessee are treated as repayments of principal and finance income.

Service Concession Arrangements
The Group accounts for its service concession arrangements in accordance with Philippine Interpretation IFRIC 12, *Service Concession Arrangements*, under the intangible asset model as it receives the right (license) to charge users of public service (see Note 13).

Revenue and cost recognition. The Group recognizes and measures revenue and cost in accordance with PFRS 15, for the services it performs. When the Group provides construction or upgrade services, the consideration received or receivable by the Group is recognized at its fair value. The revenue and cost from these services are recognized based on the percentage of completion measured principally on the basis of estimated completion of a physical proportion of the contract works, and by reference to the actual costs incurred to date over the estimated total cost of the project. The construction revenue and construction cost are reported as part of "Other income" in the consolidated statement of income.

Service concession right. The service concession right is recognized initially at the fair value of construction works incurred, which include professional and consultancy fees, structural costs, etc. The Group applies PAS 38, *Intangible Assets,* on measuring the intangible assets. Following initial recognition, the service concession right is carried at cost less accumulated amortization and any impairment losses. Amortization period is based on the concession period.

The service concession right will be derecognized upon turnover to the grantor. There will be no gain or loss upon derecognition as the service concession right, which is expected to be fully amortized by then, will be handed over to the grantor with no or minimal consideration.

Intangible Assets

The Group recognizes an intangible asset acquired in a business combination if it is identifiable and distinguishable from goodwill. The Group considers an intangible asset as identifiable if:

- it is separable, i.e., there is evidence of exchange transactions for the asset or an asset of a similar type, even if those transactions are infrequent and regardless of whether the Group is involved in those transactions; or
- it arises from contractual or other legal rights, regardless of whether those rights are transferable or separable from the entity or from other rights and obligations ("contractual-legal" criterion).

The Group's intangible assets recognized from business combination pertain to customer relationship, customer contracts and right to use asset (i.e., extraction and distribution of water in certain provinces in the Philippines). The estimated useful life of the intangible assets follows:

	No. of years
Customer relationships	22
Customer contracts	18

The water rights is assessed to have an indefinite useful life due to the permanent nature of water permits.

Impairment of Nonfinancial Assets

Nonfinancial assets other than goodwill and intangible assets with indefinite life

The Group assesses at each reporting date whether there is an indication that investments in associates, property, plant and equipment, right-of-use assets, investment property, deferred project costs, service concession right and intangible assets with finite life may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. The Group also assesses its deferred mine exploration costs for impairment when facts and circumstances suggest that its carrying amount may exceed its recoverable amount. An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value-in-use. The recoverable amount 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. Where 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 assessments of the time value of money and the risks specific to the asset. Impairment losses of continuing operations are recognized in profit or loss in those expense categories consistent with the function of the impaired asset.

An assessment is also 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 recoverable amount is estimated. A previously recognized impairment loss is reversed and recognized in profit or loss 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 or amortization, had no impairment loss been recognized for the asset in prior years. After such a reversal, the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

Goodwill and intangible assets with indefinite life
Goodwill and intangible assets with indefinite life are reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment is determined by assessing the recoverable amount of the cash generating unit (or group of cash generating units) to which the goodwill relates or the intangible assets with indefinite life. Where the recoverable amount of the cash-generating unit to which goodwill has been allocated or the intangible assets with indefinite life is less than its carrying amount, an impairment loss is recognized immediately in profit or loss. Impairment losses relating to goodwill or intangible assets with indefinite life cannot be reversed for subsequent increases in its recoverable amount in future periods. The Group performs its annual impairment test at each end of the reporting date.

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

Sale of goods (beverage and dry store)
Sale of beverage and dry store is recognized at a point in time upon delivery of goods to and acceptance by airline clients and other customers.

Rendering of services
Revenue from inflight and other catering, ground handling, aviation and administrative services, charter flights, water service (including provision of potable water and treatment of sewage water), connectivity and technology services and exploratory drilling services is recognized over time when the related services are rendered.

The Group, through BTSI, also provides operation and maintenance of sewerage treatment plant (STP) that is either performed separately or together with the construction of STP. The operation and maintenance of STP can be obtained from other providers and do not significantly customize or modify the construction of STP. Contracts for construction and operation and maintenance of STP comprise two separate and distinct performance obligations because each are capable of being distinct and separately identifiable.

In determining the transaction price for the construction and operation and maintenance of sewerage treatment plant, the Group allocates the transaction price based on relative stand-alone selling prices of the performance obligations. Further, the Group considers the effects of variable consideration and the existence of significant financing component.

Revenue from construction of STP is recognized over time as the construction of STP creates an asset that the customer controls as the STP is constructed. Revenue from operation and maintenance of STP is recognized over time as the customers simultaneously receive and consume the benefits provided by the Group.

Significant financing component
Generally, the Group receives the consideration within the normal credit terms from its customers. Using the practical expedient in PFRS 15, the Group does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of promised good or service to the customer will be one year or less.

The Group receives the consideration for BTSI's construction of STP over three to four years. The transaction price for such contracts is discounted using the rate that would be reflected in a separate financing transaction between BTSI and its customers at contract inception to take into consideration the significant financing component.

Trade receivables
A receivable represents the Group's right to an amount of consideration that is unconditional. Refer to accounting policies of financial assets in section Financial Assets and Financial Liabilities - initial recognition and subsequent measurement.

<u>Employee Benefits</u>
Retirement benefits costs
Retirement benefits costs are actuarially determined using the projected unit credit method. This method considers each period of service as giving rise to an additional unit of benefit entitlement and measures each separately to build up the final obligation. Retirement benefit costs comprise the following:

- Service cost
- Net interest on the net defined benefit liability or asset; and
- Remeasurements of net defined benefit liability 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 profit or loss. 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 expense or income in profit or loss.

Remeasurements comprising actuarial gains and losses, return on plan assets (excluding amounts included in net interest on the net defined liability) 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.

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).

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.

The amount recognized as accrued retirement benefits payable or plan 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.

Employee leave entitlement
Employee entitlements to annual leave are recognized as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before 12 months after the end of the annual reporting period is recognized for services rendered by employees up to the end of the reporting period. For leave credits expected to be settled at the date of retirement or recognition, the liability is presented at its present value using assumptions consistent with those used to discount retirement benefits. The expense recognized in profit or loss comprise the service cost, net interest of the liability and remeasurements.

Short-term employee benefits
Short-term employee benefits include items such as salaries and wages, social security contributions and nonmonetary benefits, if expected to be settled wholly within 12 months after the reporting date in which the employees rendered the related services. Short-term employee benefits are recognized as expense as incurred. When an employee has rendered service to the Group during the reporting period, the Group recognizes the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service as a liability (accrued expense), after deducting any amount already paid.

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 at the reporting date. Current income tax for the current and prior period, shall, to the extent unpaid, be recognized as a liability and is presented as "Income tax payable" in the consolidated balance sheet. If the amount already paid, including the cumulative creditable withholding taxes, in respect of the current and prior period exceeds the amount due for those periods, the excess shall be recognized as an asset under "Other current assets" in the consolidated balance sheet.

Deferred income tax
Deferred income tax assets and liabilities are provided, using the balance sheet liability method, on all temporary differences at the 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, carryforward benefits of excess minimum corporate income tax (MCIT) over the regular corporate income tax (RCIT) and unused net operating loss carryover (NOLCO), to the extent that it is probable that sufficient future taxable profits will be available against which the deductible temporary differences and the carryforward benefits of excess MCIT and unused NOLCO can be utilized. Deferred income tax, however, is not recognized when it 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 profit.

Deferred income tax liabilities are not provided on nontaxable temporary differences associated with investments in domestic subsidiaries, associates and interest in joint ventures. With respect to investments in other subsidiaries, associates and interests in joint ventures, deferred income tax liabilities are recognized except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient future taxable profits 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 reporting date and are recognized to the extent that it has become probable that sufficient future taxable profits will allow the deferred income tax assets to be recovered.

Deferred income tax assets and deferred income tax liabilities are measured at the tax rates that are 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 at the reporting date.

Deferred income tax relating to items recognized directly in equity is recognized in equity and those directly in comprehensive income are recognized in the consolidated statement of comprehensive income. Deferred income tax items are recognized in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Provisions and Contingencies

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. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pretax rate that reflects current market assessment of the time value of money and 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. The information usually required by PAS 37 is not disclosed as it may prejudice the Group's negotiation with the third party.

Contingent liabilities are not recognized in the consolidated financial statements. These are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognized in the consolidated financial statements but disclosed when an inflow of economic benefits is probable.

Earnings (Loss) Per Share

Basic earnings (loss) per share is computed by dividing net income (loss) for the year attributable to ordinary equity holders of the Company by the weighted average number of shares outstanding during the year.

Diluted earnings (loss) per share is calculated by dividing the net income (loss) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued upon conversion of all dilutive potential ordinary shares. The effect of stock dividends, if any, is accounted for retrospectively. The Company has no potentially dilutive shares as of December 31, 2023 and 2022.

Events After the Reporting Period
Post-year-end events that provide additional information about the Group's financial position at the reporting date (adjusting events), if any, are reflected in the consolidated financial statements. Post-year-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

Segment Information
The Group's operating businesses are organized and managed separately according to the nature of the aviation-support service provided by its four subsidiaries, maintenance, repairs and overhaul, mining-related activities and water treatment and distribution. This is the basis on which the Group reports its primary segment information. The Group also monitors the revenue and operating results of its associates. Information with respect to these subsidiaries, as well as the Group's associates, are disclosed in Notes 4 and 9. The Company, including its subsidiaries, operate and derive all its revenue from domestic operation. All associates except JASCO, which is operating in Japan, derive all its revenue from domestic operation.

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

The preparation of the consolidated financial statements in accordance with PFRSs requires the Group to exercise judgments, make estimates and use assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. The estimates and assumptions used in the consolidated financial statements are based upon management's evaluation of relevant facts and circumstances as of the date of the financial statements. Future events may occur which will cause the assumptions used in arriving at the estimates to change. The effects of any change in estimates are reflected in the consolidated financial statements as they become reasonably determinable.

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

Determination of the Group's functional currency
Judgment is exercised in assessing various factors in determining the functional currency of each entity within the Group. These include the prices of goods and services, competition, cost and expenses, and other factors including the currency in which financing is primarily undertaken.

The Group, based on the relevant economic substance of the underlying circumstances, has determined its functional currency to be the Philippine Peso. It is the currency of the primary economic environment in which the Group operates. The functional currencies of LTP and JASCO, the Group's associated companies (see Notes 2 and 9), has been determined to be US$ and JPY, respectively.

Revenue from contracts with customers
The Group applied the following judgments that significantly affect the determination of the amount and timing of revenue from contracts with customers:

- *Determination of the timing of satisfaction of performance obligation*
  In- flight and other catering, ground handling and aviation, water services and connectivity and technology services
  The Group assessed that performance obligation for inflight and other catering, except for dry store and beverage, ground handling and aviation, water services and connectivity and technology are rendered to the customers over time. As a result, the Group's revenue is recognized based on the extent of progress towards completion of the performance obligation. The selection of the method to measure progress towards completion requires judgment.

  Sale of dry store and beverage
  The Group assessed that performance obligation for sale of dry store and beverage are satisfied at a point in time. The Group uses its judgment on when a customer obtains control of the promised goods. The Group has assessed that the actual delivery of the goods to the customer is the point in time when the performance obligation has been satisfied.

- *Allocation of total transaction price between construction and operation and maintenance of STP*
  Management determined that the contractually agreed price for construction of STP does not depict the amount the Group expects to receive for the performance obligation as the costs of STP are also expected to be recovered through the fees from operation and maintenance. Accordingly, the Group determined that the total transaction price of construction and operation and maintenance (i.e., the performance obligations) of STP needs to be allocated. This required the estimation of each of the performance obligation's stand-alone selling prices based on expected value method. The Group estimates consideration from the construction of STP based on expected gross margin. On the other hand, the Group estimates the variable consideration from operation and maintenance of STP based on the historical patterns of water consumption and room capacity of the Group's customers.

  The revenue recognized for the operation and maintenance of STP amounted to ₱10.8 million in 2023, ₱12.2 million in 2022 and ₱3.3 million in 2021. Meanwhile, since the construction of STP has been completed since 2020, no revenue was recognized related to this in 2023, 2022 and 2021.

- *Recognition of contract asset*
  The Group incurs certain costs in relation to the services provided to its major customer. Based on management's assessment, these costs are incremental cost in obtaining a contract. Accordingly, the Group recognizes contract asset which are amortized as expense throughout the contract period, which includes the renewal period as management believes that the contract with the major customer will be renewed considering that the Group is providing one of the required services in the operations of its major customer.

  As of December 31, 2023 and 2022, the Group's contract assets amounted to ₱57.2 million and ₱80.3 million (see Notes 6, 15 and 19). This includes incremental cost incurred to obtain a contract amounting to ₱49.8 million and ₱64.0 million as of December 31, 2023 and 2022, respectively.

Assessment of control or significant influence over the investee
The Group makes an assessment whether or not it controls an investee by considering all relevant facts and circumstances which indicate that the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. A reassessment is made if circumstances indicate that there are changes in these control

elements. The Group has significant influence over an investee if it only has the power to participate in the financial and operating policy decisions, but not control or jointly control over the investee. As of December 31, 2023 and 2022, the Group still determined that it controls its subsidiaries and has significant influence over its associates (see Notes 9 and 10).

Assessment of operators under Philippine Interpretation IFRIC 12
Management has assessed that memoranda of agreement with the Municipality of Solano, Nueva Vizcaya (Solano) to provide water distribution facilities and with the Municipality of Naic Cavite (Naic) to develop and operate water supply and distributions system are covered by the Philippine Interpretation IFRIC 12. The memoranda of agreement qualify under the intangible asset model with respect to the operation of the waterwork facilities as the Group has the right (license) to charge users of public service (see Note 13).

Classification of leases - the Group as a lessor
The Group has entered into short-term leases, which provide no transfer of ownership to the lessee. The Group has determined that, based on an evaluation of the terms and conditions of the arrangements, it retains all the significant risks and rewards of ownership of these equipment and accounts for these as operating leases.

Determining the lease term of contracts with renewal and termination options - the Group as a lessee
The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgment in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customization to the leased asset).

The Group included the renewal period as part of the lease term for leases which are renewable at the option of the lessee. The Group typically exercises its option to renew for these leases because of significant permanent improvement introduced in the leased premises. The renewal periods for leases are not included as part of the lease term if option to renew is at lessor’s discretion or leases which renewal depends on mutual consent of contracting parties as these are not reasonably certain to be exercised. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Refer to Note 28 for information on potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term.

Contingencies
The Group, in its normal course of business, is involved in various legal cases and claims. Based on management’s assessment, the Group will be able to defend its position on these cases and that the ultimate outcome will not have a significant impact on the Group’s consolidated financial statements. Accordingly, no provision has been recognized for these contingencies. LTP, a significant associate of the Group, also assesses the need to recognize the provisions based on the status of the claims (see Note 9).

Estimates and Assumptions

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised if the revision affects that period, or in the period of revision and future periods if the revision affects both current and future periods.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of the Group's assets and liabilities follow.

Purchase Price Allocation in Business Combination

The Group accounts for the acquired businesses using the acquisition method which requires extensive use of accounting judgments and estimates to allocate the purchase price to the fair market values of the acquiree's identifiable assets and liabilities and contingent liabilities, if any, at the acquisition date. Any difference in the purchase price and the fair values of the net assets acquired is recorded as either goodwill, a separate account in the consolidated statement of financial position, or gain on bargain purchase in profit or loss. Thus, the numerous judgments made in estimating the fair value to be assigned to the acquiree's assets and liabilities can materially affect the Company's financial position and performance. The Group's acquisitions of a subsidiary in 2023 has resulted in recognition of gain on bargain purchase amounting to ₱69.7 million (see Note 10).

Leases - estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

The Group's lease liabilities amounted to ₱2,087.1 million and ₱2,111.2 million as of December 31, 2023 and 2022, respectively (see Note 28).

Provision for expected credit losses

The Group uses a provision matrix to calculate ECLs for financial assets at amortized cost. 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. 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).

The assessment of the correlation between observed default rates, forecasted economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecasted 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 Group has a segmentation of its credit risk exposures based on homogeneity of credit risk characteristics and credit risk management policies to identify defaulting customers using observable inputs such as historical loss rates, recoveries and write-offs. The Group has also applied forward-looking information for its overlay through statistical test and corroboration using publicly available information.

The Group's receivables and contract assets, net of allowance for the expected credit losses of ₱29.8 million and ₱9.3 million, amounted to ₱2,092.3 million and ₱1,862.6 million as of December 31, 2023 and 2022, respectively (see Note 6).

Determination of NRV of inventories
The Group estimates the NRV of inventories based on the most reliable evidence available at the time the estimates are made. These estimates consider the fluctuations of prices or costs directly relating to events occurring after the reporting date to the extent that such events affect the value of inventories. Other factors include the age of the inventories and the Company's experience on write-off and expirations.

The Group did not identify any factors which indicate inventory obsolescence based on the above discussions. Accordingly, no provision was recognized in 2023 and 2022.

The Group's inventories carried at cost as of December 31, 2023 and 2022 amounted to ₱161.0 million and ₱139.3 million, respectively (see Note 7).

Estimating allowances for probable losses on input taxes
The Group estimates the level of provision for probable losses on input taxes based on the experience of the Group and assessment of counsels assisting the Group in processing the claims and negotiating the realization of TCCs. As of December 31, 2023 and 2022, the carrying value of input taxes amounted to ₱656.6 million and ₱423.0 million, respectively. Allowance for probable losses amounted to ₱27.6 million and ₱7.7 million, respectively (see Note 8).

Estimation of useful lives of property, plant and equipment
The Group estimates the useful lives of property, plant and equipment based on the internal technical evaluation and experience with similar assets. In cases where the use of property, plant and equipment is dependent on the grant of certain permits to conduct its business, management considers the probability of renewal of such permits based on past experience. In this situation, useful lives of property, plant and equipment are based on the economic useful lives rather than the currently effective period of the permits. Estimated useful lives are reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical and commercial obsolescence and other limits on the use of the assets. A reduction in the estimated useful lives of property and equipment, would increase depreciation and amortization expense and decrease noncurrent assets.

In 2021, the Company reassessed the remaining useful lives of its property and equipment. The effect of the change in estimate is recognized prospectively beginning January 1, 2021. Accordingly, the Group's depreciation and amortization expense in 2021 decreased by ₱5.0 million. The related depreciation and amortization expense for each of the remaining years of the said property and equipment is expected to be similarly affected by this change in accounting estimate. There was no change in the estimated useful lives of the Group's property, plant and equipment in 2023 and 2022.

The carrying value of property, plant and equipment subject to depreciation as of December 31, 2023 and 2022 amounted to ₱1,847.3 million and ₱1,778.3 million, respectively (see Note 11).

Estimation of useful life of service concession right
At the start of operation of the water work facilities, the service concession right is to be amortized over the concession period as provided in the agreements with relevant government units. The amortization period is reviewed when there are changes in the expected term of the contract or the expected pattern of consumption of future economic benefits embodied in the asset.

Amortization for the service concession right amounted to ₱22.1 million, ₱21.9 million and ₱21 million in 2023, 2022 and 2021, respectively. The carrying value of the service concession right amounted to ₱408.5 million and ₱415.6 million as of December 31, 2023 and 2022, respectively (see Note 13).

Estimation of useful life of intangible assets acquired as part of business combination
The assigned useful lives of intangible assets acquired as part of business combination are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on collective assessment of similar businesses, internal evaluation and experience with similar assets. Further, management considers the probability of renewal of certain permits and the cost and efforts in renewing such permits based on past experience. The useful life of each asset is reviewed at each financial year and updated if expectations differ from previous estimates due to technical or commercial obsolescence and legal or other limits on the use of the asset. There were no changes in the estimated useful lives of customer contract and relationships, while water rights is assessed to have indefinite useful life considering that the water permits remain valid for as long as water is beneficially used.

The total carrying value of the customer contract and relationships, water service contract and the water rights amounted to ₱237.6 million and ₱168.7 million as of December 31, 2023 and 2022, respectively (see Note 13).

Determination of impairment indicators and impairment testing of nonfinancial assets

A. *Nonfinancial assets other than goodwill and intangible assets with indefinite life*
   The Group assesses at each reporting date whether there is any indication that its nonfinancial assets other than goodwill and intangible assets with indefinite life (i.e., investments in associates, property, plant and equipment, right-of-use assets, investment property, service concession right, intangible assets, deferred project costs, deferred mine exploration costs) may be impaired. The factors that the Group considers important which could trigger an impairment review included the following, among others:

   - significant underperformance relative to expected historical or projected future operating results;
   - significant changes in the manner of use of the acquired assets or the overall business strategy; and,
   - significant negative industry or economic trends.

   If such indication exists, the Group performs impairment testing to estimate the recoverable amount of the related asset.

The carrying values of the nonfinancial assets are as follows:

	2023	2022
Investments in associates (Note 9)	**₱2,299,475,062**	₱2,450,890,710
Property, plant and equipment (Note 11)	**2,293,221,048**	2,222,562,943
Right-of-use assets (Note 28)	**799,224,610**	847,686,820
Service concession right (Note 13)	**408,475,136**	415,627,486
Deferred mine exploration costs (Notes 14 and 15)	**238,513,440**	238,513,440
Investment property (Note 12)	**143,852,303**	143,852,303
Water rights (Note 13)	**117,277,726**	117,268,229
Water service contract (Note 13)	**72,264,350**	–
Customer contract and relationships (Note 13)	**48,084,639**	51,475,042
Deferred project costs (Note 15)	**42,783,267**	42,783,267

Refer to Notes 9, 11 and 28 on the discussions of assumptions which are most sensitive to impact the calculated value-in-use. Based on the impairment test, the recoverable amount of the investment in associates, property, plant and equipment and right-of-use assets exceeds their carrying values. Management believes that any reasonable possible change in any of the assumptions used would not cause the carrying values to exceed their respective recoverable amount.

Service concession right
In 2023 and 2022, SNVRDC's operating income and cash flows are lower than the expected level and has been operating at a loss since the start of its commercial operation These are indicators that the service concession right may be impaired.

For the purpose of impairment testing of SNVRDC's service concession right, recoverable amount is determined based on the value-in-use using cash flow projections based on financial budgets as approved by management covering 17 years of projections, co-terminous to the term of the concession agreement with the Municipality of Solano. The projected cash flows are based on expectations of future outcomes considering past experience, adjusted for anticipated revenue growth based on management's future plans. The discount rate is a pre-tax measure based on the weighted average cost of capital (WACC) of listed entities with similar assets or similar in terms of potential risk. The pre-tax discount rate used is 9.1% and 8.7% in 2023 and 2022, respectively.

Refer to Note 13 on the discussions of assumptions which are most sensitive to impact the calculated value-in-use. Based on the impairment test, the recoverable amount of the service concession right exceeds its carrying value. Management believes that any reasonable possible change in any of the assumptions used would not cause the carrying value to exceed its recoverable amount.

The carrying value of the service concession right subjected to impairment testing amounted to ₱216.8 million and ₱230.5 million as of December 31, 2023 and 2022, respectively (see Note 13).

Deferred Mine Exploration Costs
The recovery of deferred mine exploration costs depends upon the success of exploration activities and future development of the mining properties, as well as the discovery of recoverable reserves in quantities that can be commercially produced. In prior years, and although the Group's nickel mine is a reactivation of an existing mine that was operational in the 1970s, the Group recognized impairment loss amounting to ₱217.1 million due to the issuance of DENR Administrative Order No. 2017-10 which puts a temporary ban on new projects for open-pit method of mining for ores. In the Group's Mineral Production Sharing Agreements (MPSAs) for its Infanta Nickel Project has

been affirmed as valid and subsisting by DENR-MGB, and with the recent issuance of E.O. 130 lifting the nine-year moratorium on granting new mining permits in the Philippines, hence, the Company reversed the previously recognized impairment loss amounting to ₱217.1 million in 2021. Management believes that the amount of deferred mine exploration cost is recoverable based on the estimation of value-in-use.

The carrying value of deferred mine exploration cost amounted to ₱238.5 million million as of December 31, 2023 and 2022 (see Notes 14 and 15).

B. *Goodwill and intangible assets with indefinite useful life*
For goodwill and intangible assets with indefinite useful life, the Group performs impairment testing at least on an annual basis or more frequently, if events or changes in circumstances indicate that these may be impaired. For the purpose of impairment testing, goodwill has been allocated to BTSI group, NAWASCOR, SWRI and MACS in 2023 and 2022 as the cash generating units.

The recoverable amounts of the cash-generating units have been determined based on a value-in-use calculation using cash flow projections based on financial budgets as approved by management covering five years of projections. The projected cash flows are based on expectations of future outcomes taking into account past experience, adjusted for anticipated revenue growth based on management's future plans. Cash flows beyond the forecast period are extrapolated into perpetuity assuming four percent (4%) growth rate for impairment test purposes. The discount rate is a pre-tax measure based on the WACC of listed entities with similar assets or similar in terms of potential risk. The pre-tax discount rate used ranged from 10.4% to 14.8% in 2023 and 8.7% to 11% in 2022.

The carrying value of goodwill subjected to impairment testing amounted to ₱127.8 million as of December 31, 2023 and 2022 (see Note 13).

For the water rights, the recoverable amount is determined based on fair value less cost to sell calculations determined by discounting notional royalty savings after tax. These calculations use net sales projections and the related royalty savings based on a five-year projection. Net sales beyond the forecast period are extrapolated into perpetuity assuming four percent (4%) growth rate for impairment test purposes. Management considered the impact of cost to sell in the calculations of fair value less cost to sell as negligible. The royalty rate is the average of royalty rates for water distribution entities, while the discount rate was a pre-tax measure based on the WACC of listed entities with similar assets or similar in terms of potential risk. The royalty rate applied is 1.6% for both years while pre-tax discount rates used range were 9.1% and 8.7% in 2023 and 2022, respectively.

The carrying value of water rights amounted to ₱117.3 million as of December 31, 2023 and 2022 (see Note 13).

Management believes that no reasonably possible change in any of the assumptions used would cause the carrying values of the goodwill and water rights to exceed their recoverable amounts. Based on management's assessment, the recoverable amounts of these assets are higher than their carrying values, thus no impairment loss was recognized in 2023, 2022 and 2021.

Estimation of retirement benefits costs and obligation, and accumulating leave credits
The cost of defined benefit pension plans, as well as the present value of the pension obligation is, determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates and future salary increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are

highly sensitive to changes in these assumptions. All significant assumptions are reviewed at each reporting date. The calculation of accumulating leave credits follows the same assumptions as the defined benefit costs.

In determining the appropriate discount rate, management considers the interest rates of government bonds, adjusted to zero coupon rates, with term consistent with the obligation of the plan.

Accrued retirement and other employee benefits payable amounted to ₱190.0 million and ₱125.6 million as of December 31, 2023 and 2022, respectively (see Note 21). Pension asset amounted to ₱1.0 million and ₱7.7 million as of December 31, 2023 and 2022, respectively, and is included under "Other noncurrent assets" account (see Note 15). Retirement benefits cost amounted to ₱33.6 million, ₱27.0 million and ₱31.3 million in 2023, 2022 and 2021, respectively (see Note 21).

Recognition of deferred income tax assets
The Group reviews the carrying amounts of deferred income tax assets (gross of deferred income tax liabilities) at each reporting date and adjusts the balance of deferred income tax assets to the extent that it is no longer probable that sufficient future taxable profits will be available to allow all or part of the deferred income tax assets to be utilized. The determination of future taxable income, which will establish the amount of deferred income tax assets that can be recognized, requires the estimation and use of assumptions about the Group's future income and timing of reversal of temporary differences, unused NOLCO and excess MCIT over RCIT.

Gross deferred income tax assets recognized, which relate primarily to operating subsidiaries, amounted to ₱219.2 million and ₱188.4 million as of December 31, 2023 and 2022, respectively. The Group also has unrecognized deferred income taxes primarily on the non-operating subsidiaries' temporary differences, NOLCO and MCIT (see Note 25).

4. Segment Information

The Group's operating businesses are organized and managed separately according to the nature of the aviation-support services provided by the four subsidiaries, mining-related activities and water-related projects, which is the basis on which the Group reports its primary segment information. The Group also monitors its share in the results of operations of its associates (LTP, CPCS and JASCO) that are accounted for using the equity method.

The operations of the Group's segments are described as follows:

- In-flight and other catering segment, which is operated by MACS and through the Company's interest in CPCS, refers to servicing of meal requirements of certain foreign and domestic passenger airlines, as well as certain passenger terminal lounges at the NAIA and the MDA, and of certain non-airline institutional accounts.

- Ground handling and aviation segment, which is operated by MASCORP and MAATS, refers to both ramp and passenger handling and aviation services to foreign airlines and domestic carriers at NAIA, MCIA, KIA, Davao International Airport, Tuguegarao Airport and Clark International Airport. In 2019, the Company acquired 30% ownership in JASCO, a ground handling and aviation service company operating in Japan (see Note 9).

- Maintenance, repairs and overhaul (MRO), which is operated through the Company's interest in LTP, pertains to rendering of MRO services of Airbus and Boeing aircraft for certain airlines.

- Water treatment and distribution segment, which is operated through SNVRDC, BTSI, NAWASCOR and SWRI. The Group has on-going water related projects which pertain to the development (e.g., studies, surveys) and construction of water-treatment facilities activities, which are undertaken by MAPDC and its other subsidiaries. The Group, through BTSI, is also engaged in the construction, operation and maintenance of sewage treatment facilities.

- ICT segment or Information, Connectivity and Technology Solutions services, operated through TERA, refers to service offerings which encompasses information management, data connectivity, radio trunking, shared and managed services.

- Administrative segment, which is primarily operated through MAPDC, refers to the sub-lease of the MacroAsia Ecozone at NAIA (see Note 28), which MAPDC leases from Manila International Airport Authority (MIAA) with LTP as the anchor locator (see Note 18).

- Mining segment, which is operated through MMC, refers to mining-related activities of the Group. This segment refers to revenues and expenditures for exploration activities and rendering of exploration-related services.

- Charter flights segment, was operated by MAATS up to 2016, refers to international and domestic chartered flights from its base at the General Aviation Area, MDA to any point within the Philippines, through alliances with other helicopter owners.

The Group has only one geographic segment. Of the Group's total revenue, ₱4,395 million (or 57%), ₱2,754 million (or 56%) and ₱1,055.1 million (or 54%) in 2023, 2022 and 2021, respectively, were derived from two customers which are entities under common control.

Segment assets include the operating assets used by a segment and consist principally of cash and cash equivalents, receivables, inventories, other current assets, and property, plant and equipment, net investment in the lease, and right-of-use assets, net of allowances, depreciation and amortization and any impairment in value. Segment liabilities include all operating liabilities and consist principally of notes payable, accounts payable and accrued liabilities and lease liabilities. Segment assets and liabilities do not include deferred income tax. Segment results pertain to operating income.

Financial information on the Group's business segments as of and for the years ended December 31 are presented below. The amounts disclosed were determined consistent with the measurement basis under PFRSs.

For the year ended December 31, 2023:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Water Treatment and Distribution	ICT Services	Administrative	Mining	Eliminations, Adjustments and Others	Total
Segment revenue	₱3,981,782,302	₱3,135,524,660	₱–	₱617,489,588	₱215,627,301	₱46,621,995	₱–	₱–	₱7,997,045,846
Direct costs	(2,688,372,788)	(2,962,078,341)	–	(379,061,138)	(175,849,768)	(49,478,219)	–	–	(6,254,840,254)
Gross profit (loss)	1,293,409,514	173,446,319	–	238,428,450	39,777,533	(2,856,224)	–	–	1,742,205,592
Share in net earnings (losses) of associates	7,007,972	(3,588,802)	562,137,361	–	–	–	–	11,172,492	576,729,023
	1,300,417,486	169,857,517	562,137,361	238,428,450	39,777,533	(2,856,224)	–	11,172,492	2,318,934,615
Operating expenses	(574,836,956)	(197,842,405)	–	(159,538,491)	(9,028,493)	(37,384,266)	(11,971,197)	(95,092,907)	(1,085,694,715)
Interest income	764,857	2,424,333	–	558,627	297,831	174,694	4,181	14,781,286	19,005,809
Financing charges	(34,007,008)	(18,409,921)	–	(70,041,814)	–	(33,597,778)	(25,192)	(7,699,815)	(163,781,528)
Foreign exchange gain (loss) - net	(3,408,299)	(610,156)	–	3,567	–	30,207	(48)	(4,297,172)	(8,281,901)
Other income (charges) - net	7,958,107	14,142,575	–	53,335,912	(2,943)	1,420,404	–	36,521,903	113,375,958
Income (loss) before income tax	696,888,187	(30,438,057)	562,137,361	62,746,251	31,043,928	(72,212,963)	(11,992,256)	(44,614,213)	1,193,558,238
Provision for (benefit from) income tax	(75,446,651)	(18,367,274)	–	(21,178,649)	(9,614,198)	(46,021)	(835)	2,280,001	(122,373,627)
Segment profit (loss)	₱621,441,536	(₱48,805,331)	₱562,137,361	₱41,567,602	₱21,429,730	(₱72,258,984)	(₱11,993,091)	(₱42,334,212)	₱1,071,184,611
Depreciation and amortization expense	₱73,355,718	₱98,639,913	₱–	₱93,065,679	₱–	₱23,405,181	₱1,306,656	₱37,228,048	₱327,001,195
Segment profit (loss) attributable to:									
Equity holders of the Company	416,365,829	(39,044,265)	562,137,350	41,492,164	21,429,730	(65,635,289)	(11,993,091)	(73,615,549)	851,136,879
Non-controlling interests	205,075,707	(9,761,066)	–	11,742,663	–	–	–	12,990,428	220,047,732

Other financial information of the operating segments as of December 31, 2023 is as follows:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Water Treatment and Distribution	ICT Services	Administrative	Mining	Eliminations, Adjustments and Others	Total
Assets:									
Current assets	**₱1,783,758,991**	**₱1,729,225,035**	**₱–**	**₱597,207,960**	**₱110,904,917**	**₱377,468,078**	**₱16,151,786**	**(₱427,276,106)**	**₱4,187,440,661**
Noncurrent assets	**1,154,886,188**	**672,005,805**	**–**	**1,852,339,380**	**407,366**	**2,594,615,616**	**223,913,339**	**2,009,333,760**	**8,507,501,454**
	2,938,645,179	**₱2,401,230,840**	**₱–**	**₱2,449,547,340**	**₱111,312,283**	**₱2,972,083,694**	**₱240,065,125**	**₱1,582,057,654**	**₱12,694,942,115**
Liabilities:									
Current liabilities	**₱1,723,988,770**	**₱2,182,673,055**	**₱–**	**₱1,341,330,951**	**₱86,767,959**	**₱1,089,371,499**	**₱25,107,537**	**(₱3,126,799,393)**	**₱3,322,440,378**
Noncurrent liabilities	**216,792,870**	**149,158,938**	**–**	**847,865,166**	**194,006**	**1,628,502,180**	**24,382,850**	**20,266,978**	**2,887,162,988**
	₱1,940,781,640	**₱2,331,831,993**	**₱–**	**₱2,189,196,117**	**₱86,961,965**	**₱2,717,873,679**	**₱49,490,387**	**(₱3,106,532,415)**	**₱6,209,603,366**
Equity attributable to:									
Equity holders of the Company	**₱906,629,874**	**₱230,876,976**	**₱–**	**₱174,435,319**	**₱24,350,319**	**₱254,210,016**	**₱190,574,737**	**₱4,344,013,937**	**₱6,125,091,178**
Non-controlling interests	**91,233,665**	**(161,478,129)**	**–**	**85,915,904**	**–**	**–**	**–**	**344,576,131**	**360,247,571**
Investments in associates	**15,860,645**	**744,087,294**	**1,539,527,123**	**–**	**–**	**–**	**–**	**–**	**2,299,475,062**
Additions to noncurrent assets - Property, plant and equipment	**101,307,361**	**111,820,126**	**–**	**62,443,707**	**407,366**	**3,113,562**	**149,554**	**27,334,667**	**306,576,343**

For the year ended December 31, 2022:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Water Treatment and Distribution	Administrative	Mining	Eliminations, Adjustments and Others	Total
Segment revenue	₱2,288,520,288	₱2,049,535,189	₱–	₱515,009,510	₱30,443,040	₱–	₱–	₱4,883,508,027
Direct costs	(1,735,536,609)	(1,851,277,355)	–	(330,109,113)	(52,602,359)	–	–	(3,969,525,436)
Gross profit (loss)	552,983,679	198,257,834	–	184,900,397	(22,159,319)	–	–	913,982,591
Share in net earnings (losses) of associates	(5,243,171)	(35,854,919)	499,805,903	–	–	–	12,140,093	470,847,906
	547,740,508	162,402,915	499,805,903	184,900,397	(22,159,319)	–	12,140,093	1,384,830,497
Operating expenses	(428,861,010)	(178,932,362)	–	(119,076,067)	(23,752,583)	(9,337,363)	(33,561,151)	(793,520,536)
Interest income	63,709	212,413	–	559,493	2,375,273	11,342	680,033	3,902,263
Financing charges	(35,682,655)	(17,434,687)	–	(47,926,107)	(34,458,173)	(316,513)	(13,136,650)	(148,954,785)
Foreign exchange gain (loss) - net	(3,877,266)	(8,746,025)	–	(6,781)	–	1,567	14,160,275	1,531,770
Other income (charges) - net	1,424,908	55,999,691	–	20,228,369	1,127,203	698,032	26,990,892	106,469,095
Income (loss) before income tax	80,808,194	13,501,945	499,805,903	38,679,304	(76,867,599)	(8,942,935)	7,273,492	554,258,304
Provision for (benefit from) income tax	(40,858,773)	(34,292,867)	–	(18,943,888)	(267,973)	(2,268)	1,541,540	(92,824,229)
Segment profit (loss)	₱39,949,421	(₱20,790,922)	₱499,805,903	₱19,735,416	(₱77,135,572)	(₱8,945,203)	₱8,815,032	₱461,434,075
Depreciation and amortization expense	₱78,433,866	₱107,610,516	₱–	₱94,340,339	₱23,543,075	₱1,855,424	₱38,326,360	₱344,109,580
Segment profit (loss) attributable to:								
Equity holders of the Company	27,725,884	2,789,724	499,805,903	21,163,886	(77,153,939)	(8,945,203)	(19,301,996)	446,084,259
Non-controlling interests	16,238,490	(10,668,267)	–	10,238,754	–	–	(459,161)	15,349,816

Other financial information of the operating segments as of December 31, 2022 is as follows:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Water Treatment and Distribution	Administrative	Mining	Eliminations, Adjustments and Others	Total
Assets:								
Current assets	₱1,373,911,410	₱1,343,256,292	₱–	₱482,755,806	₱388,263,704	₱19,007,274	(₱581,191,728)	₱3,026,002,758
Noncurrent assets	1,013,315,206	695,688,413	–	1,880,532,981	2,602,669,559	225,115,471	2,061,369,480	8,478,691,110
	₱2,387,226,616	₱2,038,944,705	₱–	₱2,363,288,787	₱2,990,933,263	₱244,122,745	₱1,480,177,752	₱11,504,693,868
Liabilities:								
Current liabilities	₱1,702,760,406	₱1,716,977,889	₱–	₱1,124,600,731	₱1,088,603,680	₱15,707,162	(₱3,007,181,961)	₱2,641,467,907
Noncurrent liabilities	316,972,988	218,336,756	–	947,078,577	1,638,476,847	25,044,919	48,708,105	3,194,618,192
	₱2,019,733,394	₱1,935,314,645	₱–	₱2,071,679,308	₱2,727,080,527	₱40,752,081	(₱2,958,473,856)	₱5,836,086,099
Equity attributable to:								
Equity holders of the Company	₱504,676,516	₱206,485,367	₱–	₱123,871,339	₱263,852,736	₱203,370,665	₱4,251,893,847	₱5,554,150,470
Non-controlling interests	(137,183,294)	(102,855,307)	–	167,738,140	–	–	186,757,760	114,457,299
Investments in associates	8,852,673	744,965,632	1,649,303,188	47,769,217	–	–	–	2,450,890,710
Additions to noncurrent assets -								
Property, plant and equipment	18,751,666	19,274,373	–	84,480,243	(7,139,049)	5,714	20,863,573	136,236,520

For the year ended December 31, 2021:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Administrative	Water Treatment and Distribution	Mining	Eliminations, Adjustments and Others	Total
Segment revenue	₱606,387,181	₱1,050,394,788	₱–	₱42,221,197	₱279,464,881	₱–	(₱29,603,392)	₱1,948,864,655
Direct costs	(597,352,930)	(1,129,012,865)	–	(42,190,376)	(214,037,521)	–	(7,654,147)	(1,990,247,839)
Gross profit (loss)	9,034,251	(78,618,077)	–	30,821	65,427,360	–	(37,257,539)	(41,383,184)
Share in net earnings (losses) of associates	(5,696,254)	(42,954,717)	350,587,031	–	–	–	15,892,438	317,828,498
	3,337,997	(121,572,794)	350,587,031	30,821	65,427,360	–	(21,365,101)	276,445,314
Operating expenses	(240,339,316)	(114,979,202)	–	(28,468,841)	(94,766,108)	(7,725,820)	16,827,274	(469,452,013)
Interest income	396,140	103,089	–	91,315	598,890	19,970	1,577,278	2,786,682
Financing charges	(41,870,221)	(33,687,675)	–	(29,690,149)	(33,633,086)	–	(20,828,562)	(159,709,693)
Foreign exchange gain (loss) - net	6,608,585	(7,851,627)	–	26,557	3,679	–	22,751,723	21,538,917
Other income (charges) net	1,326,953	2,439,224	–	1,004,411	19,661,052	–	61,169,218	85,600,858
Income (loss) before income tax	(270,539,862)	(275,548,985)	350,587,031	(57,005,886)	(42,708,213)	(7,705,850)	60,131,830	(242,789,935)
Provision for income tax	(5,763,904)	101,070,233	–	(503,721)	(5,393,357)	(3,993)	2,459,690	91,864,948
Segment profit (loss)	(₱276,303,766)	(₱174,478,752)	₱350,587,031	(₱57,509,607)	(₱48,101,570)	(₱7,709,843)	₱62,591,520	(₱150,924,987)
Depreciation and amortization expense	₱84,938,310	₱115,541,351	₱–	₱28,943,190	₱77,921,769	₱1,000,259	₱30,441,935	₱338,786,814
Segment profit (loss) attributable to:	(187,003,287)	(131,176,614)	350,587,031	(57,509,608)	(32,419,740)	(7,709,843)	63,069,816	(2,162,245)
Equity holders of the Company	(89,300,479)	(43,302,138)	–	–	(15,681,831)	–	(478,294)	(148,762,742)
Non-controlling interests	₱606,387,181	₱1,050,394,788	₱–	₱42,221,197	₱279,464,881	₱–	(₱29,603,392)	₱1,948,864,655

Other financial information of the operating segments as of December 31, 2021 is as follows:

	Inflight and Other Catering	Ground Handling and Aviation	Maintenance, Repairs and Overhaul	Administrative	Water Treatment and Distribution	Mining	Eliminations, Adjustments and Others	Total
Assets:								
Current assets	₱926,353,214	₱1,068,438,013	₱–	₱412,441,572	₱404,827,440	₱15,178,457	(₱422,626,698)	₱2,404,611,998
Noncurrent assets	1,086,567,717	815,409,735	–	2,640,626,579	1,861,308,965	6,003,400	1,655,559,039	8,065,475,435
	₱2,012,920,931	₱1,883,847,748	₱–	₱3,053,068,151	₱2,266,136,405	₱21,181,857	₱1,232,932,341	₱10,470,087,433
Liabilities:								
Current liabilities	₱1,243,906,781	₱1,475,063,372	₱–	₱1,260,566,346	₱973,350,915	₱23,261,998	(₱2,801,654,244)	₱2,174,495,168
Noncurrent liabilities	430,986,471	315,943,723	–	1,653,468,339	838,664,778	10,038,226	108,502,792	3,357,604,329
	₱1,674,893,252	₱1,791,007,095	₱–	₱2,914,034,685	₱1,812,015,693	₱33,300,224	(₱2,693,151,452)	₱5,532,099,497
Equity attributable to:								
Equity holders of the Company	₱494,323,135	₱184,358,009	₱–	₱139,033,465	₱337,714,461	(₱12,118,367)	₱3,698,866,872	₱4,842,177,575
Non-controlling interests	(156,295,455)	(91,517,356)	–	–	156,406,250	–	187,216,922	95,810,361
Investments in associates	14,095,845	780,384,451	1,008,159,254	–	47,769,250	–	–	1,850,408,800
Additions to noncurrent assets -								
Property, plant and equipment	16,736,036	101,431,139	–	6,746,889	36,443,270	–	33,759,922	195,117,256

5. Cash and Cash Equivalents

	2023	2022
Cash on hand and cash in banks (Note 18)	**₱876,259,507**	₱361,104,509
Short-term deposits (Note 18)	**186,301,331**	106,914,224
	₱1,062,560,838	₱468,018,733

Cash in banks earn interest at the respective bank deposits rates. Short-term deposits are made for varying periods of up to three months and earn interest at the respective short-term deposit rates. Interest income earned amounted to ₱16.3 million, ₱1.6 million and ₱2.0 million in 2023, 2022 and 2021, respectively (see Note 22).

6. Receivables and Contract Assets

	2023	2022
Receivables:		
Trade:		
Third parties	**₱956,738,874**	₱897,538,994
Related parties (Note 18)	**1,018,060,569**	845,429,925
Advances to officers and employees	**27,782,225**	20,329,079
Interest receivable	**9,146,075**	4,061,901
Other receivables (Note 15)	**105,829,076**	101,392,429
Contract assets - current portion	**4,424,817**	3,135,481
	2,121,981,636	1,871,887,809
Less allowance for ECL	**29,725,405**	9,286,401
	₱2,092,256,231	₱1,862,601,408

Trade receivables arise from the revenue-generating activities of the Group. These are non-interest bearing with normal credit terms ranging from 30 to 90 days.

Long-term receivables
Included under trade receivables are monthly installments due from customers from the construction of STPs. Payment terms from the said contracts are beyond one year; thus, contains significant financing component. Interest income earned from installment receivables amounted to nil in 2023 and 2022 and ₱0.7 million in 2021 (see Note 22).

As of December 31, outstanding receivables pertaining to construction of STPs are as follows:

	2023	2022
Gross installment receivables	**₱17,329,473**	₱20,595,874
Less unearned interest	–	69,902
	17,329,473	20,525,972
Less current portion	**(17,329,473)**	19,827,049
Noncurrent portion (Note 15)	**₱–**	₱698,923

In relation to the construction of STPs, the Group allocates the total transaction price earned between the construction of STPs and the operation and maintenance services for the STPs. The allocated amounts for the operation and maintenance services are recognized as contract assets. These contracts assets are realized as receivables as the Group performs the operations and maintenance of STPs, which is the remaining performance obligation, over the contract period of about 10 years. Contract assets are presented based on the timing of realization. Current and noncurrent portion of contract assets amounted to ₱4.4 million and ₱52.8 million as of December 31, 2023, respectively, and ₱3.1 million and ₱77.1 million as of December 31, 2022, respectively (see Note 15).

Advances to officers and employees pertain to cash advances that are subject to liquidation.

Other receivables include amounts due from third party insurance company and certain government agencies (e.g., SSS) and employee loans which are payable through salary deductions.

Allowance for ECL pertains to trade receivables. The rollforward analyses of the allowance for ECL as of December 31, 2023 and 2022 are as follows:

	2023	2022
Beginning balance	**₱9,286,401**	₱63,445,608
Net additions/(reversals) (Note 20)	**20,439,004**	(54,159,207)
Ending balance	**₱29,725,405**	₱9,286,401

7. **Inventories -** at cost

	2023	2022
Food and beverage	**₱99,146,031**	₱70,342,129
Materials and supplies	**61,850,262**	69,003,514
	₱160,996,293	₱139,345,643

Cost of inventories recognized as expense and included as part of "Food" and "Supplies" accounts under "Direct costs" amounted to ₱1,911.1 million, ₱1,163.8 million and ₱285.0 million in 2023, 2022 and 2021, respectively (see Note 20).

8. **Other Current Assets**

	2023	2022
Input taxes - net	**₱478,354,864**	₱281,452,435
Creditable withholding taxes	**280,062,042**	202,860,744
Prepayments	**29,920,186**	24,110,538
Supplies	**24,474,256**	21,607,770
Advances to suppliers	**10,602,957**	14,757,861
Other current assets	**48,212,994**	11,247,626
	₱871,627,299	₱556,036,974

Input taxes

	2023	2022
Gross input tax	**₱686,111,417**	₱435,465,208
Less allowance for probable losses	**29,559,726**	12,471,551
	656,551,691	422,993,657
Less noncurrent portion (Note 15)	**178,196,827**	141,541,222
Current portion	**₱478,354,864**	₱281,452,435

Input taxes represent VAT paid on purchases of goods and services that can be recovered as tax refund/credit from the Bureau of Internal Revenue (BIR) or the Bureau of Customs. Provision for losses on input taxes amounted to ₱27.6 million, ₱7.7 million and ₱5.1 million in 2023, 2022 and 2021, respectively (see Note 20). Summary of input VAT refund of the Group is as follows (amounts in millions):

	Input VAT Refund Application				
Year	Year Reported	Gross	Allowance	Net	Claimed
2023	2021	₱26.1	(₱14.8)	₱11.3	₱14.5
2022	2020	40.5	(15.0)	25.5	19.6
2021	2019	117.8	(16.7)	101.1	59.6

Others mainly consist of prepaid insurance, rent and utilities.

9. Investments in Associates

Investments in Associates

	Ownership Interest (%)	**2023**	2022
Acquisition costs:			
LTP	49	**₱935,759,560**	₱935,759,560
JASCO	30	**853,799,023**	853,799,023
CPCS	40	**5,000,000**	5,000,000
CSWC	24*	**–**	47,769,226
MacroAsia WLL	35**	**2,310,175**	2,310,175
		1,796,868,758	1,844,637,984
Accumulated equity in net earnings:			
Beginning of year		**520,943,614**	164,781,896
Share in net earnings for the year		**576,729,023**	470,847,906
Dividends received (Note 18)		**(539,098,000)**	(114,686,188)
End of year		**558,574,637**	520,943,614
Share in foreign currency translation adjustments:			
Beginning of year		**93,677,554**	(39,097,838)
Net foreign currency translation adjustments for the year		**(15,937,991)**	132,775,412
End of year		**77,739,563**	93,677,574
Share in re-measurement gains (losses) on defined benefit plans of associates:			
Beginning of year		**(8,121,947)**	(119,666,727)
Remeasurement gains (losses) on defined benefit plans for the year		**(125,339,434)**	111,544,780
End of year		**(133,461,381)**	(8,121,947)
Impairment allowance on investment in MacroAsia WLL		**(246,515)**	(246,515)
		₱2,299,475,062	₱2,450,890,710

**Effective ownership through SWRI*
***Effective ownership interest through MACS*

As of December 31, 2023 and 2022, the shares of stock of these associates are not traded in public and as such, have no available publicly traded price quotation.

LTP
LTP is a joint venture between Lufthansa Technik AG (LHT), a corporation organized and existing under the laws of the Federal Republic of Germany and MAC, a corporation organized under the laws of the Republic of the Philippines. LTP was incorporated primarily to provide aircraft maintenance, aircraft overhaul, aircraft engine repair and overhaul and aircraft component repair and overhaul services in Manila, Cebu and other locations. LTP is also registered with the Philippine Economic Zone Authority (PEZA). The agreement provides for supermajority (i.e., two-thirds) vote of directors for the approval of the annual budget as well as other critical corporate acts of the agreement. The registered office address of LTP is LTP Technical Center, MacroAsia Ecozone, Villamor Airbase, Pasay City.

CPCS
CPCS is the Company's first in-flight catering venture, which started commercial operations in 1996. It is the only in-flight catering company at Mactan-Cebu International Airport and serves both domestic and international airlines. The registered office address of CPCS is 1st Ave. Extension, Block B6, MEZ I, Lapu-Lapu City.

JASCO
On November 5, 2019, MAC entered into a Share Purchase Agreement with Konoike Transport for the 7,200 ordinary shares or 30% ownership interest in Japan Airport Service Co., Ltd. (JASCO) for an aggregate amount of ₱853,799,023 (JPY 1,825,000,000). JASCO is a wholly-owned subsidiary of NKS Holding Co. Ltd., a Japanese company wholly-owned by Konoike Transport.

MacroAsia WLL
On June 5, 2012, MACS entered into a Shareholders' Agreement with individuals to establish MacroAsia WLL, a national institutional catering and laundry company in Doha, Qatar. As of December 31, 2023, MacroAsia WLL has not yet started its commercial operations.

As of December 31, 2023 and 2022, impairment allowance amounting to ₱0.2 million was recognized on the investment in MacroAsia WLL equivalent to its remaining carrying amount.

CSWC
CSWC is a joint venture between SWRI and another domestic corporation in the Philippines. CSWC has bulk water supply with the water district of Janiuay, Iloilo. The registered office address of CWSC is 9/F, 45 San Miguel, San Miguel Avenue, Ortigas Center, Pasig City.

On March 28, 2023, SWRI entered into a Memorandum of Agreement with another domestic corporation to sell its 40% ownerhip over CSWC for a total consideration of ₱312,505. Carrying amount of CSWC at the time of disposal amounted to ₱43.3 million. The Group recorded a loss on disposal of investment in associate amounting to ₱43.0 million as presented under 'Other income-net' in its 2023 consolidated statement of income (see Note 22).

Summarized financial information of LTP, CPCS and JASCO based on their financial statements as of and for the years ended December 31 is as follows:

	2023		
	LTP	**CPCS**	**JASCO**
Current assets	**₱6,047,528,439**	**₱63,929,069**	**₱134,122,834**
Noncurrent assets	**5,238,501,816**	**12,449,862**	**203,591,270**
Current liabilities	**(4,344,611,643)**	**(16,094,541)**	**(312,503,887)**
Noncurrent liabilities	**(3,481,594,456)**	**(20,632,780)**	**(180,703,301)**
Equity (capital deficiency)	**3,459,824,156***	**39,651,610**	**(155,493,084)**
Group's carrying amount of its investments	**₱1,539,527,147**	**₱15,860,644**	**₱744,087,294**

**Inclusive of cumulative foreign currency translation loss amounting to ₱19,531,918*

	2023		
	LTP	**CPCS**	**JASCO**
Revenue from contracts with customers	**₱13,613,672,570**	**₱94,275,533**	**₱1,128,525,288**
Direct costs	**10,222,760,273**	**61,941,901**	**1,060,320,384**
Gross profit	**3,390,912,297**	**32,333,632**	**68,204,904**
General and administrative expenses	**2,001,345,039**	**11,872,305**	**86,924,925**
Net income (loss)	**1,147,219,103**	**17,519,930**	**(11,962,674)**
Other comprehensive loss	**(255,794,764)**	–	–
Total comprehensive income (loss)	**891,424,339**	**17,519,930**	**(11,962,674)**
Group's share in net income (loss)	**562,137, 361**	**7,007,972**	**(3,588,802)**
Group's share in total comprehensive income (loss)	**₱436,797,926**	**₱7,007,972**	**(₱3,588,802)**

	2022		
	LTP	CPCS	JASCO
Current assets	₱5,874,807,009	₱29,608,621	₱115,309,981
Noncurrent assets	5,523,702,355	13,904,324	175,050,008
Current liabilities	(4,198,874,793)	(2,514,696)	(230,258,110)
Noncurrent liabilities	(3,492,976,707)	(18,866,567)	(212,667,169)
Equity (capital deficiency)	3,706,657,864*	22,131,682	(152,565,290)
Group's carrying amount of its investments	₱1,649,303,188	₱8,852,673	₱744,965,632

**Inclusive of cumulative foreign currency translation loss amounting to ₱57,590,024*

	2022		
	LTP	CPCS	JASCO
Revenue from contracts with customers	₱9,998,249,745	₱252,144	₱733,651,123
Direct costs	7,672,683,458	9,874,296	817,054,972
Gross profit (loss)	2,325,566,287	(9,622,152)	(83,403,849)
General and administrative expenses	1,081,883,173	3,944,604	88,486,739
Net income (loss)	1,020,012,048	(13,107,928)	(119,516,397)
Other comprehensive income	227,642,411	–	–
Total comprehensive income (loss)	1,247,654,459	(13,107,928)	(119,516,397)
Group's share in net income (loss)	₱499,805,903	(₱5,243,171)	(₱35,854,191)
Group's share in total comprehensive income (loss)	₱611,350,685	(₱5,243,171)	(₱35,854,919)

	2021		
	LTP	CPCS	JASCO
Current assets	₱4,524,080,242	₱42,414,516	₱340,232,404
Noncurrent assets	5,476,562,732	15,553,012	217,156,779
Current liabilities	(3,782,605,934)	(3,861,351)	(244,097,944)
Noncurrent liabilities	(3,795,060,463)	(18,866,567)	(347,793,801)
Equity	2,422,976,577*	35,239,610	(34,502,562)
Group's carrying amount of its investments	₱992,266,822	₱14,095,844	₱780,384,450

**Inclusive of cumulative foreign currency translation loss amounting to ₱212,490,203*

	2021		
	LTP	CPCS	JASCO
Revenue from contracts with customers	₱6,711,599,510	₱258,144	₱623,600,259
Direct costs	4,827,900,484	11,539,696	777,517,166
Gross profit (loss)	1,883,699,026	(11,281,552)	(153,916,907)
General and administrative expenses	841,553,040	3,227,057	94,849,185
Net income (loss)	715,483,736	(14,240,635)	(143,182,391)
Other comprehensive income	224,032,022	–	–
Total comprehensive income (loss)	939,515,758	(14,240,635)	(143,182,391)
Group's share in net income (loss)	₱350,587,031	(₱5,696,254)	(₱42,954,717)
Group's share in total comprehensive income (loss)	₱460,362,721	(₱5,696,254)	(₱42,954,717)

In the normal course of business, LTP is involved in certain claims by third parties mainly related to damages, consignment of inventories, labor and other contingencies. These provisions for claims and losses pertain to management's best estimate of probable losses in connection with claims from third parties involving damages, consignment of inventories, and other issues. These provisions have been developed in consultation with LTP's legal counsels, advisors and are based upon an analysis of potential results. LTP recognized provisions amounting to ₱631.7 million and ₱639.9 million as of December 31, 2023 and 2022, respectively, which are included as part of "Current liabilities" in LTP's summarized financial information. The provision for probable losses and claims recognized in profit or loss amounted to ₱126.8 million, ₱99.3 million and ₱107.4 million in 2023, 2022 and 2021, respectively, which are included as part of "General and administrative expenses" in LTP's summarized financial information.

Dividend received from LTP and CPCS amounted to ₱539.1 million, ₱114.7 million and nil in 2023, 2022 and 2021, respectively.

Further, the Group has interest in two other associates. The financial information of these associates as of and for the year ended December 31, 2022 are as follows (nil as of December 31, 2023):

Total assets	₱160,889,004
Total liabilities	89,625,827
Equity	71,263,177
Net loss	2,407,340
Group's carrying amount of its investments	47,769,226

10. Acquisition of a Subsidiary and Subsidiaries with Material Non-controlling Interests

Acquisition of a Subsidiary

On March 28, 2023, SWRI entered into a Share Purchase Agreement with CSWC to purchase 1,250,005 shares or 100% of CSW Lapu-lapu, Inc. (CSWLI) for an aggregate consideration of ₱312,505. CSWLI is engaged in bulk potable water supply and water treatment.

The fair values of the identifiable assets and liabilities as at the date of acquisition are presented in the next page.

	Provisional Values
Assets	
Cash in bank	₱138,501
Receivables	20,005
Other current assets	20,856
Water service contract	72,264,350
	72,443,712
Liabilities	
Accounts payable and other current liabilities	78,604
Deferred tax liability	2,322,242
	2,400,846

	Provisional Values
Total identifiable net assets at fair value	₱70,042,866
Cash transferred	312,505
Gain on bargain purchase (Note 22)	₱69,730,361

Net cash outflow on acquisition is as follows:

Cash acquired with the subsidiary[(a)]	₱138,501
Total cash paid on acquisition	312,505
Net cash outflow	₱174,004

(a) Cash acquired with the subsidiary is included in cash flows from investing activities.

The fair value of water service contract recognized in the December 31, 2023 consolidated balance sheet was based on the third party consultant's independent valuation of acquired asset.

The Group recorded gain on bargain purchase amounting to ₱69.7 million as presented under 'Other income - net' in its 2023 consolidated statement of income (see Note 22).

If the acquisition had taken place at the beginning of year 2023, net profit or loss contribution would have been ₱302,176 for the year ended December 31, 2023.

Subsidiaries with Material Non-controlling Interests

- As of December 31, 2023 and 2022, MASCORP has a material non-controlling interest of 20%.

- As of December 31, 2023 and 2022, MACS has a material non-controlling interest of 33%.

- In December 2023, Securities and Exchange Commission (SEC) has approved FAA's application for an increase in authorized capital stock amounting to ₱60 million divided into 600,000 shares with par value of ₱100 per share to ₱200 million divided into 2,000,000 shares. FAA's existing shareholders converted a portion of their outstanding advances totalling ₱35 million into equity investment. Out of the total capital infusion, FAAS' non-controlling interest invested ₱17.2 million. As of December 31, 2023 and 2022, FAA has a non-controlling interest of 49%.

Set out in the next page are the summarized financial information of MASCORP and MACS. The amounts disclosed are based on those included in the consolidated financial statements before intercompany eliminations.

Summarized balance sheets:

	2023		2022	
	MASCORP	**MACS**	MASCORP	MACS
Current assets	**₱1,466,314,936**	**₱833,331,170**	₱1,229,603,091	₱761,359,756
Noncurrent assets	**565,032,306**	**441,377,272**	517,399,148	361,861,348
Current liabilities	**1,738,413,436**	**443,655,847**	1,427,668,983	519,445,193
Noncurrent liabilities	**94,859,929**	**41,577,132**	111,082,401	43,260,252
Equity	**198,073,875**	**789,475,464**	208,250,855	560,515,659
Equity attributable to non-controlling interest	**3,158,674**	**70,580,686**	42,282,125	157,795,659

Summarized statements of income:

	2023		2022	
	MASCORP	**MACS**	MASCORP	MACS
Revenue	**₱3,075,884,775**	**₱1,353,216,940**	₱2,008,068,324	₱832,280,283
Direct costs	**2,863,811,851**	**867,146,544**	1,766,455,280	578,637,044
Operating expenses	**175,486,533**	**300,939,877**	158,652,905	219,856,434
Net income	**15,793,369**	**213,880,868**	80,225,277	8,496,492
Net income attributable to non-controlling interest	**3,158,674**	**70,580,686**	15,944,201	3,871,102

Summarized statements of comprehensive income:

	2023		2022	
	MASCORP	**MACS**	MASCORP	MACS
Net income	**₱15,793,369**	**₱213,880,868**	₱80,225,277	₱8,496,492
Other comprehensive income (loss)	**(25,970,348)**	**4,859,653**	(4,202,099)	6,479,538
Total comprehensive income (loss)	**(10,176,979)**	**32,171,601**	76,023,178	14,976,030
Total comprehensive income (loss) attributable to non-controlling interest	**(2,035,396)**	**10,616,628**	15,103,781	5,474,788

Summarized statements of cash flows:

	2023		2022	
	MASCORP	**MACS**	MASCORP	MACS
Cash flows from operations	**₱350,613,997**	**₱186,749,623**	₱222,173,667	₱34,072,137
Cash flows used in investing activities	**(143,047,569)**	**(78,158,604)**	(17,470,945)	(18,112,779)
Cash flows from (used in) financing activities	**(79,356,512)**	**(11,040,000)**	(99,578,253)	15,959,858

11. Property, Plant and Equipment

2023

	Land and land improvements	Building and leasehold improvements	Kitchen and other operations equipment	Transportation equipment	Aviation equipment	Plant and technical equipment	Water pumps and machineries	Water pipelines	Office furniture, fixtures and equipment	Drilling equipment	Construction in progress (Notes 16 and 18)	Total
Cost												
January 1	₱440,806,100	₱1,041,390,589	₱786,971,354	₱432,689,714	₱881,407,418	₱124,001,407	₱290,843,702	₱2,968,542	₱232,642,356	₱27,425,491	₱277,598,434	₱4,538,745,107
Additions	1,652,170	32,541,894	41,937,946	103,393,884	88,055,779	4,035,773	–	–	28,261,726	–	6,697,171	306,576,343
Adjustments, Reclassifications and Disposal	(885,334)	(1,598,447)	(306,283)	(16,977,894)	(1,731,576)	–	–	–	(3,279,709)	–	(1,599)	(24,780,842)
December 31	441,572,936	1,072,334,036	828,603,017	519,105,704	967,731,621	128,037,180	290,843,702	2,968,542	257,624,373	27,425,491	284,294,006	4,820,540,608
Accumulated Depreciation												
January 1	(41,189)	(512,085,954)	(552,001,978)	(348,181,639)	(478,430,441)	(44,805,560)	(168,100,261)	(2,778,257)	(182,366,731)	(27,390,154)	–	(2,316,182,164)
Additions	–	(42,151,571)	(41,452,822)	(31,888,435)	(56,713,221)	(20,984,213)	(8,765,759)	–	(18,906,937)	(34,041)	–	(220,896,999)
Adjustments, Reclassifications and Disposal	–	295,111	256,250	6,826,083	1,731,572	–	–	–	650,587	–	–	9,759,603
December 31	(41,189)	(553,942,414)	(593,198,550)	(373,243,991)	(533,412,090)	(65,789,773)	(176,866,020)	(2,778,257)	(200,623,081)	(27,424,195)	–	(2,527,319,560)
Net Book Value	₱441,531,747	₱518,391,622	₱235,404,467	₱145,861,713	₱434,319,531	₱62,247,407	₱113,977,682	₱190,285	₱57,001,292	₱1,296	₱284,294,006	₱2,293,221,048

2022

	Land and land improvements	Building and leasehold improvements	Kitchen and other operations equipment	Transportation equipment	Aviation equipment	Plant and technical equipment	Water pumps and machineries	Water pipelines	Office furniture, fixtures and equipment	Drilling equipment	Construction in progress (Notes 16 and 18)	Total
Cost												
January 1	₱438,598,500	₱1,014,662,911	₱769,895,297	₱405,854,572	₱883,878,837	₱115,495,915	₱260,829,948	₱2,778,258	₱224,859,631	₱27,425,491	₱302,143,864	₱4,446,423,224
Additions	2,207,600	6,723,691	15,654,419	27,899,999	20,585,663	8,505,492	700,000	–	10,794,813	–	43,164,843	136,236,520
Adjustments, Reclassifications and Disposal	–	20,003,987	1,421,638	(1,064,857)	(23,057,082)	–	29,313,754	190,284	(3,012,088)	–	(67,710,273)	(43,914,637)
December 31	440,806,100	1,041,390,589	786,971,354	432,689,714	881,407,418	124,001,407	290,843,702	2,968,542	232,642,356	27,425,491	277,598,434	4,538,745,107
Accumulated Depreciation												
January 1	(41,189)	(471,264,299)	(506,658,064)	(313,275,086)	(431,106,304)	(23,006,852)	(157,438,298)	(2,778,257)	(161,284,288)	(26,808,267)	–	(2,093,660,904)
Additions	–	(40,827,065)	(45,787,169)	(35,815,395)	(63,664,246)	(21,798,708)	(463,644)	–	(20,295,564)	(581,887)	–	(229,233,678)
Adjustments, Reclassifications and Disposal	–	5,410	443,255	908,842	16,340,109	–	(10,198,319)	–	(786,879)	–	–	6,712,418
December 31	(41,189)	(512,085,954)	(552,001,978)	(348,181,639)	(478,430,441)	(44,805,560)	(168,100,261)	(2,778,257)	(182,366,731)	(27,390,154)	–	(2,316,182,164)
Net Book Value	₱440,764,911	₱529,304,635	₱234,969,376	₱84,508,075	₱402,976,977	₱79,195,847	₱122,743,441	₱190,285	₱50,275,625	₱35,337	₱277,598,434	₱2,222,562,943

'Adjustments, reclassification and disposal' includes retirement of fully depreciated property, plant, and equipment, reclassification of certain amounts previously classified as Construction in Progress to appropriate accounts when the asset became ready for intended use, disposals and other adjustments.

Management performed impairment tests for CGUs that are operating below the expected level. The recoverable amounts are computed based on value in use calculations using cash flow projections of three to five years as approved by management.

The calculation of value-in-use is most sensitive to the following assumptions:

FAA

- *Discount rate (15.3% in 2023 and 10.5% in 2022)* - Discount rate represents the current market assessment of the risk specific to the Company, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is derived from the WACC. The Group used WACC rate as affected by beta of companies with similar activities and capital structure. WACC is also affected by costs of debt and capital based on average lending rates for long-term loans.

- *Average number of flight hours (732 flying hours)* - Flight activity hours are estimated by management based on various factors, including the average number of students enrolled in the academy. These estimates are derived from historical data and projections. Additionally, flight activities are influenced by weather conditions and the progress of students. As such, fluctuations in student numbers and weather patterns may impact the actual number of flight hours recorded.

SWRI

The key assumptions used in determining the recoverable amounts as of December 31, 2023 of property plant and equipment are the same as with those used in the impairment testing of service concession rights. Further, management used 4% growth rate in the calculation of cash flows beyond the forecast period.

Management determined that the value in use exceeds the carrying amount of the CGUs with sufficient headroom as of December 31, 2023 and 2022. Management believes that no reasonably possible change in the assumptions would cause the carrying values of the CGUs to materially exceed their recoverable amounts.

Noncash additions as of December 31, 2023 and December 31, 2022 amounted to ₱1.6 million and ₱2.6 million, respectively.

Depreciation and amortization are distributed as follows:

	2023	2022	2021
Direct costs (Note 20)	**₱169,004,857**	₱175,741,173	₱172,479,934
Operating expenses (Note 20)	**51,892,142**	53,492,505	58,194,468
	₱220,896,999	₱229,233,678	₱230,674,402

12. Investment Property

The Group's investment property pertains to a parcel of land held for future development which amounted to ₱143.9 million as of December 31, 2023 and 2022. The fair value of the investment property amounted to ₱433.0 million which is based on the latest available appraisal report rendered by a Philippine SEC-accredited professional firm of independent appraisers as of March 26, 2021 (see Note 32). Management believes that there have been no significant activities in the areas where the investment properties are located which can indicate significant changes in the fair values of investment properties per appraiser reports.

The independent appraiser used the "Sales Comparison Approach" in valuing the property in 2021. This is a comparative approach to value that considers the sales of similar or substitute properties and related market data and establishes a value estimate by process involving comparison. Listings and offerings may also be considered.

Operating expense incurred in relation to investment property pertains to real property taxes (included as part of "Taxes and licenses") amounted to ₱1.0 million in 2023, 2022 and 2021 (see Note 20).

There are neither restrictions on the realizability of investment property nor contractual obligations to develop or maintain such property.

13. Service Concession Rights, Intangible Assets and Goodwill

Service Concession Rights

	2023	2022
Cost		
Beginning balance	**₱547,465,911**	₱528,713,798
Additions	**14,943,204**	18,752,113
Ending balance	**562,409,115**	547,465,911
Accumulated Amortization		
Beginning balance	**131,838,425**	109,909,757
Amortization (Note 20)	**22,095,554**	21,928,668
Ending balance	**153,933,979**	131,838,425
Net Book Value	**₱408,475,136**	₱415,627,486

The cost of service concession right pertains to incurred construction costs by SNVRDC in relation to the construction of water treatment plant and pipe laying activities in Solano, Nueva Viscaya and the fair value of NAWASCOR's water system and pipelines in Naic, Cavite (see Note 29). Pursuant to Philippine Interpretation IFRIC 12, the Group recognizes intangible assets in accordance with the accounting policies stated in Note 2.

The additions to service concession right in 2023 and 2022 pertain to costs of ongoing construction of water facilities and pipe laying activities. These are recognized as contract assets and are presented as part of service concession right in the 2023 consolidated balance sheet. Construction revenue and costs amounted to nil, ₱0.4 million and ₱0.2 million in 2023, 2022 and 2021, respectively (see Note 22).

In 2023 and 2022, management performed impairment test of SNVRDC's service concession right due to SNVRDC's continued losses since the start of commercial operations in 2016. SNVRDC is part of water treatment and distribution segment. SNVRDC's service concession right, which pertains to incurred construction costs, amounted to ₱216.8 million and ₱230.5 million as at December 31, 2023 and 2022, respectively. Management has determined based on the impairment test that the value-in-use exceeds the carrying value of the service concession right.

The calculation of value in use is most sensitive to the following assumptions:

- *Discount rate (9.1% in 2023 and 8.7% in 2022)* - Discount rate represents the current market assessment of the risk specific to the Company, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is derived from the WACC. The Group used WACC rate as affected by beta of companies with similar activities and capital structure. WACC is also affected by costs of debt and capital based on average lending rates for long-term loans.

- *Average volume of annual water consumption (2.3 million cubic meter)* - The average volume of annual water consumption is based on management's best estimate of water consumption per customer and increases in number of connections considering factors such as historical trend, market analysis, government regulations and other economic factors.

- *Average price per cubic meter (average annual increase of 3%)* - Price per cubic meter represents the management's forecast that the Company would charge its customers considering the estimated increase to be granted by the Municipality of Solano, the approved tariff rate of National Water Regulations Board, and the estimated yearly increase that is acceptable to the customers.

Sensitivity to Changes in Assumptions
Other than as disclosed above, management believes that any reasonable possible change in any of the above assumptions would not cause the carrying value to exceed its recoverable amount.

<u>Goodwill and Intangible Assets</u>

	2023	2022
Goodwill	**₱127,842,231**	₱127,842,231
Intangible assets		
Water rights	**117,277,726**	117,268,229
Water service contract (Note 10)	**72,264,350**	–
Customer contract and relationships	**48,084,639**	51,475,042
	237,626,715	168,743,271
	₱365,468,946	₱296,585,502

Goodwill
The goodwill recognized by the Group amounting to ₱127.8 million as of December 31, 2023 and 2022 resulted from the Group's acquisition of: (a) 13% non-controlling interest from a previous stockholder of MACS in 2006, (b) 67% of BTSI in 2016, (c) 100% of NAWASCOR in 2017 and (d) 60% of SWRI in 2018.

The carrying amount of goodwill is allocated to each of the CGUs (determined to be at the subsidiary level) as of December 31, 2023 and 2022 as follows:

MACS	BTSI	NAWASCOR	SWRI	Total
₱17,531,232	₱46,056,595	₱36,885,706	₱27,368,698	₱127,842,231

Management performs its annual impairment test of goodwill of CGUs. BTSI and NAWASCOR are part of the water treatment and distribution segment, while MACS is part of inflight and other catering services segment. The recoverable amounts are computed based on value in use calculations using cash flow projections as approved by management and discounted using a pre-tax discount rate of ranged from 10.4% to 14.8% in 2023 and 8.7% to 11% in 2022. Management determined, that the value in use exceeds the carrying amount of the cash generating units with sufficient headroom as of December 31, 2023 and 2022.

The key assumptions used in determining the recoverable amounts as of December 31, 2023 of goodwill allocated to BTSI and NAWASCOR and water rights are the same as with those used in the impairment testing of service concession rights. Further, management used 4.0% growth rate in the calculation of cash flows beyond the forecasted period. In addition, for impairment testing of goodwill allocated to MACS, management used sales growth rate based on MACS' five-year forecast and long-term growth rate of 7.9% and 4.0% in 2023 and 2022, respectively, based on forecasted growth in food industry.

Management believes that no reasonably possible change in the assumptions would cause the carrying values of the CGUs to materially exceed their recoverable amounts.

Water rights
The water rights allow BTSI and NEWS to extract and distribute water in certain provinces of the Philippines and for NAWASCOR to operate, manage, maintain water systems of certain subdivisions. Management believes that the water rights have an indefinite useful life due to the permanent nature of water permits.

Customer contract and relationships
Customer contract and relationships pertain to Group's long-term water supply contract with a third party and established relationships with the existing customers through service contracts. These are identified intangible assets as part of the acquisition of BTSI group in 2016. The customer contract is amortized over the remaining contract term, while customer relationships are amortized over the estimated years where all the existing customers would have switched to other water distributors. The amortization of customer contract and relationships amounted to ₱3.4 million in 2023 and 2022.

Water service contract
Water service contract pertains to Group's long-term bulk water supply contract with the local government. This was identified as intangible asset as part of the acquisition of CSWLI in 2023.

14. **Deferred Mine Exploration Costs and Mining-Related Activities**

Deferred mine exploration costs amounts to ₱238.5 million as of December 31, 2023 and 2022 (see Note 15).

Infanta Nickel Project
Deferred mine exploration costs pertain to costs incurred by the Company in the exploration of its mining property located in Brooke's Point, Palawan, the Infanta Nickel Project (the Project).

The Project is the Company's tenement under MPSAs with the government, MPSA 220IV-B. It holds another mining property within the same Municipality denominated as MPSA No. 221-2005-IVB. The former MPSA is a consolidation of the Company's eight mining lease contracts with the Government that were granted under Commonwealth Act No. 137 and P.D. 463. In the 1970's, the Company operated the mine as an export producer of beneficiated nickel laterite. As such, it had sales and purchase agreements with Sumitomo Metal Mining Co., Ltd. of Japan, and thus, had made shipments of nickel ore to Japan in the 1970's until very low nickel prices forced the operations to be suspended. The previous quarry and road network within the tenement still exists and is currently being maintained for future use.

The MPSAs run for a term not exceeding 25 years from the dates of the grant, and are renewable for another term not exceeding 25 years under the same terms and conditions, without prejudice to changes that will be mutually agreed upon by the DENR and the Company.

On July 23, 2021, the BOD approved the signing of a Memorandum of Agreement (MOA) between its 100% wholly owned subsidiary, MMC and Calmia Nickel, Inc. (Calmia) for the nickel mine in Brooke's Point Palawan. This operating agreement allows Calmia to explore and operate the mining tenement of MMC in Brooke's Point, Palawan, in exchange for payment of royalties to the Group. Currently, the mine operator is working on the permits needed to re-open and operate the mine.

As of December 31, 2022, MMC is waiting for the release of the Certification Precondition (CP) from NCIP. It was approved last December 27, 2022 and recommended for issuance. MMC subsequently received the certificate in February 2023. In December 2023, Environmental Compliance Certificate (ECC) was issued by Mines and Geosciences Bureau (MGB) to MMC. As of March 21, 2024, MMC is in the process of securing the notice to proceed to start the mining operation.

Administrative expenses related to the mining exploration activities are expensed as incurred and presented under "Mining expenses" under "Operating expenses" account. These amounted to nil in 2023 and 2022 and ₱2.3 million in 2021 (see Note 20).

Deeds of Assignment with Bulawan Mining Corporation (BUMICO)
In 2012, the Company entered into two deeds of assignment with BUMICO. The first deed of assignment covered BUMICO's rights, title to, interests and obligations under the former's application for exploration permit with the MGB of the DENR over certain properties in Basay, Negros Oriental under Exploration Permit Application No. 000103 VII. In consideration, the Company paid BUMICO ₱16.0 million, which is recorded as "Deferred mine exploration costs" under "Other noncurrent assets" account in the consolidated balance sheets. The said assignment was approved by the Regional Director of the MGB on January 28, 2013.

The second deed of assignment covered BUMICO's rights, interests and obligations under an Operating Agreement with Philex Mining Corporation (PHILEX). The Operating Agreement granted PHILEX the exclusive right and privilege to take over, as an independent contractor, the working and operation of Mineral Claims as defined in the Operating Agreement for a period of 25 years. In consideration, the Company offered its technical services for BUMICO to tie up with PHILEX. The said deed of assignment was consented by PHILEX. Currently, PHILEX has no operations over the Mineral Claims. Once PHILEX resumes the operations of and generates income from the Mineral Claims, the Company shall be entitled to royalty payments and that BUMICO shall be entitled to a certain percentage of such royalties.

On September 28, 2018, PNB's BOD approved the sale of 100% shareholdings of BUMICO to MMC. Consequently, PNB and MMC signed a deed of absolute sale on November 15, 2018 for the transfer of all the rights, title and interest of BUMICO in favor of MMC. As of December 31, 2023, PHILEX has not yet produced/sold any gold from its operation. Exploration activity remained suspended pending approval of the request for the conversion of the mining lease contract into a mineral production sharing agreement.

15. Other Noncurrent Assets

	2023	2022
Deferred mine exploration costs (Note 14)	**₱238,513,440**	₱238,513,440
Input VAT (Note 8)	**178,196,827**	141,541,222
Equity investments designated at FVTOCI	**120,155,800**	105,155,800
Advances to contractors and suppliers	**98,311,656**	93,583,032
Deposits	**62,070,843**	45,669,001
Contract assets - net of current portion (Note 6)	**52,784,387**	77,139,974
Deferred project costs	**42,783,267**	42,783,267
Deferred rent expense	**25,348,978**	25,567,429
Finance lease receivable - net of current portion	**11,488,670**	12,077,793
Pension asset (Note 21)	**979,056**	7,741,764
Installment receivables - net of current portion (Note 6)	–	698,923
Others	**20,645,115**	22,782,016
	₱851,278,039	₱813,253,661

Equity investments designated at FVTOCI
The Company's investments in golf club share and other proprietary and equity shares are carried at fair value based on published club share quotes that are publicly available from local dailies and from the website of club share brokers. As of December 31, 2023 and 2022, equity investments designated at FVTOCI amounted to ₱120.2 million and ₱105.2 million, respectively.

Below is the movement of reserve for fair value changes of financial assets investments at FVTOCI, which is presented as part of "Reserve for fair value changes of financial assets investments" in the consolidated statements of changes in equity.

	2023	2022
Beginning balance	**₱69,719,999**	₱51,019,999
Changes in fair value of equity investments held at FVTOCI, net of tax effect	**12,750,000**	18,700,000
Ending balance	**₱82,469,999**	₱69,719,999

Deferred income tax liabilities on the fair value changes of the equity investments designated as FVTOCI amounted to ₱14.1 million and ₱11.9 million as of December 31, 2023 and 2022, respectively (see Note 25).

Deferred project costs
Deferred project cost as of December 31, 2023 and 2022 pertain to the following:

Maragondon Bulk Water project costs	₱34,067,350
Engineering designs, consultancy, development and geodetic surveys costs	8,715,917
	₱42,783,267

a. Maragondon Bulk Water project costs pertain to the cost of feasibility study acquired as part of WBSI acquisition in 2011. Prior to acquisition, WBSI had contractual joint venture agreement with Maragondon Water District (MWD) when WBSI submitted an unsolicited proposal to develop a bulk water supply project to be sourced from the Maragondon River, to install and operate the water treatment plant and deliver treated water at the off-takers tapping point. As part of the agreement, MWD assigned its water permits for the use of the raw water from Maragondon River to WBSI. As of December 31, 2023 and 2022, the Group is working with the local government to execute the Bulk Water Supply Agreement which will contain the terms and conditions to operate the water treatment facility, as well as the corresponding tariffs and royalty fees.

   In January 2019, the Group entered into a Supplemental Agreement to clarify the terms of the contractual joint venture agreement and agree on the implementation timeline of the project.

b. In relation to the Group's water-related projects, the Group incurs expenditures related to the technical feasibility studies which include engineering designs, consultancy fees, development and geodetic surveys and other project costs.

Finance lease receivable
The Group has a long-term lease agreement with a third party which stipulates for a minimum volume of cubic meter to be delivered daily. This is accounted for under finance lease with the related receivables classified as part of "Installment receivables" of the Group.

The gross investment in the lease and the present value of minimum lease payments as of December 31 are shown as follows:

	2023	2022
Not later than one year	**₱1,030,346**	₱1,030,346
Later than one year and not later than five years	**4,121,385**	4,121,385
Later than five years	**10,990,361**	12,020,708
Gross finance lease receivable	**16,142,092**	17,172,439
Less unearned interest	**(4,064,300)**	(4,545,069)
Present value of minimum lease payments	**12,077,792**	12,627,370
Current portion (Note 6)	**(589,122)**	(549,577)
Finance lease receivable - noncurrent portion	**₱11,488,670**	₱12,077,793

Others include software and restricted time deposits placed by the Group to guaranty an institutional catering contract amounting to ₱2.5 million and ₱7.5 million as of December 31, 2023 and 2022, respectively. The Group recognized amortization related to software amounting to ₱0.8 million, ₱1.6 million, and ₱4.1 million in 2023, 2022 and 2021, respectively (see Note 20).

16. Notes Payable and Long-Term Debts

Notes payable

			Outstanding Balance	
Entity	Facility	Terms	2023	2022
Parent Company	One-year loan agreement	Principal payable at maturity; interest payable quarterly, interest rate of 5.75%.	**₱100,000,000**	₱–
BTSI	6 months short-term loan agreement	Principal and interest payable at maturity; interest rate of 6.00%.	**32,000,000**	39,000,000
MSFI	180 days short-term loan agreement	Principal and interest payable at maturity; interest rate of 6.5% (Note 18).	**50,000,000**	50,000,000
NAWASCOR	6 months short-term loan agreement	Principal payable at maturity; interest payable quarterly, interest rate of 8.5%.(Note 18)	**12,500,000**	50,000,000
SWRI	6 months short-term loan agreement	Principal payable at maturity; interest payable monthly, interest rate of 8.5%.(Note 18)	**50,000,000**	–
			₱244,500,000	₱139,000,000

Long-term debts

			Outstanding Balance	
Entity	Facility	Terms	2023	2022
MSFI	Eight-year term loan agreement	Principal and interest payable quarterly; interest rate equivalent to 7.10% per annum (Note 18).	**₱135,000,000**	₱173,571,429
	Eight-year term loan agreement	Principal and interest payable quarterly; interest rate equivalent to the benchmark rate plus 100 basis points per annum or 4.00%, whichever is higher (Note 18).	**129,629,630**	203,703,704
MASCORP	Five-year term loan agreement	Principal and interest payable monthly; interest rate of 3.84% per annum subject to quarterly re-pricing (Note 18).	**53,788,009**	76,326,531
	Five-year term loan agreement	Principal and interest payable monthly; interest rate of 2.49% per annum subject to quarterly re-pricing (Note 18).	**45,795,918**	90,270,007
	Five-year term loan agreement	Principal and interest payable monthly; interest rate of 3.01% per annum subject to quarterly re-pricing (Notes 18 and 23).	**784,400**	10,268,209
	Five-year term loan agreement	Principal and interest payable monthly; interest rate of 3.30% per annum subject to quarterly re-pricing (Notes 18 and 23).	–	892,080

(Forward)

Entity	Facility	Terms	Outstanding Balance 2023	2022
BTSI	Ten-year term loan agreement	Monthly principal repayment to commence one year after the drawdown date, and bears interest rate of 6.0% per annum	**₱210,792,431**	₱242,411,296
	Fifteen-year term loan agreement	Principal and interest payable monthly; interest rate of 6.0% per annum.	**19,843,200**	19,843,200
	Fifteen-year term loan agreement	Principal and interest payable monthly; interest rate of 6.0% per annum.	**6,736,800**	6,736,800
	Fourteen-year term loan agreement	Monthly principal repayment to commence at the two years after the drawdown date, and bears interest rate of 6.0% per annum	**10,000,000**	10,000,000
SWRI	Five-year term loan agreement	Principal and interest payable quarterly; interest rate of 6.5% per annum.	**375,917**	536,176
	Nine-year term loan agreement	Principal and interest payable monthly; interest rate of 8.0%.	**–**	15,964,775
NAWASCOR	Three-year term loan agreement	Principal and interest payable quarterly, interest rate of 6.25% per annum	**133,333,333**	200,000,000
	Five-year term loan agreement	Principal and interest payable semi-annually, interest rate of 5.00% per annum	**852,741**	1,054,167
FAA	Five-year term loan agreement	Principal and interest payable quarterly; interest rate of 7.5% per annum.	**55,152,317**	80,152,317
			802,084,696	1,131,730,691
	Unamortized transaction costs		**(2,075,873)**	(2,475,623)
			800,008,823	1,129,255,070
	Less current portion		**314,114,902**	298,122,652
	Noncurrent portion		**₱485,893,921**	₱831,132,418

The aforementioned notes payable and long-term debts are obtained from local banks.

The MSFI loan was specifically availed to finance the construction of its kitchen facility (see Note 11). In accordance with the loan agreement, MSFI is required to maintain debt-to-equity ratio of not more than 70:30 and debt service coverage ratio (DSCR) of at least 1.2 times. In December 2023, the lender-bank approved to defer the effectivity of certain financial loan covenants until December 31, 2024.

In accordance with the loan agreements, MASCORP is required to maintain a debt-to-equity ratio of not greater than 2.33 times and debt service coverage ratio of not lower than 1.0x. In December 2023, the lender-bank approved to defer the effectivity of certain financial loan covenants until December 31, 2024.

BTSI is required to maintain certain financial ratios, such as current ratio, debt service cost coverage and debt equity ratio, and comply with non-financial covenants for bank loan applicable a year after the grant of the loan. In 2023, the lender-bank approved to defer the effectivity of certain financial and non financial loan covenants until December 31, 2024.

Total interest expense incurred amounted to ₱96.1 million, ₱85.1 million and ₱86.1 million in 2023, 2022 and 2021, respectively (see Note 22). There was no capitalization of interest expense in 2023, 2022 and 2021.

17. Accounts Payable and Accrued Liabilities

	2023	2022
Trade accounts payable:		
Related parties (Note 18)	**₱598,388,395**	₱321,974,098
Third parties	**565,200,908**	607,878,975
Nontrade accounts payable (Note 29)	**473,985,211**	450,535,477
Accrued:		
Utilities and others (Note 20)	**204,174,648**	183,834,851
Rental	**111,237,256**	80,105,525
Service fees (Note 29)	**52,713,237**	66,827,456
Outside services	**15,221,611**	13,588,691
Interest (Notes 16 and 18)	**11,508,861**	9,706,555
Personnel cost	**8,724,839**	36,295,125
Output VAT	**286,025,183**	166,056,361
Payable to government agencies	**193,370,167**	77,135,202
Unearned revenue	**115,434,244**	83,395,122
Retention payable	**10,067,040**	8,068,447
	₱2,646,051,600	₱2,105,400,885

Trade payables are incurred in the conduct of the Group's business with normal credit terms ranging from 30 to 45 days. Nontrade payables include concession privilege fee payable and payable to mine surveyor and subcontractor.

Retention payable pertains to the portion of the contractors' billings on the various construction projects retained by the Group and will be released upon acceptance of the completed projects and submission by the contractors of the certificate of completion and guarantee bond.

Deferred output VAT, which is included as part of "Output VAT", pertains to output VAT of uncollected receivables from the rendering of the Group's services.

Payable to government agencies include other tax-related payable such as withholding tax and payable to Social Security System, Philippine Health Insurance Corporation and Pag-IBIG Fund Contributions.

18. Related Party Transactions

Parties are considered to be related if one party has the ability to control, directly or indirectly, the other party or exercise significant influence over the other party in making financial and operating decisions. It includes companies in which one or more of the directors and/or shareholder of the Company either has a beneficial controlling interest or are in a position to exercise significant influence therein (i.e., affiliates).

Transactions between the Company and its subsidiaries and the related balances are eliminated at consolidation and are no longer included in the disclosures.

Transactions disclosed below pertain to the following related parties:

Relationship	Name
Affiliates	Philippine National Bank Philippine Airlines, Inc. (PAL) Air Philippines Corporation (APC)
Associates	LTP CPCS

The following tables summarize the transactions with the Group's related parties and their account balances:

Nature of Transaction	Outstanding balance		Terms and conditions
	2023	2022	
	(In millions)		
Affiliates			
Deposits and cash equivalents	**₱1,003.8**	₱433.6	On demand; prevailing interest rate
Rental deposit	**0.6**	4.2	To be refunded at the end of lease term; non-interest bearing
Trust fund retirement plan (Note 21)	**115.8**	90.3	Based on trustee agreement

Nature of Transaction	Amount of Transactions		Outstanding Balance Receivable (Payable)			Terms and Conditions
	2023	2022	2021	**2023**	2022	
			(In millions)			
Affiliates						
Interest income on deposits and cash equivalents (Note 22)	**₱10.4**	₱0.4	₱–	₱–	₱–	On demand; prevailing interest rate
Ground handling and other services	**2,828.1**	1,901.4	675.0	**796.0**	734.9	30 day, unsecured, non-interest bearing, unimpaired
Catering services	**1,570.8**	852.6	148.5	**192.1**	158.5	30 day, unsecured, non-interest bearing, unimpaired
Short-term debt (Note 16)	**50.0**	–	(100.0)	**(112.5)**	(100.0)	5-8 year term loan, interest bearing
Long-term debt (Note 16)	**–**	200.2	(781.2)	**(499.6)**	(504.7)	based on benchmark rate, payable
Interest expense	**55.9**	46.7	–	**(4.7)**	–	quarterly; no collateral
Office rent	**8.7**	10.5	–	–	–	30 day, unsecured, non-interest bearing
Lease of ground support equipment and share in utilities/space rental	**348.2**	166.4	114.7	**(581.1)**	(289.6)	30-day, non-interest bearing
Lease of operational areas and equipment and allocated operating costs	**27.8**	51.7	(69.4)	**(17.3)**	(32.3)	On-demand, unsecured, non-interest bearing

Nature of Transaction	Amount of Transactions		Outstanding Balance Receivable (Payable)			Terms and Conditions
	2023	2022	2021	**2023**	2022	
			(In millions)			
Associates						
Administrative and lease income from sublease of land	**₱30.0**	₱29.2	₱–	**2.7**	₱–	25 years, non-interest bearing, includes impact of straight-line recognition of lease income, unimpaired
Service fee from preventive maintenance and waste water treatment services	**1.4**	1.1	–	**1.2**	1.1	30 day, unsecured, non-interest bearing, unimpaired
Ground handling	**4.0**	3.6	–	**15.9**	2.5	30 day, unsecured, non-interest bearing, unimpaired
Catering services	**13.7**	12.7	3.4	**10.3**	5.8	30 day, unsecured, non-interest bearing, unimpaired
Management services	**27.9**	25.6	1.2	**–**	–	30 day, unsecured, non-interest bearing, unimpaired
Dividend received	**539.1**	114.7	–	**–**	–	On-demand, unsecured, non-interest bearing

Outstanding balances at year-end are to be settled in cash. There have been no guarantees provided or received for any related party receivables or payables.

Ground handling and catering arrangements
Transactions with PAL and APC include ramp, passenger, cargo and other ground handling services and catering services. The Group also provides catering services to an airport lounge of PAL.

As of December 31, 2023 and 2022, the Group's trade receivables from related parties amounted to ₱1,014.4 million and ₱901.7 million.

Loans
In 2017, MSFI availed an eight-year term loan facility amounting to ₱400.0 million with the local affiliated bank (see Note 16). The loan was availed to finance the MSFI's construction of kitchen facility. In 2019, the Group availed an eight-year term loan facility amounting to ₱250.0 million with the local affiliated bank. These loans were availed to finance the Group's construction of kitchen facility. The carrying value of the loan as of December 31, 2023 and 2022 amounted to ₱264.6 million and ₱377.3 million, respectively. Interest expense incurred amounted to ₱21.7 million in 2023, ₱22.5 million in 2022 and ₱34.7 million in 2021 (see Notes 11 and 16).

In 2017, the MASCORP availed of two five-year term loans totalling ₱94.2 million with PNB for working capital and to finance the acquisition of ground handling service equipment. The carrying value of the loan as of December 31, 2023 and 2022 amounted to ₱0.8 million and ₱11.2 million, respectively. MASCORP has fully paid the loans in February 2024.

In 2019, MASCORP obtained five-year term loans from PNB amounting to US$3.5 million equivalent to ₱183.6 million and ₱165.0 million payable in 60 equal and successive monthly amortizations commencing at the end of the first month from initial draw down date of the loans. Interest rate is subject to quarterly repricing. These loans were availed to refinance the short-term loans drawn against the omnibus credit line with PNB and for the purchase of various equipment which are mostly ground support equipment for the MASCORP's operations in various stations. The carrying value of the loan as of December 31, 2023 and 2022 amounted to ₱99.6 million and ₱166.6 million, respectively. Interest expense for MASCORP's loans amounted to ₱11.7 million in 2023 and ₱9.3 million in 2022 (see Notes 11 and 16).

Leases
MASCORP leases ground support equipment from PAL and the MASCORP pays to PAL its share on rental and utilities in the airport space occupied.

PAL charges MSISC for the lease of operational areas and equipment and allocated operating costs.

The Group also has outstanding short-term loans which amounted to ₱112.5 million and ₱100.0 million as of December 31, 2023 and 2022, respectively (see Note 16).

As of December 31, 2023 and 2022, the accreted value of rental deposit are presented as part of "Other noncurrent liabilities" in the consolidated balance sheets amounting to ₱19.3 million. Accretion of interest (included as part of "Financing charges" account) amounted to ₱2.5 million in 2023, ₱2.2 million 2022 and nil in 2021 (see Note 22). As of December 31, 2023 and 2022, unearned rent income from nonrefundable deposits amounted to ₱22.9 million and ₱23.8 million, respectively.

Compensation of Key Management Personnel
The short-term benefits of the Company's key management personnel amounted to ₱55.7 million in 2023, ₱41.8 million in 2022, and ₱76.8 million in 2021. There are no termination benefits or share-based payments granted to key management personnel.

Related Party Transactions Review

In accordance with the guidelines and regulations on corporate governance issued by the Philippine SEC and other regulatory bodies, the Group adopted a policy on related party transactions. The material related party transactions policy shall cover transactions meeting the materiality threshold of 10% of the Group's total consolidated assets. All individual material related party transactions shall be approved by at least two-thirds (2/3) vote of the BOD with at least a majority of the independent directors voting to approve the material related party transaction.

19. Revenue

	2023	2022	2021
Gross service revenue	**₱8,078,981,522**	₱4,927,514,231	₱1,956,647,428
Less discounts	**81,935,676**	44,006,204	7,782,773
	₱7,997,045,846	₱4,883,508,027	₱1,948,864,655

Disaggregated Revenue Information

The Group derives its revenue from transfer of goods and services over time and at a point in time, in different product types and within the Philippines.

Set out below are the disaggregation of the Group's revenue and the reconciliation of the revenue from contracts with customers with the amounts disclosed in segment information (see Note 4).

2023

	In-flight and Other Catering*	Ground Handling and Aviation	Administrative*	Water Treatment and Distribution*	Mining	ICT Services	Total
Services							
Inflight and other catering	₱2,682,257,625	₱–	₱–	₱–	₱–	₱–	₱2,682,257,625
Passenger and ramp services	–	₱2,873,826,485	–	–	–	–	2,873,826,485
Cargo handling	–	202,058,290	–	–	–	–	202,058,290
Water distribution	–	–	–	606,667,552	–	–	606,667,552
Operation and maintenance of STP	–	–	–	10,822,036	–	–	10,822,036
Administrative fee	–	–	46,621,995	–	–		46,621,995
Others	1,201,374,170	59,639,885	–	–	–	215,627,301	1,476,641,356
	3,883,631,795	3,135,524,660	46,621,995	617,489,588	–	215,627,301	7,898,895,339
Goods							
Beverages and dry goods	98,150,507	–	–	–	–		98,150,507
Total	₱3,981,782,302	₱3,135,524,660	₱46,621,995	₱617,489,588	–	₱215,627,301	₱7,997,045,846

**In 2023, revenue eliminated in in-flight and other catering, administrative and water treatment and distribution segments amounted to ₱12.0 million, ₱6.6 million and ₱14.9 million, respectively.*

2022

	In-flight and Other Catering*	Ground Handling and Aviation	Administrative*	Water Treatment and Distribution*	Mining	Total
Services						
Inflight and other catering	₱1,454,505,234	₱–	₱–	₱–	₱–	₱1,454,505,234
Passenger and ramp services	–	1,803,979,312	–	–	–	1,803,979,312
Cargo handling	–	191,176,633	–	–	–	191,176,633
Water distribution	–	–	–	502,794,182	–	502,794,182
Operation and maintenance of STP	–	–	–	12,215,328	–	12,215,328
Administrative fee	–	–	30,443,040	–	–	30,443,040
Others	776,276,013	54,379,244	–	–	–	830,655,257
	2,230,781,247	2,049,535,189	30,443,040	515,009,510	–	4,825,768,986
Goods						
Beverages and dry goods	57,739,041	–	–	–	–	57,739,041
Total	₱2,288,520,288	₱2,049,535,189	₱30,443,040	₱515,009,510	₱–	₱4,883,508,027

**In 2022, revenue eliminated in in-flight and other catering, administrative and water treatment and distribution segments amounted to ₱11.2 million, ₱20.9 million and ₱6.7 million, respectively.*

2021

	In-flight and Other Catering	Ground Handling and Aviation	Administrative	Water Treatment and Distribution*	Mining	Total
Services						
Inflight and other catering	₱417,844,526	₱–	₱–	₱–	₱–	₱417,844,526
Passenger and ramp services	–	840,431,319	–	–	–	840,431,319
Cargo handling	–	194,787,460	–	–	–	194,787,460
Water distribution	–	–	–	273,909,728	–	273,909,728
Operation and maintenance of STP	–	–	–	3,282,661	–	3,282,661
Administrative fee	–	–	29,120,772	–	–	29,120,772
Others	145,471,665	15,176,009	–	–	–	160,647,674
	563,316,191	1,050,394,788	29,120,772	277,192,389	–	1,920,024,140
Goods						
Beverages and dry goods	28,840,515	–	–	–	–	28,840,515
Total	₱592,156,706	₱1,050,394,788	₱29,120,772	₱277,192,389	₱–	₱1,948,864,655

**In 2021, revenue eliminated in in-flight and other catering, administrative and water treatment and distribution segments amounted to ₱14.2 million, ₱13.1 million and ₱2.3 million, respectively.*

Others include laundry, warehousing and other ancillary services rendered by MACS and MASCORP.

Timing of revenue recognition	**2023**	2022	2021
Goods or services transferred over time	**₱7,898,895,339**	₱4,825,768,986	₱1,920,024,140
Goods transferred at a point in time	**98,150,507**	57,739,041	28,840,515
	₱7,997,045,846	₱4,883,508,027	₱1,948,864,655

Contract Balances

The Group's gross trade receivables amounted to ₱1,974.8 million and ₱1,743.0 million as at December 31, 2023 and 2022, respectively (see Note 6).

As of December 31, 2023 and 2022, the Group's contract assets amounted to ₱57.2 million and ₱80.3 million (see Notes 6 and 15). This includes incremental cost incurred to obtain a contract amounting to ₱49.8 million and ₱64.0 million as of December 31, 2023 and 2022, respectively. Amortization of cost to obtain of contract asset balance amounted to ₱14.2 million in 2023 and 2022.

The Group did not have contract liabilities as of December 31, 2023 and 2022.

20. Direct Costs and Operating Expenses

Direct costs

	2023	2022	2021
Food (Note 7)	**₱1,729,440,079**	₱1,046,466,645	₱222,951,235
Salaries and wages	**1,705,910,197**	1,113,321,101	669,793,188
Contractual services	**958,486,620**	481,827,300	280,481,430
Concession privilege fee (Note 29)	**392,717,672**	244,123,145	97,501,363
Depreciation and amortization (Notes 11, 13 and 28)	**258,976,664**	278,884,665	278,179,021
Supplies (Note 7)	**181,666,273**	117,365,162	62,033,500
Connectivity and technology services	**175,849,768**	–	–
Repairs and maintenance	**160,844,023**	116,290,316	42,737,964
Overhead	**145,524,325**	122,576,320	64,939,399
Rent (Notes 18 and 28)	**136,276,777**	131,623,081	93,886,827
Utilities	**104,290,926**	88,736,325	46,630,934

(Forward)

	2023	2022	2021
Employee benefits (Note 21)	**₱83,612,774**	₱52,184,184	₱31,809,465
Insurance	**45,817,779**	40,541,079	31,814,349
Laundry	**10,427,816**	5,853,773	2,030,228
Others	**164,998,561**	129,732,340	65,458,936
	₱6,254,840,254	₱3,969,525,436	₱1,990,247,839

Operating expenses

	2023	2022	2021
Selling:			
Advertising and promotions	**₱3,711,233**	₱1,816,505	₱2,044,665
General and administrative:			
Salaries and wages	**293,369,563**	221,068,907	225,524,235
Repairs and maintenance	**93,932,742**	51,597,145	31,963,558
Employee benefits (Note 21)	**68,668,474**	23,543,011	14,573,845
Depreciation and amortization (Notes 11, 13, 19 and 28)	**68,024,531**	65,224,915	60,607,793
Taxes and licenses (Note 12)	**67,906,467**	41,880,977	62,614,562
Professional and legal fees	**51,083,734**	37,975,146	70,726,384
Provisions for (reversal of) probable losses and ECL (Notes 6 and 8)	**48,035,231**	39,106,131	(21,992,502)
Supplies	**46,229,986**	29,173,622	18,127,789
Service fee (Note 29)	**44,984,066**	17,780,910	–
Security and janitorial	**44,642,814**	31,379,761	21,670,544
Utilities	**32,832,444**	26,181,795	18,414,311
Rent (Notes 18 and 28)	**27,421,138**	57,712,054	23,077,157
Entertainment, amusement and recreation	**23,935,796**	12,707,062	6,297,033
Transportation and travel	**21,663,561**	11,189,758	7,967,688
Directors' fees	**12,069,998**	10,083,821	12,004,150
Insurance	**11,860,126**	10,770,848	9,263,465
Communications	**9,840,709**	7,713,373	8,296,725
Gas and oil	**8,602,827**	7,943,055	5,487,980
Project expenses	**3,385,254**	2,782,948	7,244,254
Mining expenses (Note 14)	–	–	2,261,299
Reversal of impairment on deferred mine exploration costs (Note 14)	–	–	(217,070,925)
Others	**103,494,021**	85,888,792	100,348,003
	1,081,983,482	791,704,031	467,407,348
	₱1,085,694,715	₱793,520,536	₱469,452,013

Others include quality control related expenses (e.g., hygiene and sanitation), company activities and projects, and personnel training costs.

21. **Employee Benefits Costs**

Accrued retirement and other employee benefits payable consists of the following:

	2023	2022
Accrued retirement benefits payable	**₱164,622,597**	₱103,027,142
Other employee benefits	**25,400,274**	22,581,026
	₱190,022,871	₱125,608,168

Retirement Benefits Cost

The Group has funded, non-contributory defined benefit group retirement plans, covering all of their permanent employees. The retirement benefit is equal to a certain percentage of the monthly final salary for every year of service. The fund is administered by a trustee bank which is responsible for investment strategy of the plan, in consultation with the Group's Management.

Under the existing regulatory framework, Republic Act No. 7641, *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 components of retirement benefits cost recognized in profit or loss follow:

	2023	2022	2021
Current service cost	**₱28,336,042**	₱23,627,939	₱21,989,674
Net interest cost	**5,280,571**	3,360,664	9,351,366
	₱33,616,613	₱26,988,603	₱31,341,040
Portions recognized in:			
Direct costs (Note 20)	**₱17,897,516**	₱14,462,930	₱17,676,297
Operating expenses (Note 20)	**15,719,097**	12,525,673	13,664,743
	₱33,616,613	₱26,988,603	₱31,341,040

The details of the remeasurement in other comprehensive income are as follows:

	2023	2022	2021
Actuarial gain (loss) on defined benefit obligation arising from changes in:			
Experience adjustments	**(₱18,363,911)**	(₱11,355,674)	(₱133,801,915)
Demographic assumptions	**1,484,526**	(19,191,358)	170,184,330
Financial assumptions	**(41,873,287)**	41,734,652	105,322,394
	(58,752,672)	11,187,620	141,704,809
Remeasurement loss on plan assets	**(1,497,429)**	(5,502,860)	(3,173,797)
Effect of asset ceiling	**1,374,637**	1,173,975	(1,724,292)
	(58,875,464)	6,858,735	136,806,720
Tax effect	**10,347,174**	(693,169)	(3,987,221)
	(₱48,528,290)	₱6,165,566	₱132,819,499

The details of the accrued retirement benefits payable, net of pension assets, are as follows:

	2023	2022
Present value of defined benefit obligation	**₱279,482,850**	₱183,810,137
Fair value of plan assets	**(115,804,443)**	(90,345,452)
	164,678,407	93,464,685
Effect of asset ceiling	**165,009**	1,002,769
	₱163,843,416	₱94,467,454

Movements in accrued retirement benefits payable and pension asset follow:

	2023		2022	
	Accrued retirement benefits payable	**Pension asset** (Note 15)	Accrued retirement benefits payable	Pension asset (Note 15)
Beginning balance	**₱103,027,142**	**(₱7,741,764)**	₱99,696,635	(₱21,024,539)
Retirement benefits cost recognized in profit or loss	**33,591,266**	**25,347**	19,406,301	7,582,302
Remeasurements in other comprehensive income	**58,828,413**	**47,051**	(12,559,208)	5,700,473
Contributions	**(23,500,000)**	–	(3,000,000)	–
Benefits directly paid by the Group	**(434,039)**	–	(516,586)	–
Reclassification	**(6,690,310)**	**6,690,310**	–	–
Ending balance	**₱164,822,472**	**(₱979,056)**	₱103,027,142	(₱7,741,764)

Changes in present value of defined benefit obligation are as follows:

	2023	2022
Beginning balance	**₱183,810,137**	₱169,613,284
Current service cost	**28,336,042**	23,627,939
Interest cost	**12,598,500**	7,633,942
Actuarial loss (gain) on retirement obligation	**58,752,672**	(11,045,582)
Benefits directly paid from the Company's fund	**(152,992)**	(516,586)
Benefits paid out of the Group's plan assets	**(3,861,509)**	(5,502,860)
Ending balance	**₱279,482,850**	₱183,810,137

Changes in fair value of plan assets are as follows:

	2023	2022
Beginning balance	**₱90,345,452**	₱89,572,664
Interest income on plan assets	**7,317,929**	4,373,532
Contributions to the plan	**23,500,000**	3,000,000
Benefits paid	**(3,861,509)**	(1,097,884)
Remeasurement loss on plan assets	**(1,497,429)**	(5,502,860)
Ending balance	**₱115,804,443**	₱90,345,452
Actual return on plan assets	**₱5,828,500**	(₱1,129,328)

The major categories of plan assets are as follows:

	2023	2022
Cash and cash equivalents	**₱21,554,917**	₱3,087,101
Debt instruments - government securities	**93,850,566**	86,401,609
Receivables and others	**398,960**	856,742
	₱115,804,443	₱90,345,452

The plan assets have diverse investments and do not have any concentration risk.

The cost of defined benefit pension plans and the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. The principal assumptions used in determining retirement benefits cost and obligations as of January 1 are shown below.

	2023	2022
Average discount rates	**7.09%**	5.14%
Average future salary increases	**3.0%**	3.0%

The average discount rate and future salary increase as of December 31, 2023 are 6.13% and 4%, respectively.

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the present value of defined benefit obligation as of December 31, assuming all other assumptions were held constant:

Assumptions:	2023	2022
Discount rate:		
+100 basis points	**(₱20,318,953)**	(₱14,205,366)
-100 basis points	**24,497,767**	16,312,090
Salary increase rate:		
+100 basis points	**24,777,950**	16,854,071
-100% basis points	**(21,637,837)**	(14,881,138)

There were no changes in the methods and assumptions from the previous periods used in preparing the sensitivity analysis.

Shown below is the maturity analysis of the undiscounted benefit payments:

Date of retirement:	2023	2022
1 year and less	**₱23,430,223**	₱–
More than 1 year to 5 years	**168,351,227**	131,567,555
More than 5 years	**255,039,909**	195,597,957

The Group expects to contribute ₱53.0 million to the retirement fund in 2024. The Group does not currently employ any asset-liability matching strategies.

Other employee benefits

Employees can accumulate earned leave credits, which can be used anytime when needed by the employee or converted to cash, computed based on the employee's final rate upon separation (i.e., resignation or retirement). Accumulated leave credits are presented as "Other employee benefits" which amounted to ₱25.4 million and ₱22.6 million as of December 31, 2023 and 2022, respectively. Provision for (reversal of) accumulating leave credits amounted to ₱2.8 million, ₱0.7 million and (₱15.4 million) in 2023, 2022 and 2021 respectively.

22. Other Income (Charges)

a. Interest income was derived from:

	2023	2022	2021
Cash and cash equivalents (Notes 5 and 18)	**₱16,298,405**	₱1,551,961	₱2,047,795
Accretion of refundable deposits	**2,707,404**	2,350,302	–
Installment receivables (Note 6)	–	–	738,887
	₱19,005,809	₱3,902,263	₱2,786,682

b. Financing charges pertain to:

	2023	2022	2021
Notes payable and long-term debts (Notes 16 and 18)	**₱96,053,858**	₱81,536,874	₱86,072,570
Lease liabilities (Note 28)	**50,719,765**	52,678,133	41,259,528
Accretion of refundable deposits	**2,499,691**	2,213,846	–
Others	**14,508,214**	12,525,932	32,377,595
	₱163,781,528	₱148,954,785	₱159,709,693

Other financing charges pertain to the interest charged for the late payment of rental charges, repairs and maintenance and settlement of tax assessment.

c. Other income consist of:

	2023	2022	2021
Gain on bargain purchase (Note 10)	**₱69,730,361**	₱–	₱–
Loss on disposal of investment in associate (Note 9)	**(43,022,151)**	–	–
Connection and reconnection fees	**5,890,519**	1,626,869	1,286,383
Construction revenue (Note 13)	–	442,145	222,242
Construction costs (Note 13)	–	(442,145)	(222,242)
Others - net	**80,777,229**	104,842,226	84,314,475
	₱113,375,958	₱106,469,095	₱85,600,858

Others include management fee charged to an associate amounting to ₱27.9 million, ₱25.6 million, and ₱52.8 million in 2023, 2022 and 2021, respectively (see Note 18), and items that are individually immaterial.

23. Foreign Currency-denominated Monetary Assets and Liabilities

The Group's foreign currency-denominated monetary assets and liabilities as of December 31 are as follows:

	2023		2022	
	US Dollar	**Total Peso Equivalent**	US Dollar	Total Peso Equivalent
Assets				
Cash and cash equivalents	**$4,857,580**	**₱268,964,205**	$3,441,632	₱192,355,470
Receivables	**6,104,880**	**338,027,205**	4,117,752	223,312,454
	10,962,460	**606,991,410**	7,559,384	415,667,924
Liabilities				
Accounts payable and accrued liabilities (Note 17)	**1,311,079**	**72,594,444**	588,558	32,821,234
Notes payable and long term debts (Note 16)	**985,595**	**54,572,395**	1,819,214	101,430,296
	2,296,674	**127,166,839**	2,407,772	134,251,530
Net foreign currency-denominated assets	**$8,665,786**	**₱479,824,571**	$5,151,612	₱281,416,394

As of December 31, 2023 and 2022, the exchange rates of the Peso to US$ dollar were ₱55.37 and ₱54.63 to US$1, respectively.

24. Registration with the Philippine Economic Zone Authority (PEZA), Mactan Cebu International Airport Authority (MCIAA) and Subic Bay Metropolitan Authority (SBMA)

The Group, through MASCORP and MAPDC, is registered with the PEZA and has commercial operations as the Ecozone Developer/Operator of the MacroAsia Special Ecozone at the Ninoy Aquino International Airport (NAIA) and at Mactan Cebu International Airport (MCIA). MacroAsia Special Ecozone is the only existing ecozone within NAIA.

In 2018, the Group, through FAA, was issued Certificate of Registration and Tax Exemption and was granted rights, privileges and benefits as a Subic Bay Freeport Enterprise in accordance with Republic Act No. 7227, Bases Conversion and Development Act of 1992, the rules of authority bestowed on the SBMA.

Under the terms of their registrations, the Group is entitled to certain tax benefits provided for under relevant rules and regulations which include, among others, exemption from payment of all national internal revenue taxes and all local government imposed fees, licenses or taxes. In lieu thereof, MAPDC and FAA shall pay a 5% final tax on gross income earned from their operations within the special tax zones.

25. Income Taxes

a. The current provision for income tax is as follows:

	2023	2022	2021
RCIT	**₱92,024,648**	₱58,083,209	₱8,062,848
MCIT	**61,032,713**	5,356,892	6,008,602
Final tax on interest	**6,947,674**	38,643	18,236
5% final tax on gross income	**46,021**	267,973	489,697
	₱160,051,056	₱63,746,717	₱14,579,383

The Parent Company's and subsidiaries' net deferred income tax assets (liabilities) as of December 31 are as follows:

	2023		2022	
	Net Deferred Income Tax Assets	**Net Deferred Income Tax Liabilities**	Net Deferred Income Tax Assets	Net Deferred Income Tax Liabilities
Recognized directly in the consolidated statements of income:				
Deferred income tax assets on:				
NOLCO	**₱96,824,225**	**₱1,425,697**	₱75,019,099	₱–
Allowances for:				
ECL	**7,950,578**	**1,977,699**	5,267,730	–
Probable losses	–	–	7,004,735	–
Accrued retirement benefits payable and other employee benefits	**38,404,607**	**393,073**	15,110,893	–
Accrued expenses	**6,169,997**	–	32,759,923	–
Lease liabilities	**62,735,165**	**1,611,620**	13,848,886	–
Unamortized past service cost	**1,690,660**	–	1,658,012	–
	213,775,232	**5,408,089**	150,669,278	–
Deferred income tax liabilities on:				
Contract assets	**(₱2,137,293)**	₱–	(₱4,127,494)	₱–
Unrealized foreign exchange gain - net	**(39,033,570)**	–	(30,853,605)	–
Right-of-use assets	–	**(35,539,301)**	–	(13,214,693)
Fair value adjustment on property, plant and equipment as a result of business combination	–	**(122,062,443)**	–	(119,740,201)
	(41,170,863)	**(157,601,744)**	(34,981,099)	(132,954,894)
Recognized directly in equity:				
Net deferred income tax assets (liabilities) on:				
Fair value changes of equity investments designated as FVTOCI	–	**14,130,000**	–	11,880,000
Remeasurement loss (gain)	**(1,992,739)**	**45,170,027**	–	25,840,940
	(1,992,739)	**59,300,027**	–	37,720,940
	₱170,611,630	**(₱92,893,628)**	₱115,688,179	(₱95,233,954)

b. As of December 31, the deductible temporary differences, NOLCO and MCIT for which no deferred income tax assets were recognized in the consolidated balance sheets are as follows:

	2023	2022	2021
Deductible temporary differences on:			
NOLCO	**₱606,110,618**	₱1,113,043,232	₱620,329,857
Accrued retirement benefits payable	**78,417,661**	77,539,990	31,327,649
MCIT	**20,505,731**	15,584,860	13,250,095
Unrealized foreign exchange losses	–	(824,004)	4,233,040
Allowance for expected credit losses	**(303,981)**	(1,267,109)	8,947,585
Accrued rental expense	–	1,433,157	2,113,633

The Group did not recognize deferred income tax assets on these temporary differences, NOLCO and MCIT as management believes that certain companies in the Group may not have sufficient taxable income against which these temporary differences and NOLCO can be used or RCIT payable against which the MCIT can be applied.

c. On September 11, 2020, the President signs into law the "Bayanihan to Recover as One Act" or "Bayanihan 2", an Act in response to COVID-19 to accelerate the recovery and bolster the resiliency of the Philippine economy.

Unless otherwise disqualified from claiming the deduction, the business or enterprise which incurred net operating loss for taxable years 2020 and 2021 shall be allowed to carry over the same as a deduction from its gross income for the next five consecutive taxable years immediately following the year of such loss. The net operating loss for said taxable years may be carried over as a deduction even after the expiration of RA No. 11494 provided the same are claimed within the next five consecutive taxable years immediately following the year of such loss.

d. Details of NOLCO is as follows:

Year Incurred	Available Until	Available NOLCO	Tax Effect
2023	2026	₱123,379,462	₱30,844,866
2022	2025	32,957,691	8,239,423
2021	2026	435,223,925	108,805,981
2020	2025	407,549,228	101,887,307

The Group has incurred NOLCO in 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.

e. Details of excess of MCIT over RCIT as of December 31, 2023 are as follows:

Period/Year Incurred	Balance at Beginning of Year	Additions	Expired	Balance at End of the Year	Available Until
2023	₱–	₱6,409,697	₱–	₱6,409,697	2026
2022	6,692,735	–	–	6,692,735	2025
2021	7,403,299	–	–	7,403,299	2024
2020	1,488,826	–	1,488,826	–	2023
	₱15,584,860	₱6,409,697	₱1,488,826	₱20,505,731	

f. The reconciliation of the provision for (benefit from) income tax at the statutory tax rates to the provision for income tax as shown in the consolidated statements of income is as follows:

	2023	2022	2021
Provision for (benefit from) income tax computed at the statutory tax rate	**₱298,389,560**	₱138,564,576	(₱60,697,484)
Adjustments resulting from:			
Nontaxable dividend income	**(151,144,692)**	–	–
Share in net earnings of associates	**(144,182,256)**	(117,711,977)	(79,457,125)
Movements in deductible temporary differences, NOLCO and MCIT for which no deferred income tax assets were recognized	**121,504,371**	133,078,141	39,856,585
Interest income already subjected to final tax lower rates or not subject to income tax	**(1,097,290)**	(98,763)	(24,109)
Effect of change in rate (impact of CREATE)	–	–	5,142,637
Others	**(1,096,066)**	(61,007,748)	3,314,548
Provision for (benefit from) income tax	**₱122,373,627**	₱92,824,229	(₱91,864,948)

g. 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.

   Consequently, certain subsidiaries recognized MCIT using the effective rate of 1.5% in 2023 in accordance with RMC 69-2023.

26. Basic/Diluted Earnings (Loss) Per Share

Basic/diluted earnings per share are computed as follows:

	2023	2022	2021
Net income (loss) attributable to equity holders of the Company	**₱851,136,879**	₱446,084,259	(₱2,162,245)
Divided by weighted average number of common shares outstanding*	**1,896,186,265**	1,896,186,265	1,896,186,265
	₱0.449	₱0.235	(₱0.001)

**Computed as if the issuance of shares of stock of 315,159,739, and 368,146,293 shares declared in 2020 and 2018, respectively, resulting from 20% and 30% stock dividends, respectively, have been recognized since January 1,2018.*

There are no potential common shares with dilutive effect on the basic earnings (loss) per share in 2023, 2022 and 2021.

27. Equity

Capital stock

a. Track record of registration of securities

   On August 30, 1974, the Philippine SEC authorized the registration and licensing of the Company's securities with total par value of ₱20.0 million divided into 2,000,000,000 shares with a par value of ₱0.01 per share.

   On December 10, 1993, the Company amended its articles of incorporation, increasing the par value of its shares from ₱0.01 per share to ₱1.00 per share.

   On March 22, 2000, the Philippine Stock Exchange (PSE) authorized to list the Company's 750,000,000 shares, with a par value of ₱1.00 per share and 500,000,000 warrants divided into the following:

   i. 250,000,000 shares to cover the 1:4 stock rights offering to stockholders of record as of April 12, 2000 at an offer price of ₱2.00 per share;
   ii. 500,000,000 warrants to cover the 2:1 warrants offering attached to and detachable from the rights shares at a subscription price of ₱0.10 per warrant; and

iii. 500,000,000 shares to cover the underlying shares of warrants at an exercise price of ₱6.00 per share. Actual listing of the underlying common shares of the warrants shall take effect upon the exercise of the warrants.
iv. All warrants expired in 2005.

MAC's shares are listed and traded at the PSE. As of December 31, 2023 and 2022, the Parent Company has 1,890,958,323 shares held by 845 common equity holders.

b. The Company's authorized capital stock is 2,000,000,000 shares with ₱1 per share. Movements in the Company's issued, treasury and outstanding shares are as follows:

	Issued	Treasury	Outstanding
As of December 31, 2010	1,250,000,000	(2,985,000)	1,247,015,000
Acquisition of treasury shares in 2011	–	(7,486,000)	(7,486,000)
As of December 31, 2011	1,250,000,000	(10,471,000)	1,239,529,000
Acquisition of treasury shares in 2012	–	(6,125,000)	(6,125,000)
As of December 31, 2012	1,250,000,000	(16,596,000)	1,233,404,000
Acquisition of treasury shares in 2013	–	(6,249,600)	(6,249,600)
As of December 31, 2013, 2014, 2015, 2016 and 2017	1,250,000,000	(22,845,600)	1,227,154,400
Stock dividend declaration	368,146,293	–	368,146,293
Acquisition of treasury shares in 2018	–	(3,949,100)	(3,949,100)
As of December 31, 2018	1,618,146,293	(26,794,700)	1,591,351,593
Acquisition of treasury shares in 2019	–	(12,845,600)	(12,845,600)
As of December 31, 2019	1,618,146,293	(39,640,300)	1,578,505,993
Acquisition of treasury shares in 2020		(2,707,300)	(2,707,300)
Stock dividend declaration	315,159,630	–	315,159,630
As of December 31, 2023, 2022,2021and 2020	1,933,305,923	(42,347,600)	1,890,958,323

Retained earnings

c. Restriction on retained earnings

The retained earnings as of December 31 is restricted for dividend declaration for the portion equivalent to the following:

- Undistributed earnings of subsidiaries and equity in net earnings of associates and joint ventures amounting to ₱1,180.7 million and ₱920.2 million as of December 31, 2023 and 2022, respectively.
- Cost of treasury shares amounting to ₱459.4 million as of December 31, 2023 and 2022.
- Deferred income tax assets amounting to ₱222.8 million and ₱150.7 million as of December 31, 2023 and 2022, respectively.

d. Appropriation and reversal of appropriation of retained earnings

Appropriated retained earnings as of December 31, 2023 and 2022 amounted to ₱960 million and ₱850 million, respectively.

As of December 31, 2023 and 2022, the Parent Company's retained earnings include appropriated amounts of ₱850.0 million for various projects. These were originally approved for appropriation in 2019. The appropriation for various projects is retained for the next few years as aligned with the Group-wide water related projects ranging from two to three years from 2022.

On November 16, 2023, MSISC's BOD approved the appropriation from unrestricted retained earnings the amount of ₱110.0 million for the purpose of funding various capital expenditures.

e. Dividends declared by the Parent Company from the unappropriated retained earnings are as follows:

Type	Date Approved	Per share	Stockholder of Record Date	Date of Payment
Cash	March 23, 2023	₱0.05	April 21, 2023	May 18, 2023
Stock	July 17, 2020	20%	August 14, 2020	September 11, 2020
Cash	March 14, 2019	₱0.20	April 12, 2019	May 10, 2019

f. Cash dividends received by non-controlling interests are as follows:

Entity	Date Declared	Amount	Per share	Dividends attributable to non-controlling interest (SATS)
MACS	December 27, 2019	₱80,000,000	₱64.0	₱26,400,000
MACS	December 6, 2018	75,000,000	60.0	24,750,000
MACS	November 28, 2017	70,000,000	56.0	23,100,000
MACS	December 8, 2016	50,000,000	40.0	16,500,000

As of December 31, 2023 and 2022, ₱9.73 million and ₱32.0 million, respectively, remained outstanding and presented as "Dividends payable" in the consolidated balance sheets.

Treasury shares

g. Treasury stock

On March 14, 2019, the Parent Company's BOD approved the additional funding of ₱200.0 million for the 2017 Share Buyback Program of the Corporation.

On June 15, 2017, the Parent Company's BOD approved to allot ₱210.0 million to repurchase shares of the Parent Company at market price. The mechanics of the 2017 Buyback Program is similar to the ₱50.0 million buyback program implemented in 2010. The Program commenced on June 20, 2017 and will run until the ₱210.0 million pesos authorized cash outlay is fully utilized, or until such time that the Parent Company's BOD may direct, subject to appropriate disclosures to the PSE and the Philippine SEC.

On July 16, 2010, the Parent Company's BOD approved the Share Buyback Program (the Program) involving a total cash outlay of ₱50.0 million for the repurchase of the outstanding common shares of the Parent Company from the market, using the trading facilities of the PSE. The Program will not involve any active or widespread solicitation for stockholders to sell. Repurchase of shares of stock will be done during the period of the Program at such prices perceived by the Company to be lower than the inherent value of the share. The Program will run until the ₱50.0 million authorized cash outlay is fully utilized or until such time that the Company's BOD may direct, subject to appropriate disclosures to the PSE and the Philippine SEC.

As of December 31, 2023 and 2022, the Parent Company's cost and number of shares held in treasury are as follows:

Cost	₱459,418,212
Number of shares held in treasury	42,347,600

Other reserves

h. The sale of 250,001 shares representing 20% of the total issued and outstanding capital stock of MASCORP to Konoike amounting to ₱1.1 billion (JPY 2.3 billion) was accounted for as a sale of share in subsidiary without loss of control, thus an equity transaction. The excess of consideration received over the carrying amount of the non-controlling interests amounted to ₱886.8 million, which is presented as part of "Other reserves" in the equity section of the consolidated balance sheets.

i. In December 2015, the Group, through MAPDC, entered into a share purchase agreement with a third party wherein WBSI shall be owned by MAPDC and the third party at 51% and 49%, respectively. The transaction was accounted for as a sale of share in subsidiary without loss of control; thus an equity transaction. The excess of consideration received over the carrying amount of the non-controlling interests amounted to ₱24.3 million, which is presented as part of "Other reserves" in the equity section of the consolidated balance sheets.

   In August 2020, a third party has entered into a deed of absolute sale of shares wherein WBSI shall now be fully owned by MAPDC. The transaction between parent and non-controlling interest is accounted for as an equity transaction. The excess of consideration paid over the Company amount of the non-controlling interests amounted to ₱27.0 million, which is presented as reduction to "Other reserves" in the equity section of the consolidated balance sheets.

j. In July 2015, the Company signed a Sale and Purchase Agreement with SATS to sell 162,500 shares representing 13% of the total issued and outstanding capital stock of MACS. After the sale, MACS is 33% owned by SATS. The excess of consideration received over the carrying amount of the non-controlling interests amounted to ₱119.0 million, which is presented as part of "Other reserves" in the equity section of the consolidated balance sheets.

28. **Leases**

The Group has various operating lease agreements with airport authorities for its catering and ground handling operations and with a third party lessor for the Group's office spaces and land. The Group also has land subleased to an associate and accounted for as net investment in the lease. Leases of office space have leaseterms between 5 and 35 years, while land generally have lease terms between 5 and 50 years.

The Group has certain lease of land with lease term of 12 months or less that the Group applies the 'short-term lease' exemptions for these leases.

Set out below is the carrying amount of the net investment in the lease recognized and the movements during the years ended December 31:

	2023	2022
At January 1	**₱1,172,543,506**	₱1,177,554,081
Accretion (payment) of interest	**3,351,174**	(5,010,575)
At December 31	**₱1,175,894,680**	₱1,172,543,506

Set out below are the carrying amounts of right-of-use assets recognized and the movements during the years ended December 31:

	2023				
	Land	**Office space**	**Land and office space**	**Water facility**	**Total**
Cost					
At January 1	**₱496,795,403**	**₱78,294,791**	**₱37,032,831**	**₱473,943,912**	**₱1,086,066,937**
Additions	**–**	**15,119,953**	**–**	**–**	**15,119,953**
At December 31	**496,795,403**	**93,414,744**	**37,032,831**	**473,943,912**	**1,101,186,890**
Accumulated Depreciation and Amortization					
At January 1	**(₱131,389,339)**	**(₱49,658,958)**	**(₱19,811,260)**	**(₱37,520,560)**	**(₱238,380,117)**
Depreciation	**(23,069,002)**	**(12,751,080)**	**(4,064,886)**	**(23,697,195)**	**(63,582,163)**
At December 31	**(154,458,341)**	**(62,410,038)**	**(23,876,146)**	**(61,217,755)**	**(301,962,280)**
Net Book Value	**₱342,337,062**	**₱31,004,706**	**₱13,156,685**	**₱412,726,157**	**₱799,224,610**

	2022				
	Land	Office space	Land and office space	Water facility	Total
Cost					
At January 1	₱496,795,403	₱60,431,856	₱37,032,831	₱473,943,912	₱1,068,204,002
Additions	–	17,862,935	–	–	17,862,935
At December 31	496,795,403	78,294,791	37,032,831	473,943,912	1,086,066,937
Accumulated Depreciation and Amortization					
At January 1	(108,320,336)	(39,396,576)	(15,746,375)	(13,823,364)	(177,286,651)
Depreciation	(23,069,003)	(10,262,382)	(4,064,885)	(23,697,196)	(61,093,466)
At December 31	(131,389,339)	(49,658,958)	(19,811,260)	(37,520,560)	(238,380,117)
Net Book Value	₱365,406,064	₱28,635,833	₱17,221,571	₱436,423,352	₱847,686,820

The following are the amounts recognized in the consolidated statements of income:

	2023	2022	2021
Depreciation expense of right-of-use assets (Note 20)	**₱63,582,163**	₱61,093,466	₱45,545,056
Interest expense on lease liabilities (Note 22)	**50,719,765**	52,678,133	41,259,528
Expenses relating to short-term leases (Note 20)	**163,697,915**	189,335,135	116,963,984
Total amount	**₱277,999,843**	₱303,104,734	₱203,768,568

The rollforward analysis of lease liabilities follows:

	2023	2022
At January 1	**₱2,111,247,470**	₱2,152,712,498
Additions	**15,184,366**	17,862,935
Interest expense (Note 22)	**50,719,765**	52,678,133
Payments	**(90,076,224)**	(112,006,096)
As at December 31	**2,087,075,377**	2,111,247,470
Less: Current portion	**44,867,304**	40,657,306
Noncurrent portion	**₱2,042,208,073**	₱2,070,590,164

29. **Significant Agreements and Commitments**

Concession Agreements
The Group has concession agreements with MIAA, CAAP, LIPAD and GMR-Megawide Cebu Airport Corporation ("GMCAC") (the airport authorities) to exclusively operate within the airport authorities' premises at NAIA Terminal 1, 2 and 3, Davao, Clark and Cebu, respectively. The Group pays the airport authorities a monthly concession privilege fee equivalent to 7% of monthly gross revenue on catering services and groundhandling services, except Clark which is 4.9% of the gross revenue. For GMCAC, CPF is 7% and 10% effective July 1, 2018 for ground handling services rendered for the domestic and international flights, respectively.

Concession privilege fee amounted to ₱392.7 million, ₱244.1 million and ₱97.5 million in 2023, 2022 and 2021, respectively, which is presented under "Direct Costs" (see Note 20).

Leases
In 1997, MAC assigned all of its rights and obligations to MACS under the lease agreement it entered in the same year with MIAA for the use of a parcel of land where the catering concession facilities are located. The lease contract was for a period of 10 years from the start of the construction of the facilities, renewable every five years under such terms and conditions as may be agreed upon by both parties. Upon expiration of the lease agreement, both parties mutually agreed to continue the lease on a renewable, short-term basis using the terms in effect during the last year that the original lease agreement was in force.

The original lease contract between MACS and MIAA expired in July 2008. One of the provisions of the lease agreement is that MACS will transfer to MIAA all permanent improvements which MACS might have constructed in the leased premises upon the expiration of the original lease or upon cancellation of the lease agreement.

In 2004, the Supreme Court (SC) issued a decision declaring the current rental charges of MIAA at ₱35.55 per square meter (the current rate) as null and void, resulting into the applicability of the lower rental rates issued by MIAA in prior years, to be adjusted prospectively only until new lease rates are published by MIAA. MACS was paying the nullified rates from 1997 until August 2013, notwithstanding the SC's ruling on the validity of such rate in 2004.

In 2010, MIAA published their new rates for areas within the airport premises. In June 2010, notwithstanding the excess rental payments made by MACS in previous years, MIAA claimed from MACS an amount totaling ₱29.3 million, computed based on the new lease rates and retroactively computed with interest from February 7, 2007 (the expiration of the original lease agreement). In February 2023, the Group issued a letter to MIAA to resolve the issue and proposed to settle the estimated unpaid claims in the previous years. MACS recognizes additional provision amounting to Php43.7 million (inclusive of VAT and interest) in 2022 as this is considered a subsequent event.

MACS' current contract with MIAA is for the period June 1, 2021 to May 31, 2024. This is the fifth renewal of the original lease agreement entered in 2013 with an initial term of three years renewable every third year. Future minimum lease payment for this lease agreement, all maturing in 2024, amounted to ₱7.1 million.

In 2023 and 2022, lease expense relating to this lease agreement is included in "Other overhead" under "Costs of catering revenue" amounting to ₱3.7 million and "Operating expenses" amounting to ₱11.0 million in profit or loss.

Service Fee Agreement
The Group has a service fee agreement with SATS, the 33% owner of MACS. Service fee amounted to ₱31.2 million, ₱14.9 million and ₱0.1 million in 2023, 2022 and 2021, respectively (see Note 20).

Outstanding payable to SATS amounted to ₱71.9 million and ₱70.7 million as of December 31, 2023 and 2022, respectively (see Note 17).

Waterworks System Agreements
The Group has Memorandum of Agreements (Agreements) with various government municipalities to design, construct, commission and maintain a new and complete waterworks system, particularly in Mabini Pangasinan, Solano, Nueva Vizcaya and Naic, Cavite. The Agreements commenced in 2013, 2015 and 2017, and are for a period of 25 years to 40 years, as applicable, subject to renewal based on the provisions of the Agreements.

Certificate of Public Convenience (CPC)
BTSI is a holder of CPC, which allows BTSI to install, operate and maintain waterworks systems in certain barangays in Malay, Aklan. The CPC was granted by National Water Resources Board (NWRB) in 2014 and is valid until July 2017. In 2017, BTSI's CPC was renewed with validity until July 18, 2022 and in November 2022, the CPC was further renewed and extended until June 30, 2024.

Exploratory Service Agreements
MMC has various service agreements with third parties, wherein MMC will undertake exploratory drilling and sampling of nickel laterite services on the third parties' mining tenements.

Revenue recognized amounted to nil in 2023, 2022 and 2021 (see Note 19).

30. **Capital Management**

The primary objective of the Group's capital management is to ensure that it maintains a strong credit and healthy capital ratios in order to support its business and maximize shareholder value.

The Group manages its capital structure and makes adjustment to it, in light of changes in economic conditions. To maintain or adjust capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders repurchase or issue new shares. The Group is not subject to externally imposed capital requirements as of December 31, 2023 and 2022. Further, no changes were made in the objectives, policies or processes for each of the three years in the period ended December 31, 2023.

The Group monitors capital vis-à-vis after tax profit. The Group also monitors the return on equity ratio. Equity considered by the Group is total equity in the consolidated balance sheets, excluding items arising from other comprehensive income. The return on equity ratio is computed by dividing the after tax profit by total capital.

The following summarizes the total capital considered by the Group and the computation of the return on equity:

	2023	2022
Capital stock	**₱1,933,305,923**	₱1,933,305,923
Additional paid-in-capital	**281,437,118**	281,437,118
Retained earnings	**3,383,052,276**	2,626,463,313
Treasury shares	**(459,418,212)**	(459,418,212)
	₱5,138,377,105	₱4,381,788,142
Net income	**₱1,071,184,611**	₱461,434,075
Return on equity	**20.85%**	10.53%

31. **Financial Risk Management Objectives and Policies**

Risk Management Structure

Audit Committee
The Committee performs oversight role on financial management functions especially in the areas of managing credit, market, liquidity, operational, legal and other risks of the Group.

Risk Management Committee
The Committee assists the BOD in identifying and assessing the various risks to which the Group is exposed to. The Committee also ensures that the Group's management has implemented a process to identify, manage and report on the risks that might prevent the Group from achieving its strategic objectives.

BOD
The BOD is responsible for the overall risk management approach and for approval of risk strategies and principles of the Group.

Financial Risk Management
The Group's principal financial instruments comprise cash and cash equivalents and some external liabilities which were availed of primarily to fund operations. The Group has other financial assets and financial liabilities such as trade receivables and payables which arise directly from operations.

The main risks, arising from the Group's financial instruments are foreign currency risk, credit risk, interest rate risk and liquidity risk. The BOD reviews and approves policies for managing these risks and they are summarized as follows:

Foreign currency risk
The Group's transactional currency exposure arises from sales in currencies other than its functional currency and retaining its cash substantially in currency other than its functional currency. Approximately an average of 17% and 16% of Group's revenue are denominated in US$ in 2023 and 2022, respectively. In addition, the Group closely monitors the foreign exchange rates fluctuations and

regularly assesses the impact of future foreign exchange movements on its operations. Foreign currency monetary assets and liabilities are disclosed in Note 23.

The table below demonstrates the impact on the Group's income before income tax and equity of reasonably possible changes in the US$, with all other variables held constant.

	Movement in US$	Increase (decrease) in income before income tax
		(In millions)
2023	**Increase of 5%**	**₱69.5**
	Decrease of 5%	**(69.5)**
2022	Increase of 5.0%	40.0
	Decrease of 5.0%	(40.0)
2021	Increase of 5.0%	20.5
	Decrease of 5.0%	(20.5)

The Group reported net foreign exchange gain (loss) of (₱8.3 million) in 2023, ₱1.5 million in 2022, and ₱21.5 million in 2021 (see Note 23).

Credit and concentration risk
Credit risk is the risk that the Group will incur a loss because its customers or counterparties failed to discharge their contractual obligations under a financial instrument or customer contract, leading to a financial loss. The Group manages and controls credit risk by setting limits on the amount of risk it is willing to accept for individual counterparties and by monitoring exposures in relation to such limits.

The Group trades only with related parties and duly evaluated and approved creditworthy third parties. It is the Group's policy that all customers and counterparties that wish to trade with the Group, particularly on credit terms, are subjected to credit verification procedures. In addition, receivable balances are monitored on a continuous basis. The Group has major concentration of credit risk given that the majority of the Group's cash and cash equivalents are deposited in the local affiliated bank and major customers of MASCORP and MSISC include PAL and APC. Management assessed and believes that the carrying amount of the trade receivable from related parties are collectible and that the Group is not exposed to any significant risk since these companies are related parties. Further, the local affiliated bank is one of the country's reputable banks.

With respect to credit risk arising from financial assets, the Group's exposure arises from default of the counterparty, with a maximum exposure equal to the carrying values of these instruments. The Group only deals with financial institutions that have been approved by the BOD of the Company and those of its subsidiaries. The Group does not require any collateral and other credit enhancements. Consequently, an impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses (ECL). The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance).

The mechanics of the ECL calculations are outlined below and the key elements are, as follows:

a. *Probability of default (PD)* is an estimate of the likelihood of default over a given time horizon.
b. *Exposure at default (EAD)* is an estimate of the exposure at a future default date taking into account expected changes in the exposure after the reporting date.

c. *Loss given default (LGD)* is an estimate of the loss arising in the case where a default occurs at a given time.

For cash in bank, the Group applies the low credit risk simplification where the Group measures the ECLs on a 12-month basis based on the probability of default and loss given default which are publicly available. The Group also evaluates the credit rating of the bank and other financial institutions to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

For trade and other receivables, an impairment analysis is performed at each reporting date using a provision matrix, however for customers with significant increase in risks of default general approach is used to measure ECLs. The provision rates are based on days past due for groupings of customer segments with similar loss patterns. On the other hand, for general approach, the Group determines the cash shortfall for the difference between the average monthly collection and the average current monthly service billing. The calculation reflects the probability-weighted outcome, the time value of money, and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

In its ECL models, the Group relies on a broad range of forward looking information as economic inputs, such as:

- Gross Domestic Product (GDP) growth rates
- Unemployment rates
- Inflation rates
- Interest rates
- Foreign currency exchange rates

The inputs and models used for calculating ECLs may not always capture all characteristics of the market at the date of the financial statements. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material. Based on the Group's credit risk experience, expected credit loss rate increases as the age of the receivables increase.

The aging per class of financial assets and contract assets, and the expected credit loss follows:

December 31, 2023

		Past Due but not Impaired					
	Current	Less than 30 Days	30 to 60 Days	61 to 90 Days	Over 90 Days	ECL	Total, net of ECL
Financial assets							
Cash and cash equivalents*	**₱1,057,715,994**	**₱–**	**₱–**	**₱–**	**₱–**	**₱–**	**₱1,057,715,994**
Trade receivables	**852,482,562**	**312,509,913**	**163,116,577**	**129,712,870**	**516,977,522**	**(29,725,405)**	**1,945,074,039**
Advances to officers and employees	**27,782,225**	–	–	–	–	–	**27,782,225**
Other receivables	**105,829,076**	–	–	–	–	–	**105,829,076**
Interest receivable	**9,146,075**	–	–	–	–	–	**9,146,075**
Non-Trade	**19,950,177**	–	–	–	–	–	**19,950,177**
Deposits	**62,070,843**	–	–	–	–	–	**62,070,843**
Restricted cash investment	**7,181,182**	–	–	–	–	–	**7,181,182**
Contract assets	**8,549,174**	–	–	–	–	–	**8,549,174**
Installment receivables	**17,329,473**	–	–	–	–	–	**17,329,473**
Finance lease receivable	**15,570,784**	–	–	–	–	–	**15,570,784**
Total	**₱2,183,607,565**	**₱312,509,913**	**₱163,116,577**	**₱129,712,870**	**₱516,977,522**	**(₱29,725,405)**	**₱3,276,199,042**

**Exclusive of cash on hand amounting to ₱4,844,844*

December 31, 2022

		Past Due but not Impaired					
	Current	Less than 30 Days	30 to 60 Days	61 to 90 Days	Over 90 Days	ECL	Total, net of ECL
Financial assets							
Cash and cash equivalents *	₱464,186,234	₱–	₱–	₱–	₱–	₱–	₱464,186,234
Trade receivables	848,099,139	217,217,428	131,523,714	73,147,452	472,981,186	(9,286,401)	1,733,682,518
Advances to officers and employees	20,329,079	–	–	–	–	–	20,329,079
Other receivables	101,392,429	–	–	–	–	–	101,392,429
Interest receivable	4,061,901	–	–	–	–	–	4,061,901
Deposits	45,669,001	–	–	–	–	–	45,669,001
Restricted cash investment	7,181,182	–	–	–	–	–	7,181,182
Contract assets	16,066,897	–	–	–	–	–	16,066,897
Installment receivables	20,525,972	–	–	–	–	–	20,525,972
Finance lease receivable	16,643,767	–	–	–	–	–	16,643,767
Total	₱1,544,155,601	₱217,217,428	₱131,523,714	₱73,147,452	₱472,981,186	(₱9,286,401)	₱2,429,738,980

**Exclusive of cash on hand amounting to ₱3,832,499*

Impairment assessment

The main considerations for impairment assessment include whether any payments are overdue or if there are any known difficulties in the cash flows of the counterparties. The Group assesses impairment on an individual account basis for all stage 3 assets, regardless of the class of financial assets. Stage 1 and stage 2 assets are assessed on a collective basis.

Items considered when determining allowance amounts include the sustainability of the counterparty's business plan, its ability to improve performance once a financial difficulty has arisen, projected receipts and the expected dividend payout should bankruptcy ensue, the availability of other financial support and the realizable value of collateral, and the timing of the expected cash flows. The impairment losses are evaluated at each reporting date, unless unforeseen circumstances require more careful attention even at interim.

Credit quality per class of financial assets

The credit quality of financial assets is managed by the Group using internal credit ratings. The Group considers its cash and cash equivalents (including restricted cash investment) as high grade since these are placed in financial institutions of high credit standing. Accordingly, ECLs relating to cash and cash equivalents rounds to zero. The Group considers its advances to officers and employees as standard grade as collectability is assured through salary deduction. Accordingly, the LGD is considered low; thus, no ECLs are recognized on the advances to employees.

Interest rate risk

The Group's exposure to the risk for changes in market interest rates relates primarily to the Group's notes payable with floating interest rates. The Group has a practice of keeping its interest-bearing liabilities to third parties within a threshold that can be serviced through operating cash flows.
Management closely monitors the behaviour of interest rates to ensure that cash flow interest rate risk is kept within management's tolerable level. Finally, interest-bearing liabilities are ordinarily incurred on a short-term basis only.

The table below sets forth the estimated change in the Group's income before income tax (through the impact on the variable rate borrowings) due to parallel changes in the interest rate curve in terms of basis points (bp) as of December 31, 2023 and 2022, with all other variables held constant. There is no other impact on the Group's equity other than those already affecting the consolidated statements of income.

	Increase (decrease) in income before income tax	
	2023	2022
	(In millions)	
100 bp rise	**(₱10.06)**	(₱10.59)
100 bp fall	**10.06**	10.59
50 bp rise	**(5.03)**	(5.29)
50 bp fall	**5.03**	5.29

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its obligations when they fall due under normal and stress circumstances. To limit this risk, management manages assets with liquidity in mind, and monitors future cash flows and liquidity on a daily basis. This incorporates an assessment of expected cash flows which could be used to secure additional funding if required.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of operating cash flows and short-term bank loans.

The tables below summarize the maturity profile of the Group's financial liabilities based on contractual and undiscounted repayment obligations. Repayments which are subject to notice are treated as if notice were to be given immediately. The table also analyses the maturity profile of the Group's financial assets held for managing liquidity in order to provide complete view of the Group's contractual commitments and liquidity.

December 31, 2023

	≤1 year	>1-2 years	>2-3 years	>3 years	Total
Loans and receivables:					
Cash and cash equivalents	**₱1,062,560,838**	**₱–**	**₱–**	**₱–**	**₱1,062,560,838**
Receivables:		–	–	–	
Trade	**1,974,799,443**	–	–	–	**1,974,799,443**
Interest receivable	**9,146,075**	–	–	–	**9,146,075**
Installment receivable*	**14,898,121**	**79,362**	**119,415**	**2,232,575**	**17,329,473**
Finance lease receivable**	**292,432**	**1,101,243**	**1,808,921**	**12,368,188**	**15,570,784**
Deposits***	–	–	–	**62,070,843**	**62,070,843**
	3,061,696,909	**1,180,605**	**1,928,336**	**76,671,606**	**3,141,477,456**
Other financial liabilities:					
Accounts payable and accrued liabilities****	**2,646,051,600**	–	–	–	**2,646,051,600**
Notes payable	**260,732,500**	–	–	–	**260,732,500**
Long-term debts	**364,115,602**	**250,885,808**	**73,515,241**	**156,870,920**	**845,387,571**
Dividends payable	**9,725,208**	–	–	–	**9,725,208**
Deposit*****	–	–	–	**52,218,722**	**52,218,722**
	3,280,624,910	**250,885,808**	**73,515,241**	**209,089,642**	**3,814,115,601**
Liquidity position	**(₱218,928,001)**	**(₱249,705,203)**	**(₱71,586,905)**	**(₱132,418,036)**	**(₱672,638,145)**

December 31, 2022

	≤1 year	>1-2 years	>2-3 years	>3 years	Total
Loans and receivables:					
Cash and cash equivalents	₱468,018,733	₱–	₱–	₱–	₱468,018,733
Receivables:					
Trade	1,742,968,919	–	–	–	1,742,968,919
Interest receivable	4,061,901	–	–	–	4,061,901
Installment receivable*	14,898,121	669,992	1,008,127	3,949,732	20,525,972
Finance lease receivable**	312,584	1,177,130	1,933,574	13,220,479	16,643,767
Deposits***	–	–	–	45,669,001	45,669,001
	2,230,260,258	1,847,122	2,941,701	62,839,212	2,297,888,293
Other financial liabilities:					
Accounts payable and accrued liabilities****	2,105,400,885	–	–	–	2,105,400,885
Notes payable	148,840,000	–	–	–	148,840,000
Long-term debts	298,122,651	318,906,435	303,549,729	271,280,790	1,191,859,605
Dividends payable	31,968,020	–	–	–	31,968,020
Deposit*****	–	–	–	47,174,348	47,174,348
	2,584,331,556	318,906,435	303,549,729	318,455,138	3,525,242,858
Liquidity position	(₱354,071,298)	(₱317,059,313)	(₱300,608,028)	(₱255,615,926)	(₱1,227,354,565)

Gross of unearned interest income of ₱69,902. The current portion amounting to ₱19,827,049 is presented under trade.
*** Gross of unearned interest income of ₱4,545,069 exclusive of ₱549,577 included under trade.*
**** Gross of unearned interest income of ₱7,889,100. Presented as part of "Other noncurrent assets".*
*****Exclusive of nonfinancial liabilities of ₱243,191,564.*
****** Inclusive of accretion of interest of ₱15,743,541. Presented as part of "Other noncurrent liabilities".*

32. **Fair Values**

The table below provides the comparison of carrying amounts and fair values of the Group's assets and liabilities as at:

		Fair value measurements using		
	Carrying value	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
December 31, 2023				
Assets measured at fair value:				
Equity instruments designated at FVTOCI (Note 15)	**₱120,155,800**	**₱–**	**₱120,155,800**	**₱–**
Assets for which fair value is disclosed:				
Installment receivables (Notes 6 and 15)	**17,329,473**	**–**	**–**	**17,329,473**
Finance lease receivable (Note 15)	**15,570,784**	**–**	**–**	**15,570,784**
Investment property (Note 12)	**143,852,303**	**–**	**–**	**432,952,000**
Deposits (Note 15)	**62,070,843**	**–**	**–**	**62,070,843**
Liabilities for which fair value is disclosed		**–**		
Deposits (Note 18)	**52,218,722**	**–**	**–**	**52,218,722**
Long term debts (Note 16)	**800,008,823**	**–**	**800,008,823**	**–**
December 31, 2022				
Assets measured at fair value:				
Equity instruments designated at FVTOCI (Note 15)	₱105,155,800	₱–	₱105,155,800	₱–
Assets for which fair value is disclosed:				
Installment receivables (Notes 6 and 15)	20,525,972	–	–	20,525,972
Finance lease receivable (Note 15)	16,643,767	–	–	16,643,767
Investment property (Note 12)	143,852,303	–	–	432,952,000
Deposits (Note 15)	45,669,001	–	–	45,669,001
Liabilities for which fair value is disclosed				
Deposits (Note 18)	47,174,348	–	–	47,174,348
Long term debts (Note 16)	1,129,255,070	–	1,129,255,070	–

The Group determined that its investments in government bonds and golf club shares are categorized at Level 2 in the fair value hierarchy. The Group assessed that, while there is a market for these securities, transactions are infrequent.

There have been no transfers between Levels 1 and 2 in 2023 and 2022.

Cash and cash equivalents, receivables, accounts payables and accrued liabilities, and notes payable
The carrying values of cash and cash equivalents, receivables, accounts payable and accrued liabilities dividends payable and notes payable approximate their fair values due to their short-term nature.

Installment receivables and deposits
The carrying values of installment receivables and deposits are determined based on the present value of expected cash flows discounted at the Group's borrowing rate.

Dividends payable
The carrying value of dividends payable approximates its fair value since they are expected to be settled within a short period of time after its declaration.

Long-term debts
The carrying value of long-term debts approximate its fair value due to the re-pricing feature of the interest it carries.

Equity instruments designated at FVTOCI
The Group's investments in golf club share and other proprietary shares are carried at fair value based on published club share quotes that are publicly available from the local dailies and from the website of club share brokers.

Investment property
The Philippine SEC-accredited and independent appraiser used the Sales Comparison Approach in valuing the property. The Group has determined that the highest and best use of the property is its current use (i.e., industrial purpose).

33. Changes in Liabilities Arising from Financing Activities

The table below presents the changes in Group's liabilities arising from financing activities.

2023

	Beginning	Availments	Payments	Noncash activities*	Dividend declaration (Note 27)	Ending
Note payable (Note 16)	**₱139,000,000**	**₱150,000,000**	**(₱44,500,000)**	**₱–**	**₱–**	**₱244,500,000**
Long-term debt (Note 16)	**1,129,255,070**	–	**(331,111,216)**	**1,864,969**	–	**800,008,823**
Lease liabilities (Note 28)	**2,111,247,470**	–	**(90,076,224)**	**65,904,131**	–	**2,087,075,377**
Treasury shares (Note 27)	**(459,418,212)**	–	–	–	–	**(459,418,212)**
Dividend payable (Note 27)	**9,528,020**	–	**(94,350,728)**	–	**₱94,547,916**	**9,725,208**
Dividends payable to non-controlling interest (Note 27)	**22,440,000**		**(22,440,000)**	–	–	–
Total liabilities from financing activities	**₱2,952,052,348**	**₱150,000,000**	**(₱582,478,168)**	**₱67,769,100**	**₱94,547,916**	**₱2,681,891,196**

**Noncash activities pertain to discounting of lease payments and unpaid leases.*

2022

	Beginning	Availments	Payments	Noncash activities*	Dividend declaration (Note 27)	Ending
Note payable (Note 16)	₱420,000,000	₱40,000,000	(₱321,000,000)	₱–	₱–	₱139,000,000
Long-term debt (Note 16)	1,140,251,637	200,000,000	(210,996,567)	–	–	1,129,255,070
Lease liabilities (Note 28)	2,152,712,498	–	(112,006,096)	70,541,068	–	2,111,247,470
Treasury shares (Note 27)	(459,418,212)	–	–	–	–	(459,418,212)
Dividend payable (Note 27)	9,528,020	–	–	–	–	9,528,020
Dividends payable to non-controlling interest (Note 27)	22,440,000	–	–	–	–	22,440,000
Total liabilities from financing activities	₱3,285,513,943	₱240,000,000	(₱644,002,663)	₱70,541,068	₱–	₱2,952,052,348

**Noncash activities pertain to discounting of lease payments and unpaid leases.*

34. Events After the Reporting Period

On March 21, 2024, the Parent Company’s BOD approved the declaration of cash dividends in the amount of ₱0.10 per share or an aggregate amount of ₱189.1 million from the unrestricted retained earnings as of December 31, 2023. The dividends are payable on May 16, 2024 to stockholders of record as of April 19, 2024.

MACROASIA CORPORATION
INDEX TO THE SUPPLEMENTARY SCHEDULES

Schedule I : Supplementary Schedules included in SEC Form 17-A

A. Reconciliation of Retained Earnings Available for Dividend Declaration (Part 1, 4C, Annex 68-C)
B. A map showing the relationships between and among the company and its ultimate parent company, middle parent, subsidiaries or co-subsidiaries, and associates, wherever located or registered
C. Supplementary schedules (Revised SRC Rule 68 - Annex 68-J)
   i. Schedule A. Financial assets
   ii. Schedule B. Amounts receivable from directors, officers, employees, related parties, and principal stockholders (other than related parties)
   iii. Schedule C. Amounts receivable from related parties which are eliminated during the consolidation of financial statements
   iv. Schedule D. Long-term debt
   v. Schedule E. Indebtedness to related parties
   vi. Schedule F. Guarantees of securities of other issuers
   vii. Schedule G. Capital stock

SGV
Building a better working world

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**INDEPENDENT AUDITOR'S REPORT
ON SUPPLEMENTARY SCHEDULES**

The Stockholders and the Board of Directors
MacroAsia Corporation
12th Floor, PNB Allied Bank Center
6754 Ayala Avenue, Makati City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of MacroAsia Corporation and its subsidiaries (collectively as the Group) as at December 31, 2023 and 2022, and for each of the three years in the period ended December 31, 2023, included in this Form 17-A and have issued our report thereon dated March 21, 2024. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The schedules listed in the Index to the 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 consolidated financial statements. These schedules have been subjected to the auditing procedures applied in the audit of the basic consolidated 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 consolidated financial statements taken as a whole.

SYCIP GORRES VELAYO & CO.

Kristopher S. Catalan
Partner
CPA Certificate No. 109712
Tax Identification No. 233-299-245
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
BIR Accreditation No. 08-001998-109-2020, October 26, 2023, valid until October 25, 2026
PTR No. 10079916, January 5, 2024, Makati City

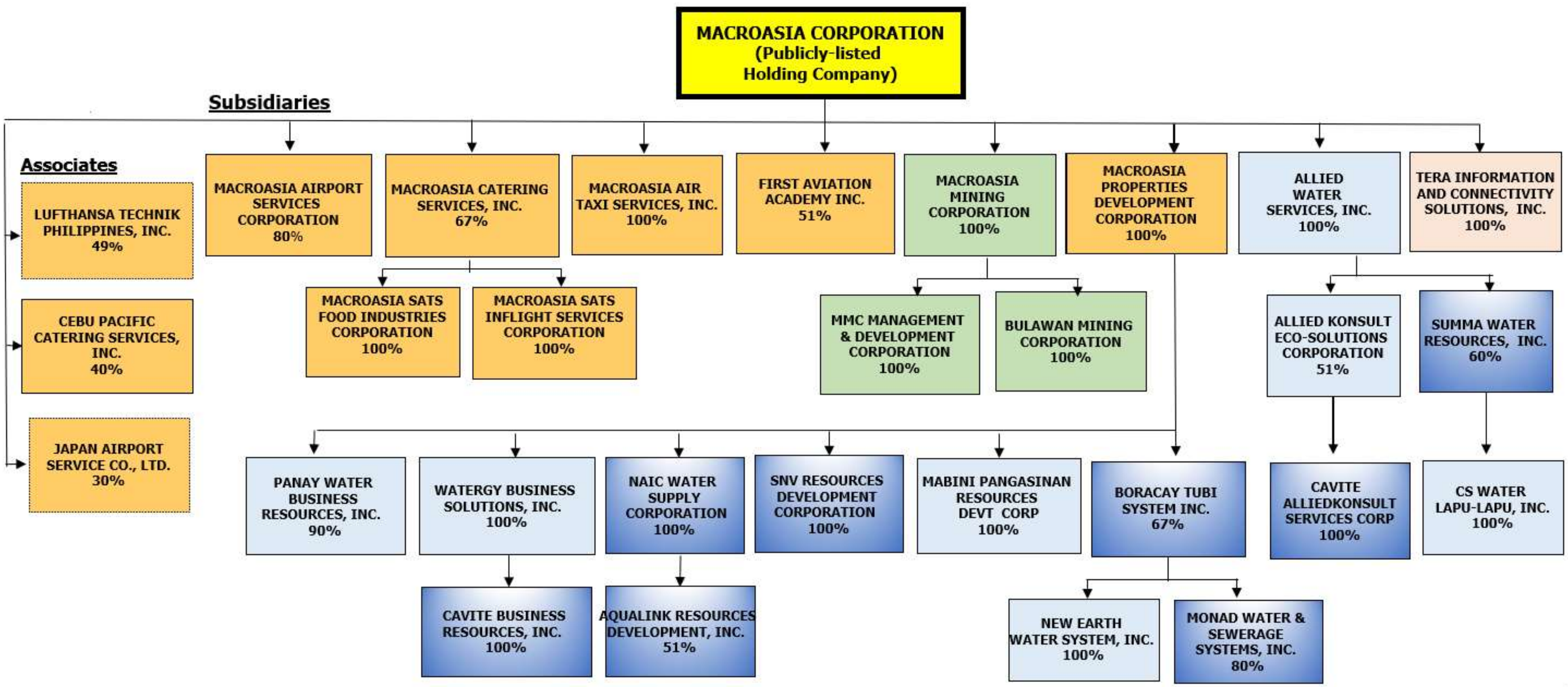
March 21, 2024

MACROASIA CORPORATION
SCHEDULE OF RETAINED EARNINGS AVAILABLE FOR DIVIDEND DECLARATION
DECEMBER 31, 2023

Unappropriated Retained Earnings, December 31, 2022		**₱2,489,622,390**
Add: Category A: Items that are directly credited to Unappropriated Retained Earnings		
Reversal of retained earnings appropriation/s	₱–	
Effect of restatements or prior-period adjustments	–	
Others	–	
Sub-total		–
Less: Category B: Items that are directly debited to Unappropriated Retained Earnings		
Dividend declaration during the reporting period	(94,547,916)	
Retained earnings appropriated during the reporting period	–	
Effect of restatements or prior-period adjustments	–	
Others	–	
Sub-total		(94,547,916)
Unappropriated Retained Earnings, as adjusted		
Add: Net income for the current year		**478,761,258**
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		–
Sub-total		–
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 fair value through profit or loss (FVTPL)		–
Realized fair value gain of investment property		–
Fair value adjustment arising from repossessed inventories		–
Sub-total		–

Add: Category C.3: Unrealized income recognized in 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 fair value through profit or loss (FVTPL)	–	
Reversal of previously recorded fair value gain of investment property	–	
Reversal of other unrealized gains or adjustments to the retained earnings as a result of certain transactions accounted for under the PFRS, previously recorded	–	
Sub-total		–
Adjusted Net Income		**478,761,258**
Add: Category D: Non-actual losses recognized in profit or loss during the reporting period (net of tax)		
Depreciation on revaluation increment (after tax)		–
Sub-total		–
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		–
Sub-total		–
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 of asset and lease liability, set-up of asset and asset retirement obligation, and set-up of service concession asset and concession payable		17,301
Adjustment due to deviation from PFRS/GAAP - gain (loss)		–
Others		–
Sub-total		17,301
Total Retained Earnings available for dividend declaration, December 31, 2023		**₱2,873,853,033**

GROUP STRUCTURE



MacroAsia Corporation and Subsidiaries
Schedule A - Financial Assets
As of December 31, 2023

Financial Assets	Name of Issuing entity and association of each issue	Amount shown in the balance sheet	Income received and accrued
Loan and Receivables			
Cash in bank and cash equivalents		1,057,715,994	16,298,405
Receivables		2,092,256,231	-
Deposits		62,070,843	2,707,404
Equity investments designated at FVTOCI/AFS investments:			
Investment in stock	PLDT	55,800	-
Investment in stock	Tower Club	100,000	-
Investment in stock	Manila Golf and Country Club	120,000,000	-
Total		3,332,198,869	19,005,809

MacroAsia Corporation and Subsidiaries
Schedule B - Amounts Receivable from Directors, Officers, Employees, Related Parties and Principal Stockholders
As of December 31, 2023

	Balance at beginning of period	Additions	Amounts collected	Amounts written off	Adjustment	Current	Not current	Balance at end of period
Advances to officers & employees								
of MAC	898,048	4,491,413	(4,984,079)	-	-	405,382	-	405,382
of MACS	408,503	3,542,931	(3,301,972)	-	-	-	649,462	649,462
of AWSI	15,339	123,100	(109,314)	-	-	29,125	-	29,125
of MASCORP	4,948,956	92,252,627	(87,903,030)		-	8,323,601	974,951	9,298,553
of MAPDC	3,540,036	2,614,108	(2,583,234)	-	-	3,570,910	-	3,570,910
of WBSI	2,878	8,000	(5,272)	-	-	5,605	-	5,605
of CAKSC	66,431	90,272	(90,272)	-	-	66,431	-	66,431
of SNVRDC	-	2,208,826	(2,208,826)	-	-	-	-	-
of PWBRI	5,266	20,000	(20,000)	-	-	5,266	-	5,266
of CBRI	20,000	108,000	(117,993)	-	-	10,007	-	10,007
of MAATS	210,139	803,847	(712,658)	-	-	301,328	-	301,328
of MMC	1,805,631	1,103,700	(1,069,527)	-	-	1,839,804	-	1,839,804
of MPRDC	4,981	10,000	(10,500)	-	-	4,481	-	4,481
of NAWASCOR	139,465	3,249,370	-3,338,216	-	-	-	50,619	50,619
of SUMMA	3,351,083	5,436,416	(3,948,061)	-	-	573,076	4,266,361	4,839,438
of BTSI	468,599	1,244,413	(1,096,863)	-	-	616,149	-	616,149
of MONAD	3,101,356	-	(3,309)	-	-	3,098,047	-	3,098,047
of NEWS	31,000	290,000	(245,340)	-	-	75,660	-	75,660
of FAA	669,301	2,793,136	(2,555,990)	-	-	906,447	-	906,447
of MSIS	243,624	2,011,941	(1,880,560)			375,005		375,005
of MSFI	50,000	4,289,613	(3,033,027)	-	-	1,306,587	-	1,306,587
of TERA	46,011	316,412	(288,248)	-	-	74,176	-	74,176
Receivables from Related Parties and Principal Stockholders								
of MACS from LTP	5,801,622	20,694,753	(16,245,775)	-	-	-	10,250,600	10,250,600
of MACS from PAL	64,553	156,691	(83,888)	-	-	-	137,356	137,356
of MACS from PAL - Mabuhay Lounge	2,107		-	-	-	-	2,107	2,107
of MACS from PAL - PALEX	4,145,291	20,653,426	(20,422,207)	-	-	-	4,376,510	4,376,510
of MASCORP from PAL	695,349,563	2,828,137,838	(2,736,732,608)			310,249,602	476,505,192	786,754,793
of MASCORP from PALEX (former Airphil)	39,563,866	(19,526,115)	(10,815,146)			-	9,222,605	9,222,605
of MASCORP from LTP	7,695,713	18,239,418	(12,574,857)			2,762,031	10,598,243	13,360,274
of MAATS from LTP	6,167,329	23,971,590	(27,645,488)	-	-	2,493,432	-	2,493,431
of MAPDC from LTP	1,511,040	168,286,310	(165,674,345)	-	-	4,123,005	-	4,123,005
of MSIS from PAL	154,283,726	1,549,993,155	- 1,516,705,077	-	-	187,571,804	-	187,571,804
Total	934,611,456	4,737,615,192	(4,626,405,682)	-	-	528,786,959	517,034,006	1,045,820,966

MacroAsia Corporation and Subsidiaries
Schedule C - Amounts Receivable from Related Parties which are eliminated during the consolidation of financial statements
As of December 31, 2023

Name and designation of debtor	Balance at beginning of period	Additions	Amount collected	Amounts written off	Current	Not Current	Balance at end of period	Amount Eliminated
MAC from								
MAATS	2,246,000	-	(800,000)	-	1,446,000	-	1,446,000	1,446,000
MAPDC	1,143,795,146	-	(105,609,345)	-	1,038,185,801	-	1,038,185,801	1,038,185,801
MACS	148,808,265	-	-	-	148,808,265	-	148,808,265	148,808,265
MASCORP	-	-	-	-	-	-	-	-
MMC	16,902,114	6,500,000	(10,002,000)	-	13,400,114	-	13,400,114	13,400,114
AWSI	101,569,301	300,000	-	-	101,869,301	-	101,869,301	101,869,301
Cavite Allied Konsult	60,604	8,000,000	-	-	8,060,604	-	8,060,604	8,060,604
CAKSC	61,150	8,000,000	-	-	8,061,150	-	8,061,150	8,061,150
FAA	88,363,100	1,530,000	-	-	89,893,100	-	89,893,100	89,893,100
BTSI	60,163,947	359,580	-	-	60,523,527	-	60,523,527	60,523,527
CBRI	146,708,182	9,117,097	-	-	155,825,279	-	155,825,279	155,825,279
SUMMA	37,079,241	-	-	-	37,079,241	-	37,079,241	37,079,241
NAWASCOR	45,000,000	14,500,000	(56,815,068)	-	2,684,932	-	2,684,932	2,684,932
MACS from								
MAC	-	474,120	(101,850)	-	372,270	-	372,270	372,270
MASCORP	-	-	-	-	-	-	-	-
MSFI	26,652,713	13,755,630	(11,542,156)	-	28,866,187	-	28,866,187	28,866,187
MSIS	3,975,961	16,800,000	(18,535,961)	-	2,240,000	-	2,240,000	2,240,000
MAPDC from								
WBSI	13,400,000	-	-	-	13,400,000	-	13,400,000	13,400,000
SNVRDC	285,060,955	2,843,911	(7,366,015)	-	280,538,851	-	280,538,851	280,538,851
SUMMA	482,595	361,317	(739,414)	-	104,498	-	104,498	104,498
MPRDC	1,706,000	89,189	-	-	1,795,189	-	1,795,189	1,795,189
CBRI	13,642,544	2,218,797	(3,182,420)	-	12,678,921	-	12,678,921	12,678,921
BTSI	46,900,000	144,523	(42,950)	-	47,001,573	-	47,001,573	47,001,573
NAWASCOR	1,085,943	549,631	-	-	1,635,574	-	1,635,574	1,635,574
MAATS	71,635	-	-	-	71,635	-	71,635	71,635
CAKSC	20,907,378	68,705	-	-	20,976,083	-	20,976,083	20,976,083
FAA	88,533	-	-	-	88,533	-	88,533	88,533
MSFI	20,683,510	15,048,616	(10,607,223)	-	25,124,903	-	25,124,903	25,124,903
AWSI from								
MMC	3,000,000	-	-	-	3,000,000	-	3,000,000	3,000,000
MAPDC	2,500,000	-	-	-	2,500,000	-	2,500,000	2,500,000
Alliedkonsult	4,766	9,887	-	-	14,654	-	14,654	14,654
Cavite Alliedkonsult	-	-	-	-	-	-	-	-
Summa Water Resources Inc	402,418	-	-	-	402,418	-	402,418	402,418
MAATS from								
MASCORP	198,499	72,008	(48,499)	-	72,008	150,000	222,008	222,008
MMC from								
BUMICO	363,958	49,663	-	-	413,621	-	413,621	413,621
MADECOR	167,842	70,247	-	-	238,089	-	238,089	238,089
Alliedkonsult from								
MMC	1,000,000	-	-	-	1,000,000	-	1,000,000	1,000,000
Cavite Alliedkonsult	1,120,915	-	-	-	1,120,915	-	1,120,915	1,120,915
SUMMA from								
MAPDC	227,843	1,062,083	(1,112,276)	-	89,600	88,050	177,650	177,650
MACS		1,900,000			1,900,000		1,900,000	1,900,000
MSFI		895,425	(440,550)		241,275	213,600	454,875	454,875
MSIS		581,078			581,078		581,078	581,078
MSFI from								
MACS	12,772,691	40,380,609	(35,929,334)	-	17,223,966	-	17,223,966	17,223,966
MSIS	4,945,578	13,242,264	(15,017,321)	-	3,170,520	-	3,170,520	3,170,520
MAC	228,548	150,286	(289,108)	-	89,726	-	89,726	89,726
MAPDC	33,370	33,200	(18,420)	-	48,150	-	48,150	48,150
MMC	-	2,200		-	2,200	-	2,200	2,200
MAATS	153,750	3,850	(153,750)	-	3,850	-	3,850	3,850
MASCORP	-	-	-	-	-	-	-	-
SUMMA	-	39,898	(17,587)	-	22,311	-	22,311	22,311
TERA	-	5,415	(5,415)	-	-	-	-	-
TERA from								
NAIC	151,500	-	-	-	151,500	-	151,500	151,500
MASCORP	-	-	-	-	-	-	-	-
MSIS	-	1,485,000	-	-	1,485,000	-	1,485,000	1,485,000
MMC	-	2,000,000	-	-	2,000,000	-	2,000,000	2,000,000
MAPDC	-	11,120,000	-	-	11,120,000	-	11,120,000	11,120,000
BUMICO from								
MMC	4,000,000	-	-	-	4,000,000	-	4,000,000	4,000,000
Total	2,256,686,496	173,764,229	(278,376,662)	-	2,151,622,413	451,650	2,152,074,064	2,152,074,064

MacroAsia Corporation and Subsidiaries
Schedule D - Long Term Debt
As of December 31, 2023

Title of issue and type of obligation	Amount authorized by indenture		Amount shown under caption "Current portion of long-term debt" in related balance sheet		Amount shown under caption"Long-Term Debt" in related balance sheet*		Balance at end of period	Interest Rate
	(In original currency)	(In PhP)	(In original currency)	(In PhP)	(In original currency)	(In PhP)		
Local Bank	USD 960,000	49,334,400	14,167	784,403	-	-	784,403	9.03%
Local Bank	USD 3,500,000	183,575,000	647,619	35,858,664	323,810	17,929,345	53,788,009	8.52%
Local Bank	PHP 165,000,000	165,000,000	30,530,612	30,530,612	15,265,306	15,265,306	45,795,918	8.45%
Local Bank	PHP 400,000,000	400,000,000	74,074,074	74,074,074	55,555,556.00	55,555,556	129,629,630	6.95%
Local Bank	PHP 250,000,000	250,000,000	38,571,429	38,571,429	96,428,571	96,428,571	135,000,000	7.00%
Local Bank	PHP 252,950,917	252,950,917	31,618,865	31,618,865	179,173,567	179,173,567	210,792,431	6.00%
Local Bank	PHP 26,580,000	26,580,000	1,661,250	1,661,250	24,918,750	24,918,750	26,580,000	6.00%
Local Bank	PHP 10,000,000	10,000,000	625,000	625,000	9,375,000	9,375,000	10,000,000	6.00%
Local Bank	PHP 100,000,000	100,000,000	33,333,333	33,333,333	21,818,981	21,818,981	55,152,314	7.50%
Local Bank	PHP 200,000,000	200,000,000	66,666,667	66,666,667	66,666,667	66,666,667	133,333,333	8.50%
Local Bank	PHP 1,150,000	1,150,000	222,847	222,847	629,894	629,894	852,741	5.00%
Local Bank	PHP 810,000	810,000	167,759	167,759	208,157	208,157	375,917	5.00%
TOTAL		1,639,400,317		314,114,902		487,969,794	802,084,696	

**exclusive of the unamortized transaction costs of 2,075,873*

MacroAsia Corporation and Subsidiaries
Schedule E - Indebtedness to Related Parties (Long-Term Loans from Related Companies)
As of December 31, 2023

Name of related party	Balance at beginning of period	Balance at end of period
Philippine National Bank	604,676,057	499,559,951
PNB-IBJL Leasing & Finance Corporation	892,080	-
TOTAL	605,568,137	499,559,951

MacroAsia Corporation

MacroAsia Corporation and Subsidiaries
Schedule F - Guarantees of Securities and Other Issuers
As of December 31, 2023

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 guaranteed and outstanding	Amount owned by person for which statement is filed	Nature of guarantee

Not Applicable

MacroAsia Corporation and Subsidiaries
Schedule G - Capital Stock
As of December 31, 2023

Title of Issue	Number of Shares authorized	Number of shares issued as shown under related balance sheet caption	Number of treasury shares	Number of shares outstanding	Number of shares reserved for options, warrants, conversion and other rights	Number of shares held by related parties	Number of shares held by directors and officers
Common Stock	2,000,000,000	1,933,305,923	(42,347,600)	1,890,958,323	-	1,341,847,618	16,807,304
						70.96%	0.89%

SGV
Building a better working world

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INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY SCHEDULE ON COMPONENTS OF FINANCIAL SOUNDNESS INDICATORS

The Stockholders and the Board of Directors
MacroAsia Corporation
12th Floor, PNB Allied Bank Center
6754 Ayala Avenue, Makati City

We have audited in accordance with Philippine Standards on Auditing, the consolidated financial statements of MacroAsia Corporation and ist subsidiaries (collectively as the Group) as at December 31, 2023 and 2022 and for each of the three years in the period ended December 31, 2023, and have issued our report thereon dated March 21, 2024. Our audits were made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The Supplementary Schedule on Components of 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 (PFRSs) 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 consolidated financial statements prepared in accordance with PFRSs. The components of these financial soundness indicators have been traced to the Group's consolidated financial statements as at December 31, 2023 and 2022 and for each of the three years in the period ended December 31, 2023 and no material exceptions were noted.

SYCIP GORRES VELAYO & CO.

Kristopher S. Catalan
Partner
CPA Certificate No. 109712
Tax Identification No. 233-299-245
BOA/PRC Reg. No. 0001, August 25, 2021, valid until April 15, 2024
BIR Accreditation No. 08-001998-109-2020, October 26, 2023, valid until October 25, 2026
PTR No. 10079916, January 5, 2024, Makati City

March 21, 2024

MACROASIA CORPORATION

SCHEDULE OF FINANCIAL SOUNDNESS INDICATORS
AS OF AND FOR THE YEAR ENDED DECEMBER 31, 2023

Ratio	Formula		2023	2022
Current ratio	Total current assets divided by total current liabilities			
	Total current assets	₱4,187,440,661	**1.3:1**	1.2:1
	Divided by:			
	Total current liabilities	3,322,440,378		
	Current ratio	1.3		
Debt-to-equity ratio	Total interest-bearing debts divided by total stockholders' equity			
	Total Interest-bearing Debts	₱1,044,508,823	**16.1%**	22.4%
	Divided by:			
	Total stockholders' equity	6,485,338,749		
	Debt-to-equity ratio	16.1%		
Asset-to-equity ratio	Total assets divided by total stockholders' equity			
	Total assets	₱12,694,942,115	**2.0:1**	2.0:1
	Divided by:			
	Total stockholders' equity	6,485,338,749		
	Asset-to-equity ratio	2.0		
Direct cost ratio	Total direct costs divided by net revenues			
	Total direct costs	₱6,254,840,254	**78.2%**	81.3%
	Divided by:			
	Net revenues	7,997,045,846		
	Direct cost ratio	78.2%		
Expense ratio	Total operating expenses divided by net revenues			
	Total operating expenses	₱1,085,694,715	**13.6%**	16.2%
	Divided by:			
	Net revenues	7,997,045,846		
		13.6%		
Interest coverage ratio	Total earnings before interest and Taxes divided by Total Interest expense		**8.3:1**	4.7:1
	Total earnings/(loss) before interest and taxes	₱1,357,339,766		
	Divided by:			
	Interest expense	163,781,528		
	Interest coverage ratio	8.3		

Return on net sales	Net income/(loss) divided by net revenues Net income/(loss) ₱1,071,184,611 Divided by: Net revenues 7,997,045,846 **Return on net sales** 13.4%	**13.4%**	9.5%
Return on assets	Net income/(loss) from continuing operations divided by Average Total Assets Net income/(loss) ₱1,071,184,611 Divided by: Total assets 12,694,942,115 **Return on assets** 8.4%	**8.4%**	4.0%
Return on investment	Net income/(loss) attributable to equity holders of parent divided by the sum of total interest-bearing debts and equity attributable to equity holder of parent Net income/(loss) attributable to equity holders of parent ₱851,136,879 Divided by: Total interest-bearing debts + equity attributable to equity holder of parent 7,169,600,001 **Return on investment** 12.0%	**12.0%**	6.5%
Return on equity	Net income/(loss) divided by total capital Net income/(loss) ₱1,071,184,611 Divided by: Total capital 5,149,060,392 **Return on equity** 20.8%	**20.8%**	10.5%

Annex A: Reporting Template

(For additional guidance on how to answer the Topics, organizations may refer to Annex B: Topic Guide)

Contextual Information

Company Details	
Name of Organization	MacroAsia Corporation
Location of Headquarters	12/F PNB Allied Bank Center, 6754 Ayala Avenue, Makati City 1226, Philippines
Location of Operations	**MacroAsia Catering Services, Inc. (MACS)** - *West Service Road, Merville Exit NAIA, Pasay City 1300, Philippines* **MacroAsia Sats Inflight Services, Corporation. (MSIS)** - *Gate 3 PAL Inflight Center Baltao St. Cor. MIA Rd., Pasay City 1300, Philippines* **MacroAsia Sats Food Industries Corporation (MSFI)** - *MAPDC Bldg. East Service Road, Brgy. Sucat, Muntinlupa City* **MacroAsia Airport Services Corporation (MASCORP)** - *3rd Floor, Bldg. A, Skyfreight Center, Ninoy Aquino Ave., Brgy. Sto. Niño, Parañaque City 1704, Philippines* **MacroAsia Properties Development Corporation (MAPDC) and Subsidiaries** - *MacroAsia Special Economic Zone, Villamor Airbase Pasay City 1309, Philippines* **First Aviation Academy, Inc. (FAA)** - *12/F PNB Allied Bank Center, 6754 Ayala Avenue, Makati City 1226, Philippines* **MacroAsia Mining Corporation (MMC) and Subsidiaries** - *12/F PNB Allied Bank Center, 6754 Ayala Avenue, Makati City 1226, Philippines* **Allied Water Services Inc. (AWSI) and Subsidiaries** - *12/F PNB Allied Bank Center, 6754 Ayala Avenue, Makati City 1226, Philippines* **Cebu Pacific Catering Services, Inc. (CPCS)** - *1st Ave. Extension Blk-B6 MEPZ 1, Lapu-Lapu City, Cebu* **Boracay Tubi System Inc. and Subsidiaries** - *Malay, Aklan, 5608* ***SNV Resources Development Corp (SNVRDC)*** - *Solano, Nueva Vizcaya* ***Naic Water Supply Corporation (NAWASCOR)*** - *Naic, Cavite* ***Summa Water Resources, Inc. (SWRI)*** - *Daraga Albay & Sucat Muntinlupa* ***Aqualink Resources Development Inc.(ARDI)*** - *General Trias, Cavite* - *Imus, Cavite* - *Kawit, Cavite*

	- *Bacoor, Cavite* - *Carmona, Cavite* - *Tanza, Cavite*
Report Boundary: Legal entities (e.g. subsidiaries) included in this report*	MacroAsia Catering Services, Inc. (MACS) MacroAsia SATS Food Industries Corporation (MSFI) MacroAsia SATS Inflight Services Corporation (MSIS) MacroAsia Airport Services Corporation (MASCORP) MacroAsia Properties Development Corporation (MAPDC) First Aviation Academy, Inc. (FAA) MacroAsia Mining Corporation (MMC) Allied Water Services Inc. (AWSI) Boracay Tubi System, Inc. (BTSI) SNV Resources Development Corporation (SNVRDC) Naic Water Supply Corporation (NAWASCOR) Summa Water Resources, Inc. (SWRI) Aqualink Resources Development, Inc. (ARDI) Cebu Pacific Catering Services, Inc. (CPCS) Lufthansa Technik Philippines, Inc. (LTP)
Business Model, including Primary Activities, Brands, Products, and Services	Maintenance Repair and Overhaul (MRO), Food Services, Gateway Services, Fixed-Based Operations (FBO), Aviation Training, Ecozone Development, Water Businesses, and Mining
Reporting Period	December 31, 2023
Highest Ranking Person responsible for this report	Rhodel C. Esteban

**If you are a holding company, you could have an option whether to report on the holding company only or include the subsidiaries. However, please consider the principle of materiality when defining your report boundary.*

Materiality Process

Explain how you applied the materiality principle (or the materiality process) in identifying your material topics.[1]
In identifying the essential sustainability issues, opportunities, and risks, the company considers the following factors: • *its impact on the business operations,* • *critical issues to the stakeholders, and* • *importance to the community where we operate*

[1] See *GRI 102-46* (2016) for more guidance.

ECONOMIC

Economic Performance

Direct Economic Value Generated and Distributed

Disclosure	Amount	Units
Direct economic value generated (revenue) *	8,366,536,400	PhP
Direct economic value distributed:		
a. Operating costs	2,384,059,615	PhP
b. Employee wages and benefits	1,798,070,914	PhP
c. Payments to suppliers, other operating costs	2,835,253,808	Php
d. Dividends given to stockholders and interest payments to loan providers	182,845,740	PhP
e. Taxes given to government	229,770,459	PhP
f. Investments to community (e.g. donations, CSR)	259,729	PhP

includes share in net income of associates LTP and CPCS based on percentage of ownership

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Primary business operations: • *The company may be able to generate revenue due to brisk business activities.* • *As a labor-intensive company, this translates to employment generation.* • *Revenue generation means more taxes paid.* • *Contributes to national economic development*	• *Employees – for the benefits given by the company* • *Government – for the taxes paid, and withholding taxes remitted by the company* • *Suppliers – for the purchases made by the company as the source of their income* • *Community – for the CSR program of the company*	• *Strategic business planning* • *Engaging suppliers with Sustainable Development Goals incorporated in their business cultures.* • *Achieving global market leadership through sound and achievable goals* • *Natural resources partner in the Philippines* • *Committed to fair wages and benefits for employees*
What are the Risk/s Identified?	**Which stakeholders are affected?**	**Management Approach**
• *Operational and financial risks of the subsidiaries and affiliates*	• *Employees* • *Company* • *Supplier*	• *Group-wide monitoring process performed by executive/management committee held on a weekly basis.*

• *Global Economic Slowdown/Recession* • *Industry Regulations* • *National Regulations* • *Competition* • *Volatility of Foreign Exchange Rates* • *Valuation of Non-Current Assets* • *Lock-in commitments in Infrastructure investment* • *Decline in Local Employment* • *Limits in accessibility and mobility* • *Change in Consumer Behavior; Drop of demand for certain services offered (non-essentials i.e. travel, recreation)* • *Cyber-attacks (i.e. data breaches, ransomware attacks, and other cyber incidents)*	• *Community* • *Government* • *Investors*	• *Risk Mitigation Strategies: Implementation of risk mitigation strategies including financial planning, diversification, and effective supplier relationship management.* • *Aggressive marketing, offering of innovative products and services* • *Optimizing resources and provision of quality services* • *Sustainable cost leadership efforts* • *Year-round preventive maintenance of ground support equipment in accordance with the manufacturer's specifications* • *Employees year-round training program in order to keep up with the latest trends with emphasis on operational safety, reliability and customer service* • *Regular audit to ensure compliance with local and international standards.* • *Regular renewal of accreditations and certifications to ensure services are carried out in accordance with respective countries' aviation regulations.* • *Maintain close relationship with airline clients, which in turn enables reciprocal arrangements for auxiliary aviation services.* • *Strong backing of the Company's venture partners for a globally-competitive expertise and market reach.* • *Operational funding requirements and adequate capital to continue and expand its existing business and develop or venture into new business.* • *Engage in foreign exchange hedging transactions to minimize impact of losses from such fluctuation.* • *In the case of the parent company, as maintaining the currency portfolio as per*

		the guidance received from the Investment Committee. • *Non-current assets are adjusted at fair market values for impairment, recoverability and timing of reclassification.* • *Scenario planning / Strategic business planning.* • *Continuous evaluation of the current IT environment & security and implementation of essential upgrade on Firewall, antivirus and back-up solutions.*
What are the Opportunity/ies Identified?	**Which stakeholders are affected?**	**Management Approach**
• *Business expansion organization* • *Business growth through diversification*	• *Employees* • *Company* • *Suppliers*	• *Scenario planning / Strategic business planning*

Climate-related risks and opportunities[2]

Governance	Strategy	Risk Management	Metrics and Targets
Disclose the organization's governance around climate-related risks and opportunities	Disclose the actual and potential impacts[3] of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	Disclose how the organization identifies, assesses, and manages climate-related risks	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material
Recommended Disclosures			
• *The Board of Directors, through its Risk Management Committee, and Audit Committee, oversees the climate-related risks and opportunities of the company. From time to time, the committee*	• *Emission reporting obligations* • *Exposure to litigations* • *Shift in consumer preferences*	• *The Chief Risk Officer (CRO) is the champion of Enterprise Risk Management (ERM); he shall be responsible for the identification and assessments of climate-related risks. The management team*	• *The company assess the climate-related risks and opportunities by defining the probability, and materiality of its*

[2] Adopted from the Recommendations of the Task Force on Climate-Related Financial Disclosures. The TCFD Recommendations apply to non-financial companies and financial-sector organizations, including banks, insurance companies, asset managers and asset owners.
[3] For this disclosure, impact refers to the impact of climate-related issues on the company.

meets to discuss any material risk exposures, actions taken, and recommends corrective measures, as necessary.	• *Increased cost of raw materials* • *Extreme weather events* • *Diseases* • *Disrupted/delayed business supply* • *Uninsurable risks*	*communicates the identified and assessed risk to the Board of Directors through board committees.* • *The corporation disseminates the survey questionnaire to the different heads of subsidiaries. After that, the group will collate all the responses and map the identified and assessed climate-related risks.* • *A weekly management committee meeting is in place to discuss any material risk exposures and opportunities identified and any additional information available as of the given date.*	*impact in the business operations*
• *The Chief Risk Officer is the champion of Enterprise Risk Management (ERM); he shall be responsible for the identification and assessments of climate-related risks.*	• *Asset impairment, early retirement of assets.* • *Reduced revenue* • *Increase in production costs*	• *A weekly management committee meeting is in place to discuss any material risk exposures and opportunities identified and any additional information available as of the given date.*	• *Quantitative and qualitative monitoring of resources*
	b) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios including a 2°C or lower scenario	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	

Procurement Practices

Proportion of spending on local suppliers

Disclosure	Quantity	Units
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	90	%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *There is a material economic impact on our primary business operations and/or supply chain. The group is engaged in diverse industries, i.e., gateway services, aircraft repair maintenance and overhaul, catering, water supply and treatment services.* • *Our organization assists suppliers through our regular purchasing activities. A brisk and satisfactory relationship redounds to the business growth of our suppliers as well.*	• *Internally, the employer and employees* • *Externally,* *1. the suppliers* *2. the government* *3. public/consumers*	• *It is the aim of management to -* *1. Obtain quality goods and services at the lowest reasonable cost, while operating at the highest standards of ethical conduct.* *2. Establish purchasing programs, goals and targets, policies, responsibilities that will stabilize our interaction with suppliers.* • *Promote sourcing of local products to a greater degree as this spurs national economic development.*
What are the Risk/s Identified?	**Which stakeholders are affected?**	**Management Approach**
• *Lack of reliable source of suppliers with track records which meet our procurements requirements which may result in higher operating costs.* • *Effect of extreme weather conditions and natural calamities on agricultural products and water supply* • *Environmental and health concerns (proper waste disposal, spoilage, spread of diseases, contamination, pollution)*	• *Our suppliers and clients are principally affected as our goods and services are price and inflation sensitive.*	• *Aggressive search for potential/ alternative roster of suppliers.* • *Build a wider range of agri-business suppliers and make appropriate substitute measures.* • *Same as # 2*

• *Dependence on imported items including equipment and other CAPEX needs* • *Goods are supply-and-demand driven, thus affected by price fluctuations.*		• *Explore tie-ups with local producers through contract growing arrangement and fabricators through manufacturing contracts.* • *Develop a stable supplier base to stabilize prices.* • *Establishment of uniform guidelines and procedures to regulate procurement activities.* • *Regular evaluation of supplier performance and forecasting of requirements with constant reference to historical purchases and deliveries* • *Collaboration of purchasing department with finance and support units*
What are the Opportunity/ies Identified?	**Which stakeholders are affected?**	**Management Approach**
• *Bulk/ Wholesale buying to capitalize on economies of scale, favorable payment terms and to mitigate effects of forex fluctuations and price volatility* • *More timely supplier information using information technology.*	• *Same as above*	• *To align procurement policies and procedures of subsidiaries towards cost saving.* • *Consolidate requirements of requesting units.* • *Keep abreast of trends in information tech.*

Anti-corruption

Training on Anti-corruption Policies and Procedures

Disclosure	Quantity	Units
Percentage of employees to whom the organization’s anti-corruption policies and procedures have been communicated to	100	%
Percentage of business partners to whom the organization’s anti-corruption policies and procedures have been communicated to	100	%
Percentage of directors and management that have received anti-corruption training	100	%
Percentage of employees that have received anti-corruption training	100	%

<table>
<tr><th>What is the impact and where does it occur? What is the organization's involvement in the impact?</th><th>Which stakeholders are affected?</th><th>Management Approach</th></tr>
<tr><td>Primary business operations
• Lower revenue
• Higher cost due to corruption
• Loss of assets
• Lower results of operations</td><td rowspan="6">• Company
• Employees
• Suppliers
• Community
• Government</td><td rowspan="6">• The company is committed to establish a whistle-blower policy to encourage employees to report corrupt practices.
• Cultivate a culture of honesty, transparency and integrity.</td></tr>
<tr><td>What are the Risk/s Identified?</td></tr>
<tr><td>• Higher cost for the company, which translates to a lower bottom line.
• Reputational risk
• Loss of sales/customers</td></tr>
<tr><td>What are the Opportunity/ies Identified?</td></tr>
<tr><td>• Good publicity
• Higher rating
• More sales means the higher bottom line</td></tr>
</table>

Incidents of Corruption

Disclosure	Quantity	Units
Number of incidents in which directors were removed or disciplined for corruption	0	0
Number of incidents in which employees were dismissed or disciplined for corruption	0	0
Number of incidents when contracts with business partners were terminated due to incidents of corruption	0	0

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
-N/A-	*-N/A-*	*-N/A-*

What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
-N/A-	*-N/A-*	*-N/A-*
What are the Opportunity/ies Identified?	**Which stakeholders are affected?**	**Management Approach**
-N/A-	*-N/A-*	*-N/A-*

ENVIRONMENT

Resource Management

Energy consumption within the organization:

Disclosure	Quantity	Units
Energy consumption (renewable sources)	12,664.26	MWh
Energy consumption (gasoline)	42,317.48	GJ
Energy consumption (LPG)	146,606.17	GJ
Energy consumption (diesel)	107,320.53	GJ
Energy consumption (electricity)	32,112.75	MWh
Energy consumption (LSFO)	5,249.39	GJ

Reduction of energy consumption

Disclosure	Quantity	Units
Energy reduction (natural resources)	n/a	GJ
Energy reduction (LPG)	n/a	GJ
Energy reduction (diesel)	n/a	GJ
Energy reduction (electricity)	7,373.54	MWh
Energy reduction (gasoline)	n/a	GJ
Energy reduction (LSFO)	110,753.36	Liters

What is the impact and where does it occur? What is the organization’s involvement in the impact?	Which stakeholders are affected?	Management Approach
Use of non-renewable energy in aviation services, mining, and water supply operation utilizing the following: • *Power Generators* • *Equipment and Vehicles* • *Industrial equipment* *It contributes to the environmental problems such as air, water and land pollution cause by the equipment/s used inside the facility such as Boiler, Genset and Sewage Treatment Plant.* *Intention to implement a sustainability program, including the provision of solar power and the use of energy-efficient solutions like LED lights.*	• *Employees* • *Community* • *Employers* • *Customers* • *Investors*	• *Installation of cost saving devices on existing equipment and vehicles that uses power and fuel* • *Acquisition of more fuel-efficient vehicles and equipment* • *Proper use and regular preventive maintenance of electrical and fuel driven vehicles and equipment* • *Conservation of energy such as using energy efficient light bulbs.* *Minimization of usage of cleaning chemical with high content of phosphate. Proper segregation of waste.*

		• *Implementation of safety and regulations and identifying areas for improvement.* • *Continuous monitoring of energy consumption.* • *The organization plans to develop and implement a sustainability program focusing on energy reduction. This includes transitioning to renewable energy sources such as solar power and adopting energy-efficient technologies like LED lights.* • *The organization needs to conduct a comprehensive risk assessment related to energy consumption, develop mitigation strategies, and regularly review and update these strategies to adapt to changing circumstances.* • *The organization should actively seek opportunities to improve energy efficiency, explore renewable energy sources, and invest in innovative technologies to optimize resource usage.*
Primary Business Operations ***Impacts:*** *High energy consumption directly affects operational costs, contributing to higher utility bills.* *Inefficient energy use may lead to additional expenses for equipment maintenance and replacements.*	***Employees:*** *Employees may experience changes in work processes, training for energy-efficient practices, and potentially improved working conditions as the organization adopts sustainable measures*	***Policies and Commitments:*** *Develop an Energy Efficiency Policy and publicly commit to sustainability goals.*

<table>
<tr>
<td rowspan="3">Higher energy consumption typically results in increased greenhouse gas emissions, contributing to environmental pollution and climate change.

Direct Impact:

Construction Practices: The organization's construction processes, and technology choices directly impact energy consumption. For example, the selection of energy-efficient equipment, the use of sustainable construction materials, and the implementation of smart water treatment systems can reduce energy usage.

Operational Efficiency: The efficiency of the water treatment plants and systems designed and constructed by the organization influences our energy consumption during operation. Optimal design and engineering practices can minimize energy needs.

Use of non-renewable energy in aviation training and flight operations utilizing the following:
Training aircraft
Equipment and Vehicles
Aircraft maintenance equipment</td>
<td rowspan="3">Community: The local community may benefit from reduced environmental impact, improved water treatment processes, and potential outreach programs promoting water conservation and sustainable practices

Government: Government entities may be affected by the organization's adherence to environmental regulations, energy efficiency standards, and sustainability goals

Employees
Community
Employers</td>
<td rowspan="3">Goals and Targets: Set measurable targets for reducing energy consumption in construction and operations.
Responsibilities: Clearly define roles and provide training for those responsible for energy efficiency.
Resources: Allocate resources for adopting energy-efficient technologies and investing in research and development.
Grievance Mechanisms: Establish feedback channels for stakeholders and employees to report concerns and provide input.
Projects and Initiatives: Participate in green building certifications, conduct energy audits, and engage in community outreach.
Partnerships: Collaborate with suppliers and industry groups committed to sustainability.
Continuous Improvement:
Monitor and report on energy consumption, regularly assessing progress and identifying improvement opportunities.
Acquisition of unleaded AvGas which generates lesser emission.
Regular maintenance of training aircraft.
Regular preventive maintenance of service vehicles.</td>
</tr>
<tr></tr>
<tr></tr>
<tr>
<td>What are the Risk/s Identified?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenhouse gases generation
Potential air and noise pollution
Health conditions.
The organization faces risks associated with over- reliance on non-renewable energy sources, including potential price volatility, supply chain disruptions, and regulatory challenges.</td>
<td></td>
<td></td>
</tr>
</table>

Energy Price Volatility: *Fluctuations in energy prices can impact operational costs, potentially leading to budget overruns.* ***Dependency on Non-Renewable Energy:*** *A heavy reliance on non-renewable energy sources may expose the organization to supply chain disruptions, price volatility, and environmental risks.* ***Insufficient Infrastructure Planning:*** *Inadequate planning for energy infrastructure may result in inefficiencies, increased energy consumption, and potential disruptions.* ***Supply Chain Risks:*** *Disruptions in the supply chain for energy-efficient equipment or materials may delay projects and increase costs.* ***Inadequate Monitoring and Reporting:*** *Insufficient systems for monitoring and reporting energy consumption may lead to missed opportunities for improvement and hinder transparency.*	***Employees:*** *Job security, work processes, and potential changes in job responsibilities may be of interest to employees.* ***Community:*** *Potential disruptions, environmental impact, or changes in local resources.* ***Customers/Clients:*** *Clients may be concerned about potential delays, cost increases, or changes in project specifications due to energy-related factors.* ***Government:*** *Authorities may be concerned about the organization's adherence to energy efficiency standards and environmental regulations.*	• *Implement long-term contracts, explore renewable energy sources, and invest in energy-efficient technologies to reduce reliance on volatile energy markets.* • *Transition to renewable energy sources, such as solar, to enhance energy security and reduce environmental impact.* • *Conduct thorough energy audits, invest in scalable infrastructure, and plan for future growth to ensure efficient resource management.* • *Diversify suppliers, maintain strong relationships with key suppliers, and establish contingency plans for potential disruptions.* • *Implement robust monitoring systems, regularly assess and analyze energy data, and communicate progress transparently to stakeholders.*
• *Greenhouse gases generation.* • *Potential air and noise pollution*	• *Employees* • *Community* • *Employers*	• *Acquisition of unleaded AvGas which generates lesser emission.* • *Regular maintenance of training aircraft.* • *Regular preventive maintenance of service vehicles.*
What are the Opportunity/ies Identified?		
• *Reduction of operating expense* • *Improvement of Bottomline. A decrease in energy consumption is a decrease in utility bills.* • *There is an opportunity to enhance the organization's reputation, reduce operational costs, and contribute positively to the environment through the adoption of sustainable energy practices.*		

Cost Savings through Energy Efficiency: *Implementing energy-efficient technologies and practices can lead to significant cost savings in the long term, reducing utility bills and operational expenses.* ***Enhanced Reputation and Market Position:*** *Demonstrating a commitment to sustainable resource management and energy efficiency can enhance the organization's reputation and market competitiveness.* ***Compliance with Regulatory Standards:*** *Proactively aligning with and exceeding environmental regulations can position the organization as a responsible and compliant industry leader.* ***Operational Efficiency Improvements:*** *Energy-efficient processes often lead to overall operational efficiency improvements, reducing downtime and enhancing productivity.* *Better mileage of service vehicles* *More reliable training aircraft to cope with the brisk flight schedules*	***Employees:*** *Employees may experience changes in work processes, training for energy-efficient practices, and potential improvements in working conditions as the organization adopts sustainable measures.* ***Community:*** *The local community may benefit from reduced environmental impact, potential outreach programs promoting sustainable practices.* ***Customers/Clients:*** *Clients and customers may benefit from energy-efficient construction projects, potentially leading to cost savings over the operational life of the water treatment facilities.*	• *Invest in energy-efficient equipment, conduct energy audits, and optimize construction processes to identify areas for improvement.* • *Promote sustainable practices in marketing materials, obtain relevant certifications, and actively communicate environmental initiatives to stakeholders.* • *Stay informed about evolving regulations, implement robust compliance protocols, and participate in industry initiatives to uphold high standards* • *Invest in technologies that not only save energy but also improve overall operational performance. Provide training to employees on efficient practices.*
	• *Employees* • *Community* • *Employers*	• *Acquisition of unleaded AvGas which generates lesser emission.* • *Regular maintenance of training aircraft.* • *Regular preventive maintenance of service vehicles.*

Water consumption within the organization

Disclosure	Quantity	Units
Water withdrawal	32,496,825.20	Cubic meters
Water consumption	28,102,921.98	Cubic meters
Water recycled and reused	10,652	Cubic meters

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Extraction of surface water on rivers located in • *Maragondon, Cavite* • *Solano, Nueva Vizcaya* • *Malay, Aklan* *Extraction of ground water in* • *Naic, Cavite* • *High consumption of water may lead to high water bill.* • *The impact of this is primarily on local water resources and ecosystem, as well as potential strain on the municipal water supply.*	• *Communities where surface and/or ground water are extracted* • *Communities down-stream of river water sources* • *Customers* • *Employees* • *Shareholders* • *Organization in the company.* • *Suppliers*	• *Proper use and regular preventive maintenance of water treatment facilities* • *Regular monitoring of WTP performance vs design capacity* • *Regular monitoring of potable water quality* • *Recycling and reuse of wastewater* • *Strict compliance to latest potable water (Philippine National Standards for Drinking Water [PNSDW]) standards* • *Adopted water Strict adherence water allocation specified in the Water Rights/Permit granted by National Water Resources Board (NWRB)* • *Conservation measures in facilities to reduce water consumption* • *Information campaign to customers regarding water conservation tips* • *Adopted water recycling/reuse* • *Conservation of water*

Primary Business Operations ***Impacts:*** *Excessive water withdrawal can lead to environmental consequences such as depletion of local water sources, and potential harm to ecosystems.* *Raw water withdrawal with quality issues can contribute to increased operational costs, including treatment expenses, impacting the organization's financial performance.* *Excessive water withdrawal may draw criticism from local communities, affecting the organization's reputation and community relations.* ***Direct Impact:*** ***Operational Practices:*** *The organization's policies and practices related to water management directly influence its impact. Implementing water-efficient technologies, recycling water where possible, and adopting*	***Employees:*** *Employee well-being, job stability, and working conditions.* ***Local Community:*** *Access to water resources, potential environmental harm, and the organization's role in local water management may be concerns for the community.* ***Customers and Clients****: Environmentally conscious customers may be concerned about the organization's water usage and its overall commitment to sustainable practices.* • ***Regulatory Authorities:*** *Non-compliance with water usage regulations could lead to legal*	• *Implementation of safety regulations and identifying areas for improvement.* • *Continuous monitoring of water consumption.* • *The organization aims to develop a program that allows for the reuse of spent water, reducing its overall water footprint.* • *To manage these risks, the organization to conduct a comprehensive risk assessment related to water consumption and implement mitigation strategies accordingly.* • *The organization aims to develop a program for water recycling and reuse, demonstrating its commitment to sustainable water management practices.* • *Investing in and adopting technologies that minimize the water by-product after water treatment, improve efficiency, and contribute to sustainable water management.* • *Implementing community outreach, participating in local water conservation initiatives, and transparently communicating water stewardship efforts.* • *Regularly monitoring and ensuring compliance with water usage regulations, and actively participating in water conservation initiatives as required by local authorities.*

sustainable practices contribute positively. • ***Facility Management:*** *The design, maintenance, and management of facilities play a crucial role. Leaks, inefficient plumbing systems, or outdated equipment can contribute to excessive water consumption.*	*consequences and regulatory interventions.*	
What are the Risk/s Identified?		
• *Over extraction of surface water that may result to:* – *Reduced downstream flow* • *Over extraction of ground water that may result to:* – *Lowering of water table* – *Salt intrusion* – *Ground subsidence* • *Water pollution* • *Health conditions.* • *Potential risks could include increased costs due to water scarcity, reputational damage, and regulatory issues.* ***Resource Scarcity:*** *Depletion or scarcity of local water resources due to over-extraction or competition with other users can lead to operational disruptions. Climate change can lead to shifts in precipitation patterns and water availability, affecting the reliability of water sources* ***Regulatory Compliance:*** *Changes in water-related regulations or failure to comply with existing ones can result in legal consequences, fines, and restrictions on operations*	***Employees:*** *Employee well-being, job stability, and working conditions.* ***Local Community:*** *Public health, community livelihoods, and environmental sustainability.* ***Customers and Clients:*** *Product or service quality, reliability, and adherence to sustainable practices.* • ***Regulatory Authorities:*** *Adherence to environmental laws,*	• *Implementing water conservation measures, exploring alternative water sources, and engaging in responsible sourcing practices.* • *Staying informed about water regulations, conducting regular compliance assessments, and actively participating in water seminars and conventions.* • *Developing contingency plans for water shortages and investing in water-efficient technologies.* • *Exploring cost-effective water management solutions.*

Operational Disruptions: *Water scarcity or disruptions in water supply can halt operations, impacting production schedules and potentially causing financial losses* ***Increased Costs:*** *Rising water costs or the need for expensive water treatment processes can contribute to increased operational expenses* ***Health and Safety Concerns:*** *Inadequate water quality due to scarcity or contamination may pose health and safety risks to employees and surrounding communities* • ***Financial Impact:*** *Unanticipated water-related challenges can lead to financial losses, especially if the organization relies heavily on water-intensive processes*	*sustainable resource management, and protection of public interests.*	• *Implementing rigorous water quality monitoring, ensuring proper treatment processes, and collaborating with health authorities* • *Conducting thorough risk assessments, integrating water risk considerations into financial planning, and exploring water-efficient alternatives.*
What are the Opportunity/ies Identified?		
• *Reduce dependence on water sources* • *Less operating expense* • *Better Returns* • *Decrease in water consumption may lead to lower water bill.* • *The organization has an opportunity to establish a water recycling and reuse program, which could positively impact the environment and potentially reduce water-related costs.* ***Community Engagement and Education:*** *Improved community relations, enhanced corporate social responsibility (CSR), and potential*	***Employees:*** *Improved working conditions, potential training opportunities, and a sense of pride in contributing to sustainability goals.*	• *Engaging with local communities and implementing education programs on responsible water use can foster positive relationships and reduce the risk of negative perceptions*

collaboration on water conservation initiatives. ***Water Risk Assessments:*** *Enhanced risk management, informed decision-making, and proactive mitigation of potential water-related challenges* • ***Government and Industry Collaboration:*** *Access to supportive policies, participation in industry-wide sustainability efforts, improved regulatory compliance, and potential Joint Ventures.*	***Local Community:*** *Enhanced community relations improved public health, and a more sustainable local environment.* ***Customers and Clients****:* *Positive perception among customers, alignment with their environmental values, and potential market differentiation.* • ***Regulatory Authorities:*** *Positive regulatory compliance record, potential support for industry initiatives, and a collaborative approach to environmental stewardship.*	• *Conducting comprehensive water risk assessments can help the organization identify potential risks, prioritize areas for improvement, and implement targeted solutions* • *Collaborating with government agencies and industry associations on water management initiatives can lead to shared resources, knowledge, and best practices.*

Materials used by the organization

Disclosure	Quantity	Units
Materials used by weight or volume		
• Renewable – Water	28,166,249.98	cu.m.
• Non-renewable – Gasoline – Diesel – LPG – Electricity – Various Chemicals	 1,080,248.05 2,824,223.51 2,988,039.38 32,036,660.09 66,303.07	 Liters Liters kgs kWh kgs
Percentage of recycled input materials used to manufacture the organization's primary products and services	None	%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Raw water from surface and ground water sources* • *Fuel, power, and other materials needed for production.* • *The organization recognizes the environmental impact of non-renewable materials and aims to address this concern.*	• *Employees* • *Community* • *Suppliers* • *Customers*	• *Strict adherence water allocation specified in the Water Rights/Permit granted by NWRB* • *Campaign on Clean Water Awareness* • *Watershed protection thru tree planting activities* • *Implementing a material recovery facility to appropriately classify garbage and enable the sale of recyclable items to scrap buyers.* • *The organization is committed to reducing reliance on non-renewable materials and exploring sustainable alternatives.* • *Establishing a material recovery facility to appropriately classify*

Primary Business Operations ***Impacts:*** *Certain materials may have a high carbon footprint due to energy-intensive production processes, contributing to climate change.* *Inappropriate material selection or inefficient use can lead to increased waste generation during manufacturing and at the end of the product lifecycle.* *The choice of materials can contribute to environmental degradation during disposal.* ***Direct Impact:*** ***Operational Practices:*** *The organization plays a key role in product design decisions, including the selection of materials and design for recyclability.* • ***Supply Chain Practices:*** *The organization directly contributes to material impacts through its supply chain, including transportation and handling of materials*	***Suppliers:*** *Market demand, sustainability standards, and adherence to responsible sourcing* ***Local Communities:*** *Environmental impact, community health, social well-being, and ethical considerations* ***Investors and Shareholders:*** *Financial stability.* • ***Government and Public Authorities (at disposal sites):*** *Efficient waste management, landfill space conservation, and adherence to disposal regulations*	*garbage and allow recyclable items to be sold to scrap buyers, creating a new revenue stream and promoting recycling.* • *Designing WTPs with a focus on durability, reparability, and using materials that can be easily recycled or reused.* • *Collaborating with suppliers on sustainable practices, optimizing supply chain logistics to reduce environmental impact, and promoting responsible material handling.*
What are the Risk/s Identified?		
• *Reduction of available flow of raw water* • *Water pollution* • *Shortage in supply of power, fuel, etc.* • *The use of non-renewable materials poses environmental risks, including resource depletion and pollution.*		

Supply Chain Disruptions: *Production delays, increased costs, and potential loss of customers.* ***Environmental Impact and Carbon Footprint:*** *Negative public perception, potential legal actions, and increased costs associated with carbon emissions* ***Product Quality and Safety:*** *Financial losses, legal liabilities, and erosion of customer trust* • ***Waste Generation and Disposal Risks***	***Suppliers:*** *Material-related risks can affect the demand for specific materials, potentially impacting suppliers' revenue and production practices* ***Employees:*** *Occupational health and safety, job security, and working conditions* ***Customers and Consumers:*** *Material-related risks can affect the quality, safety, and sustainability of products, influencing customer satisfaction and purchasing decisions.*	• *Diversify suppliers, conduct thorough risk assessments, and establish contingency plans.* • *Adopt sustainable material choices, assess and reduce carbon footprint, and communicate environmental efforts transparently.* • *implement stringent quality control measures, adhere to safety standards, and conduct thorough material testing.* • *Prioritize materials with recyclability, implement waste reduction strategies, and adhere to waste disposal regulations*
What are the Opportunity/ies Identified?		
• *Operating cost reduction* • *Better returns* • *Scrap generated from materials usage can generate income for petty purchases.* ***Sustainable Material Sourcing*** ***Waste Reduction Strategies*** • ***Circular Economy Practices:*** *Embracing circular economy principles, such as designing products for recyclability and implementing recycling programs*	***Suppliers:*** *Material-related risks can affect the demand for specific materials, potentially impacting suppliers' revenue and production practices* ***Employees:*** *Occupational health and safety, job security, and working conditions* ***Customers and Consumers:*** *Material-related risks can affect the quality, safety, and sustainability of products, influencing customer*	• *Adopting sustainable sourcing practices for raw materials, including responsibly harvested or recycled materials.* • *Implementing strategies to minimize waste during manufacturing and finding alternative uses for by-products.* • *Reduced waste generation, cost savings through material reuse, and improved environmental stewardship.*

	satisfaction and purchasing decisions	

Ecosystems and biodiversity (whether in upland/watershed or coastal/marine)

Disclosure	Quantity	Units
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	94	sites
Habitats protected or restored	2.3	Ha.
IUCN[2] Red List species and national conservation list species with habitats in areas affected by operations	n/a	

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Preservation of quality of well/catchment area* • *Loss of forest covers due to clearing* • *Facility damage due to natural calamities* • *Substandard facilities*	• *Employees* • *Community*	• *Monitor water quality of well/catchment area* • *Clean water awareness campaign geared towards communities around catchment area* • *Reforestation of cleared areas if necessary* • *Proper design of facilities* • *Area protection thru perimeter fencing/lighting and deployment of security personnel* • *Tree planting activities within the protected areas*
What are the Risk/s Identified?		
• *Air emissions/pollution* • *Water pollution* • *Disturbance of flora and fauna*		
What are the Opportunity/ies Identified?		
NONE		

[2] International Union for Conservation of Nature

Environmental impact management

Air Emissions

GHG

Disclosure	Quantity	Units
Direct (Scope 1) GHG Emissions • Aviation Services • Water Supply Services	 8,758.38 0.56	Tonnes CO_2/year
Energy indirect (Scope 2) GHG Emissions • Aviation Services • Water Supply Services	 5,814 n/a	Tonnes CO_2/year
Emissions of ozone-depleting substances (ODS)	0.6	Tonnes

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Concentration of gas emissions from operation of vehicles and equipment* • *Due to company growing, delivery of goods becomes more frequent and volume of production in the kitchen becomes higher.*	• *Employees* • *Proponent* • *Contractor* • *Communities* • *Organization*	• *Provided air pollution control devices on vehicles and equipment to ensure government regulations are met* • *Utilization of more environmentally friendly gensets that serve as backup source in case of power outages* • *Reduction of carbon footprint thru utilization of vehicles and equipment that are fuel efficient* • *Maximization of deliveries of goods to lessen/reduce number of travel/s.* • *Monitoring of GHG and consider the used/application of renewable energy.* • *Carefully monitor and learn the equipment that uses renewable energy.*

Concentration of gas emissions from operation of aircraft, vehicles and equipment	• *Employees* • *Proponent* • *Contractor*	• *Provided air pollution control devices on vehicles and equipment to ensure government regulations are met.* • *Utilization of more environmentally friendly gensets that serve as backup source in case of power outages.* • *Reduction of carbon footprint thru utilization of aircraft, vehicles and equipment that are fuel efficient*
What are the Risk/s Identified?		
• *Emission of air pollutants from pumping and genset operation* • *Health risk.* • *Emission of air pollutants from aircraft and service vehicles*	• *Employees* • *Proponent* • *Contractor*	• *Provided air pollution control devices on vehicles and equipment to ensure government regulations are met.* • *Utilization of more environmentally friendly gensets that serve as backup source in case of power outages.* • *Reduction of carbon footprint thru utilization of aircraft, vehicles and equipment that are fuel efficient*
What are the Opportunity/ies Identified?		
• *New equipment and vehicles were reported that uses renewable energy.*		

Air pollutants

Disclosure (Aviation Services)	**Quantity**	**Units**
NO_x	373.13	ppm
So_x	699.30	ppm
Particulate matter (PM)	30.40	ppm

Disclosure (Water Supply Services)	**Quantity**	**Units**
NO_x	3.11	Tonnes/year
Volatile organic compounds (VOCs)	0.25	Tonnes/year
CO	0.66	Tonnes/year
TSP	0.22	Tonnes/year
Particulate matter (PM)	0.22	Tonnes/year

What is the impact and where does it occur? What is the organization's involvement in the impact?	***Which stakeholders are affected?***	***Management Approach***
• *Air quality degradation* • *Noise production* • *Air pollutants contribute to the growing problem in air pollution.* • *The generator set is well maintained, resulting in no significant impact on the environment. It is only utilized during power outages inside the MEPZ (Mactan Economic Processing Zone). The impact is localized to the areas served by the generator set.*	• *Employees* • *Proponent* • *Contractor* • *Communities* • *Organization* • *Locators within MEPZ1 area* • *MEPZ1 as the regulatory authority.* • *Investors and shareholders*	• *Provided air pollution control devices on vehicles and equipment to ensure government regulations are met* • *Utilization of more environmentally friendly gensets that serve as backup source in case of power outages* • *Strictly practiced good housekeeping and followed preventive maintenance schedules of all equipment and vehicles* • *Control vehicle speed to lessen suspension of road dust* • *Conduct water spraying on roadworks to suppress dust sources and minimize discomfort to nearby residents.*
What are the Risk/s Identified?		

• *Release of air pollutants from use of vehicles and equipment* • *Generation of dusts from roadworks* • *Excessive noise generation from operation of equipment* • *Health conditions.* • *The organization identify the following risks related to the material topic of air pollutants.* • *Air quality degradation: The emission of NOx and Sox may contribute to air quality degradation in MEZ area.*	• *Locators MEZ area.*	• *Provided PPEs to employees working in areas with excessive noise* • *Continuous monitoring of air pollutants thru conducting of regular stack emission test.* • *Continuous compliance with the implementing procedures of DENR.* • *Regular checking/maintenance of the equipment to maximize its use and prevention for sudden breakdown.* • *The organization's management approach involves the meticulous maintenance of the generator set and its use only during power outages. This helps in mitigating potential environmental impacts and ensuring that the organization complies with PEZA regulations.* • *The organization addresses the risk of air quality degradation by adhering to strict maintenance practices for generator set and minimizing its usage to essential situations. Regular monitoring of emissions is conducted to ensure compliance with air quality standards.* • *The organization is actively exploring opportunities for incorporating renewable energy sources into its operations. This includes feasibility studies, collaboration with energy providers, and seeking investments to transition towards more sustainable energy alternatives.*
What are the Opportunity/ies Identified?		
• *Conducting regular maintenance of steam boiler and genset to maximize its use and lifespan.* • *Investment in Renewable Energy: Exploring and investing in renewable energy sources to reduce reliance on the generator set, thereby decreasing air pollutants emissions.*		

Solid and Hazardous Wastes

Solid Waste

Disclosure	Quantity	Units
Total solid waste generated	1312.82	tons/yr
Recyclable	367.42	tons/yr
Reusable	0.27	tons/yr
Residuals/Landfilled	1,105.86	tons/yr
Composted	0.62	Tons/yr
Waste sludge	23.55	tons/yr

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Primary Business Operations • *Solid waste generation* • *Solid waste disposal* • *Sludge production* • *Collected solid waste produced by the facility without proper disposal may lead to pollution such as air, water and land.* • *The impact of solid waste occurs primarily in the form of residuals that are landfilled.*	• *Employees* • *Proponent* • *Community* • *Contractor* • *Regulatory bodies overseeing waste management* • *Suppliers*	• *Implemented an Ecological Solid Waste Management Plan (ESWMP)* • *Solid waste segregation* • *Established a material recovery facility* • *Encouraged recycling and reuse* • *Provided appropriate and sufficient solid waste receptacles and bins* • *Coordinated with municipal/city solid waste collectors* • *Engaged third party private solid waste collectors* • *Properly treated, stored, and disposed sludge thru third party DENR licensed/accredited haulers.* • *Proper segregation of waste must always observe.*

		• *Must dispose the waste by the accredited hauling organization.* • *Implement a MRF location where all recyclable materials can be stored and convert.* • *The organization has implemented measures to manage the material topic of solid waste:* *Waste Segregation: The organization has adopted waste segregation practices to identify and separate reusable, recyclable, and compostable materials before reaching the landfill.* *Waste Reduction Goal: The organization has set goals to reduce the overall quantity of waste generated by implementing waste reduction strategies.* *Recycling Initiatives: The organization supports recycling initiatives and encourages the use of recycled materials within its operations.* • *The organization addresses the risk of environmental pollution by strictly adhering to waste management regulations, regularly monitoring waste disposal practices, and implementing corrective measure when necessary.* • *The organization is actively exploring and implementing circular economy practices, including product redesign, waste reduction in the supply chain, and partnership with suppliers committed to sustainable practices.*

<table>
<tr>
<td>Impacts:
Improper disposal of solid waste, especially non-biodegradable materials, can lead to environmental pollution, habitat degradation, and harm to ecosystems.
Hazardous waste and improper disposal practices can contaminate soil and water, posing risks to human health and ecosystems.
Inadequate waste management can pose health risks to communities, waste workers, and populations living near water treatment sites.
Direct Impact:
Waste Management Practices: The organization is directly involved in waste management decisions, including the choice of disposal methods and treatment facilities.
• Solid waste generation
• Solid waste disposal</td>
<td rowspan="3">Local Communities: Public health risks, environmental pollution, and reduced quality of life.
Employees: Occupational health and safety, job satisfaction, and working conditions
Regulatory Authorities: Adherence to environmental laws, responsible waste disposal, and compliance with waste management standards
Government and Public Authorities
• Employees
• Proponent
• Community
• Contractor</td>
<td rowspan="3">• Adopting eco-friendly materials, reducing packaging waste, and designing products with end-of-life considerations.
• Implementing take-back programs, designing WTP with recyclability, and promoting responsible disposal practices
• Regularly monitoring and ensuring compliance with waste disposal regulations and participating in industry-wide initiatives.
• Implemented an Ecological Solid Waste Management Plan (ESWMP)
• Solid waste segregation
• Coordinated with SBMA solid waste collectors</td>
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<tr>
<td>What are the Risk/s Identified?</td>
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<tr>
<td>• Soil/Land contamination
• Health hazard
• This may lead to health conditions especially in younger and immunocompromise people.
• Environmental Pollution: Improper waste disposal may lead to environmental pollution and harm the surrounding ecosystem.</td>
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<tr>
<td>Environmental Pollution: contamination of water sources, and harm to flora and fauna

Health and Safety: Increased incidents of diseases

Waste Generation Volume: Increased operational costs, resource depletion, and negative environmental impact.

Legal Liabilities

Climate Change Impact

• Lack of Recycling Initiatives

• Soil contamination
• Health hazard</td>
<td rowspan="3">Local Communities: Public health risks, environmental pollution, and reduced quality of life.

Employees: Occupational health and safety, job satisfaction, and working conditions

Regulatory Authorities: Adherence to environmental laws, responsible waste disposal, and compliance with waste management standards

Government and Public Authorities

• Employees
• Proponent
• Community
• Contractor</td>
<td rowspan="3">• Waste Reduction and Minimization.
• Recycling Programs.
• Employee Training and Awareness.
• Compliance Monitoring
• Participate in community clean-up initiatives.
• Host awareness campaigns on waste reduction.

Address community concerns through open dialogue

• Implemented an Ecological Solid Waste Management Plan (ESWMP)
• Solid waste segregation
• Coordinated with SBMA solid waste collectors</td>
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<tr>
<td>What are the Opportunity/ies Identified?</td>
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<tr>
<td>• Operating cost reduction

• Better returns

• Recyclable waste can be store at the MRF and can be converted to something useful.
• Circular Economy Practices: Embracing circular economy practices to minimize waste</td>
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generation and promote the reuse and recycling of materials. ***Innovation and Research:*** *Stay ahead of industry trends, discover new technologies, and contribute to industry advancements* ***Community Outreach:*** *Build positive relationships, address community concerns, and demonstrate commitment to environmental responsibility* ***Waste Management Technologies:*** *Enhance operational efficiency, improve waste collection and sorting processes, and enable data-driven decision-making* • **Employee Engagement:** *Foster a culture of sustainability, encourage innovative ideas, and improve overall morale*	***Local Communities:*** *Public health risks, environmental pollution, and reduced quality of life.* ***Employees:*** *Occupational health and safety, job satisfaction, and working conditions* ***Regulatory Authorities:*** *Adherence to environmental laws, responsible waste disposal, and compliance with waste management standards*	• *Include representatives from operations, environmental health and safety, procurement, and sustainability.* • *Foster collaboration and communication among team members.* • *Conduct a thorough waste audit to identify sources, types, and quantities of waste.* • *Provide clear guidelines for waste segregation.* • *Implement employee engagement programs and recognition for sustainability achievements*

Hazardous Waste

Disclosure (Water Supply Services)	Quantity	Units
• Total hazardous waste generated (stored on-site) • Waste oil/used oil • Busted LED components	8,861 25.93 253	Containers/bottles MT/year pcs
• Total hazardous waste reused a) Empty containers (reused)	174	Containers
Total hazardous waste transported • Empty containers	8,687	containers
• Waste oil/used oil	7.94	MT/year

Disclosure	Quantity	Units
Total weight of hazardous waste generated	391.07	tons/year
Total weight of hazardous waste transported	360.92	tons/year

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Handling of hazardous substances* • *Accumulation of spent chemical containers* • *Expired unused chemicals* • *Hazardous waste materials such as used oil, industrial oil, and any other hazardous waste produced by the facility must be contained in an area to avoid contamination in water and in land.* • *All hazardous waste are secured inside the Hazwaste storage room, and are contained in a container to prevent spillage and misuse.*	• *Employees* • *Proponent* • *Community*	• *Strictly followed Occupational Safety and Health Standards and practices* • *Used appropriate PPEs in handling hazardous materials* • *Segregated and tagged spent material containers into hazardous, non-hazardous, biodegradable, and recyclables* • *Recycled, repurposed, and re-used non-hazardous, biodegradable, and recyclable spent containers of materials* • *Properly disposed spent containers of hazardous materials and expired/unused materials thru third party DENR licensed/accredited haulers.* • *Provision of spacious and well-ventilated area where all hazardous waste will be kept.* • *Proper labelling of each hazardous waste must be observed to avoid spillage in the ground.* • *Acquiring of DENR accredited hazardous transporter and treater as per implementing rules and regulation of RA6969.* • *Proper segregation of Hazwaste according to its type.*

• *Handling of hazardous substances* • *Accumulation of contaminated and used fuel and aircraft oils*	• *Employees* • *Proponent* • *Community*	• *Ensure that the storage area is prohibited to unauthorized personnel for safety.* • *Strictly followed Occupational Safety and Health Standards and practices* • *Used appropriate PPEs in handling hazardous materials.* • *Segregated and tagged spent material containers into hazardous, non-hazardous, biodegradable, and recyclables.* • *Proper disposal of spent containers of hazardous materials and expired/unused materials through a third-party DENR licensed/accredited haulers.*
What are the Risk/s Identified?		
This may lead to accidents if not properly observed/ monitored. • *Spillage of hazardous materials/materials* • *Health hazard* • *Safety Hazard*	• *Employees* • *Proponent* • *Community*	• *Strictly followed Occupational Safety and Health Standards and practices* • *Used appropriate PPEs in handling hazardous materials* • *Segregated and tagged spent material containers into hazardous, non-hazardous, biodegradable, and recyclables* • *Proper disposal of spent containers of hazardous materials and expired/unused materials through a third-party DENR licensed/accredited haulers*

What are the Opportunity/ies Identified?		
• *Cost savings* • *Used vegetable oil can be used as biodiesel once undergone proper process by an accredited Hazardous waste treater.*		

Effluents

Disclosure	Quantity	Units
Total volume of water discharges	5,573,224.66	Cubic meters
Percent of wastewater recycled	0.04	%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Wastewater generation* • *Wastewater discharge* • *If left under-treated, may lead to destruction of ecosystem in the water.* • *The impact of effluent occurs through the discharge of water, which is interconnected to the Sewage Treatment Plant (STP) of MEPZ for treatment. This impact is localized to the areas where the organization operates, particularly in the discharge points and the downstream receiving environment.* • *The organization is directly involved in the discharge of water as part of its operational processes. The discharged water is sent to the STP of MEPZ for treatment.*	• *Employees* • *Shareholders* • *Customers* • *Community* • *Regulatory bodies overseeing environmental standards.*	• *Adopted appropriate and effective wastewater treatment technologies* • *Properly operated wastewater treatment facilities* • *Adopted "treat-at-point source" strategy* • *Regularly monitored wastewater quality being discharged* • *Established in-house testing laboratories for wastewater quality monitoring* • *Monitoring of effluent parameters and comply with the conditions stated in the Discharged Permit.* • *Regular effluent sampling to monitor the parameters and make a corrective action/s.* • *Invest in equipment to make the treated effluent more useful rather*

		than throwing it on the water surface. • *The organization is committed to ensuring strict compliance with the standard limits set by MEPZ (Mactan Economic Processing Zone) authority and the Environmental Health Safety Division (EHSD) regarding water discharges. This involves monitoring and managing the quality and quantity of water released to meet environmental regulations.* • *Continuous monitoring of effluent quality and quantity to identify and mitigate potential risks. Implementing corrective measures promptly in case of deviations from set standards to minimize adverse effects on the environment.* • *Actively identifying and pursuing opportunities for sustainable water management, such as exploring water recycling initiatives, adopting water- efficient technologies, and engaging stakeholders in water conservation practices. This may contribute to both environmental sustainability and positive community relations.*
Bulk Operation ***Impacts:*** *Effluents discharged into water bodies can contain pollutants, chemicals, or contaminants that may harm aquatic ecosystems, affect water quality, and pose risks to aquatic life.*	***Local Communities:*** *Residents living near the discharge point may experience changes in water quality, potentially affecting their access to clean water and overall well-being.*	• *Implementing measures to reduce or treat effluents before discharge, adopting cleaner production methods, and optimizing manufacturing processes.* • *Regularly monitoring effluent quality, ensuring compliance with discharge*

If effluents are not properly managed, they may infiltrate the soil, leading to contamination and potential harm to soil ecosystem. *Effluents containing hazardous substances can pose risks to human health if they contaminate water sources used for drinking or if there is direct exposure.* ***Direct Impact:*** • ***Industrial Processes:*** *The organization is directly involved in generating effluents through its industrial processes.*	***Employees*** ***Customers and Consumers*** ***Government and Public Authorities*** ***Fishing and Aquaculture Industries:*** *Effluent discharges into water bodies may affect fisheries and aquaculture operations, leading to potential economic losses.*	*limits, and promptly addressing any regulatory concerns* • *Implementing environmental management systems, conducting environmental impact assessments, and investing in sustainable technologies Participating in community outreach programs, providing information on environmental impact, and incorporating community feedback into decision-making*
What are the Risk/s Identified?		
• *Contamination of land and water bodies* • *Suspension/revocation of discharge permit.* • *May lead to various health conditions.* • *The discharge of polluted water poses a significant threat to aquatic ecosystems, potentially resulting in adverse effects on marine life, contamination of water sources, and violations of environmental regulations.*		
Environmental Pollution: *Contamination of water bodies and soil, leading to adverse effects on ecosystems, biodiversity, and overall environmental health.* ***Regulatory Non-Compliance:*** *Violating environmental regulations related to effluent discharge limits, leading to fines, legal actions, and reputational damage.*	***Local Communities*** ***Employees*** ***Customers and Consumers*** ***Government and Public Authorities***	• *Conduct regular monitoring of effluent quality to ensure compliance with environmental standards.* • *Stay informed about and comply with local, national, and international environmental regulations.* • *Communicate transparently with local communities about water quality monitoring results.*

• ***Public Health Risks:*** *Contamination of water sources used for drinking or recreation, leading to health risks for local communities*	***Fishing and Aquaculture Industries***	• *Establish and adhere to internal policies that align with legal requirements.*
What are the Opportunity/ies Identified?		
• *Reduction of demand for fresh water* • *Additional revenue from treated wastewater reuse* • *Well-treated effluent can be used as another source of potable water when undergone a reverse osmosis procedure or irrigation in a farm lot.* • *Opportunities may include exploring innovative water treatment technologies, water reuse initiatives, or community engagement programs related to water conservation.*		.
• ***Promoting Employee Water Conservation:*** *Encouraging employees to adopt water conservation habits within the workplace.* • ***Engaging in Collaborative Water Stewardship:*** *Collaborating with local communities, NGOs, and other stakeholders for joint water stewardship initiatives*	***Local Communities*** ***Employees*** ***Customers and Consumers*** ***Government and Public Authorities*** ***Fishing and Aquaculture Industries***	• *Launch awareness campaigns on water conservation.* • *Developing Contingency Plans for Water Scarcity* • *Engage in dialogue with community leaders and environmental organizations.*

Environmental compliance

Non-compliance with Environmental Laws and Regulations

Disclosure	Quantity	Units
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	none	PhP
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	1	instance
No. of cases resolved through dispute resolution mechanism	1	instance

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
• *Acquisition of Environmental Compliance Certificate* • *Pollution* - *Air* - *Water* - *Land*	• *Employees* • *Shareholders* • *Customers* • *Community*	• *Necessary permits were acquired and other government requirements are met prior to implementation of programs /projects* • *Ensured strict compliance to government environmental laws and regulations*
What are the Risk/s Identified?		
• *Business stoppage*		
What are the Opportunity/ies Identified?		
-NONE-		

SOCIAL

Employee Management

Employee Hiring and Benefits

Employee data

Disclosure	Quantity	Units
Total number of employees[4]	5,577	
a. Number of female employees	2,495	#
b. Number of male employees	3,082	#
Attrition rate[5]	11%	rate
Ratio of lowest paid employee against minimum wage	0.45 : 1	ratio

Employee benefits

List of Benefits	Y/N	% of female employees who availed for the year	% of male employees who availed for the year
SSS	Y	26%	32%
PhilHealth	Y	19%	19%
Pag-ibig	Y	20%	26%
Parental leaves	Y	4%	2%
Vacation leaves	Y	43%	66%
Sick leaves	Y	40%	47%
Medical benefits (aside from PhilHealth))	Y	29%	38%
Housing assistance (aside from Pag-ibig)	N	0%	0%
Retirement fund (aside from SSS)	Y	0%	0.25%
Further education support	N	0%	0%
Company stock options	N	0%	0%
Telecommuting	Y	11%	18%
Flexible-working Hours	Y	2%	6%
(Others)	N	0%	0%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *The company ensures that all benefits are available to its employees and all government*	• *Strict monitoring of the availment and administration of benefits.*

[4] Employees are individuals who are in an employment relationship with the organization, according to national law or its application (GRI Standards 2016 Glossary)
[5] 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)

mandated contributions are being processed on time as mandated by the Philippine law. • *Employee benefits motivate workers thus increasing productivity and loyalty towards the Company.* • *It can help the company to differentiate business from its competitors.*	• *Strict monitoring in the monthly payment of the government-mandated contributions.* • *The organization is actively involved in providing a range of benefits to its employees, aiming to create a positive work environment, enhance job satisfaction, and contribute to the overall success of the business.* • *Management addresses the concerns via the climate survey conducted yearly. Town hall meeting conducted every quarter to update employees of the company's performance.*
What are the Risk/s Identified?	**Management Approach**
• *Employees have a tendency to be complaisant since the benefits are readily available to them.* • *Tendency to exhaust all loan benefits resulting to low monthly income.* • *Turnover rate may increase if the employees are not satisfied with the benefits available to them.* • *Some employees are not well informed of the available benefits.*	• *Strict monitoring of the availment of benefits.* • *Information dissemination on the available benefits to all employees.* • *Management to continue implementing strategies to enhance existing benefits that may contribute to an increase in employee satisfaction and retention.*
What are the Opportunity/ies Identified?	**Management Approach**
• *To further improve employee benefit on top of what is already provided.* • *Unilateral application of all employee benefits across all subsidiaries.*	• *To study and re-evaluate existing policy on employee benefits and look for areas to improve.* • *Management to continue giving importance to employee feedback for the improvement of the existing benefit and to ensure that the company is updated on the latest employee benefit trends that may help increase engagement and retention of its employees.*

Employee Training and Development

Disclosure	Quantity	Units
Total training hours provided to employees		
a. Female employees	7,048.06	hours
b. Male employees	4,215.39	hours
Average training hours provided to employees		
a. Female employees	14.04	hours/employee
b. Male employees	13.58	hours/employee

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *Providing training to employees ensures continuous learning and the acquisition of new skills on the part of the employees. The ultimate benefit will be to the organization if employees continuously learn new skills.* • *Classroom and actual training is being given to all employees prior to deployment as needed/required by client airlines in the aviation industry.* • *Developing more skilled employees also increases the productivity of the company.*	• *The organization is actively involved in providing training and development opportunities to its employees, recognizing the importance of continuous learning for skill enhancement and professional growth.*
What are the Risk/s Identified?	**Management Approach**
• *It is highly possible that employees would seek for a better job opportunity if and when their skills are enhanced.* • *Some employees would want a salary increase to commensurate the new skills learned.* • *Insufficient budget or resources for training may result in cut corners, leading to inadequate training quality.* • *Poorly designed or executed training programs may not meet the intended learning objectives, resulting in wasted resources and minimal impact on employee performance.*	• *To discourage employees from seeking employment elsewhere after receiving training, the management ensures that the employees has a clear vision of their career path.* • *The Management conducts a yearly review of the pay structure to make sure that the employee's salary is commensurate with their skills and experience.* • *Continued evaluation for internal candidates for succession planning purposes.* • *The company allocates appropriate resources, prioritize training needs, and explore cost-effective training solutions, such as online platforms or internal expertise.*

	• *The company conducts thorough needs assessments, employ skilled trainers, and regularly evaluate and update training content based on feedback.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Management will have assurance that its employees are among the best in the industry and has a competitive salary package.* • *Training provides an opportunity to enhance the skills and competencies of employees, making them more proficient in their roles. Employee will become more productive with less supervision.* • *Effective training and development programs can foster employee loyalty and reduce turnover. This opportunity aligns with the organization's goal of retaining skilled and dedicated employees.* • *Implementing effective performance management systems and providing regular feedback contribute to employee growth and development.*	• *Management considers employee training and development as part of its corporate goals.* • *The company provides developmental assignments or projects to its employees to give opportunity for growth.* • *To initiate more programs that are beneficial to employees. These programs may include career development opportunities, mentorship programs, and initiatives that support work-life balance. By investing in the well-being and professional growth of employees, the organization aims to create a positive and supportive workplace, ultimately fostering loyalty and reducing turnover.*

Labor-Management Relations

Disclosure	Quantity	Units
% of employees covered with Collective Bargaining Agreements	N/A	%
Number of consultations conducted with employees concerning employee-related policies	689	#

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *Since the Company is unorganized, a Collective Bargaining Agreement or CBA has no impact.*	• *To establish an open line of communication with the employees and to make sure that their grievances are properly addressed.* • *Company policy rules and regulation must be clear to all employees to minimize or prevent misunderstandings.*

What are the Risk/s Identified?	Management Approach
• *An unorganized establishment would always be at risk of being organized anytime.*	• *Management should always be attentive to the sentiments of its employees.* • *Management has adopted an "open door policy" whereby positive suggestions from employees will be entertained. Suggestions that tend to improve the quality of work, increase productivity, or to create better conditions of employment are most welcome.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Management and employees should continuously have an open communication and develop rapport and coherence with regards to the company's rules and regulations.*	• *The Management fosters an environment or venue for employees to air their grievances.* • *The Management offers counselling on problems relating to employment, policies, rules and regulations. The HRD shall assist and give counsel to its employees.*

Diversity and Equal Opportunity

Disclosure	Quantity	Units
% of female workers in the workforce	31.34%	%
% of male workers in the workforce	68.66%	%
Number of employees from indigenous communities and/or vulnerable sector*	33	#

**Vulnerable sector includes, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E).*

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *The Management is committed to gender equality giving the same privileges and equal job opportunities to all.* • *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making within the organization.* • *The company ensures a diverse and inclusive workplace to positively influence employee*	• *The company has taken suitable measures in implementing policies that will give equal opportunities for all employees.* • *The company is paying equal remuneration and benefits for work of equal value to all its employees regardless of gender.*

engagement and morale, creating a sense of belonging and acceptance.	• *The company has established inclusive policies, fostering a culture of respect and belongingness that contribute to high levels of engagement.*
What are the Risk/s Identified?	**Management Approach**
• *The identified risk is the potential for disputes arising due to differences in backgrounds, religions, and cultures among employees. These differences may lead to misunderstandings or conflicts within the workforce.* • *Limitations to hiring of persons with identified medical challenges that would not allow them to be assigned in certain positions in the organization.* • *Diversity initiatives may inadvertently create tensions or divisions among employees if not implemented thoughtfully.*	• *The company ensures that it is observing gender-sensitive HR policies. Thus, giving equal opportunities to all.* • *The company has established a zero-tolerance policy towards all forms of violence, discrimination, and harassment.* • *The company ensures communication, cultural sensitivity training, and a strong commitment to fostering an inclusive workplace. Grievance mechanisms are in place to address and resolve any disputes promptly, ensuring a harmonious work environment.*
What are the Opportunity/ies Identified?	**Management Approach**
• *A gender-balanced and diversified environment will be conducive to equal opportunities to for all employees to work hand in hand with the company towards reaching their corporate goals thru creativity and sharing of new ideas.* • *Having a diverse workforce allows for different ideas, processes, and insights, which can be beneficial to the work being performed. Diversity fosters creativity and innovation, leading to improved problem-solving and business outcomes.*	• *The company has implemented programs that actively encourage diversity. This includes recruitment strategies that attract a diverse pool of candidates, training programs that promote inclusivity, and initiatives to create a culture where all employees feel valued and respected. These efforts contribute to a workplace that thrives on the unique perspectives and talents of its diverse workforce.*

Workplace Conditions, Labor Standards, and Human Rights

Occupational Health and Safety

Disclosure	Quantity	Units
Safe Man-Hours	10,993,353.78	Man-hours
No. of work-related injuries	37	#
No. of work-related fatalities	1	#
No. of work related ill-health	12	#
No. of safety drills	22	#

<table>
<tr><th>What is the impact and where does it occur? What is the organization’s involvement in the impact?</th><th>Management Approach</th></tr>
<tr><td>A safe and healthy workplace ensures efficiency and high productivity amongst its employees.
With the Safety & Health Workplace policy of the company, employees are assured that they have a good working environment.
OSH department conducts safety-related programs on medical and work methods as required by the local government and its clients.</td><td>Compliance to regulatory requirements and to labor laws on Occupational Safety and Health
The company actively participates in managing occupational health and safety by tracking safe man-hours, monitoring work-related injuries and ill-health, conducting safety drills, and implementing measures to prevent accidents and fatalities.
The company places emphasis on training employees to raise awareness about potential incidents and accidents. Additionally, a Safety & Security Officer is designated to conduct risk assessments and implement preventive measures to ensure a safe working environment.</td></tr>
<tr><th>What are the Risk/s Identified?</th><th>Management Approach</th></tr>
<tr><td>Possible non-compliance to the requirement leading to unsafe working conditions, accidents of workforce, or non-issuance of permits.
Management should classify which areas are risk-prone compared to others and provide the necessary policy to minimize or address the risk involved.
The identified risk is the potential for electrical faults or faulty wiring leading to fire, equipment malfunctions, and machinery accidents.
High stress levels due to excessive workload, unrealistic expectations, or poor management practices can negatively impact employee well-being.</td><td>Continued compliance to regulatory requirements and to labor laws on Occupational Health and Safety.
Proper labelling and wearing of Personal Protective Equipment should be a mandatory practice.
The management conducts regular safety inspections, employee training on safety protocols and prompt correction of identified hazards.
Continuously conduct safety drills that will adhere to the safety and health protocols during disaster.
The company imposes a routine for maintenance personnel to conduct daily, monthly, and yearly checks on all possible issues, including electrical systems, buildings, and vehicles. This proactive approach aims to prevent accidents and ensure the safety of employees.
The company ensures compliance on the required working hours, promoting work-</td></tr>
</table>

	life balance, and adhering to legal regulations on working hours.
What are the Opportunity/ies Identified?	**Management Approach**
• *To further improve efficiency and productivity through providing a safe work environment.* • *Wellness opportunities contributory to the improvement of performance of the workforce.*	• *To ensure compliance in government regulations regarding health and safety.* • *The use of Safety Hazard & Security forms, employees and management can now easily identify and classify the risks and report it to the authorities for prevention.* • *The company regularly conducts safety audits and trainings.* • *Actively listen to employee feedback to enhance overall workplace condition.* • *Prioritizing employee well-being through wellness programs supports physical and mental health, reducing absenteeism and promoting a positive workplace culture.*

Labor Laws and Human Rights

Disclosure	Quantity	Units
No. of legal actions or employee grievances involving forced or child labor	0	#

Do you have policies that explicitly disallows violations of labor laws and human rights (e.g. harassment, bullying) in the workplace?

Topic	Y/N	If Yes, cite reference in the company policy
Forced labor	Y	*Found on MACS Employee Handbook
Child labor	Y	*Found on MACS Employee Handbook
Human Rights	Y	*Policy on Against Fellow Employee/Authority found in the MAC, MACS and MASCORP Employee Handbook.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *The data reflects the organization's strict compliance to labor laws and related government issuances regarding Labor and Human Rights.*	• *To continue its current practice and at the same time look for possible areas to improve.*

• *The DOLE Certificate of Labor Standard issued to the company is a proof that the company is adhering to the Philippine Labor Laws.*	• *For the company to continue to adhere and be updated with the latest rules and regulations of DOLE.* • *The company ensures the implementation of due process.*
What are the Risk/s Identified?	**Management Approach**
• *Employees may not be aware of the company policies or have forgotten it during their employment.*	• *Conduct employee orientation and refresher courses to establish the company policies to all its employees.* • *Management exercises an "open door policy" wherein employees are encouraged to discuss their concerns relating to their employment, policies or tasks assigned.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Government or private sector recognition as well as less exposure to labor or other cases.*	• *To continue its current practice and at the same time look for possible areas to improve.* • *Establish policies that would secure the interest of its employees.*

***Against Fellow Employee/Authority**

Offense	Corrective Action				
	1st	2nd	3rd	4th	5th
1. Making false and malicious accusations (libel) against co-workers or fellow employees.	3	15	D		
3. Provoking a fight, inflicting injury, intimidating, threatening, insulting, and harassing a co-employee for any reason at anytime within the Company premises.	7	15	D		
4. Discourtesy and disrespectful acts towards superior, company visitors, representative or fellow employee.	7	15	D		

Supply Chain Management

Do you have a supplier accreditation policy? If yes, please attach the policy or link to the policy:

Yes, supplier must accomplish/comply with the accreditation requirement checklist (including the Supplier Accreditation Info Sheet (SAIF)

Do you consider the following sustainability topics when accrediting suppliers?

Topic	Y/N	If Yes, cite reference in the supplier policy
Environmental performance	Y	• *Reference is made in the SAIF to determine if supplier is ISO Certified and has passed environment programs* • *Environment Management Program* • *Submission of Sanitary Permit; DENR Compliance*
Forced labor	N	
Child labor	N	
Human rights	N	
Bribery and corruption	Y	• *Supplier signs an Oath of Integrity, which highlights the ethics and moral guidelines that each supplier should adhere to.*

What is the impact and where does it occur? What is the organization's involvement in the impact?	**Management Approach**
• *The more we require our suppliers to conform with our procurement regulations, better coordination is achieved.* • *Proper evaluation and selection of compliant supplier.* • *Non-Compliance from Suppliers & Service providers (Supply chain) – Continuing communication with Suppliers & Service providers on compliance to above topics / requirements (with emphasis that monitoring / surveillance is not just documentary requirement compliance but will also include audits / inspections)*	• *To see to it that all our accredited suppliers are compliant with our requirements.* • *Oath of Integrity, Working Conditions Communication, Compliance to Documentary Requirements, Audits, Inspections*
What are the Risk/s Identified?	**Management Approach**
• *Non-compliant suppliers may lead to more DOLE, DTI, BIR, SEC, and other related case exposure* • *Supplier Risk- Lack of offers from suitable vendors which can result to higher prices of goods and services or loss business opportunities* • *Over/under forecasting of needs.* • *Failure to forecast, plan and consult with end users which can result in delay in lead time and/or disrupted delivery schedules.*	• *Assign personnel to monitor and evaluate supplier's compliance with procurement guidelines* • *Establish and develop a wider base of suppliers by securing firm contracts* • *More efficient procurement planning and forecasting* *a) Active collaboration between purchasing and the requesting departments.* *b) Procurement Planning- Identifying and consolidating requirements* *c) Determine just in time schedules*

	• *Development of Audit & Inspection Checklists focused on above topics / requirements to be used as Assessment / Verification tools at least after 6 months of Supplier / Service provider commitment to above topics / requirements*
What are the Opportunity/ies Identified?	**Management Approach**
• *Activities are within legal framework.* • *Strengthening of Organizational Communication & Compliance of Suppliers & Service providers*	• *Create a team to monitor from time to time the compliance of all suppliers. Conduct spot audit.* • *Inclusion of above in Management Review & during Top Management meetings;* • *Development of Scoreboard as Supplier / Service provider Performance tool*

Relationship with Community

Significant Impacts on 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)
Securing of Certificates for Benefits Availment	*Local Barangay/ Municipality*	*Applicable for Solo Parents*	*N*	*Compliance to the Solo Parent Act*	*Enhancement measures*
Securing of HALAL Development Institute of the Phils. (HDIP) Certificate	*Local Islam Community*	*N/A*	*Y*	*Requirements for employee HALAL crew.*	*Enhancement measures*
Securing Bureau of Quarantine – Yellow Cards	*BOQ*	*All employees*	*N*	*Requirement for Food Handlers within Airport premises*	*Enhancement measures*

Continued certification for TESDA Apprenticeship program	*TESDA Office*	*All Apprentices*	*N*	*Continued accreditation for assessment*	*Enhancement measures*
Certificate of No Objection to water project	*LGU's,*	*Community*		*Water Rights*	*Enhancement measures*

**Vulnerable sector includes children and youth, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E)*

For operations that are affecting IPs, indicate the total number of Free and Prior Informed Consent (FPIC) undergoing consultations and Certification Preconditions (CPs) secured and still operational and provide a copy or link to the certificates if available: _____________

Certificates	**Quantity**	**Units**
FPIC process is still undergoing		#
CP secured		#

What are the Risk/s Identified?	**Management Approach**
• *Dent in the community relation*	• *Open communication and CSR activities*
What are the Opportunity/ies Identified?	
• *Establishing and strengthening the relations with the local community sectors*	

Customer Management

Customer Satisfaction

Disclosure	**Score**	**Did a third party conduct the customer satisfaction study (Y/N)?**
Customer satisfaction	*95.5%*	N

What is the impact and where does it occur? What is the organization's involvement in the impact?	**Management Approach**
• *Customer satisfaction indicates the importance of the value of the product and service provided which fulfills the clients'*	• *Strict compliance to service standards required and to ensure adherence to customer plans and directions. Quick to*

expectations. It occurs mainly in the performance of essential services as identified by the client, with focus on the service quality of labor force, the reliability and dependability of equipment, and product quality. We ensure that service standards are met if not exceeded at a competitive price. When clients are satisfied with the services provided, they will not hesitate to extend their partnership. • *Improvement of business relationship and continuing business engagement with customer.* • *Developing trust further as evidenced by a long-time partnership with clients.*	*respond to demands, strategies and innovations akin to world-class service.* • *Continuous coordination with customers and ensuring communication lines are open to enable clients to provide valuable feedback on services that are consider exceptional; needed to be upheld; and needed to be improved.* • *We conduct the client survey annually to check on how the clients rate the service that we provide. Customer commendations and complaints are also monitored so that commitment and actions may be effected.* • *Customer Management Program* • *Customer Concern Report*
What are the Risk/s Identified?	**Management Approach**
• *Dissatisfaction of clients. Loss of trust and confidence of clients which may lead to contract termination.* • *Delayed delivery, Penalties as stipulated in Service Level Agreement.* • *Clients may opt to go on tender to check available services from competitor companies.* • *Competition as well as the implications brought about by the current pandemic situation. Ability to meet targets planned out at the start of the year.* • *Focus on cost reduction of airlines as a result of the negative effect on the travel industry by the current pandemic*	• *Be available to respond in a timely manner to concerns raised by client airline and provide viable solutions that will be mutually beneficial to both parties.* • *Work together with the client airlines to establish areas where in costs may be reduced without sacrificing the service level.* • *Although unhappy customers won't love us if we give bad service, our competitor will. We take care of every one of our clients' need and we are rewarded with their trust and loyalty.* • *Inclusion of reporting of complaints including trending to assess vulnerabilities and areas / opportunities for improvement via Top Management Meeting* • *Maintain high standards and good quality services, including continued training and developing skills of personnel.* • *Instill resilience from the adverse effects of the pandemic*
What are the Opportunity/ies Identified?	**Management Approach**
• *Enhancement of image to which can lead to more customer airlines and managing costs to be more competitive.*	• *Keeping the customers satisfied helps us stand out from the competition.* • *All invitations to tenders are accepted.*

• *Through word of mouth, our reputation as the market leader entices potential clients to invite us to tender projects/contracts.* • *Continuing Improvement via Strengthening of Programs, Policies & Procedures connected to complaints raised.* • *Business continuity and agility to exist in the new normal environment.*	• *Inclusion of reporting of complaints including trending to assess vulnerabilities and areas / opportunities for improvement via Top Management Meeting* • *Focus on the development of the workforce to increase skill level through trainings and proper coaching and periodically review expenditures to ensure cost efficiency.* • *Operate a well thought-of approach in adapting to the new normal environment*

Health and Safety

Disclosure	Quantity	Units
No. of substantiated complaints on product or service health and safety*	2 (Local)	#
No. of complaints addressed	2 (Local)	#

**Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.*

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *Food safety complaints' impact is on customer satisfaction and compliance to regulatory and statutory requirements. Occurrence is within the food supply chain from raw material source, processing until delivery of the products.* • *Reported employees not wearing PPEs, Face Mask during Work Schedule*	• *We follow and comply with:* *a. Quality and Food Safety Management Systems* *b. Regulatory and statutory requirements* *c. Customers standards* • *Reiteration memo on COVID health and safety practices in the workplace (MAC HO HRA Inter-Office Memorandum [IOM] 2022-19), Provided Health Teaching bulletin advisory, Health Declaration advisory*
What are the Risk/s Identified?	**Management Approach**
• *Loss of customer; Lawsuits; Cease and desist order from regulatory agencies.* • *Employees are prone to COVID infection.* • *Employee hygiene and safety.*	• *Implementation of the Quality and Food Safety Systems* • *Reiteration memo on COVID health and safety practices in the workplace (MAC HO HRA Inter-Office Memorandum [IOM] 2022-19), Provided Health Teaching bulletin advisory, Health Declaration advisory*

	• *Deliberate efforts to promote and practice employee core values and instill excellence in service delivery.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Better customer service* • *Open communication with regulatory agencies* • *Employees realization on the seriousness of COVID affecting himself/herself and also, the workplace.* • *Employees adapting to the New Normal* • *Review business process and enhance the quality of service*	• *Feedback mechanism; immediate actions on issues* • *Affiliations/ membership with organizations related to the business circle.* • *Reiteration memo on COVID health and safety practices in the workplace (MAC HO HRA Inter-Office Memorandum [IOM] 2022-19), Provided Health Teaching bulletin advisory, Health Declaration advisory* • *Review of business framework following a four-fold approach involving processes, people, productivity, and profitability.*

Marketing and labelling

Disclosure	Quantity	Units
No. of substantiated complaints on marketing and labelling*	1 complaint received.	11 Foreign Airlines (catering)
No. of complaints addressed	1 – Ycls refreshment	#

**Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.*

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *Impact of hygiene-related concerns and complaints on Catering Performance Evaluation (CPE)* • *The complaints will impact us through penalties imposed on us based on the Service Level Agreements. In this case, the refreshments would not be billed to client.* • *The penalties are unplanned additional expense.*	• *Strengthen Food Safety Policy; this includes a commitment to satisfy applicable food safety requirements, including statutory and regulatory requirements and mutually agreed customer requirements related to food safety. It also includes a commitment to continual improvement of the Food Safety Management System (FSMS) thereby addresses the need to ensure competencies related to food safety.* • *Staff and partners at work are reminded to adhere to the quality policy.*

	• *Internal process audits are being carried out.* • *Quality, quantity checks are performed on a regular basis to ensure that the meals provided meet the expectation of the clients*
What are the Risk/s Identified?	**Management Approach**
• *Complaints will impact reputation and client retention.* • *Possible demerits on Catering Performance Evaluation (CPE)*	• *Operational meetings are held regularly to discuss processes and standards, its strict implementation, and its continual improvement.* • *100% compliance to Critical Control Points (CCP) monitoring by regular reviewing of relevant procedures, periodic trainings, and conscientious recording.* • *Zero (0) Food Safety- related product complaints and recalls - compliance to CCPs, strict adherence to food safety programs and procedures, awareness to GMP and personal hygiene.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Client retention* • *Emerging demand for Food Safety Certification and continual improvement*	• *Client concerns are acknowledged, and the Management sees to it that the complaint is addressed, and corrective actions are carried out the soonest possible time. This way, the client will feel that their feedback is important and that they are taken care of.* • *Invest on trainings and certifications related to food safety as well on the continuous pursuit of improvement of the FSMS* • *Continuous synergies with sister companies to benchmark and adapt best practices related to food safety*

Customer privacy

Disclosure	Quantity	Units
No. of substantiated complaints on customer privacy*	0	#
No. of complaints addressed	0	#
No. of customers, users and account holders whose information is used for secondary purposes	0	#

**Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.*

What is the impact and where does it occur? What is the organization's involvement in the impact?	**Management Approach**
• *The trustworthiness of the clients/customers to our company*	• *Our clients' privacy is important. Names or personalities, ideas, recipes, and other confidential information are not shared within and outside the organization. Employees are reminded of confidentiality and the data privacy law through conducting an employees' orientation.* • *The company is committed to protecting the personal data of all its stakeholders, be they employees, business partners, stockholders, suppliers or customers. Fulfilling this commitment is an important business principle and a central condition for the company's success.*
What are the Risk/s Identified?	**Management Approach**
• *Loyalty of the client to our company.*	• *Information shared without client permission may result to the clients' loss of trust.* • *Data Privacy policy sets out minimum requirements for the way personal data is processed throughout the company.*
What are the Opportunity/ies Identified?	**Management Approach**
• *Having a good reputation built with our existing clients gives us an opportunity to be endorsed to potential clients.*	• *Potential clients and customers will be eager to get to know the company and be provided by MAC Group's services. They would keep us in mind for future tender requirements.* • *The company to protect people's privacy and prevent their data from being misused. We are aware of the potential harm caused by unlawful data processing and have therefore established a standard to minimize this risk.*

Data Security

Disclosure	Quantity	Units
No. of data breaches, including leaks, thefts and losses of data	0	Cases of data breaches including leaks, thefts and losses

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
• *Data breaches may result in significant reputational harm for companies, as they involve the unauthorized exposure of sensitive or protected corporate data often disseminated on the dark web or other online platforms. Such breaches typically lead to identity theft, inflicting considerable financial harm on affected individuals or entities.*	*The company implements a comprehensive cybersecurity strategy, leveraging policies, commitments, and initiatives to manage the material topic of cybersecurity. This includes:* • *Migration to Microsoft Office 365: Utilizing Microsoft's security features to protect email accounts from compromise.* • *Firewall Implementation: Deploying a robust firewall to secure the network perimeter, ensuring adherence to established access policies and data protection protocols.* • *Data Protection Focus: Prioritizing data protection in all security policy implementations within the network infrastructure.* • *Antivirus Upgrade: Upgrading to cloud and XDR versions of antivirus software for continuous monitoring of network activity and devices, both on-site and remotely, to detect and mitigate potential threats.* • *For the ground handling company, multiple layers of security are in place: Menlo Isolation Security (used for web and email isolation as protection for Ransomware and other fly by malware) & Checkpoint EDR (for endpoint and device protection).*
What are the Risk/s Identified?	**Management Approach**
• *A data breach refers to a cyber-attack wherein information is illicitly acquired or extracted from a system without the consent or awareness of the system's*	• *The company ensures that all its security policies are up to date to ensure applicability to the ever-evolving security environment. Security patches are applied to all network equipment to optimize usage and bolster*

rightful owner. Such breaches encompass incidents of data loss, leaks, and theft.	*defense capabilities. Furthermore, data security policies undergo regular review and enhancement throughout the year to uphold their effectiveness and relevance.*
What are the Opportunity/ies Identified?	**Management Approach**
• *The company is always mindful of the opportunity to implement additional security measures to ensure the safety and security, not only of its data and information, but also that of its employees. In the event of a breach, recovery and restoration (data backup) is of paramount activity.*	• *Constantly update user logins on VPN, strict enforcement of Password policies, continuous monitoring of system and network logs.* • *The company will always be on the lookout for applicable security solutions to ensure security of its data.*

UN SUSTAINABLE DEVELOPMENT GOALS

Product or Service Contribution to UN SDGs

Key products and services and its contribution to sustainable development.

Key Products and Services	Societal Value / Contribution to UN SDGs	Potential Negative Impact of Contribution	Management Approach to Negative Impact
Potable Water	*Clean Water*	*Over-extraction of water*	*Ensure availability of water and sustainable management of water*
Treated Waste Water	*Sanitation*	*Land, water, and air pollution*	*Conserve and sustainably use the oceans, seas, and marine resources*
Aviation Support Services	*Decent employment and sustainable economic growth*	*Susceptible to contamination and pollution concerns*	*Ensure sustainable consumption and production patterns*

** None/Not Applicable is not an acceptable answer. For holding companies, the services and products of its subsidiaries may be disclosed.*